

Governor's
Sterling Award
Application
1997



**City of Coral Springs
1997 Governor's Sterling Award Application**

OVERVIEW

WELCOME TO CORAL SPRINGS!

The City of Coral Springs is a full service city located in northwest Broward County, approximately 15 miles from Ft. Lauderdale. The city provides public services to an estimated 103,000 residents and 2,400 businesses and industries. The city was incorporated in 1963 by a special act of the Florida legislature. The city operates under a Commission/City Manager form of government. A Mayor and four City Commissioners are elected, at large, on a non-partisan basis, and serve on the City Commission. The City Commission provides overall policy direction for the city. It also appoints the city's four charter officers, which include the City Manager. The City Manager has overall responsibility for the management and operations of 12 departments.

Coral Springs stands apart from other Florida cities. The numbers tell the story:

Population: The city is the third largest in Broward County, and the 13th largest in Florida. The city continues to experience rapid residential growth, recording the highest population gains among Florida's 20 largest cities during the 1990s.

Median Age: The city's population is among the youngest in Broward County. Thirty percent of the population is school aged.

Households: The city has the highest percentage of households that are families, and highest percentage persons per family in Broward County.

Racial

Composition: The city has become racially diverse during the last decade. Today, minority groups make up seven percent of the city's population.

Coral Springs is known for quality. It was selected in 1993 as one of the top 50 communities in the country to raise a family. New residents move to the city for its reputation for quality schools, low crime, and outstanding parks and recreation programs. The city's strict sign requirements, residential and business building design standards, active code enforcement, and attractive street right of ways create a living environment that's unique in South Florida.

City's Products and Services, Principal Customers, and Key Customer Requirements

The city resembles a holding company or conglomerate, rather than a retail business. The city provides a rich mix of services to meet the expectations of its customer groups. The following are examples of the "businesses" that we are in:

- protecting personal safety;
- protecting personal, commercial, and public property;
- providing athletic, recreational, and cultural activities;
- constructing and maintaining streets;
- providing safe drinking water;
- collecting stormwater;
- treating and disposing of waste water;
- maintaining urban planning standards;
- enforcing building and property

- maintenance codes;
- encouraging commercial and industrial development; and
- communicating information to the public.
- hiring, developing, and retaining employees.

The city provides these service programs to three principle customer groups:

-- Indirect Customers

This group includes city residents, business owners, and individuals who are visiting the city. They are not directly receiving a specific city service, but they expect the city to respond to their specific need when required. To these customers, the city represents an insurance policy. They pay their taxes every year, and expect to receive services when they need them.

-- Direct Customers

This group also includes city residents, business owners, and individuals who are visiting the city. However, they are being directly "touched" by the city. They could be receiving one or more specific services from the city. Their business or private activity could be regulated by the city. They could be directly affected by a City Commission policy decision or action.

An individual can be either an indirect or a direct customer, depending on the specific circumstance or issue. Together, they combine to form the city's external customers.

-- Internal Customers

Employees comprise the city's internal customers. The city employs 591 full time employees. Their average length of

service with the city is 7.67 years. The city's workforce can be divided into two broad groups. Exempt employees are managers, supervisors, and staff professionals. Nonexempt employees are technical, support, and front line employees who are eligible for overtime. The city has two recognized labor unions: one for police nonexempt employees, and one for police sergeants and a lieutenant. About 93 percent of the city's senior management team has earned advanced degrees in various professional fields.

These groups have the following requirements:

- confidence;
- value;
- reliability; and
- responsiveness

The city relies on its employee workforce, partnerships with the private sector, and contracts with other government agencies to deliver service programs that meet these requirements.

The Coral Springs Quality Initiative

Change is a full time resident in Coral Springs. The city continues to rapidly develop. City residents are more sensitive than ever to higher taxes. New revenue sources must be found to finance city service programs. Customer requirements are increasing. Residents demand value for the taxes they pay to the city. Residents look to the city for critical public services such as emergency medical services, and expect the city to help them improve services provided by other government agencies such as public education. Finally, the combination of increased service demands and declining financial resources requires that the city develop partnerships with businesses, nonprofit agencies, and other government agencies

to deliver services.

The city's quality initiative is the principal method that is being used to respond to change. The quality initiative is entering its fifth year. It is an organization wide effort to exceed the requirements and expectations of the city's three principle customer groups. All 12 departments are directly involved in the quality initiative. We have completed a key transition in the quality initiative. Phase one involved building awareness and support for quality related efforts. Many quality related activities were started. Senior managers worked hard to convince their employees that this was more than the newest "management flavor of the month." Phase two involved developing a systematic approach to collecting and analyzing data, strategic planning, human resource management, process improvement, and determining operational performance and customer satisfaction levels. These diverse activities have been integrated into a comprehensive quality effort. Strategic targets are in place, data and information systems are established, key business processes are improved, quality, operational, and financial results are reviewed, and improvement cycles completed.

Fostering Partnerships for Service Delivery

The quality initiative has changed the way the city provides services. In the past, it designed a program, provided all the resources needed, implemented the program, and evaluated it. The city provided everything--it built the boat, steered the boat, and rowed the boat. Today, we believe partnerships offer an untapped resource for local governments to exceed customer requirements. Through partnerships, the city sets the course and steers the boat, but the boat itself is provided by someone else, and someone else rows it. The city is using partnerships with businesses, non profit groups, other government agencies, and its suppliers to deliver service programs. The city

collaborates with neighborhood groups through its Neighborhood Partnership Teams to meet customers' concerns at the neighborhood level. The city works with the local chamber of commerce and other non profit groups to co-sponsor special events featuring multi-cultural activities. The city enters long term agreements with businesses to develop and operate recreational facilities including ice skating rinks, golf driving ranges, and in-line skating on city owned property.

We are increasingly using partnerships with our suppliers to deliver services. Employee salaries and benefits represent 48.6 percent of the city's overall budget. We rely on individual businesses to supply all kinds of products and services that our employees use in delivering services and programs. Most of our suppliers provide small quantities of products or service, or contract with the city on a one time basis. Yet, with our larger and continuing suppliers, we are developing innovative partnerships.

City Facilities, Equipment, and Technologies

City services are provided at various locations throughout Coral Springs.

City Hall: main administrative office, citizens' service, building services, community development, public works, administration, and internal support services.

Public Safety Building: central headquarters for all police services, fire administration, inspections, and prevention services, emergency medical services and code enforcement.

Fire Stations: five fire stations providing fire

and EMS services

improvement projects.

East Side

Utility

Complex: primary water treatment and distribution facility

West Side

Maintenance: central garage operations, firearms training facility, parks and recreation maintenance

Parks: one 180-acre regional park, three community parks (including a tournament facility and tennis aquatics training center), and 47 neighborhood parks.

Beginning in 1995, the city opened its City Hall in the Mall, which provides information, billing, and payment services at the city's regional mall.

These facilities are linked together with state-of-the-art computer, telephone, and other information technologies. Representatives from cities and counties throughout Florida have conducted benchmarking site visits to learn more about the information technologies used in Coral Springs. The city also makes annual investments in equipment such as police cars and fire apparatus, infrastructure such as streets, water mains, and drainage systems, and its facilities such as parks, pools, and tennis centers. Since 1991, the city has invested \$103,259,206 in capital

Working in a Regulated Environment

We enforce local regulations. Yet, we are also regulated by various state, regional, and federal agencies. Our land development regulations and comprehensive plan must be certified by both the county and state. Water treatment plant operators must be certified by the state; our only consumable product--water--must meet state and federal quality standards. The federal government sets personnel policies and practices that we must follow. Complying with regulations helps our employees understand how customers feel when regulated, and improves their ability to meet customer needs.

Emerging Issues

The strategic planning process helped us identify and begin to examine four issues that will need to be addressed in the future. They are:

- changing telecommunications legislation and technology;
- creation of a "town center";
- expanding library services; and
- mass transit opportunities

These issues will be examined in depth beginning with this year's business plan, and in the future through the strategic planning process.

Governor's Sterling Award Application 1997

Table of Contents

1.0 LEADERSHIP

- 1.1 Senior Executive Leadership 1-2
- 1.2 Leadership System: Quality Values,
Expectations, and Strategic Decisions 1-5
- 1.3 Public Responsibility and Corporate Citizenship 1-7

2.0 INFORMATION AND ANALYSIS

- 2.1 Management of Information and Data 2-1
- 2.2 Competitive Comparisons and Benchmarking 2-5
- 2.3 Analysis and Use of Organization-Wide Data 2-7

3.0 STRATEGIC PLANNING

- 3.1 Strategic and Performance Planning Process 3-1
- 3.2 Strategic Deployment and Performance Projections 3-6

4.0 HUMAN RESOURCE EXCELLENCE

- 4.1 Human Resource Planning and Evaluation 4-1
- 4.2 Employee Involvement, Performance and
Recognition 4-4
- 4.3 Employee Education, Training, and Development 4-6
- 4.4 Employee Well-Being and Satisfaction 4-8

5.0 PROCESS MANAGEMENT

- 5.1 Design and Introduction of Products and Services 5-1
- 5.2 Operations and Process Management 5-3
- 5.3 Support Process Management 5-5
- 5.4 Supplier Performance Management 5-5

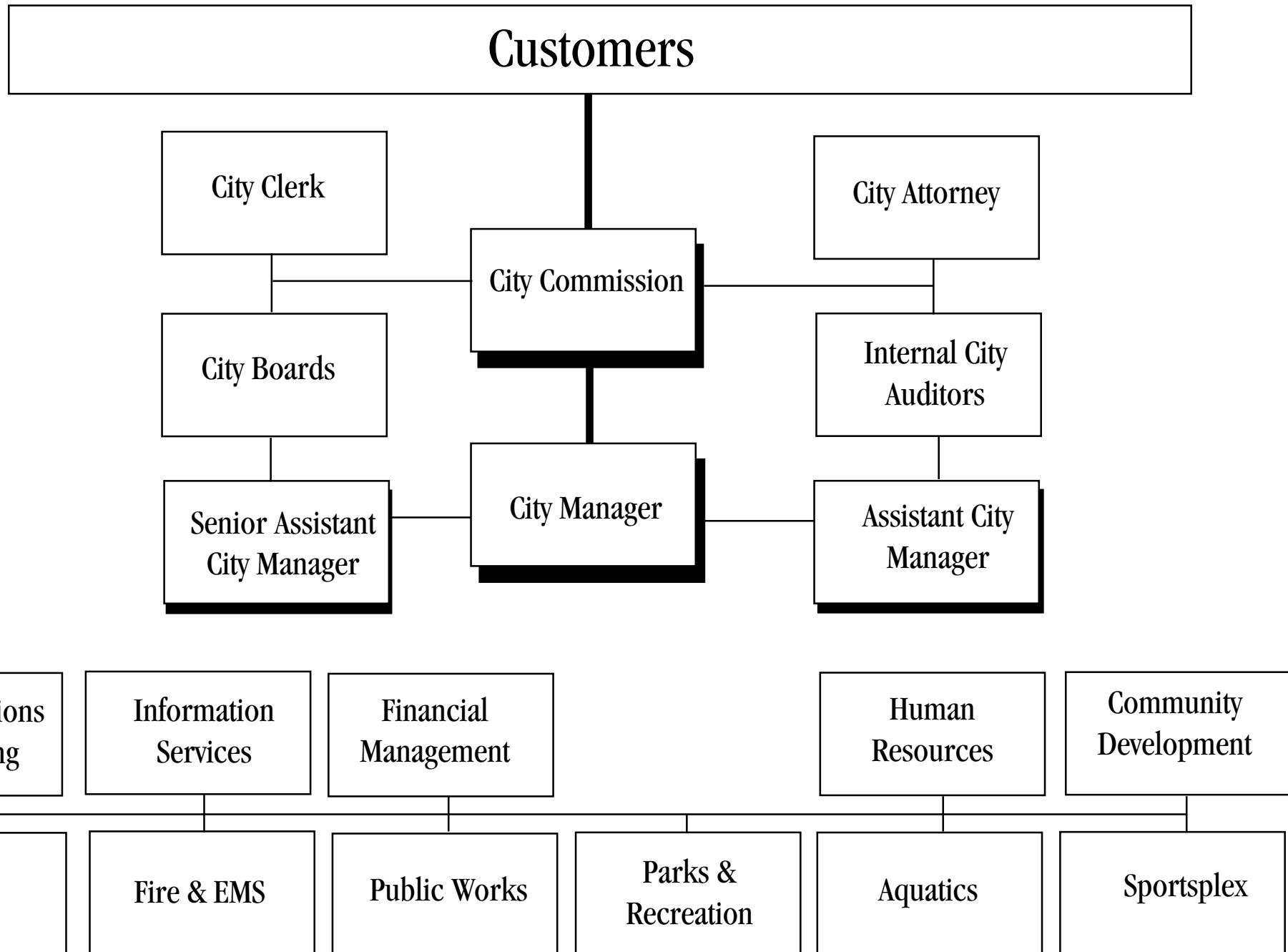
6.0 PERFORMANCE RESULTS

- 6.1 Product and Service Quality Results 6-1
- 6.2 Operational and Financial Results 6-5
- 6.3 Human Resource Results 6-8
- 6.4 Supplier Performance Results 6-10

7.0 CUSTOMER FOCUS AND SATISFACTION

7.1	Customer Expectations and Requirements	7-1
7.2	Customer Relationship Management	7-7
7.3	Customer Satisfaction Determination	7-12
7.4	Customer Satisfaction Results and Comparisons	7-14

City of Coral Springs 1997 Organization Chart



1.0 LEADERSHIP

A local government quality initiative requires strong leadership from three sources: its elected officials, the City Manager, and senior managers. The success of Coral Springs quality initiative can be traced to the leadership provided by these three groups. The contributions made by these individuals have been different, yet equally important to the city's five-year-old quality initiative.

The City Commission

The five member City Commission provides overall policy direction for the city. Its counterpart in the private sector is a corporation's board of directors. The City Commission's primary role in the quality initiative has been to provide strategic direction and visible public support. The City Commission has provided support and recognition in various ways. Most important, the City Commission made practical experience and commitment to developing the quality initiative one of its principal criteria when it appointed a new City Manager in November 1995. For the past four years, the City Commission has included "customer focused government" as one of its six strategic priorities. The City Commission also demonstrated support by providing the financial resources needed to implement the quality initiative. City Commissioner William Stradling became the City Commission's representative on the quality initiative. He led the charge for quality in his own company and believed that a similar emphasis would improve customer satisfaction, and operational and financial performance in the city.

The City Commission recognizes city employees at public meetings for their contributions to the quality initiative. They

also present quality awards to individuals and teams at the city's annual Quality Fest.

The City Manager

The City Manager has been the leader in developing, implementing, and evaluating the city's quality initiative. The City Manager has overall responsibility for taking policy direction from the City Commission and leading the organization in implementation. This position's counterpart in the private sector is a corporation's or chief executive officer. This leadership began with the appointment of Tony O'Rourke as City Manager in 1992, who made quality the centerpiece of his effort to reinvent local government in Coral Springs. This leadership has continued with the selection of former Assistant City Manager Michael Levinson as the current City Manager. Mr. Levinson's work plan places the continuation of the quality initiative as the highest priority. For the last five years, the City Manager and two Assistant City Managers have been the driving force in:

- developing the city's overall mission and quality values;
- creating a culture that encourages employees to exceed customers' expectations, and recognizes and rewards employees when they do;
- developing the infrastructure and systems that support a quality initiative;
- changing the organizational structure and improving key business processes;
- establishing customer service, operating and financial performance measures;
- providing resources at levels required to meet customer expectations; and
- demonstrating that "management by fact" is the way decisions are made.

Organization's Senior Managers

The city's workforce is organized into 12 operating departments. A department director heads each department, and is responsible for aligning department programs with the city's strategic priorities. Their counterparts in the private sector are a corporation's vice presidents for operations. The Department Directors, Assistant City Managers, and the City Manager serve as the city's management team. The management team provides oversight and overall coordination for the quality initiative.

It deploys the quality initiative into the organization to insure that customer satisfaction, operating and financial performance indicators are met. Together with the City Commission, we are transforming the city from a traditional bureaucratic government into a high performing municipal corporation.

1.1 Senior Executive Leadership

1.1a The city first established a formal mission statement, core values, and strategic priorities in 1992. The City Commission adopted the mission statement, core values, and strategic priorities when it approves the strategic plan, annual business plan, and annual operating budget.

The following are the **mission statement, core values, and strategic priorities** for the next two years:

-- Mission Statement

"Coral Springs is the premier city in Florida in which to live, work, and raise a family."

-- Core Values

To achieve our mission, the city is committed to the following core values:

- o Customer Focus
- o Leadership
- o Empowered Employees
- o Continuous Quality Improvement

-- Strategic Priorities

- o Customer Focused Government
- o Excellence in Education
- o Neighborhood Vitality
- o Family, Youth, and Community
- o Financial Health and Economic Development
- o Respect for Ethnic and Religious Diversity

The six strategic priorities serve as the **key business drivers** for the city.

1.1b The City Manager and management team* **inspire high performance in the organization** in two ways:

- establishing and sustaining an organizational climate that values high performance, and
- making decisions and taking actions that are consistent with the organization's values.

***NOTE:** The terms "senior managers" and "management team" refer to the City Manager, the assistant city managers, and department directors. These two terms will be used interchangeably throughout this document.

The city's senior managers recognize that both inspiration and action are needed for city employees to view quality initiative as the city's bedrock philosophy.

The city's senior managers create an organizational climate that supports quality through **their personal actions** and decisions. Senior managers developed the city's mission statement and core values at one of their first management "advances" (retreats). The proposed mission statement and core values were presented to the City Commission and adopted. Department directors presented and discussed the mission statement and core values with their employees at department and division staff meetings. Senior managers developed a series of quality awareness workshops to define what quality means and how employees contribute to quality. These workshops and follow-up meetings were used to define the expectations senior managers placed on themselves and on their employees.

Senior managers also personally recognize individual and team performance that contributes to either department or strategic objectives. This recognition ranges from simple "thank yous" and pats on the back, to their personal use of the recognition and reward systems described in **Sec. 4.2**. Senior managers communicate their employees' success stories through various methods, such as a "Wall of Fame" at City Hall, full page paid advertising in the local newspaper, the annual Quality Fest, and employee presentations at management team meetings and City Commission meetings. Finally, senior managers develop the climate by correcting employee behaviors that do not conform to the city's core values. This climate allows employees to make mistakes in the attempt to exceed customers' expectations without fear of reprisals.

Senior managers "walk the talk" by providing necessary resources and encouraging risk taking. Resources include dollars, staffing, outside consultants, and personal involvement in quality related workshops. It also includes risk taking that is necessary for a quality initiative to move forward, such as surveying customers and reporting results both good and bad.

The city's senior managers also realign existing systems and procedures with the city's core values and quality objectives. For example, they believe that the city's annual evaluation and compensation programs must be linked to its quality objectives. They changed both systems to make this linkage visible to all employees. The city's strategic planning process has been revised to better link quality objectives in customer satisfaction, operational performance, and financial performance with department programs and activities completed by individual employees. Finally, senior managers communicate quality to build a climate that supports quality. **Sec.1.2b** describes the various methods the city's senior managers use to communicate quality.

1.1b(1) The city's senior managers use four methods **to create and reinforce quality values and expectations throughout the city's leadership system**. They are:

-- the strategic planning process

This process produces a long term plan that describes where the city is heading (its strategic priorities), how it plans to get there (the tactics identified for each strategic priority), and how it will measure its progress toward meeting its destination (key intended outcomes and department intended results). **Sec. 3.1** describes this process in more detail.

Senior managers are directly involved in developing, deploying, and evaluating the city's strategic plan and the process used to produce this document.

-- the business plan process

This process produces a one year business plan for the city, which operationalizes the strategic plan. It provides a one year view of the key initiatives for each strategic priority. It describes financial strategies used to improve the city's short and long term financial stability. **Sec. 3.1** describes this process in more detail. Senior managers prepare, track, and evaluate the business plan as well as assess the process used to create it.

-- the annual budget process

This process produces a comprehensive annual financial plan for the city, which is a numerical reflection of the business plan. Senior managers link the budget to the city's strategic objectives showing the level of resources committed to each strategic priority, and how each operating department's programs contribute to meeting strategic objectives. In addition, each department budget includes specific performance measures that are used to track progress in customer satisfaction, operational and financial performance.

-- the performance evaluation system

All senior managers and supervisors use this process to coach employees so

their efforts contribute to the city's core values and objectives. They also use this process in deciding annual pay raises for their employees. Senior managers worked closely with an employee focus group to revise the city's long standing step pay plan to a performance-based pay plan thus aligning this key organizational process with the city's quality initiative. **Sec.4.2b** describes the Incentive Pay System (IPS) in more detail.

1.1b(2) The city's senior managers use the strategic planning process **to set direction and performance goals** for the organization. This process produces two key products: a two year strategic plan and an annual business plan.

The strategic plan contains the city's overall mission statement, core values, and strategic priorities. Together, they describe the overall purpose for the city. The strategic plan also contains 33 key intended outcomes (KIOs). These KIOs measure the city's key business drivers.

The business plan links the city's strategic objectives with its financial resources and operational plans and objectives. This document is a key method in tying department director annual work plans and department activities to strategic priorities.

The city uses its Vision 2000 process, customer surveys, and customer focus groups to **identify future service program** needs. The Vision 2000 process is a comprehensive process used by the City Commission and senior managers to identify emerging issues that will face the city during the next 5-7 years. This process is described in more detail in **Sec. 7.1b**. Senior managers also rely on customer surveys and follow-up focus group meetings to identify

and better understand customer expectations about issues they want the city to address and service programs they expect the city to provide.

1.1b(3) Senior managers use the quarterly progress review process **to review overall organization performance, and to communicate results.** The quarterly performance results show progress in meeting strategic priorities and department performance measures. The strategic priorities section of this report is prepared by the City Manager's Office, working in conjunction with the Information Services Department. Department directors prepare the department intended results section. The City Manager uses this report to monitor performance for quarterly performance reviews with department directors, and to communicate the level of customer satisfaction, operational performance, and financial performance to the City Commission. Tables and graphics from the report are posted throughout City Hall and other city facilities to communicate quarterly progress to employees.

1.1c Senior managers use three different surveys **to evaluate the effectiveness of the leadership system and their individual leadership skills.** They are:

- a department survey, which assesses how well senior managers' actions and decisions contribute to the city's mission and core values;
- an employee attitude survey, which assesses immediate supervisors' decisions and actions, and specific work unit issues;
- a Human Resources customer service survey, which evaluates Human Resources department services and

employee benefit programs.

These surveys are described in more detail in **Sec. 4.1a.**

Senior managers use results from these three surveys to **evaluate and improve their personal leadership styles**, and their department's approach to motivating and developing employees. Survey results are discussed at weekly management team meetings. Action plans are developed to address issue areas. During management "advances" (retreats), outside speakers are used to build leadership skills. Supervisory training programs are conducted for supervisors in areas identified through employee attitude surveys and training needs assessments where skill development is needed.

1.2 Leadership System: Quality Values, Expectations, and Strategic Direction

Senior managers use the mission statement, core values, and strategic priorities **to focus leaders at all levels** on customer satisfaction, operational and financial performance. This is accomplished by tying department work plans to the city's strategic priorities, and by providing skill development in premier customer service and process improvement. Each department budget includes department performance measures that align with the city's overall strategic priorities. Department directors work with division leaders and supervisors to link their assigned programs and activities to the department's intended results.

The city's ongoing training programs in customer satisfaction and process improvement are additional methods of focusing our efforts. The city's premier customer service program is a three-module training effort designed to develop customer service values and standards

that are specific to Coral Springs and its customers' requirements. All senior managers, supervisors, and employees participate in these workshops. In October 1995, senior managers and supervisors participated in a two day process improvement training session. Through this program, employees developed performance indicators for key business processes, created data and information collection systems, and began measuring improvements in the performance measures.

1.2a Leaders at all levels focus, deploy, communicate and reinforce the city's mission, core values, and strategic priorities through what they say and what they do. On a daily basis, the city's supervisors model the core values through their actions. They also coach their employees, recognizing and reinforcing actions that are consistent with the core values and correcting decisions and behaviors that are not. Senior managers use the city's supervisory training programs to set this expectation for supervisors, and to provide skill sets to carry out this expectation. On a weekly basis, divisions and departments hold staff meetings. Time is scheduled at these meetings to discuss the status of various quality activities, and to review progress in meeting department intended results.

Every two weeks, the City Manager's Office prepares a written Management Report. This report contains summaries of key quality activities, along with policy and information updates. It is distributed to the City Commission, and made available to all employees.

Leaders at all levels receive copies of the city's internal and external monthly newsletters. Both contain stories featuring individual and team generated quality success

stories. Senior managers prepare progress reports quarterly, which track progress-to-date in meeting strategic priorities and department performance measures. These progress reports are distributed to the City Commission, and made available to all employees both in written and graphic formats.

Leaders from all organizational levels are involved in conducting the city's Quality Fest annually. This full day event gives employees the chance to hear from nationally recognized speakers on various quality related topics, to attend workshops and to showcase process improvement success stories that they and their co-workers have produced during the year.

The city's instant employee recognition program provides leaders at all levels with a method to recognize and reward the quality efforts of individual employees. (See **Section 4.2(b)**)

Sec. 1.2b(1-5) Leaders at all levels in the organization work regularly to link the daily operations of individual work units to the city's key performance indicators. This effort begins with the development of annual department objectives. Department directors meet with division leaders and supervisors in developing department objectives that are included in the annual budget. Division leaders and supervisors include specific tactics or programs that will be used to implement department objectives and employee work programs. These work plans are prepared based on discussions supervisors have with employees during performance reviews.

Division leaders and supervisors also play a major role in the deployment of the city's strategic and business plans. These documents are distributed to employees through quarterly

communications meetings with the City Manager. At division and work unit meetings, leaders at all levels discuss the city's key intended outcomes and department performance measures. These meetings provide the opportunity to show how division and work unit actions will contribute to the accomplishment of these performance indicators.

As with senior managers, the city's quarterly performance review program provides division leaders and supervisors with the principal method to track performance achieved against the goals for customer satisfaction, operational and financial performance. Division leaders and supervisors are assigned responsibilities for collecting data used to determine progress in meeting department performance measures. Leaders at all levels are involved in analyzing data, comparing results against goals, and developing responses if progress achieved to date falls below expectations. The quarterly performance review program is described in more detail in **Sec. 2.1a(1)**

1.2c(1) Senior managers and leaders at all levels use a combination of informal and formal methods **to evaluate how well core values and strategic direction** have been deployed through the organization. Senior managers use work days and on-site visits with employees to determine how well core values and strategic objectives are understood, and whether they are being reinforced by leaders at all levels. Department directors meet regularly with their employees in the field. Leaders at all levels serve with employees on the Employee Relations Committee. Each department is represented on this committee; department representatives are elected by their co-workers. This committee serves as a communications link

between leaders at all levels and employees. Senior managers also routinely attend these monthly meetings.

Finally, leaders at all levels work on cross functional teams that address the city's strategic priorities. These teams are responsible for assisting city staff members who have been assigned as strategic priority leaders. The teams assist city staff in developing and implementing programs, processes, and tactics that are used to address a specific strategic priority.

1.2c(2-3) Leaders at all levels use the city's three internal surveys to assess work unit performance and their personal leadership styles. In addition, senior managers and leaders at all levels have conducted an annual comprehensive assessment of the city's quality initiative through the Sterling Process. Written feedback reports from these assessments are used to modify key processes used in implementing the quality initiative. For example, the strategic planning process was modified to include measurable outcomes that balance both customer satisfaction and operational performance. A more refined process was developed to deploy the strategic plan throughout the workforce. A systematic approach was developed for selecting organizations for benchmarking, and using benchmark results. A comprehensive, systematic approach was developed for implementing process improvement cycles, which is described in **Section 5.2**.

1.3 Public Responsibility and Corporate Citizenship

Public responsibility is one of the main foundations of a local government. The city provides for the environment through recycling programs and the Tree Preservation Trust Fund; for health and safety through the Police, Fire,

Emergency Medical Service and Public Works Departments; and for emergency preparedness through the Comprehensive Emergency Management Plan.

1.3a(1) As a public entity, the city is regulated by County, State and Federal law. Along with these laws come regulations and requirements. City employees in regulated public service programs keep up with standards through memberships in professional associations, professional journals, and by working closely with their counterparts in the regulatory agencies. This allows city employees to better understand regulatory standards, and to anticipate changes in standards that will need to be reflected in policies and processes city employees use to deliver service programs.

In addition, as part of senior management, the city's legal and Risk Management staff is included in the strategic planning process in order to ensure that risks and regulatory and legal requirements are considered in the strategic and business plans.

1.3a(2) The city **looks ahead to anticipate public concerns** through its strategic planning process, its Vision 2000 process, Neighborhood Partnership meetings, citizens' advisory committees, surveys and through the various additional methods available for public comment to the City Commission.

1.3a(3) The city must serve as an example in the community for legal and ethical conduct. Two full-time attorneys are on staff to answer any legal questions. Each city employee signs a statutory oath that affirms the employee's support of the Constitution of the United States and the State of Florida. Florida has one of the most

extensive Public Records and "Sunshine" Laws in the country. As such, virtually all records and meetings are open to public scrutiny, providing additional assurance of legal and ethical conduct. Finally, all employees are required to disclose outside employment and business interests in order to ensure that no conflicts of interest are present. The city has received no sanctions from government agencies that regulate its service programs for the past three years.

1.3b The city **leads and contributes to community improvement efforts**, both in terms of quality improvement and charity efforts. The city and its employees contribute time, dollars, and expertise to various community improvement efforts. Examples include:

- Annual participation in payroll deduction programs for national, state, and local non-profit groups.
- Since 1988, city employees have collected and distributed Thanksgiving food baskets. Since program inception, 408 baskets and more than \$8,000 has been distributed. The number of baskets has increased from 38 in 1988 to 82 in 1995.
- Coordination of the Angel Tree program for Christmas and Hanukkah.
- Annual donation of \$50,000 to the Coral Springs Community Chest, which provides funding to charities and "neighbors in crisis" in the Coral Springs community.
- Annual participation in the March of Dimes Walk America. Since 1991, city walkers have raised more than \$30,000 for this cause (starting with \$4,422 in 1991 and increasing steadily to \$10,224 in 1995). In 1995, the city was the number eight team in Broward County

with all the teams ahead of it coming from employers much larger than the city.

- Annual cosponsor of the Northwest Broward Heart Walk.
- Donation of \$1 million for the construction of a Girls and Boys Club in the city.
- Donation of funds and volunteer hours for the construction of Slide and Glide Park, a wooden playscape designed by community children.
- Sponsor of the annual Martin Luther King, Jr. Celebration. Past keynote speakers have included Yolanda King and Andrew Young.

One key area of involvement for the city has been in the area of education. Public schools in the city are operated by another public entity, the Broward County School Board. While the city does not have direct control on the public school system, the city has initiated many efforts aimed at improving the quality of education in the city. This is not only demonstrated in the city's strategic priority of Excellence in Education, but through the city's time and financial commitment to education. These efforts have

included:

- Donation of over \$2 million in capital to the school board. This amount includes the donation of land for the construction of a new elementary school.
- Donation of over \$1 million annually to support school programs such as police school resource officers, school crossing guards and at-risk youth programs.
- The introduction of a Public Education element in the city's comprehensive plan aimed at reducing overcrowding of the city's public schools. The City of Coral Springs is the first municipality in the state to propose such a measure.

1.3c The city **evaluates the effectiveness of its public responsibility and corporate citizenship activities** through the monitoring of applicable key intended outcomes, the survey process and through public input. **Improvement** efforts are made in the strategic/business planning process and through citizen advisory committees.

2.0 INFORMATION AND ANALYSIS

By their very nature, local governments exist in a political environment. This environment could lead to decision making where political consideration outweigh operational data and information. The City of Coral Springs is using our quality initiative to change this environment so that decision makers (elected officials, senior managers, and city staff members) consider operational data and information along with customer requirements when making decisions.

2.1 Management of Information and Data

2.1a The types of data and information collected by city staff is determined by three sources. They are: the city's principle customer groups, customer requirements, and the city's performance indicators.

Customer Groups

The city has three principle customer groups: indirect external customers, direct external customers, and internal customers or city employees. These customer groups are addressed in more detail in **Sec. 7.1a(1)**.

Customer Requirements

City customers express two broad types of requirements: the issues that their city should be addressing, and the programs or services that they expect their city to provide. The city uses its Vision 2000 process (**described in Sec. 7.1b**) and its strategic planning process (See **Section 3.1 and 3.2**) to better understand the issue areas that the city should be addressing.

Nine methods are used to determine

customers' requirements and expectations regarding the service programs that the city provides. Four key customer requirements have been determined through these methods. They are:

- o confidence
- o value
- o reliability
- o responsiveness.

These methods and requirements are described in more detail in **Sec. 7.1**

Performance Indicators

Through focus groups, city staff has developed three types of performance indicators. They are:

- o a composite index that combines selected key intended outcomes (KIOs) and department performance measures. This index is designed to provide a comprehensive indicator of the city's overall performance. It tracks increases or decreases in performance on an annual basis. It also combines performance data generated through customer surveys with financial and operational performance data. This produces an indicator that balances perception based data with more objective operational data. The composite index contains 10 factors:
 - assessed values for residential property;
 - assessed values for non-residential property;
 - number of city residents served by city employees;
 - street arterials at or above level of service D;

- customer perception of the quality of parks;
- number of city induced student stations created;
- number of citizens serving as volunteers;
- city overall quality rating;
- overall employee satisfaction rating;
- percentage increase in overall city crime rate.

We believe that Coral Springs is the first city in Florida to develop and use a composite index to measure organizational performance.

- o KIOs for each of the City Commission's six strategic priorities. Three elements make up each KIO: a performance indicator, the current performance level for the indicator, and a performance goal that city staff plans to attain in two years. Data and information collected for each KIO allows city staff to measure progress achieved in each strategic priority, and to report this progress to customers, the City Commission, management team, and employees.
- o performance measures for each of the 12 operating departments that make up the city's organization. These performance measures address customer satisfaction, financial and operational performance.

Data/Information

Two types of data and information have been identified and are collected for the city's KIOs and department performance measures.

- o perception-based data/information

This is primarily customer satisfaction data collected through surveys. It is perception based because it collects data about customers' perception of the value, reliability, and responsiveness of city provided service programs. It also collects data on customers' overall confidence in the city to efficiently use tax dollars and to effectively provide services.

- o operational-based data

This is more objective data and information collected by city employees. This data addresses service quality, operational performance, financial performance, human resource information, supplier compliance, and corporate responsibility.

Fig.2.1 (a) shows how the three sources of data and information link together to determine the types of data and information that the city collects.

2.1a(1) The six strategic priorities represent the **key business drivers** for the city. KIOs and department performance measures have been established for each strategic priority. Perception based and operational data and information are collected for both KIOs and performance measures. **Section 6 and Section 7** show results for performance indicators where trendable data is available. Other indicators have been established in 1996.

City staff prepares the city's two year strategic plan and the annual business plan.

MAIN TYPES OF DATA AND INFORMATION			
Customer Group	Customer Requirements	Performance Indicators	Data/Information
*external - direct - indirect *internal - employees	confidence value reliability responsiveness	composite index key intended outcomes performance measures	*perception based - customer satisfaction *objective based - service quality - operational - financial - human resources - supplier - corporate responsibility

Figure 2.1(a)

The underpinning of these plans is the six strategic priorities. Results obtained in both KIOs and department performance measures are used in selecting process improvement opportunities.

Sec. 2.1a(2) The city's performance measurement system began as an informal process. The City Manager met regularly with staff assigned as strategic priority leaders to review progress in meeting KIO performance goals. The City Manager also met with department directors to review progress in meeting department performance measures. He presented these findings to the City Commission.

This informal process was refined to provide a more systematic approach to performance measurement. Through the quarterly performance reporting program, city staff prepares quarterly reports that track the progress achieved to date in reaching performance targets set in the two-year strategic plan, annual business plan, and in department annual operating budgets. Meetings are held with strategic priority leaders and individual

department heads to review these reports. Several items are reviewed at these meetings, including:

- whether progress is moving toward, or away from, performance goals;
- whether trends are forming;
- whether corrective action is required;
- whether additional resources need to be assigned in order to meet performance goals, and
- the status of process improvements to key business processes.

Strategic priority leaders and department directors complete root cause analyzes in assessing data and information collected for KIOs and department performance measures. These analysis are discussed in reviewing performance.

All senior managers have access to updated quarterly information through the city's computer network. Updates to performance goals are made regularly through this computer application. The quarterly performance program is linked to the city's incentive pay

system. Future merit awards for senior managers are based in part on results achieved in KIOs and department performance measures. Please refer to **Sec. 4.2b** for details on the city's incentive pay system.

2.1a(3) The city has made significant strides in assuring the reliability and rapid access to data and information collected. Senior managers recognized the need for **reliable** customer surveys. These surveys produce the customer service ratings for various city service programs. A professional market research firm is used to design, conduct, and interpret customer surveys. The city awarded an annual contract for this service in 1994. A consultant from the University of Miami has worked with staff in revising the survey instruments used to get feedback from direct customers using specific city programs and facilities.

Through internal surveys and feedback from city employees, senior managers found that the city's data processing function did not produce **timely or readily accessible** data and information to users. The city completely reorganized the data processing department and improved key business processes. In 1990, \$2.5 million was invested in new hardware and new software systems, which resulted in the creation of a computer network that links workstations with each other and the city's main computer. The Information Services Department prepared a five-year master plan for information services. This master plan is updated annually.

In 1996, the city's main computer system and computer network were again upgraded. This \$300,000 investment further increases the ability for employees to gain rapid access to data and information needed to manage key business process, and to track progress in meeting performance goals. All

employees have access to status reports produced through the quarterly performance tracking program.

The information services master plan calls for the computer network to be expanded annually. In 1993, there were 193 work stations on the network; in 1994, that number grew to 258; in 1995, 350 work stations were on the network; following the latest upgrade, a total of 385 work stations will be on the network. This network expansion plus continuing training on software applications has **broadened the access** for employees to data and information collected on business processes and performance goals. The computer upgrades also allow all employees to use voice mail and E-mail. Both systems reduce cycle time in providing information and data between city staff working in different departments, divisions, and locations.

Sec. 2.1b(1-2) City staff completed an improvement cycle for the key processes used to **select, collect, and analyze** data and information used to determine progress in meeting performance goals. The improvement cycle began with an overall assessment completed in 1995 of the city's quality initiative. Two main conclusions were reached about the city's data and information collection efforts. First, the city's performance measures were focused almost exclusively on customer satisfaction ratings. This produced decision making that overly relied on perception-based data and information. Second, the city did not have a systematic approach to analyze information that it was collecting.

Several key processes were changed to address these conclusions. The composite index was developed. The strategic planning process was modified. Key intended outcomes were added for each strategic priority so that

operational performance measures could be developed and tracked. City departments incorporated operational performance measures to the city's annual budget. The quarterly performance program was improved to provide a more systematic approach for analyzing data and information being collected on the city's performance indicators. The customer service process was transformed from a system that was uncoordinated and reactive to a comprehensive process that collects, tracks, and analyzes customer complaints. This allows city staff to identify trends and take early corrective actions. **(See Section 5.2)** These process improvements were developed through the efforts of ad hoc focus groups, headed by senior managers.

Sec. 2.1b(3) City staff used **feedback from users of information and data** as well as the Sterling Process to develop these process improvements. The revised KIOs in the city strategic plan were developed based on input provided by advisory group members, and by the City Commission through its strategic planning workshop. Department performance measures were developed by senior managers working with employee groups from their departments. Employees at all organizational levels from several departments worked on cross functional teams to improve the incentive pay system and the customer service process.

2.2 Competitive Comparisons and Benchmarking

2.2a City staff and the city's internal auditor work together in **selecting benchmarking opportunities** for determining best practices. The city's internal auditor is Arthur Andersen and Company. This "Big Six" accounting firm is contracted directly by the City Commission to perform independent internal auditor services. As part of this function, company representatives work with

city senior managers to complete the firm's Global Best Practices process. This process is used to compare selected city policies and procedures against those of organizations that are best in class. The process involves three phases:

- identifying and gaining an understanding of the city's processes;
- selecting quantifiable and controllable measures that link the processes to the city's goals, and to stimulate continuous improvement;
- comparing the process and the city's measures to best in class.

Each annual contract with Arthur Andersen has dedicated hours to the Global Best Practices process. To date, the following processes have been benchmarked through Global Best Practices:

- accounts payable process
- payroll process
- parks and recreation revenue and collection processes
- employee reward and recognition processes
- employee performance evaluation processes
- annual budget development process
- purchasing process
- third party insurance administrator process

Senior managers select additional benchmarking projects. In these cases, project selection is linked to the city's six strategic priorities. For example, the city benchmarked its strategic planning process with the process used by Florida Power and Light. This project resulted in the city developing a two-year strategic plan, and incorporating operational performance indicators into the KIOs selected

for each strategic priority. In addition, the city is participating in the Police 2000 program described in **Sect. 5.2(c)**. This Motorola mentored project will benchmark core police services against re-engineered procedures developed and tested by the research team.

City staff used eight local cities and national public interest groups for **selecting comparisons** to improve organizational performance. The eight cities are: Boca Raton, Plantation, Sunrise, Hallandale, Ft. Lauderdale, Pompano Beach, Hollywood, and Davie.

These cities comprise the local labor market for Coral Springs. The city uses data/information, and results from these cities in setting employee compensation, benefits, and human resources policies. City staff uses data and information from the International City and County Management Association (ICMA) to develop national comparisons for selected organizational performance indicators.

2.2a(1-2) Needs for benchmarking projects and comparisons are determined by the City Commission. In addition, benchmarking is included in the city's process improvement process described in **Section 5.2(b)** The City Commission identifies comparisons by directing policy issues to the City Manager for analysis and recommendations. The City Manager determines the priority for completing benchmarking and comparison projects. Senior managers determine the criteria to be used in selecting the data and information that will be collected for benchmarking and comparison projects. City staff analyzes the process currently in place prior to conducting a benchmarking site visit. This analysis includes, but is not limited to, developing a flow chart to better understand the existing process. The analysis identifies questions to be addressed and the data and information that need to be

collected during the benchmarking process.

2.2a(3) City staff currently uses comparisons in making policy recommendations to the City Commission, in revising service programs to better meet customer needs, and in placing the results of selected performance measures in context. Written policy recommendations include findings on the practices of other cities and counties. For example, the city staff surveyed other local governments to determine if they had curfew ordinances in place as the City Commission was considering establishing a teenage curfew in Coral Springs. A question was included in the comprehensive customer survey to determine resident support for a local curfew. Improvements to procedures used to deliver city service programs are developed through comparisons. Local and national comparisons for selected performance indicators are listed in **Section 6 and 7**.

2.2a(4) Stretch targets are set in both the two-year strategic plan and the department performance measures. Each KIO contains a performance goal that will be achieved in two years. Each department performance measure contains a performance goal that is to be achieved by September 30, 1997.

2.2b For the last two years, the city has used benchmarking with public and private sector organizations to develop key elements of the city's quality initiative and improve internal processes. Organizations for benchmarking were chosen because they have demonstrated sustained progress toward implementing a quality initiative (e.g., Austin, Texas) or have developed a national reputation in a specific program area (e.g., the Dallas, Texas metroplex for economic development and telecommunications). Although numerous benchmarking projects have been completed,

city staff determined that a more systematic, structured approach to the benchmarking process needed to be developed. City staff evaluated the benchmarking process in 1995. This evaluation included both an internal assessment of the process, and an examination by a team of outside professionals. The assessment lead to various improvements, such as:

- benchmarking opportunities are now linked to the key intended outcomes in the strategic plan;
- special attention is given to identifying private sector organizations for benchmarking;
- an analysis of the process currently used by city staff is completed prior to the benchmarking site visit, identifying the types of data and information to be collected;
- the results from the internal auditor's Global Best Practices report serves as the basis for selecting processes for improvement cycles whenever possible; and
- city staff initiated benchmarking is used to identify key business practices to be included in the strategic plan for process improvement cycles.

Finally, city staff learned through the evaluation of the benchmarking process that senior managers needed a better understanding of benchmarking. A session on benchmarking was included in a seminar on how to write a business plan. The workshop was attended by management team members. Additional benchmarking training will be included as part of senior manager's training during FY 1996-97.

2.3 Analysis and Uses of Organizational Wide Data

2.3a(1-3) City staff analyzes the data and information presented through quarterly performance reports to spot trends and take corrective action on: customer satisfaction; department operational performance; and organization financial performance. Senior managers look for emerging trends and progress to date in meeting performance goals in each of these three areas.

Customer satisfaction ratings are determined and analyzed both at an overall organizational level and for individual operating departments. Twenty-four indicators are used to track results in customer satisfaction. Eight indicators are used to track department operational performance. Eleven indicators are used to track the organization's financial performance.

2.3b Senior managers analyze changes in financial performance indicators through reviews of the monthly financial statements and quarterly performance review reports. These reviews focus on emerging trends, and comparisons of performance to date against predetermined performance goals. Senior managers use these analysis in preparing department operating budgets, the city's overall annual budget, and the city's annual business plan.

2.3c(1-2) Senior managers use cause and effect analysis in examining KIO and performance measure results to date at quarterly review meetings. Decisions made at these meetings are used:

- in selecting process improvement cycles;
- formulating resource allocation recommendations contained in the proposed annual budgets;
- deciding whether to issue bonds for long

- term capital projects or equipment acquisition,
- deciding when to request upgrades in the city bond rating from national rating agencies, and
- changing city financial policies.

Senior managers evaluate the process used to prepare, analyze, and implement decisions generated through the quarterly progress review program. These assessments have improved the progress reports so that they are more readily accessible, are prepared as efficiently as possible, accurately report performance to date, and are tied more closely to decision making. The City Manager seeks input from the City Commission regularly on how the quarterly reports can be improved to meet their expectations and needs.

In the most recent improvement cycle, senior managers decided that the city's customers would benefit if performance and request/complaint data could be displayed (in charts or maps) by preset geographic zones. This capacity would assist staff in analyzing the services provided to and the different needs of demographic groups. Software necessary for "geo-based" reporting has been acquired.

3.0 STRATEGIC QUALITY

3.0 Coral Springs has used a comprehensive strategic planning process for the past two years to develop two year strategic plans and an annual business plan for the organization. The strategic plans have integrated the city's quality and operational planning into one process.

3.1 Strategic and Performance Planning Process

3.1(a) The city uses a strategic planning process to: assess current strengths and weaknesses; look ahead to coming challenges and opportunities; set priorities; and align resources with those priorities. This process is closely linked to the processes used to develop the business plan, annual budget, and capital improvement plan (CIP). (See **Figure 3.1(a)**)

The Strategic Plan

This plan has several components which serve to assess, educate, prioritize and build a consensus. These components are as follows:

Situational analysis

This analysis examines demographic factors, land development trends, financial indicators and emerging issues. This component provides an objective assessment of where we are right now.

SWOT exercise

The City Commission and management team independently complete a written survey that assesses the strengths, weaknesses, opportunities and threats (SWOTs) facing the community and the organization. The results are tabulated

separately and then compared and discussed at the City Commission's strategic planning workshop.

The Strategic Planning Workshop

The City Commission affirms the city's mission statement at each workshop. The City Commission then uses the situational analysis and the SWOT information to build a consensus on those priorities which constitute the "vital few" issues critical to our long-term success. The strategic priorities chosen by the City Commission are listed in **Section 1.1(a)**

The Strategic Plan document

Senior staff prepares a draft document after the strategic planning workshop which incorporates the mission and priorities determined by the City Commission. The draft is circulated widely in order to get input from department staff. It is then reviewed and finally approved by the City Commission. For the first time this year, the document was printed in the form of seven small booklets (one for each priority and an overview). These short booklets are more visually appealing and more accessible to citizens and employees. This process improvement was made because the city staff found that most readers were not reading the entire document because it was perceived to be too long and difficult.

Each booklet follows the same format: Overview; Where We've Been; Where

We're Headed; Action Steps; How We'll Measure Progress; and Results to Date.

Business Plan

The business plan takes the strategic plan and provides a clear plan of action for the coming fiscal year. It precedes and sets the parameters for the annual operating budget. The business plan incorporates a market analysis, the city's five year forecast of financial condition, the results of the strategic plan, the six strategic priorities, and key intended outcomes in one short document. It outlines the initiatives which will provide action in response to the six priorities in the coming year. It also outlines the financial plan which will make those actions possible and advisable within the confines of the five year financial picture.

Annual Budget and CIP

Instead of creating initiatives within the confines of the budget, the city now creates the budget within the confines of the strategic planning process. Department directors have responsibility for ensuring that their budget requests address the six priorities. They reallocate their funds where necessary to implement the action steps identified in the strategic plan. The annual budget and CIP have become working documents for City Commission and staff. They outline the financial plans which will enable the city to implement the action steps outlined in the strategic plan.

3.1a(1) The city uses surveys, focus groups, and the situational analysis to build current and future customer requirements into its strategic planning process. Methods used to identify short term and long term requirements of the city's three principle customer groups are described below.

Short Term Requirements

Indirect Customers

The city has conducted biannual comprehensive customer surveys since 1993. These surveys contain questions that ask residents to describe the most pressing issues that city officials should immediately address. Focus groups are held following these surveys to collect more in-depth information on customers' needs and expectations.

Direct Customers

Operating departments use a combination of written and telephone surveys of their distinct customer groups. These surveys contain questions designed to better understand customers' needs and expectations. **(See Section 5.2)**

Internal Customers

The city's Human Resources Department uses two written surveys to identify short term employee requirements. Focus groups are used extensively to expand on survey findings. These surveys are described in detail in **Section 4.1(a)**.

Long Term Requirements

Indirect and Direct Customers

The city's Vision 2000 process was designed to identify emerging issues that will face the city during the next five to seven years. City residents have been involved in all aspects of this process.

The city's many advisory committees also have a role in identifying current and future customer requirements. Customers volunteer their time and expertise through these advisory committees.

Internal Customers

The Human Resources Department's customer service survey is used to identify internal customers' priorities and request their suggestions for improvement in areas such as employee benefits and city policies.

In addition to the three principal customer groups, the city segments its customers in a multitude of other variations. Citizens are grouped geographically. Neighborhood police zones are served by a core group of police officers tasked to learn the concerns and needs of that zone. In addition, "communities of interest" are recognized. For example, city staff meets on a regular basis with PTA chairs from all public and private schools, representing the parents of school children. The Youth and Family Advisory Committee represents concerned parents and grandparents of children of all ages. The city stays in tune with the business community through regular meetings with both the local Chamber of Commerce and the Economic Development Foundation. Senior Citizens are represented through the Senior Advisory Committee.

3.1a(2) The city **assesses its competitive environment** through the situational analysis, SWOT exercise, Service Efforts and Accomplishments (SEA) report and through benchmarking efforts. The situational analysis and SWOT exercise are described in **Section 3.1(a)**.

SEA Report

The city compares its performance in key operational areas through this report. This report compares results from performance indicators with other cities throughout the country who are committed to quality. This information allows city staff to gauge whether performance on certain key indicators is comparable, best-in-class or below expectations.

Benchmarking Efforts

The city's benchmarking efforts are described in **Section 2.2(a)**

3.1a(3) The city has used both strategic and financial processes to **identify future risks**. As part of the strategic planning process, the management team identifies emerging issues that will shape future strategic priorities. These issues are identified and examined in detail both by city staff and by the City Commission at its strategic planning workshop. In April 1996, the issues identified were:

- changing telecommunications
- legislation and technology
- creation of a "town center"
- expanded library services
- mass transit opportunities (rail, heliport or traditional)

Staff will spend the following year preparing a white paper on each issue, using consultants where necessary, for review and action by the City Commission in 1997.

The Financial Management Department prepares five year financial forecasts as part of the business planning process. These forecasts project future operating expenditures and expected revenues. During the last strategic planning process, the five-year forecasting process was changed significantly. The

forecasts showed a projected deficit of \$7.5 million in FY 2002. These deficits anticipated a very real financial crisis unless action was taken to prevent it. Multiple changes to city policies and operations were recommended in the 1997 business plan, which had the effect of reducing the FY 2002 projected deficit to a manageable \$3.7 million. New initiatives had to demonstrate reductions in forecasted losses.

3.1a(4) The city uses its strategic planning process to match the **organization's capabilities with its strategic priorities.** The City Manager's Office prepared a comprehensive reorganization plan following the City Commission's adoption of the first strategic plan in 1994. The reorganization plan was designed to realign the organization's resources to address the six strategic priorities. This was accomplished without layoffs. The city used a variety of tools to implement this reorganization, including: position attrition, early retirement programs, a voluntary severance program for supervisory employees whose positions were targeted for deletion, and employee transfers to areas of higher priority.

Following this initial reorganization, the city continues to examine and revise its organizational structure. Through ongoing organizational changes, more employees have been added to front-line positions which serve the public -- such as police officers, while middle and upper management positions have been deleted. Since 1993, mid and upper management positions have been reduced by 22%.

The city staff downsizing has brought new opportunities for using unexpected new partners. The use of consultants has increased as staff has less time for research-intensive projects and funds previously used for salaries have been freed up. The city has sought out "best in class" consultants for projects critical to

the performance of strategic goals. The city has partnered with a consultant from Washington, D.C. to rewrite the city's telecommunications ordinances to meet the challenges and opportunities resulting from recent telecommunications reforms. City staff has also partnered with a firm from Kansas City with expertise in school planning to assist the city in implementing school concurrency to address school overcrowding.

3.1a(5) The city has a particularly strong history of **partnering with other public and private organizations to achieve its goals.** For example, the city was bound by a prior agreement to provide active recreational facilities in a new regional park at an estimated cost of \$25 million. Instead of building the facilities at great cost to taxpayers, the city issued a Request for Proposals (RFP) to identify private firms interested in financing, constructing, and operating recreational facilities on city-owned land. Through this process, the city has developed partnerships with private businesses to construct capital improvements and operate softball, ice skating, golf-training facilities and a golf driving range. These public/private partnerships will result in additional revenues to the city.

The city also uses managed competition to compare the cost of services provided by city staff with those provided by the private sector. This process has been used successfully to evaluate four services: equipment maintenance, cultural arts center management, tennis facility management and emergency medical services. This process has resulted in lowered costs for customers (averaging a 20% savings per project) and better quality services. City staff believes these results are due to a strong process for managed competition. This process ensures that all prospective bidders fully understand the scope of the services required and the quality which is expected. The RFP specifies **all** of the

services which are needed, the reporting requirements, and performance indicators which are expected, and also spells out the evaluation criteria. Decisions are then be made on an objective basis, partners are clear about the expectations of them, and implementation has been very smooth. Recommendations as to the successful bidder are made by an objective evaluation committee made up of experts in the field and outside customers as well as city staff.

This process was most recently used for deciding whether the city or a private firm would provide emergency medical services to city residents. The RFP contained three methods to assess service quality: response time, level of customer complaints and adherence to medical protocols. The City Commission selected the proposal submitted by the city's Fire Department. It based the decision on the quality standards that the city set in these three quality criteria, and the methods the city employees used to prove they would meet these standards.

3.1b The strategic plan is converted to actionable strategies through the business plan. The business plan takes the key business drivers from the strategic plan and assigns goals, responsibilities and resources. New and continuing initiatives are clearly laid out, assigned to a department and given budgeted resources to carry them out. The business plan is organized by strategic priority.

In the past several years, the city has taken steps to improve the linkage between the six priorities and all of our other major administrative processes. Employee goals and objectives are linked to the six priorities, as are their performance reviews (see **Section 4.2**). All management team members assess their personal responsibility for contributing to the success of the KIOs during their annual evaluations. They also tie KIOs to their department objectives and identify the tactics

necessary to achieve those objectives. The business plan also lays out the financial strategy for the city over the next five years.

3.1c The city has gone through two improvement cycles with our strategic planning process. After the first strategic plan was produced in 1993, a focus group was held to determine the strengths and weaknesses of the planning process. As a result of this input, several changes were made:

- a wider variety of city staff members were involved in the development of the strategic plan in order to produce better information and to facilitate buy-in throughout the organization;
- performance measures were incorporated which track customer satisfaction, operational, financial and work load indicators. For the first time, the strategic plan incorporated KIOs and set performance goals for each outcome.

In 1996, review and evaluation of the process was incorporated into the strategic planning process. Once again a focus group was used to review and critique the success of the strategic planning process in achieving the desired results. The focus of the changes this year was to make the strategic planning process more meaningful in the city's day-to-day operations. The following improvements were initiated this past year:

- a better connection was established between the strategic plan and the city's annual budget. The business plan is the city's formal link between the strategic plan and the annual operating budget. The business plan describes plans for addressing the six priorities in plain English for the City Commission, employees and outside customers. It

outlines specific initiatives to be undertaken during the upcoming year, and directs how the city's budget will be spent in support of those initiatives.

- the business plan incorporated a long term view, presenting a one-year financial plan within the context of a five-year financial forecast. New initiatives were analyzed for short-term and long term operational and financial consequences.
- the timing of the strategic planning process was changed to maximize the natural flow of each of the steps in the process. The primary timing change was to move the City Commission's strategic planning workshop **well before** the start of the annual budget process. The management team then uses the strategic plan as their guide in developing their initiatives for the coming year, and the budget needed to carry them out.
- more departmental input was incorporated into the preparation of the strategic plan. Once again, more input from throughout the organization was desired to produce a product that was useful in the day-to-day operations of each department. Department directors were assigned portions of the business plan to write and/or review. Management team members set the goals and initiatives outlined in the business plan. Better alignment was established between KIOs and departmental objectives. The use of the alignment matrix was established in order to focus and align department objectives and workplans with the key intended outcomes and priorities. **See Figure 3.2(a)**

3.2 Strategic Development Performance Projections

3.2a The city relies on both formal and informal methods to **link the strategic priorities to the daily delivery of services to our customers**. Formal methods include the strategic plan, the business plan, the annual budget and the work plans incorporated in the annual employee evaluation process. These strategic priorities incorporate input from throughout the community and accurately reflect the requirements and expectation of our principle customer groups. Informal methods include focus groups, staff meetings and the quarterly employee communication meetings with the City Manager.

3.2a(1) Key performance requirements are deployed in several ways. One of the primary tools for deploying organizational goals is through the city's 33 KIOs. These KIOs flow directly from the six priorities. They are included in both the strategic plan and in the business plan. The City Manager uses the business plan as the work plan upon which he will be evaluated. Each department director assesses his/her own involvement in the success of each of the KIOs during their annual evaluation. **See Figure 3.2(a).**

Each department tracks performance measures critical to their own operations. These performance indicators are printed in the annual operating budget each year and are tracked in the quarterly performance reports submitted to the City Manager each quarter. Performance measures were chosen by each department after citywide training in the use of measurements. The training occurred both in the classroom and at the worksite in order to involve as many front-line employees as possible in understanding the importance and the use of performance measures. Performance requirements are also deployed through the

composite index. (See **Section 2.1**)

Employees traditionally determine the work plan for the upcoming year during their annual evaluation. Work plans are now directly linked with the six priorities. Evaluations of management team members are directly linked to results of performance measures and KIOs.

3.2a(2) Just as each department is responsible for contributing to KIOs, each of the city's partners is also responsible for contributing where appropriate. Contractors providing services to city customers are required to survey their customers just as departments do. Proposals and bids are judged on best value to the customer, rather than on low bid. Contracts have performance and customer satisfaction standards built in.

3.2a(3) Productivity and cycle time improvement plans are included in the Incentive Pay System forms used in every employee's annual evaluation. Each employee is asked to identify and commit to two process improvements that he/she will personally work toward. At the annual evaluation, the employee then describes his/her accomplishments in effecting those process improvements. This includes department directors, each of whom are responsible for two cycle time process improvements which benefit customers. An example is the goal of improving cycle time for plan review in the city's Building Department from 25 days to 17.5 days. This is a measure critical to the builders and developers building new or improved homes and businesses in the city and the customers which they serve. Another example is the ongoing improvement in productivity at the city's fleet maintenance facility, where the productivity of each mechanic has increased by 63.7% since 1993, and is projected to increase further.

3.2a(4) Resources are deployed toward the six priorities through the business

plan. The business plan documents the action strategies for each of the six priorities and the funds committed to them. The business plan is adopted by the City Commission at the same time as the annual budget, which contains the detailed financial arrangements.

Long term projects are budgeted and programmed through the Capital Improvement Program (CIP). This document has a five-year horizon.

3.2b The key intended outcomes for the City's strategic priorities represent **two year projections of key measures or indicators**. These outcomes are described in **Figure 3.2(a)**. Two year projections for selected key intended outcomes are listed in **Figure 5.2(b)**. Another key long-term planning document for the city is the five-year forecast, which projects the city's revenues and expenses for the next five years. It is a tool critical to the city's ability to anticipate future needs and plan ahead to meet them without large property tax or fee increases.

4.0 HUMAN RESOURCE EXCELLENCE

The Human Resources Department mission statement is "To help the City of Coral Springs provide world-class service to our customers through our people by recruiting, training and retaining a diverse, high quality work force." This mission supports the city's mission statement. In addition, the plans and programs of the Human Resources Department support four of the six strategic priority areas.

4.1 Human Resource Planning and Evaluation

4.1a The city's Human Resource plans are incorporated into the city's strategic plan, the annual budget, as well as the individual work plans of the members of the Human Resources Department team. **Figure 4.1(a)** displays the Human Resource planning and evaluation process. The figure shows the process for all Human Resource planning and evaluation including involvement, performance and recognition systems, and employee well being and satisfaction systems.

Human Resource plans are developed using four sources: the city's strategic plan and business plan; surveys; employee focus groups; and the Human Resource liaison program.

The city's strategic plan and business plan serves as the basis for Human Resource planning by setting out a framework of the city's mission, priorities and key intended outcomes (KIOs). When developing plans and initiatives, the Human Resources team considers how the plans and initiatives will further the city's mission, support the six strategic priorities and contribute to the KIOs.

THE HUMAN RESOURCES PLANNING, IMPLEMENTATION AND EVALUATION PROCESS

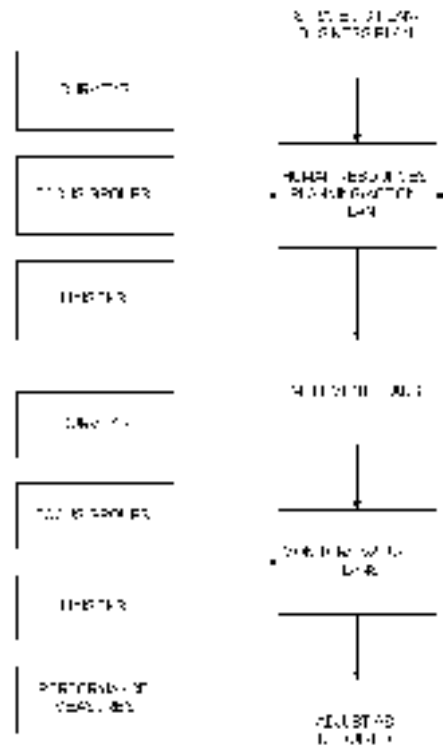


Figure 4.1(a)

The Human Resources Department administers three internal survey instruments:

- the Human Resources Customer Service Survey;
- the Employee Attitude Survey; and
- the Organization/Department Director Survey.

The Human Resources Customer Service Survey is conducted annually. The survey is given to all employees and focuses on services provided by the Human Resources Department. The first benchmark survey was conducted in January 1995. The purpose of the survey is two fold:

- to provide data to identify trends and measure effectiveness of plans and initiatives; and
- to identify internal customer priorities and areas of improvement.

The Employee Attitude Survey is conducted annually. The survey is given to all employees and focuses on their work unit and supervisor. The survey is organized around the city's four core values. The first Employee Attitude Survey was conducted in 1992. The Organization/Department Director Survey is conducted semiannually. The survey is given to all employees and focuses on organizational issues and department director performance. The first Organization/Department Director Survey was conducted in February 1995.

The city uses two types of employee focus groups: standing and ad hoc. Standing employee focus groups meet regularly to provide input on specific issues. Although the composition of the focus group may change from time to time, each group works with specific issues that are of a continuing nature. The ad hoc focus groups are assembled as needed to deal with issues of a more timely and non-continuing nature. Four areas where standing focus groups have been used are for the city's Incentive Pay System, the Gainsharing Program, the Health Benefits Plan and the Wellness Program.

The Human Resource liaison program is designed to provide better two-way communication between the Human Resources Department and other city departments. Members of the Human Resource Department team are assigned specific departments to serve as "liaisons." These liaisons attend their assigned departments' staff meetings at least monthly and provide information on Human Resource plans and initiatives. More important,

the liaisons bring back "grass roots" information received from the departments in order to assist in Human Resource planning. While the liaisons maintain their areas of specialty, they have been trained to answer many questions outside their area of expertise in order to provide the departments they serve with better customer service.

After the completion of the annual Human Resources Customer Service Survey, the Human Resources team meets to review the results and to develop action plans. Areas of strength and areas for improvement are identified based on the data. After the initial identification of areas for improvement, various techniques are used to identify root causes and potential solutions. Techniques used include brainstorming, multi-voting to prioritize, fishbone diagrams and force field analysis. Areas for "a quick fix" are identified and solutions implemented. A key team member is assigned to spearhead efforts in each of the several priority items identified. This key team member would act as team leader in future Human Resources team meetings when the specific priority item is discussed. This member would collect necessary data, conduct ad hoc focus group meetings and report back to the Human Resources team on results of these efforts. The team member may also request liaisons to gather data or receive input from the departments they represent. Using these techniques, the Human Resources team comes to a consensus on solutions. Plans are then developed, implemented and monitored.

In addition to the Human Resources Customer Service Survey, two additional surveys are conducted: the Employee Attitude Survey and the Organizational/Department Director Survey. Data from the Employee Attitude Survey is used to assist supervisors in putting together their personal work plans.

Supervisors are required to submit to their department director a specific action plan for items with an "agreement rate" less than a specified percentage. On request, Human Resources will facilitate work unit meetings to assist on the development of action plans.

In a similar manner department directors are required to submit to the City Manager a specific action plan for items with an "agreement rate" less than a specified percentage from the Organizational/Department Director Survey. A focus group is also held to isolate issues identified in the Organizational section of the survey. Human Resources uses these two surveys to assist in supporting conclusions made from data received in the Human Resources Customer Survey, to track trends and to identify specific departments where certain issues may be more problematic than others.

4.1a(1-4) A summary of key human resource plans follows:

work design to improve flexibility, innovation and rapid response

In 1994, the city reorganized the workforce by flattening the organization, empowering the front line employee through the elimination of bureaucratic layers. This reorganization was achieved without layoffs and was followed by employee training in the areas of empowerment and continuous improvement in order to give employees the tools to do their jobs in the new organization.

employee development, education, and training

Since beginning its quality initiative, the city has committed significant resources to training and development. The city's goal is for each employee to have an average of 40 hours of

quality, technical, safety and compliance training per year. Courses offered through the city's "Quality College" include Introduction to Quality, Empowerment, Premier Customer Service, Advanced Customer Service, Process Improvement, Measurement, Supervisory Skills, Support Staff Academy and Leadership Coral Springs. A two-day new employee orientation includes training on the "Quality College" courses. In addition to quality training, employees receive training on safety (both general and site specific) and compliance issues (sexual harassment, diversity, drug-free work place and city policies and procedures). Complementing the quality and compliance training is a generous tuition reimbursement program and technical training arranged by the individual departments.

compensation, recognition, benefits, and well-being

As part of the Human Resource work plan, a new classification and compensation system has been developed. This system uses a "point system" to develop pay range data which was incorporated into a "broad band" design for employee classification. This new classification system resulted in the simplification of the city's pay plan, going from more than 75 pay ranges to 25 pay ranges. The reduction in pay ranges increases the flexibility of the system by allowing ease of movement from one position to another. This new system was developed as a result of data received regarding compensation and classification in the Human Resources Customer Survey and using the techniques for plan design described above.

recruitment

The city uses a team approach for recruitment efforts. Interviews are conducted by groups which include not only the prospective

employee's supervisor, but also co-workers and customers. No major changes are expected or planned in the local work force market. One national trend the city is monitoring is the increase of women into the work force. Based on this trend and data received in surveys, Human Resource plans include the continued development of "Family Friendly" work place initiatives.

4.1b The method of evaluation and improvement of Human Resource plans and measures is displayed in Figure 4.1(a). Input for the improvement cycle comes from surveys, employee focus groups, Human Resource department liaisons and through the monitoring of performance measures.

Progress on the KIOs and performance measures is tracked and reported on a quarterly basis. Surveys supply trend data on the effectiveness of plans and initiatives. Focus groups provide additional feedback and provide more detailed information than a survey alone could provide. Through department liaisons, information is received in a more timely and less formal manner.

Using these four sources of input, the Human Resources team applies the techniques and processes described previously to refine and improve plans and initiatives. This analysis is not limited to the period after the completion of the annual survey. It may be instituted at any time there is input that indicates a need for improvement.

One method of measurement in the area of Human Resources is the three survey instruments. These instruments are reviewed annually to continuously improve the surveys and to ensure continued applicability. The following methods have been used to improve the survey instruments:

- benchmarking against similar tools used in other organizations both public and

private;

- contracting with a local university professor who specializes in surveys to review the instruments and make recommendations; and
- use of a focus group to provide input on the survey questions and to "test" the survey.

Key performance measures collected by Human Resources are listed in **Figure 4.1(b).**

Priority/Key Intended Outcomes	Human Resources Performance Measure	Results Figure
Customer Focused Government/ Overall Quality Rating for City Services	City Training Applicability	6.3a
	Liaison Services Satisfaction	6.3b
	Applause Card Recipients	6.3c
Customer Focused Government/ Overall Employee Satisfaction Rating	Overall HR Service Quality	6.3d
	Number of Programs/ Enhancements	6.3e
	Benefits Satisfaction	6.3f
	Wellness Satisfaction	6.3g
Financial Health and Economic Development/Dollars Added to Fund Balance	Instant Employee Recognition	6.3h

Figure 4.1(b)

4.2 Employee Involvement, Performance, and Recognition

4.2a The city **promotes full involvement and high performance** in several ways. First and foremost is an emphasis on empowerment, one of the city's four core values.

All city employees were introduced to the concept of empowerment in February 1994 with a four-hour workshop on empowerment. Through new employee orientation, new employees are also introduced to the concept. Empowerment is reinforced through encouragement of informed risk-taking, recognition of empowered decision making and empowerment of employees in the Incentive Pay System, and through the annual employee Excellence Awards, in which one award is given in the category of Empowerment.

In 1994, the city embarked on a reorganization plan which focused on flattening the organization and placing decision making at the closest level possible to the customer. This reorganization and flattening continue today. Each vacancy is carefully reviewed to ensure it is filled at the appropriate level. The Management Elimination Buy Out Plan provides incentives to senior management who terminate employment. The incentive is only available if the position vacated remains unfilled. This program has given the city the opportunity to reorganize divisions without layoffs. Decision making has been pushed down and self-directed work teams have emerged as a result of these efforts.

Effective communications between departments are achieved through several methods. Standing cross functional teams have been formed to deal with recurring issues that cross departmental lines. Examples of these cross functional teams include the management team, the Development Review Committee and the Neighborhood Partnership Team. In addition, ad hoc cross functional teams are formed to address non-recurring issues that cross departmental lines. For example, ad hoc cross functional teams were formed to select and implement a major software/hardware computer conversion and to re-engineer the

request/complaint tracking system. The creation of a cross functional team can be instituted by any employee, not only senior management.

4.2b The city's Incentive Pay System ("IPS") was designed to **reinforce performance through compensation and recognition**. IPS was instituted as a pilot program for management in 1992. In 1993 the program was introduced for all non-union employees. One of the basic premises of the city's compensation and recognition systems is that all employees are treated equally. There are no separate "management compensation" programs.

IPS rates employees on two levels. First, at the beginning of each year, an employee and supervisor agree on a work plan and measurable objectives for the year. These objectives are tied to the city's and the departmental missions. Fifty percent of the rating is based on the degree to which these objectives are accomplished. The remaining 50% of the rating is based on specific job skills which are tied to the four core values. The percentage award for the year is tied to the performance rating. Two informal sessions are held during the year to review progress and adjust objectives if necessary. Several teams are using peer evaluations. Using the framework of the IPS system, objectives are set for each member by the team and at year end, peer evaluations are conducted.

Another aspect of the city's recognition system is the Gainsharing program. The Gainsharing program has three components: citywide recognition and reward, departmental recognition and reward, and individual recognition and reward. Through the citywide Gainsharing program, all employees share equally in 10% of citywide favorable budget variance. This program encourages all city employees to work together to achieve citywide

objectives and make decisions using a more global perspective. In April 1996, each employee received a check for over \$400.

The departmental gainsharing program awards departments with 10% of the city's favorable budget variance. These funds are carried forward to subsequent fiscal years and can be invested in new or upgraded capital or new programs. The final component of the gainsharing program is instant employee recognition. This program enables supervisors to reward and recognize employees who exhibit excellent customer service, initiative and creativity in problem solving. Employees are rewarded with movie tickets, dinner or mall gift certificates and paid time off.

4.2c The process used to **evaluate, and improve employee involvement, performance and recognition systems** is the same process described in **Sec.4.1b**. In brief, input is received from the three survey instruments, focus groups, Human Resources liaisons and performance measures. Two of the city's standing focus groups include the IPS and gainsharing focus groups. These two groups meet periodically to review the success of these programs and recommend improvements. In addition, questions on the annual Human Resources Customer Service Survey deal with the effectiveness of reward and recognition systems. Data from these sources is then taken back to Human Resources to improve the systems.

4.3 Employee Education, Training and Development

4.3a Since the beginning of the city's quality initiative, the city has recognized the importance of **employee education, development and training**. This commitment can be seen in the investment of time and

financial resources to ensure employees have the necessary tools to best serve our customers. The city employs two full time Training Coordinators. In addition, a Human Resource Coordinator dedicates 50% of her time to employee training. The total financial investment in employee education, development and training is 2.2% of payroll. The city's training goal is an average of 40 hours of training per year per employee in both quality related topics and technical training. This equates to over 24,000 hours of training. The city recognizes that the effectiveness of training is not measured by the financial investment or quantity of hours alone. The methods used to evaluate and improve training initiatives are discussed in **Sec.4.3b**.

The city's training program is under the umbrella of the "Quality College." The courses offered are tied to the four (4) core values:

Leadership

- Leadership Coral Springs
- Supervisory Skills
- Department Director Advances

Empowerment

- Empowerment Training

Customer Focus

- Introduction to Quality
- Premier Customer Service
- Advanced Customer Service

Continuous Process Improvement

- Process Improvement Facilitation
- Measurement Training and Follow Up Workshops
- Survey Design and Administration
- Developing a Business Plan

Two additional vehicles are available to

employees to increase their knowledge and skills. First, technical training is available on a departmental basis. During the budgeting process, each department is expected to plan and budget for technical training during the year. Secondly, the city offers a generous tuition reimbursement program. Through this program, the city offers employees 100% reimbursement for tuition and books of degree seeking courses. This program was changed in 1993 as a result of employee feedback. The previous program only allowed for reimbursement for fields of study relating to an employee's current occupation. The revised program allows for reimbursement in any field of study, producing a more well-rounded work force and increasing flexibility within the city organization.

4.3b. The following methods are used in the **support, evaluation and improvement of employee education, training and development.**

Training is designed with the involvement of many stake holders. The city's strategic plan serves as a guide to determine what training is required to meet organizational objectives. The departmental liaisons, through their monthly meetings with departments, bring back suggested training needs. Every post training evaluation form asks the employee to list other training they would like to see offered. Finally, a training needs assessment is conducted annually. Using this input, Human Resources drafts a tentative training schedule for the coming year.

After the completion of this schedule, anticipated training is reviewed with senior managers to ensure the plan ties with departmental and organizational objectives. At this point, specific training will be designed. Subject matter is researched in the city's Quality

Library and other quality organizations are contacted to determine what training programs they have available on the subject. In addition, an ad hoc focus group may be formed to solicit input on specific goals and subject matter relating to the training. After the training is designed, it is tested on employee groups and refined for "wholesale" delivery.

Training is delivered in several ways:

- the two Human Resources Training Coordinators or the Human Resource Coordinator;
- the corps of city "train-the-trainers";
- outside consultants;
- the Quality Library which includes both book and video selections; and
- through courses and workshops available in the community.

Below are several illustrations of the methods used to reinforce training and education:

- post training testing;
- quick strikes (where specific skills taught in training are selected and tested for compliance in the work place); and
- mystery shoppers (used to test skills taught in training).

Education and training are evaluated and improved using several methods. Standard procedure in every training session is the post-training evaluation. This evaluation covers course content, course materials, effectiveness of instructor, applicability to the employee's job and quality of the facility and refreshments. These evaluations are reviewed and adjustments in training are made as needed. In addition, the evaluations ask for suggested future training. As noted earlier, this information is used in the

planning and design process. The annual Human Resources Customer Service Survey also addresses training by asking questions on the effectiveness of training and the applicability to an employee's job. This data is also used in the Human Resources improvement cycle.

4.4 Employee Well Being and Satisfaction

4.4a Vehicles for **maintaining a safe, healthy work environment** include the city's Safety Committee, Wellness Committee and the health benefits standing focus group. Beginning in 1994, the Safety Committee took on a more active role in the organization. Under the direction of new leadership, employees were asked to elect representatives to the committee. The committee adopted the following goals:

- to foster and promote safety;
- to discuss safety issues, concerns or hazards and identify courses of action to reduce or eliminate hazards;
- to educate the work force; and
- to reduce or eliminate city exposure/liability.

After receiving input from the city's Employee Relations Committee, the Safety Committee was successful in improving the city's Drug-Free Work place policy and in developing a safety rewards and incentive program.

The city's Wellness Committee meets periodically to plan wellness programs and activities. Input into their planning process comes from a wellness survey and other employee input.

The health benefits standing focus group was formed in 1994 to examine the current

structure of the city's health benefits and make recommendations for improvement. With the assistance of a consultant, the committee recommended a change in the city's health benefits plan and set forth the following goals for a new plan:

- city cost should not increase over 5% of the previous year's budget;
- employees should be offered a choice of plans;
- physician network should be of sufficient size to serve employees;
- employees should be offered a co-payment arrangement; and
- increases in employee cost should be limited.

The committee worked through the request for proposal process and selected a new vendor. The goals stated above were achieved, city savings are estimated at \$750,000 annually, and employee satisfaction has increased.

In 1996, training was conducted for both field and office employees regarding ergonomics. Training was supplemented with checklists for each employee to evaluate their personal ergonomics. Any deficiencies noted in the review are being corrected. The effectiveness of the Safety Committee and programs, the Wellness Committee and programs and the Health Benefits Committee and Health plan is measured through the annual Human Resources Customer Service Survey and performance measures.

4.4b. Special services, opportunities, and facilities offered by the city that enhance employee well-being, satisfaction, work experience and development potential are as follows:

- Tuition Reimbursement Program;

- Family Hours Policy;
- Lunch/Dinner Delivery Program;
- Wellness discounts at city and other local fitness establishments;
- Flexible Scheduling;
- Employee Assistance Program (EAP);
- Health Risk Assessments;
- Wellness Library;
- IPS Flexibility;
- Sale of Vacation/Sick Time;
- Sick Leave Donation program;
- City Centre discounts;
- Parenting Classes; and
- No Layoff Policy

data is tracked to determine trends and provide insight into areas for improvement.

4.4d The evaluation and improvement of well being and satisfaction systems are detailed in **Figure 4.1(a)**.

4.4c The city uses several methods of **determining employee well being and satisfaction**. These methods include surveys (annual Human Resource Customer Service Survey, annual Employee Attitude Survey, and semiannual Department Director/Organization Survey); the Human Resources Liaison Program; City Manager communication meetings, exit interviews and through the Employee Relations Committee. Information on areas not previously discussed is presented below.

The surveys provide the main outcome indicators used to gauge employee satisfaction. The Department Director/ Organization survey was specifically designed to solicit employee views of leadership and management. Department directors complete these surveys also, supplying their views on the City Manager and assistant city managers. The City Manager meets quarterly with all employees in small meetings to update employees on strategic goals and accomplishments, but also to receive direct input on employee attitudes and feelings. A final method of determining employee well-being and satisfaction is to talk to former employees. Exit interviews are conducted and

5.0 PROCESS MANAGEMENT

All local governments necessarily get citizen/customer input on their processes, but elections and public hearings are not enough. Many people don't vote; far fewer attend public hearings. Coral Springs uses several mechanisms to identify customers' changing service needs and to determine their perception of process performance. The American Assembly program (Vision 2000), surveys, resident advisory committees, neighborhood meetings, and special focus groups all give residents additional opportunities to tell the city what they want and how well processes are working. This "reconnaissance" system was enhanced in 1996 by refining the customer request/complaint tracking system.

A system of performance indicators is used to monitor if customer requirements are being met and whether processes are functioning as designed. The indicators were improved in 1996 to include additional measures of process performance. Process designs are revised when the measurement system or the reconnaissance systems indicate a change in customer requirements or gaps in process performance. Major process redesign is done through a ten-step process; problem solving is done through a six-step analysis.

5.1 Design and Introduction of Products and Services

5.1 a & b The process used for the design, introduction and refinement of new products and services is depicted in **Figure 5.1(a)**. The following defines the "Sources of Customer Information" listed in the figure, which are the mechanisms used to determine what new products and services are needed and process features that the customers feel are important:

--Research on Services of Other Governments and Industries:

Professional journals, local government associations and most recently the Internet provide information on what other governments are hearing from citizens and what programs the municipalities respond with. Research is also done on new products in the private sector, particularly in the recreation industry.

--Vision 2000:

In 1994, the city used the **American Assembly program** (an affiliate of Columbia University) to bring more than 100 representatives of different city constituencies to consensus on priority issues and appropriate actions. The action plan based on the Assembly's recommendations is periodically updated and distributed for review.

--Customer Surveys & Focus Groups:

Citywide customer surveys on all major city services have been conducted annually since 1993. Currently, they are done biannually. Specific groups of direct customers (e.g., Tennis Center members) are routinely surveyed on the service or facility they use. Special surveys are conducted when more information is needed on a specific demographic group (e.g., a neighborhood). The city uses focus groups to translate survey results into service design and process requirements.

--Resident Advisory Committees:

There is a resident committee for each of the city's six strategic priorities. Committee members have established the requirements for many new programs. They are actively involved with monitoring and refining program requirements and processes.

--Neighborhood Partnership Team (NPT):

The city's Neighborhood Partnership Team conducts six "town meetings" annually in the respective sectors for the city. These meetings allow for an exchange of information between city staff and residents. In addition, neighborhood meetings are held upon request to discuss issues and needs specific to smaller areas. The NPT includes staff from all units that might play a role in implementing residents' ideas; this provides for early input on feasibility and design.

--Comprehensive Plan

In Florida, local governments also receive input through the comprehensive planning process. This process produces a multi-year plan for roads, parks, etc. through extensive public hearings. Annual revisions are subject to public presentation and comment.

--Request/Complaint System

In 1996 the city enhanced its a request/complaint tracking system to better monitor the frequency and nature of categories of requests and complaints. The improved system also tracks the demographics of those who contact the city on an issue.

Resident service and process requirements identified through these various sources are all input to the city's strategic planning process. New services adopted through strategic planning are implemented through teams; the implementation teams always include staff from support areas (Information Services, Purchasing, etc.) and depending on the nature of the program may include staff from several line departments. Suppliers, private sector partners and even customers may be on the implementation team,

although customers typically have input through advisory committees. The most important program specifications are incorporated into the city's annual business plan. The funding for the new service will be in the annual budget.

Performance indicators are developed by teams in collaboration with top management. The customers of government services require confidence, value, reliability and responsiveness; therefore, performance measures are developed in these areas. The measures are included in the lead department's work plan and the lead department director's Incentive Pay Performance Plan. The measures address both customer perception of the program and some objective measures of process quality.

The new service will be introduced on a small scale to test concepts and processes. During the test period, advisory committees will have an opportunity to comment on actions to date and benchmark information will be collected from other organizations. This information is used to modify service specifications and the delivery process. With modifications in place, the service is fully implemented and monitoring and trending of performance indicators begins.

During the evaluation phase, data and input from the several sources of customer information will be used to make appropriate revisions in the service and the delivery process. The effect the service has on key intended outcomes (KIOs) indicates whether the program is contributing to the fundamental goals of the city. Other performance measures are analyzed to determine if the process operates as planned and if there are discrepancies among the customers' perceptions of quality and the objective measures. Performance gaps signal a need to better define customer requirements

and/or a flaw in the measurement system.

Some examples of new services introduced in 1996 through the service design model are: Police Core Teams, Seniors for Law Enforcement, a Primetime publication for Seniors, and an Aesthetics Review Process.

5.1c The top two boxes in **Figure 5.1(a)** show how the city assesses its process for the design and introduction of new services. For three years, the city has received feedback through the Sterling Process. This feedback and benchmark studies (Florida Power and Light) have been used to give more structure to the design of new services. The most recent enhancements to the design and refinement process are the improvements to the Request/Complaint System, new performance measures and the expanded use of focus groups to assess the services and processes of specific fee supported programs.

5.2 Operations Process Management

Municipalities are holding companies. They provide scores of different services through a wide range of departments (subsidiaries), many quite unrelated, to a diverse customer base. Customers not only have widely differing priorities but sometimes have mutually exclusive specifications, e.g., retaining rural quality vs. economic development. These facts present a formidable challenge to customer focused governments. Consensus building is, and must be part of the city's approach to process management. Through processes like Vision 2000, Resident Advisory Committees and Neighborhood Meetings, Coral Springs' residents reach consensus on what a services "output" should be and provide some general guidance on requirements and process.

These consensus processes, surveys, focus groups, the performance indicator system, and the request/complaint tracking system

provide the city with information on changes in process requirements and how processes are performing vis-a-vis the requirements. Process improvement projects are selected based on how process failure affects the city's ability to achieve its KIOs, the cost of process failure, and the cost of fixing the process.

Although supervisors are taught a ten-step service improvement process (**Figure 5.2(a)**) and a six-step problem solving process (**Figure 5.2(b)**), teams are encouraged to use the process improvement method that best accomplishes their objectives given the time and resources available.

5.2 a The city's core process and their related performance indicators are in **Figure 5.2(b)**. As part of the annual development of department work plans, new performance measures are developed for new programs and existing measures are revised based on current information on process requirements. Trends in existing measures are reviewed to identify potential process improvement initiatives. The new and revised measures are incorporated into the Incentive Pay Plans of department directors and managers. The objectives in employee work plans are linked directly to the performance indicators of the department. Annual raises are based largely on reaching objectives established in the individual work plans.

Departments review reports on performance measures on an ongoing basis. The City Manager's Office teams with department managers to review and analyze trends in all measures quarterly. Included in the review is data on compliance with customer service standards. This data is collected through "quickstrikes" (see **Sec. 7.2(a)**) When measures indicate a performance gap, an action plan is developed. The action plan will charge a cross functional team or work unit team with solving the problem. Support staff will be brought into the project as well as contractors and suppliers.

The Capital Budgeting Process Improvement team was created because of trends in cost overruns; the Fleet Management Team was the result of trends in expenditures for vehicle replacement.

All teams use brainstorming for root cause analysis. Depending on the significance and nature of the problem they are addressing, "fish bone" diagrams may be created to encourage a comprehensive consideration of all the potential causes. Data is gathered to verify or refute hypothesized root causes.

5.2b Brainstorming and advanced brainstorming (fish-bone analysis) are only two of the analytical techniques that can be used in the various steps of the Service Improvement Process and Problem Solving Process (**Figure 5.2(a)**). These analytical processes are taught through the City's Quality College. The training includes all the standard process improvement tools (flow charting, benchmarking, check sheets, parieto charts, etc) and their appropriate use in the analytical steps. The process improvement models are deployed in formal training and in real time, through team facilitators.

The ten step Service Improvement Process is prescribed for major system redesigns. The six step process can be used during the steps of the Service Improvement Process and is recommended for solving problems in a process that is performing to standard. Teams are encouraged to use the techniques, and rigor that will best accomplish their objectives. **Figure 5.2 (c)** lists recent team process improvement efforts and the process improvement techniques they emphasized.

Recent Process Improvements		
PROCESS	TECHNIQUE	RESULTS

Strategic Planning	Benchmarking	Streamlined process; better linkage between strategic plan, annual business plan and budget
Budget Development	Ten (10) Step	Reduced turnaround time; less paperwork; better linkage to strategic plan
Fleet Management	Ten (10) Step	Stabilized annual expenditures for fleet replacement
Complaint Request Tracking	Ten (10) Step	Refined procedure; developed reports on trends and cycle time
Police Data Entry	Benchmarking	Patrol officers will use laptop computers to enter reports reducing cycle time increasing accuracy
Police Investigation	Survey Research	Direct communication with citizens on the quality of the investigation process, 80% approval rating achieved
Quality Control on Cases Submitted to States Attorney	Six (6) Step	Cases sent to the State for prosecution are reviewed if declined to identify patters in mistakes
Police Vehicle Selection	Ten (10) Step	Savings of \$170,000 in vehicle costs, enabling the city to purchase 5 more cars. \$80,000 in savings due to improved gas mileage. Procurement process was reduced from 14 to 8 steps

Figure 5.2 (c)

The city's ability to evaluate and

improve operational processes is strengthened by the Request/Complaint Tracking System. This system was re-engineered by a cross-functional team. It provides reports on the problems, issues and needs that residents have taken the time to call, write or visit about. The reports rank the "top ten" concerns and the top concerns of demographic groups. This system provides real time information on what processes residents feel are broken. The time it takes the city to respond to resident concerns is also reported. This provides objective information on whether cycle time requirements are being met.

More than twenty-five percent of the city's budget is allocated to law enforcement. Therefore, the Police Department's participation in the national program "Policing 2000" represents an opportunity to improve highly significant core department processes. The project is coordinated by the national Police Executive Research Forum in Washington, D.C. It is funded, sponsored and mentored by Motorola. Motorola's process improvement methodology is being employed throughout the project. Coral Springs is one of the "comparison sites." Police processes are being mapped. The maps will be analyzed for potential process improvements. Re-engineered processes will then be tested in selected cities. After refinements are made, process improvements will be recommended to the police community. Reductions in cycle time, the preeminent customer requirement for police patrol activities, is an objective of the project.

5.3 Support Process Management

5.3 a-c The specifics of how Human Resources processes are developed and improved are in **Section 4.1**. The other core support processes use the same design and methodology shown in **Figure 5.1(a)**, utilizing input from internal customers. The

maintenance, evaluation and improvement of support services, follows the model described in **Sec.5.2** except **internal** customers are surveyed to determine customer requirements and focus groups of internal customers are used to refine program specifications and processes. All internal customers are surveyed every year by each support department. In addition, special surveys are conducted for individual initiatives and programs.

Design teams and process improvement teams working on line activities always include staff from support services. Departments providing internal services are given the opportunity to comment on and participate in the development of the strategic plan and annual business plan. The purchasing staff works as part of a team with line staff when they develop recommendations on key supplies and suppliers. In response to the needs of internal customers for quick acquisition of supplies and equipment, a system of "delegated purchase orders" has been created to permit line department staff to issue purchase orders up to \$5,000.

Core support processes and their performance measures are included in **Figure 5.2(b)**.

5.4 Supplier Performance Management

The city's Municipal Code permits the city staff to use a purchasing process that selects vendors based on product and service quality as well as price. Coral Springs is among a handful of cities nation wide that are not required to buy from the "low bidder." Complete records on vendor performance (timeliness, accuracy of order fulfillment, etc.) are kept to provide the data necessary to evaluate suppliers. When decisions are made on critical equipment such as police vehicles, a team approach is used to develop requirements and administer the procurement process.

Coral Springs has innovated in developing partnerships with key vendors. The city's Design/Build approach to construction produces a close collaboration between contractors and city staff. The car part supplier "warehouses" for the city; the city garage does warranty work on police vehicles.

5.4a The scale of local government purchasing is small relative to a major corporation. Coral Springs FY 96-97 operating budget is about \$68 million. But services are highly diverse, ranging from park maintenance to emergency medical services. Most supplies are purchased infrequently, in small to medium sized quantities. Developing detailed supplier requirements and performance indicators for all types of vendors would not be cost effective; developing generalized requirements that can be applied to all vendors provides little guidance.

Given this environment, Coral Springs' approach to managing supplier performance is to keep good records on the performance of "occasional" suppliers. All suppliers that are subject to contract renewal have their service/supplies rated by a city Contract Administrator. This evaluation rates suppliers on four criteria:

- quality of performance;
- quality response;
- delivery performance;
- service performance.

Suppliers are rated on a 9-100 point scale. This evaluation is the major factor considered in the decision to continue to do business with the contractor. These findings are reported to the City Commission in lieu of a more conventional market cost survey. In addition, Purchasing Agents perform on-site visits to discuss supplier performance with city staff and suppliers. Findings during the visits are entered in a vendor file so it is available the next time the

city contemplates doing business with a company.

Most cities primarily use a bid process to select suppliers. This process can force vendors into a response that compromises a reasonable profit and quality. On a regular basis, Coral Springs uses a Request for Proposal (RFP) process to ensure that the elements of quality, follow-up service and delivery are considered along with the acquisition cost of goods and services. (See **Sec 3.1a(5)**) The city now handles the majority of its service contracts in this manner and uses this method approximately 50% of the time when purchasing supplies. Through this process, the city has seen a reduction in the number of difficulties that are normally a result of a "low bid procurement."

Police vehicles are one of the few commodities that the city buys annually in significant quantities. The performance of this equipment is critical to the safety of the officer and the public. Therefore, a cross-functional Police Vehicle Team, including staff from the Police Department, Purchasing, Fleet Maintenance and Finance, develops the requirements and runs the procurement and evaluation process. A similar team approach is used on major construction projects. The Police Vehicle Team received first runner-up honors at the recent South Florida Quality Team Showcase.

In dealing with the few major vendors of high cost, high volume supplies and services, the city is actively pursuing partnerships and collaborations. These vendors are not given detailed specifications but rather performance requirements are outlined. The city works with the supplier to meet the six requirements. An example is the city's design/build process. This process requires that the contractor and design professional be hired as a team; that team

interacts with city staff to determine the actual facilities to be built. The interactive method of construction has saved the city approximately three to six months for each project in which it has been used and the rate of change orders has decreased to approximately two to three percent instead of the government norm of eight to ten percent. A new competition pool was built through this process (the first of its type in North America) as have new parks and renovations to the city's performing arts center.

Under the auto parts contract used by Central Stores and the Fleet Maintenance Division, the supplier has delivery time requirements and local stocking requirements. The supplier in essence is the city's warehouse and is linked to city staff through special inventory software. Another special relationship is with the supplier of Police vehicles; under this partnership the city performs its own warranty work on the cars. **Section 3-1a(5)** describes how the city has become a partner with "would be" vendors to develop a regional park at minimal cost.

5.4b Supplier performance is evaluated and improved through several mechanisms. The contractor evaluation done by the Contract Administrators are considered at time of renewal. Surveys of users are conducted. Projects managed through teams involve ongoing feedback on performance until the project is complete. The city's upgraded request/complaint tracking system provides data on resident complaints about products and vendors. For instance, city solid waste is collected by a contractor. Detailed records are kept on resident concerns with their service.

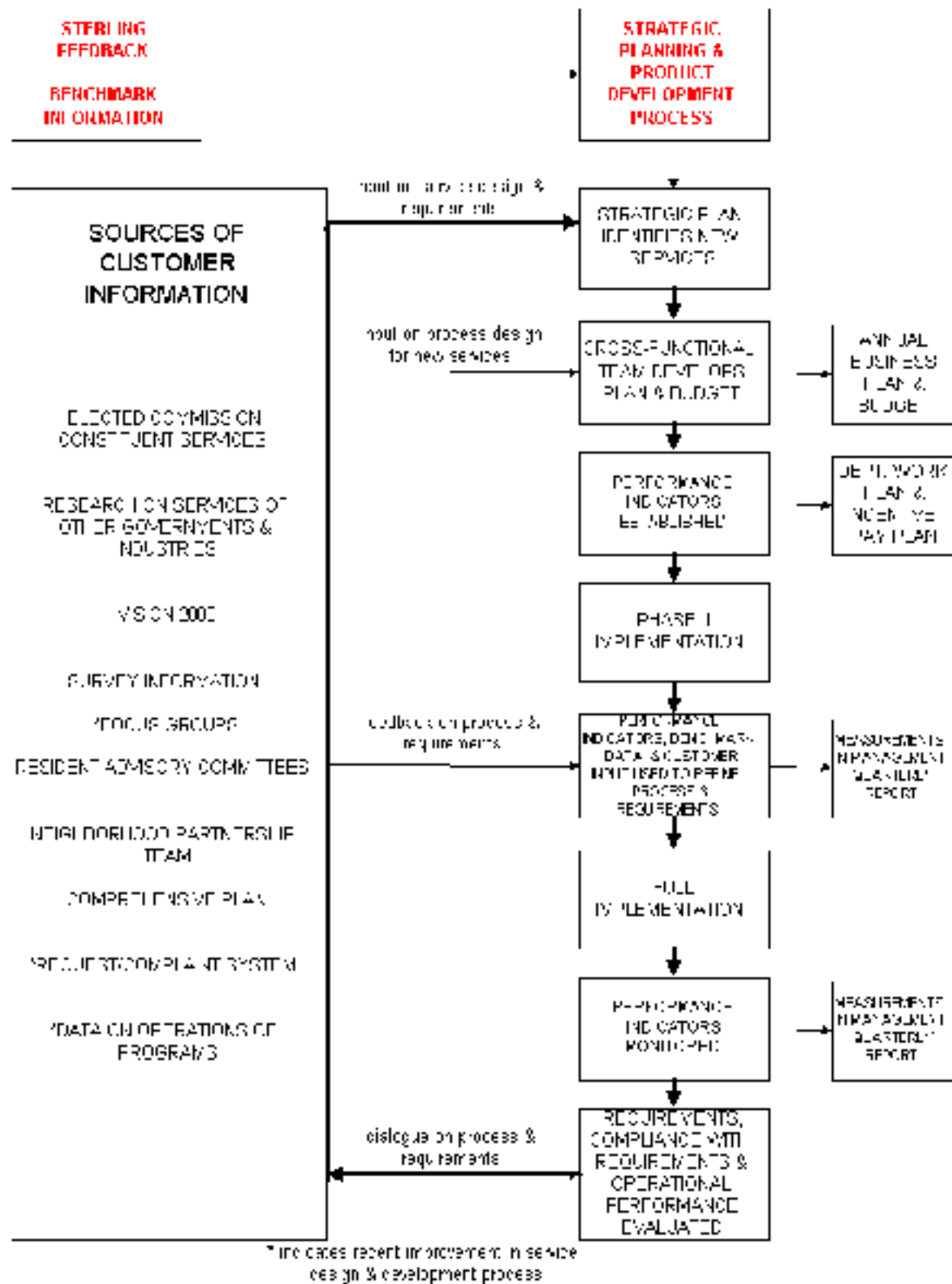
The city gets feedback through surveys on its procurement process and the ways staff can help suppliers perform better. Again, when teams are used for procurement, the feedback is real time and ongoing.

As part of the contract review process conducted by the purchasing division, suppliers are faxed a copy of the evaluation form filled out by the Contract Administrator; they are asked for their responses and to suggest changes in the process that would benefit both the city and the profitability of the firm.

Recently, 504 firms that supply goods or services to the city were surveyed. A total of 253 firms responded. Positive responses were 88% or better for all categories. As a result, it was decided to focus process improvement on input from the internal customer survey. The city therefore is in the process of changing from a manual small purchase system to procurement cards. The cards will reduce paperwork throughout the ordering and payment process for small purchases. Another change is expanding the length of terms of contracts. This is being done to encourage efficient interactions with consistent sources of supplies.

The city has three effective approaches to reducing the costs of auditing, inspections, etc. First, cost accounting reports alert teams and project managers to potential cost overruns. Second, pilot tests are used to assess program and contractor performance before full implementation of a new initiative. Third, teams that are involved in implementation necessarily have an early warning system for supplier problems.

PROCESS FOR THE DESIGN AND INTRODUCTION OF NEW SERVICES



Key Processes & Principal

Core

Performance

Result

2 Yr.

Service Improvement Process (SIP)

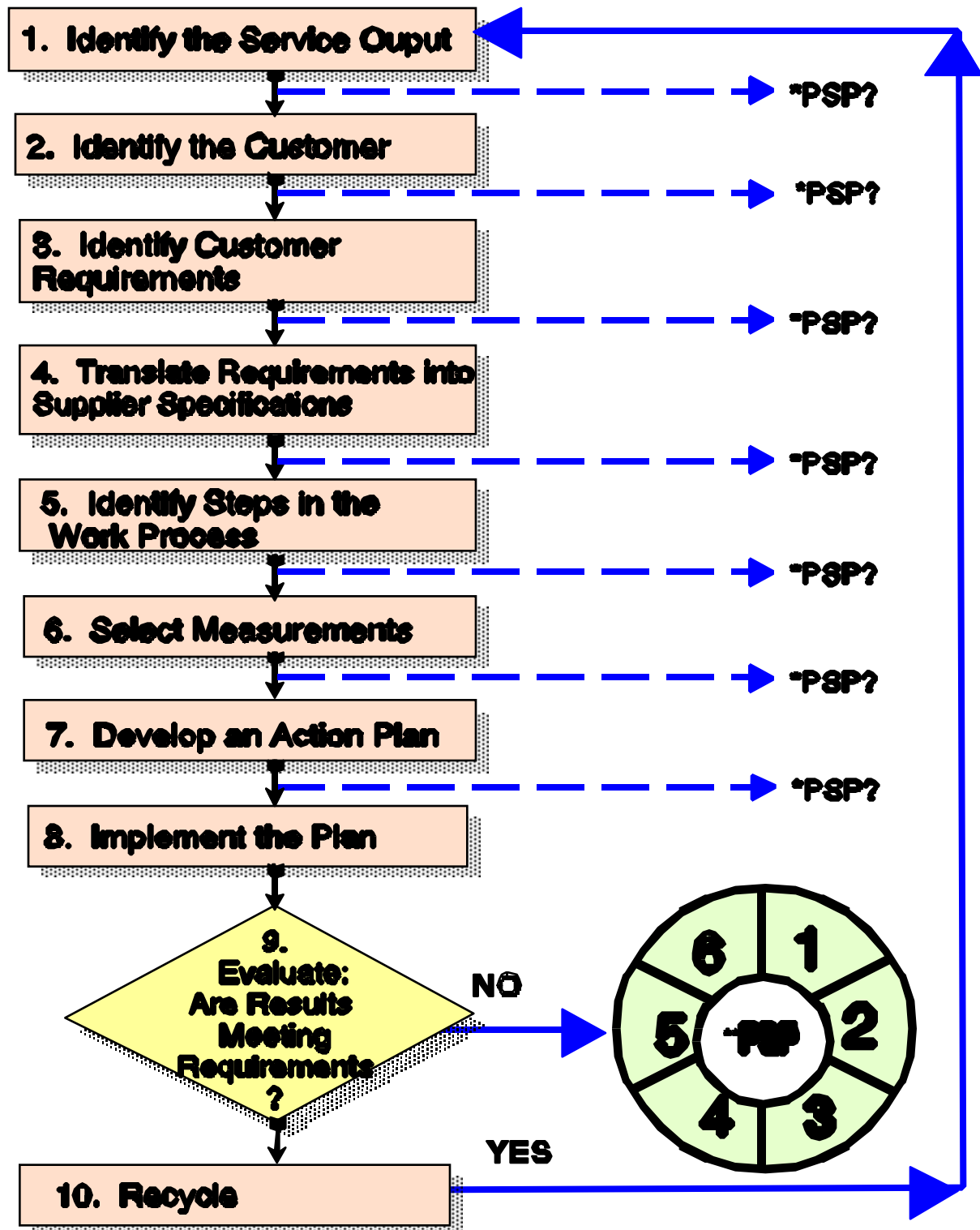


Figure 5-2

*Problem Solving Process

** See Figure 5.3

Priority: Customer Focused Government			
Public Safety			
Crime Prev.	% increase in crime rate (k)	6.1(b)	1.9%
	burglary rate (m)	6.1(d)	
	quality of police serv. (m)	7.4(d)	
Fire Supp.	# of volunteer fire fighters (m)	6.1(e)	
	quality of fire serv. (m)	7.4(a)	90%
Customer Service			
	overall quality rating (k)	7.4(a)	90%
	# parks/ rec. membership (m)	6.1(f)	
	# applause cards (m)	6.3©	
Human Resources Management			
	overall employee satisfaction rating (k)	7.4(b)	87%
	liaison service satisfact. (m)	6.3(b)	
	HR overall quality level (m)	6.3(b)	
	number of new programs (m)	6.3(e)	
	wellness activity satisfaction (m)	6.3(f)	
Human Resources Management (Cont)			
	benefits satisfac (m)	6.3(g)	
	city training applica (m)		
Community Relations			

	city overall value rating (k)	7.4(c)	74%
Process Management			
Fac/Equi Mgt.	equip.svs. productivity (k)	6.1(h)	174
Dev. Review	bldg. Permit review cycle time (m)	6.2(c)	
	plan review cycle time(m)	6.2(d)	
Recreation			
	quality of park/rec serv (m)	7.4(f)	
Infrastructure Management			
	quality of public work serv	7.4(g)	
Financial Management			
	quality of finan. mgt.(m)	7.4(h)	
Water Quality			
	compliance w/ Fed. Water stand. (m)	6.1(g)	
Priority: Excellence in Education			
Youth Programming			
	drug awareness/ gang prev.(k)	6.1(I)	90%

Figure 5.2(b)

Key Processes & Principal Requirements/Indicators of Quality			
Core Processes	Performance Indicator k=KIO m=Perf. Meas.	Result	2 Yr. Project
Community Relations			
	school overcrowding	7.4(I)	90%
Priority: Neighborhood Vitality			
Community Relations			
	neighborhood partnership indicator(k)	6.1(j)	24%
Compliance			
	neighborhood prop value(k)	7.4(j)	82%
Priority: Family, Youth, and Community Values			
Youth Programming			
	recidivism rate for deferred pros. prog.(k)	6.1(k)	8%
Public Safety			
	city safety rating (k)	7.4(k)	52%
	emergency medical serv. response time(m)	6.2(e)	
Priority: Financial Health and Economic Development			
Financial Management			
	city bond ratings(k)	6.2(f)/g	AA:S/P Aa1: Moody's

Financial Management			
	total fund balance or retained earnings(k)	6.2(h) 6.2(I)	\$600,000
	property tax to general fund(k)	6.2(j) 6.2(k)	
	perf. of economic dev. incentives(k)	6.2(l)	\$24/\$1
	# of items in mgt. letter (m)	6.2(o)	
	parks & rec.cost recovery(m)	6.2(m)	
	#general liability claims(m)	6.2(n)	
Information Management			
	# of users on PC network (m)	6.1(l)	
Community Relations			
	# of volunteer hr./total savings (m)	6.1(m)	
Human Resources Management			
	instant employee recognition(m)	6.3(h)	
Process Management			
	supplier conformance rating(m)	6.4(a)	
Community Relations			
	city community tolerance rating(k)	7.4(l)	91%

Figure 5.2(b) con't

6.0 PERFORMANCE RESULTS

The City of Coral Springs uses three types of indicators to track performance. They are:

- the city's composite index;
- key intended outcomes for the city's strategic priorities; and
- performance measures for the city's operating departments.

These indicators address service quality results, operational and financial results, and customer satisfaction results. Service quality and operational and financial results will be presented in this section. Customer satisfaction results will be presented in **Sec. 7.4**. Results are presented to the City Commission and the general public through the city's quarterly progress reporting program and the city's Service Efforts and Accomplishments (SEA) Report. The SEA report is issued in February, describing results achieved in the city's strategic priorities, and in the performance targets for operating departments. **Trends, current levels, and comparisons** are presented for these indicators.

The city has identified comparative information for some of the key intended outcomes for department performance measures. These comparisons come from other cities located in South Florida or through the International City and County Management Association's Performance Measurement project.

6.1 Product and Service Quality Results

6.1a The city's composite index, along with one key intended outcome and eleven department performance measures are used in tracking service quality results.

The city's composite index represents a unique effort to provide an overall performance rating for a municipal corporation. It combines results from service quality, operational and financial, and customer satisfaction indicators to produce the city's overall performance rating. This rating integrates perception-based results with objective financial and operational performance. **Fig. 6.1(a)** shows the composite index for 1993-1996 as well as projections for FY 1997-1998.

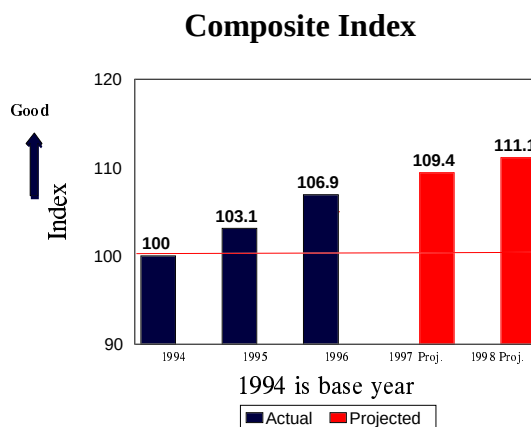


Figure 6.1(a)

Customer Focused Government

Fig. 6.1 (b) shows results from 1992-1995 for the crime rate in Coral Springs. This indicator reflects the annual increase in Part One crimes reported to the U.S. Federal Bureau of Investigation. (Part One crimes represent the most serious crimes that significantly affect perceived levels of safety in the city.) The 1996 crime rate will not be available until October 1997. The 1995 crime rate and the low annual increase since 1992 contribute to residents' overall feelings of safety.

% Increase in Overall City Crime Rate

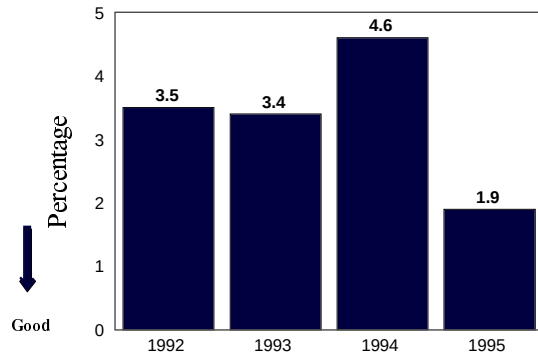


Figure 6.1(b)

Fig 6.1(c) compares the city's overall crime rate with seven other South Florida cities for 1993-1995. The city has the second lowest crime rate during this reporting period.

Crime Rate Per 100,000 Population			
City	1993	1994	1995
Ft. Lauderdale	17,105.4	18,070.8	15,143.3
Pompano Beach	14,248.8	12,989.3	11,410.7
Plantation	9,523.9	9,794.3	7,968.2
Hollywood	9,339.2	10,010.8	9,571.3
Davie	8,007.9	7,877.7	5,865.4
Sunrise	7,151.3	7,429.9	5,865.4
Boca Raton	6,036.2	4,991.0	4,677.0
Coral Springs	4,796.7	5,093.3	5,167.7

Figure 6.1(c)

Fig. 6.1(d) is an important performance measure for the city's Police Department. It shows the annual percentage increase in burglaries committed within the city. Since 1994, this annual increase has been five percent or less.

Burglary Rate Adjusted for Population		
FY 94	FY 95	FY 96
5.3%	.3%	4.0%

Figure 6.1 (d)

Fig. 6.1 (e) is a performance measure for the City's Fire Department. Coral Springs is the largest city in Florida to use volunteer fire fighters. The use of volunteers in this capacity generates an estimated \$5 million annual savings to taxpayers. Maintaining an effective, volunteer department is a principal focus area for the city. The results show the increase in the number of volunteer fire fighters since 1994.

Number of Volunteer Fire Fighters		
FY 94 Actual	FY 95 Actual	FY 96 Actual
105	110	125

Figure 6.1(e)

The next figure is a performance measure for the city's Parks and Recreation Department. **Fig. 6.1(f)** shows membership at two city Parks and Recreation facilities.

Parks and Recreation Memberships			
	FY 94 Actual	FY 95 Actual	FY 96 Actual
Aquatic Complex Membership Base	1,015	1,063	1,349
Tennis Center Membership Base	N/A	135	261

Figure 6.1(f)

The next figure is a performance measure for the city's Public Works Department. **Fig. 6.1(g)** represents the city's compliance rate with federal and state water quality standards. City staff has met all water quality standards since 1994.

Compliance Rate with State and Federal Required Water Quality Tests		
FY 94 Actual	FY 95 Actual	FY 96 Actual
100%	100%	100%

Figure 6.1(g)

The next figure is also a performance measure for the city's Public Works Department. **Fig. 6.1(h)** reports efforts to increase productivity rates of mechanics in the city's Equipment Services Division. The average hours billed per mechanic have increased 63.7 percent since 1993. This productivity rate increase can be attributed to several improvements: (1) this division participated in managed competition and had the opportunity to compete against multi-national corporations for the right to provide fleet services for the city; (2) process improvements on shop format have contributed to the increase in man-hours; and (3) an "assembly style" preparation for turning out new vehicles was improved allowing for each mechanic to specialize in a part of the process.

Equipment Services Productivity

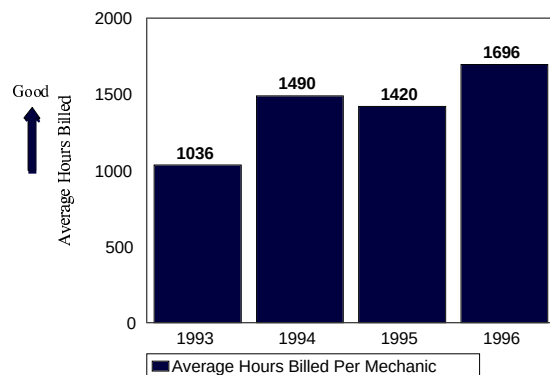


Figure 6.1(h)

Excellence in Education

Fig. 6.1(i) shows participation in city provided drug awareness and gang prevention education programs. These programs are targeted at elementary school students. The G.R.A.D.E. program was introduced in 1996 to replace D.A.R.E. G.R.A.D.E. stands for gang resistance and drug education and was developed in-house by city police officers in order to match the city's educational programs with the needs of the students. These results show that more than 95 percent of the city's elementary students have completed these programs since 1993.

Drug Awareness and Gang Prevention Programs

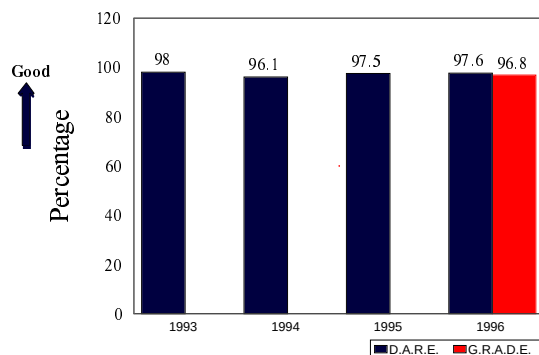


Figure 6.1(i)

Neighborhood Vitality

Fig. 6.1(j) shows results achieved in the neighborhood partnerships indicator. The number of improvement projects completed through partnerships with neighborhood groups or homeowners' associations has increased since 1994.

Number of Neighborhood Projects Completed Through Partnerships

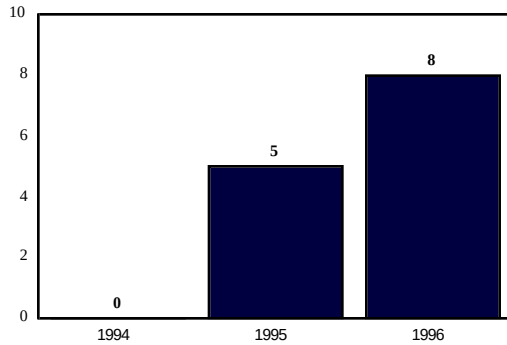


Figure 6.1(j)

Family, Youth and Community Values

Fig. 6.1(k) shows results from the city's deferred prosecution program. This program provides an alternative to formal court imposed sentences for certain types of offenses committed by youth. It is designed to reduce repeat offenders. It has been successful in doing so; repeat offenders have numbered consistently less than 10% of program participants. This rate is projected to increase over time, plateauing at 12-13% by 1998. Since 1994, participants have been progressively younger and spend a longer period in the juvenile system, increasing the chance that the child will become a repeat offender. As a comparison, the recidivism rate for first time juvenile offenders who do not participate in the program is 31 percent.

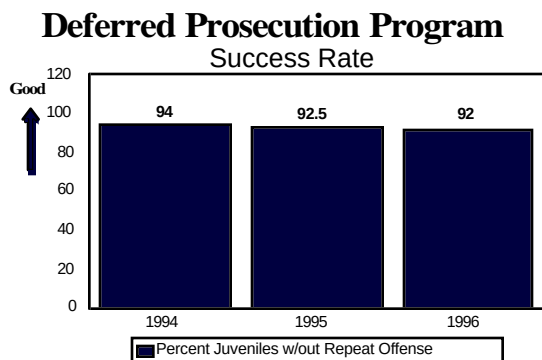


Figure 6.1(k)

Financial Health and Economic Development

The next two figures represent process measures for two of the city's support departments. **Fig. 6.1(l)** shows results from the Information Services Department's efforts to increase the number of users in the City's computer network. More users on the network increase employee productivity.

Number of Users on City's PC Network		
FY 94 Actual	FY 95 Actual	FY 96 Actual
258	350	385

Figure 6.1 (l)

Fig.6.1(m) shows the Communications and Marketing Department's efforts to use volunteer personnel to deliver city service programs. These results show a continuing two year increase in the number of both volunteer service hours and dollar value of those hours.

Number of Volunteer Hours/Dollar Value (Excluding Fire Department)

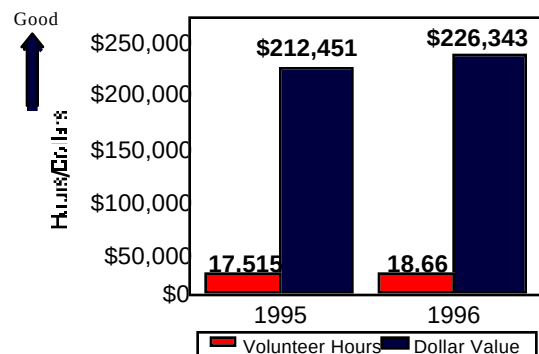


Figure 6.1(m)

The city instituted a volunteer program in 1994. The purpose of the program is to increase city productivity without increasing costs, while providing meaningful volunteer experiences to city residents of all ages. Volunteer assignments include planning and staffing community events, handicapped parking enforcement, clerical assistance and legal research.

6.2 Operational and Financial Results

6.2a Five key intended outcome indicators and six department performance measures are used in tracking operational and financial performance results.

Customer Focused Government

Fig. 6.2(a) shows results from 1992-1996 for the city's basic productivity measure--the number of city residents served by city employees. Indicator results show a 17.8% productivity increase since 1992.

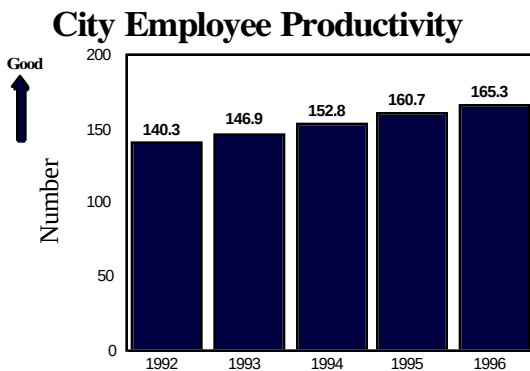


Figure 6.2(a)

Fig. 6.2(b) compares these productivity results with eight South Florida cities.

# of City Residents Served By City Employees		
City	Population	FY '96
Coral Springs	102,130	165.3
Davie	55,600	119.8
Plantation	76,250	106.6
Sunrise	73,456	88.7
Hollywood	126,000	88.3
Pompano Beach	74,271	78.8
Hallandale	31,489	90.0
Ft. Lauderdale	150,000	71.3
Boca Raton	67,500	64.3

Figure 6.2(b)

The next two figures represent two performance measures for the city's Community Development Department. Both indicators track cycle times for critical building related processes--building permit plan reviews and new development land reviews. **Fig. 6.2(c)** shows that process improvements have reduced the cycle time for reviewing building plans.

Building Permit Review Cycle Time		
FY 94 Actual	FY 95 Actual	FY 96 Actual
14 Days	25 Days	15.2 Days

Figure 6.2(c)

Fig. 6.2(d) shows similar cycle time improvements for reviewing project plans submitted for new residential, commercial, and industrial projects.

Plan Review Cycle Time		
FY 94 Actual	FY 95 Actual	FY 96 Actual
15 days	9 days	8 days

Figure 6.2(d)

Family, Youth and Community Values

Fig. 6.2(e) reports the Fire Department's response time for emergency medical service (EMS) calls. The department pledged to provide a six minute or less response time for 90% of EMS service calls when it submitted a proposal to provide this service in 1995. Response times to date have exceeded this goal.

EMS Fractile Response Time		
FY 94 Actual	FY 95 Actual	FY 96 Actual
N/A	N/A	92%

Figure 6.2(e)

Data for FY 1994 and FY 1995 is not available. The city was not providing this service during that time. However, EMS fractile response time was the critical factor that led the city to drop EMS provided by Broward County and begin providing EMS services through the city's Fire Department as of January 1, 1996.

Financial Health and Economic Development

Fig. 6.2(f) reports the bond ratings that have been assigned to the city by the two nationally recognized credit rating agencies. High bond ratings mean lower costs when the city builds major projects or buys equipment through franchise revenue bonds. Coral Springs has the highest bond ratings among municipalities in Florida that are actively issuing bonds.

City Bond Ratings		
Year	Standard & Poors	Moody's
1992	A+	A1
Upgrade 1993	AA-	Aa
1994	AA-	Aa
Upgrade 1995	AA	Aa1
1996	AA	Aa1

Figure 6.2 (f)

Fig. 6.2(g) compares the city's bond ratings with four South Florida cities.

Comparison of City's Bond Rating with other South Florida Cities (only municipalities that issued debt are included in this chart)					
G.O. Bond Rating - Moody's					
Yr	Boca	Ft. Lauderdale	Pomp	Holly-wood	Coral Springs
'92	Aa1	n/a	Aaa	A	A1
'93	Aa1	n/a	Aaa	A	Aa
'94	Aa1	n/a	n/a	A	Aa
'95	Aa1	Aa	n/a	A	Aa1
'96	Aa1	Aa	n/a	n/a	Aa1
G.O. Bond Rating - Standard & Poor's					
Yr.	Boca	Ft. Lauderdale	Pomp	Holly-wood	Coral Springs
'92	AA	n/a	AAA	A+	A+
'93	AA	n/a	AAA	A+	AA-
'94	AA	n/a	n/a	A+	AA-
'95	AA	AA	n/a	A+	AA
'96	n/a	AA	n/a	n/a	AA

Figure 6.2(g)

Fig. 6.2(h) shows the city's combined unappropriated fund balance or "retained earnings" since 1992. Fund balance for all city funds has increased **200 percent** since 1992.

Total Fund Balance or Retained Earnings				
1992	1993	1994	1995	1996
\$9,127,512	\$12,497,836	\$17,867,419	\$22,890,852	\$27,400,000

Figure 6.2(h)

Fig. 6.2(i) compares the city's percentage increase in general fund balance since 1992 with eight South Florida cities. During this time period, the city had an average 27 percent increase in fund balance, the highest among these communities.

Percentage Increase in General Fund Balance 1992 - 1996	
Coral Springs	27%
Sunrise	24%
Boca Raton	22%
Davie	20%
Hollywood	16%
Pompano Beach	14%
Plantation	13%
Hallandale	13%
Ft. Lauderdale	-4%

Figure 6.2(i)

Fig. 6.2(j) shows the ratio of property taxes to

the city's primary revenue source--the General Fund. The city is working to diversify its sources of operating revenue, making it less dependent on property tax revenues. This indicator shows positive results since 1992.

Ratio of Property Taxes to General Fund Revenue Base

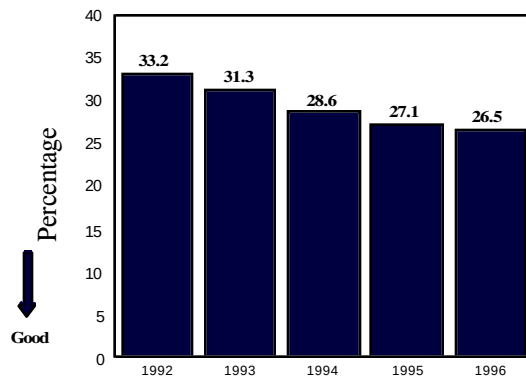


Figure 6.2(j)

Fig. 6.2 (k) compares these results with eight other South Florida communities.

Ratio of Property Taxes to General Fund Revenue Base					
Yr..	Boca	Plantation	Sunrise	Hallandale	Ft. Lauderdale
'92	39.6%	33.6%	37.8%	43.9%	40.3%
'93	38.6	33.9	34.7	40.4	39.5
'94	38.3	41.2	33.7	39.0	40.0
'95	35.9	41.0	34.8	39.0	41.3
'96	38.8	41.7	35.2	39.2	36.7
Yr.	Pompano	Hollywood	Davie	Coral Springs	
'92	44.1%	31.0%	37.4%	33.2%	
'93	36.0	31.3	32.8	31.3%	
'94	40.5	33.7	34.2	28.6%	
'95	42.3	32.5	32.0	27.1%	
'96	43.6	37.2	34.9	26.5%	

Figure 6.2(k)

Fig. 6.2(l) addresses the performance of the city's economic development incentives. It shows the total dollars returned to the city through its investment in economic development incentives.

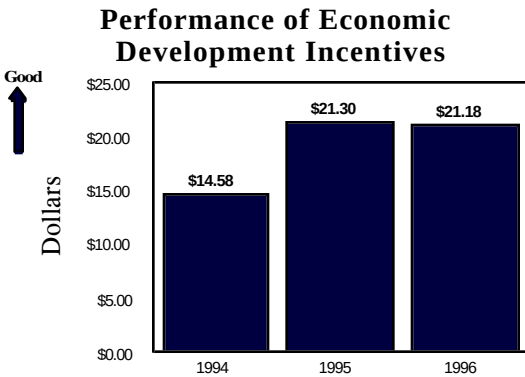


Figure 6.2(l)

Fig. 6.2(m) represents the ratio of Parks and Recreation Department expenses that are recovered through user fees. These expenses are for recreation programs such as Summer Recreation. Through this indicator, the city is working to use more user fee revenue and less general property tax revenue to fund parks and recreation programs.

Parks and Recreation Cost Recovery Ratio		
FY 94 Actual	FY 95 Actual	FY 96 Actual
N/A	54.0%	76.0%

Figure 6.2(m)

The next two figures report results from two performance measures developed for the city's Financial Management Department.

Fig. 6.2(n) shows annual reductions in the number of general liability claims since 1994. Lower liability claims reduce expenses in the city's Self Insurance Funds.

Number of General Liability Claims		
FY 94 Actual	FY 95 Actual	FY 96 Actual
580	575	550

Figure 6.2(n)

Fig. 6.2(o) reports auditing results generated by the city's external auditing firm. The city has reduced to zero both the number of financial practice concerns repeated from one annual audit statement to the next, and the number of items included in the management letter.

Number of Items in Management Letters		
FY 94 Actual	FY 95 Actual	FY 96 Actual
1	1	0

Figure 6.2(o)

These results demonstrate the city's responsiveness in addressing areas of potential financial concerns before they become problems.

6.3 Human Resource Results

6.3a Eight departmental performance measures are used by the city Human Resources Department in tracking human resources results.

Customer Focused Government

Figure 6.3(a) depicts the percentage of employees who agree with the statement "I am able to apply skills or knowledge learned through city training to my job." The increase in the rating is due to Human Resources providing additional site specific training in areas such as safety and process improvement.

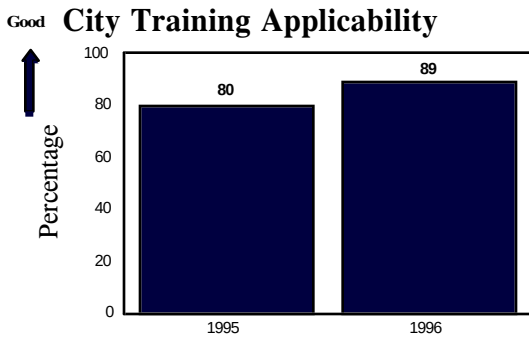


Figure 6.3(a)

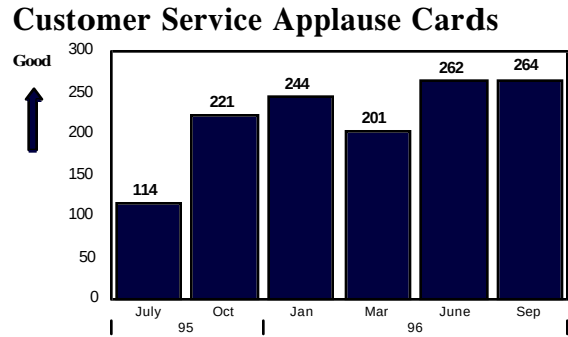


Figure 6.3(c)

Figure 6.3(b) shows the percentage of employees who agree with the statement "I am satisfied with the liaison services provided by HR." The success of the liaison program is critical to the Human Resources planning process. For FY 1996, each liaison had an objective to attend a minimum of one staff meeting per month. For FY 1997, the objectives were extended to include work days with liaison departments.

employees who agree with the statement "HR staff provides quality service." The goal for 1996 was to increase the rating from 81% to 85%. Due to improvements in communications systems, safety and wellness systems, and responsiveness, a rating of 94% was achieved.

Human Resources Department Overall Quality Level

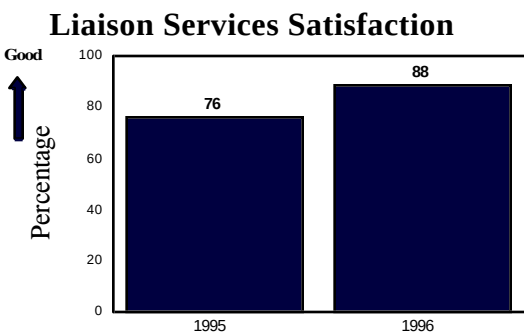


Figure 6.3(b)

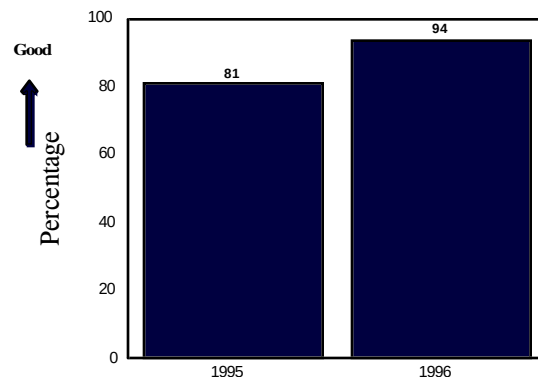


Figure 6.3(d)

Figure 6.3(c) tracks the number of Applause Cards given per quarter. The Applause Card program was instituted in 1995 as part of the city's Premier Customer Service Program. These cards enable employees to recognize their co-workers for providing excellent customer service.

Figure 6.3(e) shows the number of new programs or program enhancements introduced each year. One of the Human Resources "core promises" to our customers is "We will seek employee input on issues/policies affecting employees." All new programs or enhancements were generated as a result of employee input or were modified with employee

Figure 6.3(d) shows the percentage of

involvement.

Number of New Programs

Figures 6.3(f) and 6.3(g) illustrate

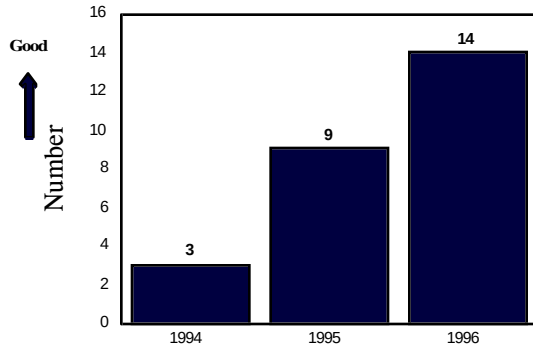


Figure 6.3(e)

employee satisfaction with the wellness activities and benefits package. This data was collected through the Human Resources Customer Service Survey. Both benefits and wellness programs are considered to influence overall employee satisfaction.

Wellness Activity Satisfaction

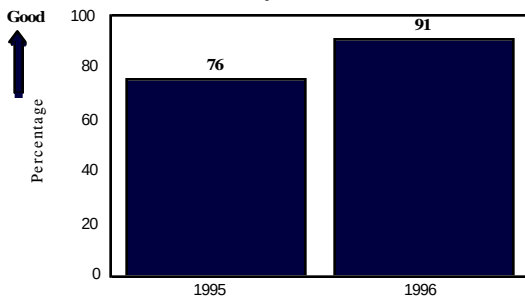


Figure 6.3(f)

Benefits Satisfaction

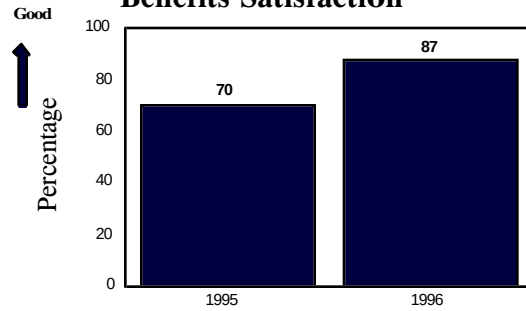


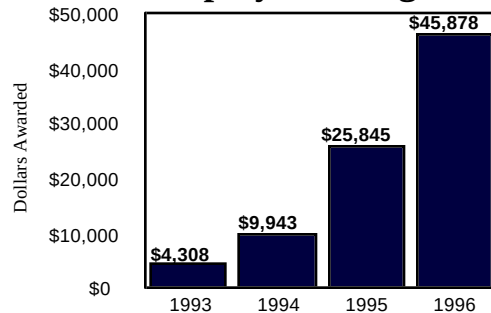
Figure 6.3(g)

Figure 6.3(h) measures the city's investment in the Instant Employee Recognition Program. Since inception, the amount invested in the program has increased over tenfold. The program is designed to reward employees who exhibit excellent customer service, initiative and creativity. Investment in this program is considered an investment in the city's "bottom line."

Figure 6.3(h)

6.4 Supplier Performance Results

Instant Employee Recognition



6.4a Purchasing Division staff use a supplier conformance process to evaluate how well the city's major suppliers are meeting contract and performance requirements. **Fig. 6.4(a)** shows results from the indicator for 1995 and 1996.

There results are the overall average of evaluations for 41 suppliers. These consistently high ratings can be linked to the supplier

Financial Health and Economic Development

contract administration process that city employees use to improve suppliers' conformance with purchasing criteria. This process is described in **Sec. 5.4a (2-3)**

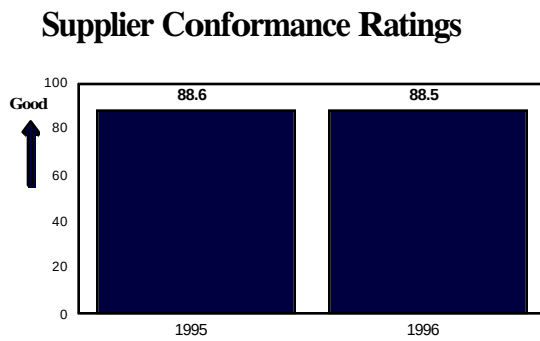


Figure 6.4(a)

7.0 CUSTOMER FOCUS AND SATISFACTION

The City of Coral Springs has designed its quality initiative to improve the organization's overall operational and financial performance, and to assure that residents perceive quality in their government. Customer perceptions are formed in two ways:

- through direct contact with individual city employees who are providing a service or program; and
- through what they read and hear about the city's operational and financial performance.

The city's principal customer groups and their requirements, the customer relationship system, the processes for determining customer satisfaction and customer satisfaction results are described in **Sections 7.1, 7.2, 7.3, and 7.4.**

7.1 Customer Expectations and Requirements

7.1(a) The city uses various methods to **determine current requirements and expectations of customers.** Short term customer expectations require one set of methods; long term expectations require another set. In general, the city uses nine methods to determine short term customer requirements:

- "moments of truth" with individual customers;
- public hearings at City Commission regular meetings and special workshops;
- advisory committees for city strategic priorities;

- customer surveys;
- focus group meetings;
- City Hall in the Mall;
- neighborhood partnership meetings;
- complaint and service request process;
- membership turnover analysis

These methods are described in detail in **Sec. 7.1a(2).**

7.1a(1) The city has **three principal customer groups:** indirect customers, direct customers, and internal customers.

-- Indirect Customers

This customer group is made up of city residents and visitors who rely on the city to meet their "sense of security" needs. They rely on the police department to be there if needed, but have never directly been affected by crime or called for police service. They expect the fire department to respond to a fire or an emergency medical call, but have never called for fire or EMS service. They expect prompt, efficient response to a "city problem," but have never called the city with a service request or complaint. Overall, they expect "good governance" from Coral Springs, but are only "touched" indirectly by the city. In effect, the city represents an insurance policy for these customers--it's there in case something goes wrong. Principal requirements are confidence, reliability, responsiveness, and value. These customers expect to have confidence that city officials will address their issues and concerns, when they arise. They expect prompt service. Finally, they expect that the city's programs and services will be delivered as efficiently and effectively as possible.

This defines value--when customers feel the quality and quantity of city programs and services are higher than the amount of city taxes they pay to support these services and programs.

-- Direct Customers

This customer group is made up of citizens who have been or are being "touched" by the city. These customers can be "touched" individually through a specific program or service offered by a city department, or in general by a new city ordinance or policy. They include customers who are receiving city services, such as playing in a sports league, drinking city-treated water, or applying for a city job. They also include customers whom we regulate, such as citizens who receive a speeding ticket, apply for a building permit, or receive a fire inspection. Finally, they also include citizens or business owners who are affected by a City Commission action or decision, such as a new ordinance changing land development regulations. This customer group has similar requirements as the city's indirect customers. They expect city services to be reliable, promptly delivered when needed, and to have value added.

Residents may be either direct or indirect customers, depending on the issue or their needs and expectations.

-- Internal Customers

City employees make up the third principal customer group.

These customers expect senior managers and direct supervisors to value the contributions they make to city services and programs. They expect to have the opportunity to make suggestions and to present ideas, and for management to be responsive to those suggestions. They want the confidence to know they have equal access and will be fairly treated on issues such as promotions, changes to benefit packages, and work schedules. They expect to know their employment with the city is stable and reliable and they will retain their jobs as long as they work hard.

The city began to **identify customer segments** in the October 1995 comprehensive survey. Survey results were presented so that differences in responses between male/female, homeowner/renter, and race could be identified and analyzed. The annual Human Resources Customer Service Survey is similarly segmented to identify differences in responses based on sex, age, ethnicity and length of employment.

7.1a(2) The city uses nine methods to **determine service features and their importance** from its direct customer groups.

"Moments of Truth"

Every day city employees work directly with customers. Employees have been trained to recognize these exchanges as "moments of truth" where customer perceptions about city services can be changed. Customers enter into these exchanges with set expectations and requirements. Through empowerment workshops, employees have been trained to balance city policies and procedures with customers' requirements. Supervisors are trained to permit and encourage employees to meet ad hoc service needs. Employees use check sheets

and the new Request/Complaint Tracking System to identify patterns in requests that might signal a change in customer requirements.

City Commission Public Hearings

The City Commission has established opportunities at both regular and special City Commission meetings to hear customer expectations and requirements about city services. City Commissioners listen to customers during a citizens requests section and public hearings. Special City Commission workshops provide an opportunity for citizens to address the City Commission in detail on items of special interest.

Strategic Priority Advisory Committees

An advisory committee(s) has been set up for each of the city's six strategic priorities. Citizens representing various community segments serve on these committees. The committees include:

Customer Focused Government

- Construction Review Committee
- Seniors Advisory Board

Excellence in Education

- Principals Advisory Task Force
- Parents Advisory Task Force

Neighborhood Vitality

- Growth Management/
Environmental Protection
Advisory Committee

Family, Youth, and Community Values

- Family and Youth Advisory Committee

Financial Health and Economic Development

- Financial Advisory Committee
- Economic Development Foundation

Respect for Ethnic and Religious Diversity

- Multi-cultural Advisory Committee
- Martin Luther King Committee

Through these committees, community residents work with city staff in revising existing programs or developing new efforts to address customer requirements. Refer to **Section 5.1** for a detailed description.

Customer Surveys

The city has conducted customer surveys since 1994. In general, two types of surveys are used. Through a comprehensive customer survey, nearly 400 residents take part in a telephone survey that allows the city to track changes in certain key intended outcomes. This survey is also used to gauge public response to emerging policy issues, i.e., youth curfews. For example, the city conducted a telephone survey in 1994 which asked customers to describe their expectations in 10 areas where the city traditionally has provided services. The survey asked customers to identify which public or private sector agencies they expect to provide these services, and to rate how important these services are to them. The City Manager and senior managers used the survey results in making resource allocations that have been included in adopted annual budgets. City departments conduct surveys with their specific direct customer groups to gauge customer

satisfaction levels and identify customer expectations. **Sec. 7.3** addresses the use of customer surveys in more detail.

Focus Group Meetings

Focus groups provide an opportunity for city staff to discuss in detail customers' perceptions about the quality of city services and to learn more about customers' requirements. For indirect customers, focus group meetings are held following each comprehensive customer survey. Departments use focus groups to meet with representatives of their direct customer groups. The Human Resources Department uses focus groups prior to making decisions to change policies or benefits that affect city employees. In each case, the focus groups allow staff to listen to customers' comments and concerns about city services. They also create the opportunity for city staff to communicate specific aspects about city services to customers.

City Hall in the Mall

This store front City Hall is located at the Coral Square Mall, a regional shopping center. It is staffed by city employees and volunteers six days a week. The facility provides customers a variety of services and information about programs offered by the city, Broward County government, and nonprofit agencies located in Broward County.

Neighborhood Partnership Program

This program allows customers the opportunity to meet directly with representatives from various city departments to discuss issues of specific concern to their neighborhoods. The program was evaluated

and revised to emphasize more listening to customers, and to form more partnerships with neighborhood groups to resolve local issues.

Request/Complaint Tracking System

The city had fragmented systems for tracking resolution of resident complaints. The fragments have been re-engineered into an integrated system that tracks the response to complaints and also produces reports and trends in the types and locations of complaints and requests. Reports include cycle time data. This process is discussed in more detail in **Sec. 7.2b**.

Membership Turnover Analysis

City staff at the Tennis Center and Aquatic Complex routinely review membership turnover rates to determine why customers are not renewing their tennis or pool memberships. These reviews include talking to "lost members" to find out their reasons for leaving and making process changes to address concerns. Performance measures for membership retention at both facilities have been established.

Two of these nine methods are used by city staff to determine service features and better understand customer requirements for indirect customers. They are the comprehensive customer surveys and the focus group meetings held after these surveys.

Three methods are used to determine requirements for city employees. The Human Resources Department conducts several types of employee surveys during the year. Focus groups are also used prior to making decisions to change policies or benefits that affect city employees. Human Resources staff invites both exempt and non-exempt employees from various departments to serve on focus groups. These groups meet regularly, and help to both shape

policy and benefit changes, and to communicate changes to coworkers. Finally, the city has established an Employee Relations Committee. Each department elects one or more representatives to serve on this committee, which meets monthly on a variety of issues that affect employees.

7.1a(3) In addition to these methods, the city has encouraged customers to offer **opinions, suggestions, and complaints** about city policy decisions and department services. This direct feedback from customers often helps city staff identify requirements and expectations from customer groups. Customers are encouraged to offer comments at all regular and special City Commission meetings. The City Commission considers these comments in making policy decisions. The City Manager uses comments to direct city staff in working with an individual customer to resolve a problem.

Citizens can also use the city's customer service department to place a specific service request or to lodge a complaint. A twenty-four hour customer complaint line is in the planning stages. All requests or complaints are entered into a computer system. This system allows customer service staff to place work orders with city departments, track the status of the work order, and provide progress reports to the customer. City staff evaluated and improved this process. Trends are tracked to identify significant customer service problems. This process improvement effort is discussed in more detail in **Sec. 7.2b**

7.1b The city has combined a traditional planning process with innovative programs to **forecast future customer requirements and expectations**. The city's

capital improvement plan describes new facilities and infrastructure replacement projects that will be needed annually for the next five years. City staff develops this plan based on needs and requirements identified through individual customers, organized groups that use these facilities, i.e., sports leagues, and assessments completed by city employees.

The city also uses more innovative processes for forecasting future needs. Visioning, situational analysis, and SWOT processes are described in detail in **Sec. 3.1 (c)**.

Finally, the comprehensive customer survey contains questions that ask customers to identify the most pressing issues facing the city. Senior managers have reviewed trends in responses to identify emerging issues, and to revise city policies and department services to respond to these trends.

7.1c The city has completed several improvement cycles to evaluate and revise the processes used to identify short and long term requirements for its indirect and direct customers.

These improvement cycles were accomplished through a review and analysis of various factors such as surveys, operational performance measures and direct customer comment, followed by ad hoc improvement teams and focus groups. These assessments have resulted in both major and minor improvements. Major improvements were made to the Neighborhood Partnership Program, City Hall in the Mall, and the "Moments of Truth" process.

Neighborhood Partnership Program

This process began in 1994 as a series of meetings where city staff from various departments meet with residents from a specific

neighborhood. Neighborhood residents who attended meetings were surveyed to identify ways to improve the program. Two overall conclusions were developed through these assessments. First, neighborhood-based meetings limited comments and discussions to specific neighborhood issues. Second, few partnerships were being formed to address issues. A cross-functional team was established to redesign this process. This team produced the Neighborhood Partnership Program. Through this effort, the city was divided into six zones. During 1996, team meetings are being held at local schools in each zone. These meetings will provide the opportunity to hear from residents regarding their specific neighborhood concerns, and their ideas and suggestions on broader issues of concern throughout the city. City staff will also use these meetings to inform residents of new city projects and programs.

The first team meeting was held in October 1996. More than 75 residents attended, significantly more than previous neighborhood-based meetings.

City Hall in the Mall

The city opened City Hall in the Mall in 1995. This facility was designed to allow customers access to information about city programs, register for city events, and pay city bills at a convenient time and location. City staff and volunteers assigned to this facility noticed that customers were increasingly asking for information about services provided by other governmental units, especially Broward County. City staff surveyed customers to determine what types of county agency information and services they would like to see available through City Hall in the Mall. Based on this input, homestead exemption and voter's registration applications are now available through this

facility. In addition, customers can pay a greater variety of bills at this location. Information on numerous other county agency programs is available. Staff continues to work with agency staff to establish additional partnerships.

"Moments of Truth"

The city evaluated its premier customer service program as part of the continuous evaluation of all training programs (See **Sec. 4.3b**) As a result of this evaluation, refinements in this program have been instituted which include additional customer service standards and the introduction of two new programs: Advanced Customer Service and Advanced Coral Springs. The program is described more fully in **Section 7.2a**.

Several other minor refinements resulted from improvement cycles to other processes used to identify short and long term customer requirements. The City Commission revised its regular meeting agenda to schedule the citizens' request section at 7:30 p.m. Prior to this change, citizens did not know what time this portion of the agenda would begin. At times, it would come up late in meetings after citizens had left. This fixed time has allowed more citizens to voice their comments, ideas, and suggestions.

Prior to 1995, comprehensive customer surveys were conducted annually. Senior managers found that it was difficult to identify and respond to emerging trends based on annual survey results. Beginning in October 1995, comprehensive customer surveys have been conducted quarterly. City staff determined that trends did not change significantly enough to justify the significant increase in survey costs. As of October 1996, this survey will be conducted twice per year. In addition, focus groups have been conducted following comprehensive customer surveys, beginning

with the July 1995 survey. Customers who have participated in the surveys were chosen on a random basis to attend focus group meetings. City staff used these meetings to examine in detail specific survey results, and to gain a more complete understanding of factors customers consider important when assessing whether the city has made progress in meeting key intended outcomes.

Finally, the city also **evaluated and improved methods** used to determine requirements and expectations from its employees. Senior managers regularly seek input from employees prior to making changes in department procedures. Human Resources staff conduct focus group meetings where employees help to design revisions to city policies and benefits. Questions on internal surveys have been modified to determine employee acceptance of previous policy or benefit changes.

7.2 Customer Relationship Management

7.2a Senior managers recognize that readily accessible information is an important requirement for the city's customer groups. The city uses several methods to **provide customers easy access** to information about city activities and to provide input. The city uses information technology whenever possible, and several innovative processes, to offer easy access for customers. See **Sec. 7.1 c** for a description of the Neighborhood Partnerships Program, City Hall in the Mall, and the Customer Service Process, all of which increase the accessibility of the city to its customers.

Coral Springs was the first city in Florida to offer customers access to city information through the world-wide-web.

City Commission agendas, meeting summaries, the biweekly Management Letter, and other written reports are available through the Internet. In addition, customers use the Internet to place service requests and to raise questions about city services and programs. Staff reviews Internet messages daily, and coordinates responses. This process was improved to create a master home page for the city on the world-wide-web, and several special pages for specific city services.

Both external customers and city employees have access to E Mail and Telephone Voice Mail. Senior managers decided to install both systems to allow customers additional access to city information and city staff, and to improve cycle time for providing information. In 1997 a system of prerecorded answers to frequently asked questions will be in place. Callers will be able to receive "fax-back" of city forms and other written information. In addition, they will have the opportunity to voice mail complaints or comments.

The city established its **customer service standards** through its premier customer service program. Through this program, senior managers and designated trainers worked with a consultant to design and complete a needs assessment for improving customer service. An employee focus group met with the consultants to develop the following value dimensions that define what the city means by premier customer service:

--Presentation: Create a highly professional environment that is courteous, friendly, and impressive to our customers.

--Responsiveness: Anticipate the needs of customers and fulfill those needs in an effective, flexible, and an expedient manner.

--Reliability: Consistently deliver superior quality products and services as promised.

--Reassurance: Increase customer confidence through knowledge, competency, and integrity.

--Empathy: Create and build relationships to exceed our customers' expectations.

The focus group also developed standards to use in measuring compliance with these standards. The management team reviewed and endorsed the value dimensions. In distributing the value dimensions and standards to each department, the City Manager asked department directors to review and modify the standards to fit the departments' customers and specific service programs. Department directors used focus teams made up of employees within their departments to mold the city-wide standards for each value dimension to their specific circumstances.

The city uses mystery shoppers and "quick strikes" **to track compliance with standards, and to communicate results to senior managers and employees.** Consultants are used to shop city services. They pose as customers requesting services or raising questions. Written reports are prepared which provide base line information for assessing future performance. Human Resources staff conducts "quick strikes" monthly. Human Resources staff contacts randomly selected employees from all departments, and assesses how well the departments are complying with either the organization wide standards established for the five value dimensions, or the department's modifications of these standards. To date, 13 quick strikes have been conducted on the standards. Most

standards were measured twice and indicate improvements in all areas.

Quick strike results are communicated to the City Manager and management team. Corrective actions are discussed and agreed to during weekly management team meetings. Quick strike results also generate employee recognition. A traveling customer service excellence trophy is presented monthly to the department with the highest quick strike results. Individual employee efforts are also recognized through the city's internal newsletter, and at management team meetings.

7.2b. Complaints are processed through the city's Request/Complaint Tracking System. Through this system, all resident complaints and requests for service are entered into the City's AS 400 based work order system. The complaint is entered in the system regardless of what city unit is contacted on the matter, although most complaints are called into desks designated as "Primary Points of Customer Contact" (PCC). These units include the Community Relations Desk, Code Enforcement, the City Manager's Office, the Police Department and City Hall in the Mall.

Once the request or complaint is in the system, it is sent electronically to the unit responsible for resolving the matter. The responsible unit inputs the expected date for completion of the action, staff assigned to the problem and any comments that might assist the PCC in answering questions on the matter. Although some complaints are made anonymously, the PCC encourages callers to provide a name and telephone number so the responsible department can provide them with the status of the matter they called on, and information on when and how the matter was resolved. All activity on the complaint, including status reports to the complainer, are

entered in the work order until completed.

The work order system generates reports on the status of individual complaints.

Community Relations calls work units weekly with any open complaint work orders to assure that they are resolved at the earliest possible date. Long standing matters are reported to the City Manager's Office. Community Relations sends a follow-up letter to a random sample of residents who complain to get their assessment of how well the city handled the matter.

The Request/Complaint System also provides reports on the number of complaints in different categories and trends in the number of complaints in the top categories. The reports are generated for the city as a whole and sectors of the city to determine if there is a problem specific to a part of the city. When trends emerge, team work begins. A team (work unit or cross functional) uses the analytical process discussed in **Section 5.2** to identify the root cause of the problem, generate a solution(s), and measure improvement.

New residents who call the city with a complaint or request are provided with additional services. They are briefed on some basic facts all new residents need (homestead exemption, what can be recycled, etc.), sent a new resident information package and invited to a new resident orientation co-sponsored by the city and the Chamber of Commerce. They are given a copy of the City of Coral Springs "A to Z" guide. This is a quick reference on all services, events, facilities, and programs of the city.

Emergency requests (e.g., "there is an accident in front of my home") are managed through the 911 system. Details on all these

matters are kept in a separate Public Safety data base and follow up is done through police and emergency medical services incident reports. These reports are analyzed for trends and are acted upon, as provided for in standard public safety procedures.

7.2c Direct and indirect customers have identified confidence, reliability, responsiveness, and value as four key requirements for city services. These requirements form the basis for the city's efforts **to build and maintain customer relationships**. In addition to providing services when requested, it's critical for the city to keep customers informed about the full range of services available through the city, and about the accomplishments that we have achieved. This communication builds customer confidence.

The city relies on six methods to communicate with its customers.

1. What Our Quality Initiative Means to You

City staff prepared an easy to read brochure that describes its quality initiative, and what customers can expect to receive from it. The brochure has been distributed to customers through the main City Hall facility and through City Hall in the Mall. It was also reprinted in the city's monthly newsletter.

2. The Management Newsletter

City staff prepares and distributes this four-page newsletter. The newsletter summarizes key policy issues that the City Commission is addressing, and provides a status report on city staff activities in key project areas. The city uses direct mail and the Internet to

distribute the newsletter to customers on a monthly basis.

3. The Citizen

City staff prepares and distributes this eight page, highly professional newsletter. This newsletter is distributed to nearly 38,000 homes and places of business in Coral Springs. It is designed to increase residents' understanding and knowledge on important issues facing the community, and on city provided sports, athletic, and entertainment programming.

4. Cable TV

All Coral Springs Commission meeting are broadcast to the community via Cable TV.

5. Special Display Ads

The local news media has not routinely published all the news releases prepared by city staff. Surveys conducted for the city have shown that city customers rely on the local and regional news media to learn about city issues. The city has prepared and purchased full page display ads in the local news media quarterly. This space has been used to showcase achievements made by city staff in meeting customers needs, to highlight increases in retained earnings, and to provide up to date summaries of key issues facing the community.

6. State of the City Banquet

In 1995, the city began to recognize local residents for their volunteer contributions to Coral Springs. The State of the city banquet is attended by about 350 citizens. city staff prepare a State of the City report describing department accomplishments during the year. Staff also used the event as an opportunity to communicate with civic, cultural, educational, and religious community leaders on the status of key issues facing the city currently and in the future.

City staff use the Request/Complaint tracking process described in **Sec. 7.2b** to follow up individually with its direct customers. City staff calls customers who have filed a service request or complaint within three working days. This follow up provides either the status of progress in addressing the issue, or that the issue has been resolved.

Beginning in 1995, the city began to make extensive use of focus groups **to follow up with customers** on policy decisions or senior management actions that affect them. The following describes where focus groups have been used for various customer groups:

- indirect customers
 - focus group following the comprehensive customer surveys
- direct customers (see **Sec. 7.1a(2)**)
- city employees
 - Health Plan Benefits
 - Gainsharing
 - Wellness
 - Incentive Pay System
 - City Manager Recruitment

- Classification/Compensation

City staff used these focus groups in designing city programs and policies, and to communicate where the city was headed in critical policy areas. Senior managers use feedback to make changes in program design or procedures.

Individual operating departments use internal processes to build and maintain relations with their specific customer groups. For example, the Communications and Marketing Department maintains the city's volunteer services program. Through this effort, individuals serve as volunteer city employees on either an ad hoc or regular basis. Volunteers work side by side with city employees to provide city services, ranging from filing to civilian patrol. The Police Department uses its Community Oriented Policing (COP) Program and its Police Citizens Academy. COP reallocates police resources to specific neighborhoods, through police substations and bike patrols. Police officer trading cards introduce young children to their beat officers (they get a prize when they get all the officers' cards) and school resource officers who are in every city school. COP helps police officers prevent crimes by training them to identify and respond to neighborhood-based situations and issues that, if left unaddressed, may result in criminal activity. The Police Citizens' Academy involves city residents in a thirteen week orientation effort to build residents' awareness and understanding of police programs, procedures, and methods for combating crime.

7.2d An improvement cycle was completed as part of a comprehensive assessment of the city's customer service process. Prior to improvement to this

process, there was no coordinated approach to recording, responding, or analyzing customer complaints and service requests. The process improvement began with the formation of a focus group made up of PCC employees from various city departments. The focus group prepared a process chart which showed the difference in how various departments handled complaints and customer requests. From this exercise, it became apparent that there was little consistency in tracking and responding to complaints and service requests. A root cause analysis revealed several problems: the same request may be handled by more than one department; ad hoc approaches were being used to handle complaints and service requests; and there was little systematic analysis of trends in complaints or service requests. The focus group re-engineered the process for responding to complaints and service requests. A Motorola complaint tracking system was benchmarked as part of the team analysis. (See **Section 7.2b** for a complete description of the refined Request/Complaint tracking process.)

The city also uses its "quick strikes" to **evaluate and improve** the efforts to strengthen its relationships with customers. This feature of the city's premier customer service program was described in **Sec. 7.2a**.

City staff also completed three improvement cycles to its incentive pay system (IPS). The city's personnel evaluation system was modified to include customer service as a job skill. Supervisors evaluate employee performance informally twice per year and formally annually. Annual compensation changes have been based in part on employees' ratings for providing premier customer service.

Aspects of customer service are highly integrated into the city's performance indicators that are monitored at least monthly by department staff and quarterly by the City

Manager's office. Trends in these indicators are the triggers for process improvements. (See Fig. 5.2(b))

7.3 Customer Satisfaction Determination

7.3a(1-2) The city has relied on surveys and focus groups **to determine satisfaction and dissatisfaction** for its three principal customer groups.

-- Indirect Customers

The city's biannual customer survey of 400 randomly selected city residents is conducted by an independent market research firm. The survey contains 40-50 questions, which have been organized into three parts. Part one collects information on basic demographic questions. Part two contains questions on the city's overall service quality and the quality of specific departments. These questions have been included in every survey to allow the city to trend changes in customer perception about service quality. Part three asks customers questions about their opinions on emerging topics of special interest to the City Commission, city staff, or residents.

Survey questions have been formatted to provide either "yes" or "no" answers, or 4-5 force choice answers, such as: "far exceeds needs," "exceeds needs," "meets needs," "below needs," or "far below needs."

Beginning with the July 1995 comprehensive customer survey, focus groups have been used to

respond to the survey findings. About 30 residents who participated in the telephone survey attend a meeting with senior management staff. At these meetings, residents receive summaries of key survey results. Follow-up questions and group discussions are used to examine these results in more depth.

-- Direct Customers

Since 1993, operating departments have used a combination of written and telephone surveys. Survey frequency has varied depending on the operating department; however, all surveys have been conducted at least annually. Survey questions have been designed to elicit either yes/no or forced choice responses. The department level direct customer survey instruments have been upgraded this year based on guidance from a University of Miami consultant.

In the most recent improvement cycle, the city has placed "We Value Your Opinion" cards at public service desks. These cards ask several open-ended questions about quality of life in Coral Springs.

-- City Employees

The city has used three types of written surveys to gauge employee satisfaction. The Human Resources Department has conducted an employee attitude survey annually since 1993. Written surveys are distributed to all employees. Completed surveys are returned to Human Resources, tabulated, and presented to the management team for discussion and action. The survey contains 35 forced choice questions. Beginning in February

1995, the department also has conducted the organization/department director survey. The survey has been designed to collect employee feedback on organizational issues, and to assess the performance of management team members. The survey contains forced choice questions. Survey results have been discussed at management team meetings, and during evaluation meetings between the City Manager and individual department directors. Finally, the department began in January 1995 to conduct the Human Resources Customer Service Survey. This written survey is designed to assess the levels of satisfaction with employee benefit programs and services provided by the Human Resources Department. Complete surveys are tabulated by the department. Results are discussed at both the department's weekly meetings, and by the management team. Further descriptions of these surveys and how the information is used is in **Sec. 4.2**.

7.3b(1-2) The city is using programs developed by the International City and County Management Association (ICMA) **for comparing its customer satisfaction ratings** with other local governments. ICMA is the professional association for management professionals working in local government. Its membership includes city and county managers, and other management professionals, working in or for 8,260 local governments in the United States and in foreign countries.

ICMA has developed two resources

that the city is using to compare its customer satisfaction results. The first is an ICMA special report on Citizen Surveys. Through this report, the city was able to compare its overall quality rating and quality ratings for police, fire, and parks and recreation and public wide services with 260 cities, counties, and townships from across the country. The results from these surveys were adjusted to a common scale and average ratings were developed. Comparative results are reported in **Sec. 7.4**.

ICMA has also developed a comparative performance measurement consortium. This effort involves 42 cities and counties with populations of 200,000 or more. It is designed to assist local governments in developing and analyzing performance measurements that would assure comparability among local governments and encourage improvement. Although Coral Springs cannot presently participate in this effort because its population falls below 200,000, city staff has worked informally with both ICMA and participating cities to identify additional areas to compare customer satisfaction, quality, operational performance and financial performance results. These comparisons will be included in future Service Efforts and Accomplishment Reports that are prepared annually by the city.

7.3c The city uses a systematic approach for evaluating and improving the processes used to determine customer satisfaction. Following each comprehensive customer survey, the city's management team has reviewed the processes used to develop survey questions, conduct the surveys and use survey results in management decisions and actions. Discussions and decisions at these meetings have resulted in several process improvements. The 1994 and 1995 surveys were redesigned to include open-ended questions. These additional questions allowed customers to explain why they selected certain

satisfaction ratings. Measurement scales were expanded to contain more forced choice answers. A new market research firm was selected to conduct the surveys. The July 1995 survey was redesigned to collect base line data for the key intended outcomes contained in the city's strategic plan. After experimenting with several different survey frequencies, the management team decided to conduct the comprehensive customer survey twice annually. Finally, the management team decided after the 1994 survey, to conduct focus group meetings with customers who have participated in the surveys. These focus group meetings began with the July 1995 survey. There has been major process improvement regarding the city's choice of measures. Following the 1995 assessment of the city's quality initiative, it was determined that the city's KIOs and department performance measures were overly dependent on customer satisfaction results. These results were perception-based indicators, generated primarily through the comprehensive customer survey. The management team met as a focus group and determined to expand the key indicators used to track organizational performance. Financial measures and department operational indicators were developed and linked to key intended outcomes. These types of indicators are objective measures of performance for the city's strategic priorities and department programs. Both types of indicators were added to the city's quarterly performance report program. Combined with perception based customer satisfaction results, the revised quarterly reporting program now provides a more balanced assessment of the city's overall performance.

Finally, an overall composite index was also developed, combining key intended

outcomes and department performance measures for all six strategic priorities to produce one comprehensive indicator of the city's overall performance.

7.4 Customer Satisfaction Results and Comparisons

7.4a-b Seven key intended outcomes and five department performance measures are used in tracking customer satisfaction levels for city services and programs. Results from these indicators are shown for each strategic priority.

Customer-Focused Government

The first three indicators address the city's Customer Focused Government strategic priority. **Fig. 7.4 (a)** shows the city's overall quality rating. These results are determined through a customer survey that asks residents how satisfied they are with the quality of services provided by the city. The national comparison compares the city's quality rating with the average ratings from 260 cities from across the country. The results show the percentage of city residents who agree that city services/programs are meeting/exceeding expectations.

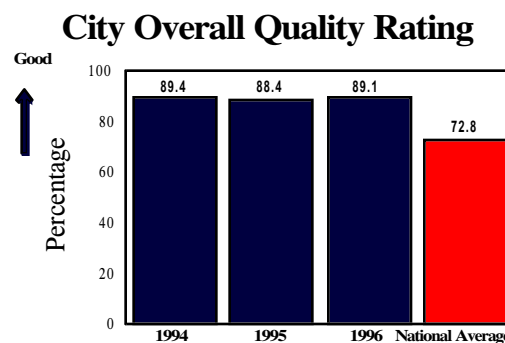


Figure 7.4(a)

Fig. 7.4(b) shows the city's overall employee satisfaction rating. These results are

developed through employee attitude surveys conducted by the city's Human Resources Department. The results show the percentage of employees of employees who would recommend working for the city to a friend. 1997 results were determined in November.



Figure 7.4(b)

Fig. 7.4 (c) shows results from 1993-1996 for the indicator used as an overall value rating of city services and programs. This indicator compares the amount of taxes local residents pay to the city with the amount and quality of city services and programs. Results show the combined percentage of residents indicating they pay the right amount of taxes for the amount and quality of services and programs they receive, and those responding that taxes are high, but the city provides more services and programs at a higher quality than expected.

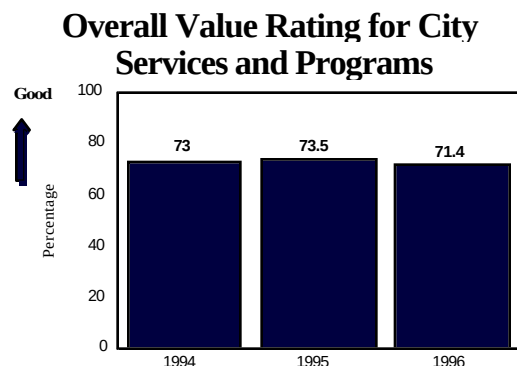


Figure 7.4(c)

The following indicators show overall quality ratings for five of the city's operating departments. Indicator results are developed through customer surveys. Those five departments represent 48.3% of the city's general fund operating expenses.

National comparisons compare these departments' quality ratings with the average ratings from 260 cities from across the country.

Fig. 7.4(d) shows results for the Police services quality indicator from 1994-1996. The three-year trend shows an increasing quality rating.

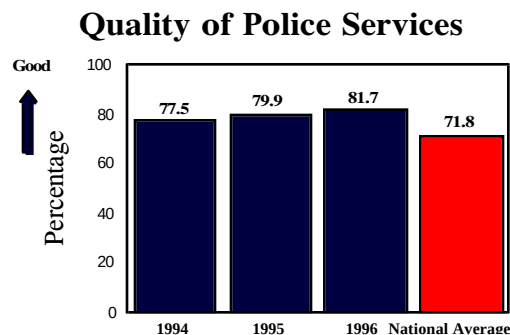


Figure 7.4(d)

Fig. 7.4(e) shows results for the Fire services quality indicator from 1994-1996. The three-year trend shows an increasing quality rating.

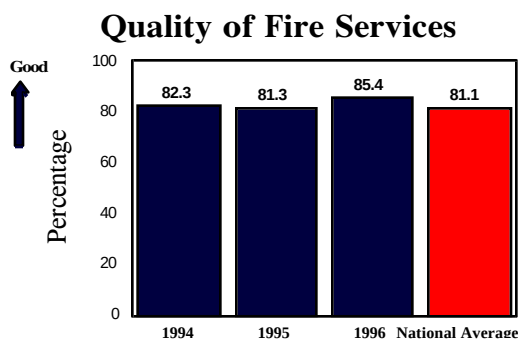


Figure 7.4(e)

Fig. 7.4(f) shows results for the Parks and Recreation services for 1994-1996. The three-year trend shows an increasing quality rating.

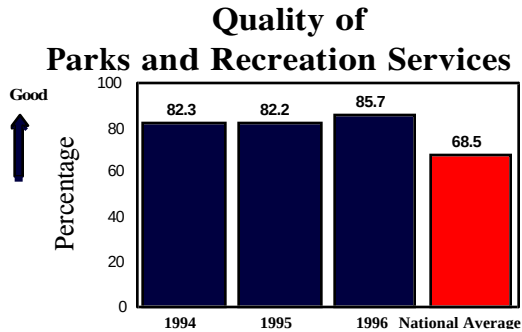


Figure 7.4(f)

Fig. 7.4(g) shows results for the Public Works services quality indicator for 1994-1996. The three-year trend shows an increasing quality rating.

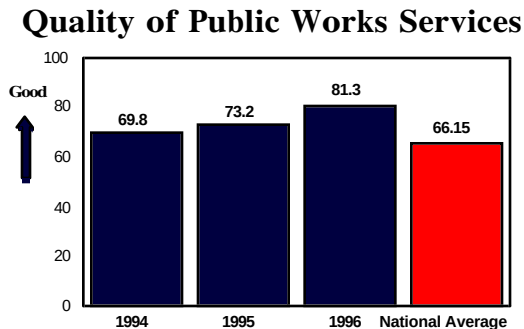


Figure 7.4(g)

Fig. 7.4(h) shows results for customer satisfaction rating for an internal operating department, Financial Management. These results were generated through surveys of city employees who use services provided by this department with 5.0 being the highest possible rating.

Financial Management Services

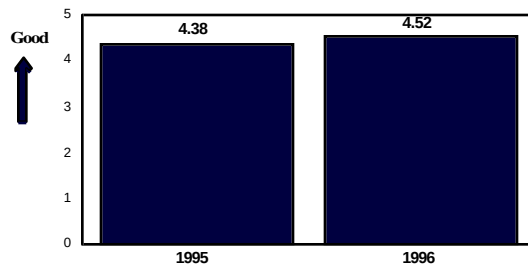


Figure 7.4(h)

Excellence in Education

Fig. 7.4 (i) shows results from 1995-1996 for the city's school overcrowding indicator. Customer surveys asked residents if they support the city's efforts to work with the Broward County School Board to reduce overcrowding. Results show the percentage of residents who support city's efforts to reduce school overcrowding. Support has increased steadily.

School Overcrowding

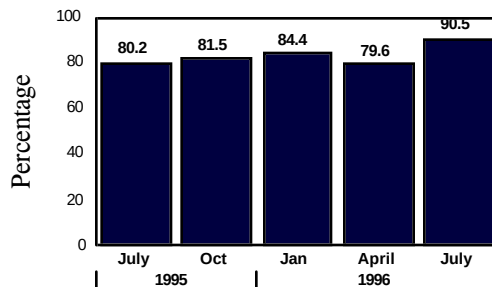


Figure 7.4(i)

Neighborhood Vitality

Fig. 7.4(j) shows results for the city's neighborhood property values indicator. Customer surveys asked residents if they believe that the city's neighborhood partnership program represents an effective method to enhance neighborhood property values. Results show the percentage of residents who believe city's Neighborhood Partnership Program represents effective method to enhance property values.

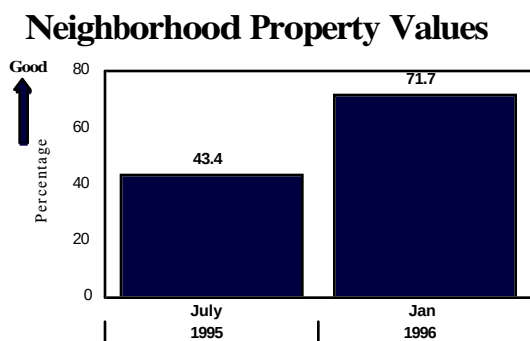


Figure (7.4(j))

Family, Youth, and Community Values

Fig. 7.4(k) shows results for the city's safety rating. Customer surveys asked residents if they believe that Coral Springs has remained as safe or become safer during the past year. Results show a percentage of residents who selected more safe" and "stayed same" responses.

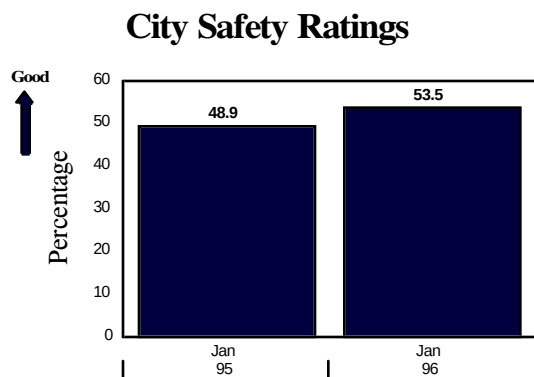


Figure 7.4(k)

Respect for Ethnic and Religious Diversity

Fig. 7.4(l) shows results for the City's community tolerance indicator. Customer surveys asked residents if they support the community's efforts to create an environment that encourages tolerance for ethnic and religious diversity. Results show the percentage of city residents who support the community's efforts to create an environment that encourages tolerance for ethnic and religious diversity.

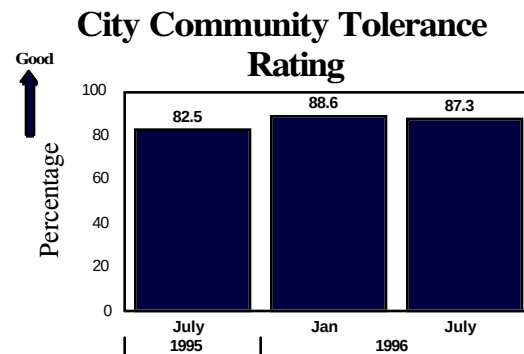


Figure 7.4(l)

7.4(2) This criteria category does not apply to local governments.