

Agenda Item: 2.a

Meeting Date: October 6, 2026

MEMORANDUM

To: City Commission

Through: Jennifer K. Bramley, City Manager

From: Sue Bartlett

Date: 2026-10-01

Subject: Public Works Efficiency Recommendations Implementation Update

Presenter(s): Harry C. Lorick, P.E. PTOE, PWLF, LA Consulting, Inc., Suzanne "Sue" Bartlett, Public Works Director, and Jorge M. Quintas, P.E., Deputy City Manager

Staff Recommendation: Provide feedback on draft of final report of implementation and savings.

Strategic Themes: Good Governance

Boards & Committees: Board of Finance

Budget Impact: Net Savings

Past Action:

- 1.) August 6, 2024 - Commission award of RFP #24-1270 "Public Works Efficiency Evaluation" to LA Consulting, Inc (LAC), of Palm Coast, FL, in the amount of \$144,635, under Agenda Item #2.e;
- 2.) November 8, 2024 - Additional Services Addendum (Solid Waste & Fleet Divisions survey support services), in the amount of \$7,580;
- 3.) January 15, 2025 - Board of Finance review of Draft Final Evaluation and Recommendations Report prior to Commission Workshop presentation;
- 4.) February 18, 2025 - Commission provided consensus direction on implementing efficiency recommendations for the Public Works Department during their Workshop Meeting, under Agenda Item #4.a;
- 5.) May 22, 2025 - Commission approved implementation of recommendations with First Amendment to the agreement with LA Consulting, Inc., under Agenda Item #2.f.;
- 6.) March 3, 2026 - an update on the implementation progress and savings was presented during the Commission Workshop, under Agenda Item #2.a;

- 7.) June 17, 2026 - Board of Finance status update from Public Works on savings and efficiencies; and
8.) August 19, 2026 - Board of Finance follow up focused on Fleet operations.

Next Action: Provide feedback on the Final Report, and receive an update on the progress of implementations and savings.

Attachments: [A. Dunedin Update \(10-06-26\).pdf](#)
[B. Article March 2025 APWA Reporter.pdf](#)
[C. Florida Public Works Winter 2025.pdf](#)
[D. APWA May 2026.pdf](#)
[E. Project Timeline for Workshop \(10-06-26\).pdf](#)
[F. Additional Info on Cost Estimates \(for BOF 01-18-25\).pdf](#)

Background: The goal of the efficiency and cost-effectiveness evaluation (RFP #24-1270 for the Public Works Department) was to identify opportunities to provide cost-effective services, gather data to create annual work plans that are tied to performance-based budgeting, also known as, activity/program-based budgeting, identify areas for improvement, while delivering exceptional customer service.

Guided by Purchasing, the project was advertised and after proposals were received and evaluated, LA Consulting, Inc., (LAC) was the highest ranked firm by the Evaluation Committee. The Commission subsequently approved the award of RFP #24-1270 on August 6, 2024.

LAC is highly qualified to perform these evaluations, with a proven track record throughout the US, leveraging their experience, engaging the work force and utilizing data for documented improvements; implementing and achieving improvement in 86 agencies, and are a known leader in process improvement.

January 15, 2025 Public Works and LAC provided a presentation of the draft evaluation and recommendations report and received input and questions regarding the same. This feedback was utilized to prepare for the Commission Workshop in February.

On February 18, 2025, the Commission was provided with a summary of the report and recommendations, and subsequently provided Consensus Direction during that Workshop to implement the efficiency recommendations in Public Works.

On May 22, 2025, the Commission approved the First Amendment to the agreement with LA Consulting, Inc., (LAC) to work with Public Works to implement the recommendations, which included tasks for in-house staff to complete. The Implementation Phase, assisted by LAC, is well underway and

efficiencies have been and will continue to be realized. The implementation included extensive training for all staff to learn the processes and improvements for efficiency and effectiveness.

This update will include a presentation by LAC (Exhibit A) regarding the project progress, as well as a question/answer period. The project has included extensive employee participation and input, with supervisors and managers providing for review committee input and collaboration at each step in the process, as well as oversight and review by the Executive Team which included: Finance, Strategic Planning, Public Works, Deputy City Manager, and City Manager. Staff thanks the Commission, the City Manager, and other City personnel for their support while implementing these improvements.

The project and Public Works have been recognized by the American Public Works Association (APWA) for best management practices, inclusive of several published articles (Exhibits B, C, and D). A project time line (Exhibit E) and a letter clarifying estimated savings, dated January 18, 2025 (Exhibit F) have been included for your information and background.

Staff hereby seeks Commission feedback on the draft Final Report of implementation and savings across the Public Works Department, as a result of the Commission adopted efficiency recommendations, as detailed herein.