City of Homewood

Staffing and Organizational Assessment

Comprehensive Final Report

MGT

Prepared for

City of Homewood, Alabama

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Executive Summary

> **Executive conclusion**
> Homewood can maintain essential service quality while operating with a lower, better-aligned headcount. The evidence supports the potential for a net reduction of 28 to 42 positions across the combined development-services function, Fire/EMS, Library, and Police over 24 months, while the other ten departments require a mix of maintained headcount, realignment, consolidation, targeted review, and conditional future-capacity testing.

Homewood is a full-service, high-expectation municipality whose overall staffing levels are at the upper end of the principal peer group. Pelham and Northport staffing and workload metrics provide important context for development services, Fire/EMS, Library, Municipal Court, Police and comparisons. The evidence supports potential targeted reduction of 28 to 42 positions. Findings and recommendations protect strong department-level service, propose to reduce positions where the evidence is clear, realign fragmented infrastructure and development workflows, consolidate duplicated work, and establish measurable triggers before considering future actions particularly position additions.

Table ES-1. Organization-wide staffing and structural direction

Department	Current staffing	Direction	Recommended change / action
City Clerk / Administration	9 FT + 1 PT = 10	Maintain; conditional capacity review	Clarify embedded clerk, records, revenue, licensing, elections and administrative-support roles before considering added capacity.
Engineering & Zoning	5 FT	Reduce / realign (shared)	Split development-regulation work from infrastructure/capital work; do not double count the shared 2–3 reduction.
Finance	2 FT listed baseline	Maintain; reconcile scope and controls	Centralize position control, procurement, budget and financial reporting; test future capacity only against workload and risk triggers.
Fire / EMS	76 FT + 5 PT = 81	Reduce 2-4	Use attrition, command/administrative consolidation and deployment redesign subject to public-safety guardrails.
Fleet Management	10 FT	Maintain; realign	Operate as a citywide internal service within Infrastructure and Public Works with lifecycle and service-level standards.
Information Technology	3 FT	Maintain now; conditional future need	First establish service catalog, ticket metrics, vendor strategy, lifecycle plan and cybersecurity governance.
Inspections	10 FT	Reduce / realign (shared)	Apply the combined 2–3 position development-services reduction; implement one-stop intake, e-permitting and risk-based workflow.
Library	25 FT + 28 PT = 53	Reduce 12–17	Concentrate reductions in part-time scheduling, vacancies, supervision and service-desk design while protecting access.

Department	Current staffing	Direction	Recommended change / action
Maintenance	2 FT	Maintain; consolidate governance	Inventory all facilities and embedded maintenance positions before consolidating work-order ownership.
Municipal Court	6 FT + 3 PT = 9	Maintain; targeted review	Validate warrants, sessions, filings, security, collections and shared-service alternatives before staffing change.
Parks and Recreation	52 FT	Maintain; targeted service review	Separate programming from grounds/facility maintenance and test service levels, seasonal labor and governance expectations.
Police	106 FT + 5 PT = 111	Reduce 12–18	Target vacancies, support/specialty layers, dispatch/jail options and non-patrol work before minimum patrol coverage.
Public Services	44 FT	Maintain; realign	Create a unified Infrastructure and Public Works portfolio with common work-order, asset and capital controls.
Traffic Maintenance / Operations	6 FT	Maintain; realign	Place within Infrastructure and Public Works; retain specialized traffic capability and measurable in-house production.

Executive reduction scenarios

Table ES-2. Headcount-reduction scenarios

Target function	Current headcount	Minimum reduction	Target reduction	Upper reduction	Target headcount
Development services	15	2	2	3	13
Fire / EMS	81	2	3	4	78
Library	53	12	15	17	38
Police	111	12	15	18	96
TOTAL	260	28	35	42	225

Figure ES-1. Citywide effect of the reduction scenarios

Jurisdiction	Reported staffing / level	Source basis
Current listed-department baseline	398	June 2026 listed-department headcount
Minimum scenario	362	28-position net reduction
Target scenario	353	35-position net reduction
Upper scenario	344	42-position net reduction

The target scenario produces a listed department headcount of 353. Contracting or regionalization should be judged on net recurring cost and service performance, not headcount alone, and no immediate staffing increase should be prioritized ahead of supported reductions, vacancy management, realignment, process redesign, technology, shared services or reallocation.

Organization-wide findings

- Department-level culture and direct-supervisor support remain important strengths; citywide systems and cross-department workflows are the principal gap.
- Infrastructure, maintenance, traffic, fleet, engineering, stormwater, facilities and capital work are distributed across separate units, creating avoidable handoffs and unclear ownership.
- Development intake, zoning, engineering review, permits, inspections and applicant communication should operate as one coordinated workflow even when specialized roles remain distinct.
- Parks and Recreation is a visible staffing and spending area, but its service scope and maintenance responsibilities require a service-level review rather than a change in headcount.
- Municipal Court, Information Technology, City Clerk/Administration and Finance show potential capacity or risk signals; those signals are conditional and must be tested after control, consolidation and workload measurement.
- A certified position-control file, common work-order/service-request platform, multi-year capital plan, and quarterly performance dashboard are the core management infrastructure for implementation.

Scope of this assessment
This report provides an organization-wide, evidence-based directional assessment. It is not a substitute for a multi-month department-specific workload, classification, deployment or job analysis; where the current record does not support a position-level conclusion, the report identifies the exact follow-up evidence required.

1. Purpose and Scope

1.1 Purpose

The City of Homewood engaged MGT to evaluate whether municipal staffing, organizational structure, the internal services systems and service-delivery practices are aligned with peers, community expectations and long-term fiscal sustainability. The assessment provides an organization-wide review of all 14 departments, including staffing, organizational placement, workflow alignment and peer context where data was available.

1.2 Principal peer group and supplemental evidence

The principal peer group consists of Mountain Brook, Pelham and Northport, Alabama; Summit, New Jersey; and Mercer Island, Washington. Supplemental national municipal benchmarks and best-practice guidance are used to test direction and reasonableness, not to impose a single FTE to population ratio.

1.3 Guiding Principles

Table 1-1. Departmental direction framework

Direction	Meaning
Reduce	The evidence supports a lower net City headcount, subject to stated service guardrails.
Maintain	No immediate net change is supported; continue monitoring workload, cost and service level.
Realign / Consolidate	Move reporting, workflow or support functions, transfers, not reductions.
Potential Future Capacity Need — Conditional	Additional capacity may be considered only after process, realignment, technology and workload triggers are satisfied.
Targeted Review Required	Available evidence supports a focused follow-up study but not a position-level conclusion.

- Use the five principal peers first; use supplemental official comparators or best-practice sources when the principal peer evidence is incomplete.
- Keep headcount, FTE, full-time positions and part-time positions distinct.
- Apply the stated reduction ranges and safety/service guardrails for development services, Fire/EMS, Library and Police.
- Count a vacancy as a reduction only when the funded authorized position is eliminated or removed from the position schedule.
- Sequence any conditional future capacity need after realignment, consolidation, process redesign, technology, shared services, vacancy management and reallocation.

2. Organizational Context and Staffing Baseline

2.1 Organizational strengths and operating conditions

Homewood begins with meaningful organizational strengths. Employees generally understand their roles, department-level teamwork is strong, direct supervisors are viewed as accessible and supportive, and the organization has a strong public-service orientation. Leadership communication has improved under the City Manager-centered model. These strengths are implementation assets because difficult staffing and structural changes require credible supervision, clear expectations and transparent measurement.

Table 2-1. Organizational conditions affecting implementation

Dimension	Current assessment	Management implication
Role clarity	Strong within departments	Preserve clear expectations while eliminating lower-value or duplicated work.
Supervisor support	Strong	Use supervisors to implement scheduling, workload, policy and service-standard changes.
Department teamwork	Strong	Retain professional identity while integrating cross-functional workflows.
Cross-department communication	Needs improvement	Use common project, work-order, permit-status and escalation routines.
Policy consistency	Needs improvement	Finalize priority policies and train supervisors before major changes.
Trust and transparency	Improving but uneven	Publish baseline, decision criteria, service results and progress.

2.2 Staffing baseline reconciliation

Staffing-source treatment
Homewood has an organization-chart measure and a separate June 2026 FT/PT count by department. This report uses the 14-department FT/PT count of 356 full-time, 42 part-time or 398 total for department-level analysis and reduction scenarios and uses the 352-position organization-chart measure only for the overall peer-level comparison.

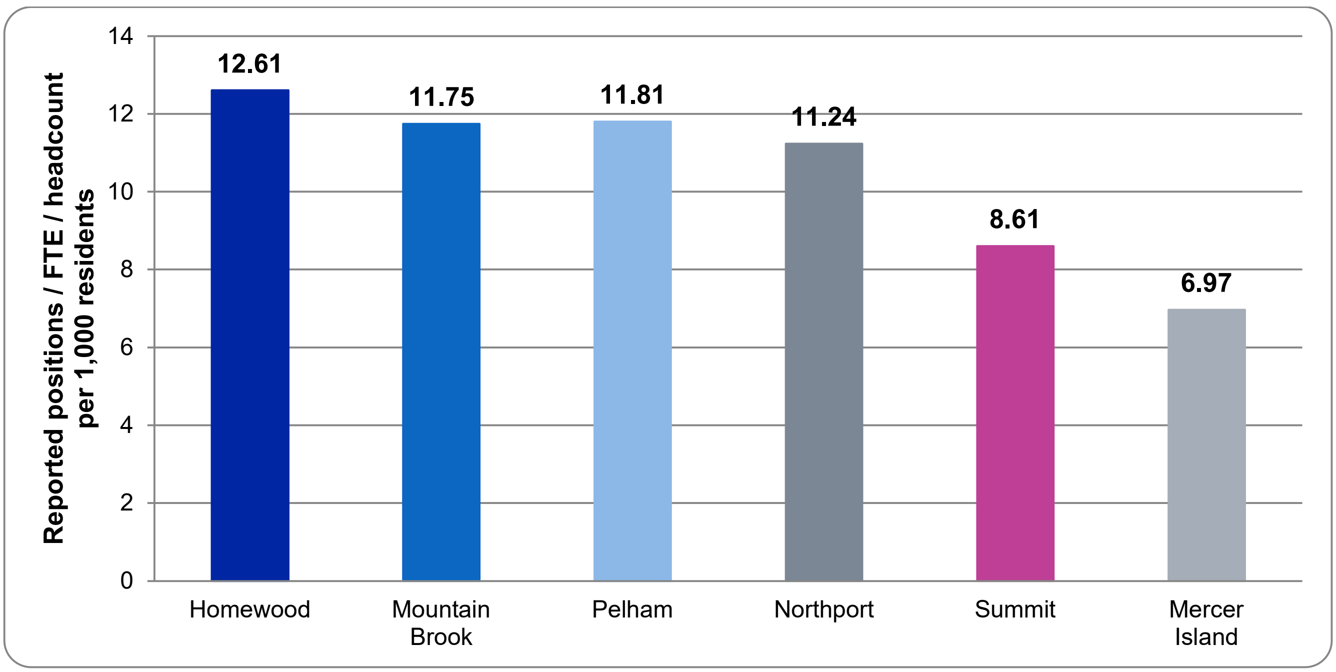
Table 2-2. June 3, 2026 listed-department headcount

Department	Full-time	Part-time	Total
City Clerk / Administration	9	1	10
Engineering & Zoning	5	0	5
Finance	2	0	2
Fire / EMS	76	5	81
Fleet Management	10	0	10
Information Technology	3	0	3
Inspections	10	0	10

Department	Full-time	Part-time	Total
Library	25	28	53
Maintenance	2	0	2
Municipal Court	6	3	9
Parks and Recreation	52	0	52
Police	106	5	111
Public Services	44	0	44
Traffic Maintenance / Operations	6	0	6
TOTAL	356	42	398

2.3 Overall staffing levels and management implication

Figure 2-1. Reported municipal staffing or position-count intensity



Homewood staffing is at the upper end of the reported peer range. Mountain Brook's 11.75 staffing is per 1,000 population, close to Pelham's 11.73 and below Homewood's 12.61. Pelham also reports 160 part-time/seasonal employees, for 458 listed headcount, but that broader total includes golf, racquet and extensive recreation/seasonal staffing and excludes an unreported Civic Complex & Ice Arena. Summit and Mercer Island are materially lower in part because they regionalize, contract, share or classify services differently.

2.4 Position control and vacancy governance

The City should establish one authoritative position-control file jointly certified by the City Manager, Human Resources and Finance. The file should connect each authorized position to department, title, incumbent, status, FTE fraction, funding source, salary, benefits, vacancy date, supervisor and recommended disposition, and should be reconciled to payroll and the adopted budget at least monthly during implementation.

- Require documented City Manager review before filling vacancies in any target or realignment function.
- Identify whether each vacancy is funded, essential, time-limited, reserve, seasonal, part-time or contract-supported.
- Report gross and net recurring savings separately from one-time costs, overtime, contracts and reallocated positions.
- Publish a quarterly citywide dashboard showing authorized, filled, vacant, eliminated, transferred and contracted positions.

3. Benchmarking Method and Peer Context

3.1 Method

Benchmarking is used as a diagnostic—not a formula. The analysis compares service scope, staffing basis, organizational placement, use of contractors or regional providers, operating hours, facilities and workload indicators where available.

3.2 Principal peer profile

Table 3-1. Six-city profile including Homewood

Peer	Population	Overall staffing basis	Rate per 1,000	Key comparability issue
Homewood, AL	27,919	352 organization-chart positions	12.61	Direct full-service model; 398 listed-department headcount used for department analysis.
Mountain Brook, AL	21,701	255 FT; 13–16 PT	11.75	City Police, Fire and Library; solid waste contracted; several support functions embedded.
Pelham, AL	25,396	298 FT; 160 PT/seasonal; 458 listed headcount	11.73 using 298 FT	Golf, racquet and extensive PT/seasonal recreation staffing affect the broad count; Civic Complex & Ice Arena not reported; Police and Fire totals verified.
Northport, AL	31,492	354 total headcount	11.24	City Police and Fire; library access through Tuscaloosa system/vending location.
Summit, NJ	23,102	199 FT selected	8.61	City Police, Fire and Library; shared court and health features; state budget categories differ.
Mercer Island, WA	25,302	176.28 regular FTE	6.97	Fire/EMS contracted; library regional; dispatch/jail and fleet arrangements differ.

4. Department-Level Assessment

Over the next several pages is a detailed review of each Homewood department. For each department level assessment, we have provided the same review structure: scope of services; current staffing and organizational placement; strengths; peer or professional alignment; overlap and consolidation opportunities; a clear directional conclusion; implementation guardrails; and the data needed for a deeper department-specific review.

4.1 City Clerk / Administration

Current staffing	Verified service scope	Directional conclusion
9 FT + 1 PT = 10 headcount	The City Clerk's official function is to maintain public records - municipal meeting documents, ordinances and resolutions, business and special-event licensing, election support and resident/business routing. The current public directory also identifies revenue-examination roles within the City Clerk's Office. Administration includes other executive, communications, human-resources or legal-coordination duties and should be assigned through the certified position/function crosswalk rather than inferred from the department title.	Maintain; clarify embedded functions; conditional future capacity review

Alignment conclusion
The 10-person baseline appears reasonable for a combined clerk, records, licensing, elections and revenue-support model, but the unit cannot be benchmarked reliably until embedded Administration, HR, communications, licensing and executive-support duties are mapped. Maintain current headcount, formalize service ownership, and test any future capacity need only after workflow and position-control reconciliation.

4.1.1 Role, structure, and strengths

As mentioned, the official City Clerk function is the central location for public records, municipal meeting documents, ordinances and resolutions, business and special-event licensing, election support and resident/business routing. The current public directory also identifies municipal records and revenue-examination roles. The office provides a visible, centralized point of access for records, licenses, elections information and meeting documents.

- Official budget-hearing materials report business-license collections more than $630,000 above budget and credit the revenue staff's work.
- The office's small requested budget changes and focus on service continuity indicate cost discipline and operational stability.

4.1.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Peer municipalities distribute central administration differently. Pelham reports separate City Manager's Office (3 FT), Communications (3 FT), Admin/Finance (8 FT + 1 PT), Human Resources (3 FT + 1 PT) and IT (6 FT), while Mountain Brook embeds several HR, payroll, accounting, revenue and network functions within City Hall/Finance. Mercer Island and Summit use broader internal-service or general-government groupings. Pelham's model is directional evidence of separated support functions, not a one-to-one staffing comparison with Homewood's combined Clerk/Administration unit. As a result, it is difficult to make a direct comparison.

Homewood's City Manager-centered model requires clear decision rights among the City Manager, Clerk, Finance, embedded HR/personnel, communications, legal coordination and department heads. The current evidence supports a functional crosswalk and service catalog before either adding staff or relocating work.

Overlap and consolidation opportunities

- Business licensing, revenue examination and accounts-receivable responsibilities should be mapped with Finance to eliminate duplicate entry, reconciliation and customer handoffs.

- Records, agenda/minutes, public information, website/newsletter and legal-notice responsibilities should have a single documented owner and backup plan.
- Embedded HR/personnel and procurement-support duties should be identified and assigned to the correct organizational home rather than treated as informal shared work.

4.1.3 Findings, recommendations, and guardrails

Finding	Recommendation
The department combines high-volume public-facing and statutory work with revenue and administrative support.	Maintain the 10-person baseline while documenting each position's primary service, backup role, customer and workload measure.
Potential capacity pressure may reflect fragmented embedded duties rather than insufficient staffing.	Create an administrative-service catalog and responsibility matrix before considering additional positions.
The transition to a City Manager-centered model increases the need for consistent policy, records and communication routines.	Formalize agenda, records, communications, licensing, policy publication and executive-support service standards.

Implementation guardrails and measures

- Business-license cycle time and revenue collections; public-record response time; agenda/minutes timeliness; election milestones; licensing transaction volume; customer contacts; overtime; cross-training and backup coverage.

Data required for deeper validation

- Position-by-position duty allocation; number and type of licenses, records requests and meeting packets; election workload; revenue transactions; HR/communications/procurement work performed in the unit; service backlogs and overtime.

4.2 Inspections (aka Permitting & Inspections)

Current staffing	Verified service scope	Directional conclusion
10 FT	Plan review, permit intake, inspections, certificates of occupancy, code compliance, abatement and inspection routing	Reduce/realign 2-3 positions across all functions that are recommended to be consolidated into a Community Development department

Alignment conclusion
Inspections should remain a distinct professional function but operate as the public-facing Permit Center within an integrated Community Development workflow. The recommended staffing direction is a single combined reduction: across the 15-position Inspections plus Engineering & Zoning baseline, reduce positions by 2 to 3 in total (not 2 to 3 positions from each current department) through attrition, vacancy elimination, electronic intake, cross-training and on-call technical support.

4.2.1 Role, staffing, and strengths

The official department scope includes construction plan review, adopted-code compliance, building and trade permits, certificates of occupancy, structural/plumbing/mechanical/electrical/gas inspections, property-maintenance complaints, condemnation/abatement and floodplain questions. The site describes same-day inspection scheduling and identifies administrative intake, fee/payment, accounting and routing roles as well as specialized inspectors and plan-review staff.

- Specialized building-safety expertise and a clearly identified customer-contact structure are strengths to preserve.
- The online Civic Access portal, combined with the potential use of on-call contractual support for peak or specialized technical work, provides a platform for one-stop service and reduced manual workload.
- The department's current staffing is within the range of the combined development-services peers when scope differences are recognized.

4.2.2 Peer alignment and workflow assessment

Table 4-1. Development-services staffing scope

City	Reported staffing	Scope	Interpretation
Homewood	10 FT Inspections; (15 FT Inspections plus Engineering & Zoning)	Permit intake, plan review, inspections, code/abatement; (Engineering & Zoning separate)	Comparable combined baseline.
Mountain Brook	8 core FT	Planning, building and sustainability (Operations also supported by Finance and centralized administrative services)	Core count is lower; total development scope is larger.
Northport	6 Planning/ Inspections + 9 Engineering	Combined development and engineering functions	Closest combined-scope comparison; also totals 15.

City	Reported staffing	Scope	Interpretation
Mercer Island	18 FTE	Community Planning and Development	Separately reported, broader development-services fund.
Summit	2 FTE partial	Uniform Construction Code only	Not a complete department count.
Pelham	36 FT + 1 PT = 37	Development Services/Public Works combined	Combined scope; not a planning-only, inspections-only count.

Pelham and Northport permit data provide workload context but are not directly comparable to a complete Homewood permit-and-inspection workload. Across the combined Inspections and Engineering & Zoning functions, with validation of Homewood transaction volume, cycle time and reinspection there may be opportunity for position reductions (potentially 2-3). Appendix G presents the source values.

4.2.3 Findings, recommendations, guardrails, and data

Finding	Recommendation
The customer journey crosses Inspections, Engineering & Zoning, licensing and outside reviewers.	Create one Permit Center workflow with one intake record, one applicant contact, status visibility and documented routing/closeout standards.
The department has specialized field and code responsibilities that should not be indiscriminately combined.	Retain professional specialization while consolidating intake, scheduling, payment, status communication and management reporting.
The shared 2–3 position reduction is credible only if technology and workload guardrails are active.	Use attrition/vacancies first; remove positions only when turnaround, backlog, reinspection and customer measures remain within adopted thresholds.

- Applications by type; permit volume and valuation; plan-review cycle time; inspections and reinspections; same-day scheduling success; backlog; code/abatement cases; customer contacts; portal adoption; contract cost and turnaround.
- Three years of permit and inspection transactions; plan-review assignment and cycle time; inspection routes; overtime; vacancies; portal usage; contractor cost; rejected/incomplete applications; cross-department handoffs.

4.3 Police

Current staffing	Verified service scope	Directional conclusion
106 FT + 5 PT = 111 headcount	Patrol and investigations plus dispatch, corrections/jail, records, code-related work, animal control, security and specialized support	Reduce 12–18; target planning scenario 15

Recommended Police reduction
Reduce Police headcount by 12 to 18 positions over 24 months. Use 15 positions as the target planning scenario, producing a department headcount of 96. Prioritize vacancies, non-patrol support, duplicative administration and supervision, and service-delivery changes before reducing minimum patrol coverage.

4.3.1 Current staffing and peer evidence

Homewood reports 106 full-time and 5 part-time Police employees, or 111 total headcount. Available peer totals are 99 total headcount in Pelham (96 FT + 3 PT), 84 total headcount in Northport, 73 full-time staff in Mountain Brook, 56 total full-time department staff in Summit, and 37.50 FTE in Mercer Island.

Figure 4-1. Reported Police departmental staffing in the five-city peer group

Jurisdiction	Reported staffing / level	Source basis
Homewood	111	Total headcount
Pelham	99	96 FT + 3 PT
Northport	84	Total headcount
Mountain Brook	73	Full-time staff
Summit	56	Total FT department staff
Mercer Island	37.5	FTE

All departments provide core police services but most significantly may differ regarding how the city provides animal control and dispatch as well as whether they maintain a K9 unit and operate a jail. Pelham's service portfolio most closely matches Homewood's, with in-house dispatch, a K9 unit, and a jail. Pelham utilizes dispatch personnel to handle jail duties, and the Streets department handles some animal control functions with police patrol only handling after-hour calls. Northport also has in-house dispatch, but does not operate a city jail, while Mountain Brook does not provide dispatch, which is instead provided by Shelby County it does operate a jail. Considering these differences, there remains clear opportunity for Homewood to reduce staffing particularly through reconsidering its service delivery model for each of the services it provides.

The national sample of cities with a population under 30,000 reports 28 to 63 city-operated Police staff/FTE/authorized positions. Homewood will remain above that national range even after an 18-position reduction, preserving a substantial margin for the City's broader service package.

Pelham's 2025 workload—21,062 calls for service, 943 arrests, 4,275 citations, and 1,184 traffic crashes—shows that a comparable municipality managed substantial police demand with 99 personnel, 12 fewer than Homewood's 111, using a two-shift structure and two patrol bureaus. Although differences in service scope exists, the comparison still provides meaningful directional evidence that Homewood can operate with a lower headcount.

Accordingly, the recommended reduction should proceed cautiously and focus first on vacancies, administrative and supervisory layers, specialty and support functions, and alternative delivery options for dispatch, jail, and other non-patrol services, while protecting minimum patrol coverage and response performance. The 2026 figures are year-to-date and are not annualized; Appendix D presents the complete reported series.

4.3.2 Municipal jail and corrections service delivery

- Sixteen of 19 external comparators (84.2 percent) avoid a full-service city-operated jail: seven county models, five city short-term lockups, three hybrids and one regional model; three operate city full-service jails.
- Homewood is not an Alabama outlier merely because it maintains a jail, but every one of the 13 non-Alabama external peers avoids a full-service city jail.
- The strongest design analogues preserve local processing or short holding while shifting longer custody to another provider.
- No jail-related position should be removed solely from the prevalence finding. The City should complete a 90–120 day business-case and provider-pricing phase that identifies removable positions/accounts, written provider capacity and conservative recurring savings.

4.3.3 Reduction actions and required guardrails

Reduction lever	Implementation direction	Primary guardrail
Vacancies and attrition	Eliminate funded positions that can remain unfilled without shifting unfunded work.	Minimum patrol, investigations, dispatch and jail posts; overtime.
Command, specialty and support	Consolidate duplicated supervisory, administrative and lower-volume specialty work.	Span, accountability, response and case backlog.
Dispatch / civilian support	Evaluate regional, shared, civilianized or technology-supported options on net cost and performance.	Call-answer time, dispatch workload, continuity, retention.
Jail / corrections	Price short-term holding plus external housing and full outside booking/housing in parallel.	Provider capacity, intake/refusal, transport, safety, avoidable cost.
Code / animal control / security	Confirm best organizational home and avoid double coverage.	Service response, legal requirements, customer outcomes.

- Calls for service by priority; response time; proactive time; call saturation; minimum patrol; investigation caseload; dispatch calls; jail bookings, average daily population and bed-days; overtime; vacancies; officer time on transport/booking; citizen complaints; clearance and traffic-enforcement workload.

4.4 Fire / EMS

Current staffing	Verified service scope	Directional conclusion
76 FT + 5 PT = 81 headcount	Fire suppression, EMS/ambulance, prevention/inspection, training and station/apparatus deployment	Reduce 2-4 non-frontline; target planning scenario 3

> **Recommended Fire / EMS reduction**
> Identify a potential targeted reduction of up to 2–4 non-frontline, administrative, vacant, or support positions, after a detailed analysis confirms that those positions are not required for operational coverage or workload support.

4.4.1 Current staffing and service-model comparison

Homewood reports 81 total Fire/EMS headcount. Pelham reports 88 full-time department staff; Northport reports 77 total headcount; Mountain Brook's Fire Department reports 67 total staff; Summit reports 35 total full-time department employees, and Mercer Island has no City Fire FTE because it is provided by Eastside Fire & Rescue.

Figure 4-2. Reported Fire/EMS staffing in the five-city peer group

Jurisdiction	Reported staffing / level	Source basis
Homewood	81	76 FT + 5 PT
Pelham	88	88 FT total; 80 certified firefighter/EMTs subgroup
Northport	77	Total headcount
Mountain Brook	67	67 total staff; staffing crosswalk classifies 66 FT + 1 PT
Summit	35	Total FT department staff
Mercer Island	Not reported	Regional contract; no City FTE

4.4.2 Fire-station benchmark

Table 4-2. Fire-station count benchmark in the five-city peer group

Jurisdiction	Active stations	Official confirmation	Service-model note
Homewood, AL	3	Official station page identifies Stations 1, 2 and 3; current budget materials discuss a future Station 4.	City-operated Fire/EMS, contracted ambulance transport.
Mountain Brook, AL	3	Official operations/location information describes three stations; the March 19, 2026 department organization chart assigns A/B/C shift Battalion Chiefs over Stations 3, 2 and 1.	City-operated Fire/EMS and ambulance transport.

Jurisdiction	Active stations	Official confirmation	Service-model note
Pelham, AL	5	Official department page states five strategically located stations.	City operated Fire/EMS and ambulance transport
Northport, AL	4	Official facilities directory lists Stations 1–4.	City-operated Fire/EMS, contracted ambulance transport.
Mercer Island, WA	2	City states both island stations remain open under Eastside Fire & Rescue.	Regional provider since 2024.
Summit, NJ	1	Current official page identifies Fire Headquarters at 281 Broad Street.	City-operated from one headquarters.

Pelham's 88 total staff is above Homewood's 81, while Northport's 77 is close. Pelham operates five stations and ambulance transport. Northport with fewer FTE operates four stations, and Homewood operates three stations – both contract out ambulance transport. Mountain Brook with fewer FTE operates three station and provides in-house ambulance transport.

Pelham and Northport provide useful workload context for evaluating Homewood's Fire/EMS staffing. Across the six incident categories reported consistently by all three jurisdictions—fires, rescue and EMS calls, hazardous conditions, service calls, good-intent calls, and false alarms—Homewood recorded **5,351 incidents in 2025**, compared with **4,167 in Pelham** and **3,742 in Northport**. Homewood therefore handled approximately **28 percent more reported incidents than Pelham and 43 percent more than Northport**, while operating three stations with 81 personnel. By comparison, Pelham operates five stations with 88 full-time personnel, and Northport operates four stations with 77 personnel.

Accordingly, the peer workload data do not support a broad, ratio-based staffing reduction by themselves. Any reduction should be limited to efficiencies identified through a detailed deployment review—such as administrative or command consolidation, scheduling changes, relief-factor adjustments, and elimination of avoidable vacancies—and should proceed only if response times, simultaneous-call coverage, apparatus availability, overtime, and minimum daily staffing can be maintained.

4.4.3 Reduction actions and safety guardrails

- Use vacancies and attrition first; test administrative, training, prevention and command spans before changing minimum company staffing.
- Test apparatus deployment and company configuration against actual call demand, EMS share and overlapping incidents.
- Evaluate automatic aid, mutual aid, regional service and EMS transport alternatives on both total cost and performance.
- Use civilian or contracted support only when the result is fewer total City positions and lower net recurring cost without weakening safety.

Required safety guardrails
Implementation must be tested against effective response force, turnout time, travel time, total response time, call concurrency, EMS call share, unit-hour utilization, minimum apparatus staffing, station geography, automatic/mutual aid, overtime, callback and community risk. NFPA and CPSE/CFAI principles provide a deployment framework; they do not establish a population-based staffing number for Homewood.

4.5 Municipal Court

Current staffing	Verified service scope	Directional conclusion
6 FT + 3 PT = 9 headcount	The Municipal Court provides court sessions, clerk and magistrate services, misdemeanor and municipal-ordinance processing, fine/payment administration, warrant activity, customer contact and coordination with judges, prosecutors, law enforcement, corrections and security.	Maintain; targeted workload and service-model review required

Alignment conclusion
Homewood's nine-person Municipal Court workforce reports materially greater workload than Pelham and, in several measures, Northport. The most pronounced differences occur in 2025, when Homewood reported 29,066 cases closed and 8,197 warrants recalled - far above both annual intake and peer volumes. These results may reflect backlog reduction, bulk administrative dispositions, changed reporting definitions, or a data-quality issue rather than recurring annual demand. Maintain current headcount pending validation of the underlying records, then complete a targeted workload and role-allocation review focused on sustainable case-processing requirements, warrant management, customer service, security, transport, and enforcement support.

4.5.1 Role, structure, and strengths

The Municipal Court provides court sessions, clerk and magistrate services, misdemeanor and municipal-ordinance processing, fine/payment administration, warrant activity, customer contact and coordination with judges, prosecutors, law enforcement, corrections and security. Official information identifies a Court Clerk/Chief Magistrate and regular public hours at the West Valley Avenue facility.

- A dedicated clerk/magistrate structure provides resident access and continuity for a high-risk statutory function.
- The Court has identified concrete operational issues—warrant backlog, security, bailiff coverage and clerk capacity—rather than relying only on generalized understaffing claims.
- Court funds and shared support may create options for targeted service improvements without a broad General Fund expansion.

4.5.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Homewood reports 6 FT + 3 PT = 9 Municipal Court employees, compared with 5 FT + 3 PT = 8 in Pelham. Homewood's reported workload is substantially higher than Pelham's and, in selected periods, Northport's. In 2023, Homewood entered 10,233 cases and closed 7,350. In 2024, it entered 8,138 and closed 7,954. For 2025, Homewood reported 8,501 cases entered but 29,066 cases closed, along with 3,509 warrants issued and 8,197 recalled. Through June 2026, it reported 4,556 cases entered, 9,130 closed, 1,696 warrants issued, and 1,848 recalled. Table 4-3 presents the full source series. Because 2025 closures and recalls greatly exceed current-year intake and peer volumes, the City should validate definitions, source records, and whether the totals include backlog cleanup, bulk dispositions, or other nonrecurring activity before drawing a final staffing conclusion.

Table 4-3. Reported Municipal Court annual flow metrics

City	Period	Cases entered	Cases closed	Warrants issued	Warrants recalled
Homewood	2023	10,233	7,350	3,481	699
Homewood	2024	8,138	7,954	2,946	1,219
Homewood	2025	8,501	29,066	3,509	8,197
Homewood	Jan-Jun 2026	4,556	9,130	1,696	1,848
Pelham	2023	3,980	3,395	1,345	77
Pelham	2024	4,977	4,425	1,553	95
Pelham	2025	4,777	4,228	1,361	115
Pelham	2026 YTD	4,095	4,177	1,333	170
Northport	2023	8,634	8,505	2,803	800
Northport	2024	5,601	6,109	2,259	836
Northport	2025	7,581	6,714	2,244	1,077
Northport	2026 YTD	3,744	3,351	1,380	877

Homewood's case intake exceeded both peers in 2023 and remained above Pelham in 2024 and 2025. The 2025 closure and warrant-recall totals are extraordinary: cases closed were more than three times cases entered, and warrants recalled were more than twice warrants issued. The January-June 2026 data also show closures exceeding entries and recalls exceeding issuances. This pattern could indicate successful backlog reduction or accelerated administrative processing, but it could also reflect differences in definitions, duplicated counts, migrated records, or timing. The City should distinguish recurring workload from one-time inventory reduction and reconcile annual flow measures to beginning and ending pending-case and active-warrant inventories.

Overlap and consolidation opportunities

- Warrant service, prisoner transport, jail/corrections, court security and bailiff work overlap with Police and should be costed as one end-to-end process.
- Fine/payment, revenue reconciliation, purchasing and financial reporting require clear controls with Finance and City Clerk/Administration.
- Records, online payment, customer communication and document management should be integrated with citywide IT and records standards.

4.5.3 Findings, recommendations, and guardrails

Finding	Recommendation
Homewood reports materially higher case and warrant-processing volume than Pelham and, in several measures, Northport; however, the 2025 totals show major discontinuities that require validation.	Maintain current headcount while validating source data, counting rules, and case-level records. After validation, assess workload per FTE, cases per session, customer demand, and time by activity to determine whether staffing or process changes are warranted.
Cases closed and warrants recalled substantially exceeded new entries and issuances in 2025 and continued to exceed them through June 2026, indicating either backlog reduction, bulk processing, or a reporting-definition issue.	Separate recurring intake and disposition workload from one-time backlog activity; reconcile beginning and ending inventories; and report monthly on cases entered, closed, pending, and aged and on warrants issued, recalled, served, quashed, active, and aged.
Court security, warrant service, jail and transport responsibilities cross departmental lines.	Evaluate dedicated, shared, contracted or police-supported coverage based on total cost, reliability and workload.

Implementation guardrails and measures

- Cases entered, closed, pending and aged; closure-to-entry ratio; sessions and cases per session; disposition type; warrants issued, recalled, served, quashed, active and aged; payments and receivables; customer contacts; security incidents; continuances; failure-to-appear; judge/magistrate hours; jail/transport time; overtime; workload per FTE; cost per disposed case.

Data required for deeper validation

- Three years of case-level filings and dispositions by case type and disposition reason; beginning and ending pending-case inventories; session calendar and attendance; warrant transaction detail and beginning/ending active-warrant inventory; documentation of counting rules and any 2025 cleanup or system conversion; payment transactions and delinquency; position duties and time allocation; judge/prosecutor/bailiff/security costs; police/jail support hours; shared-service terms.

4.6 Public Services

Current staffing	Verified service scope	Directional conclusion
44 FT	Homewood's public-facing materials describe a broad Public Works/Public Services package that includes streets, sidewalks, bridges, city landscaping, debris services, storm cleanup, parks maintenance, traffic/street operations and fleet management. The FT/PT workbook, however, lists Public Services, Fleet and Traffic as separate departments, demonstrating that the operating portfolio and budget/reporting structure are not fully aligned.	Maintain headcount; realign into Infrastructure and Public Works

Alignment conclusion
The 44-person Public Services baseline appears generally aligned when counted narrowly, but Homewood's full infrastructure workload is distributed across Public Services, Fleet, Traffic, Maintenance, Parks and Engineering & Zoning. Maintain direct field capacity while creating one Infrastructure and Public Works portfolio, one asset/work-order system, one capital-priority process and clear service-level agreements.

4.6.1 Role, structure, and strengths

Homewood's public-facing materials describe a broad Public Works/Public Services package that includes streets, sidewalks, bridges, city landscaping, debris services, storm cleanup, parks maintenance, traffic/street operations and fleet management. The FT/PT workbook, however, lists Public Services, Fleet and Traffic as separate departments, demonstrating that the operating portfolio and budget/reporting structure are not fully aligned.

- The department provides highly visible, high-value field services tied directly to resident priorities for streets, sidewalks, drainage, debris response and public spaces.
- Budget materials report meaningful savings from in-house sidewalk and ADA-ramp work compared with contracting.
- An experienced field workforce and local equipment capacity allow rapid response and practical problem solving.

4.6.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Public-works comparisons are especially sensitive to service scope. Pelham reports 36 FT + 1 PT in a combined Development Services/Public Works function; that 37-person count is a broad combined-scope comparator and cannot be attributed wholly to Public Works or development services. Other peers may include or exclude sanitation, fleet, traffic, parks maintenance, engineering, stormwater, facilities, utilities and capital project management. Homewood's 44-person count cannot be treated as the full infrastructure workforce because several related departments are listed separately.

The primary issue is organizational integration rather than a demonstrated need for more or fewer Public Services positions. A unified portfolio should use asset conditions, work-order backlog, service completion, lifecycle cost and capital priorities to allocate existing resources across departmental boundaries.

Overlap and consolidation opportunities

- Streets, sidewalks, drainage, stormwater, ADA and right-of-way work overlap with Engineering & Zoning and Traffic.

- Parks grounds and facility maintenance overlap with Parks and Recreation and the two-person Maintenance unit.
- Equipment, replacement planning, parts and downtime overlap with Fleet and Finance.
- Resident requests, project status and public communication require common ownership with Administration/Communications and IT.

4.6.3 Findings, recommendations, and guardrails

Finding	Recommendation
The core field workforce is not shown to be excessive when the direct service model is recognized.	Maintain the 44-person baseline while measuring workload and output by service line.
Infrastructure responsibilities are fragmented across multiple departments.	Create an Infrastructure and Public Works portfolio with common reporting, asset management, work orders and capital delivery.
Reactive work and unclear handoffs can create the perception of understaffing.	Implement priority, closure and escalation standards before considering new field positions.

Implementation guardrails and measures

- Work orders opened/closed; average and 90th-percentile closure time; lane/sidewalk/bridge/drainage assets; sanitation/debris route performance; emergency response; contractor cost; equipment downtime; citizen-request backlog; capital projects on schedule and budget.

Data required for deeper validation

- Service-line position allocation; work-order history; asset inventory/condition; route miles and frequencies; seasonal demand; contractor spending; equipment utilization; overtime; vacancy and injury data; parks/facility maintenance allocation.

4.7 Library

Current staffing	Verified service scope	Directional conclusion
25 FT + 28 PT = 53 headcount	Municipal full-service library with 67 scheduled public open hours, collections, programs, digital access, meeting/community services and board governance	Reduce 12–17; target planning scenario 15

Recommended Library reduction
Reduce Library headcount by 12 to 17 positions over 24 months. Use 15 positions as the target planning scenario, producing a Library headcount of 38. Concentrate the reduction in part-time scheduling and headcount, vacancies, and supervisory or service-desk consolidation, with 2 to 3 full-time positions removed through attrition or reorganization where feasible.

4.7.1 Current staffing, access, and peer evidence

Homewood reports 25 full-time and 28 part-time Library employees, or 53 total headcount, and 67 scheduled public open hours per week. Summit provides nearly identical regular access at 68 hours with 14 full-time and 20 to 21 part-time employees. Mountain Brook reports 29 full-time and 11 part-time employees, but its 41-hour schedule reflects a temporary City Hall location during renovation. Pelham reports 11 full-time and 7 part-time employees, or 18 headcount, and 59 open hours. Mercer Island receives service from a King County Library System branch, and Northport is served by Tuscaloosa Public Library where the local access point is a vending location rather than a full-service municipal branch.

Table 4-4. Library staffing and access crosswalk

City	Service model	FT	PT	Weekly hours	Comparability note
Homewood	Municipal full-service	25	28	67	Current baseline.
Mountain Brook	Municipal; temporary location	29	11	41	Hours temporarily reduced during renovation.
Pelham	Municipal full-service	11	7	59	6,613 registered cardholders; 204,664 reported 2025 materials borrowed.
Summit	Municipal full-service	14	20–21	68	Closest access comparison.
Mercer Island	Regional branch	N/A	N/A	54	Not a City Library department.
Northport	Regional – Tuscaloosa Public Library	N/A	N/A	45	Not a full-service branch – vending location.

Figure 4-3. Weekly scheduled library access and service model

Jurisdiction	Reported staffing / level	Library Service Model
Summit	68	Municipal
Homewood	67	Municipal
Pelham	59	Municipal
Mercer Island	54	Regional branch
Northport	45	Vending location
Mountain Brook	41	Temporary location

Summit is the strongest access comparator: nearly the same open hours with 11 fewer full-time employees and 7 to 8 fewer part-time employees. Pelham provides a second municipal comparison, operating 59 weekly hours with 18 total staff and reporting 204,664 materials borrowed in 2025. Homewood is materially higher at 53 headcount. The national under-30,000 sample generally reports 4 to 18 FTE or authorized positions for separately reported municipal libraries. Because Homewood's part-time hours are unavailable, the recommendation is expressed in headcount rather than FTE, and the 12-17 reduction range is supported by both peer access and staffing evidence.

4.7.2 Service scenarios

Table 4-5. Library service and reduction scenarios

Scenario	Open-hours approach	Headcount reduction	Primary actions
A — Preserve access	Maintain approximately 67 weekly hours	12–15	Rebuild schedules; consolidate service desks/supervision; expand self-check and cross-training; reduce PT positions and hours.
B — Align access	Operate approximately 59–64 weekly hours while retaining evening/weekend access	15–17	Scenario A plus targeted low-demand hour reductions and deeper PT/supervisory consolidation.

4.7.3 Recommended composition and guardrails

- Eliminate approximately 10 to 14 part-time positions through schedule redesign, attrition, vacancy management and lower-demand coverage changes.
- Eliminate approximately 2 to 3 full-time positions through attrition, vacancy elimination, supervisory consolidation or technical/service-desk workflow redesign.
- Distinguish between fewer part-time positions and fewer part-time hours; document both.
- Do not treat volunteer hours, self-check technology, consortium support or contract services as free substitutes; include cost and service effects.

Service guardrails

Track public open hours, visits, circulation, program attendance, meeting-room use, digital use, reference and service transactions, weekend/evening demand, collection-processing workload, self-service adoption and customer response. Publish monthly results during schedule changes and restore specific hours only when documented demand and service outcomes justify the recurring cost.

4.8 Parks and Recreation

Current staffing	Verified service scope	Directional conclusion
52 FT	Parks and Recreation operates a broad community-service portfolio that includes parks, athletic fields, community and senior facilities, memberships, classes, camps, youth sports, events, facility rentals and two public pools. The current public site identifies Homewood, Lee and Senior community centers, West Homewood Athletic Center, multiple parks, seasonal employment and aquatics programming. Grounds and facility maintenance responsibilities intersect with Public Services and Maintenance.	Maintain; targeted service-level review; realign maintenance responsibilities

Alignment conclusion
Parks and Recreation is a visible staffing and spending outlier, but the current record does not distinguish programming, facility operations, aquatics, athletics, grounds, capital work and seasonal labor well enough to support an immediate change. Maintain the 52-person baseline pending a service-level and workload review, separate programming from maintenance, and integrate asset/work-order governance with Infrastructure and Public Works.

4.8.1 Role, structure, and strengths

Parks and Recreation operates a broad community-service portfolio that includes parks, athletic fields, community and senior facilities, memberships, classes, camps, youth sports, events, facility rentals and two public pools. The current public site identifies Homewood, Lee and Senior community centers, West Homewood Athletic Center, multiple parks, seasonal employment and aquatics programming. Grounds and facility maintenance responsibilities intersect with Public Services and Maintenance.

- The service portfolio is highly valued and directly supports Homewood's quality of life, neighborhood identity, youth programs and community access.
- Multiple facilities, pools, fields, parks, camps, events and extended/seasonal operating schedules explain why a simple population ratio is inadequate.
- Dedicated staff and board governance provide specialized program knowledge and community accountability.

4.8.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Peer parks and recreation models differ sharply because facilities, golf, civic complexes, aquatics, utilities, outside agencies and enterprise funds may be included or excluded. Pelham reports Parks & Recreation at 13 FT + 49 PT/seasonal = 62, while separately reporting Ballantrae Golf Club at 17 FT + 83 PT/seasonal = 100 and the Racquet Club at 9 FT + 12 PT/seasonal = 21; Civic Complex & Ice Arena staffing is blank and is not treated as zero. This broad service model shows why Homewood's 52 full-time positions cannot be compared to a single Pelham total without normalizing facilities, seasonal labor and maintenance scope. The available comparison supports a targeted service-level review rather than an immediate cut or addition.

Professional park metrics emphasize service-level context: acres, facilities, attendance, program registrations, operating expenditures, earned revenue, staffing mix and maintenance workload. The proper next step is a targeted service-level and productivity review, not an unsupported immediate cut or addition.

Overlap and consolidation opportunities

- Grounds, landscaping, trails, right-of-way, equipment and facility maintenance overlap with Public Services, Maintenance, Fleet and Engineering.
- Facility scheduling, rentals, customer accounts, payments and communications should use common citywide platforms and financial controls.
- Capital renewal for pools, centers, parks, bridges, restrooms and the Senior Center should be integrated into the City's multi-year capital and asset plan.

4.8.3 Findings, recommendations, and guardrails

Finding	Recommendation
Visible staffing is high, but Parks service and service level portfolios are challenging to normalize.	Maintain headcount while completing a 6–9 month parks service-level, seasonal-labor and maintenance study.
Programming and asset-maintenance work are combined in a way that potentially obscures productivity.	Create separate cost centers and measures for programs, facilities/aquatics, athletics, grounds and capital maintenance.
Recent position and facility requests indicate workload and deferred-capital pressure.	Use participation, operating hours, facility condition and cost recovery to prioritize work before adding permanent positions.

Implementation guardrails and measures

- Park/facility inventory and operating hours; registrations and participation; attendance and utilization; program cancellations/waitlists; pool and field coverage; seasonal hours/FTE; earned revenue/cost recovery; work orders; facility condition; grounds acres; maintenance backlog; customer satisfaction.

Data required for deeper validation

- Position allocation by program/facility/grounds; seasonal and part-time labor hours; facility schedule; program participation/revenue; park acreage; field/pool hours; work orders; maintenance positions across departments; vehicle/equipment use; deferred-capital plan.

4.9 Fleet Management

Current staffing	Verified service scope	Directional conclusion
10 FT	Fleet Management supports City vehicles and equipment through maintenance, diagnostics, repair, parts/tooling, preventive maintenance, on-call response and replacement planning. The official Public Works page identifies a Fleet Management Director, and budget materials reference diagnostic equipment, technician tooling, recruitment/retention and an on-call supervisor vehicle.	Maintain headcount; realign as citywide internal service within an Infrastructure & Public Works department

Alignment conclusion
The 10-person Fleet baseline is not demonstrably excessive or insufficient because availability, preventive-maintenance compliance, repair turnaround, technician productivity, replacement age, cost per mile/hour and customer service measures should determine whether the City has the right staffing mix and examination of such was not part of this engagement's scope.

4.9.1 Role, structure, and strengths

Fleet Management supports City vehicles and equipment through maintenance, diagnostics, repair, parts/tooling, preventive maintenance, on-call response and replacement planning.

- An in-house fleet capability supports service for Police, Fire, Public Services, Parks, Traffic and other operational departments.
- Centralized fleet data and lifecycle planning can reduce emergency replacement, avoidable downtime and fragmented purchasing.

4.9.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Fleet staffing cannot be compared credibly without the number and type of vehicles/equipment, annual labor hours, preventive-maintenance requirements, parts, fueling, warranty work, after-hours coverage and outside repair. Some peers use contractor-supported fleet models, while others embed equipment maintenance in Public Works.

APWA fleet guidance emphasizes availability, preventive-maintenance compliance, repair turnaround, technician productivity, replacement age, cost per mile/hour and customer service. Those measures should determine whether the City has the right staffing mix after the portfolio is realigned.

Overlap and consolidation opportunities

- Vehicle specifications, purchasing, replacement and disposal should be coordinated with Finance/procurement and user departments.
- Equipment maintenance and field response overlap with Public Services, Parks, Traffic, Police and Fire shops or embedded support.
- Fuel, telematics, warranties, inventory, insurance and asset records require common IT, Finance and risk controls.

4.9.3 Findings, recommendations, and guardrails

Finding	Recommendation
The existing fleet count cannot be benchmarked without a fleet/equipment and productivity data.	Maintain 10 positions and complete a fleet inventory, class mix, labor and cost crosswalk.
Fleet serves the entire organization but performance expectations are not presented as formal internal-service standards.	Adopt service-level agreements, priority classes, preventive-maintenance targets and monthly department scorecards.
Replacement decisions are linked to capital planning and user behavior.	Create a 10-year replacement plan with condition, age, use, downtime, maintenance cost and funding criteria.

Implementation guardrails and measures

- Fleet availability; preventive-maintenance compliance; scheduled/unscheduled work ratio; average repair turnaround; downtime; repeat repairs; technician direct-labor utilization; outside-repair share; parts fill rate; age/condition; cost per mile or operating hour; user satisfaction.

Data required for deeper validation

- Complete vehicle/equipment inventory; class and assignment; age/mileage/hours; work orders and labor; PM schedule; parts/fuel; outside repairs; warranties; downtime; staffing/shift/on-call; replacement funding; shop capacity.

4.10 Traffic Maintenance / Operations

Current staffing	Verified service scope	Directional conclusion
6 FT	Traffic Maintenance/Operations designs, produces and installs signs; maintains traffic-control devices; supports signals, pavement markings, school zones, traffic calming, emergencies and vendor work; and coordinates with Police, Public Services and Engineering.	Maintain headcount; realign within Infrastructure and Public Works

Alignment conclusion
The six-person Traffic unit provides measurable specialized value and should not be reduced based on department size alone. Maintain headcount and specialized capability, but move formal reporting and priority management into Infrastructure and Public Works so signals, signs, markings, streets, sidewalks, engineering, school-zone and Police traffic concerns are managed as one operating system.

4.10.1 Role, structure, and strengths

Traffic Maintenance/Operations designs, produces and installs signs; maintains traffic-control devices; supports signals, pavement markings, school zones, traffic calming, emergencies and vendor work; and coordinates with Police, Public Services and Engineering. Official public information reports approximately 572 city signs, 250–300 signs produced annually and close to $24,000 in annual savings from in-house sign production.

- In-house design, production and installation improve turnaround and generate reported annual savings.
- The department provides specialized technical and emergency capability that should not be diluted into a general field crew.
- The unit has direct knowledge of local traffic-control assets, school zones and resident concerns.

4.10.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Traffic functions are commonly embedded within public works, transportation, engineering or streets divisions rather than operating as a stand-alone department. The principal question is therefore organizational placement and coordination.

Homewood budget materials identify aging signal controllers/cameras and a need for system upgrades. The capital, engineering, maintenance and public-safety interfaces are stronger under a unified infrastructure portfolio with a dedicated Traffic Operations unit.

Overlap and consolidation opportunities

- Signal timing/design and traffic-calming analysis overlap with Engineering & Zoning and outside consultants.
- Signs, markings, streets, sidewalks and emergency response overlap with Public Works.
- Enforcement, crashes, school zones and resident traffic complaints overlap with Police and schools.
- Replacement, vehicles, equipment and parts overlap with Fleet and capital planning.

4.10.3 Findings, recommendations, and guardrails

Finding	Recommendation
The unit produces measurable and valuable public safety services.	Maintain six positions and preserve the sign-production and traffic-maintenance skill base.
Stand-alone reporting increases handoffs among engineering, streets and Police.	Place Traffic Operations and Maintenance in Infrastructure &Public Works with a formal Police/schools liaison process.
Aging signal technology creates capital and reliability risk.	Adopt a traffic-control asset inventory, condition rating, replacement plan and response standards.

Implementation guardrails and measures

- Signal response and outage duration; sign requests and 250–300 annual production baseline; sign/marking backlog; school-zone readiness; traffic-calming queue; crash/complaint trends; emergency callouts; vendor cost; in-house savings; device condition and capital replacement.

Data required for deeper validation

- Signal, sign and marking inventory; work orders; response times; callouts; staff certifications; school-zone tasks; traffic-calming requests; vendor/parts cost; asset age/condition; engineering and Police support hours.

4.11 Maintenance

Current staffing	Verified service scope	Directional conclusion
2 FT	The FT/PT workbook identifies a separate two-person Maintenance unit, but the available record does not fully establish which buildings, systems, schedules or specialty responsibilities it supports. Other facility and grounds maintenance work is visible in Public Services, Parks and Recreation, Police/public safety facilities and departmental capital requests, making a citywide inventory essential before concluding duplication exists.	Maintain; consolidate governance after facility/workforce inventory

Alignment conclusion
Two positions are not a sufficient basis for a reduction or addition. Maintain the current unit, immediately inventory all City facilities and embedded maintenance roles, and move work-order ownership, preventive maintenance, contractor management and capital renewal into a unified facilities program within Infrastructure and Public Works while preserving specialized/security-sensitive coverage.

4.11.1 Role, structure, and strengths

The FT/PT workbook identifies a separate two-person Maintenance unit, but the available record does not fully establish which buildings, systems, schedules or specialty responsibilities it supports. Other facility and grounds maintenance work is visible in Public Services, Parks and Recreation, Police/public safety facilities and departmental capital requests, making a citywide inventory essential before concluding duplication exists.

- A dedicated maintenance function can provide rapid response, institutional knowledge and lower-cost routine repair.
- Small internal teams can coordinate vendors and preventive maintenance effectively when scope and priorities are clear.
- The current unit may provide specialized or secure-facility coverage that should not be consolidated without validation.

4.11.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Municipal facilities management is often centralized within Public Works, General Services or Finance/Administration, but specialized staff may remain embedded in Police, Fire, Parks, libraries or recreation facilities. The proper test is the asset portfolio, work-order demand, skill requirements, coverage hours and contractor strategy—not the department label.

Homewood’s multiple facility-renovation and replacement needs indicate that maintenance should be connected to condition assessment and multi-year capital planning. Fragmented departmental requests make it difficult to distinguish preventive maintenance from deferred capital work.

Overlap and consolidation opportunities

- Building, grounds, pools, parks, public-safety facilities, library and City Hall maintenance may be performed by multiple units or vendors.
- Work orders, purchasing, vendor contracts, access/security, keys, alarms and emergency response involve Public Services, Parks, IT, Police, Fire and Finance.

- Facilities condition and major maintenance should feed the same capital plan as streets, stormwater, fleet and technology.

4.11.3 Findings, recommendations, and guardrails

Finding	Recommendation
The two-person unit’s asset scope is not clear.	Maintain positions and complete a facility, position and contractor inventory before structural change.
Facilities work appears fragmented across departments.	Create one facilities-management owner, common work-order queue and preventive-maintenance calendar.
Deferred maintenance and capital requests are not consistently distinguished.	Adopt condition assessments and lifecycle plans that separate operating maintenance from capital renewal.

Implementation guardrails and measures

- Facilities and square footage served; work orders by priority/trade/location; response and closure time; preventive-maintenance compliance; contractor cost; emergency callouts; downtime/closures; safety/security incidents; deferred-maintenance backlog; customer satisfaction.

Data required for deeper validation

- Asset/facility inventory; square footage and operating hours; all maintenance positions and vendors; work-order history; PM schedules; trade certifications; security/access requirements; contractor spending; capital condition assessments.

4.12 Information Technology

Current staffing	Verified service scope	Directional conclusion
3 FT	Information Technology supports citywide help-desk demand, network and server/storage infrastructure, endpoint lifecycle, cell phones, copier/printer contracts, document management, cybersecurity, data destruction, City Hall security cameras, door-lock systems and vendor-supported applications. The official budget-hearing record identifies a request for a PC network technician and a broad portfolio of operational and capital responsibilities.	Maintain now; potential future capacity need—conditional

Alignment conclusion

A three-person IT team supporting a 398-person, multi-location municipal organization appears lean in risk terms, but the current record does not quantify users, endpoints, tickets, systems, vendors, after-hours demand or project backlog. Do not add a position immediately. Build upon the recently established IT governance committee, a service catalog, ticket and asset data, vendor strategy, cybersecurity/continuity controls and lifecycle funding; then consider capacity if objective triggers remain unmet.

4.12.1 Role, structure, and strengths

Information Technology supports citywide help-desk demand, network and server/storage infrastructure, endpoint lifecycle, cell phones, copier/printer contracts, document management, cybersecurity, data destruction, City Hall security cameras, door-lock systems and vendor-supported applications. The official budget-hearing record identifies a request for a PC network technician and a broad portfolio of operational and capital responsibilities.

- The current team appears to cover a broad citywide portfolio and is actively identifying lifecycle, infrastructure, document and security needs.
- Centralizing copier/printer, cell-phone, document-management and device-lifecycle responsibility can reduce fragmented contracts and support costs.
- IT is positioned to enable the e-permitting, work-order, performance-reporting and digital-service improvements required by this assessment.

4.12.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Peer structures vary: Pelham reports six full-time IT employees, while some cities embed network administration within Finance/City Hall and others maintain separate IT/GIS or Internal Services functions. Pelham's count is directional context only because supported users, endpoints, sites, applications and vendor scope are not reconciled. Headcount is less meaningful than the number of users, endpoints, sites, applications, security obligations, vendors and after-hours requirements.

NIST’s Cybersecurity Framework 2.0 and incident-response guidance emphasize governance, asset identification, protection, detection, response and recovery. Homewood should use those functions to define service ownership and minimum capacity rather than rely only on peer ratios.

Overlap and consolidation opportunities

- Department-specific technology purchasing, copier/printer contracts, cameras, access controls, cell phones and software licenses should be governed centrally.

- GIS/data standards overlap with Engineering & Zoning, Police, Fire, Public Services and Communications.
- Records retention, document management, public records and digital workflows overlap with City Clerk/Administration and Legal.
- Business continuity and incident response require defined roles for IT, executive leadership, Finance, Police, Fire and vendors.

4.12.3 Findings, recommendations, and guardrails

Finding	Recommendation
The three-person baseline is a potential capacity and resilience risk, but workload is not measured.	Maintain current headcount while implementing a service catalog, ticketing, asset inventory, project portfolio and on-call/continuity model.
Technology demand is fragmented across departments and capital requests.	Adopt IT governance, architecture/security standards, contract review and a five-year lifecycle plan.
Future IT capacity may be warranted after no-regret improvements.	Consider an added technician, security/analyst capacity or managed service only if ticket, backlog, uptime, risk and vendor-cost triggers remain unmet after 6–12 months.

Implementation guardrails and measures

- Users/endpoints/sites/applications; tickets by type and age; first response/resolution; uptime; project backlog; patching and vulnerability remediation; backup/restore tests; incident response; after-hours calls; vendor spend; asset age; cybersecurity training; continuity recovery objectives.

Data required for deeper validation

- User/endpoint/site inventory; application and vendor register; ticket history; project backlog; after-hours coverage; cybersecurity assessments; incidents; lifecycle plan; licensing/contract cost; downtime; staffing time allocation.

4.13 Finance

Current staffing	Verified service scope	Directional conclusion
2 FT listed baseline	The official Finance page identifies budgeting, accounting, financial reporting, accounts payable and accounts receivable. Budget-hearing materials also reference system upgrades, elimination of one accounting assistant position, creation of chief-accountant and procurement-officer roles, and possible future budget-analyst capacity. The two-person FT/PT baseline therefore does not appear to capture the full finance/procurement function and must be reconciled before staffing conclusions.	Maintain listed baseline; reconcile scope; strengthen centralized controls; conditional future capacity review

Alignment conclusion
Finance is too important to evaluate from the unreconciled two-person listed baseline. Maintain current positions, immediately certify the full accounting, budget, payroll, revenue, purchasing/procurement, grants, debt and reporting structure, and centralize position control and procurement. Future budget/analytical capacity may be warranted only if deadlines, audit risk, transaction volume and strategic-planning workload remain excessive after systems and role clarity are improved.

4.13.1 Role, structure, and strengths

The official Finance page identifies budgeting, accounting, financial reporting, accounts payable and accounts receivable. Budget-hearing materials also reference system upgrades, elimination of one accounting assistant position, creation of chief-accountant and procurement-officer roles, and possible future budget-analyst capacity. The two-person FT/PT baseline therefore does not appear to capture the full finance/procurement function and must be reconciled before staffing conclusions.

- Recent system upgrades produced a documented staffing efficiency and show willingness to redesign work rather than add positions automatically.
- Dedicated chief-accounting and procurement capacity can strengthen segregation of duties, purchasing discipline and financial reporting.
- The City publishes approved budgets and audits, providing a foundation for transparency and performance management.

4.13.2 Peer/professional alignment and organizational placement

The peer comparison is limited or unavailable due to varying organizational structures or metrics tracking. Peer finance structures often include or exclude HR, payroll, revenue, purchasing, IT and utility/enterprise accounting. Pelham reports 8 FT + 1 PT in Admin/Finance and separately reports the City Manager's Office, Communications, Human Resources and IT. That structure illustrates why Pelham Admin/Finance is not a complete one-to-one equivalent of Homewood Finance.

GFOA guidance emphasizes personnel budgeting, position control, forecasting, multi-year planning, procurement and transparent reporting. Homewood’s implementation of this engagement’s recommendations will likely materially increase Finance workload in the near term, but that workload should first be managed through role clarity, automated reporting and reallocation before permanent additions.

Overlap and consolidation opportunities

- Business licensing/revenue examination and accounts receivable overlap with City Clerk/Administration.
- Payroll and position control overlap with embedded HR/personnel and every department.

- Procurement, contracts, grants, asset replacement and capital budgeting are partly decentralized and require central standards.
- Fleet, technology, facilities, Police/Fire capital, Parks and infrastructure need one multi-year operating/capital cost framework.

4.13.3 Findings, recommendations, and guardrails

Finding	Recommendation
The listed two-person baseline is inconsistent with the documented finance/procurement structure.	Complete the position, duty and budget-account reconciliation before any reduction or addition.
System improvements have already eliminated one position and created higher-value roles.	Continue automation, standardized workflows and segregation of duties; measure transaction and close-cycle performance.
Implementation will require stronger budget, savings and performance analytics.	Assign or develop budget-analysis capacity first through reallocation/role design; consider a future position only if defined workload/risk triggers persist.

Implementation guardrails and measures

- Monthly/annual close timeliness; audit findings; reconciliations; AP/AR/payroll transaction volume and error rate; procurement cycle time; bid/contract compliance; budget variance; grants/debt deadlines; cash and investment controls; position-control reconciliation; forecast accuracy; reporting backlog.

Data required for deeper validation

- Complete finance/procurement/payroll/revenue staffing roster; duty allocation; transaction volumes; close calendar; audit/management-letter findings; contracts/purchasing workload; grants/debt; decentralized finance duties; overtime and vacancy data.

5. Cross-Department Overlap and Organizational Realignment

5.1 Citywide overlap and fragmentation matrix

The primary citywide efficiency opportunity is not a single duplicated department. It is the cumulative cost of fragmented workflows, unclear service ownership, separate queues, repeated data entry, decentralized purchasing and incomplete visibility when work crosses departmental boundaries. The following matrix identifies the most consequential overlaps and the organizational response supported by the evidence.

Table 5-1. Cross-department functional-overlap matrix

Function / service	Current location(s)	Evidence of overlap / fragmentation	Recommended home / coordination model	Expected headcount effect	Data required
Development intake and applicant communi-cation	City Clerk/ licensing; Inspections; Engineering & Zoning; Finance	Multiple intake, payment, review, status and closeout handoffs.	Community Development Permit Center with one case record and accountable applicant contact.	Supports shared 2–3 position reduction; transfers do not count.	Applications, handoffs, cycle time, incomplete submissions, portal use.
Zoning, GIS and development review	Engineering & Zoning; Inspections; boards/ commissions	Regulatory work competes with infrastructure/ capital responsibilities.	Community Development with formal engineering-review service levels.	Realignment; possible share of the combined development-services reduction.	Time allocation, board cases, GIS demand, review deadlines.
Infrastructure engineering, stormwater and capital delivery	Engineering & Zoning; Public Services; Traffic; Parks; Finance	Separate priority queues and unclear project ownership.	Infrastructure and Public Works portfolio with one capital/project dashboard.	No automatic reduction; productivity and vacancy opportunities later.	Project portfolio, consultant cost, asset condition, staff time.
Streets, sidewalks, traffic and right-of-way	Public Services; Traffic; Engineering; Police	Requests and work cross analysis, maintenance, enforcement and communication units.	Traffic Operations within Infrastructure/ Public Works; Police and schools liaison.	Maintain specialized positions; improve throughput.	Work orders, response, traffic queues, crashes, device inventory.
Fleet, equipment and replacement planning	Fleet; Public Services; Police; Fire; Parks; Traffic; Finance	User-department purchasing and maintenance priorities are not shown under common lifecycle standards.	Fleet Services as citywide internal service with Finance-linked replacement plan.	Maintain now; later decisions based on service metrics.	Fleet inventory, downtime, cost, labor, replacement age.

Function / service	Current location(s)	Evidence of overlap / fragmentation	Recommended home / coordination model	Expected headcount effect	Data required
Facilities and building maintenance	Maintenance; Public Services; Parks; Library; Police; Fire; IT/vendors	Asset ownership and work-order responsibilities are not fully inventoried.	Central facilities program in Infrastructure/ Public Works with specialized service agreements.	Maintain two-person unit; prevent duplicate future additions.	Facilities, square footage, work orders, staff/vendors, security requirements.
Position control, payroll and personnel budgeting	Finance; City Clerk/Admin; embedded HR; departments	Different staffing sources and decentralized vacancy/funding information.	Joint City Manager–HR–Finance position-control process.	Enables verified gross/net reduction.	Authorized positions, payroll, budget, status, funding.
Procurement, contracts and vendor management	Finance/ procurement; IT; Fleet; Public Services; Parks; Police/ Fire	Department-specific contracts and specifications can create inconsistent terms and missed scale economies.	Central procurement standards with departmental technical ownership.	Avoided cost; no assumed headcount reduction.	Contract register, spend categories, cycle time, compliance.
Technology, data and document management	IT; City Clerk; Engineering/ GIS; Police/ Fire; all departments	Fragmented applications, devices, contracts, records and security responsibilities.	IT governance, enterprise architecture, service catalog and records standards.	Conditional capacity only after governance and metrics.	Users, devices, tickets, apps, vendors, incidents, lifecycle.
Resident requests and public communi-cation	Administration/ communications; departments; SeeClickFix/ other systems	Residents may not see ownership, status or closure when work crosses units.	Single service-request taxonomy, ownership, closure standards and public dashboard.	Productivity gain; reduced rework.	Request categories, routing, closure, reopen rate, satisfaction.

5.2 Recommended organizational model

Recommended portfolio structure

Organize related work into two coordinated operating portfolios: (1) Community Development for zoning, permit intake, inspections, development review, applicant communication and GIS support; and (2) Infrastructure and Public Works for field operations, infrastructure engineering, stormwater, streets, sidewalks, traffic operations, fleet, facilities, asset management and capital delivery. Preserve specialized expertise while simplifying accountability and resident navigation.

Table 5-2. Preferred future operating model

Portfolio	Principal functions	Primary purpose	Core measures
Community Development	Planning/zoning; boards; permit intake; plan review; building/trade inspections; code/abatement; development coordination; GIS support.	One accountable development-review and customer-service workflow.	Permit/plan cycle time; inspections; backlog; cases; online status; customer contacts.
Infrastructure and Public Works	Public Services; infrastructure engineering; stormwater/drainage; streets/sidewalks; Traffic Operations; Fleet Services; facilities; asset management; capital projects.	One accountable infrastructure, field-response and lifecycle-management workflow.	Work-order closure; asset condition; project schedule/budget; downtime; traffic response; service requests.
Internal Services	City Manager; Finance; embedded HR; IT; Administration/communications; Legal.	Position control, policy, procurement, technology, communications and performance governance.	Authorized/filled/ vacant positions; fiscal results; contracts; service levels; dashboard completeness.

5.3 Organizational-placement recommendations

Table 5-3. Department-specific organizational placement

Current department/function	Recommended placement / relationship	Primary operating objective
City Clerk / Administration	Retain as a central governance and resident-access function; document embedded HR, communications, licensing, revenue and records responsibilities.	Clear service catalog, decision rights, legal records and public access.
Engineering & Zoning	Split by workflow between Community Development and Infrastructure/Public Works.	Separate development regulation from infrastructure delivery while preserving formal review support.
Finance	Retain central function; certify full staffing and embed position control/procurement governance.	Transparent budget, savings, controls, contracts and capital planning.
Fire / EMS	Retain direct department; evaluate deployment, aid, EMS and support options.	Protect risk/response outcomes while achieving moderate reduction.
Fleet Management	Infrastructure and Public Works — Fleet Services internal service.	Citywide maintenance, availability and lifecycle standards.
Information Technology	Retain central enterprise function with formal governance and service catalog.	Enable secure, resilient and standardized digital services.
Inspections	Community Development — Permit Center and Building/Inspection Services.	One intake-to-closeout workflow with professional specialization.
Library	Retain municipal department and board governance; redesign schedules and staffing mix.	Protect access and high-value services with fewer positions.

Current department/function	Recommended placement / relationship	Primary operating objective
Maintenance	Infrastructure and Public Works — Facilities program after inventory.	One work-order, PM, contractor and capital-renewal system.
Municipal Court	Retain; establish formal Police/Finance/IT service agreements and test shared-service options.	Reduce warrants/backlog and clarify security, payment and custody workflows.
Parks and Recreation	Retain programming/operations; place or govern maintenance through Infrastructure/Public Works service agreement.	Separate service programming from asset-maintenance accountability.
Police	Retain direct public-safety department; evaluate dispatch, jail/corrections and adjacent support models.	Protect minimum deployment while reducing non-core/duplicated direct headcount.
Public Services	Core of Infrastructure and Public Works.	Common asset/work-order, capital and resident-response accountability.
Traffic Maintenance / Operations	Infrastructure and Public Works — Traffic Operations.	Integrate signals, signs, markings, streets, engineering and Police/school coordination.

5.4 Other Potential Organizational Re-alignments

5.4.1. Consolidation of Fleet and Traffic Management with Public Services

The strongest immediate benefit of this re-alignment is operational: one work-order and asset system, coordinated crew and equipment scheduling, common purchasing and inventory standards, integrated fleet replacement and capital planning, and clearer ownership of resident requests. The current 44 Public Services, 10 Fleet and 6 Traffic positions would be maintained while the new model is established and therefore implementing this model would initially only be a reporting-line change.

A reasonable planning range would be approximately $0-$50,000 in annual recurring cash savings from process, purchasing, overtime and contract efficiencies if all these positions are initially retained. If the City can eliminate or avoid one management, administrative or support position through a normal vacancy that might occur, the annual recurring range could increase to roughly $105,000-$190,000. A two-position attrition scenario could produce approximately $210,000-$330,000 annually but should be considered only after six to twelve months of common work-order, fleet, overtime, inventory and service-performance data confirms that service levels are being maintained.

5.4.1.1 Activities that currently overlap and could be combined

Activity	Current overlap	Combined approach
Work-order intake and prioritization	Public Services receives street, sidewalk, drainage, debris and field-service requests; Traffic receives signal, sign, striping, school-zone and traffic-calming requests; Fleet receives equipment availability and repair requests.	Use one intake record, priority code, assignment queue, status standard and closure protocol.
Streets, sidewalks and right-of-way	Traffic signs, markings and control devices are installed in the same physical corridors where Public Services performs street, sidewalk, drainage, ADA and right-of-way work.	Coordinate work packages, traffic control and mobilization so related work is completed in one planned sequence.
Equipment and emergency response	Public Services and Traffic rely on vehicles and specialty equipment maintained by Fleet; all three respond to storms, blocked roads, damaged signs and urgent field conditions.	Use a joint on-call and equipment-availability plan with preassigned roles and backup equipment.
Preventive maintenance and downtime	Fleet schedules preventive maintenance and repairs while Public Services and Traffic schedule field work, often creating competing priorities if calendars are not integrated.	Link PM, repair turnaround and seasonal work schedules to reduce avoidable downtime and last-minute substitutions.
Parts, supplies and vendors	Fleet manages parts and repair vendors; Traffic purchases sign materials, signal components and markings; Public Services purchases field materials, rentals and contractor support.	Consolidate vendor standards, blanket purchasing, inventory controls, emergency purchasing and contract administration.
Vehicle/equipment specifications and replacement	Fleet, Finance and individual user departments participate in specifications, requests, replacement timing and disposal.	Use one lifecycle plan, utilization standard and capital request review before buying or replacing assets.
Project and resident communication	Status information is distributed across departments, Administration/ Communications and IT.	Provide one project/work-order dashboard and one accountable response owner.
Performance reporting	Each unit can maintain separate spreadsheets, measures and management reports.	Use common measures for closure time, downtime, PM compliance, backlog, unit cost and capital delivery.

5.4.1.2. Work efficiencies in time and resources

Efficiency	Expected time/resource gain
Fewer handoffs and status checks	One accountable portfolio reduces time spent forwarding requests, confirming ownership and seeking updates across separate department heads.
Less duplicate data entry	A common work-order and asset platform eliminates repeated entry in separate spreadsheets, emails or departmental systems.
Better crew and equipment utilization	Field work can be scheduled around vehicle/equipment availability, reducing idle time, cancelled assignments and emergency rentals.
Fewer mobilizations	Street, sign, striping, drainage and sidewalk activities can be bundled by location, reducing setup, travel and traffic-control time.
Faster emergency response	A unified on-call protocol clarifies who dispatches crews, equipment and traffic-control resources during storms and roadway incidents.
Stronger preventive maintenance	Fleet can plan service windows with the operational calendar, improving PM compliance and reducing breakdowns and out-of-service time.
Lower administrative burden	Common purchasing, vendor management, inventory and performance reporting reduce duplicated supervisory and clerical effort.
More disciplined capital choices	One asset and replacement plan makes it easier to defer, standardize, share or eliminate low-use equipment purchases.

5.4.1.3 Estimated cost-savings scenarios

The scenarios below are intentionally conservative and separate immediate structural savings from potential attrition savings. They assume no reduction in front-line safety or technical capability.

Scenario	Operating assumption	Illustrative annual recurring savings	Illustrative one-time cost	Interpretation
Scenario A - Realign and integrate; retain all 60 positions	One portfolio, common work orders, joint purchasing/inventory, integrated scheduling and replacement planning; no position eliminated.	$0-$50,000	$25,000-$60,000	Most savings would come from overtime, rentals, contracts, emergency purchases, duplicate software/reporting and inventory. This is consistent with earlier integration recommendations.

Scenario	Operating assumption	Illustrative annual recurring savings	Illustrative one-time cost	Interpretation
Scenario B - Scenario A plus one vacancy/ position avoided	After role mapping, eliminate or do not refill one management, administrative or support position through attrition; preserve specialized Fleet and Traffic work.	$105,000-$190,000	$35,000-$75,000	Assumes $90,000-$140,000 fully loaded position cost plus $15,000-$50,000 operational savings.
Scenario C - Scenario A plus two positions avoided after validation	After 6-12 months of performance data, avoid or eliminate two duplicative management/support positions through attrition or reorganization.	$210,000-$330,000	$50,000-$100,000	Requires demonstrated service stability, manageable spans, acceptable backlog/closure time and no increase in overtime or contracting.

5.4.1.4 Recommended implementation sequence

1. First 90 days: Confirm the 60-position roster, vacancies, job duties, reporting lines, overtime, vehicles/equipment, vendor contracts, parts inventory, software and current work-order methods.
2. Months 3-6: Establish the Infrastructure and Public Works portfolio, designate leadership, map the shared workflow, adopt service-level agreements and begin common reporting.
3. Months 6-12: Move Fleet and Traffic reporting, configure one work-order/asset queue, integrate scheduling and replacement planning, and track baseline versus post-change performance.
4. After 6-12 months: Use actual results to decide whether a management/support vacancy can be eliminated, whether additional consolidation is safe, and what recurring savings can be confirmed.

5.4.2 Maximizing Alignment of Internal Services Functions

Homewood has several internal service functions that are working hard to meet the demands of an increasingly complex City organization. Alignment of these functions involves consideration of balancing both reporting spans and synergistic or overlapping activities to achieve efficiencies. In large part, these functions have minimal overlap, but they do represent functions that have a common need for process efficiency. Several possible options/organizational models are discussed below with benefits and costs highlighted. Given this, a potential opportunity exists to create an Internal Services portfolio under a Deputy or Assistant City Manager, grouping Finance, HR, procurement, risk, IT/digital services and communications, as well as coordinated support to the City Clerk and Court.

5.4.2.1 Options assessment

Option	Potential benefits	Potential costs/risks	Assessment
A. IT reports to Finance	Aligns technology budget, procurement, contracts, software licensing, asset inventory, capital replacement and financial systems support.	IT has been identified as a lean three-person enterprise function and Finance with a two-person listed baseline. Cybersecurity, continuity, public safety systems and enterprise standards may be subordinated to short-term budget priorities.	Possible only if Finance leadership capacity is strengthened and IT retains enterprise authority, direct escalation rights and a formal governance committee. Preferred placement is under broader Internal Services rather than Finance alone.
B. Court, IT and City Clerk all under Finance	Creates one reporting line and could reduce several direct reports to the City Manager allowing a better span ratio at the highest level.	Combines legally sensitive Court operations, governance/records, technology risk and financial control under a very small and incompletely documented Finance function. Creates a span that could lead to potential control conflicts.	Not recommended as the first-choice model.
C. Deputy/ Assistant City Manager - Internal Services	Creates one accountable executive for internal services, integrates position control, budget, procurement, risk, technology, performance and communications, and reduces the City Manager's direct reports while preserving professional departments.	Adds a management layer and therefore may add cost; requires clear charter, job descriptions, delegation, performance measures and safeguards for statutory/ independent functions.	Can be phased and potentially made cost-neutral through reclassification, succession or elimination/avoidance of another management vacancy.
D. Minimal-change portfolio coordination	Keep existing department heads but assign them to a formal internal services portfolio led by an existing Chief of Staff or senior administrator, with service agreements and joint performance goals.	May leave budget authority and accountability ambiguous; less durable if the portfolio lead lacks formal supervisory authority.	Useful transitional model for 6-12 months if leading to the implementation of the Deputy/Assistant City Manager structure.

5.4.2.2 Recommended Internal Services function - detail

Based on the information provided and reviewed, the City could create an Internal Services portfolio led by a Deputy or Assistant City Manager. If pursued, the portfolio should be built around enterprise systems and internal-service accountability, not merely the small size of the departments.

Internal Services component	Illustrative responsibilities
Finance and budget	Budget development, accounting, financial reporting, cash/debt, audit coordination, revenue oversight and multi-year financial planning.
Procurement and contracts	Purchasing standards, solicitations, contracts, vendor management, grants coordination, capital procurement and cost/savings validation.
Human resources and workforce systems	Recruitment, onboarding, employee relations, benefits, classification, training, policy, position control, payroll coordination and workforce analytics.
Information technology and digital services	Cybersecurity, network and applications, devices, help desk, public safety technology, ERP/GIS governance, website/digital services, continuity and vendor strategy.
Risk and internal controls	Insurance, claims coordination, continuity, data/security risk, internal controls and policy compliance.
Performance and organizational improvement	Quarterly dashboard, service catalogs, process mapping, shared-service agreements, position/budget reconciliation and implementation tracking.
Communications and resident access	Citywide communication standards, website governance, project/service updates, public information coordination and resident request routing.
City Clerk support/coordination	Records, agendas, ordinances/resolutions, elections, licensing and statutory governance support, with direct access to the City Manager, Mayor and Council preserved.
Municipal Court support/coordination	Finance, IT, records, payment, security and Police service agreements; Court employees remain under legally appropriate judicial/court-clerk supervision.

5.4.2.3 Benefits and costs of the Deputy/Assistant City Manager model

Category	Assessment
Management benefits	Reduces the City Manager’s direct reports; creates one owner for internal-service performance; improves cross-department decisions; strengthens succession and backup; gives the report’s position-control, work-order, technology, procurement and dashboard recommendations an accountable executive sponsor.
Service/control benefits	Integrates budget and staffing data; strengthens procurement and contracts; standardizes IT and cybersecurity governance; improves policy consistency, communication and performance reporting; preserves specialized department leadership.

Category	Assessment
Potential annual cost	If a new position is added, a rough fully loaded planning range is $150,000-$225,000 annually, subject to Homewood's classification and benefits. Additional administrative support may also be needed.
Potential one-time cost	Approximately $25,000-$75,000 for organization design, job descriptions, legal/civil-service review, systems configuration, training and transition support.
Cost-neutral path	Reclassify an existing executive/administrative role, use a leadership transition, or offset the new role by eliminating/avoiding another management vacancy. Do not add the layer unless authority and redundant reporting are genuinely consolidated.
Primary risks	An extra layer can slow decisions if delegation is unclear; functions can become too centralized; statutory/professional roles can lose direct access; the Deputy can become a bottleneck if the portfolio is overbroad or under-resourced.
Controls	Written charter, decision-rights matrix, 4-8 direct-report target for the Deputy, service catalogs, quarterly performance review, direct escalation rights for Court/Clerk/IT/Finance/HR, and a 12-month effectiveness review.

6. Recommendations and Decision Framework

6.1 Prioritized recommendations

Table 6-1. Findings-to-recommendations decision matrix

ID	Finding	Recommendation	Timing	Lead	Headcount treatment
R1	The City lacks one certified staffing baseline.	Create authoritative position control and budget/payroll crosswalk.	0–90 days	City Manager / HR / Finance	Enables verified reductions; no direct change.
R2	Police staffing materially exceeds available peers and includes structurally different services.	Reduce Police headcount by 12–18; target 15; protect minimum deployment.	0–24 months	City Manager / Police Chief	Net reduction 12–18.
R3	The jail model is uncommon nationally and not yet supported by a complete avoidable-cost business case.	Complete 90–120 day provider-pricing and business-case phase; then select retention, hybrid or external model.	0–6 months decision; 6–24 implemen-tation	City Manager / Police / Finance / Legal	Count only positions/ accounts actually eliminated.
R4	Fire/EMS workload supports only a limited, non-frontline reduction after deployment validation.	Reduce Fire/EMS by 2–4 through attrition, command/administrative consolidation and deployment redesign; use 3 as the target planning scenario and protect all safety guardrails.	0–24 months	City Manager / Fire Chief	Net reduction 2–4.
R5	Library provides high access with materially more staff than the strongest comparable peer.	Reduce Library by 12–17; target 15; redesign PT schedules, supervision and service desks.	0–24 months	City Manager / Library Director / Board	Net reduction 12–17.
R6	Development services are comparable in total but fragmented and process-heavy.	Reduce combined Inspections + Engineering/Zoning by 2–3 and implement Community Development Permit Center.	3–24 months	City Manager / Development leadership	Single shared net reduction 2–3.
R7	Public Services, Fleet and Traffic are separately managed despite overlapping work orders, equipment, purchasing, inventory and asset responsibilities.	Create Infrastructure and Public Works; initially retain all 60 positions and integrate work orders, scheduling, purchasing, inventory and replacement planning. After 6–12 months, consider eliminating or avoiding 0–2 management/support positions through vacancy or attrition only if service, backlog, overtime and contract guardrails remain acceptable.	0–12 months; staffing review after 6–12 months	City Manager / Public Services / Fleet / Traffic	Transfers only initially; conditional 0–2 excluded from core 28–42.

ID	Finding	Recommendation	Timing	Lead	Headcount treatment
R8	Parks staffing is a visible outlier but service and maintenance scope are not normalized.	Complete targeted service-level, seasonal-labor and maintenance allocation review.	3–12 months	City Manager / Parks Board / Director	Maintain pending review.
R9	Court backlog, security and custody roles are not reconciled.	Complete a 90-day Court workload, warrant and service-model study.	0–6 months	Court / Police / Finance	Maintain pending review; conditional options.
R10	Fleet performance and denominator data are missing.	Adopt Fleet service-level agreements, KPIs and a 10-year replacement plan within the common Infrastructure/ Public Works work-order and asset system.	0–12 months	Fleet/Finance/ user departments	Maintain pending data; later support decisions occur at portfolio level.
R11	Traffic work creates measurable value but is organizationally separated from related assets.	Move reporting into Infrastructure/Public Works and retain the specialized six-person Traffic capability during realignment.	3–9 months	City Manager / Traffic / Public Services	Transfer only; later support decisions occur at portfolio level.
R12	Facilities maintenance ownership is not inventoried.	Create citywide facilities inventory, work-order owner and PM/lifecycle plan.	0–12 months	Public Services / Finance / departments	Maintain two-person unit; prevent duplication.
R13	IT may be lean, but workload/risk is not measured.	Establish IT governance, service catalog, ticket/asset data, cybersecurity and lifecycle plan; test conditional future capacity.	0–12 months	IT / City Manager	No immediate addition.
R14	Finance's two-person listed baseline is inconsistent with documented roles.	Reconcile finance/procurement/payroll/ revenue staffing and strengthen position-control, procurement and budget analytics.	0–6 months	Finance / City Manager	Maintain; conditional future capacity.
R15	Cross-department communication and service follow-through are recurring gaps.	Implement common service-request, project-status, permit-status and quarterly performance dashboards.	0–18 months	City Manager / IT / departments	Productivity improvement; no assumed headcount.
R16	The City Manager has a broad direct-report span and administrative systems lack one accountable internal-services owner.	Design and phase an Internal Services portfolio under a Deputy/Assistant City Manager, targeting 4–8 direct reports. Preserve Court/Clerk statutory authority and IT enterprise escalation; complete legal/civil-service review.	0–6 months design; 6–12 months phase; 12-month effective-ness review	City Manager / Legal / administrative functions	No automatic change; any added position is conditional and separate from core reductions.

6.2 Sequencing principles

1. Establish certified position, budget, workload and service baselines before naming specific positions for elimination.
2. Use vacancies, attrition, elimination of lower-priority work, schedule redesign, supervisory consolidation and service-model changes first.
3. Complete the Community Development and initial Infrastructure/Public Works realignments so fragmented work is not mistaken for a pure capacity shortage.
4. Retain the 60 Public Services, Fleet and Traffic positions during startup; measure common work orders, closure time, downtime, overtime, inventory, contract cost and service results before any portfolio-level staffing decision.
5. Treat the 5%–10% recovery of supervisory/administrative time as non-cash productivity unless an expense is eliminated or avoided. Confirm the Section 5.4 savings scenarios only from actual results.
6. Implement e-permitting, work orders, service requests, fleet/asset management, performance dashboards and lifecycle planning before considering broad new staffing.
7. Design Internal Services with legal/civil-service review, direct escalation rights for Court, Clerk, IT, Finance and HR, and a reclassification or cost-neutral test before any net-new Deputy/Assistant City Manager position; review the structure after 12 months.
8. Evaluate contracts, regional providers and shared services on total recurring cost, retained City cost, continuity, risk and measurable outcomes; consider future IT, Finance, Administration/HR or Court capacity only after sustained workload and risk triggers remain unmet.

7. Implementation Plan

7.1 Governance and accountability

The City Manager should remain executive sponsor, approve final portfolio structures and staffing or vacancy decisions, resolve cross-department barriers, ensure recommendations are sequenced correctly, and report progress to the Mayor and Council. Finance and embedded Human Resources should jointly own the authoritative position-control file, payroll and budget reconciliation, vacancy governance, staffing-status reporting, reclassification tracking, workforce data, fiscal validation and savings certification.

Department and portfolio leaders should own service baselines, workload data, implementation plans, service guardrails, workforce communication, performance reporting and corrective action. This includes the Police Chief; Fire Chief; Library Director and Library Board; Community Development leadership for Inspections and the development-regulation portions of Engineering & Zoning; legally appropriate Municipal Court leadership; Parks Director and Parks Board; the Infrastructure and Public Works lead with Public Services, Fleet, Traffic, Maintenance/facilities and relevant engineering functions; the IT Director; Finance; City Clerk/Administration; Legal; and the Internal Services or interim internal services-portfolio lead.

The Mayor and Council should receive a concise quarterly implementation report showing authorized and actual staffing changes, service and safety results, fiscal results, realignment milestones, City Manager and Deputy/Assistant City Manager spans of control, missed thresholds, risks, corrective actions and decisions requiring governing-body authorization.

Internal Services must preserve legally appropriate judicial and Court Clerk supervision; City Clerk statutory authority and direct access to the City Manager, Mayor and Council; IT enterprise, cybersecurity and direct-escalation authority; Finance internal-control responsibilities; and Human Resources professional authority. Internal Services should not be implemented as a simple transfer of Court, IT or the City Clerk under Finance.

Table 7-1. Organization-wide implementation roadmap

Timeframe	Principal actions	Key deliverables	Lead participants
0–90 days	Certify positions, budget, payroll, vacancies, funding and reporting lines; adopt the vacancy-review protocol and department service/workload baselines. Confirm the 60-position Public Services/Fleet/Traffic roster and map Infrastructure/Public Works work orders, equipment, vendors and inventory. Launch Police and jail, Fire/EMS, Library, Development Services and Municipal Court baseline work; inventory facilities, Maintenance roles and Parks seasonal/maintenance allocation; establish IT service, asset, vendor, cybersecurity and project baselines; reconcile Finance, HR, procurement, communications and City Clerk duties; map City Manager direct reports; and begin Internal Services design, legal/civil-service review and cost-neutral options.	Certified position-control file and vacancy protocol; department baseline dashboard and data requests; Police, Fire, Library, Development and Court baseline packages; Infrastructure/Public Works and Internal Services design charters; current-state organization/workflow maps; facilities and fleet inventories; legal issue list; preliminary reclassification and cost-neutral options.	City Manager; Finance; HR; Legal; Police; Fire/EMS; Library; Development leadership; Municipal Court; Parks; Public Services; Fleet; Traffic; Maintenance; IT; City Clerk/Administration.

Timeframe	Principal actions	Key deliverables	Lead participants
3–6 months	Select final Community Development, Infrastructure/Public Works and Internal Services structures and permanent or interim leads. Complete the Police jail/provider business case and initial vacancy, support, command or specialty options; the first Fire/EMS deployment review; the Library schedule and staffing-mix plan; Municipal Court workload, warrant and role crosswalks; and an interim Parks review. Design the Permit Center and e-permitting workflow; adopt service-level agreements and a common work-order/service-request taxonomy; revise the organization chart and job descriptions; establish Internal Services decision rights and direct-escalation protocols; launch IT governance; prepare initial budget amendments; and define quarterly reporting thresholds.	Approved organization model and decision records; revised organization chart and job-description plan; service-level agreements; Police provider business case; Fire deployment-review findings; Library implementation plan; Permit Center design; Court validation report; Internal Services decision-rights matrix; IT governance charter; budget/account crosswalk; transition plan and reporting thresholds.	City Manager; Police; Fire/EMS; Library Director/Board; Community Development; Municipal Court; Infrastructure/Public Works; Parks Director/Board; Finance; HR; Legal; IT; City Clerk/Administration; interim Internal Services lead.
6–12 months	Implement the first validated reductions in Police, Fire/EMS, Library and Development Services while preserving all guardrails; implement approved Police service-model changes; begin Library schedule, service-desk and part-time staffing changes; and launch the Community Development Permit Center and e-permitting workflow. Move Fleet and Traffic reporting, integrate Maintenance/facilities as supported, operate one work-order/asset queue, integrate scheduling, purchasing, inventory and replacement planning, and adopt fleet, traffic, facilities, infrastructure and capital plans. Complete the Parks review; implement IT governance, service catalog, ticketing, lifecycle and cybersecurity; implement Internal Services if approved; measure management spans, the 5%–10% productivity target and actual costs/savings; decide whether one Infrastructure/Public Works support vacancy can be avoided; and publish the first comprehensive dashboard.	First verified staffing actions and guardrail results; implemented Permit Center workflow; Police, Fire, Library and Development service reports; revised job descriptions; common work-order/asset dashboard; fleet, facilities and capital/lifecycle plans; Parks review; IT service/risk results; actual-versus-illustrative fiscal report; first Infrastructure/Public Works vacancy decision; Internal Services review baseline.	City Manager; Police Chief; Fire Chief; Library Director/Board; Community Development lead; Infrastructure/Public Works, Fleet, Traffic and Facilities leads; Parks Director/Board; Internal Services lead; Finance; HR; IT; Legal; City Clerk/Administration; Municipal Court.

Timeframe	Principal actions	Key deliverables	Lead participants
12–24 months	Complete and verify the core 28–42 position program: Police 12–18, Fire/EMS 2–4, Library 12–17 and one shared Development Services reduction of 2–3. Complete approved Police jail, dispatch and other service-model changes; adjust Police and Fire deployment or schedules only where supported; complete Library staffing and schedule redesign; and stabilize Community Development. Fully implement work-order, service-request, fleet, facility, asset and capital systems; certify gross and net recurring savings; conduct the 12-month Internal Services effectiveness review; consider a second Infrastructure/Public Works management/support position only if service, backlog, overtime, span and contracting guardrails remain acceptable; decide conditional IT, Finance, Administration/HR, Court or other capacity; and implement corrective measures for missed thresholds.	Verified core reductions and department guardrail reports; completed service-model changes; certified gross and net savings; stable Community Development and Infrastructure/Public Works systems; Internal Services effectiveness review; conditional Infrastructure/Public Works staffing decision; documented future-capacity decisions; corrective-measures records and next-phase staffing plan.	City Manager; Mayor/Council; Police; Fire/EMS; Library Director/Board; Community Development; Infrastructure/Public Works; Internal Services; Finance; HR; IT; Legal; Municipal Court; Parks.
24+ months	Review sustained staffing, service, fiscal, safety, legal, technology and workforce performance; complete deeper department-specific studies where warranted; evaluate conditional capacity requests and further shared, regional or contracted service options; review the sustained effectiveness of Community Development, Infrastructure/Public Works and Internal Services; update the biennial workforce plan and the operating, capital and lifecycle plans; and establish the next implementation cycle.	Post-implementation assessment; updated workforce, operating and capital/lifecycle plans; documented continuation, shared-service or corrective decisions; approved next biennial implementation agenda.	City Manager; Finance; HR; Mayor/Council; portfolio and department leaders; Legal; IT.

7.2 Staffing and fiscal controls

- Document every eliminated position number, budget account, effective date, service impact and recurring savings.
- Report transfers, reclassifications, avoided vacancies and productivity recovery separately from net City reductions. Count a vacancy as a reduction only when the funded authorized position is eliminated or removed from the position schedule.
- Keep the controlling 28–42 core reduction range separate from the conditional 0–2 Infrastructure/Public Works management/support scenarios and from any new Internal Services position.
- Treat the 5%–10% recovery of supervisory and administrative time as non-cash productivity unless a documented expense or position is eliminated or avoided.

- Reconcile salary/benefits, overtime, callbacks, contracts, technology, transition, severance, provider, retained-support and one-time implementation costs before claiming net savings; the Section 5.4 ranges remain illustrative until actual results are confirmed by Finance.
- For a Deputy/Assistant City Manager, compare reclassification, succession and an offsetting management vacancy with the $150,000–$225,000 annual and $25,000–$75,000 one-time planning ranges; do not add or retain the layer unless authority and redundant reporting are genuinely consolidated.
- Use service guardrails or metrics to slow, modify or reverse a specific action when performance falls below adopted thresholds; do not treat one missed measure as a reason to abandon the entire program without corrective analysis.
- Require a written business case for every conditional future addition showing the workload trigger, alternatives considered, funding source, legal/operational safeguards and effect on net citywide results.

7.3 Quarterly reporting framework

Table 7-2. Quarterly implementation dashboard

Area	Minimum quarterly disclosure	Decision rule
Community Development / Development Services	Inspections and Engineering & Zoning staffing changes; applications, permits, plan reviews, inspections and reinspection; zoning/board cases; GIS and code/abatement workload; turnaround, backlog, incomplete applications, portal use, contract support, customer contacts and progress toward the single shared goal.	Prevent double counting; slow or modify staffing changes when turnaround, backlog, reinspection, legal, technical or customer-service thresholds are breached; preserve specialized review and inspection capability.
Finance, HR, City Clerk / Administration and Internal Services	Position-control, payroll and budget reconciliation; procurement cycle and contract compliance; close, audit and budget-variance results; Finance and workforce-role reconciliation; City Clerk records, licensing and service standards; City Manager and Deputy spans; charter, decision-rights and escalation milestones; transition cost, reclassification/cost-neutral status, legal/civil-service issues and 12-month review actions.	Preserve statutory, judicial, professional, financial-control and enterprise-technology authority; correct bottlenecks or over-centralization; prefer cost-neutral or reclassification options; do not retain a management layer that fails to consolidate real authority and accountability.
Fire / EMS	Incidents, EMS share, turnout, travel and total response, concurrency, apparatus availability, effective response force, minimum staffing, overtime, callback, automatic/mutual-aid reliability, vacancies and progress toward the goal.	Do not implement or continue a staffing action that weakens adopted deployment, response, concurrency, apparatus, aid or safety guardrails; limit reductions to validated non-frontline, administrative, vacant or support capacity.
Fiscal results	Salary and benefits, overtime, callbacks, contracts, provider and retained costs, technology, severance, one-time implementation costs, recurring savings, avoided cost, productivity recovery, payback, actual results versus Section 5.4 potential scenarios, and department and citywide totals.	Report gross savings, offsets, productivity, cost avoidance and net recurring savings separately; do not present illustrative ranges as achieved; certify results only after Finance reconciliation.

Area	Minimum quarterly disclosure	Decision rule
Information Technology	Users, endpoints, sites and applications; tickets, response/resolution and backlog; uptime, patching, vulnerabilities, incidents, backup/recovery tests, after-hours demand, vendor cost, project backlog, lifecycle status, cybersecurity training and Internal Services or governance milestones.	Test conditional future capacity only after governance, ticketing, vendor, lifecycle, security and service improvements are operating and measured; preserve enterprise authority and direct escalation.
Infrastructure and Public Works	The 60-position Public Services/Fleet/Traffic startup roster; work orders opened, closed and aged; closure time; service backlog; asset condition; project schedule/budget; Fleet PM, repair turnaround and downtime; Traffic response and signal/sign backlog; facility work orders and PM; overtime, purchasing, inventory, rentals, contracts, equipment replacement, 5%–10% productivity recovery, actual savings and vacancy decisions.	Retain all 60 positions during startup; consider one or two management/support positions only after 6–12 months of stable service with no offsetting increase in overtime, contracts, backlog, downtime or failure; preserve Fleet and Traffic specialization.
Library	FT and PT headcount, PT paid hours, open hours, visits, circulation, programs and attendance, digital use, service transactions, evening/weekend demand, meeting-room and self-service use, customer feedback and progress toward the goal.	Adjust schedules, staffing mix, service desks or hours when access, use, demand, customer-service or workload thresholds are not maintained; document any restoration or corrective action.
Municipal Court	Cases entered, closed, pending and aged; warrants issued, recalled, served and active; sessions, payments, security, bailiff, jail and transport support; overtime, workload per FTE, service-agreement milestones and study findings.	Do not change staffing or reporting relationships until data, counting rules, legal authority, judicial/Court Clerk supervision, workload, security and service responsibilities are reconciled.
Parks and Recreation	Facilities and operating hours; registrations, participation and utilization; cancellations and waitlists; seasonal labor; earned revenue and cost recovery; grounds/facility work orders; maintenance allocation; deferred capital and service-review milestones.	Maintain current staffing pending validated service-level and maintenance findings; use documented service, utilization, revenue, seasonal-labor and maintenance evidence before any headcount decision.
Police and jail / corrections	Calls for service, response, proactive time, call saturation, minimum patrol staffing, overtime, vacancies, investigative caseload, dispatch workload, jail bookings, average daily population, bed-days, transport, provider and retained City costs, positions eliminated and progress toward the goal.	Adjust pace or composition when patrol, dispatch, investigations, jail, response, overtime, provider-capacity, continuity or safety thresholds are not met; count only positions and accounts actually removed.

Area	Minimum quarterly disclosure	Decision rule
Position control and workforce	Authorized, filled, vacant, eliminated, transferred and reclassified positions by FT, PT, seasonal, reserve, temporary and contract status; core reductions; conditional Infrastructure/Public Works decisions; additions; turnover; vacancies; injuries; training; certifications; and critical single points of failure.	Reconcile to payroll and budget; report gross and net change without double counting.
Public reporting and corrective action	Approved target; actual staffing and fiscal change; department service results; missed thresholds; cause; responsible owner; corrective action; expected recovery date; material safety, legal, fiscal or service decisions requiring Mayor/Council action.	Require transparent follow-through, timely corrective action and governing-body review of material deviations; publish results only after staffing and fiscal reconciliation.
Realignment progress	Organization chart, job descriptions, charters, decision-rights matrix, service-level agreements, Permit Center and e-permitting, work-order and service-request systems, fleet/facility systems, capital plans, Internal Services milestones, project status and unresolved barriers.	Escalate unresolved cross-department barriers; revise authority, workflow, leadership or timing when milestones stall; preserve specialized professional responsibilities and documented escalation rights.

8. Closing Assessment

Homewood has a strong public-service culture, capable supervisors, established professional departments and a management structure that can carry out difficult change. The controlling staffing conclusion is a potential net reduction of 28 to 42 positions across the combined development-services function, Fire/EMS, Library and Police over 24 months. This range applies only to those four target functions and excludes optional future management/support attrition in Infrastructure and Public Works.

In parallel, the City should initially retain the 60 positions now assigned to Public Services, Fleet and Traffic while establishing a unified Infrastructure and Public Works portfolio. The immediate benefit is operational: one work-order and asset system, coordinated scheduling, common purchasing and inventory standards, integrated replacement and capital planning, and clearer ownership of resident requests. The $0–$50,000, $105,000–$190,000 and $210,000–$330,000 ranges are illustrative scenarios, and the 5%–10% time-recovery target is non-cash productivity unless a position or expense is actually eliminated or avoided.

To strengthen the City Manager-centered model, the preferred structure is a phased Internal Services portfolio led by a Deputy or Assistant City Manager, potentially preceded by 6–12 months of interim portfolio coordination. The portfolio should integrate Finance, HR, procurement, risk, IT/digital services, communications and performance management while coordinating support to the City Clerk and Municipal Court. It must preserve City Clerk access and statutory responsibilities, legally appropriate Court supervision, IT enterprise authority and direct escalation rights, and it should be subject to legal/civil-service review and a 12-month effectiveness assessment.

The overall direction is therefore both a staffing strategy and a governance strategy: targeted reductions where the evidence is clear, operating consolidation where work is fragmented, stronger internal-service accountability, position control, process redesign, technology and transparent performance monitoring. Reclassification, succession or an offsetting management vacancy should be tested before adding a net-new Internal Services position, and transfers, reclassifications, productivity gains and unverified savings should never be reported as headcount reductions or certified fiscal results.

Closing conclusion
Homewood can maintain essential service quality while operating with a lower, better-aligned headcount through targeted reductions, position control, consolidation, process redesign, technology, shared services and transparent performance monitoring. The recommendations provided strengthen accountability and protect services while improving long-term fiscal sustainability.

Appendix A: Source and Data Reconciliation

A.1 Source hierarchy

Table A-1. Evidence hierarchy

Priority	Source category	Use in assessment
1	Direct City-supplied staffing, payroll, workload and personnel records with clear dates/definitions	Homewood baseline, position status, workload and implementation controls.
2	Official municipal budgets, adopted staffing schedules, annual reports and department pages	Current service scope, staffing, budget and service-model verification.
3	City-specific staffing/workload forms and department crosswalks	Principal peer comparison and reconciliation.
4	Dedicated Library open-hours benchmark and municipal jail assessment	Service access and service-model comparisons.
5	Supplemental national municipal benchmark reports	Secondary range/context where principal peer data are incomplete.
6	Professional/government guidance	Workload, risk, deployment, asset, financial, court, parks, fleet, IT and performance frameworks.
7	Homewood interviews, surveys, SWOT and organizational materials	Local context, culture, management strengths and process issues.

A.2 Reconciliation log

Table A-2. Data reconciliation and reporting treatment

Topic	Issue	Reporting treatment
Homewood overall staffing	352 organization-chart positions versus 356 FT + 42 PT in listed-department headcount.	Use 352 only for overall peer intensity; use 398 for department profiles and reduction scenarios.
Human Resources / communications / procurement	Functions are referenced in organizational/budget materials but are not part of the 14-department FT/PT list.	Discuss under the verified department/internal structure; do not create a fifteenth department.
Inspections + Engineering & Zoning	Two listed departments share one 2–3 position development-services recommendation.	Present separate profiles; apply the reduction once to the combined 15-position baseline.
Northport overall	Alternative 353 FT + 7 PT summary versus 354 underlying employee-listing headcount.	Use 354 total headcount and 11.24 per 1,000.
Mountain Brook overall	255 FT with 13–16 PT depending on source year.	Use 255 FT for overall rate; disclose PT range.
Mountain Brook Fire	Available staffing sources report 67 FT and 66 FT + 1 PT.	Use 66 FT + 1 PT = 67 total and label composition.

Topic	Issue	Reporting treatment
Mountain Brook Library	Available sources report either 28 FT + 11 PT or 29 FT + 11 PT.	Use 29 FT + 11 PT and disclose temporary hours.
Summit overall	Multiple totals reported under different sources.	Use selected 199 FT for overall crosswalk and disclose category differences.
Summit Police / Fire	Total department employees differ from officer/firefighter subgroups.	Use total department count for department comparison; subgroup only as supplemental detail.
Summit Library	14 FT and 20 versus 21 PT.	Report 14 FT and 20–21 PT.
Pelham overall	Available sources include a 300-position proxy and a 336 broader count; the City-submitted workbook reports 298 FT, 160 PT/seasonal and 458 listed headcount; Civic Complex & Ice Arena is blank.	Use 298 FT and 11.73 per 1,000 for the directional overall rate; disclose 160 PT/seasonal and 458 listed headcount separately; do not treat the blank row as zero.
Pelham Police / Fire	The City-submitted workbook reports Police at 96 FT + 3 PT = 99 and Fire at 88 FT; the official Fire page identifies 80 certified firefighter/EMTs.	Use 99 total Police headcount; use 88 total Fire staffing and report 80 only as a separately defined certified subgroup.
Mercer Island Fire	No City Fire FTE because service is regional/contracted.	Describe regional service and two open stations; do not portray as zero resources.
Mercer Island / Northport Library	Regional branch and vending location.	Do not treat as city library departments or as no library service.
Finance listed baseline	Two FT in FT/PT worksheet is inconsistent with documented chief accountant/procurement and other roles.	Maintain listed baseline in table; require immediate function/position reconciliation before staffing conclusion.
Pelham Library / Court	The City-submitted workbook reports Library at 11 FT + 7 PT = 18 and Court at 5 FT + 3 PT = 8.	Use Library and Court staffing with annual flow metrics and stated scope limits.
Pelham Development / Recreation	Development Services/Public Works is 36 FT + 1 PT = 37; Parks & Recreation, golf and racquet are separate; Civic Complex & Ice Arena blank.	Do not assign the broad 37-person count to one function; keep enterprise/recreation elements separate and blanks as not reported.
Pelham / Northport workload periods	2026 values are YTD; Pelham 2023 Building covers August 1-December 31; Northport permits exclude inspections and omit mechanical/plumbing.	Do not annualize YTD or partial-year values; do not create complete totals from incomplete categories.
Court stock versus flow	Homewood references active-warrant inventory; Pelham/Northport report warrants issued and recalled by year.	Do not compare active-warrant stock directly with annual warrant flows.

Appendix B: Homewood Staffing Baseline

B.1 June 3, 2026 listed-department headcount

Table B-1. Required 14-department baseline

Department	Full-time	Part-time	Total
City Clerk / Administration	9	1	10
Engineering & Zoning	5	0	5
Finance	2	0	2
Fire / EMS	76	5	81
Fleet Management	10	0	10
Information Technology	3	0	3
Inspections	10	0	10
Library	25	28	53
Maintenance	2	0	2
Municipal Court	6	3	9
Parks and Recreation	52	0	52
Police	106	5	111
Public Services	44	0	44
Traffic Maintenance / Operations	6	0	6
TOTAL	356	42	398

B.2 Minimum position-control fields

Table B-2. Minimum authoritative position-control file

Field group	Required fields
Position identity	Authorized position number; title; department; work unit; status; FTE fraction.
Employment	Incumbent; FT/PT/seasonal/reserve/temporary; civil-service/bargaining status.
Financial	Funding source; salary; benefits; overtime; contract offset; budget account.
Organization	Supervisor; span of control; location; shift; essential/nonessential; backup coverage.
Implementation	Vacancy date; recommended action; elimination/transfer date; service guardrail; savings validation.

B.3 Target-function concentration

Table B-3. Headcount concentration

Function	FT	PT	Total	Share of 398
Engineering & Zoning	5	0	5	1.3%
Fire / EMS	76	5	81	20.4%
Inspections	10	0	10	2.5%
Library	25	28	53	13.3%
Police	106	5	111	27.9%
Four target functions combined	222	38	260	65.3%

Appendix C: Five-City Peer Profile

C.1 Principal peer characteristics

Table C-1. Principal peer characteristics

City	Population	Overall basis	Key direct/alternative services
Mountain Brook, AL	21,701	255 FT; 13–16 PT	City Police, Fire and Library; solid waste contracted; HR/IT and other support embedded.
Pelham, AL	25,396	298 FT; 160 PT/seasonal; 458 listed headcount	City departments plus golf, racquet and extensive recreation/seasonal staffing; Civic Complex & Ice Arena not reported.
Northport, AL	31,492	354 total headcount	City Police and Fire; local library access through Tuscaloosa system/vending.
Summit, NJ	23,102	199 FT selected	City Police, Fire and Library; shared municipal-court and health features.
Mercer Island, WA	25,302	176.28 regular FTE	Police/planning direct; Fire/EMS regional; Library regional; contractor-supported fleet.

C.2 Overall staffing-rate calculations

Table C-2. Directional overall staffing-rate calculations

City	Numerator	Population	Calculation	Rate per 1,000
Homewood	352 positions	27,919	352 / 27,919 × 1,000	12.61
Mountain Brook	255 FT	21,701	255 / 21,701 × 1,000	11.75
Pelham	298 FT	25,396	298 / 25,396 × 1,000	11.73
Northport	354 headcount	31,492	354 / 31,492 × 1,000	11.24
Summit	199 FT	23,102	199 / 23,102 × 1,000	8.61
Mercer Island	176.28 regular FTE	25,302	176.28 / 25,302 × 1,000	6.97

Source: Prepared population baseline and staffing source noted for each city; Pelham Staffing & Workload Metrics Data Collection Form (1).xlsx. Rates are directional because numerator definitions differ; Pelham PT/seasonal and enterprise/recreation headcount are disclosed separately.

C.3 Pelham reported staffing by function

Table C-3. Pelham staffing reconciliation

Pelham function	FT	PT/seasonal	Listed total	Scope note
Admin/Finance	8	1	9	Combined administrative/finance function.
Ballantrae Golf Club	17	83	100	Separate enterprise/recreation operation.

Pelham function	FT	PT/seasonal	Listed total	Scope note
City Manager's Office	3	0	3	City Manager, Assistant City Manager and administrative assistant.
Civic Complex & Ice Arena	NR	NR	NR	Blank in source; not reported, not zero.
Communications	3	0	3	Separate support function.
Development Services/Public Works	36	1	37	Broad combined scope.
Fire	88	0	88	Provides ambulance transport services.
Human Resources	3	1	4	Separate support function.
IT	6	0	6	Separate IT function.
Library	11	7	18	Municipal full-service library.
Municipal Court	5	3	8	Municipal Court staffing.
Parks & Recreation	13	49	62	PT column includes part-time/seasonal.
Police	96	3	99	Total headcount; functional composition not supplied.
Racquet Club	9	12	21	Separate Racquet Club enterprise/recreation operation.
TOTAL POPULATED ROWS	298	160	458	Civic Complex & Ice Arena remains not reported.

Appendix D: Police Comparison

D.1 Staffing crosswalk

Table D-1. Police staffing comparison

City	Reported staffing	Basis / scope note	Treatment
Homewood	111 total headcount	Includes dispatch, jail/corrections, records, code-related work, animal control, security and specialized functions.	Current baseline.
Northport	84 total headcount	Employee-listing basis.	Closest total-department comparison.
Mountain Brook	73 FT	Full-time department staff.	Different support and jail/service scope.
Summit	56 total FT department staff	48 FT officers are a subgroup.	Use 56 for total comparison.
Mercer Island	37.50 FTE	Different dispatch/jail and service model.	Directional only.
Pelham	96 FT + 3 PT = 99	Total department headcount; functional composition not supplied.	Closest reported staffing comparator; directional because scope differs.

D.2 Pelham Police reported workload metrics

Table D-2A. Pelham Police activity volume

Period	Calls for service	Arrests	Citations	Traffic crashes
2023	22992	767	4297	1207
2024	21835	777	4660	1172
2025	21062	943	4275	1184
2026 YTD	9300	493	1625	657

Table D-2B. Pelham selected reported crime categories

Period	Burglary	Robbery	Theft	Vehicle theft
2023	40	4	221	36
2024	22	4	186	40
2025	21	2	209	25
2026 YTD	4	1	96	9

Table D-2C. Other Pelham reported crime categories

Period	Sex crimes	Assault	Homicide
2023	NR	30	1
2024	13	36	1
2025	8	32	2
2026 YTD	3	11	0

D.3 Police workload and service guardrails

Table D-3. Police monitoring framework

Measure	Why it matters	Implementation use
Calls for service by priority and time	Defines demand, peak coverage and call saturation.	Test patrol and dispatch deployment.
Response time and proactive time	Protects emergency response and problem-solving capacity.	Set minimum/target thresholds.
Minimum staffing and overtime	Shows relief-factor, vacancy and callback pressure.	Sequence reductions and vacancies.
Investigations caseload/clearance	Protects case quality and timely follow-up.	Test specialty and detective staffing.
Dispatch calls and answer time	Measures workload and continuity risk.	Evaluate shared/regional/civilian options.
Jail bookings, ADP, bed-days, LOS and transport	Defines custody workload and avoidable cost.	Build retention/hybrid/external business case.
Records, code, animal control, parking and security	Separates sworn and civilian/adjacent functions.	Identify best organizational home and consolidation.
Complaints, force, training and accreditation/risk	Protects quality, legality and public trust.	Slow or modify implementation when risk rises.

D.4 Jail/corrections decision gates

Table D-4. Municipal jail/corrections decision gates

Gate	Required evidence	Stop condition
A — Homewood baseline	Authorized posts, roster, shifts, vacancies, overtime, bookings, ADP, bed-days, transport and full cost.	Do not claim removable positions/cost until reconciled.

Gate	Required evidence	Stop condition
B — Provider terms	Written capacity, intake/refusal, rates, escalation, medical, transport, indemnity, performance and termination.	Do not adopt external model without enforceable continuity terms.
C — Net fiscal result	Avoided salary/benefits, facility, medical, food, utilities, capital and support minus provider/retained costs.	Do not proceed unless conservative recurring savings are positive.
D — Service and safety	Officer time, booking/transport, custody continuity, response and incident risk.	Do not proceed if service/safety guardrails cannot be met.

Appendix E: Fire / EMS Comparison

E.1 Staffing and service-model crosswalk

Table E-1. Fire/EMS staffing and station crosswalk

City	Reported staffing	Stations	Service-model note
Homewood	76 FT + 5 PT = 81	3	City-operated Fire/EMS and ambulance service.
Pelham	88 FT total; 80 certified firefighter/EMTs subgroup	5	City-operated; ambulance transport; five stations; total and subgroup kept distinct.
Northport	77 total headcount	4	City-operated; close staffing comparator.
Mountain Brook	67 total staff; staffing crosswalk: 66 FT + 1 PT	3	City-operated; organization chart shows chief, deputy/staff Battalion Chief functions and A/B/C shift Battalion Chiefs over Stations 3, 2 and 1.
Summit	35 total FT; 32 firefighters	1	City-operated from Fire Headquarters.
Mercer Island	No City Fire FTE	2	Eastside Fire & Rescue regional service; both stations remain open.

E.2 Pelham and Northport reported incident activity

Table E-2A. Reported Fire/EMS incident categories - core volume

City	Period	Fires	Rescue & EMS	Service calls	False alarms
Pelham	2023	137	2412	585	290
Pelham	2024	125	2436	545	335
Pelham	2025	126	2658	700	285
Pelham	2026 YTD	46	1232	406	159
Northport	2023	118	2646	394	346
Northport	2024	117	2583	592	410
Northport	2025	118	2520	639	370
Northport	2026 YTD	56	1418	301	127

Table E-2B. Other reported Fire/EMS incident categories

City	Period	Hazardous	Good intent	Overpressure	Severe weather	Special incident
Pelham	2023	51	251	N/A	N/A	N/A
Pelham	2024	99	316	N/A	N/A	N/A
Pelham	2025	98	300	N/A	N/A	N/A
Pelham	2026 YTD	55	131	N/A	N/A	N/A
Northport	2023	40	49	1	0	3
Northport	2024	47	70	6	3	6
Northport	2025	48	47	3	3	7
Northport	2026 YTD	91	1	0	0	0

E.3 Deployment and safety measures

Table E-3. Fire/EMS deployment guardrails

Measure	Required interpretation
Incident and EMS call volume	Trend by type, time, geography and simultaneous incidents.
Turnout, travel and total response	Use percentile distribution, not averages alone.
First-due staffing and effective response force	Test actual company/apparatus configuration and aid.
Call concurrency and unit-hour utilization	Identify saturation and reliability risk.
Minimum staffing, overtime and callback	Measure relief factor and vacancy effects.
EMS transport and hospital turnaround	Separate transport workload and unit availability.
Prevention, inspection, training and community risk	Protect non-response obligations and risk reduction.
Automatic/mutual aid and regional options	Measure availability, performance and total cost.

Appendix F: Library Staffing and Open Hours

F.1 Staffing and access crosswalk

Table F-1. Library staffing and access

City	Service model	FT	PT	Weekly hours	Note
Homewood	Municipal full-service	25	28	67	Current baseline.
Mountain Brook	Municipal; temporary location	29	11	41	Temporary reduced hours during renovation.
Pelham	Municipal full-service	11	7	59	6,613 registered cardholders; 2025 total materials borrowed complete.
Summit	Municipal full-service	14	20–21	68	Regular hours; Sunday seasonal closure.
Mercer Island	King County Library System branch	NA City	NA City	54	Regional branch, not City department.
Northport	Tuscaloosa system vending location	NA City	NA City	45	Vending access, not full-service branch.

F.2 Pelham Library reported activity

Table F-2. Pelham Library circulation and access metrics

Period	Physical circulation	Digital circulation	Combined total	Completeness note
2023	162582	23728	not complete	Combined total not complete; digital scope excludes Hoopla.
2024	169759	27488	not complete	Combined total not complete; digital scope excludes Hoopla.
2025	168119	36545	204664	Complete physical + digital total
2026 YTD	128277	27492	155769	Complete physical + digital total

F.3 Library monitoring measures

Table F-3. Library service measures

Measure	Why it matters
Public open hours	Defines access and evening/weekend staffing requirement.
Visits, circulation and service transactions	Core activity; interpret with digital and self-service use.
Programs and attendance	Measures staff-intensive programming and community value.
Digital use, Wi-Fi and computers	Captures remote and technology service.
Meeting rooms and community use	Reflects facility/service demand not shown in circulation.

Measure	Why it matters
Part-time headcount and paid hours	Separates number of employees from actual labor capacity/cost.
Schedule coverage and supervisory layers	Tests consolidation potential.
Customer feedback and wait/response time	Protects service quality during reductions.

Appendix G: Planning and Permitting Comparison

G.1 Development-services staffing scope

Table G-1. Development-services staffing scope

City	Reported count	Scope	Comparability
Homewood	15 FT	Inspections 10 plus Engineering & Zoning 5.	Comparable local baseline.
Mountain Brook	8 core FT	Planning 4 plus Inspections 4; additional licensing/permit staff embedded elsewhere.	Core count lower; total scope larger.
Northport	15 headcount	Planning/Inspections 6 plus Engineering 9.	Closest combined-scope comparison.
Mercer Island	18 FTE	Community Planning and Development.	Separately reported, broader fund.
Summit	2 FTE partial	Uniform Construction Code only.	Not a complete development count.
Pelham	36 FT + 1 PT = 37	Development Services/Public Works combined.	Broad combined scope; not a planning-only figure.

G.2 Pelham and Northport reported permit activity

Table G-2A. Reported permit activity - common categories

City	Period	Non-residential	Residential	Electric	Gas
Pelham	2023 Aug 1-Dec 31	19	83	48	37
Pelham	2024	77	278	270	136
Pelham	2025	53	311	340	174
Pelham	2026 YTD	30	162	160	87
Northport	2023	69	264	63	8
Northport	2024	70	311	61	6
Northport	2025	76	345	45	4
Northport	2026 YTD	28	169	26	1

Table G-2B. Reported permit activity - mechanical, plumbing and scope

City	Period	Mechanical	Plumbing	Scope note
Pelham	2023 Aug 1-Dec 31	31	44	Permit categories reported; 2023 is partial-year.
Pelham	2024	167	179	Permit categories reported; 2023 is partial-year.
Pelham	2025	263	216	Permit categories reported; 2023 is partial-year.
Pelham	2026 YTD	78	93	Permit categories reported; 2023 is partial-year.

City	Period	Mechanical	Plumbing	Scope note
Northport	2023	NR	NR	Permits only, not inspections; mechanical/plumbing blank.
Northport	2024	NR	NR	Permits only, not inspections; mechanical/plumbing blank.
Northport	2025	NR	NR	Permits only, not inspections; mechanical/plumbing blank.
Northport	2026 YTD	NR	NR	Permits only, not inspections; mechanical/plumbing blank.

G.3 Workload dashboard

Table G-3. Planning and permitting workload dashboard

Measure	Use
Applications by type	Distinguish simple administrative work from complex discretionary cases.
Permits and valuation	Measure volume and scale of construction activity.
Plan reviews and inspections	Measure technical and field demand.
Turnaround and backlog	Protect customer service while headcount is reduced.
Board/commission cases	Capture preparation, reports, notices, hearings and follow-up.
Code/abatement cases	Measure inspection, compliance and enforcement workload.
GIS and engineering workload	Avoid shifting unmeasured technical work between portfolios.
Stormwater/capital projects	Measure infrastructure delivery separate from development review.
Contract cost and turnaround	Compare permanent staffing with on-call capacity.

Shared reduction rule
The 2–3 position reduction applies once to the combined 15-position Inspections plus Engineering & Zoning baseline. It must not be applied separately to both departments. Exact composition should be determined by vacancies, workload, workflow redesign and the final portfolio structure.

Appendix H: National and Professional Benchmark Data

H.1 Supplemental municipal staffing ranges

Table H-1. Supplemental national municipal benchmark context

Function	15,000 to under 30,000 sample	30,000–45,000 sample	Use in this assessment
Municipal Court	Generally 1 to 4.5 FTE/authorized positions; some county/shared models.	Most approximately 1.5 to 7; higher with marshals/judges/prosecutors /security.	Signals targeted Court review; missing scope cannot be treated as zero.
Police	Generally 28 to approximately 63 staff/FTE/authorized positions.	Approximately 58 to 131.8 reported personnel/FTE.	Supports examining Homewood's 111-person model while controlling for service scope.

H.2 Professional management frameworks

Table H-2. Professional guidance crosswalk

Area	Professional source / principle	Homewood application
Position and personnel budgeting	GFOA: maintain position control, link personnel to budget and forecast recurring cost.	Certify authorized positions, vacancy status, funding and gross/net savings.
Court performance	NCSC CourTools: measure access, clearance, time to disposition, reliability and user experience.	Track filings/dispositions, warrants, sessions, payments and customer service.
Parks and recreation	NRPA Park Metrics and Agency Performance Review: compare assets, staffing, participation, expenditure and revenue in context.	Complete service-level and maintenance allocation review before staffing action.
Public works / assets	APWA: asset inventories, condition, lifecycle, work orders and risk-based investment.	Create Infrastructure/Public Works portfolio and common asset/work-order system.
Fleet	APWA: availability, PM compliance, turnaround, technician productivity and lifecycle cost.	Adopt Fleet Services SLAs, KPIs and replacement plan.
Information technology	NIST CSF 2.0 and incident-response guidance: govern, identify, protect, detect, respond and recover.	Build IT service catalog, asset/ticket data, cybersecurity and continuity triggers.
Performance management	ICMA: align measures with goals, use reliable data, review trends and act on results.	Quarterly citywide staffing/service/fiscal dashboard.

Appendix I: Recommendation Implementation Matrix

I.1 Implementation matrix

Table I-1. Recommendation implementation matrix

ID	Recommendation	Timeframe	Lead	Key control
R1	Create authoritative position-control and budget crosswalk.	Immediate	City Manager / HR / Finance	Certified baseline; no automatic vacancy replacement.
R2	Reduce Police headcount by 12–18.	0–24 months	City Manager / Police Chief	Minimum patrol, response, overtime and workload guardrails.
R3	Complete jail/corrections business case and provider pricing.	0–6 months decision	City Manager / Police / Finance / Legal	Net cost, written capacity and continuity; count only eliminated City positions.
R4	Reduce Fire/EMS headcount by 6–10.	0–24 months	City Manager / Fire Chief	Deployment, response, risk and concurrency guardrails.
R5	Reduce Library headcount by 12–17.	0–24 months	City Manager / Library Director / Board	Open hours, use, programming and PT schedule monitoring.
R6	Reduce combined development services by 2–3 and create Permit Center.	3–24 months	City Manager / Development leadership	One shared reduction; turnaround/backlog/customer controls.
R7	Create Infrastructure and Public Works portfolio.	0–12 months	City Manager / Public Services	Transfers tracked separately; common asset/work-order system.
R8	Complete Parks service-level and maintenance review.	3–12 months	City Manager / Parks	No headcount presumption; facilities/program/seasonal data.
R9	Complete Municipal Court workload/warrant/security study.	0–6 months	Court / Police / Finance	No addition/reduction until workload and roles are reconciled.
R10	Adopt Fleet SLAs, KPIs and replacement plan.	0–12 months	Fleet / Finance	Availability, PM, turnaround, cost and lifecycle measures.
R11	Realign Traffic Operations into Infrastructure/Public Works.	3–9 months	Traffic / Public Services	Preserve specialization and in-house savings.
R12	Create citywide facilities program and inventory.	0–12 months	Public Services / Finance	Maintain current positions; prevent duplicate future additions.
R13	Implement IT governance and conditional capacity triggers.	0–12 months	IT / City Manager	Ticket, asset, security, continuity and vendor measures.

ID	Recommendation	Timeframe	Lead	Key control
R14	Reconcile Finance scope and strengthen centralized controls.	0–6 months	Finance / City Manager	Full roster, segregation, transaction and deadline measures.
R15	Implement common service-request and performance dashboards.	0–18 months	City Manager / IT / departments	Published ownership, closure and corrective action.

Appendix J: Performance Measures and Monitoring Plan

J.1 Organization-wide monitoring plan

Table J-1. Performance and monitoring plan

Area	Measures	Frequency	Owner	Decision rule
Citywide position control	Authorized, filled, vacant, eliminated, transferred, reclassified, FT/PT/seasonal/reserve/contract.	Monthly	HR / Finance	Reconcile to payroll and budget; report net change.
Court	Filings, dispositions, warrants, sessions, payments, security and custody support.	Monthly	Court Clerk	Reduce backlog and validate role/capacity decisions.
Development services	Applications, permits, reviews, inspections, cases, turnaround, backlog, contract cost.	Monthly	Development leadership	Validate one-stop and e-permitting results.
Fire / EMS	Incidents, EMS, concurrency, turnout/travel/total response, effective response force, overtime.	Monthly	Fire Chief	Confirm safe deployment and aid reliability.
Fiscal	Salary/benefits, overtime, contracts, technology, one-time cost, recurring savings and payback.	Quarterly	Finance	Report gross and net savings separately.
Fleet	Availability, PM, turnaround, downtime, cost, age and user satisfaction.	Monthly	Fleet Director	Validate staffing, outsourcing and replacement plan.
Infrastructure / Public Works	Work orders, closure, asset condition, service requests, projects, overtime, contracts.	Monthly	Public Services	Validate portfolio priorities and response.
IT	Tickets, uptime, backlog, patching, incidents, lifecycle, vendor cost and recovery tests.	Monthly/quarterly	IT Director	Test conditional capacity and risk.
Library	Open hours, visits, circulation, programs, digital use, PT headcount/hours, evening/weekend use.	Monthly	Library Director	Validate schedule and staffing mix.
Parks	Facilities, hours, participation, revenue, seasonal labor, maintenance backlog.	Monthly/seasonal	Parks Director	Validate service level and staffing mix.
Police	CFS, response, saturation, proactive time, overtime, vacancies, investigations, dispatch, jail.	Monthly	Police Chief	Adjust composition/pace if thresholds are breached.
Public reporting	Target, actual reduction, service results, risks and corrective action.	Quarterly	City Manager	Support transparency and accountability.

The City should publish a concise quarterly dashboard showing the approved scenario, positions eliminated to date, citywide net change, gross and net savings, overtime and contract changes, realignment milestones and service guardrails. Where a threshold is missed, the report should identify the cause, corrective action, responsible owner and expected recovery date.

Appendix K: Realignment of Functions

K.1 Preferred future structure

Table K-1. Preferred realignment structure

Portfolio	Principal functions	Purpose
Community Development	Planning/zoning; permit intake; building/trade inspections; development review; GIS and board support; code/abatement coordination.	One accountable home for land-use review, permits, inspections and applicant service.
Infrastructure and Public Works	Field operations; infrastructure engineering; stormwater; streets/sidewalks; Traffic Operations; Fleet Services; facilities; asset management; capital projects.	One accountable home for infrastructure assets, field response, lifecycle support and project delivery.

K.2 Placement of current functions

Table K-2. Recommended placement of current functions

Current function	Recommended placement	Primary objective
Engineering & Zoning	Split: zoning/GIS/boards/routine development review to Community Development; infrastructure/stormwater/streets/traffic/capital/consultants to Infrastructure/Public Works.	Separate development regulation from infrastructure delivery.
Fleet Management	Infrastructure/Public Works — Fleet Services, linked to Finance and user departments.	Operate a citywide internal service under common availability and replacement standards.
Inspections	Community Development Permit Center and Building/Inspection Services.	Coordinate intake, review, communication, scheduling, corrections and closeout.
Maintenance	Infrastructure/Public Works — Facilities program after citywide inventory.	One work-order, PM, contractor and capital-renewal system.
Parks maintenance	Service agreement or placement under Infrastructure/Public Works; programming remains with Parks.	Separate community programming from asset-maintenance accountability.
Traffic Maintenance	Infrastructure/Public Works — Traffic Operations and Maintenance.	Coordinate signals, signs, markings, traffic calming, emergencies, streets and Police/school concerns.

K.3 Realignment implementation roadmap

Table K-3. Realignment implementation roadmap

Timeframe	Principal actions	Lead participants
0–90 days	Validate reporting lines; charter coordination team; map development, infrastructure and facility workflows; inventory positions/assets.	City Manager; HR; Finance; Public Services; Development; Traffic; Fleet; Maintenance; Parks; IT.
3–6 months	Select final portfolio/leadership; revise org chart, job descriptions, budget crosswalks and SLAs; begin common reporting.	City Manager; department heads; HR; Finance; IT.
6–12 months	Launch Permit Center; formalize Traffic/Fleet/Facilities reporting; adopt development, asset, traffic, fleet and facility measures.	Community Development; Infrastructure/Public Works; Finance; IT; Administration.
12–24 months	Implement service-request/work-order platform; publish project tracker; integrate asset, fleet, traffic, stormwater, sidewalks, facilities and capital plans.	Infrastructure/Public Works; Finance; IT; Police/Parks/Library liaisons.
24+ months	Review performance, workload, customer feedback and staffing; adjust reporting, outsourcing or shared service based on results.	City Manager; Mayor/Council; departments.

Appendix L: Findings-to-Recommendations Crosswalk

L.1 Department crosswalk

Table L-1. Department findings-to-recommendations traceability

Department	Primary finding	Direction	Recommendation ID(s)	Key validation trigger
City Clerk / Administration	Combined statutory, public-facing, revenue and embedded support work is not fully mapped.	Maintain; conditional capacity	R1, R15	Workload/service catalog and duty crosswalk.
Engineering & Zoning	Regulation and infrastructure delivery compete in one small unit.	Split/realign; shared reduction	R6, R7	Time allocation, project/board workload and final portfolio.
Finance	Listed two-person baseline conflicts with documented roles; Pelham separates Admin/Finance and other support functions.	Maintain; reconcile; conditional capacity	R1, R14	Full roster, transaction volume, deadlines, audit, controls and embedded duties.
Fire / EMS	A moderate reduction is credible; Pelham total is above Homewood and Northport is close, so deployment validation is essential.	Reduce 6–10	R4	Response, incident mix, concurrency, minimum staffing, stations and aid.
Fleet Management	No reliable denominator or performance data.	Maintain; realign	R10, R7	Inventory, PM, availability, turnaround, cost and lifecycle.
Information Technology	Three-person team may be lean; Pelham reports six FT, but workload/risk scope is not comparable.	Maintain now; conditional future capacity	R13, R15	Tickets, assets, projects, uptime, security, vendor cost and peer scope.
Inspections	Specialized work is valid, but intake/status/routing are fragmented.	Shared reduction; realign	R6, R15	Turnaround, backlog, portal adoption and vacancies.
Library	High access is delivered with materially more staff than Summit and Pelham.	Reduce 12–17	R5	Open hours, use, circulation, PT hours, schedule and service outcomes.
Maintenance	Asset scope and embedded maintenance are not inventoried.	Maintain; consolidate governance	R12	Facility/position/vendor inventory and work orders.
Municipal Court	Staffing is close to Pelham; Northport annual flows are higher; Homewood active-warrant stock remains material.	Maintain; targeted review	R9	Filings, dispositions, stock-versus-flow warrants, sessions and role allocation.

Department	Primary finding	Direction	Recommendation ID(s)	Key validation trigger
Parks and Recreation	Pelham enterprise/seasonal staffing confirms that service and maintenance scope are not normalized.	Maintain; targeted review	R8, R12	Facilities, participation, seasonal labor, revenue and maintenance allocation.
Police	Headcount exceeds most peers; Pelham provides a closer comparator but functional scope differs.	Reduce 12–18	R2, R3	Deployment, workload, Pelham comparison, jail business case and service thresholds.
Public Services	Core field capacity appears aligned; infrastructure workflow is fragmented.	Maintain; realign	R7, R12, R15	Work orders, assets, project delivery and maintenance allocation.
Traffic Operations	Specialized work produces measurable value but is organizationally separated.	Maintain; realign	R11, R7	Asset/work-order, response, production and capital condition.

Appendix M: Source Register

M.1 Project and public-source register

Table M-1. Project source register

Source	Use	Location
Municipal efficiency project scope discussion, July 23, 2026	Project objectives and organization-wide reporting expectations.	Project file
PT/FT Count by Department, June 3, 2026	Required 14-department headcount baseline.	Project file
Homewood organizational chart and departmental materials	Reporting lines, positions and service scope.	Project files
Homewood surveys, interviews, SWOT and leadership summaries	Culture, strengths, process and workload themes.	Project files
Principal peer staffing/workload workbooks and crosswalks	Peer structure, staffing and service-model evidence.	Project files
Municipal jail/corrections service-delivery assessment	19 external comparators and Homewood decision framework.	Project file
National municipal staffing benchmark reports	Supplemental Police, Fire, Court and Library context.	Project files
Pelham Staffing & Workload Metrics Data Collection Form (1).xlsx	Pelham staffing and Fire, Police, Building, Municipal Court and Library workload metrics.	Project file
Metrics from Northport AL.docx	Northport permit-only, Fire incident and Municipal Court workload metrics for 2023-2026 YTD.	Project file
Organization Chart MBFD January 2026.ppt	Confirms Mountain Brook Fire Department's 67 total staff and command, shift, station and apparatus organization; revised March 19, 2026.	Project file

Table M-2. Public-source register

Public source	URL	Type
City of Homewood — City Clerk	https://www.cityofhomewood.com/city-clerk	Official municipal or professional source
City of Homewood — Inspections & Permits	https://www.cityofhomewood.com/Inspections-Permits	Official municipal or professional source
City of Homewood — Engineering & Zoning	https://www.cityofhomewood.com/engineering-zoning	Official municipal or professional source

Public source	URL	Type
City of Homewood — Municipal Court	https://www.cityofhomewood.com/municipal-court	Official municipal or professional source
City of Homewood — Finance	https://www.cityofhomewood.com/finances	Official municipal or professional source
City of Homewood — Public Works	https://www.cityofhomewood.com/public-works	Official municipal or professional source
City of Homewood — 2025–26 Budget Hearings	https://www.cityofhomewood.com/budget-hearings	Official municipal or professional source
City of Homewood — Sprucing Up Our Street Corners	https://www.cityofhomewood.com/sprucing-up-our-street-corners	Official municipal or professional source
Homewood Parks and Recreation	https://www.homewoodparks.com/	Official municipal or professional source
Homewood Public Library	https://www.homewoodpubliclibrary.org/	Official municipal or professional source
Homewood Public Library — Board of Trustees	https://www.homewoodpubliclibrary.org/Board-of-trustees	Official municipal or professional source
Homewood Fire Department — Fire Stations	https://www.homewoodfd.org/wp/fire-stations/	Official municipal or professional source
Mountain Brook Fire — Operations and Locations	https://www.mtnbrook.org/fire/page/operations-and-locations	Official municipal or professional source
Pelham Fire Department	https://pelhamalabama.gov/185/Fire-Department	Official municipal or professional source
City of Northport — Facilities	https://www.cityofnorthport.net/Facilities/Facility/Details/	Official municipal or professional source

Public source	URL	Type
Mercer Island — Fire and Emergency Services	https://www.mercerisland.gov/fire	Official municipal or professional source
Summit Fire Department	https://www.cityofsummit.org/234/Fire-Department	Official municipal or professional source
GFOA — Personnel Budgeting	https://www.gfoa.org/bp-personnel-budgeting	Official municipal or professional source
GFOA — Position Control	https://www.gfoa.org/materials/gfr1223-ten-steps	Official municipal or professional source
NIST Cybersecurity Framework 2.0	https://www.nist.gov/publications/nist-cybersecurity-framework-csf-20	Official municipal or professional source
NIST SP 800-61 Rev. 3 — Incident Response	https://csrc.nist.gov/pubs/sp/800/61/r3/final	Official municipal or professional source
National Center for State Courts — CourTools	https://www.ncsc.org/our-centers-projects/courtools	Official municipal or professional source
NRPA Park Metrics	https://www.nrpa.org/publications-research/parkmetrics/	Official municipal or professional source
NRPA 2026 Agency Performance Review	https://www.nrpa.org/globalassets/research/research-reports/2026-agency-performance-review.pdf	Official municipal or professional source
APWA — Asset Management Policy Primer	https://www.apwa.org/wp-content/uploads/2024-APWA-PolicyPrimer-AssetMangmnt.pdf	Official municipal or professional source
APWA — Public Works Benchmarks: Fleet	https://www.apwa.org/resource/public-works-benchmarks-fleet/	Official municipal or professional source
APWA — Top 10 Fleet Performance Measures	https://www.apwa.org/resource/measuring-your-fleet-apwas-top-10-performance-measures/	Official municipal or professional source

Public source	URL	Type
ICMA — Getting Started with Performance Management	https://icma.org/documents/getting-started-performance-management-local-government	Official municipal or professional source