



Driving Government Impact with Operational Assessments

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June 2026

Agenda

Why operational assessments are needed

- Benefits of operational assessments
- Operational assessment methodology
- Case studies
- Common pitfalls and change management considerations
- Lessons learned for local governments



**What if your organization
could do more with less –
without compromising
safety, service, or strategy?**



The Current Landscape



- Rising demands on public services
- Budget constraints and resource limitations
- Increasing complexity and risk

Common Triggers



Performance issues or service delays

- Leadership transitions
- Funding concerns
- Audit findings or compliance concerns
- Major initiatives or system implementations

The Hidden Cost of Inefficiency

- Financial waste
- Opportunity costs
- Employee burnout and turnover
- Reduced public trust
- Compliance and legal risks
- Inflexibility during a crisis
- Poor data quality and decision-making
- Stifled innovation



Benefits of an Operational Assessment



Clear, objective view of current operations

- Identification of inefficiencies and risks
- Actionable recommendations aligned to strategy
- Improved outcomes for citizens and stakeholders

Value Delivered

Better Use of Limited Resources



Improved service quality & timeliness



Stronger controls & governance



Data-driven decision-making

Operational Assessments Framework

- A structured, data-driven review of processes, systems, and performance based on identifying gaps, risks, and opportunities
- Strategy and objectives
 - People, process, and technology
 - Governance and controls
 - Performance metrics



Step 1: Define Scope & Objectives

Clarify goals and success criteria

- Align with leadership priorities
- Identify key stakeholders
- Establish boundaries and assumptions

Step 2: Understand Current State

Document workflows and processes

- Conduct interviews and workshops
- Review data, policies, and reports
- Analyze performance metrics

Step 3: Identify Issues & Root Causes

Process gaps and bottlenecks

- Role clarity and capacity issues
- Technology limitations
- Control and compliance weaknesses

Step 4: Develop Recommendations

Prioritize high-impact improvements

- Align recommendations to strategy
- Assess feasibility and cost
- Define quick wins and long-term actions

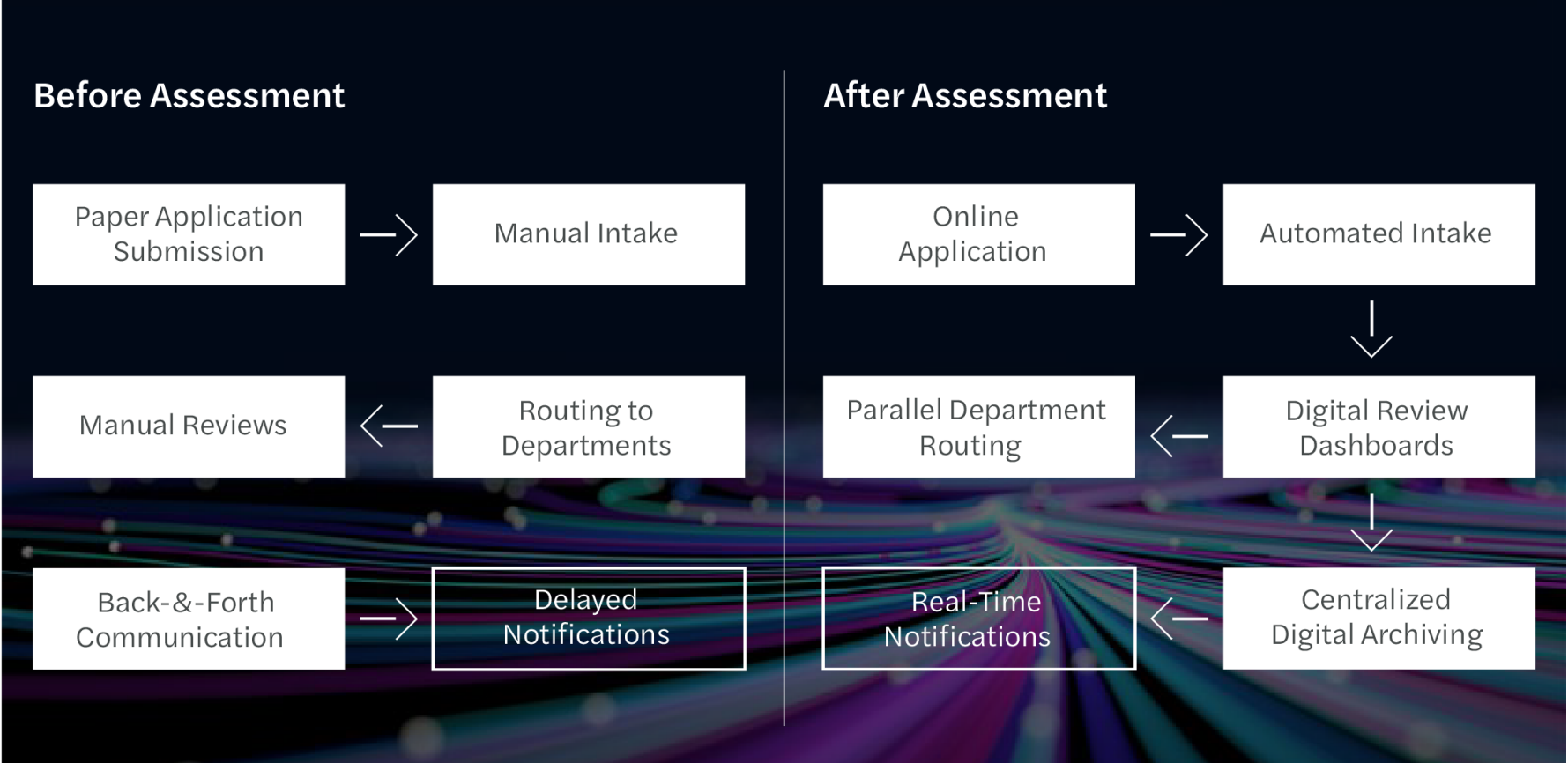
Step 5: Implementation Roadmap

Phased implementation plan

- Ownership and accountability
- Timeline and milestones
- Measurement and reporting

Operational Assessments Framework

Streamlining permitting processes in a city government

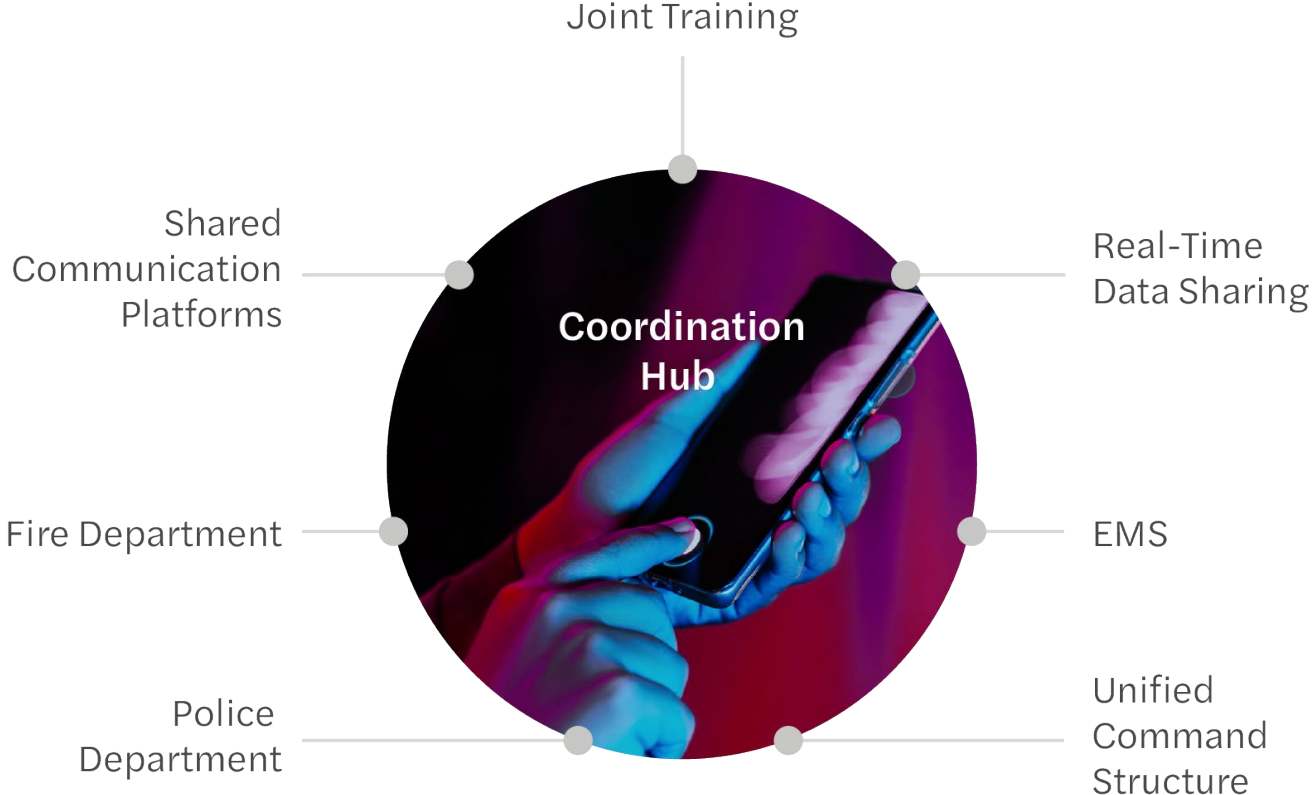


Steps

1. Process mapping and workflow analysis
2. Performance metric and benchmarking
3. Stakeholder interviews and surveys
4. Technology and systems reviews
5. Policy and regulatory review
6. Recommendation and implementation plan

Safer Communities

Enhancing emergency response through inter-agency coordination

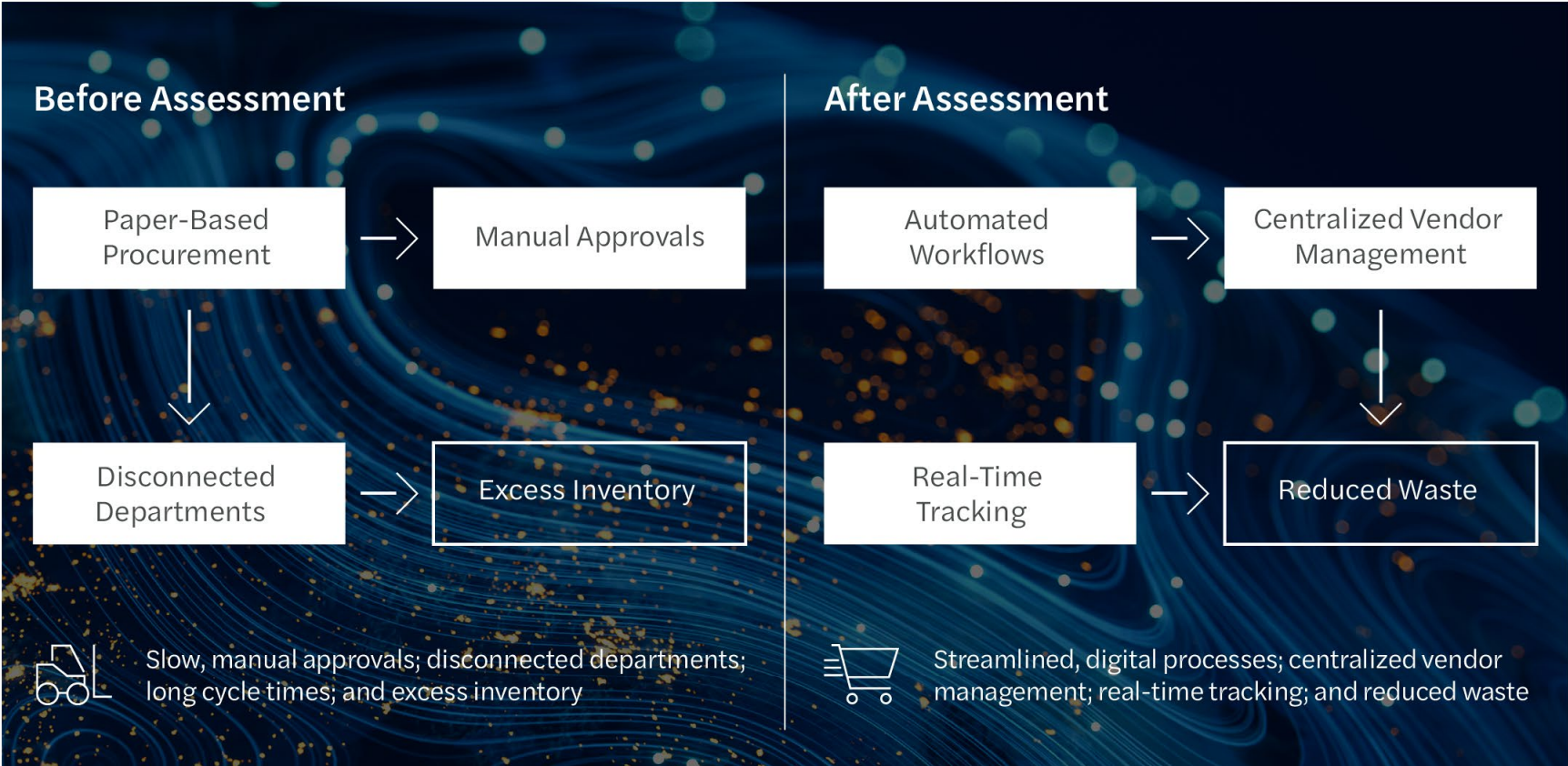


Steps

1. Map the end-to-end procurement process
2. Analyze procurement cycle time metrics
3. Evaluation technology and automation tools
4. Review procurement policies and thresholds
5. Assess vendor management and contracting practices
6. Identify and quantify waste
7. Engage stakeholders for feedback
8. Recommend process improvements and KPIs

More Efficient Use of Resources

Reducing procurement cycle times & waste



Steps

1. Evaluate current emergency response protocols
2. Assess interagency coordination
3. Review technology and communication systems
4. Analyze response times and resource allocation
5. Conduct risk and vulnerability assessments
6. Engage stakeholders and community feedback
7. Recommend training and drills
8. Develop a continuous improvement plan

Common Pitfall

Lack of Clear Objectives

How to avoid it:

- Establish explicit objectives at the outset, tied directly to leadership priorities and mission outcomes
- Clearly define what decisions the assessment is intended to inform
- Document success criteria and decision boundaries before analysis begins



Common Pitfall

Incomplete Stakeholder Engagement

How to avoid it:

- Identify all key stakeholders early, including leadership, frontline staff, and cross-functional partners
- Engage stakeholders throughout assessment, not just at the beginning or end
- Use interviews, workshops, and check-ins to validate findings and test conclusions



Common Pitfall

Poor Data Quality

How to avoid it:

- Assess data reliability as part of the assessment rather than assuming it is accurate
- Triangulate data sources by comparing system data, documentation, and stakeholder input
- Clearly document data limitations and gaps so leaders understand confidence levels



Common Pitfall

Overreliance on Quantitative Data

How to avoid it:

- Balance quantitative analysis with qualitative insights from leadership and staff
- Use interviews and process walkthroughs to understand how and why outcomes occur
- Interpret metrics in context rather than treating them as definitive answers



Common Pitfall

Ignoring Organizational Culture

How to avoid it:

- Explicitly assess cultural norms, decision-making behaviors, and informal power structures
- Consider how trust, risk tolerance, and change history will affect implementation
- Frame recommendations in ways that align with mission, values, and public service motivations



Why Change Management Matters

Operational improvements require behavior change

- Resistance can undermine results
- Sustained impact depends on adoption
- Leadership plays a critical role



Key Change Management Elements

Leadership sponsorship

- Clear and consistent communication
- Stakeholder engagement
- Training and support



Managing Resistance

Involve staff early

- Address concerns transparently
- Link changes to mission and outcomes
- Celebrate early wins



Lesson Learned #1

Fix the systems, not the people

Key Points

- Most performance issues are driven by processes, policies, and structure
- Individual staff are usually working around system constraints
- Framing findings as systemic builds trust and credibility

Why this Matters

- Blame shuts down engagement
- System-focused findings accelerate adoption and change

Lesson Learned #2

Question Staffing Assumptions First

Key Points

- Staffing shortages are often a symptom, not the root cause
- Inefficient workflows and low-value work consume capacity
- Process redesign frequently frees capacity without new hires

Why this Matters

- Budgets are constrained
- Adding headcount without fixing processes rarely improves outcomes

Lesson Learned #3

Use Data, But Don't Trust It Blindly

Key Points

- Data in local governments is often fragmented or inconsistently defined
- Metrics explain what is happening, not why its happening
- Qualitative insights are essential to interpret quantitative results

Why this Matters

- Decisions based on bad or misunderstood data erode confidence
- Leaders need decision-ready metrics, not just reports

Lesson Learned #4

Clarify Governance Before Buying Technology

Key Points

- Many inefficiencies stem from unclear decision rights and approvals
- Informal or “shadow” governance creates delays and rework
- Technology rarely fixes poor process or unclear authority

Why this Matters

- Governance clarity often delivers faster benefits than system changes
- Technology investments fail when governance issues are unresolved

Lesson Learned #5

Design Recommendations That Fit Culture

Key Points

- Local governments carry institutional memory and change fatigue
- Prior failures shape risk tolerance and behavior
- Recommendations must align with mission, values, and readiness

Why this Matters

- Technically sound solutions fail if culture is ignored
- Adoption, not analysis, determines success

Keys to Success



Clear objectives and scope

- Fact-based analysis
- Strong change management
- Commitment to execution

Closing Thoughts



Operational assessments unlock hidden potential

- They provide a roadmap for sustainable improvement
- The greatest value comes from acting on the results

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