

# Chief Administrative Officer

165 Church Street  
203-946-7901

**Department Head:**

Robert Smuts  
[rsmuts@newhavenct.net](mailto:rsmuts@newhavenct.net)  
203-946-7901

**Additional Point Person:**

Jennifer Pugh  
[jpugh@newhavenct.net](mailto:jpugh@newhavenct.net)  
203-946-7903

**Positions:** GF- 11

**General Fund Budget:** \$ 3,345,878

**Capital Fund Budget:** \$0

**Special fund Budget:** \$0

## Legal Authority: Charter

**Sec. 11.1** To appoint up to four coordinators, with professional qualifications in such fields as, but not limited to, community development, human services, public administration and public finance, to aid the mayor in the carrying out of said mayor's duties as chief executive and administrative officer of the City of New Haven. The coordinators shall be under the direction of the mayor and removable at the pleasure of the mayor.

## Mission/Overview:

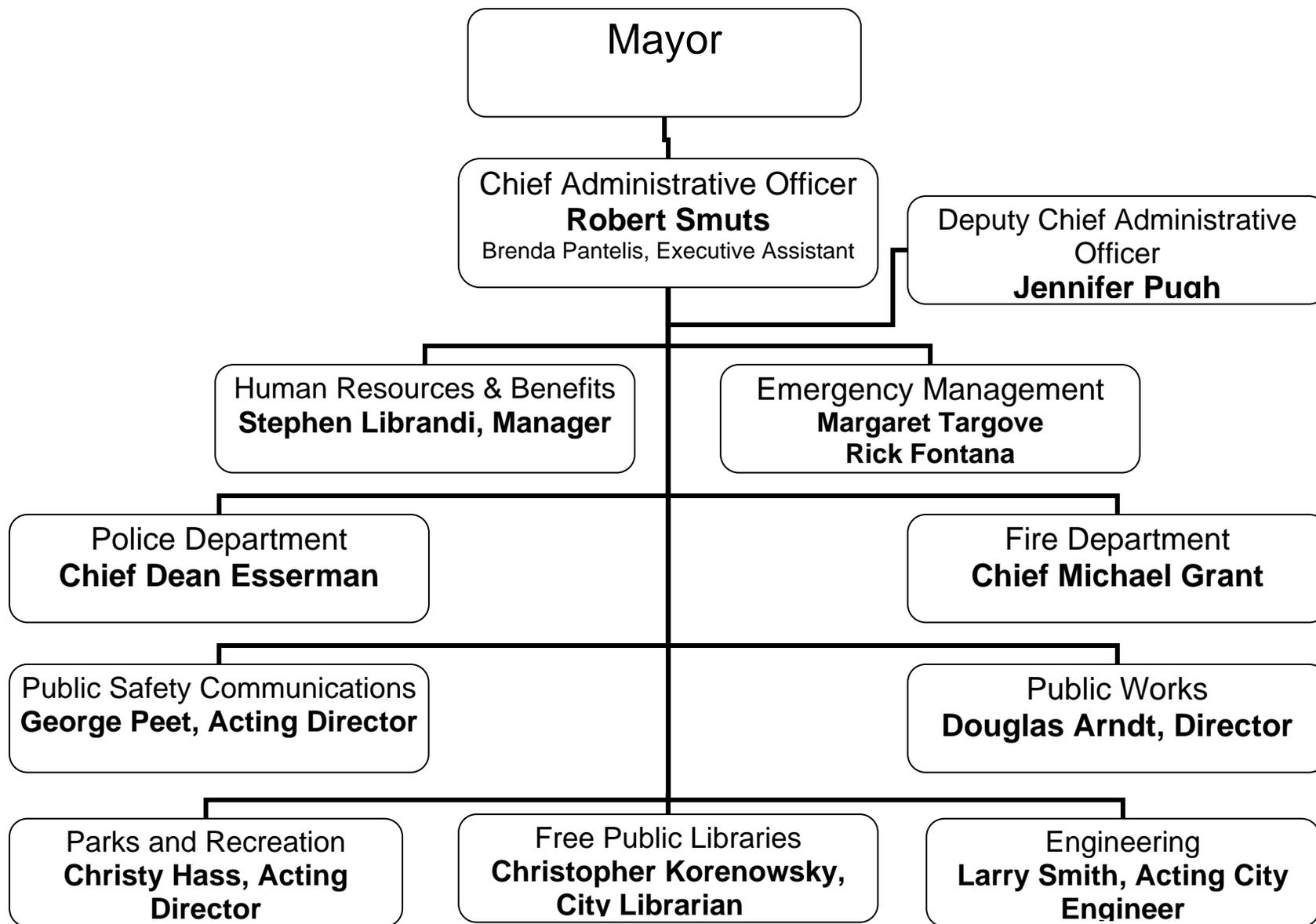
The mission of the Chief Administrator's Office is to perform the following functions:

- Implements the Mayor's policies.
- Develops and analyzes public policy on behalf of the Mayor.
- Coordinates activities of the following City departments: Police, Fire, Public Safety Communications, City Engineer, Public Works, Parks and Library.
- Develops and implements service and program initiatives.
- Evaluates departmental operations and service delivery and implements productivity improvements.
- Manage the City's emergency response and emergency preparedness functions
- Manages the City's Civilian Review Board.
- Manages City's Office of Sustainability.
- Manage City's Human Resources and Medical Benefits functions including:
  - Oversee and staff the Civil Service Commission
  - Develop and implement workplace policies and investigate policy violations where applicable
  - Oversee, develop and administer Civil Service tests for the City, Public Safety and BOE positions

- Manage recruitment efforts for all City positions, tested, non-tested and seasonal
- Assist with public safety recruitment efforts
- Oversee and administer medical benefits, disability and life insurance programs for all City employees
- Develop and implement training for City employees
- Coordinate annual evaluation of appointed officials
- Administer the Employees Assistance Plan and Family Medical Leave and Affirmative Action Programs

## **Attention Required by March 31st:**

- Civilian Review Board – decision needed regarding staff support and oversight for the fiscal year commencing July 1, 2014
- *Infrastructure needs.* See separate sheet detailing the infrastructure responsibilities of C.A.O. departments. There are several critical needs in infrastructure, and the capital budget will be moving very quickly. If decisions are not made immediately about funding priorities, it will be eighteen months before major changes can be made.
- *Public safety overtime spending.* Overtime in the police and fire departments are the areas under C.A.O. responsibility that have the greatest potential to cause budget problems and can do so very quickly. In addition to making sure that overtime is being managed in the current budget year, it is critical that accurate overtime requests are included in the FY14-15 budget which will vary significantly from year-to-year based on staffing levels. The large majority of fire department overtime is dictated by contract and police overtime is very difficult to reduce beyond certain levels over the short and medium term, so inadequate levels when the FY14-15 budget is adopted will almost guarantee a budget problem down the line. Public safety overtime and infrastructure spending are the two areas of the C.A.O. budgets that cannot be safely status quo-funded from year-to-year.
- *Solid Waste and Recycling Authority.* The Director of Public Works currently serves as Executive Director of this authority, which is a quasi-independent authority. The authority ended FY12-13 with a surplus, but if it fails it would be a major financial liability for the City and things could turn from balanced to deficit very quickly if left unattended.



## **Budget Summary:**

### **CAO Admin**

Salaries: (3)	\$ 278,300
Other Contractual Services:	
CRB Management Services	\$ 27,000
See Click Fix Maintenance	\$ 30,000
Office Supplies	\$ 1,000

### **CAO Emergency Management**

See separate submission.

### **CAO Human Resources**

See separate submission.

### **East Rock Communications Tower Enterprise Fund**

Beginning Fund Balance	\$ 322,228
Revenue FY 14	\$ 75,000
Expenses FY 14	\$ 64,000
Projected Fund Balance at Year End	\$ 333,228

## **Summary of Open Items:**

### **Citizen Services**

- Integration of front end complaints (SeeClickFix) with back end work flow (View Point Engineering and/or others)
- Fully implement View Point Engineering's neighborhood services module for use by LCI
- Budget for ongoing maintenance and support (IT)

### **Electronic Permits**

- Optimize DPW's use of ViewPermit and ViewNspect
- Optimize City Plan's use of ViewPermit for planning and zoning permits
- Equip field staff with tablets that allow for completion of inspection and enforcement efforts on site
- Assure adequate funds for equipment and ongoing maintenance and support (IT)
- Move ViewPermit from city server to the cloud to reduce city IT maintenance responsibilities and improve access to data for field inspections and reporting purposes.

### **Burglar Ordinance – False Alarm Reduction**

- Track first year results to create a baseline for revenue projections
- Adjust appeals process as needed based on level of activity
- Police finance office to put procedure in place for reconciling and tracking monthly payments from Public Safety Corporation
- Identify any changes to the Burglar Alarm Ordinance that might make sense based on first year of activity.

### **Fire Department Electronic Scheduling Software**

- Telestaff (KRONOS) product has been purchased and FD is working to configure their daily roster on it.
- Need to implement for daily scheduling, tracking and reporting of manpower deployment.

## **Major Functions / Projects:**

### **Citizen Services**

Development of central intake for all citizen complaints through SeeClick Fix and standardizing acknowledgment of complaint, resolution of complaint and communication to the complainant when issue has been addressed. Input of complaints is by computer, smart phone, or by traditional contact to departments by telephone which is then entered into SCF by the call taker. This provides a central data base for tracking and measuring performance of the City's citizen services efforts.

To date Public Works, Engineering, Parks, TT&P, LCI and Police have been using SeeClickFix as the central database for all complaints and are developing internal processes for making sure that complaints are acknowledged, there is a work flow process for addressing the complaint and the complainant is notified once the work is completed.

Efforts are currently underway to integrate SeeClickFix as the front end intake system with ViewPoint Engineering's back end work flow processes to automate, as much as possible the acknowledgement, work order and closeout of complaints.

Next steps include:

- Finish expanding this model to all city departments. As of Fall 2013 rollout has commenced in Parks, DPW, Engineering, TT&P, LCI, Police, and on a more limited basis in Health and Fire
- Training call takers in all departments to enter citizen complaints (even if not relevant to that department) into SeeClickFix. This will alleviate the frustration citizens experience when they are referred to another department or departments and also assures that they will receive an acknowledgment and final closeout of their issue.
- Training city employees to enter city generated work items into SeeClickFix as the central database for tracking resident services work.
- Working with SCF on a knowledge based database to provide answers to frequently asked questions. This will provide residents with direct access to information and reduce the number of phone calls being handled by City staff
- The end goals of this effort are 1.) to provide a citywide standard for taking and logging resident complaints so that any employee in any department can enter pertinent information into the SeeClickFix database thus eliminating the need for residents to call around to numerous departments to get their issued addressed and 2.) to provide a transparent and effective means of handling resident complaints, including acknowledgment of receipt and notification of close out,

while also tracking departmental work orders and assessing resources (staff and budget) and work flow issues.

### **Civilian Review Board**

The current Civilian Review Board was created by Executive Order of the Mayor in 2001. The Chief Administrator's Office was charged with implementing the CRB. Initially a full-time General Fund position was created to do this. However, with budget cuts in recent years this position was eliminated and currently \$27,000 in other contractual services funds are used to hire a part-time coordinator.

The CRB Board is comprised on representatives of each Neighborhood Management Team, a representative of the Board of Aldermen and two mayoral appointments.

Due to frequent turnover of board members, personnel changes at the Police Department and diminished administrative support the CRB has not functioned in the most effective manner.

The 2013 Charter Revision proposal includes making the CRB a charter created entity to strengthen and clarify its mission. Whether this measure passes or not it is time to re-examine the CRB's operations, staff support and oversight.

Recommendations include:

- Oversight of the CRB should be assigned to a coordinator who is not also overseeing the Police Department.
- Part-time staff support has proved problematic especially since it limits office hours for people wishing to file complaints and makes it difficult to have a consistent interface with the public.
- CRB members need a clear sense of their mission and need to be continuously trained to appropriately review and evaluate the complaints that are filed.

### **East Rock Communications Tower Enterprise Fund**

1974 the Board of Aldermen approved an agreement granting CPTV permission to build a tower at the top of East Rock Park and to put equipment on the tower for the duration of its useful life at no charge. This tower was also used by the City for its communications equipment. Over the next few decades a number of other entities put communications equipment on the tower and the City determined that we should be charging these entities for use of the tower.

In 2000 the Board of Aldermen approved the establishment of an enterprise fund with three categories of fees for use of the tower:

City use - \$0

Government and quasi Government Use – Set by City Assessor based on similar fees charged by other tower owners. (currently \$5,356/yr)

Private Use – Set by Assessor based on similar fees charged by other tower owners. (currently (\$29,612/yr)

Currently there are 7 entities with license agreements to use the tower.

4 Government agencies (FBI, ATF&E, CMED, Greater NH Transit District)

3 Private businesses (Channel 30, Channel 51 and AMR) Channel 51 is currently in default of their license agreement. Annual revenues for this year are projected at \$75,000.

In 2007 a second tower was installed using a Homeland Security Grant of \$342, 635 and matched with \$72,645 from the Enterprise Fund. (Total cost of \$415,280) This enabled us to move all of the public safety users onto the newer tower – leaving the older tower for use by the private entities.

In 2009 a second equipment building for the new tower was constructed using one of our Small Business Enterprise contractors (Cisco) at a cost of \$118,769.

Currently working electric, telephone and cable utilities serving the tower at the summit of East Rock are being moved to underground conduits. This will cost approximately \$25,000 but we have requested a 50% reimbursement of this amount from the State through its 911 capital grant program. If received the reimbursement would replenish the Enterprise Fund.

Annual expenses include grass and weed control, tree trimming, generator maintenance and fuel, monthly site inspections, and snow and ice removal.

Funds unexpended at the end of the year are rolled forward to build a capital reserve fund for replacement of the towers when they reach the end of their useful lives.

#### Special Event Coordination

Permits for special events are processed by the City's Permit and License Center located in the Building Department.

Two years ago an electronic permitting system (ViewPermit) was purchased for building and road construction permits. This system also has a licensing module which is used for special event permits. While the system has the capability of taking online applications most applicants still prefer to come in and pay by check.

Applications for permits for smaller events, such as block parties, bring their information to the Permit and License Center where it is entered onto ViewPermit which then electronically sends the information to appropriate departments for review and approval. Once all sign offs are obtained the Permit and License Office issues the permit.

For larger events, such as parades, festivals, and road races, the CAO's office convenes meetings with Police, Fire, Traffic & Parking, Health, Parks, DPW, Arts Culture & Tourism and any other relevant parties to go over permit requirements and coordinate city support. A permit application is still entered onto ViewPermit and appropriate departments still review and sign off on the application. Once all approvals are in place the Permit and License Office issues the permit.

Where closure of secondary roads is requested for an event the applicant is required to provide a petition from the residents and businesses affected by the closure and a letter of support from the Alderman or Aldermen whose wards are impacted by the closure.

Where closure of major roads is requested for an event the applicant is required to get approval from the full Board of Aldermen.

The Parks Department issues permits for events in parks using a program called RecTrak. Because this system is working effectively for the Parks Department they have not been part of the ViewPermit system – however, their participation in the CAO's larger event meetings and their coordination with Police is working well. At some point it might make sense to see if the two systems can interface so that all event permits can be viewed in one place. Currently there are no resources budgeted to do this.

### **Burglar Alarm Ordinance – False Alarm Management**

Section 4 ½ of the City's Code of Ordinances sets forth provisions for burglar alarm systems including requirements to register alarm systems (at no cost) and penalties for failure to register and for police responses to false alarms.

City efforts to track, bill and collect fines for false alarms proved unsustainable due to lack of computer capabilities and reductions of civilian staff in the department.

In June 2013 the City outsourced the tracking, billing and collections for these false alarm penalties to Public Safety Corporation (PSC), a company that does this work for municipalities across the country. By agreement with PSC the City shares in collected revenues as follows:

- \$0 - \$200,000                      City share = 64%
- 200,001- \$400,000                City share = 70%
- Over \$400,000                      City share = 76%

In the first month of the agreement with PSC a total of \$5,739.33 was collected of which the City's share was \$3,245.95.

PSC is in the process of lining up a collection agency to collect delinquent penalties once they have aged 120 days so it is anticipated these revenues will increase over time.

Appeals from alarm owners for penalties imposed per the ordinance are handled by the Director of Public Safety Communications. If an alarm owner wants to go to a second level of appeal the Assistance Chief of Police for Administration is the final arbiter.

Efforts are still underway by Police Department finance staff to establish a process for review and reconciliation of the monthly statements from PSC.

Efforts are also still underway to inform the public and alarm owners in particular, that they are required to register their alarm systems or face penalties. Until January 1, 2014 the City is granting appeals from alarm owners who have received a first time fine for failure to register their alarm systems.

### **Permit Coordination**

Two years ago the Chief Administrator's Office spearheaded an effort to purchase an electronic permitting system that would:

- Streamline permit review by multiple departments by giving them electronic access to permit application information all at the same time so reviews could occur simultaneously rather than sequentially.
- Allow for applicants to apply for and pay for permits online without having to come to City Hall.
- Provide a central database, linked to the City's Assessor's records for all permit information.

At that time the Capital Region Council of Governments was involved in a similar effort and had already retained View Point Engineering to provide their View Permit system. The City was able to piggyback on the CRCOG contract at considerable savings of both time and cost.

Currently the City uses the VP system for building permits, road construction permits, and special event permits. There is also a module for planning and zoning permits but lack of staff capacity in City Plan has delayed implementation of this module.

LCI has a separate agreement with View Point Engineering to design modules that will allow them electronically manage the work flow for the Residential License Program, Code Enforcement and Neighborhood Services. These modules are expected to be implemented by October 2013.

View Point Engineering has since developed additional products – ViewNforce (for use by code and zoning enforcement personnel) and ViewNspect (for use by DPW, Building and LCI personnel doing field inspections). Both of these applications are cloud based and enable the use of tablets or laptops in the field to do work that used to require manual notes that were brought back to the office and entered on desktop computers. Issues of connectivity, staff training and application glitches are still being worked out.

As the City expands its electronic work management efforts there is a need to budget adequately for equipment (phones, tablets, laptops etc.) and for ongoing maintenance and support of the computer software.

CAO continues its role trouble shooting issues that arise with the system, interfacing with View Point Engineering and participating along with a representative of the Building Dept. on the regional user group with other towns using the VP products.

### **CAO Coordination with IT**

While IT is organizationally located in the Finance Department and reports to the Controller, the CAO departments are increasingly reliant on IT support for communications, employee time keeping and scheduling systems, electronic work flow, emergency response and day to day computer troubleshooting.

In an effort to provide better coordination and prioritization of limited IT resources (both staff and funding) the Chief Administrator's Office holds regular meetings with the Director of IT to review projects and needs in the departments it oversees.

Recently the CAO has also provided administrative assistance with setting up purchase orders, and processing invoices for payment since IT has no administrative staff to handle these tasks.

### **Resource Allocation Committee**

This committee was created in 2013 in response to concerns by the Board of Aldermen about the prioritization of street and sidewalk improvements. The committee includes the CAO, City Engineer and two members of the Board of Aldermen. It meets as needed to review requests for street and sidewalk work measured against condition information and available resources. The Committee must develop and approve the priority work list before handing it off to DPW and Engineering for implementation. Once the list is developed the Committee meets as needed to make any adjustments.

### **Sidewalks, Streets and Traffic Calming Monthly Meetings**

CAO convenes monthly meetings (third Monday at 10:00) with Engineering, Public Works, Economic Development, Disability Services, Town Green District, Parks, City Plan, and Traffic & Parking to review and coordinate sidewalk and handicapped ramp

repairs, larger sidewalk & curbing projects, pavement patching, road surface milling and paving, catch basin issues, tree trimming and tree pit issues, traffic calming projects and utility roadwork coordination. These meetings provide a constructive forum for making sure everyone is on the same page and problems are identified and addressed in a timely manner. It also provides a place to track progress on the priority work list approved by the Resource Allocation Committee.

### **Change Order Committee**

CAO participates along with Corporation Counsel in a bi-weekly meeting convened by the Purchasing Agent to review and approve contract change orders. Departments requesting change orders submit documentation to the committee for discussion and if approved they complete all of the necessary paperwork for sign off. Most change orders are submitted by the Board of Education, Engineering, LCI, DPW and Parks.

### **CAO Administrative Financial Assistance for Other Departments**

The Executive Administrative Assistant in the CAO's office handles all financial support work for CAO Admin and CAO Emergency Management. In addition, she handles financial support work for the Department of Public Safety Communications and IT with the following:

- Setting up purchase orders on MUNIS
- Setting up vendors on MUNIS
- Processing invoices on MUNIS
- Maintaining documentation of payments made

This has been necessitated by the lack of administrative support staff in the Public Safety Communications and IT departments.

### **Personnel Tracking Committee**

CAO holds a bi-weekly tracking committee meeting with representatives from Human Resources, Management and Budget, Finance, Labor Relations and Coordinators as appropriate to review departmental requests to a.) post vacant positions and b.) fill positions once all posting, testing and certification of civil service lists is complete. These meetings allow for review of budgetary constraints, prioritization of testing efforts, identification and resolution of labor issues and coordination of hiring efforts across all departments. Human Resources publishes a Weekly Action Report summarizing all personnel actions (hiring, retirements, terminations, address changes etc.)

### **Public Space Homeless Issues**

The Community Services Coordinator is responsible for Homeless Services but on occasion there are behavioral or encampment issues that impact downtown, the NH

Green and city parks. The CAO convenes a group as needed to address these issues. Representative from the following agencies are included: CAO, CSA, EDA, Police, Parks, Columbus House, Connecticut Mental Health Center, Town Green District, other service providers or interested parties as appropriate. These meetings provide and opportunity to review issues, strategize about solutions and coordinate agency responses.

## **Key Systems/Processes:**

### **Special Events Permits**

Event organizers must obtain a special event permit and provide:

- Drawing of event layout or route
- If minor street(s) is to be closed – a petition from all impacted residents and citizens approving of the closure.
- A letter of support from the Alder(s) whose wards are impacted by the street closure.
- If major street(s) is to be closed – approval of the full Board of Aldermen.
- \$50 permit fee (fee waived for block parties).

Special Event permits are processed on the ViewPermit electronic permitting system enabling multiple departments to review and sign off at the same time. This also enables communication via e-mail with event organizers and the approved permit can be e-mailed to save the organizers a trip to City Hall.

For larger events CAO convenes logistics meeting including the following:

- Event organizers
- Fire
- Police
- Parks
- Health
- Traffic
- Arts Culture and Tourism
- Building (if events are in buildings or are using large tents)
- Parking Authority (if parking garages are impacted)
- Other departments as appropriate

### **Event Costs**

In an effort to reduce Police overtime they will bill for cost of extra duty officers except where an event is sponsored by the City (e.g. summer concerts on the Green, Arts and Ideas Festival)

A policy has been established for larger events to pay a share of the police costs which can be significant. St. Patrick's Day Parade and New Haven Road Race have made payments to defray the city's costs for these events. In 2013 the St. Patrick's Day committee paid \$26,000 or 61% of the parade related police overtime cost. We use this as the benchmark for other organizations during the year. If event organizers are unable to help pay we ask that they describe their fund raising efforts and document that they are unable to help defray the city's cost.

## **Submissions to the Board of Aldermen**

Step 1. Communication at regular Board meeting (cover letter, resolution, required forms, grant summary if applicable)

Step 2. Item referred to committee by President of BOA

Step 3. Committee holds public hearing, submitting agency appears to answer questions, public can testify, committee votes)

Step 4. Item appears on agenda of regular Board meeting for First Reading (no action)

Step 5. Item appears on agenda of next regular Board meeting for Second Reading and vote. Submitting agency attends pre meeting caucus to answer any questions.

If there is consensus to add an item to the Regular Meeting Agenda for Unanimous Consent and no Alder objects, an item can be approved without the committee meeting, 1<sup>st</sup> and 2<sup>nd</sup> readings but this is something that should be avoided as it truncates the public process.

It is also possible to request at the Committee hearing that an item be expedited by asking the full Board to vote on it at the 1<sup>st</sup> reading rather than wait for the 2<sup>nd</sup> reading. This is usually only done if there are time constraints and approval is urgent.

## **Procurement Process**

For purchases of \$10,000 and less informal quotes can be obtained. The qualified company submitting the lowest quote must be selected.

For purchases over \$10,000 a formal procurement process is required. For commodities and construction bids specifications can be submitted to Purchasing and they will handle the advertising, bid opening and referral of responses to the initiating department. The lowest qualified bidder must be selected. Any questions from bidders, pre-construction or informational meetings or other follow up is coordinated with Purchasing. Corporation Counsel works with Purchasing on contract documents and any issues that may arise during the procurement process.

For consulting services or other professional or system services that cannot be easily quantified a Request for Proposal or Request for Qualifications process is used. A scope of work is provided to Purchasing and they advertise and accept proposals which are passed back to the initiating department. The department then conducts interviews and using clear selection criteria determines the successful respondent. Once a contractor is selected a Request for Agreement is prepared. (see below)

Contracts over \$100,000 or covering multiple years, require Board of Aldermen approval.

Construction contracts under \$100,000 are eligible for the City's Small Business Initiative which is administered by Economic Development in conjunction with Purchasing.

### **Request For Agreement (RFA)**

The request for agreement process assures that:

- All city contractors have been selected through an appropriate procurement process
- All New Haven based contractors have paid any City personal property and property taxes and are appropriately listed in the Assessor's records
- The contractor has a vendor ID number (has filed an IRS W-9 form with the City) and are set up on the City's MUNIS financial system.
- There are sufficient funds to pay for the proposed services.
- The appropriate Department Head and Coordinator approve of the proposed contract.

The RFA system has been computerized so that information is entered by the initiating department and then is sent sequentially via computer for sign offs until the information and approvals end up in Corporation Counsel where an Agreement is drafted. What used to take days of walking around for sign offs can now be accomplished in 2-3 days. Corporation Counsel can usually turn a contract around in one week.

### **City Policies**

CAO is responsible for developing and getting various city policies adopted and implemented. A list of these policies can be found here:

<http://www.cityofnewhaven.com/HumanResources/Policies.asp>

The procedure for introducing or amending policies is as follows:

- Department Head or Coordinator prepares draft policy using the format prescribed by CAO
- Draft policy is submitted to CAO who initially reviews it with Corporation Counsel, Labor Relations, Human Services and the Controller.
- Draft policy with any revisions from the initial review is submitted to the Coordinators and Mayor for review and approval.
- Once approved the policy is signed by the appropriate issuing authority and disseminated by Human Resources to all employees with a designated effective date.
- Department Heads are responsible for making sure their employees read and sign off on issued policies.

- A master copy of all policies is maintained by the Chief Administrative Officer and posted on the Human Resources web site.

### **Hiring Process (non public safety)**

- Department Head submits Request to Post a vacant position to Human Resources.
- Request is reviewed and approved by Personnel Tracking Committee
- HR posts the position.
- If it is a Special Funded position the applications are forwarded to the requesting department which can then screen the applications and schedule interviews.
- If it is a General Funded position HR screens the applications for candidates that possess the necessary skills and experience.
- HR then develops, schedules administers and scores a civil service exam for eligible applicants.
- The results of the civil service exam are certified by the Civil Service Board which meets once a month.
- The top three names on the certified list are referred to the requesting department for interviews.
- When the department has selected a candidate they submit a Request to Appoint form to HR.
- The Request to Appoint is reviewed by the Personnel Tracking Committee to verify that funds are still in place and the proposed salary is consistent with bargaining unit pay schedules.
- Upon approval HR sends an offer letter to the selected candidate.
- All prospective city employees are required to have a physical exam
- Depending on the nature of the work some employees are required to have a drug test and/or background check before they can start work.

### **Hiring Process (public safety)**

(Steve Librandi)

## **System Deficiencies/Attention Required:**

### **IT**

- Assess staff efficiency
- Determine best location for IT organizationally
- Improve communication both within IT and with departments it serves citywide.
- Review resources allocated for both capital projects and ongoing maintenance and support. Resources are insufficient for priority needs including upgrade of McroSoft Office from 2003 to 2013, replacement of aging computers, ongoing maintenance and support for increasing number of computer applications being used by departments.
- Need 24/7 coverage for public safety computer support
- Communications among IT staff and with departments it serves need improvement.
- Need IT staff support when Emergency Operations Center is open.
- Need administrative support to assure purchase orders are set up and invoices are paid.

### **Police Grants**

- Grant management is contracted out on a part-time basis. Applying for grants, and handling oversight, day to day administration and reporting requires at least one full time person – particularly in a department that is looking to aggressively procure outside resources.

### **Asset Management**

- The City's MUNIS financial system contains an asset tracking module which enables us to enter information about assets as they are purchased. However, we don't have a system enabling tracking and management of assets or planning for their ultimate disposition and replacement. This is particularly important for city vehicles.

### **Civilian Review Board**

- Awaiting outcome of charter revision.
- Regardless of outcome CRB mission, staffing and oversight needs to be reviewed and modified to enhance effectiveness.

### **Fire Department**

- Not compliant with NFIRS (National Fire Incident Reporting System). Compliance is needed to be eligible for federal grants.
- Need to implement Telestaff (KRONOS) electronic public safety scheduling software.

**Property Address Integrity**

- Interdepartmental effort needed (Assessor, Engineer, Building, City Plan, LCI, IT/GIS) to make sure all city property address records are consistent and develop process for tracking address changes and additions going forward in one central database.

**Departments Lacking Administrative Support Staff**

- IT
- Public Safety Communications