

# 90-Day Interim Town Administrator Stabilization Plan (DRAFT)

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*Town of Roland, Oklahoma*

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## Guiding Principles

### **1. Clear communication is the backbone of reliable operations.**

Employees, trustees, residents, and partners need timely, consistent and transparent information. Clear communication reduces confusion, lowers anxiety, improves coordination, and helps everyone understand what has been completed, what is being reviewed, and what comes next.

### **2. The best improvement ideas often come from the people closest to the work.**

Department heads, supervisors, and front-line employees understand daily operations, service gaps, equipment needs, workflow problems, and practical fixes. A successful stabilization effort should listen carefully, respect established reporting lines, and use employee knowledge to strengthen systems.

### **3. Roland's success depends on strong internal systems and strong external partnerships.**

The Town's operations are connected to residents, the Roland Utility Authority, Cherokee Nation, Cherokee Casino Roland, Roland Public Schools, ODOT, major employers, vendors, contractors, and regional service partners. Reliable public service requires coordinated relationships as well as sound internal procedures.

## Step 0: Build Trust and Lead the Interim Stabilization

At present, there appears to be opportunities to improve communication channels and frequency for municipal leaders, the community, department heads, and staff.

### **Create a Clear Message**

The first messages should be simple and steady:

The purpose of the next 90 days is to learn, stabilize operations where appropriate, improve services, reduce risk, and prepare the Town of Roland for the future.

The interim period will be primarily forward looking. However, when appropriate "a look backward" may establish improvement opportunities to strengthen systems, support employees, improve communication, and elevate reliable information for good decision-making.

### **Meet, Listen and Act**

Meet with employees from each department. Listen to their ideas, and practical suggestions.

Employees often know where issues and improvement opportunities are. They also know which fixes would make the biggest difference quickly.

### **Leverage Department Champions**

Identify respected employees in each department who can help share information, provide feedback, and support positive change. This is working within established organizational supervisory and reporting lines. This helps improve communication and make sure ground-level knowledge is included in the transition process.

### **Deliver Early Wins**

Address known operational/administrative gaps as a priority. (Initially, this appears to include needs for process, maintenance, and workflow documentation).

Other examples include communication gaps, equipment concerns, software frustrations, outdated forms, unclear procedures, or simple workflow re-clarification.

Early progress helps employees and residents see that the transition is real, practical, and focused on results.

### **Communicate Often**

Provide regular updates to employees, the Board of Trustees, and the public.

Clear communication reduces rumors, lowers anxiety, and helps people understand what has been completed, what is being worked on, and what comes next.

## Step 1: Communication and Organizational Stability

Strong communication is the foundation of the plan.

### **Employee Newsletter (or similar) – Beyond Email Only.**

Create a regular employee newsletter that serves as the Town’s official internal source of information.

This helps employees hear the same message at the same time and reduces confusion across departments.

### **Weekly Public Updates**

Provide a short weekly public update through the Town website or other approved communication channels.

Each update should briefly explain:

- What has been completed
- What is currently being reviewed
- What residents can expect next
- How the work supports better service and accountability

### **Staff Listening Sessions**

Meet with employees throughout the organization to better understand daily operations, staffing pressures, equipment needs, public service challenges, and opportunities for improvement.

### **Two-Way Feedback**

Create a simple way for employees to share ideas and concerns.

When useful suggestions are implemented, report that back to staff. This shows employees that their input matters and that the transition is not just top-down.

## **Step 2: Strengthen Community and Regional Partnerships**

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The abbreviated timeframe of 90-days will constrain this step somewhat. Even so, Roland’s future depends on strong working relationships with organizations that directly affect infrastructure, traffic, public safety, utilities, and economic development.

### **Cherokee Nation and Cherokee Casino Roland**

Engage Cherokee Nation leadership and Cherokee Casino Roland representatives to discuss shared ideas, utility capacity, economic development opportunities, and similar.

Because the casino is a major economic and utility partner for the Town, communication should be intentional, regular, and focused on long-term planning.

Key areas should include:

- Utility capacity and reliability
- Joint infrastructure planning
- Tribal grant opportunities
- Economic development coordination
- Emergency response coordination

### **Roland Public Schools**

Partner with Roland Public Schools administration on shared community priorities.

Key areas should include:

- Traffic flow and student safety
- Campus safety coordination
- Severe weather sheltering and emergency preparedness
- Utility planning near school facilities
- Community growth and public service needs

The school system is one of the Town’s most important community anchors. Its needs should be considered in public safety, infrastructure, and long-range planning.

### **ODOT and Regional Transportation Partners**

Within timing constraints, coordinate with the Oklahoma Department of Transportation regarding the Interstate 40 and US-64 corridor.

This corridor affects commercial traffic, retail growth, public safety response, road planning, and the Town’s long-term economic development.

### **Major Employers and Service Providers**

Meet with leading employers, service providers, and key local businesses to discuss workforce concerns, infrastructure reliability, traffic issues, and service expectations.

## **Key Project Partners**

Review schedules, budgets, and expectations with contractors, vendors, financial partners, and grant-related partners involved in major Town or utility projects.

## **Step 3: Protect Infrastructure and Institutional Knowledge**

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Successful stabilization must identify operational risks before they become emergencies.

### **Equipment and Asset Review**

Inspect vehicles, machinery, tools, technology, and major equipment to document condition, safety concerns, replacement needs, and maintenance priorities.

The review should focus first on equipment tied to public safety, water service, sewer service, streets, storm response, and emergency operations.

### **Critical Infrastructure and Emergency Readiness**

Review the condition and readiness of critical infrastructure, including backup systems, water system reliability, storm response capacity, and tornado or severe weather preparedness.

Roland must be ready for routine service demands and emergency events.

### **Deferred Maintenance Review**

Create a practical list of overdue repairs and maintenance needs.

Prioritize items that affect:

- Public safety
- Water service
- Sewer service
- Emergency response
- Employee safety
- Revenue protection
- Regulatory compliance

### **Organizational Succession Planning**

Work closely with the Department Heads and Supervisors to document key system knowledge, operating procedures, vendor contacts, maintenance schedules, known risks, and emergency response steps.

This appears to be a potential high-priority need to mitigate tacit knowledge loss from retirements and unexpected turnover.

### **Cross-Training Program**

Identify other critical positions and begin cross-training employees to reduce operational risk.

No essential Town function should depend on only one person knowing how to do the work.

## **Step 4: Improve Workplace Efficiency, Data Security, and Public Service**

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Office layout and workflow should support both secure administration and accessible public service.

### **Protect Confidential Personnel and PII Data**

Review where payroll, personnel records, financial records, and other confidential information are handled.

Sensitive administrative functions should be located and managed in a way that protects personnel information, payroll information, financial records, and personally identifiable information.

### **Establish a Front-Facing Citizen Engagement Protocol**

Create a clear process for customer and community engagement.

Residents should know where to go, who can help them, and how their concern will be handled.

### **Improve Public Access to Leadership**

Position leadership and administrative support so that public concerns can be heard and routed properly.

The goal is to improve responsiveness while still protecting confidential work and allowing employees to complete essential duties.

### **Review Workflows**

Evaluate office processes, forms, approvals, physical layout, and communication paths.

Look for ways to reduce delays, avoid duplicated work, improve accuracy, and make customer service more consistent.

## **Step 5: Improve Revenue Collection and Financial Controls**

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The Town and the Roland Utility Authority must make sure approved fees, charges, reimbursements, utility bills, and other revenues are properly tracked, billed, collected, and reported.

### **Roland Utility Authority Optimization**

Evaluate the end-to-end utility billing, meter-reading, collections, adjustment, and reconciliation cycle.

The goal is to identify revenue variances, reduce leakage, strengthen controls, and stabilize the Town's primary enterprise fund.

This review should include:

- Meter reading procedures
- Billing accuracy
- Adjustments and write-offs
- Collections and past-due accounts
- Reconciliation between billing records and financial records
- Reporting to the Roland Utility Authority Board

### **Review Town Revenue Processes**

Examine billing, collections, reporting, and recordkeeping procedures for Town revenue sources.

This includes citations, permits, fees, reimbursements, rentals, grants, and any other approved revenue streams.

The purpose is to identify missed revenue, process gaps, unclear responsibilities, or inconsistent follow-up.

### **Improve Interdepartmental Reporting**

Confirm or improve clear reporting procedures between departments so required information is shared consistently and on time.

Revenue collection often depends on one department giving accurate information to another department. That process must be clear, documented, and trackable.

### **Digital Documentation**

Digital documentation should make it easier to answer basic questions such as:

- Was the work completed?
- Was the customer billed?
- Was payment received?
- Was the issue resolved?
- Who is responsible for the next step?

### **Support Department Success**

Work collaboratively with department leaders to identify process improvements and remove administrative obstacles that affect revenue collection, reporting, and service delivery.

The goal is to make sure employees have the systems, information, and support needed to do the work correctly.

## **Step 6: Document Processes and Strengthen Accountability**

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Clear procedures help employees succeed. They also protect the Town when people retire, resign, transfer, or are absent.

### **Process Documentation**

Ask employees to explain how their jobs are performed.

Employees may provide written notes, audio recordings, process maps, completed forms, checklists, screenshots, or interviews.

The purpose is to capture real work as it is actually performed, then improve and standardize it where needed.

### **Build Standard Operating Procedures**

Use employee input to create clear standard operating procedures.

These procedures should support:

- Training
- Consistency
- Continuity

- Accountability
- Cross-training
- Public service
- Financial controls

### **Develop Performance Measures Together**

Managers and employees should work together to identify practical performance measures that reflect workload, service quality, safety, timeliness, and department goals.

Performance measures should be useful, fair, and understandable.

### **Daily or Weekly Operational Reporting**

Implement a simple daily or weekly reporting process that helps supervisors understand completed work, current challenges, staffing issues, equipment problems, and upcoming priorities.

The reporting process should be brief enough to use consistently.

### **Continuous Improvement**

Review processes regularly and encourage employees to suggest improvements that save time, reduce costs, improve service, reduce risk, or protect approved revenue and reduce leakage.

Accountability works best when employees are included in improving the system.

## **Expected Results After 90 Days**

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### **Employees**

- Better communication
- Clearer expectations
- Improved teamwork
- More training opportunities
- Better protection of confidential work
- More consistent procedures

### **Residents**

- Greater transparency
- Better access to information
- More consistent customer service
- Improved confidence in local government
- Clearer communication from Town leadership

### **Operations**

- Reduced operational risk
- Better documentation
- Stronger financial controls
- Improved project oversight
- Better protection of infrastructure
- Improved continuity during staffing changes

### **Roland Utility Authority**

- Improved billing review
- Better reconciliation procedures
- Reduced revenue leakage risk
- Clearer reporting to the RUA Board
- Stronger protection of the Town's enterprise fund

### **Board of Trustees**

- Better data for decision-making
- Stronger regional partnerships
- Improved accountability
- Clearer operational visibility
- A stable foundation for long-term planning

**Guiding Principle**

The purpose of this transition is not to focus on recent/past mistakes except if where action might be required.

The purpose is to build stronger systems, support employees, improve services, protect public resources, and position the Town of Roland for long-term success.

A successful 90-day stabilization initiative should leave the Town more resilient, more organized, more transparent, and better prepared for the future.