

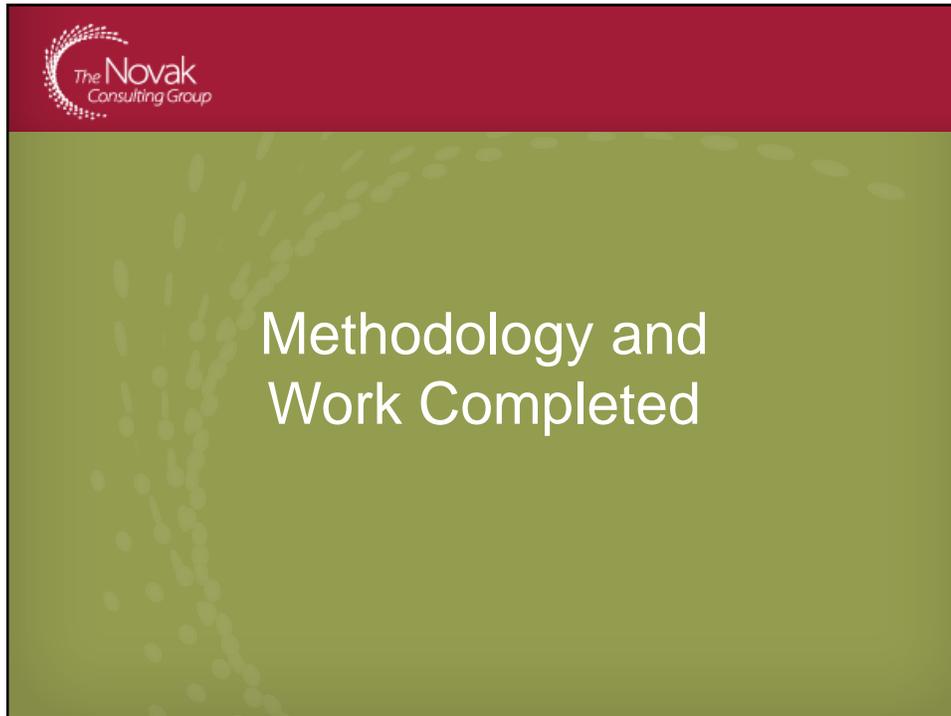


**City of Hastings**  
**Organizational Assessment**  
**Final Report**  
October 6, 2015



**Today's Agenda**

- Describe the methodology and work completed for the organizational assessment
- Highlight the themes identified and recommendations detailed in the final report
- Identify next steps

This slide has a dark red header with the 'The Novak Consulting Group' logo on the left and the title 'Methodology and Work Completed' on the right. Below the header is a thin olive green horizontal bar. The main content area is white and contains a bulleted list. The first bullet point is bolded and serves as a sub-header for the list.

- **Purpose of the Organizational Assessment**
  - Evaluate the current organizational structure and make recommendations regarding best practices to reorganize the City's municipal departments
  - Improve efficiencies and effectiveness in procedures and practices
  - Enhance internal and external customer service



## Methodology and Work Completed

- **Field Work**
  - Met individually with each elected official
  - Conducted over 60 individual interviews with staff in each department and at varying levels within each department
  - Facilitated several focus group sessions designed to solicit more in-depth feedback, primarily from front-line employees
  - Toured City facilities and job sites
- **Data Review and Analysis**
  - Collected significant data from each department, including workload statistics, annual/routine reports, policies, procedures, ordinances, bi-laws, and other similar information
  - Conducted best practice research, staffing studies, and workload analysis



## Methodology and Work Completed

- **Recommendations**
  - **79 discrete recommendations were developed**
    - Structural and non-structural
    - Organization-wide and department-specific
    - Vetted draft report
  - **Unify the City of Hastings structure**
    - Integrate all functions of the City
    - Implement best practices in governance model based on today's needs
    - Ensure efficient delivery of services throughout the City
    - Enhance fiscal stewardship of public funds



# Key Themes and Recommendations – Organization Wide



## Organization Wide

- **Strategic Planning and Goal Setting**
  - Opportunity to ensure departmental goals are aligned with Mayor and Council’s strategic direction
- **Organizational Culture**
  - Clear, deep division between what is perceived as “City of Hastings” vs. what is perceived as “Hastings Utilities”
- **Governance – Museum and Library**
  - Organizational division in operating and governing relationship with Museum and Library
  - Transition role of Museum and Library boards from administrative to advisory
  - Assign Director supervision to the City Administrator



## Organization Wide

- **Information Technology/Use of Technology**
  - Numerous manual processes could be made more efficient through strategic investment in technology
  - Need for consolidated IT and GIS resources to support needs of the entire organization
- **Workforce Development and Human Resources**
  - Succession planning is needed to adequately prepare organization for pending retirements and knowledge loss
  - Enhance professional human resources support throughout the entire organization



## Organization Wide

- **Budget and Finance**
  - Adopting financial policies can help ensure City's strong fiscal condition
  - Expand use of existing financial software or invest in financial software that meets Departmental needs
- **Internal Service Provision – for all City Departments**
  - **Administrative Services**
    - HR, IT, Purchasing, Finance and Budget
  - **Maintenance Services**
    - Facility Maintenance and Fleet Maintenance



Key Themes and Recommendations  
– Department Specific



Public Safety

- **Police staffing has been a challenge**
  - Maintain minimum goal of 3 officers per shift
  - Adopt a power shift to manage peak workload period
  - Staff 911 Center with 2 dispatchers at all times
  - Consider implementing Emergency Medical Dispatch (EMD) and regionalizing dispatch services
- **Fire successfully managed transition to EMS; time to turn to other critical areas**
  - Service levels and service area – cost recovery for services outside City limits
  - Staffing – 7 firefighters on each shift
  - Policies, procedures, and training



## Development Services and Parks & Recreation

- Fill vacant Development Services Director position and formalize service delivery standards and operations
- Create a proactive property maintenance program
  
- Track parks maintenance workload and activities
- Develop equipment replacement program
- Establish cost recovery goals for recreation programming



## Public Works

- Thoughtful annual work planning throughout department can be enhanced through multi-year CIP
  - Implement a Pavement Management System
- Create a Citywide General Services function
  - Consolidate all Fleet and Facilities functions
- Airport does not generate sufficient revenue to cover expenses
  - Increase hanger rental fees
- Develop strategic plan for landfill decommissioning



## Utilities

- The division between the City and HU is a tale of two cities – the “City” and the “Company”
  - Significant lost opportunity for synergies with the entire City organization
- HU is technically sound, but few management systems are in place
  - Operational systems and personnel/administrative systems
- HU approach to comparability has led to a structural challenge for the City
  - Employee retention – employees leave other departments for HU
  - Pay inequities



## Utilities

- **Governance - Abolish Board of Public Works**
  - Since the Board was established in the 1940's, professional city management has evolved in the City
  - The insular function of the Board is no longer necessary
  - Utilities Department would report directly to the City Administrator, similar to any other department director



## Utilities

- Addressing governance option opens the door to make significant improvements to corporate management systems - numerous synergistic opportunities exist
  - Create an Administrative Services Department reporting to the City Administrator
    - Finance, HR, IT, and Purchasing
    - Consolidate City and HU approach to comparability studies
    - Consolidate finance and accounting using same financial and HR system and same fiscal year
  - Create a joint fleet and facilities management function
- Detailed operations and staffing study is needed for HU
  - City Administrator as contract point of contact



## Next Steps



## Next Steps

- Internal evaluation of the recommendations and assessment of the implementation plan
  - Priority
  - Timeline
  - Capacity
- Primary responsibility for implementation rests with City Administrator, with assistance as needed from Mayor and City Council as well as City department directors



# Questions?

## Thank you!

**Michelle Ferguson**  
Organizational Assessment Practice Leader

**Ron Norris**  
Public Works and Facilities Specialist