



This slide has a dark red header containing the 'The Novak Consulting Group' logo on the left and the title 'Organizational Review Purpose' in white text on the right. Below the header is a white rectangular area containing a bulleted list of findings from the organizational study.

- 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 containing the logo for 'The Novak Consulting Group' and the title 'Policy Recommendations'. The main body of the slide is white and contains a bulleted list of recommendations.

- 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



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- 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!