

Town Manager's Office Operations & Staffing Assessment

Policies

Assessment: Many policies are outdated; some cannot be located and policies that should be in place do not exist.

Corrective Action: Review all policies and update as necessary. Create nonexistent policies. Sample list of policies include:

- Purchasing
- Travel
- Safety
- Personnel
- Vehicle Use
- Mobile phone use
- Social media

Procedures

Assessment: Some procedures are not followed properly and others are inefficient.

Corrective Action: Review procedures to determine if they can be improved, streamlined, or eliminated. Update existing written procedures and write procedures for key tasks and functions. Ensure procedures are correctly followed and conform to actual practice and policies.

Procedure	Comment
Special event application	Special event fees are not being assessed; department review routing process needs to be improved; municipal code needs to be reviewed and updated.
Document Management	Staff relies heavily on paper documents. The electronic folder structure is disorganized. This makes searching for documents time consuming. A digital document management system should be implemented to convert paper documents to a digital format and provide an organized and easily searchable method to find documents.

Human Resources

Assessment: The human resources function is decentralized. Functions such as processing FMLA, performance evaluations, background & driver's license checks, and anti-harassment training are lacking or non-existent.

Corrective Action: Centralize the human resource function within the Town Manager's Office. Conduct a comprehensive review of personnel policies, procedures, forms, compliance with employment laws and implement necessary changes. Finalize revisions to the employee manual.

Communications

Assessment: There is no central and organized method to prepare and distribute information to the community. Information on the website is outdated and inadequate. Insufficient information is provided to the public.

Corrective Action: Hire a person to coordinate all town communications to the community. Perform a comprehensive review of all communication methods, forms, website and social media content. Revise and update these as needed. Develop a communications strategy that expresses the desired narrative, brand and image of Munster. Implement the communications plan developed by American Structurepoint.

Economic Development

Assessment: There is no active effort to promote economic development. There is no formal program to support and retain existing businesses or a strategy to actively solicit new business development.

Corrective Action: Hire an economic development director.

Risk Management

Assessment: Insurance and worker's compensation claims processing is decentralized. Periodic facility safety assessments and employee safety training are not conducted. A security system does not exist in the town hall building.

Corrective Action: Centralize claims processing into the town manager's office. Meet with Gallagher & Co. to conduct a facility safety assessment and review safety practices and policies. Revise the safety manual. Provide safety and emergency response training to employees. Assess building security and consider improvements to enhance employee safety.

Facilities

Assessment: Buildings are in disrepair, inadequately equipped, with outdated designs that do not meet the needs of employees and department functions. There is insufficient space to store vehicles and equipment.

Corrective Action: Engage an architectural firm to assess all buildings to identify necessary repairs and inadequacies, conduct a space needs analysis, develop a cost estimate for repairs, and recommend solutions to resolve inadequacies.

Building	Condition
Public Works	Insufficient indoor space to store equipment. Plows, hydrants and other equipment are stored outside and subjected to the elements that impairs the equipment's functionality and reduces its life cycle. There is no locker room for employees.
Fire Stations	The general condition of fire station 2 is poor and in disrepair.
Police Department	The building does not meet the needs of a modern police department. There is insufficient office space, the evidence room is too small.
Town Hall	The building lacks security for employees. Office layouts are not conducive to serving the public and meeting employee operational needs. The parks and recreation and community development offices are too small. The town manager's office is too large.
Parks & Recreation	There is insufficient space in the maintenance garage to store vehicles and equipment. Vehicles are stored outside and subjected to the elements. There is no employee locker room.

Staffing

Assessment: There is insufficient staff in the town manager's office to provide the desired level of service to the community and to meet the operational needs of the organization.

Corrective Action: Hire an assistant town manager, director of communications and community relations, and economic development director.

Position	Duties	
Assistant Town Manager	Human Resources Work Comp Claims FMLA Employee Training Programs Organize Employee Activities Update Policies Research & Analysis IT Management	Manage Employee Benefits Recruitment & Onboarding Track Performance Evaluations Employment Law Compliance HR Advisor & Resource for Dept. Heads Update & Create Procedures Risk Management Special Projects Serve as Acting Town Manager
Director of Communications	Social Media Posting Press Releases Event Coordination Public Education Community Activities Public Announcements Media Relations Crisis Communications Public Information Officer	Branding Marketing Emergency Announcements Implement Communications Plan Website Redesign & Maintenance Resident Relations Manager Public Relations Resource Communication Resource for Depts. Print and electronic newsletters
Economic Development	Create Development Strategy Retain Existing Businesses Market Vacant Businesses TDD Development Plan	Solicit New Businesses Market Vacant Property Negotiate Development Agreements Complete Existing Developments
Town Manager	Day-to-Day Operations Implement Strategic Plan Oversee Communications Budget Preparation Councilor Communications Monitor Project Progress Oversee Legal Matters Civic Foundation	Implement & monitor Town goals Intergovernmental Relations Economic Development Initiatives Prepare Agenda & Meeting Packet Implement Streetscape Plan Oversee Ridge Road Improvement Monitor State Legislation Manage Facility Improvement Policy/Procedure Review & Compliance