ICMA Coaching Program Webinar

THRIVING AS A HIGH PERFORMANCE ORGANIZATION

1:00 - 2:30pm Pacific Time, Thursday, March 10, 2016

Platinum sponsor: ICMA-RC

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*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/2593695524621647105

Webinar topics:
1. How can you assess your agency’s performance to identify opportunities for improvement?
2. What are strategies to stimulate interest and actions to boost performance?
3. What can we learn from best practices among local government agencies?
4. What are resources that can help local governments be their best?

Presenters:
* Lee Feldman, City Manager, Fort Lauderdale, FL, and President-elect, ICMA
* Clay Phillips, City Manager, Coppell, TX
* Susan Sherman, Assistant City Manager, Olathe, KS

Audience: All local government professionals and up and comers

1. Register for the Webinar:
   There is no charge for participating in the webinars, but each requires advance registration.

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NOTE: Please white list "customercare@gotowebinar.com" to receive confirmation email for the webinar.

Can’t make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.

2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@donmaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the Agenda at “Agendas & Archives” tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

**Post-Webinar Group Discussions:**

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. Where do we see opportunities to better measure and improve performance in our agency?
b. What strategies and tools sound useful for our agency?
c. What resources would we like to explore to support our efforts?

MORE RESOURCES--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of the details for future ICMA Coaching Program sessions and other resources.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Lee Feldman, City Manager, Fort Lauderdale, FL, ICMA President-elect

Lee R. Feldman, ICMA-CM, was appointed City Manager for the City of Fort Lauderdale, Florida, in June 2011.

Prior to his appointment as Fort Lauderdale City Manager, Mr. Feldman was employed by the City of Palm Bay, Florida, where he served as City Manager from October 2002 through June 2011.

He previously served as the City Manager of North Miami, Florida, from May 1996 to October 2002, and as the Deputy City Manager beginning in 1989. Mr. Feldman's career also includes serving as an Assistant to the City Manager and Assistant City Manager for the City of North Miami Beach.

Mr. Feldman is a graduate of Washington and Lee University, where he received a Bachelor of Arts degree in Liberal Arts. He earned a Master's Degree in Governmental Administration from the Fels Center of Government at the University of Pennsylvania. In addition, he is a graduate of the Senior Executive in State and Local Government program at Harvard University's Kennedy School of Government.

His numerous professional affiliations include serving as President-Elect of the International City/County Management Association (ICMA), as a member of the Board of Directors of the National Civic League, as a member of the United States Federal Emergency Management Agency National Advisory Council, as a member of the Board of Directors for the Alliance For Innovation, and as a member of the National League of Cities Steering Committee on Public Safety and Crime Prevention and Advocacy.

Mr. Feldman previously served as a Vice President (Southeast Region) of ICMA and as President of the Florida City and County Management Association. He is a past recipient of the Florida League of Cities' "City Manager of the Year" Award. Additionally he has served as the past chair of the National League of Cities' City Futures Panel on Public Finance, the past chair of the ICMA Governmental Affairs and Policy Committee, the past chair of the ICMA Sustainable Communities Advisory Committee, as well as a member of the ICMA Task Force on Community Tools for Ending Racism.

Mr. Feldman teaches newly elected municipal officials the principles of finance and taxation in Florida and is frequently called upon to speak to professional groups on a variety of municipal issues.
Clay Phillips, City Manager, Coppell, TX

Mr. Clay Phillips serves as the City Manager for the City of Coppell. Prior to his appointment as City Manager, Mr. Phillips served the City of Coppell in several capacities, first as Fire Chief beginning in December 1991, and in the dual capacities of Assistant City Manager and Fire Chief from the fall of 1993 until his appointment as Deputy City Manager in 1996 where he served until his appointment as City Manager in 2008. Mr. Phillips began his public service career with the Town of Addison in 1981 working as a firefighter/paramedic. He left Addison after obtaining the rank of Deputy Fire Chief to assume the position of Fire Chief for the City of Coppell.

Mr. Phillips holds a Bachelor of Science degree with Honors in Emergency Administration and Planning and a Master's of Public Administration degree, both from the University of North Texas where he was selected as the 2011 MPA Alumnus of the Year. He completed the program for Senior Executives in State and Local Government at Harvard University's John F. Kennedy School of Government and received the Executive Fire Officer diploma from the United States Fire Administration. In May of 2002, Mr. Phillips was among the first group of public managers to receive the ICMA Credentialed Manager designation from the International City Managers Association.

Mr. Phillips serves in several regional capacities. He served a two year term as the President of the North Central Texas City Manager’s Association where he continues to serve as the Immediate Past President. He serves on the Board of Directors of the North Texas Commission, an organization comprised of private sector, non-profit, and governmental agencies dedicated to advancing the North Texas region.

Mr. Phillips is a lifetime resident of Coppell. He is a 1978 graduate of Coppell High School where he received Valedictorian honors as well as being named the 2004 Distinguished Alumnus. Mr. Phillips is an active member of the community. He has served on various local boards and participated in many activities including service on the initial Board of Directors of the Coppell Independent School District Education Foundation and the CISD Strategic Planning Initiative. He has been seen onstage in various community theater performances in Coppell as well as other musical venues. He is an active member of his church where he serves as an Elder and in the music ministry. Mr. Phillips lives in Coppell with his wife, Terry. They have two adult children and one grandson, all who live close by.
Susan Sherman, Assistant City Manager, Olathe, KS

Susan Sherman is currently the assistant city manager for the city of Olathe, Kansas. Olathe is located in the Kansas City metropolitan area. Olathe has a population of 135,000 and has been one of the fastest growing cities in the United States.

Susan started working for Olathe in May 1989, and was promoted to assistant city manager in 1994. Susan served as acting city manager in Olathe from November 1997- January 1999. She currently is responsible for the day-to-day operations of police, fire, parks and recreation, municipal court and information technology services.

Susan earned a bachelor’s degree from Ohio Wesleyan University and a master’s degree in public administration from the Edwin O Stene Public Administration Program at the University of Kansas. In 2006, Susan was awarded the Assistant Excellence in Leadership Award in honor of Buford Watson Jr. by the International City County Management Association. In 2014, Sherman received the ICMA Career Development Award in Memory of L.P. Cookingham.

Susan co-chaired the ICMA Task Force on Leadership, is a Board member for the Kansas Association of City/County Management. In 2014, Susan was elected as ICMA Mountain Plains Regional Vice President for the ICMA Board.
Thank you, ICMA-RC!

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
State Association Coaching Partners

- California Consortium (A State Affiliate of ICMA)
- Colorado City and County Management Association (A State Affiliate of ICMA)
- CONNECTICUT TOWN & CITY MANAGEMENT ASSOCIATION
- Florida City-County Management Association (FCCMA)
- Georgia City-County Management Association
- Illinois City/County Management Association
- Iowa City/County Management Association (IACMA)
- Kansas Association of City-County Management (KACM)
- Kentucky City-County Management Association (KCCMA)
- Michigan Local Government Management Association
- Minnesota City/County Management Association (MCMA)
- Nebraska City/County Management Association (NCMA)
- North Carolina City & County Management Association
- Oregon City/County Management Association (OCCMA)
- Virginia Local Government Management Association (VLGMA)
- Washington City/County Management Association (WCMA)
- Utah City Management Association
Overview of Session

1. How can you assess your agency's performance to identify opportunities for improvement?
2. What are strategies to stimulate interest and actions to boost performance?
3. What can we learn from best practices among local government agencies?
4. What are resources that can help local governments be their best?

Presenters:
- **Clay Phillips**, City Manager, Coppell, TX
- **Susan Sherman**, Asst. City Manager, Olathe, KS
- **Lee Feldman**, City Manager, Fort Lauderdale, FL
- **Don Maruska**, Director, ICMA Coaching Program

…and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
City of Coppell’s Performance Journey
A Tale of Two Paths
Path One: Traditional Performance Indicators Efforts
Path One: Traditional Performance Indicators Effort

- One of the original ICMA performance measure participants years ago
  - Difficult to ensure apples to apples comparisons
  - Required level of effort was burdensome
  - Continued to search for meaningful measurements
Path One: Traditional Performance Indicators Effort

- Conduct annual comparison city review with budget process
  - Reviews and compares revenue streams
  - Reviews and compares expenditure strategies
  - Reviews and compares staffing levels
Path One: Traditional Performance Indicators Effort

- Currently working with the North Texas Performance Consortium
  - Choosing initial performance areas to study starting with public safety – typically have stats that are common
  - Developing metrics to use
  - Cities currently deciding if they will play
Path One: Traditional Performance Indicators Effort

- Currently pursuing the Texas Assessment for Performance Excellence
  - Received the Engagement recognition
  - Received the Commitment recognition
  - Currently in the Progress phase
  - While we would love to win the award, the pursuit and process improvements made along the way are more important
Path Two: 4C Success – Cultivating Coppell’s Core Competencies
4C Success
Cultivating Coppell Core Competencies
Succession Planning
in The City of Coppell

STRONG ROOTS  HEALTHY CROPS  ABUNDANT HARVEST
Path Two: 4C Success

- Organization’s comprehensive succession planning strategy
  - All aspects of people development
  - Based on Law of the Harvest
  - Recruitment, selection, placement, on-boarding
  - Advancement
  - Performance reviews
  - Exiting employee
  * All completed through the lens of behavioral expectations necessary to sustain our organization’s DNA, our culture
Organizational Culture
Path Two: 4C Success

In search of those who are called to public service and understand that:

“The only reason we exist as an organization is to serve the public...period!”

As we are collectively:

“Building Community Through Public Service”
Organizational Culture
Culture of Credibility

- ACCOUNTABILITY  R I
- QUALITY  E N
- DETAIL  S T
- PROMPTNESS  P E
- ACCURACY  E G

- MENTORING
- CHANGE AGENT
- VISION
- STRATEGY

Leadership Coppell
City Manager’s Office
Building Community Through Public Service
Organizational Culture
Path Two: 4C Success

Other Cultural Components

- “Building community through public service”
- Servant leadership
- Exceeding customer expectations
- Better than I found it
- The “guy in the house”
- Senses test
- Re-Imaging
Path Two: 4C Success
Re-Engineering

- Humility: In service of others
- Shepherd/Facilitator vs. Rule Keeper
- More appropriate “yes” vs “no” teller
- Open & inviting vs bureaucratic
- Strategic and desired partner with the community
- Ultimately improve perceptions
- More than one way to say...”That’s the government”
Tangible & Anecdotal Evidence

- Citizen Survey results
- Police Department Best Practices Recognition
- Fire Department Best Practices Accreditation
- Financial Practices Recognitions
- Library Recognitions
- Park & Recreation Accreditation
- Recognition in multiple “Best Places to Live” publications
Polling Question #2

Which of the following approaches appear desirable to support high performance in your agency?
Thriving as a High Performance Organization

Susan Sherman, Assistant City Manager
City of Olathe, Kansas
March 10, 2016
City of Olathe, Kansas

- 135,000 population
- Kansas City suburb
- Rich History, Established 1857
  - Last Stagecoach Stop on Santa Fe Trail
- 860 employees
- 65 square miles
- Council/Manager Form of Government
What’s Your Organization’s Journey?

• High Performing Organizations are on a journey. No two journeys are exactly the same.
• We don’t reinvent—we Olatheize it!
• Find an opportunity to launch your organization’s journey.
3 Dimensional Performance View

Look Back
Learn from the Past
- Balanced Scorecard Annual Report
- DirectionFinders

Look Around
Learn from Others
- Comparative Performance Report
- DirectionFinders
- Best Practices

Look Forward
Plan for the Future
- Business Planning
- Resource Allocation
- Performance Management (PPD)
- Innovation

Accountability - Learning - Improvement
Program Scorecards

Community Strategic Plan

Vision/Mission

Comprehensive Plan

Organizational Scorecard
(City Council Priorities/ Organizational Objectives)

Department Scorecards
(Business Scorecards)

- Department Objectives
  What does department need to do to support & respond to organizational objectives and City Council priorities?

- Department Initiatives
  What activities, programs & projects must we undertake to achieve Department Objectives?

- Measures & Targets
  How will we know desired results are being achieved? What is the data we need to make decisions?

Resource Allocation
(Budget Process)

Program Scorecards
(Program Inventories)

Employee Scorecards
(Employee Performance Plans/ Evaluations)

Feedback Loop

STRAEGIC CYCLE
What tools do we use?

- DirectionFinder Citizen Survey
- Benchmarks
- Performance Measures
- Balanced Scorecard
ETC Institute: A National Leader in Market Research for Local Governmental Organizations

...helping city and county governments gather and use survey data to enhance organizational performance for 25 years

More than 1,000,000 Persons Surveyed for more than 425 cities in 46 States
Overall Satisfaction Index
2000 thru 2011

derived from the mean overall satisfaction rating provided by residents
Year 2000=100

The City’s Results Have Improved While the KC Metro Average Stayed the Same
Olathe’s Overall Satisfaction Index has increased the past three years, and is once again above the average for the KC Metro area.
Q3a Satisfaction with the Overall Quality of Services Provided by the City of Olathe

Legend
Mean rating on a 5-point scale

1.0-1.8 Very Dissatisfied
1.8-2.6 Dissatisfied
2.6-3.4 Neutral
3.4-4.2 Satisfied
4.2-5.0 Very Satisfied
No Response

All areas are in BLUE, which indicates that residents in all parts of the City are satisfied.
Satisfaction with Various Public Safety Services Provided by Cities in the Kansas City Area in 2015

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale

- Local fire protection/emergency medical services: 74% (98% in Olathe, KS)
- Overall quality of local police protection: 43% (94% in Olathe, KS)
- City's overall efforts to prevent crime: 41% (88% in Olathe, KS)
- Visibility of police in neighborhoods: 43% (89% in Olathe, KS)
- Enforcement of local traffic laws: 44% (84% in Olathe, KS)
- Quality of animal control: 38% (80% in Olathe, KS)
- Visibility of police in retail areas: 43% (81% in Olathe, KS)

Source: ETC Institute (2015)
How Respondents Rate Olathe as a Place to Live, Work, and Raise Children

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

<table>
<thead>
<tr>
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<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Below Average/Poor</th>
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<td>37%</td>
<td>53%</td>
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<td>As a place to raise children</td>
<td>41%</td>
<td>48%</td>
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<td>As a place to work</td>
<td>26%</td>
<td>42%</td>
<td>23%</td>
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Source: ETC Institute DirectionFinder (September 2000 - Olathe, KS)

How Respondents Rate Olathe as a Place to Live, Work, and Raise Children

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Below Average/Poor</th>
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<td>38%</td>
<td>4%</td>
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<tr>
<td>As a place to raise children</td>
<td>65%</td>
<td>31%</td>
<td>4%</td>
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<tr>
<td>As a place where you would buy your next home</td>
<td>68%</td>
<td>31%</td>
<td>8%</td>
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<td>As a place to work</td>
<td>58%</td>
<td>33%</td>
<td>9%</td>
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Source: ETC Institute (2015 Results)
Organizational Scorecard

Putting Strategy into Action

Satisfied Customers
- Strengthen our Safe & Secure Community
- Advance Safe & Efficient Transportation Choices
- Deliver Excellent Service to All Customers
- Provide Quality Public Amenities
- Promote a Physically Healthy Community
- Safeguard our Environment & Natural Resources

Financially Strong
- Improve & Maintain Infrastructure and Facilities
- Foster a Vibrant Economy
- Be Responsible & Accountable Financial Stewards

Effective Organization
- Continuously Improve
- Recruit, Develop & Retain Employees Committed to Excellence
- Strengthen Our Culture of Leadership, Innovation & Employee Engagement

Engaged Workforce

City Council Priorities
- Deliver high quality customer service
- Meet financial challenges of the future with priority-based decision making focused on long-term strategies
- Optimize resources in the most efficient and effective manner
- Citizens feel and are safe in person and property
- Continue to support economic development and job creation
- Utilize community engagement to align service delivery
- Pursue environmental stewardship
- Provide an excellent employment environment

Two-Year Goals
- Redevelop old fire station (Santa Fe & Kansas)
- Start expansion of Indian Creek Library
- Vibrant and exciting K-State Campus in Olathe
- Develop and implement a Healthy Communities Master Plan

Setting the Standard for Excellence in Public Service

Community Focus Areas
- Active Lifestyles
- Diversity Downtown
- Economic Viability
- Public Safety
- Utility Services
- Transportation
### Organizational Goal Heat Map

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<td>62.96%</td>
<td>74.07%</td>
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<tr>
<td>Employ Visionary, Innovative, and Solution-</td>
<td>Actual/Green</td>
<td>66.67%</td>
<td>66.67%</td>
<td>33.33%</td>
<td>33.33%</td>
<td>66.67%</td>
<td>66.67%</td>
<td>58.33%</td>
<td>66.67%</td>
<td></td>
</tr>
<tr>
<td>Driven Business Processes, Practices, and</td>
<td>Target</td>
<td>50%</td>
<td>55.56%</td>
<td>50%</td>
<td>46.67%</td>
<td>50%</td>
<td>52.38%</td>
<td>56.25%</td>
<td>66.67%</td>
<td></td>
</tr>
<tr>
<td>Systems (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Polling Question #3

Which of the following tools does your agency use to assess performance?
CODE ENFORCEMENT
# Annual Performance Report

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2012 Actual</th>
<th>2013 Actual</th>
<th>2014 Target</th>
<th>2014 Actual</th>
<th>Met or Exceeded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overall Satisfaction</td>
<td>100</td>
<td>101</td>
<td>&gt;101</td>
<td>102</td>
<td>✓</td>
</tr>
<tr>
<td>2. Crime Rate (Part I Total)</td>
<td>20.48</td>
<td>18.73</td>
<td>26.0</td>
<td>17.75</td>
<td>✓</td>
</tr>
<tr>
<td>3. Citizen Satisfaction with the Overall Value that You Receive for Your</td>
<td>76%</td>
<td>74%</td>
<td>71%</td>
<td>75%</td>
<td>✓</td>
</tr>
<tr>
<td>City Tax Dollars and Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Bond Rating Index</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
<td>✓</td>
</tr>
<tr>
<td>5. Percentage of Cardiac Arrest Patients Arriving to Hospital with a</td>
<td>23.9%</td>
<td>25.4%</td>
<td>20%</td>
<td>39.7%</td>
<td>✓</td>
</tr>
<tr>
<td>Pulse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Fire Confined to Room of Origin</td>
<td>57.14%</td>
<td>73.91%</td>
<td>70%</td>
<td>86.6%</td>
<td>✓</td>
</tr>
<tr>
<td>7. Percent of Time Water Meets Regulatory Standards</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>8. Citizen Satisfaction with the Overall Quality of City Parks and</td>
<td>88%</td>
<td>89%</td>
<td>85%</td>
<td>90%</td>
<td>✓</td>
</tr>
<tr>
<td>Recreation Programs and Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Neighborhood Health Index</td>
<td>100</td>
<td>102</td>
<td>102</td>
<td>108</td>
<td>✓</td>
</tr>
<tr>
<td>10. Mobility Index</td>
<td>121</td>
<td>121</td>
<td>121</td>
<td>121</td>
<td>✓</td>
</tr>
<tr>
<td>11. Private Investment in Downtown as a Percent of Total Dollars Invested</td>
<td>11%</td>
<td>18%</td>
<td>20%</td>
<td>26%</td>
<td>✓</td>
</tr>
<tr>
<td>(Public &amp; Private)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Actual Land Use Mix (residential/non-residential)</td>
<td>29.09%</td>
<td>29.25%</td>
<td>29.22%</td>
<td>29.50%</td>
<td>✓</td>
</tr>
<tr>
<td>(residential/non-residential)</td>
<td>70.91%</td>
<td>70.75%</td>
<td>70.78%</td>
<td>70.50%</td>
<td></td>
</tr>
<tr>
<td>13. Solid Waste Diversion Rate</td>
<td>37.67%</td>
<td>38.29%</td>
<td>34.50%</td>
<td>41.10%</td>
<td>✓</td>
</tr>
<tr>
<td>14. Diversity Index (Baseline Year 2008 =100)</td>
<td>109</td>
<td>113</td>
<td>&gt;100</td>
<td>113</td>
<td>✓</td>
</tr>
</tbody>
</table>
Organization Progress Matrix

- Fading
  - Traffic Flow
  - Stormwater
  - Water & Sewer, Codes
  - Public Safety
  - Maintenance
  - Solid Waste, Communication
  - Parks
  - Customer Service

- Getting Better

- Needs Attention
  - Short-Term Change from 2014-2015

- Rebounding Needs Attention
  - Long-Term Change from 2012-2015

- About the Same
Citizen satisfaction with the overall quality of police, fire, and emergency medical services (Q1a)

Satisfaction Breakout Trend

Satisfaction Breakout Prior Year Quarter

Satisfaction Breakout Current Year Quarter
## DF Trends Year 2000 vs. 2015

### Satisfaction With Items That Influence the Perception Residents Have of the City

<table>
<thead>
<tr>
<th>Item</th>
<th>2000</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall feeling of safety in the City</td>
<td>27%</td>
<td>18%</td>
</tr>
<tr>
<td>Overall quality of life in the City</td>
<td>26%</td>
<td>18%</td>
</tr>
<tr>
<td>Overall image of the City</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Overall value received for your tax dollars</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>How well the City is planning growth</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Legend:**
- Very Satisfied (5)
- Somewhat Satisfied (4)
- Neutral (3)
- Dissatisfied (1/2)

**Source:** ETC Institute DirectionFinder (September 2000 - Olathe, KS)
DF Trends Year 2000 vs. 2015

Overall Satisfaction With City Services by Major Category

<table>
<thead>
<tr>
<th>Service Category</th>
<th>2000</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of police/fire/ambulance services</td>
<td>49%</td>
<td>70%</td>
</tr>
<tr>
<td>Quality of parks/recreation programs/facilities</td>
<td>32%</td>
<td>62%</td>
</tr>
<tr>
<td>Quality of City water/sewer utilities</td>
<td>26%</td>
<td>57%</td>
</tr>
<tr>
<td>Quality of City's stormwater/runoff management</td>
<td>23%</td>
<td>78%</td>
</tr>
<tr>
<td>Quality of customer service from City employees</td>
<td>25%</td>
<td>85%</td>
</tr>
<tr>
<td>Effectiveness of City communication</td>
<td>20%</td>
<td>70%</td>
</tr>
<tr>
<td>Maintenance of City streets/buildings/facilities</td>
<td>14%</td>
<td>78%</td>
</tr>
<tr>
<td>Enforcement of City codes and ordinances</td>
<td>15%</td>
<td>67%</td>
</tr>
<tr>
<td>Flow of traffic/congestion management</td>
<td>9%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: ETC Institute DirectionFinder (September 2000 - Olathe, KS)

Overall Satisfaction with City Services by Major Category

<table>
<thead>
<tr>
<th>Service Category</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall quality of police, fire, and EMS</td>
<td>70%</td>
</tr>
<tr>
<td>Quality of City’s Olathe’s solid waste system</td>
<td>60%</td>
</tr>
<tr>
<td>City parks and rec programs and facilities</td>
<td>62%</td>
</tr>
<tr>
<td>City water and sewer utilities</td>
<td>57%</td>
</tr>
<tr>
<td>Customer service received from city employees</td>
<td>60%</td>
</tr>
<tr>
<td>Effectiveness of city communication w/the public</td>
<td>47%</td>
</tr>
<tr>
<td>City’s stormwater management system</td>
<td>44%</td>
</tr>
<tr>
<td>Maintenance of City streets, buildings &amp; facilities</td>
<td>30%</td>
</tr>
<tr>
<td>Enforcement of City codes &amp; ordinances</td>
<td>34%</td>
</tr>
<tr>
<td>Flow of traffic &amp; congestion management</td>
<td>18%</td>
</tr>
</tbody>
</table>

Source: ETC Institute (2015 Results)
High Performance Organization Takeaways

• Start with what you have and build
  – Walk before you run
    • This is a 20 mile march

• Failure is not Fatal
  – Innovate, Take Risks, Learn
  – Use the systems to improve

• Celebrate
  – This is hard work

• Continuous Improvement
  – The Journey never ends
It's just as much about the JOURNEY... as it is the DESTINATION.
Polling Question #4

How does your agency use performance information?
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM
WE BUILD COMMUNITY

Our Journey to ISO 9001 Certification
Population:
• 176,013 Residential Population
• 87,921 Net Commuters
• 254,633 Daytime Population

A LITTLE BIT ABOUT US

• 7 Miles of Golden Sand Beaches
• 165 Miles of Navigable Waterways
• 3,000 Hours of Sunshine Each Year
The History of FL²STAT... Before ISO 9001

- City Mayor and 4 Commission Districts
- $593,778,698 FY 2016 Adopted Budget
- 2,568 FTE
- 9 City Departments
- 6 Cylinders of Excellence
- 1 Community Vision
We progressively built out our Strategic Management System: FL²STAT

- Fast Forward Fort Lauderdale 2035
- Press Play Fort Lauderdale 2018
- Commission Annual Action Plan
- Performance Management System
- Process Improvement Program
We knew we had the right building blocks, but did we have all of them?
• International Standard for a Quality Management System

• Management system:
  - How an organization manages processes, or activities, so products and services meet identified objectives

• The standard is a checklist of the elements a QMS needs to have
• Leadership
• Customer/neighbor focus
• System approach to management
• Process approach
• Factual approach to decision making
• Mutually beneficial supplier relationships
• Involvement of people
• Continual improvement
The City of Fort Lauderdale is committed to providing the highest quality of public services and to continuously improve service delivery for our neighbors through the implementation of our strategic management system.

The mission of the City is “We Build Community” where residents are considered neighbors and employees are considered community builders. We provide high quality public services through:

- identifying and addressing the community priorities of our neighbors;
- Departmental collaboration and contribution to achieving shared goals;
- Accountability, transparency and measured results through performance management and process improvement;
- Innovating and streamlining our services in order to increase value and reduce waste; and
- Developing and improving our professional competencies.
## CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

### KEY ROLES... THE REQUIRED STRUCTURE

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| City Manager                      | • Provide the leadership  
|                                   | • Allocates the resources                                                      |
| Quality Management Representative | • Defines the implementation strategy  
|                                   | • Point person of system                                                        |
| Quality Team                      | • Project manages the complete endeavor                                          |
| Sponsor                           | • Supports the Champion through roadblocks                                       |
| Champion                          | • Boots on the ground workforce... and most important people                    |
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

MANAGEMENT REVIEWS

**FL2STAT Meetings**
- Executive team focus
- Issues that escalate from previous meeting
- Data driven
- Bi-monthly

**Cylinder Meetings**
- Cross departmental teams focus
- Issues that escalate from previous meeting
- Data driven
- Bi-monthly

**Department Meetings**
- Operational focus
- Data driven
- Monthly

How we ensure issues don’t fall through the cracks!
The City Commission approved an increase to existing piggy-back contract with Lee County for wastewater collection system rehabilitation in January 2015. As part of the Inflow/Infiltration rehabilitation program, staff is presently conducting Closed Circuit Television inspection (CCTV) of 427,292 linear feet (for mains) at 11 pump stations identified as part of the multi-year project that was initiated in FY 2013. As a result of the findings during the review/analysis of the inspection documentation, the following installations took place in the first quarter of Fiscal Year 2016:

- 11 cleanouts, 67 laterals (2,010 L.F.), 303 L.F. of sewer mains and 11 manholes were installed for Basin D-49 (Rio Vista)
- One lateral (25 L.F.), two sectionals (16 L.F.) and three manholes were installed for Basin D-40 (Central Beach Alliance)
- 12,390 L.F. of sewer manways were lined for Basin A-19 (Victoria Park)

Analysis

The existing wastewater collection system is experiencing inflow and infiltration (I/I) due to aging infrastructure. The main priority is to achieve flow reduction at pump stations experiencing high I/I. Reduction of extraneous I/I flows will ultimately reduce the costs associated with wear and tear on pumping and treatment equipment, chemical consumption, additional maintenance, and energy. The reduction of I/I into our wastewater collection system was identified as a key initiative for Fiscal Year 2014 and was determined to be the most cost-effective means of increasing wastewater treatment disposal capacity. The overall rehabilitation will be a multi-year ongoing effort to be accomplished between Fiscal Year 2014 through Fiscal Year 2019, and may extend beyond Fiscal Year 2019 pending funding availability.
Issues identified have:

• Root cause analysis (5 Whys)
• Short term corrective actions
• Long term corrective action
Lean Yellow and Green belt training
Established process
Coaching
Tracking
Project Selection
Championing
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM
IMPLEMENTATION TIMELINE

18 CHAMPIONS
Weekly Meetings

TRAINING
Internal Quality Reviewers

QUALITY POLICY & MANUAL
Drafted

135 MANAGERS & SUPERVISORS
Awareness Training

DEPARTMENT
Complete Implementation Tasks

10 DEPARTMENTS
Identify and Address AFIs

INTERNAL QUALITY REVIEWS
All Departments

DEPARTMENT DEADLINE
Complete Implementation Tasks

STAGE 1
External Registrar Audit

STAGE 2
External Registrar Audit

CERTIFICATE
Provided by Registrar

FEB 2015
MAR-APRIL 2015
MAY 2015
JUNE - AUG 2015
SEPT - OCT 2015
NOV 2015
DEC 2015
FEB 2016
MAR 2016
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

AWARENESS EFFORTS

#FL2STAT
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

THE FL²STAT MODEL IS ESTABLISHED!
BEFORE

• ITS division manager was retiring shortly
• Procedures of his division existed but were not controlled
  – Identifiable title
  – Defined owner
  – Date of approval
  – Number of pages
• Procedures spread out through numerous shared folders

AFTER

• Procedures controlled
• One centralized location
• Employees are trained
• Knowledge is transferred
• Employees opinion during external audits:
  – What they most liked of ISO 9001 was that they now have the procedure they need to do their jobs easily available
CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

EXAMPLE OF ISO 9001 IMPLEMENTATION

OPERATIONS RUNSHEETS  Wednesday, March 02, 2016

MORNING PROCESSING

**** PROCESS DAILY PRIOR TO 6:45 A.M. ****

DATE:

_____ ACCOUNT ITEM CLEANUP 1st cycle - Schedule 1 to run at 3:00 pm

_____ ACCOUNT ITEM CLEANUP 2nd cycle - Schedule 2 to run at 5:30 pm

**** PROCESS UPON REQUEST, AT TIME INDICATED ****

_____ TIMEKEEPERS MACRO

   450.45 PM

_____ TIMEKEEPERS MACRO

   450.45 PM

_____ Print Alarm bills from CTY101 (ALARMF, Blue paper)  Count ________
Which revision

When it was revised

Number of pages it contains

Digital version is the official

Who approved the procedure
All department procedure now available on one location
• Stay focused on what the neighbor wants
• You can’t manage what you don’t measure
• Set KPIs that measure objectives and processes; they ensure your provide quality results
• Establishing a system that avoids things falling through the cracks
• Employees want reliable and easily available procedure
• Build a culture of continual improvement where this is no fear of failure
Polling Question #5

Which of the following elements would be useful for your agency to develop or strengthen?
Post-Webinar Discussion Questions

a. Where do we see opportunities to better measure and improve performance in our agency?

b. What strategies and tools sound useful for our agency?

c. What resources would we like to explore to support our efforts?
ICMA Performance Management

Liaisons

• Bob La Sala
  – performanceanalytics@icma.org

• Jack Tuttle
  – JacksonTuttle@icloud.com
More Resources and Feedback

• Go to “Agenda & Archives” tab under “Webinars” at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

http://icma.org/coaching

• Subscribe to “ICMA Coaching” at http://icma.org/coachinglist to receive latest updates about the ICMA Coaching Program.

• Please complete the follow up survey and offer your ideas for future topics and services.
Find helpful resources online
http://icma.org/coaching

ICMA Coaching Program: Thrive in Local Government

The ICMA Coaching Program launched in January 2016 with our new National Platinum Sponsor ICMA-RC. Expanding upon the success of the Cal-ICMA Coaching Program and 15 ICMA State Association Coaching Partners in 2015, we are bringing coaching programs and resources to all members and non-members of ICMA nationwide and even internationally.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of services to help you grow and enjoy your career.

- **6 live webinars per year** spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- **Digital agendas and archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- **1-1 Coaching resources** to provide personalized support.
- **Speed Coaching session at the ICMA Annual Conference** and templates for use at local level -- expand your networks.
- **Career stories of ICMA leaders** and rising stars offering career insights and tips.
- **Career Compass newsletters** that address critical career issues.

*All available without charge to promote professional development at all levels in local government.*

ICMA COACHING PROGRAM FLYER, 2016 UPDATE
### Archived Videos

<table>
<thead>
<tr>
<th>Name</th>
<th>Video</th>
<th>Video</th>
<th>Video</th>
<th>Video</th>
<th>Video</th>
<th>Video</th>
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</tbody>
</table>

**Upcoming Events**

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

- **Thriving as a High Performance Organization** [free advance registration req'd; see Agenda]
- **Building Civic Leadership and Community** [free advance registration req'd; see Agenda]
- **Ethics in Action** [free advance registration req'd; see Agenda]

- **Storytelling to Promote Positive Solutions** [find worksheets and presentation materials in Agenda]
- **Developing Effective Relationships with Elected Officials** [see Agenda for presentation materials and polling results]
- **Best Practices in Strategic Planning and Action** [see Agenda for presentation materials and polling results]
- **Moving from Conflict to Civility and Problem Solving** [webinar presentation material and polling results appear in Agenda]
- **Engaging Employees Effectively** [webinar presentation material and polling results appear in Agenda]
- **Serving Diverse Populations Successfully** [see Agenda for Oct 21, 2015 webinar presentation material, polling results, and sample policy]

**Video Recordings**

You can use your browser to save and/or print items from the Agenda packet.
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for Today’s Session

- **Clay Phillips**, City Manager, Coppell, TX  
  cphillips@coppelltx.gov

- **Susan Sherman**, Asst. City Manager, Olathe, KS  
  ssherman@olatheks.org

- **Lee Feldman**, City Manager, Fort Lauderdale, FL  
  lfeldman@fortlauderdale.gov

- **Don Maruska**, Director, ICMA Coaching Program  
  ICMACoaching@donmaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to  
http://icma.org/coachingwebinars and click on “Agenda & Archives” tab.
Upcoming webinars

• **BUILDING CIVIC LEADERSHIP AND COMMUNITY** – free webinar
  10:00 - 11:30 a.m. Pacific Time, Wednesday, April 13
  https://attendee.gotowebinar.com/register/7654394604042805249

• **ETHICS IN ACTION** – free webinar
  1:00 - 2:30 p.m. Pacific Time, Thursday, May 19
  https://attendee.gotowebinar.com/register/5919256403761304321
Polling Results from “Thriving as a High Performance Organization” – webinar

March 10, 2015

446 locations; 1034 estimated participants in live audience

### [CLOSED] How many people are listening on your line?
- 73% 1 — just myself
- 18% 2-5
- 7% 6-10
- 1% 11-20
- 1% 21 or more — please send number using Question on webinar

### [CLOSED] Which of the following approaches appear desirable to support high performance in your agency?
- 35% Conduct an annual comparison of review with budget process
- 53% Be part of a recognized performance assessment process
- 68% Focus on organizational culture
- 58% Re-engineer to adapt and respond to the community's needs
- 1% Other [send your ideas via "Question" function]

### [CLOSED] Which of the following tools does your agency use to assess performance?
- 67% Citizen survey
- 43% Benchmarks
- 64% Performance measures
- 8% Balanced scorecard
- 4% Other [send your ideas via "Question" function]

### [CLOSED] How does your agency use performance information?
- 47% Provide annual performance report
- 35% Track trends to understand dynamics
- 64% Identify priorities for action
- 45% Motivate staff and community to improve
- 22% None of the above or not applicable

### [CLOSED] Which of the following elements would be useful for your agency to develop or strengthen?
- 47% Documented quality management system
- 67% Clear roles and responsibilities in quality management
- 73% Defined key performance indicators and process improvement
- 52% Employee awareness and engagement
- 81% Culture of continuous improvement with no fear of failure

### [CLOSED] How was this webinar of value to you? (check all that apply)
- 57% Identifying ways to assess your agency’s performance
- 67% Strategies and tactics to boost performance
- 76% Examples of best practices applicable to a range of agencies
- 53% Identification of resources to support high performance
- 2% Other [send via "Question" in webinar]