



DeKalb County Operational and Performance Assessment:

EXECUTIVE SUMMARY

PRESENTATION TO THE DEKALB COUNTY OPERATIONS COMMITTEE

AUGUST 5, 2025

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I. Overview & Background

- In February of 2025, the CEO engaged Mauldin & Jenkins to assess 18 County Departments through a formal Operational and Performance Assessment
- The Assessment engaged more than 330 DeKalb County employees and contractors through:
 - 171 interviews
 - 38 workshops
 - 13 job shadowing sessions
 - 22 facility tours
- Mauldin & Jenkins reviewed approximately 1,700 documents including policies and procedures, job descriptions, performance datasets, reports, and other key insights

I. Overview & Background

- In 2025, the newly elected DeKalb CEO sought to conduct an Operational and Performance Assessment (“Assessment”)
- Of the 34 County Department/Divisions, the CEO selected 18 Departments/Divisions designated most critical for the Assessment based on functions that are internal services, forward facing, and have direct interactions with customers and stakeholders
- The County engaged Mauldin & Jenkins to conduct the Assessment for 18 County Departments/Divisions under the supervision of the CEO which include:
 - DeKalb 311 Help Desk
 - Animal Enforcement Services
 - Code Compliance
 - E911 Emergency Communications Center
 - Emergency Management
 - Facilities
 - Finance
 - Fire Rescue
 - Fleet
 - Human Resources & Merit System
 - Innovation and Technology
 - Medical Examiner’s Office
 - Office of Management and Budget
 - Planning & Sustainability
 - Police Department
 - Purchasing & Contracting
 - Roads and Drainage
 - Sanitation

I. Overview & Background

- We commend the CEO for undertaking this valuable work, and commend her for ensuring opportunities for staff at all levels of the organization to be engaged and encouraged to share their perspectives throughout the Assessment process
- We also would like to recognize the more than 330 County employees throughout multiple departments and position levels who gave their time coordinating logistics, conducting interviews, providing requested information, providing tours, and allowing Mauldin & Jenkins to observe and “job shadow” certain functions

I. Overview & Background

- Observations and Recommendations are also classified by category as shown below
- Appendix A provides a definition for each Observation and Recommendation category

Observation Category	Count	Percentage
Communications	10	3.8%
Culture	7	2.7%
Data/Performance	14	5.4%
Documentation	14	5.4%
Equipment	8	3.1%
Facilities	13	5.0%
Governance/Policy	10	3.8%
People	65	25.0%
Process	74	28.5%
Strategy	30	11.5%
Technology	15	5.8%

Recommendation Category	Count	Percentage
Best Practices	6	2.3%
Data/Performance Improvement	19	7.1%
Equipment Enhancement	14	5.3%
Facilities Improvement	11	4.1%
Fiscal/Budget	5	1.9%
Organizational Culture	20	7.5%
Organizational Structure	17	6.4%
Policy Recommendations	17	6.4%
Position Updates/Changes	40	15.0%
Process Improvement	77	29.0%
Strategic Decision	24	9.0%
Technology Enhancement	16	6.0%

I. Overview & Background

- The Operational and Performance Assessment led to 266 observations, with associated recommendations for the County to consider implementing
 - There are 69 “quick win” recommendations (approximately 26%)
- Observations are classified by “type”
 - Inconsistency
 - Issue
 - Opportunity
 - Risk
 - Strength

Observation Type	Count	Percentage
Inconsistency	47	18.1%
Issue	126	48.5%
Opportunity	57	21.9%
Risk	20	7.7%
Strength	10	3.8%

II. Objectives & Goals

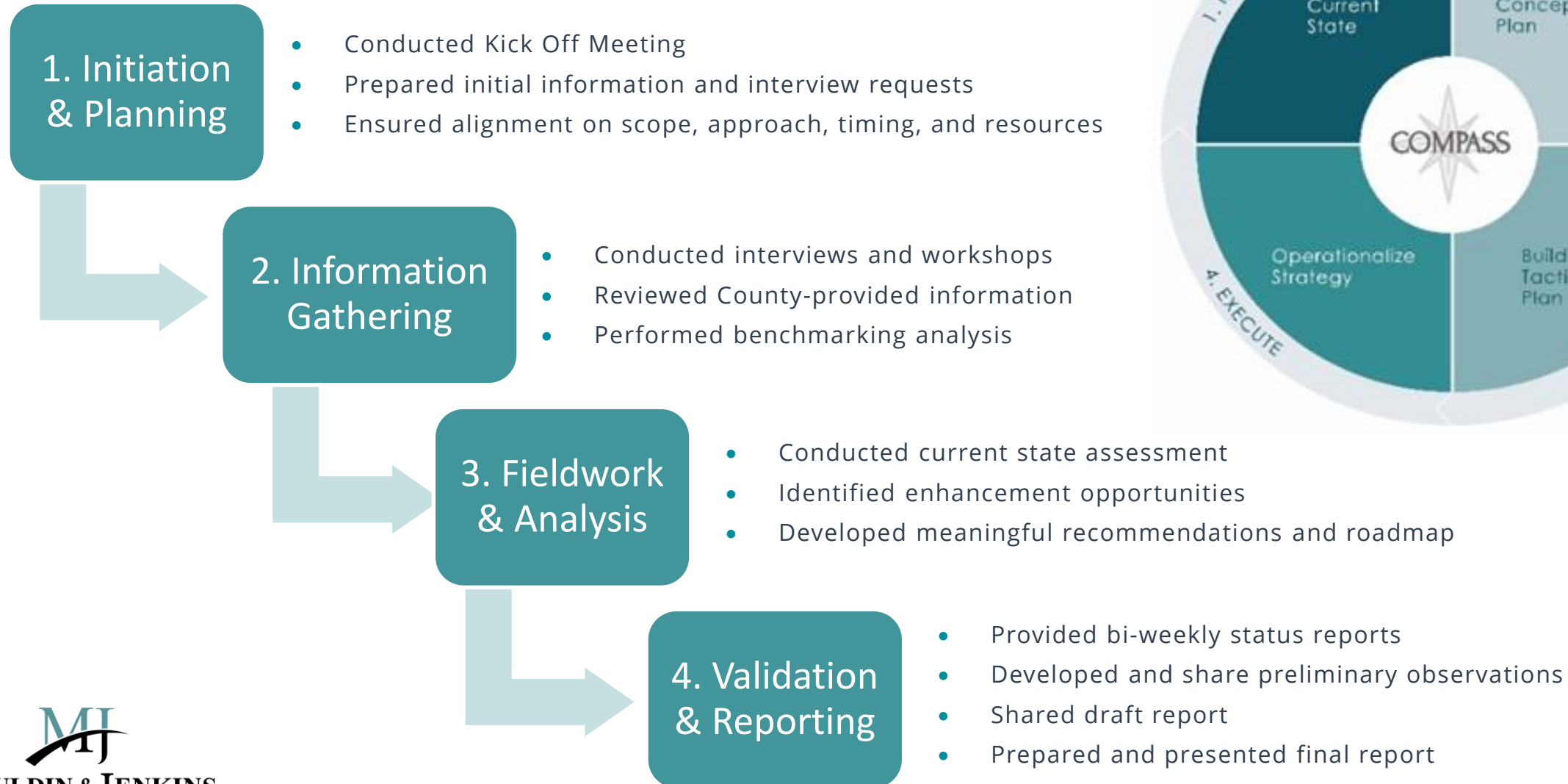
Assessment Objectives Included:

- Understanding the in-scope departments':
 - Organizational structures
 - Key workflows and business processes
 - “What is working well”, “what needs improvement”, and “areas for potential risk or concern”
- Comparing departmental operations to leading practices
- Assessing the current culture of in-scope departments
- Developing meaningful recommendations to improve/enhance departmental operations

Assessment Goals Included:

- Enhancing departmental operations and service delivery models to optimize efficiency and effectiveness
- Reducing risk and maintaining compliance
- Strengthening internal controls, policies and procedures, and governance
- Increasing transparency and accountability
- Enhancing customer service

III. Approach



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IV. In-Scope Departments Overall Maturity Assessment

Maturity Model

Level 1 Non-Compliant	Level 2 Compliant	Level 3 Formally Governed	Level 4 Efficient & Effective	Level 5 Strategic Partner
Generally delivers services with situational and inconsistent achievement of governing requirements. Operates without or inconsistently with standard operating policies and procedures.	Generally delivers services achieving governing requirements. Operates without or inconsistently with standard operating policies and procedures.	Maintains Level 2 while generally possessing and adhering to defined policies and procedures. Utilizes defined roles and responsibilities.	Maintains Levels 2 and 3 while generally delivering services in an optimized manner with a focus on continuous improvement.	Maintains levels 2, 3, and 4 while generally being a proactive and strategic partner and sought after resource for internal and external end users.

**In-Scope Department
Overall Average: 2.8**

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Note: Evaluation of organization maturity, does not directly measure department performance

IV. In-Scope Departments Overall Maturity Assessment

- The 2.8 Maturity Assessment average relates to all 18 Department/Divisions included in the Assessment
- The highest Maturity Assessment was a 5 (Medical Examiner's Office, and the lowest Maturity Assessment was a 1 (Purchasing and Contracting)
- The overall maturity assessment was determined by using the average of the 18 in-scope department assessment levels, with consideration for County-wide strategic direction and guidance provided by the COO's Office
- To improve the overall Maturity Assessment, the County should ensure it consistently provides additional County-wide guidance and support on developing processes and procedures, ensuring consistent and accurate definition of job duties and responsibilities, defined department/division strategies that align to the County's overall objectives, and continued encouragement of cross-collaborative efforts and engagement throughout the departments/divisions

V. Departmental Maturity Assessment

Current Maturity per Department

Department	Current Maturity
DeKalb 311 Call Center	3
Animal Enforcement Services	2.8
Code Compliance	2
E911	2
Emergency Management	2
Facilities	2
Finance	2
Fire Rescue	4.8
Fleet	4

Department	Current Maturity
Human Resources	3
Innovation and Technology	2
Medical Examiner's Office	5
OMB	2
Planning & Sustainability	3
Police Department	3.5
Purchasing & Contracting	1
Roads & Drainage	2.5
Sanitation	4

Highest Maturity Ranking:

- Medical Examiner's Office (5)
- Fire Rescue (4.8)
- Police Department (3.5)

Lowest Maturity Ranking:

- Purchasing & Contracting (1)
- Code Compliance (2)
- E911 (2)
- Emergency Management (2)
- Facilities (2)
- Finance (2)
- Innovation and Technology (2)
- OMB (2)

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VI. Recommendation Summary

Total Recommendation Count: 266

Department	Recommendations
311 Call Center	2
Animal Enforcement	19
Code Compliance	25
E911	13
Emergency Management	12
Facilities	13
Finance	22
Fire Rescue	25
Fleet	7

Department	Recommendations
Human Resources	19
Innovation and Technology	15
Medical Examiner's Office	8
OMB	6
Planning & Sustainability	15
Police Department	19
Purchasing & Contracting	11
Roads & Drainage	6
Sanitation	12
<i>Enterprise-wide</i>	17

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- Management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.
- The number of recommendations for a Department/Division do not necessarily correlate to overall performance. Many recommendations relate to further enhancing operations based on leading practices.

VII. Areas of Focus Moving Forward

- Drive consistency and standardization within County departments and across the organization
- Assess and remedy issues with the County's recent implementation of CV360 to ensure process automation as well as to optimize the County's investment in the technology
- Plan and invest in facility/infrastructure needs
- Enhance the centralization of services to enable more enterprise-wide strategies as opposed to department-specific strategies
- Enhance indirect support services (Finance, HR, IT, Fleet, Facilities, etc.) as they will have immediate enterprise-wide impacts and benefits
- Enhance the use of Key Performance Indicators and data analysis focusing more on outcomes as opposed to activities for enhanced data points for decision-making
- Continue to invest in the County's greatest asset, its employees, by enhancing performance management and training programs

VIII. Next Steps

- Focus on implementing recommendations from the Assessment
- Consider conducting additional assessment on departments not included in Assessment scope
- Capitalize on momentum, employee support, and benefits of doing the Assessment
- Brand the transformation as a formal initiative
- Create a formal Project Management Office (“PMO”) to oversee and implement recommendations
- Leverage consultants and employee “champions”
- Create program and project-specific workplans where progress and impacts of implementation can be reported
- The Board and its committees can assist with supporting and monitoring the implementation of Assessment recommendations to help drive accountability
- Implementation of the Assessment’s recommendations are critical to achieving the goals of conducting the Assessment:

**Optimize
Efficiency and
Effectiveness**

**Reduce Risk
and Maintain
Compliance**

**Strengthen
Controls,
Policies &
Procedures,
and
Governance**

**Increase
Transparency
and
Accountability**

**Enhance
Customer
Service**

Appendix A – Definitions of Observations and Recommendation Categories

Observation Categories:

- **Communications:** Related to communications both internal and external
- **Culture:** Related to organizational culture, environment, and the employee perspective
- **Data/Performance:** Related to the collection and use of data or other means to measure efficiency and effectiveness of outputs
- **Documentation:** Related to the current state of maintained written documentation, including processes and procedures
- **Equipment:** Related to departmental equipment used in job performance
- **Facilities:** Related to the physical space, including parking, buildings, workshops, offices, etc.
- **Governance/Policy:** Related to the existence of governing regulations, including code and policies
- **People:** Related to organizational structure, position roles and responsibilities, resource levels, and training
- **Process:** Related to operational workflow and process consistency in documented and implemented processes
- **Strategy** Related to the presence of overall strategy, planning, or future state considerations
- **Technology:** Related to the current and potential future use of systems and automation

Appendix A – Definitions of Observations and Recommendation Categories

Recommendation Categories:

- **Best Practices:** Recognizing the use of a best practice, and a recommendation to continue the observed practice
- **Data/Performance Improvement:** Related to starting new data collection, or better leverage current data collections
- **Equipment Enhancement:** Related to the purchase of new or enhancement of existing equipment
- **Facilities Improvement:** Related to improving, updating, or considering new facilities for County use
- **Fiscal/Budget:** Related to enhancing or updated budgeting practices
- **Organizational Culture:** Related to enhancing opportunities for employee engagement, feedback, and resources
- **Organizational Structure:** Related to the use of divisions and sections, hierarchy, and realignment of roles functionally by department
- **Policy Recommendations:** Related to revising, creating, or reviewing policies and/or other governing agreements
- **Position Updates/Changes:** Related to modifying, creating, or reclassifying positions and titles
- **Process Improvement:** Related to updating or creating policy to reflect current operating state or incorporate leading practices
- **Strategic Decisions** Related to creating or updating overall strategic, planning, or future state considerations at both the Department and County level
- **Technology Enhancement:** Related to purchasing, enhancing, or developing systems and automation