



ANNUAL AUDIT PLAN

FISCAL YEAR 2025



Office of Internal Audit

Director of Internal Audit
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Our Mission

Provide independent, objective assurance and consulting services designed to add value and improve the City of Fayetteville's operations.

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August 22, 2024

Members of the Audit Committee

Enclosed is the proposed Fiscal Year 2025 Audit Plan for the Office of Internal Audit.

The results of the FY2025 Audit Plan are presented along with the estimated time allocation for audits and projects. Actual scheduling of selected projects may be affected by personnel turnover, special audits, and unforeseen circumstances in these projects.

The FY2025 plan includes five new audits, one follow-up audit, two required annual reviews, and three consulting services. The consulting services include providing support to other City Departments with the implementation of the City's Oracle HUB project and new point of sale cashiering system, iNovah.

In FY2024 Internal Audit substituted several new projects with follow-up audit projects due to staffing turnover/shortages and process changes in the auditee departments. The changes were brought to the Audit Committee for approval as required by the Audit Committee Charter. In order to provide more flexibility, a contingency project section is included in the FY25 Annual Audit plan. These projects will be substituted for any projects that are unable to be completed due to circumstances beyond Internal Audit's control.

I welcome discussion on the proposed audit plan and request approval.

Respectfully,

Rose Rasmussen, CIA, CFE

Internal Audit Director

A. NEW AUDIT PROJECTS

A.1 NAME OF NEW AUDIT PROJECTS	ESTIMATED HOURS
Police Department Confidential Funds (A2025-01) <i>Potential Risks: Theft, misuse or loss of funds</i>	150
CMO-Construction Management (A2025-02) <i>Potential Risks: Budget overruns, lawsuits, conflicts of interest, kickbacks, improper cost allocation, and construction inconsistent with building standards and contracts</i>	700
Grants (A2025-03) <i>Potential Risks: Barred from applying for grants, not awarded grants, fines, penalties and paying back grant funds</i>	700
Fleet Management (A2025-04) <i>Potential Risks: Additional costs for parts/materials, labor, rental vehicles; delayed operation due to vehicles down or out of service, and injury from improper maintenance</i>	440
Economic & Community Development Loans- Neighborly (A2025-05) <i>Potential Risks: Insufficient loan tracking, documentation and collections; property liens not released timely; fines, penalties and missed grant opportunities for grant noncompliance</i>	440
Total Hours Required for New Audit Projects	
	2430

B. FOLLOW-UP PROJECTS

B.1 NAME OF FOLLOW-UP AUDIT PROJECTS	ESTIMATED HOURS
Kronos Implementation-Police (A2022-02F) <i>Potential Risks: Employees paid incorrectly; violations of FLSA resulting in fines</i>	55
Total Hours Required for Follow-up Audit Projects	
	55

C. REQUIRED ANNUAL REVIEWS & CONSULTING SERVICES

C.1 NAME OF REQUIRED REVIEW	ESTIMATED HOURS
Proximity Card (R2025-01) <i>Potential Risks: Unsecure and unsafe buildings</i>	180
Conflict of Interest (R2025-02) <i>Potential Risks: Kickbacks and additional costs</i>	200
Total Hours for Required Annual Reviews	
	380

C.2 NAME OF CONSULTING SERVICE	ESTIMATED HOURS
HUB Oracle Access Controls Review (C2025-01)	100
HUB HCM Payroll Implementation (C2025-02)	550
iNovah Point of Sale Implementation (C2025-03)	100
Total Hours for Consulting Services	
	750

D. INTERNAL AUDIT MANAGEMENT AND ADMINISTRATION

D.1 MANAGEMENT & ADMINISTRATION ACTIVITY DESCRIPTION	ESTIMATED HOURS
Office Management/Support	1758
Staff Development	120
Approved Holidays	312
Approved Employee Leave	435
Total Hours Required for Audit Management & Administration	2625
Total Hours For FY 2024-2025 Audit Plan Projects	6240

E. CONTINGENCY PROJECTS

E.1 NAME OF CONTINGENCY PROJECT	ESTIMATED HOURS
Republic Parking Contract/Downtown Parking Collections <i>Potential Risks: Theft, loss of funds, lawsuit, damaged City reputation</i>	700
Parks, Recreation & Maintenance Contract Management <i>Potential Risks: Overpaying, legal claims, conflict of interest, kickbacks, safety</i>	700
Kace <i>Potential Risks: Data security and integrity</i>	360
Solid Waste Management <i>Potential Risks: Additional costs due to inefficient routes, insufficient vehicle maintenance and improper use of equipment</i>	440
Benefit Deductions <i>Potential Risks: Benefits incorrectly deducted from employee; vendors not paid correctly; employee lapse of coverage</i>	440
Parks, Recreation & Maintenance Rentals <i>Potential Risks: Theft, safety, improper use of parks and facilities</i>	700
Software Licenses <i>Potential Risks: Overpaying, data security,</i>	400
Permitting iDT <i>Potential Risks: Theft, revenue improperly recorded, improperly issued permits</i>	400
Parks, Recreation & Maintenance Small Equipment Management <i>Potential Risks: Theft; improper use of equipment; Additional costs for parts/materials, labor, rental equipment; delayed operation due to equipment down or out of service; injury due to improper equipment use and maintenance</i>	480
Fuel Management <i>Potential Risks: Theft; overpaying for fuel; environmental protection associated with fuel storage; safety dealing with flammable liquids</i>	480
Fire Inspection Billings and Collections <i>Potential Risks: Theft; incorrect billing; not collecting on accounts; insufficient documentation</i>	480
Total Hours Required for Contingency Projects	5580

APPENDIX A

AIRPORT

Program	Activity	Processes
Air Carrier Operations	Terminal Maintenance & Operations	Maintenance and cleaning of terminal area
Air Carrier Operations	Public Safety	Respond to emergencies
Air Carrier Operations	Public Safety	Conduct investigations
Airport Administration	Administration & Marketing	Attract users and tenants
Airport Administration	Administration & Marketing	Manage community relations
Airport Administration	Salaries	Employee Payroll
Airport Administration	Advertising	Obtain and maintain advertising business
Airport Administration	Travel & Training	Maintain a trained staff
Airport Administration	Other Contract Services	Contract Management
Airport Administration	Transfers to Capital	Project Management
Airport Maintenance	Maintenance Staff Salaries	Employee Payroll
Airport Maintenance	Equipment Purchases & Maintenance	Purchase and maintain equipment
Airport Maintenance	Vehicle Maintenance	Vehicle maintenance
Airport Maintenance	Airside Maintenance	Runways and taxiways maintenance
Aircraft Rescue and Fire Fighting/Fire Training	Fire Station 10 Operations	Respond to emergencies
Aircraft Rescue and Fire Fighting/Fire Training	ARFF Vehicle Maintenance	Provide aircraft rescue and firefighting services
Aircraft Rescue and Fire Fighting/Fire Training	FTCC Firefighter Training Venue / Travel & Training	Maintain a trained staff
Parking and Rental Car Operation	Landside Building & Parking Lot Maintenance	Maintain the building and parking lots
Parking and Rental Car Operation	Stormwater Utilities	Manage stormwater runoff

BUDGET & EVALUATION

Program	Activity	Processes
Budget & Evaluation	Annual Operating Budget Development	Prepare financial models
Budget & Evaluation	Capital Funding Plan Development	Develop the capital funding plan
Budget & Evaluation	Budget and Capital Project Ordinance Preparation	Prepare Budget and Capital Project Ordinances
Budget & Evaluation	Budget Administration	Monitor and adjust annual budget
Budget & Evaluation	Internal Consulting for Cost-Effectiveness and Fees for Service	Provide guidance on cost effectiveness

CITY ATTORNEY'S OFFICE

Program	Activity	Processes
Legal Reviews, Advice & Opinions	Reviews	Conduct reviews
Legal Reviews, Advice & Opinions	Advice	Provide legal advice
Legal Reviews, Advice & Opinions	Opinions	Provide expert opinions
Litigation	State & Federal Lawsuits	Litigate State & Federal Lawsuits
Litigation	Environmental Court	Engage in Environmental Court
Real Estate	City Property Acquisition / Disposal	Assist in City property acquisitions and disposals
Real Estate	Rental Property Management	Monitor and update the City's rental property agreements
Real Estate	Rental Property Management	Oversee market rate analysis
Real Estate	Rental Property Management	Invoice lessees of the City's rental property
Real Estate	Legal Matters of City Owned Property	Coordinate with the City Attorney on legal matters

CITY MANAGER'S OFFICE

Program	Activity	Processes
City Administration	Executive Leadership	Manage or direct employees to fulfill City's goals
City Administration	Executive Leadership	Establish and set the City's Ethical Culture
City Administration	Executive Leadership	Establish and set the City's Core Values
City Administration	City Council Support	Provide support to Council
City Administration	Public Policy Development	Provide policy guidance
City Administration	Intergovernmental, Community & Stakeholder Collaboration	Encourage collaboration with stakeholder
City Administration	Organizational Development	Establish programs to build capacity
Customer Services Center	1FAY Call Center	Answer customer questions
Customer Services Center	Customer Service Escalations	Escalate customer service calls
Customer Services Center	FayFixit	Provide customer service for FayFixit
Customer Services Center	Administration	Employee Payroll
Internal Audit	Audit Program	Conduct an annual risk assessment
Internal Audit	Audit Program	Develop audit plan
Internal Audit	Audit Program	Conduct audits
Internal Audit	Audit Program	Write the Audit Report
Internal Audit	Audit Program	Present audits to the Audit Committee
Internal Audit	Fraud, Waste & Abuse	Train employees on fraud, waste and abuse
Internal Audit	Fraud, Waste & Abuse	Investigate reported fraud, waste and abuse
Strategy & Performance Analytics	Strategic Planning	Oversee the City's strategic planning process
Strategy & Performance Analytics	Organizational Performance	Monitor the City's performance
Strategy & Performance Analytics	Stakeholder Surveys & Engagements	Obtain stakeholder feedback
Construction Management	Process Improvements	Conduct process improvement
Construction Management	Project Administration	Assist to define project scope and objective
Construction Management	Project Administration	Negotiate and approve/administer contracts
Construction Management	Project Administration	Schedule projects and resources
Construction Management	Project Administration	Act as the contact for all city projects
Construction Management	Project Administration	Compose, evaluate and maintain project documents
Construction Management	Construction Management	Direct, manage, and oversee projects
Construction Management	Construction Management	Monitor contract compliance and status
Construction Management	Construction Management	Create and maintain construction documentation
Construction Management	Construction Management	Analyze goals
Construction Management	Construction Management	Report and escalate to management as needed
Construction Management	Construction Management	Measure project performance
Construction Management	Construction Management	Manage resource availability and allocation
Construction Management	Construction Management	Coordinate and collaborate with project members
Construction Management	Construction Management	Develop project schedules and budgets
Construction Management	Construction Management	Monitor project expenditures
Construction Management	Construction Management	Perform project reviews to ensure compliance
Construction Management	Construction Management	Conduct project field inspections

DEVELOPMENT SERVICES

Program	Activity	Processes
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Review and issue notices and citations
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Conduct violation inspections and re-inspections
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Collect fines and penalties
Code Enforcement	Ordinance Review & Revisions & Amendments	Periodically review ordinance
Code Enforcement	Ordinance Review & Revisions & Amendments	Update ordinances as needed
Code Enforcement	Housing Code Violations	Review and issue notices and citations
Code Enforcement	Housing Code Violations	Conduct violation inspections and re-inspections
Code Enforcement	Housing Code Violations	Collect fines and penalties
Code Enforcement	Zoning Violations	Collect fines and penalties
Code Enforcement	Zoning Violations	Conduct site plan review and approval
Code Enforcement	Zoning Violations	Conduct signage plan review and approval
Code Enforcement	Zoning Violations	Conduct ABC review and approval
Code Enforcement	Zoning Violations	Conduct zoning verifications review and approval
Code Enforcement	Zoning Violations	Review and issue permits
Code Enforcement	Zoning Violations	Conduct setbacks, landscape and separation checks
Code Enforcement	Zoning Violations	Perform inspections of signage
Code Enforcement	Zoning Violations	Conduct violation inspections and re-inspections
Code Enforcement	Signage Enforcement	Review and issue notices and citations
Code Enforcement	Signage Enforcement	Collect fines and penalties
Code Enforcement	Signage Enforcement	Conduct violation inspections and re-inspections
Code Enforcement	Housing Codes Nuisance Codes	Review and issue notices and citations
Code Enforcement	Housing Codes Nuisance Codes	Conduct violation inspections and re-inspections
Code Enforcement	Housing Codes Nuisance Codes	Collect fines and penalties
Code Enforcement	Taxicabs Inspections	Collect fines and penalties
Code Enforcement	Taxicabs Inspections	Conduct violation inspections and re-inspections
Code Enforcement	Taxicabs Inspections	Review and issue notices and citations
Code Enforcement	Full Recordkeeping	Records Retention
Code Enforcement	Full Recordkeeping	Document violation records in Cityworks
Code Enforcement	Environmental Court	Request summons
Code Enforcement	Abatement of Violations 7 Nuisances	Request contractor payment for cleaning lots
Code Enforcement	Abatement of Violations 7 Nuisances	Request contractor payment for demolitions
Code Enforcement	Abatement of Violations 7 Nuisances	Select lot cleaning contractors
Code Enforcement	Abatement of Violations 7 Nuisances	Select demolition contractors
Code Enforcement	Abatement of Violations 7 Nuisances	Collect fees
Code Enforcement	Determining & Oversight of City Council Demolitions	Make demolition determination
Code Enforcement	Determining & Oversight of City Council Demolitions	Take demolition request to City Council
Code Enforcement	Determining & Oversight of City Council Demolitions	Inspect demolitions
Code Enforcement	Neighborhood Meetings, Sweeps, & Walk-downs	Participate in Neighborhood meetings, sweeps & walk-downs
Code Enforcement	Coordinate Non-police Code Enforcement	Coordinate Non-police Code Enforcement

Program	Activity	Processes
Permitting and Inspections	Issuance of Permits	Issue permits using Cityworks and IDT
Permitting and Inspections	Issuance of Permits	Issue Certificates of Occupancy
Permitting and Inspections	Issuance of Permits	Issue Certificates of Compliance
Permitting and Inspections	Construction Plan Review	Conduct plans and specification reviews
Permitting and Inspections	Developer & Designer, Customer Support & Assistance	Provide developer & designer support & assistance
Permitting and Inspections	Citizen Support & Assistance on Development & Construction Issues	Provide citizen support & assistance
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Conduct inspections
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Inspect fire-damaged buildings
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Issue stop work orders
Permitting and Inspections	Financial Transactions	Collect, record and balance monetary permit transactions
Permitting and Inspections	Inspection Scheduling	Schedule Inspections
Permitting and Inspections	Technical Assistance	Provide technical assistance
Permitting and Inspections	Live RICE Inspection Service	Conduct inspections
Permitting and Inspections	Expedited Plan & Project Review	Conduct plans and specification reviews
Permitting and Inspections	Technical Assistance on City Projects	Provide technical assistance
Permitting and Inspections	Bulletins of Detailed Information - Builders, Brokers, Public	Maintain bulletin information
Planning & Zoning	Rezoning Cases	Review requests for sign and fence permits
Planning & Zoning	Rezoning Cases	Prepare and present rezoning cases for City Council
Planning & Zoning	Special Use Permits	Review and research Special Use Permits
Planning & Zoning	Variances	Research variances and summarize findings
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Present facts at City Council meetings
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Draft and revise codes
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Conduct impact analysis on codes
Planning & Zoning	Present Major Zoning Map Changes for Development Project Reviews	Prepare and present items to City Council
Planning & Zoning	Future Land Use Plan	Develop and maintain the Future Land Use Plan
Planning & Zoning	Short-term & Thematic Planning	Identify key themes or strategic initiatives to address
Planning & Zoning	Short-term & Thematic Planning	Provide recommendations on impacts of short-term changes
Planning & Zoning	On-site Investigations & Developer Support	Plan and conduct on-site investigations
Planning & Zoning	On-site Investigations & Developer Support	Assist and educate developers on projects
Planning & Zoning	Specific City Council & City Manager Projects	Investigate and respond to special project requests
Planning & Zoning	Multiple Boards & Commission Support	Respond to requests for Boards and Commissions
Planning & Zoning	Census Work & Related Analysis	Interpret data and extract meaningful insights
Planning & Zoning	Technical Review Committee Coordination	Research and present cases to the Technical Review Committee
Planning & Zoning	Online Plan Reviews	Conduct online plan reviews
Planning & Zoning	Plan Implementation	Review implementation for completeness

Economic & Community Development

Program	Activity	Processes
Administration	Grant Oversight	Prepare required grant documentation
Administration	Grant Oversight	Maintain required grant documentation
Administration	Grant Oversight	Monitor grant subrecipients
Administration	Grant Oversight	Develop and administer contracts and agreements
Administration	Planning	Develop the annual action plan
Administration	Planning	Develop the five-year consolidated plan
Administration	Community Representation	Develop, implement and oversee events
Administration	Community Partnerships	Build, develop and grow business relationships
Administration	Homelessness	Assist with annual unhoused headcount
Economic Development	Local Economic Incentives	Coordinate local economic incentives
Economic Development	Small Business Grants & Loans	Collect loan repayment
Economic Development	Small Business Grants & Loans	Issue loans to small businesses
Economic Development	Capacity Building	Develop, implement and oversee programs
Economic Development	Real Estate Development	Program Administration
Housing	Emergency Repairs	Monitor subrecipients
Housing	Emergency Repairs	Investigate minimum housing standards claims
Housing	Emergency Repairs	Investigate poor contractor workmanship violation claims
Housing	Emergency Repairs	Conduct inspections
Housing	Emergency Repairs	Monitor progress of emergency repairs
Housing	Emergency Repairs	Monitor progress of demolitions
Housing	Emergency Repairs	Perform HUD Environmental Reviews
Housing	Down payment Assistance	Manage and provide loan underwriting
Housing	Down payment Assistance	Partner with nonprofit on homebuyer training
Housing	Down payment Assistance	Partner with nonprofit on homebuyer counseling services
Housing	Housing Development	Perform HUD Environmental Reviews
Housing	Housing Development	Coordinate and implement redevelopment plans
Housing	Housing Development	Coordinate and implement affordable housing development plans
Neighborhood Engagement	Choice Neighborhood	Grant Management
Neighborhood Engagement	Choice Neighborhood	Encourage community communication and participation
Neighborhood Engagement	Education	Offer support/educational workshops
Neighborhood Engagement	Community Grants	Submit required grantor reports
Neighborhood Engagement	Community Grants	Manage the Community Safety Micro-Grant Program
Neighborhood Engagement	Community Grants	Monitor project grant compliance

FINANCE

Program	Activity	Processes
Accounting Operations	Accounts Payable	Review, approve and process payments
Accounting Operations	Accounts Payable	Coordinate electronic transfers
Accounting Operations	Accounts Receivable	Receive and process tax checks
Accounting Operations	Accounts Receivable	Prepare bank deposits
Accounting Operations	Accounts Receivable	Collect, balance and report daily cash receipts
Accounting Operations	Accounts Receivable	Reconcile accounts
Accounting Operations	Accounts Receivable	Set up new customers and maintain files
Accounting Operations	Accounts Receivable	Record payments on customer accounts
Accounting Operations	Accounts Receivable	Process monthly statements
Accounting Operations	Accounts Receivable	Distribute late notices
Accounting Operations	Accounts Receivable	Prepare delinquent accounts for legal action
Accounting Operations	Accounts Receivable	Verify invoices for accuracy
Accounting Operations	Accounts Receivable	Assessments
Accounting Operations	Accounts Receivable	Garnishments and tax liens
Accounting Operations	Beer & Wine Licenses	Manage the beer & wine licenses
Accounting Operations	Cash & Investments	Oversee and maintain cash flow
Accounting Operations	Cash & Investments	Maintain and monitor investment portfolio
Accounting Operations	Cashiering	Collect customer payments
Accounting Operations	Collections	Collect privilege license taxes
Accounting Operations	Collections	Prepare delinquent accounts for legal action
Accounting Operations	Collections	Distribute late notices
Accounting Operations	General Accounting	Maintain debt schedules
Accounting Operations	General Accounting	Fixed assets set-up, cost allocation and reconciliation
Accounting Operations	General Accounting	Review and approve accounting entries
Accounting Operations	General Accounting	Monitor annual operating funds
Accounting Operations	General Accounting	Review and pre-audit payments
Accounting Operations	General Accounting	Monitor annual revenue funds
Accounting Operations	General Accounting	Tax revenue reconciliation
Accounting Operations	Payroll	Process employees and retirees
Accounting Operations	Payroll	Reconcile and report retirement contributions
Accounting Operations	Payroll	Execute tax liability payments
Accounting Operations	Payroll	Process FMH Authority billings
Accounting Operations	Payroll	Process Police clothing allowance
Accounting Operations	Property Tax Collection (Cumberland County)	Contract management
Financial Reporting	Financial Reporting	External agency Reporting
Financial Reporting	Financial Reporting	Compile quarterly transaction reports
Financial Reporting	Grant Reporting	Periodic required reporting
Financial Reporting	Grant Reporting	Grant reimbursement requests
Financial Reporting	Grant Reporting	Educate and support departments

Program	Activity	Processes
Financial Reporting	External Audit Coordination	Communicate with external auditor
Financial Reporting	External Audit Coordination	Provide requested documentation and access
Financial Reporting	External Audit Coordination	Coordinate presentation of external audit
Accounting Operations	Capital Projects	Project closeouts
Financial Reporting	Capital Projects	Project reconciliation
Financial Reporting	Capital Projects	Progress/routine reporting
Financial Reporting	Capital Projects	Compliance with funding requirements
Financial Reporting	Grant Compliance	Grant award review
Financial Reporting	Grant Compliance	Grant closeout
Financial Reporting	Program Expenditure Monitoring	Cost control/monitoring
Financial Reporting	Annual Fixed Assets Inventory	Physical inventory
Financial Reporting	Annual Fixed Assets Inventory	Comply with funding requirements
Financial Reporting	FEMA Reimbursement Management	Ensure regulatory compliance
Financial Reporting	FEMA Reimbursement Management	Submit reimbursement requests
Purchasing	Bidding	Initiate formal bid process
Purchasing	Bidding	Facilitate the bid evaluation process
Purchasing	Procurement	Ensure regulatory compliance
Purchasing	Procurement	Purchase order management
Purchasing	Procurement	Order reconciliation
Purchasing	Procurement	Supplier relationship management
Purchasing	Contract Administration	Coordinate with Departments
Purchasing	Procurement Card Administration	Database management
Purchasing	Procurement Card Administration	Develop and maintain policy and procedures
Purchasing	Procurement Card Administration	Card management
Purchasing	Small Local Business Enterprise Program	Ensure regulatory compliance
Risk Management	Workers' Compensation	Ensure regulatory compliance
Risk Management	Property & Liability	Ensure regulatory compliance
Fleet Management	Fleet Management	Weekly tire checks
Fleet Management	Fleet Management	Manage work orders
Fleet Management	Fleet Management	Heavy duty maintenance
Fleet Management	Fleet Management	Light duty maintenance
Fleet Management	Fleet Management	Preventative maintenance
Fleet Management	Fleet Management	Mobile maintenance
Fleet Management	Fleet Management	Annual checks
Fleet Management	Fleet Management	Employee payroll
Fleet Management	Fleet Management	Staff training and development
Fleet Management	Fleet Management	Lockout/Tagout Program
Fleet Management	Fleet Management	OSHA compliance
Fleet Management	Fleet Management	Fuel management
Fleet Management	Fleet Management	Fixed asset inventory

Program	Activity	Processes
Fleet Management	Fleet Management	Develop and maintain policy and procedures
Fleet Management	Fleet Management	Fixed asset purchasing
Fleet Management	Fleet Management	Fixed asset surplus
Fleet Management	Fleet Management	Asset disposition

Fire

Program	Activity	Processes
Community Risk Reduction	Fire Code Enforcement	Inspect for compliance
Community Risk Reduction	Fire Code Enforcement	Issue violation warnings and notices
Community Risk Reduction	Fire Code Enforcement	Document inspections
Community Risk Reduction	Fire Code Enforcement	Document violations
Community Risk Reduction	Fire Code Enforcement	Provide guidance on the fire codes
Community Risk Reduction	Fire and Life Safety Education	Prepare a variety of public information materials
Community Risk Reduction	Fire and Life Safety Education	Conduct public information/education classes
Community Risk Reduction	Fire and Life Safety Education	Assist in development of emergency plans
Community Risk Reduction	Fire and Life Safety Education	Assist in development of disaster preparedness
Community Risk Reduction	Fire and Life Safety Education	Install smoke and carbon monoxide alarms
Community Risk Reduction	Fire Investigation	Assist with billing for false alarms
Community Risk Reduction	Fire Investigation	Reconcile false alarm revenues
Community Risk Reduction	Fire Investigation	Track and report false alarms
Community Risk Reduction	Fire Investigation	Participate in investigations
Community Risk Reduction	Public Information	Manage department social media accounts
Community Risk Reduction	Public Information	Manage, plan and coordinate media releases
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate updates to the City's Emergency Operations Plan
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate updates to the City's Continuity of Operations Plan
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Facilitate and/or participate in emergency exercises
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Managed contract with security vendor
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Develop employee training
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate active assailant table top exercises
Emergency Response Services	Fire Suppression	Drive and/or operate equipment and apparatus
Emergency Response Services	Emergency Medical Services	Drive and/or operate equipment and apparatus
Emergency Response Services	Emergency Medical Services	Perform emergency medical and first aid services
Emergency Response Services	Emergency Medical Services	Transport patients to medical care facilities
Emergency Response Services	Emergency Medical Services	Evaluate the condition of patients
Emergency Response Services	Emergency Medical Services	Assess pertinent medical and injury information
Emergency Response Services	Emergency Medical Services	Determine treatment
Emergency Response Services	Emergency Medical Services	Coordinate patient arrival with medical facility
Emergency Response Services	Technical Rescue	Drive and/or operate equipment and apparatus
Emergency Response Services	Technical Rescue	Perform search and rescue
Emergency Response Services	Hazardous Materials	Drive and/or operate equipment and apparatus
Emergency Response Services	Hazardous Materials	Perform defensive or offensive activities

Program	Activity	Processes
Emergency Response Services	Aircraft Rescue and Firefighting	Perform search and rescue
Emergency Response Services	Aircraft Rescue and Firefighting	Perform aircraft assisted firefighting techniques
Emergency Response Services	Safety	Drive and/or operate equipment and apparatus
Fire Administration, Planning and Research	Records Management	Maintain required investigation documentation
Fire Administration, Planning and Research	Records Management	Document retention requirements
Fire Administration, Planning and Research	Accreditation	Manage staff and department accreditation
Fire Administration, Planning and Research	ISO (Insurance Services Office)	Prepare required reporting and communication
Fire Administration, Planning and Research	CAD (Computer Aided Dispatch) Management	Management of software and equipment
Fire Administration, Planning and Research	Logistic	Coordinate building maintenance
Fire Administration, Planning and Research	Logistic	Acquire bids and make general purchases
Fire Administration, Planning and Research	Logistic	Coordinate delivery locations
Fire Administration, Planning and Research	Logistic	Coordinate maintenance of vehicles and equipment
Fire Administration, Planning and Research	Logistic	Proximity Card Management
Fire Training and Development	Employee Training Program	Schedule, coordinate, and manage training activities
Fire Training and Development	Professional Development	Evaluate training programs
Fire Training and Development	Professional Development	Inform department of standards and technology changes
Fire Training and Development	Certification	Maintain necessary staff certifications levels
Fire Training and Development	Certification	Ensure maintenance of certifications through training
Fire Training and Development	Certification	Maintain certification documentation
Fire Training and Development	Recruitment and Retention	Hold recruiting events and educate the public

HUMAN RELATIONS

Program	Activity	Processes
Equity & Engagement	Project Management and Support	Implementation and progress monitoring.
Equity & Engagement	Community Engagement	Community Engagement
Equity & Engagement	Budget Administration	Establish and monitor annual budget
Equity & Engagement	Partnering with Business	Build relationships with local businesses
Equity & Engagement	Complaint Resolutions	Complaint Resolution
Equity & Engagement	Mediation & Facilitation	Act as a conciliator or mediator
Equity & Engagement	ADA/LEP Compliance	Ensure compliance with LEP requirements
Equity & Engagement	ADA/LEP Compliance	Provide oversight and reporting for ADA
Equity & Engagement	Equal Opportunity Transit Oversight	Serve as Transit's Equal Employment Officer
Equity & Engagement	Compliance Training	Coordinate and conduct training
Equity & Engagement	Liaisons to the Human Relations Commission	Act as liaisons to the Human Relations Commission
Equity & Engagement	Liaisons to the Fair Housing Board	Act as liaisons to the Fair Housing Board
Equity & Engagement	Diversity, Equity & Inclusion Training	Coordinate and conduct training
Equity & Engagement	Investigations	Investigate complaints
Equity & Engagement	Create & Implement City's DEI Strategic Plan	Create & Implement City's DEI Strategic Plan
Equity & Engagement	Oversight of DEI Values	Provide oversight of DEI values
Equity & Engagement	Policies & Practices of City Government	Policies and Practices of City Government
Equity & Engagement	Assist & Consult on Internal & External DEI Matters	Assist & Consult on Internal & External DEI Matters

Program	Activity	Processes
Equity & Engagement	Provide Coaching Guidance & Education on DEI	Provide Coaching Guidance & Education on DEI
Equity & Engagement	Assist with Diverse Workforce Recruitment & Retention	Assist with diverse workforce recruitment & retention
Equity & Engagement	Create & Implement DEI Training Modules	Create and Implement DEI Training
Equity & Engagement	Technical Assistance for Policies Competencies	Provide support
Equity & Engagement	Technical Assistance on Biases	Provide support
Equity & Engagement	Technical Assistance on Allyship	Provide support
Equity & Engagement	Facilitator/Instructor	Provide facilitation and instruction on DEI and ADA

HUMAN RESOURCE DEVELOPMENT

Program	Activity	Processes
Compensation/Benefits	Pay Actions	Annual performance increases
Compensation/Benefits	Pay Actions	Special pay adjustments
Compensation/Benefits	Compensation Surveys	Compensation survey comparison
Compensation/Benefits	Job Descriptions	Update and maintain job descriptions
Compensation/Benefits	Reclassifications	Position headcount verification
Compensation/Benefits	Health Plan Administration	Educate and provide staff support
Compensation/Benefits	Health Plan Administration	Enrollment management
Compensation/Benefits	Health Plan Administration	Reporting
Compensation/Benefits	New Hire Benefit Orientation	Prepare and maintain orientation materials
Compensation/Benefits	New Hire Benefit Orientation	Conduct orientation sessions
Compensation/Benefits	New Hire Benefit Orientation	Assist new hires with selection and enrollment
Compensation/Benefits	New Hire Benefit Orientation	Collect/Verify dependent eligibility documentation
Compensation/Benefits	Employee In/Out Processing	Verify benefit enrollment and deductions
Compensation/Benefits	Employee In/Out Processing	Remove term employees from benefit plans
Compensation/Benefits	Employee In/Out Processing	Proper Documentation Verification
Employee Relations	Disciplinary Guidance	Provide disciplinary guidance
Employee Relations	Grievance Management	Investigate grievances
Employee Relations	FMLA	Oversee City's FMLA processes
Employee Relations	Leaves of Absence	Manage employee leave approvals and documents
Employee Relations	EEOC/EEO	Provide support for EEOC/EEO
Employee Relations	Unemployment Claim Response	Research and respond to unemployment claims
Recruitment	Online Applicant Administration	Provide online application support
Recruitment	Applicant Screening	Manage applicant screenings
Recruitment	New Hire Onboarding	Oversee the new hire onboarding process
Recruitment	Promotions, Demotions & Transfers	Oversee promotions, demotions & transfers
Recruitment	Selection Process Assistance	Assist in the applicant selection process
Recruitment	Interns	Manage Intern program
Safety	Drug & Alcohol Testing	Manage the City's Drug & Alcohol testing program
Safety	OSHA Compliance	Oversee the City's OSHA Compliance
Safety	Building Audits	Conduct building safety audits
Safety	Safety Training	Provide safety training

Program	Activity	Processes
Safety	Medical Records	Oversee medical records
Safety	Health / Wellness	Manage the City's health and wellness program
Organizational Development & Training	Needs Assessments	Determine the City's training needs
Organizational Development & Training	Training	Train employees
Organizational Development & Training	New Employee Orientation	Oversee orientation for new employees
Organizational Development & Training	Performance Management	Oversee the performance management process
Organizational Development & Training	Employee Records Management	Maintain employee records
Organizational Development & Training	Service Awards	Oversee the service award program
Organizational Development & Training	Employee Survey Action Plans	Oversee employee survey action plan
Organizational Development & Training	Leadership Development	Train leadership

MARKETING & COMMUNICATIONS

Program	Activity	Processes
Auxiliary Services	Branding/Graphic Design	Provide branding and graphic design services
Auxiliary Services	Print Shop/Mail Services	Respond and execute print requests
Auxiliary Services	Print Shop/Mail Services	Receive and distribute mail and packages
Auxiliary Services	Print Shop/Mail Services	Assist with outgoing mail and packages
Auxiliary Services	Print Shop/Mail Services	Maintain print shop equipment and inventory
Communications	Media Relations	Respond and prepare media requests and releases
Communications	Advertising / Marketing	Promote the City
Communications	Community Relations & Outreach FayTV	Oversee the FayTV programming
Communications	Social Media Management	Manage the City's social media accounts
Communications	Website Content Management	Manage the City's website content
Communications	Communication Support to City Manager's Office	Provide the City Manager's Office communication avenues
Communications	Communication Support to Mayor & Council	Provide communication avenues for the Mayor & Council
Communications	Internal Communications	Keep City employees informed
Communications	Public Records Management	Coordinate responses to public record requests

MAYOR, COUNCIL & CITY CLERK

Program	Activity	Processes
Citizen Representation	Legislation	Prepare and publish ordinances, resolutions and notices
Citizen Representation	Budgeting	Establish and monitor annual budget
Citizen Representation	Strategic Planning	Develop and provide oversight of the City's strategic plan
Citizen Representation	Hiring City Manager & City Attorney	Hire and provide oversight of City Manager and City Attorney
Mayor & Council Support	Agenda Preparation	Agenda preparation
Mayor & Council Support	Agenda Preparation	Agenda review and approvals
Mayor & Council Support	Clerk to City Council	Council support
Mayor & Council Support	Boards & Commissions Appointments	Coordinate Boards & Commissions appointments
Mayor & Council Support	Meeting Minutes	Prepare meeting minutes
Mayor & Council Support	Meeting Minutes	City Council approval of meeting minutes
Mayor & Council Support	Meeting Minutes	Make meeting minutes accessible to residents
Mayor & Council Support	Mayor & Council Calendar	Keep Mayor & Council's calendars up to date

Program	Activity	Processes
Records Management	Codification of Ordinances	Serve as official records and archives custodian
Records Management	Execution & Filing of City's official records	Execute and file the City's official records
Records Management	Retention & Destruction of Records	Record retention and disposition schedules compliance
Records Management	Retention & Destruction of Records	Provide records management for official documents

PARKS, RECREATION & MAINTENANCE

Program	Activity	Processes
Facility Management	Facilities	Coordinate facilities maintenance
Facility Management	Maintenance	Coordinate building maintenance
Facility Management	Project Management	Project Management
Grounds and Right of Way Maintenance	Cemetery	Issue plot permits
Grounds and Right of Way Maintenance	Cemetery	Reconcile revenues
Grounds and Right of Way Maintenance	Horticulture	Apply fertilizers, herbicides and pesticides
Grounds and Right of Way Maintenance	Horticulture	Climb trees for pruning and removal work
Grounds and Right of Way Maintenance	Horticulture	Operate bucket truck
Grounds and Right of Way Maintenance	Horticulture	Prepare estimates, bid specifications and proposals
Grounds and Right of Way Maintenance	Horticulture	Inspect work
Grounds and Right of Way Maintenance	Horticulture	Design, plan and coordinate landscape projects
Grounds and Right of Way Maintenance	Right-of-Way	Operate light power-driven equipment
Grounds and Right of Way Maintenance	Right-of-Way	Perform maintenance tasks such as mowing
Grounds and Right of Way Maintenance	Right-of-Way	Preventative vehicle and equipment maintenance
Grounds and Right of Way Maintenance	Right-of-Way	Perform litter cleanup
Grounds and Right of Way Maintenance	Urban Forestry	Remove vegetation
Parks Administration	Business Management	Develop and maintain policies and procedures
Parks Administration	Business Management	Prepare and monitor annual operating budget
Parks Administration	Business Management	Communicate with vendors and community partners
Parks Administration	Business Management	Administer software
Parks Administration	Division Management	Provide oversight of each Parks Division
Parks Administration	Fleet Control	Coordinate repairs and maintenance
Parks Administration	Safety & Security	Develop and maintain safety and security programs
Parks Administration	Support Staff	Employee Payroll
Recreation	Athletics	Schedule, coordinate and oversee tournaments
Recreation	Athletics	Conduct clinics, seminars and classes
Recreation	Athletics	Draft and submit league rules and regulations
Recreation	Outdoor Adventure	Manage classes, activities and special events
Recreation	Recreation Centers	Manage classes, activities and special events
Recreation	Recreation Centers	Receive and receipt program fees
Recreation	Recreation Centers	Reconcile revenue and issue refunds
Recreation	Recreation Centers	Coordinate for error and imbalance corrections
Recreation	Recreation Centers	Recruit and vet instructors, coaches and volunteers
Recreation	Recreation Centers	Provide training to volunteers

Program	Activity	Processes
Recreation	Recreation Centers	Plan and coordinate volunteer recognition functions
Recreation	Recreation Centers	Assist in budget development
Recreation	Recreation Centers	Monitor program expenditures
Recreation	Senior Citizens Therapeutic Center	Manage classes, activities and special events
Recreation	Senior Citizens Therapeutic Center	Receive and receipt program fees
Recreation	Senior Citizens Therapeutic Center	Reconcile revenue and issue refunds
Recreation	Senior Citizens Therapeutic Center	Coordinate for error and imbalance corrections
Recreation	Senior Citizens Therapeutic Center	Recruit and vet instructors, coaches and volunteers
Recreation	Senior Citizens Therapeutic Center	Provide training to volunteers
Recreation	Senior Citizens Therapeutic Center	Plan and coordinate volunteer recognition functions
Recreation	Transportation Museum	Assist in budget development
Recreation	Transportation Museum	Monitor program expenditures

POLICE

Program	Activity	Processes
Business Operations	Office of Professional Standards	Investigate internal and external complaints
Business Operations	Planning, Research, & Development	Identify trends
Business Operations	Community Affairs Unit	Interact and build community relationships
Business Operations	Community / Business Watch	Organize and operate watch groups
Business Operations	Crime Information Center	Research, collect, analyze and disseminate information
Business Operations	Public Information Office	Act as liaisons with media outlets
Business Operations	Building/Fleet Management	Proximity Card Management
Emergency Communications	911 Center	Answer emergency and non-emergency calls
Emergency Communications	911 Center	Dispatch responders to emergencies
Emergency Communications	CAD Management	Maintain the computer aided dispatch systems
Emergency Communications	911 Training & Quality Assurance	Train telecommunicators
Emergency Communications	Radio Communication	Maintain the radio communication systems
Emergency Communications	911 for Kids	Provide outreach and educate children
Field Operations	Major Crimes Division	Conduct and document investigations
Field Operations	Major Crimes Division	Testify in court when required
Field Operations	Major Crimes Division	Interview victims, complainants and witnesses
Field Operations	Major Crimes Division	Conduct and document suspect interrogations
Field Operations	Major Crimes Division	Prepare reports and maintain chain of custody
Field Operations	Vice Investigative Division	Conduct and document investigations
Field Operations	Vice Investigative Division	Testify in court
Field Operations	Vice Investigative Division	Interview victims, complainants and witnesses
Field Operations	Vice Investigative Division	Conduct and document interrogations of suspect
Field Operations	Vice Investigative Division	Prepare reports and maintain chain of custody
Field Operations	Forensic Unit	Evidence collection and preservation
Field Operations	Forensic Unit	Evidence analysis
Field Operations	Forensic Unit	Report and document evidence and analysis

Program	Activity	Processes
Field Operations	Forensic Unit	Respond to crime scenes
Field Operations	Forensic Unit	Coordinate with detectives and officers
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct and document investigations
Field Operations	Campbellton, Cross Creek and Central Districts	Patrol assigned districts
Field Operations	Campbellton, Cross Creek and Central Districts	Respond calls for service
Field Operations	Campbellton, Cross Creek and Central Districts	Testify in court
Field Operations	Campbellton, Cross Creek and Central Districts	Enforce traffic laws and other ordinances
Field Operations	Campbellton, Cross Creek and Central Districts	Direct traffic
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct traffic accident analysis
Field Operations	Campbellton, Cross Creek and Central Districts	Interview victims, complainants and witnesses
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct and document suspect interrogations
Field Operations	Campbellton, Cross Creek and Central Districts	Apprehend and arrest offenders
Field Operations	Campbellton, Cross Creek and Central Districts	Prepare documentation and reports
Field Operations	Campbellton, Cross Creek and Central Districts	Transport individuals in custody
Specialized Operations	Training & Professional Development	Develop and administer training programs
Specialized Operations	Central Records	Transmit, collect and maintain police records
Specialized Operations	Building / Fleet Management	Coordinate building maintenance
Specialized Operations	Building / Fleet Management	Coordinate vehicle maintenance
Specialized Operations	Traffic Unit	Respond and investigate crimes and accidents
Specialized Operations	Canine Unit	Care and training of canines
Specialized Operations	Canine Unit	Respond to calls for service
Specialized Operations	Emergency Response Team	Respond to incidents
Specialized Operations	Dive Team	Conduct underwater rescue, search and recovery

PUBLIC SERVICES

Program	Activity	Processes
Engineering & Construction Services	Manage, Design & Inspect Capital Improvement Projects	Design, manage and inspect projects
Engineering & Construction Services	Infrastructure Permit Review & Inspection	Conduct permit reviews and inspections
Engineering & Construction Services	Contract Management & Construction Standards	Contract Management
Engineering & Construction Services	Pavement Preservation	Apply maintenance treatments
Engineering & Construction Services	Surveying	Layout and stake for projects
Engineering & Construction Services	Surveying	Conduct surveys of completed projects
Engineering & Construction Services	Surveying	Survey easements for acquisition
Engineering & Construction Services	Surveying	Provide boundary and topographical surveys
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Collect and dispose of yard waste
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Perform equipment inspections
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Yard Waste	Bulky Limb Collection	Collect and dispose of limbs and trimmings
Solid Waste - Yard Waste	Bulky Limb Collection	Perform equipment inspections
Solid Waste - Yard Waste	Bulky Limb Collection	Perform equipment preventative maintenance
Solid Waste - Refuse Collection	Curbside Collection	Collect and dispose of solid waste

Program	Activity	Processes
Solid Waste - Refuse Collection	Curbside Collection	Perform equipment inspections
Solid Waste - Refuse Collection	Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Refuse Collection	Backdoor Collection	Perform backdoor collection
Solid Waste - Refuse Collection	Roll-out Carts	Maintain cart inventory
Solid Waste - Refuse Collection	Roll-out Carts	Issue roll-out carts
Solid Waste - Refuse Collection	Roll-out Carts	Issue violation notices
Solid Waste - Refuse Collection	Roll-out Carts	Recycle broken carts
Solid Waste - Recycling Collection	Contracted Service	Monitor performance of recycling vendor
Solid Waste - Recycling Collection	Roll-out Carts	Maintain cart inventory
Solid Waste - Recycling Collection	Roll-out Carts	Issue roll-out carts
Solid Waste - Recycling Collection	Roll-out Carts	Recycle broken carts
Solid Waste - Bulky Item Collection	Curbside Collection	Collect and dispose of bulky curbside items
Solid Waste - Bulky Item Collection	Curbside Collection	Perform equipment inspections
Solid Waste - Bulky Item Collection	Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Bulky Item Collection	Dead Animal Collection	Perform dead animal collection
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Identify illegal dumpsites
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Coordinate and supervise removal
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Inspect for blight, waste and noncompliance
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Collect and display data for waste collection
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Issue violation notices
Solid Waste - Bulky Item Collection	Emergency Response	Operate equipment
Solid Waste Administration	Business Management	Prepare and monitor budget
Solid Waste Administration	Business Management	Recruitment and employee On/Off boarding
Solid Waste Administration	Business Management	Employee payroll
Solid Waste Administration	Outreach / Promotions / Customer Service	Recycling education
Solid Waste Administration	Fuel Depot & Warehouse Management	Fuel management
Solid Waste Administration	Fuel Depot & Warehouse Management	Warehouse management
Stormwater & Watershed Management	NPDES Permit	NPDES permits compliance and enforcement
Stormwater & Watershed Management	Stormwater Capital Improvements	Perform inspections
Stormwater & Watershed Management	Stormwater Capital Improvements	Stormwater compliance and enforcement
Stormwater & Watershed Management	Stormwater Capital Improvements	Water quality monitoring and investigations
Stormwater & Watershed Management	Stormwater Capital Improvements	Initiate notices of violation
Stormwater & Watershed Management	Stormwater Capital Improvements	Coordinate and manage stormwater projects
Stormwater & Watershed Management	Drainage Assistance	Assist with repairing stormwater issues
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Perform inspections
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Stormwater compliance and enforcement
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Water quality monitoring and investigations
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Respond to HAZMAT calls
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Identify and eliminate illicit connections
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Initiate notices of violation

Program	Activity	Processes
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Coordinate and initiate HAZMAT
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Maintain traffic signs, markings and controls
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Maintain traffic signals
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Operate computerized signal system
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Signal maintenance
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Design new traffic signal layouts
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Traffic investigations
Traffic Services & ROW Infrastructure Maintenance	Parking, Street Light Program Management	Contract management
Traffic Services & ROW Infrastructure Maintenance	Transportation Planning & Development Review	Review subdivision and site plan applications
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Maintain sidewalks
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Install drainage pipes
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Clean storm drain system
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Maintain the streets through pot hole patching
Traffic Services & ROW Infrastructure Maintenance	Street Sweeping	Conduct street sweeping
Traffic Services & ROW Infrastructure Maintenance	Inclement Weather Response & Recovery	Respond as needed
Traffic Services & ROW Infrastructure Maintenance	Drainage Assistance Program Project Delivery	Assist with repairing stormwater issues

TRANSIT

Program	Activity	Processes
Fixed Route Operations	Fixed Route (Bus Services)	Operate fixed route buses
Fixed Route Operations	Vehicle Maintenance	Perform fixed route bus maintenance
Paratransit (FASTTRAC!)	ADA Paratransit Service	Operate ADA Paratransit buses
Paratransit (FASTTRAC!)	Vehicle Maintenance	Perform ADA Paratransit bus maintenance
Transit Facilities Maintenance	Bus Stop & Shelter Maintenance	Maintain bus stops and shelters
Transit Facilities Maintenance	Custodial Services	Provide custodial services
Transit Facilities Maintenance	Building Maintenance	Coordinate building maintenance
Transit Facilities Maintenance	FAST Transit Center	Manage Transit Center operations
Transit Administration	Project Management	Project management
Transit Administration	Budget	Prepare and monitor budget
Transit Administration	Grant Administration	Prepare grant reports and documentation
Transit Administration	Grant Administration	Maintain grant documentation
Transit Administration	Grant Administration	Monitor grant subrecipients
Transit Administration	Grant Administration	Develop and administer contracts and agreements
Transit Administration	Planning	Coordinate and perform research and analysis
Transit Administration	Planning	Develop plans for fixed route service
Transit Administration	Planning	Analyze data and projections
Transit Administration	Planning	Maintain bus stop inventory
Transit Administration	Planning	Record daily mileage numbers
Transit Administration	Planning	Maintain a log of exceptions
Transit Administration	Planning	Maintain database of all route changes
Transit Administration	Planning	Update system mapping

Program	Activity	Processes
Transit Administration	Planning	Coordinate maps/schedules updates
Transit Administration	Safety / Security	Inspect transit facilities and equipment
Transit Administration	Safety / Security	Report and ensure safety hazard corrections
Transit Administration	Safety / Security	Enforce safety procedures
Transit Administration	Safety / Security	Report safety violations
Transit Administration	Safety / Security	Assess safety needs
Transit Administration	Safety / Security	Coordinate, develop and monitor programs
Transit Administration	Safety / Security	Develop and modify policies and procedures
Transit Administration	Safety / Security	Investigate accidents, incidents and injuries
Transit Administration	Safety / Security	Administer Transit's Drug and Alcohol Program
Transit Administration	Safety / Security	Inspect transit facilities and equipment
Transit Administration	Safety / Security	Coordinate and ensure hazard remediation
Transit Administration	Safety / Security	Proximity card management
Transit Administration	Safety / Security	Prepare and submit required reports
Transit Administration	Employee Training	Assess training needs
Transit Administration	Employee Training	Coordinate, develop and monitor programs
Transit Administration	Employee Training	Develop and modify policies and procedures
Transit Administration	Employee Training	Conduct safety classes
Transit Administration	Employee Training	Train on vehicle and machinery operation
Transit Administration	Employee Training	Test on vehicle and machinery operation
Transit Administration	Employee Training	Coordinate to provide/conduct training
Transit Administration	Employee Training	Document participant training progress
Transit Administration	Employee Training	Develop and administer training evaluation

CITYWIDE

Program	Activity	Processes
Citywide Process	Kronos Monitoring/Management	Time card review and approvals
Citywide Process	Kronos Monitoring/Management	Employee scheduling
Citywide Process	Kronos Monitoring/Management	Employee record creation
Citywide Process	Travel & Training	Travel and training oversight
Citywide Process	Software Licenses	Manage software licenses
Citywide Process	Project Management	Project management
Citywide Process	Contract Management	Contract management