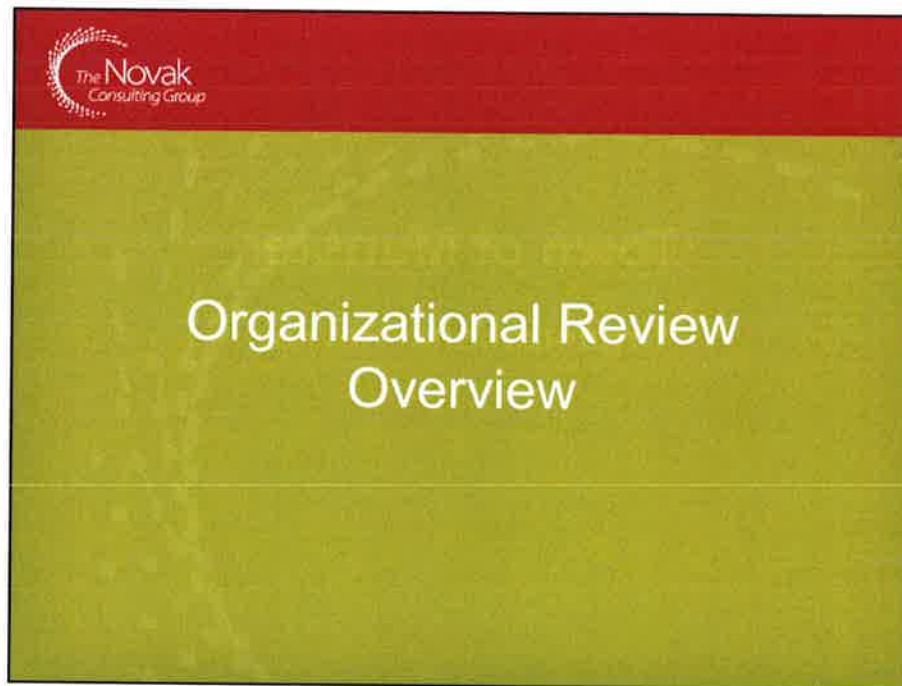
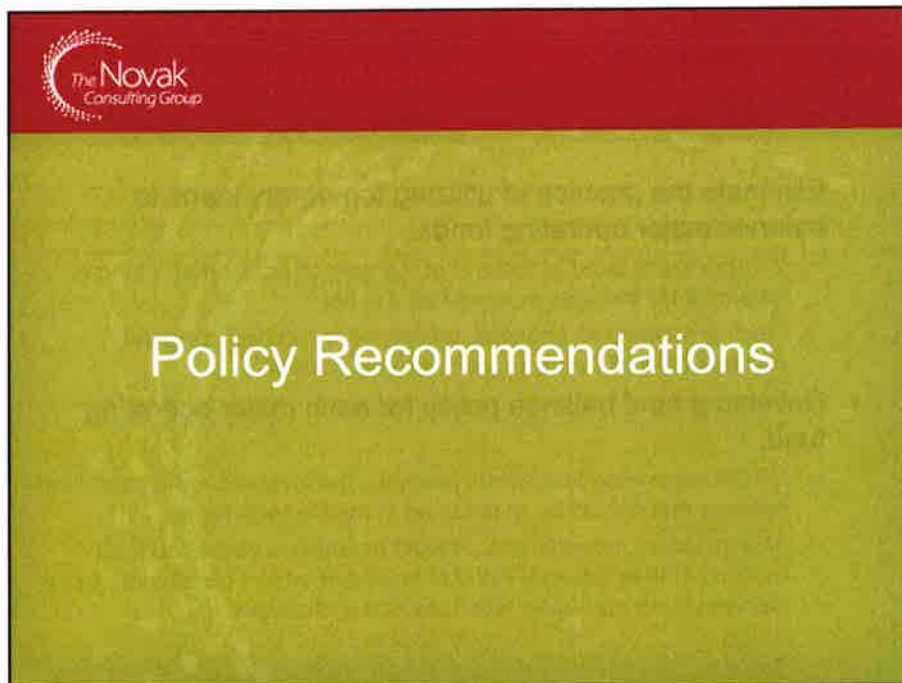
The slide has a red header with the 'The Novak Consulting Group' logo on the left and the title 'Today's Agenda' in white on the right. Below the header is a white box containing a bulleted list of four items.

- Provide overview of organizational review
- Present policy recommendations
- Review operational observations
- Identify next steps


A presentation slide with a red header bar at the top containing the logo for 'The Novak Consulting Group'. The title 'Organizational Review Purpose' is in white text on the right side of the header. The main content area is white and contains a bulleted list of the review's purpose and findings.

Organizational Review Purpose

- Conduct a comprehensive organizational study of Town of Munster departments to identify opportunities for enhanced efficiency and effectiveness in the delivery of Town services
 - Interviewed staff throughout the organization
 - Reviewed structure, policies, procedures, operations
 - Inventoried Town programs and services
 - Conducted a financial analysis of Town fund accounts
 - Developed 67 recommendations to enhance efficiency and effectiveness
 - 8 policy recommendations
 - 59 operational recommendations


A presentation slide with a red header bar at the top. In the top left corner of the header is the logo for 'The Novak Consulting Group', which consists of a circular graphic of dots and the text 'The Novak Consulting Group'. The title 'Policy Recommendations' is written in white, sans-serif font on the right side of the header. The main body of the slide is white and contains a bulleted list of recommendations. The first bullet point is in black, while the subsequent sub-bullets are in green.

- Update the community-wide strategic plan.
 - Clearly articulate the Town's overall vision, mission, and values and refine existing service delivery priorities
 - Define strategic goals for achieving the vision
- Ensure consistency in employee compensation decisions.
 - Classification and compensation study completed in 2014; Pay plan established each year by ordinance
 - Compensation decisions made outside the pay plan
 - Adhering to compensation plan provides uniform direction to staff




Policy Recommendations

- **Eliminate the practice of utilizing temporary loans to balance major operating funds.**
 - 24-hour loans used at the end of the year to reflect that a fund is balanced for the year when in fact it is not
 - Town is meeting its financial obligations by commingling the revenue from all funds in one checking account
- **Develop a fund balance policy for each major operating fund.**
 - GFOA recommends a formal policy on the level of unrestricted fund balance that should be maintained in the General Fund
 - At a minimum, governments should maintain unrestricted fund balance in their General Fund of no less than two months of regular General Fund operating revenues or expenditures




Policy Recommendations

- **Adopt financial management policies.**
 - Need fund balance, debt service, and investment management policies
 - Process provides opportunity to discuss the Town's financial condition and goals for the Town's financial future
 - Guide Town staff and administrators as they budget and plan for municipal service delivery
- **Adopt property tax revenue allocation policy for the General Fund, Park Fund, and MVH Fund.**
 - Property tax allocations to the General Fund, Park Fund, and MVH Fund vary considerably from year to year
 - Approach creates financial planning and budgeting challenges




Policy Recommendations

- Develop an Enterprise Fund and PILOT and cost allocation methodology.
 - Cost allocation study completed in the late 1990s
 - Applying an inflationary factor to the original cost PILOT figures
 - Need to conduct another cost allocation study to determine if current allocations are appropriate and then develop PILOT methodology
- Develop capital resource sunset policies.
 - Town often issues bonds for capital improvement resources without clearly defining projects or developing detailed project budgets
 - Capital sunset provisions:
 - Serve as a procedural check during the capital budget development process
 - Provide a mechanism to systematically pay down debt principle in a timely fashion and minimize interest




Operational Observations



Organization-Wide Observations

- **Strategic Planning and Goal Setting**
 - Departmental and organizational goals not strategically aligned with Town Council priorities
- **Financial Management**
 - Town in good financial position in major operating funds
 - Some past financial practices need to be revised to mitigate the risk of financial challenges going forward
- **Performance Management**
 - Limited data collection and use of outcome-based decision making within departments
 - Need a performance management system to ensure goals and priorities are tracked, workflow is managed, and routine conversations between supervisors and employees take place



Organization-Wide Observations

- **Workforce Climate and Organizational Structure**
 - Employees take pride in the level of service the Town provides
 - In order to continue providing services despite vacancies, employees are wearing multiple hats
 - High-level vacancies result in departments being reactive rather than strategic
 - Opportunities exist to improve organizational efficiency by reducing span of control in several areas, including Town Manager
- **Human Resources**
 - Personnel Manual last updated in 1999
 - Inconsistent application of policies with respect to leave, comp time, flex time, etc.
 - Enhanced, dedicated HR function is needed to provide more effective support to the organization



Parks and Recreation Observations

- Staff provides quality parks and recreation services to Munster residents
- High level of service and diversity of programs
- Department is responsive to community needs and interactive with the community – high community expectations
- Opportunities to reduce Town subsidies and streamline structure to focus on Town-wide maintenance and operations



Community Development Observations

- Department is in a period of transition; need departmental leadership
- Renewed focus on streamlining development processes and creating systems to better manage the workload of the Department




Police Observations

- Low crime rate despite proximity to a major city
- Robust community outreach program
- Department proactively addresses issues that impact crime and quality of life in the community
- Data limitations exist
- Shift schedule sometimes results in staffing overlaps



Fire Observations

- Volunteer engagement is high
- Partnership between Fire and Public Works benefits the Town
- The Interim Fire Chief is also responsible for building maintenance and emergency management – each function requires dedicated resources
- Replacement of equipment is not being planned for in advance




Public Works Observations

- Department has continued to provide quality services despite significant vacancies – employees wearing multiple hats
- Limited data is available to support decision making
- Opportunities exist to leverage technology
- Department is exploring innovative approaches to providing services



Next Steps



Next Steps

- Administration has been provided with the final report and a detailed implementation plan for each recommendation
- Policy issues will be brought to the Council as the organization works through implementation
- Implementation will take time, and Council support will be critical as the organization works through implementation of the operational recommendations



Thank you!