



Public Safety Advisory Partners

"Helping city leaders navigate public safety with confidence"

561-299-0601

City Manager's Contract Governance Checklist

Public Safety and High-Risk Operational Contracts

Purpose

This checklist ensures public safety and high-risk operational contracts are driven by validated need, measurable outcomes, and executive governance **before** legal and procurement review.

This checklist is intended to be answered by the city manager or chief executive, not delegated.

1. Operational Need Validation (Before Procurement)

- The operational problem has been clearly defined
- The need has been validated by leaders who understand day-to-day operations
- The request addresses a real performance gap, not a convenience issue
- Non-technology or process alternatives have been considered

2. Capability and Redundancy Review

- Existing systems have been reviewed for overlapping functionality
- The organization has confirmed the capability does not already exist
- Integration with current systems has been evaluated, not assumed
- The request does not duplicate another department's tools or licenses
- The solution does not introduce AI functionality without explicit executive review

3. Operational Ownership and Executive Input

- An operational executive has been assigned ownership of the contract scope
- A leader with operational and financial understanding has reviewed the request
- End users were consulted, not just command or administrative staff
- The solution aligns with how work is actually performed in the field

4. Outcome Definition and Measurement

- The contract defines success in operational terms
- Performance measures are outcome-based, not feature-based
- Data or reporting requirements are included to measure effectiveness
- There is a clear method to determine whether value is being delivered



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5. Financial and Lifecycle Review

- Full lifecycle costs are identified (purchase, subscription, maintenance, training)
 - Long-term budget impact extends beyond the initial contract term
 - Future expansion or renewal risks are identified
 - The contract does not create unavoidable future financial obligations
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6. Executive and Operational Governance Before Legal Review

- Operational and financial governance review occurred before legal review
 - Contract scope reflects operational need, not vendor defaults
 - Legal counsel is protecting the city, not defining operational value
 - Performance expectations are embedded before final legal language
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7. Vendor Accountability and Exit Strategy

- Contract includes clear performance expectations and remedies
 - The city retains audit or review rights where appropriate
 - Termination clauses are realistic and enforceable
 - The city is not operationally locked into the vendor without alternatives
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Executive Test

If you cannot clearly explain **why** the contract is needed, **what success looks like**, and **how performance will be measured**, the contract is not ready for approval.