

Update: Joint City Manager/ General Manager Progress on Consolidation of Shared Services  
Agenda Item: 210813

At the January 27, 2022 GPC, the Interim City Manager and General Manager set the foundation for sharing services across GRU and GG. This summary is an update from the Interim City Manager and Interim General Manager on progress made and proposed next steps.

1. Status on the items presented on January 27, 2022
  - a. The transition and broadening of the Office Government Affairs and Community Relations (GACR) is almost complete. Director Yvette Carter and her team continue to work with Human Resource (HR) and Budget for a smooth transition. A Community Relations plan has been developed and is anticipated to be presented to the City Commission in the coming weeks. The plan defines the Office's core and enhanced services over the next year. As the GACR maintains a positive working relationship with community and neighborhood-based organizations, our neighbors, elected and appointed officials – at all levels, and other public agencies, they continue to be the City's ambassadors in the community and work tirelessly to ensure Gainesville becomes an equitable and sustainable community that is a great place to live and experience. We are excited for this unified approach and what it brings to our neighbors over the coming months and years.
  - b. The City's HR Department continues as a shared service to all City Departments. Laura Graetz has been appointed as the Acting Director and is actively developing a plan to decrease vacancies across the City. She is meeting with Charter Officers and Departments to gauge critical needs. She also attends leadership meetings in both GRU and GG to keep abreast of trends. She works closely with Cheryl McBride at GRU.
  - c. Uniform messaging has been achieved. The multiple outlets to keep community builders informed has been streamlined resulting in the "Daily Brief." Where possible, GRU and GG have been able to co-brand documents that include the City Seal and GRU's logo.
  - d. The CM and GM are working to fulfill the vision of the City Commission for the highly important focus on climate change. The Managers have been conducting market research in other cities and having discussions with private sector experts to learn how best to make this function work for Gainesville. At this time, GG is looking to hire a "Climate Change Officer" (working title) that would oversee related items like building efficiencies, auto emissions and the like. In concert, GRU is looking to fulfill the request with a Sustainability Officer focusing on climate change monitoring specific to the Utility, like power plant emissions. These two positions will work together to present a holistic approach to monitoring our current actions on the environment as well as identifying ways for improvement.
  - e. Financial Services across GRU and GG are working together to address concerns. Financial staff in GRU are filling the gap in leadership and staff in GG. The GRU staff assisting on this project are also completing their duties in GRU finance. After these gaps are filled, a more in-depth review for sharing services can occur for Finance, Accounting and Procurement.
  - f. The Information Technology (IT) function for shared services is currently in an exploration phase.
    - i. GRU IT is meeting with GG Departments to discuss current service level agreements provided by GRU IT, as well as identifying opportunities to strengthen our cyber security posture.
    - ii. GRU IT is supporting the stabilization of Workday. As Workday was rolled out in the middle of a fiscal year with limited resources, inconsistencies in data migration as well as process design have been observed. GRU IT will provide assistance for stabilization as well as guidance on governance for the system.

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- g. Strategic Planning has always been considered a 'shared service' across the Charters. What is different with the latest update to the Strategic Plan is a more collaborative approach. With more collaboration and unification across the Charters, this will ensure a more encompassing Strategic Plan that will reflect each Charter more appropriately.
- 2. Next Steps:
  - a. Based on new leadership in place with the interim appointments, staff request to continue with the activities mentioned above and look for more opportunities to share services and resources.
  - b. Creating and releasing an RFP/RFQ in FY 23 to hire an outside firm to identify, review and evaluation shared services across Charters that are poised for immediate, intermediate and long-term implementation.