

GEORGIA MUNICIPAL ASSOCIATION **Carl Vinson Institute of Government UNIVERSITY OF GEORGIA**

Effective Practices for Municipal Operations 101

June 25, 2022



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Effective Practices for Municipal Operations 101

Process Principles – “How We Do Things”

Stan Brown, GMA Member Services Consultant

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Overview – How We Do Things

- Acting Strategically
- Operational Effectiveness
- Regulatory Compliance

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Strategic Plan

- Assess internal and external factors as either hindrances to or opportunities for success
- Goal attainment from the viewpoint of the organization.
- Consider Council and Staff Retreat Approach with Facilitator

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Strategic Planning

Typically includes these 5 elements:

- Clear Vision, Mission, and Values
- Identification of Levels of Service
- Analysis of Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)
- Establishing Goals and Objectives
- Developing Work Program/Action Plan

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Branding Exercise

- What comes to mind when you see the following images?
- Positive thoughts?
- Negative thoughts?

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Branding Exercise



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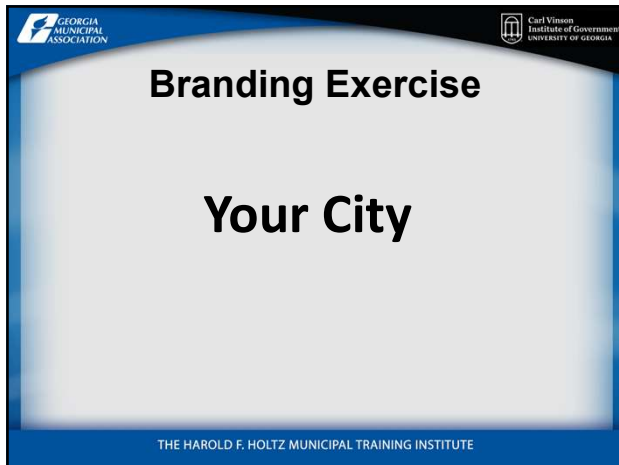
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Branding Exercise

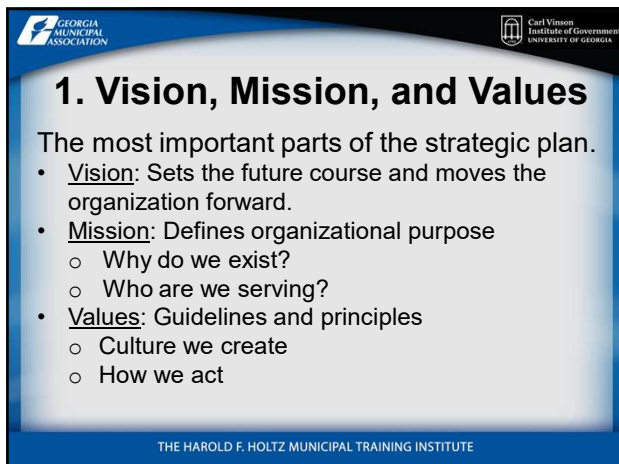


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3. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Inward view and outward evaluation:

- Leaders and managers look internally at an organization to determine the strengths and weaknesses relative to the mission and vision
- Opportunities and threats are those conditions that are external to an organization that may promote (opportunities) or restrict (threats) achievement of the vision and mission of the organization.

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4. Goals and Objectives

- **Goals:** relate to mission and vision and are often broad statements related to desired outcomes.
- **Objectives:** specific statements related to achieving the goal:
 - Clearly defined
 - SMART (Specific, Measurable, Achievable, Results-Oriented, Time-Based)

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5. Work Program/Action Plan


- Tasks and Activities to accomplish goals and objectives
- Desired Outcome/Deliverable
- Responsible Party
- Target Date
- Budget/Funding
- Status/Remarks

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Sample Documents

- Strategic Plan
- Work Program




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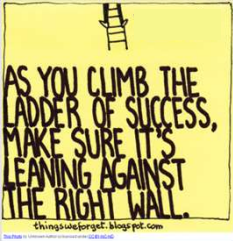


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Operational Effectiveness




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Councilmember:
“Are we on the same page?”

Staff:
“Not sure we are in the same book.”

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**Doing the right things well -
What do local governments do?**

- Public Safety (Police and Fire)
- Public Works (Streets, Stormwater, Water, Sewer, Gas, Electric, Solid Waste, Public Facilities)
- Public Transportation
- Parks and Recreation
- **Housing**
- Community Development
- Emergency medical
- Courts
- Emergency Management

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Doing the Right Things Well

Identify stakeholders
Understand their wants and expectations

- State and federal agencies - compliance
- Elected officials (fed, state, local) – services and project delivery
- Staff – empowerment / funding to deliver & perform
- Customer (residents/neighborhoods/businesses/interest groups) – quality service delivery and self-interests met

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**Challenges in
Doing the Right Things Well**

- Most significant challenge is to do more with less
- Other challenges that affect cost and productivity include:
 - Aging infrastructure
 - A rapidly changing and evolving regulatory environment
 - Impacts associated with technology
 - More Transparency and Accountability

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Performance Management

Based on Strategic Plan :

- Define/develop services and programs ("What We Do")
- Organizational infrastructure for delivery of those services and programs ("How We Do It")
- Develop performance measures to monitor the organization's success /failure ("How Well We Do It")

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Service Delivery Methods

- Self-Performance (in house)
- Outsource
 - Privatization
 - Intergovernmental
- Free Market

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Operational Effectiveness

- ✓ Use the Strategic Plan as the Foundation/Compass
- ✓ Do the right things well
- ✓ Performance Management
- ✓ Determine Service Delivery/SOP's/Business Plan
- ✓ Collaboration, when possible (IGA's and SDS)
- ✓ Operational Reviews (Accreditations, Peer to Peer)
- ✓ Stay on the cutting edge thru involvement in associations (GMA, GCCMA, APWA, GAWP, GRWA, Clerks, Chiefs, Finance Officers, etc)

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Regulatory Compliance



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Legal Authority/Framework

- Federal Law establishes a number of US Codes related to Local Government
- Georgia Law establishes Counties as a political subdivision of the State
 - Sets forth the powers of County government
- Municipalities are established by the State and granted Charters
 - Charters establish the powers and services that Cities are granted
 - Establishes authority to set local laws

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Many Dimensions to the Regulatory Environment

- Conflicts of interest
- Tort liability
- Employment law
- Award of contracts
- Environmental law and policy
- Law enforcement

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Keys to Success in How We Do Things

- Act Strategically
- Operate Effectively
 - Collaborate when possible/practical
 - Do the right things well
- Understand the Regulatory Environment
- Make sure all are on the same page and in the same book!

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Effective Practices for Municipal Operations Fiscal Responsibility and Asset Management

Judy McCorkle
City Administrator, City of Sandersville

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Policies & Practices for Financial Management

Adopt necessary policies and review them annually to comply with applicable policies, laws, regulations, contracts, grant restrictions and generally accepted accounting principles.

Examples of Local Government Policies:

- Code of ethics for elected officials and employees
- Travel policies
- Purchasing policies
- Financial policies



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FISCAL RESPONSIBILITY

Management of public funds to ensure the financial health of the city through the utilization of:

- Policies and practices for financial management
- Budget administration
- Purchasing
- Debt administration




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Why a Code of Ethics?



- Serve others, not ourselves
- Use resources with efficiency & economy
- Treat all people fairly
- Use the power of our position for the well being of our constituents
- Create an environment of honesty, openness and integrity

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Travel Policies

Travel Policies must comply with state laws and IRS regulations and should address:

- The reimbursement of expenses
- Maximum allowances for expenses
- Require supporting documentation



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Purchasing Policies

Purchasing policies and procedures guide the procurement of goods and services which should:

- Include bid requirements
- Ensure Competition
- Comply with the Public Works Construction Law



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Financial Policies






Financial policies should include:

- Operating budget policies
- Budget amendment policies
- Capital asset management policies
- Capital budget and long-term planning policies
- Revenue policies
- Reserve policies
- Cash management and investment policies
- Risk management policies
- Debt management policies
- Accounting, auditing and financial reporting policies

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Basis for Financial Policies

-  Establishes sound financial management practices for your City. These policies will endure even as employees come and go.
-  Lays out the goals and expectations that the City's Financial policies should reflect in the city's values, long-term goals, and enhance strategic planning for the City.
-  Puts limits on staff actions and gives all staff members clear guidelines on what is acceptable and what is unacceptable.
-  Puts limits on the risks that are acceptable for the city and that affect the City's financial condition.
-  Ensures that all federal and state mandates are being adhered to for best practices in financial management and reporting requirements.

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 Slide 38 has a blue header with the Georgia Municipal Association logo on the left and the Carl Vinson Institute of Government logo on the right. The title "Break-Out" is centered in red. Below the title is a numbered list of three questions. At the bottom, a blue footer contains the text "THE HAROLD F. HOLTZ MUNICIPAL TRAINING INSTITUTE".

Break-Out

1. What is a problem that your city struggles with and what kind of policy could you implement that would address this issue?
2. How will you get buy-in from elected officials, citizens, and employees?
3. What methods will you use to communicate your policy?

7 minutes to discuss. Be prepared to report back to group.

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 Slide 39 has a blue header with the Georgia Municipal Association logo on the left and the Carl Vinson Institute of Government logo on the right. The title "Monitor Fiscal Operations" is centered in red. Below the title is the text "Ensure internal controls that provide for:" followed by a bulleted list of six items. At the bottom, a blue footer contains the text "THE HAROLD F. HOLTZ MUNICIPAL TRAINING INSTITUTE".

Monitor Fiscal Operations

Ensure internal controls that provide for:

- Protection of assets
- Adequate authorization and record keeping
- Segregation of duties
- Effectiveness & Efficiency of Operations
- Continuous assessment & adjustment for changes that affect internal controls.
- Compliance with Applicable Laws & Regulations

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Oversight of financial operations is important where limited staff performs multiple duties.

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Review Interim Reports

- To analyze data and predict outcomes
- To identify trends and make realistic assumptions

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Conduct Annual Audits

- Elected officials oversight responsibility
- Required by state law
- Must comply with GAAP requirements
- Must ensure independence

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Budget Administration

The most important policy decision that the governing body makes each year is the adoption of the annual budget. When adopting the budget the governing body determines what programs will be funded, at what levels and what the funding sources will be.

It is the responsibility of the governing body to:
 Adopt a realistic, structurally balanced budget and the combined responsibility with city management and department heads to see that sufficient resources are available and needed services are provided within the budget allowances.

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Budget Oversight Responsibilities Include:

- Review budgetary status reports monthly or quarterly.
- Review revenues and rates for services annually.
- Make budget adjustments as needed.



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Financial Policies

- Implement policies to collect all revenues and review rate structures for services.
- Understand the impact of policy decisions.



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Purchasing Policies

Goods and services must be procured in a manner to:

- Ensure the most prudent and economical use of public funds in the best interests of the taxpayers
- Facilitate the acquisition of goods and services of maximum quality at the lowest possible cost
- Guard against favoritism, improvidence, extravagance, fraud and corruption

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Conflicts of interest


- Disclose personal interest
- Abstain from voting
- Avoid appearance of impropriety

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What Are Conflicts of Interest?


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Purchasing policies should ensure justification for any contract awarded to any bidder other than the lowest bid offer.

Purchasing methods include:

- Competitive sealed bid
- Competitive sealed proposal
- Informal purchase
- Emergency purchase
- Sole source purchase



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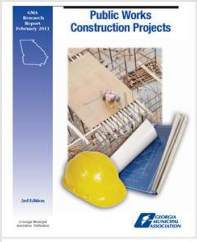
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Georgia Public Works Construction Law

- Applies to public works projects exceeding \$100,000.
- Defines public works construction projects.
- Certain exceptions apply.
- Establishes bond requirements.
- Determines advertising requirements.

<https://www.gacities.com/gmasite/media/pdf/publications/publicworks.pdf>

<http://doas.ga.gov/state-purchasing/georgia-procurement-registry-for-local-governments>



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Debt Administration

Debt administration involves the management of resources required for the acquisition or construction of a capital project and the servicing of the debt obligations to finance these improvements.

A debt management policy guides debt issuance practices to adhere to state and federal laws and restrictions and provides guidelines for the structure of the debt.




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Debt Management Policies Should Address:



- Debt Limits
- Debt Structuring Practices
- Debt Issuance Practices
- Debt Management Practices

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Common Types of Debt

- General obligation (GO) bonds
- Revenue Bonds
- Special Assessment Bonds
- Capital Leases
- Short-term notes



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Types of short-term notes

- ❖ Bond anticipation notes (BANs)
- ❖ Grant anticipation notes (GANs)
- ❖ Revenue anticipation notes (RANs).
- ❖ Tax anticipation notes (TANs)




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ASSET MANAGEMENT

- Protection and preservation of the City's property and infrastructure
- Equipment/ asset replacement planning
- Capital improvements programing (CIP)



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Protection & Preservation Assets



- Deferring necessary maintenance or asset replacement consequences
- Effective asset management benefits
- Consider the impact of failure of an asset and the ability to provide critical services

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Equipment/ Asset Replacement Planning


- Asset renewal and replacement extends useful life.
- Includes assets with a maintenance cycle exceeding one year.
- Assists in meeting strategic goals and service delivery needs.
- Ensures long term financial plans and annual budgets are developed y to deliver strategic priorities.
- Develops a process of continuous improvement.

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Developing an Asset Management Plan

- Conduct a needs assessment
- Inventory existing capital assets
 - ❖ Condition, description and location
 - ❖ Warranties, maintenance history and cost
 - ❖ Value and useful life
- Perform a visual inspection
- Review maintenance history
- Evaluate cost to maintain vs. replacement
- Develop an implementation plan
- Determine replacement and funding



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Capital Improvements Program

- Capital improvements program (CIP) - evaluation of projects and a plan for funding those projects over a long term, usually five to seven years.
- Capital improvement - a substantial, nonrecurring expenditure for a physical improvement with a long useful life.
- Capital improvement projects often compete with other demands for funds which have a higher public profile and bring more visible, immediate benefit to the public.

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Capital Improvement Plan

A capital improvements plan should:

- ❖ Establish condition and comparative rating standards.
- ❖ Determine risk associated with assets that are below standards.
- ❖ Evaluate the asset to determine if it continues to provide the most appropriate method to deliver services.

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Capital Improvement Plans Continued

- Include projections based on remaining useful life, replacement cost and estimated impacts on the operating budget and increase in rates, fees or charges to fund the project.
- Determine priorities and allocation of funds in the multi-year capital plan and annual operating budget for condition assessment, preventative maintenance, repair and replacement of capital assets.
- Monitor the condition and performance of capital assets and report the operating impacts during the project implementation and afterwards.

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Effective Practices for Municipal Operations
"How We Treat People"

*Artiffany Stanley, Member Services
 Consultant*

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People Principles
 How we Treat People

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  graph TD
    ATTRACT --> PM[PEOPLE MANAGEMENT]
    REWARD --> PM
    EDUCATE --> PM
    EMPOWER --> PM
    MOTIVATE --> PM
    TRAIN --> PM
  
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Employee Development


- How do we develop our teams?
- Why is it important that we develop our teams?
- What is succession planning?
- Why should you have succession planning?
- What is more important - hard skills or soft skills?

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Remember the Titans




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Employee Development




- At what point do you stop trying to develop your team?
- Do you feel that your City is a training ground for some other employer to benefit from your efforts?
- Are you capturing data to determine your employee's needs?

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Employee Surveys

- Employee opinion and satisfaction surveys
- Employee culture surveys
- Employee engagement surveys




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Customer Service




- Who are our customers?
- Why should we treat all customers the same?
- What is the value of having good customer service?
- What happens when we fail in our focus to provide customer service?

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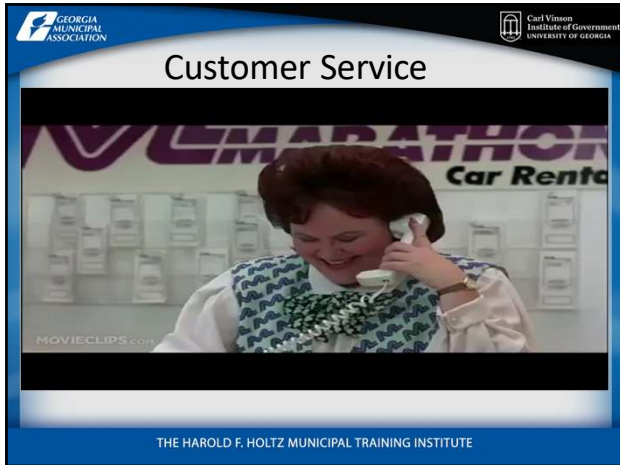
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Customer Service

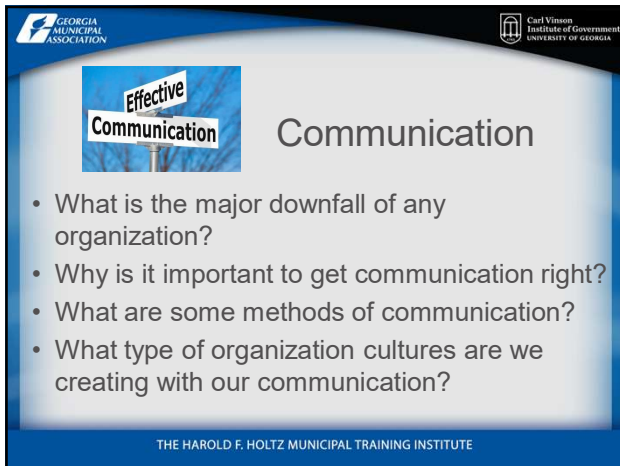
- How do you know if your city is providing good customer service?
- How are you capturing that information?
- How do you engage customers?

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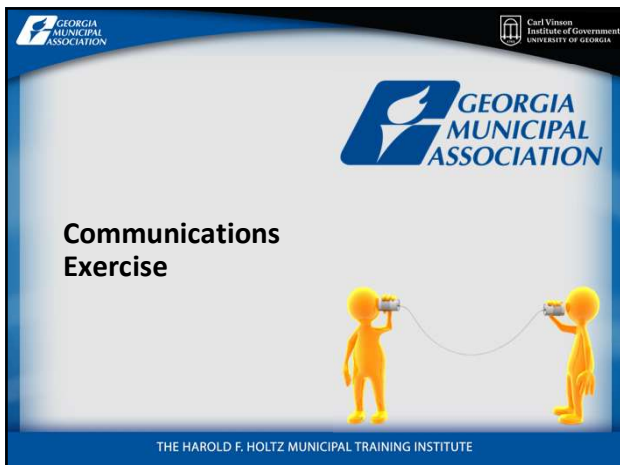
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Communication

- Who is your audience and what do you want them to take away understanding?
- Non-verbal versus verbal/written communication
- Hoarders of information
- What is your approach to tell and not to tell everyone certain information?

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How have we treated people?

- Indifferent
- Patronizing
- Argumentative
- Inferior
- Devalued

Wrong way to communicate

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How have we treated people?

- Important
- Special
- Valued
- Empowered
- Appreciated

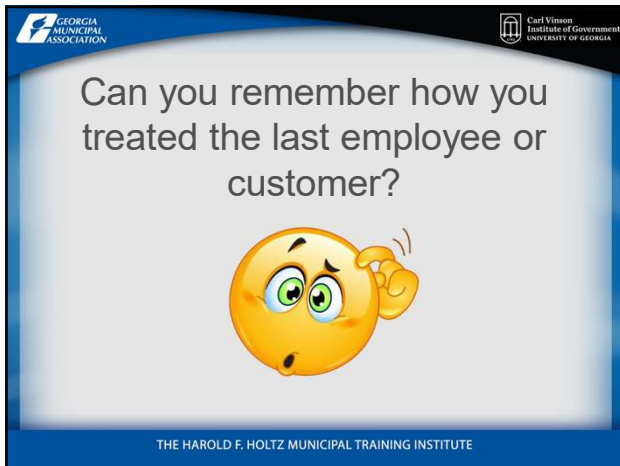
Right way to communicate

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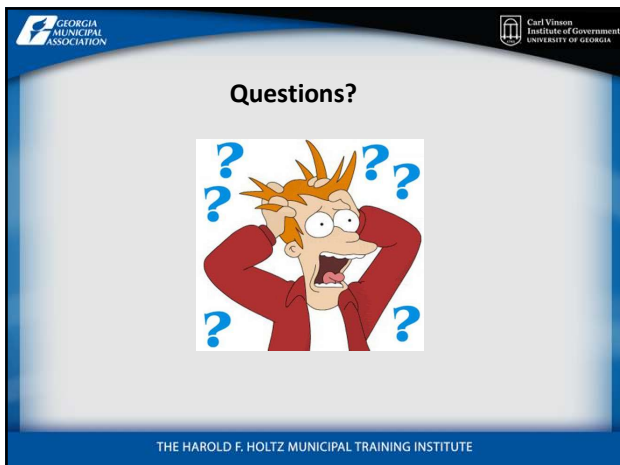
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Thank You!



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