



TOWNSHIP OF
Malahide

TOWNSHIP OF MALAHIDE

2020 SERVICE REVIEW: VIRTUAL KICKOFF

March 23-24, 2020



Getting Ourselves Ready for Change in These Troubled Times

- https://www.ted.com/talks/angela_lee_duckworth_grit_the_power_of_passion_and_perseverance?utm_campaign=tedsbread&utm_medium=referral&utm_source=tedcomshare

- **Grit is crucial to performance improvement! Copy the link and listen to this great Ted Talk**



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Kick-off Agenda



AGENDA

Township of Malahide
Service Delivery and Organizational Review

Monday March 23, 2020
Tuesday, March 24, 2020

PROJECT KICK-OFF MEETING

Meeting called by Project Team + Tony Quirk, P. Concepts Project Manager

Attendees: CAO to determine

Please read: Performance Concepts Work Plan + Revised Critical Path

MONDAY

10:00 – 10:15 Team Introductions

Performance Concepts/Dillon
Township Municipal Staff

Todd/Tony/John
Michelle

10:15 – 11:30 Project Overview

- Confirming Project Success Factors
- Methodology Refinement SWOT Exercise
- Review Critical Path
- Data Collection/Inventory Planning

Michelle/Todd
Todd/Tony
Tony
Tony/John

11:30 – Noon Logistics Round Table

Workshops (Who/How/When)
Stakeholders Consultation (Who & How)
Technology (Perspectives on IT tools in the Review)

Todd/Tony/Michelle
Tony/John
Brett

Noon – 12:15 Department by Department Meeting Process

Briefing on staff interview process

Tony

1:30 PM Initiate Staff Interviews

P. Concepts Team

TUESDAY

9:30 - 3:30 Continue Staff Interviews

P. Concepts Team

3:30 - 4:30 Check-in with CAO/Treasurer

Tony

P. Concepts

Todd

Tony

John



Malahide

Michelle

Rest of Team...

P. Concepts & Malahide Introductions





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SUCCESSFUL PROJECT DELIVERY: LET'S EXPLORE DESIRED OUTCOMES



Service Delivery Review 101

Doing the Right Things



- Re-align “Who Does What” in two-tier municipalities
- Shed non-core / low value services
- Re-prioritize service levels

Doing Things Right



- Process mapping and LEAN streamlining
- Adopt peer municipality best practices
- Form Follows Function: Align municipal organizational design/decision making with efficient/effective service delivery

Embracing Change: The Options

Transformational change?

OR

Incremental Change?

Let's Explore....Using [Mentimeter.com](https://www.mentimeter.com)
in an exercise!



Successful Project Delivery: Beginning with the End in Mind

Why are you embarking on this Review?

What are you expecting as the end result? What will change look like?



**What does a successful
project look like?**

COUNCIL'S PERSPECTIVE



ACTIVITY: What's Top of Mind for You?

What can change?

REQUIRES CHANGE

What can't change?

**SHOULD STAY THE
SAME**

Says who?

☐ Your opinion

☐ Your organization



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CURRENT PROJECT SCHEDULE (PRE-COVID-19)



Methodology & Critical Path (revised)
Malahide Service Delivery Review

	March				April					May				Jun				July				August				September			
	W1	W2	W3	W4	W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1. Project Kick-off & Refined Work Plan																													
Initiate Rapid Data Transfer																													
2. Develop "As Is" Performance Profiles																													
- Document current services/levels																													
- Develop KPIs for core service levels																													
- Identify "As Is" Gaps																													
3. Peer Benchmark and Community Consultation																													
- Community consultation																													
- Peer Benchmarking																													
4. Identify "As Should Be" Performance Improvements																													
- Scan of service delivery best practices																													
- Review org structure for gaps																													
5. Prepare Draft Report																													
- Implementation Plan & Stress testing "As Should Be" with senior staff																													
- Final Report Submission																													
6. Final Report 0Presentation and Adoption by Council																													
Optional Item: Post-Report Coaching/Support on Actually Executing "As Should Be" Changes																													

Timing TBD



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DATA TRANSFER CHECKLIST



Malahide Service Delivery Review					
Data Inventory & Checklist					
Documentation	Provided by	Received by	Date	Dropbox	
Corporate Information					
Org Charts	RFP	Tony	2020-02-07	N	
FTE count by department					
Job Descriptions					
Collective Agreements (if any)					
Non-Union Salary Schedules					
Strategic Plan(s)					
Services offered inventory					
List/Map of Town Facilities					
Major Software Tools Profile/Description					
Protective Services					
Staffing Complement - Full time					
Staffing Complement - volunteer					
Fire Department Compensation Agreement					
Fire Station Profiles					
Fire Master Plan					
Annual Fire Report					
Other Master plans					
Finance					
Budget 2019	Website	Tony	2020-02-07	Y	
Budget 2020	Website	Tony	2020-02-07	Y	
FIR 2015	MMAH	Tony	2020-02-06	Y	
FIR 2016	MMAH	Tony	2020-02-06	Y	
FIR 2017	MMAH	Tony	2020-02-06	Y	
FIR 2018	MMAH	Tony	2020-02-06	Y	
Asset Management Plan	Website	Tony	2020-02-06	Y	
Planning and Infrastructure					
Official Plan	Website	Tony	2020-02-07	Y	
Community Improvement Plan(s)					
Development Charges study	Website	Tony	2020-02-07	Y	
Growth study					
Water/wastewater servicing plan					
Roads (lane KM by category)					
Miscellaneous					
List of any current KPIs	Website	Tony	2020-02-07	Y	
List of any contracted services					
List of any Inter-Municipal Agreements					
List of fleet assets (type/department)					

ANY RISKS TO CURRENT PROJECT SCHEDULE?

- COVID-19 operational imperatives drain away staff capacity/focus from Service Review?
- Other risks to critical path?
 - Data availability/limitations?
 - Public opposition to change?
 - Council expectations/interventions?
- Risk mitigation ideas/approaches?
- Potential Critical Path changes?



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REFINING THE SERVICE REVIEW METHODOLOGY



STANDARD SERVICE REVIEW VERSUS DEEPER DIVE/EXPANDED LENS

Methodology Components	Standard Service Review	Deeper Dive Methodology
<i>“As Is” Documentation & Evaluation</i>	<ul style="list-style-type: none"> Service Delivery Performance Profiles for Township core services (Service Levels/KPIs/Gaps) Organization design scan to ensure Selwyn business units structured according to “form following function” 	<p>Examples:</p> <ul style="list-style-type: none"> E-government/Portal business case for restructured service delivery Functional review of Public Works/Fire Halls/Other facilities (Life-cycle analysis) Winter Control routing optimization analysis Organization design deeper dive around capacity building, succession planning, restructuring around maxing out staff utilization across 4 seasons. Shared service delivery opportunities (feasibility) with Aylmer or other Elgin neighbor municipalities
<i>Peer Municipal Benchmarking</i>	<ul style="list-style-type: none"> Scan of peer service levels for 4-5 services, high level unit cost trends, basic org design similarities/contrasts, potential service delivery innovations for active investigation later (3-4 peers) 	<ul style="list-style-type: none"> Deeper dive into 4-6 municipal peers. Deeper dive into selected peers/services likely to yield insights. In-depth review of org design staffing profiles (supervisory ratios/spans of control/contracted service arrangements/service sharing) Targeted peer business cases for emulation/adoption

STANDARD SERVICE REVIEW VERSUS DEEPER DIVE/EXPANDED LENS

Methodology Components	Standard Service Review	MALAHIDE STAFF IDEAS: Deeper Dive Methodology
<i>“As Is” Documentation & Evaluation</i>	<ul style="list-style-type: none">• Service Delivery Performance Profiles for Township core services (Service Levels/KPIs/Gaps)• Organization design scan to ensure business units structured according to “form following function”	
<i>Peer Municipal Benchmarking</i>	<ul style="list-style-type: none">• Scan of peer service levels for 4-5 services, high level unit cost trends, basic org design similarities/contrasts, potential service delivery innovations for active investigation later (3-4 peers)	

STANDARD SERVICE REVIEW VERSUS DEEPER DIVE/EXPANDED LENS

Methodology Components	Standard Service Review	Deeper Dive Methodology (Examples)
<i>Community Consultation</i>	<ul style="list-style-type: none"> Community survey using Survey Monkey (high level scan of Core Services focused on expected service levels versus \$ impacts) 	<p>Drill down supplemental surveys around specific topics (e.g. shared borderless services with neighbor municipalities)</p> <p>Representative citizen/stakeholder focus group sessions using interactive tools like Mentimeter.com</p>
<i>“As Should Be” Performance Improvement Findings/ Recommendations</i>	<ul style="list-style-type: none"> Malahide-only process improvement/restructuring /org design opportunities and recommendations 	<ul style="list-style-type: none"> Detailed/deeper go-forward process maps/operational models/restructuring via Malahide-only lens Financial analyses of in-house versus contracted service options Detailed Buyer/Seller shared service delivery business cases with neighbor municipalities (e.g. Shared staff positions/IT platforms/Equipment/Facilities/Programs) Detailed staffing lifecycle plan (who is leaving when & does Malahide replace or restructure to avoid replacing)
<i>Implementation</i>	<ul style="list-style-type: none"> Implementation triaging (Do Now, Do Soon, Do Later) Preliminary costing for implementation of key recommendations Implementation preparedness SWOT 	<ul style="list-style-type: none"> In-depth change management plan featuring a critical path + staff training workshop in 4DX to ensure real change gets DONE. 3 implementation progress check-in sessions (facilitated) across 2020-2021.

STANDARD SERVICE REVIEW VERSUS DEEPER DIVE/EXPANDED LENS

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<i>“As Should Be” Performance Improvement Findings/ Recommendations</i>	<ul style="list-style-type: none">Malahide-only resourcing/process improvement/restructuring/org design opportunities and recommendations	
<i>Implementation</i>	<ul style="list-style-type: none">Implementation triaging (Do Now, Do Soon, Do Later)Preliminary costing for implementation of key recommendationsImplementation preparedness SWOT	

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(Virtual Kickoff)

2020 Service Delivery Review

March 23rd



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