

Municipal Services and Operations

A Proposed Merger of Public Works and Utilities

April 2018



City of Lawrence

What is the MSO Proposal?

A new department that combines the current Public Works and Utilities departments

- All resources
- Management and administration
- Operations
- Support positions
- Equipment
- Facilities



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Development of MSO Concept

Fall 2017, more than 47 employees of Public Works, Utilities and other departments participated in seven (7) Stakeholder groups formed around similar functions:

- Customer Service
- Development
- Operations
- Construction Management
- Environmental Management
- Facilities
- Technology and Science



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Alignment with Strategic Plan

Strategic Plan

The MSO strategy acts on and is aligned with the City Commission's Strategic Plan

- Vision
- Mission
- Organizational Values
- Critical Success Factors



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Strategic Plan

Vision

The City of Lawrence – supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

Mission

We are committed to providing excellent City services that enhance the quality of life for the Lawrence community.



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Strategic Plan

Organizational Values

- Character
- Competence
- Courage
- Collaboration
- Commitment



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Strategic Plan

Critical Success Factor #1

Effective Governance and Professional Administration

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.



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Strategic Plan

Critical Success Factor #3

Innovative Infrastructure and Asset Management

The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historical resources.



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Strategic Plan

Critical Success Factor #4

Commitment to Core Services:

Core municipal services reflect legal mandates and the City's commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.



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Strategic Plan

Other Critical Success Factors

MSO also aligns with the remaining four (4) critical success factors:

- #2. Safe, Healthy and Welcoming Neighborhoods
- #5. Sound Fiscal Stewardship
- #6. Collaborative Solutions
- #7. Economic Growth and Security



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Strategic Management

The Change Process



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Extension of Ongoing Change

- Change is constant and driven by many factors:
 - Turnover, technology, resource constraints, policy, regulations, etc.
- Both departments have evolved and changed over many years
- Past organizational structure adequately met community expectations
- Strategic investments now will position the City for continued success in the face of future change



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Building on our Strengths

Formation of the MSO ...

- Builds on the strengths, similarities and closely related functions of Public Works and Utilities
- Natural next step in the ongoing development of these departments
- Enables the City to more responsively address evolving community expectations within existing and future resource constraints



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Implementation Process

What to Expect



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Implementation Priorities

- Service Level Enhancement
 - We must protect and improve service levels
- Innovations and Efficiency Gains
 - Structure services to adapt to new demands within existing resource constraints
- Continue as an Employer of Choice
 - Continue to retain and attract talented employees
 - Enable employees to grow with the City
 - Provide challenging and rewarding opportunities



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Next Steps

- MSO will begin taking shape during the 2019 budget process
- Address ordinance changes in support of MSO
- Identify department leadership
- Identify functions that already enjoy natural alignment and cooperation
- Form teams around functions, develop strategies and measure progress



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Next Steps

- **Develop Management Systems**
 - Review framework of policies, processes and procedures and revise as needed
- **Develop Financial Strategies**
 - Guide decisions about budget planning, Capital Improvement Program, fund management, and legal and contractual compliance
 - Coordinate revenue and rate modeling (i.e. Total Cost of Service)



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Next Steps

- **Develop Human Resources Strategy**
 - Review positions for equity
 - Identify cross-training opportunities
 - Identify gaps and additional needs
 - Begin succession planning
- **Develop Technology Strategy**
 - Support collaborative and data-driven efforts
 - Continue ongoing initiatives (e.g. CPMS, Lucity, CIS) and identify additional needs



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Next Steps

- **Develop Facilities Strategy**
 - Continue with City-wide facility needs assessment
 - Identify and plan for additional facility needs
Co-locate when logical and feasible
- **Develop Equipment Strategy**
 - Evaluate equipment and vehicles
 - Identify opportunities to leverage existing resources and address needs



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Next Steps

- **Develop Customer Service Strategies**
 - Evaluate communications and customer service protocol
 - Identify opportunities for improvements, standardization and efficiency gains
 - Consolidate efforts where logical and feasible
- **Develop Regulatory Strategy**
 - Review relevant regulations and identify opportunities to consolidate City efforts



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