

# Presentation on the Citywide Organizational Assessment

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## City of Greenbelt, Maryland



**matrix** #  
consulting group

December 16, 2013

# Scope of the Project

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- ◆ To identify strengths in the organization.
- ◆ To assess operations and the allocation of staff in each department.
- ◆ To evaluate the organizational structure of the City overall and in each department.
- ◆ To develop recommendations to improve the effectiveness and efficiency of City services.



# Project Methodologies

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- ◆ The project team interviewed many of the employees in the departments at all levels in the organization.
- ◆ Interviews were supplemented by an anonymous employee survey which everyone had the opportunity to complete.
- ◆ The project team collected workload and service level data in each department.
- ◆ We compared operations to ‘best practices’.
- ◆ We developed detailed analyses of improvement opportunities.
- ◆ Our understanding of municipal operations and issues were reviewed with departments and the City Manager.



# Results of the Employee Survey

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- ◆ The project team developed an employee survey for this assignment – over 62% of employees responded (111 of 179).
- ◆ There was strong agreement with statements about the strength of supervision and the training / support provided to employees. The use of performance appraisals is in stark contrast to this.
- ◆ There was disagreement with statements about internal cooperation (outside of administrative services) and staffing. In addition, comments about staffing conflicted with perceptions of the amount of work.
- ◆ Outside of the Police Department, management and management systems were given high marks by employees.
- ◆ Outside of Public Works, the use of technology were generally given high marks by employees.



# Overall Observations

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- ◆ The City provides extremely high levels of service in each area of service delivery.
- ◆ There is a clear and consistent customer service philosophy.
- ◆ The budgetary process has a high degree of transparency and accountability associated with it.
- ◆ The City meets a high proportion of ‘best practice’ service targets.
- ◆ The City needs to invest in its administrative infrastructure, especially relating to information technology.
- ◆ Most of the recommendations made in the report are medium or high priority and are targeted for the short term.



# Improvement Opportunities – City Manager’s Office

Function	Improvement Opportunity	Cost Impact
<b>City Manager</b>	<ul style="list-style-type: none"> <li>Assign the Assistant City Manager the responsibility of performance management.</li> <li>Create an intergovernmental presence for grants, communication and economic development.</li> <li>Longer term, create a second Assistant City Manager position to better focus the City Manager on high priority issues.</li> </ul>	<p>\$80,000 + FB</p> <p>\$70,000 + FB</p>
<b>City Clerk</b>	<ul style="list-style-type: none"> <li>Tie the City’s performance management system to a strategic planning process.</li> <li>Implement paperless meeting agendas and reports; expand automated records management.</li> </ul>	Depends on systems selected
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Add a third HR position.</li> <li>Develop a human resources strategic plan.</li> <li>Implement the already purchased HRIS.</li> </ul>	\$50,000 + FB



# Improvement Opportunities – Finance & Administrative Services

Function	Improvement Opportunity	Cost Impact
<p><b>Information Technology</b></p> <p><b>Finance</b></p>	<ul style="list-style-type: none"> <li>• Reorganize IT to report to the City Manager or Assistant.</li> <li>• Additional staff (1-2) are required in IT to address backlogs in service.</li> <li>• Develop a more customer focused approach to IT services.</li> <li>• Expend eFinance capabilities.</li> <li>• The City needs to develop cost recovery goals and targets</li> </ul>	<p>\$50,000 + FB</p>



# Improvement Opportunities – Planning & Community Development

Function	Improvement Opportunity	Cost Impact
<b>Overall</b>	<ul style="list-style-type: none"> <li>• Consolidate Engineering. Hire a City Engineer.</li> <li>• Transfer Animal Control out of P&amp;CD into a new Community Services Department.</li> <li>• Transfer Parking Enforcement out of P&amp;CD into a new Community Services Department.</li> <li>• Expand the focus of Economic Development with a contract or staff part time position.</li> </ul>	<p>\$65,000 + FB</p> <p>\$25,000</p>
<b>Development Services</b>	<ul style="list-style-type: none"> <li>• Create and utilize checklists for application submittals at the counter and on line.</li> <li>• Convert an administrative position to a permit technician to expedite planning, zoning and building applications.</li> <li>• Expand the use of on line permit applications; develop a technology fee to support this.</li> <li>• Conduct a fee study to ensure costs are covered.</li> </ul>	<p>\$20,000</p>





# Improvement Opportunities – Planning & Community Development

Function	Improvement Opportunity	Cost Impact
<b>Code Enforcement</b>	<ul style="list-style-type: none"> <li>• Develop a more proactive code enforcement approach.</li> <li>• Develop a prioritized approach to responding to code enforcement complaints.</li> <li>• Develop monthly reporting that includes the turnaround times on complaints.</li> </ul>	
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Develop an annual customer service survey for all Community Development functions.</li> </ul>	



# Improvement Opportunities – Police

Function	Improvement Opportunity	Cost Impact
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Create a Deputy Chief position to serve as the GPD #2 and to improve coordination.</li> </ul>	\$120,000 + FB
	<ul style="list-style-type: none"> <li>• Reassign the Police Mechanic to the Public Works Department.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Reorganize the GPD into 2 divisions each under a Captain.</li> </ul>	(\$90,000) + FB
<b>Field Operations</b>	<ul style="list-style-type: none"> <li>• Officially target a 45% proactivity target.</li> <li>• Reassign the Canine Unit to Operations.</li> </ul>	
<b>Support Services</b>	<ul style="list-style-type: none"> <li>• Consolidate property and evidence under a single administrative supervisor.</li> <li>• Convert one records technician to a CAD/RMS position.</li> </ul>	



# Improvement Opportunities – Recreation and Parks

Function	Improvement Opportunity	Cost Impact
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Transfer all maintenance functions to the Public Works Department.</li> <li>• Expand the focus of the focus of the R&amp;P Department to include a wider array of 'community service' functions.</li> </ul>	
<b>Recreation</b>	<ul style="list-style-type: none"> <li>• Develop a formal cost recovery strategy and conduct a fee study.</li> </ul>	\$40,000
<b>Parks</b>	<ul style="list-style-type: none"> <li>• Develop service level standards for parks.</li> <li>• Develop parks condition assessment inspection sheets and use them for work order completions too.</li> </ul>	



# Improvement Opportunities – Public Works

Function	Improvement Opportunity	Cost Impact
<b>Organization</b>	<ul style="list-style-type: none"> <li>• With the transfer of Engineering to the P&amp;CD Department eliminate one Assistant Director.</li> <li>• Develop a comprehensive asset management plan for the City.</li> <li>• As part of a comprehensive maintenance management plan develop service goals and performance measures and reporting.</li> </ul>	(\$66,500) + FB
<b>Parks</b>	<ul style="list-style-type: none"> <li>• Consolidate the supervision over playgrounds and ball fields.</li> </ul>	(\$60,000) + FB
<b>Equipment</b>	<ul style="list-style-type: none"> <li>• Consolidate equipment and fleet maintenance (3 positions) under a single manager.</li> </ul>	
<b>Buildings</b>	<ul style="list-style-type: none"> <li>• Add a trades building maintenance position.</li> </ul>	\$46,000 + FB
<b>Streets</b>	<ul style="list-style-type: none"> <li>• Acquire a pavement management system to better evaluate and prioritize road repairs.</li> </ul>	TBD



# Improvement Opportunities – Greenbelt CARES

Function	Improvement Opportunity	Cost Impact
Overall	<ul style="list-style-type: none"><li>Continue Greenbelt CARES programs, commitments and staffing.</li><li>Develop a space needs assessment for Greenbelt CARES staff.</li></ul>	

