



Organizational Workforce Needs and Risk Assessment Study

Takoma Park, Maryland

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consulting group

The Matrix Consulting Group

- ◆ Matrix Consulting Group has provided management consulting services to local government since 2002.
- ◆ We have worked with over 1,300 local government clients since our founding including over 90 organization-wide studies.
- ◆ Our project team includes experienced analysts who specialize in assigned local government service areas. A majority of our project team has previously served as local government administrators.
- 🏠 Our approach is fact-based, emphasizing extensive data collection, interviews, stakeholder input, and detailed implementation strategies.
- ◆ We pride ourselves on the level of implementation of our recommendations by our clients – exceeding 85%.

Our Project Team

Alan Pennington	Vice President Project Manager	14+ years of consulting experience and 13 years local government experience. Former Asst. City Manager. Leads our General Consulting Practice.
Aaron Baggarly	Senior Manager Senior Analyst	14 years of experience. Former Planning Director. Community Development Specialist.
Khushboo Hussain	Senior Manager Senior Analyst	9 years of consulting experience Specializes in Administrative and Financial Services.
Jen Winter, P.E.	Senior Manager Senior Analyst	24 years of consulting and practitioner experience. Public Works Specialist. Former PW Director
Robin Haley	Senior Manager Senior Analyst	32 years consulting experience. Specialist in Public Works, Parks & Recreation.
John Scruggs	Manager Analyst	6 years of consulting experience. 27 years in policing (Portland, OR) and interim Chief.
David Branch	Manager Analyst	8 years of consulting experience. Specializes in communications and admin services.
Ryan Peterson	Consultant Data Analyst	GIS and data analytics specialist

Relevant Project Experience

- ◆ Organization-wide studies include:

Albuquerque, New Mexico

Augusta, Georgia

Avon, Connecticut

Barstow, California

Brattleboro, Vermont

Carroll County, NH

Corp. for Public Broadcasting

DeKalb County, Georgia

Deltona, Florida

Franklin Township, NJ

Greenbelt, Maryland

Groton, Massachusetts

Gulf Shores, Alabama

Half Moon Bay, California

Hall County, Georgia

Johnson County, Kansas

Monroe County, Michigan

Montgomery County, MD

Montgomery College, MD

Montpelier, Vermont

Orland Park, Illinois

Orleans, Massachusetts

Orting, Washington

Palos Verdes Estates, CA

Rancho Mirage, California

Rancho Palos Verdes, CA

Raymore, Missouri

Roseville, California

Salt Lake County, Utah

Schertz, Texas

St. Cloud, Florida

Sunnyvale, California

Tigard, Oregon

Tinley Park, Illinois

Waxhaw, North Carolina

West Milford, New Jersey

- ◆ We are currently conducting a Town-wide study for Coventry, Rhode Island including all town and school operations.

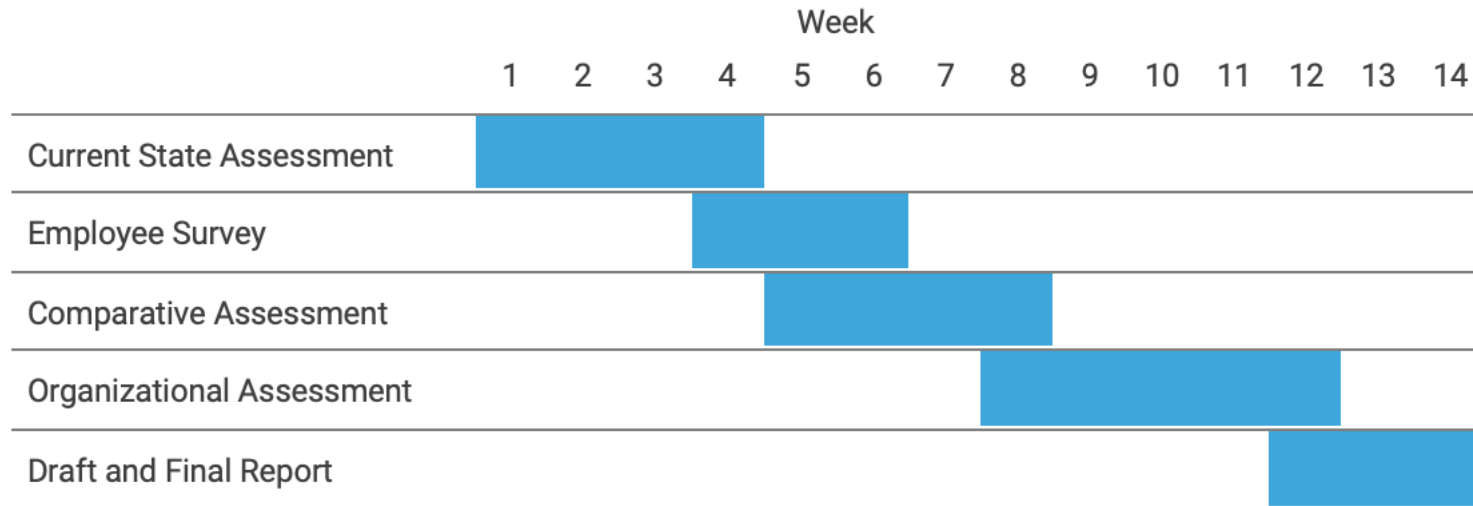
Methodology and Approach

- ◆ Data collection and document reviews to fully understand the current operating approaches utilized by the City.
- ◆ Input gathered from various internal stakeholders including:
 - City Council interviews at start of the study,
 - Staff interviews with key positions in each functional area,
 - Meeting with union representatives,
 - Confidential employee survey for input from every staff member,
 - SWOC Analysis
- ◆ Detailed data analysis to align staffing and resources with service levels.
- ◆ Comprehensive plan to guide recommendation implementation.

Task Plan Summary

Tasks	Key Areas of Inquiry
1. Current State Assessment	What are the key issues shaping the study? How are functions organized and staffed? What are the workloads and service levels?
2. Employee Survey	What are employee perceptions regarding staffing, operational practices, strengths, technology, etc.? What changes do they believe would improve operations?
3. Best Practices, SWOC and Comparative	Compare operations to best practices/industry standards. Compare services/organizational structure and other facets of operations to similar local governments. SWOC assessment to identify factors impacting operations.
4. Organizational, Operational and Staffing Assessment	Do staffing levels align with target service levels? Are there opportunities for efficiencies in workflow? What staffing modifications may be required due to growth? Are functions appropriately grouped? Are spans of control appropriate?
5. Draft and Final Report	Staffing, operations and organizational recommendations with supporting narrative and costs/cost savings identified. Implementation plan to guide next steps.

Project Schedule



Why select our Firm?

- ✦ The Matrix Consulting Group provides a tailored approach to local government consulting based upon the following four critical elements:
 - Our team blends objective analysis with operational experience.
 - A fact-based approach that is based on an in-depth understanding of the City and its unique service environment.
 - Established and proven tools for workload and staffing analysis for both current needs and projecting future service and staffing demands.
 - Continual collaboration as the study progresses, along with implementation assistance.
- ✦ We are excited about working with Takoma Park on this engagement.