

Note: Management has the ultimate responsibility to determine which, if a

Department	Observation Type	Observation Category
DeKalb 311 Help Desk	Issue	Strategy
DeKalb 311 Help Desk	Risk	Process
Animal Enforcement Services	Inconsistency	People
Animal Enforcement Services	Inconsistency	People
Animal Enforcement Services	Opportunity	Facilities
Animal Enforcement Services	Inconsistency	Process
Animal Enforcement Services	Risk	Process
Animal Enforcement Services	Inconsistency	Process
Animal Enforcement Services	Inconsistency	Governance/Policy
Animal Enforcement Services	Opportunity	Equipment
Animal Enforcement Services	Risk	People
Animal Enforcement Services	Issue	Process
Animal Enforcement Services	Risk	Equipment
Animal Enforcement Services	Risk	Process

Animal Enforcement Services	Issue	People
Animal Enforcement Services	Issue	Technology
Animal Enforcement Services	Issue	Process
Animal Enforcement Services	Risk	Technology
Animal Enforcement Services	Risk	Facilities
Animal Enforcement Services	Issue	Documentation
Animal Enforcement Services	Opportunity	Data/Performance
Code Compliance	Risk	People
Code Compliance	Issue	People
Code Compliance	Inconsistency	People
Code Compliance	Inconsistency	Governance/Policy

Code Compliance	Issue	People
Code Compliance	Issue	Technology
Code Compliance	Issue	Process
Code Compliance	Issue	Process
Code Compliance	Issue	Process
Code Compliance	Issue	Documentation
Code Compliance	Issue	Process
Code Compliance	Opportunity	Data/Performance
Code Compliance	Inconsistency	Communications
Code Compliance	Inconsistency	Communications
Code Compliance	Inconsistency	Communications

E911	Issue	People
E911	Issue	People
E911	Issue	Process
E911	Risk	Facilities
E911	Issue	Technology
E911	Inconsistency	People
E911	Inconsistency	Process
E911	Issue	Process
E911	Opportunity	Data/Performance

E911	Opportunity	Data/Performance
E911	Issue	Data/Performance
E911	Issue	Culture
E911	Issue	Communications
E911	Issue	People
Emergency Management	Issue	People
Emergency Management	Issue	People
Emergency Management	Issue	People
Emergency Management	Risk	Process
Emergency Management	Risk	Process
Emergency Management	Issue	Strategy

Emergency Management	Issue	Equipment
Emergency Management	Opportunity	Equipment
Emergency Management	Opportunity	Communications
Emergency Management	Opportunity	Facilities
Emergency Management	Issue	Process
Emergency Management	Issue	Process
Facilities	Opportunity	People
Facilities	Issue	Process
Facilities	Issue	Process
Facilities	Issue	People

Facilities	Issue	Technology
Facilities	Issue	Process
Facilities	Inconsistency	Process
Facilities	Opportunity	Documentation
Facilities	Issue	People
Facilities	Inconsistency	Documentation
Facilities	Issue	Communications
Finance	Issue	People
Finance	Issue	People
Finance	Opportunity	Strategy
Finance	Risk	People

Finance	Issue	People
Finance	Issue	Technology
Finance	Issue	Process
Finance	Issue	Process
Finance	Opportunity	People
Finance	Issue	Process
Finance	Opportunity	Process
Finance	Opportunity	Process
Finance	Opportunity	Strategy
Finance	Issue	Strategy
Finance	Issue	People
Finance	Inconsistency	Process
Finance	Opportunity	People
Finance	Issue	Process
Finance	Opportunity	Process
Finance	Issue	Process

Finance	Inconsistency	Process
Finance	Opportunity	People
Fire Rescue	Inconsistency	Governance/Policy
Fire Rescue	Opportunity	Strategy
Fire Rescue	Issue	People
Fire Rescue	Inconsistency	People
Fire Rescue	Inconsistency	People
Fire Rescue	Issue	People
Fire Rescue	Issue	Strategy
Fire Rescue	Inconsistency	People
Fire Rescue	Issue	Process
Fire Rescue	Issue	Communications
Fire Rescue	Issue	Process
Fire Rescue	Issue	People
Fire Rescue	Issue	People
Fire Rescue	Risk	Facilities
Fire Rescue	Risk	Process

Fire Rescue	Issue	Process
Fire Rescue	Issue	People
Fire Rescue	Opportunity	Facilities
Fire Rescue	Risk	Facilities
Fire Rescue	Opportunity	People
Fire Rescue	Inconsistency	Process
Fire Rescue	Opportunity	Data/Performance
Fleet	Issue	People
Fleet	Opportunity	Technology
Fleet	Issue	Process
Fleet	Opportunity	Process
Fleet	Issue	Process
Fleet	Inconsistency	Documentation
Fleet	Opportunity	People
Human Resources & Merit Systems	Issue	Process
Human Resources & Merit Systems	Opportunity	Technology
Human Resources & Merit Systems	Inconsistency	Process
Human Resources & Merit Systems	Inconsistency	Process

Human Resources & Merit Systems	Issue	Technology
Human Resources & Merit Systems	Inconsistency	Governance/Policy
Human Resources & Merit Systems	Inconsistency	Governance/Policy
Human Resources & Merit Systems	Inconsistency	Process
Human Resources & Merit Systems	Inconsistency	Process
Human Resources & Merit Systems	Inconsistency	Process
Human Resources & Merit Systems	Opportunity	Data/Performance
Human Resources & Merit Systems	Opportunity	Process
Human Resources & Merit Systems	Opportunity	Data/Performance
Human Resources & Merit Systems	Opportunity	Culture
Human Resources & Merit Systems	Issue	Facilities
Human Resources & Merit Systems	Issue	Facilities
Human Resources & Merit Systems	Issue	People
Human Resources & Merit Systems	Issue	People
Human Resources & Merit Systems	Issue	People
Human Resources & Merit Systems	Issue	Documentation

Human Resources & Merit Systems	Issue	Process
Human Resources & Merit Systems	Issue	Strategy
Human Resources & Merit Systems	Inconsistency	Process
Human Resources & Merit Systems	Opportunity	Culture
Human Resources & Merit Systems	Opportunity	Process
Human Resources & Merit Systems	Issue	Process
Innovation and Technology	Issue	People
Innovation and Technology	Issue	People
Innovation and Technology	Issue	Strategy
Innovation and Technology	Risk	Governance/Policy
Innovation and Technology	Risk	Governance/Policy
Innovation and Technology	Issue	Strategy
Innovation and Technology	Issue	People
Innovation and Technology	Inconsistency	Documentation
Innovation and Technology	Issue	Strategy
Innovation and Technology	Inconsistency	Process
Innovation and Technology	Issue	People

Innovation and Technology	Issue	Process
Innovation and Technology	Inconsistency	Data/Performance
Innovation and Technology	Issue	Communications
Medical Examiner's Office	Strength	People
Medical Examiner's Office	Opportunity	Governance/Policy
Medical Examiner's Office	Opportunity	Strategy
Medical Examiner's Office	Issue	Equipment
Medical Examiner's Office	Strength	Strategy
Medical Examiner's Office	Issue	Facilities
Medical Examiner's Office	Strength	Strategy
Medical Examiner's Office	Opportunity	People
OMB	Issue	Strategy
OMB	Inconsistency	Process
OMB	Issue	Technology

OMB	Issue	Process
OMB	Opportunity	Process
OMB	Inconsistency	Documentation
OMB	Opportunity	Data/Performance
Planning & Sustainability	Issue	Process
Planning & Sustainability	Opportunity	Strategy
Planning & Sustainability	Issue	Technology
Planning & Sustainability	Issue	Process
Planning & Sustainability	Issue	Process
Planning & Sustainability	Issue	Process
Planning & Sustainability	Opportunity	Strategy
Planning & Sustainability	Opportunity	Strategy
Planning & Sustainability	Inconsistency	People

Planning & Sustainability	Issue	Facilities
Planning & Sustainability	Inconsistency	Process
Planning & Sustainability	Opportunity	Process
Planning & Sustainability	Issue	Documentation
Planning & Sustainability	Issue	People
Planning & Sustainability	Issue	People
Police Department	Opportunity	Strategy
Police Department	Opportunity	People
Police Department	Issue	People
Police Department	Opportunity	Technology
Police Department	Opportunity	Technology
Police Department	Issue	Technology
Police Department	Issue	People
Police Department	Strength	People
Police Department	Strength	Strategy

Police Department	Opportunity	People
Police Department	Risk	Facilities
Police Department	Issue	Equipment
Police Department	Inconsistency	Documentation
Police Department	Issue	Governance/Policy
Police Department	Inconsistency	Documentation
Police Department	Opportunity	Culture
Police Department	Issue	Communications
Police Department	Strength	People
Police Department	Strength	People
Purchasing & Contracting	Issue	Strategy
Purchasing & Contracting	Issue	People
Purchasing & Contracting	Issue	Process
Purchasing & Contracting	Issue	Process
Purchasing & Contracting	Issue	Strategy
Purchasing & Contracting	Issue	Process

Purchasing & Contracting	Issue	Process
Purchasing & Contracting	Issue	Strategy
Purchasing & Contracting	Inconsistency	Documentation
Purchasing & Contracting	Issue	Strategy
Purchasing & Contracting	Opportunity	Strategy
Roads & Drainage	Inconsistency	Documentation
Roads & Drainage	Issue	Data/Performance
Roads & Drainage	Risk	Data/Performance
Roads & Drainage	Opportunity	Data/Performance
Roads & Drainage	Issue	Facilities
Roads & Drainage	Strength	Process
Sanitation	Opportunity	People
Sanitation	Opportunity	Technology
Sanitation	Risk	Equipment
Sanitation	Issue	Equipment

Sanitation	Issue	People
Sanitation	Issue	People
Sanitation	Opportunity	Process
Sanitation	Strength	Strategy
Sanitation	Inconsistency	Documentation
Sanitation	Issue	Process
Sanitation	Strength	Data/Performance
Enterprise-Wide	Issue	Culture
Enterprise-Wide	Issue	People
Enterprise-Wide	Issue	People
Enterprise-Wide	Inconsistency	People
Enterprise-Wide	Issue	Culture
Enterprise-Wide	Inconsistency	Process

Enterprise-Wide	Inconsistency	People
Enterprise-Wide	Issue	Strategy
Enterprise-Wide	Opportunity	Strategy
Enterprise-Wide	Inconsistency	Process
Enterprise-Wide	Opportunity	Culture
Enterprise-Wide	Opportunity	Process
Enterprise-Wide	Issue	Process
Enterprise-Wide	Issue	Process
Enterprise-Wide	Issue	Strategy
Enterprise-Wide	Issue	People
Enterprise-Wide	Opportunity	Strategy
Enterprise-Wide	Issue	Communications
Enterprise-Wide	Inconsistency	Governance/Policy

ny, of the included recommendations are to be implemented and the timing of such implementation.

Observation
DeKalb 311 is not positioned or resourced to meet all of its strategic priorities, nor is it positioned to serve as a robust support center or customer service mechanism for the County. DeKalb 311 has limited website presence, does not provide centralized access to quick links or frequently asked
CCRs specifically assigned to assist with intake eligibility for ICCI have no contact with the implementing non-profit organizations, nor any regular, consistent communications with the Community Development Department to identify issues, clarify questions or confusion from callers, or get more up-
The Department utilizes three supervisory positions to manage field operations – a Field Services Coordinator and two Field Supervisors. All three positions are classified as Field Supervisors (regardless of the internal functional titles) and utilize the same job description, resulting in a lack of
The Animal Control Dispatcher job description does not require or suggest successful completion of the Animal Control Dispatch certification provided by the National Animal Care & Control Association, though the Department has assigned certification as an internal requirement for all Dispatchers. Additionally, the current job description and pay structure do not contemplate an increase in
The Department's training room is a shared space in the Animal Enforcement Services facility with no ability to close the space off from other parts of the facility, resulting in regular interruptions during training and the inability of staff to utilize a breakroom or other common area while the Academy is in
While the Department's Standard Operating Procedures Manual identifies means by which field personnel can be designated as Field Training Officers in charge of new recruits who have graduated from the Academy to field operations, the methodology is not implemented in practice.
Field personnel noted differences in accessibility of dispatchers and relevant information provided by dispatchers between AES Dispatchers and those in the E-911 Emergency Communications Center.
The Department received instruction to transition from using ten-codes in radio communication to plain speech, in the event communication is necessary among various jurisdictions that use different variations of ten-codes. While Animal Enforcement Services has largely transitioned to plain speech, the use of ten-codes versus plain speech is inconsistent across County public safety functions.
The County maintains a selection of intergovernmental agreements with local municipalities, as well as files a Service Delivery Strategy document with the Georgia Department of Community Affairs. The documents do not consistently provide clarity as to the role of Animal Enforcement Services within each municipality and do not delineate the roles, responsibilities, and procedures required of each political
The Department does not use portable printers to issue citations, instead requiring Animal Control Officers to hand write citations, which results in inefficient use of Officers' time. After citations are issued, Dispatchers input the citation information into the system, which is necessitated by the
The Department handles severe cases that could result in investigations and criminal charges through the same means as all other incidents. While the utilization of more experienced Officers provides the Department with certain benefits in conducting these investigations, the cases are ultimately turned over to the DeKalb County Police Department for completion of the investigation and arrest of suspects. Severe cases, including bites, neglect, cruelty, and abuse, generally require specialized knowledge and training in order to fully conduct an investigation into the incident and achieve the most appropriate outcome in maintaining the safety of DeKalb County residents and animals. A leading practice in the
The Department has not consistently and proactively requested the purchase of new vehicles to match
Several of the Department's older vehicles do not have hands-free capability for cellphone use (either calls or mapping software) and do not have backup cameras to compensate for the inability to utilize the vehicles' in-cab rearview mirrors. The lack of these tools increases the possibility of vehicular accidents
Field personnel do not regularly conduct inspections of the Department's vehicles at the start and end of their shifts, which could result in non-identification of mechanical issues or missing equipment and

The Department requires field personnel to serve in an on-call capacity for one-day shifts. The Department only compensates Officers if they respond to a call. While the compensation practice is permissible under the Fair Labor Standards Act, the shift length and lack of compensation for the time spent in which Officers are limited in the activities they can conduct outside of their shift results in
The Department's use of dispatch and reporting tools and systems results in duplication (and sometimes triplication) of efforts by Officers, as well as duplication of efforts between field personnel and office personnel. The systems utilized by Animal Enforcement Services are not integrated, which requires personnel to duplicate information across systems to maintain adequate records within each
The tracking of daily activities by field personnel is done via a handwritten duty log, which staff acknowledged have not been regularly used for data collection or performance review purposes. Much of the information tracked in the duty log is duplicated in the CAD system, PetPoint, or both.
The PetPoint system was not designed to serve as an incident record system for animal control/enforcement – but rather as a shelter-management software. The PetPoint account utilized by the Department is contracted through and administered by LifeLine, which limits the Department's
The facility utilized by Animal Enforcement Services is not sufficient for the Department's operations, and it presents a variety of hazards and challenges that have affected morale and employee retention.
The Department's Standard Operating Procedures Manual is outdated. The SOPs regularly reference resources, processes, and organizational structures from the period prior to Animal Enforcement Services' establishment as a department independent of the DeKalb County Police Department. While the SOPs have been updated periodically, the Manual does not fully reflect current practices in the Department, the Department's resources and organizational structure, and the direction provided to the Department. Employees expressed varying degrees of familiarity with the SOPS, which results in
The Department tracks a series of inputs and outputs that describe calls placed into the Department and the actions taken by Department personnel. However, the Department doesn't track performance indicators beyond those inputs and outputs that can help the Department evaluate success against
While the Department's emphasis on serving as an educational department to encourage compliance is a benefit to community growth and development, the Department may be doing so at the expense of enforcement. The responsibilities of Code Compliance Officers place staff in dangerous situations without the resources, technology, and equipment to protect themselves and to fully protect the public from hazards caused by code violations. Officers are frequently on the front lines of public safety
The Department does not maintain a formal training infrastructure with one or more staff primarily or solely dedicated to new employee training and/or continuing education. While the Department's Employee Manual identifies a means by which field personnel can be designated as Field Training Officers in charge of new recruits who have graduated from classroom-based training to field operations, the methodology is not implemented in practice. The Department's only other policy related to training provides procedures for employees to request the opportunity to attend training (often through reimbursement, which can be cost prohibitive for employees), but does not establish a training schedule or standards for ongoing training and recertification. The training conference attendance
The promotional process for Code Compliance Officers is inconsistent with other County departments with field personnel and is not clearly defined through the Department's Employee Manual, standalone policies, or job descriptions. Department staff asserted inconsistent treatment of candidates for promotion, with certification requirements allegedly waived for certain employees and promotion available to employees who have not regularly exhibited high levels of production. Due to the limited number of Senior Code Compliance Officer positions available, a perception of inconsistent promotional
The Department appears to inconsistently apply policies regarding overtime and comp time from team to team and from shift type to shift type (e.g., regular shift, late night shift, Saturday shift). The Code Compliance Officer job description does not provide an indication to applicants that overtime or non-

The Administrative Assistant job description and pay structure do not contemplate an increase in responsibilities for more senior Administrative Assistants, or the provision of training by more senior Administrative Assistants for newly hired staff. Additionally, the job description and pay structure do not contemplate the possibility of certification or advanced training that is or may be required for the job,

The Department does not appear to maintain a holistic technology strategy that considers the integration of current and prospective technology, software, hardware, and other equipment, which has resulted in the Department purchasing equipment that do not allow for integration of tools and

Enforcement of the County's codes and ordinances through DeKalb County Magistrate Court summons is one of the Department's most frequently used resources. Management of court appearances and tracking of court-related data and outcomes is performed partially by the Administrative Support Team and partially by a field operations Supervisor. The extensive duties, responsibilities, and time required for management of the Department's court activities restricts employees' abilities to invest time and

The Department attempts to encourage compliance with the County's property maintenance and zoning codes and ordinances through fines levied by the DeKalb County Magistrate Court on property owners identified as not addressing code violations. However, the County's fine schedule does not appear to offer a strong enough incentive for many businesses (especially property management, short-term rental companies, and real estate co-living management companies) to address violations. Repeat

Department staff asserted that cases presented to the DeKalb County Magistrate Court are frequently dismissed based on claims made by property owners. Between 2021 and 2024, the number of cases dismissed increased from 75 to 1,225 – an increase of 1,500%, compared to an 140% increase in number of cases initiated over the same time period. The Department doesn't control court decisions,

The Department's Employee Manual is intended to serve as the Code Compliance Administration's standard operating procedures, but has not been comprehensively updated since November 2019. The document presents numerous contradictions and outdated information, including the name of the Department, as well as references to resources previously available through the DeKalb County Police Department. Sections and chapters have been rearranged or removed, without changed being reflected in the table of contents – including the removal of the chapter establishing standard operating procedures for field operations. Recent policies have been appended to end of the Employee Manual in

Neither the Department's Employee Manual nor its non-codified policies and procedures contemplate quality assurance/quality control reviews of work performed by employees, including inspection reports

The Department has the ability to collect and report a large variety of input, output, and outcome data to help with performance management and the implementation of data-driven decisions. Department leadership do not currently appear to use the data collected as part of the decision-making process and have not updated annual objectives based on prior years' achievement or non-achievement of the

During fieldwork, M&J staff noted divisions between the field operations teams due to unfamiliarity with the workloads and responsibilities of other teams. A lack of communication from Department leadership and the lack of insight into other teams' operations has resulted in a degree of resentment

The Department's communications infrastructure involves limited communication from Department leadership – especially in-person communication. The Deputy Director does not interact with most employees on a regular or meaningful basis, which has resulted in staff concerns of favoritism in the Department. Code Compliance Administration employee have limited insight into the overall operations of the Department and the decision-making process. The Department does not conduct Roll Call at the beginning of shifts and does not have regularly occurring meetings in which leadership communicate to

Communication between the Code Compliance Administration and other DeKalb County departments is minimal, resulting in perceptions of non-participation in processes by other departments and perceptions of inconsistent practices by other departments that result in challenges for the conduct of Code Compliance Officers' daily activities. While the Code Compliance Administration policy on training conference attendance states that the Department will engage other County organizations in annual

PSAP Operations shifts run from 6:00 AM to 6:00 PM, and vice versa. The Department's peak call load typically lasts between mid-morning (around 9:00 AM) and mid-evening (around 9:00 PM). As a result, the Department's current shifts are relatively underutilized during the portions of the shift outside of the Department's peak time (6:00 AM to 9:00 AM and 9:00 PM to 6:00 AM) and are relatively overtaxed

E911 does not currently offer a salary stipend or other benefits to staff that take on additional responsibilities above and beyond the standard duties of their position, such as Technical Services staff working as on-call technical support or PSAP staff serving as a CTO, or for obtaining relevant certifications above and beyond the minimum required for their position. Without providing such a

E911 current open records request processes are highly manual and analog. The Department does not have an automated process for receiving open records requests and instead relies on physical mail or emails to a shared email inbox. The Department does not accept electronic payments and instead only accepts physical checks or money orders as payment for open records fees. The Department does not perform initial records distribution via digital means and instead distributes records in physical media (printouts and CDs). These manual operations increase the workload for the Department's Open Records Supervisors and expose the Department to the myriad risks that come with handling physical payments. E911 does not have access to the GovQA public records management platform, which several other County agencies use to administer their own public records processes. GovQA offers a

E911 does not currently maintain a backup location for the "Prime Site" of the County's public safety radio system. The "Prime Site" houses equipment integral to operations of the system as a whole and, as a result, any disruptions to the operation of the Prime Site result in disruptions to the entirety of the County's public safety radio network. Radio Communications has previously requested funding to

E911 IT maintains an inventory of spare parts and equipment only for a very limited number of items that it has identified as needing replacement frequently, such as mice and keyboards. In the event that IT needs to replace a part or piece of equipment for which a spare is not available in the IT's limited inventory, IT goes through a standard purchasing process to obtain the replacement part or equipment, which may take several days to complete. While the Department maintains enough backup workstations that operations are generally not seriously disrupted during this period, the delay between

While the Police Department's Advanced Technical Unit is responsible for maintaining other specialized technology installed in Police Department vehicles and the software installed on the Police Department's in-vehicle laptops, staff in E911 IT are responsible for hardware and basic software support for the Police Department's 600+ in-vehicle laptops. Maintaining the Police Department's in-

E911 maintains thorough, regularly updated written documentation detailing the PSAP Operations Section's calltaking and dispatch functions. The County also has recently adopted policies that outline the structure of the Department's QA function and provide additional details related to calltaking and dispatch. The Department Supervisors' Manual, which details a variety of processes related to supervising and supporting PSAP operations, is significantly out-of-date, though, and the included section discussing the Department's open records procedures does not reflect current practice. The Department does not maintain any regularly updated documentation detailing the key services of the Technology Services Division. The absence of useful documentation for a significant share of the

E911's policy, procedure, and process documents generally contain at least one date stamp, but these stamps are often unlabeled, preventing readers from determining whether the given date is the document's original effective date, last revised date, or last reviewed date. While many of the date stamps on E911's documentation evidence that the documents have been revised recently, some other E911 documentation, such as the Supervisors' Manual, have unlabeled dates suggesting that the

E911 tracks certain data related to PSAP operations and performance, including QA compliance scores for EMD, EFD, and EPD; call volume; call abandonment rates; and time-to-answer figures. The Department does not have a standardized method of presenting these data, however, which limits the usefulness of the data in Departmental and County-wide decision-making structures. Consolidating performance data into a single repository that provides leadership, both within E911 and the County,

<p>The PSAP Support Section does not regularly record or report any performance metrics other than call compliance metrics prepared as part of the QA process, while the Technical Services Division does not regularly record or report any performance metrics. The lack of performance data related to significant portions of the PSAP Support Section and the entirety of the Technical Services Division limits the ability of Department and County leadership to meaningfully evaluate the performance of these</p>
<p>E911 has not succeeded at meeting NENA's target of answering 90% of calls within 15 seconds for at least the past three years, largely due to the Department's significant staffing shortages. The Department has filled nearly all of its vacancies, but some in the Department are still concerned that the Department's budgeted staff levels are not sufficient to meet the demands placed by the Department's high call volumes. Anecdotal observations by M&J staff support the conclusion that the Department's</p>
<p>E911 offers a number of mental health resources to PSAP operations staff to help cope with the mental and emotional demands of their positions, including a County-sponsored private counselor program, access to a chaplain, and use of a private meditation/destressing room in the E911 office. Some Department operations staff report that the provided resources are not sufficient and/or that they fear that they will be retaliated against due to leadership seeing use of the resources as a way to get out of work. Other DeKalb County public safety agencies, including the DeKalb County Police Department and DeKalb County Fire Rescue Department, provide several mental health resources beyond those offered</p>
<p>E911's current communication methods are largely reliant on hierarchical communications where Department leadership communicate through mid-level managers instead of communicating with all staff directly. The Department has made an effort to create more open communications and build stronger relationships between lower-level staff and E911 leadership through tools like the Director's</p>
<p>Many E911 staff state that the triple overtime pay currently offered by the Department is an integral part of their household finances and that the announced ending of triple overtime is creating significant levels of stress and uncertainty in their lives. Staff have not yet been provided a number of details related to the end of triple overtime, including when triple overtime will end and what (if anything) will</p>
<p>There are limited differences in the job descriptions for Emergency Management Director, Emergency Management Deputy Director, and Emergency Management Supervisor. Additionally, job duties as described in the job descriptions did not align with how duties were described in interview with M&J, such as responsibility for the EOC being reported as the responsibility of the Emergency Management Supervisor, while the job description reflects this as the responsibility of the Deputy Director. These departures from the job descriptions and assignment of other duties may result in core functions being</p>
<p>There is misalignment between the job duties of the Administrative Assistant as described by the Administrative Assistant, as described by the Emergency Management Director, and as reflected in the</p>
<p>There has been significant turnover in the Emergency Management Specialist position, with the average tenure being well under two years. This turnover may be exacerbated by the lack of opportunities for growth or advancement, other than a single Supervisory position.</p>
<p>DEMA maintains an active working relationship with the local ARES group, and has established the Emergency Management Response Team ("EMRT") to serve as volunteer support during emergency operations and other support events. Currently, there is not currently an MOU in place between the local ARES group and the County to govern utilization of ARES personnel and equipment during</p>
<p>Currently, staff who are identified to serve in ESF functions within the Emergency Operations Center during the declaration of an emergency are not trained by DEMA in the ICS Framework that governs the operation of the EOC, nor the roles and responsibilities of each ESF. While some individuals have received training as a part of their employment, or within prior roles, the lack of consistent understanding of the framework and deployment of the ICS command structure may put the County as</p>
<p>DEMA lacks a multi-year plan that defines the proposed schedule of drills, tabletops, and live exercises that DEMA will coordinate and host.</p>

DEMA has several pieces of response equipment, such as a mobile command center, that are currently parked in the open parking lot behind the County's Public Safety Headquarters. Leaving equipment out and susceptible to the elements increases the potential for deterioration and damage due to exposure.
Currently, the County only has a single weather monitoring station installed at the Public Safety Headquarters in Tucker. Even stationary weather monitoring stations only have coverage areas
DEMA does not currently maintain a special needs or vulnerable populations registry within CodeRED, which the County uses for emergency communications.
The current Emergency Operations Center contains many of FEMA's recommended elements, but the location of the primary and backup EOC may be in at-risk facilities. Additionally, DEMA has limited
Of the After-Action Reports ("AARs") reviewed by M&J, all identified improvement plans contained a period of action of one year. Identified opportunity for improvement and associated implementation should be carefully considered within the potential risk the identified concern poses, as well as how quickly it is reasonable to implement actions. Additionally, the Emergency Management Director identified that while DEMA is regularly tracking the status of implementation, there is not a formal tracking or update process to document their tracking of efforts. AARs should have meaningful periods
There is a lack of complete, up-to-date, working processes, procedures, and guidance for DEMA staff and volunteers. This lack of guidance documentation may be contributing to the confusion, mistrust, and concern throughout the department about roles, responsibilities, and operating protocols.
A&E houses a number of Project Managers, all of whom entered the Department with significant experience in their field in the private sector and/or other large government entities. Facilities does not currently have any positions within A&E to develop less experienced staff as project managers, leaving the Department reliant on external hiring to fill Project Manager positions in the future. Additionally, A&E does not currently provide its project managers with any notable opportunities for career growth or progression within the Department, which requires Project managers to leave the Department in order to advance their careers. Due to the level of expertise and in-depth knowledge that Project Managers
The Department is currently in the planning stages of conducting a new Facilities Condition Assessment. A&E, which is managing the execution of the Facilities Condition Assessment, envisions the comprehensive portion of the assessment, performed by a third-party, as a starting point for a new model of facilities condition tracking, based on continuous condition tracking and updating through a digital system that would eliminate the need for future comprehensive assessments. While continual tracking and updating processes are highly useful, "fresh" reassessments of facility condition at regular intervals are also critical pieces of maintaining an effective facilities condition inventory. Continuous assessments are not 100% perfect and may occasionally fail to include certain changes, particularly
The Department is currently in the planning stages of conducting a new Facilities Condition Assessment. As currently planned, the upcoming Facilities Condition Assessment does not include a workforce needs assessment, which evaluates current and planned future staffing levels of all County departments to understand their facility-related needs, including office space, equipment space, and parking space requirements. Given the significant changes to facility usage produced by responses to the COVID-19 pandemic and considering potential future return-to-office policies, the Department may
The Department does not currently have enough staff to conduct much of its repair and maintenance workload in-house and relies on contractors to supplement Department staff in completing required repairs. The Department's current budget reportedly does not allow for it to complete all preventive maintenance tasks for the County's building systems, resulting in significant levels of deferred

<p>The Department has recently implemented the Cityworks EAM software suite to manage maintenance, repairs, and lifecycle analysis of County facilities. While the Cityworks suite is functional in receiving work orders from County users and assigning tickets to staff, the system's current configuration and usage does not provide for the tracking of financial information related to maintenance and repairs. As a result, the application does not achieve one of its primary aims, which is to help develop credible estimates of resource needs for repairs and maintenance of individual County facilities. Having the ability to evaluate resource demands by facility would allow the Department to operate more strategically by both moving to a facility-based budgeting methodology, where the Department develops</p>
<p>A&E occasionally works with departments to plan for facilities for which the Departments obtained budget approval for the project before A&E developed initial cost estimates. As a result, the budget allocations that the Departments have already received may not be sufficient to cover reasonable</p>
<p>A&E does not have any standardized interior design guidelines for use by the County's architectural services vendors, instead allowing interior design specialists at each vendor to design County facilities as they see fit and leveraging input from the end-user department. The lack of standardized interior design guidelines results in a wide variety of different interior design choices, including color palette, materials usage, finishes, and other details. This inconsistency from project to project reduces the County's brand harmony and also prevents the Department from realizing efficiencies to construction</p>
<p>A&E's project managers currently utilize Word templates to prepare two reports in advance of their monthly project status meetings with the A&E Deputy Director: project progress reports and project budget sheets. The two documents often contain a significant amount of overlapping information on project backgrounds, past progress, and status. Additionally, the project budget reports do not use a standardized format to display financial information. A&E staff currently compile the project progress reports and project budget sheets into comprehensive documents for each month, but this compilation</p>
<p>The Department's O&M staff are occasionally tasked with performing duties other than their specified maintenance and repair tasks, such as assisting in the setup, takedown, or operations of various County events. The Department's O&M budget does not contain specific provisions for events operations, meaning that time and resources spent working events pulls from the same budget as the Department's operations, maintenance, and repairs. Additionally, usage of Facilities staff for County</p>
<p>A number of Department processes are captured in finalized documentation, including A&E's project management function and a portion of Financial Services' processes, and Facilities is in the process of developing and finalizing several other pieces of guiding documentation, including documents covering mailroom processes and O&M administrative tasks, while several other major processes, including functions related to the Department's Business Services function and O&M's primary operations and</p>
<p>There are currently only two formal communications touchpoints between the Department's A&E and O&M units, which are O&M produced building systems guidelines used by A&E during project design and development and "handoff" meetings that take place at the conclusion of each A&E building project. These touchpoints accomplish their specific purposes but do not provide enough interaction between the two portions of the Department to develop a true strategic partnership. Additional touchpoints would allow for greater collaboration between A&E and O&M throughout the project</p>
<p>The job titles used in the Department do not always accurately reflect the role that an employee is assigned. Managers and division leads reported limited titles available for them to assign, and some divisions have started using internal "working titles" instead of the assigned title, and others have reported the need to modify the job description before posting open jobs, to try and help ensure that</p>
<p>Management reports challenges in obtaining qualified applicants and in having them accept offers, reportedly due to non-competitive salaries for the work being performed.</p>
<p>M&J did not evaluate the Utility Customer Operations Division of Finance within the scope of this</p>
<p>The Finance Department has a number of staff in key positions that are either nearing retirement or already eligible for retirement. Additionally, there are a few staff and/or contractors in the Department that have previously retired, and have returned to perform key departmental duties.</p>

After the transition to CV360, end-user owners within Finance are now responsible for what may be considered Tier 1 help desk support for an end-user question about certain CV360 financial modules. The addition of these support duties is creating a strain on many employees, as it is an additional duty beyond their already full workload, and may require knowledge or understanding of the CV360 system
The August 2024 transition to CV360 is still being evaluated for impacts, workflows, and potential issues within the production environment. Numerous employees, both in Finance and in end-user departments, have expressed concerns and frustration about how CV360 is currently operating.
The AP section reports delays in their ability to process wire payments due to lack of end-user department financial system account information needed to post the payment.
Currently, the AP section physically prints, stamps the receipt date, and files a paper copy all invoices received and processed. This is redundant to system storage of the invoice.
The purchasing card ("Pcard") function is currently assigned to a single employee, the Pcard Administrator. The workload does not allow the Pcard Administrator to focus on strategic analysis of pcard use, instead focusing on operational processing and management.
Additionally, purchasing card functions are typically housed within Purchasing to ensure end-users aren't failing to utilize contracts for expenditures, and to ensure that pcards are not being used to avoid
The form that end-users complete to request new or updated pcard access is currently paper-based, and the paper form must be routed to the CFO and, for some types of requests, to the COO for
Currently pcard end-user roles must receive training before accessing the pcard or pcard-associated roles. The current process does not require end-users to pass a test or otherwise demonstrate their competency or mastery of program requirements.
Additionally, Finance does not require employees in pcard end-user roles to complete refresher training
The current system for tracking and penalizing pcard violations treats all violations equally, with three violations resulting in loss of pcard privileges. Leading practices encourage the development of tiered
Currently, the County only invests funds into Georgia Fund 1. While Georgia Fund 1 typically provides strong returns, and the County currently has limited cash available for investments, the County should consider an investment policy that could capitalize on available cash.
The County does not have a County-wide strategic grants process, allowing each end-user department to determine what grants may suit the needs of that department. This has resulted in a fragmented grants strategy, and creates a more reactive Capital and Grants Division. This may result in inefficient use of time or funding in pursuing grants that don't align with the County's overall strategic mission and
Grants and Capital Division functions are decentralized, with the Division performing some functions and end-user departments performing others. This decentralization is inconsistent, with different departments (and grants) with varying levels of authority and ownership.
The Grants and Capital Division has not developed consistent grants management manuals that provide end-user guidance and expectations. Additionally, there are not formal, regular meetings or checkpoints between the Grants and Capital Division assigned staff and the end-user grants liaison. This has resulted in misunderstanding about process workflow, timing, and grant closeout and period of
The Compliance Division is predominantly performing compilations and financial reviews, and is no longer performing internal audit type work.
Expenditure or cash needs forecasting is completed by the Treasurer and Revenue Manager and is heavily reliant on institutional knowledge.
Currently, County staff are responsible for processing special payrolls for summer youth program participants and seasonal poll workers. These payrolls are typically processed off-cycle, more frequently than active County employee payroll, and often represent significantly increased volume.
Currently, there is not an active County-wide Safety Committee or Accident Review Board. The previous County-wide committee stopped meeting during the COVID-19 pandemic.

Guiding documentation within the Department is fragmented and inconsistent, with certain policies, processes, and procedures captured within comprehensive manuals, with others existing as stand-alone documentation. There is no inventory or catalog of all available and disseminated guidance, and there is no consistent tracking of date of issuance, review, or revision, or any other change log to better
The Assistant Director of Administration position is under-utilized, currently performing functions and job duties more commonly performed by an Office Manager or a higher-level Management Analyst.
The County maintains a selection of intergovernmental agreements with local municipalities, as well as files a Service Delivery Strategy document with the Georgia Department of Community Affairs. The documents do not consistently provide clarity as to the role of DeKalb County Fire Rescue within each municipality and do not delineate the roles, responsibilities, and procedures required of each political subdivision as part of the various services delivered (e.g., fire prevention, fire investigations), especially
The Department has grown its in-house emergency medical services delivery in the last five years, in addition to continuing to use American Medical Response to deliver medical and pre-hospital ambulatory services. Before the Department continues to allocate resources to its provision of emergency medical services, the Department needs direction from County leadership on the future of
The Department has reassigned a Public Education Specialist position to support the Public Information Officer as a social media manager. Management of social media has become a highly specialized field of expertise and could be better provided by a position that is classified for social media management
The Administrative Assistant position supporting the Fire Chief performs duties above and beyond the job description of the Administrative Assistant classification. When the Department eventually has to replace the current Administrative Assistant, the Department will need to re-classify the position in order
Sworn employees of the Department have received a series of raises directed for public safety employees. Civilian employees of the Department, including those who perform the same or similar roles as certain sworn employees, did not receive the public safety raises.
Three employees report to the Department's Fiscal Officer – two of which are classified as Fiscal Officer Assistants and one of which is classified as a Requisition Technician. The difference in classifications limits the Fiscal Officer's ability to evenly distribute work and cross train employees.
The Department applies for and receives a significant number of grants without a comprehensive grant strategy or grant management process.
Most sworn administrative roles are classified as 40-hour versions of field personnel positions (e.g., Battalion Chief, Captain, Driver/Operator) and so do not have separate job descriptions. As a result, duties and supervisory assignments delegated to sworn personnel in administrative positions are often
The Facilities unit receives maintenance requests via email and tracks requests and work performed in
The Fire Investigations Unit operates as a law enforcement agency within a fire department without full insight into the resources and training available to the DeKalb County Police Department. The Unit additionally has a set of certifications and expertise that do not fully align with leadership in DeKalb
DeKalb County Fire Rescue staff indicated multiple concerns with inter-departmental processes between DCFR and the Planning & Sustainability Department that occur in the shared system (Infor
Many units comprised largely or entirely of civilians do not provide promotional pathways for those civilian staff, including in units for which civilian staff perform the same or similar duties to sworn staff
The Health & Safety Officer is responsible for coordinating programs and initiatives that improve the health and safety of each of the Department's employees. However, the role does not have permanent
The Department's Fire Academy facilities are at risk of becoming outdated, with several reaching or beyond the permissible lifetime for certain training purposes (e.g., live fire training). The roadway is cracked, resulting in the potential for injury by recruits and Firefighters, and the relocation of driver training to a former parking lot that is shared by the Sanitation Department and most likely not
The Department initiates a new recruit class approximately every 10 to 12 weeks. While the process is positive for recruitment and attempting to limit vacancies, staff have expressed concerns that the pace is not sustainable, and the frequency is resulting in non-quality hires.

The Department purchased timeclocks for use by non-exempt 40-hour employees. However, many employees still submit timesheets to the Payroll Services Office instead of using the timeclocks.
The Department's Payroll/Personnel Assistants are each responsible for at least 174 53-hour employees, as well as a number of 40-hour employees, but are classified the same as Payroll/Personnel Assistants in departments with fewer employees. No other departments have 53-
The Department has developed a plan for replacing stations and building new stations utilizing SPLOST funding. However, the Department has not identified funding opportunities for improvements of stations not slated for replacement, as well as funding sources for station replacements and construction in the
The Department's headquarters and Fire Academy present a series of safety and security risks, both for Department employees and for members of the public.
The Department has identified retention as one of the primary strategic priorities and greatest challenges for DeKalb County Fire Rescue. Staff indicated that turnover and employee dissatisfaction stem from the perception of lower salaries than neighboring fire departments, compression of salaries within each salary grade, a lack of clarity regarding the future of the County's firefighting pension, and a
Changes to policies and standard operating procedures are published in Vector Solutions, with employees required to sign a statement of understanding in the system regarding the changes. However, some staff suggested that not all civilian employees are accessing Vector Solutions,
The Department tracks a vast amount of data and publishes numerous reports, which are written for Department staff and industry experts, but do not provide the narrative and context necessary for the
Fleet Management often has challenges hiring technicians through open hiring and recruiting, especially hiring technicians with diesel mechanic experience, or experience working on heavy trucks and equipment. Additionally, competition with the larger industry (dealerships, manufacturers, warranty
In the upgrade of the FASTER asset management system, Fleet Management's handheld scanners were no longer compatible. Handheld scanners were used in the parts rooms to track and count inventory as part of daily cycle count processes. Currently, these cycle counts are being performed
Technicians either have to use paper-based work order tracking, or pause their work and go to a computer bay each time they need make notes on repairs, switch tasks, order parts, or switch units.
Prior to the Covid-19 pandemic, the development of the VRP recommendations was a collaborative process between the end-user department and Fleet Management, typically reviewed and discussed
Currently if a DeKalb County department requests budget for a new or reclassified position that typically has an assigned vehicle, Fleet Management is not involved in the budgeting process, nor do all departments understand that additional funding must be requested to cover the purchase of the new
Fleet Management has a number of policies, processes, and procedures documenting operating conditions and expectations. Fleet Management follows leading practice of recording both an effective date and a last revised date. Many of these dates, however, are more than five years old. While many of these policies likely have not needed any additional changes in recent years, the current data
Often times more experienced or tenured staff serve in a lead or training role for newer technicians. This is not a formal role, and there is no additional compensation provided for this work.
The Occupational Compliance Division performs manual data entry to maintain the databases for position compliance reporting. The Division is currently tracking employee data on Excel spreadsheets.
The Occupational Compliance Division is working with the HRIS Division to implement functionality within CV360 such as requiring employees to upload driver's licenses so that expiration reports are generated within CV360 and CV360 can provide automated warnings for employees whose commercial
The Division provides training to managerial staff and employees on completion of performance evaluations within CV360. Due to unique departmental needs, the Division allows managerial staff to choose the evaluation process which best suits their needs. As such, the performance evaluation
While HR Liaisons work closely with HR Department personnel, HR Liaisons report to Directors within their individual departments. Due to HR Liaisons reporting to Department Directors and not HR, there is opportunity for HR Liaisons to HR policies and procedures inconsistently across departments without

While the implementation of CV360 has largely resulted in gains in efficiency, the Department is still in the process of working with the County Innovation & Technology Department to tailor CV360 to the Department's needs. The Department has experienced issues with CV360 such as users being able to delete documents. Also, the Department experiences issues when trying to generate reports, citing that reporting features are difficult to use and are not intuitive. The Department also experiences general
The Department maintains Administrative Policies & Procedures in accordance with the personnel chapter of County code. The policies and procedures were adopted in 1982 with amendments and
The Department's policies outline the date of issuance and the date of any updates. Based on M&J's review, six out of the 16 policies were issued and updated prior to 2022. The earliest policy was
Although SOPs do not include dates of when the SOP was published or updated, SOPs appear to be up-to-date due to inclusion of procedures and processes completed within CV360.
The MSC Reference Manual includes sections of County code which were last updated in October 2019. The manual was last updated in May 2022.
The Hearing Officer Reference Manual includes sections which were last updated in 2015, 2018, and 2023.
While the Department's performance metrics align with strategic priorities to increase retention and recruitment, the Department could consider implementing additional key performance indicators.
The Department is not receiving 100% participation and achievement for Manager/Supervisor trainings. To help strengthen the Department's recommended training hours within SLAs, the Department is in the process of creating and formalizing a policy to enforce required minimum training hours for County
While the Department's training and development metrics relate to strategic goals, the Department could consider tracking additional metrics related to cost such as training cost per employee and return on investment. Also, in efforts to measure employee engagement, the Department could consider administering employee engagement surveys to all County employees to measure employee
Staff members noted that they would like to see additional team building events and outings implemented to help increase morale.
Staff noted concerns related to inadequate office space especially if employees were expected to be in the office on the same day(s). Hybrid staff members currently must stagger which days they are in the office to ensure there is adequate workspace for everyone. Staff members are sharing offices to
The Department does not have a dedicated training space to conduct employee training that is not shared or used by other County entities. Therefore, securing space for training can be difficult due to
Job descriptions created by the Department are generally vague and not tailored to County department's needs. As a result, job descriptions do not consistently describe actual job responsibilities. The most recent classification and compensation study was conducted in 2016.
Relatedly, job titling is not appropriate for certain roles within departments and therefore, staff feel that their job titles and salaries are not adequate for their actual roles and responsibilities.
County staff feel that there is an inconsistent application of pay scales. More specifically, staff expressed that experienced staff receive limited pay raises, while new hires with less experience may receive higher salaries than staff who have tenure with the County. Staff feel that due to discrepancies in HR's understanding of how experience is comparable and qualified, pay scales are implemented
Compensatory time represents time which an employee who is exempt from overtime works additional hours (typically over 40 hours) and can use the additional time worked at a later date of their choosing to take time off. As such, compensatory time differs from overtime and from paid time-off.
Compensatory time is tracked by employees and supervisors within Excel but is not tracked formally

Based on numerous department interviews, it was communicated that employees with alternative schedules (such as 4-day workweeks with 10 hours per day) do not consistently have the whole day coded as a holiday and are asked to use paid time-off to account for the difference between the 8 hours of holiday time and the extra hours typically worked during the alternative schedule. As an example, staff who work 4-day workweeks with 10 hours per day, report only receiving eight hours of holiday pay as opposed to the 10 hours that the employee typically works. In order to receive their full pay for
County departments expressed concerns regarding managerial training material being overly generic and not adequately situational or applicable dependent on County departments' work environment. Furthermore, customer service training has been described as not meeting end-user department's
There are inconsistencies related to certification and training processes within County departments. Training and certification functions appear to be driven by individual departments regarding which courses can be taken and paid for as departments must decide how much of their budgets to allocate for training purposes. As observed within the HR Department, not all County departments are currently participating in programs such as the tuition reimbursement program. Therefore, there are
Related to the performance appraisal process, staff expressed desires for a 360 evaluation process in which staff can assess team members such as peers and direct managers/supervisors.
Staff noted communication issues and delays related to onboarding processes such as requesting and obtaining equipment as initial processes with HR and the County Department of Innovation & Technology are decentralized and are the responsibility of individual departments to request.
End-user department staff feel that they are not receiving the most qualified applicants for job postings within their departments due to filtering or screening of applicants by HR prior to passing them onto the departments. As such, departments feel that it would be beneficial to receive access to the entire
Database Administration is currently housed within the Business Solutions Division, with application support. Database administration is more commonly aligned with infrastructure functions.
DOIT's limited use of titles may result in misalignment between title and role, and may result in inconsistent use of titles among divisions within DOIT. Competition for employees against private
The 2024-2027 DOIT Strategic Plan lacks actionable strategic (as opposed to operational) tactics. Many of the identified tactics also lack quantifiable goals or means for adequate progress tracking.
The County lacks enterprise-wide governance policies, both from an acquisition standpoint as well as from a data standpoint. The lack of enterprise-wide governance and oversight may require data governance policy, if not a data governance committee to review and set policies and other decisions
Currently, end-user departments can purchase applications, software, and services without consulting with DOIT. There are redundant applications that may provide the same type of service, and there may be multiple instances of the same application, system or software.
DOIT is not currently implementing a management framework at the Department level. Management frameworks help ensure focus is on end-to-end service delivery and help reduce the prevalence of
DOIT does not have a role dedicated to building relationships with the end-user departments to learn about their needs and provide additional support in business case development and needs definition. While PMO IT Project Managers may be informally building relationships, industry leading practice is to
While DOIT has developed a number of processes related to disaster recovery and incident management response, DOIT does not maintain a comprehensive Disaster Recovery Plan.
Currently, DOIT does not have procedures or a committee to ensure oversight and standardization in the County's potential adoption of emerging technologies, such as Generative AI or chatbots.
Currently, DOIT does not have standardized sets of terms and conditions for use in a contracts or agreements that include data rights and/or network access. Staff report that Purchasing and Contracting may reach out to request review or language support, but this is not formal or consistent.
The Enterprise Technology Center relies on the use of staff in an on-call position for 24x7 help desk support for key public safety and critical infrastructure needs. Additionally, the Center operates a call-

Many of the end-users requiring help desk support call the help desk to speak with an Enterprise IT Technician who logs their issue and provides immediate troubleshooting support. This is not an efficient use of Enterprise IT Technician time, and often results in extended wait times and triaging of
Currently, there is a lack of consistent identification or tracking of SLAs across the department.
DOIT has lost the trust of end-user departments, who have become empowered to hire their own IT staff, and opt out of DOIT processes or policies. End-users report inconsistent communication and a
The Medical Examiner's Office maintains a Public-Private Partnership ("PPP") with Forensic Medicine Associates ("FMA") to provide scientific staff of board-certified forensic pathologists, pathologists' assistants, forensic technicians, and administrative staff who work collaboratively with the County to conduct comprehensive investigations into sudden, unexpected, or suspicious deaths. This is the only
The Statements of Policy, Procedure, and Practice were last reviewed and signed off on in October of 2023. The current Director is in the process of reviewing the Statements of Policy, Procedure, and
In 2022 the Office developed a list of strategic goals, objectives, and measures. The current Office Director took position in late 2024 and plans to create a more formal Office Strategic Plan in 2025.
During interviews it was noted that many of the Office's vehicles are smaller electric vehicles which aren't necessarily conducive to the roles of the investigators which may require significant driving from scene to scene as well as needing larger vehicles to store the equipment needed while on a scene.
The role of a Public Education Specialist is fairly unique for a medical examiner's office, but based on M&J fieldwork and analysis, the function appears to be a good investment by leveraging Office data to better educate the public as well as serving as a recruiting method within a field that does not have
During the course of fieldwork, it was observed that the Medical Examiner's Office is running out of space – both in terms of office space and laboratory space. The facility is approaching 30 years of life and is 18,238 square feet including an autopsy suite of 1,200 square feet which holds 18 autopsy tables. As the population in DeKalb has grown over the years, and is projected to still grow, there is a direct impact on the number of cases handled by the office. The current facility has no extra office
The Office is accredited by the National Association of Medical Examiners ("NAME"). The accreditation process is voluntary but very robust and entails compliance with significant requirements, an inspection, and reviews of policies, facility maintenance, and public access areas. The Office's accreditation is
The Director is in the process of obtaining National Incident Management System certification, which is also a condition of employment. The Director was hired in November 2024 and must obtain ABMDI
OMB is intended to serve as the analytical arm of the County's executive branch, assisting in the evaluation and development of County strategy and policy objectives. Instead, OMB currently functions primarily as an administrative agency, managing the day-to-day aspects of budget development and administration without taking on a larger strategic or analytic role. In particular, OMB has not introduced any modern, strategic budgeting methodologies, such as zero-based budgeting or performance-based budgeting, on a large scale. Also, none of the limited amount of strategic and/or analytical tasks routinely carried out by OMB extend beyond the realm of operational budget development and administration. County leadership does not currently treat OMB as if it is expected to serve an
OMB is responsible for developing and maintaining the County's operating budget, but the County's capital and grants budgets are primarily developed and maintained by the Capital and Grants Division within the Finance Department. OMB's role in the capital and grants budget development and administration process is not clearly defined, which occasionally leads to confusion, both with the Finance Department teams managing the capital and grants budgets and with OMB's client departments. In addition to decreasing the County's general operational effectiveness, the lack of clarity regarding OMB's role in the capital and grants budgeting processes may have helped contribute to
The budget development process for the FY25 budget was OMB's first budget development process using the OpenGov and CV360 software platforms. In the process of transitioning from the County's old software systems to OpenGov and CV360, the Department lost the ability to automatically generate certain reports. The Department is currently working with the relevant software vendor and DOIT to

<p>The CEO is required by statute to submit their operational budget proposal to the BoC by December 15 and the BoC is statutorily required to adopt a final operational budget by March 1, two months after the start of the County's fiscal year. In order to operate through the up-to-two months each year during which the County has not adopted an official budget, County departments utilize an "interim budget" that limits spending to the levels in the previous year's budget (excluding one-time enhancements). By operating under this interim budget for the first two months of the fiscal year, County departments are forced to delay the implementation of any new services or initiatives until well into the year and may</p>
<p>OMB's current operational budget development processes do not involve the County Commissioners in the budget process until the CEO's recommended budget is presented to the BoC on or before the statutory deadline of December 15. Delaying the introduction of County Commissioners into the budget development process until this late stage in the process typically results in OMB having to conduct significant budget reworks in response to Commissioner feedback that may have been avoided if OMB had a better understanding of BoC's interests during the evaluation of departmental budget requests or preparation of the CEO's recommended budget. Incorporating the BoC earlier in the budget development process would likely allow OMB to act on Commissioner priorities earlier, reducing the</p>
<p>OMB's current policy, process, and procedure documentation primarily consists of a comprehensive handbook that has not consistently been updated since it was first introduced in 2014. OMB is in the process of developing two new guiding documents, including a Budget & Management Analyst Handbook and an Operating and Capital Budget Policy, although these documents have not yet been</p>
<p>OMB does not currently track or review any performance metrics related to individual employee performance. OMB recently started tracking several measures of overall department performance, including the results of the newly administered training satisfaction survey as well as certain measures of budget performance. OMB does not have a process in place for regularly reviewing these data and</p>
<p>The Department processes a large volume of open records requests through its Administrative Division. Staff within the Administrative Division have to locate files manually.</p>
<p>At the time of this report, the Department is working towards developing a comprehensive Department-wide strategic plan that aligns with the County's overall strategic goals.</p>
<p>During fieldwork, staff expressed concerns with the systems not communicating and not being as efficient as possible for the Department and the public. Staff noted that the systems are not very user-friendly to the public and can confuse customers due to the need to create accounts within multiple systems (IPS and ProjectDox). Also, staff expressed frustration related to reporting capabilities in the</p>
<p>The Department does not perform residential plan reviews and the current IPS system configuration was cited as the primary reason for not performing residential plan reviews. As such, the Department is performing inspections on residential properties after or during construction without performing plan reviews early in the process. Therefore, without residential plan reviews, inspectors are responsible for</p>
<p>The current process for obtaining a building permit includes application intake and initial approval, then divisions such as planning, development and building all receive plans to review at the same time and then are left to pass, fail, or suggest revisions on the plans. Customers must wait for plans to complete the review among different divisions prior to making any corrections or resubmitting plans. Then, if revisions are needed, the customer resubmits plans to all of the divisions at once for a subsequent review. The permit then has to be approved and issued manually within the systems once the</p>
<p>Based on interviews, common delays within the permitting process relate to external County departments that are included in the permitting process (e.g. Department of Watershed Management</p>
<p>The Business License Unit does not currently possess any positions for an enforcement team dedicated to performing proactive inspections on businesses to ensure they are operating with an active business</p>
<p>The Department does not have zoning inspector positions that go into the field and to ensure that the initially approved plans align to the pre-construction work performed.</p>
<p>Office Assistant and Administrative Specialist positions located within the Planning and Building Divisions appear to perform duties similar to those of a Permit Technician, but do not have the Permit</p>

Specifically, within the Planning Division and the Call Center, there are multiple offices that are shared between two people, which can negatively affect employee morale.
Staff expressed concerns related to lack of consistent training and certifications from organizations such as the International Code Council or the International Association of Certified Home Inspectors, allotted to employees specifically within the Building Division. As such, not all inspectors and supervisors maintain certifications. The Department is in the process of awaiting approval for
The Department has not conducted a fee study to identify the full cost of service provision related to multiple fees charged to the public since 2015. The Department included a request for funding to
The Department underwent a Current State Process Assessment in December 2024 from Human Capital Consultants Consortium, LLC. A recommendation of the Current State Process Assessment was for the Department to update existing SOPs and create additional SOPs. As such, the Director mandated divisions to begin updating and creating SOPs. At the time of this report, the Department is
The Department experienced turnover rates ranging from 16.3% to 25% from the past five years.
There are select interim and vacant leadership positions within the Department with interim positions being currently filled by existing Department employees with other regularly assigned roles. Leadership who are in interim positions have an increased workload as they are responsible for divisions with
Neighborhood Enforcement Teams ("NETs") were previously decentralized and housed within each Precinct within the Uniform Division. Majors in charge of each Precinct felt that NETs were beneficial to have working closely with the Uniform Division. The former Chief changed the structure of NETs through centralization and relocation to the Criminal Investigations Division which appear to have
The Support Services and Special Operations Sections within the Special Services Division were previously two separate Divisions each led by separate Assistant Chiefs. In an effort to downsize operations, the former Chief of Police combined the Support Services and Special Operations Sections
The Aerial Support Unit includes two Pilot positions to operate helicopters. The Department currently owns two helicopters but cannot operate both helicopters due to one of the Pilot positions being vacant.
One of the Department's strategic priorities is to enhance patrol operations through implementation of technologies to help reduce and respond to calls and crime.
The Department is in the process of building a Real-time Crime Center to better leverage technology to
Select systems used within the Intel/Crime Analysis Unit such as CrimeView and ArcView/ArcGIS are outdated and obsolete without any updates available. Therefore, systems crash constantly and take a long time to load, creating inefficiency.
Systems used such as Records Management System, CrimeView, ArcView/ArcGIS, and Accurint are not fully integrated and therefore report different statistics based on the same parameters, creating an issue of inconsistent data between systems.
Systems used do not have capability to generate weekly and monthly crime reports and other routine
Due to downsizing the County's workforce in 2005 and 2016, the County revised its pension plan, which decreased the maximum percentage of earnings for Police Department employees hired from September 1, 2005, through December 31, 2015, and subsequently decreased the maximum percentage for those hired on or after January 1, 2016. As a result, maximum benefit percentages for
In an effort to increase retention, effective March 1, 2025, the County implemented base salary increases as part of a comprehensive strategy that includes additional initiatives such as a \$500
The Department is in the process of executing strategies outlined in the Recruitment & Marketing Plan for 2025 in an effort to increase recruitment and advertise open positions.

The Department previously implemented a Cadet Program ("Program") which allowed the Department to hire a potential Officer candidate prior to entering and completing the academy. A cadet is defined as someone who has met all qualifications for an Officer and is hired awaiting the start of the next recruit class. The Program allowed cadets to be assigned to assist with miscellaneous non-sworn law enforcement support and clerical duties until they can attend the academy and therefore perform duties
The Property Room is near capacity within the Bobby T. Burgess building. The Bobby T. Burgess building is outdated and has structural issues and poses safety and health risks such as mold and water
Many Department fleet vehicles are stored within the parking lot of the Bobby T. Burgess building and are exposed to outside elements, which can cause more wear and tear on cars and are not stored in a secure location, increasing potential for vandalism, damage, and theft.
Generally, the Employee Manual procedures appear to align with the Department's current operations, and the Employee Manual includes multiple dates to indicate when each section was last updated. M&J identified material information dating back to July 2002 and as recent as January 2025. While a majority of the content is dated after 2020 and therefore has been updated somewhat recently, there is a significant amount of content that may not be up to date. Due to the amount of content that was
The Department lacks clear policies and procedures surrounding overtime.
Comp time represents time which an employee who is exempt from overtime works additional hours (over 40 hours) and can use the additional time worked at a later date of their choosing to take time off. As such, comp time differs from overtime and from paid time-off. Comp time is tracked by additional employees and supervisors within Excel but is not tracked formally within the Department's timekeeping
The Department is not currently administering internal surveys to employees to gauge job satisfaction.
Based on M&J's fieldwork, communications within the Department are decentralized and flow through the chain of command. As a result, policies may be communicated with bias and influence depending on how they are communicated through the chain of command, increasing opportunities for
The Department introduced the Community Service Aide program in 2021, which has now grown to 11 Community Service Aides who help to improve community relations and trust in the Department while
The Department maintains four Victim Advocate positions within its Domestic Violence Unit. Victim Advocates provide support to victims by helping to bridge the gap between the victim and their assigned detective to help support the victim through the process. The Department is one of the only counties in
Department leadership has identified a number of deficiencies in current operations, and has created a number of goals and objectives to try and remedy these deficiencies. As a result of trying to address too many issues, corrective action efforts are not comprehensive and implementations may be
Currently, Department Agents and Technicians are responsible for the solicitation of awards, as well as contract development and negotiation, and contract maintenance and renewals. In governments comparable in size and budget to DeKalb, contract maintenance is sometimes a separate function.
Currently, all change orders to contracts that initially went to the BOC must go back to the BOC for approval. These may be small change orders that are for minor revisions to scope specification, or for minor adjustments based on updating pricing at the time of award.
End-user departments are encouraged to piggyback on existing County contracts, or make use of statewide contracts for cost-savings and time savings. The Department publishes a list of currently
The CPO is operating too tactically to succeed strategically, including review and approving all contract and lease drafts. By being too deep into operational processes, the CPO is a hindrance to effective and timely workflow and customer service, and this lack of timely resolution may result in the need to extend existing contracts, or impact the timely delivery of goods and services necessary for the County's core business functions. Staff also report that process delays often result in the expiration of
Vendor forms are provided by end-user departments in the Notice to Proceed meetings, and are available on the InDeKalb intranet for employees. Currently, the Department does not proactively send these forms to the end-user departments for completion each quarter. Additionally, reported performance is not aggregated for each vendor, to better understand comprehensive performance or

Currently, internal audit's non-CIP projects are based on collaboration with the CPO and a set of criteria noted in the semi-annual work plans. The current work plans do not reflect the use of a risk profile or risk methodology in the development of the audit schedule, which is leading internal audit practice.
LSBE has not been comprehensively reviewed and is not reporting semi-annually on the measures identified in the ordinance. The OIIA review identified a number of concerns, and current tracking does
The Department has a purchasing policy, as well as a number of manuals and processes. Many of these are out of date, and changes are introduced in new processes, memos, and emails, rather than
The working strategic plan lacks consistently actionable KPIs, and in some instances proposes workload data as performance measures.
Typically, purchasing card ("pcard") functions are housed within Purchasing to ensure end-users aren't failing to utilize contracts for expenditures, and to ensure that pcards are not being used to avoid purchasing policies. Currently this role is in Finance and the Purchasing and Contracting Department
R&D maintains multiple manuals, policies, and SOPs which do not have a date or have not been updated within the past eight years or more.
As of 2023, R&D had a significant backlog of road resurfacing needs, which R&D anticipates eliminating within the next five years. R&D is moving towards providing street proactive maintenance and resurfacing, which has been aided by the addition of SPLOST funding.
The Federal Highway Administration updated guidelines for uniform traffic control device compliance in 2015 and 2018, including requiring all regulatory, warning, and ground mounted guide signs failing to meet minimum levels to be replaced and street name and overhead guide signs failing to meet the minimum levels to be replaced. R&D is in the process of replacing and retrofitting traffic control
The County received a Municipal Separate Storm Sewer System ("MS4") permit which is a National Pollutant Discharge Elimination System ("NPDES") permit ("permit") in 2024 which expires in 2029 and authorizes R&D to discharge pollutants from public stormwater systems to waters of the United States. The permit required the development and implementation of a comprehensive Storm Water
Based on direct observations and walk-throughs, R&D has multiple facilities needing repair. The most significant need is the warehouse. The warehouse is beyond its storage capacity and the physical
The Traffic Engineering Section manages traffic operations from a specially designed and fully functional Traffic Control Center. As of 2020, two thirds of the County's traffic signals were in coordinated systems and connected to the Traffic Control Center with dozens of miles of fiber optic
The Finance Section was initially created and filled in 2024 and was initially intended to include a Billing Analyst, Billing Specialist, and a Delinquent Collections Officer. Based on M&J's fieldwork, the Billing Analyst, Billing Specialist, and Delinquent Collections Officer positions currently report directly to the Director. The positions are responsible for financial duties related to processing sanitation service billing and payments, assisting customers with inquiries regarding billing and payments, and tracking
Steps taken to improve residential and commercial customer services through solid waste collection include the planned implementation of Rubicon, a software solution that helps to optimize sanitation routes for more efficient services. Also, the Division is in the process of implementing Samsara, a technology solution which includes artificial intelligence to help detect safety events and record
Staff have expressed concerns with the safety of automatic side loader units. Due to the arm being on the passenger side and the driver having a half-seat where the driver cannot fully sit down, the vision on the driver's side is limited because the driver cannot fully sit down, which creates a blind spot.
The Division must maintain a robust maintenance plan and be proactive with maintenance as a majority of sanitation equipment is older and therefore requires additional maintenance.

Sections related to residential and commercial services suffer from the highest turnover rates. Staff expressed concerns related to the length of the hiring process being cumbersome and therefore, providing applicants with time to find competing jobs. Staff also expressed concerns related to wages not being competitive with the private sector. As the Division provides in-house training to obtain a commercial driver's license in addition to other specialized training, the Division suffers from recruits obtaining specialized training and then fleeing to the private sector to obtain higher pay. Due to the lack
The Division struggles with staffing levels and does not have an adequate number of allocated positions
To help mitigate turnover rates specifically within its North lot, the Division runs a shuttle bus where employees who live closest to the Central and East lot areas of the County are transported to the North lot and brought back to the Central and East lots at the end of their shift. The Division also started a retention plan within the North lot to gain feedback from North lot employees in an effort to help new
The Division is currently working towards an entire fleet that operates on compressed natural gas.
M&J received approximately 48 SOPs on unique topics, with about one-third of SOPs last updated in 2023 or 2024. M&J is unsure of when the remaining two-thirds of SOPs were last updated to reflect
In November 2024, the DeKalb County Office of Independent Internal Audit ("Audit") issued a Final Report related to an Audit of Recycling Processes within the Department. Findings of the Audit included a 38% contamination rate from July to September 2024 in recycling material collected by the County from residential and commercial customers. The Audit also included a finding related to
The Administrative Services Section tracks monthly calls answered, lobby visitors for both residential and commercial, roll-off container requests fulfilled, and applications received for new residential services, garbage roll carts, and recycling roll carts. As such, the Division tracks performance metrics
Culturally, DeKalb alternates between a control-oriented and a performance-oriented environment. Employees in nearly all of the in-scope departments identify that DeKalb's customers – whether residents, businesses, stakeholders, or those passing through, are the most important mission. Staff feel limited however, due to a number of varying reasons, as outlined in the Departmental assessments. These two primary limiting factors: perceived inadequate pay and benefits; and feelings of mistrust, lack
Job descriptions created by the Department are generally vague and not tailored to County department's needs. As a result, job descriptions do not consistently describe actual job responsibilities. The most recent classification and compensation study was conducted in 2016.
Job titling is not appropriate for certain roles within departments and therefore, staff feel that their job titles and salaries are not adequate for their actual roles and responsibilities.
County staff feel that there is an inconsistent application of pay scales. More specifically, staff expressed that experienced staff receive limited pay raises, while new hires with less experience may receive higher salaries than staff who have tenure with the County. Staff feel that due to discrepancies in HR's understanding of how experience is comparable and qualified, pay scales are implemented
Numerous County departments lack consistent buy-in from staff, as well as change management champions, for the decision-making process for policy changes, new resource selection, and identification of solutions to issues raised by personnel. The DeKalb County Fire Rescue Department has addressed decision-making buy-in through the implementation of ad hoc workgroups comprised of staff with different title levels in different functional areas who research and present solutions to
Compensatory time represents time which an employee who is exempt from overtime works additional hours (typically over 40 hours) and can use the additional time worked at a later date of their choosing to take time off. As such, compensatory time differs from overtime and from paid time-off.
Compensatory time is tracked by employees and supervisors within Excel but is not tracked formally

Based on numerous department interviews, it was communicated that employees with alternative schedules (such as 4-day workweeks with 10 hours per day) do not consistently have the whole day coded as a holiday and are asked to use paid time-off to account for the difference between the 8 hours of holiday time and the extra hours typically worked during the alternative schedule. As an example, staff who work 4-day workweeks with 10 hours per day, report only receiving eight hours of holiday pay as opposed to the 10 hours that the employee typically works. In order to receive their full pay for

County departments expressed concerns regarding managerial training material being overly generic and not adequately situational or applicable dependent on County departments' work environment. Furthermore, customer service training has been described as not meeting end-user department's

The County's Bright Future Leadership Development Program ("BFLDP"), has been successful in the past and is in the process of being reconfigured to ensure relevance in the changing workforce.

There are inconsistencies related to certification and training processes within County departments. Training and certification functions appear to be driven by individual departments regarding which courses can be taken and paid for as departments must decide how much of their budgets to allocate for training purposes. As observed within the HR Department, not all County departments are currently participating in programs such as the tuition reimbursement program. Therefore, there are

Related to the performance appraisal process, staff expressed desires for a 360 evaluation process in which staff can assess team members such as peers and direct managers/supervisors.

Staff noted communication issues and delays related to onboarding processes such as requesting and obtaining equipment as initial processes with HR and the County Department of Innovation & Technology are decentralized and are the responsibility of individual departments to request.

End-user department staff feel that they are not receiving the most qualified applicants for job postings within their departments due to filtering or screening of applicants by HR prior to passing them onto the departments. As such, departments feel that it would be beneficial to receive access to the entire

The Chief Operating Officer ("COO") is too involved in daily decision-making throughout the County, which can lead to inefficiencies and lack of timely response based on workload. As the COO must regularly function at a tactical, instead of strategic level, there may be less strategic analytics and

The County's grants management and decision-making about grant opportunities is decentralized, which may result in grants and activities that do not align with County leadership's priorities, or grant awards that require post-award maintenance of costs, programs, or positions that may not be the most

Currently, the smaller departments (DEMA, E911, and Animal Enforcement Services) that report to the Public Safety Director lack internal administrative support, leveraging either the Police Department, Fire Rescue Department, or some combination of the two for supporting their HR, payroll, financial, and purchasing needs. Staff in these departments report frustration in trying to ensure consistency with external department requirements and procedures, and also report a feeling that their workload is less

M&J did not evaluate the Utility Customer Operations Division of Finance within the scope of this

The Department of Community Development was not within the scope of this Initial Assessment.

Through the assessment of DeKalb 311, M&J noted some potential communication challenges with the

The County maintains a selection of intergovernmental agreements with local municipalities, as well as files a Service Delivery Strategy document with the Georgia Department of Community Affairs. The documents do not consistently provide clarity as to the role of County departments within each municipality and do not delineate the roles, responsibilities, and procedures required of each political

|

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
DeKalb 311 Help Desk	Strategic Decision		<p>If the County desires DeKalb 311 to be a value-add, one-stop shop for initial service and support to residents, DeKalb 311 needs to be expanded to meet those needs. DeKalb 311 should have a more dedicated and comprehensive web presence, providing quick links and access to on-demand ticket submission when it is convenient for the resident. Some common examples include: probation contacts, how and when to appear in court, missed sanitation pickups, bulk sanitation pickups, business license renewal, reporting road issues, and reporting water line breaks or leaks.</p> <p>The County could also consider adding more self-service options, to ensure that CCR's time is value-add for the caller. DeKalb County should assess if the Oracle system currently in-use for call-taking (or an alternative, such as expanding the COO Tracker) would allow for residents to directly report issues, submit pictures and track resolution efforts. DeKalb 311 could also coordinate with DOIT to assess if chatbots could also provide on-demand assistance.</p> <p>CCRs could also be leveraged to provide in-person support to residents who are not technologically savvy, especially in navigating online processes such as business license renewal. DeKalb 311 could position a staff at Planning & Sustainability or at the Maloof Center to provide real-time, hands-on support during the business license renewal process.</p> <p>If DeKalb 311 is not determined to be of value as a tool for additional support and resource navigation, a more robust IVR system and more user-friendly website access could assist in navigating callers to the desired end-user department, assuming callers know who they need to contact. County departments would need to have their customer-facing staffing levels assessed, with the potential for current CCRs to be positioned in these departments as dedicated customer support assistance.</p>	2	3
DeKalb 311 Help Desk	Process Improvement		Community Development was not within the M&J scope for this project, so M&J cannot assess the systems or tracking mechanisms in place for the organizations that are directing funding to eligible residents. DeKalb 311 should work with Community Development to create a communication procedure for DeKalb 311 to report issues, concerns with communication and information dissemination, or address questions that they may be regularly receiving from callers.	3	1
Animal Enforcement Services	Position Updates/Changes	Quick Win	The Department should work with the HR Department to appropriately classify each of the three positions with supervision over field operations. The Department should additionally clearly define the roles and responsibilities of each position (even if through an internal job description, rather than a formal, County description) to clearly delineate the division of duties and provide clarity as to chain of command for field personnel.	1	1
Animal Enforcement Services	Position Updates/Changes		The Department should consider working with the HR Department to add a Senior Animal Control Dispatcher classification and/or Lead Animal Control Dispatcher classification to account for increases in responsibility and certification required of longer tenured Animal Control Dispatchers.	2	2
Animal Enforcement Services	Facilities Improvement	Quick Win	The County should consider identifying training facilities available to the entire County government that are available to departments, such as Animal Enforcement Services, that have limited to no training facilities available.	1	1
Animal Enforcement Services	Process Improvement		The Department should identify a new methodology or confirm the current methodology for designating Field Training Officers as part of the update to the Standard Operating Procedures. The Department should provide adequate instruction to Field Training Officers and could consider incentivizing field personnel who agree to serve in the Field Training Officer capacity. The Field Training Officer designation should be regularly reviewed to ensure designated Officers are providing the level of training and oversight necessary for new recruits.	3	3
Animal Enforcement Services	Process Improvement		The Department should work with leadership in the E-911 Emergency Communication Center to ensure that E-911 dispatchers are trained to provide the necessary information to Animal Control Officers dispatched to incident response outside the hours worked by Animal Enforcement Services Dispatchers. Department leadership should consider communicating when field personnel voice concerns regarding limited accessibility to dispatchers to E-911 Emergency Communication Center leadership to ensure both dispatchers and Animal Control Officers are aligned on expectations of radio response times and priority of radio responses.	2	2
Animal Enforcement Services	Organizational Structure		The Department could consider introducing shifts for Animal Control Dispatchers, as the Department continues to fill Officer positions and the Department's call volume increases, to more fully provide radio coverage by Department staff whenever Animal Control Officers are in the field. To transition to a shift-based model, the Department would need to consider hiring additional Dispatchers and an additional supervisory or lead position.	2	3
Animal Enforcement Services	Process Improvement	Quick Win	The Public Safety Department should institute uniform guidance for radio communication and ensure that all public safety functions (including those functions related to public safety but not included in the Public Safety Department, such as Code Compliance) utilize the same method of communication – either ten-codes or plain speech.	1	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Animal Enforcement Services	Policy Recommendations		The County should consider reviewing and revising the intergovernmental agreements with local municipalities, as well as establishing new intergovernmental agreements, that provide clarity on the role of DeKalb County Animal Enforcement Services within each municipal jurisdiction. The agreements should clarify the role of DeKalb County Animal Enforcement Services and local municipal departments (including animal control, code enforcement/compliance, and law enforcement departments) in the processes and procedures involved in animal control, enforcement, and welfare (such as citation issuance, investigations, and case follow-up).	3	3
Animal Enforcement Services	Equipment Enhancement	Quick Win	The Department should purchase portable citation printers that can connect to the Animal Control Officers' laptops, tablets, or other portable devices for more efficient citation issuance. The Department could consider reviewing the printers used by the DeKalb County Code Compliance Administration as a possible option for Animal Enforcement Services.	1	1
Animal Enforcement Services	Position Updates/Changes		The Department should consider establishing one to two special operations roles that specialize in severe cases and maintain Peace Officer Standards and Training certification. The Department could consider a Cruelty and Neglect Officer position and/or a Bite Officer position to specialize in those specific incidents and oversee the cases throughout the lifecycle of the investigation (even if the respective Officer isn't the initial responding Officer for the incident). The positions could be classified as separate positions or could be classified as Master Animal Control Officer positions with a separate functional job description and title, as well as a pay incentive compensating the positions for additional responsibilities.	2	3
Animal Enforcement Services	Fiscal/Budget		The Department should coordinate with Fleet Maintenance to ensure new vehicle needs are identified when new positions are requested and/or approved. The Department should further coordinate with Fleet Maintenance and the Office of Management and Budget to ensure that the Department is reserving funds on an annual basis to cover the costs of new and replacement vehicles. The Department should consider an annual meeting with Fleet Maintenance to understand which vehicles are eligible for the Vehicle Replacement Program to assist AES with budget planning for new vehicles and/or other budget requests.	2	3
Animal Enforcement Services	Equipment Enhancement	Quick Win	The Department should purchase hands-free technology for vehicles, such as phone mounts, and wireless backup cameras to place on the back of the vehicles.	1	1
Animal Enforcement Services	Process Improvement		The Department should require daily inspections by field personnel of their assigned vehicles at the start and end of their shift, as part of an update to the Standard Operating Procedures. The Department could consider providing the Officers with a standardized checklist, either in paper or digital form, that has to be completed prior to leaving the Department's facility. The Department could further consider working with the Department of Innovation and Technology to identify an app that allows Officers to digitally complete a vehicle inspection, which would automatically notify the Department of any supplies or equipment that need to be reordered and/or notify Fleet Maintenance of mechanical issues with vehicles.	3	3
Animal Enforcement Services	Process Improvement		The Department should consider revising the on-call schedule to increase the length of on-call shifts, which, combined with the increase in number of field personnel, would decrease the frequency of Officers' on-call assignments. The Department should further consider compensating field personnel for their on-call shifts, regardless of incident responses. The Department could consider compensating field personnel for two hours automatically, as well as the time spent responding to calls.	2	2
Animal Enforcement Services	Technology Enhancement		The Department should consider working with the Department of Innovation and Technology to identify a new case and records management system that the DeKalb County government can own the license to and administer. The Department should consider a system that integrates with the County's CAD system and can track field personnel's daily activities without the need for a handwritten duty log. The Department could consider piggybacking off of the records management system utilized by the Police Department to better integrate the County's public safety services.	1	3
Animal Enforcement Services	Facilities Improvement		The County should consider investing in a new facility for Animal Enforcement Services that meets the needs of the Department (e.g., parking for both employees and Department vehicles; appropriate space for the containment of animals, if necessary; a training room separate from the breakroom; etc.) The County should evaluate the pattern of calls that Officers respond to, and locate the Department in a location that best situates the Department to respond to incidents, rather than just combining the Department with the shelter facility.	1	3
Animal Enforcement Services	Process Improvement		The Department should conduct a comprehensive refresh of the Standard Operating Procedures Manual. The updates should largely remove references to the Police Department and that department's employee manual, except in the instances Animal Enforcement Services still utilizes Police Department resources. The Animal Enforcement Services Standard Operating Procedures should be able to stand as an independent set of policies and procedures specific to the Department.	2	3
Animal Enforcement Services	Process Improvement		The Department should consider providing each employee a copy of the Standard Operating Procedures Manual, in print and/or digital format, and require employees to sign a form acknowledging that they have read and understand the Standard Operating Procedures. When policies or procedures are introduced or updated, the Department should consider requiring employees to sign a form acknowledging the change. The Department could consider a resource such as Vector Solutions, which is utilized by the DeKalb County Fire Rescue Department, as a tool to publish the Manual and track acknowledgement of the Manual and changes to policy, as well as track employee's training and certifications.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Animal Enforcement Services	Data/Performance Improvement	Quick Win	The Department should identify additional measures that include inputs, outputs, and performance indicators (such as how many actions taken by field personnel have resulted in compliance or where calls are located within the County). The Department should then track the identified measures against established standards and use the data to monitor the Department's performance, evaluate progress toward goals and strategic priorities, and support future improvements to the Department's service delivery methods (such as schedule structure and identification of patrol zones).	1	1
Code Compliance	Organizational Structure		The County should consider moving the Code Compliance Administration into the Public Safety Department, with the head of CCA (either the current Deputy Director position or the vacant Director position, when filled) reporting to the Public Safety Director. Officers should be recognized as public safety personnel and receive similar resources, as appropriate, as other public safety employees.	2	3
Code Compliance	Process Improvement		The Department should utilize the CAD system for Officer dispatch, with Administrative Assistants (or any future personnel assigned dispatch duties for the Department) conducting radio safety checks of on-scene Officers approximately every 15 minutes. The Department should have the same access to incident response logs as any other County function that responds to private residences and businesses.	2	3
Code Compliance	Equipment Enhancement		The Department should purchase and issue personal protective equipment to field personnel, including tactical vests, body cameras, and high-powered flashlights, for use during on-scene inspections. The Department can prioritize the timeline for issuance of equipment based on the types and locations of inspections, but should develop a plan for Department-wide issuance.	2	3
Code Compliance	Position Updates/Changes		The Department should consider establishing one or more positions dedicated to training. The position(s) should develop a standardized training curriculum for new employees (both field operations and administrative) that encompasses the current process of book-based training, computer-based training, and field-based training. As the Department settles into a routine for new employee training, training staff could begin to serve in a secondary public education role.	3	3
Code Compliance	Process Improvement		The Department should identify a new methodology or confirm the current methodology for designating Field Training Officers. The Department should provide adequate instruction to Field Training Officers and could consider incentivizing field personnel who agree to serve in the Field Training Officer capacity. The Field Training Officer designation should be regularly reviewed to ensure designated Officers are providing the level of training and oversight necessary for new employees.	3	3
Code Compliance	Process Improvement		The Department should develop a standardized training calendar for its employees, ensuring that all employees are scheduled for training and certifications required by Department policy. The Department should consider developing an ongoing continuing education schedule for all employees to maintain certifications, achieve additional certifications (especially those required for advancement), and continue developing technical and soft skills related to code compliance and enforcement.	2	2
Code Compliance	Fiscal/Budget	Quick Win	The Department should begin paying upfront for employee's training and certifications, rather than requiring employees to request retroactive reimbursement. In instances where employees require multiple sittings of exams to achieve certification, the Department could consider a policy of funding the first sitting, but require employees to partially or completely fund subsequent sittings.	2	2
Code Compliance	Policy Recommendations	Quick Win	The Department should develop, publish, and codify in the Employee Manual a standardized policy for promotion of field personnel. The policy should clearly identify the years of service and certifications required for eligibility to promote, as well as methods for communicating the availability of promotional opportunities to all eligible staff, and the Department should adhere to the policy consistently for each promotional opportunity.	3	3
Code Compliance	Position Updates/Changes		The Department should consider working with the HR Department to add a Master Code Compliance Officer classification to account for increases in responsibility and certification required of longer tenured Senior Code Compliance Officers. The Department should further consider working with the HR Department to eliminate the restriction on the number of Senior Code Compliance Officer positions available and implement a system of promotional opportunities for individual employees, rather than an application-based system. The Department could consider a promotional pathway similar to the Police, Fire Rescue, or Animal Enforcement Services Departments in which a Code Compliance Officer who has been in their position for 24 months and has achieved a designated certification (such as Level II certification from the Georgia Association of Code Enforcement), has the opportunity to promote to Senior Code Compliance Officer, and receive an increase in salary grade. In this system, Senior Code Compliance Officers who have been in their position for 24 months and achieve the designated certification (such as Level III certification from the Georgia Association of Code Enforcement), would have the opportunity to promote to Master Code Compliance Officer, with the parallel increase in salary grade. In addition to time in position and certifications achieved, the Department could require performance evaluations as part of the promotional criteria.	2	2
Code Compliance	Policy Recommendations		The Department should review the overtime policy currently codified in its Employee Manual to determine if the policy comprehensively covers the various scenarios for employees who are required to work outside of their normal shifts. The Department should update the overtime policy as necessary and ensure that it is consistently applied to all employees.	3	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Code Compliance	Process Improvement	Quick Win	The Department should work with the HR Department to include information about the non-standard shifts available and/or required for employees in all relevant job descriptions, including the Code Compliance Officer job description, posted on the County's employment website.	3	2
Code Compliance	Position Updates/Changes		The Department should consider working with the HR Department to add a Senior Administrative Assistant classification (or similar more advanced classification) and/or Lead Administrative Assistant classification (or similar lead classification) to account for increases in responsibility and possibility of certification required of longer tenured Administrative Assistants. The Department should further consider working with the HR Department to ensure the Administrative Assistant classification is adequate for the duties and responsibilities required of the Administrative Support Team.	2	1
Code Compliance	Strategic Decision		The Department should develop a comprehensive technology and equipment purchase strategy that holistically reviews existing technology, software, hardware, and other equipment with prospective purchases to ensure current and prospective resources will integrate and improve, rather than eliminate, efficiencies.	3	3
Code Compliance	Position Updates/Changes		The Department should consider establishing a position dedicated to managing code compliance and enforcement activities at the DeKalb County Magistrate Court. The Department could also consider realigning duties and responsibilities of current positions to reassign management of court activities to an existent position without limiting the position's ability to invest time and attention to other responsibilities.	3	3
Code Compliance	Strategic Decision		The County should consider reviewing the current fine schedule for property maintenance and zoning violations, including repeat violations, to ensure the level of fines assessed is in line with neighboring jurisdictions and provides property owners with adequate incentivization to address code violations.	2	2
Code Compliance	Process Improvement	Quick Win	The Department should consider hosting regular meetings with County solicitors and the staff of the DeKalb County Magistrate Court to provide education on the importance of code enforcement and the recourses other than case dismissal available to property owners who have, or claim to have, limited means of addressing code violations.	3	3
Code Compliance	Process Improvement		The Department should conduct a comprehensive review and subsequent update of its Employee Manual. The updates should largely remove references to the Police Department, except in the instances Code Compliance Administration still utilizes Police Department resources. The Code Compliance Administration Employee Manual should be able to stand as an independent set of policies and procedures specific to the Department, and should refer to the Department by a singular name.	3	2
Code Compliance	Process Improvement		The Department should reincorporate the chapter on field operations into the Code Compliance Administration Employee Manual. The chapter should include standard operating procedures for conducting field operations. The Department could consider including in the chapter information on required certifications, promotional processes, and explanations of personal protective equipment available to Code Compliance Officers.	2	2
Code Compliance	Process Improvement	Quick Win	The Department should be sure to not just append new and updated policies to the end of the Code Compliance Administration Employee Manual in memorandum form, but also make the necessary changes to the chapters and sections within the body of the Employee Manual affected by the policy memoranda.	3	2
Code Compliance	Process Improvement		The Department should consider implementing a quality assurance/quality control review process as part of its regular operations, either through realignment of duties and responsibilities for current positions or through the establishment of a new quality-dedicated position. The quality assurance/quality control function would most likely report to the Code Compliance Administrator based on the Department's current alignment of responsibilities.	2	3
Code Compliance	Data/Performance Improvement	Quick Win	The Department should consider reviewing its identified performance measures to ensure each is meaningful and relevant for the decision-making process. The Department should begin to emphasize data-driven decisions in order to operate more strategically, efficiently, and effectively. The Department should review its annual objectives against each prior year's progress toward successful completion of the objectives, and adjust the objectives, as well as the performance standards contained within each objective, to appropriately measure the Department's ability to achieve performance priorities and strategic initiatives.	3	3
Code Compliance	Process Improvement		The Department should consider a 360-degree-style training program for new Code Compliance Officer, in which each new field personnel serve for a period on a Residential Team, the Multi-family Team, and the Commercial Corridors Team. While M&J does not recommend rotations for experienced Officers, as specialization in single-family residential, multi-family residential, or commercial code enforcement provides a higher benefit to the Department, a brief rotation program for new Officers can provide insight into the operations and expectations of each field operations team.	2	3
Code Compliance	Organizational Culture	Quick Win	Department leadership should make more of an effort to engage with staff across all levels and functional areas, ensuring more intentional engagement across all teams. Communication should include both formal Departmental announcements and meetings, as well as informal discussions between coworkers and non-work-oriented team building. Leadership could consider developing workgroups representing staff on each team to provide insight and cross-team discussion for Departmental planning and performance efforts, as well as discussing policy modifications.	2	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Code Compliance	Organizational Culture	Quick Win	The Department should introduce a daily Roll Call for each of the team to allow supervisory positions (as well as any experienced Officers designated as Officers in Charge or Field Training Officers) to review prior activities; expected and anticipated activities; performance management; and changes to policies, processes, and resources. The Deputy Director, Code Compliance Administrator, and any future Departmental leadership positions should try to attend multiple Roll Calls per week, as available, rotating between the teams in order to provide visibility, accountability, and consistent understanding of Department decisions.	2	1
Code Compliance	Organizational Culture	Quick Win	County leadership should encourage meetings among leadership from the Code Compliance Administration and other DeKalb County Departments on at least an annual basis in order to communicate changes in policy and process and ensure departments remain aligned in terms of provision of services. Departments considered for regular meetings should include Police, Fire Rescue, Public Health, E-911 Emergency Communications Center, Animal Enforcement Services, Planning & Sustainability, and Sanitation. In addition to leadership meetings, the County should encourage inter-departmental training for the aforementioned departments on an annual basis, to allow for interaction, networking, and alignment of understanding among down-line employees of the various departments.	2	3
Emergency Management	Position Updates/Changes		DEMA leadership should identify and define the essential functions of the office, and update the job descriptions and workload to ensure consistent and equitable distribution of workload and assignments. If the essential functions cannot be performed within the current management framework, DEM A should consider if workload can be assigned to the Emergency Management Specialists, or if additional positions, such as those focused on training exercises and/or volunteer management, are needed.	2	2
Emergency Management	Position Updates/Changes		The Emergency Management Director and Administrative Assistant should work with Human Resources to determine if the duties as performed should be modified to reflect the job description. If the Emergency Management Director desires the Administrative Assistant to serve in a capacity other than what is described in the job description, proper steps should be followed to determine if this position can be reclassified.	3	2
Emergency Management	Position Updates/Changes		DEMA should work with Human Resources to evaluate the creation of a Senior or Lead Emergency Management Specialist position.	2	2
Emergency Management	Process Improvement		The County should formalize their relationship with ARES through an MOU that defines deployment of ARES personnel and equipment during emergency response activation.	3	3
Emergency Management	Process Improvement	Quick Win	DEMA should ensure that all designated ESFs have received ICS 700 and ICS 800 training, at a minimum. Additional drills and exercises should be developed and implemented to ensure understanding of roles and responsibilities. DEMA may also want to consider getting one or more staff members certified as ICS trainers.	1	1
Emergency Management	Strategic Decision	Quick Win	DEMA should develop a three-to-five-year plan of trainings, workshops, drills, tabletops, and exercises that DEM A will coordinate and host. At a minimum, the plan should consider the results of prior exercises and drills, and should prioritize high significance risks identified in the LEOP and/or the HMP.	2	2
Emergency Management	Equipment Enhancement		DEMA should coordinate with the rest of Public Safety to identify the funds to purchase or build drive under shelters or carports, to protect some of the specialty public safety vehicles currently parked at the Public Safety Headquarters.	2	3
Emergency Management	Equipment Enhancement		The County should invest in additional weather stations, either portable or stationary, to install at fire stations and police precincts throughout the County, to enhance the coverage area and allow for more accurate hazard analysis, which can aid in determining appropriate safety responses.	2	2
Emergency Management	Process Improvement		DEMA should consider establishing a special needs or vulnerable populations registry within CodeRed, to allow for targeted messaging to vulnerable populations, to allow them a means of communication with DeKalb County around additional assistance or support in transport to shelters.	2	2
Emergency Management	Facilities Improvement		M&J understands that DeKalb County is undertaking a Facilities Master Plan. DEM A should share FEMA guidance on Emergency Operations Centers, as well as industry practices related to centralized storage and distribution to determine if an existing or planned County building may meet some of these requests.	3	3
Emergency Management	Process Improvement		DEMA should update the improvement plan procedures to ensure care is taken in assigning a designation period of action that is commensurate with the identified improvement's complexity and risk posed to actual EOC response and operations. DEMA should also establish a tracking mechanism, such as a SharePoint or other site that tracks all of the active improvement plans, the current status of individual elements, and identify any barriers to implementation. There should be regular review and evaluation of prior implementation plans to determine if actions taken have reduced the risk or improved the perceived weakness.	2	1
Emergency Management	Process Improvement		Once DEM A has established strategic planning priorities and key functions, it needs to establish the standard operating procedures associated with the complete implementation of key functions and priorities. These documents should set clear expectations about chain of command, protocols of operations, and specific steps to take to mitigate risk to self and the community while performing emergency management functions.	2	3

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
E911	Organizational Structure	Quick Win	E911 should consider implementing an additional 12-hour "peak load" PSAP shift in addition to the two shifts that currently make up the Department's daily schedule. The "peak load" shift would provide additional staff to ensure that the PSAP is equipped to handle the higher volume of calls that come in during the Department's busiest hours. Adopting a "peak load" shift would allow the Department to allocate staff more efficiently by reallocating some amount of staff from the Department's "base" shifts (i.e., 6:00 AM to 6:00 PM, and vice versa) to the peak period.	1	2
E911	Position Updates/Changes	Quick Win	E911 should work with HR to assess the viability of adopting salary stipends or other benefits for staff that take on additional responsibilities above and beyond the standard duties of their position, such as working on-call or serving as a CTO, or for obtaining relevant certifications above and beyond the minimum required for their position.	2	2
E911	Technology Enhancement	Quick Win	E911 should identify the County department that serves as the owner of the County's GovQA contract and work with DOIT and the identified department to gain access to GovQA for managing its open records processing process, including receiving open records request submissions, tracking open records processing workflows, creating invoices and receiving payment, and providing responsive files to requestors.	3	2
E911	Facilities Improvement	Quick Win	The County should consider funding the installation and maintenance of a "Prime Site" public safety radio system backup at the location identified by Radio Communications.	1	1
E911	Equipment Enhancement		E911 IT should develop a process for reviewing its tickets and service records to identify additional parts that IT frequently replaces. IT should then start carrying an inventory of the identified parts, including parts used in maintenance and "consumables," such as cables.	2	3
E911	Process Improvement		E911 should work with the Police Department to clearly establish the E911 and Police Department responsibilities for maintaining the Police Department's in-vehicle laptops, including each department's respective responsibilities regarding purchasing and resource usage. Based on these determinations, E911 may need to reevaluate staffing level adequacy for supporting this additional workload.	2	3
E911	Process Improvement		E911 should begin creating and/or updating documentation for additional Department key functions in addition to the ones for which it currently maintains effective documentation (calltaking, dispatching, and QA functions, primarily). This new and/or updated documentation should contain a sufficient level of detail that personnel with general subject matter knowledge but without knowledge of the Department's specific practices will be able to understand the broad strokes of how the Department operates. New documentation should cover topics including (but not limited to) open records management, additional detail related to the QA process, and all major Technical Services Division processes. Updates include continued updating of the Department's calltaking and dispatch documents.	2	2
E911	Process Improvement		E911 should implement practices, such as quarterly or annual reviews, that will help to ensure that all Department documentation and policies are updated to reflect current practices. E911 management should also consider updating its policy, procedure, and process documents to better track these review practices by listing and clearly identifying the original effective date, last revised date, and last reviewed date for each document.	3	3
E911	Data/Performance Improvement		E911 should reevaluate its data collection and management practices to both ensure that it is collecting all relevant data and that it is presenting collected data in a manner that supports the effective use of data in decision-making processes. The Department should review the data that it collects to ensure that collected data are meaningful, relevant, timely, and comprehensive. Potential new measurements to collect include system reliability/uptime for both the Radio Communications and the IT Sections and volume of requests and request turnaround time as they relate to the Department's open records function.	2	2
E911	Data/Performance Improvement		E911 should continue to closely monitor its performance against the NENA <15 second wait time standard. If the Department does not approach the target levels despite being nearly fully staffed with fully-trained PSAP staff, the Department should consider utilizing the APCO Project RETAINS methodology or another similar PSAP staffing evaluation methodology to assess the adequacy of the Department's current budgeted staffing levels. If the methodology indicates that the Department's budgeted staffing levels will not support performance in line with industry standards, the County should consider increasing the Department's staffing budget to better align with the staffing levels indicated by the staffing methodology.	1	2
E911	Organizational Culture	Quick Win	E911 should work with PSAP operations staff to review the adequacy of its current mental and emotional wellbeing resources. In particular, the Department should review the mental health resources offered by the County's other public safety agencies and determine whether it can provide at least an equivalent level of services, potentially through partnering with other County agencies. The Department should work with Human Resources and proactively engage with employees to ensure that they are aware of the range of mental health resources at their disposal. Finally, the Department should consider adopting and widely promoting policies laying out explicit guidelines governing how employees can utilize the mental and emotional wellbeing resources provided to them and providing protections to employees that seek out the resources in the approved manner.	1	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
E911	Organizational Culture		E911 leadership should reevaluate their methods of communicating with lower-level staff in order to more effectively develop a rapport and support a healthy relationship. One method that the Department may employ in efforts to build stronger relationships with staff would be the creation of an employee council or similar representative body to advocate for and represent the interests of the Department's non-managerial staff. The employee council will provide Department staff a vehicle to bring thoughts, complaints, feedback, and suggestions to leadership in a manner that likely holds more credibility in the Department's chain of command-focused organizational structure than an "open door" policy.	2	2
E911	Organizational Culture		E911 leadership should develop processes and communications for introducing and responding to policy changes (both within E911 and County-wide) that may have a significant impact on staff lives and livelihoods, such as the upcoming end of triple OT. Leadership should make a point to provide as much detail to employees as is reasonably possible regarding the timing of, as well as the replacement mechanism for, these significant policy changes in order to minimize uncertainty and stress, which can detract from employee performance.	3	3
Facilities	Position Updates/Changes		The Department should consider introducing additional positions within the A&E division to allow for greater opportunities for career progression. In particular, A&E should consider introducing a position along the lines of a "Junior Project Manager" position, which can serve both to establish a talent pipeline by developing less experienced Project Manager and to provide staff that can serve as "backups" to ease the transition in the event that a Project Manager leaves Facilities. The Department may also consider introducing a position along the lines of "Senior Project Manager," which would provide Project Managers with opportunities for advancement and help the Department retain and attract particularly experienced staff that can be utilized to manage especially large or complex projects.	3	3
Facilities	Process Improvement		The Department should evaluate its current Facilities Condition Assessment plan, particularly the portion related to ongoing maintenance of its facilities condition inventory, to ensure that the plan includes provisions for periodic "fresh" reassessments of the condition of all facilities in addition to continuous condition tracking and updating. These reassessments may be performed by either third-party contractors or Facilities employees, as needed. In order to balance employee workload, the Department's plan for maintaining its facility condition inventory may include provisions for staggered reassessments, rotating through the facilities to be assessed each year.	2	3
Facilities	Strategic Decision		The Department should consider including a workforce needs assessment as part of its upcoming Facilities Condition Assessment. The Department should then incorporate the results of the workforce needs assessment in future strategic planning initiatives, preparing the Department to serve as a strategic partner to the County's overall development and helping to ensure that facility limitations do not serve as a bottleneck on County growth.	2	3
Facilities	Technology Enhancement	Quick Win	The Department should evaluate its Cityworks implementation to ensure that the system allows for the tracking of maintenance and repairs-related financial information necessary for the development of facility-specific maintenance cost estimates. Additionally, the Department should ensure that O&M staff and contractors are trained on the financial tracking systems in Cityworks and ensure that these data are entered regularly and accurately. If Cityworks is unable to provide the required financial tracking functionality, the Department should evaluate other options for tracking the required information.	2	3
Facilities	Process Improvement		Once the Department has a system in place for tracking facilities costs, it should develop a facilities lifecycle management program that uses these data to determine each facility's resource needs, including both labor and financial needs. The Department should use the products of its facilities lifecycle management program to inform the Department's budgeting process by developing O&M budget requests utilizing each facility's estimated resource needs instead of past spending. The Department should also use the products of its facilities lifecycle management program to inform strategic planning by analyzing the relative costs of continued operation of aging or poorly maintained facilities and building systems against their renovation, refurbishment, or replacement.	2	3
Facilities	Data/Performance Improvement		The Department should, in collaboration with OMB, the HR Department, and County leadership, use the products of its facility lifecycle management program to evaluate the relative costs of hiring additional O&M staff as opposed to the current usage of contractors to supplement O&M staffing and, based on the results of this evaluation, consider adjusting the Department's staffing levels and contractor budgets.	2	3
Facilities	Process Improvement	Quick Win	A&E should work with OMB to develop new processes related to approving departmental budget requests for facilities-related projects that require A&E to sign-off on a cost estimate before OMB approves the budget request. To facilitate this new procedure, A&E may wish to develop a "pre-project sheet" or similar document showing basic project specifications and A&E-approved cost estimates that departments are required to complete and submit to OMB as part of the facilities budget request process.	3	3
Facilities	Process Improvement	Quick Win	The Department should consider contracting with an interior design specialist to develop a set of standardized interior design guidelines for use across County facilities, including specific color palettes and defined, limited palettes of materials and finishes for use in County facilities.	3	3
Facilities	Data/Performance Improvement		The Department should evaluate its current Project Manager status reporting process and consider implementing a new system that consolidates all project update information into a single document. This document, which may be an Excel workbook, should use a standardized template to report all information, including using a standardized format for reporting budgetary information that allows for direct comparison of budget figures across different projects.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Facilities	Data/Performance Improvement		The Department should consider performing additional analysis and/or data visualization as part of its process for compiling and consolidating its monthly Project Manager status reporting documents in order to allow for easy “at a glance” evaluation of overall project status, including progress against project schedule and expenditures against project budget.	3	3
Facilities	Position Updates/Changes	Quick Win	The County should evaluate its usage of Facilities Department staff as the County’s on-call events team. If the County decides to continue utilizing the Facilities Department to handle event preparation and operations, the Department should consider building and funding a team dedicated to events operations to maximize the ability for the County’s skilled trades staff to perform their designated functions. Additionally, the Department should consider recouping its events services costs by developing processes for charging County departments that host events for the time spent by Facilities staff working on events, including setup, event staffing, and takedown.	2	2
Facilities	Process Improvement		The Department should work to develop and finalize documentation of all major processes in procedures, including finalizing documents currently being developed related to mailroom functions and O&M administration tasks and developing documents related to the Department’s Business Services function and the Department’s facility operations and facility maintenance functions.	3	3
Facilities	Process Improvement		The Department should develop regular (potentially monthly) touchpoint meetings between A&E and O&M representatives and leadership to discuss projects in development and other items as relevant with an aim on enhancing strategic collaboration in the project development process.	3	3
Finance	Position Updates/Changes		The County should work with the selected vendor for the Classification and Compensation Study to consider benchmarking accountants, technicians, and other roles against comparable private sector positions. Additional attention should be paid to job titles, and the County may need to consider either tailoring the titles, or creating job descriptions for individual divisions, rather than trying to use a broad-based job description for a position that may differ based on the hiring division or department. This broadened benchmarking will provide the County with additional market industry, and may allow Finance to enhance its marketing to and targeting of workers, as well as consider compensation and incentive structures more competitive with the broader market for these employees.	2	2
Finance	Strategic Decision	Quick Win	The County should assess Utility Customer Operations and the Department of Watershed Management in an upcoming operational assessment, to better understand the roles of the employees within the two departments, including the dependencies, handoffs, and organizational and governance structure.	1	1
Finance	Position Updates/Changes		The Finance Department needs to work with HR on formal succession planning procedures, including documenting key functions and tasks, developing updated job descriptions, etc. and considering whether more targeted recruitments or executive search functions will be necessary to identify qualified candidates.	2	2
Finance	Position Updates/Changes		The Department should create several business analyst-type positions to assist with resolving CV360 issues, as well as working with other users within Finance to identify potential issues, and serve as a liaison between Finance and DOIT in identifying potential workflow changes, processing updates, or modifying user roles or permissions. Staff in these roles should have both financial and/or accounting experience as well as programming or development skills.	2	3
Finance	Technology Enhancement	Quick Win	Finance may need to work with DOIT to better understand the current capabilities and limitations of CV360. Additional change management support, group live training, and opportunities for end-users to utilize the test and/or train environments, and/or additional resource development may be necessary to assist end-users in becoming comfortable and informed about how to best utilize CV360. DOIT and Finance may also need to consider a post-implementation assessment and/or fit-gap analysis, if not already planned for approximately one year after initial “go live”.	2	1
Finance	Technology Enhancement	Quick Win	Finance should identify an internal champion who is familiar with the issues in CV360 and can liaise with DOIT and the third-party consultants to document the current issues, and support identifying viable options to move forward, including assisting in end-user testing. Specifically, Finance and DOIT should work to address the issues with batch uploads, the inability to copy and paste duplicative elements of invoice entry, and issues with the punch-out system orders failing to provide adequate detail to process invoices within accounting policies. Finance and DOIT should also determine if CV360 offers optical character recognition (“OCR”) technology, which would allow the system to convert information from scanned invoices directly into text within the AP entry module.	2	1
Finance	Process Improvement	Quick Win	The AP section should work with the Treasury Division to update the form that end-users must submit to request wire payments. The updated form should require requesting departments to include account information before the wire payment is transferred. The request form should be provided to AP, along with the wire transfer confirmation, to allow for timely and accurate posting of the expense.	2	1
Finance	Process Improvement	Quick Win	The AP section should end its practice of physically printing, stamping and filing paper invoices. The AP section should ensure that all printed invoices are stored in the electronic payment file, and then discard the duplicative paper record.	3	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Finance	Organizational Structure		The County should consider moving the Pcard Administrator role into the Purchasing and Contracting Department. If the County chooses not to make organizational changes, it should introduce processes for Purchasing to regularly review pcard activity for compliance with existing contracts, the County's purchasing policy, and assess for potential activity that may indicate the need for a contract or agreement.	2	3
Finance	Process Improvement	Quick Win	The Pcard Administrator should work with DOIT to create an online fillable form. It may make sense to have this form tie into Active Directory or CV360 for verification of departmental affiliation and other identifying information. These forms should be submitted and routed electronically, with all forms stored electronically once all approvals are obtained.	3	1
Finance	Process Improvement		The Pcard Administrator should work to create on-demand versions of training materials, checklists, and reminders through the InDeKalb site. For the initial training, end-users should be required to pass a test to demonstrate mastery of the material, before being given permissions related to pcard use. The Pcard administrator should create a self-led annual refresher training and subsequent testing, with all users required to take the training and pass the test at least once annually.	2	3
Finance	Process Improvement		The County should introduce a tiered or points-based system violations system, where lower-risk or lower-impact violations (e.g. first loss of receipt, lack of timely reconciliation) are assigned a lower tier or lower points than a more serious infractions (e.g. personal use of card). Penalties should be assessed based on accumulation of a certain number of points, where lower point accumulations may result in additional required trainings, lower pcard credit levels, increased reconciliations, and more significant violations can result in immediate suspension of privileges.	2	3
Finance	Policy Recommendations		The County and the Department should assess the viability of an Investment Policy that includes short-term Treasury Notes and money market accounts. The policy should clearly define procedures for evaluating available cash, and setting restrictions to only consider investments once immediate cash and liquidity needs have been met.	3	3
Finance	Strategic Decision	Quick Win	The County should develop a comprehensive grants strategy, including criteria for objectively evaluating the value a grant may provide to the County or its citizens, the estimated cost of grants implementation and any post-grant maintenance of effort or additional costs. The evaluation should also consider whether it may be more impactful for the County to leverage County funds to support programs that could be supported with grant funds. Utilizing County funds instead of time-limited or scope-limited grant funds could expand the potential impact and reduce compliance concerns with terms and conditions associated with grant funding. The County should also consider a Grants Strategy position in the CEO and or COO's office, to assist in overseeing an enterprise-wide strategy and helping determine which opportunities are best suited for the County and which may be a better fit for community partners who can apply for grants with the County's support.	2	1
Finance	Organizational Structure		The County should consider a more comprehensive shared services model for grants management, centralizing all grants accounting and financial functions, including all drawdowns and reporting, into the Finance Department. Should consider centralizing all grants financial activities. If the County does not want to centralize the grants function, the Capital and Grants Division needs to develop a comprehensive grants management manual that provides instructions and process guides for end-user departments. The Capital and Grants Division should also introduce quarterly grants management meetings that review expenditures to date, program activities performed and planned, and review of upcoming expenses. For the last quarter of a grant period, these meetings should be occurring monthly to ensure that all funds are being spent appropriately, while ensuring there is reduced risk of overspend that would require County general funds to support grant activities.	2	3
Finance	Organizational Structure		As several end-user departments also have staff serving in accountant or accounting-type roles, there may also be challenges in the decentralization or inconsistent treatment of financial and accounting functions. The County may need to assess centralizing all of its accounting function in the future as well. To do this, a shared services assessment would be beneficial to capture all disparate financial activities, understand the current processes and workflows, and help provide recommendations and a roadmap for centralization of service delivery.	3	3
Finance	Organizational Structure		The Compliance Division should be reorganized under either the Controller or the Assistant Director over Administration, and could be leveraged to assist with documenting current business processes and assisting with business process improvement and dissemination of revised and enhanced business processes.	3	3
Finance	Process Improvement		The Treasurer and Revenue Manager should create templates, instructions, and descriptions of any assumptions in a memorialized manner so that the process for projecting cash needs can be replicated in additional years if needed. The Treasurer and Revenue Manager should also create a succession plan and training plan for this function as it is critical for the County's maintenance of proper cash flow.	3	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Finance	Process Improvement	Quick Win	The County should contract with a temporary agency for the hiring and payroll processes for special temporary workers such as summer youth program participants and seasonal poll workers .	2	1
Finance	Process Improvement		The Risk Control Manager should reconvene the County-wide Safety Committee.	3	3
Finance	Process Improvement		The Department should inventory existing policies, processes, procedures, and other guidance documentation to understand what currently exists, and perform a gap analysis against leading practice. Documents that have not been reviewed or updated within the last two years should be reviewed and revised, as applicable. The CFO should appoint someone responsible for tracking change logs of changed policies and processes, and all guiding documentation should clearly identify the last reviewed and revision dates.	2	3
Finance	Organizational Culture		There are a number of recommendations within this assessment that would benefit from having a dedicated project champion to assist with requirements and documentation gathering. This may be a suitable short-term role for the Assistant Director of Administration. The Assistant Director of Administration could also serve in a business process improvement capacity, helping to implement recommendations County leadership selects for implementation within Finance.	2	1
Fire Rescue	Policy Recommendations		The County should consider reviewing and revising the intergovernmental agreements with local municipalities, as well as establishing new intergovernmental agreements, that provide clarity on the role of each political subdivision in the delivery of fire rescue services. The agreements should delineate when County resources are utilized, when municipal resources are utilized, and when overlap may be requested or required. The County should further consider whether the intergovernmental agreements should include chargeback provisions in order to recoup some costs of services delivered to municipalities.	2	3
Fire Rescue	Strategic Decision		County leadership should work with Department leadership to explore the options available for emergency medical services delivery and provide guidance on the direction service delivery in DeKalb County should take moving forward.	1	3
Fire Rescue	Position Updates/Changes		The Department should consider establishing a Digital & Social Media Manager position to support the Public Information Officer instead of assigning a Public Education Specialist to serve in a social media manager role.	3	3
Fire Rescue	Position Updates/Changes		DeKalb County Fire Rescue should consider working with the HR Department to reclassify the Administrative Assistant position supporting the Fire Chief to a classification more appropriate for the requirements and responsibilities of the role.	3	3
Fire Rescue	Position Updates/Changes		Department leadership should work with County leadership to determine if civilian employees can be eligible for raises alongside sworn employees in the event DeKalb County Fire Rescue receives future public safety raises.	2	3
Fire Rescue	Position Updates/Changes		DeKalb County Fire Rescue should consider working with the HR Department to reclassify the three Fiscal Office support positions to the same classification.	3	3
Fire Rescue	Position Updates/Changes		The Department should consider establishing a Grant Manager position who reports to either the Fiscal Officer or the Chief of Staff. The Grant Manager position should be utilized to develop a comprehensive grant strategy and grant management process.	3	3
Fire Rescue	Position Updates/Changes		The Department should consider developing internal functional job descriptions for sworn administrative roles to provide clarity on duties, responsibilities, and supervisory assignments. The Department should try to limit fluidity in roles, aligning duties and responsibilities with specific roles rather than specific employees.	2	3
Fire Rescue	Technology Enhancement		The Department should consider implementing a ticketing or work order system for the Facilities unit. The Department could consider piggybacking off of the system utilized by the Facilities Management Department (Cityworks) in order to improve workflows and efficiencies.	2	2
Fire Rescue	Strategic Decision		The Fire Investigations Unit should consider pursuing certification through the Georgia Association of Chiefs of Police. Even if the Unit decides not to pursue certification, the Unit should consider implementing the leading practices in law enforcement proliferated by the Georgia Association of Chiefs of Police. The Unit should engage Department leadership in the accreditation process and/or implementation of leading law enforcement practices to help Department leadership better understand law enforcement practices and priorities within the context of the fire service.	3	3
Fire Rescue	Process Improvement	Quick Win	DeKalb County Fire Rescue leadership should coordinate with DeKalb County Police Department leadership to ensure the Fire Investigations Unit has access to vendor contacts and training resources when the Unit implements resources or technology initially procured by the Police Department.	2	1
Fire Rescue	Organizational Culture	Quick Win	DeKalb County Fire Rescue leadership should meet with Planning & Sustainability Department on at least an annual basis in order to communicate changes in policy and process and ensure departments remain aligned in terms of provision of services. The meetings should include a review of inter-department processes and systems to ensure workflows and functions are operating correctly. In addition to leadership meetings, the Departments should host inter-departmental training with the Planning & Sustainability Department (and Department of Innovation and Technology, as appropriate) on an annual basis, to allow for interaction, networking, and alignment of understanding among down-line employees of the departments.	2	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Fire Rescue	Position Updates/Changes		DeKalb County Fire Rescue should consider working with the HR Department to develop promotional pathways for civilian employees. The Department should consider establishing Senior classifications for Fire Inspector Technicians, Building & Fire Plan Examiners, Public Education Specialists, and Payroll/Personnel Specialists, as well as other civilian positions without promotional pathways. In units with sworn supervisory positions, the Department could consider establishing Lead classifications that can provide supervisory positions for civilian employees.	2	3
Fire Rescue	Position Updates/Changes		The Department should consider assigning a civilian employee support role to the Health & Safety Officer to assist with coordination of programs and initiatives aimed at improving the health and safety of each of the Department's employees.	2	3
Fire Rescue	Facilities Improvement		The Department should consider conducting a facility condition assessment of the Fire Academy, and should consider investing in short-term and long-term updates to the Fire Academies facilities and resources. The Department could consider a multi-story modular training structure, updates to the seven-story tower and connected facilities (e.g., kitchen used by recruits), and/or a replacement of the current roadway with a cement pad constructed for regular use by fire apparatus.	1	2
Fire Rescue	Process Improvement		The Department should regularly review its recruitment process, including the frequency of initiating recruit classes. Department leadership should determine how best DeKalb County Fire Rescue should balance keeping vacancy rates low with investing additional time into the evaluation of candidates and training of recruits. The Department could consider reviewing data on recruit class retention to help evaluate whether the condensed schedule is impacting retention and/or appropriateness of new hires.	2	2
Fire Rescue	Process Improvement	Quick Win	Department leadership should enforce the use of timeclocks by non-exempt 40-hour employees. Employees who can't use the timeclocks should be responsible for entry of their timesheets into CV360.	3	1
Fire Rescue	Position Updates/Changes		DeKalb County Fire Rescue should consider working with the HR Department to re-classify the DCFR Payroll/Personnel Assistants to reflect the difference in workload and responsibility level between DCFR and other departments.	3	3
Fire Rescue	Fiscal/Budget		DeKalb County Fire Rescue should work with the Facilities Maintenance Department to develop a long-range capital improvement plan and should reserve a percentage of its annual budget for future capital improvements, similar to the vehicle replacement plan. The Department could additionally research alternative methods of funding capital improvements.	1	3
Fire Rescue	Facilities Improvement		The Department should conduct a security audit of its headquarters and Fire Academy. The Department should work with the Facilities Maintenance Department and County leadership to identify funding and encourage buy-in to correct issues noted during the security audit.	2	3
Fire Rescue	Fiscal/Budget		The County should review the pay structure for DeKalb County Fire Rescue. Without the provision of merit-based raises on a regular basis, the County should consider reverting to the steps-based pay structure utilized by the County prior to the 2016 Classification & Compensation Study for annual increases in salary paid to DeKalb County Fire Rescue employees.	1	3
Fire Rescue	Fiscal/Budget		The County should work to determine the future of its firefighting pension and provide clarity to DeKalb County Fire Rescue employees on the decisions made. If the County cannot make a single determination covering all decision points regarding the pension, the County should still communicate the available information as soon as possible.	1	2
Fire Rescue	Position Updates/Changes		The Department should consider promotional pathways for sworn personnel serving in administrative positions that replace a return to field operations as the sole means of promotion.	2	3
Fire Rescue	Process Improvement	Quick Win	The Department should review the current Vector Solutions-based distribution of changes to policies and standard operating procedures to ensure that all employees, both sworn and civilian, are completing the required statements of understanding and are consist in implementation of practices.	2	1
Fire Rescue	Data/Performance Improvement	Quick Win	The Department should review its reports in order to develop better reporting narratives. The Department should determine which metrics and datapoints are most relevant to the audience of each external-facing report and should provide brief context around those metrics and datapoint, avoiding excessive use of technical jargon.	2	1
Fleet	Position Updates/Changes		The County should work with the selected vendor for the Classification and Compensation Study to consider benchmarking technicians/mechanics against comparable private sector positions. This broadened benchmarking will provide the County with additional market industry data, and may allow Fleet Management to enhance its marketing to and targeting of workers, as well as consider compensation and incentive structures more competitive with the broader market for these employees.	2	3
Fleet	Equipment Enhancement		Now that Fleet Management has implemented the cloud-based FASTER asset management system, the Department should prioritize working with DOIT to identify a handheld scanner platform that integrates with FASTER, to allow for the use of handheld scanners in cycle counts. Handheld scanners may assist in improving the efficiency of the daily cycle counts. Haphazard use of manual cycle counts may still serve as a valuable review control to ensure attention to detail during cycle counts, but should not be used as the daily standard when scanner technology is available.	3	3
Fleet	Equipment Enhancement		Fleet Management should assess whether or not shops would be interested in the deployment of tablets to allow for more real-time use of FASTER. Fleet Management may also want to determine if FASTER is capable of supporting audio dictation of work order notes, to support those who may be less proficient or familiar with technology.	2	3

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Fleet	Process Improvement	Quick Win	Fleet Management should reintroduce collaborative input for each department's annual VRP review and recommendation process. Fleet Management should coordinate with DOIT to develop a process or workflow that would allow for Fleet Management to upload unit information into a workflow, send the list of recommended vehicles for replacement to the end-user department, and allow them to add comments, upload documents and supporting justification, and request consideration of units that may not have been part of the Fleet Management recommendation.	1	2
Fleet	Process Improvement		Fleet Management should work with the Office of Management and Budget to ensure that budget reviews include a review to determine if a position request has included the appropriate additional funds for vehicles and associated equipment, and not just the personnel component of the request. Each year, Fleet Management should provide an up-to-date list of anticipated cost of common new vehicles, as well as estimated delivery timeframe and any additional costs or timeline for installation of additional equipment.	3	3
Fleet	Process Improvement		Fleet Management may want to consider adding a data point to policy documents reflecting the last review date, in addition to the effective date and last revision date. Fleet Management should also consider leveraging change logs to capture effective and change dates, while leaving the "last review date" as part of the published policy.	3	2
Fleet	Position Updates/Changes		Fleet Management should collaborate with Human Resources to determine if it would be viable to introduce a "Lead Technician" role, who serves to help manage workload and productivity in the shop, serves as a training lead, and provides troubleshooting assistance on difficult repairs.	2	3
Human Resources & Merit Systems	Technology Enhancement		The Department should collaborate with the Department of Innovation and Technology to explore options and solutions for storing occupational compliance database information and generating disqualification and expiration reports within a centralized system.	2	3
Human Resources & Merit Systems	Technology Enhancement		The Occupational Compliance Division should continue working with the HRIS Division to require the uploading of driver's licenses by employees so that expiration reports may be generated automatically and provide warnings to individuals whose commercial driver's license is approaching expiration or who need to retake a medical exam. The Occupational Compliance Division should continue to work with the HRIS Division to find alternative options for streamlining and centralizing database maintenance and reporting which is manually completed through Excel.	3	3
Human Resources & Merit Systems	Policy Recommendations	Quick Win	The Department should establish and define a singular, annual (or other period) performance appraisal process for County departments to use to ensure standardization and consistency.	1	1
Human Resources & Merit Systems	Organizational Structure		The Department should assess the current governance structure of the HR Liaisons to determine if there are methods to ensure greater accountability and consistency in HR processes throughout the County.	2	3
Human Resources & Merit Systems	Process Improvement		Department Divisions that experience issues with CV360 should continue to collaborate with the Business and HRIS Divisions to help implement and optimize appropriate workflows. The Department should continue to work with the County Department of Innovation & Technology to better tailor CV360 to the County's needs.	1	3
Human Resources & Merit Systems	Process Improvement		The Department should review sections of its Administrative Policies & Procedures, policies, SOPs, and MSC Reference and Hearing Officer Reference Manuals which are dated before 2022 and prioritize updating the most outdated procedures first. As part of the review, a "last reviewed" date should be added to specific sections or content within the documents to record the fact that the content was reviewed, even if updates or changes were not needed. Ensuring documentation is up to date will help to promote consistency in policy and practices.	2	2
Human Resources & Merit Systems	Data/Performance Improvement	Quick Win	The Department should consider implementing additional key performance indicators such as time to promotion, HR to employee ratio, time to resignation, and absenteeism, and employee referral rate.	2	1
Human Resources & Merit Systems	Policy Recommendations		The Department should continue to develop and publish a policy to enforce required minimum training hours for County employees as well as prioritization and allowance of employee time for training from all County department directors to ensure consistency in training received.	2	1
Human Resources & Merit Systems	Data/Performance Improvement		The Department should consider tracking additional metrics related to cost such as training cost per employee and return on investment and administering employee engagement surveys to all County employees to measure employee motivation, commitment, satisfaction, and to provide insights to improve the County work environment and boost productivity.	2	1
Human Resources & Merit Systems	Organizational Culture		The Department should prioritize efforts to plan outings and team-building activities to help increase morale.	2	1
Human Resources & Merit Systems	Facilities Improvement		The Department should collaborate with the Department of Facilities Management to identify additional workspaces for employees to reduce or eliminate the number of offices shared by employees to help increase morale. The Department should also identify additional space for HR trainings to be held which is not shared with other County entities.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Human Resources & Merit Systems	Position Updates/Changes	Quick Win	The Department should continue its efforts to conduct a classification and compensation study. The Department should ensure that an evaluation of job descriptions compared to actual roles and responsibilities is performed as part of the study. The Department should also ensure that once pay scales are assessed and potentially adjusted, the Department applies and implements pay scales consistently to existing employees and future new hires.	1	1
Human Resources & Merit Systems	Policy Recommendations	Quick Win	The Department should establish, and document clear procedures related to compensatory time accrual and the tracking of compensatory time to ensure the time is being earned, tracked, and used consistently by all Department divisions and units. The Department should establish a formal system for tracking compensatory time and should create a formal policy surrounding on-call time which may be compensated using compensatory time to ensure consistency.	2	1
Human Resources & Merit Systems	Policy Recommendations	Quick Win	The Department should assess policies surrounding alternate work schedules and holiday pay and should consider allowing employees with alternate schedules to receive holiday pay hours commensurate to their full workday's worth of pay on holidays that fall on workdays of alternate-schedule employees.	2	1
Human Resources & Merit Systems	Strategic Decision		The Department should assess training offerings and material to ensure the Department's training function is robust and is able to be tailored by HR or the County departments to ensure maximum effectiveness. When creating managerial training, the Department should take into consideration different managerial environments within County departments.	3	2
Human Resources & Merit Systems	Policy Recommendations	Quick Win	The Department should create a County-wide policy or procedure to address training needs of all County departments and ensure that training needs are fulfilled consistently. Furthermore, the Department should implement policies or procedures which require departments to participate in tuition reimbursement to ensure all County employees are allowed the same opportunities. The County and the Department should also consider any budget related to tuition reimbursement be centralized within the Department as opposed to residing at the department level where the funds may be used for other purposes.	2	1
Human Resources & Merit Systems	Organizational Culture	Quick Win	The Department should consider implementing an anonymous survey process in which staff members can provide performance reviews or feedback for peers and direct managers/supervisors as part of a 360 performance evaluation process. The Department could implement a 360-Degree Feedback Survey which allows for feedback to be anonymous or could integrate a 360 evaluation process into the existing performance evaluation processes.	2	1
Human Resources & Merit Systems	Process Improvement		The Department should assess current onboarding request processes and should collaborate with the County Department of Innovation & Technology to serve as the centralized source for onboarding procedures such as processing requests for equipment for new hires. As such, there should be a process in place which notifies both the Department and the County Department of Innovation & Technology to coordinate to provide new hires with proper equipment for performing job duties.	3	3
Human Resources & Merit Systems	Process Improvement	Quick Win	The Department should allow departments who request access to the entire applicant pool to have access to ensure qualified applicants are being presented to departments. A more immediate step is to have end-user departments better educate the HR Recruiting employees on the specific qualifications, skills, and desired experience of candidates to consistently provide more efficient candidate screenings.	2	1
Innovation and Technology	Organizational Structure		DOIT should reorganize the database administration team to be housed in the Infrastructure Division.	2	3
Innovation and Technology	Position Updates/Changes		DOIT should work with the selected vendor for the Classification and Compensation Study to ensure titling is reviewed and aligned to better match current job duties, as well as industry standards. Additionally, the County should consider benchmarking DOIT positions against comparable private sector positions. This broadened benchmarking will provide the County with additional market industry, and may allow DOIT to enhance its marketing to and targeting of workers, as well as consider compensation and incentive structures more competitive with the broader market for these employees.	2	3
Innovation and Technology	Strategic Decision		DOIT should develop a new strategic plan aligned with the new administration's strategic priorities. The strategic plan should focus on both strategic goals as well as actions, and meaningful interim actionable items and timelines. DOIT's strategic planning process should include input from employees at all levels of the Department, and may want to consider end-user input as well.	1	2
Innovation and Technology	Policy Recommendations	Quick Win	DOIT should work with County leadership to develop and implement governance policies that define the process that will require end-user departments to identify the need for a new or upgraded technology, how the departments will collaborate with DOIT to develop business needs and gather requirements, and ensure that there is both functional and strategic proactive review and decision-making before any proposed purchases or upgrades. For data governance, DOIT may need to hire a consultant or facilitator to conduct data governance workshops to inventory and classify the County's current data capture processes as well as current data storage environment. Once this inventory is completed, the County should establish a data governance committee to set policies around management of the County's sensitive data. Depending on volume of requests after the first year, there may be a need to evaluate introducing subject matter specific governance groups, such as a judicial committee.	1	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Innovation and Technology	Policy Recommendations	Quick Win	DOIT needs to conduct a systems and applications inventory of the County, including any purchases or implementations in-progress. Based on the results of the inventory, DOIT should conduct redundancy and fit-gap analysis to understand if configuration is needed to make the purchased solution more viable, or if another solution already implemented within the County would meet the end-users' needs. DOIT may want to consider a third-party software rationalization assessment to accomplish these objectives. Based on the results of this assessment, DOIT should work with County leadership to determine which applications should be retained by the County, and consolidate duplicative software to reduce costs and improve governance. As applicable, DOIT should also assess whether transitioning some applications to a different environment (SaaS, PaaS, IaaS or hybrid) would be more beneficial for the County. Once a governance framework and appropriate committees are established, DOIT will need to work with Finance, Purchasing & Contracting, and the Office of Management and Budget to ensure adherence to procedures for the purchase or upgrade of systems and applications.	1	1
Innovation and Technology	Strategic Decision		DOIT should consider implementing ITIL 3. While ITIL 4 is the newer framework, ITIL 3's focus on process is key for initial capture, consistency development, and change management buy-in. Additionally, several DOIT staff are already certified in ITIL 3 standards. ITIL 4 may provide more flexibility and adaptability in the future, but in the current state that flexibility will create more opportunities for continued work-arounds and non-adherence to the model.	2	3
Innovation and Technology	Position Updates/Changes		DOIT should establish a Business Relationship Manager (and/or Business Relationship Analyst) role, focused on building relationships with end-user departments and serving as an initial point of contact when considering the need for new or upgraded solutions, and ensuring alignment on business objectives. These roles should be leveraged to foster more consistently positive relationships, and ensuring enhanced communication and collaboration between DOIT and the end-user departments.	2	3
Innovation and Technology	Policy Recommendations		DOIT should create a Business Impact Analysis of current applications, identifying assessing the applications' Recovery Time Objective ("RTO") and Recovery Point Objective ("RPO").	2	2
Innovation and Technology	Process Improvement		Once a Business Impact Analysis is completed, DOIT should document and test a Disaster Recovery Plan that defines how DOIT will recover services in the event of a disaster, including recovery prioritization and estimated time frame. The Disaster Recovery Plan should be tested annually with a disaster recovery tabletop exercise, which can be used to refine the Disaster Recovery Plan.	2	3
Innovation and Technology	Process Improvement		DOIT should identify internal positions, and potentially a committee, to assist in the development of a standardized evaluation procedure to evaluate new or emerging technologies, including the benefits, risks, and potential costs. Development should include a proactive methodology and template for analysis, and for communication with end-users about expected notification and implementation processes. Once these procedures have been established, DOIT may want to evaluate the current application environment to identify where there may be opportunities for enhanced productivity with the introduction of appropriate and beneficial emerging technologies.	3	3
Innovation and Technology	Policy Recommendations		DOIT should work with the County's attorneys and the Purchasing and Contracting Department to establish language for third-party contracts that include storing of, or access to, DeKalb County data. Required terms and conditions should include required notification about cyberbreaches, introduce penalties for failure to comply with contractual notification periods, and could consider required reporting about results of SOC 2 or other applicable audits. All current applicable contracts should be audited to identify where this language is required, and updates or verifications of terms should be completed during contract renewal periods.	2	2
Innovation and Technology	Process Improvement		DOIT needs to leverage a managed service provider ("MSP") to supplement the help desk and ensure that the Enterprise IT Technicians are used for value-add service support, and not call-taking. The MSP should also be used for 24x7 service delivery. DOIT should consider using the Georgia Enterprise Technology Services ("GETS") Center for managed services, or another statewide contact provider. DOIT also needs to design a campaign that encourages end-users to submit issues to the help desk via online ticket submission, to ensure more appropriate triaging and addressing of issues based on prioritization and not intake order. DOIT may need to consider a fit-gap analysis of Zoho Service Desk, to ensure that the current configuration allows for timely and appropriate resolution of end-user issues, and also helps ensure an accessible and user-friendly customer experience.	2	2
Innovation and Technology	Data/Performance Improvement		DOIT should inventory available data with Zoho Service Desk, the Network Operations Center, and the Security Operations Center, to understand what can be benchmarked and leveraged moving forward. Once the new DOIT Strategic Plan is developed, inventoried data should be evaluated to determine what data points could be leveraged to assist in quantifying progress towards strategic priorities.	2	2
Innovation and Technology	Process Improvement		DOIT need to establish a communications protocol and messaging calendar with end-users, including email blasts, newsletters, and recorded videos announcing and demonstrating changes in enterprise-wide applications and systems.	3	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Innovation and Technology	Organizational Structure		Once foundational elements have been established and DOIT has demonstrated value to end-users and reestablished trust, DOIT should consider a true shared services model, which could centralize and consolidate all IT resources and functions into DOIT, to help improve efficiency, cost effectiveness, and service quality.	2	3
Medical Examiner's Office	Best Practices		The Office and the County should continue its current PPP relationship based on historical performance and results.	1	1
Medical Examiner's Office	Process Improvement		The Director should complete the review of the Statements of Policy, Procedure, and Practice to determine if any revisions are needed. If so, the revisions should be memorialized and shared with the appropriate Office personnel. If revisions are not needed, the Statements of Policy, Procedure, and Practice should be noted with a review date to indicate the date of last review.	2	3
Medical Examiner's Office	Best Practices		The Director should lead the effort to create a formal Strategic Plan in 2025. Any future Strategic Plan should include specific actions, assigned ownership, methods to measure success, and periodic updates as to reviewing the status of the goals. The Strategic Plan should be clearly disseminated and communicated to all Office personnel.	1	2
Medical Examiner's Office	Equipment Enhancement		The Office should work with the Fleet Maintenance Division of the Public Works Department to obtain or plan for new and replacement vehicles conducive to the roles of investigators, and such approved plans should be integrated into the County's Vehicle Replacement Plan.	2	3
Medical Examiner's Office	Best Practices		The Office should continue the use of the Public Education Specialist and should consider growth opportunities related to public education based on demand and results.	2	2
Medical Examiner's Office	Facilities Improvement		In order to begin planning for the current and continued growth in population, and growth in Office case load, the County should begin planning for the expansion of the current Office facility or development of a new facility. Any planned expansion or development should allow for future growth in both personnel (office space) and case load (laboratory space).	1	3
Medical Examiner's Office	Best Practices		The Office should continue its efforts to maintain and achieve future NAME accreditation beyond October 2027.	1	3
Medical Examiner's Office	Best Practices		The Director should ensure obtaining ABMDI Board Certification and NIMS Certification within the required time period.	1	1
OMB	Strategic Decision		<p>County leadership should review OMB's mission and placement within the County's organizational structure to determine whether OMB is currently the proper organization to serve as the primary office driving the County executive branch's analytical and strategic efforts. If the County's executive team determine that the executive's analytical and strategic efforts should remain housed within OMB, County leadership should conduct a thorough analysis to determine what additional resources (including personnel, software tools, and organizational support) OMB requires in order to fulfill the County's goals, set and enforce clear and measurable expectations for OMB performance going forward, and empower OMB with the independence, trust, and authority needed to cultivate the culture expected in a successful analytics and strategic planning agency. Additionally, the County should consider consolidating all County budget development and administration functions, including operating, capital, and grants budgeting, within OMB to improve coordination between the various budgeting functions and allow all three of them to more easily benefit from OMB's renewed strategic focus.</p> <p>If the County's executive team determines that OMB should not function as its analytical and strategic service, County leadership should review OMB's placement on the County's organizational chart and consider making OMB a subsidiary unit of the Finance Department, to bring its organizational status in line with the County's parallel capital projects and grants budgeting functions as well as improve coordination between the various budgeting functions. County leadership should also clearly identify the organizational unit(s) that will provide strategic planning and analytics services for the executive branch.</p>	2	2
OMB	Technology Enhancement		OMB should continue working with the relevant software vendors and DOIT to develop additional reporting functions to replace those lost in the transitions to OpenGov and CV360. As part of developing these new reporting functions, OMB should ensure that the new reporting functions are thoroughly validated to ensure that the reports that they provide are accurate. Additionally, OMB should work with the relevant software vendors and DOIT to develop automated interfaces to transfer data between OpenGov and CV360, eliminating the need to manually export and import data whenever updates are needed.	2	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
OMB	Process Improvement		The County should work with OMB to review the County's current budget development process and calendar to determine changes that could be made to reduce the time between the January 1 start of the County's fiscal year and final BoC budget approval. Potential changes could include shifting the budget development process forward in time as well as reworking the staging of the budget development process to allow for a shorter BoC budget review period. When developing a new operational budget development timeline, the County and OMB should be mindful of the challenges brought about by the County's fiscal year start date of January 1, especially those that arise when developing budgets for the years following election years, where the election and inauguration schedules create a risk that some budget development timelines require "lame duck" officials to propose and/or adopt the final operational budget. Potential methods of mitigating these concerns include adding specific provisions to a reworked County operational budget development policy that allows for the imposition of slight delays to the proposal and/or adoption deadlines in these or similar situations or, as in Gwinnett and Fulton Counties, scheduling final budget adoption deadlines shortly after the County's inauguration date.	3	2
OMB	Strategic Decision		The County should explore methods to involve County Commissioners in the operational budget development process at some point prior to the CEO's formal presentation of their recommended budget. Potential methods of increasing County Commissioner involvement in the operational budget development process include requesting that the BoC pass an official budget priority resolution at some point early in the budget development process, as done by the City of Atlanta, or by inviting County Commissioners to participate in one or more of the strategic budget planning sessions held near the start of the budgeting process.	3	2
OMB	Process Improvement		OMB should prioritize finalizing the Budget & Management Analyst Handbook and Operating and Capital Budget Policy. Once these documents have been completed, reviewed, and approved, OMB should develop a process to ensure that OMB policy and reference documents are thoroughly reviewed and (if needed) updated on a regular basis. When developing policy and reference documents like the Budget & Management Analyst Handbook and the Operating and Capital Budget Policy, OMB should consider including fields in the document for use during the regular review process that record the initial effective date of the document, last revision date of the document, and last review date of the document.	2	1
OMB	Data/Performance Improvement		OMB should identify and develop methods for collecting and tracking additional performance measures, including new measures and targets related to individual performance (e.g., budget amendment request turnaround time, with a target to complete X% of requests within a given timeframe) and new measures related to aspects of departmental performance not covered by the Department's existing measures (e.g., total volume and/or value of budget amendment requests throughout the course of the fiscal year, and/or an overall departmental satisfaction survey covering the entirety of the budget development process). Additionally, OMB should develop processes for regularly reviewing the collected data to identify areas for potential improvement in the future and evaluate the impact of policy/process changes.	2	3
Planning & Sustainability	Technology Enhancement		The Department should consider switching to a system that will allow for greater automation of open records requests to help reduce manual efforts required to locate information. The Department should work to digitize all its paper documents and create a centralized system storage to reduce time locating documents from multiple locations. The County leverages GovQA in other departments and possibly could be utilized in the Planning and Sustainability Department to help facilitate open records request.	2	3
Planning & Sustainability	Best Practices		The Department should continue its efforts to create a strategic plan that aligns with the County's overall strategic goals.	1	1
Planning & Sustainability	Technology Enhancement	Quick Win	The Department should continue its efforts to find a software solution that can allow customers to have one self-service portal in which they can make payments, upload plans, and have visibility to where in the process their submittal stands. The software solution should also integrate or communicate with ProjectDox and be able to produce the desired departmental reports. The Department should collaborate with the Department of Innovation and Technology to ensure that the procurement of any new system meets County IT goals and objectives.	1	3
Planning & Sustainability	Technology Enhancement	Quick Win	The Department should configure its current plan review system to support residential plan reviews or should consider implementing a solution which can support residential plan reviews in addition to the Department's current requirements. The Department should also consider allocating additional positions within the Building Division to support residential plan reviews.	1	3
Planning & Sustainability	Process Improvement	Quick Win	As the Department implements a new system, the Department should consider assessing and restructuring the workflow to obtain a building permit to start with the Planning Division and flow through remaining divisions as separate steps within the workflow so that any revisions can be communicated to the customer before the permit has completed the review cycle.	1	1
Planning & Sustainability	Data/Performance Improvement		The Department should consider establishing internal service-level agreements related to external departments which are included in the permitting process.	2	1
Planning & Sustainability	Position Updates/Changes	Quick Win	The Department should assess staffing levels within the Business License Unit and consider allocating additional inspectors to assist with ensuring businesses are operating with active business licenses. The proactive inspection function would help to generate additional revenues that may currently go undetected.	2	1

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Planning & Sustainability	Position Updates/Changes	Quick Win	The Department should consider allocating additional positions to the Planning Division with the duties of zoning inspectors to allow the Department to be more proactive in ensuring that approved plans are in compliance with zoning standards and guidelines during construction.	2	1
Planning & Sustainability	Position Updates/Changes		The County should assess the position titles of Office Assistants and Administrative Specialists within the Department and consider changing titles and pay grades to match those of Permit Technicians if warranted.	2	2
Planning & Sustainability	Facilities Improvement		The Department should identify alternative office space to house Planning Division and Call Center employees and to eliminate shared office spaces as possible.	3	3
Planning & Sustainability	Strategic Decision		The Department should continue its efforts to implement a certification program and establish programs to ensure Building Division employees maintain certifications that assist with job duties.	2	1
Planning & Sustainability	Strategic Decision	Quick Win	The Department should continue its efforts to commission a fee study and update the County's fee schedule for the Department's services. The fee study should include all County departments and personnel involved in any Planning and Sustainability processes for which fees are charged to the public to ensure that the total cost (direct and indirect costs) are included in the fees.	1	1
Planning & Sustainability	Process Improvement		The Department should continue its efforts to create and update existing SOPs to document processes and to ensure SOPs are in alignment with departmental practices.	2	1
Planning & Sustainability	Organizational Culture		The Department should consider and implement strategies and programs including incentives to reduce high turnover and increase retention throughout the Department.	3	2
Planning & Sustainability	Organizational Culture		The Department should continue its efforts to fill vacant and interim leadership positions with permanent staff members to help reduce burden and workload on managerial staff who are assuming responsibility for additional divisions or units.	1	2
Police Department	Organizational Structure	Quick Win	The Department should consider returning to the former structure of the NETs which were previously decentralized and housed within each Precinct within the Uniform Division.	2	1
Police Department	Organizational Structure	Quick Win	When the Department is able to fill more leadership positions, the Department should consider separating the Support Services and Special Operations Sections within the Special Services Division as the currently combined functions are vastly different with differing goals, objectives, and skill sets. Each Section should be led by an Assistant Chief.	2	1
Police Department	Strategic Decision		The Department should strategize to fill the additional Pilot position as soon as possible to ensure that operations are not adversely affected due to not being able to operate both of its helicopters.	2	2
Police Department	Equipment Enhancement	Quick Win	The Department should consider the use of a "Drones as First Responder" program which can amplify the amount of situational awareness while lowering the number of Officers needed per call. Unmanned/unpiloted drones are able to deploy quickly based on GPS coordinates and arrive on-scene often before Officers and relay information to dispatchers and Officers enroute and would therefore serve as an invaluable resource when responding to calls.	2	1
Police Department	Technology Enhancement	Quick Win	The Department should continue its efforts to build, establish, and invest in a Real-time Crime Center (including physical space, technology, and personnel) to support its efforts to enhance technological capabilities and reduce crime through proactive and strategic efforts. The County should also ensure that continued annual adequate budget is allowed for the Real-time Crime Center to operate efficiently and leverage emerging technologies in the future.	2	3
Police Department	Technology Enhancement		The Department should consider replacing outdated systems such as CrimeView and ArcView/ArcGIS with new systems that are up-to-date and allow greater reporting capabilities than current systems. While evaluating potential new applications, the Department should consider whether applications can integrate fully with existing applications such as Records Management System. The Department should collaborate with the Department of Innovation and Technology to develop system requirements and a business case.	2	2
Police Department	Organizational Culture	Quick Win	In an effort to increase retention and recruitment, the County should consider revising the pension plan specifically for the Police Department (and other units of the Department of Public Safety) to make the pension plan more competitive and in alignment with surrounding Atlanta metro area public safety pension offerings.	2	1
Police Department	Organizational Culture		The County should also consider implementing a retention bonus program to provide bonuses to existing sworn Officers who meet certain criteria regarding years of service to incentivize and increase retention and decrease the likelihood of being trained by the County and then leaving for another position in another jurisdiction shortly after being trained.	2	2
Police Department	Process Improvement		The Department should continue working towards implementing strategic recruitment and advertisement efforts to increase visibility and market the Department to potential recruits.	2	2
Police Department	Strategic Decision	Quick Win	In an effort to prevent Officer recruits from leaving if they are awaiting the start of the next recruit class, the Department should consider reinstating the Cadet Program. The Cadet Program would also help to provide support for non-sworn law enforcement support and clerical duties within the Department.	2	1
Police Department	Facilities Improvement		The Department should continue to make efforts and progress towards identifying a solution for the storage situation within the Property Room. Ideally, the Department should build or find a new facility solely for the Property Room to operate in that is a standalone, climate controlled building due to additional security measures that are required to be in place for storing items for evidence and safekeeping purposes. The need should be considered within the County's Facilities Master Planning initiative and should assess current and future needs.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Police Department	Equipment Enhancement		The Department should identify a solution for storing fleet vehicles in a covered, secure place that protects vehicles from outside elements and potential damage or theft.	3	3
Police Department	Process Improvement		The Department should review sections of the Employee Manual which are dated before 2020 and prioritize updating the most outdated policies first. As part of the review, a “last reviewed” date should be added to specific sections or content within the Employee Manual to document the fact that the content was reviewed and whether any updates or changes were needed. Ensuring the Employee Manual is up to date will help to promote consistency in policy and practices.	3	3
Police Department	Process Improvement		The Department should define and document processes and procedures surrounding use and discretion of overtime to ensure that overtime practices are consistent and standardized throughout the Department’s Precincts.	2	1
Police Department	Process Improvement		The Department should establish, and document clear procedures related to comp time and the tracking of comp time to ensure comp time is being tracked and used consistently by all Department divisions and units.	2	1
Police Department	Organizational Culture		The Department should consider administering internal surveys to employees to foster employee engagement and provide an anonymous outlet for employees to express concerns about their role, operations, or culture to inform the Department’s efforts to increase retention and improve culture.	3	2
Police Department	Process Improvement		The Department should assess its current communications procedures to be more streamlined in an effort to mitigate misunderstandings and bias. Examples could include Chief announcements at roll call meetings, recorded videos, or emailed/printed messaging to help ensure consistency in messaging.	3	1
Police Department	Position Updates/Changes	Quick Win	As the Community Service Aide program has been beneficial for the County and has grown, the Department should increase its education efforts for the Community Service Aide program to increase public awareness. Furthermore, the Department should formalize goals and objectives for the Community Service Aide program in the future to help gauge the success of the program and the potential for expansion.	2	1
Police Department	Position Updates/Changes		Due to the success of the Victim Advocate program, the Department should consider expanding the program to include additional Victim Advocate positions to help support victims and detectives.	3	1
Purchasing & Contracting	Strategic Decision	Quick Win	The Department needs to reassess the strategic plan, and understand the predecessors and dependencies, to develop a comprehensive timeline for goal and objective implementation.	1	1
Purchasing & Contracting	Organizational Structure		The Department should establish a separate contract maintenance division, to reduce some of the workload of the three procurement teams, and to create separation between the purchasing function and contract management function.	3	3
Purchasing & Contracting	Process Improvement		The Department should update requirements so that change orders that do not materially change the scope, or are for less than a certain percentage (either individually or in aggregate) can be approved by the CPO rather than require BOC approval.	3	2
Purchasing & Contracting	Technology Enhancement		The Department should work with DOIT to determine if either OpenGov or CV360 can provide real-time access to active contract data, to encourage departments to leverage existing contracts to obtain needed goods and services. Any solution should include a functional search feature.	2	3
Purchasing & Contracting	Process Improvement	Quick Win	The Department should create or update contract and lease templates to ensure consistency and reduce the need for the CPO to review the entire agreement at a detailed level. The County should also consider adopting updated thresholds for what award value requires the CPO’s approval for execution.	1	1
Purchasing & Contracting	Process Improvement	Quick Win	Purchasing and Contracting should work with DOIT to develop a process to automatically email the end-user department a form for vendor evaluation each quarter. The form should be auto-filled with the award number, contract vendor, period of performance, and scope. These should be maintained in a database for use in more comprehensively evaluating prior vendor contract performance.	3	1
Purchasing & Contracting	Process Improvement		Once the Internal Audit function is staffed, staff should be developing the audit plan based on risk profile and prioritizing reviews based on identified risk level.	2	2
Purchasing & Contracting	Strategic Decision	Quick Win	The County should consider a program evaluation for the current operating model of the LSBE program. Additionally, the County may want to consider a disparity study, designed to assist in determining if there is disparity in opportunities available and awarded to LSBE program vendors and other non-participating and/or non-eligible vendors. This study should focus on understanding program intent, program design, and any available program outcomes.	1	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Purchasing & Contracting	Process Improvement		<p>The Department needs a comprehensive inventory of existing documents that captures initial publication date, change log of any revisions, and a last review date. Once the inventory is complete, they should do business process mapping to understand how processes are currently being performed, and to identify discrepancies and potential leading practices that may be in place in one team and not others. Once the inventory of available documents and the business process mapping are complete, a single comprehensive set of processes should be established, with standards for regular review and revision. This comprehensive set of processes should then be reviewing for opportunities for business process improvement.</p> <p>Rather than restating processes or attaching excerpted policies and processes in multiple documents, reference should be made to the original document, so that changes are incorporated by reference into other documents.</p> <p>As processes change, revisions should be made in the appropriate process manual and a change log tracked to understand effective dates of changes.</p>	2	3
Purchasing & Contracting	Data/Performance Improvement		The Department should inventory available data within OpenGov and CV360 to understand what is currently being tracked and could potentially benchmarked and leveraged moving forward. Where there are gaps and inadequate data, the Department should work with DOIT to determine if additional fields could be leveraged for additional reporting. This inventory, along with the gap analysis, should be evaluated to determine what data points should be leveraged to assist in quantifying progress towards strategic priorities.	2	2
Purchasing & Contracting	Organizational Structure		The County should consider moving the Pcard Administrator role into the Purchasing and Contracting Department. If the County chooses not to make organizational changes, it should introduce processes for Purchasing to regularly review pcard activity for compliance with existing contracts, the County's purchasing policy, and assess for potential activity that may indicate the need for a contract or agreement.	2	2
Roads & Drainage	Process Improvement		R&D should review sections of the manuals, policies, and SOPs which are dated before 2022 and prioritize updating the most outdated policies first. As part of the review, a "last reviewed" date should be added to specific sections or content within the manuals, policies, and SOPs to document the fact that the content was reviewed and whether any updates or changes were needed. Ensuring the manuals, policies, and SOPs are up to date will help to promote consistency in policy and practices.	2	2
Roads & Drainage	Data/Performance Improvement		R&D should continue its efforts to reduce its backlog of road resurfacing needs, as well as developing more formal and proactive methods to maintain and resurface roads.	1	3
Roads & Drainage	Data/Performance Improvement		R&D should continue its efforts and seek additional funding if needed to come into compliance with updated traffic control device guidelines from the Federal Highway Administration.	1	3
Roads & Drainage	Data/Performance Improvement		R&D should continue to prioritize implementing the program tasks, tracking of data, and data reporting related to the 2024-2029 Stormwater Management Plan.	1	3
Roads & Drainage	Facilities Improvement		The County should begin planning for the expansion of the current warehouse or development of a new warehouse. Any planned expansion or development should allow for future growth.	2	3
Roads & Drainage	Data/Performance Improvement		R&D should continue its efforts to increase County traffic signals that are connected to the Traffic Control Center.	2	3
Sanitation	Organizational Structure		To remove the Director from current oversight duties, the Billing Analyst, Billing Specialist, and Delinquent Collections Officer positions that currently report directly to the Director should be moved to the Finance Section and therefore report to the Senior Fiscal Officer.	3	1
Sanitation	Technology Enhancement	Quick Win	The Division is in the process of implementing additional technology to help optimize driver routes and use artificial intelligence to automatically detect safety incidents and to monitor driving practices using front and rear-facing cameras. The Division should continue its efforts to implement the Rubicon and Samsara software solutions to ensure route optimization and efficiency and to expand its monitoring capabilities for drivers.	1	2
Sanitation	Equipment Enhancement		The Division should create a plan to replace/retrofit existing automatic side loader units with automatic side loader units that allow the driver to fully sit down to eliminate current blind spots. Replacing such vehicles will help reduce the opportunity for accidents and injuries.	3	3
Sanitation	Equipment Enhancement		In an effort to increase efficiency and reduce long-term maintenance costs, the Division should work with Fleet Management to create a plan to replace outdated vehicles in the future.	3	1
Sanitation	Position Updates/Changes	Quick Win	The County should work with the selected vendor for the Classification and Compensation Study to consider benchmarking Residential Collections and Commercial/Roll-Off/Grappler Services positions against comparable private sector positions. This broadened benchmarking will provide the County with additional market industry, and may allow the Department to enhance its marketing to and targeting of workers, as well as consider compensation and incentive structures more competitive with the broader market for these employees.	1	1
Sanitation	Position Updates/Changes		The Division should consider implementing incentives such as hiring bonuses to recruits that already possess a CDL and other certifications or specialized driver training.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Sanitation	Position Updates/Changes		The Division should assess staffing levels within each of the Division's four lots for residential and commercial collections and determine whether current staffing levels are adequate for workloads and service areas specific to each lot. The Division could consider reallocating existing positions to understaffed lots or requesting additional positions.	3	2
Sanitation	Organizational Culture		In an effort to increase retention, the Division should consider implementing shuttles and retention plans similar to those for the North lot, within remaining lots.	3	2
Sanitation	Equipment Enhancement		The Division should continue its efforts to adapt its current and newly acquired fleet vehicles to run on compressed natural gas.	3	1
Sanitation	Process Improvement		The Division should consider conducting a review of SOPs that have not been updated since 2023 to ensure SOPs are up to date with actual practices. The Department should prioritize updating the most outdated policies first. As part of the review, a "last reviewed" date should be added to specific sections or content within SOPs to document the fact that the content was reviewed and whether any updates or changes were needed. Going forward, the Division should review SOPs annually to ensure accuracy. Ensuring SOPs are up to date will help to promote consistency in policy and practices.	2	2
Sanitation	Process Improvement		The Department should continue to work towards implementing recommendations and management action plans to address all findings contained in the November 2024 Department Audit conducted by the County's Office of Independent Internal Audit.	2	2
Sanitation	Data/Performance Improvement		The Department has the potential to enhance existing performance measures for the Administrative Services Section through converting metrics to key performance indicators that are tied to strategic goals and objectives such as the average time to process applications and fulfill requests and the most common types of calls/issues/questions received through the Call Center.	2	1
Enterprise-Wide	Organizational Culture		County leadership should assess meaningful ways to demonstrate to staff that individuals at all levels are seen and appreciated, and should ensure consistent and meaningful communications about the upcoming Classification and Compensation Study. Where applicable, individual departmental recommendations about restructuring job titles or classifications, adding in additional tiers or levels to allow for growth, and assessing workflows for promotion and recognition should all be considered.	2	1
Enterprise-Wide	Position Updates/Changes		The HR Department should continue its efforts to conduct a classification and compensation study. The HR Department should ensure that an evaluation of job descriptions compared to actual roles and responsibilities is performed as part of the study. The HR Department should also ensure that once pay scales are assessed and potentially adjusted, the HR Department applies and implements pay scales consistently to existing employees and future new hires.	2	1
Enterprise-Wide	Organizational Culture		County leadership should encourage departments to implement workgroups, using those established by the Fire Rescue Department as a template, to increase transparency and buy-in for the decision-making process for policy changes, new resources selection, and identification of solutions to issues raised by personnel. County leadership could additionally consider County-wide workgroups comprised of staff from multiple departments to address inter-departmental processes and enterprise-wide issues that affect multiple County functions.	2	2
Enterprise-Wide	Policy Recommendations		The HR Department should establish, and document clear procedures related to compensatory time accrual and the tracking of compensatory time to ensure the time is being earned, tracked, and used consistently by all department divisions and units. The HR Department should establish a formal system for tracking compensatory time and should create a formal policy surrounding on-call time which may be compensated using compensatory time to ensure consistency.	1	1
Enterprise-Wide	Policy Recommendations		The HR Department should assess policies surrounding alternate work schedules and holiday pay and should consider allowing employees with alternate schedules to receive holiday pay hours commensurate to their full workday's worth of pay on holidays that fall on workdays of alternate-schedule employees.	2	2
Enterprise-Wide	Strategic Decision		The HR Department should assess training offerings and material to ensure the Department's training function is robust and is able to be tailored by HR or the County departments to ensure maximum effectiveness. When creating managerial training, the HR Department should take into consideration different managerial environments within County departments.	2	2
Enterprise-Wide	Organizational Culture		The County should continue its efforts to successfully provide the Bright Future Leadership Development Program ("BFLDP"), to employees based on leadership's evaluation of potential and employee performance. BFLDP should provide attendees with more knowledge of countywide operations and initiatives, equip attendees with executive level skills, and help to create a future pipeline for leadership within the County.	2	3
Enterprise-Wide	Process Improvement		The HR Department should create a County-wide policy or procedure to address training needs of all County departments and ensure that training needs are fulfilled consistently. Furthermore, the HR Department should implement policies or procedures which require departments to participate in tuition reimbursement to ensure all County employees are allowed the same opportunities. The County and the HR Department should also consider any budget related to tuition reimbursement be centralized within the HR Department as opposed to residing at the department level where the funds may be used for other purposes.	2	2

Note: Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

Department	Recommendation Category	Quick Win Identification	Recommendation	Priority/ Sense of Urgency: 1 = High 2 = Medium 3 = Low	Suggested Timeline for Implementation: 1 = <90 days 2 = 91-180 days 3 = 180+ days
Enterprise-Wide	Organizational Culture		The HR Department should consider implementing an anonymous survey process in which staff members can provide performance reviews or feedback for peers and direct managers/supervisors as part of a 360 performance evaluation process. The HR Department could implement a 360-Degree Feedback Survey which allows for feedback to be anonymous or could integrate a 360 evaluation process into the existing performance evaluation processes.	3	2
Enterprise-Wide	Process Improvement		The HR Department should assess current onboarding request processes and should collaborate with the County Department of Innovation & Technology to serve as the centralized source for onboarding procedures such as processing requests for equipment for new hires. As such, there should be a process in place which notifies both the HR Department and the County Department of Innovation & Technology to coordinate to provide new hires with proper equipment for performing job duties.	3	2
Enterprise-Wide	Process Improvement		The HR Department should allow departments who request access to the entire applicant pool to have access to ensure qualified applicants are being presented to departments. A more immediate step is to have end-user departments better educate the HR Recruiting employees on the specific qualifications, skills, and desired experience of candidates to consistently provide more efficient candidate screenings.	2	1
Enterprise-Wide	Organizational Structure		The County should leverage Deputy Chief Operating Officer positions to reduce the operational workload of the COO, to allow the position to serve in a more strategic capacity. Deputy COOs should be assigned functional areas that align with either the CEO's strategic priorities, or potentially leverage the four functional groups currently in use by the COO's Office.	1	2
Enterprise-Wide	Strategic Decision		The County should consider a Grants Strategy position in the CEO Office and/or COO's office, to assist in overseeing an enterprise-wide strategy and helping determine which opportunities are best suited for the County and which may be a better fit for community partners who can apply for grants with the County's support.	2	3
Enterprise-Wide	Organizational Structure		The County should assess whether one to two administration positions should be created under the Public Safety Director to provide administrative support to these smaller departments. If these positions are approved, the Public Safety Director would need to establish standard operating procedures for these administrative functions, and communicate those procedures and expectations to the end-user departments.	2	3
Enterprise-Wide	Strategic Decision		The County should assess Utility Customer Operations and the Department of Watershed Management in an upcoming operational assessment, to better understand the roles of the employees within the two departments, including the dependencies, handoffs, and organizational and governance structures.	1	1
Enterprise-Wide	Strategic Decision		The County may want to consider an additional phase of assessment focused on wrap-around community services, such as those in Community Development, Human Services and WorkSource DeKalb, to more comprehensively the resources available to DeKalb residents, and the accessibility of those resources and effectiveness in meeting the comprehensive needs of residents.	2	2
Enterprise-Wide	Policy Recommendations		The county should consider reviewing and revising the intergovernmental agreements with local municipalities, as well as establishing new intergovernmental agreements, that provide clarity on the role of each political subdivision in the delivery of services. The agreements should delineate when County resources are utilized, when municipal resources are utilized, and when overlap may be requested or required. The County should consider additional documentation that is less binding than an intergovernmental agreement that clarifies specific inter-jurisdictional processes to align the understanding and efforts of the County and its municipalities. The County should further consider regular reviews of the intergovernmental agreements to ensure the agreements reflect changes in services provided by each political subdivision.	2	3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
3
3
1
3
3
3
1
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
2
1
3
2
3
1
1
1
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
1
2
1
1
3
3
2
3
2
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
1
3
1
3
3
3
2
2
3
1
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
1
3
1
1
3
3
3
3
1
1

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
1
1
2
1
3
1
3
2
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
1
3
3
1
2
3
1
3
3
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
3
3
3
1
1
1
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
3
3
3
3
1
1
1
2
1
1
3
1
3
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
1
1
3
3
1
1
2
1
1
1
3
3
1
2
1

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
3
1
2
3
3
3
2
3
3
3
3
2
1

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
2
3
1
3
3
3
3
3
3
1
3
2

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
2
3
1
3
3
3
3
1
3
3

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
3
3
3
2
3
1
3
3
1
2

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
3
3
1
3
1
1
3
3
1

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
1
1
2
3
2
3
1
3
3
3
1
1
1
1
1
1
2
1
2

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
3
3
1
3
2
1
1
3
1
1
1
2
2

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
2
1
1
3
3
3
1
1
3
3
1
3
3
1

Estimated Potential Financial Impact: 1 = Sustained 2 = One-time 3 = None
3
3
3
1
1
1
2
2
3