



Administrative Services Committee Commission Chamber- 4/14/2015- 1:20 PM
Meeting

ADMINISTRATIVE SERVICES

1. Motion to approve the resolution supporting the Augusta Housing Authority and Walton Communities, LLC's application for low income housing tax credits to be named 15th Street Redevelopment – Phase 1. ☐ Attachments
2. Motion to approve the Housing and Community Development Department's Citizens Advisory Committee By-Laws, as presented. ☐ Attachments
3. Discuss Economic Development for Augusta. **(Requested by Commissioner M. Williams)** ☐ Attachments
4. Discuss the firing of the EEO Director. **(Requested by Commissioner M. Williams)** ☐ Attachments
5. Task the Administrator with the development and implementation of employee performance reviews for personnel in critical positions. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)** ☐ Attachments
6. Update on the Fleet Management Towing Bid. **(Requested by Commissioner M. Williams)** ☐ Attachments
7. Motion to approve the minutes of the Administrative Services Committee held on March 10, 2015. ☐ Attachments
8. Discuss the Personnel Policies and Procedures Manual. **(Requested by Commissioner M. Williams)** ☐ Attachments
9. Review and approve the revised edition of the Personnel Policies and Procedures Manual. Proposed changes to the ☐ Attachments

manual were reviewed by the Human Resources Department and the Law Department respectively. The revisions to the manual were completed in late 2014 and slated to become effective on January 1, 2015. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)**

10. Discuss Procurement Department organizational review conducted by Dr. Malik Watkins with the UGA Carl Vinson Institute. ☐ Attachments
11. Task the Administrator with developing a succession plan for all critical positions within the ARC Government. Underscore the significance of having the ability to fulfill our mission, without having to recruit outside our government. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)** ☐ Attachments

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Administrative Services Committee Meeting

4/14/2015 1:20 PM

15th Street Redevelopment Phase 1 - Resolution of Support Requests

Department: Housing & Community Development

Caption: Motion to approve the resolution supporting the Augusta Housing Authority and Walton Communities, LLC's application for low income housing tax credits to be named 15th Street Redevelopment – Phase 1.

Background:

15th Street Redevelopment Phase 1 will be developed, built and managed through the joint efforts of Walton Communities and the Augusta Housing Authority. This development will consist of +/- 80 one- and two-bedroom units displaying exceptional interior appointments with the highest quality elevations. The community will be developed and constructed with low-income tax credits allocated by the Georgia Department of Community Affairs. As such, the units serve moderate-income families earning 60% or less of the area median income. These income restrictions allow for maximum household incomes approximately ranging from \$23,880 for a family of one to \$27,300 for a family of two. In order to reach these potential residents, marketing efforts will reach out to senior centers, churches, work-force employment centers such as the call centers in the area, retail and service industries, local government employees, teachers and seniors. 15th Street Redevelopment Phase 1 will offer a laundry facility, a community room set aside for resident use and a covered porch as well as a pavilion and landscaped courtyard. Programs will also be available for adults; these activities will serve our senior adult residents by sponsoring programs such as the Fifty+ Club. These residents will enjoy cultural activities, field trips, and social functions throughout the year. Many residents will use these functions as their primary opportunity for social interaction. Floorplans at 15th Street Redevelopment Phase 1 will include spacious one and two-bedroom homes with a host of elegant interior features such as crown molding, 9-ft. ceilings, Whirlpool appliances with self-cleaning ovens, separate laundry rooms with pantry shelving and convenient raised vanities in the baths. Each home will be pre-wired for home office technology with high-speed internet and fax capabilities. Additionally, the 15th Street Redevelopment Phase 1 will partner with local senior service providers to make available a number of services for seniors.

including: · Continuing education · Transportation to facilitate access to social services/doctors/shopping · Information and senior counseling · Recreational activities · Grandparent mentoring programs · Preventive health care programs & health screening Partnering with local churches to provide further supportive services will further enhance the property services.

Analysis:

15th Street Redevelopment is a 30-acre mixed-use and master planned community developed and built by Walton Communities, LLC in association with the Augusta Housing Authority. The community will consist of multiple phases of both senior and family apartments. o 15th Street Redevelopment Phase 1 will include +/- 80 units The mission of the developer in the creation of 15th Street Redevelopment is to utilize the support of civic organizations, governmental authorities and residential neighbors in providing neighborhoods that matter in a mixed income and mixed tenure housing environment with first-class amenities in an aesthetically superior combination of land planning, architectural elements and landscaping.

Financial Impact:

There is no financial commitment on the part of Augusta-Richmond County. However, it will assist Walton Communities, LLC and the Augusta Housing Authority if the City of Augusta (thru the Commission) chooses to back their proposed project. This will boost their application in hopes of receiving funding from other sources.

Alternatives:

Not Any. However, not backing the project could result in the possible denial of the applicant's applications

Recommendation:

Given the success of Walton Oaks previous phases, we (Housing and Community Development Department) recommend that the City of Augusta (thru the Commission) back this project and approve the attached resolution.

**Funds are Available
in the Following
Accounts:**

Not Any.

REVIEWED AND APPROVED BY:

Finance.

Law.

Administrator.

Clerk of Commission

Cover Memo

Item # 1

Cover Memo

Item # 1



**15th Street Redevelopment Phase 1
(Age Restricted)**

**Of the
Cherry Tree Crossing Redevelopment
A Main Street Neighborhood
Augusta, Georgia**

Description of Proposed Project

**Submitted by
WALTON COMMUNITIES, LLC
2181 Newmarket Parkway
Marietta, GA 30067**



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
Overview**

15th Street Redevelopment is a 30-acre mixed-use and master planned community developed and built by Walton Communities, LLC in association with the Augusta Housing Authority. The community will consist of multiple phases of both senior and family apartments.

- 15th Street Redevelopment Phase 1 will include +/- 80 units

The mission of the developer in the creation of 15th Street Redevelopment is to utilize the support of civic organizations, governmental authorities and residential neighbors in providing neighborhoods that matter in a mixed income and mixed tenure housing environment with first-class amenities in an aesthetically superior combination of land planning, architectural elements and landscaping.



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
General Description**

15th Street Redevelopment Phase 1 will be developed, built and managed through the joint efforts of Walton Communities and the Augusta Housing Authority. This development will consist of +/- 80 one- and two-bedroom units displaying exceptional interior appointments with the highest quality elevations. The community will be developed and constructed with low-income tax credits allocated by the Georgia Department of Community Affairs. As such, the units serve moderate-income families earning 60% or less of the area median income. These income restrictions allow for maximum household incomes approximately ranging from \$23,880 for a family of one to \$27,300 for a family of two. In order to reach these potential residents, marketing efforts will reach out to senior centers, churches, work-force employment centers such as the call centers in the area, retail and service industries, local government employees, teachers and seniors.

15th Street Redevelopment Phase 1 will offer a laundry facility, a community room set aside for resident use and a covered porch as well as a pavilion and landscaped courtyard. Programs will also be available for adults; these activities will serve our senior adult residents by sponsoring programs such as the Fifty+ Club. These residents will enjoy cultural activities, field trips, and social functions throughout the year. Many residents will use these functions as their primary opportunity for social interaction.

Floorplans at 15th Street Redevelopment Phase 1 will include spacious one and two-bedroom homes with a host of elegant interior features such as crown molding, 9-ft. ceilings, Whirlpool appliances with self-cleaning ovens, separate laundry rooms with pantry shelving and convenient raised vanities in the baths. Each home will be pre-wired for home office technology with high-speed internet and fax capabilities.



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
Programs and Services**

Additionally, the 15th Street Redevelopment Phase 1 will partner with local senior service providers to make available a number of services for seniors, including:

- Continuing education
- Transportation to facilitate access to social services/doctors/shopping
- Information and senior counseling
- Recreational activities
- Grandparent mentoring programs
- Preventive health care programs & health screening

Partnering with local churches to provide further supportive services will further enhance the property services.



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
Architectural and Landscaping**

Architectural Design

The project will be designed in an architectural style consistent with historic downtown Augusta, utilizing features which are present in neighboring properties. These include the use of brick and hardi exteriors, standing seam metal roof accents, and attractive decks and patios with enlarged columns.

Construction materials will include hardi siding in a neutral palette, accented with brick and masonry. Tilt-out insulated aluminum windows will provide an attractive exterior appearance as well as excellent energy efficiency. All ground floor units will be handicap accessible and as such will be fitted with all appropriate handicap features as required by local and federal building codes. Several apartment units will be handicap adaptable and some will have features specifically designed for those with audio &/or visual impairments.

Landscaping and Site Design

Walton Communities places great emphasis on landscaping to provide lush streetscapes, mature trees and shrubs, colorful seasonal annual and perennial beds and impressive community entrances. 15th Street Redevelopment will continue this tradition by insuring that all planted areas contain landscape materials of high-quality and above-average size. All trees will be a minimum caliper size of 2" in diameter and shrubs shall have a minimum height of 24". Ground covers shall be a minimum size of 1 gallon and placed a minimum of 18" on center.

Areas of central focal point will include the amazingly preserved large caliper oaks on the site, sodded lawns, seasonal planting beds and attractive fencing. High-end entry signage will be comparable to other Walton communities.



**15th Street Redevelopment Phase 2
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
Unit Mix**

Unit Mix for 15th Street Redevelopment Phase 1

<u>Unit Mix</u>	<u>Total Units</u>	<u>Unit Size</u>
1-BR/1-BA	±40	750 sq. ft.
2-BR/2-BA	±40	1050 sq. ft.



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
DCA Required Amenities**

Standard Site Amenities

1. Community Room
2. Covered Porch Located in a central area
3. On-site laundry with a minimum of 3 washers and 3 dryers
4. Washer / Dryer Hookups in each unit
5. Game room
6. Covered Pavilion with Picnic / Bar B Que Facilities

Unit Amenities

1. HVAC Systems
2. Energy Star Refrigerators
3. Built in Energy Star Dishwasher
4. Stoves
5. Powder-based stovetop fire suppression canisters installed above the range cook top, or electronically controlled solid cover plates over stove top burners



**15th Street Redevelopment Phase 1
A Main Street Neighborhood
Augusta, Georgia**

**Description of Proposed Project
Additional Amenities**

Additional Amenities Descriptions

- Furnished library
- Equipped Computer Center
- Fully-equipped kitchens featuring Whirlpool electric range, dishwasher, refrigerator with icemaker, and disposal
- Traditional oak cabinetry with generous counter space
- Breakfast bar
- Double bowl stainless steel kitchen sink with spray
- Spacious walk-in closets with double rods for maximum efficiency
- Roomy master bath with linen closet and dressing table
- Ceiling fans
- Six-panel doors and 9' ceilings
- Cable outlets in living room and all bedrooms
- Energy-efficient double-pane windows
- Computer desk with pre-wiring for home office technology and high-speed internet and fax capabilities

15th STREET DEVELOPMENT

A RESOLUTION SUPPORTING AUGUSTA HOUSING AUTHORITY AND WALTON COMMUNITIES, LLC'S APPLICATION FOR LOW INCOME HOUSING TAX CREDITS FOR 15th STREET DEVELOPMENT, PHASE 1, LOCATED AT 1550 15th STREET, AUGUSTA, GA.

WHEREAS, the Georgia State Department of Community Affairs serves a vital role in its efforts in assisting with the development of housing in the State of Georgia by:

- Improving the living environment for residents of Georgia;
- Revitalizing areas and contributing to the improvement of neighborhoods; and
- Building sustainable communities; and

WHEREAS, the Department of Community Affairs has established certain regulations whereby low-income housing tax credit applications, to be competitive, should receive a Resolution of Support by the governing authority or the pertinent municipality or county; and

WHEREAS, the Augusta Housing Authority and Walton Communities, LLC are preparing to develop phase 1 of 15th Street Development consisting of affordable apartment communities at 1694 Hunter Street, Augusta, GA; and

WHEREAS, the project will consist of multiple phases; including one phase of +/- 80 units for senior citizens; and

WHEREAS, the project is a part of Augusta-Richmond County's holistic "place based" strategic initiatives for rebuilding this portion of Augusta, including the former Cherry Tree Crossing neighborhood, being a severely stressed neighborhood; and

WHEREAS, the project will be required to include areas within the project set aside as greenspace; and

WHEREAS, the project is part of Augusta-Richmond County's Community-Driven Housing Strategy; and

WHEREAS, the project is designated as the highest affordable housing priority redevelopment in Augusta-Richmond County in the year 2015; and

WHEREAS, the Board and Commissioners understands and supports this projects efforts in the development of phase 1 of 15th Street Development.

NOW, THEREFORE BE IT RESOLVED: That the Board and Commissioners of Augusta Richmond County, Georgia, that this Resolution of Support is hereby adopted on behalf of Augusta Housing Authority and Walton Communities, LLC for property located at 1550 15th Street in Augusta Richmond County, effective the date set forth below.

15th Street Development (Phase 1)
Resolution of Support
April 14, 2015

ATTEST:

AUGUSTA, GEORGIA

By: _____
Hardie Davis, Jr.
Mayor

Lena J. Bonner
Clerk of Commission

Witness to Mayor's Signature

Witness to Clerk's Signature

CERTIFICATION

I, Lena J. Bonner, Clerk of Commission, hereby certify that the above is a true and correct copy of a Resolution as adopted by said AUGUSTA-RICHMOND COUNTY COMMISSION in the meeting held on April 14, 2015.

S E A L

Lena J. Bonner
Clerk of Commission



Administrative Services Committee Meeting
4/14/2015 1:20 PM
AHCDD's Citizens Advisory Committee -- By-Law Approval

Department:	Housing and Community Development Department (AHCDD)
Caption:	Motion to approve the Housing and Community Development Department's Citizens Advisory Committee By-Laws, as presented.
Background:	The U.S. Department of Housing and Urban Development (HUD) under authority to it by the Housing and Community Development Act of 1974, as amended, requires each jurisdiction (city, county, etc.) to adopt a 'citizen participation plan' which must provide for and encourage citizens to participate in the development of the consolidated plan, any substantial amendments to the consolidated plan, and the performance report." These requirements are to especially encourage low-and-moderate income citizen participation where Community Development Block Grants (CDBG) are employed or sought. Accordingly, low-and-moderate income citizens, non-profit organizations, relevant advocacy groups, and interested parties must be involved in the preparation of the Consolidated Plan (ConPlan) through the mechanisms set up in the Citizen Participation Plan (Citizen Plan). The ConPlan approach is a means to meet the requirements of the CDBG Program. The Citizen Plan requires, at a minimum, citizen input during three (3) stages of the ConPlan. a) The Proposed Plan (Con Plan), b) Substantial Amendments to the Proposed Plan (Con Plan), c) Performance Reports.
Analysis:	Proper protocol suggests that these bylaws be submitted to the Commission (for acceptance/approval) before the advisory committee commences with their first quarterly meeting April). It is during this April meeting that the bylaws will be discussed and reviewed (by the Committee) as the principal guide by which the advisory committee runs its overall affairs.
Financial Impact:	The Commission approved the reengagement of the Citizen Advisory Committee on February 17, 2015. This approval enables the advisory committee to act as a representative body for the citizens of Augusta, Georgia as they shall be provided the opportunity to review and comment on the Five Year Cover Memo Item # 2

Consolidated Plan, Annual Action Plan, and Citizenry comments where appropriate. However, the review and approval of these bylaws is necessary to set forth the guiding functions of the advisory committee.

Alternatives: To use the By-Laws approved by the previous Commission on June 5, 2013.

Recommendation: To approve the Housing and Community Development Department's Citizens Advisory Committee By-Laws, as presented.

**Funds are Available
in the Following
Accounts:** Not Applicable

REVIEWED AND APPROVED BY:

**Finance.
Law.
Administrator.
Clerk of Commission**

AUGUSTA, GEORGIA
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT (AHCDD)
CITIZENS' ADVISORY COMMITTEE
BY-LAWS

The following bylaws shall apply to the Augusta, Georgia Housing and Community Development Department's (AHCDD's) Citizens Advisory Committee established as a part of Augusta's Citizen Participation Plan for Community Development Programs financed in whole or part by the U.S. Department of Housing and Urban Development (HUD).

ARTICLE I. DEFINITIONS

The following definitions shall apply to the terms below as they may appear throughout the by-laws:

Action Plan – A one-year plan that gives specific information about how Augusta, Georgia will use CDBG, HOME, ESG, HOPWA and other related federal funds to work toward reaching the goals set forth in the City's Consolidated Plan.

Consolidated Plan – The document submitted to HUD that serves as the planning document for Augusta, Georgia, and an application for funding under the following formula grant programs: CDBG, HOME, ESG, and HOPWA, which is prepared in accordance with the applicable federal regulations.

Community Development Block Grant (CDBG) – Federal program created for community development as a result of Title I of the Housing and Community Development Act of 1974, as amended.

Emergency Shelter Grant (ESG) – Federal program created specifically to assist homeless persons as a result of Subtitle B of Title IV of the Stewart B. McKinney Homeless Assistance Act, as amended.

HOME Investment Partnerships (HOME) – Federal program created to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very low-income Americans as a result of Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990.

Housing Opportunities for Persons with Aids (HOPWA) – Federal program created through the National Affordable Housing Act of 1990 and authorized by the AIDS Housing Opportunity Act of 1992. Funds are authorized for use for housing and supportive services for persons medically diagnosed with HIV/AIDS.

Neighborhood Stabilization Program (NSP) – Federal program created through Congress to help cities, counties and states deal with community problems that are the result of the mortgage foreclosure crisis in the nation.

ARTICLE II. FUNCTIONS AND ROLE

1. The Citizens Advisory Committee shall act as a representative body for the citizens of Augusta, Georgia and serve in an advisory capacity to the Housing and Community Development Department (formerly known as Housing and Economic Development) for all projects funded, or proposed to be funded, under the following HUD programs: Community Development Block Grant (CDBG), HOME Investment Partnership, Emergency Solutions Grant (ESG), Housing Opportunities for People with AIDS (HOPWA), and the Neighborhood Stabilization Program (NSP).
2. The Citizens Advisory Committee shall be provided an opportunity to review and comment on the Five-Year Consolidated Plan and the Annual Action Plan, pursuant to relevant Federal laws and Guidelines. Such Plan(s) shall be submitted to the Augusta Commission and HUD for approval. As part of this responsibility, the Citizens Advisory Committee will be allowed to attend and observe different meetings with the public and neighborhood associations.
3. The Citizens Advisory Committee shall have the responsibility of reviewing all Citizenry comments submitted in regards to the expenditure of funding to the Housing and Community Development Department. The Citizens Advisory Committee shall serve as "a voice" for the Citizens of Augusta, Georgia. All such comments will be submitted to the Housing and Community Development Department for consideration.
4. The Citizens Advisory Committee shall submit the Citizenry comments and concerns to the Director of the Housing and Community Development Department. Said concerns shall be taken under advisement and addressed in a manner deemed appropriate by the Augusta Housing and Community Development Department in consultation with the Augusta Commission.

ARTICLE III. MEMBERSHIP

1. **General:** The Citizens Advisory Committee shall consist of ten (10) members, each of whom shall represent one of the ten voting districts in Augusta, Georgia. Each member shall be nominated by the individual Commissioner representing District 1, District 2, District 3, District 4, District 5, District 6, District 7, District 8, District 9, and District 10. All members shall be residents of Augusta and reside in the district of the appointing Commissioner.

Members of the advisory committee shall serve until their fixed term has expired and continue to serve until their successor is appointed and qualified by the Commissioner representing the respective Districts.

The term of members of the advisory committee appointed by Commissioners of the respective Districts shall automatically expire upon the termination of the appointing Commissioner's incumbency.

The advisory committee may also include an ex-officio, non-voting member of the Augusta Richmond County Commission.

2. **Officers:** The officers of the Citizens Advisory Committee shall consist of a Chairman, Vice-Chairman, and a Secretary.

CHAIRMAN

A Chairman shall be elected by the Citizens Advisory committee from among its members for a one (1) year term. The term shall run from January 1 of each year until December 31 of each year. The Chairman shall serve as such for no more than two (2) consecutive terms.

- A. The Chairman shall preside over the advisory committee meetings and shall have the right to vote.
- B. The Chairman shall decide all points of procedure, subject to these bylaws and the latest edition of Roberts Rules of Order, unless otherwise directed by the majority of the advisory committee in session at the time.

VICE-CHAIRMAN

A Vice-Chairman shall be elected by the Citizens Advisory Committee from among its members in the same manner for a one (1) year term. The term shall run from January 1 of each year until December 31 of each year. The Vice-Chairman shall serve no more than two (2) consecutive terms.

- A. The Vice-Chairman shall serve as "Acting Chairman" in the absence of the Chairman or when that officer has to refrain from participation because of a conflict of interest and shall have the same powers and duties as the Chairman.
- B. The Vice-Chairman shall have the right to vote.
- C. Upon the resignation or disqualification of the Chairman, the Vice-Chairman shall assume the chairmanship for the remainder of the unexpired term or until a new Chairman is elected.

SECRETARY

A Secretary shall be elected by the Citizens Advisory Committee from among its members in the same manner for a one (1) year term. The term shall run from January 1 of each year until December 31 of each year. The Secretary shall serve no more than two (2) consecutive terms.

- A. The Secretary shall be responsible for keeping records of committee actions, including overseeing the taking of minutes at all advisory committee meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each advisory committee member, and assuring that Housing and Community Development Department records are maintained.
- B. The Secretary shall have the right to vote.
- C. The Secretary shall be responsible for notifying the Clerk of Commission and the public with advanced notice of all meetings of the Housing and Community Development Department in accordance with the Georgia Open Meetings Act.
- D. The Secretary shall maintain a current roster of advisory committee members' homes address, email address, and telephone numbers, including a mobile phone number.
- E. In the absence of the Secretary, the Chairman will appoint another member to serve as Secretary for that meeting.
- F. Housing & Community Development will provide administrative assistance to the Secretary to the extent possible as determined by the Housing & Community Development Director. This support may include paper reproduction, folders, etc. Housing & Community Development will not allow advisory committee support to restrict its ability to carry out its primary service mission.

ARTICLE IV. POINT OF CONTACT

The Director of the Housing and Community Development Department, or the Director's designee, shall serve as a point of contact for the Citizens Advisory Committee. The Director, or designee, shall be willing to provide assistance to the Chairman in preparing items of discussion for the Citizen's Advisory Committee meeting agendas, providing assistance, when necessary to ensure the proper recording and transcribing of all meetings minutes, and providing assistance, when necessary, to ensure proper delivery of all related correspondence with advisory committee members. It is understood that the Director of the Housing and Community Development Department, or the Director's designee shall only be of assistance when deemed necessary, and that it remains the

primary responsibility of the Chairman, Vice-Chairman, and Secretary to ensure that these matters are addressed in a timely matter.

ARTICLE V. VOTING

1. Each Citizens Advisory Committee member, including the Chairman, Vice-Chairman, and Secretary shall vote regarding the business of the advisory committee and the submission of comments from the Public. An advisory committee member shall abstain from voting in the event of a conflict of interest. The advisory committee member shall state for the record the basis for the abstention and complete a Statement of Potential Conflict of Interest form.
2. Voting by proxy or absentee is prohibited.

ARTICLE VI. ATTENDANCE REQUIREMENTS

Faithful and prompt attendance at all meetings of the Citizens Advisory Committee, and conscientious performance of the duties required of members, shall be a prerequisite to continuing membership on the advisory committee.

1. Any member who for reasons other than sickness or bona fide emergency misses (a) three (3) consecutive regular meetings or (b) thirty (30%) percent of all meetings within a calendar year shall be recommended for replacement. Any member who is unable to attend a meeting, whether regular or special, shall contact the Chairman, Secretary, or designee, as soon as possible so that the Chairman can determine whether or not a quorum can be established.
2. The Chairman, Secretary, or designee, shall maintain a record of attendance for each advisory committee member. The Chairman shall notify the individual, the Clerk of Commission and the appointing Commissioner after a member misses three (3) consecutive meetings or thirty (30%) percent of all meetings within a calendar year.
3. In the event of a violation of the attendance requirements, the Citizens Advisory Committee may vote to recommend to the Augusta Commission that a vacancy be declared and that the vacant position be filled in an expeditious manner.

Article VII. QUORUM

At least four (4) members of the Citizens Advisory Committee must be present to constitute a quorum. When a quorum is not present, the advisory committee may conduct no business other than to re-set the date and time of the meeting, and to adjourn. A list of members and any votes taken shall accompany all advisory committee recommendations and resolutions or dissenting opinions.

Article VIII. MEETINGS

1. Regular Meetings: The Citizens Advisory Committee shall hold quarterly meetings on the fourth Thursday at the beginning of each quarter (January, April, July, and October). Said meetings will be at 3:00pm in the Conference Room of the Augusta Housing and Community Development Department, 925 Laney-Walker Blvd., Augusta, GA 30901, or in any other designated meeting place, provided the location is specified in all notices required by law. If a regularly scheduled meeting occurs on a legal holiday, the Chairman, with the concurrence of a majority of the advisory committee, may set an alternate date for the meeting. There will be an annual meeting in the month of December to elect new officers and conclude any outstanding business for that year.

At each quarterly meeting the Director, or designee, will provide a status update of projects listed in the Annual Plan, as approved by the Augusta Commission and HUD.

The Director, or designee, will assist in ensuring compliance with the Georgia Open and Public Meetings Act, in coordination with the Clerk of Commission. If a quorum is not present at a regular meeting of the advisory committee, a special meeting may be held within 14 working days from such scheduled meeting.

2. Special Meetings: Special meetings of the Citizens Advisory Committee may be called at any time by the Chairman. At least forty-eight (48) hours notice of the time and place of special meetings shall be given to each member of the advisory committee. The Augusta Housing and Community Development Department shall have the responsibility of notifying the press and others as required by the Georgia Open and Public Meetings Act.

3. Cancellation of Meetings: Whenever there is no business for the Citizens Advisory Committee, the Chairman may dispense with a regular meeting by giving notice to all members not less than twenty-four (4) hours prior to the time set for the meeting.

4. Recessed Meetings: Should the business before the Citizens Advisory Committee not be completed, the Chairman may recess the same from day-to-day until the matters before the committee are completed.

5. Open Meetings: All meetings of the Citizens Advisory Committee shall be open to the public. However, members of the public shall not address the advisory committee unless invited to do so by the Chairman.

6. Rules of Order: Meetings shall be conducted in an orderly manner to ensure the fair treatment of all persons and issues before the advisory committee. The latest version of Roberts Rules of Order Newly Revised shall be available for reference when procedural issues are to be resolved.

Article IX. NOTICE AND PUBLIC INFORMATION

- (1) The Director, or designee, shall be responsible for ensuring compliance with the Georgia Open Records and Open Meetings Act.
- (2) The Director, or designee, is required to comply with the guidelines pertaining to matters of public notice and scheduling as provided by the Clerk of Commission.

Article X. LIMITATION OF POWERS

Citizen Advisory Committee members shall operate within the charge given by the Augusta Commission and in compliance with statutes and ordinances of Augusta, Georgia. Nothing contained in this statement of policies and procedures shall be construed to be in conflict with any state law or City of Augusta nor Richmond County ordinance. Should there be an appearance of conflict, the appropriate state law or city/county ordinance shall prevail.

Neither the Citizens Advisory Committee, nor any member thereof, shall:

- Possess authority over the Augusta Housing and Community Development Department;
- Incur City/County expense or obligate the City/County in any manner;
- Independently investigate citizen complaints against a City/County department or an employee of the department;
- Conduct any activity that might constitute or be construed as an official governmental review of departmental or employee actions;
- Conduct any activity that might constitute or be construed as establishment of City/County or department policy;
- Violate the confidentiality of any information related to matters involving pending or forthcoming grant allocation including but not limited to sub-recipient/applicant financial information, credit worthiness, assets, debts, obligations, or commitments.

The activities of the citizen advisory committee shall, at all times, be conducted in accordance with all federal, state, and local laws.

Article XI. AMENDMENTS

These by-laws applicable to the Citizens Advisory Committee may be amended or revised by the affirmative vote of six (6) members of the Augusta Commission. All amendments or revisions to these by-laws shall be filed with the Clerk of Commission.

**RESOLUTION ADOPTING BYLAWS OF THE CITIZENS ADVISORY COMMITTEE
FOR AUGUSTA, GEORGIA HOUSING AND COMMUNITY DEVELOPMENT'S
PROGRAMS**

BE IT RESOLVED as part of Augusta's Citizen Participation Plan for the Augusta, Georgia Housing and Community Development's Programs that the By-Laws attached hereto are adopted this date by the Augusta, Georgia Commission.

This ____ day of _____ 2015.

Augusta, Georgia

BY: _____

As its Mayor

Attest: _____

Lena Bonner, Clerk of Commission

(SEAL)



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Economic Development for Augusta**

Department: Clerk of Commission

Caption: Discuss Economic Development for Augusta. **(Requested by Commissioner M. Williams)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
EEO Director**

Department: Clerk of Commission

Caption: Discuss the firing of the EEO Director. **(Requested by Commissioner M. Williams)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Employee Performance Reviews**

Department: Clerk of Commission

Caption: Task the Administrator with the development and implementation of employee performance reviews for personnel in critical positions. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

Nancy Morawski

From: Bill Lockett <bill.lockett@me.com>
Sent: Wednesday, February 18, 2015 11:57 AM
To: Lena Bonner; Nancy Morawski
Subject: Committee Agenda Items

Hi Lena:

Unable to submit using computer. Had to type all over again.

Administrative Services

Review and approve the revised edition of the Personnel Policies and Procedures Manual. Proposed changes to the manual were reviewed by the Human Resources Department and the Law Department respectively. The revisions to the manual were completed in late 2014 and slated to become effective on January 1, 2015.

Task the Administrator with developing a succession plan for all critical positions within the ARC Government. Underscore the significance of having the ability to fulfill our mission, without having to recruit outside our government.

Task the Administrator with the development and implementation of employee performance reviews for personnel in critical positions.

Public Service

Receive an update from the Administrator as relates to multiple breaches of contract by the Public Transit Vendor. The update must include the rationalization to continue to outsource public transit when a financial comparative analysis revealed that transit services in house would be less costly. Athens, Columbus, Macon and Savannah no longer outsource their public transit and their transit systems are superior to the one we have in ARC.

Engineering Service

Obtain an update from the Engineering Director as to the status of request to obtain a Memorandum of Understanding with the Georgia Department of Transportation to assume the maintenance of Gordon Highway and Deans Bridge Road. These state highways lead past Fort Gordon's Cyber Command. One could surmise that the unattractiveness of these two highways could have a negative impact on attracting businesses and potential homeowners to our community.
 Sent from my iPad



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Fleet Management Towing Bid**

Department: Clerk of Commission

Caption: Update on the Fleet Management Towing Bid. **(Requested by Commissioner M. Williams)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Minutes**

Department: Clerk of Commission

Caption: Motion to approve the minutes of the Administrative Services Committee held on March 10, 2015.

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



Administrative Services Committee Meeting Commission Chamber - 3/10/2015

ATTENDANCE:

Present: Hons. D. Williams, Vice Chairman; Lockett and Davis, members.

Absent: Hons. Hardie Davis, Jr., Mayor; M. Williams, Chairman.

ADMINISTRATIVE SERVICES

1. Discuss expanding the duties and responsibilities of the Administrator to include hiring and firing of all department directors, minus direct commission reports. **Item Action:**
(Requested by Commissioners Mary Davis and Sammie Sias) (Referred Approved from March 3 Commission meeting)

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Delete	Motion to delete this item from the agenda. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

2. Motion to approve the 2015 annual bid award for various departments for the purchase of annual bid items. The following annual bid items require the Commission approval: 15-113 Vacant Lot Cleaning Services - Environmental Services Department; 15-035A Rental Uniforms - Environmental Services Department **Item Action:** Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Approve	Motion to approve. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

3. Approve and update Augusta, Georgia's DBE Program for federally assisted contracts in order to comply with the Department of Transportation's program and update DBE rule 49 CFR Part 23. **Item Action:** Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Approve	Motion to approve with the addition of the signature of Mayor Hardie Davis. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

4. Task the Administrator with the development and implementation of employee performance reviews for personnel in critical positions. **Item Action:** Rescheduled
(Requested by Commissioner Lockett)

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Defer	Motion to refer this item to the next committee meeting. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

5. Review and approve the revised edition of the Personnel Policies and Procedures Manual. Proposed changes to the manual were reviewed by the Human Resources Department and the Law Department respectively. The revisions to the manual were completed in late 2014 and slated to become effective on January 1, 2015. **Item Action:** Rescheduled
(Requested by Commissioner Lockett)

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Defer	Motion to refer this item to the next committee meeting. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

6. Task the Administrator with developing a succession plan for all critical positions within the ARC Government. Underscore the significance of having the ability to fulfill our mission, without having to recruit outside our **Item Action:** Rescheduled

government. **(Requested by Commissioner Lockett)**

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Approve	Motion to refer this item to the next committee meeting. Motion Passes 3-0.	Commissioner William Lockett	Commissioner Mary Davis	Passes

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**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Personnel Policies and Procedures Manual**

Department: Clerk of Commission

Caption: Discuss the Personnel Policies and Procedures Manual. **(Requested by Commissioner M. Williams)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Personnel Policies and Procedures Manual**

Department: Clerk of Commission

Caption: Review and approve the revised edition of the Personnel Policies and Procedures Manual. Proposed changes to the manual were reviewed by the Human Resources Department and the Law Department respectively. The revisions to the manual were completed in late 2014 and slated to become effective on January 1, 2015. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

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 Sent from my iPad



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Procurement Department Organizational Review**

Department: Administrator

Caption: Discuss Procurement Department organizational review conducted by Dr. Malik Watkins with the UGA Carl Vinson Institute.

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

Finance.

Law.

Administrator.

Clerk of Commission



Procurement Department Review Augusta, Georgia

Governmental Services and Research:

Local Government Group

Carl Vinson Institute of Government

March 2015



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BACKGROUND

In support of the local government of the City of Augusta, this report provides documented guidance on the current trends, standards and best-practices associated with structuring and operating, procurement services within local government. This research is provided by the Carl Vinson Institute of Government (CVIOG). The research has a combined focus on gathering information on how procurement department services are provided to internal as well as external service recipients as offered by both Augusta as well as comparable jurisdictions. It identifies and assesses other local governments and utilizes them as comparative entities. This benchmarking will then provide foundational information that Augusta-Richmond may utilize to consider the manner in which its own procurement department services are structured and provided. Information analyzed includes organizational structure, departmental processes, lines of reporting and staffing levels. In utilizing the accumulative benefit of our previous research on organizational design and assessment¹, our analysis and recommendations are based upon:

- 1) Reviews of the structure of divisions within the Procurement Department,
- 2) The flow of departmental operations,
- 3) Lessons learned and principals gathered from Comparable jurisdictions, and
- 4) Best Practices and Standards in the arena of local government Procurement Department service provision.

Although other jurisdictions are used as comparables, the orientation of this research is designed to be specifically customized to the needs of procurement in Augusta. It is recognized that the significant history of consolidation in Augusta, as well as the valued contributions of the administrators who have structured previous efforts of departmental

structuring must be taken into account. Thus, what follows stands as a set of observations and recommendations to help facilitate the continued evolution of the efficiency and effectiveness of Procurement Department services in Augusta, Georgia.

METHODOLOGY

Carl Vinson Institute of Government faculty utilized several research methods to investigate current and ideal departmental organization and operations. This process enabled information to be gathered that produced an in-depth view of ideal organizational structure and included:

- Stakeholder interviews with City of Augusta Administrators, Department Management, select service receiving county-wide agencies, and current staff within the Procurement Department,
- Identification of comparable units of government to be utilized in benchmarking to build upon previous work - identical jurisdictions were selected (Athens-Clarke, Columbus-Muscogee),
- Standardized examples based upon best practice examples from the International City/County Management Association (ICMA),
- Reviews of division organizational structures (schematics). This included procurement based functions and their positioning within the broader organization,
- Site visits and face-to-face interviews with departmental staff,
- Identification of key “Best Practices and Standards” associated with well-functioning Procurement Department service provision, and

- Principles associated with Lean Six Sigma Project Orientation as applied to local governance.

Based upon the findings, recommendations on optimal department structures and related operations are provided. The intent of this assessment is to consider how departmental structure matches the demands for local government service. Recommendations are based upon best practices, performance standards, academic and professional literature, Lean Six Sigma Problem Solving Methodology as applied to local governments, and the extensive experience of Carl Vinson Institute of Government faculty. Additionally, this report is based upon credible standards as established by organizations such as the ICMA and other key leaders in organizational design and operations. Since each government is unique regarding culture, governing environment, orientation of service and strategic priorities, it is a misapplication of proper standards to recommend a singular approach to organizing planning and development services.¹ However, this report identifies several standard best practices and principles that can be utilized by the Augusta-Richmond administration to make decisions regarding organizational schematics and operations.

LOCAL GOVERNMENT PROCUREMENT DEPARTMENTS

While often times the function of local government procurement may appear to be a simplified process, the increase in services provided, scale and scope of service provision, and size of local government and add significant complexity to the procurement process. Traditionally procurement processes have been a support function. Support functions are still critical processes as the procurement process is responsible for acquiring the goods and services that local governments need to function and to provide additional services within their jurisdiction.

Broader trends have historically required the evolution of how procurement services are provided as the utilization of information technology and performance measurement can help strengthen efficiencies, service provision and managerial control. Particularly unique to Augusta are efforts to achieve the goals of efficiency through addressing broader trends but also as a result of the consolidating governmental services. Thus, this

organizational review of the Procurement Department is not a critique of past policies and procedures or management. It is an assessment based upon best standards and practices that represent ideal structure and operations. This report should be viewed as institutional support in the continual evolution towards continuous improvement and not a critique of previous structure or practices. While this report focuses on the Procurement Department, it should be considered within the context of all functions that are associated with the purchase of goods and services for the City of Augusta regardless to a specific department.

COMPARABLE JURISDICTIONS

Our review begins with considering the organizational structure of how procurement services are provided in the comparable units of government: Athens-Clarke and Columbus-Muscogee Consolidated Governments. Additionally, we have included perspectives on department structure based up the extensive knowledge and experience gained from actual service at the local level, as well as exploration of organizational structures for procurement departments at multiple local governments. This assessment is also based upon recommendations on best practices and standards provided by ICMA. In assessing the organizational structure for the comparable jurisdictions, both follow a basic outline as follows. In summary,

- Procurement processes in both jurisdictions are maintained under Finance. However, in reviewing other larger governments, it is not uncommon to find large procurement operations functioning separately from finance with purchasing/procurement being set up as a department versus as a division within a finance department²,

As mentioned, it is common for smaller units of government to subsume procurement under the finance function. However, larger units of government with higher levels of procurement will generally have this function broken out into a separate department. Within the scope of the Procurement Department review, the current organizational configuration of Athens-Clarke, Columbus-Muscogee, and the City of Augusta are

provided. (See Appendix A) To illustrate this scenario, the organizational chart for Dekalb County has been provided as well. (see Appendix B). This chart clearly illustrates the separation of procurement from the finance function; thus, it is appropriate for the City of Augusta to maintain its current configuration of separation.

ADDITIONAL COMPARISONS

As a means of further assessment, the adopted budgets for Athens-Clarke and Columbus-Muscogee for fiscal year 2015 were reviewed. This review included departmental/division expenditures, total procurement summations and total number of employees. Please note that both Athens-Clarke and Columbus-Muscogee organize purchasing/procurement as a division. Augusta-Richmond classifies procurement as a separate department.

	FY13	FY14	FY15	%Change
Athens-Clarke ³	370k	385k	389k	+3.7
Augusta-Richmond ⁴	675k	749k	826k	+10
Columbus-Muscogee ⁵	404k	422k	410k	-2.67

Table 1: Departmental Expenditures per/Fiscal Year

Athens-Clarke	Not provided	6
Augusta-Richmond ⁶	750,000,000	9
Columbus-Muscogee ⁷	164,152,890	7

Table 2: Actual Procurement Summations and Number of Personnel

Significant differences in expenditures between the City of Augusta and comparable consolidated governments do exist as Augusta expenditures are generally twice as high as the comparable jurisdictions. However, consideration must also be given to the significantly higher number of internal and external clients served as well as the actual total purchase amounts of goods and services for the respective local government that is taking place. This consideration must also take into account the number of personnel utilized:

- Columbus-Muscogee has seven (7) staff dedicated specifically for Procurement Activities,
- Athens-Clarke has six (6) staff members designated solely for Procurement Activities, and
- Augusta utilizes similar levels of personnel, nine (9), to accomplish much higher volumes of work (this is further discussed in recommendations on personnel levels).

STRUCTURAL REVIEW

A review of the Augusta Code and departmental operations indicates that this department is responsible for all Augusta related procurement activities as well as the courier services and print shop. The principles of administration indicate that departments be organized based upon the identification of the major functions and processes (including critical); divisions/units and sub-units, are then created based upon this identification and the need to group similar functions. A general inventory of the services provided by this department includes the following:

- Maintain knowledge of Augusta's Procurement Code and Regulations, Business Law (contracts and sales), and the operations, processes, relative requirements of internal and external customers, and general business trends (e.g. new markets, new products, improved methods, new sources, etc.),

- Locate and select sources of supply of required materials or services;
- Procure equipment, materials, and services as requested;
- Pursue adjustments on claims for shortages, poor quality, etc., in material received;
- Train and assist City personnel in the operation of the City's computerized procurement system;
- Ensure equal opportunity for all business owners;
- Sell, trade, or otherwise dispose of surplus supplies belonging to Augusta, Georgia;
- Prequalify suppliers and products through the study of testing data;
- Maintain the official Augusta, Georgia bidder's list;
- Develop and adopt operational procedures;
- Examine solicitation documents and contracts to ensure compliance with state and federal laws as well as any court ordered injunctions;
- Resolve protests except as otherwise designated by the City of Augusta Code,
- Maintain legal records regarding procurement and represent the City in any legal challenges;
- Discourage collusive bidding and obtain as full and open competition as possible on all purchases and sales;
- Cooperate with using agencies so as to secure for Augusta, Georgia the maximum efficiency in budgeting and procurement;
- Establish and maintain programs for specifications development, contract administration, and inspecting, testing and acceptance, in cooperation with the public agencies using the commodities, services and construction products.

AUGUSTA SPECIFIC OPERATIONS

A review of the inventory of services shows functional compatibility within the overall department. Although the functions of the Print Shop and Mail Courier could be considered functionally separate, there are no violations of the principles of administration to include them in the procurement department. In depth review illustrates that the units/sub-units are produced by the grouping of administratively similar functions

(e.g. sealed bids and contracts; and, procurement/acquisition). Utilizing the principles of administration and organization⁸ (see Appendix C), a review of the organizational structure yields the following:

- Positional instructions flow from one supervisory role, although circumstances were noted where in certain situations there is occasional interplay with elected officials. When this takes place it violates the principle of unity of command.
- Organizational form supports its function through the concept of “unity of direction.” A consistent finding is that those individuals involved in the procurement process understand that departmental operations are prioritized based upon the Augusta Code. This implies that strategic goals and a proactive orientation is in place. Increased centralization of procurement supports this orientation.
- Solid and effective organizations are characterized by clear lines of authority and reporting. The review yielded that the hierarchical chain of command is appropriate.
- Similar functions are concentrated within departmental units.
- A primary component of administration and management is the ability to control operational processes - this regards an acceptable ratio of supervisors to subordinates. This ratio is dependent upon the consensus on strategic priorities as well as the nature/complexity of the work performed and organizational stability. It is acceptable to have a higher ratio with repetitive operations; operations that are more complex tend to require lower ratios. A standard has been to utilize no more than five (5) to six (6) direct reports for each manager. The review finds that managerial span of control could be improved by strengthening departmental mid-level management. Span of Control could also be improved by subsuming certain functions underneath a position other than the Department Director (e.g. Print Shop and Mail Courier).

- Additionally, it appears that the department is utilizing a high degree of overtime in order to fulfill its workload. This could be addressed by filling the two vacant positions directly associated with procurement processes. Consideration should also be given to making a determination on whether or not staffing levels are adequate enough to maintain the current expectation on procurement production.
- While recommendations will be made regarding the above findings, they do not significantly undermine department operations. However, there are additional observations regarding procurement based functions that must be identified.
 - The Augusta Code specifies that “the Procurement Director is designated as the principal public procurement official for Augusta, Georgia, and shall be responsible for the procurement of commodities, services, construction, and professional service products...”. Additionally, the code also specifies the Director is responsible for “working to ensure equal opportunity for all business owners”.
 - The Code also establishes programs for Disadvantaged Business Enterprises (DBE) and a Local Small Business Opportunity Program (LSBOP).
 - The scope of this work was to focus primarily on the Procurement Department. Based upon how the overall procurement program is established in the Augusta Code, it appears that while the Procurement Department follows well established Best Practices and Procedures, the separate establishment and operation of the DBE and LSBOP programs violate the basic administrative principles of Specialization/Division of Labor, Unity of Command, Unity of Direction, and Scalar Chain/Line of Authority.
 - The basic implication is that the current structure applies responsibility to the Procurement Director without providing the structural accountability needed to provide managerial control. It also increases the probability that critical procurement based goals

may become politicized and exposed to pressures that violate the stated goals of the Augusta Code. This is also a Risk Management concern for the City of Augusta as a result of the legal challenges that generally arise from the application of code based procurement procedures. Thus, it appears that not all procurement based activities are centralized and the current structure provides operational and structural fragmentation.

AUGUSTA SPECIFIC RECOMMENDATIONS

Based upon the comparative review of ICMA's recommendations and the comparison with Athens-Clarke and Columbus-Muscogee, the following observations and recommendations are provided. It is recognized that best practices and standards must be tailored within the context of local government needs. Thus, the following observations and recommendations are provided for the purpose of initiating policy based discussion understanding that any final decisions should be locally based. Based upon best practices and standards associated with the principles of public administration influencing organizational design, and Lean Six Sigma standards as applied to local government operations, observations and recommendations are provided.

To ensure the validity of identified issues, consideration was primarily given to those concerns that were identified via multiple sources. While this may have the implication of leaving a major concern unaddressed, valid concerns must be verified from multiple sources so as to identify the issues germane to the entire department. The issues identified through this process are commonly found in organizations that have consolidated and have implemented procurement policies that include objective bidding, submittal, review, and awarding of local government contracts. Thus, while the issues are significant, they are common challenges that arise in organizational development. *The issues identified center on organizational consensus on strategic direction, continued automation/technological upgrades, training and certification, and compensation and classification.* The following general observations and recommendations are provided:

Organizational Consensus on Strategic Priorities. Increasing the utilization of professionalized management in local government service provision has become a standard that has improved the efficiency and effectiveness of local governance⁸. Professional management implies that a separation exists between elected officials and governmental administration and managers provide the managerial control and performance evaluation of staff to ensure that organizational goals and objectives are achieved. As previously mentioned, there are no clear violations of the principles of public administration in the organization of the department. However, application of the Augusta Code, in regards to procurement, contradicts the principles of administration within the context of a consideration of procurement activities in other departments (e.g. DBE and LSBOP). Additional observations indicate that while the Department is not in significant violation of administrative principles, the Span of Control could be reduced by transforming non-specific procurement activities (e.g. Mail Courier and Print Shop) into positions that do not report directly to the Director. However, it does appear that the department is not positioned effectively for the future in consideration of the volume of work performed and to ensure successful future succession (e.g. appropriate managerial support of the Director position).

The Department does utilize performance metrics to assess operational progress and to determine the impact the department has on building efficiencies and savings in the procurement process. However, there also appears to be an absence of consensus within the City of Augusta's local government on what constitutes efficiency and effectiveness. Including performance metrics in decision making facilitates the ability to effectively forecast future needs while also supporting decision making on how the department should be organized so as to facilitate the ideal future structure of procurement based functions.

- Thus, it is recommended that the City of Augusta Local Government work with the Administration, Procurement Department, DBE and LSBOP programs to consider the merging of these procurement functions so as to fully maximize the

benefits of utilizing professional management to increase overall managerial control over all procurement activities.

- In consideration of the current structure, it is recommended that the Span of Control of the Procurement Director be reduced by removing the mail distribution and print shop functions as direct reports. It would be appropriate to make these functions direct reports to the Administrative Assistant.

- As noted, the Procurement Department handles significantly higher volumes of work than its direct comparable jurisdictions. Organizations that think strategically, utilize forecasting to identify future needs and utilize those forecasts to make strategic decisions. Thus, it is recommended that the City of Augusta utilize its forecasting abilities to make projections on future volumes. These projections should also be used to give full consideration to the organizational structure proposed by the Procurement Director (See Appendix D).

- As stated, there needs to be organizational consensus on strategic priorities amongst local government leadership. It has become increasingly common to utilize performance measurement to support managerial directives. Thus, it is recommended that the Commission and Administration work with the Procurement Director to develop a consensus on the performance metrics that will be utilized to specifically track Procurement Department functions. Currently, the department utilizes metrics such as Cost Containment to track the ability to leverage institutional buying power. Examples of performance metrics utilized by the comparable jurisdictions is included in Appendix E.

Continued Automation/Technological Upgrades. In discussions with the Procurement Director, it is noted that The Procurement Department initially began to automate in 1999. Since this initial effort nine (9) system upgrades have taken place with the additional upgrade to “One Solution” being currently implemented. Feedback indicated that the Information Technology Department has been instrumental in this

process, and CVIOG had the opportunity to directly observe a recent procurement system training session with staff members from both internal and external system users.

- Based upon previous observations of the use of automation/technology in other departments, there may be a natural learning curve as well as a resistance to utilizing new systems and procedures. Thus it is recommended that the City of Augusta and service receiving agencies place additional emphasis and support on increasing training opportunities and mandating successful participation.
 - Additionally, as procurement processes continue to be updated, other opportunities should be continually explored to reduce reliance on performing manually repetitive tasks. Note that dialogue with department management has indicated the intention to continue process modernization. System upgrades, such as the current updates, are in-line with what other procurement departments in comparable units of government are currently implementing.
- Currently, the department produces and maintains a significant amount of paper-based records. If the department is to increase record keeping efficiency and acquire additional efficiencies by increasing the utilization of electronic processing, then adequate staffing must be in place. Based upon the significant degree of over-time the department currently utilizes, it is apparent that staffing levels are not adequate enough to support the scanning necessary to complete a full modernization of the current system. This is further supported by the Grand Jury investigative findings (2012), whereas staff was highly involved in converting paper-based records into an electronic format. The Grand Jury found that this is taking significant time and effort, although this review also found that staff is already highly involved in keeping up with their current day-to-day operations.

- Thus, it is recommended that the City of Augusta place a high priority on providing adequate staffing to support record keeping modernization by creating and filling the ‘Secretary/Scanner’ position. This function will help address the back-log that exists regarding paper-based scanning, will free other staff to focus in on their primary job responsibilities, and increase departmental capacity to further reduce paper-based procurement processing in the future.

Training and Certification. The review finds that key personnel have the appropriate amount of academic and experiential qualifications to qualify for their specific positions. However, utilization of professional training and continuing education opportunities would help prepare the department for further modernizations and further support the departmental orientation of continuous improvement. Additionally, participation in continued professional development opportunities that are procurement based can help build the credibility of the department through increased technical competency, and facilitates staff including industry standards in departmental operations. Effective provision of procurement services is associated with credible training and certifications from relative institutions. There are multiple institutions that can provide financial management training, on-site, off-site and through on-line portals.

- Thus, it is recommended that the City of Augusta provide training opportunities for employees within the Procurement Department. These opportunities include becoming certified as a Professional Public Buyer (CPPB), amongst others. Additionally, opportunities can be explored through the Universal Public Procurement Certification Council, Georgia Procurement Association of Georgia, Carl Vinson Institute of Government, and the Georgia Department of Administrative Services. To facilitate this process, resources must be allocated so as to ensure that professional development standards become a significant component of departmental culture. Consideration should also be given to connecting continuing education and training to future increases in compensation and classification.

Compensation and Classification. The departmental implications of developing an organization wide consensus on strategic priorities, merging organization wide procurement functions, increasing managerial support and engaging in metric based succession planning, will require consideration of the full range of responsibilities and compensation of each position. Recently, the department has expanded its capabilities by filling the compliance officer position. However, the compensation and classification of current and potential future positions will need to be considered to support the future organizational consensus on strategic objectives.

A sound classification and compensation system provides a basic framework for making compensation decisions throughout the organization, keeping a balance between roles, responsibilities and required skills. Rewarding employees for their professional accomplishments, a sound classification system also facilitates an organization achieving its strategic goals and provides a foundation for departmental development and succession planning.

- Thus, it is recommended that the City of Augusta in collaboration with the Procurement Department and its Human Resources Department reassess the classification system and compensation structure of Procurement within the context of strengthening and establishing mid-level management and maintaining competitiveness with comparable jurisdictions. This is particularly important with those positions that should be upgraded based upon increased supervisorial responsibility.

POLICIES AND PROCEDURES

In further support of this study, the Augusta Procurement Department provided substantive and detailed documentation regarding restructuring, policies/procedures, and internal department process flows. The provided documentation was reviewed and compared to the comparable jurisdictions, where applicable, and standard processes recommended by ICMA. Please note the following observations:

- The policies and procedures that support the procurement process were reviewed. This included the enabling aspects of the Augusta Code, material and service procurement processes, selection of procurement methods processes, public notice's, bidder pre-qualification processes, bidder's list development, pre-bid conferences/addendums, bid acceptance and bonding, e-verification, bid/proposal evaluation, compliance, p-card, ethics statement, and employee confidentiality agreement. The review finds that these processes have the level of specificity to fully support effective procurement. Additionally, the time-line for policy updating appears to be sufficient as well.
- As a significant component of this review, the Procurement Department submitted documentation on all process flows throughout the department (See Appendix E). Upon review, it is found that these processes are well documented and show the necessary distribution and separation of duties as well as the depth of analysis to indicate substantive managerial control.

For more information, contact:

Malik R. Watkins, Ph.D.

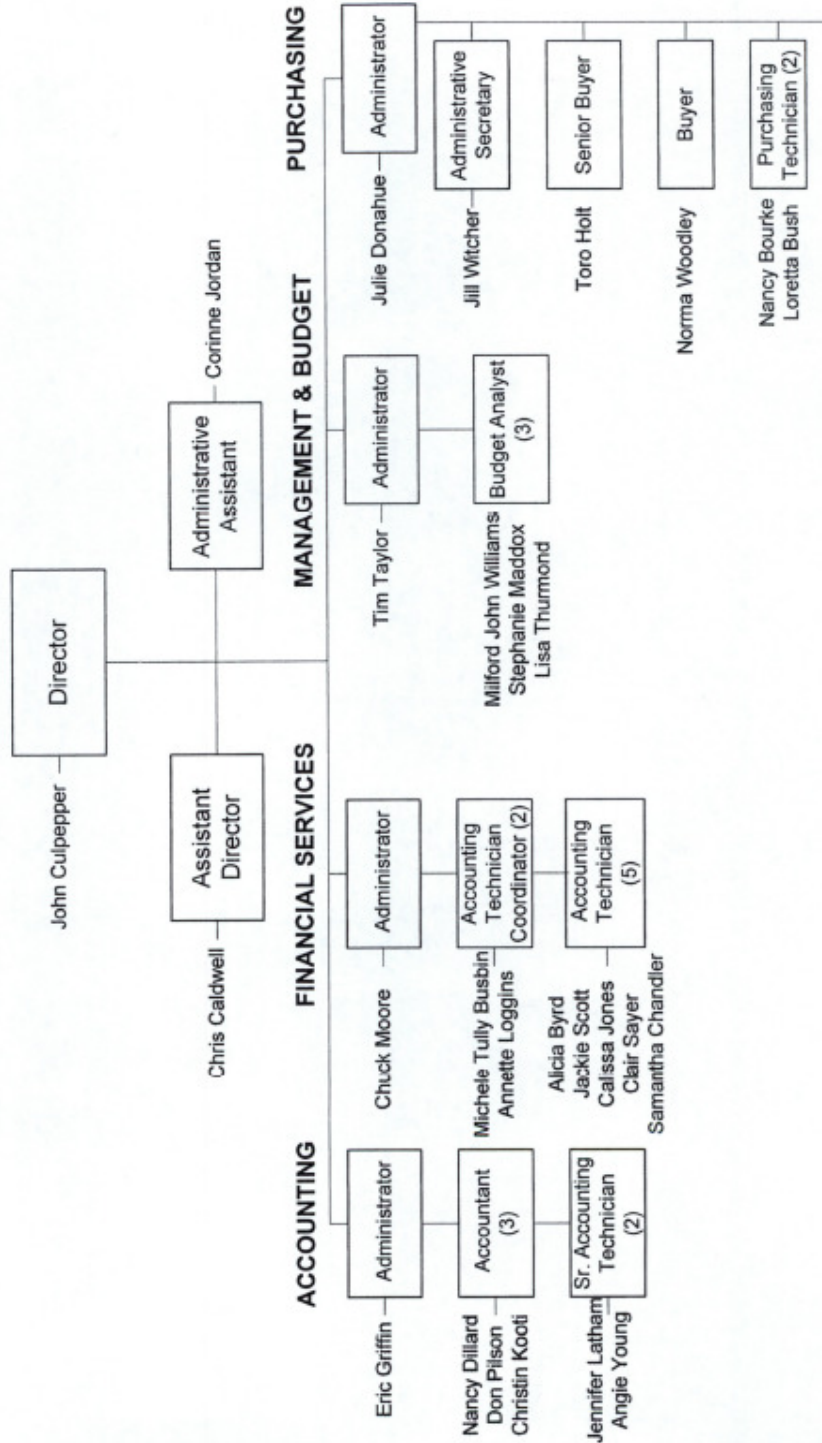
Carl Vinson Institute of Government

University of Georgia

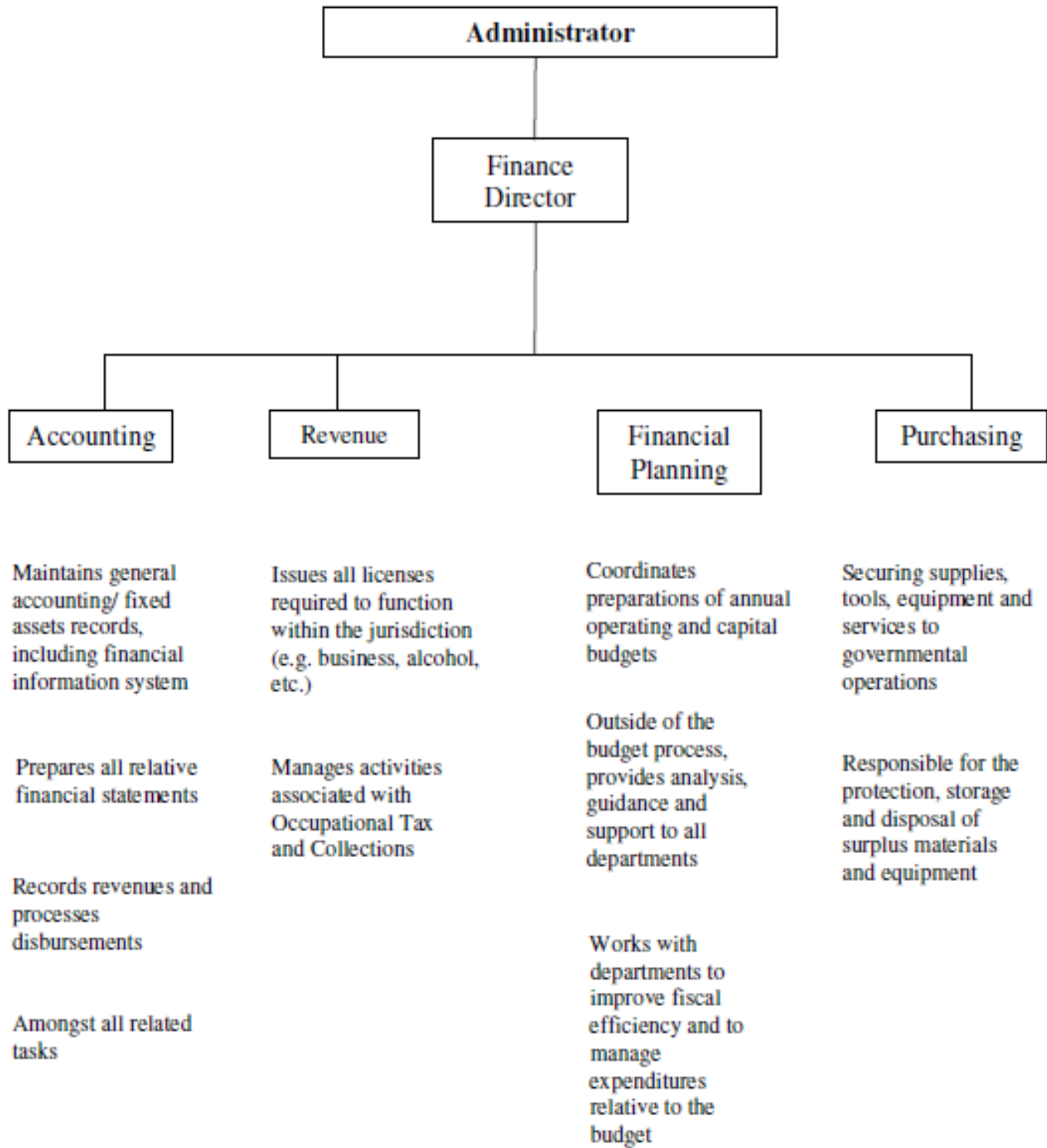
malik@uga.edu

APPENDIX – A: ATHENS-CLARKE COUNTY UNIFIED GOVERNMENT (PROCUREMENT)

Finance Department

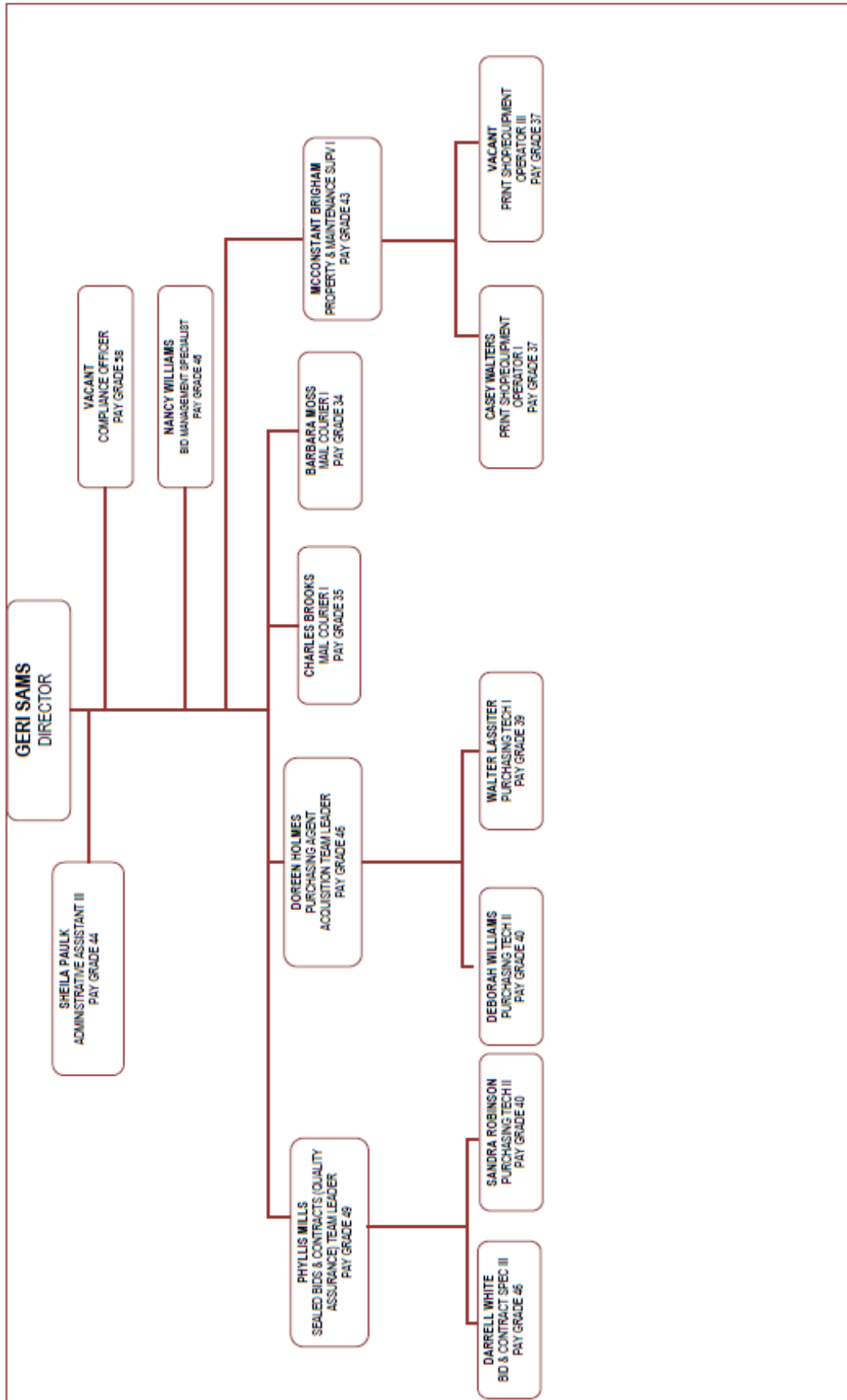


APPENDIX – A: (CONTINUED) COLUMBUS-MUSCOGEE PROCUREMENT DEPARTMENT

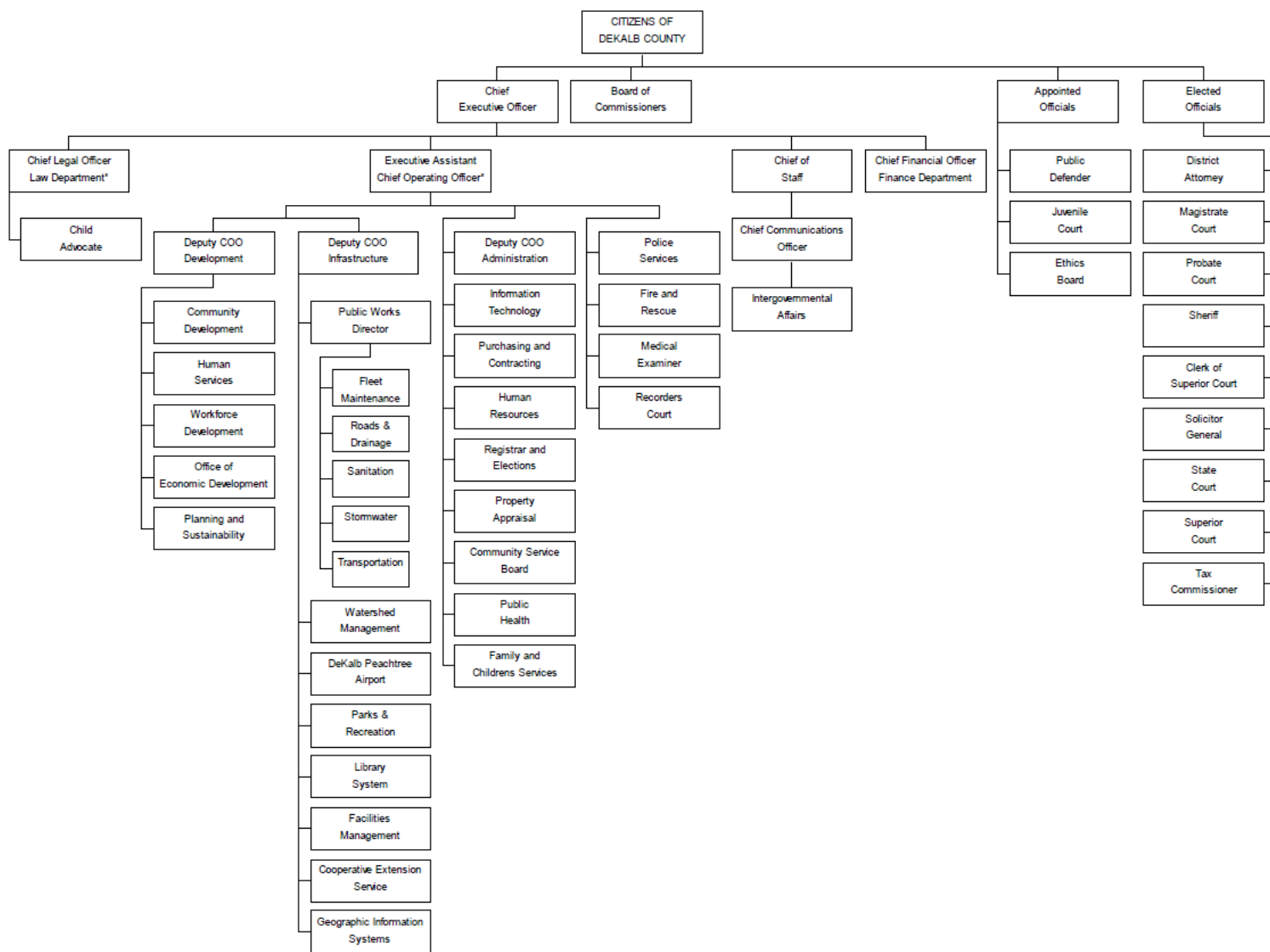


APPENDIX – A: (CONTINUED) CITY OF AUGUSTA PROCURMENT ORGANIZATION CHART

CURRENT PROCUREMENT/PRINTSHOP ORGANIZATION CHART



APPENDIX – B: (CONTINUED) DEKALB COUNTY ORGANIZATION CHART



APPENDIX C: – PRINCIPLES OF ADMINISTRATION

PRINCIPLES OF ADMINISTRATION

Specialization/Division of Labor

Concentrating similar functions together in a department/unit facilitates specialization of skills and processes and allows for increased focus and efficiency.

Unity of Command

Positional instructions should be received directly from one superior only. Accountability to more than one position should not disrupt the flow of information to positions that have direct responsibility.

Unity of Direction

The principle of unity of command must be supported with consensus on the specific strategic goals and performance measures utilized to guide and manage positional functions.

Scalar chain/Line of Authority

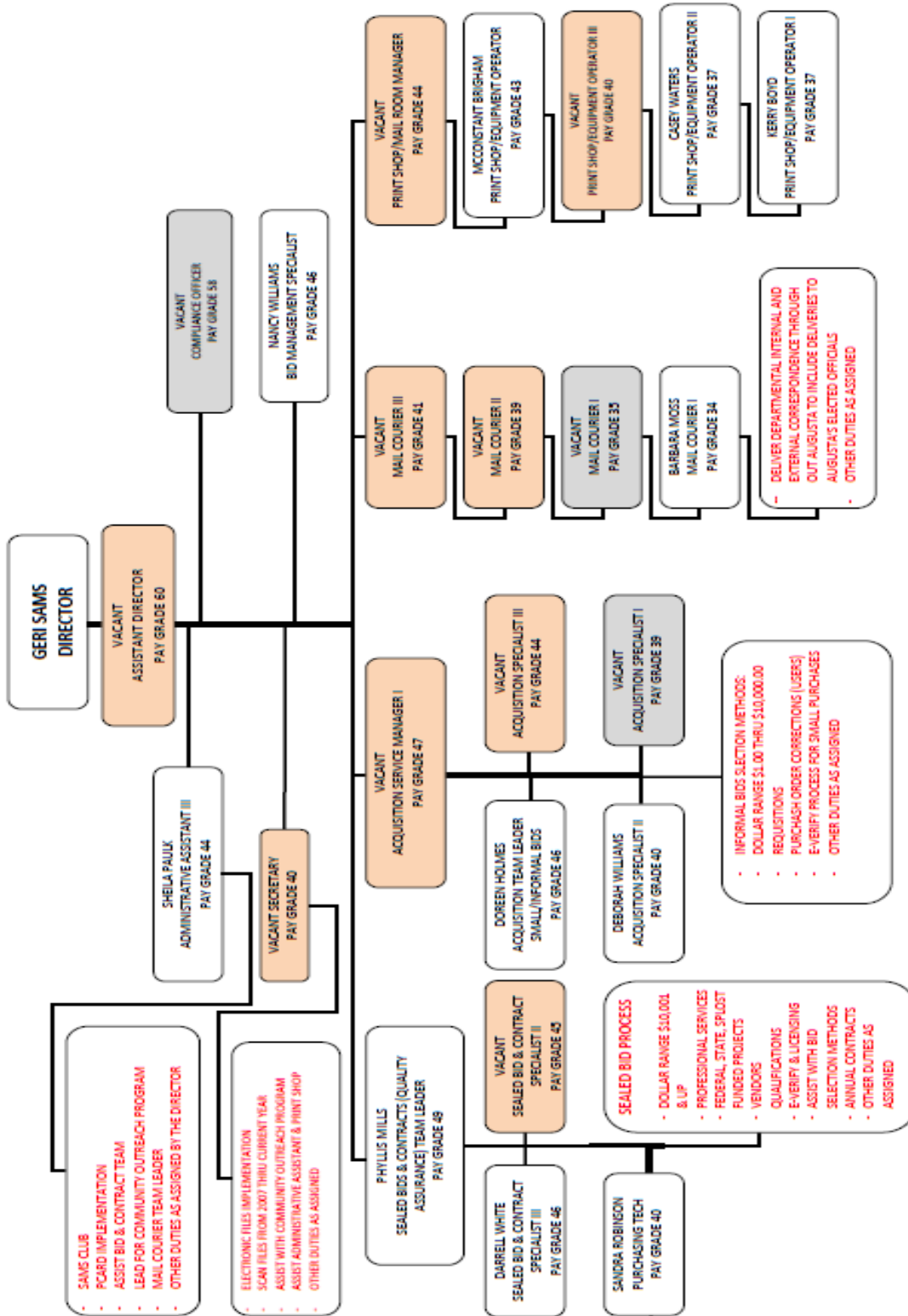
Reporting and authoritative relationships between elected officials, administrators, department heads and staff must be respected. Information flow and reporting must be clear and flow through the hierarchical chain of command.

Span of Control

The concept of span of control states that only a specific number of subordinates can be effectively and efficiently supervised by one person. While the ideal number of subordinates varies based upon managerial capacity, the nature of the work performed and overall organizational stability, an acceptable standard has been to structure organizations so that each manager has no more than five to six direct reports.⁴

APPENDIX D: – PROPOSED DEPARTMENT STRUCTURE BY DIRECTOR

PROPOSED - PROCUREMENT/PRINTSHOP ORGANIZATION CHART



APPENDIX E: – PERFORMANCE MEASUREMENT EXAMPLES

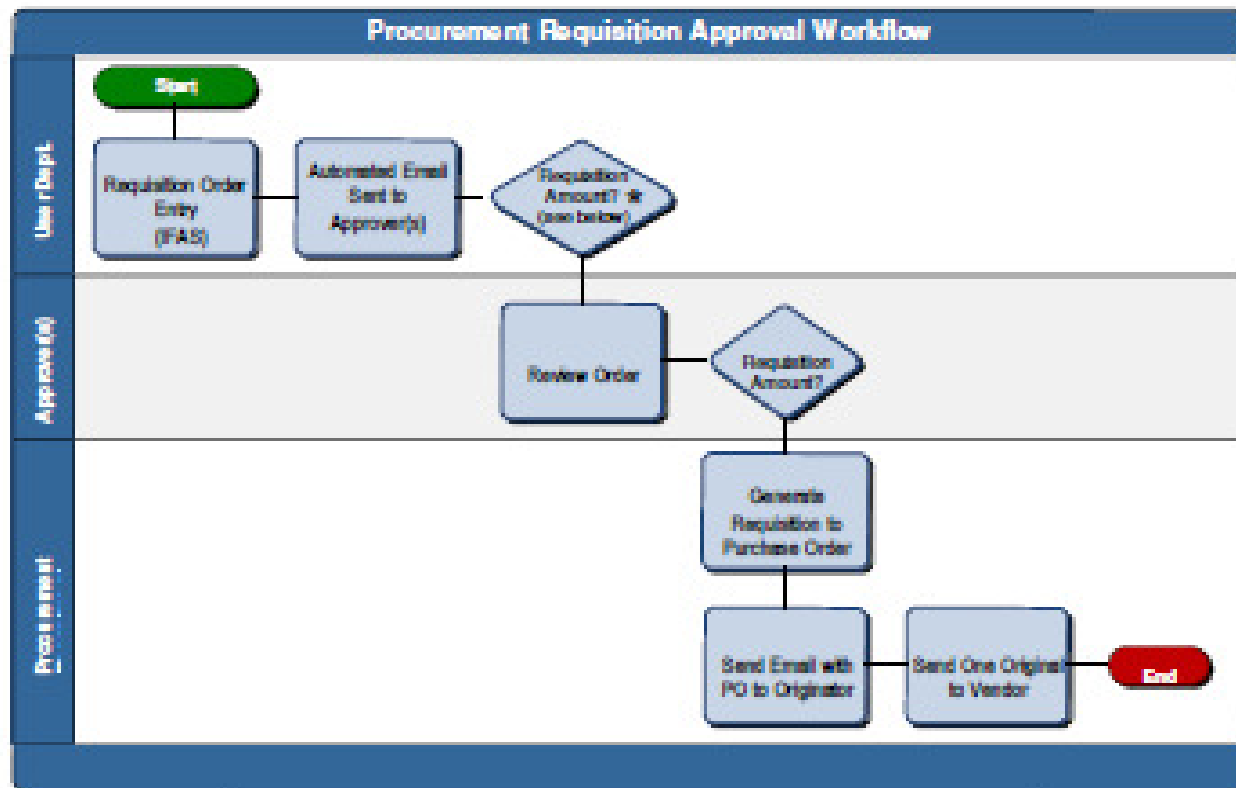
Budget Component	Description
Goal	to provide more training opportunities for internal and external customers in order to enhance their efficiency and improve their transition to the new financial system (Indicator becomes number of individuals trained and number of representative agencies).
Objective	to reduce the errors by internal customers by 50%
Performance Indicator	Number of Customers Trained
Goal	To complete a standard operating procedures (SOP) manual in order to enhance division efficiency and provide a codified resource for old and new staff members.
Objective	Reduce the number of time an employee must search for reference information.
Performance Indicator	Number of SOPs completed or updated
Goal	to encourage use of the Procurement Card in all departments in order to reduce unnecessary lag time obtaining purchases under \$1,000 and reduce travel reservation lags.
Objective	Reduce the number of purchase orders and checks generated for small purchases and for travel purposes.
Performance Indicator	Number of card holders.
Goal	Reduce cost to procure goods and services through the use of a procurement card (P-card) program, statewide contracts, cooperative procurement agreements and General Services Administration (GSA) contracts.
Performance Indicator	Percentage of purchase orders issued in 5 days (actual and forecasted metrics are utilized to assess this variable as well)

APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS

Basic Purchase (Small Purchases \$1-\$5,000)

The basic method of purchasing should only be used when an RFP, RFQ, or Contract is not required, and applies only to goods to be purchased, not services or consultants.

All requisitions, either basic or formal, require approval from various levels of management. Below, a chart illustrates the approval process for requisitions of all sizes.



* Requisition Approval Levels

User Dept. Director: \$0 -1,000

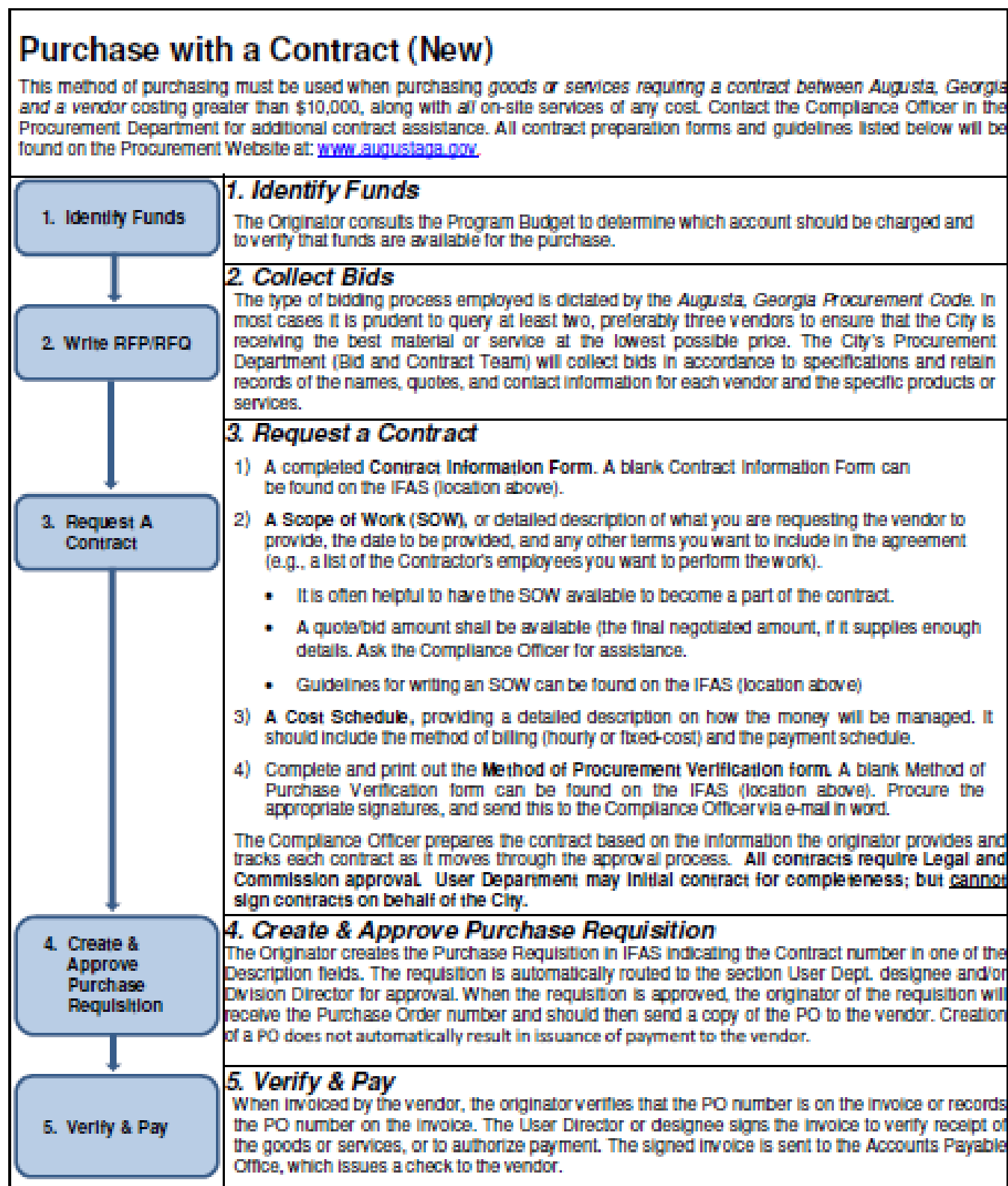
Directors: \$1,001 - \$10,000

Administrator: \$10,001 - \$25,000

Commission: \$25,001- Up

CHARTS PROVIDED BY AUGUSTA PROCUREMENT DEPARTMENT

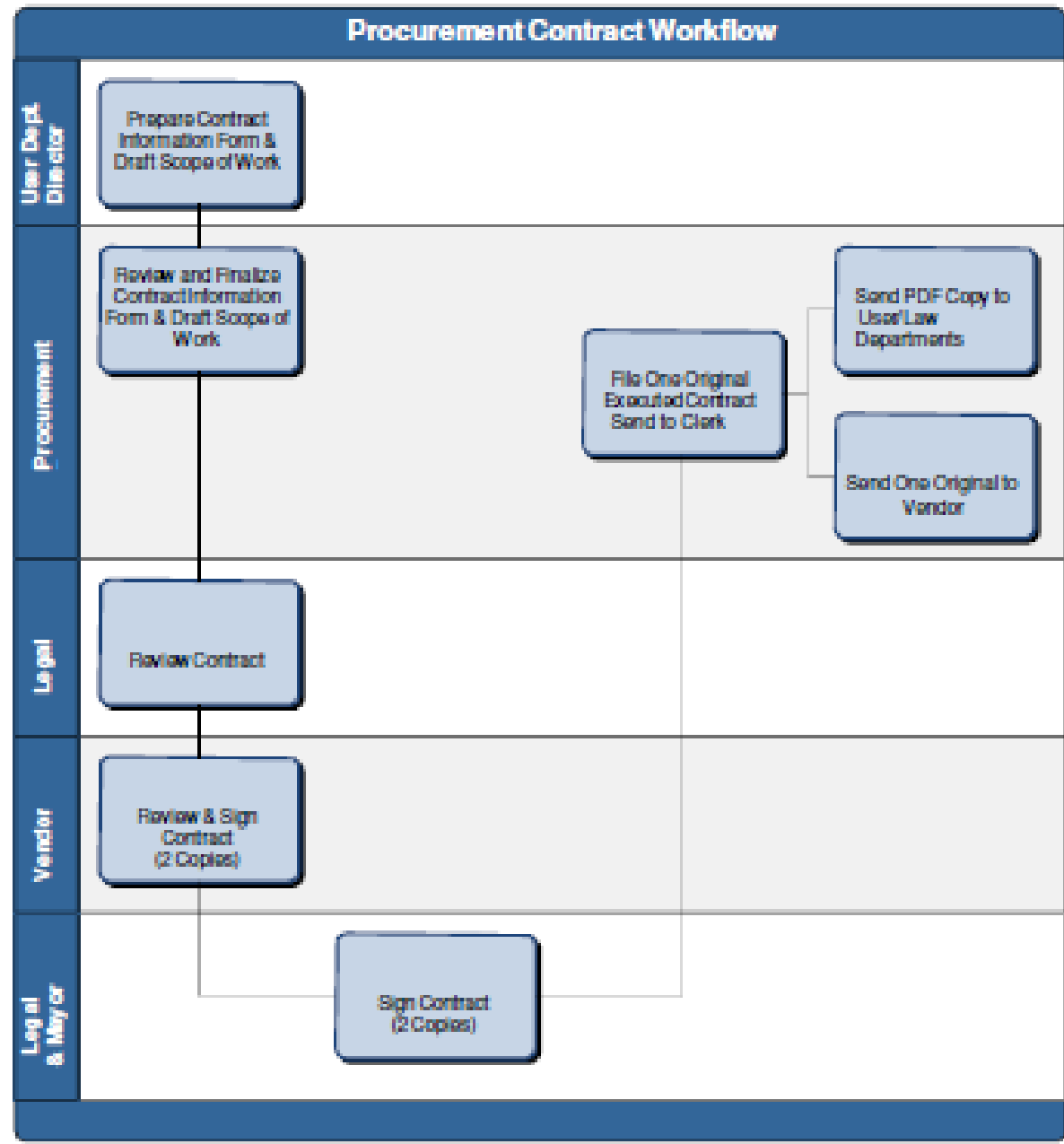
APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS (CONTINUED)



APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS (CONTINUED)

Contract Work Flow Diagram

This flow chart illustrates the work flow for a purchase using a contract.

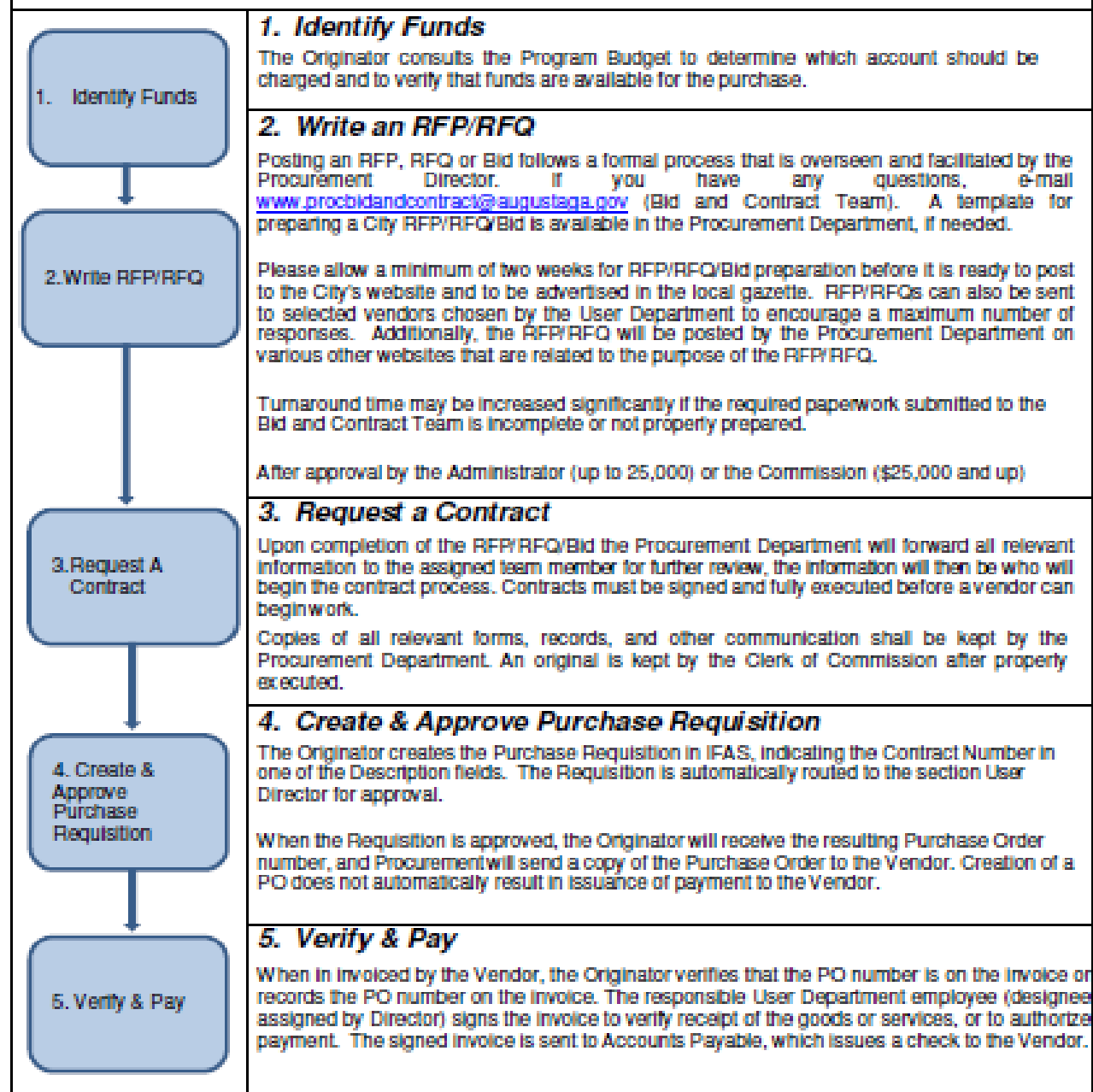


CHARTS PROVIDED BY AUGUSTA PROCUREMENT DEPARTMENT

APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS (CONTINUED)

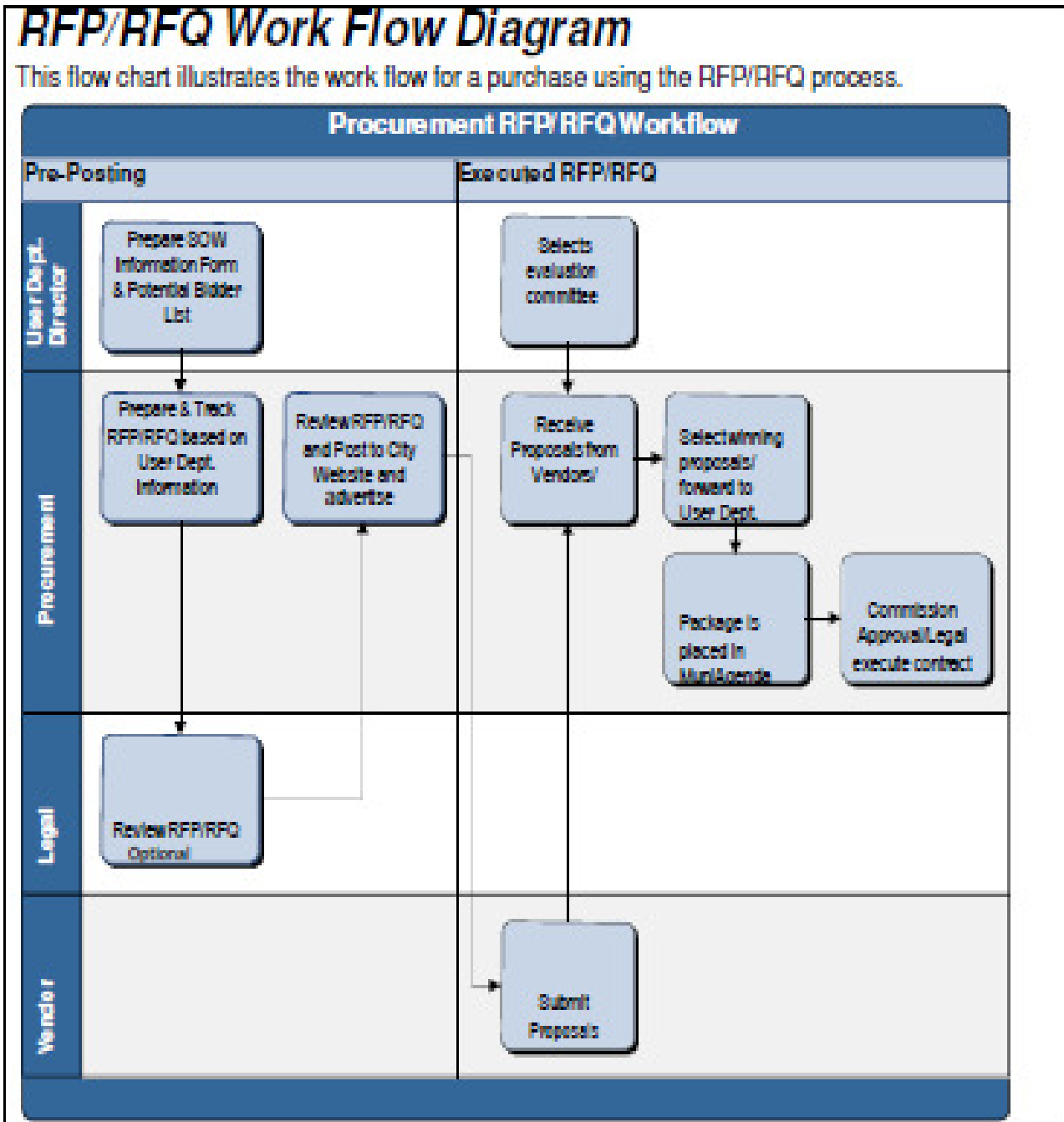
Purchase with an RFP/RFQ/Bid (\$10,000 or more)

Request for Proposal (RFP) and Requests for Qualifications (RFQ) should be used to solicit bids from vendors for goods and/or services above \$10,000.



CHARTS PROVIDED BY AUGUSTA PROCUREMENT DEPARTMENT

APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS (CONTINUED)



CHARTS PROVIDED BY AUGUSTA PROCUREMENT DEPARTMENT

APPENDIX F: PROCUREMENT DEPARTMENT FLOW CHARTS (CONTINUED)

Vendor Payment Process

The accounts payable staff process invoices daily. They print and mail checks on Fridays. Invoices are requested be submitted at least 10 business days before the due date.

It is the responsibility of the User Department Director or designee to submit invoices to Accounts Payable in a timely manner. Invoices that are submitted late to Accounts Payable may incur late fees that will be charged to your Department.

Pre-Payment

Payment

For payment, the originator should submit invoice with proper paperwork to the Finance Manager at least 10 business days before the due date.

1. Inform vendor that an invoice with the PO # will need to be submitted to the City before payment can be made.
2. Review your invoice against the corresponding PO (and contract if applicable).
3. Make sure that the PO # is clearly written on the invoice.
4. Sign the invoice.
5. Scan the invoice or make a copy for your records.
6. Forward the invoice to the Accounts Payable Department.

Invoices without the correct approval and the corresponding PO number will not be paid.

Payments may be made only if proper supporting documentation is attached.

CHARTS PROVIDED BY AUGUSTA PROCUREMENT DEPARTMENT

APPENDIX G: REFERENCES

1. Streib, Gregory. Applying Strategic decision making in local government. In Local Government Management: Current Issues and Best Practices, edited by Douglas Watson and Wendy Hassett. ASPA. M.E. Sharpe, Armonk, New York. American Society for Public Administration. 2003. P. 322-323
2. Management Policies in Local Government Procurement, edited by John R. Bartle, W. Bartley Hildreth, and Justin Marlowe Sixth Edition. ICMA Press (2013).
3. Columbus Consolidated Government, Fiscal Year 2015 Operating Budget. http://www.columbusga.org/finance/Financial_Planning/CIP-Book-FY15.pdf. Accessed February 2015
4. Augusta, Georgia, Adopted Budget Fiscal Year 2015, <http://www.augustaga.gov/DocumentCenter/View/6154>. Accessed February 2015
5. Unified Government of Athens-Clarke County, FY 2015 Annual Operating & Capital Budget. <https://www.athensclarkecounty.com/DocumentCenter/Home/View/22006>. Accessed February 2015
6. Gerri Sams. Personal Interview. February 2015.
7. Sheila Paulk and Andrea McCorvey. Personal Communication. February 2015
8. Harmon, Michael and Richard Mayer. Organization Theory for Public Administration. 1986. Little, Brown and Company. Boston. P. 127 – 134.

For more information, contact:

Malik R. Watkins, Ph.D.

Carl Vinson Institute of Government

University of Georgia

malik@uga.edu



**Administrative Services Committee Meeting
4/14/2015 1:20 PM
Succession Plan for Crititcal Positions**

Department: Clerk of Commission

Caption: Task the Administrator with developing a succession plan for all critical positions within the ARC Government. Underscore the significance of having the ability to fulfill our mission, without having to recruit outside our government. **(Requested by Commissioner Lockett) (Referred from March 10 Administrative Services Committee)**

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

Nancy Morawski

From: Bill Lockett <bill.lockett@me.com>
Sent: Wednesday, February 18, 2015 11:57 AM
To: Lena Bonner; Nancy Morawski
Subject: Committee Agenda Items

Hi Lena:

Unable to submit using computer. Had to type all over again.

Administrative Services

Review and approve the revised edition of the Personnel Policies and Procedures Manual. Proposed changes to the manual were reviewed by the Human Resources Department and the Law Department respectively. The revisions to the manual were completed in late 2014 and slated to become effective on January 1, 2015.

Task the Administrator with developing a succession plan for all critical positions within the ARC Government. Underscore the significance of having the ability to fulfill our mission, without having to recruit outside our government.

Task the Administrator with the development and implementation of employee performance reviews for personnel in critical positions.

Public Service

Receive an update from the Administrator as relates to multiple breaches of contract by the Public Transit Vendor. The update must include the rationalization to continue to outsource public transit when a financial comparative analysis revealed that transit services in house would be less costly. Athens, Columbus, Macon and Savannah no longer outsource their public transit and their transit systems are superior to the one we have in ARC.

Engineering Service

Obtain an update from the Engineering Director as to the status of request to obtain a Memorandum of Understanding with the Georgia Department of Transportation to assume the maintenance of Gordon Highway and Deans Bridge Road. These state highways lead past Fort Gordon's Cyber Command. One could surmise that the unattractive ness of these two highways could have a negative impact on attracting businesses and potential homeowners to our community.
 Sent from my iPad