

Columbia City Council
Pre-Council Meeting Minutes – September 20 at 5:45 p.m.
Conference Room 1A/1B – City Hall

Council members present: Mayor McDavid, Paul Sturtz, Jason Thornhill, Gary Kespohl, Daryl Dudley, Laura Nauser and Barbara Hoppe

Absent: None

The City Manager distributed an amendment sheet pertaining to Resolution 209-10 (Approving the request of the fire department to forgo replacement of the 1997 pumper/quint and instead purchase a fire department specialty vehicle, an emergency command vehicle, an emergency generator and medical equipment).

Raina Knox, President of the Excellence in Missouri Foundation made a powerpoint presentation (see attached) outlining the self assessment step of the process. Ms. Knox also described the Show Me Challenge assessment process and reviewed the necessary steps to complete the assessment. She indicated that the next step would be to hold a meeting with the city's leadership team.

The City Manager brought to Council's attention Resolution 208-10 on tonight's agenda which authorizes an agreement with the Excellence in Missouri Foundation for an assessment of City operations related to *Columbia's Journey to Excellence*.

Ms. Knox indicated that the city of Lee's Summit just completed their Show-Me Challenge assessment.

The City Manager indicated that the PZC recommended approval of the draft East Area Plan at its meeting last week. He reminded Council this is one of the topics of the October 11 work session. Staff will prepare an executive summary that will be forwarded via e-mail to Council this week. Council may also wish to take a look at the information posted on the web. Additional information, including a CD, will be sent to Council on Friday via current events.

Meeting adjourned at approximately 6:30 p.m.

City of Columbia, MO

Show Me Challenge

Presented by

Raina Knox, President

Excellence in Missouri Foundation



Excellence in Missouri Foundation

Excellence in Missouri Foundation

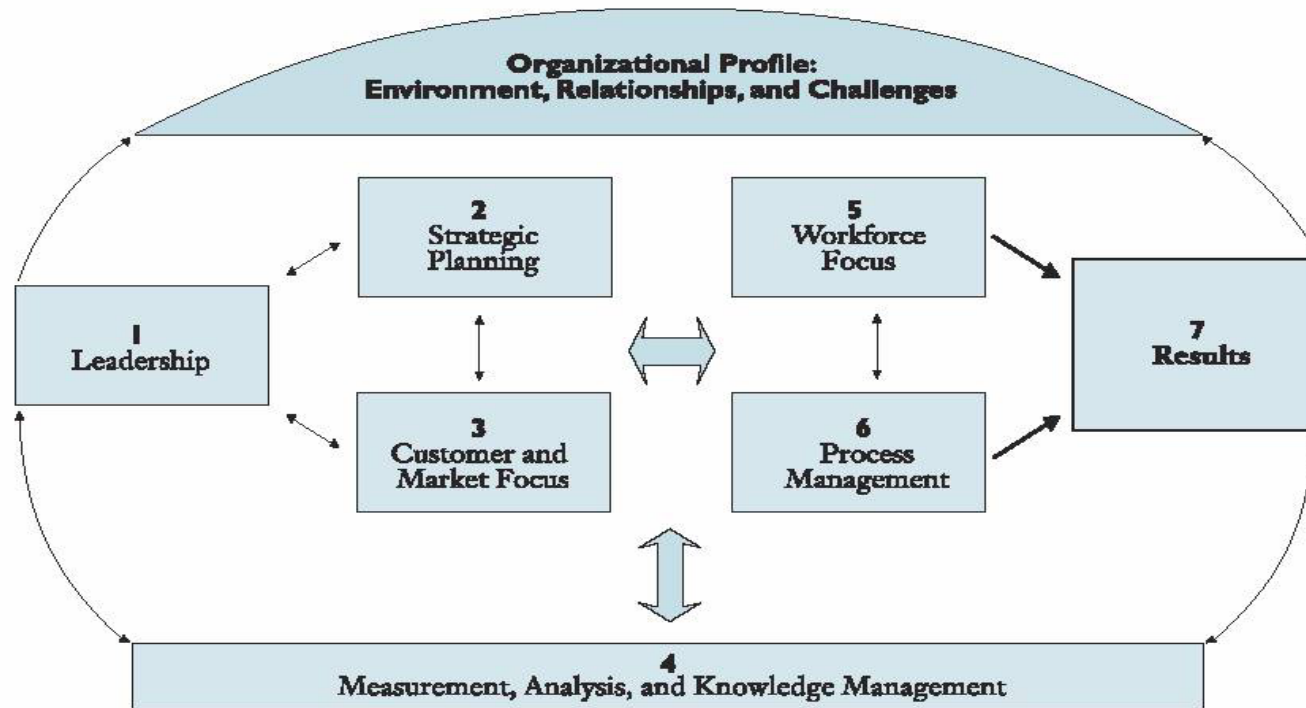
- Established in 1992 by Executive Order of Governor John Ashcroft as the official administering body of the Missouri Quality Award and the Governor's Quality Leadership Award
- Purpose: To bring the management philosophies of the Malcom Baldrige Criteria for Performance Excellence to Missouri
- Mission: Educating and Recognizing Missouri Organization in Their Pursuit of Performance Excellence Using the Baldrige Management Model



Excellence in Missouri Foundation

The Baldrige Model

Baldrige Criteria for Performance Excellence Framework A Systems Perspective



The Criteria Categories

Leadership

- How do your senior leaders lead?
- How do you govern and fulfill your societal responsibilities?

Strategic Planning

- How do you develop your strategy?
- How do you deploy your strategy?

Customer Focus

- How do you engage customers to serve their needs and build relationships?
- How do you obtain and use information from your customers?

Measurement, Analysis, and Knowledge Management

- How do you measure, analyze, and then improve organizational performance?
- How do you manage your information, organizational knowledge, and information technology?

Workforce Focus

- How do you engage your workforce to achieve organizational and personal success?
- How do you build an effective and supportive workforce environment?

Process Management

- How do you design your work systems?
- How do you design, manage, and improve your key organizational work processes?

Results

- Product Outcomes
- Customer-Focused Outcomes
- Financial and Market Outcomes
- Workforce-Focused Outcomes
- Process Effectiveness Outcomes
- Leadership Outcomes



Why the Criteria for Performance Excellence?

- Provides a management approach to improve your organization's performance validated by thousands of organizations nationwide
- Guides organizations to:
 - Think and act strategically
 - Align processes and resources
 - Engage workforce and customers
 - Focus on key results



Benefits of Adopting the Baldrige Model and Applying for MQA

- Adoption of a cohesive, integrated leadership model considered to be one of the top ten leadership models in America
- Unification of organization through the use of a common language and approach
- Proven improvement in customer satisfaction, employee satisfaction and bottom line results
- Extensive actionable feedback that will allow the organization to focus on most critical improvement opportunities.



Baldrige Baby Steps

- Many organizations tell EIMF that they are not ready to apply for the Missouri Quality Award. So, where do you get started?
 - Prepare communication plan for the organization, stating intention to adopt the Baldrige model
 - Send employees to become trained examiners
 - Begin with a baseline assessment tool such as the Show Me Challenge



Show-Me Challenge

- Baldrige Model-Leadership Driven
- Show-Me Challenge-Leadership Involvement
- Assessment Performed by City Employees
- Support Provided by EIMF



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Thoughts to Consider

- Applicants who have completed a Show Me Challenge Assessment score, on average, 100 points higher on their state level application than those organizations who did not complete an internal assessment.
- Of the seven Missouri Organizations who have won Baldrige, every one competed and won at the state level prior to applying to and winning Baldrige



Thoughts to Consider

- All of the Missouri Baldrige winners build their expertise of the criteria and the examination process by serving as an examiner at the state level.
- The completion of an internal assessment aids in the completion of an application for the State or National level programs. The feedback report can be leveraged to respond to the criteria questions.



Missouri Quality Award Recipient

- Saint Lukes Hospital-Three Time Recipient
- Missouri Department of Revenue
- Missouri Department of Transportation
- Northwest Missouri State University-Four time Recipient
- Anheuser-Busch, Inc. Midwest Region



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Malcom Baldrige National Quality Award Recipient

- City of Coral Springs, FL-2007
 - Only local government agency to win award
 - Core values: customer focus, leadership, empowered employees, continuous improvement.
 - Increased business satisfaction, decreased employee turnover, high integrity scores.



Let the Record Show...

Government

City of Coral Springs, Florida

Increase

- Complaints Closure Within 7 days – 14%
- Quick Ratio (A measure of short-term liquidity and ability to meet obligations) – 30%
- Employee Satisfaction – 16%
- Training Hours Per Employee – 85%
- Police Response Time – 19%
- Code violations Brought into Voluntary Compliance Prior to Judicial Process – 19%
- Crime Clearance Rate – 24%
- Number of Volunteers Hours – 92%

Decrease

- Crime Rate Incidents per 100,000 – 46%
- Direct Net Long-Term Per Capita – 24%
- Employee Turnover – 38%

Actual

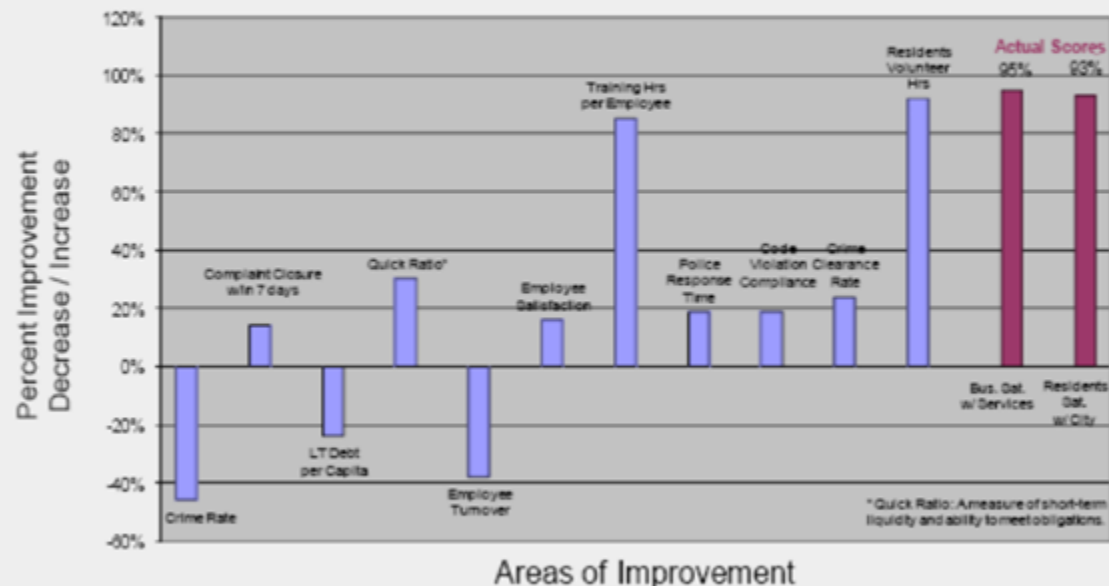
- Businesses' Satisfaction with Overall Quality of Services – 95%
- Residents' Overall Quality Rating – 93%

From Government Recipient City of Coral Springs Data 2001-2007

Government

City of Coral Springs, Florida

Average Performance Improvement of Some Representative Measurements as Reported by Baldrige Recipients



NOTE: These are representative measurements that are intended only as indicators of performance and are not all measurements required or available. The time frame for improvement varies by applicant.



Excellence in Missouri Foundation

- I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.

Jim Collins, author of Good to Great:
Why Some Companies Make the Leap . . . And Others Don't

- We didn't apply the Baldrige concepts . . . To win an award. We did it to win customers. We did it to grow. We did it to prosper.

Earnest Deavenport, Chairman and CEO of
Eastman Chemical Company



Excellence in Missouri Foundation

- For seven years in a row, we improved customer satisfaction, we improved occupancy, we improved employee satisfaction, we lowered employee departures and turnover, and we improved annually our profit.

Horst Schulze, President/CEO of
The Ritz-Carlton Hotel Company, L.L.C.

- People ask, “Why Baldrige?” My answer is very simple: Triple A bond rating on Wall Street from all three rating agencies, bringing capital projects in on time and within budget, a 96 percent business satisfaction rating, a 94 percent resident satisfaction rating, an overall quality rating of 95 percent, and an employee satisfaction rating of 97 percent . . . that’s why we’re involved with Baldrige.

Michael Levinson, City Manager
of the City of Coral Springs



Excellence in Missouri Foundation

Questions?



Contact Information:

Raina Knox, President

573-659-3832

Raina.Knox@excellenceinmo.org



Excellence in Missouri Foundation

Council Bill: R 209-10

MOTION TO AMEND: _____

MADE BY: _____

SECONDED BY: _____

MOTION: I move that Council Bill R 209-10 be amended as set forth on this amendment sheet.

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The council bill attached to this amendment sheet is substituted for the original bill.

Introduced by _____ Council Bill No. R 209-10

A RESOLUTION

transferring funds and approving the request of the Fire Department to forgo replacement of the 1997 pumper/quint and instead purchase a Fire Department specialty vehicle, an emergency command vehicle, an emergency generator and medical equipment.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Council hereby approves the request of the Fire Department to forgo replacement of the 1997 pumper/quint at an estimated cost of \$788,000.00 and transfers \$438,850.00 from Account No. 440-8800-518.49-90, C00462 to the following accounts for purchase of the following equipment:

\$ 230,000.00	Fire Specialty Vehicle	Account No. 440-8800-518.49-90, C00466
48,400.00	Emergency Command Vehicle	Account No. 110-2320-513.65-25
35,000.00	Emergency Generator	Account No. 440-8800-518.49-90, C00467
107,900.00	10 - Defibrillator Monitors	Account No. 110-2320-513.14-70
17,550.00	18 - Drug Safes for Fire Vehicles	Account No. 110-2320-513.14-70


ADOPTED this _____ day of _____, 2010.

ATTEST:

City Clerk

Mayor and Presiding Officer

APPROVED AS TO FORM:



City Counselor