

# **Saint Paul Parks and Recreation Department and Saint Paul Public Library Collaboration and Efficiency Study**

## **Department Leads:**

Parks and Recreation – Tom Russell, Deputy Director  
Library – Josh Schaffer, Deputy Director for Operations

## **Overview**

On December 20<sup>th</sup>, 2023, the St. Paul City Council approved [Resolution 23-1905](#) to support an efficiency study of the operations of the Saint Paul Parks and Recreation Department and the Saint Paul Public Library. These departments share some unique similarities in both operations and service delivery to the public. The goal of this project is to engage a consultant to review the functions of each organization per the Scope of Work herein and prepare a report that identifies areas for cost-savings and collaboration.

## **Objective**

The objective of this efficiency study is to identify areas of improvement and potential cost-saving measures in operations within the Saint Paul Public Library Agency and the Saint Paul Parks and Recreation Department. The study aims to optimize resource allocation, streamline operations, and enhance overall efficiency.

## **Scope of Work For the Consultant**

### **A. Data Collection:**

- Gather information on the current processes, workflows, and resource allocation within operations in the Library Agency and the Parks and Recreation Department.
- Collect data on the number of staff members, their roles, and responsibilities in each department.
- Identify the key performance indicators (KPIs) for both departments and collect relevant data for analysis.

### **B. Process Analysis:**

- Analyze the existing processes and workflows within each department to identify bottlenecks, redundancies, and areas of improvement.
- Evaluate the utilization of resources, such as staff, facilities, equipment, and technology, in both departments.
- Identify any overlapping or duplicated efforts between the Library and Parks and Recreation.

### **C. Cost Analysis:**

- Assess the current budget allocation for each department and evaluate the effectiveness of resource utilization.

- Identify potential cost-saving opportunities, such as shared joint purchasing or consolidation of certain functions.
- Analyze the return on investment (ROI) for various initiatives and recommend cost-effective strategies.

**D. Stakeholder Engagement:**

- Conduct interviews or surveys with staff members, managers, and stakeholders from both departments to gather their perspectives on current challenges and potential areas for improvement.
- Facilitate discussions and workshops to encourage collaboration and idea-sharing between the SPPL and SPPR.

**E. Recommendations**

- Based on the findings from the data analysis and stakeholder engagement, provide actionable recommendations to enhance efficiency, streamline operations, and optimize resource allocation.
- Prioritize recommendations based on their potential impact, feasibility, and alignment with the goals of both departments.
- Develop an implementation plan with clear timelines, responsibilities, and performance metrics to track progress.

**F. Deliverables**

- A comprehensive report summarizing the findings, analysis, and recommendations from the efficiency study.
- Presentation of the report to relevant stakeholders, including department heads, managers, and decision-makers.
- Any additional supporting documentation, data analysis, or visualizations as necessary.

**For the Departments**

**A. Access**

- Provide the consultant with access to staff and information necessary for a full understanding of the operations and services of each department.
- Provide all requested documentation such as policies, procedures, guidelines, budgets, spending reports, etc.
- Provide consultant with opportunities to view/tour facilities from each department, particularly co-located facilities, which will inform the study.

**B. Designated Contacts**

- Identify departmental leads to act as the first point of contact for consultant.
- Designated contacts will report to the Audit Committee as requested during the course of the study.

- Designated contacts will ensure all access as outlined in the above section.

**C. Reporting**

- Departments will report an overview of the study and plans for implementation upon delivery of the report by the Consultant.
- At such a time or intervals as requested by the Audit Committee, Department will report on progress of implementation and outcomes achieved.