

2017

City of Columbia

Missouri Quality Award Feedback Report



TABLE OF CONTENTS

| | |
|---|----|
| Preparing to read your feedback report | 2 |
| Introduction | 4 |
| Application Review Process | 4 |
| Independent Review | 4 |
| Consensus Review | 4 |
| Site Visit Review | 4 |
| Judges' Review | 5 |
| Scoring | 5 |
| Process Scoring Guidelines (Categories 1 through 6) | 6 |
| Results Scoring Guidelines (Category 7)..... | 7 |
| Process Scoring Band Descriptors | 8 |
| Results Scoring Band Descriptors..... | 9 |
| The City of Columbia | 10 |
| Scoring Range by Criteria Item | 10 |
| Scoring Summary and Key Themes..... | 11 |
| Key Themes | 12 |
| Important Process Strengths or Outstanding Practices | 12 |
| Significant Process Opportunities, Concerns, or Vulnerabilities | 12 |
| Significant Results Strengths | 13 |
| Significant Results Opportunities, Vulnerabilities, and/or Gaps | 13 |
| Category 1 - Leadership | 15 |
| Category 2 - Strategy | 19 |
| Category 3 - Customers | 23 |
| Category 4 - Measurement, Analysis, and Knowledge Management..... | 27 |
| Category 5 - Workforce | 30 |
| Category 6 - Operations..... | 34 |
| Category 7 - Results | 38 |
| Next Steps | 43 |

PREPARING TO READ YOUR FEEDBACK REPORT

Your feedback report contains examiners' observations based on their understanding of your organization. The examiner team has provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every requirement of the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we've gathered the following tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Before reading each comment, review the Criteria requirements that correspond to each of the Criteria item references; doing this may help you understand the basis of the examiners' evaluation. If you don't already have a copy, the *2017–2018 Baldrige Excellence Framework* containing the Business Criteria for Performance Excellence can be purchased at <http://www.nist.gov/baldrige/publications/>.
- Especially note comments in **boldface type**. These comments indicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization's performance practices, capabilities, or results and, therefore, had more influence on the team's scoring of that particular item.
- You know your organization better than the examiners know it. If the examiners have misread your application or misunderstood information contained in it, don't discount the whole feedback report. Consider the other comments, and focus on the most important ones.
- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You've worked hard and should congratulate yourselves.
- Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You can't do everything at once. Think about what's most important for your organization at this time, and decide which things to work on first.

- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

INTRODUCTION

By submitting a Missouri-Kansas Quality Award application, you have differentiated yourself from most organizations. Strict confidentiality is observed at all times and in every aspect of the application review and feedback by the Board of Examiners.

This feedback report contains the examiners' findings, including a summary of the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

APPLICATION REVIEW PROCESS

Independent Review

Following receipt of the award applications, the award process review cycle begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described in the *Baldrige Excellence Framework*.

Consensus Review

In Consensus Review, a team of examiners, led by a team leader and monitored by an award program Overseer, conducts a series of reviews, first managed virtually through a secure database called Scorebook Navigator® and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team's collective view of the applicant's strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

Site Visit Review

Site visits are conducted to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

Because the maximum accuracy of feedback is obtained with a Site Visit Review, it is our intention to offer one to every applicant, provided we have the examiner resources. Should a deselection be necessary, After Consensus Review, the Judges Panel will select applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives a technical review by a highly experienced examiner and becomes the feedback report.

Judges' Review

Applications, Consensus Scorebooks, and Site Visit Scorebooks for all applicants receiving are forwarded to the Judges Panel for review. Judges do not participate in discussions or vote on applications from organizations in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that judges are aware of their own and others' limitations on access to information and participation in discussions and voting.

The judges recommend which applicants should receive the Missouri or Kansas Quality Award. The judges decide which of the top applicants should be recommended as an award recipient based on an "absolute" standard: the overall excellence of the applicant and the appropriateness of the applicant as a role model.

Scoring

The scoring system used to score each item is designed to differentiate the applicants in the various stages of review and to facilitate feedback. As seen in the Process Scoring Guidelines and the Results Scoring Guidelines, the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

In the feedback report, the applicant receives a percentage range score for each item. The range is based on the scoring guidelines, which describe the characteristics typically associated with specific percentage ranges.

The applicant's overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band.

PROCESS SCORING GUIDELINES (CATEGORIES 1 THROUGH 6)

| SCORE | DESCRIPTION |
|-----------------------|---|
| 0% or 5% | <ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A) Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I) |
| 10%, 15%, 20%, or 25% | <ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I) |
| 30%, 35%, 40%, or 45% | <ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I) |
| 50%, 55%, 60%, or 65% | <ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A) The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| 70%, 75%, 80%, or 85% | <ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE REQUIREMENTS in the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are key management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| 90%, 95%, or 100% | <ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |

RESULTS SCORING GUIDELINES (CATEGORY 7)

| SCORE | DESCRIPTION |
|----------------------------------|---|
| 0% or 5% | <ul style="list-style-type: none"> There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le) TREND data either are not reported or show mainly adverse TRENDS. (T) Comparative information is not reported. (C) RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I) |
| 10%, 15%, 20%, or 25% | <ul style="list-style-type: none"> A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le) Some TREND data are reported, with some adverse TRENDS evident. (T) Little or no comparative information is reported. (C) RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I) |
| 30%, 35%, 40%, or 45% | <ul style="list-style-type: none"> Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le) Some TREND data are reported, and most of the TRENDS presented are beneficial. (T) Early stages of obtaining comparative information are evident. (C) RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I) |
| 50%, 55%, 60%, or 65% | <ul style="list-style-type: none"> Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le) Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T) Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C) Organizational PERFORMANCE RESULTS are reported for most KEY student and other CUSTOMER, market, and PROCESS requirements. (I) |
| 70%, 75%, 80%, or 85% | <ul style="list-style-type: none"> Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to MULTIPLE REQUIREMENTS in the item. (Le) Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T) Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C) Organizational PERFORMANCE RESULTS are reported for most KEY student and other CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I) |
| 90%, 95%, or 100% | <ul style="list-style-type: none"> Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le) Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T) Industry and BENCHMARK leadership is demonstrated in many areas. (C) Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY student and other CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I) |

PROCESS SCORING BAND DESCRIPTORS

| Band | Band Number | PROCESS Scoring Band Descriptors |
|---------|-------------|---|
| 0–150 | 1 | The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation. |
| 151–200 | 2 | The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking. |
| 201–260 | 3 | The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. |
| 261–320 | 4 | The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs. |
| 321–370 | 5 | The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation that result in improving the effectiveness and efficiency of key processes. |
| 371–430 | 6 | The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident. |
| 431–480 | 7 | The organization demonstrates refined approaches responsive to the multiple requirements of most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies. |
| 481–550 | 8 | The organization demonstrates outstanding approaches focused on innovation. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive. |

RESULTS SCORING BAND DESCRIPTORS

| Band Score | Band Number | RESULTS Scoring Band Descriptors |
|------------|-------------|--|
| 0–125 | 1 | A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data. |
| 126–170 | 2 | Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization's mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages. |
| 171–210 | 3 | Results address areas of importance to the basic Criteria requirements and accomplishment of the organization's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident. |
| 211–255 | 4 | Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission. |
| 256–300 | 5 | Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission. |
| 301–345 | 6 | Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization's mission, and the organization is an industry ² leader in some results areas. |
| 346–390 | 7 | Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission. |
| 391–450 | 8 | Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission. |

THE CITY OF COLUMBIA

SCORING RANGE BY CRITERIA ITEM

| Item | | Score |
|------|--|---------|
| 1.1 | Senior Leadership | 30%-45% |
| 1 | Governance and Societal Responsibilities | 50%-65% |
| 2.1 | Strategy Development | 50%-65% |
| 2.2 | Strategy Implementation | 30%-45% |
| 3.1 | Voice of the Customer | 50%-65% |
| 3.2 | Customer Engagement | 50%-65% |
| 4.1 | Measurement, Analysis, and Improvement of Organizational Performance | 30%-45% |
| 4.2 | Information and Knowledge Management | 50%-65% |
| 5.1 | Workforce Environment | 50%-65% |
| 5.2 | Workforce Engagement | 30%-45% |
| 6.1 | Work Processes | 30%-45% |
| 6.2 | Operational Effectiveness | 50%-65% |
| 7.1 | Product and Process Results | 30%-45% |
| 7.2 | Customer Results | 30%-45% |
| 7.3 | Workforce Results | 30%-45% |
| 7.4 | Leadership and Governance Results | 30%-45% |
| 7.5 | Financial and Market Results | 30%-45% |

SCORING SUMMARY AND KEY THEMES

| Process Band | Results Band |
|--------------|--------------|
| 4 | 2 |

The City of Columbia scored in Process Band #4 and Results Band #2 in the review of applications for the Missouri Quality Award (see Scoring Band Descriptors for Process and Results).

Structure of the Report – The information that follows is the feedback that Examiners provided based on your written application and Site Visit (if applicable). Each section will increase in its specificity. The first component is the **Key Themes** summary. This will provide you a top-level look at what the Examiners observed as the significant strengths and areas for improvement in the Process Categories in response to your application. They also will address strengths, opportunities and gaps they observed in the Results section. These themes are cross cutting through multiple categories, related to your Key Factors or tied to the core values of the criteria.

The second component of the report is an individual break down with complete scoring range information and a listing of strengths and opportunities provided at the **Category/Item level**. The key themes are the compilation of multiple comments, frequently across multiple items. Comments contributing to a key theme have been **bolded** within the detailed feedback. This assists with identifying the detailed findings associated with the key themes.

KEY THEMES

Important Process Strengths or Outstanding Practices (of potential value to other organizations) are as follows:

Key Theme Process Strength: Customer-Focused Excellence

The City demonstrates customer focus by listening and responding to citizen, student, business, and visitor requirements. Communication processes include the Annual Citizen Survey, the Contact Center, town hall meetings, the City's website, and multiple social media platforms. Personal contact calls and visits to industrial, minority, and small business customers are led by Regional Economic Development staff. Visitor surveys and visitor service business contacts are led by Convention and Visitors Bureau staff. Interested Party Meetings are used to obtain customer input for capital improvement projects. Customer input has led to improved methods of communication and changes in business operations including transit schedules. The City responds to complaints within 24 hours and resolution within three business days. The complaint management system is integrated with staff training focused on the Core Value of Service. Excellent customer focus is a core competency and aligns with the City's mission to serve the public and achieve its vision of the best place to live, work, learn, and play.

Key Theme Process Strength: Strategic Planning and Focus on Success

City Leadership is aligning citizens and departments to areas of strategic priority. The Strategic Planning process identified five focus areas: economy, social equity, public safety, infrastructure, and operational excellence. Through analysis of data and citizen and employee input, the City identified three neighborhoods to target with increased services. The City Council, Boards and Commissions, and Departments understand and are aligned with the strategic priorities. Strategic priority teams developed scorecards to measure progress on achieving the objectives and encourage accountability and continuous improvement. The results are reported and reviewed by the City Manager and Council Members and published for all citizens to review. Workforce evaluations and professional goals are aligned with the City's strategic plan. This focus on the future aligns departments and individuals with strategic priorities designed to meet citizen needs.

Significant Process Opportunities, Concerns, or Vulnerabilities are as follows:

Key Theme Process OFI: Process management and continuous improvement

Performance excellence requires effective and efficient process management to meet and exceed the needs of all stakeholders. As the City is beginning to identify and map key processes, in- process measures aligned with citizen, business, and student requirements have not been identified. Measuring day-to-day operations will ensure processes are consistently executed, efficient, and effective in delivering services. Process management should include all services (fire protection, street maintenance, economic development, etc.), as well as, support processes of Finance, IT, HR, Legal, Fleet and Risk Management. In addition, systematic vendor management processes to monitor and improve delivery of contracted services will assist in meeting citizen requirements for cost-effective services. Managing and analyzing process

performance may assist the City in identifying and prioritizing improvement opportunities. Improvement and innovation of processes may be required to deliver core services and address strategic challenges of aging infrastructure, rising demand of social services, and an at-risk tax base.

Key Theme Process OFI: Workforce Engagement and High Performance Management

The City manages a complex workforce of almost two-thousand employees and six hundred volunteers. Operational Excellence, a strategic priority, aligns with the strategic challenges of an aging workforce, employee engagement, and retention. Specific workforce requirements have not been identified for key segments such as union-represented police, fire, and utility workers; temporary or seasonal workers; new or near retirement workers; or volunteers. In addition, no systematic processes exist for assessing current workforce capability and capacity, future needs, or how the City will manage the impact of changes on the workforce. Without drivers of engagement for different segments and plans for managing the workforce through changes in capability and capacity, the City may not achieve its strategic priority of Operational Excellence.

Significant Results Strengths (related to data, comparisons, and integration):

Overall Satisfaction with Customer Service (Figure 7.2-1) at 70%, Feeling of Safety (Figure 7.2-5) at 80%, and Satisfaction with City Water, Electric, and Sewer Services (Figure 7.1-8) at 80%. Easy to Reach the City Employee Needed (Figure 7.2-2) with results exceeding regional and national benchmarks for the first time in 2016.

Total Police Calls for Service City-Wide (Figure 7.1-6), demonstrates a decrease in calls from 78,300 in 2015 to 74,000 YTD 2017.

Worker Compensation Claims (Figure 7.3-6), decreased from \$2,500,000 in Fiscal Year 2014 to \$870,000 in 2017.

Total Bond Debt Coverage Ratio with results for Water and Electric, Sewer and Solid Waste significantly above the 1.10 required coverage ratio. Adheres to 20% cash reserve target and has a favorable total bond debt coverage ratio. Cash reserves for past three years were above target (Figure 7.5-3).

Significant Results Opportunities, Vulnerabilities, and/or Gaps (related to data, comparisons, and integration):

Key Results OFI: Adverse Trends

Overall reported results are in early stages of developing trends. There are a few adverse trends. The City's customer satisfaction results show flat to adverse trends in the Overall Satisfaction with the Columbia Convention and Visitors Bureau decreasing from 4.58 in 2015 to 4.28 in 2016 (provided data on site), Overall Satisfaction with Quality of Public Safety Services (Figure 7.1-5), Overall Satisfaction with Condition of City Streets (Figure 7.1-7) and Overall Satisfaction with Public Safety (Figure 7.2-3).

The City reports poor levels for Pension Funding Ratio (Figure 7.5-5) only one of the three pension plans for the employees meets the Governmental Accounting Standards Board (GASB) recommended ratio of 80%. The Police and Fire fund ratio was 55.00% in 2017.

Key Theme Results OFI: Missing Results

As the City is beginning the journey of performance excellence, many key results aligned with process performance, workforce satisfaction and engagement, and citizen, business, visitor, and student satisfaction and engagement were not provided. Suggested measures are provided throughout Category 7 comments.

CATEGORY 1 - LEADERSHIP

1.1 Senior Leadership

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

1.1a(1) The City communicates its mission, vision, values, and strategic priorities with posters throughout City buildings, and have incorporated vision and values in employee evaluations and the City University. Through a cycle of learning, continuous improvement was added as a core value in 2015. Vision, values, and strategic priorities are shared with the City Council, key partners, and suppliers to gain support and alignment.

1.1b The City's senior leaders communicate and get input from citizens in a variety of ways, including an annual citizen survey, public input meetings, the City Channel and website, and other social media avenues. The Citizen Contact Center was added in 2014 as a direct response to citizens' desire for easier and more effective contact with the City. The City Manager communicates and engages the workforce through senior leader weekly meetings, staff meetings, email, intranet, and employee website postings. The "City Manager High Five Award" recognizes employees who exemplify the City's core values. Senior Leader communications and recognition programs assist in meeting citizen and employee requirements of two-way communication and focus on value-directed performance.

1.1c(1) City Leaders encourage learning and innovative practices. They established the City U and offer incentives to employees who increase efficiency, eliminate rework, reduce errors, and save money. The City has given out 52 cost saving awards since 2006, an example of which is the creation of the first bioreactor landfill cell in Missouri to generate methane gas that provides electricity to power approximately 2,250 homes in Columbia. Creating an environment for learning and innovation may positively impact the City's ability to address challenges and identify opportunities to improve.

Opportunities for Improvement

1.1a(1) City Leaders' personal actions do not systematically model, reinforce, and recognize execution of values throughout the workforce, in interactions with 40 citizen boards and commissions, or with suppliers and partners. In addition, some City departments (e.g., Columbia Police Department and Utilities) have identified departmental core values that are different than those of the City, indicating a potential lack of alignment and gap in deployment. Personal actions of all Senior Leaders in role modeling and reinforcing consistent values and priorities in all departments, and with all stakeholders, may assist the City in engaging the workforce, citizens, and other stakeholders to achieve the vision.

1.1b While there are numerous processes to communicate, Senior Leaders do not have a systematic process to ensure input is frank and two-way when discussing key decisions and organizational change with the workforce, businesses, suppliers, and partners. Ensuring frank, two-way communication with all stakeholders may assist the City in accomplishing objectives, while meeting a citizen and workforce key requirement of two-way communication and addressing its strategic challenge of effective communication with citizens.

1.1a(2) Beyond business processes to promote legal and ethical behavior, City Leaders don't have a systematic process to ensure their personal actions demonstrate commitment to legal and ethical behavior with the workforce, volunteers, suppliers, partners, and interactions with Boards, commissions, and citizens. Leaders demonstrating personal commitment to candid communication, transparency, and integrity in all relationships will reinforce values and ensure the City serves the public.

1.1c(1) City leaders focus on strategic priorities, however, directions may change based on annual elections. As the Mayor and City Council members change, there is no systematic process to ensure continued focus on strategic priorities with potential changes in direction from newly elected members. In addition, senior leaders are not personally involved in systematic development of future leaders in all departments. Creating a systematic culture of high performance and organizational agility may assist the City in developing leaders, efficiently governing, and serving the long-term needs of all stakeholders, even if elected officials and short-term priorities change.

1.1c(2) City Leaders are beginning the performance excellence journey, however, there is no systematic process to ensure an environment for success and agility in all departments. Although Departments are encouraged to obtain accreditation from industry associations and work efficiently, there is no systematic process to create a focus on action and personal accountability for creating a culture of high performance in each department.

Category 1 - Leadership

1.2 Governance and Societal Responsibilities

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

1.2a(1) The City's governance processes to ensure fiscal accountability include an independent annual audit and benefits review from the advice of a Council-appointed Finance Advisory and Audit Committee. An internal auditor alerts senior leaders to inefficiencies that create fiscal impacts and to employee reports of potential fraud and abuse. In a cycle of learning, the City now uses comparative and competitive data for finance and budgetary projections. These processes may strengthen the City's core competency of strong financial management and address a citizen requirement of cost-effective and reliable services.

1.2a(2) Voters evaluate City Council members through annual elections. The City Council evaluates the City Manager using a 360° evaluation which includes input from board and commission members and union representatives. Senior Leaders are evaluated by managers with annual reviews. Senior leaders use these evaluations to set personal goals aligned to the City's mission, vision, and values. Some recent improvements that have been made as a result of these goals are the accreditation of the Economic Development and Public Health and Human Services departments, and the City's progression on the Missouri Quality Award journey. Evaluating the performance of senior leaders aligned with the City's mission, vision, and values supports the value of continuous improvement at the leadership level.

1.2b(1) To ensure compliance with applicable laws and regulations, the legal department reviews all policies and proposals prior to City Council approval. Public concerns and potential adverse impacts are elicited through multiple forums including public meetings, official communications, and master plans. Through a cycle of learning, the City's internal auditor now audits the City's boards and commissions to ensure compliance with regulations requiring timely posting of agendas and minutes. Two City departments (Risk Management and Planning and Zoning) evaluate City processes and operations and assess risk levels and compliance with multiple state and federal requirements.

1.2b(2) The City promotes and ensures legal and ethical behavior in a variety of ways. These methods include emphasizing transparency through open meetings; rewarding teamwork and integrity; being stewards of community resources; employing a legal department; adherence to Missouri Sunshine Law; accountability for applicable ethics codes, ordinances, and laws; and an anonymous hotline for employees to report fraudulent activities. To strengthen its value of integrity, ethics training is included in new employee orientation, annual employee evaluations, and City U management courses. Creating an environment that promotes compliance may assist the City in addressing the competitiveness change of maintaining citizen trust.

1.2c(1) The City considers societal well-being and benefit as part of its strategy and daily operations during the Strategic Development Process. This begins with citizen input through social media, meetings, and evaluating data from the citizen survey. This is fed into the Strategic Planning Process, resulting in the development of the City's Strategic Plan (SP), followed by the development and alignment of departmental SPs. Examples of activities that benefit the City's customer groups and strengthen its core competency as a full service city are expanding hours at youth facilities, "clean streets" initiatives, School Resource Officers, and special initiatives and programs presented in Figure 1.2-1.

1.2c(2) The City identifies key local communities to emphasize as strategic priorities. Because education and families are a priority, School Resource Officers are provided that counsel and assist in reducing bullying, gangs, alcohol and drug use. Special event grants are available to nonprofit organizations which host cultural, education, health or environmental events. These key communities reinforce the City's vision to make the community a better place to live, work, learn, and play.

Opportunities for Improvement

1.2a(1) There is no succession plan for leaders appointed by the City Council. Additionally, no systematic succession planning process exists for other senior leaders hired by the City Manager. Without a systematic process and culture to ensure all senior leaders within the City systematically encourage high performance, the City risks not developing a sustainable culture with achievement of plans that meet stakeholder and financial requirements when elected officials change.

1.2a(2) City Council members are elected annually; however, there is no systematic process to assess and improve the effectiveness of the Mayor and City Council in governing the City. Developing a systematic process to assess and improve the effectiveness of the Mayor and City Council in leading the City to execute strategic and operational plans, may assist the City in achieving results and satisfying all stakeholder requirements.

1.2b(1,2) The City does not have measures and goals for meeting and surpassing regulatory requirements, or for addressing risks associated with its processes and services. For example, while one year of departmental accreditation and regulatory requirements results were presented on-site, compliance processes, measures, and goals for legal and regulatory requirements are not tracked. No key measures or indicators exist for the City to monitor ethical behavior in interactions with citizens, businesses, partners, suppliers, or other stakeholders. Measuring and monitoring legal and regulatory compliance and ethical behavior may assist the City in strengthening its core value of transparency while building citizen trust.

CATEGORY 2 - STRATEGY

2.1 Strategy Development

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

2.1a (1) The City's Strategic Planning Process (SPP) (Figure 2.1-1) includes review of the previous strategic plan (SP), environmental scan, identification of priority areas and work groups, defining outcome objectives and actions, as well as performance measures for strategic priority teams and plan execution. SPP participants are the City's senior leaders, City Council, department heads and other senior managers. The SP is a four-year time horizon with goals for each outcome. Capital Improvement Plans for parks and transportation have 10 year or greater time horizons. Work groups provide progress on performance measures to senior leaders quarterly. The City Manager (CM) reports progress to the City Council annually. Through a cycle of learning, the City improved its SPP by ensuring more cross-departmental representation, focusing on specific neighborhoods and issues that were high priorities for residents.

2.1a(3) The City collects and analyzes data and information from staff, citizens, stakeholders, and industry-related resources to develop the SP. Staff input and citizen surveys identified three neighborhoods as strategic opportunities, based on a disparity in health outcomes and safety concerns. The City evaluated the risk of focusing on certain neighborhoods and the potential impact on services delivered to other neighborhoods. The intent is to make a measurable difference, learn, and replicate the process in other areas.

2.1b(1) The City's strategic priorities are: Economy, Social Equity, Public Safety, Infrastructure and Operational Excellence. Supporting these five strategic priorities are 21 objectives and dozens of performance measures. To accomplish current priorities, changes were made in staffing, for Community Outreach officers, in Health and Human Services to increase access to health care, and funds were dedicated to assist first time buyers in the three SP neighborhoods.

Opportunities for Improvement

2.1a(1) The City's strategic planning process does not systematically identify or prioritize changes necessary to deliver city services, meet unfunded mandates, and address strategic challenges of aging infrastructure, rising demand for social services, and a tax-base at risk.

2.1a(2) The City does not have a systematic process to identify strategic opportunities and determine intelligent risks to pursue. Although neighborhoods were identified for targeted services, there is no process to identify and evaluate strategic opportunities across all departments that may address different needs. A systematic process to decide which strategic opportunities to pursue may help balance citizen requirements of cost effective and reliable services while planning for the future with limited or reduced resources.

2.1a(4) The City identified its three work systems as Support, Services, and Civic Engagement; however, no process exists for the City to make decisions on what processes use internal, versus external, resources. In addition, there is no process to identify future core competencies necessary to address strategic priorities, such as building the infrastructure of the future, while challenged by a lower tax base and an aging

infrastructure. By systematically evaluating City core competencies and core competencies of partners and suppliers, the City may enhance its ability to efficiently and effectively deliver key processes.

2.1b(2) The City does not have a systematic process to align strategic priorities with strategic challenges, core competencies, and strategic advantages to balance needs of all stakeholders. Although the City relies on departmental SPs to balance competing needs, there is no process to ensure the varying needs of citizens and businesses are met across all departments. In addition, as infrastructure projects associated with building for the future require longer-term plans, there is no systematic process to prioritize longer-term projects with current priorities.

Category 2 - Strategy

2.2 Strategy Implementation

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

2.2a(1,2) Strategic Priority Teams develop action plans to achieve the four-year SP goals. Action plans have performance measures and teams report on progress quarterly. The City's action plans are communicated and deployed through cabinet meetings, strategic priority team meetings, department meetings, cross department teams, intranet, and weekly email communication. In addition, action plans are communicated in face-to-face meetings with partners and suppliers and deployed to the community through publications such as the Citizen Handbook. Scorecards for Strategic Priority teams are used to report progress to senior leaders and the Cabinet and encourage accountability. Based on a cycle of learning, goals are integrated in the employee evaluation system.

2.2a(3) The City's annual budgeting process allocates resources needed to achieve action plans and meet current obligations. This process includes departmental budgets and addresses needs of council members and citizens. The City Council holds three public hearings to gather input, propose amendments, and adopt the budget before October 1st of each year. The annual budget process demonstrates the City's core values of stewardship and financial management.

2.2a(5) The City's Key Performance Measures (Figure 4.2-2) link to the five strategic priority areas of Economy, Social Equity, Public Safety, Infrastructure and Operational Excellence. Each Strategic Priority Area Team identifies performance measures and communicates progress on measures in a user-friendly format. Following the first year of the current strategic plan, an annual report included more than 60 measurements in the form of either key steps accomplished or data points. Through cycles of learning, performance measures on Strategic Priority scorecards now include baseline data, quarterly reporting on action plan implementation, and leading/lagging indicators on the Social Equity Scorecard.

2.2b The City modifies short-term action plans based on changes to funding. An example was the addition of staff to help residents with health care needs when Medicaid funding was not expanded. Flexibility in modifying actions is necessary to meet citizen needs and manage financials.

Opportunities for Improvement

2.2a(4) Although the City added several staff positions and consultants to achieve short-term strategic plans, there is no systematic process to evaluate workforce capacity and capability needs to execute longer-term strategic plans or address the potential impact on existing workforce. In addition, although some changes in employee compensation were made, there are gaps in the goal of providing competitive compensation to demonstrate the value of employees. Developing key workforce plans that support longer-term strategic plans may allow the City to address strategic challenges of employee engagement and retention, and aging city workforce, and deliver services with a tax base at-risk.

2.2a(5) The City's action plan measurement system has not been deployed to all departments (i.e. Utilities). Fully deploying its action plan measurement system may strengthen organizational alignment, accountability, and enable the City to successfully achieve its SP objectives.

2.2b Although the City modifies short-term action plans that are in its control, there is no systematic process for modifying action plans that are longer term and may involve more funds. For example, no process exists to modify actions if funding is not achieved for police officers to address the public safety strategic priority. As Council Members and priorities may change annually, a systematic process to modify action plans may assist the City in balancing stakeholder requirements and managing financials.

CATEGORY 3 - CUSTOMERS

3.1 VOICE OF THE CUSTOMER

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

3.1a(1) The City listens, interacts, and observes customers through a variety of one-and two-way communication methods (Figure 3.1-1). Approaches include the Annual Citizen Survey, with results integrated into the Strategic Planning Process (SPP) (Figure 2.1-1) to help drive action planning. Industrial, minority, and small business customers are called on by Regional Economic Development staff. The Convention and Visitors Bureau surveys visitors on key requirements of safety, transportation, and overall satisfaction. Improvements made based on customer input include, creating the City's Contact Center in 2014 as a direct response to citizens' desire for easier and more effective communication, offering extended Columbia Municipal Court office hours, and simplifying the business license application. Listening to customer groups may assist the City in strengthening its core competency of excellent customer service and address various requirements of citizen, business, and students.

3.1b(1,2) The City determines customer satisfaction and dissatisfaction using the Annual Citizen Survey, the Contact Center, sales calls, town hall meetings, and electronic communication methods. Citizen engagement is measured by voter participation in local elections, volunteerism and service to the City. The ETC Institute survey provides regional benchmarks for communities in Missouri and Kansas. In response to customer feedback, a cycle of learning led the City to improve communication methods, including use of door hangers to communicate in specific neighborhoods, adoption of plain language zoning notices, and better explanation of utility bills. Multiple approaches to determine citizen satisfaction may strengthen the core competency of excellent customer service, and meet the strategic challenge of effective communication with citizens.

Opportunities for Improvement

3.1a(1) The City uses social media and web-based technologies to directly communicate with citizens, businesses, students, and visitors. Multiple departments use social media and mobile applications for real-time information sharing between these departments and customers. However, there is no systematic process to collect and aggregate actionable feedback from these methods. Only calls coming through the Contact Center are entered into the Customer Relationship Management tool, excluding potential learning gathered through social media or calls that go directly to departments. A systematic process that captures and aggregates actionable information from all sources may help the City improve processes and consistently exceed requirements.

3.1a(2) The City does not have a systematic approach to listen to former, potential, and competitors' customers to obtain actionable information. For example, processes to gain actionable feedback from businesses that left or selected another city, students that left Columbia, and previous conventions or conventions that did not select Columbia, may enable the City to gain customers from competitors, meet its competitiveness changes and opportunities to innovate.

3.1b(1) Beyond surveys, the City does not have other measures of satisfaction, dissatisfaction or engagement such as win/loss ratios from potential businesses, conventions, or other visitor groups. There are no measures of business satisfaction with the key requirement of ease of processes. The City lacks a systematic approach to determine engagement that captures actionable information to use in exceeding citizen, student, business, or visitor requirements. An approach that captures actionable engagement information may address the strategic challenge of economic development opportunities.

3.1b(2) The City does not have a process to obtain information on student, business, or visitor satisfaction relative to other cities or surrounding unincorporated areas. For example, business satisfaction with local workforce, transportation access, and city services compared to Jefferson City or other potential locations is not available. Comparative satisfaction data for business, student, and visitors may enhance the City's efforts to retain and grow citizens, businesses, students, and visitors.

Category 3 - Customers

3.2 Customer Engagement

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

3.2a(1) The City uses multiple communication methods (Figure 3.1-1) including its Citizen Survey, two-way communication with businesses, and visitor surveys to determine and adapt services. Interested Party Meetings are used to obtain customer input for capital improvement projects. Feedback from citizens has led to alteration of public transit routes and expanded airport offerings, which addresses the strategic challenge of additional air service.

3.2a(2) The City's multiple communication methods (Figure 3.1-1) enable its customers to seek information and support. Real time information and support is available to customers on mobile applications, the City's website, and social media platforms. The Contact Center staff receives training on City departments' essential functions so they can direct customers to the correct person to address their needs. A cycle of learning has resulted in the formation of the Frontline and Administrative City Employees group that offers tailored training to these employees to enhance employee performance and customer support. Multiple communication and support methods strengthen the City's core competency of excellent customer service.

3.2a(3) The City uses demographic information and available market data to determine its customer groups and segments. The City identified college students, minority- and women-owned businesses, healthcare, and Medical Tourism as key customer segments. Regional Economic Development, Inc. and Convention and Visitors Bureau review business and tourist trends and use this information to anticipate future customer groups and market segments. In response to the needs of minority- and women-owned businesses, the City established a Disadvantaged Business Enterprise program to assist this segment in competing for government and private sector opportunities, which aligns with the 2016-2019 Strategic Plan Priority of creating avenues of success for all citizens.

3.2b(1) The City systematically builds relationships and engages citizens through communications, volunteer programs, participation on 40 Boards and Commissions, and 85 Neighborhood Associations. Citizens share stories on social media about interactions with the City to enhance the image and participation. To enhance the City's brand image, citizens were asked to design and select a City flag to represent the uniqueness of the community.

3.2b(2) - The City manages customer complaints received by the Contact Center which collects, reviews, and analyzes customer complaints and sends them to the appropriate departments. Progress on complaint resolution for Contact Center calls is monitored using the Customer Relationship Management (CRM) system. The standard for responsiveness to complaints require acknowledgment within 24 hours and resolution within three business days. Learning from customer feedback during replacement of parking meters resulted in additional customer instructions and demonstration videos. The complaint management system is integrated with staff training focused on the Core Value of Service, which strengthens the core competency of excellent customer service and customer requirement of two-way communication.

Opportunities for Improvement

3.2a(1) The City identified requirements for citizens, businesses, students, and visitors, however, it lacks a systematic process to determine how requirements for key segments may differ or change. For example, differences in requirements for minority- and women-owned businesses and healthcare businesses are not defined. A systematic approach to understand requirements of key segments may assist the City in determining and adapting services to consistently exceed needs of diverse businesses, students, and citizens.

3.2b(1) The City has many programs to build relationships and engagement of citizens and volunteers, but similar processes don't exist for building and engaging relationships with targeted business, student, and visitor groups. Building relationships and enhancing the City's brand image outside of current businesses, citizens, and students, would assist Columbia in being the best place to live, work, learn, and play.

3.2b(2) - Although the City manages customer complaints through the Contact Center and a CRM tool, there is no systematic process for tracking complaints that do not come through the Contact Center. In addition, departments develop their own processes for acting on complaints. Aggregation of complaint data from all sources might enable the City to track and trend complaints, systematically improve processes, and strengthen its core competency of excellent customer service.

CATEGORY 4 - MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

4.1 MEASUREMENT, ANALYSIS, AND IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

4.1a(1) The City selects daily operations (i.e., Information Technology (IT) and Finance) data and overall organizational performance data based upon its Strategic Plan (SP), performance issues discovered via data analysis, and cost/benefit considerations. Department-level SPs, in turn, support City's SP objectives and measures. Daily operations data is collected via the City's Customer Relationship Management system, Enterprise Resource Program, and various other tools and applications, and feedback from Contact Center clients is used to improve future products and services. The Contact Center business manager meets with each department as it comes on board to develop a list of that department's most frequent call types, creating service level protocols for each call type accordingly. Progress on strategic objectives and action plans is tracked by the respective strategic priority teams via electronic scorecards. These processes may assist the City in strengthening its strategic advantage of high quality City services.

4.1c(1) The City uses historical, financial, and community indicator data, combined with staff analysis, to project City funds and services. The 10-year Trend Manual provides funding forecasts used in the budget and Strategic Planning Processes. Additionally, demographic, housing, and Geospatial Information Services data helps predict future community needs ranging from infrastructure to deployment of police officers. Projections are supplied to departments to aid with budgeting and alignment of anticipated resources with strategic priorities. For example, when IT leadership observes an increase/decrease in anticipated funds, staffing and expense forecasts are adjusted accordingly. Such systematic processes demonstrate the City's core competency of strong financial management, as well as its sensitivity to the strategic challenge of delivering core services with a tax base at risk.

Opportunities for Improvement

4.1a(2) Beyond the START Community Rating System, the City lacks a systematic approach to select comparative data and information to support fact-based decision-making. Incorporating comparative data may help the City assess its competitive position and identify areas in need of improvement and innovation.

4.1c(1) While the City uses comparative and competitive data for financial and budgetary projections, it lacks an approach to incorporating key comparative and competitive data in its projections of future performance in other departments. Incorporating such data may help extend the lead-time necessary for the City to implement capabilities critical to sustaining and extending its strategic advantage of high quality City services.

4.1c(2) The City lacks a systematic process to use findings from its performance reviews to develop priorities for continuous improvement and opportunities for innovation. Implementation of such an approach may help the City better respond to changes in its competitive environment and strengthen its core competency of excellent customer service.

Category 4 - Measurement, Analysis, and Knowledge Management

4.2 Information and Knowledge Management

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

4.2a(1) The City's information system verifies and ensures the quality of organizational data and information by utilizing multiple tools and processes. These include the use of required on-line field types; automated workflows, security, and business continuity plans to ensure reliability and integrity; passwords and password expiration, spam filters, secure remote access, firewalls; and real-time and mobile data entry to ensure currency. Automated processes ensure the accuracy of data pulled from the County into the City's Geospatial Information Services database by utilizing a 5% error threshold to screen out inaccurate data or anomalies before they are migrated to the City's live environment. The City's new Enterprise Resource Program (ERP) system provides for increased integration via real-time data entry and availability of performance data. Such efforts demonstrate the City's commitment to its values of stewardship and integrity in its relationships with customers and partners.

4.2a(2) The City makes organizational data and information available to its workforce, customers, suppliers, and partners in multiple ways, garnering recognition as a Digital Cities Survey winner for the second year in a row. The City's workforce has access to the ERP system which includes forms, policies, and online training. The City has two online platforms which ensure user-friendly access to two key customer groups: citizens and suppliers. The City's website acts as a centralized hub of critical information and resources for customers, and suppliers are able to view proposals, make bids, and receive payments online. Information Technology (IT) staff use an annual customer survey to solicit feedback on services provided to employees, and internal customers are provided a link subsequent to work order closures. Ensuring the accessibility and availability of organizational data and information to City customers and partners is critical to maintaining high-quality operations and services and meeting key customer requirements.

4.2b(1) The City transfers individual job and fundamental City knowledge through job shadowing, standardized workflows, and City University programs. Much of the City's data is integrated into GIS databases, where it can be blended and correlated to reveal patterns, trends, and areas in need of multiple services. Knowledge transfer between the City and its citizens and partners occurs through multiple channels, such as the Contact Center, mobile applications, and social media. For example, the City, United Way, and the health department, have collaborated on the development of a system whereby users may apply for funding. Such approaches provide a mechanism for building and managing the organizational knowledge necessary to support the City's continuous improvement initiatives, and thereby sustain and extend its strategic advantage as a full-service city.

4.2b(2) The City identifies high performing work units and departments through annual performance and budget reviews, employee award programs, and weekly department head meetings. Recognition factors include, but are not limited to: advancement of strategic plans, dollars and/or time saved, and innovation. Identification of high performing organizational units or operations may assist the City in strengthening its strategic advantage of high quality City services.

Opportunities for Improvement

4.2b(1,2) The City lacks a systematic process to collect and share knowledge between Departments, with volunteers on Boards and Commissions and Neighborhood Associations, or with suppliers and partners. Additionally, no organization-wide process for identifying, sharing, and implementing best practices exists. For example, departments have different processes for onboarding employees, acting on complaints, and developing action plans. Systematically identifying, sharing, and implementing best practices throughout the organization may assist the City in strengthening its value of continuous improvement and addressing the operational excellence strategic priority.

4.2b(3) Although the City is beginning the use of process management and continuous improvement, departments and individuals do not include cycles of learning in their everyday work. A systematic approach to incorporating learning in everyday work in order to bring about meaningful, significant changes and innovations may support the City's emerging Quality Improvement system and allow it to pursue its opportunities for innovation.

CATEGORY 5 - WORKFORCE

5.1 WORKFORCE ENVIRONMENT

Your Score in this Item is in the 50%—65% range. (Refer to Scoring Guidelines)

Strengths

5.1a(1) The City uses job descriptions, job analysis questionnaires, and a five-year review cycle of classifications to assess skills, competencies, and certification levels needed to ensure workforce capability. In an effort to assess capacity, departments review staffing studies for service and expansion projects. These programs and processes may allow the City to achieve its strategic priorities including employee engagement.

5.1a(2) The City recruits new employees through advertising in local media, job-specific periodicals, and websites. Other recruitment methods include: internships, job shadowing, and a minority apprenticeship program. Applicants are assessed with job-specific tests, structured panel interviews, and background checks. These recruitment and selection processes may strengthen the City's ability to employ an engaged workforce.

5.1a(4) The City organizes and manages its workforce to accomplish the Strategic Plan (SP) by aligning the strategic plans of the 16 departments. Departmental SPs are tied to citywide strategic initiatives and, as a cycle of learning, individual goals are set during the annual evaluation process to guide workforce members. In addition, the entire City workforce has undergone customer service training to reinforce the high priority the City places on excellent customer service. Linking the departmental strategic plans to the City's strategic plan may assist the City in strengthening its core competency of excellent customer service.

5.1b(1) The City ensures workplace health, security, and accessibility in a variety of ways, including: employee wellness activities, safety training, compliance with the Americans with Disabilities Act, and through a monthly Executive Safety Committee meeting to minimize injuries and accidents to employees. Safety training is deployed to all employees while specific safety-related programs are implemented at the department or division level as appropriate. Accessibility is addressed through a citywide Disabilities Commission and through a new diversity and inclusion assessment survey to recognize and address bias in operations. The addition of the diversity survey, increasing the hours of operation of the employee fitness center, and added lactation rooms all show evidence of learning. These programs may help the City to model and promote the vision of Columbia as the best place to live, work, learn, and play, as well as, capitalize on the strategic advantage of inclusive community.

5.1b(2) The City offers a broad range of comprehensive and competitive benefits to support its workforce. Benefits are tailored to subgroups to meet specific departmental needs and include voluntary benefits that employees can choose, based on individual needs, such as an energy efficiency program to help employees reduce home energy costs and tuition reimbursement. The City administers an annual employee benefits survey to monitor the importance of benefits to employees and alters benefits based on survey feedback. Having a comprehensive benefit program may help the City meet the strategic challenge of employee retention and engagement.

Opportunities for Improvement

5.1a(2) The City does not have a systematic process to select employees that align with City values and are driven by mission. In addition, no systematic orientation process exists for all volunteers (including Boards, Commissions, and Neighborhood Associations.) Selecting employees that align to the mission and values, and orienting volunteers to the culture, may assist the City in strengthening the City's employee engagement and core competency of opportunities for citizen involvement.

5.1a(3) There are gaps in the approach that the City uses for preparing its workforce for changing capacity and capability needs. For example, beyond staffing changes to focus on policing in the three neighborhoods, there are no plans to address changes in staffing or skills to implement operational excellence priorities. Having a systematic approach to reallocate staff as needed may increase the City's challenges of engaging and retaining workers.

5.1a(4) Beyond budget incentives and cost saving ideas, no systematic process exists to drive employee engagement and exceed performance expectations.

Category 5 - Workforce

5.2 Workforce Engagement

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

5.2a(3) The City assesses workforce engagement through turnover, sick leave, grievances, complaints and an employee engagement survey. Based on cycles of learning, the City is researching and piloting new survey tools and moving to an annual process. Survey results are segmented by job families, tenure, department, age, gender, and supervisory level. The use of processes to assess and improve workforce engagement may assist the City in achieving its strategic priority of operational excellence driven by employee engagement.

5.2a(4) - The City uses a systematic process to assess employee performance aligned to work unit, department, and City strategic initiatives. Through cycles of learning, a number of adjustments have been made to the annual evaluation process including: aligning evaluation factors to the City's core values, giving greater weight to accomplishment of goals, discussion of career goals, and identifying individual employee training needs. The City uses reward and recognition programs to reinforce customer service, innovation, stewardship, and major cost savings. These performance management processes align with strategic priorities.

5.2b(1,3) The City promotes employee development and requires all employees to complete 40 hours of training each year. City University was developed based on staff feedback on workforce development opportunities. Required workforce training is integrated into the performance management system. Leadership development opportunities are provided through the Leadership Advancement for Dedicated and Devoted Employees Ready to Supervise program (LADDERS). These organizational learning and development opportunities may help the City deliver high quality services and address its strategic challenges of employee engagement and retention.

Opportunities for Improvement

5.2a(1) Systematic processes are not in place to ensure that the City benefits from the diverse ideas, cultures, and thinking of the workforce, as evidenced by a lack of effective open communication processes. Methods of open communication are not consistently deployed, as indicated by employee feedback during walk-around interviews. Establishing and deploying an organizational culture, characterized by open communication in all departments and with volunteers, may assist the City in addressing the employee requirement of two-way communication as well as its strategic challenge of employee engagement and retention.

5.2a(2) The City lists drivers of employee engagement as two-way communication, timely service, and consistency. Through surveys, the City has identified additional engagement drivers as valuing public service and opportunities for development. There are gaps in the process to identify key drivers of engagement and how they differ by key workforce segments, such as full time employees, part time, or union-represented employee groups such as police, firefighters, and Water and Light Association. In addition, no process exists to determine drivers of engagement for volunteers, including those on Neighborhood Associations or Volunteer Boards and Commissions. Without identifying key drivers of

workforce engagement and how they differ, the City may not address the strategic challenges of workforce engagement and retention and achieving efficient government with opportunities for citizen involvement.

5.2b(2) Although City U participants provide feedback on courses and content changes are made, there is no correlation of learning and development to employee engagement or business outcomes. For example, as the entire workforce has completed customer service training, there is no systematic process to evaluate the effectiveness of the training in lowering customer complaints or improving customer satisfaction and engagement. Correlating learning and development results, with business and customer outcome results, may assist the City in delivering excellent customer service and financial management.

5.2b(1,3) No Citywide development or succession plan for leaders exists. Although deputy and assistant director positions have been added, there is no systematic process to ensure managers and leaders have the skills and knowledge to lead improvement and innovation efforts needed for a high performance organization. In addition, systematic processes for development, progression, and succession of leaders of Boards and Commissions or Neighborhood Associations are not consistently deployed. Without development, career progression, and succession of all managers and leaders, the City may not create a sustainable high performance organization.

CATEGORY 6 - OPERATIONS

6.1 WORK PROCESSES

Your Score in this Item is in the 30%-45% range. (Refer to Scoring Guidelines)

Strengths

6.1a The City defines key work processes as services not often available from private industry. These key processes have been identified as fire protection, public health and human services, law enforcement, street maintenance, utilities, economic development, parks and recreation, and code enforcement. To design new processes, the City gathers customer and stakeholder information, investigates best practices, reviews relevant internal and external data, and considers input from affected internal departments. It evaluates the new process to ensure that it aligns with the goals of the Strategic Plan and the City's core values. This design process may enhance the value of services offered and promote innovation and use of technology.

6.1b(3) The City has a Quality Improvement Plan that includes a quality improvement model (Figure P.2-2.) and tools and processes for identifying, selecting, conducting, and evaluating improvement projects. Additionally, a Quality Squad comprised of departmental representatives, has been created which is responsible for reviewing quality improvement project proposals submitted by staff, and supporting City staff in implementation of those projects. CoP is piloting PDSA on select City processes before deploying across the organization. The full deployment of this system may enable the City to better live its core value of continuous improvement and strategic priority of operational excellence

6.1c - The City selects suppliers based on expenditure, pre-qualified vendor lists, and a review of poorly performing vendors. The centralized purchasing system creates standards for procurement of materials, supplies, and services and establishes purchasing rules to ensure fair and legal practices. Requests for Proposals and Term & Supply contracts articulate the City's key requirements of suppliers. The City is developing an annual survey to streamline the renewal evaluation process and establish a ranking system for managing vendors. These processes align with the City's key supply chain requirements for cost-effective and timely delivery of goods and services.

Opportunities for Improvement

6.1a(1,2,3) The City identifies key processes based on services, however, the key services of permitting and licensing, infrastructure development, and transportation services are not addressed. Key requirements for each of these services have not been determined. For example, citizen and business requirements for economic development processes or requirements of minority- and women-owned businesses are not specified. The identification of specific and measurable requirements for each process may enable the City to design, manage, and improve processes to meet customer needs in a cost effective and reliable manner.

6.1b(1,3) The City does not systematically use in-process measures to manage day-to-day operations and ensure processes meet key requirements. For example, there are no measures to ensure ease of processes, a key business requirement. As Departments begin mapping key processes, defining and monitoring in-process measures may ensure that processes meet clearly defined citizen, business, and student or visitor requirements.

6.1b(2) Support processes of Finance, IT, Human Resources, Legal, Fleet, and Risk Management are evaluated with surveys, meetings, and individual performance assessments, however, a process to manage

day-to-day operations to ensure support processes meet key business requirements, and are efficient, is lacking. Without systematically managing and improving support process performance, the City may not achieve its mission of an efficient government.

6.1c Vendors are placed on a poor performing list based on past performance, however, there are no systematic approaches to measure and evaluate supplier performance beyond completion of work and meeting purchasing requirements. Additionally, there are no approaches to provide feedback or help suppliers improve their performance to ensure City requirements are met. Developing and deploying systematic processes to monitor and improve supplier performance managed by different City departments may assist in delivering cost effective services.

6.1d A gap in the approach that the City uses to manage strategic opportunities, that ensures the availability of financial and other resources, or informs decisions to discontinue pursuing opportunities, exists. A systematic process for identifying, monitoring, and prioritizing strategic opportunities may allow the City to better capitalize on plans and meet unfunded obligations.

Category 6 - Operations

6.2 Operational Effectiveness

Your Score in this Item is in the 50%-65% range. (Refer to Scoring Guidelines)

Strengths

6.2a In response to its shrinking tax base and its consequent need to reduce expenses, the City researched, developed, and launched the Incentive-Based Budgeting program to control the overall costs of the City's operations. Departments are incentivized to reduce expenses and realize budget surpluses. The City then allocates 50% of the surplus to the department, and 50% to the City Council to fund special projects each chooses. These approaches demonstrate the City's value of stewardship and its core competency of financial management.

6.2b(1,2) The City ensures the reliability of its information systems by following industry standards, using fault-tolerant systems, employing multiple forms of backup for both data and power, and proactively upgrading hardware and software. Further, implementation of the Columbia Financial Enterprise Resource System includes "snap shots" of data multiple times per day to ensure the currency and reliability of back-up data. Information Technology (IT) staff maintain security awareness through participation in multiple security groups. The City detects security breaches through anomalies in logs, abnormal account usage, unexplained system behavior and account usage, abnormal internet traffic, and user reports. After any breach or anomaly has been detected, investigated, and addressed, the IT department and appropriate suppliers identify, implement, and test necessary improvements to prevent or allow a more effective response in the future. This attention to reliability and security is consistent with the City's value of integrity and ensures compliance with related data privacy laws.

6.2c(1) The City's Risk Management Division and Executive Safety Committee ensure a safe working environment through consistent city-wide safety policies, procedures, and training. All staff utilize a citywide reporting tool to alert Risk Management staff of any accident or injury involving City staff, equipment, or facilities. With training and periodic support from the Risk Management staff, supervisors investigate each incident to identify and implement any measures considered necessary to prevent future incidents. The Risk Management staff review incident reports and supervisors' investigations to identify any particularly frequent or severe incidents. When those are evident, the Risk Management staff provide additional training or re-training to prevent future incidents. For example, after noting the frequency with which Solid Waste workers sustained cuts on their hands, Risk Management staff identified and purchased appropriate gloves and re-trained staff on safe handling procedures. These processes support the City's core competency of strong financial management by minimizing and managing risk.

6.2c(2) The City's Local Emergency Operations plan addresses avoidable disasters, reduces city-wide vulnerability, protects citizens, effectively responds to disasters, and methods of recovery. The City's Continuity of Operations Plan and department-specific Business Continuity Plans identify mission-critical services and functions, and the steps necessary to continue or restore those functions within maximum allowable down times. The City's contracts with suppliers and Memoranda of Understanding with partners address the City's supply and service needs in cases of disaster. The City participates in collaborative and citywide drills and tabletop exercises to test its plans and procedures. At the conclusion of each drill or exercise, after-action reviews identify opportunities for improvement, and the City makes necessary changes to its plans and procedures. For example, the City recently participated in an active shooter

exercise that included County and University staff and revealed that the use of different terminology created confusion among the different entities, so the participating partners made necessary clarifications. This level of preparedness and prevention addresses key requirements of reliable services and public safety.

Opportunities for Improvement

6.2a While the City monitors expenses versus budgets to control overall costs, the City does not have a systematic process to decrease cycle time, increase productivity, or prevent defects and errors. Each department utilizes its own strategies to prevent unnecessary costs by managing inventory, reviewing and communicating project specifications, and limiting purchase amounts. Implementation of the new COFERS software system is in the early stages of deployment and is expected to track work orders, speed of completion, and financial impacts. Incorporating efficiency and effectiveness measures into key processes may further strengthen the City's core competency of financial management and its value of stewardship.

6.2c(1) Although supervisors investigate reported accidents and injuries, the City does not have a systematic or widely deployed approach to analyze root causes of accidents. A comprehensive and consistent method of root cause analysis may yield additional learning to ensure safe operations.

6.2c(2) While the City has comprehensive city-wide and departmental plans outlining emergency preparedness and response procedures, walk-around interviews with staff in three mission-critical departments indicated that front-line staff were not familiar with their department's procedures or responsibilities in the case of relevant disasters. Interviews also indicated that these staff had not participated in relevant drills. The full deployment and implementation of emergency plans may strengthen the City's ability to ensure the reliable service and public safety.

CATEGORY 7 - RESULTS

7.1 PRODUCT AND PROCESS RESULTS

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

7.1a The City reports beneficial trends in Contact Center Incident Volume (revised Figure 7.2-6) with an increase from 12,000 in FY 2014 to 80,000 in FY 2017 YTD. 2016 and 2017 YTD One-Call Resolutions/Transferred Calls (revised Figure 7.2-7), off-loaded from a specific department's call load, with One-call Resolutions increasing from 4,000 in January 2016 to over 10,000 in July 2017.

7.1b The City reports good levels and beneficial trends for three measures of process effectiveness and efficiency. These include total police calls for service City-wide (Figure 7.1-6), a decrease in calls from 78,300 in 2014-2015 to 74,000 for 2016-2017, driven in part by placing Community Outreach Officers in selected neighborhoods. Miles of water main maintained (Figure 7.1-9) shows an increase of more than 5% since 2007, and circuit miles maintained (Figure 7.1-10), displays an increase of electrical circuit miles by more than 14% since 2007.

Opportunities for Improvement

7.1a The City has not provided current levels and trends in key measures or indicators of the performance of many services important to citizens, businesses, students, and visitors such as...

- Process measures to meet customer requirements of timely response or reliable service for police, fire, utilities, or transportation
- No data on Vision Zero or number of traffic fatalities and serious injuries (citizen safety)
- No process measures of business requirement for "ease of processes"
- No process data for student requirement of housing or transportation
- Measures were not segmented for services in the three neighborhoods or by type of business (including key segments of healthcare, women and minority, or Disadvantaged Business Enterprise program)

7.1b(1) No measures or corresponding results for legal and risk management were provided.

7.1b(2), 7.1c The City has not provided results for the key measures of the performance of "Safety and Emergency Preparedness" and "Supply Chain Management".

Category 7 - Results

7.2 Customer Results

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

7.2a(1) The City reports good levels of performance in Overall Satisfaction with Customer Service (Figure 7.2-1) with satisfaction at 70% in 2014 and slightly below 70% in 2016, Satisfaction with Overall Feeling of Safety (Figure 7.2-5) with slightly higher than 80% in 2014 and 80% in 2016, and Overall Satisfaction with City Water, Electric, and Sewer Services (Figure 7.1-8) slightly higher than 80% in 2014 and slightly below 80% in 2016.

7.2a(1) The City's customer data compares favorably with regional and national benchmarks as evidenced by Overall Satisfaction with City Water, Electric, and Sewer Service (Figure 7.1-8), Overall Satisfaction with Customer Service (Figure 7.2-1) outperforming regional and national benchmarks, and Satisfied that it was Easy to Reach the City Employee Needed (Figure 7.2-2), with results exceeding regional and national benchmarks for the first time in 2016.

Opportunities for Improvement

7.2a(1) The City's customer satisfaction results show flat to adverse trends in the Overall Satisfaction with the Columbia Convention and Visitors Bureau decreasing from 4.58 in 2015 to 4.28 in 2016 (data provided on site), Overall Satisfaction with Quality of Public Safety Services (Figure 7.1-5), Overall Satisfaction with Condition of City Streets (Figure 7.1-7) and Overall Satisfaction with Public Safety (Figure 7.2-3).

7.2a(2) Results critical to satisfaction and engagement of key customer segments are not provided. These include current levels and trends for satisfaction and engagement of citizens in the three geographic areas or for programs to assist Disadvantaged Business Enterprises: 1) Visitor satisfaction is not provided for key requirements of safety and transportation; 2) No satisfaction of Businesses for timely response or ease of processes; and 3) No Citizen satisfaction data on key requirements of cost effective and reliable service, transportation networks, quality of life, fiscal responsibility, or planning for the future.

7.2a(2) The City does not provide results for measures of citizen involvement (volunteerism, service to the City, or participation in local elections).

Category 7 - Results

7.3 Workforce Results

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

7.3a(2,4) The City shows good results for workforce climate and development results. These include: Increases to Authorized Positions (Figure 7.3-4), which demonstrates an increase in compensation for 635 employees since Fiscal Year 2014; Cost of Worker Compensation Claims (Figure 7.3-6), decreased from \$2,500,000 in Fiscal Year 2014 to \$870,000 for projected Fiscal Year 2017; and hours of equity, diversity, and inclusion training completed (Figure 7.3-5), increased from 400 hours in Fiscal Year 2015 to 1,600 hours in Fiscal Year 2016.

7.3a(3) The City's workforce satisfaction results indicate a consistent level of satisfaction with the services provided by Human Resources. Overall, the level was good with benefit administration, City University, and wellness as the highest in Satisfaction with HR Services Provided (Figure 7.3-2).

7.3a(1) The City Leadership Advancement for Dedicated and Devoted Employees Ready to Supervise training participation increased from thirteen employees graduating in 2016 to 32 in FY 2017.

7.3a(3) Current year Employee Turnover (Figure 7.3-1) at 12% in 2017 is well below the comparative benchmark of 19%.

Opportunities for Improvement

7.3a(3) The City reports adverse trends in key measures or indicators of workforce engagement, which include turnover, sick leave, grievance and complaint issues (data provided on site.) Employee Turnover, FY 2009-FY 2017 YTD (Figure 7.3-1) has increased from 8% in 2009 to over 12% in 2017.

7.3a(2,3,4) Workforce satisfaction for the key requirements of Two-Way Communication, Timely Service, and Consistency are not provided. Workforce satisfaction and engagement data are not segmented by police, fire, full time, part time, seasonal, or various demographics (such as aging, diversity, etc.) No data is provided on overall workforce or leader development beyond number of nursing and CDL license reimbursements.

Category 7 - Results

7.4 Leadership and Governance Results

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

7.4a(1) The City demonstrates good results in key measures of senior leaders' communication with citizens. These include: Agreement that City Communication Modes Provide Useful Information (Figure 7.1-3), Social Media and City Channel growth (Figure 7.4-2), and participation on City Council Boards and Commissions (Figure 7.4-4), through which more than 400 citizens actively engage in the City each year by volunteer service on Council-appointed panels.

7.4a(2) The results for City governance accountability indicate excellent levels and beneficial trends, noted in satisfaction with value received for City tax dollars and fees (Figure 7.1-4), which displays levels consistently above the Regional and National benchmarks. In addition, the City has zero audit findings over the past three years (data provided on site).

7.4a(3) The City achieves good results for key measures or indicators of meeting and surpassing legal and regulatory requirements, including (Figure P.1-2) evidence that the City has met and exceeded accreditation standards for its economic development organization and standard 3 of the FDA Voluntary National Retail Food Program Standards, which represents strong competitive performance. In addition, a number of City departments have achieved accreditation and/or certification, indicating good performance for meeting and surpassing legal and regulatory requirements.

7.4a(4) The City achieved good results for key measures of ethical behavior, breaches of ethical behavior, and stakeholder trust in senior leaders and governance. These include Agreement that City Government is a Trusted Source of Information for Programs and Services (Figure 7.1-2) with an increase from 60% in 2014 to 65% in 2016, and, Satisfaction with Value Received for City Tax Dollars and Fees (Figure 7.1-4). Even with a slight decline from 2014 from 55% to 51% in 2016, citizen satisfaction meets or exceeds regional and national benchmarks and no ethical breaches have occurred in the past three years.

7.4a(5) The results for the City's societal well-being and support of key communities indicate good levels and trends. These include Residential Recycling (Figure 7.4-5) with an increase in total trash tonnage from 30,000 tons in FY 2014 to 35,000 in FY 2017 YTD, Columbia Values Diversity Breakfast Attendance (Figure 7.4-6) which has increased from 880 attendees in 2014 to over 1100 in 2017, and CARE Summer Program Completions (Figure 7.4-7) which has increased from 90.71% in 2014 to 97.02% in 2017.

Opportunities for Improvement

7.4a(1) The City has not provided senior leader communication and engagement results with departments and key workforce segments on the key requirements of two-way communication or an organizational focus on action.

7.4b The City does not provide results on action plans to increase the number of people in Columbia with income above 200% of the federal poverty level, or to help 50 low-to-moderate income, first-time homebuyers achieve home ownership.

Category 7 - Results

7.5 Financial and Market Results

Your Score in this Item is in the 30%—45% range. (Refer to Scoring Guidelines)

Strengths

7.5a(1) The City demonstrates good levels for measures of financial performance for citizens' key requirements of cost-effective and reliable services and fiscal responsibility. These include General Fund Ending Cash and Other Resources (Figure 7.5-3), and Total Bond Debt Coverage Ratio (Figure 7.5-8) with results for Water and Electric, Sewer, and Solid Waste significantly above the 1.10 required coverage ratio, indicating the good financial health of utility funds. The City Adheres to a cash reserve target of 20% and has a favorable total bond debt coverage ratio. Cash reserves for the past three years were above target (Figure 7.5-3).

7.5a(2) The City reports good levels and many beneficial trends in five of six key measures or indicators for market and market share growth. These include Jobs Created Direct, Jobs Created Indirect, Private Capital Raised and Grant/Capital Funds Raised, Deplanements, and Boone County Average Wage. For example, Boone County average wage increased from \$34,808 in 2015 to \$36,225 in 2016 with another increase in 2017 to \$37,442.

Opportunities for Improvement

7.5a(1) The City demonstrates poor levels with adverse trends for Estimated Loss of General Fund Sales due to Online Sales (Figure 7.5-4), increasing from \$1,540,000 in 2014 to an estimated \$2,200,000 in 2017, Public Safety Expenditures Per Capita (in constant dollars) (Figure 7.5-6), and Street Expenditures Per Capita (In constant dollars) (Figure 7.5-7) with a decrease from \$33.39 in 2015 to \$32.21 estimated in 2017.

7.5a(1) The City reports poor levels for Pension Funding Ratio (Figure 7.5-5) and only one of the three pension plans for City employees meets the Governmental Accounting Standards Board (GASB) recommended ratio of 80%. The Police and Fire fund ratio is 55.00% in 2017.

7.5a (2) The City does not provide marketplace performance results such as new/lost businesses, minority or healthcare businesses, or conventions won/lost.

NEXT STEPS

Celebrate your strengths and build upon them to improve the things you do well. Sharing the things you do well with the rest of your organization can speed improvement. Prioritize your opportunities for improvement; you cannot do everything at once. Think about what is most important for your organization at this time, and decide what to work on first. Develop an action plan, implement it, and measure your progress.

Most importantly, remain focused and stay on your journey to performance excellence. The natural temptation is to 'take a year off', yet that can easily create an environment for suppressing continued improvements. No organization masters the Criteria quickly—it takes time and effort—but will certainly show positive results as you progress!

We stand ready to assist in any way we can, so please don't hesitate to contact us!



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