



CITY MANAGER'S ORGANIZATIONAL INITIATIVES

FISCAL YEARS 2009 & 2010

October 2008

Gainesville City Hall
200 East University Avenue, Gainesville, FL 32601
(352) 334-5010

City Manager

Russ Blackburn, City Manager

Assistant City Managers

Paul Folkers, Assistant City Manager

Fred Murry, Assistant City Manager

Senior Management Team

Les Auerbach, Computer Services Director

Sandy Barnard, Human Resources Director

Mark Benton, Finance Director

Karen Billings, Strategic Planning Manager

Norm Botsford, Police Chief

Erik Bredfeldt, Planning and Development Director

Chris Cooper, Legislative & Grants Coordinator

James Garrett, Code Enforcement Manager

James Hencin, Block Grant Management & Review Manager

Ralph Hilliard, Planning Manager

Anthony Lyons, Community Redevelopment Manager

Doug Murdock, Building Official

Bill Northcutt, Fire Chief

Steve Phillips, Director of Parks, Recreation and Cultural Affairs

Milton Reid, General Services Director


Jacquelin Richardson, Housing Manager

Becky Rountree, Administrative Services Director

Teresa Scott, Public Works Director

Steve Varvel, Risk Management Director

Bob Woods, Communications and Marketing Manager



CITY OF GAINESVILLE

Vision

The City of Gainesville will set the standard of excellence for a top ten mid-sized American city; recognized nationally as an innovative provider of high quality, cost effective services.

Mission

We are committed to providing exceptional services that enhance the quality of life for the Gainesville community.

Values

Integrity: We will be open, honest, and honor our commitments.

Diversity: We will maintain a viable workforce that reflects our community.

Teamwork: We will work cooperatively to build and maintain productive working relationships.

Citizen and Customer Satisfaction: We will strive to meet our citizens' and customers' needs in a professional and courteous manner.

Quality: We will aspire to the highest level of excellence in our products and services.

Financial Accountability: We will provide responsible stewardship of the City's assets and resources.

Sustainability: We will meet the economic, social, institutional, and environmental needs of current citizens without compromising the ability of future citizens to meet their own.

Communication: We will communicate effectively with our citizens, our customers and the community at large.

INTRODUCTION

SENIOR MANAGEMENT STRATEGIC PLANNING RETREAT

On February 28 and 29, 2008 the City of Gainesville Senior Management Team had a strategic planning retreat to “align the wheels” of the organization. The Office of the City Manager and Office of Strategic Planning recognized it was important for the organization to be aligned with the priorities of the City Commission and develop priorities consistent with the vision, mission and values of the organization. The event was planned with input from Senior Management Team members and facilitated by Julia Novak of Management Partners, Inc. Staff from the City’s Office of Strategic Planning conducted two focus groups with Senior Management Team members, and two pre-retreat surveys were administered by Management Partners. The first survey sought input into the goals and agenda of the retreat; the second survey was used to generate input for a discussion of the organizations strengths, weaknesses, opportunities and threats (SWOT). The following goals were established for the retreat:

- To align the organization’s priorities with the goals and objectives of the City Commission
- To improve interdepartmental understanding and working relationships
- To prepare for upcoming budget discussions
- To discuss the implications of the City’s culture survey
- To establish an organizational strategic plan
- To reconnect with the organizations vision, mission and values

The retreat began with two presentations which helped set the stage for the remainder of the retreat. The first presentation was a review of the City’s 5-year financial forecast. The presentation highlighted anticipated drops in revenues based on Florida’s Legislative reductions in 2007 and the recent passage of Amendment 1, and provided context for considering priorities, strategies and initiatives for the organization. The second presentation was an overview of the results of the City’s Organizational Culture Survey.

THE COMMISSION’S PRIORITIES

The City Commission previously identified a number of goals, and each department was asked to consider how it contributed to the success of the goals. After the initial work by departments, staff members of the Senior Management Team added their own comments to recognize and reflect upon how every department played a role in supporting the Commission’s commitment to:

- Public Safety
- Economic Development and Redevelopment
- Human Capital
- Government Effectiveness and Fiscal Responsibility
- Infrastructure and Transportation
- Neighborhoods
- Environment
- Partnerships and Intergovernmental Relationships

CITY MANAGER’S ORGANIZATIONAL INITIATIVES

After identifying five new organizational initiatives that aligned with the City Commission’s goals, retreat participants broke into small groups to develop action plans that would form the basis for the City Manager’s organizational initiatives. The plans identified action steps necessary to implement the initiative, estimated time and identified who would be accountable for progress. The organization will continue to refine the action plans and use them to guide the daily work of the organization in the future. The City Manager’s organizational initiatives enable us to better support the priorities of the City Commission, as outlined.

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 1

INITIATIVE # 1: IMPROVE COORDINATION ON DOWNTOWN ISSUES



Champion: Paul Folkers, Assistant City Manager

Stakeholders: University of Florida (UF), UF Students, Gainesville Downtown Owners and Tenants (GDOT), Downtown Redevelopment Advisory Board (DRAB), Neighborhoods: Porters, Pleasant Street, Duckpond, Downtown, SE Historic District, University Park; Chamber of Commerce, Alachua County, Santa Fe Community College (SFCC), and the University Police Department (UPD)

Desired Outcome: Shared responsibilities with stakeholders resulting in a clean, safe, and vibrant downtown area.

Background: This Strategic Initiative was first introduced by City Staff in February, 2008 at the Senior Management Strategic Planning Retreat. The Initiative was added to the Strategic Plan as an Organizational Initiative.

Progress to Date:

This is a new initiative.

Supporting Documentation:

None at this time.

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 1

Action Plan to Improve Coordination on Downtown Issues for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Establish a Downtown Working Group composed of staff from key City departments involved in downtown issues	October 2008
2. Identify key downtown issues requiring City involvement and impeding progress towards creating a clean, safe and vibrant downtown area	January 2009
3. Define boundaries of downtown	May 2009
4. Inventory downtown properties & uses	September 2009
5. Identify and implement opportunities (as resources allow) to better coordinate City efforts to address key downtown issues	December 2009 & Ongoing

Critical Success Measures:

- Improved stakeholder and resident perception of downtown cleanliness, safety and activities
- Improved stakeholder involvement and commitment of resources towards addressing key downtown issues
- Improved department director perception of the level of effective coordination among City departments in addressing downtown issues

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 2

INITIATIVE # 2: IMPROVE COMMUNICATIONS INTERNALLY AND WITH CITY COMMISSION



Champion: Fred Murry, Assistant City Manager

Stakeholders: Charter Offices, City of Gainesville General Government, GRU

Desired Outcome: Improve communication internally. Implement an effective communication strategy to provide mission critical information from staff to the City Commission.

Background: This Strategic Initiative was first introduced by City Staff in February, 2008 at the Senior Management Strategic Planning Retreat. The Initiative was added to the Strategic Plan as an Organizational Initiative.

Progress to Date:

This is a new initiative.

Supporting Documentation:

- General Government 2007 Employee Culture Survey Results
- Streamlining Gainesville Government, May 12, 2008

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 2

Action Plan to Improve Communications Internally for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Kick-off an Internal Communications Steering Committee with members of the Communications Advisory Group, including members from GG, GRU, and Charter Offices; establish working Charter for the group	August, 2008
2. Identify processes to solicit employee feedback on how to improve formal and informal communications internally <ul style="list-style-type: none"> ▪ Focus Groups ▪ Process Mapping ▪ Audit ▪ Surveys ▪ Review formal / information communications systems ▪ Examine Best Practice Models ▪ Peer City Review 	November, 2008
3. Develop and present an implementation plan to engage employees on how the City can improve internal communications <ul style="list-style-type: none"> ▪ Request approval ▪ Request funding (if needed) 	March, 2009
4. Implement plan to solicit employee feedback on how to improve Communications internally <ul style="list-style-type: none"> ▪ Data collection ▪ Analyze Data ▪ Draft Report 	May, 2009
5. Report Findings with Recommendations	August, 2009
6. Implement Recommendations	October, 2009
7. Assess Plan results and make modifications	April, 2010

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 2

Action Plan to Improve Communications with the City Commission for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Hire an external consultant to evaluate and report on best practices for effective communication between staff and commissioners, i.e.: <ul style="list-style-type: none"> ▪ Biweekly Report ▪ Agenda Items (Stakeholders, Strategic Initiative, etc.) ▪ Memos (e-mails, etc.) ▪ Capital Improvement Project (CIP) Updates ▪ Commissioner Webpages ▪ Public information and education programming on Channel 12 	June 2009
2. Based on recommendation from external consultant, develop and approve an Action Plan to implement effective communication strategies <ul style="list-style-type: none"> ▪ Look at potential funding sources 	December 2009
3. Determine which recommendations will be implemented	On-going

Critical Success Measures:

- Employees believe that there is good communication between departments
- Employees believe that there is good up-and-down communication throughout General Government
- Employees believe that their supervisor keeps them up-to-date on what is happening in General Government
- Action Steps to Improve Communications with the City Commission are completed by their estimated completion date

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 3

INITIATIVE # 3: INVEST IN TECHNOLOGY



Champion: Les Auerbach, Information Technology Director

Stakeholders: All Departments

Desired Outcome: Technological needs within the City have been identified, the necessary funding has been allocated, the infrastructure has been put in place and on-going costs have been identified.

Background: This Strategic Initiative was first introduced by City Staff in February, 2008 at the Senior Management Strategic Planning Retreat. The Initiative was added to the Strategic Plan as an Organizational Initiative.

Progress to Date:

In FY 2008, the GG Information Technology Department is meeting with each of the Departments to assess their needs.

Supporting Documentation:

None at this time.

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 3

Action Plan to Invest in Technology for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Assess current infrastructure functions	January 2009
2. Identify corporate-wide tools that are needed	June 2009
3. Identify the technological needs of each individual Department	January 2010
4. Identify resources needed to satisfy Action Steps 1, 2 & 3	September 2010
5. Deliver IT Initiatives for FY 2011/12 Budget Cycle	January 2011

Critical Success Measures:

- Action Steps are completed by target dates
- A sufficient amount of information is obtained through Action Steps 1 – 4 to complete Action Step # 5

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 4

INITIATIVE # 4: REMOVE BARRIERS TO EFFICIENT & EFFECTIVE MUNICIPAL SERVICES

Champion: Becky Rountree, Administrative Services Director
Lila Stewart, Strategic Planner



Stakeholders: City departments, citizens

Desired Outcome: Barriers to efficient and effective municipal services have been identified and strategies to remove those barriers have been implemented.

Background: This Strategic Initiative was first introduced by City Staff in February, 2008 at the Senior Management Strategic Planning Retreat. The Initiative was added to the Strategic Plan as an Organizational Initiative.

Progress to Date:

This is a new initiative.

Supporting Documentation:

None at this time.

CITY MANAGER’S ORGANIZATIONAL INITIATIVE # 4

Action Plan to Remove Barriers for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Identify processes to evaluate & prioritize	October 2008
2. Map processes “as is” and identify inefficiencies in current processes	June 2009
3. Propose new processes that eliminate the identified inefficiencies <ul style="list-style-type: none">▪ This may include technological solutions or tools which may be used to improve efficiency/effectiveness	June 2010
4. Implement and communicate any process changes	September 2010
5. Develop an evaluation system to determine the effectiveness of process changes <ul style="list-style-type: none">▪ Implement customer service surveys	July 2011

Critical Success Measures:

- Action Steps are completed by target dates
- Positive results from internal customer satisfaction surveys

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 5

INITIATIVE # 5: IDENTIFY UNDERUTILIZED PROGRAMS



Champion: Becky Rountree, Administrative Services Director
Lila Stewart, Strategic Planner

Stakeholders: City departments, citizens

Desired Outcome: City services or programs that duplicate efforts, and are underutilized or undervalued have been identified, and a proposal that addresses alternative strategies or program elimination has been adopted.

Background: This Strategic Initiative was first introduced by City Staff in February, 2008 at the Senior Management Strategic Planning Retreat. The Initiative was added to the Strategic Plan as an Organizational Initiative.

Progress to Date:

This is a new initiative.

Supporting Documentation:

None at this time.

CITY MANAGER'S ORGANIZATIONAL INITIATIVE # 5

Action Plan to Identify Underutilized Programs for FYs 2009 – 2010

Action Steps	Estimated Completion Date
1. Identify all services and programs provided to citizens to determine: <ul style="list-style-type: none"> ▪ Duplication (including inside and outside providers) ▪ The participation rate (including non-city residents) ▪ Resident perception of program value (as provided by the National Citizen Survey) 	December 2008
2. Analyze and prioritize the services and programs that were identified as a duplication of effort, have a low participation rate, and not valued by Citizens	June 2009
3. Identify alternative solutions <ul style="list-style-type: none"> ▪ Review what peer cities are doing ▪ Explore creative solutions through employee engagement 	January 2010
4. Develop proposal that includes: <ul style="list-style-type: none"> ▪ Alternative solutions for program delivery ▪ Plan to Eliminate underutilized and undervalued programs 	May 2010

Critical Success Measures:

- Action Steps are completed by target dates
- Citizens perception of service delivery and valued services
- Budgetary savings from the elimination of underutilized programs and duplicate services