Management Review Office (MRO):

Efficiency and Management Leadership

Category: Performance Excellence

**City of Tulsa, Oklahoma**



Population: 396,466

**Jim Twombly, City Manager**

**Dewey Bartlett, Jr., Mayor**

**Project Leader**

T.L. Cox

Interim Director

Management Review Office

Belinda McGhie, PMP, PM

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***Would you like the application to be considered for an Innovation Award?*** *Yes*

***Would you like the application to be considered for our Rapid Fire Session?*** *Yes*

**Intent of the project/program/service?**

The Management Review Office (MRO) was created to help City departments improve their daily operations, resulting in greater efficiencies and effectiveness, as well as reduced cost. The MRO's small staff of project managers partners with elected officials, City administration, and employees, including the High Performance Government Champions, to identify opportunities for restructured and redefined work processes, alternative service delivery methods, and revenue generation/cost recovery initiatives.  Additionally, the MRO provides the City a centralized agency to oversee strategic reviews and planning, performance measurement and management, and managed competition.  The MRO is also charged with further reviewing and implementing more than 1,100 KPMG recommendations submitted to Mayor Dewey F. Bartlett Jr. in 2010.

**Costs**

Since 2010, the City has annually expended between $500,000 to $650,000 to fully staff the MRO with five full time employees that includes one Director, three Project Managers, and one Administrative Assistant as well as the assistance of a part-time consultant whose contract has wrapped up as of June 2013.

**Savings**

**Table 1.0**



**Innovative characteristics**

The current team of MRO Project Managers holds backgrounds in Project Management, Public Policy, Management Consulting, Business Management, Entrepreneurship, Mental Health, Accounting and Auditing Analysis, and Information Technology. This variety in experience, education, and expertise has equipped the City with a highly qualified team who is capable in serving in a diverse collection of interim positions in times of transition and absence of Departmental leadership. Recent cases this year include assignment of MRO staff to serve as Interim Chief Court Administrator and Interim Chief Information Officer for the City of Tulsa.

Along with a wide range in backgrounds and experiences, the MRO regularly focuses on projects related to any and every department within City operations; causing this small staff to develop relationships and a knowledge base of broad City operations that is set apart from the standard, singular focus of subject matter within most departments.

**Obstacles**

The formation of the MRO was initially met with some hesitation by some who were unconvinced of the KPMG findings and recommendations that were to be further investigated and possibly implemented by the MRO. In addition, the MRO has had to work on developing trusting relationships with various department heads and staff members who have expressed fearfulness of possible outsourcing or simply feeling nervous regarding change that is seemingly out of their control.

**Outcomes**

Table 1.0 above outlines specific cost savings that have been realized since 2012. Cumulative and projected savings through 2016 are roughly estimated to reach $27M. The sole intent of the MRO has been to seek out ways to spend taxpayer dollars more wisely so as to be better prepared for future downturns in the economy and to help City leadership identify projects for prosperity and economic growth.

**Applicable Results and Real-World Practicality**

The MRO's success can be seen in a number of examples, including the managed competition project undertaken with the City's Building Maintenance crew at One Technology Center. The group competed against the private sector to retain the contract for providing these services, saving a total of $116,000 in the first year alone. Through a gainsharing program managed by the MRO, the seven-member team shared personally in the savings. Other MRO accomplishments include, but are not limited to, restructuring of the Public Works and Parks Departments, creation of the Customer Care Center, an EMSA Back Office Operations Review, and an Equipment Management (Central Fleet) Study.  These projects will continue to pay dividends as additional phases are implemented, and are in addition to the support the MRO continuously provides other departments in addressing specific operational challenges.

**Private consultants**

KPMG LLP 100 W. 5th St., Ste. 310

Tulsa, OK 74103   
Office: 918.585.2551

Civic Advantage, Michael Brink  
1017 Aspen Drive

Liberty, MO 64068

Office: 816.305.1720

**Presentation Style**

PowerPoint and Q&A by our MRO Project Managers.

Part of capturing the attention of an audience is to tell a relatable story. Tulsa was facing a financial crisis that led the Mayor to look for ways to save money and having attended the TLG Conference in the past, we know this is a common story among many of the participants who attend. In addition to addressing why a Management Review Office was formed, the presenters will address how to form a Management Review Office, the obstacles associated, the types of projects being addressed, and both the successes and failures we’ve faced since our start in 2010.

**Group Activity**

Each table will identify and discuss an efficiency issue that one of the attendees has noticed needs attention within their organization, and our presenters will visit each table and help the table brainstorm potential solutions so as to demonstrate application of MRO strategies.