

# **Final Report of the Development Review Process Evaluation Project**

**SALT LAKE COUNTY, UTAH**



**May 19, 2015**

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# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

This initial chapter of the report introduces the approaches utilized in this study and summarizes key findings, conclusions and recommendations to be found in this report.

## **1. INTRODUCTION TO THE REPORT.**

The Matrix Consulting Group was retained by Salt Lake County to provide various organizational assessment activities for the County. The initial efforts undertaken included an organizational scan that was included interviews with staff in all major agencies and departments to understand the current service delivery approaches and service levels. Next a comprehensive employee survey was undertaken to provide employees an opportunity for input into the study.

Following these initial activities, key issues were identified for further evaluation and consideration. These included the following areas:

- Benchmarking of staffing for the Information Technology area.
- Benchmarking of Human Resources staffing requirements, and review of organizational structure and service delivery areas.
- Detailed review of the facility maintenance function including service delivery approach, and alternative organizational structures and service delivery mechanisms.
- Development of a framework for a countywide performance management program.

Each of these areas are addressed in this summary report with the key findings and recommendations reached relative to each area summarized in the following section.

## **2. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS.**

The following table provides a summary of the key findings and recommendations contained within this report. Recommendations are listed in the order that they appear in the report.

<b>Section</b>	<b>Finding / Recommendation</b>
2.6	The County should implement its performance management program with a strong focus on outcome measures that are in alignment with revised and adopted goals that enable decision-making based upon service outcomes and costs.
2.6	A strong public reporting mechanism should be implemented including a dashboard and public reporting.
3.2(1)	The County should seek to align HR staffing that focuses on the enhanced services to be provided by the Department and ensures that staffing within individual organizational units is sufficient to meet organizational needs.
3.2(2)	The County should seek to implement a more centralized Information Technology function that will enable IT staff to focus on the highest priority tasks facing the County, increase service delivery consistency and levels across all organizational units and generally enhance the IT strategy deployed in the County.
4.1	The County should fully centralize the function of facilities maintenance and management under the Facilities Management Division and establish this as an Internal Service Fund in Administrative Services with service level agreements established with operating departments.
4.2	Consolidate snow removal command under the Department of Public Works and bill for services provided.
4.3	Transfer the responsibility for equipment replacement decisions regarding the unlicensed fleet to the Fleet Management Division.

Each of these findings and recommendations are outlined in more detail in the chapters that follow.

## **2. PERFORMANCE MANAGEMENT OVERVIEW**

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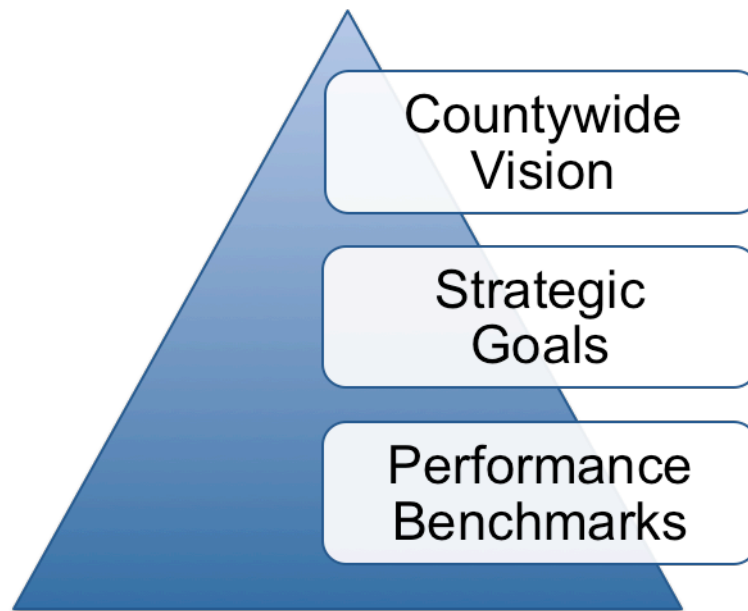
The following sections outline an overview of the components and elements of a countywide performance management program that can be developed to provide a strategic focus for the Mayor's Office in managing operations. This overview is focused on identifying approaches and key elements that have been found to be critical in other similar program that are utilized to drive decision-making related to allocation of resources based upon a focus on service delivery outcomes.

### **1. Overview.**

To fully integrate data driven decision-making throughout the Salt Lake County organizational structure and enable strategic decisions to be made about allocation of resources across dissimilar programs and service areas, a well-defined performance management framework is needed. This conceptual document outlines key points for development of the program.

The implementation of strategic decision-making regarding budget allocations requires a level of focus and integration beyond the existing service goals and performance measures that are currently in place. It requires that goals and the countywide vision be definable in quantifiable terms while still remaining at a strategic level so that the County's vision is clear.

The overall goals and vision must tie to and be directly related to the performance benchmarks that are being utilized. The following graphic demonstrates the linking of performance benchmarks to strategic goals that enable the County's vision to be achieved.



While the County has an established set of strategic goals, these will need to be updated based upon existing priorities and desired outcomes and to ensure that they are in alignment with the new performance benchmarks to be developed.

## **2. Setting the Groundwork for the Implementation.**

For the organization to take the performance management plan seriously, and realize that it is a decision-making tool and not simply a reporting exercise, requires strong leadership and continual focus on the program. The effort must be located and staffed at the highest level of the organization – the County Mayor’s Office. Within the current organizational structure of Salt Lake County, this may require some modification of resource allocations to provide the staff necessary for implementation. While staff support and expertise can be provided by other entities including Budget and Financial Staff, the program will be more effective if it is viewed as more than a budget reporting exercise.



**3. Embedding the Performance Management Program into Daily Operations and Decision-Making.**

Each Agency should meet with County administration on a regular basis to review data from a set of key performance measures. This data should be used to measure the department's success against a set of concrete performance benchmarks that are developed from countywide strategic goals, which align with the vision of Salt Lake County as shown earlier. The number of measures for each Department should be limited to more than a dozen or so key performance measures that are focused on outcomes. If the number of measures gets too large, the effort spent tracking data and reporting on performance becomes a workload that can easily exceed its value.

These regular meetings should specifically address areas where departments are falling short of their benchmarks, and concrete actions should be developed for improving on those areas or determining if the resources should be reallocated to other service priorities in order to impact the achievement of the County Vision / Strategic Goals. At the following meeting, the Department and the Administration should both present evidence that they have completed those actions and assess their effectiveness in terms of the data points and the established benchmarks. The high visibility of these meetings tend to move Agencies and Departments into utilizing these measures and outcomes on daily basis since they become acquainted with the focus that is placed on them by top Administrators.

During these meetings, the Administration and the Agency's Director should also collaborate to determine where money can be saved in Department operations and where more effective steps could be taken to meet benchmarks if additional funding were available. Specific outcomes should be attached to various levels of investment,

so that decisions can be made about which initiatives and programs to support. Additionally, funding for programs and initiatives with consistently unsatisfactory outcomes can be eliminated in favor of those with a better chance of producing positive results. This intricately links the budget development process to achievement of desired outcomes.

#### **4. Best Practices from Other Programs in Use Throughout the Nation.**

The following points summarize key best practice elements from other performance management programs that are in place nationally.

- Meetings should be twice a month, once a month, or every other month (never less frequently than every other month, since the idea of performance management is to be hands-on, action-driven, and highly accountable). It is probably best to hold more frequent meetings at first, and keep open the option of decreasing the frequency when a level of comfort and familiarity has been reached about the procedures and expectations of meetings.
- The Agency Director should be the one reporting for the first several meetings, and the Mayor and key administrative staff should lead these meetings. As a level of understanding is developed and the process begins to run smoothly, one or both parties may assign a deputy to represent them, especially if meetings are held on a more frequent basis. The Department Director and County Mayor should not meet for performance management meetings less frequently than every other month.
- Key performance measures will vary by department, but should be objective, empirical data that is tracked and collected regularly by the Agency/Department. Each performance measure should have a concrete benchmark attached to it. Some performance measures and benchmarks may be developed by the County that require the Department to begin tracking and collecting data that it previously did not. In most cases where the County's existing software does not feature the ability to collect data, nothing more complicated than Excel should be necessary in order to achieve an appropriate tracking mechanism.
- While performance benchmarks should be department-specific, strategic goals should be fewer in number and applicable to multiple departments. Examples of possible strategic goals:
  - Ensure safe communities,

- Provide all citizens with access to an effective, integrated justice system,
  - Promote and protect the public health of the community,
  - Provide opportunity and education for residents to improve their own circumstances and quality of life,
  - Reduce the environmental impact of county government and promote regional environmental sustainability and conservation,
  - Promote and contribute to a thriving regional economy,
  - Promote and contribute to a safe and effective transportation system,
  - Increase citizen satisfaction and trust in County government,
  - Exercise sound financial management to build the County's fiscal strength, and
  - Maintain and equip a high-quality, diverse, and innovative workforce.
- Department heads should be consulted when developing performance measures and benchmarks that align with the County's strategic goals. The benchmarks, as noted above, should be objective, empirical data such as counts, averages, percentiles, etc. Examples of departmental performance measures could include items like the following:
    - Human Resources (annual turnover rate for various job classifications, discrepancy between employee and population diversity levels, average cost per county employee, average number of training hours provided per county employee);
    - Planning and Development (average time from application to approval for various permits, percent of customers who say that they are satisfied with customer service on a survey, percentage of applications which are approved without 2 or more re-submittals); and
    - Convention and Visitors Bureau (number of convention attendees on an annual basis, percent of respondents to a survey who say that they have a positive impression of Salt Lake County or consider it to be a top-10 destination).
  - Implementation: The County must first determine what their strategic goals will be. When those have been developed, Agency Directors should consult with the Departments to develop specific and actionable performance measures that are linked to the strategic goals. In the development of these, key focus should be

placed on identifying the data needed to effectively report on these measures and developing a plan to begin tracking data that is not currently available.

**5. Transparency of the Program and Implementing High Visibility of Results.**

All programs reviewed that have been viewed as successful have implemented a high level of transparency in reporting progress and results to the public. This includes posting results of the review meetings online and most importantly having real time dashboards of the performance measures, outcomes, and progress toward achievement of the strategic goals highly visible on the organization's website. This enables the public (and the organization) to know – on a real-time basis – how the organization is performing against the adopted goals and performance measures. This level of visibility and focus also establishes a culture of performance and accountability throughout the organization.

**6. Implementation.**

In implementing a performance management program designed to increase decision-making based upon outcomes, the County should utilize the preceding framework in the development of the program with a particular focus on establishing a clear vision and goals of the program, frequent and targeted reporting, the establishment of a periodic review meeting, and a clear and concise dashboard with which to measure and demonstrate County progress.

**Recommendation: The County should implement its performance management program with a strong focus on outcome measures that are in alignment with revised and adopted goals that enable decision-making based upon service outcomes and costs.**

**Recommendation: A strong public reporting mechanism should be implemented including a dashboard and public reporting.**

## **7. Additional Resources.**

Provided as attachments in the appendices are additional background materials regarding several municipal performance management programs including the following:

- Summary document of Maricopa County Managing for Results Program.
- Live Well San Diego Summary visual showing linkages and dashboard approach.
- Summary of the Live Well San Diego Program.
- Summary of the Baltimore CitiStat Program.

These program summaries provide valuable information regarding the framework and approaches undertaken in the implementation of these programs by other entities.

### **3. COMPARATIVE STAFFING ANALYSIS**

### **3. COMPARATIVE STAFFING ANALYSIS**

This chapter summarizes the analysis and findings relative to the research and comparative assessment that was undertaken regarding staffing levels for the Information Technology and Human Resources functions. This benchmarking effort was undertaken to evaluate at a high-level the comparative staffing allocations, and where feasible, the level of centralization or decentralization of the functions to provide a foundational element for use when considering alternative structures and service delivery approaches for these two functions.

#### **1. INTRODUCTION**

As part of the broader scope of work for Salt Lake County, the Matrix Consulting Group's project team conducted a comparative survey of counties similar to Salt Lake County. The purpose of this survey was to determine the typical staffing complement and structure of the Human Resources and Information Technology functions in comparable counties, and to discover where Salt Lake County falls in comparison to its peers.

In order to administer the survey, a list of comparable counties was obtained from Salt Lake County. It included seven counties: Clark County (NV), Fairfax County (VA), Honolulu County (HI), King County (WA), Maricopa County (AZ), Multnomah County (OR), and Prince William County (VA). The project team contacted the Human Resources Director of each of these counties, requesting the number of countywide staff and organizational charts of the human resources and information technology departments.

Six of the seven counties contacted chose to participate: Clark County, Fairfax County, Honolulu County, King County, Maricopa County, and Multnomah County. The results of these surveys, as well as the project team's analysis, can be found below.

## **2. RESULTS OF COMPARATIVE STAFFING SURVEY**

The following table shows the number of countywide staff in each of the comparable counties. When available, counties provided the number of full-time, part-time, and seasonal staff. Multnomah County simply provided the number of Full Time Equivalents. For counties that provided more detail, the number of FTE's was estimated by adding the number of full-time staff to half the number of part-time staff.

	Salt Lake	Multnomah	Maricopa	King	Clark	Honolulu	Fairfax
FT Employees			12,841	12,502	7,161	9,266	13,477
PT Employees			577	2,177	2,366	1,380	1,445
Seas. Employees						129	5,058
TOTAL			13,418	14,679	9,527	10,775	19,980
TOTAL FTE	3614	4674	13,129	13,590	8,344	9,956	14,199

As evident in the table, Salt Lake County has fewer employees than any of the comparable counties, with Multnomah County being the closest in terms of size.

### **(1) Human Resources**

The following table shows the breakdown of Human Resources FTE's by function for each participating county. When information about vacancies was provided, vacant positions were not included in the employee count.

	Salt Lake	Multnomah	Maricopa	King	Clark	Honolulu	Fairfax
Admin	3	6	2	7	4	11.5	9.5
Class & Comp	8	4	6	5	1.5	11	10.1
HR Policy/Performance				7.5			
Employee Services			9	3.5			
Employee Relations	3.75	5	12		7	15	
Health Services		2		4		12	
Employment				6	8.5	26	13
Safety & Workers Comp				28		20	
Benefits	5	9		10			9.5



	Salt Lake	Multnomah	Maricopa	King	Clark	Honolulu	Fairfax
Diversity			1				
Privacy		1					
HRIS				4.5			5
Development & Training	2	7		7.5	1		15
Proj. Mgmt./Software Impl.	1	3					
Payroll	3		16				15
EAP	1						
<b>TOTAL</b>	<b>26.75</b>	<b>37</b>	<b>46</b>	<b>83</b>	<b>22</b>	<b>95.5</b>	<b>77.1</b>

The following table shows the number of Human Resources staff for each participating county. It also provides the number of HR staff per 1,000 countywide FTE's.

Total HR Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	22	2.6
Fairfax	77	5.4
Honolulu	96	13.1
King	83	6.1
Maricopa	46	3.5
Multnomah	37	7.9
<b>Average</b>	<b>60.2</b>	<b>6.4</b>
Salt Lake	26.75	7.4

While Salt Lake County has one of the smallest Human Resources departments among its peers, the table above shows that it falls slightly above average in relative size, with only Honolulu County – a significant outlier – and Multnomah County having more HR staff per 1,000 countywide FTE's. While attempts were made to address differences in service delivery approaches (i.e. – level of centralization versus decentralization), this was not always possible based upon the responses received from the comparative entities.

The following tables show the number of Human Resources staff for each county in various common functions and provide the number of staff in each function per 1,000 countywide FTE's. Some HR functions ("privacy" and "employee services" for example)

do not have specifically designated staff in more than 2 of the participating counties, so a comparison table was not created for those functions.

<b>Administration Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	4	0.5
Fairfax	9.5	0.7
Honolulu	11.5	1.6
King	7	0.5
Maricopa	2	0.2
Multnomah	6	1.3
<b>Average</b>	<b>6.7</b>	<b>0.8</b>
Salt Lake	3	0.8

<b>Classification &amp; Compensation Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	1.5	0.2
Fairfax	10	0.7
Honolulu	11	1.5
King	5	0.4
Maricopa	6	0.5
Multnomah	4	0.9
<b>Average</b>	<b>6.3</b>	<b>0.7</b>
Salt Lake	8	2.2

<b>Employee Relations Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	7	0.8
Honolulu	15	2.1
Maricopa	12	0.9
Multnomah	5	1.1
<b>Average</b>	<b>9.8</b>	<b>1.2</b>
Salt Lake	3.75	1.0

<b>Health Services Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Honolulu	12	1.7
King	4	0.3
Multnomah	2	0.4
<b>Average</b>	<b>6.0</b>	<b>0.8</b>

Employment & Recruitment Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	8.5	1.0
Fairfax	13	0.9
Honolulu	26	3.6
King	6	0.4
Average	13.4	1.5

Benefits Employees		
County	FTE's	Per 1,000 Countywide FTE's
Fairfax	9.5	0.7
King	10	0.7
Multnomah	9	1.9
Average	9.5	1.1
Salt Lake	5	1.4

Development & Training Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	1	0.1
Fairfax	15	1.1
King	7.5	0.6
Multnomah	7	1.5
Average	7.6	0.8
Salt Lake	2	0.6

Payroll Employees		
County	FTE's	Per 1,000 Countywide FTE's
Fairfax	15	1.1
Maricopa	16	1.2
Average	15.5	1.2
Salt Lake	3	0.8

For the majority of the common HR functions presented above, Salt Lake County falls below the average number of staff per 1,000 countywide FTE's for most areas. However, as shown earlier in this chapter, the County has, on average, slightly most HR staff per 1,000 employees than the comparable areas. The evaluation of functional areas within HR is more difficult as not every organization structures or allocates employees consistently among similar classifications.

The following tables provide the number of decentralized human resources staff in Salt Lake County, by department/division.

Department / Division	FTE's
Arts Administration	1
Library	3
Assessor	1
Health Dept.	1
District Attorney	1
Jail	1
Recreation	2
Aging & Adult Services	1
Sheriff	1
Fleet Management	1
Total Decentralized HR Staff	13
Centralized HR Staff	26.75
TOTAL HR STAFF	39.75

When decentralized human resources staff in Salt Lake County are accounted for, the number of HR staff rises above Multnomah County. This does not, however, include decentralized human resources employees in other counties as this information was not reliably available to the project team so care should be taken when drawing conclusions on this point. However, this does show that the decentralized staff performing human resources efforts represent a sizeable workforce component that is approximately 48% of the size of the centralized HR unit.

The County has identified a need to enhance the Human Resources functions in several areas including services provided to the organizational units, an enhanced training and recruitment efforts, etc. In order to enhance services, the staffing allocated to these functions must be increased.

**Recommendation: The County should seek to align HR staffing that focuses on the enhanced services to be provided by the Department and ensures that staffing within individual organizational units is sufficient to meet organizational needs.**

## **(2) Information Technology**

The following table shows the breakdown of Information Technology FTE's by function for each participating county organization.

	<b>Salt Lake</b>	<b>Multnomah</b>	<b>Maricopa</b>	<b>King</b>	<b>Clark</b>	<b>Honolulu</b>	<b>Fairfax</b>
Admin	5	5	15	12	4	8	16.5
Applications	18.5	1			19	35	
ERP-CSR	8					37	
Service Desk / Tech Support	7	18		18	10	22	35.5
IT Management	10	11	50	3			
Technical Services		11		21.5	19		
Radio & Network	4	14		13.5	10	18	29
Infrastructure	26		102		19		21
Telecommunications	3			31			21
Operations & Project Management	5			11	8	32	
Data Management		11.5		11	5		42
Security	7	6		3			9
Court Technology	2						5
E-government Programs				6			23
Public Safety Systems		19					17
FOCUS Systems							17
Business Systems		25		15	22		18
Human Services Systems		22					4
Enterprise Device & Printing		11		22			19
Desktop Support		27			22		10
Land Development Systems							11.5
Adult & Juvenile Detention							16
Community & Human Services				5			
DDES				20			
Executive Services				2			
Natural Resources & Parks				20			
Transportation				74.5			
Public Health				53			
GIS	2	4.5	2	38	5		21
SNACC					2		
<b>TOTAL IT Related Positions</b>	<b>97.5</b>	<b>186</b>	<b>169</b>	<b>379.5</b>	<b>145</b>	<b>152</b>	<b>335.5</b>

The following table shows the number of Information Technology staff for each participating county. It also provides the number of IT staff per 1,000 countywide FTE's.

Total IT Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	152	18.2
Fairfax	335.5	23.6
Honolulu	143	19.7
King	379.5	27.9
Maricopa	169	12.9
Multnomah	186	39.8
Average	227.5	23.7
Salt Lake	97.5	27.0

Salt Lake County has by far the smallest IT department among its peers, but as the table above demonstrates, the number of IT staff in Salt Lake County per 1,000 countywide FTE's is slightly above the average for the comparable communities. It is important to note that the ratio of IT staff per 1,000 county employees varies considerably across the participating counties.

The following tables show the number of Information Technology staff for each county in various common functions and provide the number of staff in each function per 1,000 countywide employees. Some IT functions ("human services systems" and "e-government programs" for example) do not have specifically designated staff in more than 2 of the participating counties, so a comparison table was not created for those functions.

Admin		
County	FTE's	Per 1,000 Countywide FTE's
Clark	4	0.5
Fairfax	16.5	1.2
Honolulu	8	0.8
King	12	0.9
Maricopa	15	1.1
Multnomah	5	1.1
Average	10.1	0.9
Salt Lake	5	1.4

<b>Applications Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	19	2.3
Honolulu	35	3.5
Multnomah	1	0.2
<b>Average</b>	<b>18.3</b>	<b>2.0</b>
Salt Lake	18.5	5.1

<b>Service Desk/Tech Support Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	10	1.2
Fairfax	35.5	2.5
Honolulu	22	2.2
King	18	1.3
Multnomah	18	3.9
<b>Average</b>	<b>20.7</b>	<b>2.2</b>
Salt Lake	7	1.9

<b>IT Management Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
King	3	0.2
Maricopa	50	3.8
Multnomah	11	2.4
<b>Average</b>	<b>21.3</b>	<b>2.1</b>
Salt Lake	10	2.8

<b>Technical Services Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	19	2.3
King	21.5	1.6
Multnomah	11	2.4
<b>Average</b>	<b>17.2</b>	<b>2.1</b>

<b>Radio &amp; Network Employees</b>		
<b>County</b>	<b>FTE's</b>	<b>Per 1,000 Countywide FTE's</b>
Clark	10	1.2
Fairfax	29	2.0
Honolulu	18	1.8
King	13.5	1.0
Multnomah	14	3.0
<b>Average</b>	<b>16.9</b>	<b>1.8</b>
Salt Lake	4	1.1

Infrastructure Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	19	2.3
Fairfax	21	1.5
Maricopa	102	7.8
Average	47.3	3.8
Salt Lake	26	7.2

Operations & Project Management Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	8	1.0
King	32	2.4
Honolulu	11	1.1
Average	17.0	1.5
Salt Lake	5	1.4

Data Management Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	5	0.6
Fairfax	42	3.0
King	11	0.8
Multnomah	11.5	2.5
Average	17.4	1.7

Security Employees		
County	FTE's	Per 1,000 Countywide FTE's
Fairfax	9	0.6
King	3	0.2
Multnomah	6	1.3
Average	6.0	0.7
Salt Lake	7	1.9

Business Systems Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	22	2.6
Fairfax	4	0.3
King	15	1.1
Multnomah	25	5.3
Average	16.5	2.3



Enterprise Device & Printing Employees		
County	FTE's	Per 1,000 Countywide FTE's
Fairfax	10	0.7
King	22	1.6
Multnomah	11	2.4
Average	14.3	1.6

Desktop Support Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	22	2.6
Fairfax	11.5	0.8
Multnomah	27	5.8
Average	20.2	3.1

GIS Employees		
County	FTE's	Per 1,000 Countywide FTE's
Clark	5	0.6
Fairfax	21	1.5
Maricopa	2	0.2
Multnomah	4.5	1.0
Average	8.1	0.8
Salt Lake	2	0.6

Because IT functions across all entities varied considerably, greater detail and analysis was not useful or meaningful.

Many staff throughout the County have positions that focus on IT functions, but are not part of the centralized IT department. These decentralized IT employees are listed in the tables below by department/division and by function:

Department/Division	FTE's
Accounting And Financial Reporting	2
Addressing	3
Aging and Adult Services	2.75
Animal Services-Administration	1
Art Tix	1
Assessor's Office	4
Behavioral Health Services	2
Center for the Arts Administration	2
Clark Planetarium	8
Criminal Justice Admin	2
District Attorney	1

Department/Division	FTE's
Election Clerk--Permanent Staff	3
Fleet Mgmt Administration	1
Flood Control Engineering	1
Health Administration 2	3
Justice Courts	1
Library--Info Svs	13.5
Mayor Financial - Budget	1
Planning &Development Services	2
Public Works Operations	1
Recorder	14
Regional Development	4
Surveyor	4
Youth Services Administration	1.75
<b>Decentralized Total</b>	<b>79</b>
<b>Centralized Total</b>	<b>87</b>
<b>Grand Total</b>	<b>166</b>

IT Function	FTE's
Applications	2
Business Systems	4
Community & Human Services	2
Court Technology	1
Data Management	5
Desktop Support	3.5
GIS	18
Graphic/Web Design	8
Infrastructure	2
IT Management	11
Operations & Project Management	3
Public Health	2
Public Safety	1
Radio & Network	4
Service Desk / Tech Support	2.5
Systems Analytics	9
Technical Services	1
<b>Decentralized Total</b>	<b>79</b>
<b>Centralized Total</b>	<b>87</b>
<b>Grand Total</b>	<b>166</b>

As the tables show, there are nearly as many employees in decentralized information technology roles as there are in the central IT department.

The County should seek to implement a more centralized Information Technology function that will enable IT staff to focus on the highest priority tasks facing

the County, increase service delivery consistency and levels across all organizational units and generally enhance the IT strategy deployed in the County.

**Recommendation:** The County should seek to implement a more centralized Information Technology function that will enable IT staff to focus on the highest priority tasks facing the County, increase service delivery consistency and levels across all organizational units and generally enhance the IT strategy deployed in the County.

## **4. FACILITY MANAGEMENT ALTERNATIVE**

## **4. FACILITY MANAGEMENT ALTERNATIVE**

One of the identified areas for evaluation during this engagement was the feasibility of providing facility maintenance operations in an alternative approach (i.e. – centralization into a single unit responsible for all County operations) rather than the decentralized model that is currently in place. The following sections outline the finding and recommendations related to this analysis. The general themes of the findings is that must broader centralization of the facility maintenance functions should be implemented. These should be provided as an internal service fund for the organization with actual costs charged out to all organizational units. In order for this approach to be the most cost effective and efficient, all County organizational units should be required to participate in this approach to service delivery.

### **1. THE COUNTY SHOULD FULLY CENTRALIZE FACILITIES MAINTENANCE AND MANAGEMENT UNDER THE FACILITIES MANAGEMENT DIVISION.**

The Facilities Management Division (FMD) is responsible for repairing and maintaining existing County facilities, as well as constructing, modifying and renovating structures. The Department also supports facility master planning and capital improvements through program management, preliminary design, provision of cost estimates, and feasibility studies for projects proposed for funding, as well as acquisition, disposal, leasing and management of County land.

The County has 5,578,220 square feet of maintainable space, as is shown, by functional area, in the table below.

<b>Facility/Functional Area</b>	<b>Area (sq. ft.)</b>
Animal Services	17,900
Aging Services	167,821
Clark's Planetarium	54,200
Children's Museum	63,624
Community Centers	64,583
Elected Officials	57,705
Facilities Management	720,771
Fine Arts and Salt Palace	1,548,404
Fire Department	49,377
Golf Courses	69,256
Health Department	125,593
Library	369,131
Parks	68,210
Parks Special Purpose Centers	264,585
Public Works	107,139
Recreation Centers	734,892
Sheriff	915,166
Swimming Pools	38,365
Youth Services	84,636
Elections Warehouse	16,183
CJS	40,679
<b>Total</b>	<b>5,578,220</b>

There are multiple facilities under each of the functional areas shown in the table, with a total of 5,578,220 square feet of maintainable space in the County's facilities. However, there are five County departments that employ facilities maintenance staff to maintain and repair the facilities in which they are housed. These include the following:

<b>Department</b>	<b>Area (sq. ft.)</b>	<b>Staff</b>
Parks and Recreation	1,067,687	1 Facilities Program Manager 8 Plumbers 3 Carpenters 2 Electricians 2 Painters
Sheriff	915,166	1 Captain 1 Lieutenant 1 Division Secretary 2 Assistant Managers 16 Maintenance Specialists
Aging Services	167,821	1 Facilities Program Manager
Library	369,131	
Health	125,593	
<b>Total</b>	<b>2,645,398</b>	

As the table shows, these five departments are maintaining 2,645,398 square feet of space (approximately 47% of the total) with their internal staff, with contractors or, in some cases, using FMD facilities mechanics.

It should be noted that not all staff listed in the table in these departments are fully dedicated to the same types of facilities maintenance and repair that is performed by FMD. For example, the eight Plumbers listed in the Parks and Recreation Department are reportedly engaged approximately 80% of their time in maintaining the irrigation systems in the parks, with only 20% of the time spent in plumbing repairs in facilities, fountains, restrooms, etc. In another example, in addition to facilities maintenance services, the Sheriff Captain oversees custodial staff, food services and the warehouse, as does the Lieutenant and Division Secretary. The percentage of this time is unknown, however, the facilities portion of the workload is likely larger than the other functions in the Sheriff's Office. Additionally, the Facilities Manager in the Aging Services Department is fully dedicated to the facilities maintenance function, but oversees the work of contractors as well as the maintenance performed by FMD. The Aging Services Department spent about \$193,500 on facilities maintenance services in FY13, in addition to the salaries and benefits of the Facility Manager.

In interviews with managers of these departments providing facilities maintenance services outside the centrally-provided services of the Facilities Management Division, a recurring theme emerged. All of these departments expressed a preference for working with FMD, however they each expressed concerns about the cost of these services as compared to those of private contractors providing the same service. In the case of the Aging Services Department, it was noted that the contractors

cost approximately half of the amount that would be charged by FMD, and that, due at least in part to this, the Aging Services Department would be spending more on contracted services in the coming fiscal year.

The Facilities Management Division, in its 2013 budget presentation document, provided an hourly cost comparison between its own facilities services and the “Average Market” rates that were applicable in 2011, which was the last year for which the survey had been conducted. And although the project team cannot verify the accuracy of the average market rates, the survey indicated that FMD charged lower, or the same, hourly rates than the average market for all 13 labor categories.

County departments clearly have a perception that internally-provided facilities maintenance services are more expensive than those of contractors for the same work, and this perception may be true in many, if not most instances. This may be due to several possible factors, such as:

- FMD utilizes, for example, journeymen for repairs that contractors utilize general laborers.
- FMD expends a greater amount of time on any single repair order than do contractors.
- Departments assume that the indirect overhead rates that are assessed within FMD’s rates cause their rates to be uncompetitive, and directly contract for services with outside maintenance providers without obtaining quotes from FMD.

There may be many more explanations for departments contracting with outside maintenance providers, however the result is that the rates charged by FMD are necessarily greater than would have been the case if a greater amount of repair orders had been performed by FMD staff. FMD is charged with “breaking even” each year by covering costs with revenues received for its services. Given that the hourly rates



charged by FMD must be sufficient to break even, the total cost of operations must be spread over the projected number of direct labor hours spent on maintenance and repair. These projections of probable labor hours are lower than would be the case if FMD received a larger, or total, share of the repair work that it currently contracted with outside vendors.

Currently, County departments are authorized to make their own independent decisions regarding whether to utilize FMD staff, their own staff, or contractors in the maintenance and repair of their facilities. Clearly, the advantage to these departments in the use of this model is that they may reduce costs on specific repair orders or projects, and this may serve as a means to keep FMD costs in check. However, from the County's overall viewpoint, the use of contractors for services that could have been performed by FMD must be viewed as a net cost, as the costs of FMD staff are fixed in the short term.

The project team recommends that the County discontinue the policy of allowing departments to make independent decisions regarding the manner in which they maintain and repair their facilities for the following reasons.

- As stated above, the use of contractors to perform repairs that could have been performed by FMD staff results in a net cost to the County.
- The decentralized manner in which facilities maintenance and repair are conducted results in a system in which records of facilities services are in disparate locations which does not facilitate the analysis of overall costs.
- The decentralized model inhibits the County's ability to capitalize on economies of scale when contracting for work that typically is performed by contractors. These services may include periodic structural assessments, elevator inspections, safety equipment inspections, and others.
- Centralization of the facilities maintenance and repair function would allow the reallocation of project managers in departments with their own staffs to other,

more critical, services, as the management of these functions would be consolidated in FMD.

- Centralization would capture economies of scale on the procurement of facilities repair supplies, materials and contracted repairs.
- Centralization would allow for a more coordinated approach to managing utilities costs. Various departments are currently paying their own utility bills, and these are not being shared with FMD, whose departmental mission includes the reduction of these costs through energy-saving initiatives.

In summary, there are advantages and disadvantages to the decentralized facilities maintenance and management model employed currently by the County. However, this model is resulting in a cost that is greater than would be the case under a centralized model.

To ensure that service levels are appropriate and customer service remains a high priority, the centralized operation should establish service level agreements with all major customers / agencies / departments. A sample service level template is included in the appendices (Appendix B) of this report for use by the County.

**Recommendation: The County should fully centralize the function of facilities maintenance and management under the Facilities Management Division and establish this as an Internal Service Fund in Administrative Services with service level agreements established with operating units.**

## **2. SNOW REMOVAL EFFORTS SHOULD BE COORDINATED THROUGH A CENTRAL COUNTY ORGANIZATION.**

The County's Department of Public Works has responsibility for snow removal on the vast majority of roadways and parking lots. However, some departments, in order to clear parking lots and walkways more quickly than can be achieved by Public Works, dispatch snow removal equipment to remote locations in the County where Public Works crews are already present and clearing other lots.

In discussions with Public Works, at a specific location in Taylorsville (approximately 10 miles, and a 20-30 minute drive from downtown Salt Lake City in snow and ice conditions) the Public Works Department clears both the streets and a Utah Transit Authority lot in a location within sight of a library to which Library Services dispatches an operator to clear the lot and walkways, and a park, to which Parks and Recreation dispatches a crew to clear the lots at that location. Similarly, Facilities Management Division also clears snow from lots of parks, the Convention Center and Salt Palace in the downtown area.

Clearly, it is imperative that snow be removed from the streets, parking lots and walkways in a manner that opens these areas as quickly and efficiently as possible, both to facilitate travel and at the same time do so at the lowest cost possible. The lack of coordination between the departments operating snow removal equipment does not maximize the utility of the County's snow removal equipment and personnel resources when crews are in the same areas, and have traveled long distances to arrive at these locations.

The project team recommends a more coordinated approach to snow removal events by centralizing the command of both personnel and equipment in the Department of Public Works. There are several advantages to this approach, including the following:

- Elimination of the duplication of snow plowing routes currently performed by Parks & Recreation, Library Services and Facilities Management.
- Consolidation of cost information for snow events.
- Reduction of depreciation on equipment by minimizing the travel time between sites.

- Potential disposal of certain pieces of snow removal equipment. The Department of Public Works has 70 snow plows and 70 operators under its command during snow events. The motorized equipment used in these operations is utilized for many other functions during the year. Certain other departments, however, have snow removal equipment that is utilized only for snow removal efforts. It is possible, through the consolidation of command, that some of the equipment owned by other departments could be eliminated through a more coordinated approach to route design.

Centralizing the snow removal efforts should not result in, or be perceived as, a reduction in service levels for those areas that large numbers of patrons. The County's 18 libraries, for example, receive 4.5 million visitors each year, and from a risk management perspective, it is imperative that parking lots and walkways be cleared throughout the day as snow falls.

Currently, each department involved in snow removal absorbs the related costs of their respective operations, so the consolidation of snow removal efforts would require a cost center transfer of personnel to the Department of Public Works for these events. This would enable the County to analyze the costs related to each event, and to measure the efficiency of response to each event.

**Recommendation: Consolidate snow removal command under the Department of Public Works and bill for services provided.**

**3. THE COUNTY SHOULD ESTABLISH A FLEET REPLACEMENT FUND FOR ALL VEHICLES AND EQUIPMENT.**

The County's Fleet Management Division (FMD) has responsibility for repairing and maintaining the County's fleet of rolling and non-rolling stock. As of July, 2014, there were 1,995 pieces of equipment under its management. The FMD has a landfill shop, a truck shop (for heavy equipment and trucks from 1-ton and up), and a light shop (for vehicles lighter than one ton).

The FMD also has the responsibility for the replacement decisions on the County's licensed fleet, which generally includes rolling stock such as automobiles, pickups, heavy trucks such as dumps, and other over-the-road vehicles. The Division utilizes the replacement module within its automated fleet management information system, FASTER, which assigns varying numbers of "points" for age, mileage/hours, and maintenance. FASTER calculates the points for each licensed unit in the fleet, and FMD makes recommendations for replacement of those units with the highest number of points, subject to approval by the Fleet Board, and available funding.

Absent from these replacement decisions made by FMD are the County's unlicensed fleet. Replacement decisions for these units are made by the various owning departments, primarily Public Works.

The project team recommends that the replacement decisions for all licensed and unlicensed units in the fleet be managed by the FMD in order to effect a standardized approach. There are more licensed units in the fleet than unlicensed units, however this latter category tends to contain some of the more costly pieces of equipment, such as motor graders, excavators, loader/backhoes, skid loaders and others. A poor decision regarding the replacement of these units has cost implications not only in greater replacement costs, but in the maintenance and repair of these units as well.

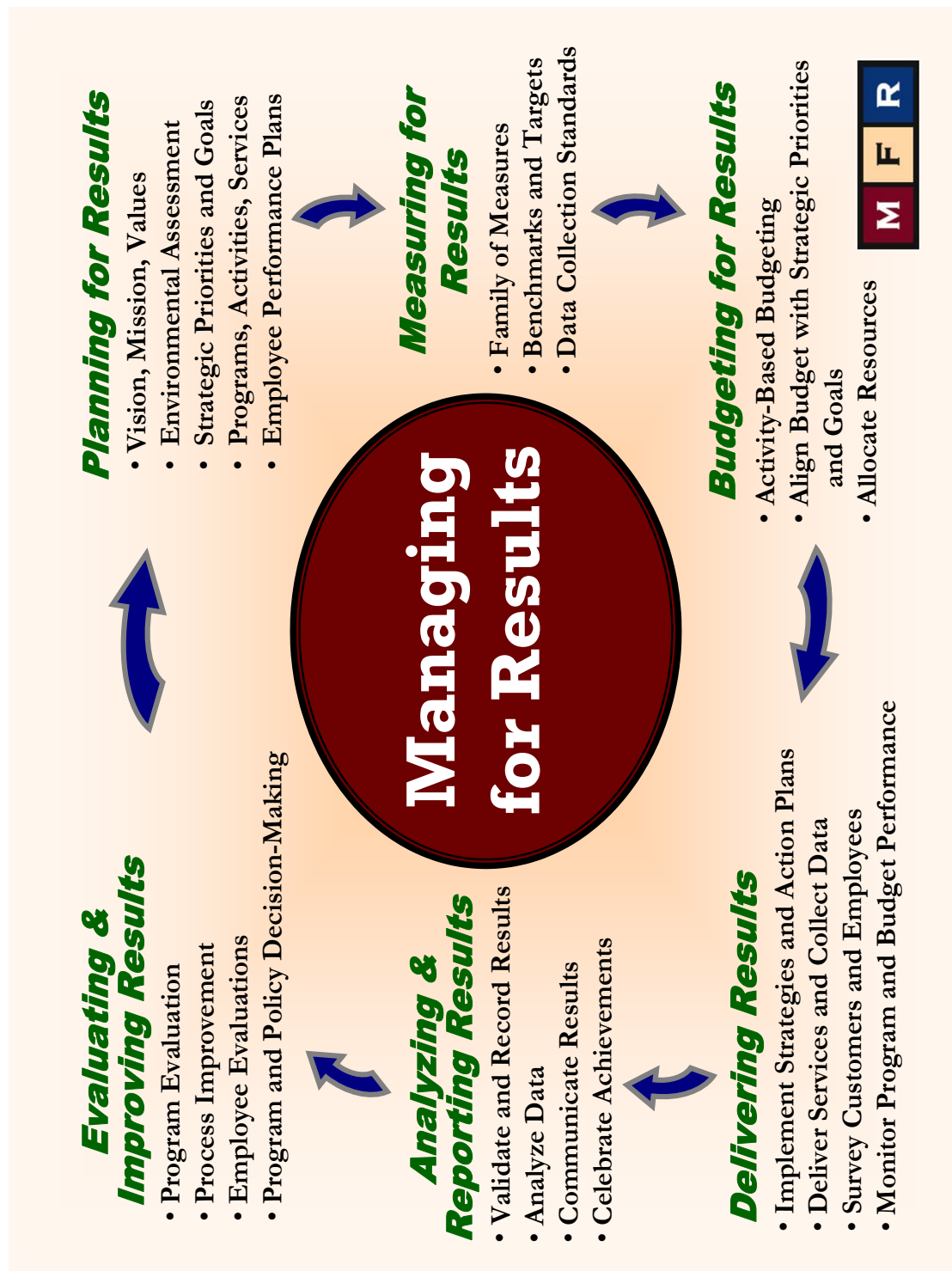
**Recommendation: Transfer the responsibility for equipment replacement decisions regarding the unlicensed fleet to the Fleet Management Division.**

## **APPENDICES**

## **APPENDIX A - SUMMARIES OF PERFORMANCE MANAGEMENT PROGRAMS**

Summaries of other comprehensive performance management programs are provided on the following pages. These summaries include the following items:

- Summary documents related to the Maricopa County Managing for Results Program.
- Live Well San Diego Summary visual showing linkages and dashboard approach and a summary of the Live Well San Diego Program.
- Summary of the Baltimore CitiStat Program.







### **MANAGING FOR RESULTS IN MARICOPA COUNTY**

*Managing for Results (MFR)* is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County.

- The purpose of *Managing for Results* is to improve the effectiveness and efficiency of County services, making Maricopa County a better place to live and work.
- In 2000, the Maricopa County Board of Supervisors adopted the *Managing for Results* policy that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments.
- Maricopa County has been recognized by the Government Performance Project and *Governing Magazine* as a national leader in implementing *Managing for Results*.
- Each County department develops a results-oriented strategic plan that provides a clear, strategic direction and achievable goals for the department and its employees, and includes a set of performance measures to determine what results have been achieved, and if—and how well—strategic goals are being met.
- The County uses the award-winning Performance Measurement Certification (PMC) Program, developed by the Maricopa County Internal Audit Department, to ensure that performance information reported by departments is reliable and valid.
- As part of the *Managing for Results* system, the County uses a budgeting system, called *Budgeting for Results*, to ensure that financial resources, policy, department operations, and County staff are aligned to achieve results.
- Each County employee's individual performance plan is aligned so they contribute to the activities and results achieved by the department.
- Countywide performance is reported to the public through the Maricopa County website and the County's *Annual Strategic Directions Report* and the *Community Indicators Report*.



For more information about *Managing for Results* in Maricopa County, go to

<http://www.maricopa.gov/mfr>



Maricopa County Policies and Procedures	Subject: Managing for Results Policy	Number: B6001 Issue Date 9/00
Approved: <b>Andrew Kunasek</b>	Initiating Department: Office of Management and Budget	

## **1. PURPOSE**

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

## **2. DEFINITIONS**

**Managing for Results System** – Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

**Strategic Plan** – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

**Managing for Results Resource Guide** – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

**Department/Agency** – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

## **3. GENERAL POLICY**

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

## **4. GENERAL REQUIREMENTS**

### **A. Planning for Results**

1. Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.

<b>Maricopa County</b> <b>Policies and Procedures</b>	<b>Subject: Managing for Results Policy</b>	<b>Number: B6001</b> <b>Issue Date 9/00</b>
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2. All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.
  3. All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.
  4. The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.
- B. Budgeting for Results**
1. The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
  2. The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.
- C. Reporting Results**
1. Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
  2. The Office of Management and Budget will prepare and distribute a summary of measures.
- D. Evaluating Results**
1. Internal Audit will review and report on strategic plans and performance measures.
- E. Decision Making and Accountability**
1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
  2. Management will consider performance information in making policy and program decisions.



# How Progress Will Be Measured



Click these links to learn more > >



[LWSD Indicators Dashboard](#)



[LWSD Indicators Fact Sheet](#)

## **LIVE WELL SAN DIEGO**

Live Well San Diego is a county-wide health initiative established in 2010 with the intention of promoting a county that is healthy, safe, and thriving.

“Live Well San Diego encompasses community engagement on all levels. It starts with individuals and families who are leading efforts to be healthy and safe and grows through County support of community action by convening community groups, programming activities, and leveraging funds. Collaborations with public service organizations and businesses give residents easier access to the services they need, and community partners help to expand Live Well San Diego’s impact throughout the county.”

### **1. THREE COMPONENTS.**

The vision is for San Diego County to be “healthy”, “safe”, and “thriving”. These components inform the strategic direction taken by the County over the next 10 years (the intended timeframe for the initiative).

### **2. FOUR STRATEGIES.**

With the three-part vision in place, the next layer involves specific strategies for achieving it, of which there are four: 1) building a better service delivery system, 2) supporting positive changes, 3) pursuing policy and environmental changes, and 4) improving the culture within. These strategies can be applied in various settings and in a multitude of ways to impact the key areas of influence, listed below.

### **3. FIVE AREAS OF INFLUENCE.**

Five areas of influence have been identified where the County can work toward being healthier, safer, and thriving. These areas are: 1) health, 2) knowledge, 3) standard of living, 4) community, and 5) social. These areas of influence are considered primary components of a healthy, safe, and thriving county, and the top indicators of success are grouped within these areas.

#### **4. TOP 10 INDICATORS.**

Ten specific indicators have been identified to determine success levels. These indicators are not direct results of specific actions or initiatives, but are seen as a gauge of the County's general success in implementing the four strategies through its various programs and partnerships. Each indicator is associated with one of the five areas of influence.

##### **(1) Health**

- Length of life expectancy at birth
- Percent of population that is healthy enough to live independently

##### **(2) Knowledge**

- Percent of the population with a high school diploma or equivalent

##### **(3) Standard of Living**

- Percent of the labor force over 16 years old that is unemployed and actively seeking employment
- Percent of the population that is spending less than 1/3 of their income on housing

##### **(4) Community**

- Rate of property and violent crimes per 100,000 people
- Percent of days that air quality is rated as unhealthy
- Percent of population living within a half mile of a park

##### **(5) Social**

- Percent of the population who have experienced food insecurity
- Percent of residents who volunteer

# **BALTIMORE CITISTAT**

## **1. INTRODUCTION**

The following sections provide a brief introduction to the purpose and origins of Baltimore's CitiStat performance management office.

### **(1) Overview**

The Office of CitiStat is a small performance-based management group responsible for continually improving the quality of services provided to the citizens of Baltimore City. CitiStat evaluates policies and procedures practiced by City departments for delivering all manners of urban services from criminal investigation to pothole repair. Staff analysts examine data and perform investigations in order to identify areas in need of improvement. City agencies are required to participate in a highly particularized presentation format designed to maximize accountability. Agencies must be prepared to answer any question raised by the Mayor or her Cabinet at CitiStat sessions which are held every four weeks. As a result of its success, the CitiStat model has been adopted by local governments across the U.S. and around the world.

### **(2) Origins**

In 1999 Baltimore City instituted a new style of management called CitiStat in order to "make City government responsive, accountable and cost effective." Modeled after a similar program in New York City Police Department, the Baltimore City Police Department initiated weekly ComStat meetings (short for "computerized statistics") to improve crime-fighting efficiency. CitiStat represents the extended application of the same basic principles to the management of all municipal functions. The program was designed to maximize personal accountability by requiring City agencies are to provide

CitiStat analysts with metrics representing performance. During monthly and bimonthly meetings with the Office of the Mayor, each agency must examine sub-standard performance and propose solutions that can be carried out in an efficient manner.

## **2. MAIN TENETS**

The CitiStat Office follows four main tenets. Those tenets were originally developed by Jack Maple (deceased) of the New York City Police Department in order to improve police services by fully exploiting statistical information. The strategy of plotting crime occurrences on a map and “putting cops on dots” can be attributed to these initial CompStat sessions. The CitiStat model uses the same tenets to examine all City services. The tenets are:

### **(1) Accurate And Timely Intelligence Shared By All**

There are three main sources of information on which the CitiStat process relies. The first is the 311 service request system. Residents of Baltimore City can call 311 to report all non-emergency problems from potholes in the road to traffic hazards. Detailed information about the call, the service request and the agency response are recorded and available for review at CitiStat sessions.

A second source of information is statistical reports that the agencies are responsible for preparing themselves. These reports, called templates, measure areas not covered by 311 services requests. Examples include overtime hours, traffic citations issued and new employees hired.

The third and final source comes from field work. Staff analysts are expected to follow up on leads provided by community liaisons and statistical trends to locate, photograph and present evidence of inefficient policies and procedures.



## **(2) Rapid Deployment Of Resources**

Solid evidence and good ideas can only be implemented with an efficient response system. The CitiStat model provides a forum for frank discussions and direct communication with the Mayor and her cabinet. If service managers are having difficulty responding to citizens, every two weeks they will have the opportunity to address issues concerning response capabilities. In addition, a key measurement associated with the CitiStat model is the setting of response goals and measurement of actual response times.

## **(3) Effective Tactics And Strategies**

Analyzing data and reporting statistics is only the beginning of the CitiStat process. The CitiStat session is one that promotes frank discussions and novel solutions. The keys to promoting the development of effective tactics and strategies include: requiring all relevant personnel to attend the session, possessing the technological capabilities to immediately provide all relevant data, dedicated analysts responsible for investigating agencies' procedures and performances and preparing the participants for every session, and focused measurement and follow-up on the performance of all tactics and strategies in place.

## **(4) Relentless Follow-Up And Assessment**

Perhaps the most important tenet of the CitiStat model is to relentlessly follow-up and assess the measures developed or identified at CitiStat. Agencies are required to adhere to a rigid reporting schedule. Sessions are held monthly or bimonthly and are rarely cancelled or postponed. During times of emergency or for initiatives of heightened importance, sessions can be held as frequently as every week. In addition, staff

analysts are responsible for carefully recording promises made and issues discussed at previous meetings, so they can be addressed again at future meetings. Finally, within hours of every CitiStat session, a detailed memorandum is send directly to the agency head listing all the agreements made in the previous session and requiring that a progress report be provided before the next session

### **3. PROCESS**

The elements of the CitiStat process, as practiced in Baltimore, are outlined in the sections below.

#### **(1) The Memo:**

In preparation for each meeting, a CitiStat analyst prepares an 8 to 12-page memo for the Mayor and her cabinet. Memos primarily consist of data analysis, field research, and interviews with residents and city supervisors. The resulting summaries, charts, tables, images and maps become the backbone of the meeting's discussion. Excerpts of recent memos to the Mayor are available on the Participating Agencies pages, under the tab above.

#### **(2) Data:**

Analysts regularly look at two sets of data - the CitiStat Template and the CitiTrack Report.

#### **(3) CitiStat Template:**

The Template is an agreed upon set of metrics by which the Agency is measured. For example, one metric for the Department of Transportation is the number of parking citations issued. Every two weeks current performance is compared to past

performance. Prior to CitiStat, such comparisons were done only on a quarterly or even annual basis.

**(4) CitiTrack Report:**

Baltimore has a non-emergency service request line - 311. Each Service Request (SR) is tracked from the moment it is reported until it is completed. For example, a citizen may report an out streetlight by calling 311 and providing an approximate address for the light pole. Once the SR is created, the City has committed to fixing the light within 4 days. There are hundreds of SRs that citizens may request, each with its own resolution time. CitiStat seeks to ensure that each SR is completed in a timely, competent, and efficient manner.

**(5) Visual Evidence:**

Every CitiStat analyst is issued a digital camera - a very powerful tool if you want show that trash was left behind on a route or that a job site was not cleaned properly. The CitiStat Team has a full-time investigator and each of the analysts spend a significant amount of their time in the field as well.

**(6) Follow-Up:**

After each meeting the Agency receives a one-page follow-up consisting of recommendations and specific data requests for the next meeting. CitiStat is an ongoing process - results are relentlessly pursued from one meeting to the next.

## APPENDIX B - FACILITIES MAINTENANCE SERVICE LEVEL AGREEMENT TEMPLATE

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### 1. PARTIES TO THE AGREEMENT

This document is a service level agreement between

\_\_\_\_\_  
(hereinafter referred to as the Provider), and

\_\_\_\_\_  
(hereinafter referred to as the Recipient).

### 2. PURPOSE

The purpose and intent of this document is to identify the nature and scope of services available to the Recipient from the Provider (the Salt Lake County Facilities Management **Division**, or “FMD”), including facilities maintenance services. This document will set forth the framework for both the Provider and the Recipient to develop and more completely define Facilities services to meet the needs of each department and facility receiving service under the terms of this agreement. It will also define how payment shall be made in return for these services and set forth the process by which the Provider and the Recipient will negotiate, resolve differences, and coordinate efforts on issues pertinent to facilities maintenance provision.

### 3. POINTS OF CONTACT

The following individuals (or their representatives) will serve as the points of contact for the Provider and the Recipient, respectively, for the duration of this agreement:

Provider

Name:

Position:

Telephone:

Email:

Recipient

Name:

Position:

Telephone:

Email:

#### **4. OVERVIEW**

The Facilities Management Division (FMD) of Salt Lake County is dedicated to providing our customers with high quality, timely and cost-effective facilities maintenance and management services. We recognize that our customers deliver essential services to the residents of the County and must receive a high level of facilities maintenance and management services in order to accomplish their missions. Simply stated, when equipment is out of service, our customers cannot do their jobs. Therefore, while we are committed to providing services at the lowest price possible, our primary focus will be on activities that lead to maximizing facilities equipment up-time and minimizing the operational impact of repair services. We are also committed to the following principles:

1. We will focus on asset management activities that conserve the value of equipment investments and will provide our customers with value added services that result in lower facilities maintenance costs.
2. All services that we provide will be of the highest quality available in the equipment repair and maintenance industry.
3. We will understand our customers' needs and will meet these needs effectively, responsively and courteously.

FMD will provide a stated level of service to all its customers under an overall operating agreement with the County. This Service Level Agreement provides some customization of the services offered to our customers by FMD while staying within the overall agreement with the County. Included are procedures for accessing services, service prices and billing procedures, and a description of FMD's and customer responsibilities under this agreement.

#### **5. PREREQUISITE TERMS**

For the terms of this agreement to take effect, the following pre-requisite terms must be met:

On the part of the Provider:

On the part of the Recipient:

## **6. SUMMARY RESPONSIBILITIES OF EACH PARTY**

The Provider agrees to provide facilities maintenance services, the scope of which are set forth later in this document. In summary, services will include building and, preventative maintenance, scheduled maintenance, corrective maintenance, responding to service requests, and emergency facilities management and repair services. Services beyond the specifications of this agreement are to be negotiated and compensated separately. The Provider will deliver cost-effective building, facilities, and landscape maintenance services that provide a safe, healthy, functional, secure, and aesthetically pleasing work environment for employees, recipients, and the public.

The Recipient agrees to pay the Provider for the costs and expenses for building, and facilities services as set forth in this agreement. Additional services and unforeseen expenses required by the Recipient outside of compensation references in this agreement shall not be modified unless mutually agreed to in writing by the Parties. The Recipient shall identify buildings and facilities, to receive maintenance services under this agreement.

## **7. SERVICE TIMEFRAME AND FREQUENCY**

The dates of this service agreement are set forth below.

Begins: 7:00am on \_\_\_\_\_  
MM/DD/YYYY

Ends: 7:00am on \_\_\_\_\_  
MM/DD/YYYY

Normal hours of building, facilities, and landscape maintenance services will be Mon-Fri from 7:00am to 5:00pm.

## **8. SERVICE REQUESTS**

Non-emergency service requests to fix pressing building and facilities issues can be filed in one of three ways:

- 1) Visit the Provider website at \_\_\_\_\_, log in using the customer ID provided, and file a request.
- 2) Email the Provider at \_\_\_\_\_.
- 3) Call the Provider front desk at ( ) - \_\_\_\_\_.

In order for a work order to be initiated, the following information must be provided in the service request:

- Location of the issue
- Nature of the issue
- Date that the issue was first noticed
- Name, phone, and email of person requesting service

Upon receipt of a complete service request, a work order will be created and assigned a priority level. The Provider will contact the person requesting service and provide an estimated timeframe for resolution of the issue. If circumstances prevent the issue from being resolved by the date given, the Provider will update the person requesting service until the issue is resolved.

The following table outlines the levels of priority that can be assigned to work orders, describes the nature of scenarios that receive that priority level, and indicate the appropriate response timeframe that the Provider will meet.

Response Level	Scenario	Response
<b>Priority 1 – Critical</b>	System failure or safety hazard that effects a portion of a building with a potential of shutting down an operational setting.	Immediate response, work until resolution complete.
<b>Priority 2 – Urgent</b>	System failure that significantly effects the working environment in a building or portion therein, or a serious safety hazard.	Same day response, resolution dependent upon conditions.
<b>Priority 3 – Normal</b>	Failures that create minor issues for the building working environment.	Response within 5 days, resolution dependent upon conditions.
<b>Priority 4 – Low</b>	Miscellaneous building requests that enhance or upgrade existing buildings or spaces.	Response and resolution variable based on available resources.

## **9. CONTRACTING AND OUTSOURCING POLICY**

Outlines the permissible dollar amounts for various types of maintenance (routine, preventative, emergency, etc.), and explains how much of each maintenance type is permissible without additional approval from the Recipient.

#### Routine Maintenance and Small Projects

The Provider is authorized to provide materials for routine and preventative maintenance and small projects up to and including \$1,000. Work in excess of \$1,000 and up to \$10,000 shall not proceed without approval of, and funding by, an authorized representative of the Recipient. Whenever possible, repairs, maintenance, small project materials, and outsourced/major contract services less than \$10,000, the Facilities Maintenance Department will make recommendations regarding the most cost-effective and efficient manner of repair, which may be through use of in-house or contracted services. In either case, the Provider will consult with the Recipient.”

#### Emergency Repairs

Emergency repairs up to \$10,000 are understood to be approved and shall be billed directly to the Recipient’s account for the appropriate building or department, or to the account code provided by the Recipient. Emergency repairs over \$10,000 will be held to the amount necessary to prevent further damage to the Recipient’s assets until an authorized Recipient representative can authorize larger expenditures. Invoices for emergency repairs over \$10,000 shall be forwarded to the Recipient for payment upon verification by the Provider of work completed.

#### Outsourced Contracts and Major Maintenance/Projects

Outsourced contracts and major project services shall be contracted for under the appropriate purchasing rules and regulations unless other processes are established and deemed advantageous by both parties. Services shall be paid for by the Recipient as described in section 10. Whenever possible, repairs, maintenance, small project materials, and outsourced/major contract services less than \$10,000 shall be solicited from service providers on the Recipient’s list of approved vendors. Outsourced contracts and major project services between \$10,000 and \$49,000, and less than \$10,000 when no list of approved vendors is in place, require solicitation from at least 3 service providers. Outsourced projects and major project services \$50,000 and above may require a formal solicitation process, an advertised hard bid, or request for proposal from qualified outside service providers. In each case, services shall be billed to the account code provided by an authorized representative of the Recipient.

### **10. PAYMENT**

In return for the scheduled building and facilities maintenance services listed in section 11, the Recipient will provide base funding in the amount of \_\_\_\_\_. This cost does not include overtime, materials, and



contracted work. The Recipient shall issue funds on a monthly basis, no later than 5:00pm on the first weekday of each month. The amount disbursed each month shall be one twelfth of the full amount. Additionally, non-scheduled services will be billed at an hourly rate to be determined each year. The rate shall include both direct and indirect costs, and materials used in the performance of maintenance and repair services will be billed at cost plus a percentage markup to capture administrative and inventory holding costs. This percentage will also be recalculated annually to ensure full cost recovery.

For any annual renewals of this agreement, the Parties will negotiate a new annual funding amount and amend the prior paragraph accordingly.

The Provider will carry a reimbursable account for processing approved work orders. The Recipient will carry maintenance accounts of a sufficient amount to provide funding for the level of maintenance services requested. Additional services and unforeseen expenses required by the Recipient outside the scope of this agreement shall be negotiated by the Provider and the Recipient, and shall be paid directly to the Recipient. The Provider shall verify invoices for all expenditures before forwarding to the Recipient for payment.

The Provider and the Recipient will collaborate on the issue of determining the level of need versus the level of funding for future budget submissions.

## **11. SERVICES TO BE PROVIDED**

In return for payment outlined in section 9, the Provider agrees to provide the following building, facilities, and landscape maintenance services:

- *Maintenance Service Desk Staffing*
- *Preventative Maintenance*
- *Corrective Repairs and Maintenance*
- *Electrical Service/Maintenance*
- *Plumbing Maintenance*
- *HVAC Maintenance*
- *Emergency Repairs*

The following is an example of the specific nature of the provisions that should be included in each service area, as applied to:

*“The following services are provided as standard under the terms of this agreement:*

- *Complete an annual Grounds Maintenance Report to assist the Recipient in managing their grounds taking into account Health & Safety matters, contractor performance, tree management, and grounds development plans.*
- *Advise on the maintenance of trees including advice in relation to Health & Safety and all statutory requirements for compliance with the law, for example tree preservation orders or conservation area consent.*
- *Provide advice on the installation, suitability, condition and defects of play*

- equipment all in accordance with best practice guidance.*
- *Advise and assist on the management of Ground Maintenance contracts, contractors, workmanship, Health & Safety matters.*
- *Give advice on specific grounds related deficiency actions derived from any inspection, risk assessments or Health & Safety compliance checks.*

## **12. PERFORMANCE MEASUREMENT**

The performance of the Provider shall be monitored and regularly reviewed in order to ensure a high level of service. The following data shall be collected by the Recipient and reviewed by both parties in the context of a performance review on a quarterly basis:

- Customer surveys shall be distributed quarterly to the employees at each department and facility receiving services under this agreement. The surveys shall be distributed and collected prior to the quarterly performance review meeting. A standard of satisfaction levels shall be established and used as a benchmark for customer service.
- Work orders shall be compiled in order to determine whether proper priority is being placed on each order, what percentage of issues are addressed within the appropriate timeframe for the priority assigned to them, what percentage of issues are resolved within a reasonable timeframe, and the average backlog of maintenance work. Benchmarks shall be assigned to each of these metrics for performance measurement purposes.
- Reports of preventative maintenance performed shall be compiled and reviewed against agreed-upon maintenance schedules, which shall be developed based on the services outlined in section 10.

Additionally, the Recipient shall generate a cost of service analysis on an annual basis for determining payment for funding of services in the following year.

## **13. COMMUNICATION**

Advice and support will be available when contacting the Provider's front desk within the normal office hours of 7:00 am to 5:00 pm, Mon-Fri, excluding public holidays. Service provision outside normal office hours will be by arrangement, and may be provided at overtime rates. Emergency service can be obtained outside of normal office hours and on holidays by contacting an on-call maintenance technician at \_\_\_\_\_.

The Provider will issue a monthly report to the Recipient of services provided, maintenance conducted, issues resolved, current backlog, and any notes regarding emergencies during the month or upcoming policy changes. This report for the previous

month shall be delivered to the Recipient not later than five business days after the end of the month.

#### **14. COMPLAINTS AND ISSUE RESOLUTION**

Any issues or disagreements between the two Parties relating to the level or quality of services provided as part of this agreement will at first attempt to be handled by the immediate supervisors of both parties. If not suitably resolved through this method, the order of escalation shall be as follows:

- 1) Provider's facilities management division supervisor and Recipient's department representative.
- 2) Provider's facilities management division manager and Recipient's department manager.
- 3) Provider's deputy administrator and Recipient's assistant CEO

#### **15. INCIDENT MANAGEMENT**

In the case of a significant incident occurring, the Recipient is advised to contact the Provider's front desk immediately. For all out-of-hours mechanical, electrical or building incidents, an on-call technician can be reached at \_\_\_\_\_. In the case of a serious medical or safety emergency, call 911.

#### **16. EMERGENCY PRIORITIES**

Issues classified as "Priority 1", representing an immediate safety hazard or time-sensitive threat to the Recipient's assets, will be treated as emergencies. These issues will receive an immediate response from the Provider's personnel, who will work to resolve the issue until it is no longer an emergency. Life safety issues, major utility failures or malfunctions, air conditioning failure in a server room, and weather or flooding damage are examples of emergency issues. Personnel will be directed to respond to emergencies by the Provider's front desk during normal service hours as described in Section 6. During non-business hours and holidays, the on-call technician (see Section 14) will be the emergency responder.

#### **17. CHANGES TO SERVICE**

Either party may propose changes to the scope, nature, schedule or objectives of the services being performed under this agreement, subject to agreement by both Parties. The requesting party shall request a formal meeting to review current service level measure reports and discuss requested changes prior to any formal changes in this document.

## **18. RESPONSIBILITIES OF THE PARTIES**

### **FMD will have the following responsibilities under this agreement:**

- A. To recognize that our customers have certain rights including:
- The right to complain;
  - The right to question cost;
  - The right to demand fast service;
  - The right to demand quality service;
  - The right to shop around to compare cost and/or service; and
  - The right to expect courtesy and consideration.
- B. To comply with all provisions of this agreement.
- C. To have the customer's best interests in mind.
- D. To assist our customers in reducing their facilities costs.

### **Customers will have the following responsibilities under this agreement:**

- A. To designate a facilities liaison;
- B. To report equipment malfunctions promptly;
- C. To accommodate FMD staff during preventive maintenance services;
- D. If rescheduling is necessary, to do so at least 24 hours in advance;
- E. To provide repair authorizations as soon as possible after being contacted.
- F. To review billing reports within five business days of receipt and to promptly notify FMD of any problems.

## **19. ONGOING REVIEWS**

Meetings of the Provider and the Recipient shall be held quarterly (as outlined in Section 11) to review services provided, performance measures, what is working well, what needs improvement, possible changes to services, service-related costs, and/or the terms of this agreement. Meetings may be held more often if circumstances require. The mid-year meeting will be reserved to discuss expected changes in scope, volume, and/or nature of services to be provided in the next calendar year, so that appropriate budget requests can be prepared. In addition, a cursory review of the following year's Service Level Agreement will be completed. Completion of the Service Level Agreement for the next year shall be finalized in the 4<sup>th</sup> quarter of the preceding year.

\* \* \* \* \*

## **APPENDIX C - EMPLOYEE SURVEY SUMMARY**

The Matrix Consulting Group conducted a survey of Salt Lake County employees in order to gauge employee's sentiments on a variety of issues regarding the County's operations, performance, and upcoming initiatives. The survey results will be used, in conjunction with other efforts, to determine the processes or department on which to focus greater effort during the organizational review. Surveys were distributed via email to all County employees who report to the Mayor. Of the 2,306 surveys that were distributed, 1,070 were completed for a response rate of 46.4%

### **1. SURVEY OVERVIEW**

The survey consisted of three primary sections. The first section contained twenty-one (21) positively-phrased statements to which respondents were asked to select one of the following responses: "strongly agree," "agree," "neutral," "disagree," and "strongly disagree." For purposes of discussion, responses of "strongly agree" and "agree" are grouped together in the tables, as are the responses of "strongly disagree" and "disagree". The statements in this section of the survey were designed to provide a better understanding of the perceptions, attitudes, and opinions of County employees, with respect to the following key areas:

- **Expectations & Performance:** Employees responded to statements about the level of service provided to citizens and the policies/procedures of County departments.
- **Operational Structure & Efficiency:** Employees responded to statements about the County's organizational structure and the level of efficiency and inter-departmental cooperation in the County.

- Technology & Equipment: Employees responded to statements about the quality of technology and equipment made available to them, as well as the implementation of PeopleSoft.
- Management: Employees responded to statements about the quality of managerial leadership in the County.

In the second section, respondents were asked to select responses indicating their viewpoint on two multiple-choice statements. The first statement pertained to employees' workload, and the second inquired about the span of control between supervisors and employees.

In the final section, respondents were given the opportunity to respond in their own words to 5 open-ended questions. The open-ended questions were designed to gauge employee opinions on the County's current level of efficiency, inter-departmental coordination and the implementation of PeopleSoft and to give them an avenue for suggesting improvements.

While the survey was confidential, respondents were asked in the beginning to indicate their department and division. The tables below present the number of respondents by Department and Division.

<b>Response by Department</b>		
<b>Department</b>	<b># of Responses</b>	<b>Percentage</b>
Administrative Services	148	13.8%
Human Services	613	57.3%
Community Services	130	12.1%
Public Works	93	8.7%
Mayor's Office	69	6.4%
Declined to Indicate	17	1.6%
Total	1,070	100%

Administrative Services		
Division	# of Responses	Percentage
Contracts	7	4.7%
Facilities	33	22.3%
Fleet	17	11.5%
Human Resources	34	23.0%
Information Services	56	37.8%
Real Estate	0	0.0%
Records	0	0.0%
Vol. Services	1	0.7%
Total	148	100%

Human Services		
Division	# of Responses	Percentage
Aging	82	13.4%
CJS	72	11.7%
BHS	12	2.0%
Health	181	29.5%
Library Services	208	33.9%
Sub. Ab.	1	0.2%
Youth	57	9.3%
USU Ext.	0	0.0%
Total	613	100%

Community Services		
Division	# of Responses	Percentage
Center/Arts	32	24.6%
Clark Planet	0	0.0%
Golf	6	4.6%
Parks & Rec	89	68.5%
SLC & VB	3	2.3%
Salt Palace	0	0.0%
Expo	0	0.0%
Total	130	100%

Public Works		
Division	# of Responses	Percentage
Animal Services	33	35.5%
Eng./Floods	23	24.7%
Operations (incl. Addressing)	29	31.2%
Solid Waste	8	8.6%
Total	93	100%

Mayor's Office		
Division	# of Responses	Percentage
Mayor's Office	7	10.1%
Mayors' Finance	33	47.8%
Office of Regional Development	17	24.6%
Township Services	34	49.3%
Total	69	100%

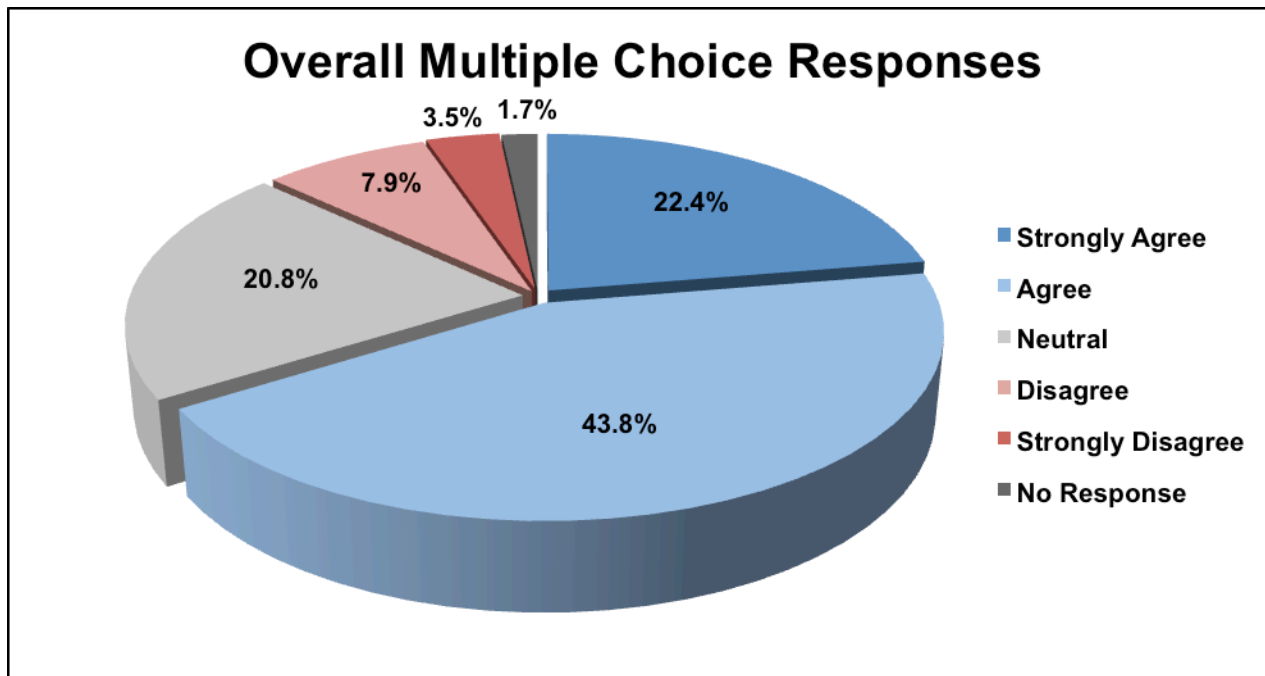
Respondents were also asked to indicate their level of supervisory authority. The following table summarizes their responses.

Employee Role		
Role	Count	Percentage
Executive/Manager	167	15.6%
Supervisor	230	21.5%
Non-supervisory Staff	663	62.0%
Declined to Indicate	10	0.9%
Total	1,070	100%

## **2. GENERAL FINDINGS**

In reviewing the results of the employee survey, the pattern of responses for the entire group versus individual responses was reviewed. The following chart summarizes the overall distribution of responses to the various statements made by the employees taking the survey.





As illustrated in the chart, responses to multiple-choice statements were mostly positive, with two-thirds of all responses comprised of “agree” or “strongly agree”. No statement received an average response of “neutral” or lower, and less than 10% of total responses were negative, revealing a generally positive attitude among County employees.

Responses to individual statements, and to statements in particular topical categories, varied from the overall average. Some statements received even more positive responses, while others elicited more negative sentiments from employees. Employees’ written responses to open-ended questions provided additional detail to the opinions expressed in their multiple-choice responses.

### **3. MULTIPLE-CHOICE STATEMENTS**

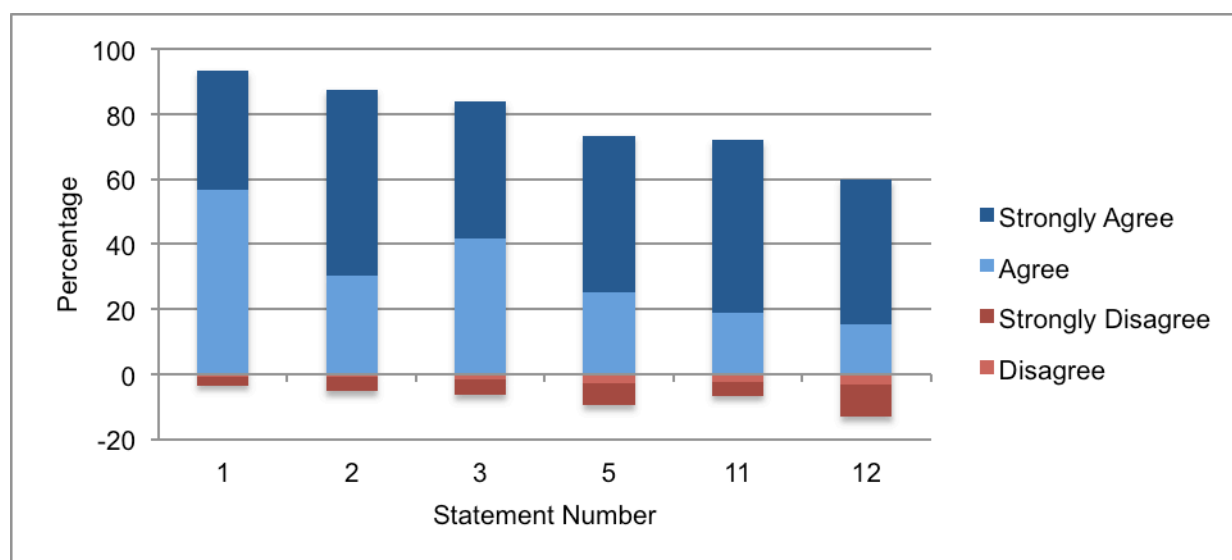
The following sections describe employees’ responses to each of the specific statements contained in the first section of the survey.

## (1) Expectations & Performance

The following table contains employees' responses to statements about the level of service provided to citizens and the policies and procedures of County departments.

Statement	Agree	Neutral	Disagree	N/R
1. My division provides a high level of service.	93.3%	3.0%	3.6%	0.1%
2. In my division, our services meet the expectations of our customers.	87.6%	6.6%	5.5%	0.3%
3. We have high performance expectations in my Division.	83.9%	9.6%	6.5%	0.0%
5. My Division has well documented rules and processes to guide my work.	73.3%	16.4%	9.6%	0.7%
11. There are opportunities in my Division to improve how we deliver services.	72.0%	20.0%	6.8%	1.3%
12. Our internal policies and procedures are up to date.	59.9%	25.2%	13.1%	1.7%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



For some of the statements in this section, correlations could be seen between the demographics of the respondents and their levels of agreement or disagreement.

Please note the following points:

- Statement #1: “My division provides a high level of service.” This statement received more agreement than any other statement on the survey, reflecting widespread confidence in the quality of service provided by the County. Employees in Youth Services provided slightly less positive responses, but responses still leaned toward agreement across all respondent groups.
- Statement #2: “In my division, our services meet the expectations of our customers.” While the response across all respondent groups was primarily positive, employees in the Mayor’s office had a slightly less optimistic response to this statement. There was little difference in responses across supervisory roles.
- Statement #5: “My Division has well documented rules and processes to guide my work.” While responses were positive in general, employees in Human Services agreed with this statement slightly more than other departments did.
- Statement #12: “Our internal policies and procedures are up to date.” Responses to this statement were less positive than many other statements, although they still trended toward agreement. Employees without supervisory authority responded slightly more positively than others.

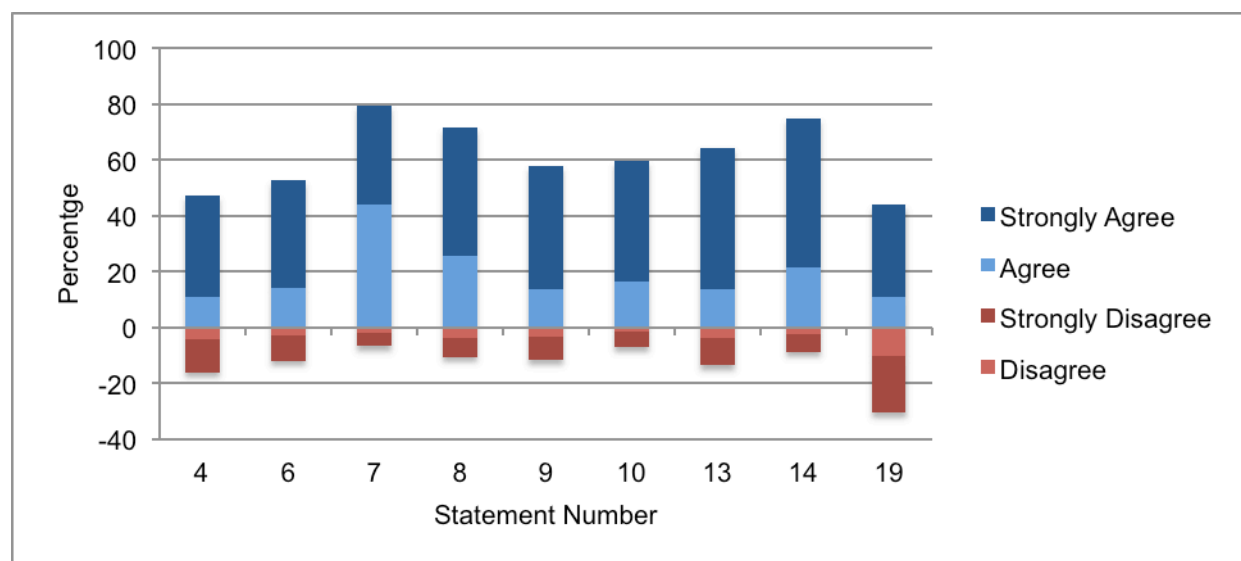
Employees clearly feel that the County performs well in terms of setting and meeting clear expectations for services provided to the community. While some small variances in responses exist, respondents by and large expressed a positive outlook regardless of their department or level of supervisory authority.

## **(2) Organizational Structure & Efficiency**

The following table contains employees’ responses to statements about the County’s organizational structure and the level of efficiency and inter-departmental cooperation in the County.

Statement	Agree	Neutral	Disagree	N/R
4. The business processes involving other Departments/Divisions are efficient and effective.	47.1%	31.9%	16.1%	5.0%
6. There is good teamwork among departments in the County.	52.5%	33.0%	12.0%	2.5%
7. My Division performs work that is not duplicated by other departments or divisions.	79.3%	11.9%	6.8%	2.0%
8. The organizational structure of my Department is well suited to its responsibilities.	71.3%	17.2%	10.6%	0.8%
9. The organizational structure of the County promotes the efficient delivery of services.	57.7%	29.2%	11.7%	1.5%
10. In my Division, we have the right mix of in-house and outsourced services.	59.5%	29.4%	7.1%	4.0%
13. The work practices in my Division are efficient.	64.3%	21.4%	13.7%	0.6%
14. In my Division, we do a good job of planning and scheduling our work.	74.7%	16.0%	8.7%	0.5%
19. Staffing levels in my division are adequate for the work to be performed.	43.8%	23.1%	30.6%	2.5%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



For some of the statements in this section, correlations could be seen between the demographics of the respondents and their levels of agreement or disagreement.

The following are key points related to the responses to these statements:

- Statement #4: “The business processes involving other Departments/Divisions are efficient and effective.” The responses to this statement were less positive than the ones to many other statements on the survey, but still sat well above neutral. Employees without supervisory authority agreed slightly more than those with supervisory authority.
- Statement #7: “My Division performs work that is not duplicated by other departments or divisions.” Responses to this statement were positive across the board, although employees in Administrative Services were slightly less so.
- Statement #9: “The organizational structure of the County promotes the efficient delivery of services.” Responses to this statement were mostly positive, and there was little difference of opinion from department to department. Executives and managers provided slightly fewer agreeing responses to this statement.
- Statement #19: “Staffing levels in my division are adequate for the work to be performed.” While responses in general were less positive than any other statement, the average still trended toward agreement. The average response from employees in the Mayor’s office, however, was slightly more negative than neutral. Respondents without supervisory authority voiced a bit more agreement with this statement.

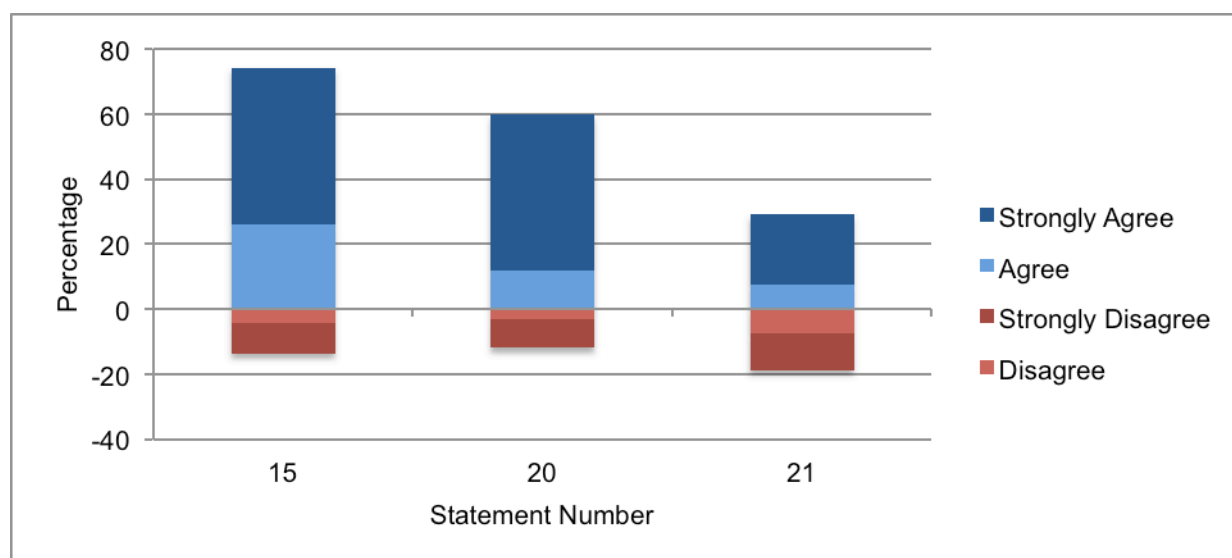
Employees feel that the County as a whole runs reasonably efficiently. Statements about organizational structure, inter-departmental cooperation, outsourcing, and work processes and planning all drew positive responses. These sentiments were consistent in each department, and among both supervisory and non-supervisory staff.

### **(3) Technology & Equipment**

The following table contains employees’ responses to statements about the quality of technology and equipment made available to them, as well as the implementation of PeopleSoft.

Statement	Agree	Neutral	Disagree	N/R
15. I have the technology I need to do my job efficiently and effectively.	74.2%	11.3%	13.8%	0.5%
20. The business processes (not PeopleSoft related) within my Division are efficient and effective.	59.7%	27.0%	12.0%	1.3%
21. When completed the PeopleSoft implementation will improve our ability to integrate technology into our business process.	29.0%	45.9%	18.8%	6.2%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



For some of the statements in this section, correlations could be seen between the demographics of the respondents and their levels of agreement or disagreement.

These differences are noted below:

- Statement #15: "I have the technology I need to do my job efficiently and effectively." This statement received agreeing responses from every department, although employees in Community Services were less positive than other departments.
- Statement #20: "The business processes (not PeopleSoft related) within my Division are efficient and effective." Responses to this statement were mostly in agreement, although they were less positive than the responses to some other

statements in the survey. Employees responded similarly regardless of department or level of supervisory authority.

- Statement #21: “When completed, the PeopleSoft implementation will improve our ability to integrate technology into our business process.” Responses were mostly positive, but the average response was closer to neutral than almost every other statement on the survey. Each department’s employees responded similarly. Staff without supervisory authority agreed slightly more with this statement.

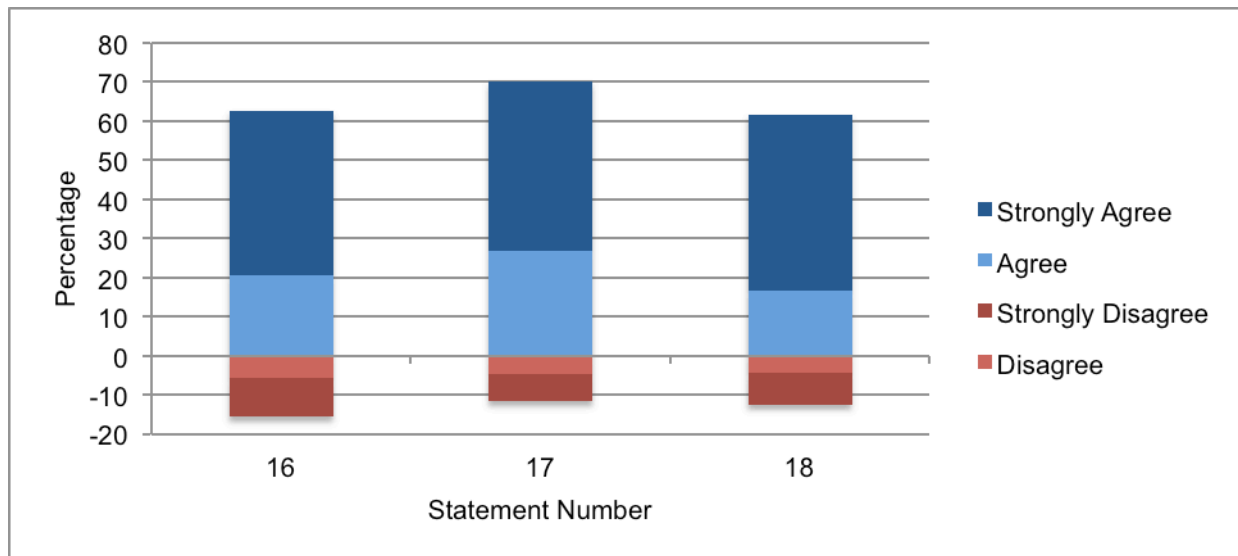
A large number of agreeing responses reveals overall positivity among employees regarding their technology and business processes. With slight variations between departments and supervisory responsibilities, the sentiments remain largely the same throughout the County. The upcoming PeopleSoft implementation inspires less optimism, but most employees still expect it to bring improvements.

#### **(4) Management**

The following table contains employees’ responses to statements about the quality of the County’s managerial leadership.

Statement	Agree	Neutral	Disagree	N/R
16. Managers in my division are open to change.	62.6%	20.2%	15.6%	1.6%
17. I am encouraged by managers and supervisors in my Division to identify better ways to provide services.	70.3%	17.0%	11.6%	1.1%
18. Managers and supervisors in my Department have a clearly defined strategic direction.	61.5%	24.2%	12.4%	1.8%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



For some of the statements in this section, correlations could be seen between the demographics of the respondents and their levels of agreement or disagreement.

Please note the following points:

- Statement #16: “Managers in my division are open to change.” This statement received widespread agreement. Employees in the Mayor’s office had a more positive response to this statement than those in other departments.
- Statement #17: “I am encouraged by managers and supervisors in my Division to identify better ways to provide services.” This statement was met with a generally positive response. In particular, employees in the Mayor’s office and those in executive/managerial positions agreed more strongly with this statement than other employees.
- Statement #18: “Managers and supervisors in my Department have a clearly defined strategic direction.” This statement elicited a widely agreeing response from employees. Community Services employees had a slightly less positive reaction to this statement than other employees.

Employees’ responses to statements about the quality of managerial leadership in the County were marked by general agreement. Respondents voiced a largely positive opinion of managers’ strategic vision, flexibility, and willingness to seek better ways of providing service in the County. While there was some difference in the responses of various departments and the supervisory responsibility of respondents



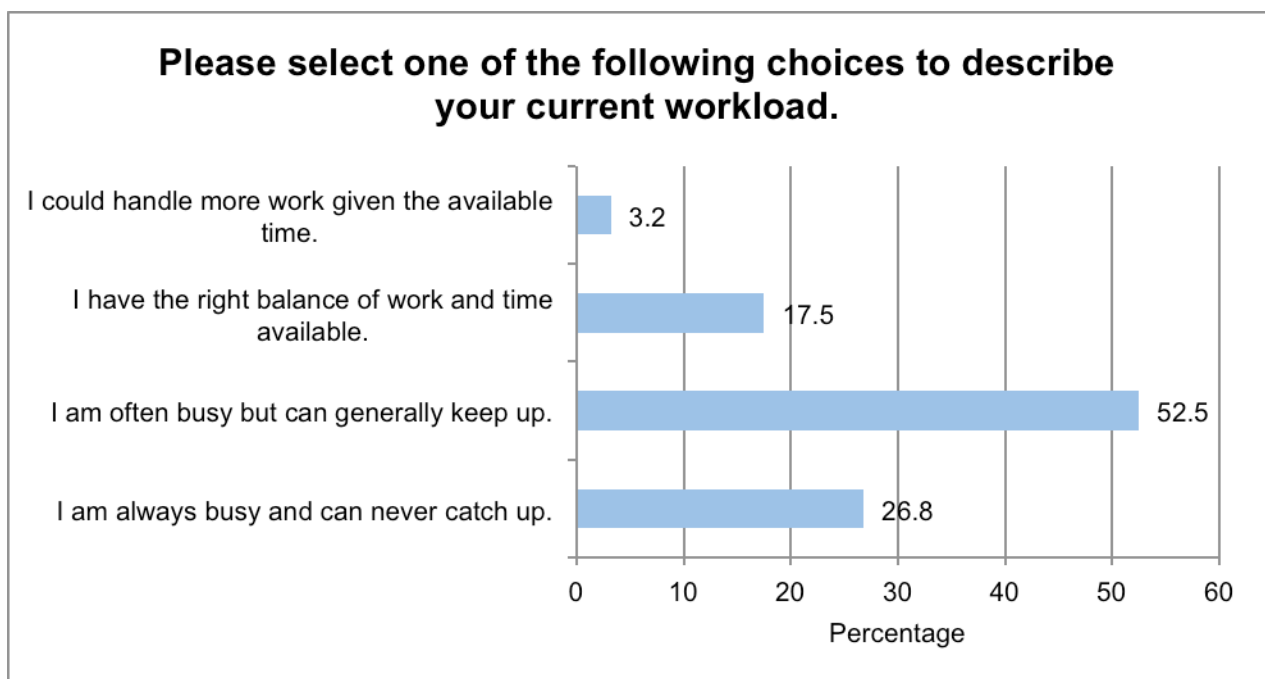
produced a small difference in responses, no group of respondents averaged a response lower than “neutral” to any statement in this section.

### **3. WORKLOAD AND SPAN OF CONTROL STATEMENTS**

Respondents were asked to select the statement that most accurately reflects their opinion regarding their workload and the span of control between supervisors and staff. The following sections provide a summary of their responses.

#### **(1) Employee Workload**

The following chart presents employee responses to the first set of statements, regarding their perceived workload.



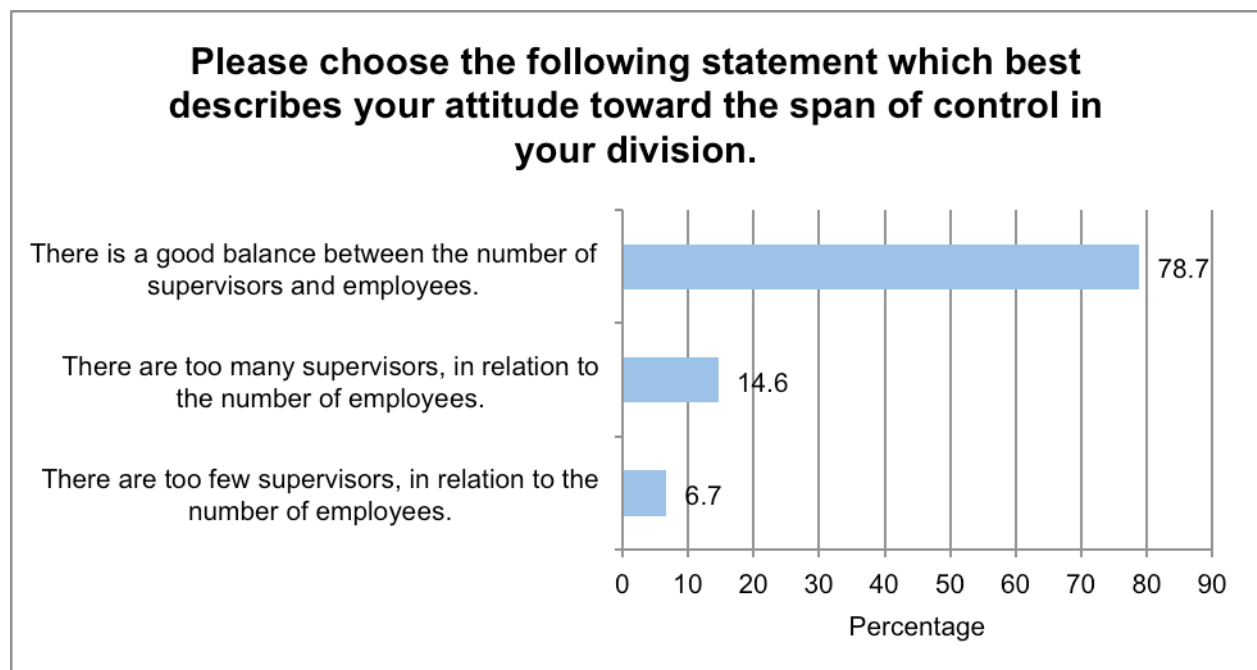
As the chart above shows, more than half of employees find themselves often busy but generally able to keep up. While Human Services staff believe they have a slightly lighter workload, and staff in executive/supervisory roles see their workload as

slightly heavier, there is little variance from the average and these numbers remain consistent across department and supervisory roles.

The number of employees claiming to have a good balance of work and time combined with those claiming to be often busy but generally able to keep up is more than double the combined number of employees who believe they have too much or too little work. This is a strong indication that employees believe their workloads are at an appropriate level.

## **(2) Span of Control**

The following chart presents employee selections from the second set of statements, regarding the span of control between supervisors and staff.



As the chart above shows, the vast majority of employees believe that there is an appropriate balance of supervisory and non-supervisory staff. This trend was consistent among employees regardless of their supervisory status and department.

#### **4. OPEN-ENDED QUESTIONS**

The following sections summarize employees' responses to the open-ended questions in the third section of the survey. Several employees who responded to multiple-choice statements skipped these questions. 36% of survey respondents answered the open-ended questions.

**(1) Are there opportunities for increased coordination or sharing of services that could occur between Salt Lake County and other governmental entities that should be considered by the County to provide either a higher level of service to the public or to reduce the cost of services provided? If so, what areas should be reviewed or considered?**

385 respondents answered this question. Many responses simply stated that there were not opportunities for consolidation, or that they felt such a move was unnecessary. From the responses of those who provided concrete suggestions in their answers, the following themes appeared:

- Coordination between County and City libraries
- Training or education for employees about the services offered by other divisions
- Coordination of County and State records management systems
- Increased city/county/state coordination of services for seniors and veterans
- Coordination of Parks & Recreation Division with Public Health services
- Coordination between the County and State Health Departments
- Centralized 911 and Police services
- Standardization of County/State HR practices
- Single reporting system for the data of those who are entitlement beneficiaries

Most employees fell on the side of believing that there are efficiencies and service improvements to be gained from consolidating and coordinating services between the County and other governmental entities. In addition, many employees saw the opportunity for collaboration between departments and divisions within the County itself. Multiple respondents raised the idea of coordinating services between County libraries and the library systems of cities, mentioning that many citizens view them as a

single library system already, and are confused by the obstacles that arise when services are not coordinated between them. Health and senior services were another area where many respondents would like to see streamlining, both within the county between the Parks & Recreation and Aging divisions, and between the County and State in the VA and Health Department. Finding means of coordination between these multiple entities has the potential to improve the quality and efficiency of services for seniors. Other possibilities raised included standardizing County and State HR practices, consolidating the County and State records management systems, and implementing a single reporting system for individuals who are entitlement beneficiaries of various municipalities.

**(2) Are there services or programs that are provided by more than one Department or Division that should be considered for restructuring into a single organizational unit to improve service delivery and increase accountability? If so, what areas should the project team consider?**

339 respondents provided input to this question. The majority of these responses were from employees who said that they did not see the need for consolidation of departments or divisions. From those responses that did advocate for such streamlining, however, the following themes appeared:

- Consolidation of divisional and County HR staff
- Combined Facilities Management department
- Planning functions combined in one department
- Combined libraries and recreation centers, or combined Parks & Rec, Golf, and Senior Centers.
- Coordination of services for special populations (substance abuse, mental health) to ensure consistency and improvements in case management
- Coordination of various departments that coordinate volunteers
- Consolidation of the HR health education program with Healthy Lifestyles programs
- Creating a single clearinghouse for background checks

While most employees said that they did not see a need for combining departments or divisions, those who did suggested several possible opportunities for consolidation. Divisional and Countywide Human Resources functions were commonly recommended as redundant functions that could be combined and managed at the County level rather than by division. Additionally, it was mentioned that the HR-led health education program could be just as easily managed by Healthy Lifestyles. Others stated that planning functions are currently performed by as many as six different divisions – planning, community development, flood control, addressing, engineering, and public works – and that they should be brought under the same roof. Another common refrain was that Facilities Management should be consolidated into a countywide group, rather than being performed by employees in multiple departments and divisions.

A few respondents mentioned that more attention should be given to various special populations that require case management. They argue that functions like mental health, substance abuse, and suicide prevention could share some functions to ensure a uniform means of managing caseloads and added convenience for patients and their families. Others mentioned that background checks for various divisions and departments could be consolidated to improve efficiency and the size of the available database. Another area that was recommended for streamlining is the coordination of volunteers. Since many departments and divisions utilize volunteers, it was proposed that they consolidate that function in order to grow the size of the volunteer pool.

In the previous question, several employees brought up suggestions that better relate to this question. Among them were the potential for consolidating the IT and

cashiering functions across the county, rather than having separate groups in each division/department. Marketing was another function that could be streamlined into a single division, according to a handful of respondents. Multiple respondents also mentioned that there should be a system for sharing unused equipment and resources between divisions when not in use, and that positions with a seasonally fluctuating workload could be adjusted to allow employees to shift their hours toward other tasks when their workload decreases during the off-season portion of the year.

In both this question and the previous one, many employees explained that it would be easier for them to find efficiency gains if they had a better understanding of the services provided by other departments and divisions. Some suggested education or training to that effect, while others would prefer to have an easily accessible list of services provided by each entity.

**(3) Are there opportunities for consolidation of divisions, units or functions that would provide a better organizational structure and the ability to provide services to the public in either a more efficient or effective manner?**

311 respondents answered this question. Most responses stated that they did not see opportunities for consolidation of divisions or functions. Of those who did, however, the following suggestions were raised:

- Centralization of IT functions into a single IT division
- Consolidation into a single Facilities Maintenance division
- Creation of a single copy center rather than contracting separate copiers in each division
- Consolidation of all Human Resources staff into a single division
- Merging the operation of golf courses into Parks & Recreation
- Merging the Center for the Arts into Zoos, Art, & Parks
- Consolidation of animal control and behavioral health with the Health Department
- Centralization of GIS functions in Public Works
- Consolidation of the CJS treatment unit with the County substance abuse function

Employees made a number of suggestions for the consolidation of divisions and services in the County. Among them were Information Technology, Facilities Management, and Human Resources, which were also mentioned in responses to the previous question. A few employees suggested the merging of golf course operations with Parks & Recreation. Another stated that it would be more cost efficient to have a single copy center rather than spreading a different high-end copier in each division. This would allow the County to make more efficient use of the heavy-duty copiers, rather than seeing them used in each division at a level well below the threshold of their contract. It was suggested that the Center for the Arts be combined with Zoos, Art, and Parks because of the similar services they provide, and another employee proposed that animal services and behavioral health be brought under the umbrella of the County Health Department.

For every suggestion, there were multiple responses from employees who don't believe that consolidation of departments and services would be a good thing for the County. Some stated that their division is already functioning at a high level, and that combining with others in the County would do more harm than good. Others pointed out that consolidation usually leads to a more multi-tiered administrative structure, and that an increase of the administrators to line staff ratio is not needed. They would actually prefer to see a more flat organizational structure, with an increase in the number of line staff instead of administrators. Other employees actually stated that they believe some departments/divisions are too large, and that service delivery would be improved by dividing them up instead of consolidating. A common theme in the responses of the majority opposed to consolidation was the desire for better communication and

coordination between departments offering similar services, rather than the combination of those departments into a larger organizational unit. One example given was the need for Parks planning to occur in coordination with Flood Control and Water Quality management. Another suggestion for communication rather than consolidation was the possibility of sharing resources between Records & Archives and Information Services. While employees are eager to see efficiency improved, few of them believe that departmental consolidation would be an effective means of accomplishing that.

**(4) What are the three most important long- term advantages you see resulting from the implementation of PeopleSoft for your department?**

454 respondents answered this question. The list represents the primary themes that appeared multiple times among their responses:

- More efficient timekeeping
- Improved user accessibility, in terms of navigation simplicity and remote access
- Improved staff knowledge due to wealth of accessible information
- Accurate and time-relevant payroll information
- Simple method of accessing multiple functions in one place (time, pay, vacation, benefits, etc.) without excessive paperwork or time spent.
- Improved reporting accuracy and accountability.
- More accurate project cost tracking
- Consolidated system solves the problem of double entry and standardizes timekeeping procedures
- Allows for research and data mining

Employees took one of two paths when answering this question. Close to half of them said that they saw no advantages to PeopleSoft, or that it has actually made their work more difficult since the implementation has begun. Others listed the advantages that they have seen or been informed of. Most responses that listed advantages had to do with the general simplicity of using a single online system to handle timekeeping, payroll, and benefits administration across all departments. It standardizes procedures,



provides instant access to information, and increases accountability by maintaining payroll and leave data on a real-time basis.

It should be noted, however, that several employees could not find anything positive to say about the system, stating that they were unable to get it to work properly, or that it has actually complicated their procedures in these early stages. While several respondents qualified their statements by admitting that they still believe PeopleSoft can become useful, others were more unequivocally negative about the system's prospects for bringing any real long-term benefit to the County.

### **(5) Additional Comments**

Employees were asked to provide any further input that they wished to convey. 220 respondents answered this prompt. While many responses reiterated comments from earlier in the survey, the following themes appeared among their responses:

- Employees feel overworked and under-supported, and would like to receive more appreciation
- Employees see a lack of opportunity for advancement
- Many employees feel significantly underpaid, or that the pay scale is severely compressed
- Desire for changes in management, especially in terms of accountability and personal leadership styles
- Need for more communicative management
- Desire for management and vision that is more understanding of employees' day-to-day demands.
- Need for employee software training, particularly when it comes to PeopleSoft
- Need for inter-departmental understanding in order for employees to function with a big-picture mentality

In addition to a slough of complaints about PeopleSoft, a handful of specific suggestions were made, while many other respondents used this opportunity to voice their concerns about pay and the day-to-day demands of their job. One employee suggested that a similar survey be conducted of citizens to determine which County

services they use and what suggestions they have for improving them. Another recommended that software training be prioritized, especially as employees struggle to become familiar with PeopleSoft.

In terms of work environment and compensation, lots of employees stated that their workload stretches them too thin for the amount of support they receive in executing their job, and that the County's management seems to be unaware of the situations faced by front-line employees. Likewise, the complaints about compensation were numerous, both from veteran and new employees. Respondents stated that salaries in the County are not comparable to other municipalities, and that the pay scale is compressed within the county so that employees are not rewarded for their longevity. They also bemoaned a lack of pay raises in recent years. Others mentioned that there are few opportunities for advancement, and that their individual skills and traits are not recognized by their superiors. Similarly, the desire for a more interpersonal, understanding leadership style was a common refrain. Employees also stated that they could benefit from more transparent and communicative management, which would assure them that the County has their best interest in mind.