

CORE ASSESSMENT TOOL

Due back to the Assistant City Manager on July 10, 2014

ORGANIZATIONAL PROFILE:

How many employees are currently in your department?

What is the dollar value of those?

How much is your proposed/approved budget for FY14/15?

How many people are within two years of retirement?

How many of those do you estimate you will actually lose in the next 6-12 months?

How many vacancies do you currently have?

Have you determined if you can relinquish any of them when they are vacated:

How many vacancies are managerial positions? Break your answer down by executives, middle managers or supervisors.

How many people in your department work under grant funds?

What percent of your budget is comprised of grant funds?

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How many vacancies are non-supervisory?

How many people in your department have their time charged to a capital project?

<50% of their time

>50% of their time

Do any of your employees work remotely?

Do you have staff in some level of supervisory capacity that has no direct reports?

Which positions?

Do any of them supervise only one person?

What is your average span of control?

Does your department utilize interns?

Are there notable exceptions?

Describe typically how you use them:

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Are there additional ways you would use interns if you had them?

How many employees do you have that possess certifications or licenses requiring annual renewal in order to maintain their professional status?

Does your department utilize volunteers for any administrative functions?

Are there roles that volunteers could play that they currently don't?

Does your department offer any Executive in Residence opportunities (allowing a college professor to be embedded for a semester or longer to help you with a project?)

Are there ways where this approach could help you?

If your current staffing levels were to essentially remain within 2-3% points over the next 5 years would you consider changing your organizational design?

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PHYSICAL PLANT

Is your operation fully contained within City-owned facilities?

If no, explain:

If applicable how much do you pay annually in lease payments?

What is the duration of your lease?

Do you sublet a portion of your physical plant to other organizations?

If so, how much do they pay to the City annually?

Does your department have any vehicles assigned to it?

Are any City-owned vehicles kept for pool purposes?

If so, on average how many miles are they driven per month?

Do you have any leased vehicles assigned to your Department?

How much do you annually pay in lease payments?

Does your Department comfortably fit within your physical space or do you have space needs

How many PC's does your Department have?

Are they properly inventoried?

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Were they purchased in coordination with IT?

How many software applications does your department have?

Are they all supported by IT?

Do any of your software applications serve other departments?

How many people in your Department would you characterize as being in an IT classification?

Do you have any hardware or software that was purchased by outside funds and therefore technically is the property of other agencies?

Do you have any hardware/software whose functionality is reliant upon the gray matter of a single employee?

What is your plan should they leave you?

Are you confident that you have the proper security measures in place to protect your IT investment?

Does your department own any land?

If so, what is the estimated value?

What is its purpose?

Does your department have video conferencing capabilities?

Does your department have any ideas on Green Initiatives that would help reduce our operating costs?

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LOSS MANAGEMENT

On average how many injuries occur in your department annually?

What's the average number of employees out per month on Workers Comp injuries?

How many days of lost productivity do Workers Comp injuries cost you annually?

How much does your department incur in Workers Comp expenses annually?

How many employees do you average per year that are out on FMLA?

Does your department offer light duty assignments?

Do any of your employees perform light duty in another department?

Have you lost any employees in the past year due to medical separation?

Does your department collect revenue from the public?

What is your collection rate?

How much do you collect annually on average?

What is the size of your overtime budget?

Within the last three fiscal years has your department gone over the OT allotment?

By what percentage have you exceeded your OT budget?

What are the driving factors causing you to exceed your OT budget?

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What is the value of your outstanding collectibles?

Are collections pursued by your department or outside agencies?

Does your department get to keep any percentage of your collections efforts?

MISSION POSSIBLE/ MISSION CREEP

Have you added any new programs in the last three years?

What are they?

How many people work on them?

Do you administer any functions in concert with another department?

Does your department participate in any P3's (public, private partnerships?

Are there any existing ordinances that are so dated it hinders your departments from doing its work?

Have there been any efforts to repeal/amend them?

Are there functions you would stop performing altogether if you could?

Are there functions you currently perform that could be more appropriately handled by someone else?

Which of our work processes is most cumbersome and needs to be changed?

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Is there a part of your service delivery that draws consistent adverse reaction from the public?

Is there a collaboration with another department or agency that you have wanted to do business with but have not because you are too overwhelmed?

What is the single most important improvement that your department needs to make?

What would it take for that to occur?

Does your department have capital projects on the drawing board?

Do you have any capital projects underway that are slated to be completed spring of 2015?

Would you need a payment ordinance approval at that time?

How much money do you have encumbered to pay for professional service contracts (PSC)?

Are there any PSC's that you plan to do but have not executed?

Do you have any contractors on retainer?

What is the retainer amounts?

In light of everything that has happened over the past few years, do you think your employees still believe this is a good place to work?

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Does your department have some version of Crazy Talk Friday's? That is the day when you can bring forward the craziest idea known to humankind and wonder aloud why couldn't we?

Would employees like to see more of the "people at the top" or does it matter to them?

CLOSING

Anything additional you would like to add on any aspect of the assessment?

Thank you for your submittal. I look forward to meeting with you.

Milton Dohoney Jr., Assistant CityManager