

Audit Summary

Recommendation 1 The City should renegotiate Police Department minimum manning requirements and adjust staffing based on actual workload.

Cost Savings Reducing staffing based on existing requirements would save approximately \$116,900 annually, further reducing staffing to reflect actual work load could save up to \$190,000 annually.

Recommendation 2 Improve data collection related to police call times.

Impact Inaccurate data can lead to the Police Department appearing to be busier it actually is. Correctly logging call times will allow the City to making staffing decisions based on accurate data.

Recommendation 3 Renegotiate Fire Department minimum manning requirements and adjust staffing based on actual workload.

Cost Savings Reducing staffing based on workload could generate savings up to \$751,800 annually.

Recommendation 4 Reduce Fire Department overtime costs by using part-time firefighters.

Cost Savings Allowing for the use of part-time firefighters to cover call offs and meet staffing requirements could save nearly \$55,000 annually in overtime expenditures.

Recommendation 5 Renegotiate dispatch minimum manning requirements to allow for flexible staffing based on workload.

Impact Existing staffing requirement limits the City's ability to strategically staff the dispatch center.

Recommendation 6 Reduce severance payments within Collective Bargaining Agreements

Impact Cost savings would be based on a variety of factors relating to personnel at retirement.

Recommendation 7 Develop a formal capital plan that is linked to funding streams.

Impact The City's current practices could lead to costly expenses in the future due to delayed maintenance and repair or replacement.

Recommendation 8 Improve ongoing fleet data collection and fleet replacement practices.

Impact The City can better plan for maintenance, repair, and replacement costs for existing fleet.