



Organizational Workforce Needs and Risk Assessment Study Final Report Overview

Takoma Park, Maryland

matrix 
consulting group

Overview of the Project - Scope

- ◆ **Comprehensive Assessment of operations including:**
 - **Risk and liability mitigation**
 - **Service focus – mission and strategy of service delivery**
 - **Leadership and organizational structure**
 - **Organizational Culture (SWOC Analysis)**
 - **Effectiveness, Efficiency, Financial Sustainability and Relevance of Operations**

Overview of the Project – Project Approach

- ◆ **Departmental Interviews and Data Collection**
- ◆ **Council Interviews**
- ◆ **Employee survey – all staff invited to participate**
- ◆ **SWOC Analysis with leadership team**
- ◆ **Service Review of each operating function**
 - ➔ **Against industry standards**
 - ➔ **Compared to other municipal entities**
 - ➔ **Evaluating efficiency and effectiveness of operations**
- ◆ **Development of Recommendations**
 - ➔ **To align staffing against service levels and demands**
 - ➔ **To increase efficiency of operations**
 - ➔ **To effectively manage operations**

Key Themes – Organizational Culture

- ◆ **High level of community engagement.**
- ◆ **High Council Expectations including many adopted policies, planning documents and long-range programming efforts.**
- ◆ **Levels of service, in most areas, above those seen in many communities of comparable size.**
- ◆ **Focus on high-performance and exceptional service, in many cases, without the required resources to fully execute on delivery.**
- ◆ **Greater focus on public-focused service delivery and operations than on internal services.**
 - **Creates some internal risks by not fully developing the organization or staff.**
 - **Need for more administrative support systems to support operating departments and employees.**
- ◆ **Need to enhance technology to address inefficient and less effective processes.**

Core Services / Service Level Summary

Department	Notes
City Clerk	Election management
City Manager	None
City TV	High focus on community programming
Communications	Community engagement level, missing PIO
Finance	None, missing procurement, compliance, and long-range planning
Housing and Community Development	Arts Program
Human Resources	None, missing training focus, risk management
Information Technology	Strategic planning
Library	None, providing at higher level of service than County
Police	None, providing at higher level of service than County
Public Works	Sustainability, Composting program, in-house refuse collection
Recreation	High programming focus, including before / after care.

Staffing, Operations and Organizational Changes

◆ City Clerk

- **1 additional support position in outyears for increased records retention, document management support.**
- **Develop comprehensive records retention and document management program.**

◆ City Manager

- **Implement performance management program to enhance data driven decision making and report on service delivery performance.**
- **Develop annual workplans as part of budget process to ensure alignment of resources and service delivery expectations.**
- **Add 1 position for data analytics / performance management / special projects.**

Staffing, Operations and Organizational Changes

- ◆ **City TV**

- **No additional staff positions.**

- ◆ **Communications**

- **Combine with City TV into comprehensive Public Information division.**

- **Create Public Information Officer/Director position, in future years, to oversee both functions.**

Staffing, Operations and Organizational Changes

◆ Finance

- **Upgrade/replace financial software to enable more effective automation of processes.**
- **Develop long-range financial plan (10 year projections) and enhanced 5-year capital budget to provide necessary insight into projected financial condition**
- **Conduct regular data analytics to detect any financial irregularities, manage risk and evaluate compliance with financial policies.**
- **Of most immediate concern is need to fix technology issues related to payroll. Current process is requiring at least .5 - .75 of an FTE beyond what is needed for organizations of similar size.**
- **Service expansions including:**
 - * **Procurement program and support.**
 - * **Grants Management – centralize in Finance.**
- **1 additional position of Purchasing Coordinator.**

Staffing, Operations and Organizational Changes

◆ Housing and Community Development

- **Create full-time grants coordinator position (one option combining 2 part time positions of Special Project Coordinator / Grant Coordinator).**
 - * **Position could be located in H&C Development, Finance or City Manager Office – recommended for Finance Department.**
- **Transition Arts Coordinator position to full-time position based on existing service expectations.**
 - * **Transfer position to Recreation**

Staffing, Operations and Organizational Changes

◆ Human Resources

- **Develop and implement workforce planning program to project retirements and turn-over to better plan future employee (and skills) needed.**
- **Expand employee relations and training programs for all employees with focus on supervisory training, sexual harassment, diversity, and skills-enhancement.**
- **Risk Management should be enhanced and located in HR with strong support from Finance.**
- **Technology fix for payroll needed – will free up ½ time position. A true HRIS is needed.**
- **1 Senior HR Specialist position recommended (short-term)**

◆ Information Technology

- **Create multi-year technology plan for organization**
- **1 IT Technician position recommended for strategic plan support, new project implementation, and ongoing systems support.**

Staffing, Operations and Organizational Changes

◆ Library

- **Expand data collection to enable greater analysis of data to project future programming, staffing and operational needs.**
- **Implement materials selection policy.**
- **No change in staffing at present. Staffing may need adjustment following new library construction.**

◆ Police

- **No change in patrol positions – current staffing provides a 55% proactive level.**
- **Current staffing levels for Detectives is appropriate.**
- **Current Dispatch staffing levels are appropriate.**
- **Potential to reorganize by moving Neighborhood Services Division (parking and code enforcement functions) to Housing and Community Development. Highest priority is Code Enforcement.**

Staffing, Operations and Organizational Changes

◆ Public Works

- **Fill vacant positions – Facilities Maintenance Supervisor and Building Maintenance Technician.**
- **Investigate, with HR, the causes of inability to attract and retain qualified maintenance personnel.**
- **Outsource some on-call and preventive maintenance services until staffing issues addressed and all vacancies filled.**
- **Fleet maintenance at appropriate staffing levels.**
- **ROW Division appropriately staffed.**
- **Vegetation Management appropriately staffed. Develop and adopt standardized maintenance standards for all acreage and report on maintenance efforts monthly.**
- **Engineering needs to hire an additional engineering position to supplement the City Engineer.**

Staffing, Operations and Organizational Changes

◆ Public Works

- **Urban Forestry – one additional part-time Technician – to assist with development of comprehensive public education plan, permit review, and development of tree inventory.**
- **Sustainability – one additional part-time specialist (research, grants, and public outreach)**
- **Solid Waste – modify schedules to fully utilize existing staff (following completion of routes)**
- **Develop requirements for a CMMS/Asset Management software, acquire and implement asset management software**
- **Consolidate ROW Maintenance and Vegetation Divisions and eliminate one supervisory position.**
- **Consider transition to outsourced model of facilities maintenance maintain lower skilled functions in-house.**

Staffing, Operations and Organizational Changes

◆ Recreation

- **Core staffing levels are appropriate.**
- **Implement data analysis effort to develop monthly reporting on programming efforts. Future staffing may require dedicated position.**
- **Transfer maintenance of athletic fields to Public Works to centralize all maintenance activities into one unit.**

Net Staffing Impacts

Department	Net Staffing Changes	Notes
City Clerk	1	Records Technician
City Manager	1	Data Analytics/Dep City Manager
City TV	0	
Communications	1	Public Information Officer
Finance	1	Purchasing Coordinator, Grants transfer
Housing and Community Development	0.5	Arts Coordinator
Human Resources	1	Senior HR Specialist
Information Technology	1	IT Technician
Library	0	
Police	0	
Public Works	1	Engineer, Forestry Technician, Sustainability, Elim 1 supervisor
Recreation	0	
TOTAL	7.5	

Typical Implementation Approach

- ◆ **Review and understand report. Get necessary clarifications.**
- ◆ **Staff develops recommended implementation plan over multiple years for Council consideration (as part of or independent of budget process).**
- ◆ **Adopt implementation program with periodic reporting on progress to Council.**
- ◆ **Implement process that ensures during policy development, new program adoption, and strategic plan adoptions that all required resources are identified to effectively implement or identify adjustments in services necessary to reallocate resources.**

Questions
