Town of Shelburne – Service Delivery Review

Council Presentation

November 22nd, 2021

SHELBURNE

Agenda

Item	Topic
1	**Welcome and Project Overview** • Introductions • Project Context, Objectives & Success • Project Approach, Timelines, & Key Deliverables
2	**Key Themes from Current State Analysis**
3	**Recommendations** • Current State Challenge • Proposed Actions • Considerations and Benefits
4	**Questions and Discussion**

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Context and Objectives

With our time today we will look to achieve several objectives:

1   *Provide an update on the Service Delivery Review project, including what's been completed and what is has been recommended*

2   *Highlight what we heard with respect to how services are delivered today – what already works well and where opportunities exist*

3   *Provide a summary of recommendations for the Town moving forward*

4   *Allow for comments, questions, or feedback on the findings and recommendations*

Town of Shelburne
Service Delivery Review

Project Overview

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Introduction to the Project

Introduction & Context

- **Optimus SBR previously partnered with the County of Dufferin to conduct comprehensive Service Delivery Review (SDR),** as result of The County's population growth and increasing pressures. One of the municipalities included in this review was the Town of Shelburne (the Town).
- **Prior to the County SDR, the Town had planned to conduct its own SDR.** It was decided at the time that the Town's SDR would follow the County SDR. An application was made, and funding received from the Provinces Municipal Modernization Fund, seeking third party support to explore opportunities to enhance service delivery in the Town.
- The **Town of Shelburne received funds from the Municipal Modernization Fund to explore opportunities to enhance service delivery in the Town and explore implementation considerations** associated with the recommendations previously developed through the County SDR.
    - Specifically, this service delivery review has been funded through a grant provided by the Ministry of Municipal Affairs and Housing as part of the Municipal Modernization Fund (MMF). **The costs of the review have been covered by the grant received by the Town of Shelburne.**

Key Drivers

- This Service Delivery Review (SDR) is being conducted during a key point for the Town of Shelburne:
    - Significant population growth in recent years
    - Changing resident needs and expectations
    - Impact of COVID to redesign service delivery / accelerate redesign plans that predated COVID

About Service Delivery Reviews

What is a Service Delivery Review?

- Service Delivery Reviews are a **common exercise** for Municipalities to:

  1 **Gauge their level of service** across all business units; and,

  2 See where **opportunities for efficiency and effectiveness** exist and/**or enhancements to meet resident needs**.

Why Do It?

- To support municipal growth, the Town has made investments in staff and resources – there **appears to be commitment to continue with investments to meet resident needs**.

- These investments in staff and operations have been supported by Council through recognition of Council priorities and the adoption of annual budgets.

- As part of this review, early discussions with Council members revealed that:

  - **Parks, Recreation, Arts, and Culture** are growing areas of importance for residents.
  - Town staff need to be enabled to **provide exceptional customer service and communication**.
  - As with all spending, outsourced services must **represent strong value for the Town**.
  - Commonly, service expansions or enhancements will represent financial cost increases for the Town. Expansions or enhancements should be aligned to the resident/business requests, investment requirements reviewed, and made where appropriate.

Our Project Objectives and Success

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Project Mission

- To conduct a **comprehensive service delivery review** of the Town to support Council in meeting and exceeding its commitments to establishing a vibrant and healthy community, including distribution or realignment of costs to priority areas and consideration of future requirements.
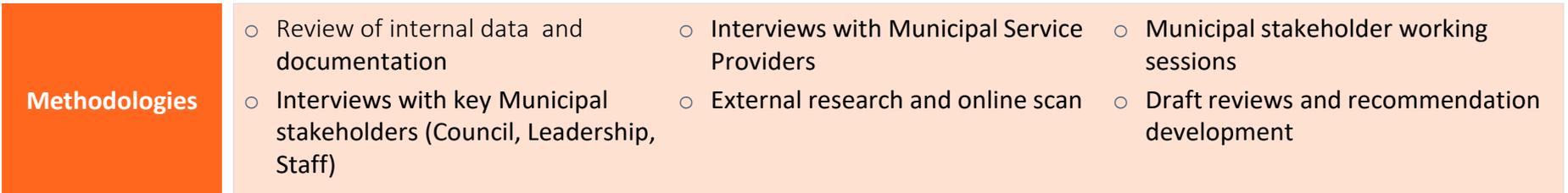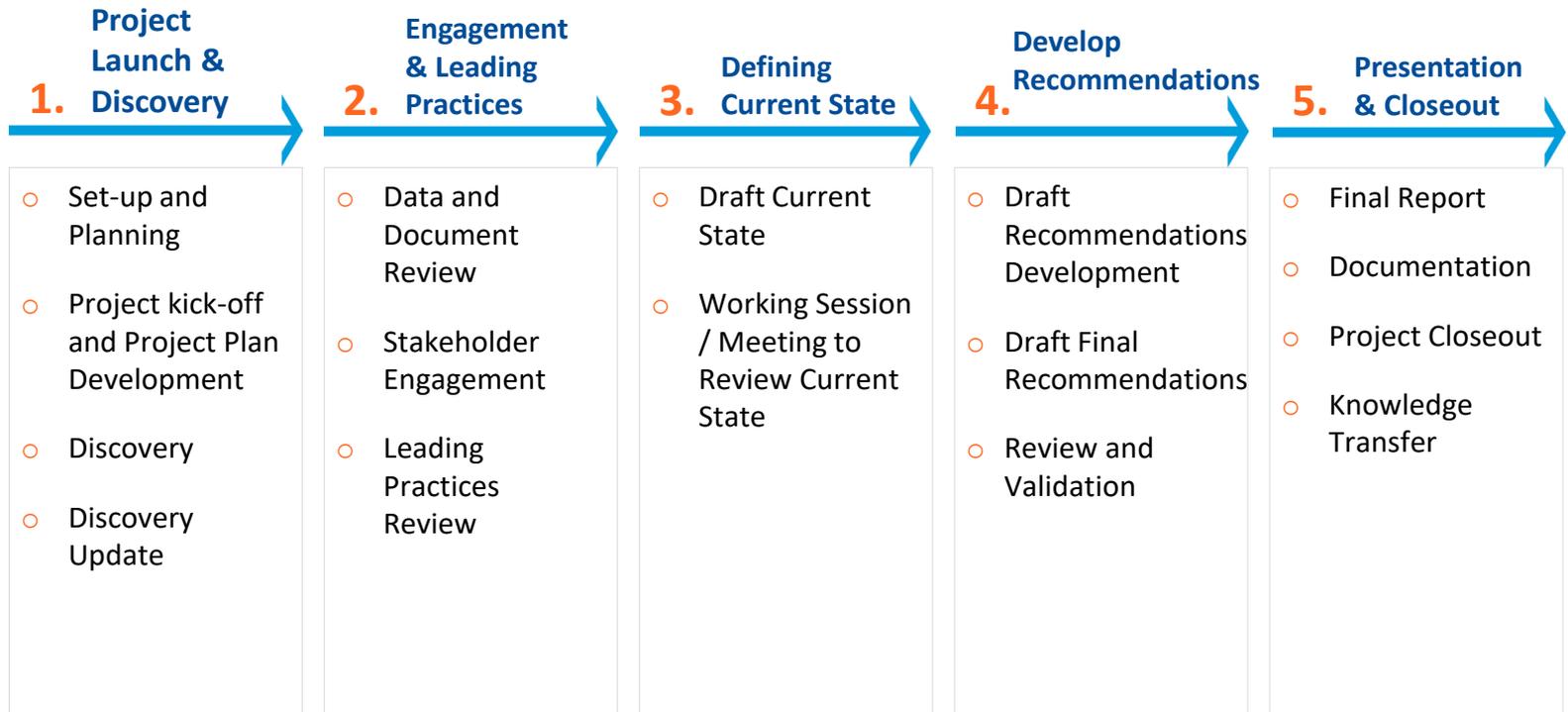
Success

1. A **clear understanding of the current state** of the Town
2. Identification of **opportunities that would make the Town a more responsive organization that can advance Council's strategic priorities**, including:
   - Ensuring that services can meet residents needs and demands;
   - Services are provided within a fiscally responsible manner; and,
   - A more responsive budget that considers evolving priorities.
3. Identification of **opportunities for alignment within and across departments** from a structural and service delivery perspective
4. Identification of **opportunities for alignment across other local municipalities** from a structural and service delivery perspective
5. **Buy-in and engagement** of key Town stakeholders, including the leadership team and Council

Project Approach & Methodology

Optimus SBR has worked closely with the Town's Project Team throughout each of the project steps:

	Project Launch & Discovery 1.	**Engagement & Leading Practices** 2.	**Defining Current State** 3.	**Develop Recommendations** 4.	**Presentation & Closeout** 5.
Key Activities	o Set-up and Planning o Project kick-off and Project Plan Development o Discovery o Discovery Update	o Data and Document Review o Stakeholder Engagement o Leading Practices Review	o Draft Current State o Working Session / Meeting to Review Current State	o Draft Recommendations Development o Draft Final Recommendations o Review and Validation	o Final Report o Documentation o Project Closeout o Knowledge Transfer
Methodologies	o Review of internal data and documentation o Interviews with key Municipal stakeholders (Council, Leadership, Staff)	o Interviews with Municipal Service Providers o External research and online scan	o Municipal stakeholder working sessions o Draft reviews and recommendation development		

Town of Shelburne
Service Delivery Review

Key Findings

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Current Town Services

The Town of Shelburne delivers services through staff resources; third-party vendors; and agreements with the County of Dufferin and external Boards of Management.

Internal Staffing	Third Party Providers	County of Dufferin and Other Arrangements

Internal Staffing

- Currently consists of **24 full-time** and **22 part-time** staff (including management, crossing guards)
- Structured across:
    - *CAO's Office*
    - *Development and Operations*
    - *Financial Services / Treasurer*
    - *Legislative Services / Clerk*
- Town staff also provide **considerable support to seven town committees**, focused on a variety of issues, including supporting special events or capital project initiatives of committees

Third Party Providers
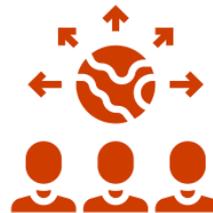
- Town staff are **supported by 3rd party providers** which support/lead service delivery for provide
    - *Engineering*
    - *Planning*
    - *Some water/waste-water services*
- These vendors represent significant investments for the Town and represent de-facto departments
- Together, it is estimated these providers represent an **additional 7-10 FTE in equivalent level of support** (based on all support provided by SBA, GSP, and OCWA)
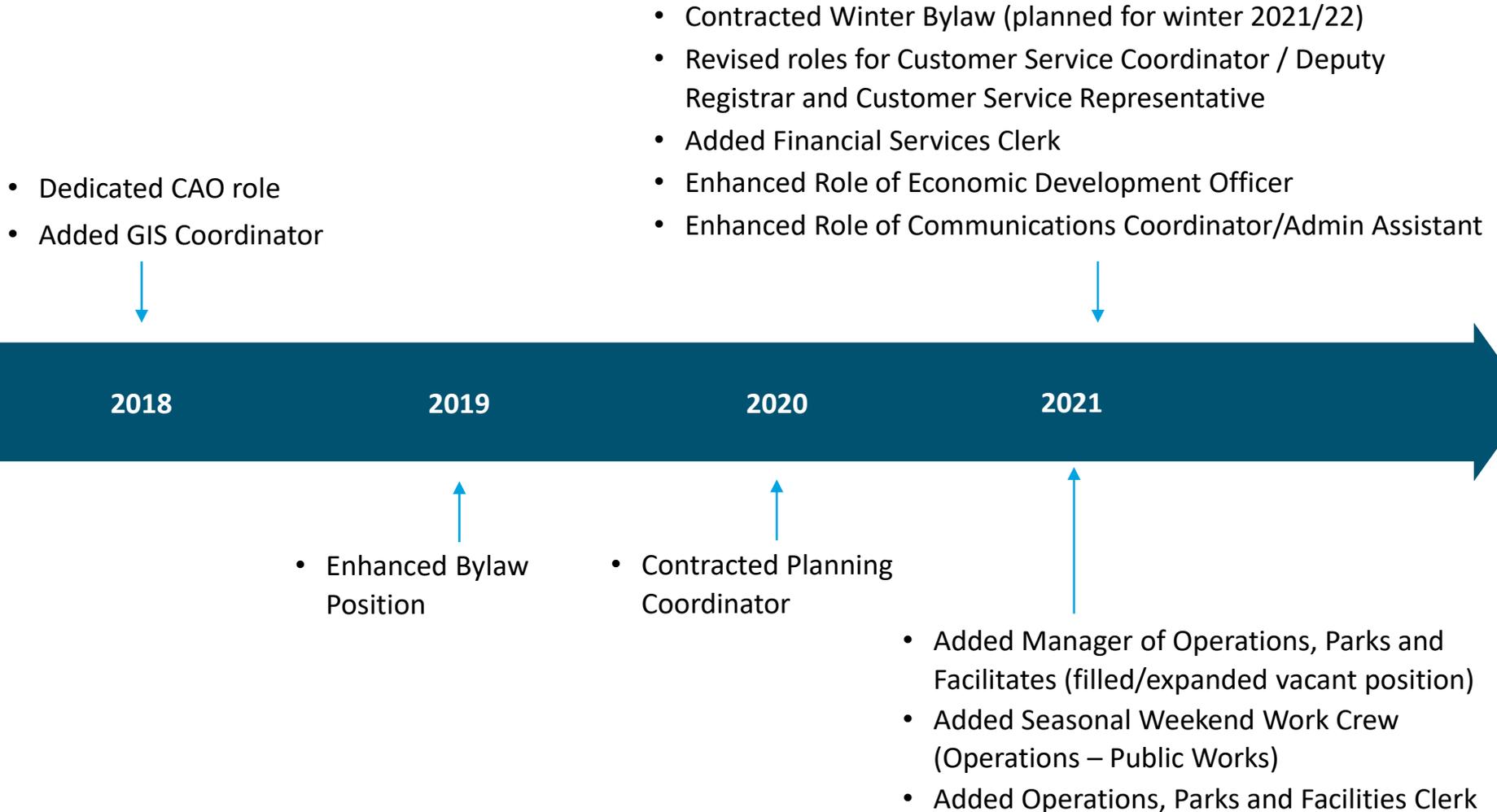
County of Dufferin and Other Arrangements

- The **County of Dufferin** provides the following services to the Town:
    - *Building Services*
    - *Health and Safety*
    - *Information Technology*
- Legal Services are contracted out by the Town, **drawing on legal experts for opinions across various domains, as required**. Town Staff are responsible for managing this agreement
- Fire, Indoor Recreation (CDRC), and Library Services are provided by **local boards of management**

The Continued Growth of Shelburne

As a growing municipality, the Town, through Council, has made several recent investments in staff capacity (including some during this SDR). These are summarized below.

- Contracted Winter Bylaw (planned for winter 2021/22)
- Revised roles for Customer Service Coordinator / Deputy Registrar and Customer Service Representative
- Added Financial Services Clerk
- Enhanced Role of Economic Development Officer
- Enhanced Role of Communications Coordinator/Admin Assistant

- Dedicated CAO role
- Added GIS Coordinator

2018　　　　**2019**　　　　**2020**　　　　**2021**

- Enhanced Bylaw Position

- Contracted Planning Coordinator

- Added Manager of Operations, Parks and Facilitates (filled/expanded vacant position)
- Added Seasonal Weekend Work Crew (Operations – Public Works)
- Added Operations, Parks and Facilities Clerk
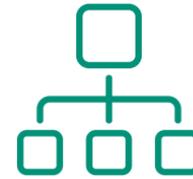
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Summary of Themes

Overall, we heard that there has been significant enhancements to service delivery in recent years, and many of the themes/opportunities represent further enhancements for continue improvement activities:

Theme 1:
Increasing Resident Expectations

Theme 2:
Service Needs Outpacing the Staffing Complement

Theme 3:
Need to Align Organizational Structure with Emerging Priorities

Theme 4:
Expand Use of Data to Inform Decision Making

These themes are explored in detail on pages 10-15 and 44-65 of the Comprehensive Service Delivery Review Report

Town of Shelburne
Service Delivery Review

Recommendations

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Summary of Recommendations

Recommendations have been developed that respond to key findings documented during the Current State Review phase of the SDR.

o The recommendations that have been developed should be seen as **responding to the needs of the growing community by positioning the Town to deliver high quality services to residents, businesses, and internal stakeholders**.

o The Recommendations contain improvement opportunities can could be described as:
  – **Incremental improvements to existing services and operations** to promote efficiency, better distribution of workload across staff, or enhancements to services already provide
    o Including recommendations focused on ensuring staff are supported with the tools, training, and capacity required to promote high levels of engagement and satisfaction.
  – **Establishing new services or positioning the Town to deliver new services in the near term**.

o It is also important to note that **not all recommendations may be implementable concurrently**, and consideration will need to be given to the prioritization and sequencing of recommendations. Implementation and timeline considerations have been provided to support this.

Summary of Recommendations

Nine core Recommendations, each with multiple sub-recommendations have been developed and aligned to the organizational structure of the Town.

Opportunity Area	Recommendations
Corporate Wide (COR)	*COR1: Review and Complete an Organizational Re-Structure*
	COR2: Continue to Enhance Online Service Capabilities; focus on core services
	COR3: Develop Clear and Comprehensive Service Levels/ Standards
Development & Operations (DEV)	*DEV1: Conduct an Operational Review of the Development & Operations Department*
	DEV2: Separate Parks and Recreation Function from Public Works
Human Resources (HR)	*HR1: Enhance HR Staffing, Tools and Processes* • *Hire HR Coordinator Role* • *Develop Employee Engagement & Retention Strategy* • *Refresh Performance Appraisals Process* • *Develop Formal Succession Planning Process(es) and Formalize Learning Opportunities*
Legislative Services/Clerk (LS)	*LS1: Continue Plans to Hire a FT Junior By-Law Enforcement Officer*
	LS2: Continue Plans to Hire a Deputy-Clerk / Committee Coordinator
Planning Services (PLN)	*PLN1: Realign and Hire Planning Coordinator Role*

Corporate Wide Recommendations:

COR1: Review and Complete an Organizational Re-Structure

- In alignment with recommendations on following slides, the Town should continue with organizational restructuring including:
  – Bring the planning Coordiantor position currently outsourced to a third, inhouse and hire a coordinator resource (See recommendation PLN1)
  – Separate Parks and Recreational Services from Public Works (See recommendation DEV2)
  – Hire a Deputy-Clerk / Committee Coordiantor (See rec. LS1/2)
  – Continue plans to hire Junior MELO (See rec. LS1/2)
  – Hire an HR coordinator position (remove HR responsibilities from the Deputy Treasurer – payroll responsibilities remain; HR administrative items from CAO). Position HR Coordinator to report to CAO. (See recommendation HR1)

Considerations and Benefits

Implementation Considerations:

– *Implementation considerations associated with organizational restructures have been captured in recommendations detailed below.*

Financial Considerations:

– *Financial costs associated with a restricting of the organization have been captured in recommendations detailed below.*

Benefits:

1. **Increased Efficiency** – a more effective and logical operating structure will increase the efficiency of the organization, through enhanced communication, better flow of information and improved decision making
2. **Employee Satisfaction** – additional role and reporting clarity could increase employee satisfaction levels

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Corporate Wide Recommendations:

COR2: Continue to Enhance Online Service Capabilities; Focus Service Delivery on High-Value Activities

- The Town should explore opportunities to **enhance/augment online planning services** and **enhance tax/utility account capabilities.**

- In addition, the Town should explore additional opportunities to **bring more municipal services online.** Example: ability to view account information for some services (in addition to making payments); enhancements to activities to book/rent facilitates, etc.

- The Town should **phase out the delivery of marriage ceremonies** and refocus staff time and effort on higher-value core activities such as customer service, supporting online service delivery, etc.

Considerations and Benefits

Implementation Considerations:

o Engage directly with businesses and residents to determine online service priorities.

o Phase out wedding ceremonies and redirect efforts to other service enhancements

Financial Considerations:

o Town staff would be required to support new online service enhancements

o After accounting for costs, removing marriage ceremonies would result in $3,500 loss revenue (~<0.5% of general government revenue)

Benefits:

1. **Efficiency** – over the long term, bringing services online will reduce manual work effort and increase the operating efficiency of the Town.

2. **Resource Capacity** – additional capacity added can partially alleviate capacity concerns across a variety of organizational areas, including planning and utilities; removal of non-core services will provide the ability for some Town staff to focus effort on higher-value services.

3. **Satisfaction** – engaging the public to determine priorities for online service enhancements will increase resident satisfaction.

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Corporate Wide Recommendations:

COR3: Develop Clear and Comprehensive Service Levels / Standards and Reporting Framework

- The Town should **establish service levels and standards,** associated with all services provided by the municipality. These service levels and standards should be **monitored by KPIs.**
- The Town should look to establish service levels and KPIs, with **resident and business facing services first**, then focusing on including internal services.

Considerations and Benefits

Implementation Considerations:

– It is recommended that this include, as a starting point: Public Works; Utilities; Parks and Recreation (to be covered in Development and Operations review – see recommendation "DEV1"); Communications and Social Media; Bylaw Enforcement; Customer Service

Financial Considerations:

– The Town has **already made IT investments** to support the collection of data from the Development and Operations Department.

– Some **additional staff time** and effort may be required to standardize reporting and the supporting processes/cadence.

Benefits:

1. **Clear Expectations** – establishing defined service levels allow for Council and Staff to clearly communicate service expectations with residents and businesses as well as staff.

2. **Evidence Driven Decision Making** – KPIs to monitor service levels enhance the Towns ability to make more informed and evidence-based decisions – this could support the identification of inefficient processes; areas requiring additional resources.

Dev & Ops Recommendations:

DEV1: Conduct an Operations Review within the Development and Operations Department

- Based on current state findings, it is **not clear that the current capacity of the Development and Operations Department is aligned to the needs of the Town** moving forward.
  - The Department currently has limited excess capacity to support any approaches that leverage data (outside of mandated requirements) to inform decision making or establish and review service levels
  - While the current approach to service delivery has supported the Town well to date, and staff are committed to providing high-quality service, the delivery model may not sufficiently support an enhanced focus on parks and outdoor recreational needs (i.e., staffing levels/schedules; management of work; internal processes, etc.)

Considerations and Benefits

Implementation Considerations:

- Review should be **completed by a 3rd party provider;** Grant funding has been applied for to support costs.
- In preparation of a review, the Town should begin collecting/consolidating data related to service requests; utilization; staffing models; technology used; and policies to support an evidence informed review.

Financial Considerations:

- Estimated cost of procuring a 3rd party partner to conduct a Development and Operations review is **~$80K**
- **Staff time** requirements would be required to support the review. However, participation should not have an impact on 'business as usual' activities.

Benefits:

1. **Enhancement Opportunities** – identification of issues and gaps in the activities and practices of the Development and Operations Department and corresponding recommendations to enhance operational efficiencies and outcomes.
2. **Future Planning** – help to clarify the Towns understanding of future KPIs, staffing (including hours of operation), and other resource requirements to meet increasing resident expectations.
3. **Execution** – review can help better position the Town to deliver on the outcome of the planned Parks and Recreation Master Plan.

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Dev & Ops Recommendations:

DEV2: Separate Parks and Recreation Function from Public Works

- Pending the outcome of the Development and Operations Review, **Parks and Recreation should be separated from Public Works.**
- These groups may maintain shared resources (staff, equipment, etc.) but should be **established as separate functions** with dedicated staff where appropriate (i.e., as per the outcome of the Development and Operations Review).

Considerations and Benefits

Implementation Considerations:

– *Implementation / planning should be a key consideration of the Development and Operations Review based on recommendations from that report related to staffing, staffing models.*

Financial Considerations:

– Significant financial costs are **not anticipated** as part of this recommendation

– However, it is anticipated the **costs for the provision of Parks and Recreational Services will increase in coming years.** This is associated with the increase in service expectations, and not the organization of the service within the Town Structure.

Benefits:

1. **Supported Growth** – establishing Parks and Recreation as a dedicated function within the Town, with dedicated resources (not necessarily net-new), will support the future growth of the service, both as a result of as increased demand for parks services from the growing resident base and so that the Town can implement anticipated recommendations/requirements from the Parks and Recreation Master Plan.

2. **Common Practice** – the separation of Parks and Recreation from Public Works would be a move toward common practice, as it is generally aligned with similar structures observed in many peer municipalities

Human Resources Recommendations:

HR1A: Hire HR Coordinator Role

- To expand HR capacity and better meet the needs of the Town at a transactional and strategic level, the Town should **hire a full time** *HR Coordinator* position.

Considerations and Benefits

Implementation Considerations:

- The Town should look to further define the high-level roles and responsibilities of the new role.
- The Town should consider creating on-boarding material and delivering appropriate orientation/training to ensure a smooth and successful transition.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation – est. **~$76K** annually (all-in cost)
- **Staff time** will also be required to plus the staff time required to confirm the cost benefit of the role, create a job description and hire or contract the resource.
- However, **no incremental technology** is required.

Benefits:

1. **Efficiency** – reduce burden on DT/CAO roles, increasing the efficiency by which those staff operate and complete core day-to-day activities.
2. **Strategic Value** – adding dedicated staff capacity will allow for a greater focus on more proactive/strategic activities identified in recommendation HR1B
3. **Compliance** – additional capacity and expertise can promote greater levels of compliance with mandatory HR requirements, reducing risk for the Town.
4. **Capacity** – ability to deliver on HR related recommendations contained on the next page. Without an additional HR resource, it is unlikely those recommendations could be implemented.

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Human Resources Recommendations:

HR1B: Employee Engagement & Retention, Performance Appraisals, Succession Planning Process(es) and Staff Learning Opportunities

- To enhance engagement and increase retention, the Town should **develop an employee engagement & retention strategy.** Further, to better meet the learning and advancement desires of Town staff, the Town should **refresh the current performance appraisals process.**
- The Town should also **develop a formal succession planning process,** formalizing plans to upskill and cross-train staff to meet immediate needs in case of emergency, and future needs of the growing organization.
- **These recommendations are dependent on the addition of the HR Coordinator Role.**

Considerations and Benefits

Implementation Considerations:

– **Execution of these initiatives is dependent on the hiring of the HR coordinator role.** Without a dedicated in-house capacity, the Town will continue to rely on 3rd party HR providers and legal support, as staff capacity is limited.

– The Town should continue receiving **advisory support** from Ward & Uptigrove where appropriate, but HR coordinator role should lead development.

Financial Considerations:

– **Staff time** from the Town (recommended HR Coordiantor) would be required to implement

– Some **external 3rd party support** may be required to implement these recommendations. However, **no incremental technology** would be required.

Benefits:

1. **Satisfaction & Retention** – more opportunities for growth and learning and increased employee engagement can support retention, avoid the cost of turnover, lower the risk of employee burnout and help to sustain team morale.

2. **Learning & Growth** – improved performance appraisals can support the identification of areas for improvement and additional training. For Town staff, it can help improve engagement, and promote a culture of achievement and continuous learning.

3. **Risk Mitigation & Business Continuity** – succession planning and cross-training will help the Town mitigate against the risk of critical staff roles becoming vacant through the course of normal or abnormal business operations, improving business continuity management.

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Legislative Services Recommendations:

LS1: Continue Plans to Hire Junior Bylaw Officer
LS2: Hire Deputy-Clerk/Committee Coordinator

- To better meet the service needs and demands of Town residents, the Town **should hire / continue with plans to hire:**
  - Junior By-Law Enforcement Officer position
  - Deputy-Clerk/Committee Coordinator position.

Considerations and Benefits

Implementation Considerations:

- Confirm high-level roles and responsibilities for both roles.
- Deputy Clerk role should report directly to the Town Clerk and the Junior By-Law Officer should report to the MLEO.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation:
  - Junior By-Law Officer – **~$71K** annually (all-in cost)*
  - Deputy-Clerk/Ctte Coordinator – est. **~$99K** annually (all-in cost)*
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required

Benefits:

1. **Resource Capacity** – additional capacity added, partially alleviating capacity concerns for both By-law and the Clerk functions.
2. **Compliance and Operations** – enhanced staff capacity can help improve by-law compliance and reduce operational issues stemming from non-compliance.
3. **Strategic Value** – new Deputy-Clerk/Committee Coordinator position can help the Town enhance the strategic value of the Clerk function by expanding focus on more proactive/strategic activities, leading to improved service levels.

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Planning Recommendations:

PLN1: Hire Planning Coordiantor Role

- To better meet future planning needs, the Town should insource **the current *Planning Coordinator* position** (outsourced) into the internal structure of the Town and **subsequently hiring a full-time resource** to fill the internal position.
- The in-house *Planning Coordinator* should be able to provide support for planning activities not easily/efficiently completed by third-party provider today.

Considerations and Benefits

Implementation Considerations:

- Role should **report into the Director of Director of Legislative Services/Clerk** as they will be closely tied into all work requirements outlined in the planning act.
- Roles and responsibilities of the position should remain consistent with the role of the GSP resource today.
- Given fluctuation in planning demand, new responsibilities could be added to fill downtime.

Financial Considerations:

- Any **positional cost variance** that may be incurred **will not be realized by the Town,** as the cost of the position will be **fully covered from planning fees**. Thus, the position will have a **net zero impact** to 2022 budget.
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required.

Benefits:

1. **Service Levels** – the new in-house position will be able to more effectively and readily, provide in-person service/support in addition to virtual, promoting improved service levels in the longer term.

2. **Knowledge & Expertise** – given the amount of planning activity, the Town needs to begin to build some internal knowledge and capability in the Planning area, versus being completely reliant on external parties.

3. **Operations** – adding the position internal to the Town will also help overcome IT related issues around permissions and access experienced by the outsourced staff resource.

Town of Shelburne
Service Delivery Review

Implementation

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Implementation Considerations

The benefits of recommendations need to be evaluated against costs so that implementation priorities can be determined

Recommendations have **different associated implementation efforts and benefits**. Where possible, these have been estimated for the Municipality.

Different Efforts and Benefits

Multi-year Effort

Not All at the Same Time
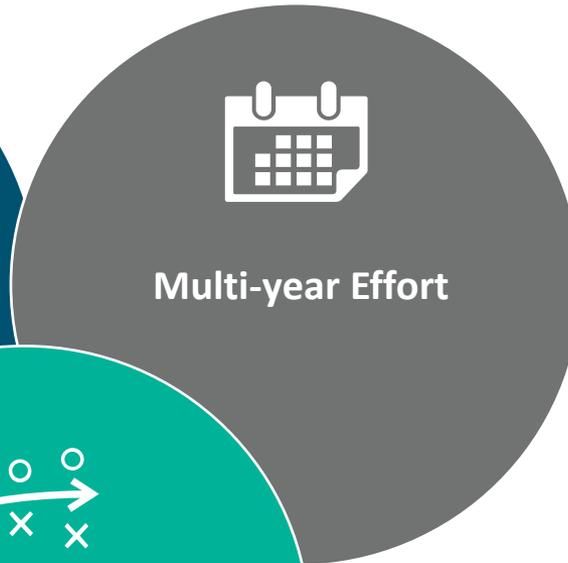
Management, working with Council, will need to review recommendations, and confirm an implementation plan – it is likely **this will be a multi-year effort**.

It will not be possible to implement all recommendations at the same time. Some may be quick-wins, but most will require additional consideration and careful planning.

Prioritization: Methodology

Prioritization of recommendations and implementation planning were based on a preliminary scoring incorporating criteria of Expected Benefits and Ease of Implementation. The methodology also facilitates determination of recommendations considered Quick Wins versus Longer-Term/ Strategic recommendations.

Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

B. Ease of Implementation

4. Ease to Address
5. Expected Timeline
6. Implementation Cost

Strategic / Transformational

Higher Benefit, But Difficult to Implement

High Priority & Quick Wins

Higher Benefit & Easy to Implement

Ease of Implementation

Expected Benefit

Not Recommended

Lower Benefit & Difficult to Implement

Low Priority

Lower Benefit, But Easy to Implement
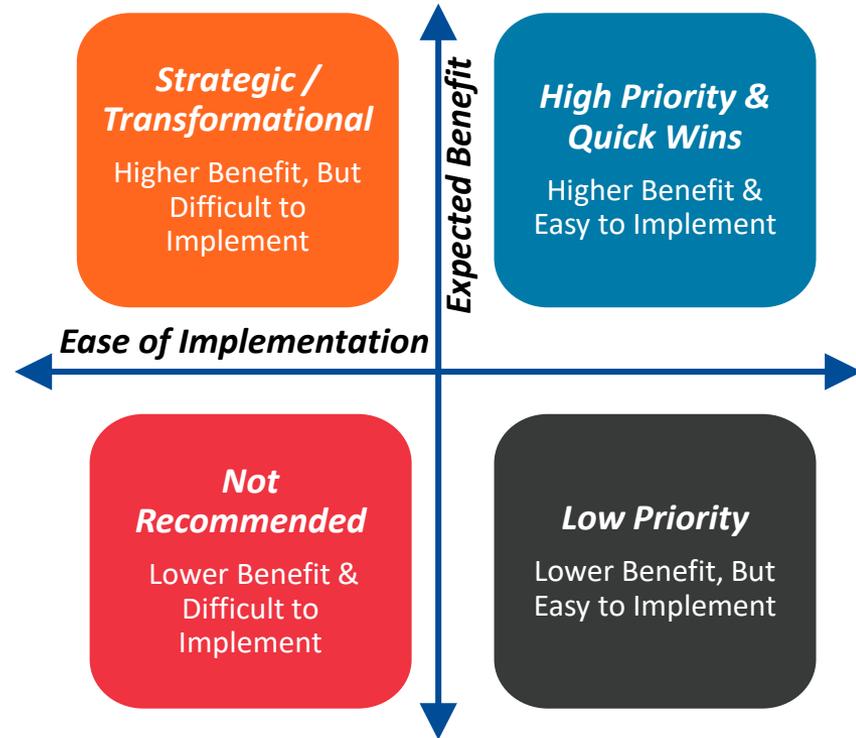
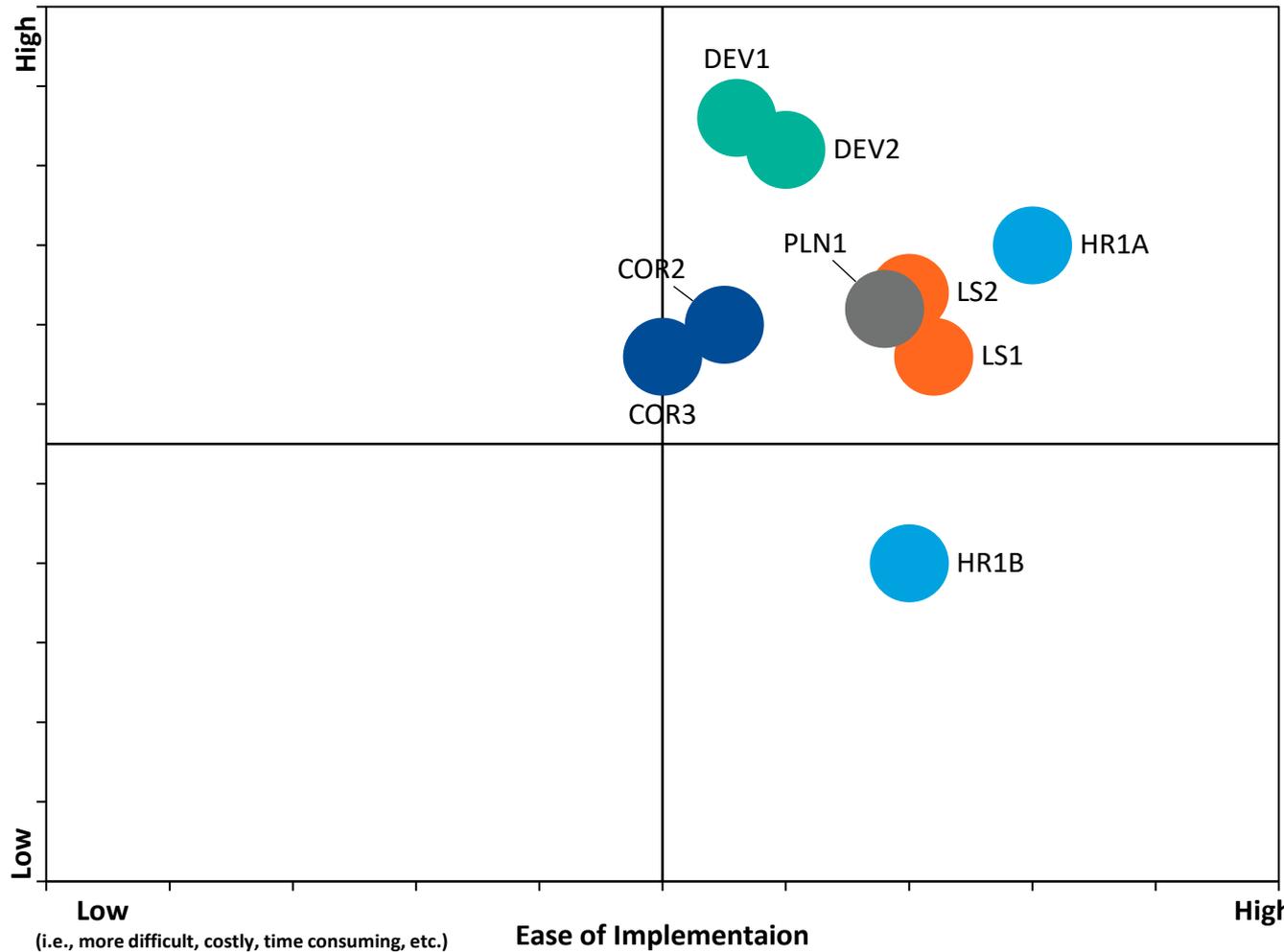# Prioritization: Outputs

Based on a preliminary evaluation of Expected Benefits and Ease of Implementation, the following directional prioritization of recommendations has been developed:
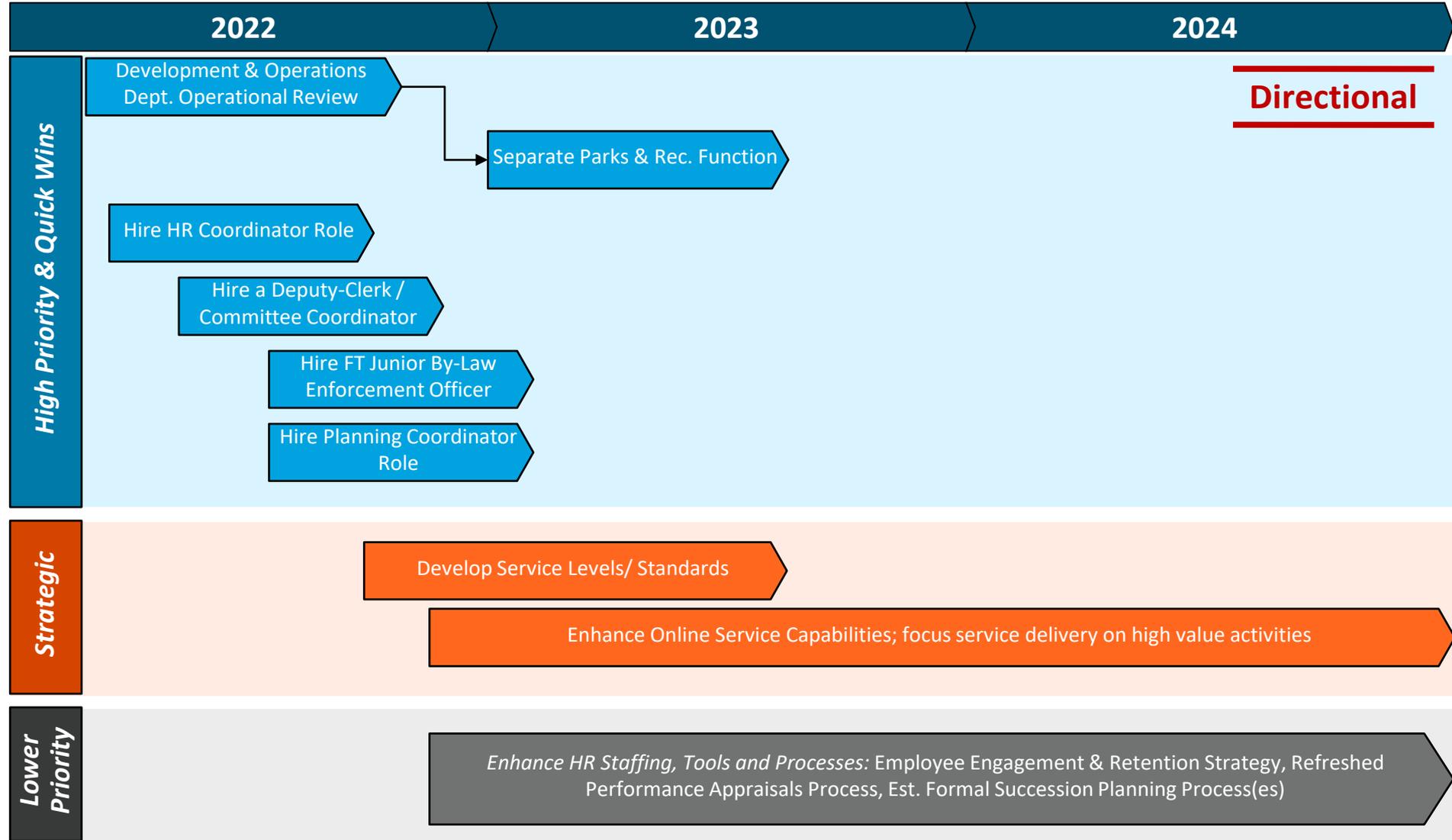
Directional

Expected Benefit

High

Low

Low
(i.e., more difficult, costly, time consuming, etc.)

Ease of Implementaion

High

DEV1
DEV2
PLN1
HR1A
LS2
COR2
LS1
COR3
HR1B

Recommendations

COR1	Organizational Re-Structure **(N/A)**
COR2	Enhance Online Service Capabilities
COR3	Develop Service Levels/ Standards
DEV1	Operational Review of the Development & Operations Department*
DEV2	Separate Parks and Recreation Function from Public Works
HR1A	Enhance HR Staffing, Tools and Processes (Hire HR Coordinator Role)
HR1B	Enhance HR Staffing, Tools and Processes (Engagement & Retention Strategy, Performance Appraisals, Succession Planning)
LS1	Hire a FT Junior By-Law Enforcement Officer
LS2	Hire a Deputy-Clerk / Committee Coordinator
PLN1	Realign and Hire Planning Coordinator Role

*DEV1 - Ease of implementation supported by potential for Municipal Modernization Program Intake 3 Funding (not yet granted).

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High Level Implementation Roadmap

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	2022	2023	2024

Directional

High Priority & Quick Wins

- Development & Operations Dept. Operational Review
- Separate Parks & Rec. Function
- Hire HR Coordinator Role
- Hire a Deputy-Clerk / Committee Coordinator
- Hire FT Junior By-Law Enforcement Officer
- Hire Planning Coordinator Role

Strategic

- Develop Service Levels/ Standards
- Enhance Online Service Capabilities; focus service delivery on high value activities

Lower Priority

- *Enhance HR Staffing, Tools and Processes:* Employee Engagement & Retention Strategy, Refreshed Performance Appraisals Process, Est. Formal Succession Planning Process(es)

Next Steps

With the recommendations, what comes next for the Town?

Next Step

o The Municipal Management to take away this report and (using our recommended implementation plan as a guideline) to review with the context of additional work being done.

Implementation of Recommendations

o Will require varying levels of **capacity from management and front-line staff**
o As noted, **may require upfront investment** in additional staff and infrastructure
o **Should be monitored** to evaluate long-term staff/efficiency benefits; cost savings/avoidance; and/or service enhancements

No "Silver Bullet"

o There is **no "silver bullet" recommendation** that would result in large savings or vast improvements to efficiencies. These recommendations should be viewed from a service enhancement and continual improvement mindset.

Thank You!