

City of Allentown

Management and Financial Audit

Draft Implementation Plan

December 2019



City of Allentown: Management and Financial Audit
Draft Implementation Plan

The Novak Consulting Group has developed this draft Implementation Plan to assist the City of Allentown with implementation of the recommendations outlined in the Management and Financial Audit report. The work involved in implementing these recommendations must be integrated into City of Allentown's other work, with appropriate assignments of responsibility 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 (e.g., "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, the City of Allentown's management and staff will need to identify specific target dates. In doing so, staff 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 rest with the City of Allentown, its governing body, and its senior management staff. 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 change as conditions evolve. Its fundamental purpose is to serve as a management tool that will help ensure that the initiatives outlined in the plan are implemented in a thoughtful and systematic way.

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

Dept. or Function	Rec #	Recommendation
City-Wide	1	Develop a fund balance policy for each major operating fund.
City-Wide	2	Adopt Financial Management Policies.
City-Wide	3	Increase Health Insurance funding by \$2.5 million in the 2020 budget and eliminate the practice of utilizing the Risk Management Fund Balance to fund ongoing health care costs.
City-Wide	4	Pursue strategies to limit health care costs to the City.

Dept. or Function	Rec #	Recommendation
City-Wide	5	Create an Other Post-Employment Benefits (OPEB) Trust to partially or fully fund liabilities.
City-Wide	6	Develop an organization-wide strategic plan.

Dept. or Function	Rec #	Recommendation
City-Wide	7	Implement priority-based budgeting.
City-Wide	8	Develop a capital project inventory and prioritization system.
City-Wide	9	Implement a comprehensive performance measurement program.

Dept. or Function	Rec #	Recommendation
City-Wide	10	Establish a compensation philosophy.
City-Wide	11	Formalize process and policy documentation for all City Departments.
Finance	12	Reorganize Finance to create a Deputy Finance Director position.

Dept. or Function	Rec #	Recommendation
Finance	13	Create cross-training in pension and payroll management.
Finance	14	Implement process improvements to the accounts payable process.
Human Resources	15	Document current HR procedures and update documentation as procedures change.

Dept. or Function	Rec #	Recommendation
Human Resources	16	Create a formal organizational and workforce development program.
Human Resources	17	Create a comprehensive supervisory and management training program.
Human Resources	18	Implement a consistent performance review process.

Dept. or Function	Rec #	Recommendation
Human Resources	19	Implement a consistent safety program throughout the City.
Solicitor's Office	20	Develop a process for reviewing and updating Allentown's Charter and codified ordinances.
Solicitor's Office	21	Engage outside legal counsel to represent the City in labor matters and union negotiations.
Information Services	22	Revive the City's Technology Steering Committee (TSC).

Dept. or Function	Rec #	Recommendation
Information Services	23	Implement an Information Services Strategic Planning process and update the Information Services Strategy plan.
Information Services	24	Adopt a formal Information Services governance process for project management.
Information Services	25	Reclassify the vacant Application Developer and Senior Systems Analyst positions as Business Analysts responsible for supporting key IS customers.

Dept. or Function	Rec #	Recommendation
Information Services	26	Develop service level agreements with customer departments.
Community and Economic Development	27	Create a Community Development Bureau supervised by the Community Development Operations Manager.

Dept. or Function	Rec #	Recommendation
Community and Economic Development	28	Create a zoning cross-training program for Housing Inspectors.
Community and Economic Development	29	Establish a formal grants policy for Community and Economic Development programs.

Dept. or Function	Rec #	Recommendation
Community and Economic Development	30	Conduct an annual review of all Community and Economic Development fees.
Community and Economic Development	31	Improve customer education tools regarding the City's development and permitting processes.

Dept. or Function	Rec #	Recommendation
Parks and Recreation	32	Transfer Parks functions and staff to the Public Works Department and retitle the Parks and Recreation Department to the Recreation Department.
Parks and Recreation	33	Create an annual Recreation work plan.

Dept. or Function	Rec #	Recommendation
Parks and Recreation	34	Expand volunteer opportunities for Recreation-related services.
Parks and Recreation	35	Establish formal cost recovery goals for Recreation programs.

Dept. or Function	Rec #	Recommendation
Public Works	36	Consolidate Parks maintenance and Department of Public Works (DPW) functions.

Dept. or Function	Rec #	Recommendation
Public Works	37	Update DPW Superintendent and Chief Maintenance Supervisor job descriptions and competitively select qualified candidates to fill the positions.
Public Works	38	Develop comprehensive asset inventories and condition assessments.

Dept. or Function	Rec #	Recommendation
Public Works	39	Develop an annual work plan for DPW maintenance activities.

Dept. or Function	Rec #	Recommendation
Public Works	40	Issue requests for proposals (RFPs) to evaluate the cost-effectiveness of contracting for services.

Dept. or Function	Rec #	Recommendation
Public Works	41	Adjust solid waste practices to reduce costs.
Public Works	42	Enhance the Municipal Separate Storm Sewer System (MS4) contract to provide support for the implementation of the City's stormwater management plan.

Dept. or Function	Rec #	Recommendation
Public Works	43	Create a Memorandum of Understanding between the MS4 Program and the Stormwater Bureau.
Public Works	44	Increase the capacity to recover past-due SWEEP fees.
Public Works	45	Connect radios to the emergency call center.

Dept. or Function	Rec #	Recommendation
Public Works	46	Enhance internal communication opportunities throughout the Department.
Public Works	47	Provide relevant staff with the opportunity to test and be trained on new equipment.
Public Works	48	Partner with local trade schools to provide hands-on training opportunities.
Police	49	Adopt a proactive policing standard and adjust minimum staffing levels to meet proactive needs.

Dept. or Function	Rec #	Recommendation
Police	50	Prioritize the Investigations staffing within operational constraints.
Police	51	Enhance data collection regarding Criminal Investigations Division workload indicators.
Police	52	Implement a system for referring cases electronically.

Dept. or Function	Rec #	Recommendation
Police	53	Implement an information-led, proactive policing strategy.
Police	54	Develop additional capacity for crime analysis.
Police	55	Enhance internal Information Technology capacity.

Dept. or Function	Rec #	Recommendation
Police	56	Monitor staffing needs for the processing of digital evidence.
Police	57	Address salary compression at the rank of Captain.
Police	58	Revise False Alarm Prevention Program structure.
Police	59	Renegotiate the process for authorizing Personal Time.

Dept. or Function	Rec #	Recommendation
Police	60	Enhance telephone communication with staff.
Police	61	Conduct a space needs assessment of Headquarters and Patrol facilities.
Police	62	Delineate standards for vehicle replacement and incorporate Police Department input.

Dept. or Function	Rec #	Recommendation
Fire	63	Fully integrate fire and Emergency Medical Services (EMS) operations and management.
Fire	64	Consider adding Firefighter positions to the Fire Suppression function.
Fire	65	Consider hiring one additional Paramedic position in the EMS Division.

Dept. or Function	Rec #	Recommendation
Fire	66	Develop an annual training plan and standardize training across shifts.
Fire	67	Develop a set schedule for multi-company, live fire training drills to build practical firefighting and scene management skills.

Dept. or Function	Rec #	Recommendation
Fire	68	Develop electronic pre-plans for all high-risk facilities within five years.
Fire	69	Assign administrative specializations to Battalion Chiefs.

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Determine target fund balance amounts for General Fund and other major funds (e.g. two months' operating expenditures) 2) Develop formal policy documentation specifying target fund balances for each fund 3) Submit fund balance policies to City's Governing Body for review and adoption 4) Include fund balance policies alongside other financial policy documentation in the City CAFR		2	3-6 months
1) Expand existing debt management guidelines into a formal debt management policy 2) Include guidance regarding issuance of debt obligations in the context of the City's ability to incur debt at favorable rates 3) Expand existing investment management guidelines into a formal investment management policy that meets recommended GFOA standards 4) Submit financial management policies to City's Governing Body for review and adoption 5) Include financial management policies alongside other financial policy documentation in the City CAFR		1	3-6 months
1) Increase budgeted line item expenditures for Health Insurance by \$2.5 million during the next budget cycle 2) Reduce budgeted line item expenditures in the Risk Management Fund by \$2.5 million during the next budget cycle 3) In future budget cycles, apply an 8.4% growth factor to Health Insurance line items and refrain from utilizing the Risk Management Fund to support Health Insurance expenditures		1	6-12 months
1) Each budget cycle, determine the estimated impact of Health Insurance costs 2) Compare employee Health Insurance contributions, deductibles, copays, waivers, and carve-outs to other local market organizations 3) Work with bargaining units to negotiate reasonable benefit caps and employee premium increases to stabilize Health Insurance costs		2	6-18 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<ol style="list-style-type: none"> 1) Create an Internal Revenue Code Section 115 trust to administer OPEB 2) Establish an OPEB Trust Board consisting of nine members that includes at least the following representatives: <ul style="list-style-type: none"> • 1 individual appointed by the FOP • 1 individual appointed by IAFF • 1 individual appointed by the SEIU • 2 individuals appointed by City Council • 2 individuals appointed by the Mayor 3) Ensure the OPEB Trust prepares required documentation (trust agreement, investment policy statement, custodial agreement) and receives approval from the Commonwealth Court 4) Determine whether to earmark General Fund balances for OPEB funds, sell City assets (such as facilities) or both to generate initial investment capital 		2	6-18 months
<ol style="list-style-type: none"> 1) Develop a strategic planning committee to guide the strategic planning process 2) Evaluate alternatives for conducting the strategic plan using in-house staff or with contracted support 3) Develop a community engagement plan to solicit feedback and input from community stakeholders 4) Conduct an environmental scan to learn more about current trends impacting the City 5) Develop mission, vision, and values statements for the City organization 6) Identify specific goals and objectives that will help the City achieve its vision based on current circumstances 7) Develop initiatives designed to achieve the organization's goals 8) Create regular reporting and communications practices regarding the strategic planning effort 		2	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Determine whether to implement priority-based budgeting (PBB) using in-house staff and/or contract support and secure approval from the City's Governing Body to implement PBB 2) Identify available monetary resources available to provide services during the next budget cycle 3) Conduct an inventory of existing City programs and associated costs 4) Develop a rating methodology to score City programs based on their ability to advance City goals and priorities as described in the strategic plan 5) Score each City program and determine which programs will have the most impact 6) Allocate available resources to high-scoring programs until all available resources have been allocated 7) Finalize the City budget based on this allocation 8) Establish clear performance measures for each program to gauge effectiveness		3	12-24 months
1) Determine whether to prioritize capital projects through the PBB process or another parallel process 2) If using a parallel process, form a Capital Improvement Committee to inventory and prioritize capital project needs 3) Allocate available capital project resources based on need and ability to advance the City's strategic goals 4) Update the capital project inventory and priority list annually based on contemporary needs and available resources		2	6-12 months
1) For each City program, develop appropriate workload, efficiency, and outcome measures that enable staff to determine how effectively the program utilizes resources and advances the City's strategic goals 2) Ensure staff are familiar with the purpose and advantages of performance measurement 3) Provide staff with the resources and training necessary to track performance data as accurately and automatically as possible		2	12-18 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Develop a formal policy regarding the City's approach to compensation as a market leader, to match the local market, or to lag the local market 2) Submit the compensation philosophy to the City's Governing Body for review and adoption 3) Utilize the compensation philosophy to inform future decisions and negotiation regarding employee compensation, including wages, salaries, and benefits		1	3-6 months
1) Develop a standardized template for recording standard operating procedures and department policies 2) Distribute this template to Department Directors and key staff for use recording department-level policy information 3) Compile applicable City-wide policies and revise them to comply with the standardized template format 4) Store City-wide policies in a location that is easily accessible by staff 5) Conduct an annual review of City-wide policies to ensure they reflect contemporary best practices and needs		2	6-12 months
1) Eliminate the vacant Revenue and Audit Manager position and Operations Manager position in the Finance Department 2) Create a Deputy Finance Director position reporting to the Finance Director 3) Develop an appropriate job description for the Deputy Finance Director, including oversight of day-to-day operations in the Finance Department 4) Assign supervision of the Finance Operations Manager, Treasury & Accounting Manager, Revenue & Audit Manager, Purchasing Agent, Senior Financial Analyst, and Financial Analyst to the Deputy Finance Director 5) Recruit for the Deputy Finance Director position 6) Hire the best, most qualified candidate		1	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Inventory key pension and payroll tasks that are currently performed by single individuals, such as processing pension checks and bi-weekly payroll 2) Compile detailed written instructions documenting the processes used by employees to accomplish these tasks 3) Identify other Finance staff with the appropriate skills and aptitude to learn these functions 4) Require appropriate staff to learn these functions from incumbent personnel 5) Formally designate cross-trained staff as official "backup" personnel who can be relied upon to accomplish tasks if the incumbent is unable to perform 6) Utilize and revise formal process documentation throughout the training process and as a resource for future employees		1	6-12 months
1) Engage Information Services to begin a technology project designed to implement electronic purchase order routing 2) Develop a project timeline and associated budget, if applicable 3) Implement enhancements to Eden designed to accomplish the project 4) Conduct Controller review of expenditures prior to purchase or after payables have been sent to vendors		2	6-8 months
1) Identify core HR processes related to benefits administration, classification and compensation, labor and employee relations, recruitment and hiring, training, workforce development, and risk and safety management 2) Utilize the standardized SOP format (Recommendation 11) to document steps and milestones associated with each process in a standardized way 3) Review HR SOPs and ensure each SOP is clearly written, comprehensive, and is suitable for training new staff 4) Compile all HR SOPs in a single location 5) Review and update each HR SOP annually or biennially to ensure they reflect contemporary needs and best practices		2	6-8 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Develop a policy describing the purpose and goals of a workforce development program 2) Specifically describe the role of the HR Department and other Departments in implementing and carrying out the program 3) Create an inventory of training and workforce development opportunities available to current City employees 4) Engage other Departments and City staff to understand opportunities to expand and enhance training and workforce development 5) Compile current and proposed workforce development offerings and determine the best method for offering training 6) Develop an annual training calendar designed to meet workforce development needs 7) Publicize the workforce development program and measure employee attendance/utilization 8) Measure and evaluate performance indicators, such as cost and impact on preventable incidents, to determine program effectiveness		3	6-12 months
1) Develop an RFP for supervisory and management training including the creation of curricula and administration of training to eligible City employees 2) Distribute the RFP to qualified firms and contractors 3) Evaluate bids received 4) Select the best, most qualified vendor to provide training 5) Engage with the vendor to market the supervisory training program, track attendance, and measure program effectiveness		3	6-12 months
1) Determine the frequency with which employee/supervisor check-ins and performance appraisals should occur 2) Develop clear guidance for supervisors regarding how to engage staff and set appropriate goals 3) Create a documentation process to record the outcome of performance-related check-ins and reviews 4) Utilize performance check-ins to hold poor performers accountable and ensure staff efforts are aligned with the organization's strategic plan		2	6-18 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Inventory existing safety training opportunities and needs, such as injury prevention 2) Determine whether to provide safety and risk-related training utilizing in-house staff or a third-party contractor 3) Develop a calendar of safety/risk training events with wide applicability to City staff and departments 4) Market the availability of safety training and measure attendance and impact 5) Engage customer departments to learn more about targeted safety training needs that apply to each Department's line of business 6) Assist customer departments with the development and implementation of specialized safety training needs		2	6-12 months
1) Leverage the Government Study Commission to comprehensively review the City Charter and Codified Ordinances 2) Identify opportunities to enhance/streamline the Charter and City codes 3) Submit proposed updates to the City's Governing Body/voters for approval, as required by law 4) Conduct comprehensive reviews of the Charter and codes every 10 years		2	6-12 months
1) Develop an RFP for experienced public employment labor counsel, including acceptance of PELRAS rates 2) Distribute the RFP to qualified firms 3) Evaluate bids received 4) Select the best, most qualified provider		1	3-6 months
1) Identify an appropriate representative from the Mayor's Office, Community and Economic Development, Fire/EMS, Police, and Public Works to participate in the TSC 2) Create a quarterly agenda for TSC members to review and discuss, including IT strategic planning efforts, major technology projects, customer experiences and perceptions, and other relevant topics 3) Meet regularly and seek feedback from TSC members regarding future updates and agenda items that will advance the City's technology goals and priorities.		1	3 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Meet with the TSC to consider and prioritize technology challenges and opportunities currently facing the City organization 2) Conduct an inventory of existing hardware, software, and services managed and provided by the IS Department 3) Develop specific goals and initiatives designed to advance the City's strategic goals and meet customer business technology needs 4) Compile technology priorities, current service inventory, and future goals/initiatives into a revised Information Services Strategy Plan 5) Submit the Strategy Plan to the City's Governing Body for review and adoption		2	6-12 months
1) Develop criteria that distinguish breakfix and help desk requests from longer-term technology project requests 2) Create a governance process for identifying, prioritizing, and funding technology project requests 3) Submit the governance process to the TSC for review and feedback 4) Communicate any process-related changes to the IS Department staff and City employees		3	6-12 months
1) Engage Human Resources to develop a classification and job description for IS Business Analysts 2) Reclassify the Application Developer and Senior Systems Analyst positions as IS Business Analysts 3) Recruit for Business Analysts 4) Hire the best, most qualified applicants 5) Assign Business Analysts to provide primary customer service and technology project support for key customer departments, including Community Development, Public Works, Finance, and Fire		2	3 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Engage the City Solicitor's Office to develop an appropriate template for internal service level agreements (SLAs) 2) Meet with other customer departments to discuss technology service responsibilities, concerns, and procedures 3) Formalize the outcome of these meetings by customizing SLAs to reflect each customer department's priorities and business operations 4) Secure SLA approval from the customer Department Director 5) Provide IT staff and customer department staff with copies of the approved SLA 6) Measure and evaluate progress and compliance with the terms of each SLA 7) Annually review and modify SLA agreements as necessary to reflect contemporary needs and concerns		2	6-12 months
1) Engage Human Resources to review the job description and classification of the Community Development Operations Manager and ensure there are no obstacles to assigning this position supervisory duties 2) Communicate with Department staff regarding the consolidation of several functions and responsibilities under the Community Development Operations Manager 3) Formally transfer supervisory responsibility for the HUD Grants Manager, Community Housing Coordinator, Business Development Manager, and Recreation and Special Events Coordinator to the Community Development Operations Manager 4) Formally designate the Community Development Operations Manager and this position's direct reports as the Community Development Bureau		2	3 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<ul style="list-style-type: none"> 1) Develop a reference guide for Department staff regarding the fundamentals of City zoning and related regulations 2) Include discussion about zoning requirements that must be checked as part of pre-sale inspections and specific instructions about validating a property's zoning 3) Create a checklist of zoning criteria that field inspectors can utilize to evaluate a property's zoning compliance 4) Where possible, assign Zoning Inspectors to accompany Housing Inspectors to teach them fundamentals of zoning code enforcement required for conducting pre-sale inspections. Utilize the reference guide and checklist as training resources. 5) Identify zoning-related training opportunities that may help Housing Inspectors become more proficient at inspections and consider authorizing funding for Housing Inspectors to attend such trainings. 		2	6-12 months
<ul style="list-style-type: none"> 1) Develop a grants policy that describes when and how the Community and Economic Development Department will apply for grants 2) As part of this policy, require Community and Economic Development staff to notify and engage with Finance staff prior to seeking grants 3) Define a formal process to ensure grant submissions align with the City's strategic goals and represent a net cost/benefit gain to the City organization 4) Require staff to demonstrate the strategic and cost effectiveness of grants prior to seeking renewal 5) Share the draft grants policy with the Finance Department for review and feedback 6) Consider submitting the grants policy to the City's Governing Body for review and approval 		1	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Calculate the fully-burdened overhead costs of Department services for which fees are collected 2) Compare fee revenues to fully-burdened overhead costs and calculate the cost recovery rate for each of the Department's fees 3) Evaluate cost recovery rates against applicable codes and City policies to determine whether fee generation is sufficient to recover costs 4) Modify Department fees to ensure appropriate cost recovery 5) Regularly review Department overhead costs, fees, and cost recovery goals (e.g., every two years)		1	1 month
1) Develop educational materials (flow charts, infographs, descriptions) explaining key steps and requirements associated with frequently utilized Department services 2) Distribute educational materials to the public via the Department's website and using printed materials (handouts) 3) Ensure all Department staff are familiar with basic process steps and requirements associated with Department services 4) Assign staff to consistently sit at the Department's front desk/customer service areas to provide verbal assistance to customers 5) Develop, distribute, and analyze customer service surveys to measure customer understanding of Department processes and perceptions of service 6) Incorporate survey feedback into educational materials and customer outreach initiatives 7) Regularly review customer service materials and update as necessary to reflect contemporary needs		1	3-9 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Identify specific Parks positions, budgetary resources, equipment, and assets that will be merged with Public Works (see Recommendation 36) 2) Combine asset inventories and condition assessment information from Parks with related inventories in Public Works 3) Develop an annual work plan that prioritizes Parks maintenance functions and service levels in the context of overall Public Works maintenance needs 4) Determine how work will be allocated among staff in the Public Works shared labor pool 5) Communicate the City's intention to consolidate these functions to City employees 6) Define a specific, detailed timetable for consolidating functions		3	12-24 months
1) Identify annual special events, sports leagues, and recreation programs managed by Recreation staff 2) Determine which City strategic priorities are supported by each recreation program 3) Plot recreation-related programs on a calendar illustrating when programs must be prepared 4) Calculate the labor hour and monetary requirements of providing each recreation program 5) Assign staff to recreation programs based on seasonal workload and available capacity 6) Annually update the Recreation work plan to accommodate changes to staffing and programs		2	3 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Based on the Recreation work plan, identify programs that can benefit from expanded use of volunteers 2) Engage Friends of the Allentown Parks and other community stakeholders and groups to develop a list of volunteers who are willing to support recreation programming 3) Compile a list of volunteers who are willing to support recreation programs and obtain any/all legal authorizations needed to utilize volunteers 4) Train volunteers regarding the administration of recreation program activities 5) Assign recreation program activities to volunteers and measure effectiveness 6) Adjust training and volunteer assignments as necessary to maximize effectiveness, reduce Recreation Department staffing needs, and foster as much community engagement as possible		2	6-12 months
1) Develop policy documentation regarding target cost recovery rates for Recreation programs of various types 2) Assign each Recreation program a cost recovery target which aligns with Department policy 3) Calculate the fully-burdened overhead costs of Recreation programs and the estimated subsidy needed to provide Recreation programs if all programs meet cost recovery targets 4) Submit the cost recovery policy to the City's Governing Body for review and approval 5) Modify Department fees to support appropriate cost recovery 5) Regularly review Department overhead costs, fees, and cost recovery goals (e.g. every two years)		1	3 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<p>1) Review plan for transition; meet with affected staff to answer questions and listen to their concerns</p> <p>2) Identify space needs for the restructured Department and work with City Administration to ensure that all staff are adequately housed</p> <p>3) Identify any budgetary impacts of the transition and secure the necessary funding</p> <p>4) Collaborate with HR throughout the process to update job descriptions and classifications as necessary</p> <p>5) Create a single general labor pool in the DPW Streets Bureau</p> <p><i>a. Restructure staff positions in DPW to combine the Streets and Liquid Fuels crews into a single generalized labor pool</i></p> <p><i>b. Eliminate one Chief Maintenance Supervisor position; reclassify the remaining Chief Maintenance Supervisor as a generalist overseeing the combined crew</i></p> <p>6) Consolidate Parks Maintenance staff in the DPW Streets Bureau</p> <p><i>a. Transfer four Parks Maintenance Supervisors and their crews, as well as a Clerk 3, from Parks and Recreation to DPW</i></p> <p><i>b. Incorporate the Maintenance position into the Streets Maintenance crew to create a generalist crew</i></p> <p>7) Consolidate Parks Pool Maintenance Staff in the DPW Building Maintenance Bureau</p> <p><i>a. Transfer the Facilities Manager for Pools in Parks and Recreation, along with his or her staff, to the Building Maintenance Bureau; reclassify the positions as generalists</i></p> <p><i>b. Restructure the Bureau to consolidate all Maintenance positions under the supervision of the Maintenance Supervisor and all Tradesman positions under the Facilities Manager</i></p> <p>8) Create annual work plans for each new crew, as discussed in Recommendation 39</p>		1	6-8 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) After Parks Maintenance functions have been incorporated into DPW, review the job descriptions of the Streets Superintendent and Chief Maintenance Supervisor in light of the revised departmental structure 2) Work with City Administration and HR to evaluate the updated DPW structure; consider whether there is an opportunity to eliminate or restructure any Superintendent or Chief Maintenance Supervisor positions 3) Eliminate or restructure positions if applicable 4) Work with HR to revise job descriptions as necessary and to identify the appropriate qualifications for each position 5) Recruit for and hire the Streets Superintendent and Chief Maintenance Supervisor positions		2	3-6 months
1) After transition of the Parks Maintenance function into DPW, inventory each Department asset within the Lucity system 2) Work with Superintendents and other key staff to develop qualitative criteria for assessing the condition of each asset, such as years in service and likelihood and consequences of failure 3) Define how the data will be collected and verified, including the positions responsible and the frequency of data collections 4) Conduct condition assessments of each asset based on established criteria; log assessments in Lucity 5) Prioritize assets based on the established qualitative criteria 6) Develop a schedule for regularly reassessing the condition of assets		2	4-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Develop a comprehensive maintenance schedule for each asset based on condition assessments, manufacturer recommendations, and industry best practices 2) Develop a schedule of maintenance tasks throughout the year in Lucity, including necessary repairs and preventive maintenance to maximize assets' lifecycles- prioritize maintenance of assets that are at the greatest risk of failure 3) For each task, estimate the staff hours required for completion 4) Use the schedule to develop monthly and weekly work plans for each Bureau 5) Use Lucity to track work hours by task; use work hours to refine future work hour estimates 6) Track progress on work plans and identify any areas where work cannot be accomplished in a timely manner; evaluate options to address the issue 7) Re-evaluate the work plan annually and revise as necessary		3	4-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<p>1) Work with Superintendents to identify strategies to document the volume of service for in-house activities with the potential to be contracted out, such as street sweeping, roadside mowing, custodial services, animal control, traffic signal maintenance, and surplus equipment liquidation (if volume of service is not currently tracked)</p> <p>2) Track and document the volumes of service, as applicable, for a period of at least several months</p> <p>3) Develop a scope of services for each function, including the services provided and their frequency</p> <p>4) Identify any opportunities to create efficiencies in the in-house services</p> <p>4) Work with Superintendents and the Finance Department to develop cost estimates for in-house activities with the potential to be contracted out, such as street sweeping, roadside mowing, custodial services, animal control, traffic signal maintenance, and equipment liquidation</p> <p>5) Work with the Managing Director to determine the functions for which the City should issue RFPs</p> <p>3) Develop and issue RFPs for the selected functions based on the established scope of services</p> <p>4) Evaluate the responses and determine the feasibility of contracting out function(s)</p> <p>5) Identify funding for the contract(s), if applicable</p> <p>5) Develop and implement the contract(s), if applicable</p> <p>6) Continuously evaluate the contracted service(s), if applicable, to ensure that the contractors are providing the appropriate level of service</p>		3	6-12 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<ol style="list-style-type: none"> 1) Work with the Managing Director and City Council to evaluate the cost of twice-per-week collection versus using those funds for cost savings or other services 2) Implement Council direction as applicable 3) Work with the current solid waste contractor to understand the capacity and willingness to expand services to include municipal collection and operation of drop-off sites 4) Depending on the result of discussions, expand the contract to include these services or issue an RFP to evaluate contracting out those services 5) Evaluate RFP responses, if applicable 6) Identify funding for the contract(s), if applicable 7) Execute the contract(s), if applicable, and continuously evaluate the contract(s) to ensure that contractors are providing the appropriate level of service 		2	2-4 months
<ol style="list-style-type: none"> 1) Identify the services required for successful implementation and evaluate the Department's ability to provide those services in-house; develop a scope of work for additional contracted assistance 2) Engage the current MS4 implementation contractor to evaluate the capacity for providing additional implementation assistance 3) If the contractor is unable to provide additional assistance, work with the MS4 Coordinator to evaluate other options for implementation assistance 4) Identify funding for the implementation assistance, as applicable 5) Provide additional support for MS4 implementation 		1	2-4 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Work with the Stormwater Manager and the MS4 Coordinator to develop a list of the Department's stormwater management initiatives 2) Prioritize the initiatives based on their importance to both programs 3) Determine service standards for each program, including the staff positions responsible and the frequency at which tasks are performed 4) Ensure adequate staff capacity is in place to maintain the stormwater system and remain in compliance with MS4 permit requirements 5) Use the service standards to inform the development of an annual schedule of stormwater management activities 6) Formalize the schedule as an MOU signed by both the MS4 Coordinator and the Stormwater Manager 7) Regularly evaluate progress on the MOU and revise as necessary		2	2-4 months
1) Work with the Finance Department and City Administration to understand the capacity of the Revenue and Audit Division to collect SWEEP fees 2) Evaluate options for increasing capacity for SWEEP collection, including adding a dedicated position in the Revenue and Audit Division for SWEEP collections and contracting out collection services 3) Identify the appropriate option and identify funding sources as applicable 4) Add capacity for SWEEP collection		2	3-6 months
1) Work with the Lehigh County 911 Center to determine if there is an option to connect DPW radios to emergency dispatch 2) Connect radios to the 911 Center, if feasible 3) Develop a plan for DPW to contact emergency services in the field 4) Educate DPW staff on emergency response procedures, including how to connect to emergency services if necessary 5) When replacing radios, evaluate options for connecting radios to emergency services		1	2-4 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Develop protocols for how staff will be informed of Department news, such as periodic newsletters, taking into consideration that many staff are often in the field with limited access to computers or staff email 2) Establish an annual all-staff meeting for information sharing, team-building, and group discussion; hold the first all-staff meeting shortly after the Parks Maintenance function has been integrated into the Department 3) Hold all-Bureau meetings at least quarterly for each Bureau for information sharing and to discuss upcoming initiatives		2	1-3 months
1) Solicit staff input before making final specifications and equipment purchasing decisions 2) When purchasing new equipment, identify opportunities, when possible, for relevant staff to test the equipment before purchasing; if testing is unavailable, communicate the equipment's specifications to staff 3) Work with vendors to implement training programs for each new piece of equipment that allows all potential users to be trained on the equipment 4) Ensure that trained staff have the opportunity to gain field experience on the equipment		2	1-2 months
1) Initiate discussions with local trade schools on the potential for hands-on training programs 2) Work with the school(s) to develop and implement the programs; consider who on staff will be responsible for oversight of the students and ensure that they have the appropriate capacity 3) Regularly evaluate the effectiveness of the programs as tools for training and recruitment, as well as their impact on Department operations		3	6-8 months
1) Develop a policy describing the proportion of Officer time that should be allocated to proactive policing 2) Submit the policy to the City's Governing Body for review and adoption 3) Collect detailed dispatched call for service (DCFS) data in conjunction with the Lehigh County 911 Center 4) Analyze DCFS to determine the proportion of time Officers spend on proactive and reactive calls 5) Adjust staffing practices as needed to achieve target proactive policing		1	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Conduct a recruitment effort to fill existing vacancies in the Criminal Investigations Division 2) Select the best, most qualified candidates to fill the vacancies 3) Where possible, assign two additional staff to support Special Victims Unit investigations on a part-time or full-time basis 4) Conduct a patrol staffing analysis as described in Recommendation 49 5) Based on the results of the patrol staffing analysis, modify authorized staffing levels to better support patrol operations 6) Where possible based on the results of the patrol staffing analysis, reassign patrol officers to support investigative functions		2	6-12 months
1) Establish formal performance measures and targets regarding criminal investigations, including but not limited to clearance rates and caseload 2) Develop data collection practices that support evaluation of performance measures and targets 3) Engage IS staff and software vendors to ensure existing software applications can reliably and accurately report investigations performance measures 4) Train staff regarding the appropriate procedures for collecting caseload information 5) Regularly evaluate investigations performance measures		2	3-9 months
1) Develop a process map illustrating how case reports are currently created and distributed to required personnel 2) Identify existing technologies that may be employed to digitize case reports and track review and approvals 3) Engage IS staff to modify or enhance technology processes that support creating, routing, and approving case reports electronically 4) Identify any monetary costs associated with implementing electronic case reporting 5) Fund and implement the electronic case reporting project 6) Train department staff on any new processes associated with electronic cases		3	3-9 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
<ul style="list-style-type: none"> 1) Select an appropriate strategy for evaluating proactive policing strategies, such as CompStat or a similar model 2) Identify Department staff who can champion and oversee the proactive policing strategy 3) Develop crime analysis reports and targets that provide Department leadership with strategic information about evolving crime patterns and trends 4) Establish a formal protocol for gathering information and feedback from community organizations and events 5) Schedule regular command staff meetings to evaluate crime trends, information sharing practices, and coordination among staff 6) Adapt policing practices to community expectations and actual crime patterns 7) Review and analyze impacts at each regular command staff meeting 		2	6-12 months
<ul style="list-style-type: none"> 1) Evaluate opportunities to cross-train existing staff regarding crime analysis software and capabilities 2) Engage IS to determine capacity for IS staff to learn and support crime analysis software 3) Assign responsibility for backup crime analysis support to appropriate personnel 4) If capacity to support crime analysis among existing staff is minimal, request authorization to hire an additional Crime Analyst 		2	3-6 months
<ul style="list-style-type: none"> 1) Engage the IS Department to evaluate current service level expectations regarding Police technology support 2) Develop a Service Level Agreement (SLA) with IS that formally defines the role and responsibility of both departments to support and administer law enforcement technology functions, as described in Recommendation 26 3) As part of the SLA, establish formal mechanisms for Police and IS to share sensitive information (such as usernames and passwords) where appropriate and to define how technology issues will be diagnosed and addressed for sensitive systems 4) Regularly review the SLA and modify provisions as necessary to streamline information sharing and service delivery 		3	6-9 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Develop performance measures designed to track labor hours associated with digital evidence collection, review, storage, and disposal 2) Leverage existing technology systems to track workload and labor hours associated with each performance measure 3) Calculate the number of labor hours associated with digital evidence administration and review each year 4) If labor requirements associated with digital evidence administration increase, consider dedicating additional staff to administering this function		2	6-12 months
1) Engage HR staff to discuss Captain salary in the context of the ongoing organization-wide compensation and classification review 2) Revise Captain compensation to avoid compression while remaining consistent with overall organization-wide compensation and classification changes		2	3 months
1) Revise the current false alarm ordinance to eliminate the rolling 30-day window for applying false alarm violations 2) Amend false alarm billing requirements to bill for and collect fine revenue more quickly and consistently after a violation occurs, such as within 30 days of the violation 3) Submit the revised ordinance to the City's Governing Body for review and approval 4) Adjust false alarm billing thresholds and practices to comply with the revised ordinance		1	3 months
1) Meet with the City Solicitor's Office and outside legal counsel regarding current Personal Time provisions 2) Develop an alternative framework for scheduling and providing Personal Time that minimizes impacts on Department operations 3) Include the adjusted Personal Time framework in future contract negotiations		3	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Engage IS Department staff regarding the current phone tree system and its deployment vis-à-vis the Police Department 2) Determine what operational changes or adjustments are required to provide reliable and consistent service for Department staff and the public 3) Develop a project plan to implement adjustments to the phone system 4) Identify and secure any additional financial resources required to implement the project		2	3-9 months
1) Develop a scope of services for space needs assessments covering all facilities and spaces currently utilized by the Police Department 2) Compose a Request for Proposals (RFP) illustrating the scope of services and seeking quotes from qualified contractors to provide the services 3) Publish the RFP and receive bids and estimates 4) Work with Finance staff to review and score proposals 5) Evaluate estimates and select the best, most qualified vendor 6) Authorize additional funds as necessary to perform the space needs analysis		2	3-6 months
1) Identify specific replacement standards that define when Police vehicles should be eligible for replacement, such as maximum mileage and annual repair costs 2) Compare existing fleet vehicles against replacement thresholds and calculate the total cost impact of replacing fleet vehicles 3) Share fleet replacement standards and estimated costs with the City's Capital Improvement Committee as discussed in Recommendation 8 4) Review fleet replacement standards and recalculate fleet replacement costs each year 5) Work with the CIP Committee to develop and implement an annual Police vehicle replacement schedule as part of the City's regular capital improvement planning process		2	3-6 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Establish regular meetings between the Fire Chief, EMS Operations Chief, and Assistant Chiefs for the purpose of discussing current operations and future plans 2) Establish regular meetings with Battalion Chiefs, Captains, and EMS Shift Supervisors 3) Integrate EMS and Fire shift briefings 4) Establish all-staff meetings at least annually for the purpose of information sharing, collaboration, and team-building 5) Identify and implement opportunities for joint trainings 6) Continuously identify and implement other opportunities for staff appreciation and team building		1	1-2 months
1) Identify funding for ten new Firefighter positions 2) Work with HR to recruit for and hire the new positions 3) Train and onboard the new Firefighters 4) Monitor the impact of the new Firefighters on overtime costs; if overtime costs remain significant, consider additional staff support		2	6-8 months
1) Identify funding for one new Paramedic position 2) Work with HR to recruit for and hire the new position 3) Train and onboard the new Paramedic 4) Monitor the impact of the new Paramedic on overtime costs; if overtime costs remain significant, consider additional staff support		2	6-8 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Work with Battalion Chiefs to establish annual training goals for the Department 2) Identify potential internal and external trainings that help the Department meet these goals 3) Prioritize each training on a scale of one to four, with one being the highest priority and four the lowest priority 4) For each training, identify how the training will be provided, the number of people who will attend the training, the training hours, and the resources that will be required, if any 5) Develop a training schedule for the year, prioritizing Priority One and Priority Two trainings; schedule Priority Three and Four trainings as capacity and resources allow 6) Identify resources to implement the training 7) Implement the training plan 8) Develop a new training plan annually		2	2-4 months
1) Work with Battalion Chiefs to create an annual schedule for live fire drills 2) Estimate the staff time and resource requirements for the drills, as well as equipment and space needs 3) Identify funding and other resources as necessary; investigate the opportunity to partner with other jurisdictions for use of space and equipment 4) Implement the training plan 5) Update the training plan annually		2	2-4 months

Recommended Implementation Steps	Notes	Priority	Time to Accomplish
1) Identify high-risk properties eligible for pre-plans, such as places of public assembly, office buildings, and multi-family residential properties 2) Rank the properties from highest to least level of potential hazard 3) Develop a schedule for creating pre-plans for these properties within a five-year period, beginning with the highest level of hazard 4) Assign development of the pre-plans to fire companies 5) Develop standards for what should be included in each pre-plan 6) Identify a strategy for storing and disseminating the plans electronically 7) Implement the schedule for creating pre-plans 8) Work with the City's Information Systems function to integrate the plans with GIS maps and to make the pre-plans available on mobile data terminals on fire apparatus 9) Revise pre-plans at least every two years		3	60 months
1) Develop annual work plans for training, pre-plan development, supply and inventory management, and fleet operations that help advance Department goals; define specific tasks and performance standards for the year 2) Assign each Battalion Chief an area of specialization, including training, pre-plan development, supply and inventory management, and fleet operations, based on their skills and areas of interest 3) Develop protocol for the Battalion Chief's role in each of these specialized areas 4) Assign workplan tasks to applicable Assistant Chiefs and Battalion Chiefs 5) Track progress on the workplans throughout the year and revise workplans annually		2	2-4 months

Person(s) Responsible	Status
Managing Director; Finance Director	
Managing Director; Finance Director	
Finance Director	
Finance Director	

Person(s) Responsible	Status
Finance Director	
Managing Director; Department Directors	

Person(s) Responsible	Status
Managing Director; Finance Director	
Finance Director	
Managing Director; Department Directors	

Person(s) Responsible	Status
Managing Director; HR Director	
Managing Director; HR Director; Department Directors	
Finance Director; HR Director	

Person(s) Responsible	Status
Finance Director	
Finance Director	
HR Director	

Person(s) Responsible	Status
HR Director	
HR Director	
Managing Director; HR Director; Department Directors	

Person(s) Responsible	Status
HR Director	
City Solicitor	
City Solicitor	
Chief Information Officer	

Person(s) Responsible	Status
Chief Information Officer	
Chief Information Officer	
Chief Information Officer; HR Director	

Person(s) Responsible	Status
Chief Information Officer; Department Directors	
Community and Economic Development Director	

Person(s) Responsible	Status
Community and Economic Development Director	
Community and Economic Development Director	

Person(s) Responsible	Status
Community and Economic Development Director	
Community and Economic Development Director	

Person(s) Responsible	Status
Parks and Recreation Director; Deputy DPW Director	
Parks and Recreation Director	

Person(s) Responsible	Status
Parks and Recreation Director	
Managing Director; Parks and Recreation Director	

Person(s) Responsible	Status
Managing Director; Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	
Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	
Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	
Deputy DPW Director	
Deputy DPW Director	

Person(s) Responsible	Status
Deputy DPW Director	
Deputy DPW Director	
Deputy DPW Director	
Police Chief	

Person(s) Responsible	Status
Police Chief	
Police Chief	
Police Chief	

Person(s) Responsible	Status
Police Chief	
Police Chief	
Police Chief; Chief Information Officer	

Person(s) Responsible	Status
Police Chief	
Police Chief; Human Resources Director	
Police Chief	
Police Chief	

Person(s) Responsible	Status
Police Chief	
Police Chief	
Police Chief	

Person(s) Responsible	Status
Fire Chief	
Fire Chief	
EMS Operations Chief	

Person(s) Responsible	Status
Assistant Chief of Training	
Assistant Chief of Training	

Person(s) Responsible	Status
Assistant Chief for Fire Prevention	
Fire Chief	