

**CITY OF WINSTON-SALEM**

**NORTH CAROLINA**



**CONSIDERATION OF RECOMMENDATIONS FROM THE  
CITIZEN EFFICIENCY REVIEW COMMITTEE**

**BOARD OF ALDERMEN POLICY BRIEFING SESSION**

**JANUARY 10, 2000**

**4:00 P.M.**

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# CITIZEN EFFICIENCY REVIEW COMMITTEE

## GROUP 1 - CATEGORY A

### RECOMMENDATIONS THAT HAVE ALREADY BEEN AUTHORIZED AND ARE IN PROCESS

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
<b>I. A. 6</b>	1. Convert the Shorefair Drive Leaf Disposal Site to a transfer site to reduce travel time to the dump site and save money.	(\$81,000)	This site was converted in October 1999.
<b>I. B. 2</b>	2. Survey the compaction rate of the landfill quarterly.	\$4,000	The quarterly process has been installed.
<b>II. B. 3a</b>	3. Continue to train Fire Department personnel in emergency medical care, fully implementing the MRD Program city-wide.	0	MRD services are currently provided to over half of the city. The program will be fully implemented by June 2000.
<b>II. B. 5</b>	4. The Fire Department needs a replacement schedule, replacement fund, and a long-term funding mechanism.	0	The department currently has a 5-year replacement plan for apparatus. All replacements are financed through the North Carolina Leasing Corporation.
<b>II. B. 9</b>	5. The Fire Department should lease radios whenever possible.	0	All radios are currently lease purchased (without interest) through the North Carolina Municipal Leasing Corporation.
<b>I. C. 1</b>	6. Invest the Cemeteries Perpetual Care Fund more aggressively to maximize the yield.	(\$50,000)	Finance is implementing this investment strategy.
<b>II. C. 15</b>	7. Provide Police ID personnel with Live Scan training.	0	Live Scan training has been provided to all Police ID personnel.
<b>II. C. 16</b>	8. Consider training and certifying police officers as Breathalyzer operators.	0	The Police Department has implemented a pilot project that has certified four officers. The impact on prisoner processing is being reviewed.
<b>II. C. 23</b>	9. Provide software training to the Warrant Squad staff.	0	All Warrant Squad personnel have received the software training needed to perform their duties.
<b>III. B. 6</b>	10. Purchase and review the UNC - Charlotte Transportation Study each year.	0	The Winston-Salem Transit Authority has purchased this study.

CATEGORY A - RECOMMENDATIONS THAT HAVE ALREADY BEEN AUTHORIZED AND ARE IN PROCESS

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
III. E. 3	11. Explore the possibility of outsourcing the crack filling function of street maintenance.	?	Bids have already been taken for a contractor to seal cracks in January 2000. Outsourcing will continue to be used if it proves to be less costly.
IV. A. 3	12. The City should study options for upgrading Ernie Shore Field to professional baseball association standards.	\$2,225,000 - COPs	Approved and part of the COPs package. Negotiating with architectural firm for final plans that will bring stadium to Double A standards.
IV. A. 11	13. Utilize land across 6 <sup>th</sup> Street for a staging area and additional parking for employees and exhibitors at the Convention Center.	\$350,000 - COPs	Approved as part of the COPs package. Engineering is working on cost estimates.
IV. A. 12	14. Upgrade Convention Center's technological capabilities (data and telephone services, and fiber optic infrastructure).	\$100,000 - COPs	Approved as part of the COPs package. Staff is working on options and specifications.
IV. A. 13	15. Upgrade Convention Center HVAC and sound systems.	\$2,655,000 - COPs	Approved as part of the COPs package. In process of hiring mechanical engineer to design the HVAC system upgrade. Staff working on specifications for sound system.
IV. A. 15a	16. Close Kingston Green Recreation Center, Blum Pool, and Bee Hive Craft Shop.	(\$58,800)	Each of these will be closed during FY1999-2000.
V. A. 5	17. Develop an IT Strategic Plan.	0	An IT Strategic Plan is already in the process.
V. A. 7	18. Establish a 3-year "ever-fresh" policy (a regular, full replacement strategy) in the Information Systems Department.	0	Industry guidelines suggest a 3-year financial life for computer equipment, and all computers purchased in FY 1999-2000 were based on a 3-year payment schedule.
V. B. 1	19. Appropriate personnel in the Engineering Department should have direct lines.	0	Adjustments to phone lines were completed in 1999.
V. D. 1	20. An E-mail system needs to be implemented in the Central Warehouse.	\$20,000	IS is working to tie this facility to the City network.
V. H. 1	21. Fleet Services needs to prove or disprove that they are the most qualified provider. A timely, "benchmarked" evaluation process should be in place.	0	Current operating contract requires annual performance audit.

CATEGORY A - RECOMMENDATIONS THAT HAVE ALREADY BEEN AUTHORIZED AND ARE IN PROCESS

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
V. H. 2	22. Emphasis needs to be placed on ongoing training (technical and job skill) in the Fleet Services Department.	0	A training program is being developed. Skill assessment testing is scheduled for mid-December.
V. J. 5	23. Printing and Courier Services should contract for the blueprint service.	(\$5,000)	The blueprint service is already contracted out.
VI. C. 14	24. An increase in communication is needed in the Housing Development Division. Non-profit, private sector partnerships need to be increased.	0	Housing and Neighborhood Development currently works with over 25 non-profit agencies.
VI. C. 17b	25. A low-income housing qualifying standard needs to be implemented by Housing Development. Income limits need to be adopted by the City when released by HUD.	0	The department has found it to be most efficient to limit the number of income limits used. Both income limits and qualifying standards are adopted from HUD.
VI. C. 18	26. Slum/blighted area designations need to be updated on an annual basis by Housing Development.	0	The department will continue to update the slum/blighted area designations.
VI. D. 5	27. Institute a "Stand Alone Plan Review" for inspections with plan checkers dedicated to reviewing plans. Also, reviewers would act as code/permit consultants resolving/ coordinating/expediting issues and revisions.	0	"Stand Alone Plan Review" was implemented in 1999.
VII. C. 3	28. The Office of Organizational Effectiveness should conduct a citizen satisfaction survey every 3 years; disseminate findings to all departments and to the citizenry. Conduct annual internal customer surveys for all City departments.	\$10,000	A citizen satisfaction survey and internal customer survey was conducted as part of the CERC review in 1999. These practices will continue in the designated time frames.

**CITIZEN EFFICIENCY REVIEW COMMITTEE**  
**GROUP 1 - CATEGORY B**  
**RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT**

<b>CERC #</b>	<b>RECOMMENDATIONS</b>	<b>BUDGET IMPACT</b>	<b>MANAGEMENT COMMENTS</b>
<b>I. C. 5</b>	1. Assess the table of organization of the Cemeteries to reduce overtime.	(\$5,000)	Cemeteries is reviewing their table of organization.
<b>I. E. 18</b>	2. The Utilities Commission should adopt the investment policy approved for other funds by the Board of Aldermen.	(\$2,500,000)	The Utilities Commission is reviewing this proposal.
<b>II. A. 2</b>	3. Emergency Management training needs should be coordinated on a county-wide basis by the Office of Emergency Management.	0	Emergency Management will initiate a review of county-wide training needs.
<b>II. B. 1</b>	4. A comprehensive study should be conducted to determine the long-range need for capital investment in fire stations and equipment. The location of fire stations should be reviewed at least every 5 years.	(\$5,000)	The Fire Department is updating its long-range plan for capital investment.
<b>II. C. 5</b>	5. Allow police officers living inside Forsyth County to take their vehicles home.	0	The Police Department's current policy allows officers who reside within the city limits to take their vehicles home. Officers who reside outside city limits are required to park their vehicles at designated businesses within the city. The department will revise the current policy to allow all officers who live in Forsyth County to take their vehicles home.
<b>II. C. 14</b>	6. Provide training to Police ID personnel in the use of the new police records information systems.	0	To increase the efficiency of Police ID personnel, the department is developing a comprehensive training program for the police records information system.
<b>II. C. 17</b>	7. Renew notary certifications for Police ID personnel.	\$530	Re-certification for ID personnel has been initiated.
<b>II. C. 18</b>	8. Adjust work schedules of TACT police officers to meet peak demand at the Detention Center.	0	TACT officers assist with security of prisoners, prior to processing, during peak hours at the Detention Center. Technology improvements, currently underway, will reduce processing time.
<b>II. C. 19</b>	9. Perform a staffing analysis in the Police ID division.	\$3,000	A staffing analysis does need to be performed to prohibit staffing shortages at the Detention Center.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
II. C. 20	10. Field personnel should inform Police ID supervisor of pending special operations.	0	Communication does need to be improved between unit supervisors and the ID section supervisor involving special operations to ensure efficient processing.
II. C. 21	11. Install an additional personal computer in the prisoner processing area of the Detention Center.	0	The computer and software have been purchased and loaded. Awaiting the installation of an ISDN line for the machine.
II. C. 22	12. Extend operational hours of the Warrant Squad at the Detention Center.	\$34,610	The possibility of using non-sworn personnel to assist during second and third shifts is being reviewed.
II. C. 24	13. Provide Warrant Squad staff with access to the state and national crime information systems (DCI and NCIC) from their PCs.	0	DCI strictly controls access to DCI and NCIC, and access cannot be provided to individual PCs. A mobile data terminal has been installed in the FCLEDC for this purpose.
II. C. 25	14. Work with all arresting agencies to address the problem of weapons found on aresstees.	0	Previously unaware of this problem. The Police Chief has already been in contact with FCLEDC staff to discuss protocol and documentation.
II. C. 26	15. Provide the Sheriff's Department with "read-only" access to the police records system.	0	County MIS personnel have been contacted to arrange for this access.
III. A. 3	16. Create a temporary staffing agency for the Transportation Department.	0	See Recommendation #47.
III. D. 3	17. Test whole project scheduling across the Division of Roadway Appearance to include cross training, and better and more frequent skills training for employees.	0	The division has had success with whole project scheduling and is prepared to expand the effort.
III. D 5	18. Increase community involvement in Roadway Appearance. Do periodic education/communication sessions in schools to build awareness and support. Partner with companies to support Roadway Appearance.	0	The division is working with Keep Winston-Salem Beautiful to expand community awareness.
III. D. 6	19. Survey and benchmark citizen satisfaction at regular intervals for Roadway Appearance.	0	The recent citizen satisfaction survey data will be used to begin this process.
III. F. 5	20. Monitor effectiveness of red light camera programs in other cities to benchmark future action.	0	The Department of Transportation will monitor these programs closely.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
IV. A. 4	21. Consider other promotions such as concerts and amateur baseball tournaments at Ernie Shore Field. Particularly during the fall, Ernie Shore Field could be used for concerts.	(\$15,000)	The potential for amateur baseball events is very good and realistic, and the Sports Commission is currently investigating these possibilities. Concerts will be more of a challenge due to heavy competition.
IV. A. 5	22. If turf at Bowman Grey Stadium can accommodate other activities, expand use of facility and charge users a fee.	0	The field is not wide enough to accommodate soccer, but other football activities are being investigated. Proposed improvements financed by COPs will aid in attracting these activities.
IV. A. 6	23. Promote other racing activities at Bowman Grey Stadium subject to the current contract. Every effort should be made to promote the facility for its original use.	0	The nature of the current contract makes it difficult to add more events. Efforts should be concentrated on enhancing those activities already in place.
V. A. 2	24. Create and release an RFP to provide managed competition of the Help Desk and Desk Side support services for the Information Services Department.	\$30,000	The Department is investigating options for outsourcing Help Desk and Desk Side support functions.
V. A. 3	25. Create a Technology Planning Group for the Information Services Department.	0	A structured process will be developed for City-wide technology.
V. A. 11	26. Implement Network Management in the Information Services Department. Consider outsourcing this function.	\$100,000	Network Management has been implemented, but all procedures are not in place. Outsourcing proposals are being reviewed. Outsourcing the network will be recommended.
V. A. 15	27. Establish and maintain a group of local CIOs to volunteer technical consulting services and to review IT strategy.	\$1,500	A group of local CIOs would be most beneficial to the IS Department.
V. A. 17	28. Implement and monitor a program in Information Services for business and technology education.	0	A formal technical and professional development program should be developed for all staff, and it should be given its proper priority.
V. B. 3	29. Design Department in Engineering should prioritize survey requests and other field tasks on a frequent basis.	0	Survey requests and other field tasks will be prioritized to increase effectiveness.
V. B. 4	30. Hold twice-yearly "open houses" in Engineering with developers and contractors to discuss opportunities for improvements.	0	Twice-yearly "open houses" will be held to discuss opportunities for improvement.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
V. B. 8	31. Increase cross-training in the Engineering Department to provide qualified back-up manpower during periods of high demand.	0	The department will work with Organizational Effectiveness to develop this program.
V. B. 10	32. Keep tabs on project time and costs for each engineering job. Set cost objectives consistent with industry standards.	0	The department is reviewing options for implementation.
V. C. 5	33. The Real Estate Office staff should be involved as early as possible in the planning process for land purchases.	0	Increased communications should alleviate this problem.
V. C. 6	34. A succession plan is vital for the Real Estate Office.	0	The City Manager will be provided a report concerning succession issues for the City organization as a whole.
V. D. 6	35. Develop a process to provide updated safety information to employees in the Central Warehouse.	0	This will require a planning session with the Director of Employee Health and Safety to outline an effective process.
V. E. 6	36. Enhance the preventive maintenance program in Property Maintenance.	(\$5,000)	Preliminary work has already begun on expanding the program.
V. E. 8	37. Benchmarking should be a standard practice in Property Maintenance.	0	Property Maintenance will institute benchmarking as standard practice.
V. E. 9	38. An energy saving program should be implemented in Property Maintenance.	(\$30,000)	An energy savings program will be implemented.
V. E. 11	39. A better communications method should be implemented by Property Maintenance between departments for the internal coordination of facility construction and renovations.	0	Communication will be reviewed and a plan developed to improve internal coordination of facility construction and renovations.
V. F. 1	40. Raise the small purchase limit up to \$5,000 for departments.	0	This recommendation will empower departments and allow professional buyers to focus on high value transactions.
V. F. 3	41. Expand the responsible use of purchasing cards and increase limits based on need.	(\$43,650)	This would reduce the number of small purchase orders processed.
V. G. 5	42. Departments should work directly with selected temporary agencies rather than going through Human Resources.		See Recommendation #47.
V. G. 6	43. Human Resources should be involved in locating qualified police officer candidates.	0	The coordination of this function will be reviewed.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
V. H. 4	44. The parts inventory in Fleet Services should continue to be monitored for maximum cost effectiveness. Outsourcing may be a possibility, but only if it is cost effective and would not interfere with production.	0	Reviews are conducted on a monthly basis.
V. I. 7	45. Allocate all Worker's Compensation costs back to each City department. Hold department supervisors accountable for safety and Worker's Compensation expense. Present incidence, type, and allocated cost data to each manager, including mature compensation claims costs over 5 years rather than only annual cost data.	0	This is a good idea and is standard practice in the private sector. Savings could be used as rewards.
V. I. 9	46. Employee Health and Safety should provide more opportunities in the "return to work"/"light duty" program for police.	0	The Finance Department will review the program with the Police Department to enhance opportunity.
V. I. 10	47. Employee Health and Safety should evaluate potential for contracting with temporary agencies to hire/train part-time employees and be responsible for Worker's Compensation costs.	(\$10,000)	Human Resources has completed a pilot project and is considering City-wide implementation.
V. I. 12	48. Employee Health and Safety should require new employee orientation and annual refresher classes on safe body mechanics. Supervisor should have responsibility and accountability for safety training. Use job safety assessment tool in each department.	0	New employee safety training is set to begin in January 2000. Annual refresher programs can easily be established. Supervisors should be held accountable and should play a larger role in instructing safety training activities.
V. I. 14	49. Employee Health and Safety should implement safety awards for departments/managers.	\$5,000	Goals and objectives will be established for each department. Rewards for safety achievements will be reviewed.
V. J. 1	50. Printing and Courier Services should explore alternative arrangements for providing printing services. Keep the high-speed copying function in-house. Outsource the offset ink printing function.	?	An analysis of print shop operations is underway.
V. J. 2	51. Mail sorting and delivery services for City departments should remain in-house.	0	Mail services will be evaluated to determine the best provider.
V. J. 6	52. Printing and Courier Services should increase the fees charged to outside (non-City) customers.	?	This is a good idea, but the billing system will have to be evaluated first to determine its ability to handle various rates.
VI. A. 2	53. Highly recommend more analysis and benchmarking of best practices in Community Development.	0	Additional benchmarking will be conducted in this department.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
VI. A. 3	54. Recommend that Community Development goals be clearly stated and include a basis for tracking progress.	0	Goals and objectives will be clearly stated and tracked.
VI. B. 3	55. Recommend more benchmarking and analysis of best practices in Economic Development, Enterprise Community/ Business Development, and M/WBE.	0	Effective measures will to be researched and developed.
VI. C. 1	56. Only one City Attorney needs to be used to assist with Housing Services.	0	Using only one City Attorney in Housing Services will not be a problem.
VI. C. 8	57. Communication needs to be increased between the owners of property and the office of Housing and Neighborhood Services.	0	An improvement in communication is needed. Property owners will be encouraged to discuss concerns, meetings will be held more frequently, and rehab. applicants will be assigned advisors.
VI. C. 10	58. Violation notifications issued by Housing and Neighborhood Services should be printed in Spanish as well as English.	\$10,000	Some documents are already available in Spanish. The Department will translate all public documents into Spanish.
VI. C. 17a	59. A peer evaluation group needs to be implemented in Housing and Neighborhood Services and Development.	0	Attaining feedback from employees will be considered as part of the evaluation process.
VI. E. 2	60. Recommend that the Workforce Development Department develop quantifiable and verifiable objectives to meet.	0	The new Workforce Investment Act has changed the programs for this department. New objectives and quantifiable measures will be formulated.
VII. B. 1	61. Marketing & Communications should review all publications (internally and externally distributed) to assure consistency and professionalism, compliance, and to eliminate duplication.	0	A review of all publications will be undertaken in 2000.
VII. B. 2	62. The City should exploit the talents and capabilities of TV-13 staff. For example, use TV-13 for inclement weather announcements.	0	The task will be a priority of the new Marketing and Communications Director.
VII. C. 2	63. As part of the Employee Suggestion Program, in the Office of Organizational Effectiveness, there should be periodic solicitation of suggestions, with appropriate annual recognition, and awards for suggestions that are implemented.	0	Increasing the awareness of this program will generate more cost saving ideas.
VII. D. 7	64. A records retention [destruction] policy should be implemented for the Office of the City Secretary.	0	The City Secretary is reviewing options for this policy.

CATEGORY B - RECOMMENDATIONS THAT THE CITY MANAGER INTENDS TO IMPLEMENT

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
VII. F. 1	65. Annual performance reports should include the impact of budget reductions on services.	0	This information will be added to annual performance reports.
VII. I. 7	66. More frequent meetings with the City Manager and all department heads will foster cooperation and increase efficiency.	0	This will be implemented.
VII. I. 12	67. Revise the budget review process to include an opportunity for department heads to meet with the City Manager to discuss budgetary allocations and appeals related thereto.	0	This opportunity will be incorporated into the budget process.
VII. H. 1	68. The City should conduct a study of the costs and benefits of adding the function of enforcement of fair employment laws to the City's Human Relations Commission. This study should compare the way cases are currently handled in Winston-Salem and other cities. The efficiency and effectiveness of local enforcement should be closely examined.	?	The Human Relations Commission is considering adding this function. City staff will conduct further review.
VII. J. 2	69. Require all employees to use direct deposit. Offer free checking programs to employees through local financial institutions.	(\$3,000)	All full-time employees will be required to use direct deposit. The City Credit Union and other banking institutions have agreed to provide free checking programs.
VII. J. 5	70. By utilizing some sort of charge-back system for Worker's Compensation, management and employees have an incentive not to be a user of Worker's Compensation costs.	0	See Recommendation #45.
VII. J. 9	71. The City should investigate the possibility of volunteers and volunteer organizations to help with beautification projects, answering telephones, etc.	0	Options for enhancing current volunteer programs will be assessed.

**CITIZEN EFFICIENCY REVIEW COMMITTEE  
GROUP 1 - CATEGORY C  
ORGANIZATIONAL CHANGES**

<b>CERC #</b>	<b>RECOMMENDATIONS</b>	<b>BUDGET IMPACT</b>	<b>CITY MANAGER'S COMMENTS</b>
<b>VII.F.3</b>	1. Assistant City Manager for Administration (currently vacant) should be eliminated by reassigning responsibilities among other existing managers.	(\$ 107,880)	Yes
<b>II.C.27</b>	2. Reassign Police and Fire Departments to Assistant City Manager for Community and Economic Development.	0	Yes
<b>VII.F.5</b>	3. Retitle one Assistant City Manager position as a Deputy City Manager.	\$ 10,500	Yes
<b>V11.F.4</b>	4. Expand responsibilities of the Fleet Superintendent to be Director of General Services responsible for Fleet, Building Maintenance, Warehousing, and Printing and Courier Services.	0	Yes
<b>II.A.6</b>	5. Reassign the Emergency Management function to report to the Fire Chief. This has been implemented successfully in some communities.	0	Yes
<b>VI.B.5</b>	6. Retitle the position of Enterprise Business Developer (Derwick Paige) as Director of Enterprise Community Development, with responsibility for all programs involving East Winston Development, M/WBE, and Workforce Development.	\$ 5,000	Yes
<b>VI.C.20</b>	7. The Black-Phillips-Smith Neighborhood Service Center should report to the Housing and Neighborhood Services Director (Ritchie Brooks).	0	Yes
<b>V.G.7</b>	8. The Human Resources function should be given a high profile in the government structure. It should function under the operational supervision of the Office of Organizational Effectiveness, but with direct access to the City Manager for matters of policy.	0	Yes
<b>VII.F.2</b>	9. The City Secretary should report directly to the City Manager.	0	Yes

CATEGORY C - RECOMMENDATIONS RELATING TO ORGANIZATIONAL DESIGN

CERC #	RECOMMENDATIONS	BUDGET IMPACT	CITY MANAGER'S COMMENTS
VII.I.9	10. The Finance Director position should be recast as the Chief Financial Officer (CFO) and should also incorporate the functions of Purchasing, Budget, and Information Systems.	0	Yes for retitling Finance Director to CFO and for having Purchasing report to the CFO. However, Budget Director should continue to report directly to the City Manager, as should the CIO (Chief Information Officer).
VII.E.1	11. Move staff and resources of the Public Safety Attorney to the City Attorney's Office.	0	The Public Safety Attorney position should continue to be housed in the Police Department offices.
V.I.15	12. Employee Health and Safety should report to the Human Resources Director.	0	In order to enhance the coordination of these two programs, it is proposed that both Employee Health and Safety and Human Resources report to the Director of Organizational Effectiveness.
V.I.15	13. Move the Worker's Compensation Program from Finance to Human Resources.	0	Currently, the Human Resources Benefit Administration and Wellness Programs work closely with the Worker's Compensation Program in the Finance Department. Services in this area include payment of claims, investigations, and light-duty assignment. Rather than move Worker's Compensation Administration at this time, a study of the inter-related components of these functions is needed first. This study will be initiated.
VI.C.21	14. Move the Inspections and Code Enforcement functions from Housing and Neighborhood Services to the Inspections Division of Public Works, and then merge the remaining elements of the Housing and Neighborhood Services Department into the Housing and Neighborhood Development Departments.	0	These changes are not recommended.
IV.A.1	15. Combine the operations of the Fairgrounds and the Coliseum.	0	The CERC leisure services review team recommended that the City hire a management consultant to study various management options, including consolidation and/or privatization, for the Coliseum, Fairgrounds, and Convention Center. In light of this recommendation, we propose deferring a decision on the merger of the Fairgrounds and Coliseum until that study is completed.

CATEGORY C - RECOMMENDATIONS RELATING TO ORGANIZATIONAL DESIGN

CERC #	RECOMMENDATIONS	BUDGET IMPACT	CITY MANAGER'S COMMENTS
VII.B.4	16. Marketing and Communications should report to the Assistant City Manager for Community and Economic Development.	0	Marketing and Communications has been reporting to the City Manager with the assistance of Lee Garrity. Because this function is critical to the strategic direction of the City, and is providing services to all City departments, it is proposed that the current reporting relationship be continued.
V11.I.5	17. The Internal Auditor should report to the City Manager and be empowered to report also to the Board of Aldermen should extraordinary circumstances require such a process.	0	A conclusion on how to approach this has not been resolved. A report will be made later to the Board of Aldermen concerning a recommended approach.

**CITIZEN EFFICIENCY REVIEW COMMITTEE  
GROUP 1 - CATEGORY D  
RECOMMENDATIONS THAT WILL REQUIRE BOARD ACTION**

CERC #	RECOMMENDATIONS	BUDGET IMPACT	MANAGEMENT COMMENTS
I. B. 11	1. Thoroughly investigate Solid Waste Disposal credit accounts, and require a signed credit agreement with a legal fee and cost recovery clause.	(\$10,000)	Utilities will work with Finance to establish new procedures.
III. C. 1	2. Parking funds should be used to satisfy both operating and debt service costs. Analyze parking deck waiting lists to lead to market-driven increases in monthly rates.	(\$50,000)	Current rates will be compared to the market, and adjustments may be proposed. If rates are set to match the local market, the revenue may not be enough to cover both operating and debt service costs.
V. F. 2	3. Give the City Manager the authority to award purchase contracts under \$100,000.	0	The processing time of formally bid purchase contracts will be reduced, as well as the number of items requiring Board action.
VI. C. 5	4. Housing inspection codes need to be updated annually.	0	Informally, codes are regularly reviewed and updated as needed. A formal yearly review will be initiated.
VI. D. 3	5. The Zoning Board of Adjustment reviews about 800 cases a year, of which 70% relate to manufactured housing on individual lots. The process should be revised to only require initial permits for manufactured housing to be approved by the Board of Adjustment. Annual renewals should be handled administratively.	0	The Planning Department will prepare a UDO text amendment to address this recommendation.

# POSSIBLE SCHEDULE FOR REVIEWING OTHER CERC RECOMMENDATIONS

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## JANUARY

- CERC Recommendations Review - Round I (125 Recommendations)
- Review Process for Capital Improvement Needs

## FEBRUARY

- Capital Improvement Needs and Financing

## MARCH

- Pre-budget Workshop - 2000-2001
- CERC Recommendations With Budget Implications (120 in number)

## APRIL

- Workshop on Employee Compensation
- Technology Strategic Plan (including related CERC recommendations)

## MAY

- Budget

## JUNE

- Legacy ?
- Remaining CERC Recommendations
  - City-County Issues
  - Managed Competition
  - Other