

Town of Queen Creek

Service Delivery Optimization



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The Mejorando Group



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Background of the Mejorando Group

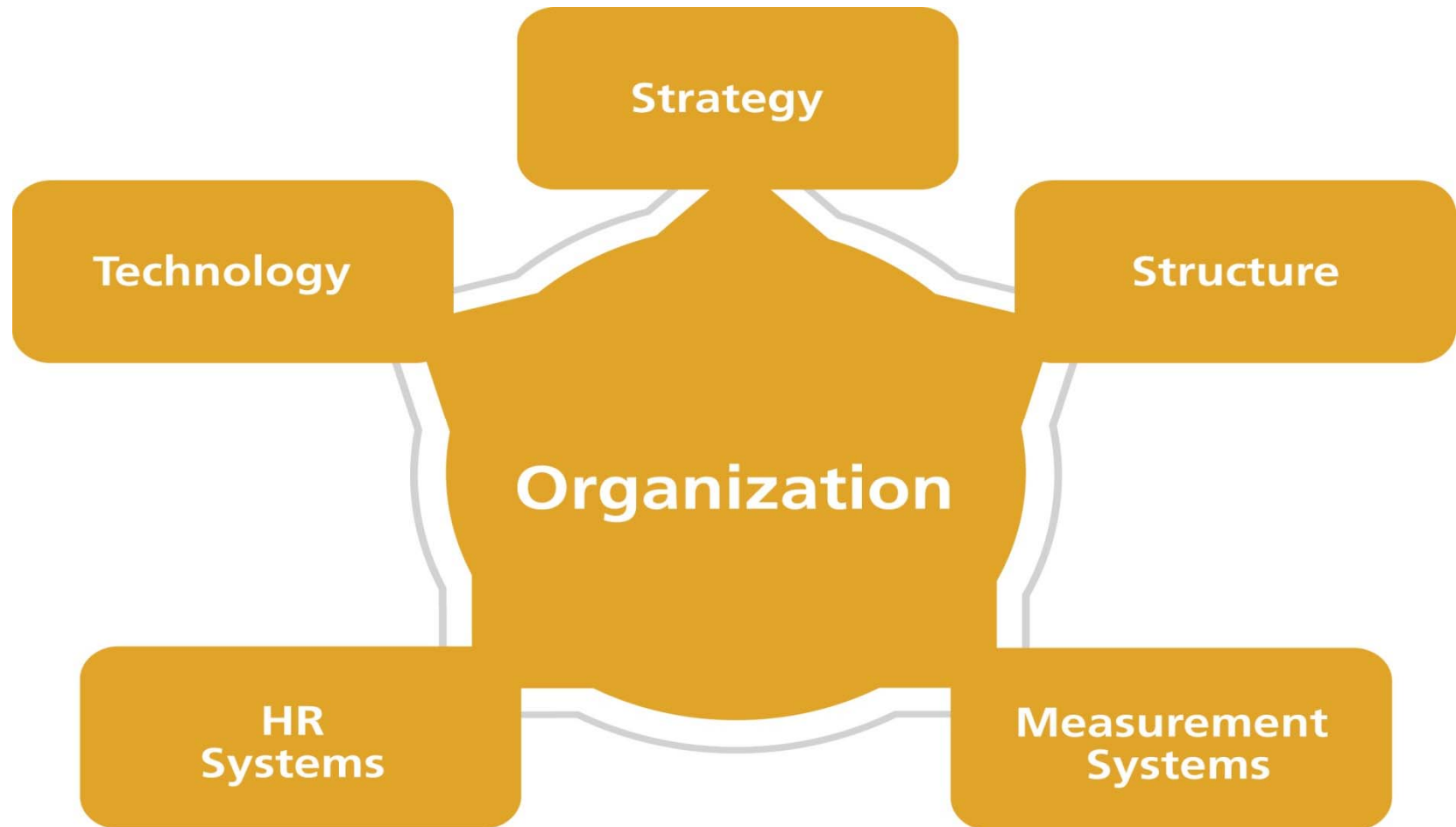
- Provide consulting, facilitation and training services to public sector organizations.
- Consultants have served as managers and supervisors in local government management.
- Extensive experience and in-depth expertise in conducting organizational reviews.



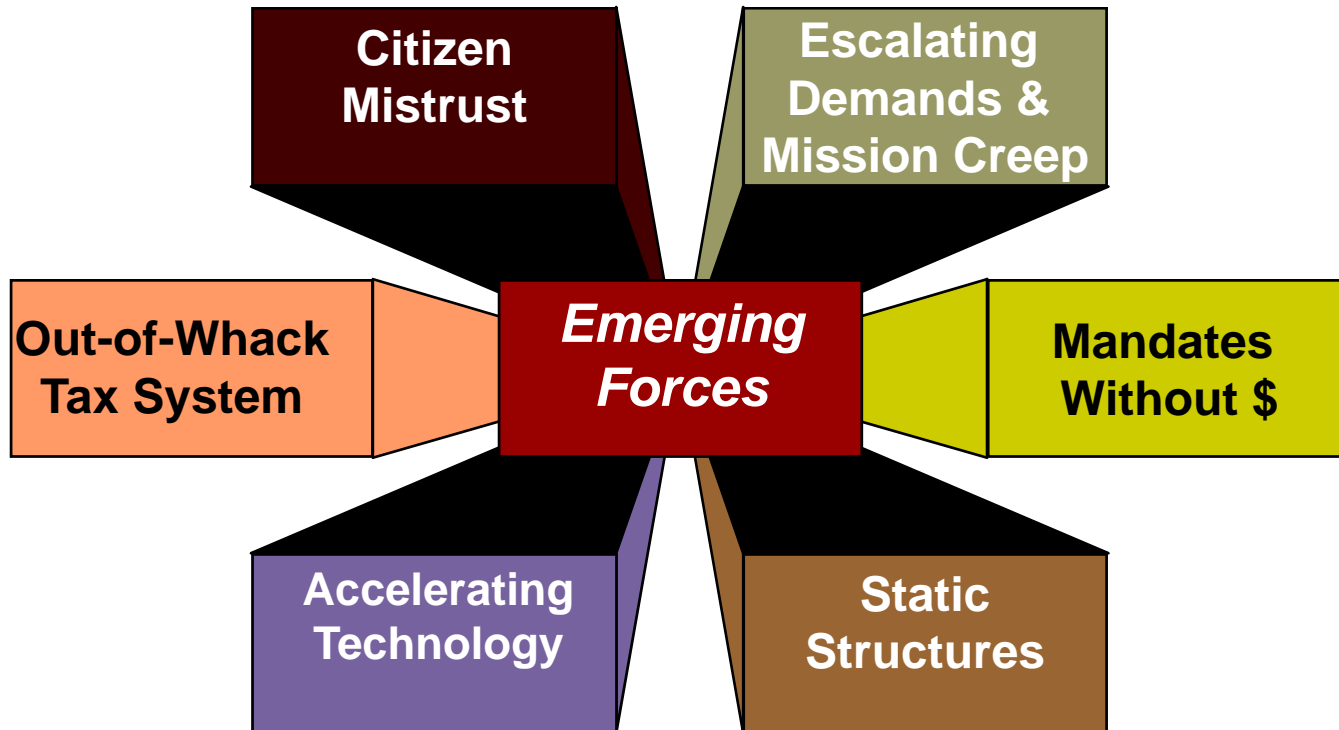
Issues of Today & Tomorrow

- Staffing resources
- Fluctuating Revenue
- Service demands & expectations
- Ebb and Flow of Growth
- Evolving technology

Basis of Approach



Future of Local Government



Current Practices

1. Prior cuts were too deep for current Service expectations
2. Existing Workloads and Expectations exceed Staff capacity
3. Strategic Plan initiatives are not appropriately resourced
4. Limited depth or backup for existing staff
5. Several well-intentioned processes – ICMA PM consortium, PBB, Core Services...
6. Annual Work Plans for each department
7. CIP does not include replacement for equipment & fleet

Current Practices

8. Formal full-cost recovery goals not in place
9. No regular report provided on grant activity
10. Economic Development activities include HPEC
11. No overall approach to role of technology
12. No formal Fleet Replacement policy
13. Aggressive plan underway for Dev. Services
14. Acquisition of H2O Water Company

Emerging Model of Government

**More Disciplined
Focused on Core
Services**

**Demonstrating
Value**

**Integration of
Technology into
Service Delivery**

**Constantly
Morphing...Ever-
Learning
Employees**

**Shared
Services**

**Non-Govt
Solutions**

**Authentic
Civic
Engagement**

**Change in
Workforce**

**New
Compensation
Approach**

Recommendations

1. Continue to pursue strategic initiatives
2. Revisit mix of well intentioned processes
3. Continue contracting for provision of select services
4. Engage community in a broad-based strategic planning process
5. Prioritize goals and objectives as part of annual work plans for departments
6. Provide quarterly updates for department services

Recommendations

7. Continue to consider Shared Services approach
8. Consider additional staffing or resources for Town Manager, Finance, HR and IT
9. Present a revised CIP including fleet and equipment replacement
10. Modify cost recovery policy
11. Prepare and provide quarterly update on Grants
12. Refresh Economic Development strategy

Recommendations

13. Implement recommendations for formal Succession Planning Program
14. Review service levels for Information Technology
15. Create Town-wide Technology Master Plan
16. Establish a Governance Committee for IT upgrades
17. Monitor Public Works functions against growth and workload demands
18. Adopt cost-effective Street Maintenance Program

Recommendations

19. Purchase computerized Work Order System for Street Maintenance services
20. Develop Cost Allocation Plan for internal service fund for Fleet Maintenance services
21. Consider contingent staffing options for Development Services
22. Enlist firm to review fees for recreation programs and park facilities

Benefits

- Alignment between resources and services
- Improved Efficiencies
- Enhanced Productivity
- Anticipatory organization
- Accountable Government
- Demonstrating continuous value