

**FACT SHEET – REQUEST FOR PROPOSALS:
OPERATIONAL REVIEW OF THE CITY OF WINNIPEG PUBLIC WORKS DEPARTMENT
August, 2012**

Council's mandate is the efficient and effective use of taxpayers' dollars to provide quality services for citizens. An operational review is being conducted as indicated during the Council approval process for the 2012 Operating Budget, which called for savings from across the City by delaying filling vacancies, eliminating duplication, and finding better ways to deliver services. Each year the City looks at every aspect of our budget to identify better ways of managing operations.

We are confident in the Department and its employees. We feel it is prudent to take an objective look, to determine what improvements or savings we could make, while continuing to provide the services citizens need.

Questions and Answers

1. Why is the City issuing this Request for Proposals?

- We are issuing a Request for Proposals (RFP) to have a comprehensive organizational review and management analysis of the Public Works Department.

2. The budget was approved in March; it's now August. What has happened in the meantime?

- An operational review is a major undertaking. We felt it most prudent to have discussions and do preliminary work in order to set the parameters reflected in the terms of the RFP. This preparatory work was necessary to give an operational review the potential to be successful.

3. Are there concerns with the way the Department operates?

- No. We believe the Department is well-managed and operated.
- Public Works has been accredited by the American Public Works Association since November 2006 and was recently re-accredited in October of 2011, meaning that the Department has been examined by external peers and determined to be providing a high standard of services through application of best practices and service delivery methodologies.
- Public Works is one of the City's larger departments; therefore we believe the scope of its budget and operations may provide some opportunities for efficiencies and improvements.

4. What is the budget for Public Works? How many employees are there?

- The 2012 Adopted Operating Budget for Public Works is \$168.9 million (not including Street Lighting). The 2012 Adopted Capital Budget for Public Works is \$154.4 million.
- The Department employs approximately 650 full-time and 900 seasonal, part-time and student employees.
- The Department provides the following services: Roadway Construction and Maintenance, Transportation Planning and Traffic Management, Roadway Snow Removal and Ice Control, Parks and Urban Forestry, City Beautification, and Park Patrol.

5. What exactly are you reviewing?

- The review will analyze the following areas:
 - Core services: identifying the core and high priority services to establish the framework for future structure of operations
 - Outsourcing and insourcing opportunities: identifying opportunities to improve through transferring certain functions to other City departments or private sector
 - Operations: reviewing process efficiency, resource deficiency or redundancy, new equipment or technology opportunities
 - Information technology: Using technology to implement operational improvements
 - Best management practices and performance measures: identification of performance management tools and professional organizations, benchmarking against accepted standards and identifying current levels of service
 - Trend analysis: identifying current trends and the most likely trends that Public Works will face in the future

- Community relations and customer service: external and internal customers, service request program efficiencies, response time evaluation, opportunities for changes in service delivery, cost reductions, improvements, measurements of customer satisfaction
 - The analysis will focus on overall performance and productivity. The review will include interviews with key stakeholders (internal and external), field visits, assessment of the organizational culture, and evaluation of various metrics including workloads, service levels and benchmarking with cities of similar size.

6. Are you looking for savings? If so, how will you identify and accomplish them?

- The 2012 Preliminary Operating Budget included an increase for all major services and operations involving public safety, infrastructure renewal, and community centre investments.
- The budget also continued Council's commitment to keep our financial house in order by delaying filling vacancies, eliminating duplication, and finding better ways to deliver services.
- While savings are one goal of the operational review, another objective is to find process improvements to align with Council's mandate of providing quality services while providing the best value for taxpayers.

7. Are you going to change the way services are delivered? What things might change?

- We will deliver the successful proponent's Final Report to Steering Committee for review and forwarding of recommendations to Executive Policy Committee.
- Any recommendations we make will outline efficiencies to be achieved or service levels to be improved by implementation of such recommendations.

8. Who is on the Steering Committee?

- Councillor Scott Fielding, Chair, Standing Policy Committee on Finance
- Councillor Dan Vandal, Chair, Standing Policy Committee on Infrastructure Renewal and Public Works
- Phil Sheegl, Chief Administrative Officer
- Deepak Joshi, Chief Operating Officer
- Michael Ruta, Chief Financial Officer
- Brian Whiteside, City Auditor
- Brad Sacher, Director, Public Works

9. Will jobs be lost or contracted out?

- No changes in organization structure or staffing have been recommended or made at this time.
- Any recommendations regarding staffing would be made after careful review and would respect the provisions of all collective agreements.

10. How much will the review cost? What is its timeline for completion?

- The cost of the review will depend on the pricing proposed by the proponents as part of the RFP process. It would be inappropriate to comment on pricing as that could influence bids.
- Because of the size and complexity of the Department, this review will be a very large undertaking, done in two stages.
 - The first stage will involve detailed analysis of the Department's structure, services, identification of gaps in services/integration, and trends in current/future needs to determine sustainability of services.
 - The second stage will include benchmarking analysis against other cities.
- The intended timeline for the operational review is:
 - Award of contract (September)
 - Review of findings from Stage 1 (October)
 - Review of findings from Stage 2 (November)
 - Drafting and completion of final report by the Public Service, with recommendations to Executive Policy Committee (December)

11. Why not just review operations on your own?

- We do not have the level of audit or other review staffing to support such a major project.
- In addition, we believe there will be value in having the objectivity of an external review.

12. Has the City conducted other reviews or audits of Public Works?

- Yes, among some others, the following audits have been conducted on areas of Public Works: Public Works Asset Management Phase 1 – Roadway Construction and Maintenance, Use of Consultants Audit, Capital Project Management Audit and Traffic Signals Branch Audit. These reports can be found on the Audit Department website found on the City of Winnipeg's website at <http://winnipeg.ca/audit/reports.stm>.