

Columbia City Council Pre-Council Minutes
Monday, April 18, 2011 – 6:00 p.m.
Conference Rooms 1A and 1B – City Hall
Columbia, Missouri

Council members present: Mayor McDavid, Fred Schmidt, Jason Thornhill, Gary Kespohl, Daryl Dudley, Helen Anthony, and Barbara Hoppe

Absent: None

Mayor McDavid called the meeting to order at 6:00 p.m.

Pre-Council topics include:

Responsive Government Initiative – Parks and Recreation

Mike Hood, Parks and Recreation Director, reviewed the responsive governance initiative for the Parks and Recreation Department – see attached. He reviewed the priorities, major challenges, cost reduction initiatives, revenue enhancement initiatives, customer service initiatives and productivity initiatives.

J2E (Journey to Excellence)

Paula Hertwig Hopkins, Interim City Manager, recognized Carol Wilson and Ben Roberts who served as co-chairs of the self assessment team. Holly Ketchum, who manages the self assessment process at Midway Arms, was also present.

Ms. Hopkins introduced Raina Knox, President of Excellence in Missouri Foundation, who presented the findings of the self assessment and provided guidance for next steps. (power point presentation is attached)

Storm Water

Staff distributed to Council a draft storm water ordinance. Council asked staff to place the ordinance on the May 2 Council meeting under introduction and first read.

With no further business, the meeting adjourned at approximately 6:45 p.m.

Sec. 12A-148. Stormwater utility charge.

There is hereby established a monthly stormwater utility charge to be paid by the occupant or owner of each parcel of developed land within the city in accordance with the following table:

Category of Land Use

Multiple-family buildings having more than four units; single-family residences having a main floor area less than 750 square feet:

Current – FY '11	\$0.65
Year 1 – FY '12	\$1.30
Year 2 – FY '13	\$1.56

Multiple-family buildings having four or less units; mobile homes; single-family residences having a main floor area of from 750 square feet to 1,250 square feet:

Current – FY '11	\$0.85
Year 1 – FY '12	\$1.70
Year 2 – FY '13	\$2.04

Single-family residences having a main floor area of from 1,251 square feet to 2,000 square feet:

Current – FY '11	\$1.15
Year 1 – FY '12	\$2.30
Year 2 – FY '13	\$2.76

Single-family residence having a main floor area more than 2,000 square feet:

Current – FY '11	\$1.35
Year 1 – FY '12	\$2.70
Year 2 – FY '13	\$3.24

All non-residential uses of developed land per 100 square feet impervious area:

Current – FY '11	\$0.04
Year 1 – FY '12	\$0.08
Year 2 – FY '13	\$0.10

All customers per 100 square feet impervious area:

Year 3 – FY '14	\$0.14
Year 4 – FY '15	\$0.17
Year 5 – FY '16	\$0.20
Year 6 – FY '17	\$0.24
Year 7 – FY '18	\$0.29

Sec. 12A-152. Reduction of charge for approved improvement of level of service.

The stormwater utility charge shall be reduced for the occupant or owner of property where improved level of service measures have been implemented; provided that all such level of service facilities are privately owned, maintained, and operated at the improved level of service. The charge shall be reduced in proportion to the improvement of level of service as detailed in the *Stormwater Management and Water Quality Manual*; however the reduction in charge shall not exceed 50% of the stormwater utility charge. To receive the reduction, the occupant or owner must submit plans to improve the level of service that have been prepared and certified by a registered professional engineer licensed in the State of Missouri. The director shall review the plans and determine the reduction in the charge based on the improved level of service supported by the plan. The owner or occupant of the property shall keep all maintenance documentation for five (5) years and submit the documentation to the director at the director's request. The director may remove or amend a reduction in charge for any of the following reasons: the director determines that the improved level of service either increases or decreases; or the owner or occupant fails or refuses to grant access to inspect the facilities; or the director determines that the facilities are not maintained, have degraded or have not been built to the specifications of the plan.

Project List

Year 1	555 Vandiver	\$27,500.00
	Hitt and Elm	\$90,000.00
	Grissum	\$225,000.00
	Kelly Detention Retrofit	\$120,000.00
Year 2	Garth at Oak Towers	\$400,000.00
	Rollins at Rock Creek	\$267,653.00
Year 3	Rollins at Rock Creek	\$64,347.00
	Leawood to Stewart	\$266,417.00
Year 4	Leawood to Stewart	\$133,583.00
	Storm Master Plan	\$429,000.00
	Floodplain Restoration/Preservation	\$480,000.00
Year 5	Quail	\$720,436.00
	Vandiver and Sylvan	\$421,232.00
Year 6	Vandiver and Sylvan	\$695,132.00
	Seventh and Locust	\$400,000.00
	2302 Business 70 East	\$400,000.00
	Culvert Lining	\$500,000.00
	Middlebush	\$150,000.00
	Sexton McBaine	\$174,704.00
Year 7	Sexton McBaine	\$1,033,486.00
	Floodplain Restore/Preserve	\$1,200,000.00
	Culvert Lining	\$250,000.00
	Royal Lythum Fallwood	\$205,000.00
	Floodplain Restore/Preserve	\$400,000.00
Seven Year Total		\$9,053,490.00

From: Steve Hunt
To: Glascock, John
Date: 4/15/2011 11:39 AM
Subject: Fwd: Other utilities

Here you go

>>> Tom Wellman 4/15/2011 8:51 AM >>>

From the Black and Veatch 2010 survey, average monthly residential rates;

(there are only 3 utilities in Missouri so I'm including others in nearby states)

Lenexa-6.00

Tulsa-5.27

Olathe-4.50

Dubuque-4.00

Lawrence-4.00

St Louis-3.50

Kansas City-2.50

Columbia~1.00 (A calculated average would be somewhere between 0.85 and 1.15.)

Tom

Parks and Recreation Department

Responsive Government Initiative

April 18, 2011

Department Priorities

- **Resource Management**
 - Maintain our parks and facilities at the current expected high level of citizen/customer satisfaction.
 - Implement five year plan for completion of 2010 park sales tax ballot issue.
 - Implement sustainable and green design in park development projects to reduce operational and maintenance costs as well initial and ongoing impacts to the environment.
- **Programs and Activities**
 - Provide a well-balanced program of high-quality, safe, and accessible recreation activities and events that will enrich lives and meet the diverse needs of our customers.
 - Ensure sound and sustainable financial planning and management of enterprise operations deserving of the public's trust.
 - Effectively fund and administer the Department's financial assistance program to provide participation opportunities for low-income populations.
 - Continue to provide job training and work experience through the CARE program to approximately 200 at-risk youth annually.
- **Comprehensive/Strategic Planning**
 - Update the Department's Comprehensive Parks, Recreation, and Open Space Master Plan.
 - Begin implementing the 2011 Recreation Services Division Strategic Plan. Update plan annually.
 - Update Department's five year CIP plan annually.
 - Develop a succession plan for the Department.

Major Challenges

- Maintaining the physical condition/maintenance of an expanding park system with no maintenance staff added since 2006. Plan is to utilize balance of permanent 1/8 cent park sales tax (after pay-off of Gans Creek Recreation Area purchase) to fund additional staff needed to care for expanding system.
- Increasing maintenance costs of aging infrastructure –i.e. swimming pools, trail bridges, athletic field lighting, etc.
- Maintaining and meeting current revenue expectations during difficult economic times.
- Financial success of many programs/operations heavily impacted by weather conditions.
- Staying ahead of "development" for acquisition of park property, trail easements, and natural area preservation.
- Staying current with constantly changing technology in administrative, marketing, maintenance, and programming areas.
- Impending retirement of several key supervisory level employees, all with 25+ years of service. Potential loss of institutional knowledge.
- Replace and train full-time staff position responsible for administration of the CARE program.

Cost Reduction Initiatives

- Decreased the number of mowed acres in numerous parks and on each golf course by increasing the amount of natural "no-mow" areas.
- Developed a lean, integrated pest management program by cutting down the number of fertilized acres of turf at each golf course and utilization of new pesticide technologies.
- Reduced number of annual flowers planted and replaced with native perennials to reduce amount of labor needed for greenhouse work/planting/watering.
- Developed program for employees and park visitors to bring in their plastic grocery bags to use in place of purchasing dog waste bags at certain park locations.
- Energy-efficient light fixture replacement underway at the Parks Management Center using in-house labor as part of the CORE (City Operators Reducing Energy) initiative.
- When the bid for golf cart annual winter maintenance service increased 150% in 2009, staff took on and continues with work in-house - cost savings \$9,000/annually.
- Eliminated two full-time permanent positions – Recreation Specialist in Golf Operations and a Recreation Supervisor position (FY10 budget).
- Reduced Recreation Services budget for temporary help by over \$100,000.
- As a department, used 16,019 hours of volunteer labor in FY 2010 valued at \$342,166 (national volunteer labor rate = \$21.36/hour).
- Increased utilization of social networking initiatives, electronic media, and other free or low cost methods of promoting Department programs and facilities.
- Reduced postage by e-mailing receipts whenever possible and acceptable.
- Relocated CARE program offices to city owned Armory Sports Center to save rental expense of approximately \$23,000.
- Planning for satellite management facility for equipment storage, fueling, and filling water trucks to save personnel and fuel costs related to traveling time and distance.
- Converted two fields at Albert-Oakland Park and two fields at American Legion Park to an ag-lime infield mix to reduce the overall number of rain-outs and reduce the use of soil drying products. Planning for the conversion of four fields at Antimi Sports Complex and two fields at the Atkins Complex.

Revenue Enhancement Initiatives

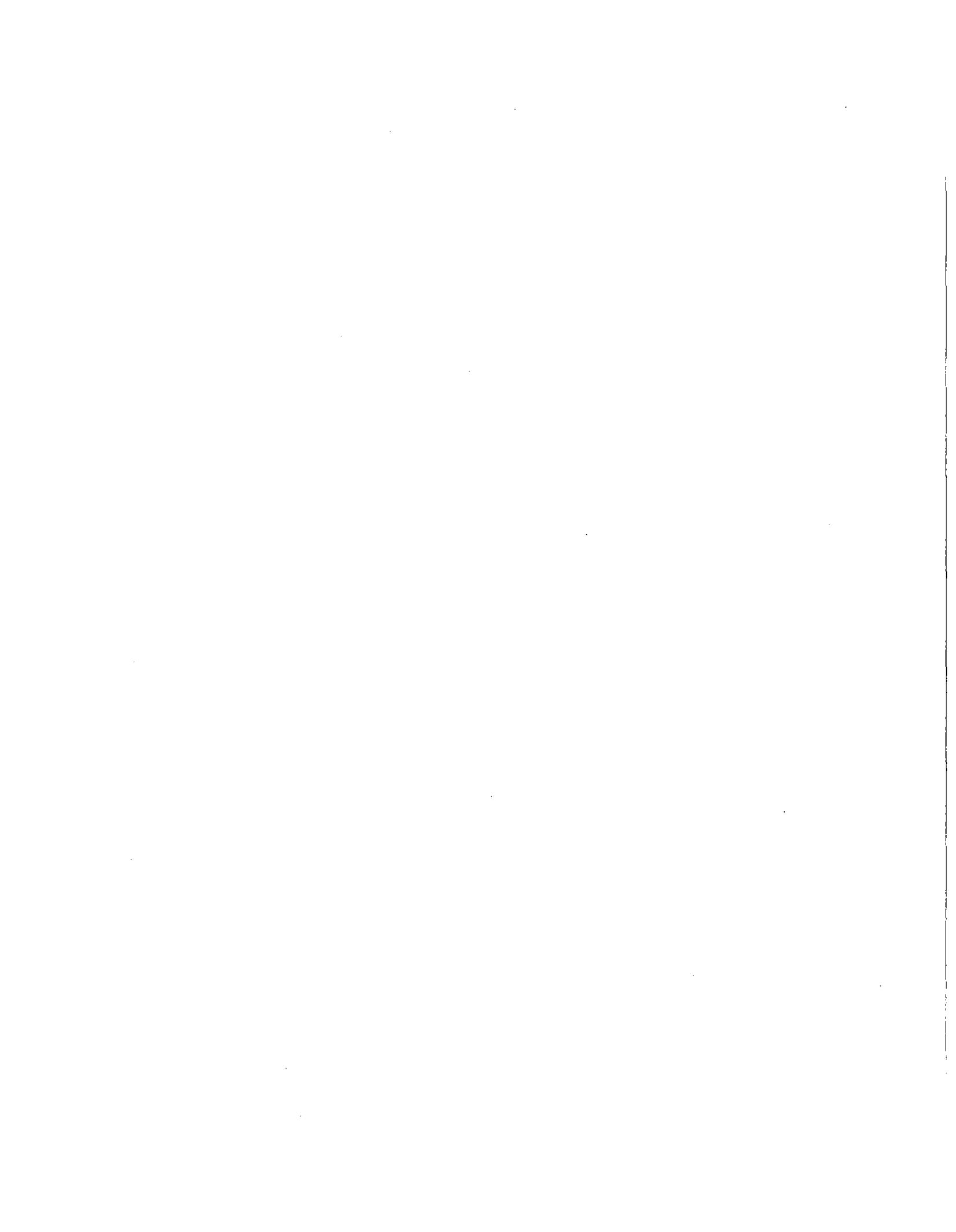
- Collected \$38,072 in cash donations in FY 2010 for various recreation programs and park projects.
- Obtained \$180,295 in sponsorships and in-kind donations for FY 2010.
- Partnership with Boone County Family Resources generated an additional \$18,667 for the adapted Community Recreation program and \$39,911 for the City's CARE program.
- Obtained five grant awards in the amount of \$137,593 in FY 2010.
- Evaluate all fees and charges on an annual basis – in FY10 increased a number of fees after reviewing program expenses and cost recovery goals. Increases were estimated to bring in an additional \$172,000.
- Currently analyzing the usage of sports fields to make sure we are renting fields correctly, utilizing them to their maximum level, and allowing us the possibility of bringing in new events or tournaments.
- Considering implementing a policy to allow two bookings per day for reservable picnic shelters. Proposal is to implement on a trial basis at Cosmo Park.

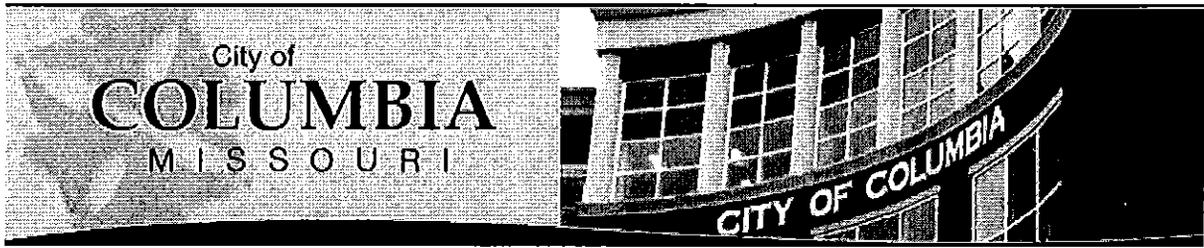
Customer Service Initiatives

- Maintain core recreation services and programs that promote opportunities for all citizens to live active, healthy lifestyles. Over 874,000 recreation participations in FY10.
- Continue to address recreation program and facility needs of low income households and populations (Community Recreation Program, no cost community-wide special events, reduced fees, financial assistance program, etc.).
- Expand efforts to involve the public and user groups that are affected by new development projects in the planning of new park facilities (list serves, web page postings, web surveys, etc.).
- (Planned for 2011) Post a web form for the public to submit potential properties for park acquisition.
- Work with all user groups to develop field usage schedules and availability to try to meet the demands of the different needs of sports groups.
- Produce a digital version of Leisure Times activity guide to make publication easier to use on-line.
- Keep website updated on a weekly basis to ensure customer information is current.

Productivity Initiatives

- Utilize scanning and image software to keep records of park special use permits for electronic work flow of information to staff.
- Develop customer service satisfaction survey and continue to track customer complaints to identify opportunities for improvement.
- Nurture and sustain community partnerships (Youth Sports Associations, Boone County Family Resources, Mo Special Olympics, etc.).
- Identify opportunities to enhance outdoor recreation programs that focus on the interpretation and stewardship of parks, trails, and natural areas.
- Involve everyone—from maintenance staff to the general public, from those who use the park to those who care for it—in the project planning stages.
- Consider modifying employee schedules to accommodate increased weekend activity work loads.
- Initiate green building techniques such as solar power, rain water reuse/greywater for irrigation, etc. to minimize ecological costs of construction and ongoing use.





Show Me Challenge Assessment

Results

Presented by

Raina Knox, President

Excellence in Missouri Foundation

April 18, 2011





Agenda



- Background
- Overview of Key Themes - Opportunities for Improvement
- Scoring Overview
- Recommendations for Next Steps





High-Performing Organizations... the Baldrige Principles



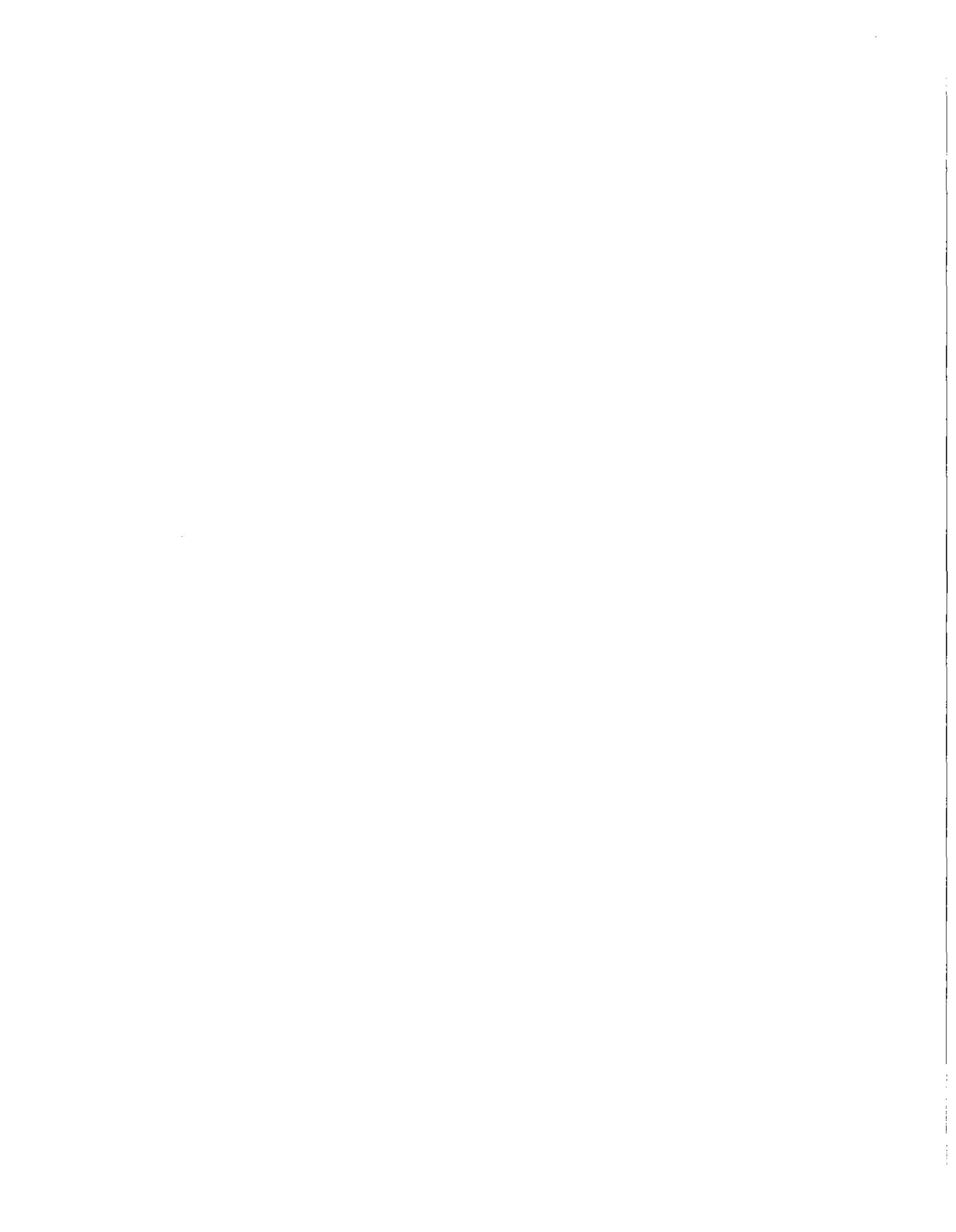
- Effective leadership sets strategic direction and focuses on customers' needs
- An engaged workforce gets results with effective work processes
- Measurement, analysis and knowledge link leadership and results



To add Value for Citizens and the Organization...



- Knock down the “silos” that limit communication
- Build a strategic plan for the whole organization
- Measure performance
- Be consistent and systematic
- Be even better than you already are

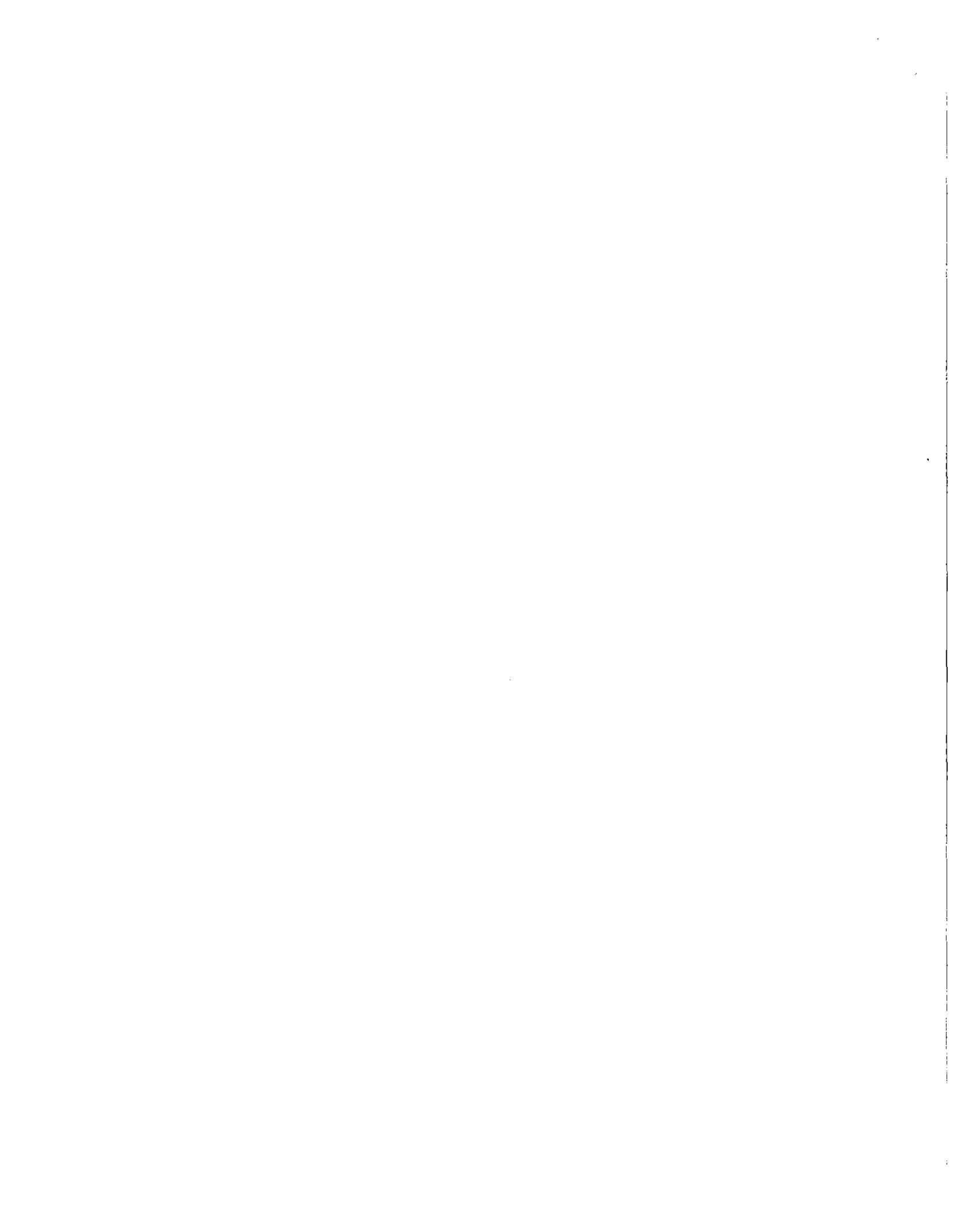




Baldrige Criteria Categories



- Leadership
- Strategic Planning
- Customer Focus
- Measurement, Analysis, and Knowledge Management
- Workforce Focus
- Operations Focus
- Results

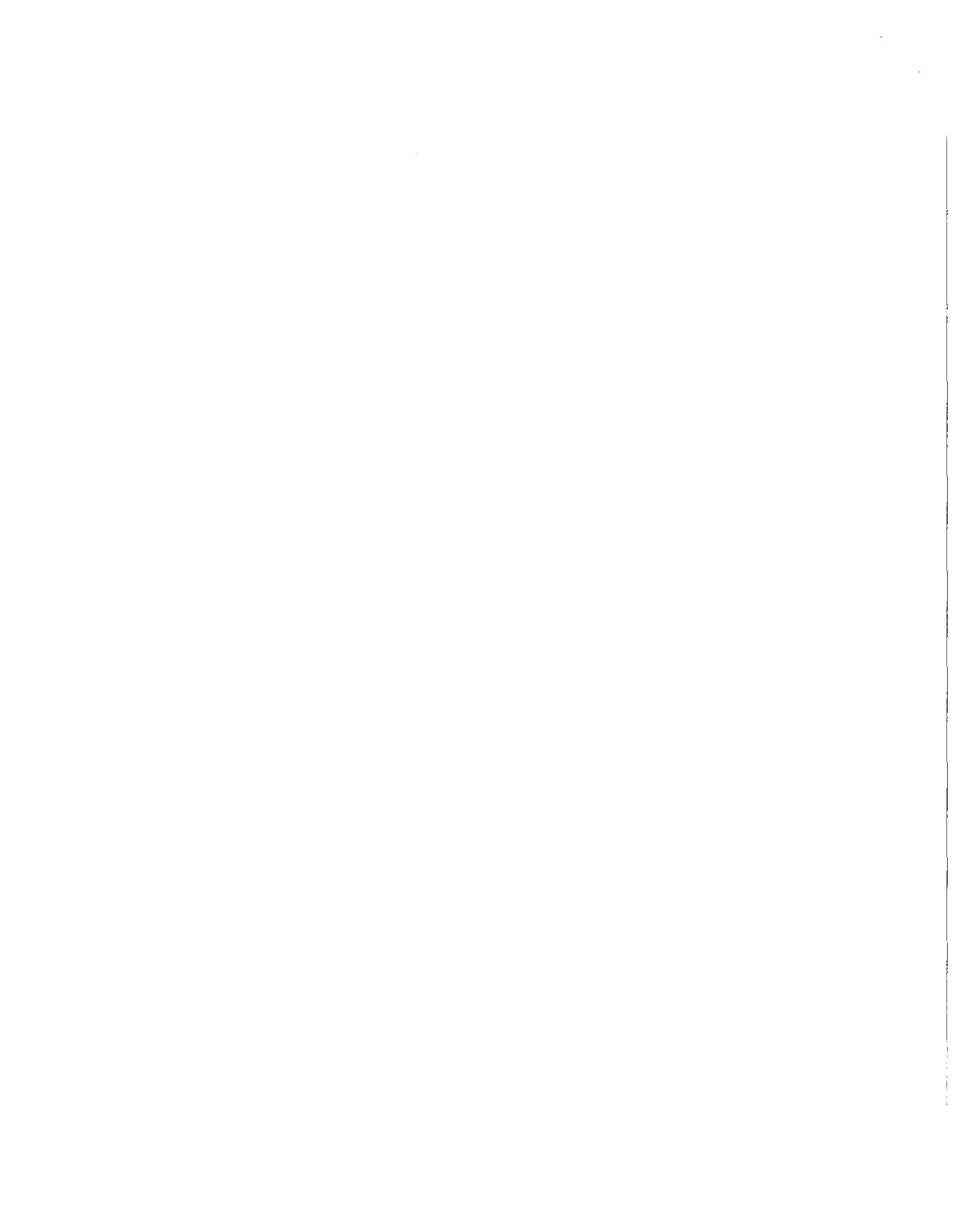




Interviews Reveal Key Themes



- Communication
- Strategic Planning
- Process Management
- Organizational Performance Measurement
- Customer Focus





Communication



- Lack of consistency in leadership (leadership selected for interviews) responses to questions across the organization.
- Very likely more approaches are in place across the criteria categories, but lack of knowledge by leaders outside of departments inhibited collection of information
- Departments operate as separate entities across the organization

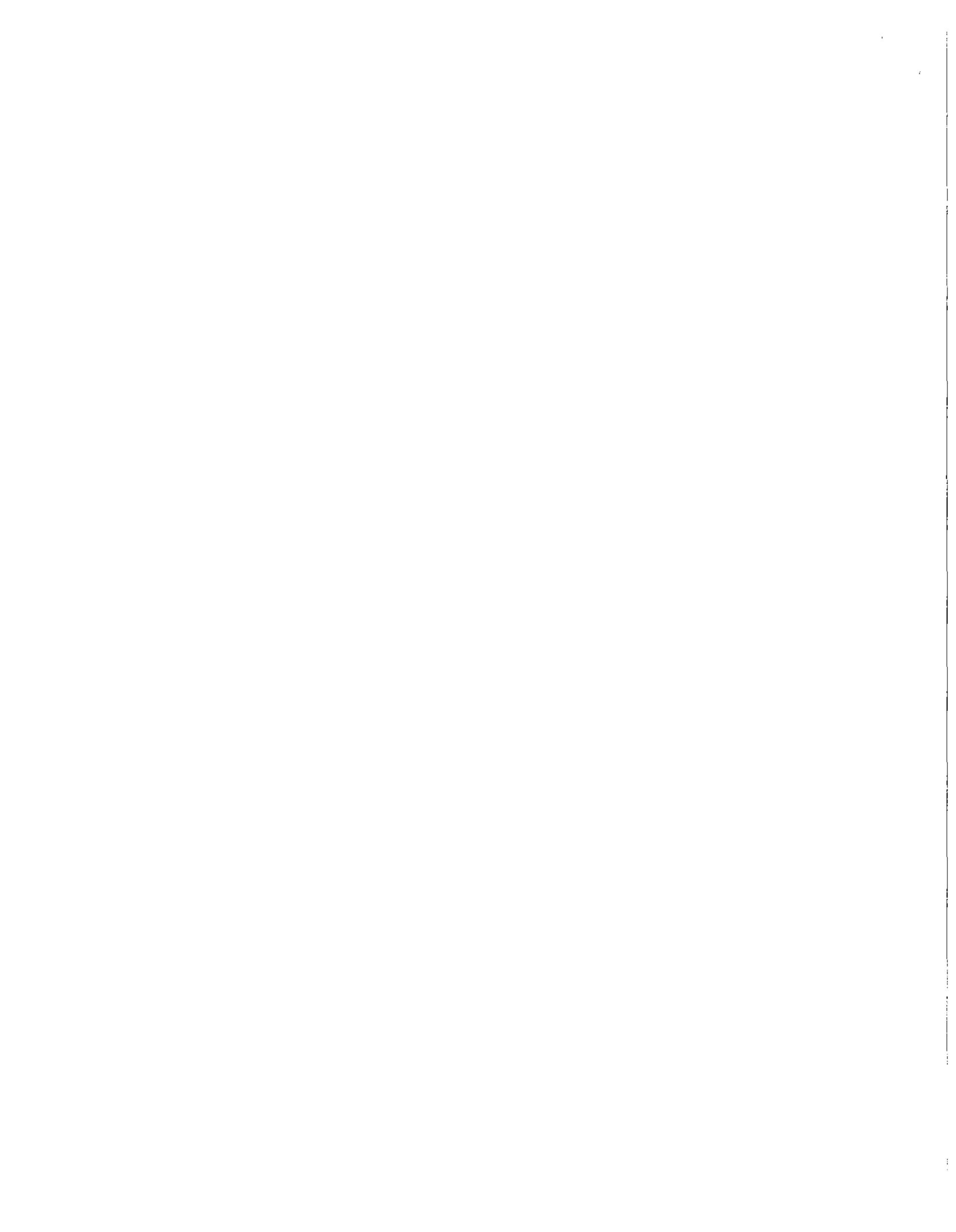
Recommendation: Evaluate communication process-develop systematic communication model.



Strategic Planning



- Planning does occur at the departmental level and for financial planning
- Need organizational strategic plan
 - Workforce, technologies, market, customers and regulatory environment
- Baldrige-based plan would provide cohesive direction for the departments
- Develop data collection and analysis process





Process Management



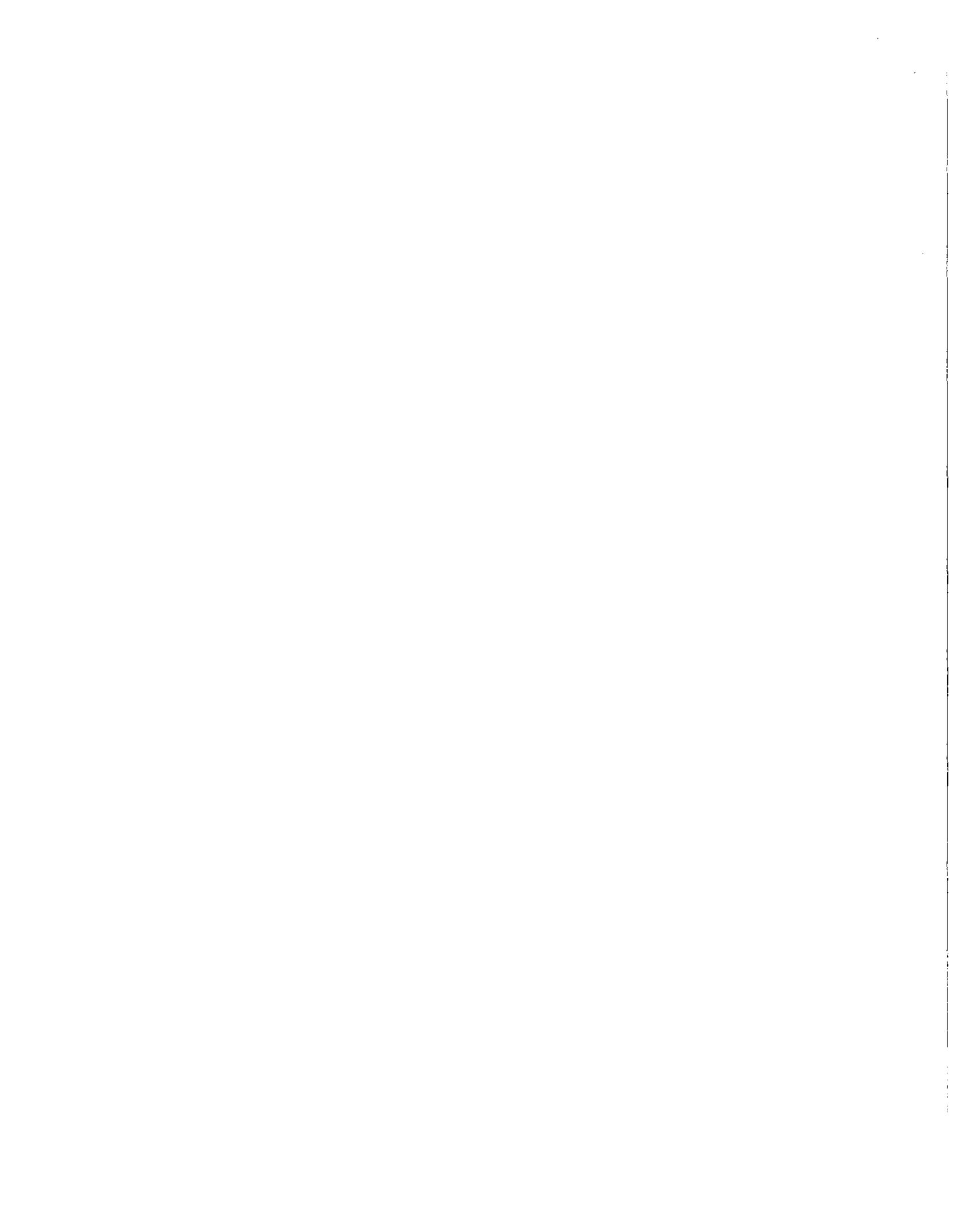
- Some elements of process management - departmental level
- Key work systems - identification, design and measurement
- Use of data to manage processes
- Identification of core competencies



Organizational Performance Measurement



- Measures in place to ensure budget performance and key financial results.
- Lack of organizational performance measurements systems to capture performance across the organization.
- Need a system to identify and capture measures and results for leadership, workforce management and capabilities, organizational knowledge, process effectiveness, and performance. Align with Strategic Plan.





Customer Focus



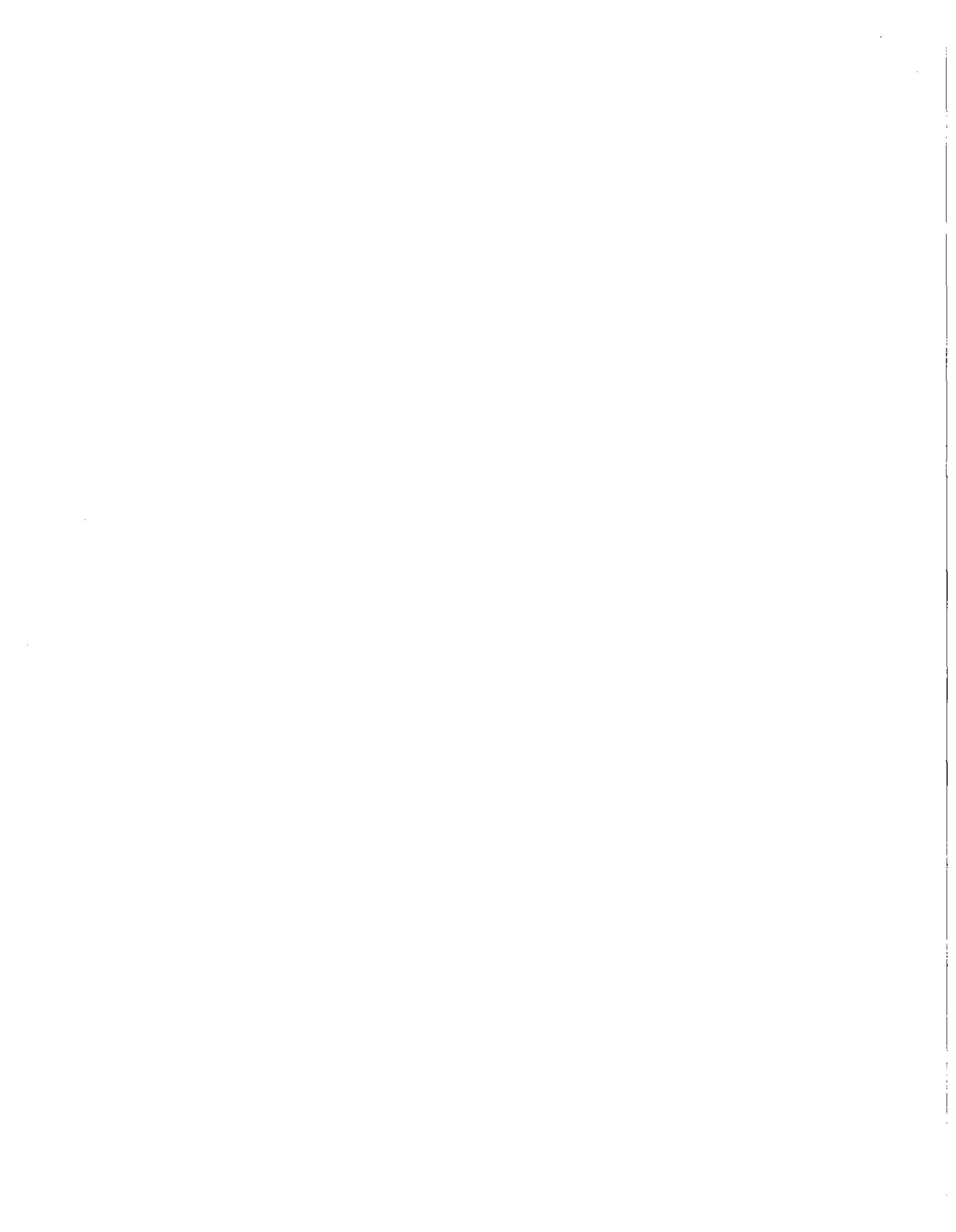
- Evidence of overall focus on the customer, approaches lack systematic approach.
- Lack of approach to determine customer needs and requirements at the organizational level, tracking and resolving customer issues, and lack of a system to aggregate customer information at the organizational level.
- Lack of an approach to determine the requirements of all customers for services.



Scoring Calibration



- This is not like a school exam grade
- Highest scoring Baldrige application-803 on a 1,000 point scale
- Highest scoring MQA application-776
- Typical scoring for Show Me Challenge-Average-10-25% band
 - Beginnings of systematic approaches
 - Deployment in the early stages

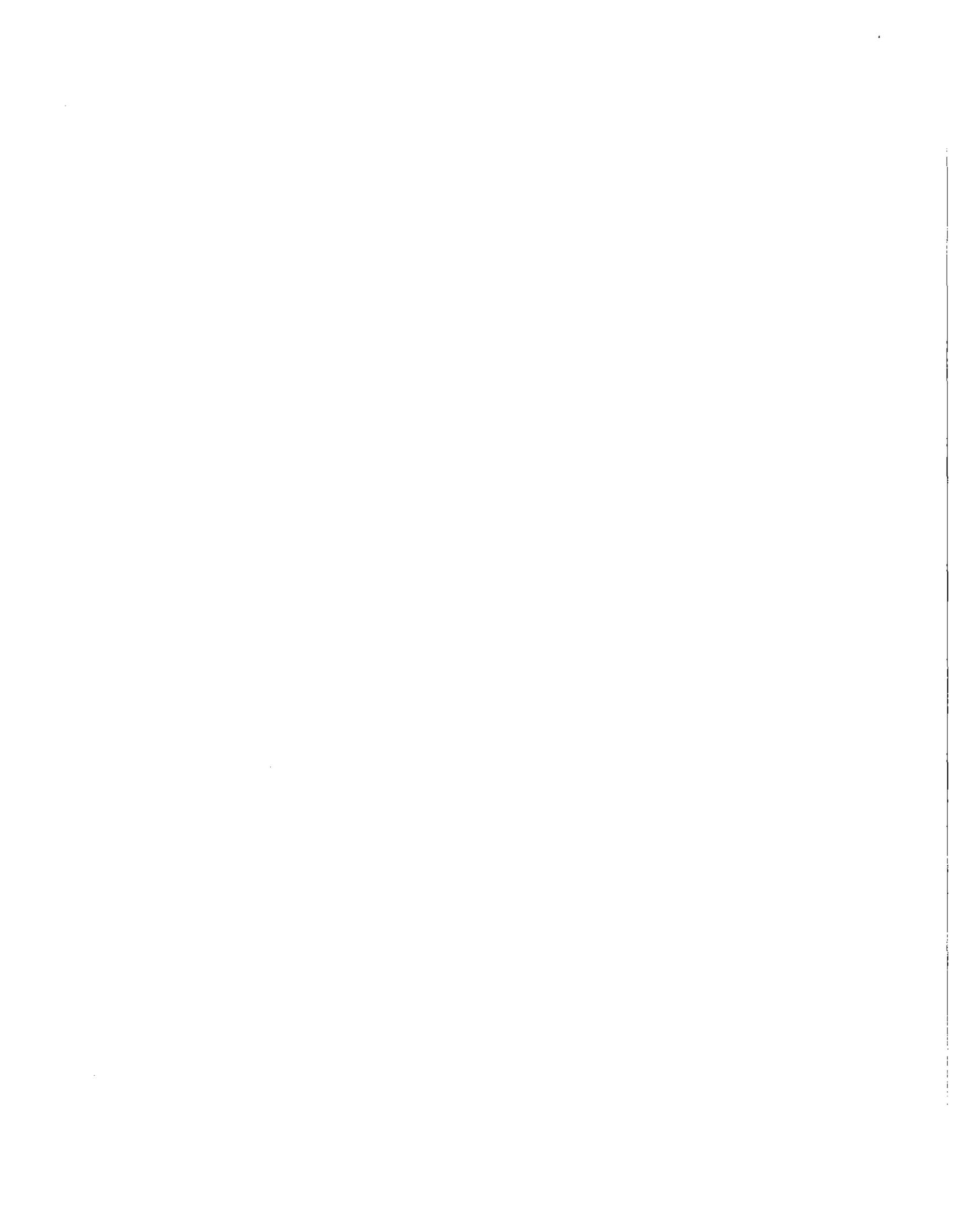




Recommendations



- Recognize this is the first assessment against a brand new model.
- All key themes are important, but can't do everything at once. Recommend immediate focus on these items:
 - Communication
 - Strategic Planning
 - Organizational Performance Measurement





Our Mission: To educate and recognize
Missouri organizations in their pursuit of
performance excellence using the
Baldrige Management Model.

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City of Columbia, MO

Show Me Challenge

Feedback Report

Final Consensus Report

March, 2011



EXCELLENCE IN
MISSOURI
FOUNDATION

City of Columbia
Show Me Challenge Detail Summary

Show Me Challenge Assessment Team Members:

John Blattel, Director of Finance - Finance Dept.

Shawn Brant, Public Information Specialist - Public Communications Dept.

Damon Crum, Refuse Collection Supv. III, Public Works Dept.

George Hampton, Risk Management Specialist - Finance Dept.

Dana Hughes, Health Educator - Public Health & Human Services Dept.

Shelley Jones, Police Lieutenant - Police Dept.

Adam Kruse, Asst. City Counselor II - Law Dept.

Brian Maydwell, Systems Support Analyst - Public Safety Joint Communications

Devear Redden, Instrument Technician - Water & Light Dept.

Ben Roberts, Engineering Aide III - Public Works Dept.

Amy Schneider, Acting Director of Convention & Visitors' Bureau - Convention & Visitors' Bureau

Mike Snyder, Sr. Parks Planner - Parks & Recreation Dept.

Roger Still, Trust Specialist - Office of Neighborhood Services

Jackie Wagner, Business Analyst - Information Technologies Dept.

Carol Wilson, Human Resources Analyst - Human Resources Dept.

Andrea Wymer, Admin. Support Asst. III - Municipal Court

Leaders Interviewed: 7 leaders interviewed in-depth about each category for a total of 6 hours of interviews per leader.

Bill Watkins, City Manager

Paula Hertwig Hopkins, Asst. City Manager

Margrace Buckler, Director of Human Resources

Ken Burton, Police Chief

John Glascock, Director of Public Works

Tad Johnsen, Director of Water & Light

Bob Simms, Director of Information Technologies



Walk-around Interviews: Assessment team interviewed approximately 500 employees, including all levels of staff and all facilities. 3-5 minute casual interviews designed to clarify and verify results of leadership interviews.

Timeframe: Leadership Interviews Conducted January – February 2011; Walk-Around Interviews Conducted January – March 2011.

Notes about following feedback report:

1. This is a Baldrige-based feedback report, generated based on the responses that the assessment team received from their leadership interviews and walk-around interviews. The language in the report directly correlates to the Baldrige criteria for Performance Excellence, a “Top 10 Management Model.” The comments reflect the findings of the assessment team, and not the opinions of the assessment team members or the Excellence In Missouri Foundation. Key Themes are designed to identify the most relevant strengths and opportunities for improvement that became overarching themes throughout the report. By addressing the Key Themes outcomes from this report, the City of Columbia may see broad strokes of performance improvement across the Baldrige criteria categories.
2. Scoring is also based on the Baldrige Criteria for Performance Excellence. Scoring should not be compared to traditional scoring, such as in an educational setting. The highest scoring National Malcolm Baldrige Award application received a score in the low 800 range. The highest scoring Missouri Quality Award application received a score in the mid 770s. Most organizations that perform a baseline Show Me Challenge Assessment tend to score in the 100-200 point range. Seemingly low scores are anticipated for organizations that are comparing themselves to a model that they have recently adopted.
3. The assessment looks at organization processes, not at the quality or level of services provided to the community.



Key Themes

Communication- As an overall theme, organizational communication is an opportunity for improvement. Leadership interviews did not always show consistency and there was a feeling by the Show Me Challenge team that more robustness in approaches and information were in place, but could not be identified as a result of the interviews. Also, organizationally the City has a difficult time providing consistent communication to its customers, as well as its workforce. While some of this can be attributed to a lack of strategic planning in how to communicate, more often it can be attributed to the separation or “silo effect” created by the departmental structure of the City. This idea of completely separate entities within the City sometimes creates obstacles to effective communication throughout the City as a whole. Internally, it makes it difficult for the ideas, decisions and directives of senior management to be propagated throughout the workforce. Conversely, this also makes it difficult for all employees to provide feedback on those ideas, and directives, which would keep the workforce engaged and satisfied. Externally, the separation can make it quite confusing and daunting for City customers to attempt effective communications with the City. By evaluating the communications processes in the City, and breaking down of departmental “silos”, the City as an organization could see more effective and efficient operations with increased customer and workforce satisfaction.

Strategic Planning- While some planning does occur at the department and financial levels; there is not an approach in place to develop an organizational strategic plan that considers the necessary elements of workforce, technologies, market, customers, and the regulatory environment. The development of a strategic plan for the organization could ensure a cohesive direction for the organization that can drive better alignment between the departments. In addition, the development of a systematic data collection and analysis process in support of the strategic plan would provide the key information needed to develop a successful strategic plan.

Process Management- The identification, design and key outcome measure identification for work systems in the organization are an improvement opportunity. Responses were received from the leadership team for some elements of process management, but the variance in the responses points to a lack of a systematic approach or gaps in deployment of the approaches. Some data is gathered by the organization, but there is an opportunity for improvement in effectively using the data to manage processes. The identification of core competencies can provide a good focus for the identification, design and measurement of key processes, which was identified as a new concept for the organization during the meeting to develop the key business factors. Organizations frequently enter the Baldrige model adoption phase without core competencies. Leveraging those identified to support process development can assist the organization with resource prioritization efforts.

Organizational Performance Measurement- The City does not utilize a systematic approach to a performance measurement system that identifies the measures needed to capture performance across the organization. While measures have been identified and are tracked to ensure budget performance and key financial results, a systematic approach to an organizational level identification and tracking of measures for areas such as leadership, workforce management and capabilities, organizational knowledge, and process effectiveness and performance do not exist. Development of an organizational performance measurement plan in conjunction with an organizational strategic plan could provide important alignment across the City silos and ensure that departments are working in support of the overall organizational goals.



Customer Focus-The customer focus area was identified as an opportunity for improvement due to a lack of an approach for determining customer needs and requirements at the organizational level, a lack of systematic approaches for tracking and resolving customer issues, and the lack of a system to aggregate information gathered at the departmental level to serve customers at the organizational level. In addition, systematic methods for identifying and developing product, program and service offerings to meet current customer requirements, and for listening and learning to determine the needs of the City's main customers could improve the delivery of services to citizens, thereby increasing stakeholder satisfaction. Finally, development of these approaches may ensure the needs and requirements of customers that are less vocal are considered in the development of products, programs and services.



Category 1 – Leadership

Strengths

- Senior leaders develop, foster and display an environment that encourages, requires and results in legal and ethical behavior through leading by example, the Capital Improvement Project (CIP) process, establishing standards, policies and rules and reviewing in weekly staff meetings. Ethics are a component of the employee annual performance review process. Walk arounds revealed that employees would know how to report an ethical issue if needed.
- Improving the City's performance is accomplished through City Council involvement and oversight, the use of a tracking system and the employee performance review process.
- The City uses a variety of methods to measure the fiscal accountability and accountability for management actions through the budget process, performance audits and the use of Visioning Timelines. The performance of the organization is measured through budget performance and completion of goals established.

Opportunities for Improvement

- Although the City displays a variety of approaches for leadership direction setting through the vision, mission, values and expectations, the approaches vary by department and do not display a systematic approach at the organizational level. The walk arounds revealed a mixed understanding of the long term direction for the City. The development of an organizational approach in conjunction with a strong strategic plan could provide the support needed for positive organizational performance.
- The City leaders articulated a variety of approaches to the creation of the long-term viability and success of the organization through departmental goal setting, customer surveys and hiring and rewarding employees, but do not display a systematic approach at the organizational level. The development of an organizational approach leveraging the strategic plan, organizational goals and plans, and an associated measurement system could provide the infrastructure needed to ensure efforts resulting in the long term success of the organization.
- The leadership interviews and walk arounds revealed an organizational lack of systematic approaches to the creation and communication of the City's objectives and the needed support for the successful implementation of the City's overall direction. The lack of a strategic plan is likely the most significant issue driving the lack of an overall systematic approach. The development of a plan could provide the needed structure for the organization's leaders to work within the successful development, communication and execution of the City's most important initiatives.
- While the City has a variety of approaches to encourage and support training and learning for the organization and employees that include new employee orientation, the Educational Training Reimbursement policy, and some budgeting for training and HR programs, there was not evidence of a holistic organizational level approach to encourage and support training at the organizational and employee level. Budget constraints were named as the most significant factor negatively impacting the availability of training.
- Leadership uses a variety of methods for communicating with the workforce. Some of the methods include the quarterly meetings, department meetings, newsletters, staff meetings, and emails. However, there was limited evidence that a systematic approach existed to engage the workforce.



- There is limited evidence of systematic methods to ensure the effectiveness of the performance of the leadership system. The development of a systematic method could provide actionable information at the organization and leadership level where corrective action could be identified.
- While the organization is able to address some of the impacts on society of its products, programs, services, facilities and operations, overall there is not a systematic approach to each of these areas.
- While the City does display some measures for leadership and governance, most of the measures are around fiscal accountability, and legal and regulatory compliance. The development of robust measurement systems could provide valuable information resulting in the ability to prioritize improvement focus areas.

Scoring Range: 10-25%



Category 2 – Strategic Planning

Strengths

Opportunities for Improvement

- While the City has several planning processes including a five year Capital Improvement Plan, a ten year Trend Manual, the Task Forces, a Vision Plan and a budgeting process, the City does not currently have in place a Strategic Planning process. The development and execution of a systematic Strategic Planning process may provide cohesive direction for the entire organization to execute against.
- As the City does not currently have a Strategic Planning process, there is also not a process in place to determine the timeframe for the plan in a systematic fashion. A deliberate approach to the selection of a timeframe for the plan that is most appropriate for the organization's needs could ensure a planning approach that addresses the most significant outcomes for the organization.
- The leadership interviews revealed a variety of ad-hoc approaches to analyzing and using relevant data and information on City capabilities, technologies, markets, competition and the regulatory environment, there was also agreement that the processes for data collection and analysis were not a strength for the organization.
- The leadership interviews also revealed a lack of approaches around the development of key long-term objectives for the City and a timetable for completion of the objectives. This is not unexpected as the objectives would typically be developed as a part of a strategic planning process.
- Although core competencies were identified during the Show Me Challenge Key Business Factors meeting, there is no evidence of a systematic approach to the ongoing identification of current and future core competencies of the City. Prior to the initial stages of the Show Me Challenge, core competencies were not communicated. The leadership interviews revealed confusion between core competencies and core values that should be addressed.
- While the City articulates a robust resource budgeting process and the budget is developed in support of long term projects, it is not an outcome of the Strategic planning process, nor is the budget developed in support of long term objectives. The lack of focus at the organizational level and linkage to a strategic plan could inhibit the successful execution of the City's most important priorities.
- While some parts of the organization have developed department level workforce plans to execute the work identified, the lack of a strategic plan inhibits the ability to have a systematic approach to the development and deployment of workforce plans at the organizational level based on strategic objectives.
- While the budget was listed as a key performance measure, there is little evidence of a systematic approach to the development of key organizational performance measures to track progress relative to an overall organizational strategic plan.

Scoring Range: 0-5%



Category 3-Customer Focus

Strengths

- The City of Columbia provides a variety of mechanisms for customers to seek support related to the services provided. Citizens can seek support through the web site, walking into City departments, City Council members, talking with HR, email and Twitter.

Opportunities for Improvement

- While there are methods for listening and learning to determine the needs and requirements of the City's customer groups at the departmental level, there was agreement that the approach is not systematic, covering all customer groups at the organizational level. In addition, there was no evidence of a systematic process for determining the needs of customers who are less vocal and may not be captured through traditional methods. A vocal minority appears to be most influential. Identification of key customers at the organizational level and establishment of organizational listening and learning methods may assist the City in prioritizing and focusing efforts to best suit all customer groups.
- Leadership interviews indicated departmental and ad-hoc approaches for the determination of key customer requirements to be used to identify product and service offerings. Several leadership interviews indicated thoughts that the City government is a monopoly and does not focus on attracting key customers. Addressing customer needs through products and services at the organizational level may result in a more positive experience for your customers, resulting in growth in positive reputation and city population.
- There is limited evidence of a systematic approach to the determination of processes for providing customer support related to the City's products and services. There is not an organization level approach to the development of the delivery method of customer support. The development of an organizational level approach to the determination of support service methods may provide valuable information about customer preference that will allow the organization to focus on the methods most important to the organization.
- Leadership interviews revealed mixed responses around building and managing relationships with customers. Some indicated it was done poorly, others indicated that HR does an exceptional job of building relationships as do some of the other departments. The lack of synergy in response reveals a lack of a systematic approach at the organizational level for building and managing relationships. The development of an organizational approach may result in more effective relationships with the customer/citizen base in total, possibly resulting in higher customer satisfaction.
- While the City Manager's Office has a system for tracking and resolving formal and informal customer complaints, there is limited evidence of an organizational level approach to track and resolve formal and informal complaints. The development of an organizational level approach could provide more factual information about the number and types of complaints and could ensure complaints do not get lost prior to resolution.
- While there is evidence of departmental approaches to following up with customers on products, programs, services, and recent transactions to ensure problems are addressed, and there are a variety of tools such as surveys and the City Council, an organizational approach was not evident.



- While some departmental level approaches to processing and measuring customer satisfaction and dissatisfaction are in place, and the Citizen Survey is seen as an approach for measuring overall customer satisfaction and dissatisfaction, there is no robust City wide method of measuring or tracking customer contacts, satisfaction and dissatisfaction.
- While there are departmental efforts to solicit and use customer feedback as a means of improving understanding of customer needs and to improve customer relationships, there is no evidence of an organizational systematic approach to gathering, aggregating, and analyzing customer feedback and satisfaction data to improve understanding of customer needs and to improve customer relationships.
- Customer satisfaction and dissatisfaction is measured through surveys and at the departmental level. The development of an organizational approach to gathering and measuring customer satisfaction information could provide actionable information around citizen satisfaction with products and services and allow the City to focus on the most important initiatives to increase citizen satisfaction.

Scoring Band: 10-25%



Category 4-Information and Analysis

Strengths

- The Information Technology organization utilizes a variety of approaches to protect City information and protect from external intrusion. The organization has not had any major virus issues for over seven years. Information technology is completing a full review of data accessibility to improve the security of the data.
- The organization examines performance by soliciting citizen feedback, the CIP process, the budget process, and public feedback as means of tracking organizational performance.

Opportunities for Improvement

- There are a variety of methods for determining organizational measurements. Some of these methods include requirements from state and federal organizations, the City Council, citizen groups, and budgetary measures. In addition, measures are determined at the departmental level. There is not, however, evidence of an organizational approach to the holistic development of measures at the organizational level.
- Measures and indicators to support daily operations are selected based on a number of approaches. These include the vision tracker and individual departmental approaches, and reporting requirements mandated by state and federal governments. As with the organizational level measures, there is no evidence of a systematic approach to the development of measures to track the success of daily operations at an organizational level.
- Leadership interviews revealed a lack of organizational level approaches to measurement at the organizational level. Therefore, the approach to integration of measures to track overall organizational performance is not in place, with the exception of the measures evaluating financial performance. Development of an organizational level performance management system may allow for aggregation and integration of measures to more accurately determine organizational performance.
- The City has the beginnings of an approach to the determination of requirements for comparative process information and comparative data. Continued development and refinement of the approach could result in the discovery of valuable information to be used to evaluate comparative performance.
- There are some approaches to the management of organizational knowledge such as succession planning and the Workforce Talent Strategic committee. However, these approaches are in the early stages of performance. Continued focus on these initiatives in conjunction with an organizational level approach to the management of organizational knowledge could provide mechanisms to retain critical organizational knowledge
- While there was recognition in the feedback regarding the efforts of IT with regard to accessibility, reliability and security, the approaches in each of these areas varied significantly. In addition, it was reported that there are few systems in place to ensure that data is accurate.
- While there are several approaches for reviewing organizational performance such as citizen feedback, the CIP process, the budget process, and public feedback, there is no evidence of a systematic approach for the review of organizational capabilities.



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- There was little evidence found of a systematic approach to an overall organizational performance review system to monitor organizational success, performance and progress. The lack of a strategic plan is a key inhibitor in this area.
- Customer requirements have not yet been identified at the organizational level. Therefore, there was no evidence of organizational measures in place to determine performance in meeting customer requirements.

Scoring Band: 10-25%



Category 5-Workforce Focus

Strengths

- The City displays a systematic approach to maintaining a safe and healthy work environment conducive to employee health and safety through risk management, health and wellness events, bi-annual physicals, gym memberships at a reduced rate, employee assistance opportunities, the executive safety committee and a secure workplace.
- Through work by the employee benefit committee, employee needs and requirements for support services are solicited and analyzed. Recommendations are made by the committee on the support services desired by the employees. Recommendations are implemented based on the availability of budget.

Opportunities for Improvement

- Leadership interviews revealed some approaches to designing work and job systems to promote cooperation and collaboration, individual initiative, innovation, communications and flexibility across work units. Examples include the CIP process, a "Step Up Procedure," annual evaluation of organizational flow charts, and a workforce development evaluation analysis. However, there was limited evidence of a systematic approach at the organizational level. Development of a systematic approach to address each of the criteria elements could result in work and job systems that align with the key priorities of the organization, thereby potentially increasing organizational effectiveness.
- While there is some evidence of an initial approach during the budgeting process to the assessment of staffing needs in terms of the number of employees, most evidence points to a process that is managed at the departmental level. In addition, there is limited evidence of a process for assessing staffing needs in terms of the types of skills, knowledge and experience needed. Development of an organizational level approach to staffing could ensure alignment of staffing levels in support of the organization's most important priorities.
- Leadership interviews revealed a lack of approaches to the use of compensation and recognition incentives to reinforce work systems, performance, and organizational objectives. While some creative approaches were cited, restrictions such as the economy and being a public entity were identified as inhibitors. Finally, the lack of overall organizational objectives is a barrier to alignment between compensation/recognition and the organizational objectives.
- Employee performance reviews were identified as the performance review system to support high performance and a customer and business focus with several key initiatives underway to support strong employee performance. However, there was no evidence of an organizational performance review system to support high performance at the organizational level. Development of an organizational performance review system in support of strategic plan outcomes could ensure alignment between the strategic objectives and organizational performance.
- While there is evidence that the City supports training for employees, the determination of targets and needs occur at the departmental level. The workforce strategy committee has been developed and recommendations have been presented. However, the initiatives in this area are in the early stages of development and deployment. Continued focus on efforts to create a systematic, organizational level approach to determine that all employees are trained to meet



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current and future job requirements could ensure the most optimum use of resources in support of training for the organization and its employees.

- The approaches described for the determination and use of key drivers of employee satisfaction and engagement were reactive and ad-hoc in approach. A survey is currently being developed to help determine the key drivers. Development of an organization level approach to the determination of the key drivers of employee satisfaction and the associated use of the information could provide valuable information to be used to target and address the most important factors.
- The measures currently in place for evaluating workforce performance are turnover, use of sick leave, years of service and the evaluation process. However, these measures may not provide the most accurate picture of workforce performance at the organizational level. Employee satisfaction is not currently being measured.

Scoring Band: 10-25%



Category 6-Operations Focus

Strengths

- Both leadership and walk-around interviews reflected that employees can readily identify key work systems for the City such as the public safety system, the visioning process, capital improvement projects, water and electric service, and Sungard.
- The City uses a variety of methods to ensure an orderly transition of designs into operations through plan review processes, departmental reviews, the multi-department plan review process, the capital improvement process, citizen meetings, and Council review.

Opportunities for Improvement

- The development of the City's current and needed core competencies was not considered until the Key Business Factor development of the Show Me Challenge. Therefore, core competencies are not yet considered in the design of the City's operations. Most design of the City's operations currently occurs at the departmental level. Identification of the City's current and needed core competencies in conjunction with a robust strategic planning process could provide alignment between the organization's objectives and execution strategies.
- While some departmental approaches are in place, there is no evidence of an organizational level approach to the determination of whether a service or function should be outsourced. Leadership interviews revealed that the City is less supportive of outsourcing than some cities.
- While the most important work systems were identified, formal measurement approaches are not in place for all work systems. The development of systematic measurement approaches could provide valuable information to be used in the management of the key processes.
- Leadership interviews revealed a lack of systematic approaches for the design of the most important work processes. The approaches described include looking at national trends and evaluation of performance after the fact. Development of systematic approaches could improve the performance of the work processes, rather than waiting to improve after the process has not performed at the optimum level.
- Leadership responses to the identification of approaches to ensure that customer requirements are built into the design and development of new programs and services revealed a lack of consistency and a lack of overall systematic approaches. Some anecdotal approaches were described, while others identified the methods used for data gathering such as citizen surveys, boards, commissions, neighborhood associations, city council process, visioning process and partnerships. There was limited evidence of a systematic approach to ensure customer needs are addressed during the design and development process. Development of an organizational level approach could ensure customer needs and requirements are built into the design of new programs and services, potentially increasing customer satisfaction.



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- While the City has determined and designed key work systems as the public safety system, the visioning process, capital improvement projects, and the Sungard/HTE, there is limited evidence of a systematic approach to the development of the key work system processes or the outcome measures for the work processes from design to operation.
- While some examples were cited such as comparison to other cities, the CIP process, the budget process and the J2E process, there is limited evidence of a systematic process at the organizational level for the management or improvement of key work processes. Development of a systematic process at the organizational level could provide visibility to the performance of the processes, which could allow for timely intervention where processes are not operating effectively.

Scoring Band: 10-25%



Category 7-Results

Category Comment

- While the City utilizes outcome measures at the departmental level and related to the budget and associated projects and activities, there is no evidence of a systematic measurement system that provides in-process, effectiveness or outcome measures for all criteria categories that connect performance across the organization.