

MEMORANDUM

TO: Board of Trustees

THROUGH: Chairman Dent

FROM: Sara Schmitz, Trustee

SUBJECT: Discuss and possibly approve a scope of work for use in soliciting competitive proposals for the first phase of a two-phase consulting engagement focused on improving the District

RELATED STRATEGIC PLAN INITIATIVE(S): This is not a budgeted initiative and therefore is not in the Strategic Plan.

RELATED DISTRICT POLICY, PRACTICES, RESOLUTIONS or ORDINANCES: This proposed initiative may have recommendations to many of the District's policies

DATE: 2/27/2023

I. RECOMMENDATION

The board makes a motion to approve the scope of work outlined and direct staff to formulate a request for proposals and solicit competitive bids for the first of a two-phase project.

Proposals will be delivered for the Board of Trustees to select their preferred vendor and potentially augment the budget for the first phase of the initiative at a later date.

II. BACKGROUND

The District has been faced with many challenges over the recent years. The conversion to the Tyler Munis system has been a challenge to complete while staff is also operating the District's systems, internal controls over financial accounting and reporting have been an ongoing issue and have not been adequately addressed as highlighted by our external auditor in the annual financial reports and their consulting engagement report, the District's disjoint

software systems continue to be a challenge, as highlighted in our budgeting process the District needs to have more robust strategic plans for the venues, and our policies and resolutions have challenges related to compliance and common understanding. Additionally, the senior management team has expanded over the years with salary grades that appear to be inconsistent. This engagement, as identified in the proposed scope of work, would deliver recommendations for improvement and phase 2 project implementation plans and estimated costs for the implementation of the recommendations.

III. **BID RESULTS**

The Board is requesting staff formulate a request for proposals so that the Board may review the responses and potentially select a vendor to deliver on the project scope.

IV. **ALTERNATIVES**

Do nothing and allow the current situation to linger resulting in further delay of the implementation of improved internal controls over financial reporting and the other issues identified in the background section of this memo to continue.

V. **COMMENTS – Scope of Work**

For the first of a two-phase project, the Board of Trustees is seeking a management consulting **team** to review and analyze the current environment of the areas listed below and formulate recommendations for the potential second phase of the project being change implementation. Recommendations for change implementation must include either cost benefit, service improvement, operational or compliance improvements. The first phase deliverable is the detailed scope of work for potential change implementation with cost estimates and a project implementation plan for the following efforts:

1. Strategic Plan - Review with the BOT and senior management the existing strategic plan and formulate recommendations for improvements
2. Internal Controls – Review the financial procedures
3. Financial and Software System(s) - Review the status of the Tyler software conversion, review the point-of-sale systems, the system for maintaining the Recreation Cards, and system used to scan and verify Recreation Cards

4. Organizational and Staffing Structure – Review the District’s staffing structure and responsibilities of the Senior Management Team; inclusive of public works and recreation
5. Policies – Review current Resolutions and Board policies; identify which are being adhered to, what needs to be changed, and recommendations for improvement

Management Engagement Objectives

- Identify specific opportunities for improvement for each of the listed areas.
- Identify opportunities to improve overall performance, including operational efficiency and productivity, organizational effectiveness and cost savings.
- Develop recommendations and action plan for implementing changes necessary to achieve performance improvements as phase 2 potential projects.
- Develop qualitative and quantified benefit analyses and other applicable guidance for the implementation of improvement opportunities and recommendations.
- Provide a written report that meets the scope and objectives, including factual findings, conclusions and recommendations for the phase 2 implementation projects including proposed costs and benefits for each potential implementation project.

VI. BUSINESS IMPACT/BENEFIT

Recommendations for change implementation must include either cost benefit, service improvement, operational or compliance improvements.

