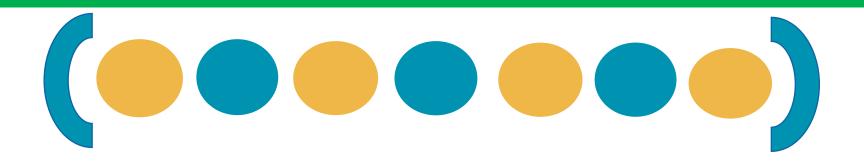


#### **TOWNSHIP OF MALAHIDE**

## **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?ut m\_campaign=tedspread&utm\_medium=referral&ut m\_source=tedcomshare  Grit is crucial to performance improvement! Copy the link and listen to this great Ted Talk





# 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 Todd/Tony/John

Township Municipal Staff 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) Todd/Tony/Michelle

Stakeholders Consultation (Who & How) Tony/John
Technology (Perspectives on IT tools in the Review) Brett

Noon – 12:15 Department by Department Meeting Process

Briefing on staff interview process Tony

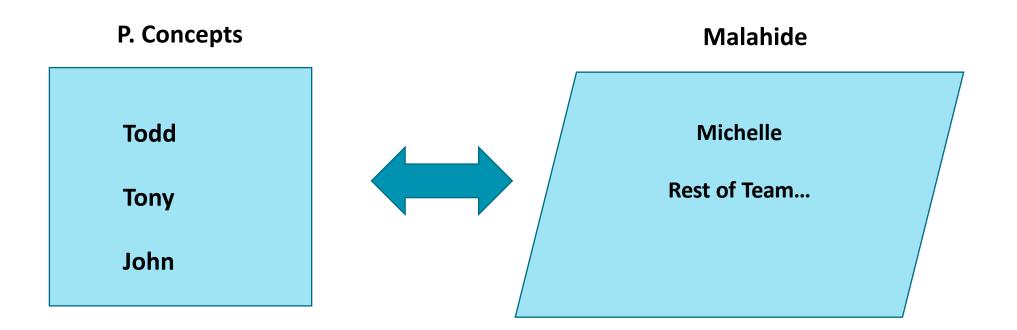
1:30 PM Initiate Staff Interviews P. Concepts Team

**TUESDAY** 

9:30 - 3:30 Continue Staff Interviews P. Concepts Team

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





## P. Concepts & Malahide Introductions







#### SUCCESSFUL PROJECT DELIVERY: LET'S EXPLORE DESIRED OUTCOMES



## Service Delivery Review 101



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



- 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

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?





## Successful Project Delivery

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





## CURRENT PROJECT SCHEDULE (PRE-COVID-19)





Methodology & Critical Path (revised) Malahide Service Delivery Review

		Ма	ırch			AL	oril				М	av			Ju	ın			Jul	v			Auc	just		Septe	mber	
	W1	W2		W4	W1			W4	W5	W1			W4	W1	W2		W4	W1	W2		W4	W1	W2		W4		W3	
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 Consulation																												
- Community consultation																												
- Peer Benchmarking																												
4. Identify "As Should Be" Performance Improvements																												
- Scan of service delivery best practicies																												
- 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 OPresentation and Adoption by Council																												

Optional Item: Post-Report Coaching/Support on Actually Executing "As Should Be" Changes

Timing TBD





## DATA TRANSFER CHECKLIST





Data Inventory & Checklist				
Dutu inventory & checkist				
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/Desription				
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	Υ
Budget 2020	Website	Tony	2020-02-07	Υ
FIR 2015	MMAH	Tony	2020-02-06	Υ
FIR 2016	MMAH	Tony	2020-02-06	Υ
FIR 2017	MMAH	Tony	2020-02-06	Υ
FIR 2018	MMAH	Tony	2020-02-06	Υ
Asset Management Plan	Website	Tony	2020-02-06	Υ
Planning and Infrastructure				
Official Plan	Website	Tony	2020-02-07	Υ
Community Improvement Plan(s)				
Development Charges study	Website	Tony	2020-02-07	Υ
Growth study				
Water/wastewater servicing plan				
Roads (lane KM by category)				
Misc <u>ellaneous</u>				
List of any current KPIs	Website	Tony	2020-02-07	Υ
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?





#### REFINING THE SERVICE REVIEW METHODOLOGY





Methodology Components	Standard Service Review	Deeper Dive Methodology
"As Is" Documentation & Evaluation	<ul> <li>Service Delivery Performance Profiles for Township core services (Service Levels/KPIs/Gaps)</li> <li>Organization design scan to ensure Selwyn business units structured according to "form following function"</li> </ul>	<ul> <li>E-government/Portal business case for restructured service delivery</li> <li>Functional review of Public Works/Fire Halls/Other facilities (Life-cycle analysis)</li> <li>Winter Control routing optimization analysis</li> <li>Organization design deeper dive around capacity building, succession planning, restructuring around maxing out staff utilization across 4 seasons.</li> <li>Shared service delivery opportunities (feasibility) with Aylmer or other Elgin neighbor municipalities</li> </ul>
Peer Municipal Benchmarking	<ul> <li>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)</li> </ul>	<ul> <li>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)</li> <li>Targeted peer business cases for emulation/adoption</li> </ul>



Methodology Components	Standard Service Review	MALAHIDE STAFF IDEAS: Deeper Dive Methodology
"As Is" Documentation & Evaluation	<ul> <li>Service Delivery Performance Profiles for Township core services (Service Levels/KPIs/Gaps)</li> <li>Organization design scan to ensure business units structured according to "form following function"</li> </ul>	
Peer Municipal Benchmarking	<ul> <li>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)</li> </ul>	



Methodology Components	Standard Service Review	Deeper Dive Methodology (Examples)
Community Consultation	<ul> <li>Community survey using Survey Monkey (high level scan of Core Services focused on expected service levels versus \$ impacts)</li> </ul>	Drill down supplemental surveys around specific topics (e.g. shared borderless services with neighbor municipalities)  Representative citizen/stakeholder focus group sessions using interactive tools like Mentimeter.com
"As Should Be" Performance Improvement Findings/ Recommendations	<ul> <li>Malahide-only process improvement/restructuring /org design opportunities and recommendations</li> </ul>	<ul> <li>Detailed/deeper go-forward process maps/operational models/restructuring via Malahide-only lens</li> <li>Financial analyses of in-house versus contracted service options</li> <li>Detailed Buyer/Seller shared service delivery business cases with neighbor municipalities (e.g. Shared staff positions/IT platforms/Equipment/Facilities/Programs)</li> <li>Detailed staffing lifecycle plan (who is leaving when &amp; does Malahide replace or restructure to avoid replacing)</li> </ul>
Implementation	<ul> <li>Implementation triaging (Do Now, Do Soon, Do Later)</li> <li>Preliminary costing for implementation of key recommendations</li> <li>Implementation preparedness SWOT</li> </ul>	<ul> <li>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.</li> </ul>



Methodology Components	Standard Service Review	MALHIDE STAFF IDEAS: Deeper Dive Methodology
Community Consultation	Community survey using Survey Monkey (high level scan of Core Services focused on expected service levels versus \$ impacts)	
"As Should Be" Performance Improvement Findings/ Recommendations	<ul> <li>Malahide-only resourcing/process improvement/restructuring/org design opportunities and recommendations</li> </ul>	
Implementation	<ul> <li>Implementation triaging (Do Now, Do Soon, Do Later)</li> <li>Preliminary costing for implementation of key recommendations</li> <li>Implementation preparedness SWOT</li> </ul>	



#### **TOWNSHIP OF MALAHIDE**

(Virtual Kickoff)

**2020 Service Delivery Review** 

March 23<sup>rd</sup>



Contact: Tony Quirk Project Manager (905) 929-3939 Tony.Quirk@gmail.com

