

City of Hastings

*Organizational Assessment
Draft Implementation Plan*

October 2015



CITY OF HASTINGS: ORGANIZATIONAL REVIEW - DRAFT IMPLEMENTATION PLAN

The Novak Consulting Group has developed this draft Implementation Plan to assist the City of Hastings with implementation of the recommendations outlined in the Organizational Assessment report. The work involved in implementing these recommendations must be integrated into the other work of the City, with appropriate assignments of responsibility for implementation and with the identification of specific planned completion dates. The draft Implementation Plan begins that process with guidance around the length of time that might be required to complete an individual recommendation (e.g., "Time to Accomplish") and with a recommended priority assignment - Priority 1-3 based on criteria described below.

- Priority 1: Important to accomplish without delay or has significant operational or financial implications.
- Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.
- Priority 3: Least urgent to complete and/or may take longer to set up or execute.

To convert this draft to a final Implementation Plan, City management and staff will need to identify specific target dates. In doing so, the City should also: (1) modify the described activities for implementing an individual recommendation based on your knowledge of what will be required for completion; and (2) adjust the assignment of responsibility based on workload or other considerations. Information included in this Implementation Plan represents The Novak Consulting Group's recommendations; final decisions about implementation rests with the City Administrator and, where appropriate, the Mayor and City Council. It is important to note that this document is intended to be a living and evolving management tool. It is entirely reasonable and expected for the Implementation Plan to evolve as conditions evolve. Its fundamental purpose is to serve a management tool that will help ensure that the initiatives outlined in the plan are implemented in a thoughtful and systematic way.

The Novak Consulting Group remains available to consult with you in this process in whatever way we may be helpful. The practice of project planning is basic to successful execution of the work ahead. We hope that you find the draft Implementation Plan useful in that regard.

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
Administration					
1	Create an Administrative Services Department.	<ul style="list-style-type: none"> Formally group employees performing similar functions into team units/divisions Determine appropriate compensation and classifications for employees in each unit Recruit for Administrative Services Director Reallocate functional responsibilities according to classifications and skillsets Determine operating locations of department staff 	1	12-18 months	City Administrator
2	Create a centralized, professional human resources function.	<ul style="list-style-type: none"> Centralize HR personnel (as discussed in Recommendation 1) Determine an appropriate management structure for HR personnel and functions Transfer responsibilities for benefits administration, insurance, and risk management to HR personnel Formalize HR policies and procedures 	2	12-18 months	Administrative Services Director
3	Issue a request for proposals (RFP) for payroll services.	<ul style="list-style-type: none"> Draft and issue an RFP for payroll processing to vendors who supply payroll services 	2	6 months	Administrative Services Director

¹ Priority 1: Important to accomplish without delay.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

² Timeframes listed assume undivided attention on implementation and do not take into account other existing workload demands.

³ To establish clear accountability, there should be a single person assigned responsibility for leading the implementation of each recommendation. However, actual implementation will involve multiple staff, in most instances.

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Evaluate bids received to assess the cost effectiveness of contracting for payroll processing services 			
4	Implement electronic timekeeping.	<ul style="list-style-type: none"> Draft and issue an RFP for electronic timekeeping systems and software to vendors who supply these services Evaluate bids received to assess costs Implement uniform timekeeping and tracking practices across all departments 	2	6 months	Administrative Services Director
5	Create a centralized Purchasing function.	<ul style="list-style-type: none"> Centralize Purchasing personnel (as discussed in Recommendation 1) Determine an appropriate management structure for Purchasing personnel and functions Transfer responsibilities for procurement, contract administration, and bidding to Purchasing personnel Formalize procurement policies and procedures 	2	12-18 months	Administrative Services Director
6	Create a collaborative annual budget process.	<ul style="list-style-type: none"> Create a calendar for internal budgetary meetings Include all departments in budgetary meetings Establish deadlines for internal revenue forecasting, budget requests, and finalized budgets 	1	12 months	City Administrator, Administrative Services Director
7	Establish formal financial policies.	<ul style="list-style-type: none"> Determine appropriate financial policies and positions related to budgeting, capital improvements, 	1	12 months	City Administrator, Administrative

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> and debt management. Formalize financial policies in written format 			Services Director
8	Utilize a single, electronic software suite for budgeting and financial accounting.	<ul style="list-style-type: none"> Determine depth and breadth of departmental needs with respect to financial software Evaluate capabilities of the City's existing software to meet those needs Choose software package that most efficiently meets the entire organization's needs Alternatively, issue an RFP for a financial software package that meets the whole organization's needs and evaluate proposals received Consolidate all existing financial data into the chosen financial system 	2	12-18 months	City Administrator, Administrative Services Director
Hastings Utilities					
9	Eliminate the Board of Public Works and reorganize Hastings Utilities under the authority and direction of the City Administrator.	<ul style="list-style-type: none"> Adopt ordinance eliminating the Abolish the Board of Public Works and realigning HU under City Administrator Develop detailed implementation plan, timeline, and assigned responsibilities Develop annual work plan for the Director of Hastings Utilities and integrate into City-wide management system 	1	24-48 months	Mayor and Council, City Administrator
10	Create a 10 year strategic plan for Hastings Utilities.	<ul style="list-style-type: none"> Initiate strategic planning process to identify challenges and opportunities confronting HU over 	1	12-24 months	HU Director

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		<p>the next 10 years</p> <ul style="list-style-type: none"> • Develop specific strategies and initiatives to address strategic issues • Prioritize issues within the context of broader City-wide strategic goals • Develop implementation plan for strategic initiatives • Initiate quarterly status update meetings with City Administrator and Mayor and City Council 			
11	Develop a performance management system for Hastings Utilities.	<ul style="list-style-type: none"> • Develop performance goals and annual work plans for each unit in HU • Establish regular meeting and review periods between employees and managers 	1	12 months	HU Director
12	Implement a performance measurement system.	<ul style="list-style-type: none"> • Identify key, measurable outcomes related to each HU program job performance • Develop workload, efficiency and outcome performance measures • Develop performance measurement tracking and reporting processes 	1	12 months	HU Director
13	Integrate Hastings Utilities and City of Hastings corporate functions of finance, human resources, information technology, fleet and facilities.	<ul style="list-style-type: none"> • Integrate corporate functions (including employees and managers) under singular management structure. • Conduct detailed process mapping process to clarify define corporate management processes and systems • Identify inconsistencies between HU and broader City systems and 	2	24 months	City Administrator, Administrative Services Director

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> processes • Implement process changes required to integrate corporate processes and systems • Develop corporate system (e.g., finance, HR and budget system) integration plan • Budget necessary resources to integrate disparate functions and management systems. • Following system staffing needs, assess staffing requirements required to meet demands of a consolidated corporate management system. 			
14	Conduct an independent joint City and Hastings Utilities comparability assessment.	<ul style="list-style-type: none"> • Draft and issue an RFP for comparability assessment services regarding City operations and Utilities operations • Evaluate bids received • Select an appropriate vendor to conduct a joint analysis • Adjust budget as necessary to reflect adjustments to compensation structure 	1	12 months	City Administrator, Administrative Services Director
15	Conduct a national search for a new financial auditing firm.	<ul style="list-style-type: none"> • Draft and issue an RFP for financial auditing services • Distribute the RFP through national associations (GFOA, ICMA, etc.) • Evaluate bids received • Select an appropriate vendor to conduct an audit of the City/Utilities 	1	6 months	City Administrator, Administrative Services Director

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
16	Develop annual work plans for each operating unit of Hastings Utilities.	<ul style="list-style-type: none"> • Draft annual work plans that identify annual work plan goals, and time lines. • Incorporate work plans into the performance management system and individual performance evaluation process • Prioritize work plans using City's strategic goals and service standards 	2	6 months	HU Director
17	Implement an electronic work order system to streamline work planning, assignments, and performance measurement data collection.	<ul style="list-style-type: none"> • Draft and issue an RFP for electronic work order systems and software to vendors who supply these services • Evaluate bids received • Implement uniform work order tracking practices across all units • Train necessary staff on system use and management • Incorporate system data into the work planning and performance measurement data collection processes 	2	6-12 months	HU Director
18	Integrate Hastings Utilities into the City's snow management plan.	<ul style="list-style-type: none"> • Schedule a meeting(s) between HU, Streets, Engineering, and Parks and Recreation management to determine the total number of available staff for plowing • Create a schedule that incorporates HU staff into normal snow plowing duties 	2	6 months	HU Director, Streets, Public Works Director, Parks Recreation Director
19	Contract for a comprehensive operations and staffing study for Hastings Utilities.	<ul style="list-style-type: none"> • Budget for additional HU focused staffing and operations study • Draft and issue an RFP for a comprehensive utilities-focused 	1	6 months	HU Director

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		<ul style="list-style-type: none"> staffing analysis Evaluate bids received Select lowest responsible bidder 			
Public Works					
20	Create a comprehensive six year capital improvement planning process and Capital Improvement Plan (CIP).	<ul style="list-style-type: none"> Conduct inventory and condition assessment of all existing capital assets Prioritize capital improvement needs Draft a formal CIP document Incorporate priorities into the annual operating and capital budget process 	1	12 months	City Administrator, Department Directors
21	Implement a formal Pavement Management System.	<ul style="list-style-type: none"> Evaluate street condition using the PCI measurement system Develop a preventative maintenance plan based on PCI scores Incorporate preventative maintenance plan into Street Division work plans and CIP 	2	12 months	Public Works Director
22	Create a consolidated City-wide Fleet Maintenance function and add a full-time Fleet Mechanic's Assistant position.	<ul style="list-style-type: none"> Hire a full-time Fleet Mechanic Assistant Provide fire apparatus repair & maintenance training to fleet mechanics Assign responsibilities for maintenance & repair of all fleet vehicles to fleet mechanics 	1	12 months	Public Works Director
23	Develop a fleet replacement schedule and incorporate into the Capital Improvement Plan.	<ul style="list-style-type: none"> Create targeted replacement schedules for fleet vehicles based on appropriate and reliable metrics (e.g. operation time, mileage, repair costs, etc.) 	1	12 months	Public Works Director

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Account for regular fleet vehicle replacement in the CIP 			
24	Implement direct cost allocation of fleet maintenance expenses to City departments.	<ul style="list-style-type: none"> Calculate fully-burdened labor rate for fleet mechanics Calculate indirect costs (administrative support, facilities costs, other support costs) Determine rate of profit sufficient to provide for self-sufficiency of fleet maintenance functions Assign these costs to each piece of rolling stock serviced by fleet maintenance mechanics 	2	6 months	Public Works Director
25	Create a central facilities maintenance crew in the Streets Division staffed with 4 FTEs.	<ul style="list-style-type: none"> Consolidate positions primarily responsible for facilities maintenance in the Streets Division Assign facilities maintenance personnel to provide preventative maintenance on City-owned facilities 	1	6-12 months	Public Works Director
26	Issue a Request for Bids for City-wide custodial services.	<ul style="list-style-type: none"> Draft and issue an RFB for City-wide custodial services Evaluate bids received Conduct cost-benefit analysis to determine of contracting offers opportunity for savings or enhanced staff efficiency 	1	3-6 months	Public Works Director
27	Create a consolidated City-wide General Services function responsible for fleet and facility maintenance for the City and Hastings Utilities.	<ul style="list-style-type: none"> Achieve Recommendations 22 and 25 Budget for, recruit and hire a General Services Director Develop process and employee transition plan Meet with impacted staff 	2	24-48 months	City Administrator, Public Works Director, HU Director

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Assign all fleet and facility maintenance personnel to a General Services Director 			
28	Reorganize Streets Division's organization structure to improve span of control.	<ul style="list-style-type: none"> Reorganize fleet maintenance and facility maintenance crews under supervision of the Streets Superintendent 	1	12-24 months	Public Works Director
29	Develop a strategic plan for landfill decommissioning.	<ul style="list-style-type: none"> Initiate a policy discussion regarding landfill closure and decommissioning Identify potential costs Create a financial plan sufficient to cover anticipated costs associated with decommissioning the landfill Adjust landfill fees as appropriate 	3	Up to 5 years	Public Works Director
30	Increase hanger rental rates to fully fund the cost of Municipal Airport operations.	<ul style="list-style-type: none"> Raise municipal airport rates to fully cover operational costs Alternatively, consider closing the airport and/or selling the facility 	3	24 months	Public Works Director
Police Department					
31	Maintain current minimum staffing goal of at least three police officers per shift and staff shifts adequately to meet this goal.	<ul style="list-style-type: none"> Assign 16 patrol officers (in teams of four) shifts in order to meet the established minimum staffing goal on all shifts Prioritize special assignments Begin filling positions with existing officers 	2	3-6 months	Police Chief
32	Adopt a new "power shift" to enhance staffing during peak workload period.	<ul style="list-style-type: none"> Assign four existing police officers to work (in teams of two) 12-hour power shifts Assign supervision of these officers to the on-duty shift supervisor 	2	3-6 months	Police Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
33	Adopt 911 Center staffing level based on call volume.	<ul style="list-style-type: none"> Review cost/benefit impact of having six dispatchers compared with nine dispatchers and determine which staffing level is preferred 	1	3 months	Police Chief
34	Implement a rotating schedule to more efficiently meet the staffing level established for the 911 Center and to handle fluctuations in workload throughout the day.	<ul style="list-style-type: none"> Adopt rotating schedule that provides for overlap staffing during peak call times 	1	3 months	Police Chief
35	Pursue regionalization of dispatch.	<ul style="list-style-type: none"> Begin discussions with the County to achieve regional dispatch Designate a point of contact for planning purposes 	2	3-12 months	Police Chief
36	Adjust sergeants' schedules to overlap in order to support information sharing and coordination.	<ul style="list-style-type: none"> Extend sergeant shift time by 15 minutes, offset by an equivalent number of optional excusal days Alternatively, evaluate opportunities to exchange information between sergeants in written or video format to minimize extra time on shift 	2	3-6 months	Police Chief
37	Eliminate or reduce gaps in supervision.	<ul style="list-style-type: none"> Develop a written policy to increase supervisory presence when sergeants are on leave 	1	3-6 months	Police Chief
38	Implement an aggressive recruitment and retention program.	<ul style="list-style-type: none"> Create an attraction/retention campaign that highlights non-monetary positives of police positions Aggressively market the department's employment opportunities through various media formats Time recruitment efforts to coincide with training center cycles 	2	6-12 months	Police Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
39	Develop plan for restoration of specialized assignments as staffing permits.	<ul style="list-style-type: none"> • Prioritize special assignments • Begin filling vacancies in prioritized positions • Assign special positions to shifts that augment patrol coverage 	2	6-24 months	Police Chief
40	Install Mobile Digital Terminals (MDTs) in patrol vehicles.	<ul style="list-style-type: none"> • Expedite the existing MDT project 	1	Immediately	Police Chief
41	Appoint a committee to evaluate replacement of the current CAD/RMS system.	<ul style="list-style-type: none"> • Identify administrative/technical staff, end users, and patrol officers who use the CAD/RMS system • Explore the current system's deficiencies and desired features • Evaluate options for replacing the existing CAD/RMS system • Develop plan for either replacing or enhancing the functionality of the existing system 	3	6-18 months	Police Chief
42	Formalize criteria for investigative referrals and case closings.	<ul style="list-style-type: none"> • Develop formal, standardized criteria that describe when cases should be referred for investigation 	2	3-6 months	Police Chief
43	Monitor investigations workload and performance measures, reviewing staffing levels once data is available.	<ul style="list-style-type: none"> • Begin tracking case progress, the use of investigative measures, and caseload/clearance rate for all investigators and patrol officers • Schedule review of data and staffing levels 	1	6 months	Police Chief
44	Reassign Community Service Officers to the Operations Division to reflect changed responsibilities.	<ul style="list-style-type: none"> • Assign the evidence custodian to report to the Support Services Agent • Assign remaining CSOs to report to the Operations Captain and Tour Supervisor 	1	Immediately	Police Chief
45	Track ongoing community relations efforts and diversity training.	<ul style="list-style-type: none"> • Begin recording data related to community relations and diversity training efforts 	1	3 months	Police Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Schedule regular reviews of data Ensure bias training is being completed 			
46	Issue Request for Quotes for background checks for other City agencies.	<ul style="list-style-type: none"> Draft and issue an RFQ for background check services Evaluate bids received 	3	3-6 months	Police Chief
47	Update the pricing structure of the direct alarm monitoring service.	<ul style="list-style-type: none"> Decide whether the department should continue providing alarm monitoring services Increase daily fees to at least \$1.00 per alarm 	3	3 months	Police Chief
48	Implement an intelligence-led, proactive policing strategy.	<ul style="list-style-type: none"> Determine scope of areas to be tracked (in addition to Part I crimes, shooting incidents, and persons shot – i.e., ongoing crime and/or quality of life conditions; community relations indicators; enforcement categories) Implement data collection methods to provide timely and accurate intelligence (i.e., weekly crime and enforcement statistics) Assign appropriate staff to oversee data collection and distribution Validate accuracy of data Determine time, location, duration, and staff assigned to participate in regularly scheduled crime strategy meetings Implement process for dissemination of information (i.e., pin mapping, intelligence bulletins) Designated appropriate senior staff to set agendas and chair meetings Track action items discussed to 	2	6-18 months	Police Chief

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		ensure follow-up and ongoing assessment			
49	Pursue accreditation of the Department.	<ul style="list-style-type: none"> Determine applicable accreditation standards according to the Commission on Accreditation of Law Enforcement Agencies (CALEA) Develop a strategy to achieve accreditation 	2	12-24 months	Police Chief
50	Implement and monitor comprehensive performance measures.	<ul style="list-style-type: none"> Track and record crime and complaint data, investigations, overtime hours, leave utilization, outreach efforts, narcotics activity, service calls, response and service times, minutes worked Develop plan for sharing and reviewing data in a timely manner 	1	6 – 12 months	Police Chief
51	Update the Department Manual.	<ul style="list-style-type: none"> Utilize Policy Review Committee to review and revise departmental regulations Formalize updates in the Department Manual 	2	12 months	Police Chief
Fire Department					
52	Establish service level standards for services provided within City limits.	<ul style="list-style-type: none"> Develop service standard recommendations for the Mayor and City Council Establish performance targets based on adopted service standards and community expectations Begin tracking performance data Develop plan for sharing and reviewing data in a timely manner 	1	12 months	Fire Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
53	Develop a cost recovery policy for providing services outside of City limits.	<ul style="list-style-type: none"> Approach BLS providers to discuss reimbursement opportunities Calculate known costs of providing services outside the City of Hastings Formulate cost recovery goals Draft written cost recovery policy for review and adoption by Council Create a plan for regularly reviewing and updating the cost recovery policy 	1	12 months	Fire Chief
54	Determine technical services to be provided by HFD and explore regional consolidation of some specialized services.	<ul style="list-style-type: none"> Identify high-priority technical services desired by the community Establish service standards for specialized services to be provided by HFD Consult with peer organizations regarding specialized services not provided by HFD 	1	12 months	Fire Chief
55	Consistently staff each shift with at least seven firefighters.	<ul style="list-style-type: none"> Enhance current recruitment and marketing efforts Begin conducting exit interviews to identify primary drivers for employee turnover Actively recruit for diversity 	2	12-24 months	Fire Chief
56	Increase the number of paramedics on duty.	<ul style="list-style-type: none"> Hire only Firefighter/Paramedics for full-time positions Recruit and schedule reserve paramedics to supplement on-duty paramedics Alternatively, limit the number of paramedics allowed to take leave simultaneously 	2	6-12 months	Fire Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
57	Schedule Assigned Time Off coverage further in advance.	<ul style="list-style-type: none"> Modify ATO scheduling process so ATO is scheduled at least one month ahead of time 	1	3 months	Fire Chief
58	Review the validity of the physical agility test used during the hiring process.	<ul style="list-style-type: none"> Adopt the IAFF/IAFC CPAT test Alternatively, arrange for a thorough outside review of the Department's existing agility test Require all reserve firefighters to pass the same agility test as full-time firefighters 	1	6-12 months	Fire Chief
59	Adopt a policy to address frequent and repeat EMS patients.	<ul style="list-style-type: none"> Review last 5 years of records to determine patterns that may exist re: repeat calls and their sources Assess cost impact of frequent and repeat EMS patients Explore alternatives for addressing issues discovered in analysis, including possibly establishing a nominal fee for repeat service activities that demand a disproportionate amount of staff time 	2	6 months	Fire Chief
60	Evaluate the impact of Emergency Medical Dispatch on EMS operations.	<ul style="list-style-type: none"> Begin capturing data regarding the number of responders necessary by call type Assess the impact of eliminating the practice of routinely dispatching a second vehicle on all EMS calls 	1	3-6 months	Fire Chief
61	Conduct a comprehensive assessment of the EMS Billing contract.	<ul style="list-style-type: none"> Draft and issue an RFP for EMS Billing services Evaluate bids received 	2	3-6 months	Fire Chief
62	Increase firefighter training hours to meet minimum training requirements and increase consistency.	<ul style="list-style-type: none"> Review existing fire suppression training practices Develop a comprehensive training program 	1	6 months	Fire Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Standardize training across shifts Track individual firefighter training and progress electronically 			
63	Develop and conduct Emergency Management/joint training exercises with all partners.	<ul style="list-style-type: none"> Schedule regular Emergency Management training meetings involving all partners Coordinate emergency management and training plans with all partners Develop and implement regular exercises and joint exercises to ensure training standards are met 	2	12 months	Fire Chief, Police Chief
64	Update all policies and procedures to consistently guide operations.	<ul style="list-style-type: none"> Develop a schedule for reviewing/updating all department policies and procedures Develop an SOG that outlines how SOGs should be written Review Health and Safety, Prevention and Education, Code Enforcement and Inspection, Emergency Operations, and General Administration policies Work with Human Resources staff to update job descriptions Capture and formalize changes to department policies/procedures in one document 	2	12-18 months	Fire Chief
65	Launch a comprehensive false alarm reduction program, including alarm registration and false alarm fee.	<ul style="list-style-type: none"> Utilize NFPA resources Create a fee schedule for repeat false alarm activations Include appropriate labor rates to recoup the total cost of responding to false alarms Establish an alarm system and installer registration ordinance Launch communication initiative to 	3	6-12 months	Fire Chief

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		educate alarm system owners on preventing false alarms			
66	Establish performance expectations and targets for the Fire Prevention function.	<ul style="list-style-type: none"> Implement a risk-based inspection system Set inspection targets for each risk tier Consider assigning inspection duties for low-risk occupancies to an engine company Capture inspection-related data, including number of inspections, time spent per inspection Schedule regular reviews of data 	2	6-12 months	Fire Chief
Development Services					
67	Fill the vacant Development Services Director position.	<ul style="list-style-type: none"> Determine desirable credentials, skills, and experience Conduct recruitment (internal or external) seeking qualified candidates Determine appropriate compensation Select most appropriate candidate 	1	6-12 months	City Administrator
68	Expand electronic data tracking related to permit and inspection activities.	<ul style="list-style-type: none"> Draft and issue an RFP for permit tracking software Evaluate bids received Alternatively, modify existing Microsoft Access database and workflow procedures to capture permit/inspection activity information 	1	6-12 months	Development Services Director
69	Create a proactive property maintenance code enforcement program.	<ul style="list-style-type: none"> Begin tracking case and workload data regarding property maintenance code complaints 	2	6-12 months	Development Services Director

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
		<ul style="list-style-type: none"> Identify service standards and cycle times related to property maintenance enforcement Collaborate with other departments to provide property maintenance enforcement oversight 			
Parks and Recreation					
70	Establish formal service delivery standards.	<ul style="list-style-type: none"> Identify appropriate quality standards for each park and facility Identify maintenance activities to be performed at each park and facility in order to achieve maintenance standards Organize maintenance activities into workload checklists 	1	3 months	Parks and Recreation Director
71	Begin tracking Parks maintenance activities and workload.	<ul style="list-style-type: none"> Begin recording task time data for Parks maintenance tasks Collect task time data in an electronic format Periodically review task times and adjust workloads and crew assignments as needed 	1	6 months	Parks and Recreation Director
72	Utilize the recommended General Services Department for fleet and facility maintenance.	<ul style="list-style-type: none"> Identify facilities/fleet tasks that could be performed by the General Services Department Transfer appropriate maintenance tasks to General Services staff Begin tracking task time and other pertinent information for 	1	24-48 months	Parks and Recreation Director

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		maintenance tasks performed in-house			
73	Develop an equipment replacement program for all Parks and Recreation vehicles, equipment, and large tools.	<ul style="list-style-type: none"> Identify appropriate usage standards for equipment and vehicles Record data related to equipment and vehicle usage in a separate, electronic database Budget for replacement vehicles using the CIP process Create a separate equipment replacement plan based on usage metrics Continuously track usage and maintenance data electronically 	1	12 months	Parks and Recreation Director
74	Convert the seasonal Recreation Assistant to a full-time position.	<ul style="list-style-type: none"> Assign responsibilities for operating the Smith Softball Complex and coordinating special events to the Recreation Assistant Create a flexible, full-time work schedule for a year-round Recreation Assistant position 	1	6 months	Parks and Recreation Director
75	Establish formal cost recovery goals for Recreation programs.	<ul style="list-style-type: none"> Identify cost recovery goals for types of programs Classify current program offerings by type and recovery goal Implement non-resident fees to help cover costs as appropriate given a program's type and recovery goal 	2	12 months	Parks and Recreation Director
Hastings Public Library					
76	Transition the role of the Library Board from an administrative to advisory structure, and assign supervision of the	<ul style="list-style-type: none"> Amend Chapter 26 of the City Code changing the nature of the Library board from administrative 	2	12 months	Mayor and Council, City Administrator

Rec #	Recommendation	Implementation Steps	Priority ¹	Time to Accomplish ²	Person Responsible ³
	Library Director to the City Administrator.	to advisory <ul style="list-style-type: none"> Assign supervisory responsibilities for the Library Director to the City Administrator 			
77	Hire an owner's representative to oversee and manage the Library renovation project.	<ul style="list-style-type: none"> Draft and issue an RFP for owner's representative services Evaluate bids received 	1	Immediately	City Administrator, Library Director, Public Works Director
Hastings Museum					
78	Transition the role of the Museum Board from an administrative to advisory structure, and assign supervision of the Museum Director to the City Administrator.	<ul style="list-style-type: none"> Amend Chapter 27 of the City Code changing the nature of the Museum board from administrative to advisory Assign supervisory responsibilities for the Museum Director to the City Administrator 	2	12 months	Mayor and Council, City Administrator
79	Collaborate with the Hastings Library and the Parks and Recreation Department for community events and general service needs.	<ul style="list-style-type: none"> Establish regular meeting periods between Library, Museum, and Parks and Recreation Directors/staff Identify an annual project/event on which all departments can collaborate to achieve 	2	3-12 months	Museum Director, Library Director, Parks Director