

Organizational and Management Assessment and Plan for a Department of Public Works



LABERGE GROUP

MUNICIPAL SOLUTIONS EXPERTS



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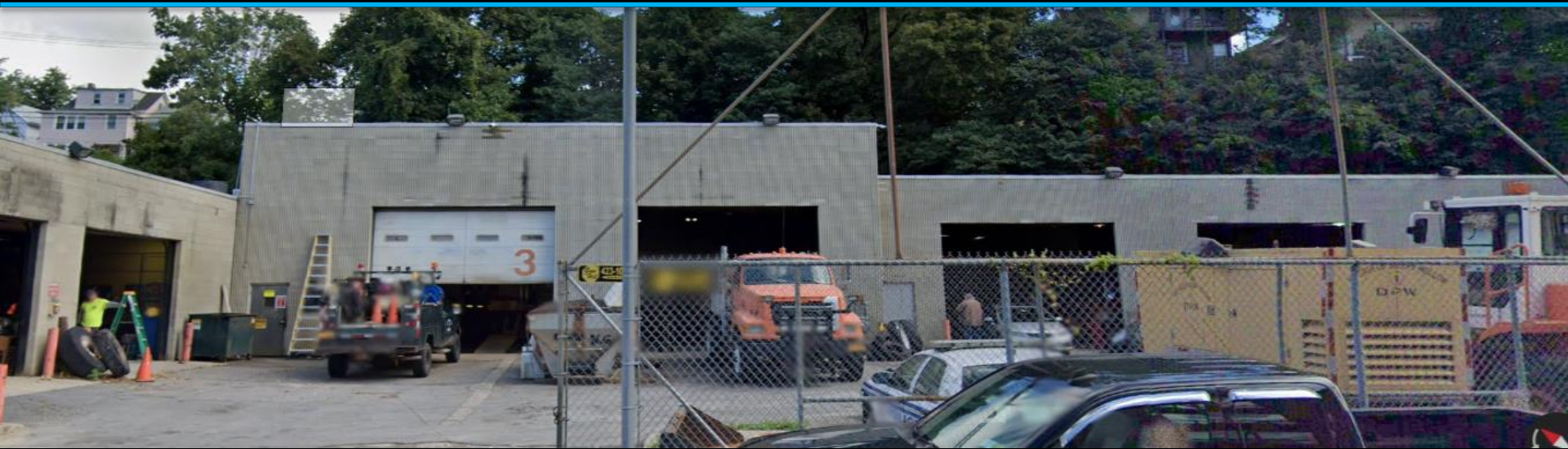
WHAT'S THE PURPOSE?



Optimize the Department of Public Works Organization and Management

- Better serve current residents and business owners.
- Meet anticipated or potential changes in demand and scope of services related to population growth or new development.

WHAT'S THE PURPOSE?



- Implement organizational best practices
- Improve management practices
- Right-size the department to meet service demand
- Increase efficiencies and effectiveness of DPW operations / service delivery
- Identify promising sustainability practices

OPTIMIZE DPW ORGANIZATION & MANAGEMENT



**LEADERSHIP AND
STRATEGIC
PLANNING**



**ORGANIZATION
AND
MANAGEMENT**

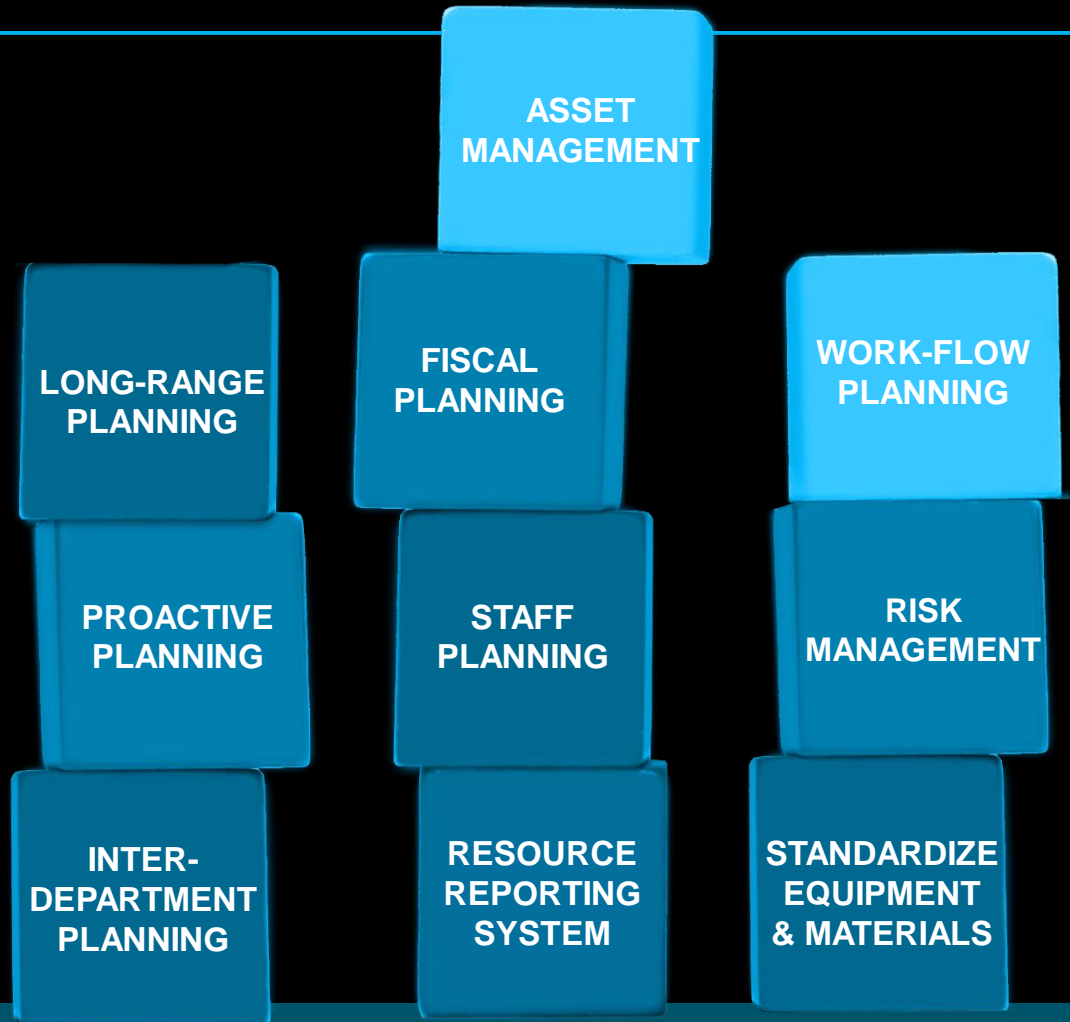


**OPERATIONS
AND
SERVICE DELIVERY**

BUILDING BLOCKS OF LEADERSHIP & STRATEGIC PLANNING



LEADERSHIP AND STRATEGIC PLANNING



BUILDING BLOCKS OF ORGANIZATION AND MANAGEMENT



**ORGANIZATION
AND
MANAGEMENT**

**CHAIN OF
COMMAND**

**MANAGEMENT
TOOLS**

COMMUNICATE

**DEFINED
WORK
ACTIVITIES**

**MONITOR
RESOURCE
USE**

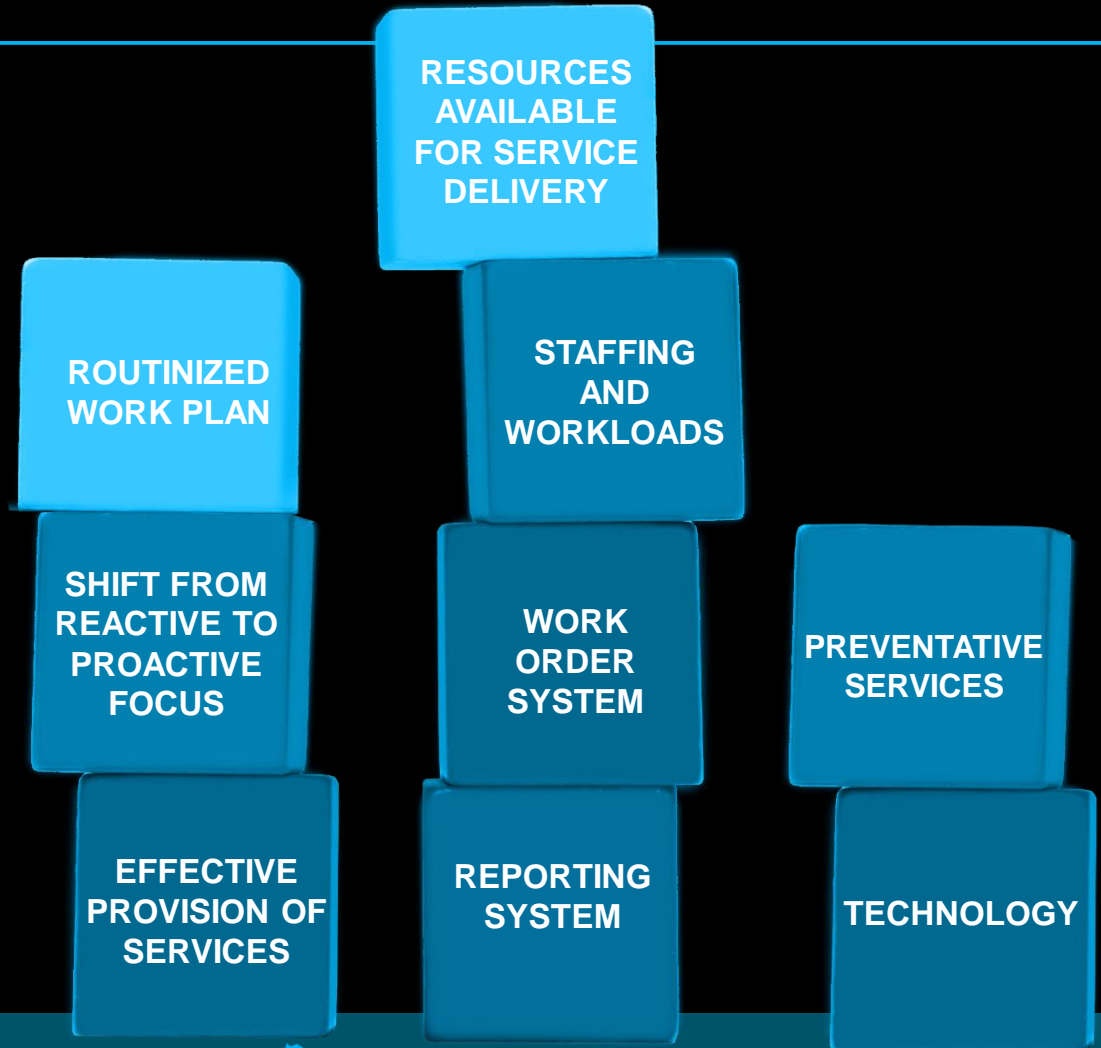
**ROUTINE
WORKPLANS**

**TRACK
DATA**

BUILDING BLOCKS OF OPERATIONS AND SERVICE DELIVERY



**OPERATIONS
AND
SERVICE DELIVERY**



PLANNING PROCESS

RE-ASSESS

RE-ALIGN

RE-DEPLOY



PLANNING PROCESS

INITIATION & COORDINATION

Data Collection
Stakeholder Questionnaire
Kick-Off
Committee Meetings

PUBLIC WORKS PROFILE

Data & Stakeholder Response Evaluation
Interviews & Roundtables
Summarize Current Condition
SWOT Workshop

STRATEGIC ASSESSMENT & PERFORMANCE IMPROVEMENT PLAN

Operations, Services Level, & Staffing
Management Practices
Organizational Structure
Assets
Fiscal
Risk Assessment

PROGRAM IMPROVEMENT RECOMMENDATIONS & PRIORITIZATION

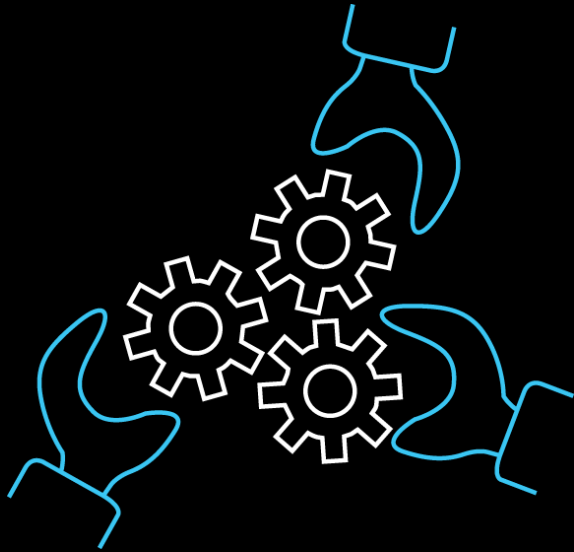
Recommendation Summary
Steering Committee Review & Prioritization
Improvement Plan Matrix

ASSESSMENT & ACTION PLAN

Potential Sustainability Initiatives
DPW Facility Space Program and Concept Plan
Assessment & Plan Development

ORGANIZATIONAL CHANGE

TOP-DOWN VS. BUILDING CONSENSUS



SHARED VISION & STRATEGY

Incorporate valuable data and strategies gleaned from communications into planning and implementation

- Work with staff and stakeholders to develop a clear vision and plan
- Communicate the vision to staff and stakeholders
- Allow staff to be involved in 'fleshing out' the vision
- Ensure that goals and values of the assessment and plan are clearly articulated
- Address concerns and misconceptions
- Explain to individuals and groups the benefits they can expect

ORGANIZATIONAL CHANGE

REQUIRES STAKEHOLDER ENGAGEMENT

PROACTIVELY ADDRESS CONCERNS

OUTLINE
PROCESS

SOLICIT
INPUT

DISCOVER
CONCERNS &
OBJECTIONS

IDENTIFY
COMMON
GROUND

DISCOVERY

*TEAM-
BUILDING*

*PROJECT
OWNERSHIP*

*LAYING GROUNDWORK FOR
CONSENSUS AND SUPPORT*



ASSET & NEEDS ASSESSMENT



SITES & BUILDINGS

- Type
- Size
- Age
- Materials
- Functional Spaces

STATIONERY EQUIPMENT

- Function
- Age
- Frequency of Use

MOBILE EQUIPMENT

- Function
- Age
- Frequency of Use

MATERIALS & SUPPLIES

- Storage Allocated
- Seasonal Considerations
- Regulatory Requirements

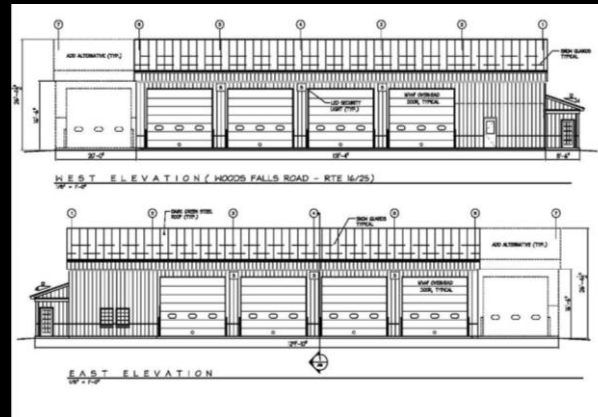
PROJECTION OF FUTURE NEEDS

IF YOU NEED NEW FACILITIES...

- Facility Space Programming Analysis.
- Facility Concept Plan.
- Preliminary Opinion of Probable Cost.



FACILITY SPACE PROGRAMMING, CONCEPT PLAN, AND OPINION OF PROBABLE COST

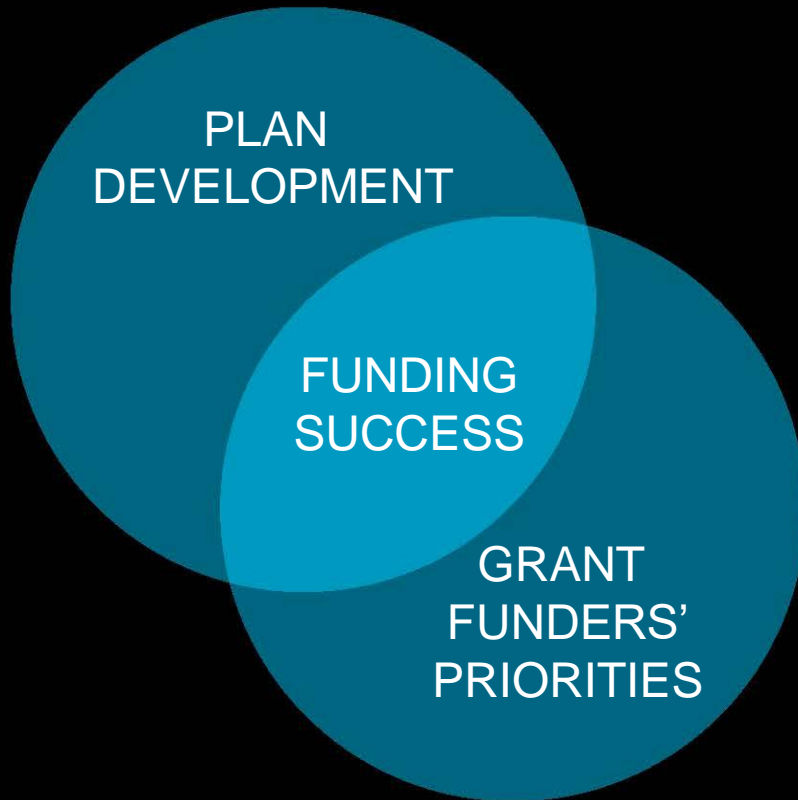


EQUIPMENT AND FACILITY

IDENTIFY NEEDS – DESIGN TO THE BUDGET

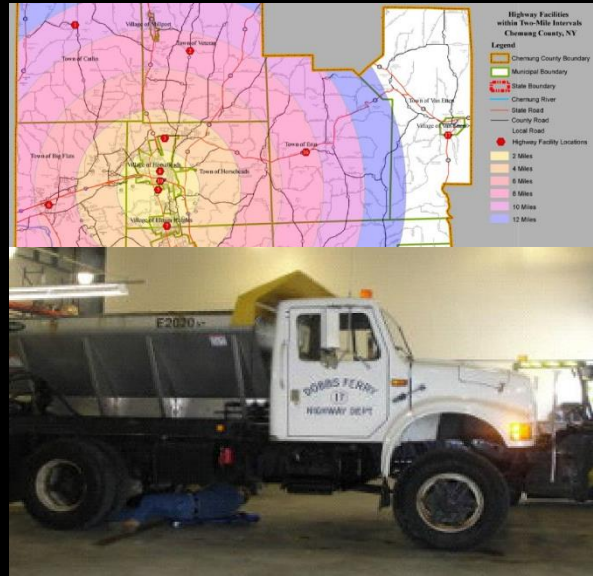


COLLABORATIVE APPROACH TO IMPLEMENTATION & GRANT WRITING



- *All Assessments and Plans should be geared toward implementation. That includes optimizing grant application success.*
- Sustainable implementation practices and organizational re-alignment are eligible for certain grant funding and the implementation plan should be keyed to these funding buzz-words.

LABERGE GROUP CASE STUDIES



We take pride in partnering with communities to reassess, realign and redeploy service delivery across municipal lines and establish management and organizational procedures that will drive the new model for service provision and enhancement.

VILLAGE & TOWN OF LAKE GEORGE

DPW DEPARTMENT CONSOLIDATION & JOINT MOTORPOOL

PRIMARY OBJECTIVES

- Develop a needs-assessment and implementation plan based on current assets analysis and current and 5 year projected needs



ORGANIZATION & OPERATIONS RECOMMENDATIONS

- **Asset management:** standardize asset rating systems.
- **Fleet management:** implement fleet asset management tracking system.
- **Preventative maintenance:** establish standardized plans and schedules, shift majority of time from repairs to preventative maintenance, and track.
- **Facilities:** building assessments and co-location opportunities.
- **Capital improvement plan:** develop a multi-year capital improvement plan to prioritize needs and sequence investments to maintain and improve major assets including highways, fleet and major equipment.
- **Work functions:** standardize job functions, create an annual rhythm of activities, and set clear functional expectations to increase daily efficiency and minimize disruption in case of staffing turnover.
- **Staff specialization:** colocation provides the opportunity for specialization among staff that will require specific training but reduce redundancy while improving work product.
- **Cross training:** leverage opportunity for cross training among staff to support development of backup systems needed in small organizations.
- **Technology:** recommend the purchase and implementation of fleet management and diagnostic tools.

DOBBS FERRY / HASTINGS-ON-HUDSON

DPW CONSOLIDATION STUDY

PRIMARY OBJECTIVES

- Investigated potential benefits of consolidating or modifying services within municipalities

OPERATIONS ASSESSMENT RECOMMENDATIONS

- **Organization and administration review:** recommended new organizational structure and reporting to increase efficiency.
- **Staffing and Capital Improvement Plan Recommendations:** multi-year finance and staff planning for capital improvements.
- **Consolidated fleet and facilities:** established plan for effective consolidation of fleet and facilities.
- **Facilities:** building assessments and space needs analysis.
- **Fiscal analysis:** review of revenues and expenditures and recommendation for ongoing tracking procedures.
- **Service provision:** service level comparison / standardized on best practices.



CHEMUNG COUNTY (14 TOWNS, 2 VILLAGES, 1 CITY)

HIGHWAY STUDY / MANAGEMENT & ORGANIZATIONAL REVIEW

PRIMARY OBJECTIVES

- Explore alternatives for improvement of highway service provision
- County-wide Management and Organization Assessment

WINNER

Upstate American
Planning Association
Award for Best
Practices

MANAGEMENT, ORGANIZATION, AND OPERATIONS ASSESSMENT RECOMMENDATIONS

- **Management re-alignment:** Developed new consolidated management structure recommendations.
- **Coordinated Centralized Staffing:** Recommended bolstering engineering, SEQR, safety, and training support. Improved staffing resource deployment under single leadership to deliver services across municipal lines.
- **Service provision:** analysis of current levels (quality and quantity), strategies to and improve quality and response time
- **Equipment Planning:** Standardize equipment to reduce storage of components required for repair and standardize repair skillset.
- **Task Tracking and Job Reporting Systems:** Recommended tracking system job reporting to optimize utilization of staff by tracking hours per person per day dedicated to specific tasks.

VILLAGE & TOWNS OF DEPOSIT & SANFORD

CONSOLIDATED HIGHWAY SERVICES FEASIBILITY STUDY

PRIMARY OBJECTIVES

- Identify areas of cost savings
- Enhance service delivery quality for 3 municipalities

MANAGEMENT, ORGANIZATION, AND OPERATIONS ASSESSMENT RECOMMENDATIONS

- **Equipment assessment:** age, condition, and remaining lifespan.
- **Fleet inventory:** age, condition, and remaining useful lifespan.
- **Facilities:** building assessments and space needs analysis.
- **Staffing analysis:** size, skillsets, structure, and distribution among service disciplines.
- **Service provision:** analysis of current levels (quality and quantity) and development of strategies to broaden scope and improve quality and response time.
- **Consolidation opportunities:** inter-municipal opportunities to consolidate assets resulted in shared equipment, fleet, facilities, and consolidated purchasing power. Staff remained separate.



OPTIMIZE DPW ORGANIZATION & MANAGEMENT





Thank you!