



**Charlottesville City Council  
Retreat Agenda  
10:00 a.m. – 5:00 p.m.  
CitySpace, 100 5th Street NE  
Facilitator: Allison Linney**

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**AGENDA**

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- I. Council Meeting Procedures Review (p.2)** *10:00 a.m.*
- II. Additional Public Meetings & Engagement** *10:30 a.m.*
- Town Hall, Work Sessions, Roundtables, Neighborhood Meetings, etc.
  - Social Media, Office Hours, Post-Council videos, etc.
  - E-mail tracking system options
- III. Council Protocols, part 1** *11:00 a.m.*
- public hearings with Planning Commission
  - out-of-cycle funding requests
  - facilitators / trainings
  - Council interaction on e-mail / informal polls, etc.
- LUNCH / BREAK** *12:30 p.m.*
- IV. Council Protocols, part 2** *1:30 p.m.*
- Review Standard Operating Procedures draft from 2016 (p.12)
- V. City-wide Efficiency Study / Employee Survey** *2:30 p.m.*
- Efficiency Study updates (p.16)
  - Employee Survey presentation (p.80)
- VI. Adjourn into Closed Session** *5:00 p.m.*

[Closed Meeting to consult with legal counsel pertaining to actual litigation (City v. Pa. Lightfoot Militia, et al.) because consultation in an open meeting would adversely affect the negotiating or litigating posture of City Council.]

*City Space  
Small Conference Room*

## Charlottesville City Council Meeting Rules and Procedures

These *Charlottesville City Council Meeting Rules and Procedures* are designed to help City Council conduct its affairs in a timely and efficient manner, while encouraging a robust and meaningful dialogue with members of the community.

### **A. Meetings**

1. Regular meetings of the City Council will begin at 6:30 p.m. on the first and third Mondays of each month (or the following day if that Monday is a legal holiday,) in City Council Chambers (Second Floor, City Hall.) Council will adopt a schedule for its regular meetings at its first regular meeting in January each year.
2. Council may hold additional meetings at other locations and times, or may change the location and time of a regularly scheduled meeting as it deems appropriate. Notice of additional meetings or changes to the location or time of a regularly scheduled meeting will be provided to the public and press as required by the Virginia Freedom of Information Act (FOIA.)
  - a. "Town Hall Meetings" may be regularly scheduled meetings, such as the "Our Town" meeting series, or may be scheduled as a special meeting by Council on a particular topic. A town hall meeting is a type of meeting at which Councilors answers questions from the public.
  - b. "Work Sessions" are meetings at which Council may discuss one or more specific topics in depth among themselves, or at which Council desires to receive an in-depth presentation from staff or an outside party on a particular topic. Council may vote on matters discussed at a Work Session (FOIA does not prohibit voting,) but generally the purpose of a Work Session is to inform Councilors on a topic and for Councilors to give staff or others general direction. Work Sessions may take place within a regular meeting or may be scheduled as a special meeting.
3. Special meetings, closed meetings, and emergency meetings may be scheduled and held in addition to the schedule of regular meetings. Notification requirements for special meetings, closed meetings and emergency meetings are governed by the Virginia Code.
  - a. For special meetings, the purpose and nature of the meeting will dictate whether public comment will be allowed. Time for public comment may or may not be allocated depending on the nature of the meeting and at the discretion of Council.
  - b. Closed meetings generally take place at 5:30 p.m. before the regular Council meeting. The only items Council may consider in closed meetings are those permitted by the Virginia Freedom of Information Act and identified in the motion convening the closed meeting.

### **B. Agenda and Materials**

1. The City Manager shall ensure a proposed agenda is prepared for the Mayor's consideration nine business days before the meeting. The agenda of every regular Council meeting is approved by the Mayor. Any Council member desiring to add items to the proposed agenda should submit them to the City Manager and the Mayor ten business days before the meeting. Last minute submissions are discouraged but may be added to a regular meeting agenda, subject to a vote of Council at the meeting approving a change [addition] to the published agenda. This may occur from time to time when a matter that requires action expeditiously was not known in time to be presented during the normal agenda development process. Citizens may suggest an item for consideration on a Council meeting agenda by submitting the suggestion in writing to the [Clerk](#)

[of Council](#) at least ten business days prior to the meeting.

2. The Order of Business at each regular meeting of Council shall be as follows:
  - a. 6:30 p.m. Call to Order, Pledge
  - b. Special Recognitions by the Mayor or Council (if any), Awards and Proclamations (Council may also project awards, recognitions, and announcements on the television/video screens in lieu of reading/ announcing them.)
  - c. City Manager's Response
  - d. Community Matters (formerly Matters by the Public) (Limited to 16 speakers, maximum; see Section D of these Procedures)
  - e. Consent Agenda (including, without limitation: approval of minutes; routine ordinances or resolutions; final/second readings of appropriations, ordinances or resolutions; other routine items)
  - f. Action Items, and any related Public Hearings (items on which action is requested from Council)
  - g. General Business for Discussion, and any related Public Hearings (items on which Council will conduct a public hearing, hold a discussion among themselves, receive a presentation, etc., but on which no action will be taken at that meeting)
  - h. Matters by the Public
3. The City Manager, in consultation with the Mayor, shall provide background materials for the Council and the public. Agenda and background materials for upcoming City Council meetings shall be made available for public review in the Clerk of Council's Office and on the [City's website](#), concurrent with Council's receipt of the same, and no later than Wednesday before the meeting.
4. Any materials in addition to the background materials prepared by the City Manager shall be distributed to the Council by the Clerk of Council no later than Friday before the meeting. Council may defer any item for which all relevant information has not been provided in a timely manner.
5. Agenda Items
  - a. *Consent Agenda*: the consent agenda may be used for eligible items and may include, but is not limited to, routine and noncontroversial appropriations, grant applications, contracts, resolutions, ordinances, second readings, and the minutes. After the consent agenda is read by the Clerk of Council, any item may be removed at the request of any two Council members. Any item removed from the consent agenda shall be added to the end of the regular agenda for discussion. Those items not removed from the consent agenda shall be acted upon by a single vote of Council.
  - b. Agenda items shall be heard in the order in which they appear on the agenda. With the consent of two other Councilors, the Mayor may postpone or take out of sequence agenda items from the order listed on the agenda.
  - c. Each agenda item shall be given an approximate time limit. Generally, the total time allocated to any agenda item that does not include a scheduled public hearing shall not exceed twenty (20)

- minutes, unless the Mayor, in consultation with the City Manager, determines otherwise.
- d. Opening presentations for agenda items shall be limited to ten (10) minutes, unless the Mayor, in consultation with the City Manager, determines otherwise.
  - e. For each agenda item, staff or an appropriate designee will present the item to Council, after which Councilors may ask clarifying questions of staff if necessary. If a public hearing is scheduled, the public hearing will be conducted before any motion is initiated by a Councilor.

### **C. Transaction of Business**

#### 1. General.

- a. Unless otherwise specifically provided by law, Council may conduct business and vote upon any matter properly before it, at any meeting at which a quorum is present.
- b. Informal discussion of a subject is permitted while no motion is pending.
- c. In making motions and transacting its business, Council shall follow the rules set forth within these Meeting Procedures. If a question of procedure arises that cannot be resolved by the provisions within these Procedures, the Parliamentarian will consult Robert's Rules of Order and apply them to a resolution of the question.

#### 2. Motions, generally.

- a. Any member, including the presiding officer, may make a motion. A member may make only one motion at a time.
- b. Except as otherwise noted, all motions require a second; a motion dies for lack of a second.
- c. Except as otherwise noted, each member is required to obtain the floor, by addressing the presiding officer, before making motions or speaking.

#### 3. Substantive Motions.

- a. A substantive motion is any motion that deals with the merits of an item of business and that is within the Council's legal powers, duties and responsibilities.
- b. A substantive motion is out of order while another substantive motion is pending.

#### 4. Procedural Motions.

- a. A procedural motion is a motion that Council may use to "act upon" a substantive motion, by amending it, delaying consideration of it, and so forth. Procedural motions are in order while a substantive motion is pending and at other times, except as otherwise noted.
- b. Only the following procedural motions, and no others are in order. Procedural motions are listed below in their order of priority. If a procedural option is not listed below, then it is not available:
  - i. Appeal a Procedural Ruling of the Presiding Officer (an appeal is in order immediately after a decision is announced and at no other time; the maker need not be recognized by the presiding officer, the motion does not require a second, and if made in a timely manner, the motion may not be ruled out of order.)
  - ii. Motion to Adjourn
  - iii. Take a brief recess

- iv. Suspend the rules
- v. Defer consideration of a Substantive Matter (“lay on the table”; “postpone”; “defer”)
- vi. Call the question (not in order until each member has had an opportunity to speak once; the motion is not amendable or debatable)
- vii. Motion to amend (a motion may be amended no more than twice; once a motion has received a second, it is up to the entire group to decide whether or not it should be changed by amendment; prior to receiving a second, a motion may be amended with the permission of the person who made the motion)
- viii. Substitute motion (no more than one substitute motion may be made; if a substitute motion is adopted and replaces the original motion, no further substitute motions may be made)
- ix. Withdrawal of motion (a motion may be withdrawn by its maker any time before it is amended, or before the presiding officer puts the motion to a vote, whichever occurs first)
- x. Motion to reconsider (must be made no later than the next succeeding regular meeting, by a member who voted with the prevailing side; this motion may not be used in a land use decision involving a rezoning or a conditional use permit)

## 5. Debate

- a. In the event that conflicts arise among members as to the order for speaking, the presiding officer shall apply the following rules: the maker of a motion is entitled to speak first, if he or she wishes to do so; a member who has not spoken on an issue shall be recognized before someone who has already spoken.
- b. The presiding officer may participate in the debate prior to declaring a matter ready for a vote.
- c. Council members shall not engage in electronic communications among themselves during a meeting, regarding any motion that is on the floor for debate.
- d. In making a motion, a member shall endeavor to state the basis of the motion within a period not more than 5 minutes. In debating a motion, or in proposing amendments or substitute motions, each member shall try to state the basis of that procedural motion within a period of less than 3 minutes. In asking a question of a speaker, Council members should take not more than 3 minutes to phrase the question.
- e. In debate, speakers shall be collegial in their language and shall avoid all reference to personalities. No member shall interrupt another without the consent of the member who has the floor, except when making a point of order.

## 6. Voting

- a. The Mayor shall call the question, either: (i) after a motion to call the question has received a second and has been voted upon, or (ii) at his or her discretion, any time after each member has had at least one opportunity to speak during debate. After the vote is taken, the Mayor shall announce that the motion is adopted or failed and the vote count.
- b. If any member abstains from voting, the reason for the abstention shall be included in the minutes of the meeting.
- c. In the event that a substantive matter does not require a recorded vote, then the Mayor may call for approval of that matter by voice vote or acclamation. (Generally this process should be used only when a matter is simple, clear to all present and requires no discussion.)

## 7. Mayor as Presiding Officer

The Mayor shall preside at all meetings of City Council (“presiding officer”). The Vice Mayor shall be the presiding officer in the Mayor's absence.

Meetings of City Council shall be governed according to these Meeting Procedures, except where provided otherwise by the Virginia Code or the Code of the City of Charlottesville. Matters not addressed within by one of those sources shall be resolved in accordance with Robert’s Rules of Order.

- a. The City Attorney shall serve as the Parliamentarian for the purposes of interpreting these Meeting Procedure, and the Code of Virginia (1950), as amended, and Robert’s Rules of Order, as may be directed by the presiding officer, or as required as a result of a point of order raised by one or more Councilors.
- b. No rule set forth within these Meeting Procedures can be suspended except by the consent of four Council members. Suspension of the rules may be made by a motion. (*City Code section 266*)
- c. At each Council meeting, the presiding officer shall preserve order and decorum, and shall have the authority:
  - i. To rule motions in or out of order, including any motion not germane to the subject under discussion;
  - ii. To determine whether a speaker is unreasonably disturbing the meeting, and to entertain and rule on objections from other members on this ground;
  - iii. To entertain and answer questions of procedure;
  - iv. To call a brief recess at any time;
  - v. To adjourn in an emergency.
- d. A decision by the presiding officer on any matter listed in c.i. through c.iii. above may be appealed to Council upon motion of any member. Such a motion is in order immediately after the presiding officer announces his or her decision, and at no other time.
- e. The presiding officer shall ensure that individuals address their comments to City Council at appropriate times, in accordance with the meeting agenda. Otherwise, no person shall address City Council until leave to do so has been granted by the City Council or until invited to do so by the Mayor. Remarks shall at all times be addressed directly to Council, and not to staff, the audience, or the media. (*City Code sec. 271*)
- f. Remarks and actions that disrupt the Council meeting, and remarks from persons other than Councilors, the City Manager or City Attorney, which are outside the purpose of Matters by the Public or a Public Hearing (see *section D* below), a staff report, or other presentation associated with an agenda item, are not permitted. The presiding officer shall call an individual to order when that individual goes afoul of these rules. The following are examples of remarks and behavior that are not permitted:
  - i. Interrupting a speaker who is addressing Council at the speaker’s microphone or a speaker who has otherwise been invited to address Council during Matters by the Public or a Public Hearing;
  - ii. Interrupting a Councilor who is speaking;
  - iii. Shouting, and talking (either individually or in concert with others) in a manner that prevents a speaker or a Councilor from being heard or that otherwise hinders the progress

- of the meeting;
  - iv. Blocking paths for emergency exit from the meeting room; engaging in any conduct that prevents a member of the audience from seeing or hearing Councilors during a meeting; standing on chairs or tables within the Council meeting room;
  - v. Threats of violence toward Councilors, City staff or members of the public;
  - vi. Engaging in conduct that is a criminal offense under the City Code or the Virginia Code;
  - vii. Campaigning for elected office;
  - viii. Promotion of private business ventures.
8. During a City Council meeting the presiding officer shall have control of the Council Chambers and the connecting halls and corridors within City Hall, and any other venue where a Council meeting is being held. In case of any conduct described in section f, above, the presiding officer may take measures deemed appropriate, including but not limited to suspending the meeting until order is restored, ordering areas to be cleared by the Sergeant at Arms, or requiring any individual to exit the meeting room and adjacent premises (connecting halls and corridors.)
9. Any person who has been expelled from a Council meeting shall be barred by the Mayor from reentering the Council meeting from which he or she was expelled, subject to appeal to Council or motion passed by Council.

**D. Matters by the Public, Public Hearings and Other Comment Opportunities**

1. *Matters by the Public* – Time shall be reserved during each regular City Council meeting for Matters by the Public. The purpose of Matters by the Public is to offer individuals an opportunity to state a position, provide information to City Council, comment on the services, policies and affairs of the City, or present a matter that, in the speaker’s opinion, deserves the attention of City Council.
- a. At Council’s regularly scheduled meetings, two opportunities will be afforded for members of the public to address Council. One Matters by the Public session will be offered early in the meeting, which shall be called “Community Matters”, prior to taking up matters on a consent agenda, action items agenda, or items for discussion agenda. At this first period, up to sixteen (16) individuals may speak, as follows:
- i. up to 8 individuals selected randomly from a list of people who have signed up in advance, and
  - ii. up to 8 individuals who have registered on the sign-up sheet available at the front of the room prior to the meeting on a first-come/first-served basis.

A second Matters by the Public session will be offered as the final item on a regular meeting agenda.

- b. Each person who speaks during a Matters by the Public session will be limited to a maximum time of three minutes.
- i. Speakers may concede their allotted time; the person whose name is written on the speaker sheet must be the person who begins speaking, although they may be accompanied by others to the podium and may share their time with them. Each speaker shall begin by clearly stating his or her name and place of residence (or, if speaking on behalf of a business, by giving the location of the business.)
  - ii. Written materials presented at Matters by the Public must be given to the Clerk prior to

speaking and will be distributed to the Council. For distribution of hard copies to Councilors, eight copies should be provided; however, electronic distribution is preferred and may be sent to [council@charlottesville.org](mailto:council@charlottesville.org). Power point presentations cannot be accommodated during Matters by the Public.

- iii. After an individual completes his or her remarks to Council, any Councilor or the City Manager may respond as they see fit. To assure the orderly progress of the meeting, the presiding officer shall ensure that, collectively, responses to any individual's remarks will not exceed a period of approximately two minutes.
- iv. Remarks that cannot readily be addressed within the Councilors' response time may be referred to the City Manager by the Mayor, with a request that the City Manager bring back a response at the meeting immediately following the present meeting.

2. *Public hearings* – From time to time, Council will conduct public hearings on specific topics as required by law or as Council otherwise deems appropriate. The purpose of a public hearing is for Council to receive public comments on a specific topic.

- a. Sign-up sheets are provided at the front of the room. Speakers will be called from that list, as time permits.
- b. After all speakers on the sign-up list have been called, other individuals will be invited to speak, until everyone who wishes to speak on the topic has had a chance to do so.
- c. During a public hearing, each speaker must limit his or her comments to the specific application or matter for which the public hearing has been scheduled.
- d. No person may speak more than once during any public hearing. Each person who speaks during a public hearing will be limited to a maximum time of three minutes.
- e. Prior to opening a Public Hearing, Council may, by motion, limit the number of speakers who will be heard, and/or reduce the time for each speaker to two (2) minutes, upon determining that the session could not be commenced in a timely manner.

3. *Town Hall meetings* – Town Hall meetings are generally conducted in an open format. Council may conduct a Town Hall meeting in a manner that is free-form (no limit on the time for making a comment or stating a question, or for Councilors' responses,) or Council may establish an agenda or list of topics that will apply for a particular Town Hall meeting, and times or guidelines for speakers' questions and Councilors' responses. Any parameters that will apply to a Town Hall will be established by the Mayor prior to the meeting or by vote of Council after calling the Town Hall meeting to order and prior to opening the floor. Prior to commencing the session, attendees shall be notified of any applicable time limits or speaker guidelines, either by posted signs, a written agenda or verbal announcement by Council at the beginning of the meeting.

4. *Written Comments* – To provide an additional mechanism to communicate with Council, a "[Submit a Comment to City Council](#)" form is provided on the City website for electronically submitting comments. These comments are distributed to all Council members. Citizens may also contact Councilors via their City email addresses (available on the City's website) or by written correspondence sent in care of the Clerk of Council.

## **E. Recess**



1. During regular meetings, Council will take a brief recess every two hours. The presiding officer will announce the recess at an appropriate time, or any member may, by point of order, remind the presiding officer that a brief recess is due.
2. The Council's goal at regular meetings is to adjourn no later than 11:00 p.m.

#### **F. Other**

1. In the interests of efficient management, if Council members seek answers from City staff, they should generally attempt to do so through the City Manager. In any event, when asking questions of staff, Council members should advise City Manager of same.
2. Members of the City Council, including the Mayor, shall represent the official policies or positions of the City Council to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, Council members shall explicitly state they do not represent their body or the City, nor will they allow the inference that they do. No member of City Council may purport to speak on behalf of the City on matters that have not been voted on by Council or that do not represent official City policy unless authorized by the City Manager.
3. If a Councilor chooses to convene a public meeting that employs any City resources (including meeting spaces and staff attendance), and that might be attended by two or more Councilors, he or she shall advise other Councilors at least one day in advance of the time and place of the meeting.
4. Council members shall respect and adhere to the Council/Manager structure of Charlottesville City government as outlined in the Charlottesville City Code. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by City staff, Boards and Commissions, and the public. Except as provided by the City Code, Council members shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Council policy decisions.

#### **G. Miscellaneous**

1. Persons with disabilities may request reasonable accommodations by contacting [ada@charlottesville.org](mailto:ada@charlottesville.org) or (434) 9703182. Persons are encouraged to make requests in advance.
2. All regular City Council meetings are broadcast live on Charlottesville's TV10. Streaming video of the meetings is available for viewing [online](#) at the time of the meeting and as an archived video on the next business day following a meeting. Archived meetings can be downloaded in audio or video format from the City [website](#). [Charlottesville TV 10](#) runs repeats of the most recent meeting throughout the month on Mondays, Wednesdays, and Fridays at 7:00 p.m. and

Tuesdays, Thursdays, and Saturday mornings at 9:00 a.m. until the next meeting is held. A DVD copy of the meeting may be requested the week after the meeting; a nominal fee may apply. Contact the Clerk of Council at [clerk@charlottesville.org](mailto:clerk@charlottesville.org) or (434) 970-3113 to inquire.

3. These City Council Meeting Rules and Procedures will be posted on the City's website.
4. These Council Meeting Rules and Procedures are adopted by the Council pursuant to Section 12 of the Charter of the City of Charlottesville and supersede prior rules. The rules and procedures set forth within this document do not create substantive rights for third parties or participants in proceedings before City Council, and City Council reserves the right to suspend or amend the rules in the manner provided in the City Code. The failure of City Council to strictly comply with the provisions of this document shall not invalidate any action of City Council.

*Passed by Council February 5, 2018*

Approved by Council  
February 5, 2018



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Clerk of Council

## **City Meeting Guidelines**

*These were developed for all City meetings in October 2017 by the mayor, the Planning Commission Chair, the Chief of Police, and the City Manager.*

### **Role of the Chair**

The Chair of the governing body is responsible for conducting an orderly meeting by enforcing the meeting procedures of the governing body. This ensures that the business of the City may be accomplished in a fair manner.

If an attendee is violating the meeting procedures of the governing body, the Chair may call the attendee to order. If the attendee continues to violate the meeting procedures, the Chair may instruct the attendee to leave the meeting.

- If an attendee is instructed to leave a meeting, they will not be permitted to return.
- If an attendee refuses to leave the meeting, they will be escorted out by a police officer. They will not be permitted to return to the meeting and will be barred from attending all City meetings for a specified period of time. The individual will be given written notice of the ban, and the length of time will be specified in the letter.

If several attendees are disrupting the meeting, the Chair may call a recess for a period of time in order to allow for the disrupting attendees to be properly dispersed. Microphones and cameras will not broadcast during a recess.

### **Role of the Police**

The Police Department is responsible for enforcing laws. If an attendee engages in disorderly conduct or illegal activity during the course of a public meeting, a police officer may take action, to include making an arrest if deemed necessary.

- If an attendee is arrested during a public meeting and subsequently convicted, they will be barred from attending all City meetings for a period of time. The individual will be given written notice of the ban, and the length of time will be specified in the letter.

### **Clearing the Meeting Room**

If the Police Department determines that a vast majority of attendees at a public meeting are engaging in disorderly disruption, they may take necessary steps to clear all attendees from the meeting space.

The meeting will be adjourned and will not proceed, as the governing body would no longer be able to conduct public business under such circumstances.

### **Role of the City Manager**

The City Manager has the authority to ensure a safe and orderly environment in City buildings. In the interest of public safety, the City Manager may determine that a person should be barred from City Hall for a stated period of time. The individual will be given written notice of the ban, and the length of time will be specified in the letter.

# Charlottesville City Council Standard Operating Procedures

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## A. Effective Policy Making

1. Council will be provided with good information in a timely fashion in order to enable good decision-making. Good information sharing by staff includes:
  - i. Recognizing that Councilors often have significant preparation to do, and facilitating this by presenting information clearly and efficiently
  - ii. Presenting and formatting information so that it facilitates easy comprehension and high quality decision-making (i.e. being concise; using tables or other graphics to illustrate data points; providing summaries, geographic information, or links to supporting information; etc.)
  - iii. Providing good policy analysis when appropriate (i.e. pros and cons, alternatives, potential consequences of each option, etc.)
  - iv. Providing staff's professional recommendations where appropriate
  - v. Sharing history, background, best practices, and trend data where appropriate
  - vi. Recognizing that more lead time may be needed when the policy issue is complex
2. Council will prepare for effective policy making by:
  - i. Reviewing all materials and preparing for the meeting
  - ii. Exercising discretion in asking questions; ensuring that the information is necessary in order to make a decision
  - iii. Asking questions in advance to provide for adequate staff preparation and response time
  - iv. Being able to say "I don't have enough information to make an effective decision" when the situation warrants it
  - v. Recognizing that high volume of questions from the Council may indicate that the policy decision should be deferred
3. The successful implementation of Council's policy making will be measured and evaluated through P3 (the City's Performance Management System), reporting on strategic plan progress, and other mechanisms.

## B. Council Communication/Citizen Interaction

1. Individual Councilors will not purport to speak for Council unless it is a decision on which the Council has taken a position. Councilors will avoid making commitments regarding what Council or staff members will do to respond to issues and concerns.
2. Councilors will copy responses to residents to the Mayor and City Manager as appropriate.
3. Council will inform the City Manager when there is a legitimate concern from a citizen or employee, especially a major policy, customer service, or personnel issue and avoid dealing with the matter alone.

### **C. Effective Council/Staff Role**

1. When Councilors meet with staff members, they will inform the City Manager as appropriate, or if follow-up has been requested.
2. Councilors may ask for clarification from staff members but will avoid giving staff direction or asking for a response that that uses considerable staff time.
3. Councilor requests for staff work (i.e. research or analysis) that requires considerable staff effort or time should be supported by a majority of the Council or the City Manager.
4. Councilors recognize that they are primarily responsible for setting policy and will entrust staff to handle the daily operations of the City. (Alternate language: Councilors will avoid becoming involved in the day-to-day operations of the City.)
5. If a Councilor has concerns with a staff member and his or her job performance, the Councilor will speak to the City Manager in private and allow him to manage the issue. A Councilor may follow up with the Mayor if needed.
6. When Councilors hear or have a concern regarding staff performance, they avoid taking a public position on the situation or an individual's competence and ensure they have all the facts and history.

### **D. Meeting Management**

1. Councilors will seek to conduct efficient meetings by:
  - i. Limiting the number of items on the agenda to eight or less
  - ii. Targeting an 11:00 p.m. end time for meetings
  - iii. Putting similar items on the same agenda when possible to avoid duplication of background information
  - iv. Accepting written reports whenever possible (i.e. in cases where items are informational only and action/discussion is not needed)
  - v. Limiting the time for oral reports and recognizing that Councilor questions will lengthen the presentation time
  - vi. Balancing needs effectively, including recognition that a lengthy discussion of topics may reduce the time needed for effective policy dialogue and decision-making on the issues
  - vii. Taking personal responsibility for not making redundant comments and limiting the time spent on responses
  - viii. Asking City Manager to provide a written report to the Council at a subsequent meeting on any items to which the Council has asked for staff response
2. Councilors commit to maintaining a civil and decorous discourse, regardless of whether or not they are in agreement with one another.

## **E. Role/Operation of Council-Appointed Committees**

1. Two basic types of Council committees include those that are ongoing and those that operate on an *ad hoc* basis (for a limited time to accomplish a specific project.)
2. The Council will appoint and use committees in circumstances such as the following:
  - i. When it is helpful to call upon people who can offer expertise, especially where expertise is lacking (i.e.: Towing Advisory Board, PLACE Design Task Force, Tree Commission)
  - ii. When legally required (i.e.: Planning Commission, Social Services Advisory Board, Community Development and Block Grant, Rivanna Water and Sewer Authority, Thomas Jefferson Planning District Commission)
  - iii. When there are many deep issues to be explored and resolved through information gathering, research, analysis, best practices research, or the provision of recommendations (i.e.: Water Resources Protection Program Advisory Committee, Blue Ribbon Task Force)
  - iv. When Council wants specific citizen input (i.e. West Main Street, Belmont Bridge)
  - v. When Council desires to have or support an ongoing collaboration (i.e.: CAT Advisory Board, Thomas Jefferson Area Coalition for the Homeless [TJACH], Planning & Coordination Council [PACC])
3. Questions and role clarification issues that should be addressed before forming a committee in order to avoid challenges include the following:
  - i. How do we make the committee's work transparent to the public and report on its activities and progress?
  - ii. How do we effectively inform Council of the committee's activities and progress?
  - iii. When there is a Councilor on a committee, what is their role?
  - iv. How does the Councilor represent the Council's position when a vote is required? How should the Councilor ensure that they know the direction in which the Council wants to go?
  - v. How do we balance representation when one Councilor has a very large role on a Committee, thus having the potential for significant influence on policy recommendations?
  - vi. How should committees be staffed so as to ensure that staff resources are used effectively?
4. The Councilor / Committee role would be most effective if we observe these guidelines:
  - i. Councilors should give a report of the committee work at a regular interval
  - ii. Develop a City website format for Council committee structure that provides consistent information (where appropriate) to include purpose, charge, membership information, contact information, products, agendas, and minutes (recognizing that there are variations in the types of committees and resources that are available to them)
  - iii. Ensure that committee websites are updated regularly (develop a process and procedure)
  - iv. When voting, if a Council position is not clear, check in with Council
  - v. Make it clear to the committee when you cannot speak for Council
  - vi. Make your role as a liaison of the Council clear, and ensure that you represent only Council positions

- vii. Represent the Council on the committee, not individual interests. When expressing a personal opinion, ensure that you qualify it as such
- viii. Recognizing the purpose of outside boards is to provide expertise, Council will use good judgment in managing their efforts productively
- ix. Committees should be invited to present to Council when the Council would benefit from hearing information directly from them versus the Council liaison
- x. Council will be mindful of the time that Council committee volunteers provide to the City and treat members with respect
- xi. Council may revisit issues with any committee that appears to be working ineffectively and may make adjustments as needed
- xii. Avoid making assumptions regarding committee work and enable Councilors to inform and educate regarding their status
- xiii. The City Manager may bring committee and staffing-related issues to the Council in order to provide awareness and to effectively manage them

## CITY OF CHARLOTTESVILLE: EFFICIENCY STUDY - IMPLEMENTATION PLAN

In 2016, the City contracted with The Novak Consulting Group to perform an organizational efficiency study. After months of work, a report was provided to City Council and staff that includes recommendations designed to improve the overall effectiveness and efficiency of City services. The recommendations contained in this report are based on Novak's analysis of input and information provided by City staff and informed by industry standards and best practices applicable to Charlottesville.

Following the presentation of the report in January 2017, Novak developed a plan to assist the City of Charlottesville with implementation of, or in some cases reconsideration of based on further staff study and input, the recommendations outlined in the Efficiency Study report. The work involved in implementing these recommendations must be integrated into the other work of the City and its departments, with appropriate assignments of responsibility for implementation and with the identification of specific planned completion dates. Recommendations have been categorized into three categories based on these criteria:

- Priority 1: Important to accomplish without delay or has significant operational or financial implications.
- Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.
- Priority 3: Least urgent to complete and/or may take longer to set up or execute.

The specific plans for implementation and/or further consideration of **Priority 1 Recommendations** are outlined in this report. Those that are Priority 1 were first recommended as such by Novak and then each recommendation was reviewed further by City staff and was re-prioritized accordingly. The recommendation numbers correspond with the Efficiency Study Report. Updates on the other recommendations will be forthcoming as they are prioritized. The full report, staff comments on each recommendation, and the presentation given to Council are below:

- [Efficiency Study report](#)
- [Staff comments to recommendations](#)
- [January 2017 presentation to City Council](#)

Click on each recommendation in the below table to see a summary narrative, status, milestones and timelines.

Between July 2017 and January 2018, Novak did a supplemental efficiency review of Neighborhood Development Services. The report was finalized in February 2018 and contains several recommendations in addition to the ones made in the fuller study done last year that Council and staff will begin to discuss and consider. There is funding included in the FY 2019 City Manager's Proposed Budget for a new position (role to be determined) that starts to address some of the issues identified in the supplemental review. City Council will discuss this and determine the path during the budget discussions in the next few months. [The NDS report can be found here](#). Several other supplemental studies were performed during the summer and fall of 2017 for the [Department of Human Resources](#), [Fleet Management](#) and the [City Warehouse](#).

### **STATUS UPDATE**

1. Click on the following links for status updates on these particular studies:

[Human Resources](#)

[Fleet Management](#)

2. At this time, there is nothing to report on the [City Warehouse](#) study. Staff has been focusing on the Procurement and Risk Management efficiency study recommendations that are in the citywide study, the progress of those shown below. Staff will begin focusing more on this study once some key vacancies are filled and other projects are prioritized.

3. A Council Worksession has been scheduled for Thursday, June 11, 2018, from 5-7pm in City Space with representatives from City staff and Novak to discuss in more detail the recommendations in the Neighborhood Development Services efficiency review.





Priority 1 Recommendations - Completed

Initiative
<ul style="list-style-type: none"> <li>Recommendation 01. Develop a prioritized annual work plan to strategically guide organizational efforts</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 02. Implement a Budget Development system</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 04. Update the City's employee recognition program to align with the City's values and goals</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 07. Track workload in the Office of the General Registrar to determine most efficient allocation of personnel resources</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 10. Create an additional centralized Buyer position in Procurement</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 15. Create a Public Safety Business Analyst position to coordinate help desk and business process issues with the Police and Fire Departments, and the Sheriff's Office</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 41. Locate the Environmental Sustainability Division in the Department of Public Works</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 55. Resume annual transit customer surveys</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 57. Adopt the proposed organizational restructuring creating three functional divisions within the Police Department</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 58. Study a 12-hour shift schedule to create staff capacity for proactive policing efforts</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 61. Establish standards for timeliness of investigations</li> </ul>

Priority 1 Recommendations - In Progress

Initiative
<ul style="list-style-type: none"> <li>Recommendation 09. Create a centralized risk management training program focused on reducing workplace injury</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 25. Conduct a classification and compensation study</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 26. Engage the development community in a process to identify development review reforms</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 28. Implement a new development services software system</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 29. Begin tracking workload data in order to make informed staffing adjustments</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 31. Create a Parks and Recreation Master Plan</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 32. Expand time tracking activities related to horticulture and mowing maintenance</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 33. Establish service levels and maintenance schedules for custodial staff</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 35. Establish annual cost recovery goals for golf operations and subsidize shortfalls in golf course revenue</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 36. Create an Operations Division in the Department of Public Works</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 37. Create an Asset Management Division in the Department of Public Works</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 39. Create a Traffic function within the Engineering Division of the Department of Public Works</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 62. Update the Police Department Strategic Plan; track performance measures</li> </ul>
<ul style="list-style-type: none"> <li>Recommendation 63. Implement an information-led, proactive policing strategy through tactical crime analysis.</li> </ul>



Recommendation 65. Add financial review to spending approval process



Recommendation 70. Conduct a space needs assessment for Police Headquarters



Recommendation 71. Install appropriate security measures in remote locker rooms and the parking area



Recommendation 75. Partner with CARS to review medical calls for service and evaluate schedule



Recommendation 77. Conduct a community risk assessment to inform the work plan of the Community Risk Reduction Section



Recommendation 78. Establish accurate occupancy inventory and adopt inspection schedule



Recommendation 82. Clarify Emergency Management responsibilities

**Description**

An annual work plan allows the governing body to respond to the changing needs of the community while not supplanting the City's existing planning efforts. It provides a vehicle for the Council to identify, collectively, those initiatives within the various plans that are to be prioritized by City staff in the coming year. Further, it established clear guidance and accountability to City staff. An annual work plan would ensure the Council's priorities receive the attention they expect, while providing clear guidance to the organization.

This overview of major projects allows the governing body to respond to the changing needs of the community while not supplanting the City's existing planning efforts. It provides a vehicle for the Council to identify, collectively, those initiatives within the various plans that are to be prioritized by City staff in the coming year. Further, it established clear guidance and accountability to City staff. An annual work plan ensures the Council's priorities receive the attention they expect, while providing clear guidance to the organization. The items below that align with the FY 2018 - 2020 Strategic Plan are indicated as such and are linked to the plan directly.

City Council first adopted this list of items in December 2017 and will be reviewed every six months starting in May 2018.

**Status**

Q4 FY 2018

City Council adopted it's annual 2017 workplan on July 19, 2017 and revised the workplan again in October 2017 on conjunction with the annual review of the City Manager. An update to this plan will be provided in May 2018.

**Recommendations**


Q4 FY 2018


Staff has no other recommendations at this time.

**Owner(s)**


City Council  
City Manager's Office

## Milestones

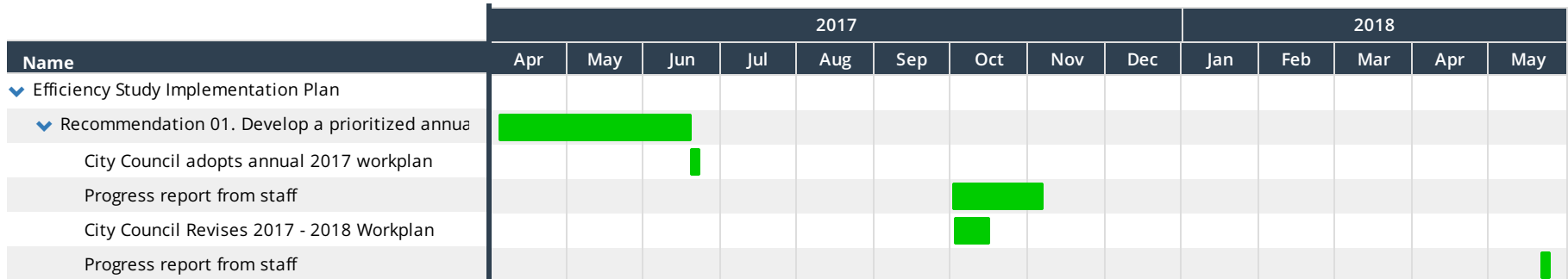

[City Council adopts annual 2017 workplan](#)  
 Efficiency Study Implementation Plan


[Progress report from staff](#)  
 Efficiency Study Implementation Plan


[City Council Revises 2017 - 2018 Workplan](#)  
 Efficiency Study Implementation Plan


[Progress report from staff](#)  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart



**Description**

The City is currently using various Microsoft Excel spreadsheets, local databases, downloads and uploads from the Enterprise Resource Planning system (SAP), and offline calculations to process budget planning and related management tasks. The City then uses Microsoft Office products to produce resulting documents.

The Office of Budget and Performance Management is seeking to purchase and implement a comprehensive, integrated solution for the City's Budgeting needs. Budget preparation requires a solution which allows for collaborative budgeting, in which users can concurrently view, explore, edit, and comment on proposed budgets and scenarios. The solution must enable deep analysis of the budget by enabling robust, interactive, drill-down capabilities which can be generated on top of the budget. Additionally, the solution must support records of historical budget data and budget-to-actual data.

The primary objective is to replace the current methods and tools with a single, unified system that manages the data, interface, calculations, workflow, and reporting functions. The City seeks a solution that requires minimal customization and allows the City to make resource allocation decisions in a timely manner.

**Owner(s)**

Office of Budget and Performance Management

**Status**

FY 2018

This new system was put in place for the FY 2019 budget development and went very well. The City has renewed the contract with Open Gov and will expand its use as more modules become available and the organization gets more comfortable using the system.

**Recommendations**

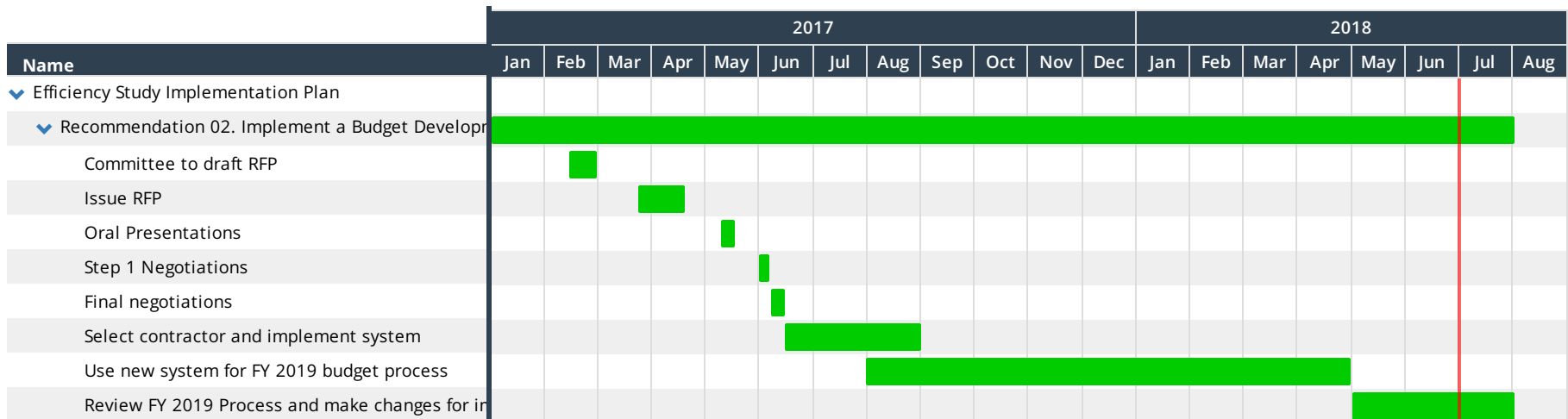
FY 2018

There are no further recommendations or staff issues at this time.

## Milestones

- ↑ **Committee to draft RFP**  
 Efficiency Study Implementation Plan
- ↑ **Issue RFP**  
 Efficiency Study Implementation Plan
- ↑ **Oral Presentations**  
 Efficiency Study Implementation Plan
- ↑ **Step 1 Negotiations**  
 Efficiency Study Implementation Plan
- ↑ **Final negotiations**  
 Efficiency Study Implementation Plan
- ↑ **Select contractor and implement system**  
 Efficiency Study Implementation Plan
- ↑ **Use new system for FY 2019 budget process**  
 Efficiency Study Implementation Plan
- ↑ **Review FY 2019 Process and make changes for improvement for FY 2020**  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart



**Description**

Employee recognition programs can positively impact an organization's culture as well as boost morale, increase productivity, and reduce turnover. It is recommended that the City establish an employee recognition program aligned with the City's values and goals to reward outstanding performance.

**Owner(s)**

City Manager's Office  
Office of Communications  
Employee Appreciation Committee

**Status**

Q4 FY 2017

This has been completed as has been rolled out as of June 2017 as an initiative called Doin' Good. Doin' Good is a simple way that City employees can appreciate each other and recognize colleagues who exemplify the City's values of Leadership, Trust, Respect, Excellence and Creativity.

To learn how Doin' Good works, check out this [short video](#).

**Recommendations**

Q4 FY 2017

Staff has no other recommendations at this time.





## Recommendation 07. Track workload in the Office of the General Registrar to determine most efficient allocation of personnel resources

Efficiency Study Implementation Plan

### Description

Tracking workload data can help provide decision makers with a complete picture of the type of work being completed, identify high need areas, and determine the true cost of an activity. Staff should begin capturing the following information:

- Hours worked (by day)
- Tasks/Projects completed
- Time involved with each task

Staff should work with HR and the Budget Office to develop a detailed picture of the hourly cost of each temporary employee and be able to determine the total cost attributed to temporary labor and each position for the Office. This data should provide a better understanding of needs throughout the year, and then be applied and adjusted during high traffic or busier times, such as a Presidential Election. Ultimately, the goal of capturing this workload data is to determine if it is more cost effective to hire full-time or part-time regular employees rather than continue using temporary staff indefinitely.

### Status

Q4 FY 2018

The review was completed and was presented in January 2018 as part of the data backing up their budget proposal. They will revisit it again when putting together the FY 2020 budget proposal.

### Recommendations

Q4 FY 2018

There are no other recommendations at this time.

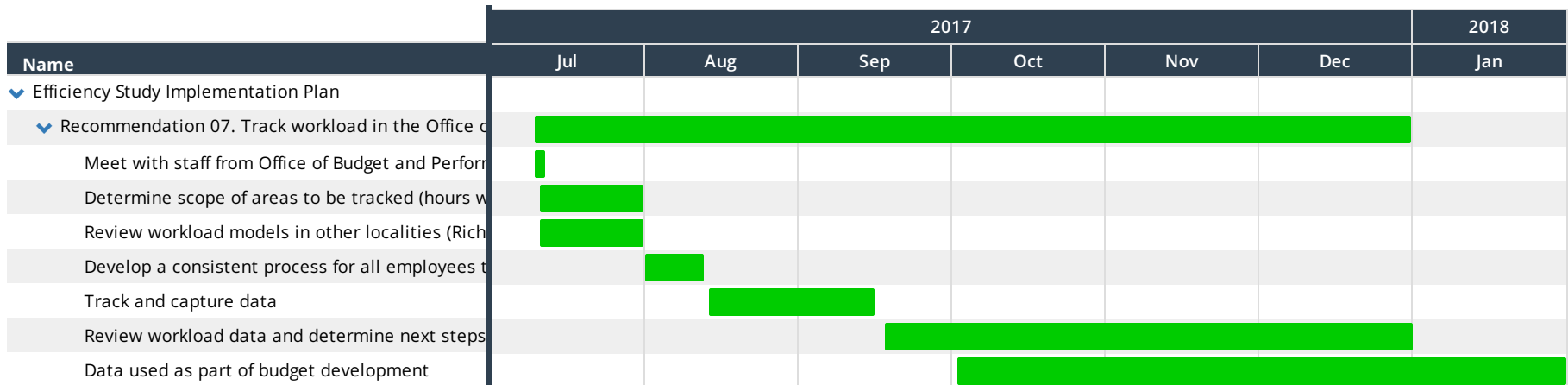
### Owner(s)

General Registrar

## Milestones

- ↑ **Meet with staff from Office of Budget and Performance Management**  
 Efficiency Study Implementation Plan
- ↑ **Determine scope of areas to be tracked (hours worked, tasks completed, time to complete each task, overtime, etc.).**  
 Efficiency Study Implementation Plan
- ↑ **Review workload models in other localities (Richmond) to help develop own model**  
 Efficiency Study Implementation Plan
- ↑ **Develop a consistent process for all employees to use to track and capture workload data (centralized spreadsheet, document, timekeeping system, etc.).**  
 Efficiency Study Implementation Plan
- ↑ **Track and capture data**  
 Efficiency Study Implementation Plan
- ↑ **Review workload data and determine next steps**  
 Efficiency Study Implementation Plan
- ↑ **Data used as part of budget development**  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart



**Description**

The goal of the centralized training program is to provide training which is applicable and useful to all City staff. At a minimum, this training program should consist of an injury prevention course designed to teach City employees about common injuries they may be exposed to in their lines of work. This training should be provided by the Risk Management specialist on a regular basis with support from Human Resources staff to discuss workers' compensation issues, as appropriate. Other risk-related training may be provided by the City's third-party administrator for workers' compensation. As part of its existing contract with the third-party administrator, the City receives 60 hours of consultant time each year which may be applied to providing training for City employees. These hours should be dedicated to regular workers' compensation training each year.

**Owner(s)**

Finance Department  
Procurement/Risk Management

**Status**

Q4 FY 2018


The gap analysis is complete. The technology framework (Target Solutions) to provide training and tracking for the program is in place. Both Public Works and Parks & Recreation have agreed to participate in a pilot program geared towards delivering the training both electronically and classroom style. Risk Management is working with these departments on the details and logistics of rolling out the risk management training program to City employees.


**Recommendations**

Q4 FY 2018

Tweaks will be made to the program based on input received during the pilot program.

**Milestones**

 **Perform gap analysis to identify training available through a current resources vs. those that are not covered**  
Efficiency Study Implementation Plan

 **Start to roll out training**  
Efficiency Study Implementation Plan

Milestones Gantt Chart

Name	2017									2018		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Efficiency Study Implementation Plan												
Recommendation 09. Create a centralized risk man												
Perform gap analysis to identify training availabl												
Start to roll out training												



## Recommendation 10. Create an additional centralized Buyer position in Procurement

Efficiency Study Implementation Plan

### Description

In order to alleviate the workload burden on Buyers and to provide departments with more dedicated and personalized procurement support, it is recommended that the City add one additional central Buyer position to the Procurement division. This will allow the City to reduce each assigned Buyer's departmental workload from 11 departments to eight departments, and reduce the annual procurement workload from an average of 660 procurements per Buyer to 495 procurements per Buyer.

Adding another Buyer to the centralized Procurement staff will also create additional staff capacity to attend professional development training. As a best practice, NIGP recommends that professional procurement staff receive at least 20 hours of dedicated professional development training each year. According to the latest estimates provided by Charlottesville Procurement staff, each Buyer devotes approximately 24-40 hours each year to non-procurement related activities each year, including training provided to other City staff as well as professional development training. The additional Buyer will provide Procurement staff with an opportunity to achieve 20 hours of professional development training each year, as well as create additional capacity to engage in training efforts for other City staff, as discussed in the next recommendation.

### Owner(s)

Finance Department  
Procurement/Purchasing

### Status

Q4 FY 2018

City staff and the Minority Business Task Force collaborated and wrote the job description for the new procurement position. The job title is Minority Business Procurement Coordinator. The position was filled 4/30/18.

City staff and the Minority Business Task Force collaborated and developed a strategy to increase the size and scale of minority-owned, women-owned and other certified businesses contracting with the City.

### Recommendations

Q4 FY 2018

In the near future, the Task Force will be providing a report to City Council.

### Milestones

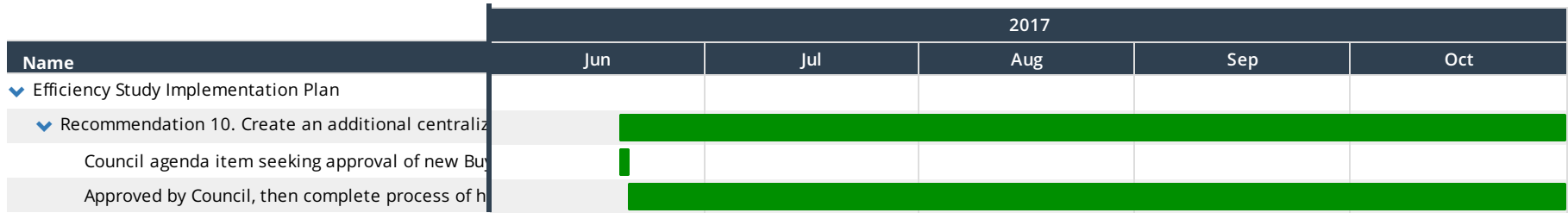


[Council agenda item seeking approval of new Buyer II position](#)  
Efficiency Study Implementation Plan



[Approved by Council, then complete process of hiring new position](#)  
Efficiency Study Implementation Plan

Milestones Gantt Chart



**Recommendation 15. Create a Public Safety Business Analyst position to coordinate help desk and business process issues with the Police and Fire Departments, and the Sheriff's Office**

Efficiency Study Implementation Plan

**Description**

The creation of this position presents several advantages to the Police, Fire, Sheriff and Information Technology (IT) Departments. First, it represents an opportunity for the Police and Fire Departments and the Sheriff's Office to offload technology responsibilities to another City department with field expertise. This in turn will free up staff capacity for personnel who are currently occupied with technology needs. Secondly, this position will provide IT with a full picture of each public safety department's technical requirements and desired assets. Knowing this information will allow IT to plan more effectively in order to meet these needs while maximizing available funding and staff resources. Over the long term, this position will allow IT to become more familiar with public safety business practices and to identify technology synergies that will effectively serve both departments, saving the City time and money while reducing the need to rely on outside contractors for specific departmental support.

**Status**

Q4 FY 2018

The position and funding were included as part of the FY 2019 Adopted Budget. Discussions have been ongoing between affected departments as to how to frame the position, job description and the various duties of this new position. This position is funded and filled.

**Recommendations**

Q4 FY 2018

Staff has no other recommendations at this time.

**Owner(s)**

- Fire Department
- Police Department
- Sheriff's Office
- Department of Information Technology

## Milestones

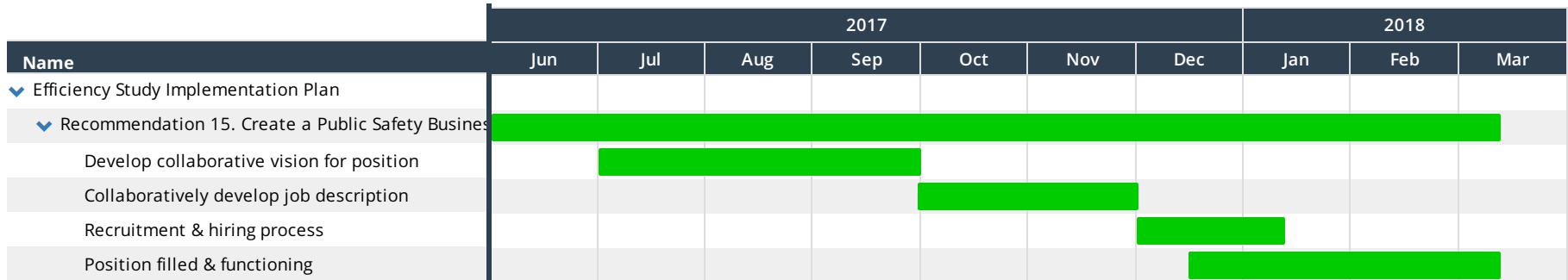
↑ **Develop collaborative vision for position**  
Efficiency Study Implementation Plan

↑ **Collaboratively develop job description**  
Efficiency Study Implementation Plan

↑ **Recruitment & hiring process**  
Efficiency Study Implementation Plan

↑ **Position filled & functioning**  
Efficiency Study Implementation Plan

## Milestones Gantt Chart





**Description**

The City is contracting to have done a full classification and compensation study to realign all positions with the market and the City's compensation philosophy. This study will also evaluate pay and benefits systems that permit pay for performance incentives within the framework of the classification system so as to begin building the systematic tools necessary to reward and retain the City's top performers, through rigorous and disciplined use of an enhanced performance appraisal system.

**Owner(s)**

Department of Human Resources

**Status**

Q4 FY 2018

A contract was executed with Gallagher Consulting to assist with the review of the City's classification and compensation program specifically the compensation policies. The initial phase focused primarily on the changes in the pay structure required to adjust to the increase in the City's minimum wage of \$11.17/hour to \$13.79/hour as of July 1st. Changes were made to the pay structure in July 2017 on the consultant's recommendations. The second phase, review of the Compensation Policies, is ongoing. A propose revision of the Compensation Policies should be completed by 12/31/17.

**UPDATE - This is still under development and should be completed by June 1, 2018.**  
This will help inform changes that need to be made as a result of the FY 2019 Adopted Budget changes to living wage (\$14.40/hour) and the compression adjustments that will be made.

**Recommendations**

Q4 FY 2018

Staff will provide additional recommendations once the revised policies are received and reviewed.

**Milestones Gantt Chart**

Name	2017							2018					
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan                             <ul style="list-style-type: none"> <li>Recommendation 25. Conduct a classification and c</li> </ul> </li> </ul>													

**Description**

Neighborhood Development Services under its current Director has made concerted efforts to engage more directly with neighborhoods as well as the development community (process improvements, community outreach efforts, communication efforts). With that being the case, it is evident by the stakeholder feedback as well as staff interviews, that the current relationship with the development community is strained. In order to improve the relationship and most importantly identify needed reforms in the development process, it is recommended that the City and the development community engage in an improvement exercise.

**Owner(s)**

Neighborhood Development Services

**Status**

Q4 FY 2018


Completed the Standard And Design Manual (SADM). Public workshops are being held to solicit comments feedback from the public. Workshops include inter-departmental review process, development communities and the public. Comment period has been extended to give the development community extra time for review and feedback.

**Recommendations**

Q4 FY 2018

Complete public review process and present to the City Council in August.

**Milestones**

 [Conduct thorough assessment of Neighborhood Development Services](#)  
Efficiency Study Implementation Plan

Milestones Gantt Chart

Name	2017						
	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<ul style="list-style-type: none"> <li> <span style="color: blue;">▼</span> Efficiency Study Implementation Plan           <ul style="list-style-type: none"> <li> <span style="color: blue;">▼</span> Recommendation 26. Engage the development com               <ul style="list-style-type: none"> <li>Conduct thorough assessment of Neighborhood t</li> </ul> </li> </ul> </li> </ul>							

**Description**

Since 2008, the City has been using a development services software program called ADEPT, which was custom designed to assist in issuing permits. The system was envisioned to serve as a tracking tool which could aid in the management of all applications from receipt to construction. However, today most staff members are not using ADEPT and have reverted to a manual/paper process because it is not easy to use and has limited capabilities.

**Owner(s)**

Neighborhood Development Services

**Status**

Q4 FY 2018

Completed inventory of internal review processes design to assist in the procurement of consulting services to complete the process mapping. The process mapping is necessary for the procurement of the development review and permit tracking software. The Request for Qualification (RFQ) has closed and selection process is underway. The timeline for selecting a consultant is this summer and the mapping process is scheduled to be completed in December of 2018. Acquisition of the software license is being explored.


Council approved the remaining CIP funds for \$250,000 in April 2018 to enable software system acquisition. Funding will be available July 1, 2018.

**Recommendations**

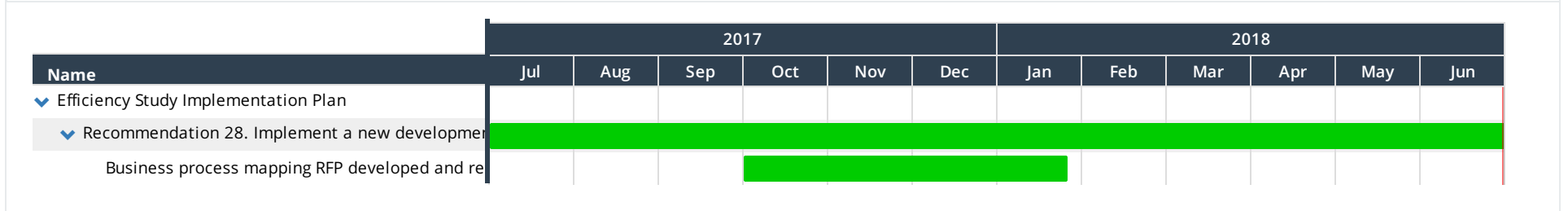
Q4 FY 2018

Complete the consultant selection for the mapping process and execute contract. Coordinate procurement with appropriate city departments.

**Milestones**

 [Business process mapping RFP developed and release](#)  
Efficiency Study Implementation Plan

Milestones Gantt Chart





## Recommendation 29. Begin tracking workload data in order to make informed staffing adjustments

Efficiency Study Implementation Plan

### Description

Workload data can help determine if a Department is appropriately staffed to achieve its service levels and assist in determining the cost recovery of specific tasks in relation to the associated fees. As indicated in the following recommendation, when reviewing the Department's fee structure, staff should understand the true cost of an activity (e.g., a staff member's hourly wage multiplied by the time involved); this data is then used to set cost recovery goals for various activities. Without tracked time data, the Department cannot accurately determine the cost of a given activity and establish cost recovery goals.

Having access to accurate and complete workload data will allow staff to more accurately assess activity levels and staffing needs throughout the Department and assist in making informed decisions in regards to staffing, work assignments as well as help determine if staff has the capacity to take on additional special projects.

### Owner(s)

Neighborhood Development Services

### Status

Q4 FY 2018

Pending acquisition of the development review and tracking software which will help to create a platform that will help to accurately assess activity levels, application review time, and reporting.

### Recommendations

Q4 FY 2018

Explore ways to streamline the development review and permit tracking system procurement process.

### Milestones



[Conduct thorough assessment of Neighborhood Development Services](#)

Efficiency Study Implementation Plan

Milestones Gantt Chart

Name	2017							2018
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Recommendation 29. Begin tracking workload data</li> <li>Conduct thorough assessment of Neighborhood</li> </ul> </li> </ul> </li> </ul>								

**Description**

The Parks and Recreation Department has historically engaged in strategic planning with respect to individual parks and assets, including the City's trail system. For example, in 2015 the Department completed a planning process for McIntire Park which contemplates improvements to the park's amenities and infrastructure. Additionally, Park Master Plans have been developed for a number of City parks including the west side of McIntire Park, Rives Park, Forest Hills Park, Meade Park, the Meadow Creek Valley (which includes Greenbrier Park and Meadowcreek Gardens) and Azalea Park.

The City's commitment to ongoing park planning and the provision of quality recreation services is a primary driver behind the health and robust condition of its parks and recreation programming. However, as the Department continues to evolve and grow toward providing fully accredited services, it is important to create a comprehensive Parks and Recreation Master Plan which considers the entirety of the Department's assets and operations.

**Owner(s)**

Parks and Recreation

**Status**

Q4 FY 2018

The Citizen Survey has been completed and the results delivered to Parks and Recreation. Staff will be discussing the results internally and using these results to formulate the agency workplan for Strategic Plan implementation. The results of the survey also need to be delivered to City Council and should be presented in open session. Additionally, staff will begin planning citizen engagement sessions later in the summer and fall of 2018 leading to the development of the final community Master Plan.

**Recommendations**

Q4 FY 2018

Staff has no other recommendations at this time.



## Milestones

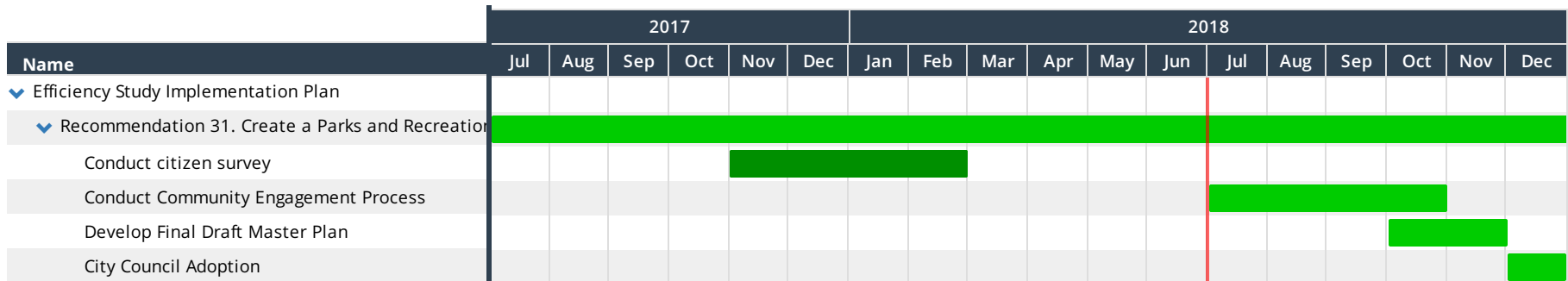
↑ [Conduct citizen survey](#)  
Efficiency Study Implementation Plan

↑ [Conduct Community Engagement Process](#)  
Efficiency Study Implementation Plan

↑ [Develop Final Draft Master Plan](#)  
Efficiency Study Implementation Plan

↑ [City Council Adoption](#)  
Efficiency Study Implementation Plan

## Milestones Gantt Chart





## Recommendation 32. Expand time tracking activities related to horticulture and mowing maintenance

Efficiency Study Implementation Plan

### Description

Currently, while Parks and Recreation accurately estimates workload requirements using national standards, the Department has relatively little information on the actual amount of time associated with horticulture and gardening activities. In order to build upon the robust foundation of tools and data already collected by the Division, it is important to begin tracking activity time associated with key landscaping activities in a similar manner to tracking time associated with mowing activities. This information can be easily captured using the Department's current inventory and applied to determine actual cycle times and associated labor costs with providing landscaping service. In effect, this will allow the Department to more accurately forecast the time it takes Charlottesville crews to accomplish tasks and the total costs associated with those tasks, which will in turn strengthen the Department's ability to articulate how changes in service levels will impact employees, costs, and overall service delivery.

### Owner(s)

Parks and Recreation

### Status

Q4 FY 2018

This work is currently ongoing. The inventory system and interface has been created and data for recurring maintenance activities for turf, horticulture, golf course and the downtown mall have been entered. Further resource allocation analysis was conducted throughout the summer of 2017 leading into the FY 2019 budget preparation cycle. Next step is to evaluate resource levels and allocations across multiple agency maintenance functions.

### Recommendations

Q4 FY 2018

Staff recommends that Efficiency Study recommendations 32 and 33 be combined into one comprehensive recommendation that applies to all Parks and Recreation functions.

### Milestones

Milestones Gantt Chart

2017								
Name	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<ul style="list-style-type: none"> <li> <span style="color: blue;">▼</span> Efficiency Study Implementation Plan                             <ul style="list-style-type: none"> <li>Recommendation 32. Expand time tracking activities</li> </ul> </li> </ul>								



## Recommendation 33. Establish service levels and maintenance schedules for custodial staff

Efficiency Study Implementation Plan

### Description

While the Landscape Division has robust inventories and has initiated detailed time tracking procedures, a similarly detailed maintenance management plan does not exist for custodial activities. Custodial crews are responsible for emptying trash and recycling cans in the Downtown Mall area as well as in the City's parks. In addition, Custodial Division staff clean public restrooms and park shelters, pick up trash along designated streets and thoroughfares, and perform seasonal work such as snow removal. While these tasks are currently accomplished according to a frequency schedule, custodial staff do not utilize formal service levels or track the time associated with work tasks in a similar manner to the Landscape Division. By establishing clear service level expectations and recording task times associated with achieving these service levels, the Custodial Division will be able to more effectively distribute workload among staff members and quantify costs associated with cleaning activities. As this dataset is further refined and expanded, the Department will gain insight into the overall cost of its custodial operations and estimate how changes in workload will affect employees and the City's costs.

### Owner(s)

Parks and Recreation

### Status

Q4 FY 2018

This work is currently ongoing. Data for recurring maintenance activities for outdoor custodial functions and aquatic maintenance will be completed within 45 days and entered into the inventory system. Further resource allocation analysis was conducted throughout the summer of 2017 leading into the FY 2019 budget preparation cycle. Next step is to evaluate resource levels and allocations across multiple agency maintenance functions.

### Recommendations


Q4 FY 2018

Staff recommends that Efficiency Study recommendations 32 and 33 be combined into one comprehensive recommendation that applies to all Parks and Recreation functions.

### Milestones

Milestones Gantt Chart

Name	2017						
	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<ul style="list-style-type: none"> <li> <span style="font-size: 1em;">▼</span> Efficiency Study Implementation Plan                             <ul style="list-style-type: none"> <li>Recommendation 33. Establish service levels and m</li> </ul> </li> </ul>							

 **Recommendation 35. Establish annual cost recovery goals for golf operations and subsidize shortfalls in golf course revenue**

Efficiency Study Implementation Plan

**Description**

Meadowcreek staff have implemented several cost recovery efforts in order to maximize competitiveness in the local golf market, including reviewing annual fees every winter, benchmarking competitor offerings, partnering with other Parks and Recreation programs for marketing, and engaging the community on social media. In addition to these efforts, the City currently contracts for concessions and golf instruction lessons, and utilizes volunteers to collect range balls and perform other miscellaneous services. These efforts are commendable and represent a commitment to running a cost-effective operation; however, there are few remaining opportunities to decrease overhead costs without eliminating staff positions or impairing golf course operations.

In short, the golf course's current fiscal trajectory is unsustainable over the long term without subsidy support from the City. In addition to operating costs, the City will need to make capital investments in the golf course including irrigation line replacements, additional drainage in bunkers, cart path maintenance, and additional drainage on older greens. These expenditures will be necessary to preserve the golf course as a community asset and ensure sufficient funding is available to provide quality golf services. It is therefore recommended that the City formalize a cost recovery goal for golf and commit to regularly subsidizing golf operations in order to support the golf course and ensure services can be provided at an acceptable level.

Parks and Recreation staff are in the process of issuing a Request for Proposals to contract out the maintenance operations at Meadowcreek Golf Course. Staff anticipate having a contractor in place by the middle of the autumn of 2018. This follows the retirement of the remaining full-time City maintenance staff at the facility. This is an effort to significantly improve course conditions and playability that will lead to growth in rounds of golf and further enhance revenue streams.

Parks and Recreation staff are in the process of issuing a Request for Proposals to contract out the maintenance operations at Meadowcreek Golf Course. Staff anticipate having a contractor in place by the middle of the autumn of 2018. This follows the retirement of the remaining full-time City maintenance staff at the facility. This is an effort to significantly improve course conditions and playability that will lead to growth in rounds of golf and further enhance revenue streams.

**Owner(s)**

Parks and Recreation

**Status**

Q4 FY 2018


Capital Needs have been defined and quantified and will be included in the next round of Capital Improvement Project submissions. FY19 does not include any funding for projects and the golf course. RFP issuance for course maintenance no later than June 15, 2018.

**Recommendations**



Q4 FY 2018

Staff recommends that work session(s) will need be scheduled with City Council for these discussions. Recommend that subsidy and cost recovery discussions with Council cover all services and lines of business, not just golf. It is best practice throughout the nation for such policy guidance to exist for Parks and Recreation agencies, and as such, is a required standard in Parks and Recreation agency accreditation.

## Milestones

- 
 Determine anticipated operating and capital needs for the Meadowcreek Golf Course over the next five years.  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart

Name	2017						
	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<ul style="list-style-type: none"> <li>  Efficiency Study Implementation Plan               <ul style="list-style-type: none"> <li>  Recommendation 35. Establish annual cost recovery                   <ul style="list-style-type: none"> <li>  Determine anticipated operating and capital needs for the Meadowcreek Golf Course over the next five years.                 </li> </ul> </li> </ul> </li> </ul>							



## Recommendation 36. Create an Operations Division in the Department of Public Works

Efficiency Study Implementation Plan

### Description

The creation of an Operations Division will combine all of the operations functions under one position – the Operations Director – to increase coordination, communication, and efficiency. In addition to being responsible for managing the operations functions, the Operations Director will serve as an assistant to the Public Works Director. This employee will have experience managing the operational aspects of the Department, and therefore will be able to provide overall management support to the Department as needed. The person in this role must understand the various functions of each section and must also have strong communications and management abilities. Having a strong second-in-command will increase continuity within the organization, free up the Director to focus on higher-level management issues, and increase communication within the organization.

### Owner(s)

Department of Public Works

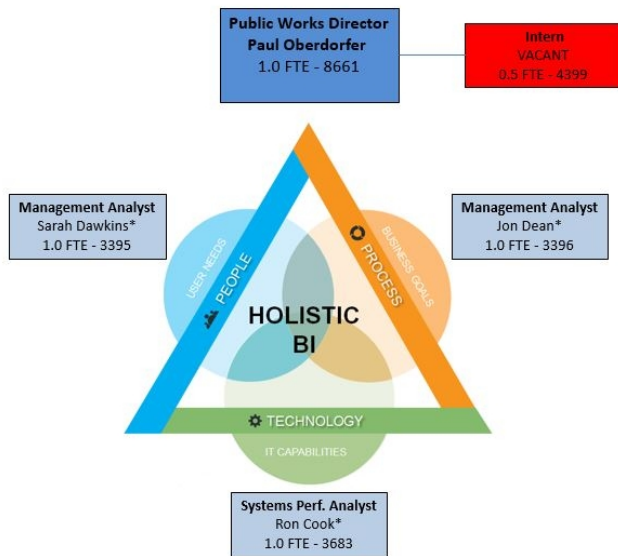


Status

Q4 FY 2018

Reclassify Administrative Assistant (4399), Workflow Specialist (3683), and Program Coordinator (3396) into two Management Analysts and one System Performance Analyst. The funding for the reclassification will come from the vacant Refuse Supervisor (3712) position that will remain vacant in FY19. In lieu off additional management, the Public Works Administration (PWA) team will provide consulting for the division managers on People, Process, and Technology (PPT). In order to have continuity across the divisions, the PWA team will use PPT methodology and Lean strategies to build systems across the department.

Public Works Department  
Public Works Administration



\*Reclassify to Analyst Positions July 1, 2018  
(Efficiency Study Recommendation 36.)

Recommendations

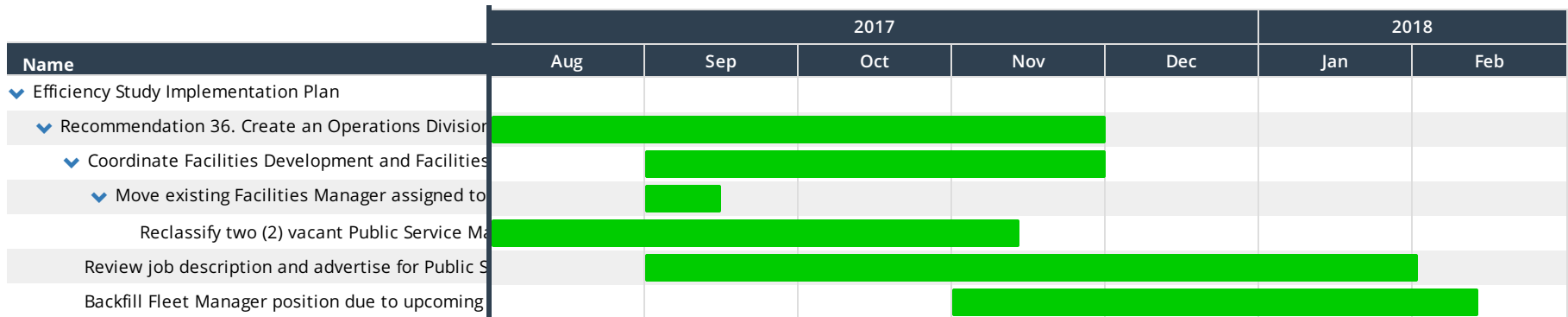
Q4 FY 2018

No budgetary impact for FY19. Human Resources to approve positions by June 1.

## Milestones

- ↑ **Coordinate Facilities Development and Facilities Management divisions to align with building asset management and Comprehensive Plan**  
 Efficiency Study Implementation Plan
- ↑ **Move existing Facilities Manager assigned to Public Services/Facilities Maintenance to Facilities Maintenance**  
 Efficiency Study Implementation Plan
- ↑ **Reclassify two (2) vacant Public Service Maintenance Worker III positions into a Business Manager reporting to the Director of Public Works. The additional savin..**  
 Efficiency Study Implementation Plan
- ↑ **Review job description and advertise for Public Service Manager position**  
 Efficiency Study Implementation Plan
- ↑ **Backfill Fleet Manager position due to upcoming retirement**  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart





## Recommendation 37. Create an Asset Management Division in the Department of Public Works

Efficiency Study Implementation Plan

### Description

Asset management is the knowledge of what assets (such as infrastructure, buildings, and vehicles) are under the City's control, where they are located, what condition they are in, and what regular maintenance is needed on each asset in order to extend its operational life. This knowledge directly informs both the work planning and capital improvement processes. Asset management guides work planning as it involves assigning regular asset maintenance tasks to crews as efficiently as possible to maximize asset life. Asset management also informs the capital improvement process when data about assets is used to prioritize capital improvement projects.

The Asset Manager position will first be charged with supervising the creation of a comprehensive inventory and condition assessment of all City infrastructure assets (not just those in the Public Works Department). This process of identifying and assessing existing assets will create an accurate inventory, condition assessment, and valuation of the City's infrastructure. As the inventory and condition assessment are being created, the Asset Manager will also be responsible for 1) putting systems in place that will keep the inventory and condition assessment up-to-date so that infrastructure condition will be monitored and accurately inform investment decisions with live data and 2) developing and managing the City's infrastructure repair and replacement plan from this information. Fundamentally, the Asset Manager will be responsible for turning inventory and condition assessment data into information that will inform the City's CIP priorities.

### Owner(s)

Department of Public Works

## Status

Q4 FY 2018

The Public Works Department is in the process of aligning transportation asset management with public policies and priorities, department strategic business plans, long-range transportation plans, and transportation financial and construction program plans. Asset management is continuous process improvement which is not developed in discreet stages. One of the hallmarks of good asset management practice is to be able to justify asset-related expenditures on the basis of worthwhile investment and value for dollar spent. We have endeavored to consider the *operational performance* as opposed to just the *physical condition* of assets and consider the combined effects of several assets working together; for example, the combined roles of pavement and sidewalks working as a transportation system. Using a system-level view of selected asset performance, the department strategic business plan determines how resources are allocated year-over-year to meet combined effects that enhance the network. For instance, as part of the paving program, ADA sidewalk ramp deficiencies are addressed before resurfacing.

The proposed Business Manager and Business Management Analysts in Public Works Administration will be tasked with using the asset registries maintained by the divisions of Fleet, Facilities Development, Facilities Maintenance, Public Service, and Environmental Sustainability to create GIS-centric asset management systems. The ongoing data capture of maintenance effort on all classes of assets will be collected by the proposed GIS-centric work order system that is a module of the GIS-centric asset management system. By using forecasting and analytics of asset registries, the Business Management Division of Public Works Administration will synchronize operating and capital budgets to extend the life cycle of the assets in each class.

Currently, budget development does not explicitly emphasize the relationship between proposed budget and the target level of service or performance and does not define implications for not achieving defined policy objectives. Cross-program trade-offs are considered, in addition to prioritization of projects within each program (e.g., paving, concrete sidewalk repairs, pavement marking, signalization) to create efficiency. Predictive models of impacts will be fully incorporated in life-cycle procedures to optimize decisions on construction, rehabilitation, and maintenance.

## Recommendations

Q4 FY 2018

FY19 Operating Budget did not fund the position.

- o Public Service Manager position filled May 2018 with Professional Engineer to serve as roadway asset manager
- o (Fleet Manager position filled March 2018
- PWD to coordinate FD & FM Division functions to align with building asset management and Comprehensive Plan
- \*Reclassify vacant Energy Manager (FM) into Business Manager reporting to PWD
- o Energy Manager was moved to Environmental Sustainability Division to align with sustainability initiatives. Energy Management Coordinator position was filled January 2018. The requested Business Manager position was not funded in FY19.
- Move existing Facilities Manager assigned to Public Services/Facilities Maintenance to Facilities Maintenance fall 2017
- o Vacated Facility Maintenance Manager position filled May 2018 with a Certified Facility Manager (IFMA)

\*Note: With Public Utilities and Transit removed from Public Works, the Public Works Director will be able to provide the role of Operations Director without the need for additional staff. The business of Public Works, (e.g., asset management, CIP development, budgeting) would benefit from a Business Manager that reports to the Public Works Director. This position will improve the coordination and overall direction of resources to address the Strategic Goals.

• Because the Business Manager was not funded in FY19, the Public Works Director will assume the function of Business Manager and guide the Public Works Administration staff. The Public Works Administration staff will function as an internal consultant that utilizes the People, Process, Technology methodology to optimize business processes and employee engagement.

## Milestones



**Reassign Public Service Program Coordinator to report to new Business Manager**  
Efficiency Study Implementation Plan



**Reclassify Facilities Development Administrative Assistant to Management Analyst reporting to Business Manager.**  
Efficiency Study Implementation Plan



**Reclassify vacant Account Clerk II to Administrative Assistant reporting to Public Works Manager**  
Efficiency Study Implementation Plan

Milestones Gantt Chart



**Description**

Having traffic design separate from the operations function is not the most effective or efficient structure. Splitting the Traffic Engineer, who is responsible for setting the direction of the City's traffic program, and the traffic operations unit, which is responsible for carrying out the City's traffic program, can result in a misalignment between the plan and the implementation. Because the Traffic Engineer (who is located in NDS) does not control the budget of the traffic operations team (located in Public Works), the Traffic Engineer is unable to effectively balance the demands of ongoing maintenance with necessary new improvements.

**Owner(s)**

Department of Public Works  
Neighborhood Development Services

**Status**

Q4 FY 2018

Traffic Engineer has been working with staff in Public Works one day a week to get acclimated to the operations. NDS Director and Public Works Director have discussed the importance of an engineer to supervise traffic operations. With the hire of a Professional Engineer as Public Service Manager, a Traffic Division is possible in Public Works in the future. Public Works supports consideration of aligning traffic engineering with asset management programs and maintenance activities.

Following the guidance on the Federal Highway Administration (FHWA) Traffic Signal Operations and Maintenance Staffing Guidelines, traffic operations should be led by:

1.3.3 Staff Qualifications, Training and Experience

Staff Qualifications

Providing sustained excellence in traffic signal operations requires qualified and well-trained professionals throughout the operating agency. Traffic signal operations rely on expertise and support at all levels, from maintenance and engineering technicians to traffic engineers for signal operations and management. Specific job classifications vary between jurisdictions due to the size of the agency, number of signals operated and staffing levels. Regardless of the number of staff or the job classification, certain core functions must be performed to develop and sustain good traffic signal operations. These functions require specific knowledge, skills and abilities. The depth of knowledge needed varies by staff position and subject matter.

In order to stratify knowledge, skills and abilities and to provide an organizing structure for the analysis of training gaps, four generic categories of traffic signal professionals

were defined. The following are descriptions of these categories or positions pertaining to traffic signal operations. It is important to note that the number of positions, titles and allocation of responsibilities can and should vary based on agency size and needs. For very small agencies, the traffic engineer for signal systems and the traffic signal design engineer may be a single individual. In some cases, these roles or some portions thereof may be performed by a traffic engineering technician. Therefore, the following descriptions are illustrative, and vary among agencies (11).

**Traffic Engineer for Signal Systems:**

This is typically a supervisory and advanced professional position responsible for directing the work activities pertaining to traffic engineering and operations, including the installation, monitoring, modification, maintenance and administration of all traffic signals and signal systems within the geographic boundaries of the jurisdiction. This position ensures that signal-related maintenance activities are adequately planned and executed and that there is an adequate inventory for signal related projects. The traffic engineer for signal systems is responsible for investigating and preparing specific recommendations for all traffic-related inquiries from both the public and governmental agencies and for providing overall traffic engineering expertise. This position plans, administers and supervises the installation, alteration, maintenance and repair of all types of traffic control devices. This position also develops and administers contracts for the installation or modification of traffic signal installations.

Achieving OOO functionality requires a staff capable of providing the level of services required or capable of supervising qualified contract personnel. In many cases, besides the courses provided by equipment and software suppliers, there is little support for or encouragement of training. Professional training to achieve the recommended competence levels should be encouraged and supported. Required proficiency levels are summarized below.

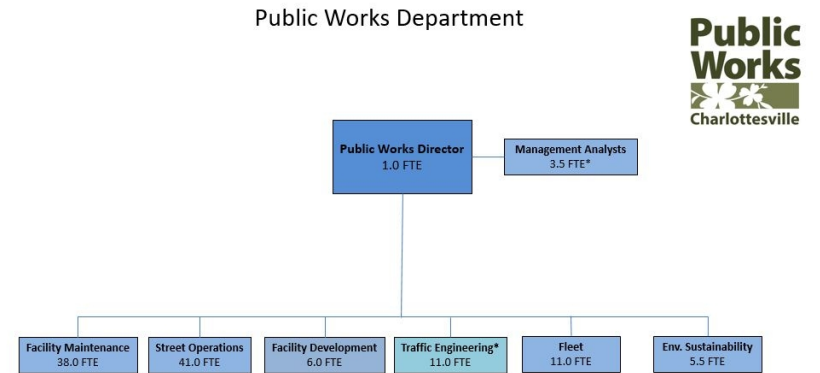
- Agency management and supervision of signal timing and operations should be supervised by a personnel with a Professional Engineer and a Professional Traffic Operations Engineer qualifications

**Recommendations**

Q4 FY 2018

Conduct space needs requirements for the additional staff in Public Works Yard. Create an internal service agreement with NDS/PW for traffic related engineering reviews of new development and redevelopment, as well as CIP projects.

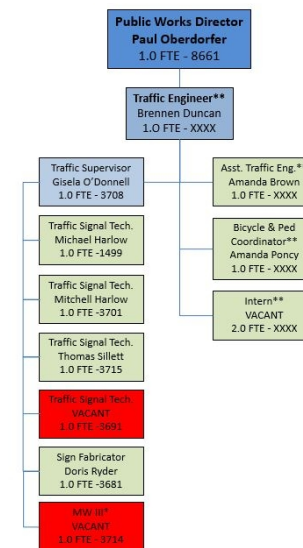
Space needs have been addressed for the current staffing of the Traffic Engineers Office.



\*Reclassify to Business Analyst Positions July 1, 2018 (Efficiency Study Recommendation 36.)

\*Blue: Transfer from NDS positions (Efficiency Study Recommendation 39.)

**Public Works Department  
Traffic Engineering – Efficiency Study Recommendations**



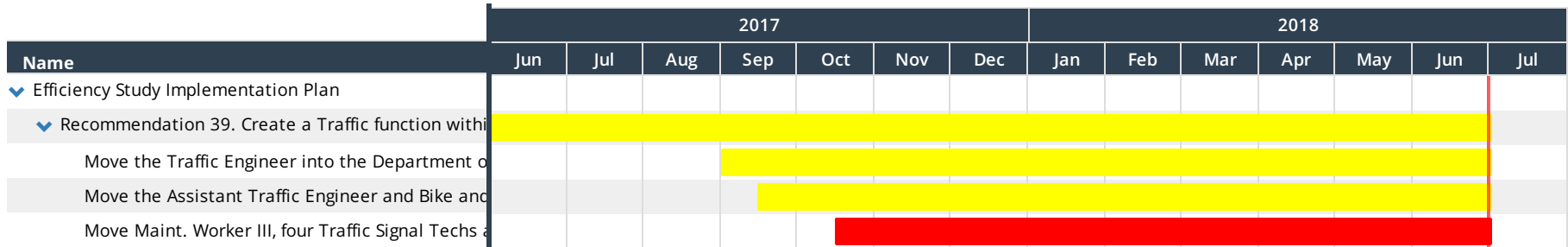
\*Not filled for budget savings FY19

\*\*Transfer from NDS positions (Efficiency Study Recommendation 39.)

## Milestones

- **Move the Traffic Engineer into the Department of Public Works**  
 Efficiency Study Implementation Plan
- **Move the Assistant Traffic Engineer and Bike and Pedestrian Coordinator into the new Traffic Division of the Department of Public Works reporting to the Traffic Engi...**  
 Efficiency Study Implementation Plan
- ▼ **Move Maint. Worker III, four Traffic Signal Techs and the Traffic Sign Fabricator into the new Traffic Division of the Department of Public Works.**  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart





**Description**

It is recommended the Environmental Sustainability Division remain in the Public Works Department. The Division will need to coordinate with multiple functions in the Public Works Department (facilities development, facilities maintenance, streets, and stormwater). Additionally, the Division has been successful, as part of the Public Works Department's structure, in advancing the City's sustainability goals. It is further recommended the Environmental Sustainability Division Manager report directly to the Public Works Director in order to maintain organizational visibility and emphasize the policy importance of this work.

**Owner(s)**

Department of Public Works

**Status**

Q2 FY 2018

Completed

**Recommendations**

Q2 FY 2018

**Milestones**

**Milestones Gantt Chart**



**Description**

CAT conducted annual customer surveys in FY2010, FY2011, and FY2012. However, in FY2013, the Department did not conduct an annual customer survey, instead focusing its efforts on completing a transit study. Resuming the annual customer survey will enable the organization to better meet the needs of the majority of its approximately 2.5 million riders each year.

**Owner(s)**

Charlottesville Area Transit

**Status**

Q2 FY 2018

This recommendation has been completed.

**Recommendations**

Q2 FY 2018

Staff will be reviewing the results and providing further service recommendations in the future.

**Milestones Gantt Chart**





## Recommendation 57. Adopt the proposed organizational restructuring creating three functional divisions within the Police Department

Efficiency Study Implementation Plan

### Description

The proposed restructuring formally creates the new position of Deputy Chief and reorganizes the Department into three functional Divisions, each headed by a Captain.

### Owner(s)

Charlottesville Police Department

### Status

Q4 FY 2018

This has been completed.

### Recommendations

Q4 FY 2018

Staff has no other recommendations at this time.



## Recommendation 58. Study a 12-hour shift schedule to create staff capacity for proactive policing efforts

Efficiency Study Implementation Plan

### Description

By analyzing the average amount of time that is absorbed responding to calls each hour of each day, it is possible to determine how many officers are needed to meet a proactive policing standard of 33%. For example, if officers were to spend an average of 20 minutes responding to calls each hour, then only one officer would need to be on duty because 20 minutes is 33% of 60 minutes. If officers were to spend between 21 and 40 minutes responding to calls each hour, then two officers would need to be on duty to handle the workload. While other factors must be considered, such as the need for an appropriate level of backup for officers on patrol, this staffing guideline is appropriate to determine a baseline for basic staffing. Once these coverage baselines are determined, it is possible to directly compare various staffing and scheduling options to determine the most efficient allocation of staff resources.

### Owner(s)

Charlottesville Police Department

### Status

Q4 FY 2018

This has been completed at this time and the decision made not to create 12 hour shifts. We have other strategies in place to increase proactive capacity that will be rolled out at a future date to be determined.

### Recommendations

Q4 FY 2018

Staff has no other recommendations at this time.

### Milestones Gantt Chart

Name	2017										
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan               <ul style="list-style-type: none"> <li>Recommendation 58. Study a 12-hour shift schedule</li> </ul> </li> </ul>											

**Description**

The Department should establish guidelines for timely assignment of cases to investigators to minimize such occurrences. There should also be clear guidelines for case progress and follow-up. For example, assigned cases should have a general target date for completion, such as 30 days from receipt, and there should be routine calendared follow-ups by supervisors at set intervals, such as 30, 60, and 90 days. As indicated earlier, each case has its own timeline based on numerous factors, such as availability of witnesses, the number of interviews to be conducted, the availability of evidence, and the amount of labor required in the preparation and execution of search warrants. The goal is not to impose hard deadlines that will discourage thorough investigation, but to ensure that case progress is monitored and kept on track.

**Owner(s)**

Charlottesville Police Department

**Status**

Q4 FY 2018

This has been completed.

**Recommendations**

Q4 FY 2018

Staff has no other recommendations at this time.

**Milestones Gantt Chart**





## Recommendation 62. Update the Police Department Strategic Plan; track performance measures

Efficiency Study Implementation Plan

### Description

The Department's Strategic Plan is dated; most of the plan was conceived in 2005 to 2007, and the most recent update provided by the Department was dated March 6, 2009.<sup>[1]</sup> In addition to the need to regularly collect, report and monitor various metrics, a great deal has happened in the Department and in the nation since 2009. The current transition in the Department – the appointment of a new Chief of Police, the major restructuring of the organization, the introduction of a new command staff, and the need for renewed vision and direction in American policing – makes this an ideal time to engage in a strategic planning process in order to chart a clear course for the Department's future.

[1] "Charlottesville Police Department Strategic Planning Document (Modified 3-06-09)."

### Owner(s)

Charlottesville Police Department

### Status

Q4 FY 2018

The department monitors/reports 18 performance metrics on a quarterly basis to support the following three key department objectives: 1- Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization, 2 - Reduce the occurrence of crime, traffic violations and accidents in the community, and 3 - Foster effective community engagement. Objectives/Performance measures are located on the city's website at <http://widget.charlottesville.org/strategicplan.htm?show=dept>.

### Recommendations

Q4 FY 2018

New strategic plan will be developed upon appointment of a new chief of police. Existing plan is out dated.

### Milestones Gantt Chart

Name	2017						2018				
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan               <ul style="list-style-type: none"> <li>Recommendation 62. Update the Police Department</li> </ul> </li> </ul>											

**Description**

An information-driven program should include not only analysis of crime statistics, but processes for monitoring data that tracks patrol and investigative performance, as well as community outreach efforts. Community outreach plays as important a role in the crime reduction process as does enforcement, particularly in developing information about conditions of concern to the residents. It must be recognized equally, and subject to the same level of accountability and analysis, as traditional enforcement. The Department's positive relationship with the community it serves will be an asset in this area.

It is recommended that the Police Department implement a proactive, information-led crime reduction strategy based on the principles originated by the Compstat model that includes:

- A formal crime analysis component to identify crime trends and put relevant intelligence into the hands of the staff who can apply it in the field through deployment of personnel and enforcement initiatives
- Assessment, in the form of periodic command-level meetings or other methods most suitable to the needs of the Department, to ensure that appropriate information has been shared, and that all units within the agency are coordinating their efforts and providing necessary support; and
- Accountability, to ensure that all members of the agency are actively engaged in its mission

**Owner(s)**

Charlottesville Police Department

**Status**

Q4 FY 2018

In Progress - recently hired a tactical crime analyst who is evaluating needed software and training.

**Recommendations**

Q4 FY 2018

Staff has no other recommendations at this time.

**Milestones Gantt Chart**

Name	2017								2018					
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan                             <ul style="list-style-type: none"> <li>Recommendation 63: Implement an information-led</li> </ul> </li> </ul>														



## Recommendation 65. Add financial review to spending approval process

Efficiency Study Implementation Plan

### Description

As part of its spending process, the Department should include advisory review by the Department's finance staff to ensure that sufficient funds are available prior to final approval. In addition, the Department should make division commanders aware of the annual budget allotments for their areas.

### Owner(s)

Charlottesville Police Department

### Status

Q4 FY 2018

Purchase requisition form was created by CFO to require/capture pre-approvals of purchases. Department will implement a policy to create purchase approval thresholds based rank/authority.

### Recommendations

Q4 FY 2018

Staff has no other recommendations at this time.

### Milestones Gantt Chart

Name	2017												2018						
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Efficiency Study Implementation Plan																			
Recommendation 65. Add financial review to spendi																			





## Recommendation 70. Conduct a space needs assessment for Police Headquarters

Efficiency Study Implementation Plan

### Description

The Police Headquarters facility has exceeded maximum capacity. Locker rooms and the report room are located in the basement of a garage across the street from Headquarters. Of particular concern is the Forensic Unit, which is located in a basement level of the City Hall building separate from the Police Department's offices. The unit stores approximately 16,400 items of evidence and invoiced property in a space built to hold 10,000 items. It uses additional storage area in the basement of Police Headquarters and an area at the City Yard for storage of bicycles and similar items. The unit's mini-lab, utilized for processing crime scene evidence, has insufficient space for installation of a table for examining large items, which have to be processed in a piecemeal fashion. The unit had to close the lab for a period of about three months to store 300 items of evidence from a major case while they were being processed in batches at the Commonwealth's Central Lab in Richmond.

Construction or renovation of a police facility is a major financial undertaking, especially in light of the price and limited availability of real estate in Charlottesville. Whether the choice is to construct a new facility or renovate the existing building, additional space will be needed to meet the Department's needs into the future. The City should commence a space needs assessment so it can begin the process with an understanding of the potential scope and cost of the project.

### Owner(s)

Charlottesville Police Department

### Status

Q4 FY 2018

Renovations are approved/scheduled for several areas of the Police Department. Numerous offsite locations are being utilized for office space and storage. Renovations and utilization of offsite space are only temporary remedies for a much needed new police facility.

### Recommendations

Q4 FY 2018

Staff will come back with recommendations regarding future space needs and options.

### Milestones Gantt Chart

Name	2017									
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan               <ul style="list-style-type: none"> <li>Recommendation 70. Conduct a space needs assess</li> </ul> </li> </ul>										

**Description**

Male and female locker rooms and the report room are located in the basement of a parking garage across the street from Police Headquarters. They share a hallway leading to the rear portion of a Postal Service facility. Although the rooms are relatively new, well maintained, and serviceable, few security measures are in place. Entrance doors are secured only by card-access magnetic locks. Other than a street-facing camera located near the entrance to the small garage area of Police Headquarters, there are no alarms or security cameras covering the report and locker room area. Likewise, no security measures are in place in the section of the municipal garage used for parking of Department vehicles, despite the fact that vehicles contain police equipment and weapons, and vandalism has occurred in the garage in the past.

The Department should augment security in these areas, particularly with the installation of security cameras with recording capability at the outside of the report/locker area entrance and common hallway, and in the parking garage.

**Owner(s)**

Charlottesville Police Department

**Status**

Q4 FY 2018

Cameras have been installed at the Police Department entrance, lobby, alleyway, and exterior of basement of parking garage. Security gate and access controls have also been installed in the garage area.

**Recommendations**

Q4 FY 2018

Staff has no other recommendations at this time.

**Milestones Gantt Chart**

Name	2016		2017										
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<ul style="list-style-type: none"> <li>Efficiency Study Implementation Plan                             <ul style="list-style-type: none"> <li>Recommendation 71. Install appropriate security m</li> </ul> </li> </ul>													

**Description**

City Staff and leadership from the Charlottesville-Albemarle Rescue Squad (CARS) have recognized the need for a new, strategic approach to the delivery of EMS (Emergency Medical Services) transport services in the City. Implementation of the EMS System Improvement Strategy will help to ensure the provision of timely, efficient, and effective EMS transport services for the community. Funding for the new strategy will be provided in large part through the implementation of an EMS Cost Recovery Program.

Since 1960, the Charlottesville-Albemarle Rescue Squad (CARS), an all-volunteer, not-for-profit organization, has been the primary provider of EMS transport services in the City. Since 2014, the Charlottesville Fire Department (CFD) has provided staffing support to CARS through a Memorandum of Understanding. This supplemental staffing model has provided some stability to daytime CARS staffing. However, several factors make the current approach less than optimal, including increased call demand, challenges with developing and retaining experienced volunteer EMS Advanced Life Support (ALS) providers, increased costs associated with the delivery of more complex EMS care, and decreasing community contributions to CARS annual fund drive. Over the course of the last 18 months, City staff and CARS leadership have collaborated to develop a comprehensive strategy that will add needed EMS transport capacity and provide for the more consistent availability of ALS providers at the medic-level. A volunteer-career combination EMS system will provide the needed EMS transport and ALS capacity while leveraging both the continued commitment of CARS volunteers and the consistency in staffing provided by CFD career firefighter-EMT's and firefighter-medics. The focus of the combination EMS transport system will be on the provision of high-performance EMS while ensuring the health and safety of the community and its responders. Funding for the City of Charlottesville Emergency Medical Services System Improvement Strategy, which will be largely provided through the implementation of an EMS Cost Recovery Program, will ensure adequate EMS transport capacity in the following ways: supporting three additional full-time sworn firefighter-EMT positions; providing operational funding for the Charlottesville-Albemarle Rescue Squad; and providing for one civilian EMS billing specialist/privacy officer.

**Owner(s)**

Charlottesville Fire Department  
Charlottesville Albemarle Rescue Squad

**Status**

Q4 FY 2018

The contract with the billing vendor (Digitech) was executed in March. The Billing Specialist Position (EMS Program Specialist) was filled mid-March by an internal City candidate.

The implementation phase of the EMS Cost Recovery Program is ongoing and includes mandated privacy training (HIPPA); build out and legal review of all program policies and procedures; acquisition and deployment of Mobile Data Computers and supportive technology for both CFD & CARS units. Additionally, patient care documentation training for EMS providers and a marketing plan build out are under way as well.


To date the billing process and implementation has not been completed as we are awaiting the final approval from Medicare.


**Recommendations**


Q4 FY 2018

There are no other recommendations at this time as this item is moving forward.

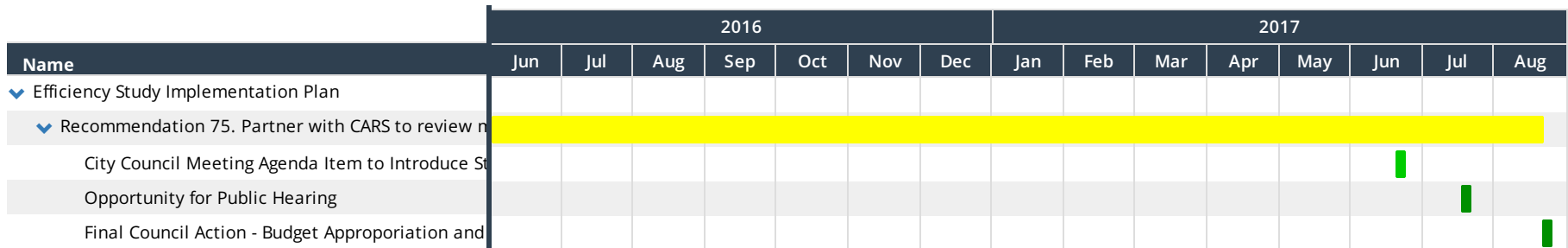
## Milestones

 [City Council Meeting Agenda Item to Introduce Strategies to the Public](#)  
Efficiency Study Implementation Plan

 [Opportunity for Public Hearing](#)  
Efficiency Study Implementation Plan

 [Final Council Action - Budget Appropriation and Fee Structure Ordinance](#)  
Efficiency Study Implementation Plan

## Milestones Gantt Chart





## Recommendation 77. Conduct a community risk assessment to inform the work plan of the Community Risk Reduction Section

Efficiency Study Implementation Plan

### Description

The Department tracks all emergency incidents using its records management system based on the National Fire Incident Reporting System (NFIRS). As such, a wealth of information about the Department's historical workload profile is available. However, this data is not being used to guide the work of the Department.

Understanding the community and its incident history is the first step toward adopting a community risk reduction approach. A community risk assessment involves identifying and prioritizing risks in order to plan prevention and mitigation activities. According to the Institute of Fire Engineers,<sup>[1]</sup> it is important to first review the community demographic profile and historical experience to identify risks and hazards. The next step involves prioritizing the identified risks. The final step is to use the results of the assessment to inform the Department's work plan.

The Fire Prevention Division is currently completing a community risk assessment to guide the Department's community risk reduction activities as part of the reaccreditation process. Once the community risk assessment has been completed, the results should be used to develop the work plan of the Division in the short term and the Department as a whole in the long term.

[1] *Community Risk Assessment: A Guide for Conducting a Community Risk Assessment.* <http://strategicfire.org/wp-content/uploads/2016/04/Community-Risk-Assessment-Guide-v1.5.pdf>

### Owner(s)

Charlottesville Fire Department

### Status

Q4 FY 2018

The Community Risk Assessment and Standards of Response Coverage document was completed in May 2017 as part of the CFAI Accreditation process. The fire department was awarded Accredited Agency Status in July of 2017.

In the fall of 2017 the Department reclassified a vacant, sworn position and created a civilian Systems Performance Analyst position. This person methodically analyzes risk and response data and works directly with the DC of Operations and the Community Risk Reduction staff to continually refine and improve our risk assessment and response strategies.


In June 2018, the Systems Performance Analyst will be leading an effort as part of Charlottesville Civic Innovation Day to leverage the talents of the local technology community to further refine our community risk assessment modeling process.


### Recommendations


Q4 FY 2018

Staff has no other recommendations at this time.

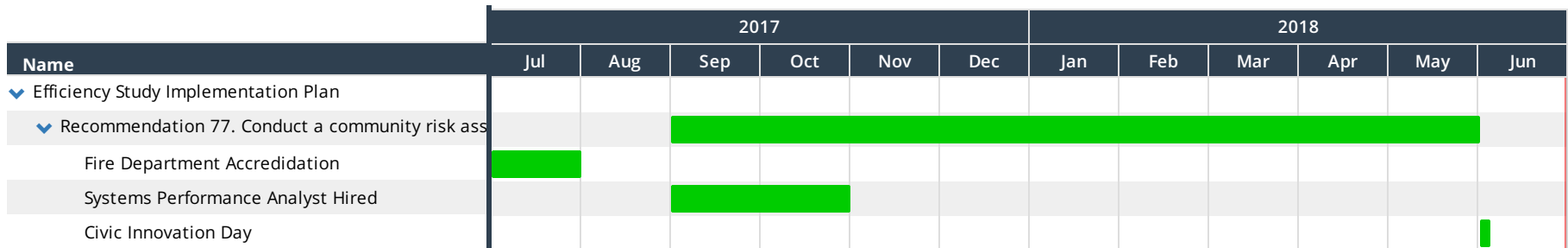
## Milestones

 **Fire Department Accreditation**  
Efficiency Study Implementation Plan

 **Systems Performance Analyst Hired**  
Efficiency Study Implementation Plan

 **Civic Innovation Day**  
Efficiency Study Implementation Plan

## Milestones Gantt Chart





## Recommendation 78. Establish accurate occupancy inventory and adopt inspection schedule

Efficiency Study Implementation Plan

### Description

The Virginia Statewide Fire Prevention Code (SFPC) empowers local fire marshals to “inspect all structures and premises for the purposes of ascertaining and causing to be corrected any conditions liable to cause fire, contribute to the spread of fire, interfere with firefighting operations, endanger life, or any violations of the provisions or intent of the SFPC.” The SFPC goes on to mention that the local Fire Marshal is required to annually inspect all: residential care facilities operated by any state agency; assisted living facilities; student-residence facilities owned or operated by public institutions of higher education; and public schools. It also states that the City's fire department shall have responsibility to serve as the local enforcing agency for the SFPC.

### Owner(s)

Charlottesville Fire Department

### Status

Q4 FY 2018

All mandated fire inspections are up to date. Additional non-mandatory fire inspections are conducted by members of the Community Risk Reduction Section on a regular schedule.

The department continues to work with the ImageTrend Elite software suite in order to fully leverage the occupancy module.

### Recommendations

Q4 FY 2018

### Milestones



[Create the company safety survey program](#)

Efficiency Study Implementation Plan



[Train shift personnel to conduct surveys](#)

Efficiency Study Implementation Plan



[Shift personnel conduct surveys in assigned areas](#)

Efficiency Study Implementation Plan



[Update information into New Image Trend Elite reporting software suite](#)

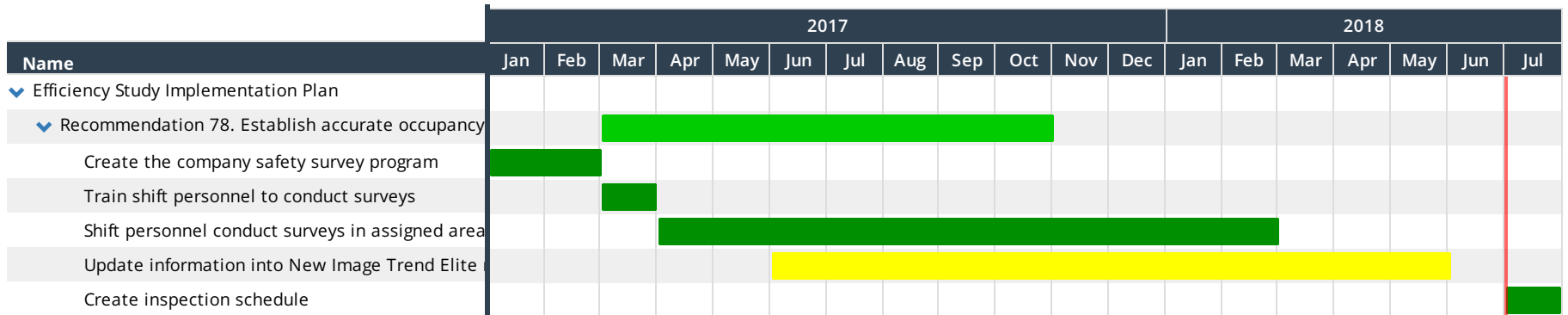
Efficiency Study Implementation Plan



[Create inspection schedule](#)

Efficiency Study Implementation Plan

Milestones Gantt Chart





**Description**

Emergency management has taken on an increased level of importance in municipal government during the last decade as the scope of natural and manmade disasters, the expectation of preparedness for any contingency, and the need for coordinated interagency response at the local, state, and federal levels has become abundantly clear. Interagency coordination is not only an operational necessity; it is a federal mandate pursuant to the National Incident Management System (NIMS), which requires interoperability of communications and equipment, training of all potential first responders, and a seamless response under the Incident Command System, which is a standardized on-scene incident management concept.

**Owner(s)**

City Manager's Office  
Charlottesville Fire Department  
Charlottesville Police Department  
Risk Management

**Status**

Q4 FY 2018

The City Manager has designated the Fire Chief as the City's Emergency Management Coordinator. The Fire Chief serves as the primary point of contact with the Regional Emergency Management Coordinator. The City has formed the Committee on Safety & Emergency Preparedness (CSEP). CSEP has developed a list of initiatives designed to support a safe, healthy, and resilient community. These initiatives include NIMS - ICS training, emergency community notification, employee emergency notification, critical infrastructure safety and security reviews, and a cyber security assessment, among others.

CSEP has also begun developing a critical incident management plan that will exist within the framework of the regional emergency operations plan.

**Recommendations**

Q4 FY 2018

There are no other recommendations at this time.

## Milestones

- ↑ **Clarify current Regional EOP to reflect current City organizational structure**  
 Efficiency Study Implementation Plan
- **Develop draft City Emergency Operations Plan that aligns with the City of Charlottesville, University of Virginia, Albemarle County Regional Operations Plan.**  
 Efficiency Study Implementation Plan
- **Finalize and adopt City Emergency Operations Plan**  
 Efficiency Study Implementation Plan
- **Exercise City Emergency Operations Plan, includes training, drills, etc.**  
 Efficiency Study Implementation Plan
- ↓ **Update City Continuity of Operations Plan**  
 Efficiency Study Implementation Plan

## Milestones Gantt Chart

Name	2017				2018				2019		
	Q1 17	Q2 17	Q3 17	Q4 17	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Clarify current Regional EOP to reflect current Ci</li> <li>Develop draft City Emergency Operations Plan th</li> <li>Finalize and adopt City Emergency Operations Pl</li> <li>Exercise City Emergency Operations Plan, include</li> <li>Update City Continuity of Operations Plan</li> </ul> </li> </ul> </li> </ul>											



## **2017 Department of Human Resources Assessment and Strategic Plan Update: May 2018**

### **Structure and Functional Allocation**

#### **1. Create an Assistant HR Director position.**

Under review. Will require an additional position that is not included in the FY 18-19 Human Resources Department budget.

#### **2. Assign responsibility for Benefits Administration, Recruitment, Compensation and Classification, and Workers' Compensation functions to the Assistant HR Director.**

Appropriate reporting will be assessed once the Assistant position is created.

#### **3. Clarify core responsibilities and functions among Human Resources staff.**

This process started following the retreat with the Novak staff. The changes that have occurred are generally consistent with the report recommendations. The meetings with employees for the goal setting process for the new employee evaluation system also addressed new roles where applicable. Other changes may occur as the new HR Program Coordinator takes on more of the responsibilities previously assigned to other staff.

#### **4. Create cross-training opportunities to improve HR staff capacity.**

Opportunities for cross training are in place. Example – HR Assistant is the backup for the HR Specialist responsible for the recruitment function. The Business Applications Specialist and the HR Specialist responsible for Personnel Administration interact regularly during the performance of their jobs and serve as backup for each other during absences.

#### **5. Document current HR procedures and update documentation as procedures change.**

Goal is a document management system that would provide an online depository for HR policies and procedures that would track changes and allow access to external customers but restrict ability to change. This will be a future project; no timeline for implementation has been set.

### **Engaged with Our Stakeholders**

#### **6. Build relationships between HR staff and HR liaisons through a formal engagement process.**

This is still being developed. Departments have provided the names and job titles of those employees in their departments that they have designated as HR liaisons.

## **Trained & Supported Workforce**

### **7. Create a formal workforce development program.**

This is in the development stage. Training is being provided at both department and corporate level. HR has provided both HR technical training (e.g., FMLA, How to Hire an employee, and sexual harassment prevention). Three supervisory management and leadership classes for new and experienced supervisors have also been completed.

Target Solutions Database will be used to track City sponsored training in order to provide employees and supervisors a record of the training employees receive at both the department and corporate level. System configuration is in process. That information will be used in planning and implementing individual employee development plan that will be established during the goal-setting segment of the employee performance evaluations.

## **Updated Policies**

### **8. Create a permanent Policy Advisory Committee and formalize standards for communicating policy revisions to HR stakeholders.**

Current personnel policies specify process for revising and communicating policy revisions during formal change process. The policy will be revised to include language establishing the Policy Advisory Committee. There may be other changes but those have yet to be identified.

## **Streamlined Processes**

### **9. Coordinate with the Information Technology Department to reduce reliance on paper-based processes, particularly in benefits administration and onboarding.**

Initiatives for next fiscal year include: acquisition of an online benefits enrollment system and other employee self-service options; a performance management system to support the new employee evaluation system; there is only one renewal option remaining for the current applicant tracking system (NeoGov). A Request for Proposals will be issued next fiscal year. Options for an onboarding component will be included.

## **Focused on Continuous Improvement**

### **10. Develop comprehensive performance measures for the HR Department's strategic plan.**

Measures for processing personnel transactions and requisitions requesting to fill positions have been identified. Others are being reviewed but have not been finalized.



## 2017 Fleet Maintenance Efficiency Study Update: May 2018

Number	Recommendation
1	Implement targeted fleet right-sizing initiatives.

Fleet Advisory Committee (FAC) was established in January 2018 to review utilization and replacement, this is to ensure right sizing of the fleet based off vehicle and equipment needs. The FAC has representation from Fire, Police, Neighborhood Development, Parks, Transit, Public Service, and Fleet.

FAC established policy on managing replacement cycles and determining utilization rates. FAC votes on vehicle and equipment replacement across the organization, sending recommendations to the Public Works Director for approval.

2	Adopt a Charlottesville fleet utilization target.
---	---

An initial fleet utilization target of 3000 miles annually has been established by the FAC with other consideration in the utilization (i.e. vehicle intended daily use). Still in the process of working on utilization target for equipment. The committee will have policy set the end of CY18.

3	Purchase and implement a fleet and fuel management work order system.
---	---

In the process of purchasing FASTER, currently IT is working on what need to be integrated with SAP. Implementation expected to be completed by the close of CY18.

4	Develop monthly fleet and fuel management reports for departments.
---	--

Fuel reports will be able to be easily extracted when the fleet maintenance software is in place

5	Implement a centrally-managed, utilization-based preventive maintenance scheduling process.
---	---

The fleet maintenance software will be able to manage and maintain PM scheduling, in the interim Fleet has been working on updating QuickBase with help from the Fleet Advisor Committee to capture state inspection dates and current meter readings.

<b>6</b>	<b>Utilize the Fleet Management System to accurately track and report wrench time per fleet unit.</b>
----------	---

FASTER will be able to track and report wrench time per fleet unit, when implemented.

<b>7</b>	<b>Develop wrench time and shop productivity targets.</b>
----------	---

Once the FASTER is implemented the system will be capable of track wrench time, the initial target for these rate will be 70% based off industry standards. Completion for FY20 operating budget consideration.

<b>8</b>	<b>Adjust the fleet rate calculation methodology.</b>
----------	---

Fleet hourly rate is being reviewed and a proposed overhead rate will be modeled to reflect accurate costs including facility, training, equipment, and fully burdened labor.

<b>9</b>	<b>Utilize fleet and fuel management system to capture all government-wide fleet ownership costs.</b>
----------	---

FASTER will be capable to capture and report fleet ownership costs.

<b>10</b>	<b>Realign mechanic specializations and certifications.</b>
-----------	---

Working with HR to add incentive for Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) certifications by the close of FY18.

<b>11</b>	<b>Implement a skill-based career ladder for Mechanics.</b>
-----------	---

In process of rewriting job descriptions for Mechanics, the incentive program will help with career ladder for Mechanics. Target completion September 2018.

<b>12</b>	<b>Adopt a formal tool allowance policy and review schedule.</b>
-----------	--

Conducted an evaluation of other local jurisdictions tool allowance policy, in process of drafting a policy for tool allowance based off metrics of other similar localities.

**13** | **Continue efforts to implement an accurate inventory and warehouse management program for parts and adopt policies and procedures.**

The FASTER has the capability to manage accounting of inventory and warehouse management, also in process of drafting Fleet internal operating procedures. A Public Works inventory barcode system is in the process of implementation prior to FY19.

**14** | **Work with the City's Finance Department to simplify the parts procurement process.**

Integration of FASTER will optimize this business process. Procurement will assist with aligning existing cooperative contracts to reduce the number of vendors to manage. Additionally, reducing the brands and models in the fleet will reduce carrying a large parts inventory.

**15** | **Implement a barcoding system.**

FASTER has barcoding system capability.

**16** | **Create a Fleet Advisory Committee.**

FAC was established January 2018 and meets monthly, committee has been working on vehicle replacement and utilization.

**17** | **Begin conducting an annual customer satisfaction survey.**

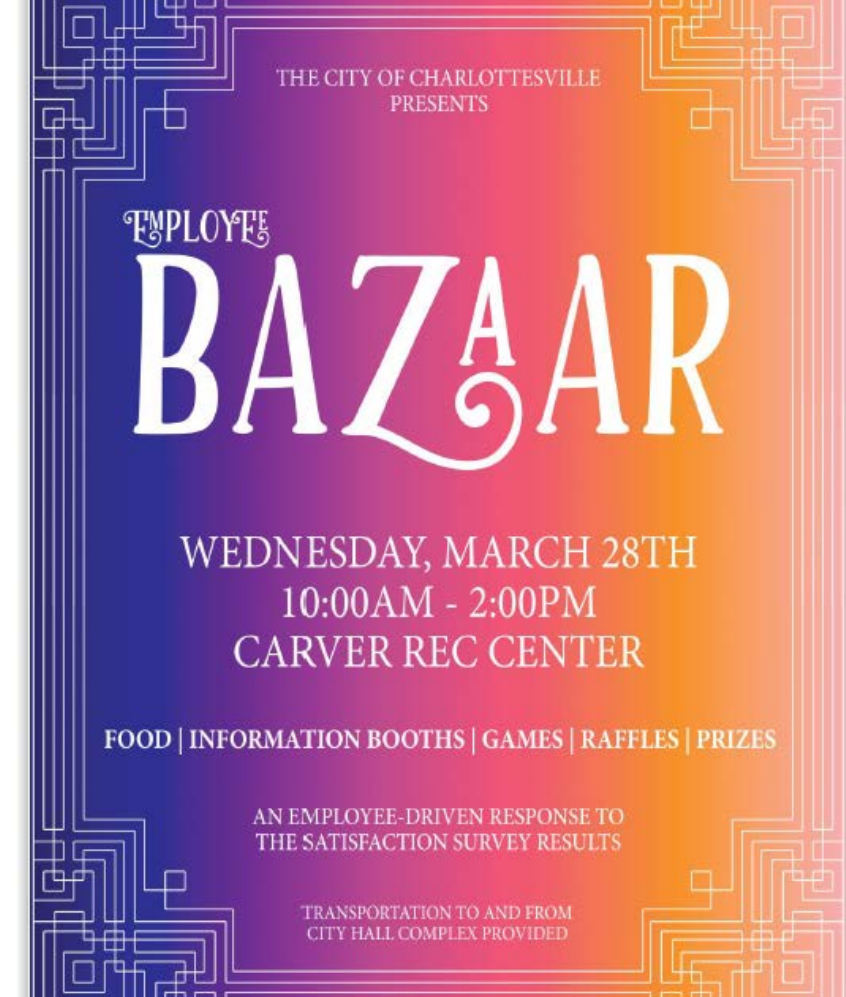
Customer satisfaction surveys will be conducted annually starting January 2019 and administered by the Public Works Administration.

**18** | **Clarify City-wide take-home vehicle policy to enhance consistency and limit use of take-home vehicles for non-operational purposes.**

A revised vehicle take home policy is being drafted currently that addresses operation needs and the Charlottesville Police Department take home vehicle initiative that initiated in 2003.

**19** | **Expand utilization of the Equipment Replacement Fund.**

In process of reviewing current data to work on utilization of equipment, once data has been collected it will be presented to FAC for review.



# 2017 CITY OF CHARLOTTESVILLE EMPLOYEE SURVEY

CITY COUNCIL RETREAT  
MAY 29, 2018



# SURVEY LOGISTICS

**Survey Purpose: To assess employees' satisfaction with their work environment and give employees an opportunity to contribute their ideas and opinions to help make the City of Charlottesville a better place to work**

- Center for Survey Research (CSR) at the University of Virginia
- Full and part-time regular (non-temporary/seasonal) employees
- 433 of 960 employees completed the survey – a 45% response rate
  - Comparable to prior surveys, which have been conducted biennially through CSR
- Conducted May 31, 2017 to August 22, 2017 via online or self-administered paper questionnaires
  - All but roughly 40 survey results were gathered prior to August 12, with no statistical differences between when the data was gathered

# SURVEY RESULTS SUMMARY

2017 survey results generally fell on the positive side of the rating scales, but they showed numerous statistically significant declines compared to the 2014 survey.

*Shows the need for constructive engagement with City employees to fully understand the source of positive and negative opinions.*

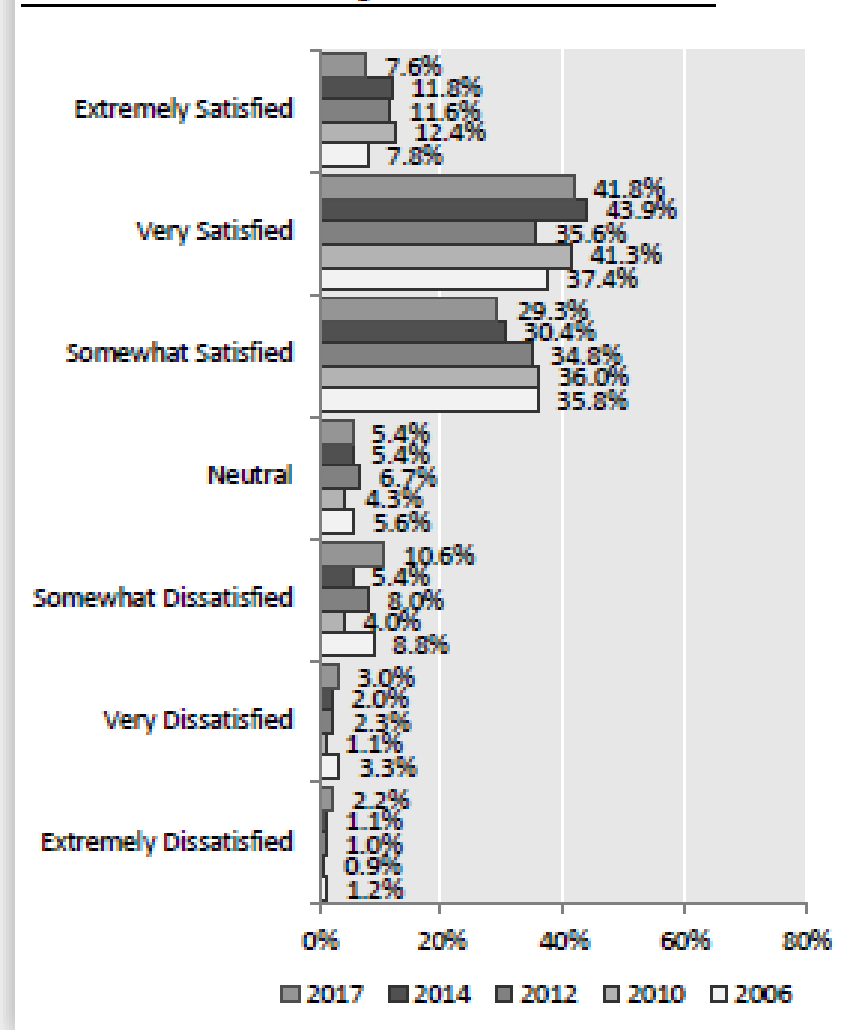
## Areas of Strength

- Commitment to City of Charlottesville
- Responsive to customers needs
- Fair treatment of customers
- Creativity emphasis

## Areas for Improvement

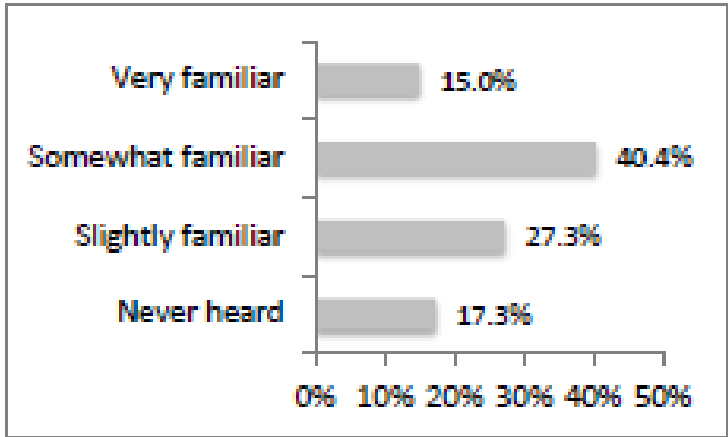
- Employee Pay and benefits
- Communication
- Performance Appraisals
- Workplace environment (stress and work-life balance)

**Figure 2-1: Overall satisfaction with the City of Charlottesville as a place to work**



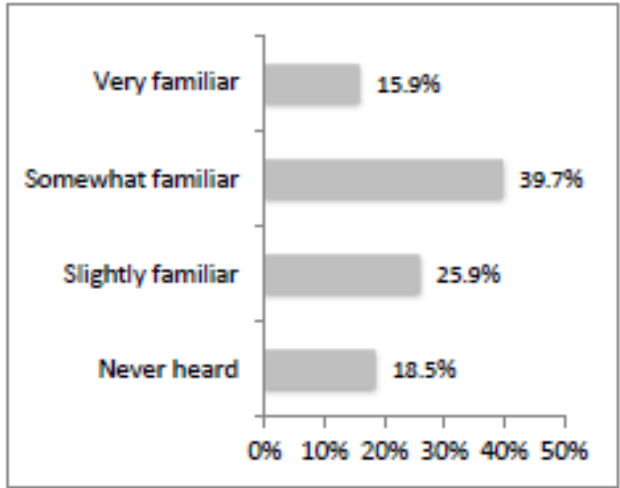
# SURVEY RESULTS SUMMARY

**Figure 3-3: Familiarity with the City of Charlottesville's Organizational Vision**



*To be one community filled with opportunity*

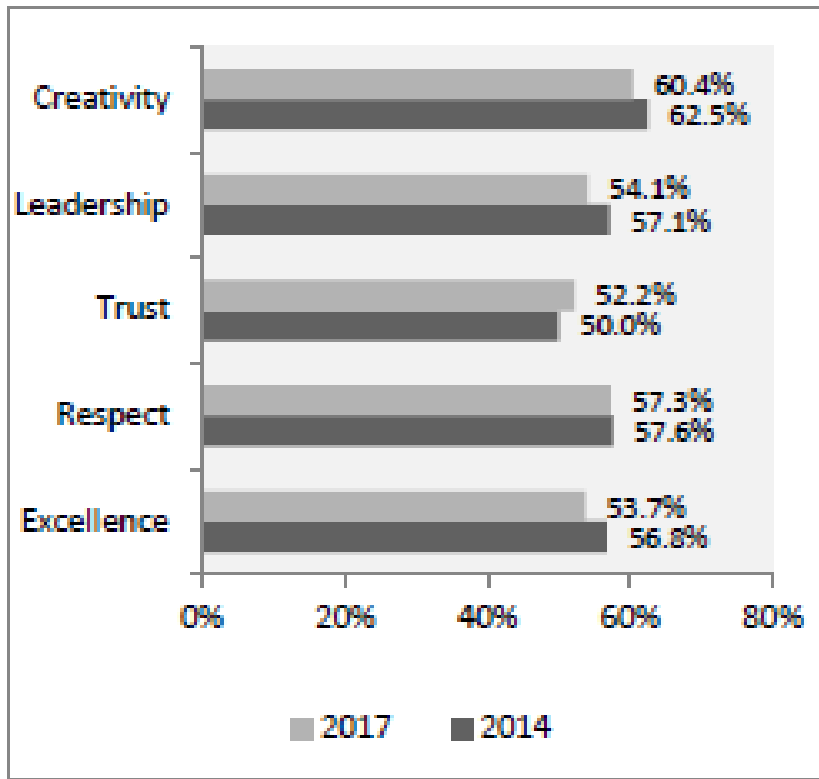
**Figure 3-4: Familiarity with the City of Charlottesville's Organizational Mission**



*We provide services that promote equity and an excellent quality of life in our community*

# SURVEY RESULTS SUMMARY

Figure 3-6 City's Organizational Values



**CREATIVITY**

We value innovation in the pursuit of excellence. We are a solution-oriented, problem solving organization. We share ideas and use collaborative strategies to achieve efficient, effective, community-focused results.

*Listed by employees as an area of strength that employees want to place more importance on!*

# STRATEGIES ON AREAS FOR IMPROVEMENT

## 1. Employee Pay and benefits

- 3% COLA increase on July 1<sup>st</sup>, highest in some time
- Living wage increase
- Compression adjustments across the organization
- No increase in employee health care premium, but maintained benefits levels
- Market rate study conducted summer 2018, to be implemented FY 2020

## 2. Communication

- After review of Employee Survey results, the City Manager tasked the Charlottesville Innovation Team (iTeam) in early 2017 to research and develop recommendations for improving internal communications for employees
  - Top recommendations included better use of social media, employee e-mail and employee digital bulletin boards
- Report to Council from Brian Wheeler on March 19, 2018 regarding communications strategies, including internal communications

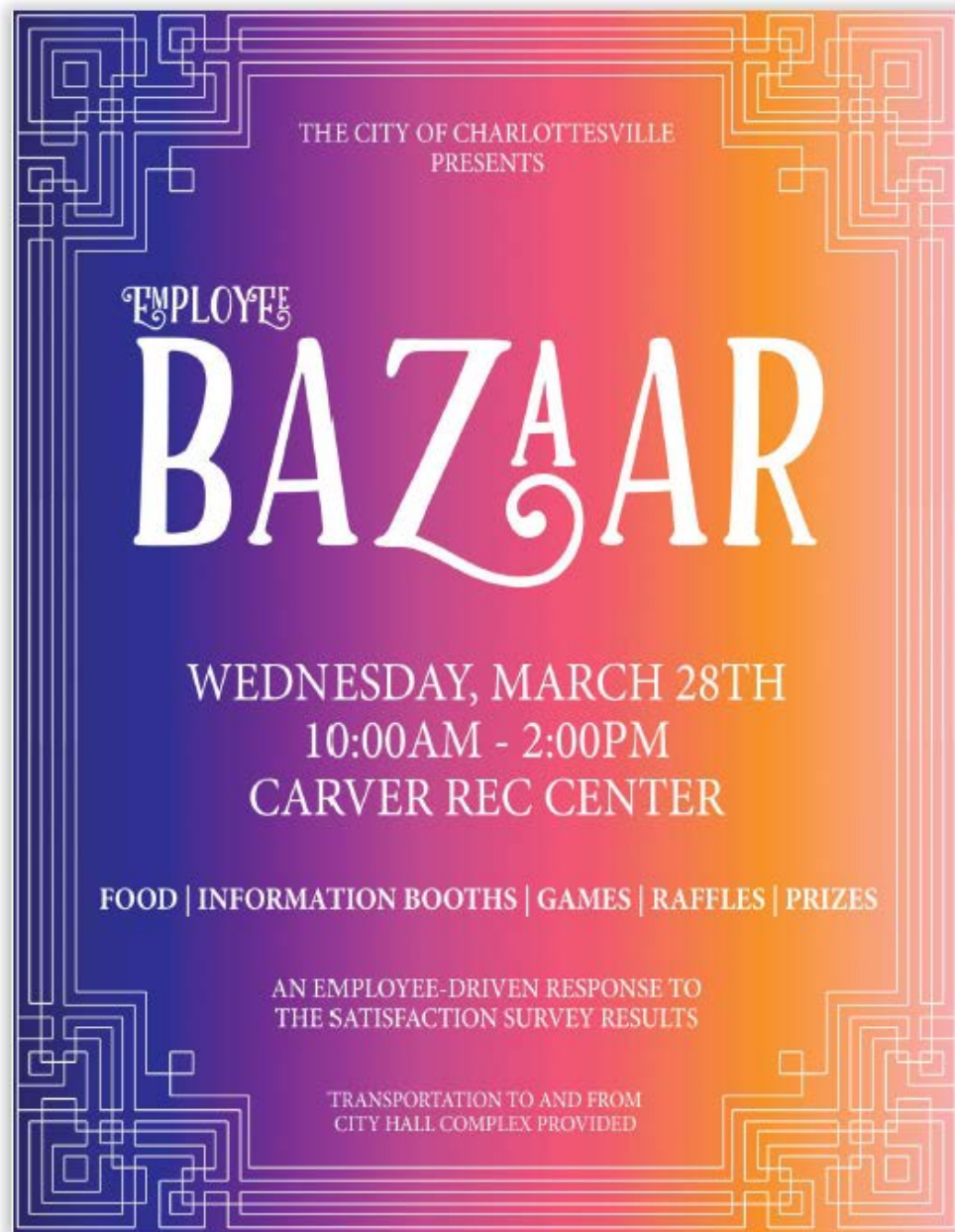
## 3. Performance Appraisals

- New pay for **Employee Performance Evaluation** tool and process rolled out in 2017, tied to the City's five values
- Goal setting in progress, followed by formal evaluations
- Funding will be proposed in FY 2020

## 4. Workplace environment (stress and work-life balance)

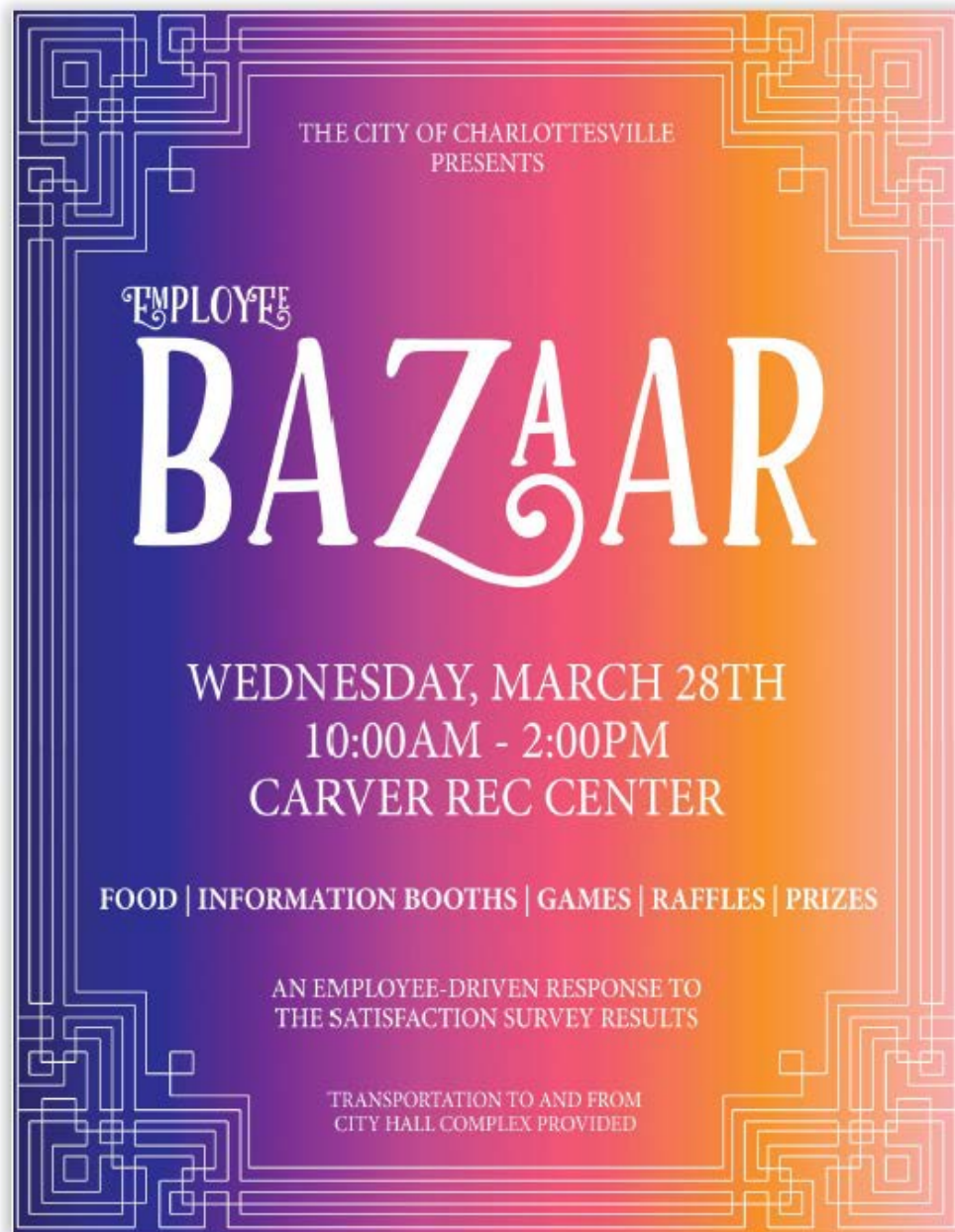
- Stress First Aid introduced to Leadteam and Managers
- Plan to roll out to the rest of the organization





## Wanted to present survey results to employees in a way that is fun and engaging!!!

- *Employee Engagement Survey Task Team* was formed:
  - Richard Hunt, Building Combination Inspector – Neighborhood Development Services
  - Jason Ness, Business Development Manager – Office of Economic Development
  - Sandy Ornelas, Tax Specialist – Commissioner of Revenue’s Office
  - Paige Rice, Clerk of Council – City Council
  - Amy Thibodeaux, Human Resources Assistant – Human Resources
  - Chad Everette Thorne, Chief Deputy Treasurer – Treasurer’s Office
  - Teresa Vice-Moore, Senior HR Analyst – Human Resources
- Internal “Government Services Day”
- Focus areas included:
  - Safety
  - Empowerment and Engagement
  - Creativity
  - Customer Service / Marketing
  - Training, Development, Wellness
  - Employee Benefits



- 225 employees were counted to have attended (not including those working the booths) out of the 250 estimated, and was done under approved budget
- Most popular booth was *Wellness/CityFit/FMLA* table
- Free Speech Wall Feed-back:
  - Parking\*
  - City Hall improvements / security
  - Better communication

### Future recommendations

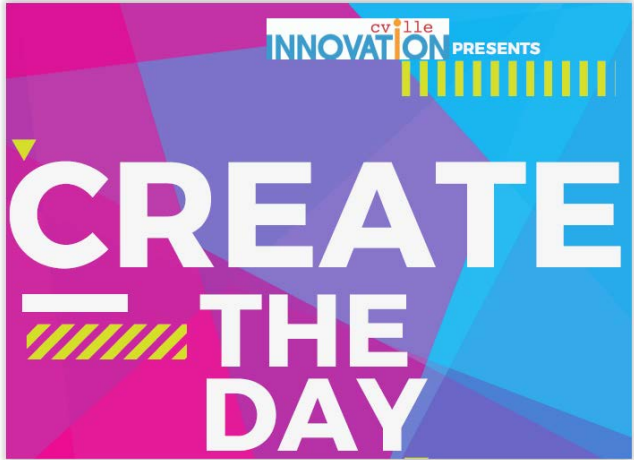
- Do not conduct another survey until the leadership team is listening to and acting on feedback
- Continue to work with CSR to benchmark biennial results against previous years
- Establish an effective communications strategy promoting the survey
- Continue working with an *Employee Engagement Survey Task Team* to review overall survey results and make recommendations to management
- Plan a follow-up feedback mechanism and solicit ongoing feedback from employees; create an action plan agenda with regular departmental meetings

# OTHER EMPLOYEE-CENTRIC ACTIVITIES



## CAT Event

The informative history, facility tour and hands-on activities were very educational and FUN! The opportunity for city employees to participate in events that provide them with an in depth look at other departments are such priceless learning experiences.



*City Compass Open House*

**Office of Budget and Performance Management**



# OTHER EMPLOYEE-CENTRIC ACTIVITIES



Do you enjoy Holiday Treats?  
Do you love to bake?  
Do you love to taste test?  
*Then join us for...*



The  
Second  
Annual

*Holiday Bake Off!*

Employee Appreciation  
Committee  
&  
Employee Wellness Group

# cville INNOVATION

Project	Description	Status	Lead
<b>City Compass</b>	A peer mentorship program designed to improve employee engagement	Implemented	Crystal Weller
<b>Innovation Hour</b>	A monthly drop in discussion about strategies to improve the way we do business, enhance customer service, or increase employee engagement.	Implemented	Maya Kumazawa, Jason Ness
<b>Communication</b>	Project to identify opportunities to improve internal communication throughout the city	Implemented	Richard Hunt
<b>Open Data</b>	Opportunity to partner with other community stakeholders to bolster transparency and identify opportunities for innovation	Implemented	Jason Ness
<b>Employee Bazaar</b>	A creative solution for responding to topics on the employee survey	Implemented	Chad Thorne
<b>Create the Day</b>	Employee led event designed to seek out innovations that improve the way we do business, enhance customer service, or increase employee engagement	Implemented	Christopher Harper, Sue Moffett

<b>Create the Day Ideas</b>	Status	Lead
Standardize the format for downloadable forms on the intranet	Implemented	Sunny Hwang
Expand Wi-Fi access in City Hall and City Hall Annex	Implemented	Sunny Hwang
Lean Team-standardized process to improve business processes	In progress	Paul Oberdorfer
City Wide Technologic Ontology (standard format for information that is stored electronically)	In progress	Paul Oberdorfer
Reorganize J Drive	In progress	Jason Ness
Laser fiche Upgrade	In progress	Christopher Harper
Establish a phone tree for the Gas Dispatch line	On hold	Sunny Hwang
City Photo Directory	On hold	Paige Rice
Comprehensive analysis on trash and recycling services	On hold	Chad Thorne
Centralized training resources	On hold	
First line supervisor cohort	On hold	
Lunch and learn series	On hold	
Scanning and document management	On hold	



QUESTIONS?