The City of Forest Park

EXECUTIVE SUMMARY of the Operational and Performance Audit DRAFT Report

February 10, 2021

Executive Summary Description

This Executive Summary presents a high-level overview of the detailed Operational and Performance Audit report. The detailed report should be read in its entirety to better understand the context for the identified observations and recommendations.

The following sections are provided in this Executive Summary:

- Overview and Background

- Scope and Approach

- Employee Survey Results

- Overview of Operational and Performance Audit Observations and Recommendations

- Conclusion

- Strategic Roadmap and Next Steps

Overview and Background

The City has experienced significant turnover in recent years with its elected positions, the City Manager position, and numerous department heads. The average tenure of current department heads serving in their current role is approximately 9 months. As there is now a paradigm of newer personnel in City leadership positions bringing new ideas and methods to the City, there is a constant struggle with making and implementing positive change and not just operating in the same manner as the City has historically operated for decades. Many of the City's non-executive positions are filled with employees who have created lengthy careers for themselves at the City.

As part of the direction of new/newer City leadership, the City sought to conduct an Operational and Performance Audit of the City's operations, performance, and culture. We commend City leadership for taking the proactive initiative to have an objective assessment performed, which has identified strengths and opportunities for improvement throughout the City. We also would like to recognize the numerous City employees throughout all departments and across all position levels who gave their time conducting interviews, providing requested information, and participating in an anonymous operations and culture survey.

Overview and Background

The Operational and Performance Audit is the first step in a long transformation journey that provides an overview of the City's current state related to operations, performance, and culture. This report identifies numerous recommendations and provides a Roadmap that should be leveraged to help the City reach its goal of "operational excellence". Implementing positive change is never easy, but by leveraging the City's greatest asset – its employees, and by clearly articulating and communicating the rationale and benefits of the desired change, we are confident that the City can successfully transform its operations and continue to provide quality services to the citizens and stakeholders of Forest Park.

> *"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."* – **Socrates**

Scope and Approach

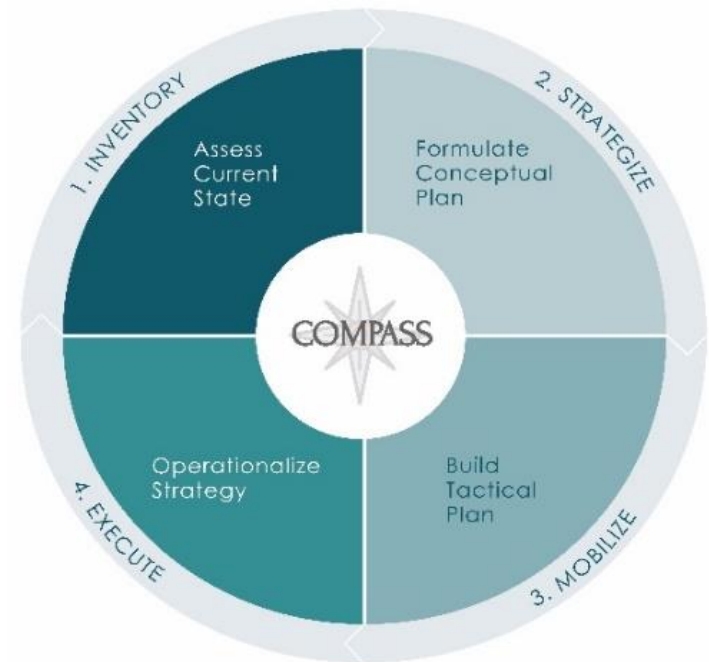The scope of the Operational and Performance Audit was to:

- Understand and document the City's current state for City departments and boards which includes the City's:

    o Operating environment

    o Operating model

    o Organizational structures

    o Key workflow and business processes

    o Identification of "what is working well", "what needs improvement", and "areas for potential risk concern"

- Compare City operations to leading practices

- Identify areas that are performing well to replicate throughout the City and areas for improvement

- Develop meaningful recommendations to improve/enhance City operations

- Develop a Strategic Roadmap for implementation of recommendations

Scope and Approach
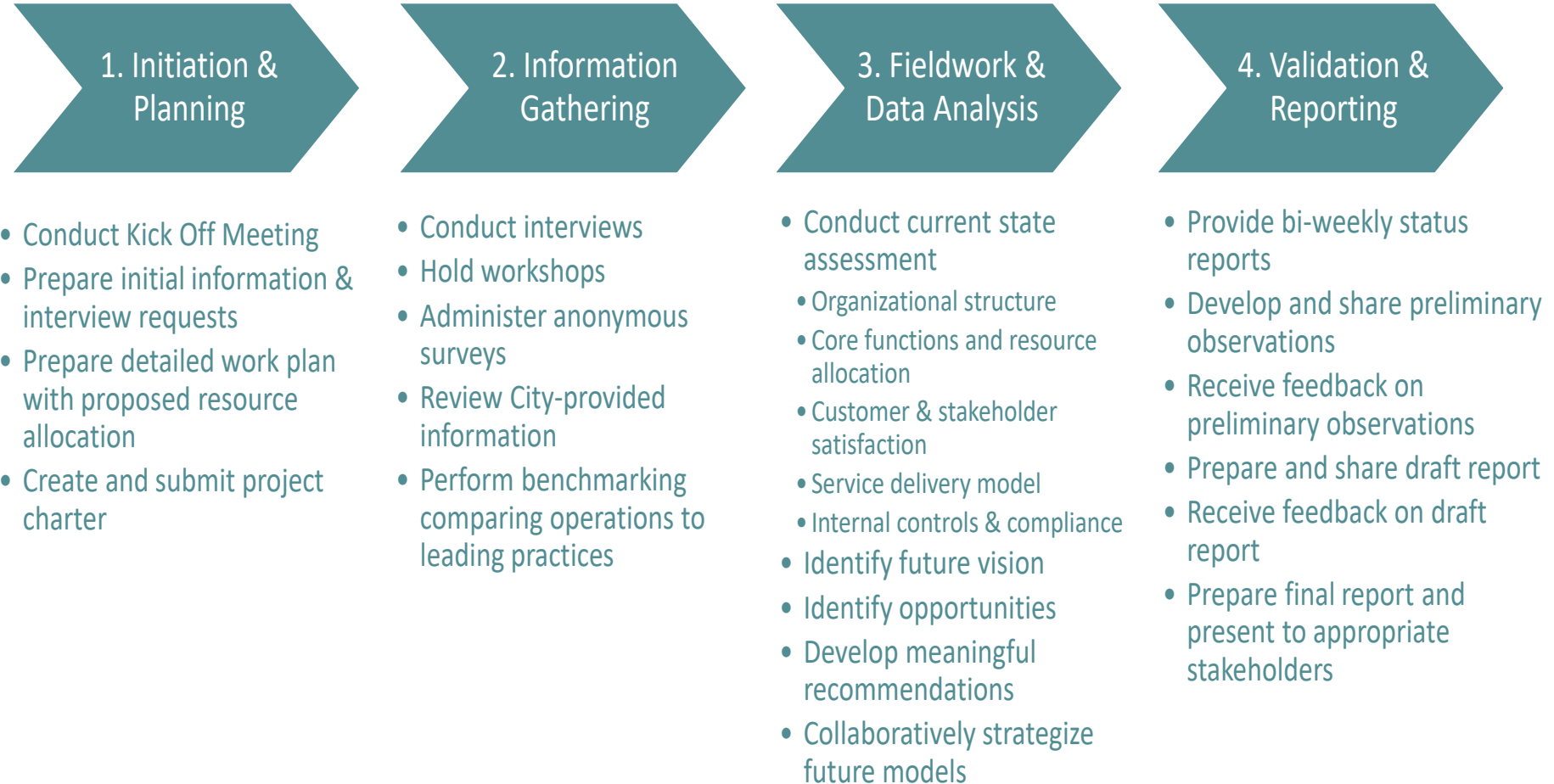
Audit goals included the following:

- Enhance City operations and service delivery models to optimize efficiency and effectiveness

- Assess the City's recent centralization and optimization of the procurement function

- Reduce risk and maintain compliance

- Strengthen internal controls, policies and procedures, and governance

- Increase transparency and accountability

- Enhance customer service

Our approach for the Operational and Performance Audit was based on Mauldin & Jenkins' proprietary transformation methodology – COMPASS.

Scope and Approach

We developed a workplan for the Audit which consisted of the following four phases:

| 1. Initiation & Planning | 2. Information Gathering | 3. Fieldwork & Data Analysis | 4. Validation & Reporting |

1. Initiation & Planning
- Conduct Kick Off Meeting
- Prepare initial information & interview requests
- Prepare detailed work plan with proposed resource allocation
- Create and submit project charter

2. Information Gathering
- Conduct interviews
- Hold workshops
- Administer anonymous surveys
- Review City-provided information
- Perform benchmarking comparing operations to leading practices

3. Fieldwork & Data Analysis
- Conduct current state assessment
  - Organizational structure
  - Core functions and resource allocation
  - Customer & stakeholder satisfaction
  - Service delivery model
  - Internal controls & compliance
- Identify future vision
- Identify opportunities
- Develop meaningful recommendations
- Collaboratively strategize future models

4. Validation & Reporting
- Provide bi-weekly status reports
- Develop and share preliminary observations
- Receive feedback on preliminary observations
- Prepare and share draft report
- Receive feedback on draft report
- Prepare final report and present to appropriate stakeholders

Scope and Approach

As part of the Operational and Performance Audit, we performed the following key tasks to aid us in formulating our observations and recommendations:

- Requested and reviewed significant amounts of data and information such as:
  - Organization charts
  - Governing documents
  - Policies and procedures
  - Financial information
  - Contracts
  - Performance data
  - Other relevant information
- Conducted more than 70 interviews with all department heads, and key management and front-line delivery personnel
- Conducted an anonymous operational/culture survey open to all City employees (hardcopies of the survey were also provided to those departments without direct access to computers for all employees)
- Attended multiple City Board meetings
- Delivered bi-weekly status reports throughout the engagement and met with the Mayor on a weekly basis to provide updates

Scope and Approach

Our Audit included assessing the following City departments and related organizations:

- City Manager
- Finance
- Human Resources
- Technology Services
- Police and E-911 Communications
- Fire and Emergency Management Services
- Public Works
- Recreation and Leisure
- Planning, Building and Zoning
- Economic Development
- Boards
- City Attorney

Within each department/related organization, the following sections are described where applicable:

- Department/Related Organization Overview
- Functional Taxonomy
- Key Processes and Workflow
- Governance and Policies
- Performance and Workload Data
- Financial Management
- Accolades/Awards/Leading Practices
- Observations
- Recommendations

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Employee Survey Results

As part of the City-wide Operational and Performance Audit, a survey was conducted to provide a mechanism to receive open and honest feedback from City employees related to City operations, service delivery, organization, and culture. The survey was anonymous and individual responses have been kept confidential by Mauldin & Jenkins. The survey was conducted electronically allowing only single responses from unique email addresses. In addition, hardcopies of the survey were provided to departments where employee access to a computer is limited.

83 responses were received (66 electronic and 17 hardcopy), representing an approximate response rate of 33%. Generally, a response rate of more than 20% is considered a positive response rate.

The following slides show the average score for each statement based on the following scale:

1 = strongly disagree

2 = disagree

3 = neither agree nor disagree

4 = agree

5 = strongly agree

Employee Survey Results

Survey Statement	Average Score
City goals are clearly communicated	2.8
I understand the mission and vision of my department	3.6
I understand how my work relates to the success of the City of Forest Park	4.2
I clearly understand what is expected of me in my role	4.1
I am provided with the tools, equipment, and technology necessary to do my job well	3.4
My workload is appropriate for my role	3.5
I feel I meet the expectations of customers and citizens	4.3
I feel that staffing levels are adequate for my department and/or role	2.5
I am provided opportunities within my role to use my talent and experience	3.7
I receive praise and appreciation when I do a good job	3.2
I receive guidance and support for improving my performance	3.2
I have opportunities to advance within the City	3.0
My supervisor encourages my professional development	3.5
Management (The Mayor, City Manager, and my Department Head) consistently demonstrates that quality customer service is a priority	3.6
I trust Management (The Mayor, City Manager, and my Department Head) to make decisions that are in the best interest of the City	3.2
Management (The Mayor, City Manager, and my Department Head) clearly communicates decisions and changes in a timely manner	2.9
I am proud to work for the City of Forest Park	4.1
I would recommend the City of Forest Park as a good place to work	3.6

The average score for all the survey statements is 3.5.

The lowest score is a 2.5 and the highest score is 4.3.

Employee Survey Results

The highest three scores are shown in the following table

Survey Statement	Average Score
I feel I meet the expectations of customers and citizens	4.3
I understand how my work relates to the success of the City of Forest Park	4.2
I clearly understand what is expected of me in my role / I am proud to work for the City of Forest Park	4.1

The lowest three scores are shown in the following table

Survey Statement	Average Score
I feel that staffing levels are adequate for my department and/or role	2.5
City goals are clearly communicated	2.8
Management (The Mayor, City Manager, and my Department Head) clearly communicates decisions and changes in a timely manner	2.9

Employee Survey Results

The survey also asked open-ended questions. The open-ended questions and common response themes are shown on the following slides.

Open Ended Question	Common Response Themes
What are the strengths of your department?	• Responsive • Proactive • Team working environment • Collaboration • Motivated personnel • Motivated department heads that care about their employees
What are the weaknesses or opportunities for improvement within your department?	• Understaffed • Lack of consistency • Low morale • Low pay • Outdated/non-existent policies and procedures • Lack of communication • Outdated technology • Too much gossip • Lack of articulated vision • Lack of accountability • Lack of training • Favoritism • Aged equipment

Employee Survey Results

Open Ended Question	Common Response Themes
What are the major opportunities to improve operations and service delivery within your department (If none, please state "none")?	• Better third-party contract monitoring • Technology • Training • Newer equipment • More staff • Automation • Communication • Increase retention • Training • Add Spanish speakers to staff • Increase career paths/opportunities for advancement • Consistency
What are the major opportunities to improve the organization, management, and culture within your department (If none, please state "none")?	• Seek employee input for suggestions • Recognize positive employee accomplishments / recognition programs • Clearly articulate goals and objectives • Create an environment where employees are not afraid of losing their jobs • Training • Succession planning • Formal leadership/management training

Employee Survey Results

Open Ended Question	Common Response Themes
What are the major impediments to making improvements related to the questions above in your department?	• Changing old habits ("we have always done it this way") • Listening to employee suggestions • Funding • Staffing • Training • Changing the culture of "leadership oppression" • Elected officials inserting themselves in operations • Lack of trust • Lack of communication and providing rationale or a business case for change • Lack of accountability
What indicators are used to measure your department's performance (If none, please state "none")?	• Performance evaluations – but they are used inconsistently • Workload activities (not measures that show progress towards goals)

Employee Survey Results

Open Ended Question	Common Response Themes
What should your department "start" doing?	• Departmental meetings • Standardized forms • Provide defined career paths and more room for advancement • Communicate more • Measure departmental performance • Offer mental health support • Increase technology • Increase accountability • Improve morale • Increase pay • Conduct regular employee evaluations • Automate manual processes • Be more consistent • Conduct 360 degree feedback surveys (allowing employees of all levels to receive feedback from employees all around them – this includes subordinates evaluating supervisors)

Employee Survey Results

Open Ended Question	Common Response Themes
What should your department "stop" doing?	• Allowing improper purchases • Micromanaging • Having a culture where employees are afraid • Using manual and paper-based processes • Maintaining the "that's how we have always done it" mindset • Gossiping • Not listening to employee suggestions • Being inconsistent • Showing favoritism • Reacting negatively to different points of view • Overworking top talent

Employee Survey Results

The feedback from the survey demonstrated many common perceptions, both positive and negative. Even if the common perceptions were to be determined to be untrue, it is important to note that employees who have negative perceptions about their job or work environment typically are not motivated, high performers, and negatively impact the overall culture of the organization. It is also important to understand why certain employees maintain certain negative perceptions so that common understandings can be achieved, and if necessary, behaviors altered.

From the results of the survey and conducting more than 70 interviews, a general commonality to the average City of Forest Park employee is that _"they are afraid to fail"_. They are afraid of losing their jobs due to political influence, taking a risk to try something new, or being responsible for a failed action or activity. In order for the City to create a high-performing culture with more positive morale, employees must feel secure in their job (based on reasonable expectations and standards); believe that their voice matters; and that there is a sense of reward/recognition for innovation, "thinking outside the box", and willingness to not just perform business as usual because "this is the way we have always done it".

This commonality is derived from the perception that there is insufficient communication, transparency, and accountability which led to perceptions of inconsistent treatment of employees, favoritism, not having a voice, not understanding organizational/departmental objectives and goals, and not understanding how decisions are made.

> "Only those who dare to fail greatly can ever achieve greatly". – Robert F. Kennedy

Overview of Operational and Performance Audit Observations and Recommendations

As described in the detailed report, we have identified many strengths and leading practices, as well as numerous observations and corresponding recommendations for improvement. More than 100 recommendations are provided in the detailed report which focus on improving the efficiency and effectiveness of City operations, work environment, and customer service. Common themes that the recommendations are designed to enhance include:

- Business processes and workflow

- Organizational structures

- Inter-City working relationships

- Policies and procedures

- Technology

- Governance

- Performance measurement (for City operations and employees)

- Accountability

- Communications

- Transparency

- Training/Cross-training

Conclusion

We commend the leadership of the City of Forest Park for commencing this Operational and Performance Audit as this process has been in-depth and brought to light the positive accomplishments of the City, and the opportunities for improvement needed to achieve operational excellence. The City is operating efficiently in many ways, but also has many opportunities to improve. The City has experienced significant recent (within the past three years) turnover in key positions such as elected officials, the City Manager, and numerous department heads. The average tenure for all current department heads is 9 months. This turnover in leadership represents a pivotal point for the City, as leadership can continue down the same path as prior leaders and "do business as usual", or can leverage this report and its recommendations to make substantial positive change for the City of Forest Park, its employees, its citizens, and its stakeholders.

As provided in the detailed Operational and Performance Audit report, the City now has an understanding of its current state, and a roadmap to continuously improve into the future. Now the real challenge is here – implementing the report's recommendations and systematically enhancing the City's operations, employee culture, and work environment.

With dedicated attention and resources, the City can implement the report's recommendations effectively enhancing operations, customer service, and enabling the City of Forest Park to be "an employer of choice".

Strategic Roadmap and Next Steps

The following slides detail the more than 100 recommendations. The recommendations are categorized by applicable owner (enterprise-wide or single department/organization), are assigned a prioritization level for implementation, and include a typical timeframe for implementation. The detailed report should be read in its entirety to better understand the context for the identified observations and recommendations. The City has the ultimate responsibility to determine the prioritization level and timeline for implementation of any of the following recommendations.

The City should dedicate resources and engage external specialists where needed to assist with implementation. The City should also create a Program Management Office to oversee the transformation with periodic (at least monthly) progress reports being presented to the Mayor and City Council.

"Tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there "is" such a thing as being too late. This is no time for apathy or complacency. This is a time for vigorous and positive action". – Martin Luther King Jr.

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.1.1	City Manager	The City should prioritize naming a permanent position for City Manager. Once the City Manager position is filled, the City Manager should implement a performance measurement process throughout the City that includes key activities, established goals, and performance against the established goals for all City departments. The City Manager should be responsible for aggregating the operating and performance data into dashboard reports that are provided to the Mayor and City Council for review and potential action. The dashboard reports should be provided in a timely manner to enable change if needed, in real time.	1	2
3.1.2	City Manager	The City Manager should be responsible for overseeing successful implementation of the recommendations contained in this report with periodic progress reporting provided to the City Council, the Mayor, and other City stakeholders as deemed appropriate.	1	3
3.1.3	City Manager	The City should separate the roles of the currently combined City Clerk/Executive Assistant into two distinct positions: 1) City Clerk, and 2) Executive Assistant to the City Manager and the Mayor. The role of City Clerk should be a distinct, stand-alone position and classification. The role of Executive Assistant may be combined or consolidated with other roles.	2	1
3.1.4	City Manager	The City Clerk should conduct a review of all Departments to identify the types and quantity of records and documents maintained within each Department, the retention requirements for each type of record, the conditions of the storage of the records, and the plan for straightforward identification, retrieval, and destruction of the records and documents upon request.	2	1
3.1.5	City Manager	The current Management Analyst role has changed functions and responsibilities over time and was not always focused on grants. If the Management Analyst role remains focused on grants management, the City should consider moving the Management Analyst position from the City Manager's Office to Finance. As the City's grant management function continues to mature, there will likely be a need for additional grant management support.	2	1
3.1.6	City Manager	The City should ensure that proper policies and procedures exist and are communicated to ensure that an internal business case is developed for each grant application, that all indirect/direct current and future costs are calculated and considered when applying for grants, and that proper City officials approve the application before submittal.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.1.7	City Manager	The City should consider implementing a grants management system or module to assist with grants administration and serve as a formal system of record for grants.	3	3
3.2.1	Finance	The Finance Department should create a robust, comprehensive budget analysis and presentation process that involves comprehensive collaboration between each department and Finance, including general guidance and assistance from Finance in analyzing current expenditure trends and forecasting future budgetary needs and anticipated expenditures.	1	2
3.2.2	Finance	The Finance Department should develop and implement annual budget and financial training for departmental staff with those responsibilities. There should also be onboarding training provided by Finance for new employees with financial management responsibilities within each department. Additionally, the Finance Department should create and maintain a desktop guide or other guidance documents for requisition creation requirements and use of the City's chart of accounts.	2	1
3.2.3	Finance	The City should utilize Incode for true system-level budget exceptions that prevent the user from creating requisitions or approving payments until budget exceptions have been cleared through a budget amendment or other processes. There should be a written process for budget amendments or override processes. There should also be more formalized internal controls and secondary reviews for any budget exception overrides that are authorized.	1	1
3.2.4	Finance	All Finance staff should receive comprehensive Incode training and cross-training on other systems currently utilized by the Department. The Department should ensure that regular refresher training or other system continuing education are part of the regular professional development schedule.	2	1
3.2.5	Finance	The City should, at a minimum, be scanning check copies and AP backup documentation and maintaining electronic cloud backup documentation for all payments processed and received. Longer-term, the City should investigate moving to requiring backup documentation for all AP to be housed in the financial system. This may require investment in additional scanners or technology.	1	3

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.2.6	Finance	The City should research the cost, time, and risk benefits of procuring a third-party vendor to manage payroll processing and dissemination. The City should also research the cost-savings and process for transitioning to a bi-weekly payroll.	3	3
3.2.7	Finance	The Finance Department should create a secondary review process, either for each pay period or on another regular basis. This should be a written process and should include reviewing pay rates change within a specified period and confirming appropriate HR documentation supports all changes made.	1	2
3.2.8	Finance	The Department should create and implement a stale check/escheatment policy and regular review process and assign this function to an employee. Finance Department staff should be trained on review and reporting requirements.	1	1
3.2.9	Finance	The City should create a formal internal service cost allocation plan and/or indirect cost rate for shared services (Fleet, IT, HR, etc.).	2	2
3.2.10	Finance	The Finance Department should create comprehensive written policies in accordance with state, local, and GAAP requirements. Additional review should consider which policies and procedures should be implemented City-wide and not just limited to Finance Department staff. The Department should provide training for all staff, including staff performing financial duties in other City departments, and ensure a regular review and update process is implemented.	1	2
3.2.11	Finance	The City should utilize Incode's purchase orders to obligate the entirety of contractual funds and pay all invoices using an assigned purchase order. This will also require the creation of a purchase order review process to ensure that funds are unencumbered once the contract is closed and all invoices have been paid.	2	2
3.2.12	Finance	The City should create a quarterly budget review process between Finance personnel and each department. This should include a review of budget-to-actual expenditures, a discussion of upcoming expenditures or known needs, and should consider reallocation or re-budgeting of funds as needed. These meetings should move to monthly during the last quarter of the fiscal year to ensure good stewardship of funds and appropriate reallocation of budget to meet the City's overall needs.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.2.13	Finance	The City should invest in an automated phone answering system that allows callers to receive general City information, and directly access the desired department or employee. An automated phone system would free up the time of the Finance staff member at the City Hall front desk allowing them to be cross-trained as an additional member of the Technician staff. This employee should be generally cross-trained on the responsibility of the sanitation, taxes, and business permits Technician and provide floating assistance and support during busy periods. This would also create an additional way to capture institutional knowledge and help reduce gaps in coverage of Technician responsibilities.	2	2
3.2.14	Finance	The City should regularly amend the budget to remove funds associated with frozen or vacant positions, to ensure funds are being spent on the budgeted purpose and to save the City money.	3	1
3.2.15	Finance	The City should prioritize hiring a new Finance Director and charge that hire with filling the additional vacancies. The new Finance Director should review and update the staffing plan and create training matrix and career progression expectations for current and new staff. The new Finance Director should prioritize hiring new staff with experience/CPA/etc. and cross training all employees so that at least two employees can perform all essential financial functions.	1	2
3.2.16	Finance	The City should create a city-wide policy with standards on cash handling and transfer of cash to the Finance Department. Responsible staff in each department should be trained on this policy and should sign a code of conduct that clearly outlines expectations and requirements for their role. The policy should be reviewed on a regular basis, and Finance should consider an internal audit-type review function to ensure other departments are following the policy requirements.	1	1
3.3.1	Human Resources	Human Resources should consider expanding the utilization of its CivicHR system, or use of a similar system, that would include the updating the onboarding process of new employees and the administration of its benefits programs. A significant number of paper forms currently utilized by Human Resources could and should be transitioned to online versions accessed through the portal security.	2	3

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.3.2	Human Resources	Human Resources should evaluate the liability of relying on other City department staff to track the certifications and license of the employees in certain classification titles/jobs. If performance of those duties without the requisite certification or license is considered a dereliction of duties or in some cases against state or local ordinances and laws, Human Resources may consider the creation of a tracking system for all certifications and licenses for employees in certain classification titles.	3	2
3.3.3	Human Resources	Human Resources should conduct a comprehensive analysis of the FLSA designation of each employee of the City. Once accurate FLSA designations are identified, Human Resources should update the Payroll Division in Finance with the accurate FLSA designations, which should yield accurate overtime payments for all employees who work more than 40 hours in a work week. Until Human Resources has a Human Resources Management System (HRMS) or Enterprise Resource Planning (ERP) system, Human Resources should create and maintain an electronic tracker of the FLSA designations for each active employee of the City.	1	2
3.3.4	Human Resources	Human Resources staff should update the City personnel policy Rule XIII regarding the retention of personnel records to be compliant with the Georgia Archives policy for local governments. Human Resources staff should ensure that required documents are maintained in the personnel files for periods of time that comply with state mandates. Human Resources staff should take action to safely destroy files outside the required retention requirements. Human Resources should consider hiring short-term, temporary staff to assist in the identification and preparation of records for destruction which are outside the retention requirements.	3	2
3.3.5	Human Resources	Human Resources should hold Departments accountable for compliance with the City's administrative personnel policies related to annual performance evaluations. Human Resources should create a schedule of performance evaluation milestones and leading practices with recommendations throughout the year for managers and supervisors from all Departments.	1	2
3.3.6	Human Resources	Expand the use of the Exit Interview to include all employees leaving employment with the City. Expand the checklist to include allowing the exiting employee an opportunity to share their personal views on City employment in hopes of using the information provided to make the City a better place to work.	3	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.3.7	Human Resources	Human Resources staff should have the City's technology staff (InterDev) to consult with Laserfiche to contemplate equipment options and/or upgrades which will yield higher efficiencies and faster outcomes. Human Resources should work with City purchasing staff to determine which equipment options may be available through Human Resources' current contract or modified contract for the copy equipment located in Human Resources.	3	1
3.4.1	Technology	The City of Forest Park should prioritize hiring an IT Director who has the skills and competencies necessary to provide enterprise-wide strategic IT planning and MSP contract oversight.	1	2
3.4.2	Technology	The City should hire a Director of IT who can manage the technology services budget and IT equipment purchasing plans. This budget should include the MSP contract, funding for software and licenses, hardware purchases and repair, and security and network administration costs.	1	2
3.4.3	Technology	The City should create a single equipment inventory log, and utilize asset tags, International Mobile Equipment Identities (IMEIs), or other serial numbers to track the equipment assigned to a specific employee and/or department. Employees should sign a form acknowledging the specific equipment they have received, and IT should perform an offboarding review and confirm that all equipment has been returned before an employee's separation is complete.	1	1
3.4.4	Technology	The City should provide training to all employees on a regular basis to ensure they understand risk mitigation strategies for cyber vulnerabilities. The City should also consider creating a way for employees to report suspicious emails and consider implementing penetration testing. The City should consider performing a cyber and security vulnerability assessment.	2	1
3.4.5	Technology	The City should require all employees to submit tickets through the work order system, to ensure appropriate tracking and resolution.	3	1
3.4.6	Technology	The City should develop clear responsibility mapping and troubleshooting/escalation procedures for IT staff to follow. All handoffs should be clearly documented in the ticketing system.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.5.1	Police	The City should evaluate how key staff are currently responsible for multiple functions and areas of responsibility. The City should reconsider certain roles in terms of alignment and core responsibilities. Because the role of Quartermaster and/or Armorer is somewhat prescribed and proactive, rather than the reactive nature of the Criminal Investigations Division, the City should consider reassigning the duties to staff at an appropriate level/function within another division.	1	2
3.5.2	Police	The City should formalize an agreement or contract with the City of Lake City, GA, regarding animal control services provided by the City of Forest Park animal control officers, and the potential cost recovery of those services. If agreement on the terms cannot be reached, the City of Forest Park should discontinue providing animal control services for the City of Lake City, GA.	3	1
3.5.3	Police	The City should create and implement policies, procedures, and training for the consistent and appropriate use of bodycams by Officers. After policies, procedures, and training have been presented to officers, the City should assign bodycam equipment for duty use.	1	1
3.5.4	Police	The City should better utilize the analysis of crime data and E-911 call statistics to provide comprehensive analysis and trend identification in order to schedule officers on patrol, communications staff in the E-911 call center, and assignments based on documented need.	2	1
3.5.5	Police	The City should evaluate opportunities to include more defined priorities and goals in the Department's Strategic Plan to ensure alignment with CALEA's recertification requirements for each three-year period.	2	1
3.5.6	Police	The City should create a proactive and structured approach to the training offered monthly by Instructors with appropriate oversight. Selecting training topics which are in alignment with CALEA's requirements will provide mandated training within the time periods authorized for CALEA certification.	3	1
3.5.7	Police	The Department should thoroughly evaluate the feasibility and benefits of shifting to 10-hour shifts, evaluating the impact on crime, creating periods of overlapping schedules allowing for administrative and operational needs, as well as increased service provision during peak times, and officer perceptions.	3	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.6.1	Fire/ Emergency Services	The Department should assign a staff member to supervise equipment and inventory maintenance. Dependent on workload, it may make sense to delineate the responsibilities between EMS and Fire equipment and vehicles. This individual should work with Procurement Officer and the Fire Chief to establish long-range planning for equipment purchasing and maintenance, as well as establish a process for deciding when to replace rather than continue to repair older equipment or vehicles. This individual should also be responsible for scheduling routine maintenance and ensuring that the vehicle or equipment is pulled out of the schedule and taken for maintenance when it is due. If there are unanticipated or emergency repairs, a written process and inventory transfer checklist should be created and utilized to ensure all equipment is appropriately tracked when transferred among vehicles.	2	2
3.6.2	Fire/ Emergency Services	The City should utilize Technology Services staff to transition the Department's programs and templates in Lotus Notes to Microsoft Office 365. This transition should include training for Department staff on how to use Microsoft Office 365 and should including desktop manuals for transitioned systems and processes and should clearly document the differences in utilization between systems previously in Lotus Notes and systems housed in Microsoft Office 365.	2	2
3.6.3	Fire/ Emergency Services	The Department should create a secondary review process to ensure that all calls result in a GEMSIS Elite report. In the short-term, a manual process should be created to compare CAD data with GEMSIS Elite data. The City should also consider identifying a CAD update or CAD system that would communicate with GEMSIS Elite or considering hiring a programmer or firm to design an application programming interface (API) or other process that would help compare data between the two systems.	1	2
3.6.4	Fire/ Emergency Services	The City should develop a formal written process for plan reviews and fire inspection signoffs. This should include a written checklist or approval form with appropriate signature lines for each level of Fire Marshal and PBZ review. If PBZ is using an electronic system to coordinate the plan review process and communication with the customer, then the Fire Marshal's office should have a log-in to be able to review plan progress and ensure that nothing is pending the Fire Marshal's review or approval.	3	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.6.5	Fire/ Emergency Services	The City should consider charging fees for services currently provided without fees and decide how to record the revenue. The City should consider adopting fees for some of these services, such as re-inspection after a failed code compliance inspection or modifying the revenue allocation model to record some of the funds as Fire and Emergency Services revenue.	3	2
3.6.6	Fire/ Emergency Services	The City should consider hiring an additional arson investigator or providing arson investigation training and certification to additional Department employees. The City should also research the Fire Marshall and investigation staff sizes of comparably sized cities and consider expanding the Fire Marshall's staff, or ensuring other employees are cross-trained and can provide support.	2	2
3.7.1	Public Works	The City should research and budget for purchasing a more updated work order system that integrates work performed by, and for all City departments. If possible, the City should consider a system that would integrate or report to other systems the City uses, such as the financial system or HR system.	1	3
3.7.2	Public Works	The City should research and budget for upgrading to a cloud-based system that provides on-demand access to fuel levels and monitors fuel utilization by user. The City should also create policies and procedures for fuel reporting and assign staff to perform regular reviews of fuel usage and access. If possible, the City should consider a system that would integrate or report to other systems the City uses, such as the work order system. The City may also want to consider a fuel system that records usage and maintenance data on vehicles at each fueling, such as idle hours, miles driven, tire wear and/or tire pressure, etc.	2	3
3.7.3	Public Works	The City should consider identifying automated systems or other tools to track and report vehicle and equipment utilization. This information should be utilized to schedule regular vehicle/equipment maintenance. The City should also consider creating maintenance liaisons in each division to assist with the utilization tracking and scheduling. This position can communicate with Fleet to ensure the appropriate inventory is on hand to perform the required maintenance and can ensure that vehicles and equipment are removed from the schedule regularly so that maintenance and repairs can be performed.	3	3

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.7.4	Public Works	Public Works should develop and implement service level agreements (SLAs) for work orders to ensure the response time is commensurate with the priority of the work. Work Order prioritization should also consider the availability of the lowest-skilled staff that could competently complete the work, ensuring that skilled laborers are prioritizing skilled tasks. These SLAs should be distributed to other departments and training provided on the priority process. If the City purchases a new work order system, the City should include automated prioritization and crew assignment as part of the scope of work for the system. Once SLAs have been established, the City should complete regular reviews of the work orders submitted and the time to completion to determine if additional staff are necessary to support the average departmental workload. The City may also want to consider part-time staff to support periods of high activity, such as holiday decorating or supporting events hosted by the Recreation and Leisure Department or other City departments.	1	1
3.7.5	Public Works	The City should implement lease versus purchase cost-benefit analysis for all equipment and vehicle procurements. The City should also introduce total cost-of-ownership analysis when determining whether to buy new or used equipment.	3	2
3.7.6	Public Works	The City should coordinate to create a comprehensive equipment depreciation schedule and timeline for the timely purchase of new or upgraded equipment. This plan should incorporate all potential sources of funding, such as SPLOST, grants, and other sources of revenue.	2	2
3.7.7	Public Works	The City should research and consider creating and implementing an adopt-a-road program on major streets and thoroughfares within the City. Any revenue generated from this program should support the Public Works budget.	3	2
3.7.8	Public Works	The City should consider establishing a City-wide cost allocation plan that charges each end-user department for the costs associated with the work performed by Public Works. This would be an extension, or modification of, the current Fleet allocation model. These charges would be allocated to end-user departments based on actual use and would allow Public Works to manage invoice payments and ensure that vendors receive prompt payment and accounts are kept in good standing.	2	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.7.9	Public Works	The City should implement a process for tracking and billing customers who exceed the contractual sanitation pickup limitations. Per the contract with Waste Management Inc., the City receives $10,000 annually from Waste Management for educational services. A portion of these funds should be dedicated to providing additional education around allowable sanitation pickup and the change in process and fees for citizens who may exceed that pickup schedule.	2	2
3.7.10	Public Works	The City should review the contract with Waste Management and consider contract amendments to create contractual remedies to contractor noncompliance. The contract should also be reviewed for unclear language about larger residential customers (such as apartment complexes) and how those customers will be identified, and services offered. The City should also review how staff in other departments may be able to assist with contract monitoring and compliance. This could include Code Enforcement Officers assisting in identifying aged trash, recycling, or bulk and yard waste pick-ups. The Procurement Officer and applicable staff should also have a role in contract monitoring and oversight to help ensure contract compliance.	2	1
3.8.1	Recreation and Leisure	All Recreation and Leisure staff should participate in modifying and/or creating a Strategic Plan for the Department. Allowing full-time employees to participate in strategic planning generally leads to greater magnitude of input by those staff providing the services, as well as greater buy-in and commitment by the same staff during the implementation phases. Creating new or updated accountability markers that are attached to the strategic plan will then better align with the new or updated performance expectations for individual employees. Embedding in the plan operating initiatives like the marketing of the service offerings of Recreation and Leisure and updating and communicating a new version of the "Program Guide" should align staff understanding of what is important to Recreation and Leisure and the City.	2	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.8.2	Recreation and Leisure	The Department Policy "Recreation Procedures for Handling City Funds" should be modified to include more comprehensive procedures for handling cash and documenting receipts, procedures and timing of the transfer of the cash from Recreation and Leisure to Finance, the accountability controls in place to ensure proper responsibilities of staff, and consequences for failing to follow the established policy and procedures.	1	1
3.8.3	Recreation and Leisure	Recreation and Leisure should consider using "Sponsorships" of City-wide events and services by corporate/private/non-profit entities to help defray the costs associated with hosting such events. The Department should utilize the City's procurement function, along with Finance staff and legal support, to create a "sponsorship strategy" which would outline the basic levels of sponsorship, depending on the anticipated size/location of the city-wide events, and the costs associated with each level of support. This would allow local business and corporations to gain local appreciation and familiarity and allow the City to recoup costs associated with hosting City-wide events.	3	2
3.8.4	Recreation and Leisure	Concession stand operations are an opportunity for the City to recover the costs associated with offering City-wide events. Using the City's dedicated, centralized procurement function, consideration should be given to revising the bid process for companies interested in concession operations. A Request for Proposal (RFP) process, which should address fees, liability, accountability and oversight, services levels, etc., may yield more financial compensation to the City, and a more structurally sound, legally defensible, and more risk adverse process. The RFP should include a minimum of quarterly financial reporting to the City.	3	2
3.8.5	Recreation and Leisure	Technology needs and support for Recreation and Leisure needs to be addressed by InterDev or an "Executive Sponsor" at the City. Use of the internet is a basic requirement for the success of the new system the Department intends to launch in early 2021.	2	2
3.8.6	Recreation and Leisure	The Department should evaluate current policies and undocumented procedures to identify which procedures/polices need to be reconsidered as official policies or documented procedures in order to memorialize the instructions, considerations, accountability, and consequences for infractions.	1	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.8.7	Recreation and Leisure	The Department should expand the data collection efforts for all programs and services provided by Recreation and Leisure in order to provide more comprehensive evaluative and analytical information. These new performance measures and data analysis should be used in evaluating employee performance or the efficacy of the programs and services offered.	2	2
3.9.1	Planning, Building and Zoning	The Planning, Building and Zoning Director should re-evaluate the efficiencies afforded by implementation of the E-Gov modules related to code enforcement, planning and zoning, and permitting. A fee study or re-evaluation of fees charged to customers should be conducted to ensure appropriate cost recovery for the services provided, as well as comparative analysis to fees charged for similar services within Clayton County and in comparably sized cities in the state.	1	2
3.9.2	Planning, Building and Zoning	The City should evaluate the best placement of project management staff which will focus on the City's capital projects. While the decision may be that the capital improvement project management responsibilities should be in the Planning, Building and Zoning Department, the City should consider the potential for additional staffing resources and administration required for success.	2	1
3.9.3	Planning, Building and Zoning	The Department Director should work closely with Finance to create a Department policy regarding the processing, custody, and control of payments for fees for Planning, Building and Zoning services. A procedure should be created regarding the security, responsibility and oversight, scheduling, documentation requirements, and custody of the payments.	1	1
3.9.4	Planning, Building and Zoning	The Department should create Departmental policies and procedures related to all planning and zoning applications and protocols related to all permitting applications.	2	1
3.9.5	Planning, Building and Zoning	The Department Director should prepare multiple opportunities for Planning, Building and Zoning customers to share their experiences (both positive and negative), and their customer recommendations for increased efficiencies and modifications. The Director should also consider gathering input from governmental operations in close proximity and size regarding the provision of similar services.	3	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.10.1	Economic Development	The City should collaborate with the Economic Development staff to develop a comprehensive strategic plan for the Economic Development Department as well as for each of the Boards. This should be a collaborative effort and should consider community input and community development goals. Based on the strategic plan and goals, data and performance measures should be established for Economic Development. Potential measures may include tax base expansion, new business recruitment, business growth for existing firms, diversification of tax base, entrepreneurship, retail/services mix, etc.	2	2
3.10.2	Economic Development	The City should consider hiring consultants to assist in getting the Economic Development efforts off the ground. This strategy will allow the City to gain valuable subject matter experts for the amount of time necessary for relationship building and process establishment. The City should also establish longer-term hiring and team growth planning to ensure that the Department can sustain the initial efforts.	2	1
3.10.3	Economic Development	The City should consider procuring a customer relationship management (CRM) system or software to assist staff in managing and tracking business relationships and prospects.	3	3
3.10.4	Economic Development	The City should establish comprehensive cash handling policies for all non-Finance departments who may be accepting payments. The City should also consider credit card processing options for payments owed to the City. Additionally, the City should record application fee payments to the Economic Development budget, and update revenue projections accordingly.	1	1
3.11.1	Boards	The City should establish intergovernmental agreements, or other Memorandums of Understanding (MOUs) with all three of the boards. These should be comprehensive documents that clearly dictate governance, structure, relationship and general responsibilities of each entity, and financial and staffing responsibilities of the City. The intergovernmental agreements or MOUs should be established for a limited timeframe to ensure proper review and updates on a regular basis.	1	1
3.11.2	Boards	The City should require board members to sign annual conflict of interest affidavits. These affidavits should affirm that the member has not, within the past year, taken any action that would create a conflict, as well as affirm their understanding of the requirement for disclosure and recusal for any action with any future perceived conflicts of interest.	1	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.12.1	City Attorney	During the course of the Operational and Performance Audit, we have identified no conflicts of interest, but if there were to be opposing views, or conflicts of interest among the City and its three associated entities, there would be a conflict in having the same legal counsel represent all entities. In the event of a future conflict of interest, the City should seek additional legal representation to ensure that all parties are represented fairly without conflict.	3	1
4.1	Survey	The City should organize a task force or committee representing employees of various levels and departments to lead an initiative aimed at improving employee culture and work environment.	1	3
4.2	Survey	The City should ensure that the City's enterprise-wide goals and objectives are clearly communicated to all employees and are posted on the City's intranet (as well as the internet).	1	1
4.3	Survey	The City should ensure that each department maintains their own goals and objectives that are in support of the City's enterprise-wide goals and objectives. These departmental goals and objectives should be clearly communicated to all departmental employees.	1	1
4.4	Survey	The Mayor and City Manager typically meet with all department heads during a weekly meeting. This is a best practice and should continue, but based on interviews, the information is not communicated back with all individual departments. Department heads should hold periodic meetings to discuss events and activities happening within the City and within their own department.	1	1
4.5	Survey	The City created an official digital newsletter for City residents, employees, and stakeholders which highlights notable City achievements, events and activities. The bi-weekly digital newsletter launched in August 2020, but no further newsletters are posted on the City's internet website. The City should implement some form of consistent and period communication from leadership that focuses on content relevant to City employees (promotions, updates on key projects, system or policy changes, etc.). A common form of communication may be a periodic email or digital letter from the Mayor and/or City Manager to all City employees.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
4.6	Survey	The City should implement a reward/recognition program to solicit ideas for improving operations throughout the City. Results should be shared periodically and celebrated as a City.	2	1
4.7	Survey	The City should leverage better communication protocols around events that closely affect employees – such as salary increases. The City recently undertook a City-wide Compensation and Classification Initiative to help ensure pay equity. Prior to the Compensation and Classification Study, raises were not provided for multiple years. The City should communicate its intent for salary provision and adjustments for future years (no increases for "X" number of years, a cost-of-living adjustment but no merit increase, a cost-of-living adjustment and merit increases based on certain criteria, etc.).	1	1
4.8	Survey	The City should conduct periodic (at least annual) employee performance evaluations based on standardized tools created for differing positions and position classes. The employee performance evaluation should include pre-determined and pre-communicated standard, and potentially, customized goals for City employees for which they are measured against. The employee evaluation process should be leveraged when considering promotion and/or merit increases.	1	2
4.9	Survey	The City should implement periodic (annual, bi-annual, tri-annual, etc.) employee engagement surveys that focus on understanding how City employees perceive the workplace, management, work environment, culture, and other relevant data points.	2	2
4.10	Survey	The City should ensure implementation of other recommendations contained throughout the report that will aid with transitioning from manual processes to leveraging more technology, creating a capital equipment strategy and plan for proactively budgeting and funding capital replacement, and helping to ensure there are consistent established and communicated policies and procedures for delivering key services and operations.	1	3
5.1	Enterprise	The City should inventory all systems currently in use across all departments. The City should review this inventory and determine if the systems are meeting all of the City's needs. The City should consider consolidating systems or procuring new systems. The City should also inventory the current systems and their utilizations to determine if any departments on manual or subsidiary workbooks or processes could benefit from utilizing existing systems.	2	3

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.2	Enterprise	The City should communicate that the City Clerk is responsible for setting and overseeing records retention policies and practices across the City. This responsibility should include an inventory of all departmental documents and development of a City-wide records management and retention plan, including updating and finalizing the City retention policy, "Procedure Book for Records Retention." Records inventory should be updated on a regular basis and expired records should be destroyed in accordance with Georgia Archives requirements. All documents required for retention should be backed up electronically where possible.	1	2
5.3	Enterprise	The City should develop a City-wide Information Technology Strategic Plan. This should include analysis of systems, equipment, security, and network access and a roadmap for technology upgrades and priorities. It should also establish priorities and goals for standards of data protection, internal and external customer service, user and password authentication requirements, and establish future systems needs and upgrades. The plan should prioritize upgrading outdated equipment and technology systems. Technology Services staff should also train all end-users on efficient use of current systems to ensure compliant and secure use of systems and maintenance of documents.	2	2
5.4	Enterprise	The City should establish City-wide policies on the required use of contracts, MOUs, or intergovernmental agreements. In addition, the City does not consistently execute amendments, renewals, or extensions to agreements when the scope or terms of the agreement have changed. The City should create agreement templates or required component checklists for each type of agreement. Any agreement amendments, changes to agreement templates or agreement terms must go through the Procurement Officer (and City attorney as applicable) for review and approval before execution. The Procurement Officer should also track renewal clauses and terms so that contracts can be reviewed prior to any auto-renewal clauses, allowing the City to modify or exit the contract without penalty. The City should also develop policies and procedures for consistent contract monitoring and oversight review. This should include monitoring for successful completion of deliverables as well as monitoring of budget compliance.	1	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.5	Enterprise	The City should develop an enterprise-wide capital planning process, including the development of capital asset purchase and depreciation schedules. The City should also develop processes for cost-benefit analysis for leasing, buying new, or buying used equipment. This planning process should be developed in collaboration with the Finance department to ensure appropriate budgeting and capital funding forecasting for future purchases.	2	2
5.6	Enterprise	The City should consider procuring or internally performing a comprehensive fee study for all current City fee-for-services being provided. This study should include costs that are charged to the City by third-party vendors, to ensure they are included in the cost analysis. The study should also consider the costs of services that are being provided at no charge and develop fee proposals for those services. The City should consider adopting an updated fee schedule based on the results of the fee study. The City should also consider developing and adopting a multi-year fee schedule (such as three or five-year rate increases) to allow for fee increases and updates to ensure fees are commensurate with costs and inflation.	3	3
5.7	Enterprise	Internal service departments should develop and implement SLAs. The City should communicate clear expectations that no departments or staff will be exempt from following the SLAs when requesting services or assistance. Six months after implementation of the SLAs, each internal service department should assess their staffing relative to their workload to determine if additional staff are needed to support the workload. These findings should be communicated to the City Manager and reviewed for potential creation of new staff positions, or reallocation of staff to align with workload.	1	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.8	Enterprise	The City should develop and implement a City-wide strategic plan. This should include input from the Mayor and City Council, community, department heads, and other City employees. The strategic plan should clearly articulate the City's vision, mission and strategies as well as develop tangible, measurable goals for the City. The Strategic Plan should be clearly available on the internet and employee intranet for accountability and transparency to the public and City employees. The City should regularly review its progress and publish a scorecard or other dashboard demonstrating its progress. Each department should also create its own departmental strategic plan that clearly aligns with and supports the enterprise strategic plan and mission. Departmental goals should clearly contribute to achieving City goals and objectives and be measurable and reflect the department's strategic objectives and key functions.	1	2
5.9	Enterprise	The City should develop enterprise-wide key performance indicators (KPIs) and work with each department to establish departmental KPIs that help support enterprise-wide KPIs. The City should ensure that KPIs are evaluating performance towards City and departmental objectives. The KPIs should consider available workload data and how workload data leads to performance evaluation data. KPIs should be regularly reviewed, evaluated, and reported to the City Manager, Mayor, and City Council, as part of a larger strategic planning and enterprise performance evaluation process. Once the City has developed and implemented KPIs, the City should consider how KPIs and data indicators may better inform other decision points such as budgeting, or personnel and resource allocation.	2	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.10	Enterprise	The City should initiate a coordinated policy development and dissemination process, where standardized and required processes (cash handling, invoice processing, timekeeping etc.) are captured in City-wide policies. Any processes unique to individual departments should be captured in written departmental policies or process documents. All policies, City-wide and departmental, should be maintained on the City's intranet. All policies and procedures should be reviewed on a regular basis for updates to reflect current operating practices as well as updates to local, state, or federal requirements. For enterprise-wide processes, the City should develop user guides, desktop aids, or other documents to ensure consistent workflow and process implementation. These should be reviewed to ensure that the documented process is correct and compliant with all local, state, and federal requirements. For key departmental processes and functions, each department should develop user guides, desktop aids, and other documents that captures the workflow and steps for consistent implementation. Training should be provided to all departments performing the same function to ensure consistent understanding and process implementation.	2	2
5.11	Enterprise	The City should conduct a comprehensive review and update of the City-wide and departmental organizational charts. The City should maintain two charts – an organizational chart that reflects titles and position counts, and a separate employee position chart that reflects employee names and titles held. These documents should be periodically reviewed, updated, and made available for all employees on the intranet. City or departmental leadership changes should be clearly communicated to all employees in a consistent and timely manner.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.12	Enterprise	The City should prioritize hiring for vacant positions. The City should also develop detailed backup and continuity of operations planning to handle staff vacancies. The City should review interim assignments of duties to ensure mitigation of conflict of interest and segregation of duties concerns. The City and each department should clearly communicate any temporary or permanent reassignment of job functions or duties to the department, and other employees as applicable. Interim workflow mapping should be developed to clearly document how departmental processes will operate until vacant positions are filled. The City should ensure adequate cross-training and user guides in each department so that staff are not required to perform work in multiple departments, except on an emergency/defined temporary basis. Once the City has filled the majority of the vacant positions, additional analysis should be completed to determine if the current staffing structure and workload are appropriate. The City should consider hiring additional staff or reassigning duties to ensure appropriate workload for each position and workload that is commensurate with the position title and responsibilities and not based on the specific employee holding the title.	1	1
5.13	Enterprise	The City should develop and implement a regular pay review process, including consideration of merit raises as well as cost-of-living adjustments. The process and timeline should be clearly communicated to all employees, and the results of each process should also be communicated, including if the process determined no raises or adjustments would be offered. The City should also develop and clearly communicate a career progression for each department and position. These requirements should be consistently applied and should be accessible on the intranet.	3	2
5.14	Enterprise	The City should develop a City-wide professional development policy. This policy should clearly define the difference between mandatory and voluntary professional development opportunities. Employees in each department should be provided the opportunity for professional development and each department's budget should reflect funding to support professional development. The City should also clearly communicate any policies on professional development or continuing education and the impact of professional development on career progression or wage adjustment. The City should also review each department's policies to ensure consistent treatment of professional development in career progression or wage adjustments across like positions.	2	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.15	Enterprise	The City needs to develop and implement a new budgeting process. This process should include more comprehensive budget planning and analytical forecasting, as well as expenditure trend analysis and regular discussions between Finance and department heads. The new process should include additional training for department heads, and transition some of the responsibility for budget management and oversight to the individual departments. The City should require departments to expend funds within budget or submit budget amendments to the Finance Department for budget reallocation. These amendments should be reviewed, and trends of multiple amendments or significant shifts of allocated funds should be addressed with the department head, Finance Director, and City Manager. The City should consider introducing zero-based budgeting to ensure that budgets reflect actual needs and are not the product of incremental change or "carryforward" allocations. The City should also provide additional budget details to the Mayor and City Council on a regular basis. The City should consider defining "budget materiality" and require updates to the Mayor and City Council when a department reallocates more than a certain percentage of their budget to a new category or expense type. There should also be regular reviews of revenue collections to ensure different types of revenue collections are on track based on projections, and proactive budget adjustments or reviews should be considered when revenues significantly lag behind projections.	1	2
5.16	Enterprise	The City should develop and implement a regular performance evaluation process for all employees. This should include annual review and goal setting as well as regular review of performance progress. Additional guidance and expectations should be defined any time an employee changes position or is formally assigned new responsibilities.	2	2
5.17	Enterprise	The City should develop and disseminate brand standards and brand strategy for use of City brand, logo, public official names and likenesses, etc. The City should ensure limited access to brand assets such as logo and letterhead or other branded outreach materials. There should be clearly defined templates for release of public information and requirements for tone, font, styling, and use of City and departmental logos. The City should also appoint a centralized communication person to coordinate cross-messaging and amplification of important messaging across a variety of communication methods.	2	2

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.18	Enterprise	The City should develop and implement a consistent communications policy. This policy should prioritize consistent, proactive communication to all employees and emphasize the importance of communication at all levels of City leadership.	1	1
5.19	Enterprise	The City should implement numerous actions and/or initiatives to address the common perceptions of insufficient communication, transparency, and accountability.	3	2
6.1	Procurement	The City should develop a transition schedule for procurement functions. This should include in-person and recorded trainings on new procurement policies, organized by procurement type. There should also be desktop guides and standardized forms or templates to ensure consistent implementation. Initial training should include department heads as well as employees whose job functions include purchasing or procurement functions. New hire training should be developed for all positions with procurement or purchasing job functions.	2	1
6.2	Procurement	The Procurement Officer should work with the City Clerk to establish a City-wide repository for all original contracts and procurement documentation. This repository should include an electronic component as well as physical filing of all executed contracts.	2	1
6.3	Procurement	The City should ensure consistent process for contract monitoring oversight, with the Procurement Officer ultimately responsible for ensuring contract compliance. The Procurement Officer should develop contract compliance procedures and checklists and provide training and support to all departments to ensure understanding of the requirements and consistent application of the process. Each department should be responsible for monitoring its own contracts and providing documentation of contract review to the Procurement Officer. For city-wide contracts or contractors awarded significant service contracts (such as technology services, sanitation, construction project management, etc.) this oversight should be performed in collaboration between the end-user department (for subject matter expertise) and the Procurement Officer, to ensure appropriate review and internal controls.	2	1

Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
6.4	Procurement	The City should establish contract templates and standardized terms and conditions to ensure the City is consistent in its contracting processes and renewal terms and conditions. The City should also ensure there is a consistent formal review process for all contracts for goods or services.	2	1
6.5	Procurement	The City should establish signature authority levels and maintain a centralized directory of all approved signature authorities in each department. This directory should note the employee name, title, and types (contract execution, contract change orders, contract renewals, etc.) as well as the dollar value the employee is authorized to sign. This directory should include physical signature documentation for all authorized employees, and documents should be periodically reviewed to ensure signatures match the directory signature. This directory should be updated each time an employee on the directory leaves City employment or changes position and should be reviewed annually to ensure additional updates are not needed.	2	1
6.6	Procurement	As the procurement function matures, the City should review the workload assigned to the Procurement Officer and assess the need for additional procurement staff, and the potential for separating the procurement function from the Finance Department.	2	1
6.7	Procurement	The City should have confidence in its vendors and ensure that each vendor maintains a positive reputation and is financially sound. The City should consider performing a background/credit report on its vendors (such as a Dunn & Bradstreet report) and simple internet search to evaluate any potential risks of doing business with vendors.	2	1

Strategic Roadmap and Next Steps

This roadmap graphic illustrates the consolidation of the recommendations by priority and sense of urgency for implementation