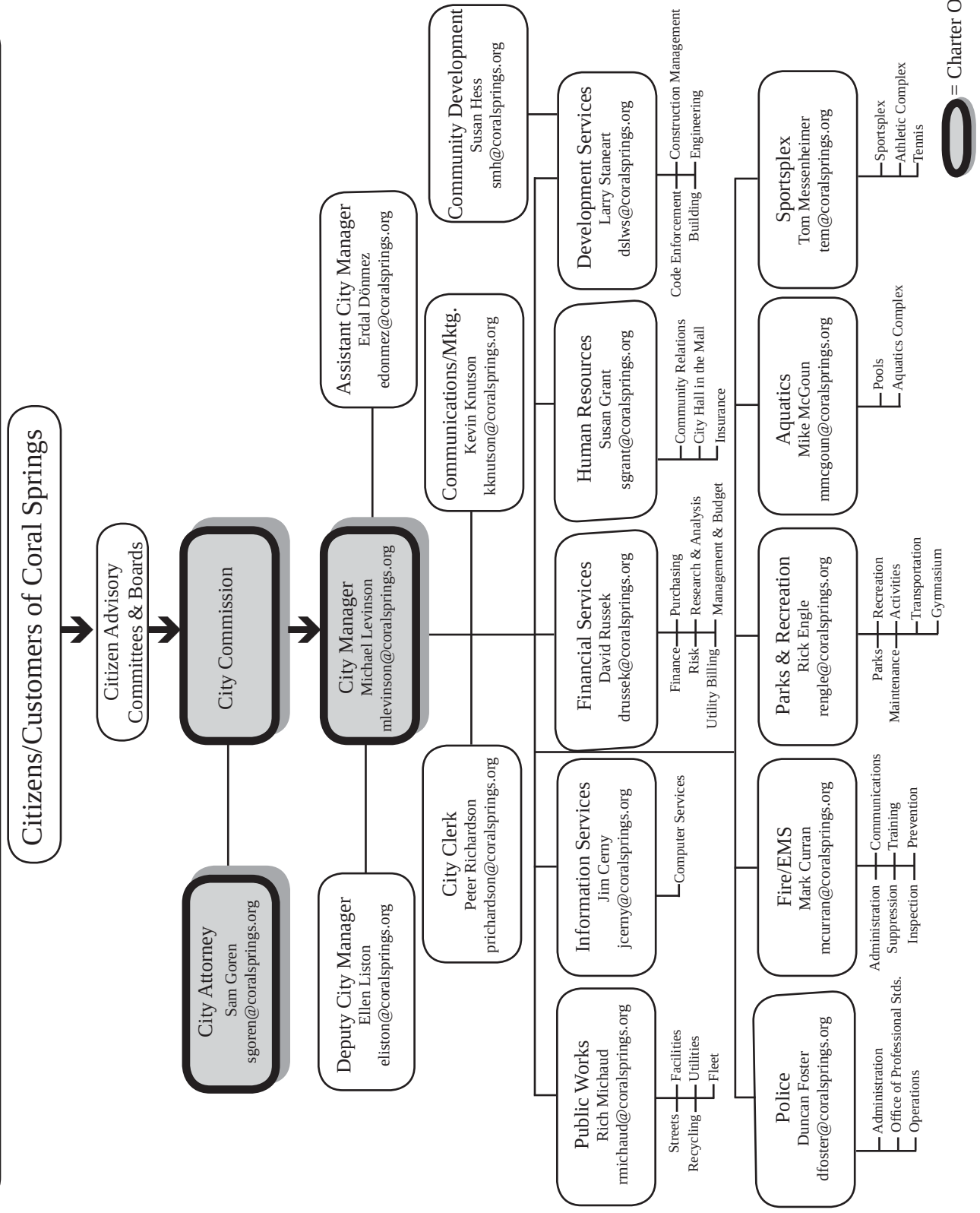


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City of Coral Springs 2007 Organization Chart



Glossary of Terms and Abbreviations

3CMA	City County Communicators Association	IPS	Incentive Pay System
AAA	see Bond Rating	IS	Information Services
ADP	Automatic Data Processing, Inc., a supplier	ISO	International Organization for Standardization
ALF	Assisted Living Facility	IT	Information Technology
APQC	American Productivity and Quality Center	KIO	Key Intended Outcome
AS/400	An IBM server name	LDC	Land Development Code
ASCI	American Customer Satisfaction Index	LEED	Leadership in Energy and Environmental Design
AVL	Automatic Vehicle Location	LM/LX	Dell Laptop Computers
AWWA	American Water Works Association	MB	Megabytes
BCPA	Broward County Property Appraiser	MBO	Management & Budget Office
BLC	Broward League of Cities	MDT	Mobile Data Technology
CAD	Computer-Aided Dispatch	MLK	Martin Luther King, Jr. Day Celebration
CCL	Center for Creative Leadership	MDT	Mobile Data Terminals
CCR	Comment/Complaint/Request	MO	Modus Operandi
CDBG	Community Development Block Grant	MPLS	Multiprotocol Label Switching
CDPD	Cellular Digital Packet Data	NATOA	National Association of Television Operators and Administrators
CEMP	Comprehensive Emergency Management Plan (see)	NCIC	National Crime Information Center
CIP	Capital Improvement Program	NFIR	National Fire Incident Reporting
CIS	Customer Information System	NIGP	National Institute of Governmental Purchasing
CJNET	Criminal Justice Network	NLC	National League of Cities
CMO	City Manager's Office	NRC	National Research Center
COOP	Continuity of Operations Plan (see)	NTSB	National Traffic Safety Board
CPM	Center for Performance Measurement	NUSA	Neighborhoods, USA
CPTED	Crime Prevention Through Environmental Design	ODC	Organizational Development Coordinator
CRA	Community Redevelopment Agency	PBX	Private Branch Exchange
DRI	Development of Regional Impact	PC	Personal Computer
EAP	Employee Assistance Program	PDCA	Plan-Do-Check-Act
EDF	Economic Development Foundation	PDQ	Position Description Questionnaire
EMS	Emergency Medical Service	PEG	Public-Education-Government
ESL	Environmentally Sensitive Land	PIM	Personal Information Manager
ESSX	Electronic Switching System Exchange	PM	Preventative Maintenance
FBC	Florida Benchmarking Consortium	PPO	Preferred-Provider Organization
FCAT	Florida Comprehensive Assessment Test	RF	Radio Frequency
FCIC	Florida Crime Information Center	RFP	Request For Proposals
FDLE	Florida Department of Law Enforcement	SFMA	South Florida Manufacturers Association
FEMA	Federal Emergency Management Agency	SNA	System Network Architecture
FGCA	Florida Governmental Communicators Association	SRO	School Resource Officer
FLC	Florida League of Cities	SRT	Special Response Team
FLSA	Fair Labor Standards Act	SWAT	Special Weapons and Tactics (see Business SWAT Team)
FRPA	Florida Recreation and Parks Association	SWOT	Strengths-Weaknesses-Opportunities-Threats
FTE	Full-Time Equivalent	TQM	Total Quality Management
FTP	File Transfer Protocol	UCR	Uniform Crime Report
FWCPOA	Florida Water and Pollution Control Operators Association	UPS	Uninterruptible Power Supply
GAAP	Generally-Accepted Accounting Principles	URL	Uniform Resource Locator
GB	Gigabytes	UT	The Utility module in HTE
GFOA	Government Finance Officers Association	VOIP	Voice Over Internet Protocol
GIS	Geographic Information Systems	VRU	Voice Response Unit
GMBA	Government Management and Budgetary Accounting	WAN	Wide Area Network
GPS	Global Positioning System	Y2K	The year 2000
HMO	Health Maintenance Organization		
HR	Human Resources		
HTE	The City's main data application vendor		
HVAC	Heating, Ventilating and Air Conditioning		
IACP	International Association of Chiefs of Police		
ICMA	International City/County Management Association		
INET	Information Network		
IP	Internet Protocol		

Active Strategy The City’s software for tracking, mapping, and managing performance data.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Annual Budget The balanced revenues and expenditures for the General Fund, Fire Fund, Water & Sewer Fund, Insurance Funds, Equipment Services Fund, Charter School Fund, Center for the Arts Fund, Pension Fund, and Debt Service Fund. The document identifies resources and staffing available for service delivery and identifies appropriate outcome measures for each.

Annual Report A document that recaps the success in meeting Key Intended Outcomes and implementing Business Plan Initiatives presented each year at the State of the City banquet.

AS/400 A mainframe network computer platform built by IBM.

Assessed Property Value The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

Benchmarking Determining the quality of products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

Benefits Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

Bond Rating The City of Coral Springs uses three of the Nation’s primary bond rating services—Standard and Poor’s, Fitch-IBCA, and Moody’s Investors Service. These rating services perform credit analyses to determine the probability of an issuer of debt defaulting partially or fully. The City recently received AAA and Aaa bond ratings from these services, respectively. This means that the City of Coral Springs General Obligation bonds are of high quality because of the City’s very strong capacity to pay principal and interest.

Bonds A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Build-out That time in the life cycle of a city when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures. In practice, the City of Coral Springs identifies build-out as that time when 95% of a category of land is developed.

Business Plan A written document outlining how City sources will be applied within our six priority areas to achieve the objectives determined by the strategic plan.

Business Plan Initiative Any new program or service, or modification to an existing service, recommended to meet the Key Intended Outcomes and priorities of the Strategic Plan. In practice, all major capital or staffing requests must be justified through an initiative.

Business SWAT Team A special team put together to deal with a specific issue using particular analysis tools over a short period of time.

Capital Improvement Budget The budgeted costs to provide needed infrastructure, park development, building construction or rehabilitation and other related items. Funding is received from various sources.

CENTREX (Central Exchange) Centrex is a PBX-like service providing switching at the central office instead of at the customer’s premises.

Charter School A Public School receiving public money free from many regulations and policies that apply to public school districts.

Citizen Advisory Committees Any formal or informal board created to provide feedback and input on specific issues facing the City. Each strategic priority and many ongoing processes have advisory committees associated with them.

CityBlog A weblog located on the City’s web site that provides an opportunity for dialogue with the City on items of interest. Users can post comments or questions and may suggest new topics. The blog is an example of social media.

CityINFO A telephone system that allows for 24-hour a day access to important City information. Includes a fax-on-demand feature and access to the City’s phone book.

CityPage Paid display advertising in local publications that provides residents information about upcoming City events, educational campaigns and news about City government.

CityRadio A low-power radio station broadcasting information 24-hours a day about upcoming City events, educational campaigns and news about City government on AM 1670.

CityTV A cable television station broadcasting information 24-hours a day about upcoming City events, educational campaigns and news about City government on Channel 25 on Advanced Cable Communications. In-house programs and PSAs account for 25% of the schedule.

CodeRED An automatic dialing system that can dial up to 10,000 numbers per minute and deliver recorded messages about emergencies.

Community Chest A fund, managed by the Coral Springs Chamber of Commerce, that makes donations to nonprofit organizations providing services to Coral Springs families.

Comment/Complaint/Request (CCR) Tracking System The City's computerized and web-enabled comment, complaint, and request for service tracking system that provides real-time access to complaint monitoring.

Composite Index A combination of ten performance measures and Key Intended Outcomes (see) designed to give a numerical representation to the City's overall success at achieving its goals. Calculated annually, the index is used as a measure of stakeholder value.

Comprehensive Emergency Management Plan (CEMP) The City's plan for reacting to emergencies, including hurricanes, tornados, terrorist threats, and other contingencies with Citywide impact.

Continuity of Operations Plan (COOP) An adjunct to the Comprehensive Emergency Management Plan (see), this document details procedures for continuing the operations of the City under numerous scenarios. Attention is given to chain-of-command and access to data and production systems.

Coral Springs Magazine A 20-page full-color magazine mailed to 51,000 residential and business addresses quarterly. Stories center on City government, events, and educational campaigns.

Cross-Functional Process Improvement Team A team of employees from more than one department convened to analyze problems and create strategies for process improvement for processes that have City-wide impact.

Debt Service The payment of principal and interest on borrowed funds such as bonds.

Directional Statements Specific statements of the tactics and goals that define successful implementation of each strategic priority.

Early Warning System A set of leading in-process measures selected to provide decision support on operational management.

eNews An automated e-mail system designed to deliver up-to-date information on City services directly to registered users.

Environmental Scan The first part of the strategic planning process, where the City's competitive environment is analyzed for factors that could impact operations in any way. Data is collected on customer requirements, past performance, economic factors, land development trends, demographics, and benchmarking studies.

Environmentally Sensitive Land (ESL) Land that has been identified as having specific environmental qualities that make it desirable to not develop it. Examples include wetlands, gopher tortoise nesting areas, and borrowing owl nesting areas. The City buys these properties and holds them in trust for the citizenry.

Family Success Center A one-stop-shopping location for Broward County social services, medical assistance, and information on local government for low economic status families.

Feedback Loop When a portion of the output of a system returns to the input to maintain performance, adjust or control a system. In our case, we use this term to refer to the various performance measurements of outcomes and outputs that we analyze for continuous process improvement.

Financial Trend Monitoring System A management tool that pulls together information from a government's budgetary and financial reports, combines it with economic and demographic data, and creates a series of 22 financial indicators that, when plotted over time, can be used to monitor changes in financial condition and alert the government to future problems.

Fiscal Year Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th.

Five-Year Forecast The City's long-term financial planning model.

"FIXIT" An e-mail based system for reporting Information Technology related problems or requests for service.

Fleet The vehicles owned and operated by the City.

Florida Comprehensive Assessment Test (FCAT) Part of Florida's overall plan to increase student achievement by implementing higher standards for public school students, the FCAT is a standard test that contains two basic components: a portion measuring selected benchmarks in reading, writing, and mathematics from the Sunshine State Standards (SSS); and a second part measuring each student's performance against national norms. The first component is called a criterion-referenced test (CRT), and the second is called a norm-referenced test (NRT).

Full-Time Equivalent Position (FTE) A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Gainsharing A City program, similar to corporate profit-sharing, where departments and employees who contribute to cost savings or revenue enhancements may share in the resulting gain. Each Fiscal Year, up to 10% of retained earnings and unappropriated fund balances in specific funds may be shared with employees.

Gasboy Software to track use of fuels.

Incentive Pay System (IPS) The City's annual employee review system that balances skill assessment with objective measures and links employee goals to overall strategic objectives.

Key Intended Outcome (KIO) The principal outcome desired from a program or activity that forms a basis for the rationale for funding the activity. They are always expressed quantitatively to ensure that discreet measurements can be made to assess the effectiveness of the activity.

Knowledge Network The City's intranet that serves as a portal to the Active Strategy system, online training, and cross-functional task team histories.

Linkage A system of interconnected parts or the act of linking. In our case, this refers to the relationships between the various performance measures, objectives, goals, and Key Intended Outcomes to ensure the entire organization is working together to achieve the City's Mission.

Measurement A variety of methods used to assess the results achieved and improvements still required in a process or system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.

Millage The total tax obligation per \$1,000 of assessed valuation of property.

Mission Statement The statement that identifies the particular purpose and function of the City or a department.

Neighborhood Services Team A program comprised of various City department team members developed to promote and strengthen the stability, development, revitalization and preservation of Coral Springs' neighborhoods through community-based problem solving, neighborhood services and public/private cooperation.

Objective Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Outcomes Quality performance measures of effectiveness and of achieving goals. (e.g., customer satisfaction, awareness level, etc.)

Outputs Process performance measures of efficiency and productivity (e.g., per capita expenditures, transactions per day, etc.).

Parkland A city to the north of Coral Springs with approximately 20,000 residents. Coral Springs currently provides Fire and EMS services under contract to Parkland.

Pay-as-You-Go Financing A method of paying for capital projects that relies on current tax and grant revenues rather than on debt.

PBX A Private Branch eXchange (PBX) is a telephone exchange that serves a particular business or office, as opposed to one that a common carrier or telephone company operates for many businesses or for the general public.

Performance-Based Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure Data collected to determine how effective and/or efficient a program is in achieving its objectives.

Performance Measurement System The City's methodology for monitoring performance measures and Key Intended Outcomes. See Quarterly Performance Report.

Podcasts, Podcasting Audio and video recordings formatted to play on Apple iPod devices and other types of MP3 players, available for download via iTunes. Another example of social media.

Police Substations Small offices located in neighborhoods where increased police visibility is desirable.

Privatization An act of outsourcing a program or process to a non-governmental entity.

Property Tax A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax (see).

Public/Private Partnership A joint project conducted with resources of the City and a private organization, generally nonprofit. Examples in Coral Springs includes the efforts of the Economic Development Foundation and Civic, Cultural and Educational Foundation.

Quality Excellence, as defined by the customer.

Quarterly Performance Report A document that collects quarterly performance achievement in each of the Key Intended Outcomes and departmental performance measures.

Quick Strike A form of monitoring where an employee or department is measured on customer service standards when they think they are handling routine business.

RECTRAC Software for Parks & Recreation program registrations.

Redevelopment New development that adds to, renovates, or demolishes and reconstructs existing buildings or infrastructure.

Senior Management Team The City Manager, Assistant City Managers, and thirteen department directors. The team meets weekly for ongoing communications and manages the overall operations of the City.

"Slice of the Springs" Neighborhood Meetings Sector meetings held in neighborhoods with residents on an annual basis. Senior staff represents all departments at each meeting to answer questions or share news with citizens.

Strategic Plan A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

“Sunshine” Laws The State of Florida's phrase for public information access programs and statutes that all local governments must adhere to. This includes public hearings, meetings, records retention, records requests, and records management.

Taxable Value The assessed value less Homestead and other exemptions, if applicable.

Total Quality Management A management philosophy that emphasizes customer satisfaction, continual incremental improvement, teams and employee training as critical elements to an organization's long-run success.

User Fees Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).

Fees are traditionally charged under the following circumstances:

- Service is supplied to an individual or group
- Benefits accrue to an individual or group
- Service can be withheld from those who refuse to pay
- Cost can be passed on to the ultimate beneficiary
- Degree of utilization can be measured
- Use of service is voluntary

Preface: Organizational Profile

P.1 Organizational Description

The City of Coral Springs is a highly performing municipal corporation, a city government following a corporate management model. Since 1994, that model has been driven by the Baldrige Criteria. In 1997, the City received the Florida Governor’s Sterling Award, a distinction that made Coral Springs the first municipality in the nation to win a state-sanctioned Malcolm Baldrige-based award. In 2003, the City became the first organization to be a repeat winner of the Florida Governor’s Sterling Award.

Coral Springs is a centrally planned community, incorporated in July 1963. The City is 23.93 square miles with 54% of the land designated as residential land use. On October 1, 2006, approximately 131,257 residents called Coral Springs home, making it the fourth largest city in Broward County and the 13th largest in the State of Florida. There are a wide range of housing types, as well as retail and commercial properties, and one square mile designated as industrial. Unlike most South Florida cities, Coral Springs, with a median age of 36.2, is a city of young families; 29% of the population is under 18.

P.1a(1) The City delivers a broad array of products and services through seven operating departments, seven support departments and four “wholly-owned” subsidiaries. Products and services are delivered primarily through City of Coral Springs employees, or alternatively, through carefully selected suppliers or partners (see **P.1b(3)**). Products and services delivered by City employees have two distinguishing characteristics. First, departments are very flat; there is a short chain of command. This promotes short cycle-times and employee empowerment. Second, the focus is on the customer, which means accessible services provided by pleasant, helpful staff. Products and services delivered through suppliers and partners are managed through contracts with specific performance standards. **Table P.1-1** lists the departments/subsidiaries and a sampling of the products and services.

P.1a(2) The City’s mission is “to be the nation’s premier community in which to live, work, and raise a family.” Community visioning retreats are held to reach consensus on the direction for the City. The City’s strategic priorities, developed in Commission workshops, are an outline of that direction. The current strategic priorities are Customer-Involved Government, Financial Health & Economic Development, Excellence in Education, Neighborhood & Environmental Vitality, Youth Development & Family Values, Strength in Diversity, and Traffic, Mobility & Connectivity.

- The City’s organizational culture is best expressed in the four core values underlying this vision:
- *Customer Focus*—Demonstrate a passion for customer service.
 - *Leadership*—Establish an inspiring vision that creates a government that works better and costs less.
 - *Empowered Employees*—Empower the people closest to the customer to continuously improve the organization’s quality and services.
 - *Continuous Improvement*—Commit “every day, in every way, to getting better and better.”

P.1a(3) The City’s workforce includes 771 full-time employees, 295 part-time and temporary employees, 82 volunteers working in staff capacities, 106 volunteers providing supplemental emergency response, and over 700 occasional volunteers that assist for special events and activities. Employees are segmented by department, ethnicity, age, gender, length of employment, and exempt status. Eighty-three percent of full-time employees are non-exempt (hourly) and 17% are exempt (salaried). Employee locations are included in the City’s Eligibility Certification. Key workforce requirements and expectations include job security, competitive pay and benefits, a safe work environment, recognition, and positive work environment.

Of the full-time staff, 10% have associates degrees, 28% have bachelors degrees, 6% have masters degrees, and two employees have juris doctors degrees. The City’s population is 21% minority. Included in both the minority and non-minority populations are 19% that are Hispanic of any race. The City’s full-time and part-time workforces are 18% and 28% minority, respectively. There are two Police bargaining units (Sergeants and Officers) and two Fire Rescue bargaining units (Supervisory and line). Safety requirements for Police and Fire are extensive and based, in part, on State law. They are documented in the Standard Operating Procedures of the departments. All other safety requirements are in the City’s Safety Manual.

Key employee benefits provided to full-time employees include pension plans, health insurance, Employee Assistance Plan (EAP), accrued leave time (vacation and sick), wellness program, life insurance, long-term disability insurance, tuition reimbursement, and reward and recognition programs. Part-time employees can participate in the EAP, wellness program, and portions of the reward and recognition program. Volunteers working in staff capacities can participate in portions of the wellness and reward and recognition programs.

Department Type	Departments & “Wholly Owned” Subsidiaries (*)	Sampling of Products/Services
Product and Service Delivery	Police, Fire, Public Works, Development Services, Parks & Recreation, Aquatics, Sportsplex, Coral Springs Charter School*, Coral Springs Center for the Arts*, Coral Springs Museum of Art*, Coral Springs Conference Center* at the Heron Bay Marriott	Police Patrol, Traffic Enforcement, 911 Emergency Call Taking, Crime Investigation, Fire Prevention, Fire Suppression, Emergency Medical Services, Parks Maintenance, Parks Programming, Summer Recreation, Building Permits/Inspections, Code Enforcement, Streets Services, Fleet Maintenance, Grades 6-12 School, Cultural Programming, Economic Development
Specialized Support	City Manager’s Office, City Clerk’s Office, Communications & Marketing, City Attorney’s Office, Financial Services, Information Services, Human Resources	Communications, Complaint Management, Strategic Planning, Commission Agenda Management, Recruitment, Payroll, Accounting, Training, Budgeting, Performance Measurement, Purchasing, Research and Analysis, Technology, Legal Counsel

Table P.1-1 Departments and subsidiaries by type, with a sampling of products and services.

Function	Regulation	Measure Used to Track Compliance
Taxation	Property Tax Limits/"TRIM"	"TRIM" reports submitted to the State
	Bond Covenants	Annual audit
		Review by tax rating agencies
Public Records	"Sunshine" Law	All Board and Commission meetings open to public
	Public Records Access Law	All public records available for inspection
	Records Retention	Processes and data maintained by the City Clerk per Department of State
Pensions	Police and Fire Pensions Florida Statutes 175 & 185	Pension Boards
		Annual Audits
		Reports to the State
		Actuarial Reports
Health & Safety	Workers' Compensation Florida Statute 440	Records & process maintained by Finance Department
	Fire Training/EMS Certification	Records system maintained by the Fire Department Administration
	Florida Minimum Wage Law	Records system maintained by HR Manager
Police	Florida Department of Law Enforcement Standards on Employment Records	Police Department's HR process
	Commission for Florida Law Enforcement Accreditation	Accreditation Process
	Florida Department of Law Enforcement Standards on Crime Reporting	Accreditation Process
		Police Department process to retain records & report crime in accordance with State & Federal requirements
	Florida Department of Law Enforcement Standards on the Retention and Disposal of Crime Evidence	FBI Audits
Land Use & Planning	Comprehensive Planning and Concurrency Requirements	Police Department Identification process
Schools	State and School Board requirements	Community Development reporting and review process required by the State
	Florida Comprehensive Assessment Testing (FCAT)	Charter School Curriculum and Testing Reporting
Employment	EEO	Systems maintained to produce required reports to the School Board and State
	Fair Labor Standards Act	Data maintained on HTE
	Family Medical Leave Act	Human Resources module & periodic reports from the system
	Americans with Disabilities Act	Data maintained on HTE
		Human Resources module & periodic reports from the system
	Health Insurance Portability and Protection Act	Review of facility plans for compliance
Health & Safety	Occupational Safety and Health	Citizen request tracking
		Records system maintained by HR
	Environmental Protection Agency	Safety Committee reviews & actions
	National Transportation Safety Board	Various processes in departments re: disposal of chemicals
	Water Quality Standards	Zoning regulation and permitting by Community Development
	ISO Rating Standards	Drug Free Workplace processes managed by HR
	National Fire Prevention Association (NFPA)	Extensive testing and reporting by Utilities Division to Broward County Health Department
Privacy	Privacy Act	ISO Rating
Communications	Federal Communications Commission	Records and processes maintained by the Fire Department
Emergency Management	Police Department maintains tracking system on all requirements and process improvements.	Records and process managed by City Clerk
	Emergency plans are developed in collaboration with the regulators	Review of germane actions and plans by the City Attorney
Accounting	Government Accounting Standards Board	Implemented and tracked through NIMS
		National Response Plan dictated by Homeland Security/FEMA
Building	Florida Building code-Broward Amendments Florida State Statutes	Monitoring by Comptroller (Finance Department)
		Finance Department Annual Audits
Code Enforcement	Land Development Code; Coral Springs Municipal Code; Florida Building Code-Broward Amendments	Building Div. Process for permitting, plan review and inspections
		Building Div. Compliance process

Table P.1-2 Regulatory agencies and the major areas where standards are set by functional area.

P.1a(4) The City utilizes in excess of 30 applications from an integrated suite of municipal government business applications. These applications can be grouped in three families (Public Safety, Land Development, Financial), and are operational on IBM's AS/400 computing platform. Two data centers in separate locations are used to replicate data from the primary AS/400 system, providing a "hot site" business continuity capability, and enhancing overall system availability.

Mission-critical public safety applications include computer-aided dispatch, records management and field reporting for both Police and Fire departments. Land development applications are location-based and use a common address database. Examples of such applications include permitting, code enforcement, utility billing, and business licensing. The financial applications are fully integrated and include general ledger, budget, accounts payable, accounts

receivable, reporting, fixed assets, work orders, and payroll/personnel.

Other production business applications and services are server-based. Examples of business applications on this platform include Parks & Recreation, GPS/AVL, records imaging, and GIS, with the latter two experiencing dramatic growth via integration with other applications. Key among the server-based production services are e-mail, fax, internet, intranet, office suite, remote access, and file- and print-sharing.

The City's data network infrastructure includes private and public segments. The private network employs both wired and wireless technologies. The wired portion of the private network services over 20 locations and 550 desktop computers, primarily on a fiber backbone. The private wireless segment services some 250 laptop computers in the field that Fire and Police personnel utilize for mobile dispatch and report writing purposes. The wireless infrastructure utilizes both RF data and 3G wireless broadband technologies.

Public data network segments provide remote access to production applications and services via the internet, 3G CDMA, wi-fi, and dial-up technologies. Security tools include firewall and enterprise antivirus and antispam software. The City's web site provides business-to-customer capabilities such as utility bill payment, inspection scheduling, occupational license renewal, and registration in recreational activities.

The City's voice network utilizes three technologies, wired telephone, cellular telephone, and RF. The wired telephone network consists of nearly 900 telephone stations, half of which are PBX based, and the other half are a Central Office PBX service. Currently a migration of stations to a VOIP-enabled PBX is underway on a departmental basis.

Over 400 cellular telephones are deployed throughout the city. Police, Fire, and Public Works represent the largest user groups. The RF voice network services those same departments along with Parks & Recreation. This network is mission critical to the dispatch of Fire and Police assets and the communication among these assets in the field.

Apart from technology, the most critical equipment used by City staff is the fleet. The fleet includes 264 sedans (primarily police cruisers), 38 vans, 15 motorcycles, 231 trucks and SUVs, 70 trailers, three buses, ten rescue transport vehicles, nine pumper fire trucks, three aerial ladder engines, 67 pieces of large equipment such as trenchers and backhoes, 63 generators, and 455 pieces of small engine equipment such as reel mowers, chain saws, weed eaters, utility dump trucks, and spray machines.

The City's major facilities include City Hall, City Hall South, City Hall in the Mall, Public Safety Building, the Public Safety Training & Technology Center, five fire stations, four police substations, three regional parks, a Sports complex (Sportsplex), a Tennis Center, an Aquatics training center, two community pools, 732 acres of neighborhood parks, a 36,000-square-foot gymnasium, a conference center, a middle/high charter school, and a 77,000-square-foot Center for the Arts.

Because these investments in technology and fleet are so important to the delivery of services, the City has created a Capital Replacement Program for computer and fleet replacement that funds depreciation and pools cash in appropriate funds to finance the replacement of all existing equipment. This "pay-as-you-go" strategy ensures that the City will have funds to replace equipment in a timely fashion,

without having to borrow funds for replacement equipment, adding to the total cost.

P.1a(5) The City of Coral Springs is subject to State and Federal regulations applying to employment, the environment, occupational health, and safety. **Table P.1-2** lists areas of regulation that have a significant affect on operations and their associated measures. The City also chooses to comply with the rules and standards required for National and State police department accreditation.

P.1b(1) The City of Coral Springs operates under a "Council/Manager" form of government. Four City Commissioners and a Mayor, all elected at-large by the residents, establish City priorities and policies. They are the City's "Board of Directors." The City Commission hires and directs the City Manager and City Attorney. A Deputy City Manager, Assistant City Manager, and 12 department directors report directly to the City Manager and this group forms the senior management team. The senior management team directs staff in the implementation of Commission policies and manages City operations. Twenty-seven citizen advisory committees and boards (**Table P.1-3**), which link directly to City strategic priorities, are highly involved in City government, providing input on customer priorities and requirements.

P.1b(2) The City has defined two customer groups: residents and businesses. Residential customers are segmented by owners/renters, length of residence, location/"slice" of residence, children/no children at home, and ethnicity.

Strategic Priority	Advisory Committee/Board
Customer-Involved Government	Customer-Involved Government Committee Holiday Parade Committee Senior Advisory Committee
Neighborhood & Environmental Vitality	Architectural Review Committee Public Art Committee Unsafe Structures Board Historical Advisory Committee Neighborhood & Environmental Committee
Excellence in Education	Charter School Advisory Board Museum of Art Board of Directors Principal Advisory Committee Parent Education Advisory Committee
Youth Development & Family Values	Sports Commission Student Advisory Council Youth & Family Advisory Committee
Financial Health & Economic Development	Construction Review Committee Board of Adjustment Economic Development Foundation Fire Pension Board Police Officer's Pension Board General Employee's Pension Board Financial Advisory Board
Strength in Diversity	Multi-cultural Advisory Committee Coral Springs International Partnerships Martin Luther King, Jr. Celebration Committee
Traffic, Mobility & Connectivity	Community Redevelopment Agency Planning and Zoning Board

Table P.1-3 Boards and committees supporting the City's Strategic Priorities.

Residential customers' expectations include high overall quality of services from the City, a safe community, an aesthetically pleasing community, low taxes, quality schools, and recreational opportunities. Although quality schools has been identified as a residential customer requirement, the Broward County School Board is responsible for the schools in Coral Springs, so the City has established partnerships with the School Board (**P.1b(3)**) as well as formed a charter school for middle and high school students.

Business customers are segmented by location, type and size of business. Their expectations include high overall quality of services from the City, a healthy economic environment, a safe community, and low taxes and business fees. For purposes of customer segmentation, "slice" refers to one of six geographical segments (North side, Center west, Southwest, Northeast, Town Center, Southeast). Annually, the City hosts "Slice of the Springs" meetings in each of these geographic regions to give residents up to date information about the City as well as to solicit feedback on City issues. A special "Business Slice" is also held annually.

P.1b(3) The City's most important suppliers, partners, collaborators, and distributors are those that provide direct service to customers. Waste Management, Inc. picks up and processes trash and recycling. Professional Facilities Management operates the Coral Springs Center for the Arts. Charter Schools U.S.A. manages and staffs the City's charter middle and high school. Advanced Cable Communications provides the infrastructure for television programming. Median mowing is accomplished through a group of contractors. Service standards are part of the contracts with these organizations; the standards spell out customer requirements.

The City partners with the Broward County School Board to help contribute to the quality of public schools in the community. In 2006, Ramblewood Elementary School, which the City mentored, won the Florida Governor's Sterling Award. City staff attends meetings with various school staff

and collaborates on their quality initiatives. Two specific advisory committees (Principal and Parent Education Advisory Committees) have been created that meet at least quarterly to discuss school issues and ways the City can assist the schools. The City and School Board collaborated on an innovative partnership to build a critically needed new high school that opened in 2004. This strategic alliance, along with a similar venture in 1999 and the opening of the Coral Springs Charter School, have produced many new student stations in Coral Springs schools. In addition to the above, the City provides School Resource Officers public schools in Coral Springs as well as crossing guards at elementary and middle schools.

P.1b(4) Supplier communication is achieved primarily through periodic reports and meetings to review compliance with service standards. These meetings are conducted with designated contract administrators throughout the City. Additional communication occurs through the Purchasing Division of the Financial Services Department.

Communication mechanisms for both residential and business customers are numerous and described in detail in **Category 3**. These mechanisms include the City's advisory committees, City Commission meetings, "Slice of the Springs" meetings, the annual resident and business surveys, community forums, the Comment/Complaint/Request system, *Coral Springs* magazine, the City's web site, the eNews system, CityTV, CityRadio, podcasts, CityBlog, press releases, newspaper advertisements, direct mail, and personal contact through phone and in person.

P.2 Organizational Challenges

P.2a(1) Coral Springs competes regionally—in a tri-county area which includes Dade, Broward, and Palm Beach counties—for residents, and nationally for businesses. In Fiscal Year 2002 residential build-out was achieved (meaning that 95% of available residential land within the City had

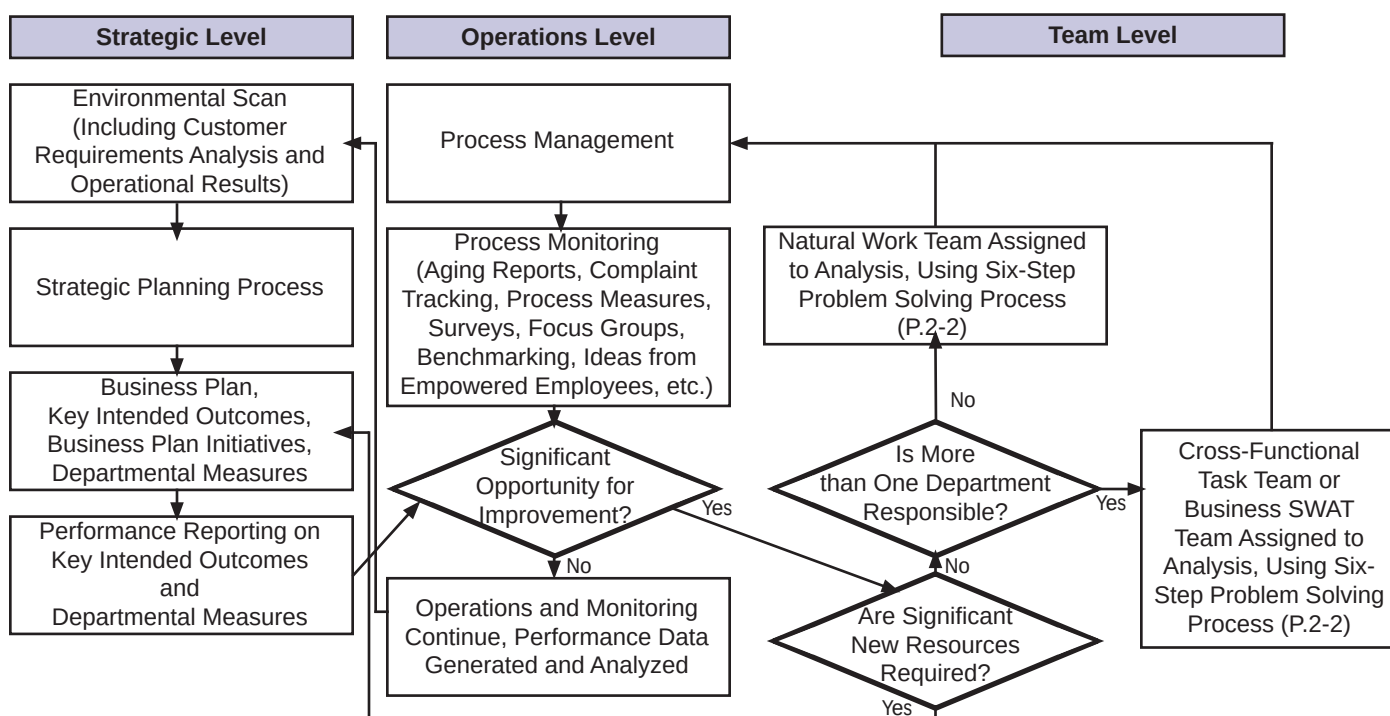


Figure P.2-1 The City's Performance Improvement System. Elements at the "Strategic Level" are a highly condensed version of the process illustrated in **Figure 2.1-1**, the City's Strategic Planning Process Map.

been developed). During the prior decade, the City had been among the fastest growing communities in the United States. Anticipating residential build-out, the City has cultivated commercial and industrial growth. While we may “compete” with other communities for commercial development, our efforts benefit the entire metropolitan area.

P.2a(2) The principal factors that determine success relative to competitors are the property tax rate, bond rating, crime rate, the reputation of the schools, parks infrastructure quality, community aesthetics, and the accessibility of services. Changes that may affect the City’s competitive position are primarily related to State budget cuts or legislation that impacts municipal funding (**P.2b**). These changes also create many opportunities for innovation as the City finds ways to reduce budgets with minimal impact on customer service and quality.

P.2a(3) There are limitations in obtaining comparative data in local government, mostly due to the fact that collection of performance data is still not the norm for governments and data quality and consistency in metadata vary widely.

The City participates in two cooperatives that provide the majority of comparative and competitive data from within the municipal government industry. The first is through participation in the International City Manager’s Association Center for Performance Measurement (CPM). Just 80 to 100 municipalities across the nation participate in this process each year. Participation involves the completion on questionnaires covering performance measures in various functional areas of local government. However, because only a few municipalities participating in the CPM are located in Florida, the City has helped found the Florida Benchmarking Consortium (FBC) to encourage benchmarking and to develop standard definitions of performance measures. In addition, the City benchmarks with specific cities that are recognized for general overall excellence or identified best practices. For financial measures, comparisons are primarily made with local competitors or cities with AAA bond ratings from across the nation.

P.2b A key business, operational, human resource and organizational sustainability strategic challenge is pending State tax reform legislation. Various proposals are currently being considered by the Florida legislature that would impact all local governments by limiting property tax revenues. These *ad valorem* revenues make up approximately 33% of the City’s total revenues. In addition, the ongoing potential for unfunded mandates from the State provides a business challenge. With increasing real estate prices in South Florida, workforce housing presents a business, operational, and human resource challenge to the City. The human and financial resources needed for sustaining an increase in homeland security and disaster preparedness are an operational challenge for all local governments as well as a challenge to organizational sustainability. The City’s key strategic advantage is the use of our innovative business model—running government like a business. This business model relies on utilizing data and customer input to form our strategic plan that in turn provides services to exceed customers’ expectations.

P.2c **Figure P.2-1** is a diagram of the City’s Performance Improvement System. At the strategic level, an environmental scan supplies data and information for the planning process (**Section 2.1a(1)**) forming the basis for the Strategic Plan and Business Plan. The Business Plan lists specific new services and service improvements that will be affected by teams in the

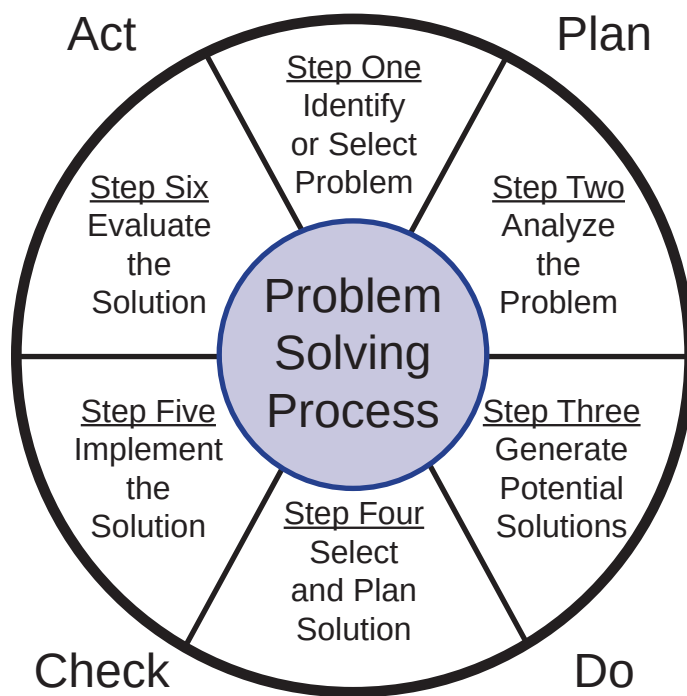


Figure P.2-2 The City’s “Six-Step Problem Solving Process” is used in all process improvement projects, Cross-Functional Process Improvement Teams, and Business SWAT Team projects. All new employees are trained in this tool as part of new employee orientation.

fiscal year. Key Intended Outcomes are established to measure citywide progress against the Strategic Plan. Negative variation in these measures initiates an assessment of whether a process improvement or change in tactics is needed.

At the operational level, in-process measures, complaint tracking data, ideas from empowered employees, information on innovations in other communities, and new developments in a field trigger department level improvement initiatives. Other processes that focus operations on performance improvement are training, reward and recognition, and leadership communications.

The process of developing the Business Plan establishes priorities for major process improvement projects. The strategic priorities and consistency with City values are the basis for the decision to implement a process improvement project. Unit and department improvement initiatives are selected based on how they impact objectives. These projects support business and strategic objectives because objectives at all levels are aligned.

During New Employee Orientation all employees are introduced to “plan/do/check/act” and a six-step approach to problem solving (**Figure P.2-2**). However, teams are not required to use a standard approach to process improvement. Approaches vary, depending on the problems being addressed.

Results and learning are shared through staff meetings at all levels. Quarterly City Manager communications meetings and the Supervisory Forum (a quarterly meeting of supervisors) are used to transfer learning. Cross-functional Process Improvement Teams report results and what they have learned at senior management team meetings. Cross-functional Process Improvement Teams produce a cross-fertilization of ideas by having staff from Information Systems, Human Resources, and Financial Services collaborate with departmental staff on major process improvement initiatives and bring the knowledge they acquire to the rest of the City.

1.0 Leadership

1.1 Senior Leadership

1.1a(1) The City of Coral Springs City Commission annually reaffirms the City’s mission “to be the nation’s premier community in which to live, work, and raise a family.” The City Manager and senior management team work in tandem with the City Commission to make this mission a reality.

While the City’s mission is a broadly stated one, it is brought down to everyday reality for leaders, the workforce and customers by a methodical process for setting the vision and direction of the organization, and assuring accountability for the vision and goals (**Figure 1.1-1**).

The City has an extremely well-defined Strategic Planning process (**Section 2.1a(1)**). This is the method by which the organization systematically develops and deploys its vision and values, as well as strategies, initiatives, and Key Intended Outcomes (KIOs), to the workforce, partners, suppliers, customers, and all other stakeholder groups.

Careful attention to the Environmental Scan, which provides the basis for the planning process, is also indicative of the organizational commitment to data-driven decision-making. It completes the ultimate feedback loop, where organizational direction from the highest level (City Commission) is not set until customer input, performance data, and all other inputs are analyzed.

The resultant Strategic Plan contains the “priorities” that guide the direction of the organization, as well as resource allocation. The priorities for the 2007-2009 strategic planning cycle are detailed in **2.1a**. These priorities are shared throughout the organization, as well as outside the organization, through several strategies.

Immediately following the strategic planning workshop, the senior management team convenes a half-day “mini-retreat,” occurring at the beginning of the business planning process. The retreat provides department directors direction on how to deploy the seven priorities within their work areas, thereby ensuring that the upcoming budget development addresses the priorities set by the City Commission. While the budget process was once “the tail that wagged the dog,” the Business Planning process now ensures that resources are aligned with the priorities and direction given in the Strategic Plan.

The senior management team also meets on a weekly basis to review timely issues and ensure communication throughout the City. Each department director attends these weekly meetings and shares the information with his/her own department through departmental staff meetings. Quarterly, each director meets individually with the City Manager to review progress on their business plan initiatives, and on departmental issues and challenges.

The City Manager conducts quarterly communication meetings (approximately 10 meetings at various locations) with the entire workforce in order to share current information, articulate citywide goals, and answer employee questions and concerns. Soon after the completion of the Strategic Planning workshop, the City Manager starts another round of quarterly communication meetings, at which the goals that have been set for the organization are shared, as well as performance standards used to judge success.

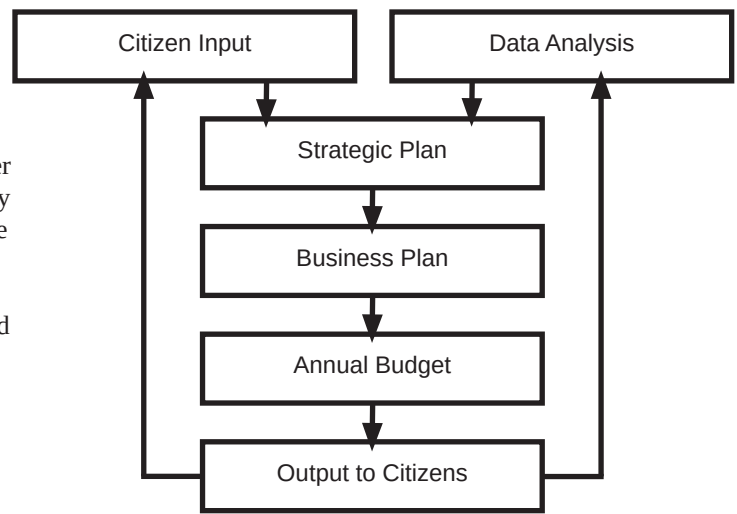


Figure 1.1-1 The City’s strategy development and deployment model uses information and analysis as the basis for Strategic and Business Plans that set priorities, objectives, and programs for the year. The Annual Budget quantifies these plans, defining programs and services that provide direct output to citizens. Those outputs are measured and analyzed in a “feedback loop.”

The Strategic Plan is also widely disseminated throughout the community. It is available on the City’s web site and is discussed at each of the six “Slice of the Springs” neighborhood meetings throughout the year. The priorities, and the results that measure the City’s success in addressing them, are the key focus of the annual State of the City address. This major City event includes several hundred citizens, all volunteers for the City, and members of various boards and advisory committees. At this event, City Commissioners each speak to the results achieved in the priority areas during the past year.

The four core values (customer focus, leadership, empowerment, and continuous improvement) as outlined in the Organizational Profile (**P.1a(2)**), are communicated through training, the Incentive Pay System, and reward and recognition programs, but most importantly, through the example of leaders. Member of the Senior Management Team serve on process improvement teams and operate as “peers” with the empowered members of the teams. They all have professional affiliations and operate as “chief reconnaissance officers” for best practices around the nation. Because they have extensive contact with community leaders and interest groups, they are also an important source of information on changing customer requirements.

1.1a(2) Senior leaders promote an environment that fosters and requires legal and ethical behavior through the Ethics Compliance System. The City Code of Ordinances, especially Sections 2-20 through 2-28, and portions of Chapter 112 of the Florida State Statutes, provide general and practical guidance for legal and ethical behavior. The City has a compliance system outlining appropriate legal and ethical conduct for employees, board members and elected officials. Components of this system include such items as the “Employee Gift Policy” limiting the value of a gift at \$25 or less. A “Disclosure of Outside Employment Policy” requiring employees with additional outside employment to receive prior written approval from the Director of Human Resources and the City Attorney’s Office. This avoids any perceived or actual conflict of interest. Employees are required to reaffirm their ethical compliance during their annual evaluations.

In addition, many departments within the City are governed by their own professional code of ethics. As an example, the Code Enforcement Division is governed by Florida Statute 162 and conducts business under standard operating procedures, which dictates legal and ethical behavior (established 2005). The Code Enforcement Officers are members of two professional organizations, the Gold Coast Association of Code Enforcement and the Florida Association of Code Enforcement, which address professional ethics in their guidelines. The “Law Enforcement Code of Ethics” binds the Police Department’s sworn officers, and the accreditation process also requires sworn officers to abide by a code or canon of ethics.

Current City Commissioners and candidates for the City Commission sign an ethics oath, clearly outlining both the City’s ethical standards and examples of expected ethical behavior. Elected officials and appointed board members must also disclose business relationships with firms under contract with the City, or other personal involvement that may conflict with City business.

The entire workforce and members of the City Commission are required to sign a statutory oath supporting the Constitution of the United States and of the State of Florida. Florida’s “Sunshine Law” requires elected public officials to convene at public meetings that are announced in the newspaper, so all have the opportunity to attend.

City employees attend an Academy for “Strategic Management,” hosted by Florida International University in conjunction with the Florida Institute of Government. This academy focuses on “excellence and ethics” in management. To date, 36 employees have completed this six-week training program.

1.1a(3) Through the strategic planning process and the development of staff, senior leaders ensure the sustainability of the organization and continued accomplishment of the mission and strategic objectives. The Environmental Scan section of the Strategic Plan identifies trends and emerging issues impacting the City, and staff members who are subject-matter experts develop that section. The emerging issues focus attention on new and potentially critical developments.

One of the City’s four core values is continuous improvement. The importance of this core value is communicated through its appearance in the Incentive Pay System (IPS) evaluations of each employee. Each employee is asked to personally participate in at least two process improvements each year, and to report those improvements in their annual evaluation.

Cross-functional process improvement teams are utilized for major process improvements and address ways to narrow performance gaps or “agilely” respond to changing customer requirements. To identify best practices, the City is an active participant in the annual American Society for Quality team showcase and storyboard competition. The City’s “Time = Life” team placed first in the state of Florida in 1998 and went on to place fourth in the National Team Competition in Las Vegas in 1999. In June 2005, the “Traffic Citation Team” won the State Team competition earning them entry into the National Team Competition in Milwaukee in May 2006. In 2003, the “Health Benefits Team” storyboard received special recognition from the SFMA. Teams display their storyboards at

City events such as the Chili Cook-off. Teams also share their work through the City’s Knowledge Network (**4.2b(2)**).

The City has adopted a leadership development program for succession planning, further outlined in **Section 5.1b(4)**. The program provides nominated individuals an opportunity to participate in strategic learning events and informal mentoring. Succession planning is also driven by the IPS, the annual employee review system that balances employee skill assessment with objective measures, linked to department and City objectives. At the beginning of each fiscal year, employees meet with their supervisor or director to review the past year’s performance and set individual objectives and identify the skills needed to attain stated goals for the coming year. This yearly assessment is a personalized tool that guides employees toward personal and professional improvement. To generate promotions from within, the City uses internal job postings for positions that have a large applicant pool among current employees.

The organization also offers tuition reimbursement after one year of employment. Employees may take college courses working toward a bachelor’s degree, masters or higher. Employees are pre-approved to take the course(s) and pay the tuition up front. After completion of the course with a grade of “C” or better, the City will reimburse the employee their tuition and the cost of books.

Formal systems for information exchanges are in place, such as the City Manager’s quarterly employee communication meetings, weekly senior staff meetings, weekly department staff meetings, quarterly Supervisory Forums, the Knowledge Network, and Active Strategy.

The City offers a Supervisor Academy to all new supervisors and supervisors new to government. Presented by the Training Network of South Florida, this is a comprehensive training series working with participants in the development of leadership skills. Participants also learn how to develop and coach staff while working within specific guidelines, procedures, and policies, common to public organizations.

1.1b(1) The senior management team models the four core values. Empowerment is made easy (and necessary) throughout the organization because staffing levels are austere. Layers of bureaucratic supervisory staff have long since been removed, and in their place are more field employees whose primary job is to serve the customer. Because one of the core values is Customer Focus, front-line employees feel empowered to address customer concerns immediately, and are trained to do so through courses in empowerment and in staff meetings. This lean staffing also aids in making the organization more agile. Because employees need not seek approvals from myriad mid-level supervisors, improvements can be made on the spot or approved quickly by a department director.

Frank, two-way communication is accomplished through a variety of methods. Supervisory Forums are held quarterly with mid-level supervisory staff, keeping them informed on organizational issues and affording them the opportunity to share information between departments. Weekly Senior Staff meetings review timely issues and ensure communication throughout the City. Weekly department staff meetings keep mid-level and front-line employees in the communication flow. The City Manager’s quarterly communication meetings with all employees serve to share current information and answer questions and concerns.

Senior leaders recognize and reward high performance in a variety of ways. The IPS evaluates yearly performance based on established goals and objectives. Employees may earn up to 7% for high performance. “Applause” cards are an opportunity for any employee to recognize outstanding performance by presenting an applause card to any other employee (**5.1a(3)**). Through the Instant Employee Recognition Program, employees may also be awarded gift certificates to local restaurants and shops for performance above and beyond the normal call to duty.

Yearly, employees are nominated by their peers for Excellence Awards in each of the City’s four core values (**P.1a(2)**). A panel of independent judges review all submitted nominations and select a winner in each category. Awards are given by the City Manager at the annual Chili Cook-off, where employees are celebrated and recognized.

The City has a “no layoff” policy, which has been in effect since the organization began its quality initiative more than thirteen years ago. With the flattening of the organization, employee concern over job security was natural. To put them at ease, and to encourage business as usual, the City implemented a policy assuring employees that the quality initiative would not cost them their job.

1.1b(2) Senior Leaders create a focus on action to accomplish the organization’s objectives, improve performance and attain the City’s vision through the Business Plan, which is an annual action plan carefully honed with the Commission to include the initiatives most critical to performance and the vision. KIOs (**Table 2.1-2**) and Department measures (**Table 6.1-1**) with the Business Plan are reviewed monthly by the Senior Management team to identify needed actions.

The Environmental Scan and the visioning process are designed to focus the organization on creating and balancing value for customers and other stakeholders. The Scan includes input from and data on the satisfaction and needs of customer segments. This is accomplished primarily through cross-tabulation of data in the resident and business surveys and the SWOT survey completed by members of advisory groups and employees. In addition, demographic and focus group data provide insight into actions that may be needed to balance value for different groups. While the City uses its two-year strategic planning cycle to chart its direction for one to three years, every 10 years the City undertakes a larger and longer-term strategic visioning. The City conducted a “Visioning Summit” in 1994 and again in April 2004 to identify and plan for changing needs. A variety of participants (community leaders, board members, and volunteers), with different interests and views, were chosen to provide a balanced point of view. The two-day summit highlighted where the City has been, then focused on where it needs to go. It culminated with an action plan for continued development.

1.2 Governance and Social Responsibilities

1.2a(1) The introduction to **4.1** describes in depth the measurement system used to create accountability at all levels of the organization. The City Commission holds itself directly accountable to Coral Springs residents for performance in each of the seven strategic priorities. These results are regularly reported to residents in *Coral Springs* magazine and are presented in detail at the annual State of the City event.

Ultimately, commissioners are held accountable to the public through the election process. KIOs are also a contract between the City Manager and the Commission, department measures are contracts between the department directors and the City Manager; employees have performance contracts as part of the Incentive Pay System.

Fiscal accountability is the result of the bond rating process and annual financial audit. The City’s AAA credit ratings from all three bond-rating agencies on Wall Street—Moody’s, Fitch, and Standard & Poor’s—reflect their positive assessment of the integrity of records and systems to protect the interests of stakeholders. Internal financial controls are also reviewed and enforced through an annual external audit. Independent auditors are selected through a competitive process to ensure the auditor’s independence. The Commission has established and published fiscal policies that protect the City’s long-term financial position and the interest of taxpayers.

Stakeholder interests are also protected by having prospective board members fill out an application containing a release to conduct a criminal background check. Equal Employment Opportunity information is kept separate from job applications to avoid employment selection being based on age or ethnicity. Social Security and driver’s license numbers are also separated from the application as to protect the applicant from identity theft.

Transparency is enforced through State and Federal records laws that provide public access to government records. In addition, Florida “Sunshine Law” provide that all Commission meetings be public, posted (advertised in the newspaper) and published (in minutes available to the public). Audit reports and the findings of the Bond rating agencies are available to the public upon request.

1.2a(2) KIOs and Business Plan initiatives comprise the rating system for the City Manager’s evaluation (this is specifically spelled out in his employment contract with the City). The Business Plan flows directly from the Strategic Plan. The Business Plan is the City Manager’s annual work-plan, and he is held accountable for its successful completion. Other employee’s evaluations are aligned similarly.

The City prepares an Annual Report, which is mailed to all residents each year. It is also the basis for the “State of the City” presentation. The Annual Report lists the City’s performance in each priority area and KIOs, and describes, in easy to understand language, the success in accomplishing the Business Plan initiatives. The City Commission thus holds itself directly accountable to Coral Springs residents for performance in each of the priorities.

The KIOs represent the City’s “report card.” They are not, however, the sole method of measuring success. Each department director also develops a set of departmental performance measures. Each director meets with the City Manager on a quarterly basis to review and analyze these departmental measures, the KIOs, and any Business Plan initiatives assigned to the department. Department processes are expected to include in-process measures, which give an “early warning” if processes are not on track. New tactics are triggered if in-process measures indicate a problem or opportunity. Exceptions and out-of-control results trigger new improvement or innovation initiatives.

At the end of each fiscal year, the senior management team meets in an off-site retreat for 2½ days to review and celebrate

successes, and to identify areas of concern. Senior staff does an annual team assessment as well as self-evaluation of its team processes at this retreat. This evaluation is accomplished through a team climate survey and SWOT analysis of the organization. The team then identifies outliers and initiatives to address them.

The Senior Management Team also benefits from the outside evaluation of personal leadership style by the Center for Creative Leadership (CCL). The CCL program includes a full week of intensive leadership training, including a 360-degree review of each senior management leader's personal leadership style and effectiveness. Supervisory staff also utilizes the 360-degree assessment tool from the CCL, allowing them to formulate an action plan for professional development.

The City Commission also meets in a retreat format to review their effectiveness as a team. Commissioners agree to a "compact," which specifically identifies actions and behaviors that will contribute to a more effective team.

1.2b(1) A significant function of City government is to mitigate the adverse impacts on society of failures in other parts of the social structure (e.g., the police work to reduce criminal activity). Adverse impacts occur in local government when our systems fail, (e.g., a generator failure at the water plant, traffic lights stop operating because of a power failure). For this reason, Key Work Processes are managed through the approaches described in **6.1b(1)**. When adverse impacts occur in spite of these controls the impact is addressed through the City's Comprehensive Emergency Management Plan (CEMP), which is followed for corrective action. The plan addresses several levels of activation, detailing the role of first responders who have an emergency response role, and secondary responders consisting of all other City staff during each phase of operation. All departments have a specified role in CEMP.

Anticipating public concerns about future products, services and operations is central to the Environmental Scan phase of strategic planning (**2.1a(1) and (2)**). Research for the scan includes findings from reports such as *Charting the Course: Where is South Florida Heading* developed by Florida Atlantic University's Center for Environmental and Urban Studies. Research on emerging concerns in South Florida has led to initiatives such as: diversity study circles; regional fire communication; teen safe driving; and, most importantly, drowning prevention programs for children.

Resource-sustaining processes include the City's environmentally sensitive lands program and the City tree canopy program. To date, 66 acres of environmentally sensitive land (ESL) have been purchased and placed in trust for protection of native flora and fauna. The City uses these ESL sites as outdoor classrooms to promote understanding and respect for the environment. Tree planting incentives are an annual event in the City. A principle resource-sustaining process has been the Alternative Fuels Team's testing of alternative fuels and vehicles that are more fuel-efficient. Coral Springs has been a local government leader in the use of bio-diesel; 100% of all large trucks run bio-diesel fuel and the fleet includes 12 hybrid vehicles. The entire fleet uses moly-oil, a synthetic blend, that increases gas mileage and decreases the number of oil changes needed. A chlorine eradication process was put in place in the Aquatics and Utilities Divisions due to the hazards of chlorine gas. These units now use

sodium hypochlorite to purify water to ensure the safety of the workforce and the public. Human resource-sustainability is supported by our Safety Program and the City's Wellness Program (**5.2b(1)**).

The City is proactive in addressing adverse impacts on the environment. The City is developing new policies on "green" construction to help achieve several environmental goals such as reduced water use, waste disposal and carbon emissions. Previously, in 2005, the City adopted a Development of Regional Impact (DRI) ordinance for the new downtown that encourages a pedestrian lifestyle and public transit. The DRI included goals for LEED (Leadership in Energy and Environmental Design) certification for new construction. In 2006, the City amended its landscape ordinance to mandate 50% native plants and trees to reduce water use and increase habitat for native Florida plants and animals. Bus stops have been enhanced throughout the City with new shelters to encourage ridership. The City changed its building maintenance program to use environmentally safe cleaning products. The Community Development Division has begun to request that new developments seeking special approvals from the City Commission achieve LEED certification.

The City complies with all mandated regulatory and legal requirements. **Table P.1-2** lists the requirements and the measures used to monitor compliance. They are tracked by individual departments, with a goal of 100% compliance. The City has never been sanctioned for violations of state, federal or independent agency regulatory requirements. The City has also maintained 100% compliance with required state and federal water quality tests for 11 years. The City has not had any comments in the auditor's management letter since 1996, a rare accomplishment. The Police Department has been fully accredited for 19 years, which would be impossible if they were in violation of any regulatory requirement. The key measures of the risks associated with City products, services and operations are days lost from job injury (**7.4-8**) and sanctions for regulatory violations, of which we have had none, to date.

1.2b(2) The organization promotes and ensures ethical behavior through the Ethics Compliance System which includes: statutory oaths; complaint tracking; police internal affairs; Sunshine Law requiring posted, public meetings; audits; resident Comment/Complaint/Request (CCR) tracking; the purchasing code; and Human Resources (HR) policies (e.g., discipline, drug-free workplace, employment of relatives, formal grievances, gifts, sexual harassment, posting of job vacancies, conflict of employment, EEO, political activity, and recruitment and selection). The entire workforce and elected officials read and sign an ethics oath when they join the City. The oath is administered by HR, which is also charged with monitoring compliance. In addition, HR surveys employees regarding ethics (**7.6-3**). CCR tracking is used to monitor possible ethical violations; to date none has been reported in this system. The Police Internal Investigation Process is pointed at uncovering ethical or legal problems in department operations and individual behavior.

Enforcing Florida's Sunshine Law upholds ethics because it requires that all Commission business be conducted at meetings that are publicized to residents and business and are open for them to attend. Two or more Commissioners may not get together to discuss City business without following Sunshine rules regarding advertising the meeting to the public.

The City Clerk's agenda process assures 100% compliance with the Sunshine Law.

The purchasing division of Financial Services is responsible for the vast majority of expenditures the City makes for goods and services and monitoring the purchasing process to assure unfailing compliance with the City code. Processes are in place that require public notification of major purchases and competitive bids for all expenditures over \$2,500. These bids are obtained by a purchasing agent with an obligation to create a level playing field by treating all bidders equally and fairly. The open nature of the process creates transparency and has built faith in the ethical nature of the City's business dealings among the elected officials and the public.

An improvement cycle in the Ethics Process produced an ethics component to the Incentive Pay System; when employees sign their evaluation, they also sign an "Ethics Affirmation" acknowledging they know and agree to comply with all ethic requirements. A required e-learning training reinforces the affirmation and ethics has been incorporated into the curriculum of FIU Strategic Management Academy attended by employees in the development program. The processes for responding to breaches of ethical behavior are contained in the City Disciplinary Policy, Contract Compliance Process, and Standard Operating Procedures of the Police and Fire Department's collective bargaining agreements. Due process and penalties are specified in these documents.

1.2c Key communities are identified and areas of emphasis are determined based on the City's strategic priorities (**Section 2.1a**). Everything we do is done to make the community a better place to live (public safety, recreation, beautification, education, etc.). For example, in the Strength in Diversity priority, the City sponsors a diversity series for youth. "Unitown" is a weekend retreat focusing on youth leadership and diversity for high school students from Coral Springs schools and partner cities. "Uniteens" is a one-day multi-cultural symposium for middle schools, private and public. "Unikids" is a half-day diversity program for elementary schools, both private and public. The City also offers "Heritage Panels" for the community at large to discuss issues and discover ways to resolve them. Special event funding grants are available to nonprofit organizations wishing to host cultural, education, health and environmental events.

Because education and families are priorities, the City provides funding and programs to the community to enrich those areas. For example, the City provides School Resource Officers for *all* public schools in the City. This program, minimally supported by the school district, costs the City in excess of \$1.3 million annually. In addition to working on school security, these officers provide counseling for students and age-appropriate classroom education on resisting bullying, gangs, alcohol, and drug use. Families with children who have broken the law are supported through the Police Department's Juvenile Deferred Prosecution Program, where first-time offenders are given the opportunity to enter a rehabilitation program rather than face prosecution. The program has given many young people a second chance, helping them to keep out of "the system," and finish high school. It has also reduced recidivism within the community.

The City supports public school nurses with an annual \$18,000 subsidy, because the school district program does not provide for nurses at every school. Parks & Recreation provides

after-school programming for middle school students at schools and City parks. City staff also mentored Ramblewood Elementary and Coral Springs Charter School on implementing Baldrige criteria into their business practices.

In the spirit of supporting the local nonprofit sector, the City provides \$800,000 a year to waive Fire Fund Special Assessments to nonprofit organizations, churches, and schools.

Yearly, the City sponsors the participation of five employees in Leadership Coral Springs, a program sponsored by the Chamber of Commerce. Members of the workforce (both on their own time and City time) provided 300 Thanksgiving baskets last year to needy families, using local churches and temples for distribution. The City and its workforce supports the Coral Springs Community Chest, which has, since its inception in the late 1980s, given over \$1 million to charities that provide services to Coral Springs residents. The Human Resources Department provides management and administrative time to Community Chest events. Employees participate in various charity walks over the course of the year. The annual employee "Leaders in Giving" charity drive is conducted every November. Employees may contribute by payroll deduction to the American Heart Association, American Cancer Society, United Way and Coral Springs Community Chest.

2.0 Strategic Planning

2.1 Strategy Development

Beginning in 1997, the Commission began a process of strategic planning (**Figure 2.1-1**) designed to identify the issues that must be addressed to achieve the City’s mission and that will persist over the lifetime of the Strategic Plan. Reviewed and updated annually, the Strategic Plan creates a shared vision for the future of the community. These long-range policy issues, or strategic priorities, developed by the City Commission, and reaffirmed during the Fiscal Years 2007-2009 strategic planning process, emphasize the values of the community:

- Customer-Involved Government
- Neighborhood & Environmental Vitality
- Financial Health & Economic Development
- Excellence in Education
- Youth Development & Family Values
- Strength in Diversity
- Traffic, Mobility & Connectivity

The traffic priority was added in 2007, the first time a new priority had been proposed, although minor changes in the focus of other priorities had been made in the past.

For each priority, a set of Directional Statements are developed, which define broad objectives that help focus activities on desirable outcomes. Then two to 10 Key Intended Outcomes (KIOs) are set for each priority to determine if a priority has been successfully addressed. KIOs are measurable outcomes at the strategic level.

City Staff then responds to the Strategic Plan (longer-term planning) with a Business Plan (short-term planning) for implementing the policy direction through specific programs and initiatives, an exercise that has been in continuous use since 1994. With the strategic priorities and indicators set, the operations of the City are reviewed and redirected to bring the strategic vision to life. Specific actions, programs, capital purchases, staffing requirements and funding levels are developed in response to the needs identified in the Strategic Plan. Through this process, policy formation and deployment cascades throughout the organization:

- *Strategic Priority*—The Commission identifies the vital issues;
- *Directional Statement*—The Commission sets broad goals;
- *Key Intended Outcomes*—The Commission identifies desired results;
- *Initiatives*—Staff allocates activities, resources, personnel, financial investment, and time planned for the year to achieve each Key Intended Outcome; and
- *Performance Measures*—Staff sets specific and measurable data points indicating the effectiveness of processes designed to support the Key Intended Outcomes.

The Business Plan document is a direct outgrowth of the strategic priorities, capturing the City’s vision in a quantifiable form, improving decision-making and resource allocation. A benefit of using a Business Plan is the direct link between strategic priorities and costs and activities. This model is used to monitor performance through variance analysis of goal to actual; linking budget line items to measurable activities; and identifying value-added and non-value-added activities.

The Business Plan is an organic document, in that it is continually revisited throughout the year and may be amended by a majority vote of the Commission. Changes in the environment may require realignment of resources to continue to keep City staff on target to meet the KIOs and strategic priorities.

In developing the annual operating budget, departments analyze existing and potential services in light of the strategic priorities. The Business Plan adds and removes services, which are then quantified in the line item budget. They reflect not only the strategic priorities as set by the City Commission, but also incorporate feedback from customer surveys and policy initiatives that contribute to the long-term financial health of the City.

Departments set goals to meet strategic needs. To meet these goals, programs within the departments have specific objectives that are measured through performance measures. Individual staff member’s objectives and performance measures are then linked to the program objectives. Each employee knows what the end result should be and how it contributes to the Strategic Plan. In this way, the budget becomes a tool for monitoring and controlling operating performance.

The performance measure tables included with each department’s summary in the Annual Budget document are designed to show how the program objectives support the strategic priorities. Performance measures are explicitly related to the KIO that they support and the strategic priorities that they fulfill.

It’s significant that the City deploys strategically important priorities in this fashion, minimizing the impact of special interest lobbying and political maneuvering in the decision-making process.

Sources of Customer Feedback and Input	
Elected Officials	Annual Citizen Survey
“Slice of the Springs” Meetings	Resident Advisory Committees
Visioning Exercises	Neighborhood Partnership Teams
Focus Groups	Service Requests
Complaint Tracking System	Workorder System
Internal Surveys	Transaction Surveys
SWOT (Strengths-Weaknesses-Threats-Opportunities) Analysis	City Commission Meetings and Planning Workshops
Comprehensive Plan	Operational Data
Trend Analysis	CityINFO Use Statistics
Website Use Statistics	Employee Surveys
Cross-Functional Task Teams	Internal Surveys
General Elections	Requests for Proposals
Senior Staff Retreats	Public Hearings
Local News Sources	Industry Associations
Benchmarking	Professional Literature
CityBlog	Unsolicited calls

Table 2.1-1 Sources of customer feedback.

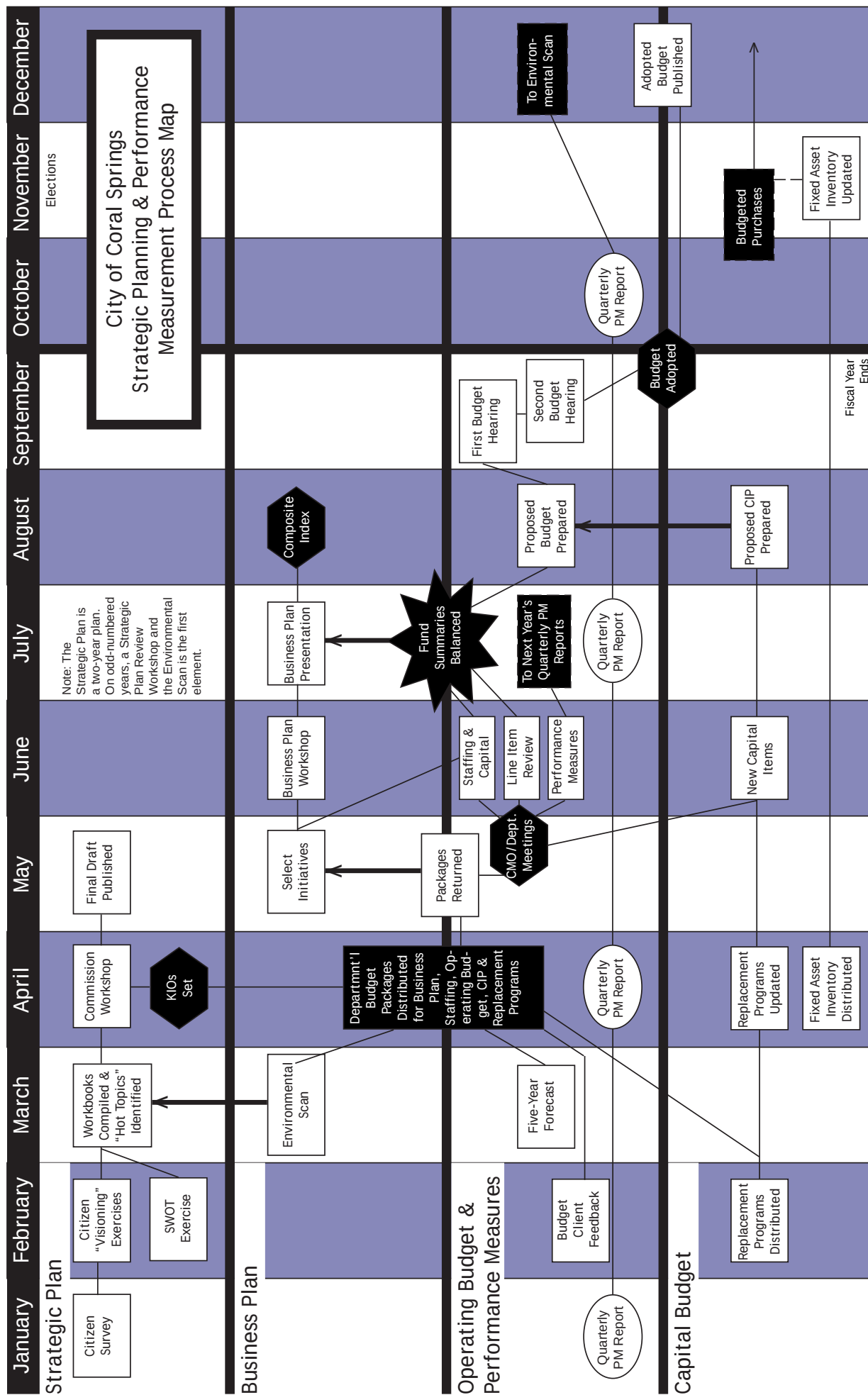


Figure 2.1-1 City of Coral Springs Strategic Planning System—This diagram shows how the Strategic Plan, Business Plan, Annual Budget, Capital Improvement Program, and related performance measures are linked and interdependent. It also shows how the plans are developed during the course of each year. This diagram first was developed in 1999 and has been used as a training tool, communication device, and as the starting point for improvement cycles.

The principal participants in the process are the City Commission and the senior management team. Staff and customers participate through numerous listening and learning opportunities in the planning process that provides plentiful data for appropriate decision-making (**Table 2.1-1**).

2.1a(1) The strategic planning process begins in January of even-numbered years (these time horizons are set based on the election of new Mayor/City Commissioners in November, every two years), when staff begins collecting data for the environmental scan, which includes input from various customer feedback sources (**Table 2.1-1**), as well as management and policy analysis of emerging issues, demographic trends, and financial conditions. A strategic planning workshop is convened in the Spring, where staff and the Commission discuss strategic challenges and advantages, using a workbook that consists of the following sections:

- *Financial Health*—A description of the current financial condition of the City with information on the Financial Trend Monitoring System (analysis of current data) and Five-Year Forecast (a long-term financial planning tool).
- *Environmental Scan*—Demographic trends, an economic analysis, land development trends, service demand generators, technology changes and issues, legislative challenges, and emerging issues are presented that will have an impact on the City during the next three to five years. There are other items of significant interest in this section, including a competitive environment analysis and a workforce analysis.
- *Customer Requirements Analysis*—Summaries of customer feedback from the Resident Survey, Business Survey, neighborhood meetings, SWOT (Strengths-Weaknesses-Opportunities-Threats) results, and public visioning exercises are included to identify trends and affinities. SWOT forms are completed by City Commissioners, senior management, and a sampling of City employees and advisory committee members.
- *Performance Analysis*—A summary of the Quarterly Performance Review, the current status of KIOs, and a projection of the Composite Index are included to describe the current performance of the organization.
- *Mission, Core Values, and Strategic Priorities*—Current versions are included to provide a basis for discussing future needs.
- *Benchmarking*—Comparative data on key areas with discussions of possible improvement projects.
- *Current Initiative Update*—A review of the current year Business Plan initiatives.

In-depth presentations are made on some of the emerging issues, important initiatives, or Cross-Functional Process Improvement Team results, as warranted. Typically, research on key issues uncovered in the Environmental Scan, such as shifts in technology or the regulatory environment are highlighted. Challenges to the organization's Continuity of Operations Plan (COOP), our emergency response plan, is also addressed when necessary. Time is also spent reviewing customer feedback and the strengths, weaknesses, opportunities and threats identified by key stakeholders.

Over the two-day workshop, the Commission informs staff of the direction the Strategic Plan should take and makes

specific changes as they respond to the data presented (as well as their own research and interaction with constituents). The senior management team is on hand to provide data, answer questions, and assess the organization's ability to execute proposed elements of the strategy.

Staff then develops proposed changes to the slate of KIOs designed to take into account requested changes, which are discussed and approved during later Business Plan workshops. An emphasis is placed on selecting leading indicators, rather than lagging, to facilitate the evaluation of progress during the year. Even in odd-numbered years, a strategic planning workshop is held to review the plan and performance measures and make proactive mid-course corrections as necessary and appropriate.

Potential blind spots are identified by ensuring the comprehensiveness of data from many sources, and through the forward-looking analysis of emerging issues facing the City.

2.1a(2) While proposing new Business Plan initiatives, staff develops performance targets for existing programs and identifies resources necessary for both existing and new services. A senior management team staff retreat is held in May to discuss proposed Business Plan initiatives and each initiative is discussed, analyzed, and weighed against the others until a slate of initiatives is reached through consensus. Immediately following this retreat, the City Manager meets with each department director to go over performance agreements and resource needs to negotiate and lock in specific budget requests.

A business planning workshop is held in June with the City Commission to present the proposed slate of Business Plan initiatives, including major capital projects and new programs, and to solicit feedback and input. A second workshop is held in July to present the refined plan with associated budget projections to the Commission. Both workshops are televised and open to the public. Once the Business Plan is approved, departments use it as their action plan for the next year. Supervisors link program milestones, individual work plans, and each employee's Incentive Pay System review objectives to the Business Plan during the October review period.

The City's ability to execute the Strategic Plan is built into the process by tying financial and staff resources directly to strategic priorities through the Business Plan. The City Manager and the senior management team meet weekly to discuss progress relative to the plan and any concerns are addressed through the business planning process. In addition, the City Manager meets quarterly with each department director to ensure the plan is progressing as expected by revisiting the KIOs. The City also maintains a contingency fund and a hurricane reserve to allow a quick response to unforeseen circumstances. Even after the plan is adopted, we are able to react to changing conditions through the review process or through emergency amendments. Because of the stability of core processes, this is rarely necessary.

The bulk of the strategy-level deployment is addressed by this point, so staff spends the rest of July and August preparing the proposed budget for public hearings in September. Because the City has assiduously sought input all along, there is very little discussion at budget hearings, which typically last less than an hour. Resolutions and ordinances are voted into place and the new Fiscal Year begins October 1. Budget staff prepares the adopted budget and planning documents by December and the cycle starts again in January.

This system has been steadily improved and refined year after year and is now widely considered to be a best-in-class benchmark by many organizations. The system has been featured as a “best practice” in the National Performance Review, American Productivity and Quality Center, Government Finance Officers Association publications, the Florida Institute of Government programs, Fitch - IBCA’s recommended practices for cities seeking bond rating upgrades, and in numerous university graduate programs in public administration as a case study. We were also one of the key case studies in Bob Paladino’s *Five Key Principles of Corporate Performance Management* published by John Wiley & Sons in early 2007.

To ensure continuous improvement and test the soundness of the system, an annual review of the system is made in January. Management & Budget Office staff gather feedback from departments, the commission, and other end-users on the ease of use and outcomes of the system. A standing Business SWAT Team for Business Planning Analysis meets to discuss recommendations and results of the process review, as well as feedback from senior management team retreats and individual staff efforts in evaluating the strategic planning process. Improvement cycles in 1998, 2000 and 2006 brought major changes to the system including a complete revamping of the development of KIOs and the timing of the planning schedule.

2.1b(1) and (2) The strategic objectives (priorities) are supported by Directional Statements and specific objectives called KIOs (**Table 2.1-2**), with the annual goal for each. Due to the nature of the planning process, the practice is always to set goals for each measure for both years, although many of the KIOs will be used over many years, with appropriate adjustments to the goals made on an annual basis. By creating the Strategic Plan through analysis of customer feedback, environmental conditions, and organizational performance, the City ensures that the challenges identified in the Organizational Profile are addressed through strategic priorities. Opportunities for innovation are identified the same way. Once challenges and opportunities are identified, the organization can deploy responsibility for achieving policy goals through the Business Plan, departmental work plans, and individual Incentive Pay System objectives.

We are able to balance short- and long-term challenges and opportunities by using many sources of input into the environmental scan. Sources include customer feedback, Slice of the Springs meetings, Comment/Complaint/Request tracking, and other immediate measures. Long-term information is included, such as visioning exercises, long-term financial plans, and the City’s Comprehensive Plan. In the same way, key stakeholders are identified and included to ensure adequate representation.

2.2 Strategy Deployment

2.2a(1) As mentioned before, the Strategic Plan, Directional Statements, and Key Intended Outcomes are the basis for the development of the City’s Business Plan and individual departmental work plans that constitute the action plan for meeting strategic objectives. The City Manager often says that the Business Plan “puts feet” on the Strategic Plan and, in turn, drives resource allocation through the

performance-based budget. Performance measures relative to the action plans are selected by departments based on how well they support KIOs, Business Plan initiatives, and successful delivery of basic services; as well as how well they leverage core competencies. Ongoing, program-level reviews and improvement cycles ensure that action plans can be sustained.

2.2a(2) The Financial Strategy in each year’s Business Plan is developed with the goal of ensuring that adequate financial resources are available to support the action plans, which is then reflected in the Performance-Based Budget, where resources are allocated to each program or service. The City’s Comprehensive Emergency Management Program and Continuity of Operations Plan are used to evaluate risk, and a contingency fund and a hurricane reserve have been established to fund unforeseen impacts. The Five-Year Forecast balances conservative revenue projections against realistic resource requirements as a basis for creating each year’s financial strategy.

2.2a(3) Each Business Plan initiative represents a change in operations that is strategy-driven. Any changes, including new, updated, or discontinued services must be formulated as an initiative. All staffing and capital requests are expressed as initiatives as well. One of the benefits of this is that all staffing decisions are tied to the Business Plan to ensure strategic alignment.

At any time, changes can be made to the action plans to react to a changing environment. Adjustments producing the same results can be made at the staff level, while changes that effect outcomes must be voted on by the Commission. New plans developed in response to changes in the environment are made on an ad hoc basis by the senior management team and can be implemented as quickly as necessary.

2.2a(4) **Table 2.2-2** (pg. 10) lists the initiatives of the Fiscal Year 2007 Business Plan, consisting of key action plans, including both short- and long-term initiatives linked to KIOs. No major changes were planned for this business cycle.

2.2a(5) Key workforce plans are listed in **Table 5.1-2** and are directly linked to the City’s short- and long-term plans. Changes in staffing necessitated by exogenous factors or strategic decisions are included in the Business Plan as initiatives.

2.2a(6) In addition to the Key Intended Outcomes and performance measures developed by the departments (**Tables 2.1-2** and **6.1-1**), the City also uses a Composite Index, the

Composite Index Measures	Chart
School Overcrowding	7.5-2
Volunteers in Government	*
Nonresidential Property Values	*
Residential Property Values	*
Employee Productivity	*
Customer Satisfaction	7.2-1
Athletic League Participants	*
Crime Rate	7.1-6
Employee Satisfaction	7.4-4
Accidents at Major Intersections	7.5-9

Table 2.2-1 Some measures of the Composite Index, a way of measuring the relative value and quality of City services over time, is made up of 10 key measures that tell us how we’re doing. *Results available on site.

Financial Trend Monitoring System, an Early Warning System, benchmarking, and individual performance measures to track progress on action plans. The Composite Index (**Table 2.2-1**) is a set of 10 key performance indicators that are used as an indication of the value provided to City residents. Often referred to as the City's "stock price," the index not only serves as a basis for relative performance evaluation, but also as a leading indicator of the City's well being. The Financial Trend Monitoring System (**Table 2.2-3**) is a set of twenty-five measures, balanced between objective and subjective information, that provide a snapshot of the financial condition of the City, with long-term trends identified and an analysis of the "meaning" of the measures, whether positive or negative. The Comment/ Complaint/Request system is used as an in-process measure to monitor subjective changes in core business processes throughout the organization.

2.2b The City's strategic goals/projections (KIOs) can be seen in **Table 2.1-2**. Most of the measures that are used to evaluate performance by the City are included in the Annual Budget and the quarterly performance reports. Many Key Intended Outcomes are already performing at such high levels that sustaining such a high level of performance in these challenging economic times is the goal. For example, sustaining an overall quality rating of 94% is extremely challenging, particularly when you take into account the margin of error of the survey instruments ($\pm 3\%$).

Projections for most measures are based on trend analysis and modeling. Because there is a high degree of stability in most scores over the past 12 years, projections have limited use at the strategic level. Where the City gets the most traction with projections are with process measures that are directly affected by understood variables, such as emergency response time and cycle time for permits.

Key Intended Outcomes by Strategic Priority		FY 2007 Goal	Results
Customer-Involved Government			
• Number of volunteer hours donated to the City of Coral Springs each year	↑ c	31,000	7.6-4
• Percent of voter turnout	↑ a	40%	*
• Overall rating of the City in terms of communicating with residents	↑ a	93%	7.2-7
• Overall rating of the City in terms of communicating with businesses	↑ a	78%	7.2-9
• Customer service rating by residents	↑ a	93%	7.2-1
• Customer service rating by businesses	↑ a	90%	7.2-3
• Number of mentors trained	↑ a	50	*
• Overall quality rating for City services and programs by residents	↑ a	93%	7.1-1
• Overall quality rating for City services and programs by businesses	↑ a	91%	7.1-3
• Employees satisfaction rating	↑ a	93%	7.4-4
Financial Health & Economic Development			
• Bond ratings	↑ a	AAA	7.3-1
• Commercial square footage development initiated within the Downtown CRA	↑ a	400,000 ^a	*
• Percent of plan reviews completed within 15 days	↑ a	95%	*
• Non-residential value as a percent of total taxable value	↑ a	20%	*
• Residents value rating (City Survey)	↑ a	73%	7.2-4
• Percentage increase of operating millage rate	↓ a	0%	7.3-4
• Add \$2 million annually to financial reserves until policy is met	↑ c	\$2 million	*
Excellence in Education			
• Percent of school overcrowding (normalized)	↓ a	108%	7.5-2
• Number of students participating in partnering institutes of higher education	↑ a	1,000	*
• Achieve gains in reading/math mean scale score at the Charter School	↑ a	0.6%	*
Neighborhood & Environmental Vitality			
• Number of formal and informal neighborhood partnerships each year	↑ c	20	*
• Number of cooperative projects and the number of different partners (public, private and intra-city depts.) focused on enhancing the environment	↑ c	12 proj 8 part	*
• City crime rate (crimes/100,000 residents—Calendar Year)	↓ a	2,980	7.1-6
• Percent of code cases brought into voluntary compliance prior to judicial process	↑ a	70%	7.5-8
• Number of trees planted	↑ a	3,000 / year	*
Youth Development & Family Values			
• Number of youths involved in City-sponsored leadership opportunities	↑ c	2,000	*
• Number of teen volunteer hours donated to the City of Coral Springs each year	↑ c	11,000	7.6-4
• Number of middle school after-school programs offered annually	↑ a	13	7.6-7
Strength in Diversity			
• Minority residents who feel that the City is a great place to live (City Survey)	↑ a	82%	*
• Citizen rating of City for respecting religious and ethnic diversity (City Survey)	↑ a	92%	*
Traffic, Mobility, & Connectivity			
• Achieve overall reduction of 10% of speeds or 15% reduction of volume on traffic calmed roads	↑ c	15%	*
• Number of accidents at 16 major intersections	↓ a	165 / year	7.5-9
• Number of riders in intracity bus routes	↑ a	110,000	*
Key: arrows indicate positive direction, a = annual, and c = cumulative			

Table 2.1-2 Strategic planning cycle Fiscal Years 2005 and 2006 Key Intended Outcomes with 2005 goals. ^aThree-year cumulative goal. *Results available on site.

In general, the City's level of performance compares favorably to best-in-class performers, local competitors, and national benchmarks. Because of the difficulty in finding comparative data to highly idiosyncratic data points, we have worked diligently to establish valid comparisons as described in the Organizational Profile (**P.2a(3)**). When performance gaps against competitors are identified, cross-functional task teams are created to research and implement best practices to improve performance.

Priority/Initiative	Responsible Department
Customer-Involved Government	
Customer Care Center	Building Division
Enhanced Permit Notification	Building Division
Small Permit Pilot Project	Building Division
Parkland Partnership—Northwest Response Time Improvements	Fire Department
Improved Business Communications	Communications & Marketing
Youth Mentoring Opportunities	Police Department
Workforce Housing: Subordinated Second Mortgage Program	Community Development
New City Hall Building	Development Services
New Resident Outreach	Communications & Marketing
Community Branding	Communications & Marketing
Increased Fuel Storage and Availability	Development Services
Rehabilitation of Lift Stations 20A/B	Public Works
Restoration of Covered Bridge	Human Resources
Neighborhood & Environmental Vitality	
Neighborhood Aesthetics Improvement Program	Code Enforcement
Administrative Citation Program	Code Enforcement
Reestablish Bike Patrol Unit	Police Department
Zone 4 Action Plan II	Police Department
City Water Conservation Practices	Public Works
Green Design and Maintenance Policies	Development Services
Evening Parks Maintenance	Parks & Recreation
Entryway Signs II	Parks & Recreation
Meadows and Dells Drainage Improvements	Public Works
Valve Exercising and Dead-End Water Main Flushing	Public Works
Redevelopment Code Study II	Community Development
Post-Wilma Tree Canopy Recovery	Community Development
Financial Health & Economic Development	
Gas Saving Vehicles	Public Works
Water and Wastewater Cost Study	Public Works
Fire Impact Fees	Fire Department
Youth Development & Family Values	
Teen Programming	Parks & Recreation
Website Resource for Parents	Police Department
Parent Support Partnerships	Parks & Recreation
Drowning Prevention Program	Fire Department
Excellence In Education	
Linking At-Risk Youth to Career-Based Education	Human Resources

Charter School Advisor Program	City Manager
Workforce Housing: Affordable Housing for Teachers	Community Development
Strength in Diversity	
International Soccer Fest	Sportsplex
World Fest	Human Resources
MLK Golf Tournament	Human Resources
Traffic, Mobility & Connectivity	
Street Indexing Signage	Community Development
Downtown Pathways	Community Development
28th Street Pedestrian Crossing	Community Development
Linear Parks	Parks & Recreation
CRA Roadway Design	Community Development
Planning for One Cent Sales Tax	City Manager
University Drive Extension	Community Development

Table 2.2-2 Fiscal Year 2007 Business Plan Initiatives adopted in July 2006 for completion by September 30, 2007, with responsible department.

Financial Trend Monitoring System Measures	Results
Net Operating Revenues per Capita (in Constant Dollars)	*
Restricted Operating Revenues as a Percent of Total Net Operating Revenues	*
Intergovernmental Revenues as a Percent of Total Gross Operating Revenues	*
Elastic Tax Revenues as a Percent of Total Net Operating Revenues	*
User Fee Coverage as a Percent of Enterprise Expenditures	*
Net Operating Expenditures per Capita (in Constant Dollars)	7.3-7
Employees per 1,000 Population	*
Undesignated Fund Balance as a Percent of Total Net Operating Revenues	*
Net Direct Bonded Long-Term Debt as a Percent of Total Assessed Value	7.3-5
Population	*
Total Assessed Property Value (in Constant Dollars)	*
Commercial and Industrial Assessed Property value as a Percent of Total Assessed Property Value	*
Labor Force (Employment) in Coral Springs	*

Table 2.2-3 Some of the Financial Trend Monitoring System measures. The entire system is comprised of twenty-five financial ratios and statistics that can be used as leading indicators in assessing the financial health of the City. Currently, all trends are "positive," with the exception of Population, which is levelling off due to build-out. *Results available on site.

3.0 Customer and Market Focus

3.1 Customer and Market Knowledge

3.1a(1) The City has identified customers as residents and businesses. Residents rely on the City to provide services to meet their daily needs, such as Police, Fire and Emergency Medical Services, street repairs, code enforcement, and recreational activities. Businesses located within the City rely on the City for such services as building permits, inspections, occupational licenses, and Police and Fire services.

The City does not determine or select its customers; rather customers select the City by deciding to live or own a business within its legal limits. The City attracts new customers because of its great reputation for schools, low crime rate, parks programs, and customer service. Using customer knowledge developed through surveys, focus groups, and “Slice of the Springs” meetings, the City pursues potential customers through a variety of marketing strategies including showcasing the City through its website and television channel, the Coral Springs Chamber of Commerce, the Economic Development Foundation, word-of-mouth by current satisfied customers, advertising and publications produced by Communications & Marketing staff, and national awards recognition (**Table 5.1-1**).

The City recognizes the need to segment customers and service programs to ensure that customers’ needs are identified and that service programs meet or exceed their needs. Based on information from listening and learning mechanisms (**Table 3.1-1**), residential customers are segmented by owners/renters, length of residence, location/“slice” of residence, children/no children at home, and ethnicity. Businesses are segmented by type, size, and location. Customer segmentation is used to identify gaps in service programming and special needs for customer satisfaction. This information is used to design service programs, improve existing programs, fund new programs and services, and is targeted to specific segmented groups as identified. For example, when residents were asked what type of cultural events they would like to see offered, the Muslim community felt a strong need to share their culture, so City staff created “Celebrate Islam” for residents. Customers of competitors (other cities) are included through reviews of comparative data through ICMA’s Center for Performance Measurement, the Florida Benchmarking Consortium, the National Research Center, the American Customer Satisfaction Index (ACSI), and other quality award winning organizations.

3.1a(2) A variety of methods are used to determine key customer requirements, needs, and changing expectations (**Table 3.1-1**). The primary method is the annual Resident and Business Surveys conducted by an independent research company, the Center for Research and Public Policy. In-depth telephone interviews are conducted with more than 1,000 residents and 250 businesses and provide valuable, actionable feedback to the City on what is important to its customers. The questions focus on assessment of performance in relation to the City’s KIOs. This information is used to provide direction for future planning and action.

Individual operating departments also survey residents to get actionable feedback on requirements. Some departments use phone surveys immediately following a transaction. Others use written surveys, opinion cards, and on-line surveys at various sites. For example, the Parks & Recreation Department uses

survey methods to gather information to make improvements (e.g., hours of operation, new equipment) and retain its customers at the Tennis Center, Gymnasium, and Aquatics and Fitness Center.

Another primary way to learn about resident requirements, needs and changing expectations, segmented by neighborhoods within the City, is the “Slice of the Springs” meetings. The Development Services Department conducts six neighborhood meetings for residents and a commercial meeting for businesses yearly. Residents are invited for face-to-face communication with City staff on issues important to them in their neighborhoods and the City. Residents and businesses are asked for realistic solutions to their concerns and are invited to improve their community through the Neighborhood Partnership Program and Downtown redevelopment.

The relevant information and feedback from the meetings have helped the City to plan for better products and services and improvements for its residents. For example, the City has launched programs like traffic calming, landlord training

Method	Listen & Learn	Building Relationships	Complaint Management
Customer Surveys	✓	✓	
“Slice of the Springs” Meetings	✓	✓	✓
Public Hearings	✓	✓	✓
Advisory Committees	✓	✓	✓
Focus Groups	✓	✓	✓
City Hall in the Mall	✓	✓	✓
CCR Tracking	✓	✓	✓
coralsprings.org	✓	✓	✓
Monthly eNews		✓	
<i>Coral Springs</i> Magazine		✓	
Care Center	✓	✓	✓
CityINFO Line		✓	
CityBlog	✓	✓	✓
CityTV		✓	
CityRadio		✓	
CityPage Ads		✓	
Podcasts		✓	
State of the City		✓	
Annual Report		✓	
Community Forums	✓	✓	✓
Police Substations	✓	✓	✓
Community-Oriented Policing	✓	✓	✓

Table 3.1-1 Summary of methods used to listen and learn, build relationships, and manage complaints.

workshops, business signage, and capital improvements. In addition, over the past ten years and 66 “Slice of the Springs” neighborhood meetings, more than 300 partnerships have been formed that have resulted in general beautification, signs, and park improvements throughout the neighborhoods. The program has contributed over \$255,000 of City funds matched with \$591,000 from residents for improvements in neighborhoods. Commercial Slice of Springs meetings are also conducted to address business issues regarding signage, codes and regulations, and ways to attract and keep businesses in the City. Staff contacts former businesses through phone contact to determine the reason for relocating. The data gathered has identified the two main reasons for relocating as financial problems and out-of-state corporate decisions.

The City’s Communications & Marketing Department also gathers information from customers through the City’s web site. As well as being able to learn about the City, customers can use the web site to request or comment on City services using the Comments/Complaint/Request (CCR) tracking system, request updates on City topics (thereby telling the staff what’s important to them) on CityBlog, and complete the “Slice of the Springs” meeting surveys. Due to the highly visible nature of Communications & Marketing output, feedback is usually very immediate and specific. E-mails, phone calls and media reports serve as early warning indicators of topics or issues that might need additional attention. The flexibility of the internet allows staff to respond immediately, and since the City runs its own television and radio stations, the City can broadcast news and messages within just a few short hours. Communications & Marketing also conducts an external communications survey every five years.

Emerging social media provide unique opportunities for listening to customer feedback in flexible and responsive ways. The City uses podcasting and blogging to disseminate information and encourages direct feedback through the use of blog comments, e-mail, or CCR.

Advisory committees are organized to support the City’s strategic priorities. A City staff member acts as liaison to a board comprised of residents and business people from the community for each priority. The boards develop mission statements, goals and objectives, and actions plans. For instance, the Multi-Cultural Advisory Committee supports the Unity in the Community priority. This committee coordinated a two-day “Diversity Dialogue” hosted by a City Commissioner and invited over 100 customers with varying ethnic backgrounds from different sectors of the City. Prior to the dialogue, the committee distributed a survey to customers to prioritize issues. Eight issues were identified. Participants selected an issue they wanted to work on, action plans were developed, and follow-up sessions were conducted to review the status, offer assistance, and make improvements as needed.

Additional methods used to listen and learn from businesses include monthly meetings with the Chamber of Commerce Government Affairs Committee, periodic focus groups, Commission workshops that are open to the public, and a variety of Police programs outlined in **3.2a(1)**.

3.1a(3) The City’s approach to using customer feedback to better meet their needs and desires, and for innovation, is discussed in **Section 6.1b(2)**.

3.1a(4) The City keeps its listening and learning methods current with business needs and directions through an annual/

periodic review of key methods including customer surveys (**3.2b(4)**), Slice of the Springs, City Hall in the Mall, and CCR. These reviews include specific customer feedback, survey and other data, as well as staff input. Depending on issues identified, either problem solving or process improvement approaches will be implemented. For example, Slice of the Springs meetings have updated their approaches annually based on customer input from those residents/businesses that attended the meetings. The most recent improvements involved shortening staff presentations and allowing more time for questions and answers with residents and business owners. Another improvement was the addition of an opening video that shows City highlights for the past year.

3.2 Customer Relationships and Satisfaction

3.2a(1) Employees at all levels are dedicated to building relationships with customers and exceeding their expectations. The City implemented a state-of-the-art Premier Customer Service Program to assist in this endeavor over the past decade. This is not just a training program; it’s a system that includes training, accountability, recognition, reinforcement, measurement, and improvements. A focus group of employees worked with a consultant to design this program that is based on five value dimensions:

- *Presentation*—Creating a highly professional and caring environment;
- *Responsiveness*—Anticipating and fulfilling needs of customers;
- *Reliability*—Consistently delivering superior quality products/services;
- *Reassurance*—Increasing confidence through knowledge, competency and integrity; and
- *Empathy*—Creating and building relationships to exceed expectations.

The focus group also developed contact standards for each of the dimensions. All employees are trained on the value dimensions and standards that are linked to employee performance reviews. An “Applause Card” recognition program was developed to recognize and reward employees for modeling these behaviors. In addition, the City has an annual Excellence Award for Customer Service, for which the employee wins a trophy and a \$250 American Express gift certificate. Message boards, posters, training classes, e-mail messages, and payroll stuffers are used to reinforce standards and quality tips. “Quick Strikes,” mystery shoppers, and follow-up transaction-based surveys have been used to measure compliance and to communicate results.

After some time, results became so uniformly positive that we are now seeking other methods of measuring customer contact quality while continuing to use follow-up transaction-based surveys. Employee focus groups are periodically convened to review the Premier Customer Service Program and make improvements. For example, standards have been updated to include e-mail response time and using a community *A-to-Z Guide* and a *Guide to Doing Business* to assist customers. Transaction-based phone surveys were also added to get immediate and actionable feedback.

Customer relationships are further enhanced by providing many avenues to listen and respond to customer needs. These avenues include the City’s web site, CityTV,

CityRadio, CityBlog, the Customer Care Center, the quarterly *Coral Springs* magazine, the annual report, Slice of Springs neighborhood and business meetings, and advisory boards and committees. Parks & Recreation provides special programming for all age groups within the City including camps, concerts, holiday events, a teen center, a senior center, gymnasium, pools, and health club, which are operated with direct input from customers. The Recreation Division's Teen Production Committee helps plan and manage teen events.

The Police Department is committed to establishing close ties with and responding to community needs through the philosophy of community policing. All police members strive to develop a good rapport with the public to enhance positive community relations. Four Police substations are in place within targeted areas to further build relationships. The programs and partnerships that have been established as a result of these substations helped earn the department the 2004 Crime Prevention Award. In addition, Fire Department programming further serves to build strong relationships with the community. Through smoke detector distribution, CPR training, and blood pressure screenings, Fire personnel effectively build relationships with the community.

3.2a(2) The City's key access mechanisms enable customers to seek information, conduct business, and make complaints through convenient mechanisms that meet the needs of different stakeholders. Through the annual Resident Survey, the City asks customers how they want to hear from us. These key access mechanisms include the Call Center, web site, phones, e-mail, City Hall in the Mall, one-on-one contact in the field (by Police, Code Enforcement, Public Works, Fire Rescue, Parks & Recreation, and Building employees), and in-person at all of the facilities. In fact, any employee a resident might encounter (e.g., a parks worker or a life guard) can provide basic information about the City and how to get more details. Employees can take a complaint and enter it into the CCR, or alternatively provide a customer with a card that provides the information on how to make a comment, complaint, or request. The protocol for employees is "know your City and help residents whenever you can." Police substations and community outreach are other access mechanisms. Information is also provided in a number of ways including *Coral Springs* magazine, CCR, eNews, CityTV, CityRadio, CityPage display advertising, CityBlog, and informational fliers at City facilities. Improvements to access mechanisms have been made on an ongoing basis, including the creation of the web site and local television station, as well as improvements made to the Yellow Pages Directory for City Hall to be more customer-friendly.

Access mechanisms for doing business have been expanded through new internet applications. Now, in addition to being able to do business at City facilities and over the phone, the following transactions can be done online: paying water bills, signing up for recreation classes, accessing the CCR system, applying for a job, filling out a Slice of the Springs survey, reviewing the status of a building inspection, posting an event to the Community Calendar, and entering a name in the Emergency Medical Services database on the location of disabled persons.

The addition of City Hall in the Mall increased access for retirees and others who might not drive. The Coral Square Mall is the site in the City most accessible by bus; the location also affords residents an opportunity to do business with the City

while doing other errands. Services available at City Hall in the Mall include paying cable and water bills, registering an alarm system, applying for fence and wall permits, applying for parking permits, and many other conveniences like passport services, notary service, and bus pass and stamp sales.

Key customer contact requirements for each mode of access are determined by the Premier Customer Service Focus Group comprised of consultants, frontline employees with customer contact, and other employees throughout the City. Customer contact standards were initially developed in 1995 and are improved as needed. The standards cover the five value dimensions (**3.2.a(1)**) and examples include updating voice mail regularly, returning all phone and e-mail messages the same day, and using the customer's name. The standards are improved as a result of customer comments, department surveys, the Resident Survey, and focus group meetings. These contact requirements are deployed to all employees through performance reviews, customer service training, new employee orientation, payroll stuffers, e-mails, and staff meetings. These contact requirements are also included in processes involved in the customer response chain including complaint management, vendor contracts, code enforcement, recruitment, and water billing.

3.2a(3) The City's complaint management process, called the Comment/Complaint/Request system (CCR), collects comments, complaints, and requests from residents and businesses that are received from multiple portals—directly into the internet-based CCR, from e-mails, in person, by phone, or through the City Commissioners. Each department has a lead CCR person and a back-up on the system, and all employees who cover phones or front desks are trained on the system. The CCR process owner reviews all entries within one business day of entry and assigns the entry to a category. The categories permit the owner to compile reports on community concerns, priorities, and interests. The owner assigns a lead department to respond to the CCR. Tracking numbers are assigned to all entries and the lead department responds within two business days either with the final resolution or the schedule for resolving the matter. The process owner reviews reports monthly from the CCR, the Public Works and Code Work Order System, Commission Citizen Comments, and Slice of Springs meetings and reports significant trends to the City Manager's Office. Trend information is used to identify process changes and training necessary for customer satisfaction. The process owner, along with staff users of the CCR, recommend and implement system modifications as needed.

Partners are also held accountable for customer satisfaction and must effectively deal with customer complaints. Partner contracts include performance measures and customer service standards that must be adhered to. Such partners include Charter Schools USA (the Charter School operator), Advanced Cable Communications, and Professional Facilities Management, Inc. at the City's Center for the Arts. Often complaints about partners are made to the City and these complaints are tracked through the methods described above.

3.2a(4) Approaches to building relationships and providing customer access current with business needs and directions are accomplished by reviewing and analyzing various factors including web-based feedback, surveys, operational performance measures, focus groups, and direct customer comments. As a result of customer feedback,

improvements have been made to customer access methods. Such improvements include adding Police substations in neighborhoods and creating City Hall in the Mall for customer convenience, with evening and weekend hours, making services available while shopping at the mall.

3.2b(1) Customer satisfaction is primarily determined through the numerous surveys conducted each year. The annual Resident Survey has been used since the mid-1990s. Responses are tabulated by different customer groups based on the segments identified in **3.1a(1)**. To ensure the survey captures actionable data to exceed customer expectations, every three years a focus group is used to determine if survey questions need revision to reflect all dimensions that affect satisfaction. An annual Business Survey was instituted in 2004, with results segmented by type and size of business. The survey provides satisfaction levels by City departments and by the type of service. Other surveys include written and telephone surveys by operating departments, opinion cards, transaction-based surveys, and Slice of the Springs surveys. Once survey results are summarized, staff meets to clarify and verify the information and develop action plans to address issues or areas of concern.

Complaint tracking, as described in **3.2a(3)**, is an important means of determining customer dissatisfaction. When individual processes are being reviewed, Cross-Functional Process Improvement Teams often assemble customer focus groups to pinpoint features of processes that are satisfiers and elements that are dissatisfiers. Insight is also gleaned through Commission meetings, advisory boards, and other public forums. However, it is critical for a government to supplement this input with the results of a survey conducted with methodology that assures the sample is representative and provides data on trends in complaints or comments. A few vocal customers can overly influence the organization's perception of satisfaction or dissatisfaction if data on the community at large is not available. Comments at public meetings do generate questions that can be explored through further, more structured research. The approach to using customer satisfaction and dissatisfaction for improvement is described in Section **6.1b(2)** and **6.1b(3)**.

3.2b(2) A variety of methods are used to follow up with customers to get prompt and actionable feedback. Employees meet the customer service standards by returning calls and e-mails the same day, making follow-up phone calls after the completion of a service (transaction-based survey), and after registering a complaint or concern with the Citizen Services front desk. The CCR system reminds staff to follow-up on issues and tracks the history until completion. The flexibility of the web allows staff to respond immediately and CityTV and CityRadio allow staff to broadcast news and messages quickly. Follow-up lists are created for actions requested at Slice of the Springs meetings and other committee meetings. CCR is also used to track and trend issues and concerns. The City Manager's Office maintains a tracking system for action items generated at Commission meetings. The standard for the City is to provide an initial response within two business days even on items that will require a lot of work. Then the requester is given intermittent updates as the work is completed.

3.2b(3) The City compares its satisfaction ratings to data developed by the International City/County Management Association's (ICMA) Center for Performance Measurement

to compare customer satisfaction ratings of departments with those of other local governments. The data is not available for all cities and counties that are part of ICMA, but rather of the 100-plus that choose to participate in the work of the Center for Performance Measurement, the vanguard of cities using data to improve performance. Internet searches are also conducted to compare to organizations that have national reputations for excellence or have been awarded quality awards based on Baldrige criteria. At times, focus groups provide information on customer satisfaction in neighboring cities.

3.2b(4) The City's approach to determining customer satisfaction is kept current through an annual review of the key listening and learning mechanisms. Following the comprehensive annual Resident and Business Surveys, City staff and the survey consultant review the processes used to develop the survey questions, conduct the survey, and use results to make decisions and action plans. Many improvements have been made including redesigning surveys to include open-ended questions to receive more actionable feedback, the addition of "key driver" analysis, the periodic use of focus groups to ensure questions are directed to customer requirements, measurement scales were expanded to contain more forced choice answers, and follow-up focus group meetings with customers became an important part of this approach. One of the most meaningful improvements came when the City increased the sample size to allow for segmenting responses by geographical location and some key demographic measures. An unintended, but positive, side effect of this change has been to reduce the margin for error from $\pm 5\%$ to $\pm 3\%$, making the conclusions we draw from the data much more reliable.

4.0 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

The performance management model used by the City to measure, analyze and improve organizational performance (**Figure 4.1-1**) consists of multiple layers of performance agreements at all levels that are aligned and explicitly linked. Fundamental to the measurement system is that it must link all activity to the Strategic Plan and the Business Plan; it must define success in measurable terms; it must measure success; and it must use data analysis for improving processes. The Key Intended Outcomes (KIOs) from the Strategic Plan form the performance agreement between the City Manager and the City Commission. Departmental performance agreements are negotiated between the City Manager and each department director. In turn, performance agreements based on departmental performance measures and other internal department process/in-process measures are incorporated into each staff member's performance evaluation, process teams, and cross-functional process improvement teams. Additionally, the projected results of Business Plan initiatives serve as the performance agreement between project sponsors and City management.

Performance standards are embedded in key work processes and represent the City's performance agreement with its customers. Process metrics include different dimensions of key work processes. Departmental performance reviews are absolutely essential to the performance management model, and can occur daily, weekly, and/or monthly, depending on the nature of the process output. Regular analysis (trends, outliers, variance, root cause) of higher-level performance measures and process metrics relative to performance standards fuels innovation and improvement opportunities, and incorporates organizational performance reviews into the evaluation of key processes. Quarterly Reports provide status information to the senior management team concerning KIOs, departmental performance measures, and Business Plan initiatives, and corrective actions taken to keep the organization on track for high performance.

4.1a(1) Table 4.1-1 summarizes how the City uses, selects, aligns, collects, and integrates data and information for tracking daily operations and overall organizational performance. The first two categories are the organization's key performance measures, and are part of the City's Quarterly Performance Management Reporting system. The system includes quarterly meetings between the City Manager and individual department directors to review progress and determine if any course corrections are needed.

Key Intended Outcomes are the highest level "vital few" measures that are monitored by the City Manager's Office and reported to the Commission. They are a product of the strategic planning process outlined in **Category 2** and have a long-term horizon, although annual goals are established as well. These measures (usually 30-35) are formulated by staff, adopted by the Commission, and are a performance contract between the City Manager and the Commission for a given fiscal year, providing a basis for the City Manager's annual review. KIOs are aligned with strategic priorities and directional statements developed by the Commission during strategic planning

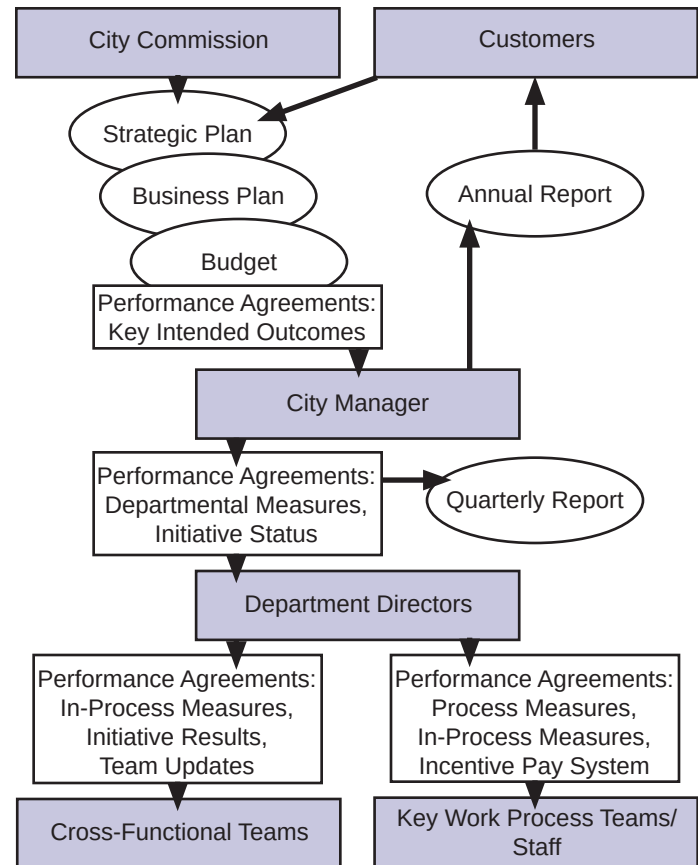


Figure 4.1-1 Performance Management and Information The City's performance data is used at all levels to align resources, support decision-making, and communicate results.

workshops. The Fiscal Year 2007 KIOs are listed in **Table 2.1-2** with the Strategic Priorities they are linked to. KIOs are measures of overall organizational performance and are used for decision making regarding the allocation of resources, determining which initiatives that are included in the Business Plan, and the success of operational tactics. Although KIOs are adopted annually to incorporate lessons learned and changes in organizational direction, a few KIOs (overall resident satisfaction, customer service rating) have been used without change for over a decade to facilitate trend tracking.

Departmental performance measures represent a performance contract between the City Manager and the department for a given fiscal year. Department measures are typically output or outcome measures of key work processes, and can also be a KIO if they are among the "vital few" being closely tracked by the senior administration team and the City Commission. Department measures are generally used to assess overall organizational performance, but some are also used in managing on-going operations and/or assessing the effectiveness of action plans. For instance, the "percent of Code cases brought into voluntary compliance prior to the administrative/judicial process" is a KIO, a department measure, a process measure, and an indicator of the effectiveness of a business initiative regarding code.

Process measures are tracked by process owners. Some are also department measures, but others are reported to the department director and are not on the senior management team's "radar screen" unless they become problematic.

Type of Data/ Information	How used for operations, tracking performance, decision making, innovation	How selected & aligned	How collected	How integrated
Key Intended Outcomes	Used to assess strategic progress and effectiveness of tactics, used in decisions on the allocation of resources, and initiates innovation for non-incremental progress	Based on directional statements created by the Commission during Strategic Planning; refined and adopted by Commission at subsequent workshops	Monthly updates entered by Directors in Active Strategy; source data from spread sheets and AS/400 applications	Active Strategy shows responsibility for KIOs and supporting measures as well as supporting Business Plan Initiatives
Department Performance Measures	Used to manage operations and decisions regarding resources, significant negative variance addressed through additional data analysis and team-based corrective action	Measures of Key Work Processes that are monitored closely because of strategic importance and are selected as part of planning process	Monthly updates entered by Directors in Active Strategy; source data from spread sheets and AS/400 applications	Active Strategy links these measures to KIOs and team activity
Business Plan Updates	Quarterly updates on progress on initiatives, the design process for initiatives calls for best practice research to stimulate innovation	Business Plan is the result of Strategic Planning and Business Planning Workshops - the Initiatives link to directional statements	Responsible parties update the information through the Active Strategy program	Initiative implementation and monitoring often requires databases of transaction data
Process Measures	Line management and line staff use to measure and monitor output of processes	Developed by process team, reviewed annually, and aligned to department measures and KIOs	Collected as part of process (usually as transaction data)	Integrated in periodic management reports and in some cases in the GIS system
In-Process Measures	Line management and line staff use to measure and monitor if on track to meet requirements	Developed by process team, reviewed annually, and aligned to process measures	Collected by process team	Integrated in periodic reports based on significance of consequence
Transaction & Spatial	Source data for process and in-process measures, and individual transactions, and mapped transaction data promotes innovation	Developed by design team, annual review to determine if revisions needed because of changing requirements	Collected as part of process and many external sources such as County, State, FDLE, etc.	Integrated using reporting capacity of databases and at times on maps using GIS
Survey & Focus Group	Used as part of the Environmental Scan during strategic planning process, by design teams and process improvement teams	Selected based on need to assess performance of core competencies and key work process and to determine progress on action plans	Collected through annual surveys; city-wide focus groups, and ad hoc special issue surveys and focus groups	Integrated into the Environmental Scan and process assessment
Complaints/ Comments/ Request	Used as part of the Environmental Scan during strategic planning process, by design teams and process improvement teams, and to assess process performance on an on-going basis	Categories of data refined annually by a standing team to increase "actionability"	Data collected at all public contact points (walk-in, e-mail, or phone)	Process Owner prepares quarterly reports and reviews data daily for trends that need immediate action
Team Updates	Used by Senior Administration to determine progress and if guidance is needed, and shared on Active Strategy for input from users	Based on steps on team action plan	Collected on Active Strategy	Active Strategy links teams to measures and initiatives, and team summaries are also available on the Knowledge Network

Table 4.1-1 Performance Data Use, Selection and Integration Several classes of data are used for various purposes.

These measures are key in tracking operations (cycle time, cost, customer satisfaction). They also support innovation. If a process is not meeting its requirements, cross-functional process improvement teams are directed to develop and take corrective action.

In-process measures are aligned with process measures and are key in tracking daily operations. They are used to assess if processes are on track to meet requirements. The frequency that in-process measures are monitored depends on

the consequence of significant variation in process output. For instance, EMS response times are tracked daily to determine if there is unacceptable variation, and corrective action is taken if specific responses were over a specific threshold. Analysis of total response time includes reviewing the cycle time for the segments of emergency response—intake, dispatch, turnout, and travel. Each part has its own performance goal. This detail permits focused corrective action.

Updates on the Business Plan are posted on Active Strategy, along with quarterly updates of KIOs and department measures. The Business Plan updates are discussed during the City Manager's quarterly meetings with individual department directors and at senior management meetings and retreats. The information is used to determine if any adjustments are needed for the initiative to be completed and to determine if any changes have occurred in requirements or available resources.

Highly integrated business information systems are the primary source of internal data used in tracking daily operations. In 1992, the City adopted the strategy of implementing the best-integrated suite of business information systems in the municipal government sector for the delivery of public safety, community development, and financial related services. When data is captured on an event or transaction basis in any one of these business applications, data is updated in multiple applications. For example, the process of paying a water bill updates databases used by the Utility Billing, Cash Receipts, and General Ledger business applications. This transaction data becomes the primary source of internal data used for process and in-process measurements. Data is also integrated through the GIS, which maps events to assist the user in discerning patterns and problem solving. Fire, EMS, Police, Community Development, and Public Works are the principle users of GIS.

4.1a(2) One approach the City uses to select key comparative data to support decision making and innovation is the annual process of reporting data to the International City/County Managers' Association Center for Performance Measurement (CPM). Each year in January and February, performance and demographic data are collected through CPM's 12 functional area templates. CPM provides detailed data definitions and instructions in the templates to increase comparability. Further, data is "edited" using computer programs that identify possible errors that are reviewed in a correction phase. Typically, 80 to 100 local governments participate. The databases available to participants can be manipulated to further increase comparability. Coral Springs compares its performance to the highest-performing CPM cities that have some demographics in common with Coral Springs. All the governments that participate in the CPM are high-performing role models because all have deployed performance measurement systems and results that they are willing to present in a national publication. CPM comparisons are not available for most KIOs, as most CPM data is departmental or process data. However, Coral Springs staff contacts the CPM comparison cities for additional data (e.g., survey information) used for comparisons on select KIOs.

A 2005 improvement cycle resulted in the City collaborating with 10 other local Florida governments in forming the Florida Benchmarking Consortium (FBC). The FBC was formed to create a source of comparisons for governments operating under the same State laws and in a similar climate. The FBC has since recruited 34 members; 17 to 20 of the governments contributed data to generate comparison data for Fiscal Year 2006. Like CPM measures, FBC measures are primarily measures of work processes that Florida local governments have in common. Coral Springs compares performance to FBC participants when the local climate, economic situation or State laws are significant factors in assessing performance.

Comparison data is also selected and collected at the department level based on the process management and process improvement needs identified by teams. Sources include professional associations and accreditation bodies that generate industry standards. Police and Fire have extensive industry databases available to them and comparisons are required for ratings and accreditation. Fire departments provide uniform data to the National Fire Incident Reporting System and can access comparison data on demand. The National Fire Protection Association recommends standards against which performance can be compared. EMS data is reported to the State of Florida Department of Health. Police Departments within Broward County share performance data as well. Comparable data on criminal activity is available on every community in Florida through the Florida Department of Law Enforcement and on every city in the nation through the Uniform Crime Reporting (UCR) system of the United States Department of Justice and the Federal Bureau of Investigation. From among these sources benchmarks and comparisons are selected based on the analysis being conducted.

The Benchmark Cities Survey is another source of comparison data on police departments. It was created by the Overland Park Police Department to compare cities of similar nature in terms of resources, crime rates, and level of sophistication. The group was formed to identify best practices. Out of the first survey rose the first meeting of the Benchmark Cities Chiefs, who now come together annually to discuss the results and to share information on common problems and best practices. This process has created a dynamic of cooperation among the participating cities.

Some financial comparisons are made with cities that have bond ratings of AAA. Because this is the highest level of rating, the cities in this class have the highest and best financial performance. Only a couple of cities in Florida are rated AAA, so cities from other states are also used. Other financial and human resource comparisons are made with South Florida governments. These comparisons provide insight into the effects of the local economy, labor market, and environmental conditions such as recent hurricanes.

The analysis of the comparison data is systematic in that it is part of the strategic planning process. Observations from the CPM database are included annually in the Environmental Scan, and comparisons and benchmarking are required as part of the City's approach to program development (**Figure 6.1-1**). Comparisons and research into best practices are standard steps for both cross-functional teams (**Figure P.2-1**) and process teams. When a cross-functional team project is complete, the process team continues to update and use the comparative data used in the team analysis.

The effective use of comparative data is also ensured by sharing the results of organizational-level analysis with work groups through the deployment system described in **2.2a(1)** and **5.1a(3)**. KIO and department results are published in documents available on the intranet and are covered in employee briefings by the department directors and quarterly briefings from the City Manager. Analysis that is particularly germane to a group will be further scrutinized at their unit and department staff meetings. These deliberations are part of the process that produces the business initiatives that respond to analytical findings.

4.1a(3) The performance measurement system is kept current with business needs and directions through four approaches. First, the strategic planning process includes an Environmental Scan that identifies changing business needs. Based on the emerging issues or other exogenous impacts, new directions are set, in part, through annual revisions in KIOs or departmental performance measures. Second, during strategic planning and budget development, measures are annually reviewed and revised at all levels based on their effectiveness relative to changing operational needs. Third, when processes or programs are developed or significantly revised (by cross-functional or department teams) because of changing customer requirements, new measures are developed (**Figure 6.1-1**). Fourth, as part of the process of selecting comparison data, measures of other local governments and those used by professional organizations are assessed to determine if any should be emulated because they better reflect the needs of the City and provide a useful comparison.

The mechanisms for ensuring that the performance measurement system is sensitive to rapid or unexpected changes include the quarterly report, “Slice of the Springs” meetings, transaction surveys, SWOT results, and the CCR System. Further, dramatic changes in levels of performance or demand are apparent to business process owners when process or in-process performance measures are being monitored. Regularly scheduled performance reviews that include analysis of trends (demand, cycle time, cost, quality), service level exceptions, variance, and root cause are sensitive to rapid or unexpected changes.

4.1b(1) The City’s approach to assessment of organizational performance, capabilities, and progress relative to strategic goals and action plans is described in **2.1a(1)** and **(2)**, **Figure 4.1-1** and the introduction to **Section 4.1** Analyses to support performance reviews, ensure conclusions are valid, and assess success and competitive position also include periodic assessments using the Sterling/Baldrige criteria. These assessments, including Sterling and Baldrige site-visit teams and internal assessments by City staff who are Sterling or Baldrige Examiners, have been done seven times in the past 15 years. Bond rating agencies reviews also validate conclusions about performance and competitive position not only because they assess the current capability of a government to meet requirements, but also in judging sustainability (i.e., the ability to rapidly respond to changing organizational needs and challenges). Their ratings permit a concise analysis of the City’s competitive position because their methodology is consistent and objective and the ratings are available for all governments that issue bonds.

4.1b(2) Organizational performance review findings are translated into priorities for continuous and breakthrough improvement and opportunities for innovation through the system described in **Figure P.2-1**. Priorities and opportunities are deployed to work groups through the system described in **2.2a**, **5.2a**, and **6.1**. Priorities are deployed to suppliers, partners, and collaborators through the content of Requests For Proposals and contracts and agreements that define priorities and expectations. Contracts and agreements are monitored through performance measures and meetings that focus on progress against well-defined priorities. Partners, such as the management teams at the Charter School, Museum of Art, Conference Center, and the Center for the Arts, participate in

the strategic planning process. The point of departure for these processes is the City’s Strategic Plan and members of the senior management team participate in the planning processes of these “wholly owned subsidiaries” as staff liaisons or contract administrators.

4.1b(3) The results of organizational performance reviews are incorporated into the systematic evaluation and improvement of key processes through the system described in **Figure P.2-1**, the introduction to **Sections 4.1**, and **6.2b**. In summary, the results of performance review are incorporated into the Environmental Scan that is used as the basis of strategic planning and the development of Business Plan initiatives, which include action plans for process improvements. Some process improvements do not rise to the level of a Citywide Business Plan initiative, but are the result of performance reviews at the department and process level, generating department-based process improvements.

4.2 Management of Information, Information Technology, Knowledge

4.2.a(1) The City makes data and information available to employees, suppliers, partners, collaborators, and customers using a variety of methods. Information dissemination to customers includes publications, public events, Slice of the Springs neighborhood meetings, public hearings, public postings, personal contacts, CityTV, CityRadio, CityPage ads, CityBlog, podcasts, CCR, direct e-mail and eNews broadcast e-mails, and the City’s web site. Customers also receive data and information when they interact with the City in the delivery of City services. The traditional venues for these interactions are at the customer’s home or business, or at a City facility. However, the internet continues to grow as a communications tool that allows customers to interact with the City at their convenience, via the City’s web site. Currently, a customer can use the internet to submit various types of forms, place and track citizen complaints, inquire about or pay a water bill, check the status of a building plan review, request or check the status of a building inspection, renew occupational licenses, apply for a job, register for recreation programs, watch CityTV streaming video or video-on-demand, and participate in weblog conversations. The City’s web site currently has over 11,000 pages of information.

Suppliers can use the City’s web site to complete a vendor application form, or to review products and services the City is currently soliciting. Suppliers also receive data and information when they participate in the City’s procurement process. Contracts with major suppliers include performance requirements that are tracked and reviewed throughout the term of the agreement. Partners participate with City staff in meetings and retreats for planning and information sharing. Agreements with partners also include performance expectations and measures to track performance.

Information becomes available to employees in numerous ways, such as departmental staff meetings, the Knowledge Network, the City Manager’s employee communication meetings, training, brochures, policies, employee newsletters, and a host of other methods described in sections **1.1a(1)** and **2.2a**. The Organizational Profile (**P.1a(4)**) describes the technology available to employees to make data and information available to them. **Table 4.2-1** lists projects since

Year	Improvements
1998	• CityINFO customer information system activated • Accounts payable and payroll “positive pay” implemented • Police mobile dispatch and crime information • Wireless networking
1999	• Charter school busing (GIS) • Code board documents
2000	• False alarm billing • Records e-mail interface • CJNET access
2001	• Network and AS/400 facsimile services • Rescheduling of building inspections
2002	• Fire and EMS resource scheduling • Fire exposure tracking • Web-enabled request for service/complaint tracking • Web-enabled utility bill payments • Web-enabled building inspection scheduling • Fax-Back building permits • iNet optical fiber network implemented
2003	• GIS-Field Map Reference Book • Fire transport billing • Police AVL/GPS mapping • Police mobile address map • Police contacts database • Business license web-enabled • RecTrac web-enabled • Center for the Arts ticketing web-enabled • Benefit letter
2004	• Fire MDT, AVL/GPS, Mapping • Fire Station/Rescue 42 & 97 • Police Citations • E-training • Retiree insurance billing • HR Award Form • Field print Code notices
2005	• Katrina Damage Tracking • 911 Call Taker Medical Info • Fire Remote Reporting • Weather Bug - remote access • HR Award Payroll interface • PIM interface server • iNet - Hot Spots
2006	• Dispatch/CAD Direct • Content filtering/surf control • IPS enhancements • Accident, incident, training imaging • SCBA monitoring • Park security cameras • FTP Server • CrimeTrac • Roadway resurfacing analysis • Subpeona tracking
2007	• Building Call Center • MO data sheet • Performance measurement upgrade • Formatted incident report • Lineup and booking systems • Field interview • Image database • Latent palm/print

Table 4.2-1 New or enhanced sources of data and information.

1998 that provide new, improved, or integrated sources of data for workforce decision making and tracking transactions.

4.2a(2) The City’s Information Services (IS) Department utilizes an Information Technology Service Management (ITSM) model to ensure that hardware and software assets meet customer and organizational requirements relative to reliability, security, and usability. At the core of the ITSM model are integrated sets of best practices related to core processes of an enterprise IT function. Examples of pertinent best practice sets include availability management, problem/incident management, demand request management, service desk, and service level management.

Another element of the model is service standards negotiated with customers. The standards increase reliability because they set expectations for cycle time on different types of activity and create the schematic for “rationing” IT staff resources. For instance, a minor problem affecting one person has a 24-hour service standard; a major problem affecting scores of employees will be addressed immediately.

Three of the IS departmental performance measures are service standards based. Two of these, system availability and problem resolution directly relate to the reliability of the production-computing environment. Despite the significant growth in the various elements of the production-computing environment since 1998 (locations up 362%, customers up 138%, applications/services up 228%, staff up 29%), availability increased from 96% to 99.7%, and problem resolution increased from 95% to 97%. The fact that service standards have been raised, while systems are expanding (but not staffing) validates the effectiveness of the ITSM and performance management models.

Reliability has continuously improved because any incident in which a service standard is not met is subject to the weekly IS performance review process; opportunities to eliminate or reduce the impact of interruptions in production services are identified and added to the IS work program. Typically these improvements are deployed as enhancements to network management alerting capabilities; system availability checks; production service events; process flows; spare equipment inventory; and redundancy of infrastructure, applications, and services.

Access security is addressed by requiring proper authentication at two levels—network and application. Access is provided to production applications and services only when proper authorizations are received, and typically require various levels of approval. The City’s annual external audit includes a review of the access security process, including the audit trail and records retention of security-related authorizations. Maintaining proper access is a growing challenge now that remote access via public networks has become a requirement. The City supports remote access in a variety of ways, but enforces a common entry point when public networks are being used. Numerous methods and tools are employed to preserve network integrity at this entry point. Examples of these methods include firewalls, multiple types of dynamic antivirus software, spam filters, obscenity filters, spyware, DMZ network segmentation, URL inclusion/exclusion, virtual private networks, secured socket layer, vulnerability scanning, and management reporting. Additionally, the proven business continuity capability described in **4.2a(3)** provides an added

sense of security while decreasing business risk. Other aspects of security are addressed in section and **4.2b(1)**.

Systems are user-friendly because they are user-designed. Users serve on and lead the design teams that select and develop new applications and application enhancements. Section **4.2a(4)** further addresses the usability of hardware and software.

4.2a(3) The City strives to ensure availability of data, information, and systems during and in the aftermath of, emergencies as part of citywide emergency management (**6.1c**). Primary among these are the City's CEMP and COOP plans, in which Information Services has primary responsibility for maintaining the availability of all production systems and protecting data assets in normal operating and emergency conditions.

Given the City's location, hurricanes are the most obvious emergency threat—typically the City's Emergency Operations Center is activated several times a year. In October 2005, hurricane Wilma inflicted more damage to the City than any previous hurricane. Unlike many other cities in the area, the City had no interruptions in any voice or data production applications and services, in either of the City's data centers or at other key locations. The City's success was a result of several factors: good fortune, key vendors sustaining voice, data, internet links to the outside world, and a viable continuity of operations plan. Critical parts of this plan include:

- primary and recovery data centers in different locations;
- multiple sources (three at the primary data center) of power at each data center; UPS capability to bridge power source transitions at each data center;
- redundancy of HVAC systems in each data center;
- redundancy of high speed WAN connections between data centers, capable of intelligent routing;
- multiple (CENTREX and PBX) voice services at locations that are staffed during emergencies;
- redundancy of PBX systems between locations, capable of routing calls to the other location;
- redundancy of the Computer Aided Dispatch application at the primary data center;
- redundancy of AS/400 computing platform (home to 30+ business applications) at each location;
- up-to-the-second data replication of AS/400 hosted data between data centers;
- up-to-the-second replication of file server data between data centers;
- servers at recovery data center to recreate server based applications and services; and
- availability of the most recent backups at recovery data center.

Other aspects of emergency management that maintain and improve the City's readiness in emergency situations include annual updates to the CEMP and COOP plans, emergency exercises, and after-action analysis of performance to real emergencies and emergency exercises.

4.2a(4) The City ensures that its information technology assets (data, hardware, and software) evolve to meet changing business needs and directions through the use of the ITSM model described in **4.2a(2)**. The model identifies the City's current needs and directions and incorporates the strategies, tactics and elements that comprise current industry trends

and changing service delivery requirements. Additionally, the Information Technology Game Plan (ITGP) is aligned to embody elements of the City's Strategic Plan, Business Plan, and Capital Improvement Plan. The major deliverable of the ITGP is a development work program, aligned with City priorities, which identifies projects to be worked on in the upcoming year. Within the work program are specific projects that fall under elements of the ITGP. Projects are aligned with new or changing business needs or direction because of their linkage to the City Strategic Planning process. **Table 4.2-1** lists projects since 1998 that provide new functionality or uses. **Table 4.2-2** lists projects since 1997 that maintain the functionality and availability of existing production applications and services. **Table 4.2-3** lists projects since 1998 that provide new, improved, or integrated sources of data.

Factors that determine the usability of IT assets include functional obsolescence, technical obsolescence, and intuitiveness (ease of use). Technical obsolescence primarily relates to IT infrastructure assets, while functional obsolescence and ease of use primarily relate to the use of these business applications and services. During the annual business planning process, IS reviews the City's infrastructure assets and incorporates into its capital budget and its development work program projects aimed at replacing and/or upgrading IT infrastructure assets needed to maintain the current levels of service. Projects of this type are included in **Table 4.2-2**.

Monitoring the functional obsolescence of existing business applications and services is a continuing process intended to identify functional gaps—difference between process requirements and system capabilities—and remedy them as early as possible. Depending on scope of effort, remedies might be incorporated in the current year's work program. As part of the annual business planning process, emerging industry trends and existing applications and services are reviewed to determine if alternative solutions or enhancements to existing solutions are available. Selected solutions are included in the City's capital budget, the IS development work program, the IT Game Plan, and possibly an initiative in the Business Plan. The vast majority of business applications and services being used are licensed and supported by third party vendors. With more resources, expertise, and motivation, these providers are more likely to maintain the functional balance between requirements and capabilities over time. The City's IT cost-per-citizen metric illustrates this dramatically. Projects of this type are included in **Table 4.2-1**, **Table 4.2-2** and **Table 4.2-3**.

Ease of use of a business application or service is influenced by its look and feel, and by the intuitiveness of its workflow. Because look and feel and workflow are internal to the system, failure to meet customer requirements over time will lead to technical and functional obsolescence of the system. Consequently, successful third party providers enhance the capabilities of their systems based on input from user teams.

4.2b(1) The City ensures the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge through a well-planned process based on State guidelines for public information access.

As a municipality, the City must comply with the State's public records statutes relating to records retention and information disclosure. The City Clerk's Office assumes overall responsibility for ensuring that records requests from external

Year	Improvements
1997	- Computer Aided Dispatch (CAD), Records, Central AS/400 replacement - Operating system upgrade to Windows - Scheduled PC Replacements
1998	- Upgrade Direct Talk software - Increase CAD and Records AS/400 storage capacity - Upgrade RECTRAC software - Terminal replacements (from terminals to PC-based client) - Upgrade to Groupwise 4.x (e-mail) - Upgrade networks from SNA to TCP/IP - Scheduled Server Replacements - Scheduled PC Replacements
1999	- Upgrade all AS/400 operating systems - Upgrade Gasboy software - Terminal replacements (from terminals to PC-based client) "Y2K"-enable AS/400 and applications - CAD AS/400 replacement - Scheduled Server Replacements - Scheduled PC Replacements
2000	- Microsoft Office Suite replacement - Upgrade to Groupwise 5.x (e-mail) - Upgrade AS/400 Print to IP - Upgrade backbone switches to 100MB - Replace PCDocs with DocsOpen - Convert RECTRAC to Windows NT operating system - LM/LX application conversion - Convert Special Forms to Formsprint - Add Broward County Property Appraiser's Office parcels and aerials "Y2K"-enable desktop and network hardware and software - Records and Central AS/400 replacement - Scheduled server replacements - Scheduled PC replacements
2001	- Upgrade Winframe to Metaframe - UT/CIS application conversion - Replace AS/400 printers - Upgrade message switch - Upgrade network operating system to Netware 5.0 - Upgrade UPS in the City Hall data center - Add Broward County Property Appraiser's Office parcels and aerials - Scheduled server replacements - Scheduled PC replacements
2002	- Community Development GIS hardware and software upgrades - Add Broward County Property Appraiser's Office parcels and aerials - Upgrade Public Safety applications - CAD AS/400 replacement - Upgrade Central AS/400 operating system - Upgrade message switch software - Upgrade mobile dispatch client software - Upgrade NFIRs to new requirements - Upgrade RECTRAC software - Upgrade CityINFO hardware and software - Road Patrol laptop replacement - Scheduled server replacements - Scheduled PC replacements

2003	- GIS - hdwe/sfwe Upgrade - GIS - AutoCADD Upgrade - Release 6.1 Public Safety - Police FCIC/NCIC Upgrade - Upgrade Paging systems/services - HTE Rel. 6.1 Land/Finance/ecom - Utility Hand Held Replacements - Accorde Upgrade - Server Replacements - Upgrade tape backups
2004	- Netware & print release upgrade - Groupwise release upgrade - AS/400 Upgrades - Netclock upgrade - Server Replacements - Fire Report Writing Upgrade - Police Traffic Release (q4) - INET - CDPD Replacement - ESSX to Centrex - Convert VRU to NT - FAX software upgrade - Center for Arts Ticketing Upgrade
2005	- Desktop/Laptop Replacement - Network Backup Software Upgrade - AS/400 Disk Upgrade - Police Petware Replacement - Traffic Unit Release Upgrades - Gasboy Upgrade - HTE/R3 Applications Upgrade - Accorde - Records Mgmt Upgrade
2006	- Desktop/Laptop Replacement - Traffic Release 1 - PBX Upgrade - Replace frame via MPLS - PC Docs Upgrade - Records Management Upgrade - Data closet renovation - RECTRAC upgrade - Intranet GIS enhancements - Address book update - VOIP switch replacement - PCDOCS upgrade - CAD workstations release - CAD AS/400 replacement - Traffic unit release - IPS enhancements - AS/400 OS upgrade - VOIP handset replacement
2007	- Building call center - BMS upgrade - UPS replacement at Public Safety - Traffic release - Message switch replacement - Emergin upgrade

Table 4.2-2 Process improvements made to hardware and software.

sources are handled accurately, timely and in accordance with the confidentiality provisions of the state statutes.

Similar to the City Clerk's role, IS assumes overall responsibility for managing data used and stored in information-based systems. As the primary source of event data, transaction-based business applications are key determinants of data integrity and accuracy. Because of the high degree of integration among these applications, updates are

immediate, data redundancy is minimized, and data consistency is maximized. These factors, combined with extensive data validation rules applied to new data, provide the framework for achieving a high degree of data integrity and accuracy in real time.

Another factor impacting integrity and accuracy is data security. Designating business units as primary custodians for specific subsets of data, on a need-to-know basis, creates ownership, promotes confidentiality, and increases accuracy. The best example of this relates to limiting the ability to add an address to a single business unit. On the heels of an 18-month project to upgrade the accuracy of the City's address data in the GIS and link it to the Public Safety database and the Broward County Property Appraiser's folio and address database, Community Development became the sole creator of new addresses in the database. The overall result of limiting access is that the accuracy of the data and data links continues to exceed 97% over the past several years. This is up from the 64% level at the time the project began. **Table 4.2-3** lists projects since 1998 that provides new, improved, or integrated sources of data.

Business application security is reviewed internally, in whole or in part on an annual basis, and is subject to review by external auditors. Section **4.2a(2)** addresses access security related to network and application and access. Another aspect of security relates to physical access. Because the City's production computing environments are located in public buildings, pedestrian traffic is limited by at least two levels of access control. The City's Business Continuity Plan provides for system redundancy and multiple back-up sources to protect against interruptions due to natural and man-made disasters. Section **4.2.a(3)** highlights business continuity capabilities in place.

4.2b(2) Organizational knowledge is collected and transferred through team competitions, employee celebrations and awards, after-action reports, and through the Knowledge Network and Active Strategy systems.

Some of the most successful cross-functional task teams in the City have participated in quality competitions, where careful documentation of the problem, process, and solution is required. This documentation is available on the City web site and the internal Knowledge Network. All cross-functional teams share their "lessons learned" on the Knowledge Network. This system also includes "blogs" on problems and issues and can be used to tap into the institutional knowledge and memory of the entire workforce. The Knowledge Network is also used to disseminate policies, procedures, forms, and information on best practices. The status of on-going high-profile teams is posted on the Active Strategy System. Management can "drill down" in Active Strategy to get a briefing on team progress and data on any analysis completed.

The Organizational Development Coordinator (ODC) acts as a nexus for team-related knowledge and process management expertise. Using business analysts and cooperating with the Performance Measurement Analyst, the ODC helps departments learn and deploy the problem solving process and process design system. The ODC also ensures lessons learned in work teams and cross-functional tasks teams are captured and reported at the Supervisory Forum and related to customers, suppliers, partners, and collaborators as appropriate.

Year	Improvements
1998	• Utility Services Tax addressing • Meter reader/utilities interface
1999	• GIS land address database • Gasboy/Fleet interface • Broward County Property Appraiser's Office aerals (GIS)
2000	• Street center-line layer and attributes (GIS) • GIS building permits and Certificate of Occupancy attributes • GIS Occupational License and ALF attributes • RECTRAC/GMBA interface • Special duty/time reporting interface
2001	• GIS Census tract block data • Adopt NIGP Commodity Codes
2002	• Police crime mapping (GIS) • GIS cleanse standby meter data • GIS cleanse parcel history data • Land Management and Public Safety address match • Cleanse vendor data • Land use and zoning layers (GIS) • Aerials layer (GIS)
2003	• Land Address Point Layer (GIS) • BCPA Parcel (GIS) • Land/PS/BCPA Address Xref • GIS - remove condo seq #'s • Switch Internet Service Providers
2004	• Building Address Point Layer (GIS) • Parkland spatial layers (GIS) • Parkland Address data (GIS) • Utilities spatial & attribute data (GIS) • City/ADP Interface • Condo Parcel Coding
2005	• Parkland Addresses Fire Inspections (GIS)
2006	• Residential footprint layer • BCPA parcel integration • Water and sewer infrastructure layer • Communications & Marketing Mac network replication • Tax roll analysis • LSO linkage
2007	• File server replication • Pinpoint 911

Table 4.2-3 Projects improving data and information availability, accuracy, reliability, and timeliness.

Quarterly performance reports, the Annual Report, Strategic and Business Plans, and budget documents are also used to disseminate organizational knowledge.

Awards for excellence in each of the core value areas are awarded to outstanding employees each year to serve as role models in delivering high-quality customer focus, leadership, empowerment, and continuous improvement. The awards are given at Citywide celebrations that also have included team presentations and guest speakers.

The assembly and transfer of relevant knowledge for use in strategic planning is done through the annual Environmental Scan described in **2.1a(1)**.

5.0 Workforce Focus

5.1 Workforce Engagement

5.1a(1) The City determines the key factors that effect workforce engagement and workforce satisfaction through the annual Human Resources (HR) survey, feedback received at focus groups, the HR liaison program which is described in **5.1a(2)**, and exit interview data. Data generated from these multiple mechanisms indicate that the factors are consistent across the City's different workforce groups and segments.

5.1a(2) The City fosters an organizational culture conducive to high performance and a motivated workforce by emphasizing cooperation and communication through numerous Human Resource systems.

Cooperation, effective communication and skill sharing within and across work units, operating units, and locations is achieved through various methods including weekly senior management team meetings, weekly departmental staff meetings, quarterly City Manager communication meetings, quarterly Supervisory Forums, cross-functional teams, and HR liaisons.

Every Wednesday, the senior management team meets to discuss issues of cross-functional importance. Information from these meetings is routinely cascaded to department personnel at weekly staff meetings. Supervisors and managers receive training on issues such as human resource compliance and quality topics at Supervisory Forums. At the end of each session is an opportunity for cross-functional sharing, facilitating effective information flow and two-way communication between supervisors and managers. The HR liaison program assigns one HR professional to each City department. The function of the liaisons is to provide human resource information to the departments, as well as facilitate two-way communication between the departments and HR and the City Manager's Office. The designated department liaison in effect becomes a human resource generalist and is the department's first contact when questions arise. This also affords the HR staff the ability to become more familiar with issues outside their specialty area. Additional communication is facilitated through the "Now Hear This" bi-weekly payroll stuffer, "everyone" e-mails, the e-mail system, the City's Knowledge Network, and bulletin boards throughout the City.

Cooperation between work groups is also accomplished through the use of cross-functional and departmental teams that work on problem solving, periodic process review, and daily operational activities. Examples of cross-functional teams have included false alarms, Fire/EMS response, building processes, citation system improvement, police report writing, and CCR tracking. In addition to promoting cooperation, these teams also drive organizational innovation—the City's process improvement team that reviewed emergency medical response ("Time=Life") was the State's team showcase winner and placed fourth overall in the nation in 1998. The Citation System Improvement Team was the State's team showcase winner in 2005 and competed in the nationals in May 2006. Periodic process review and improvement is accomplished through cross-functional teams that annually review many processes including the City's health plan, the rewards and recognition systems, Slice of the Springs, and the Comprehensive

Emergency Management Plan (CEMP), as well as many other processes and City events.

The City accomplishes individual goal setting through the Incentive Pay System (IPS), which is described in **5.1a(3)**. Accomplishment of empowerment and initiative in the work environment is in part a function of the City's flat organizational structure described in **5.2a(3)**. Initiative and innovation is also ensured through the City's culture of empowerment and encouraged through the use of various incentive programs. The City's culture of empowerment was developed initially through training of all employees in 1994 with a four-hour workshops on empowerment and process improvement. Through new employee orientation, new employees are also introduced to these concepts. Incentive programs that encourage initiative and innovation are described in **Section 5.1a(3)** and include the Instant Employee Recognition Program, the Project and Performance Bonus Program, and the Gainsharing Program.

The City benefits from the diverse ideas, cultures, and thinking of the workforce through the organizational culture that promotes team problem solving. As noted above, teams are put in place around specific problems, periodic process reviews, or as standing work groups. For Citywide teams, team selection ensures that employees from each department are represented and that participants have various lengths of service so that different viewpoints are represented. The culture of these teams provides for the sharing of ideas and the use of team problem-solving techniques (**Figure P.2-2**). In addition, the City sponsors numerous events during the year that provide employees the opportunity to gather informally. These annual events serve to reinforce the City's culture and motivate the workforce: holiday party, family BBQ, Chili-Cookoff, health and wellness day, and cultural awareness day.

Another approach to cooperation and motivation is in applying for awards that recognize staff accomplishments and celebrate successes. One side effect of making application for quality awards is that they require careful analysis of existing work programs and processes, adding value to the organization both in recognition and process improvements (**Table 5.1-1**).

5.1a(3) Workforce performance is managed through a set of systems that were designed to specifically link the attainment of stated City goals to individual employee work plans/objectives and to reinforce the City's core values and priority areas. The IPS evaluates employees on two levels. At the beginning of each fiscal year, an employee and a supervisor agree on a work plan and measurable objectives for the year. These objectives, which may be developmental in nature, are tied to departmental objectives, which in turn link to City KIOs (**Figure 2.1-2**).

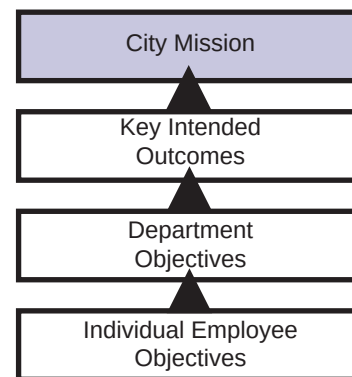


Figure 5.1-1 Individual employees can see how their objectives support departmental objectives, which in turn are linked to the Key Intended Outcomes that define success in meeting the City's mission.

Year	Recognition
1997	Florida Governor's Sterling Award
1998	- Sterling Team Showcase Award 4th Place National Quality Team Showcase - SFMA Team Showcase Award - Multi-Cultural Advisory Committee named "Promising Practice" by One America in the 21st Century—The President's Initiative on Race
1999	- National Performance Review "Best Practice" - NUSA Neighborhood of the Year—Forest Hills - National Safety Council Safe City of the Year #1 "Kid Friendly" City in Florida
2000	- FGCA Crystal Award (1st Place) for Best External Publication (<i>Citizen Magazine</i>) 3CMA/NLC Savvy Award (1st Place) For Best Employee Training Publication for "Employee Guide to Benefits" - AAA Bond Rating
2001	- Digital Cities "Top 10" Best Website in the Nation (#9) - American Society of Landscape Architects' Award of Excellence—Sandy Ridge Sanctuary
2002	- Digital Cities "Top 10" Best Website in the Nation (#9) - FRPA Media Excellence Award for Best Recreation Catalog (1st Place)
2003	- Florida Governor's Sterling Award (2nd) - Legal Aid Services of Broward County "For the Public Good" Diversity Award - Latin Chamber Estrellas Award—Leadership in the Hispanic Community - NATO/Discovery Networks Excellence in Government Programming Awards—Best Overall Television Station - FGCA Crystal Award (1st Place) for "Pediatric Drowning Prevention PSAs" - National Recreation & Parks Association—Best Overall Communicator - Digital Cities "Top 10" Best Website in the Nation (#2) - National Private Industry Awards—Telly Award for Best Sports Video, Telly Classic Award for Best PSA, "Drowning Prevention" and Telly Classic Award for Best Social Issues Programming, "Sex, Drugs & Alcohol"

Fifty percent of the rating is based on the accomplishment of these objectives. The remaining 50% of the rating is based on specific job skills, which are tied to the City's four core values—customer focus, leadership, empowered employees, and continuous improvement. An informal session is held mid-year to assess how the employee is progressing relative to the goals set at the beginning of the year and adjust objectives as required. Based on the results of the end of year IPS review, an employee will be eligible for awards ranging from 0% to 7%, depending on ratings received.

In addition to the IPS, other recognition and incentive systems are in place to support high performance work and workforce engagement. The Employee Excellence Awards are given out to employees and teams annually in each of the four core value areas. Employees may self submit for the

2004	- IACP Community Policing Award - Florida City of Excellence - ICMA CPM Certificate of Distinction - FGCA Crystal Award (1st Place) for Best Annual Report - Florida Print Awards—Award of Excellence, "2003 State of the City Report"
2005	100 Best Communities for Young People - Safest City Awards, 23rd in Nation 50 Fabulous Places to Raise Your Family - ICMA CPM Award - FWCPOA Safety Award - Sterling Team Showcase Award - SFMA Team Showcase Award - South Florida Chapter, American Society for Quality, Quality Practitioner of the Year—Chris Heflin - NATO/Discovery Networks Excellence in Government Programming Awards—Best Overall Television Station
2006	100 Best Communities for Young People (2nd) - Safest City Awards, 10th in Nation - Advanced Life Support Team 1st Place - APQC Best Practice - Money Magazine Best Places to Live
2007	- Tree City USA (12 consecutive years) - GFOA Distinguished Budget Award (16 consecutive years) - GFOA Achievement in Financial Reporting (27 consecutive years)

Table 5.1-1 Recognitions the City has earned during the past 10 years.

award or may be nominated by a peer. Winners are recognized at the annual Chili Cook-off and receive cash incentives as recognition for their accomplishments. Specific recognition systems have been established to reinforce areas of particular importance to the City—customer service and employee safety. In the area of customer service, "Applause Cards" are available for employees to give to co-workers who exemplify the City's customer service standards. On a quarterly basis, 12 of the cards submitted are drawn and these employees are recognized at a City Commission meeting and receive a cash incentive. In addition, those who gave Applause Cards that were picked in the drawing receive two movie tickets. The safety rewards program provides incentives to work groups that are injury free for specific time frames and to individuals who attend safety training or identify safety concerns. Other recognition systems that reinforce the City's goals include the Instant Employee Recognition program, project and performance bonuses, certification bonuses, and Gainsharing.

The Instant Employee Recognition program provides department directors with the ability to give incentives in the form of restaurant certificates, movie tickets and other awards to employees who display outstanding initiative. Project and performance bonuses are offered to reward employees who have excelled in their job performance above and beyond the call of duty, or have met extremely tight deadlines imposed by the City, or have participated on a team that completed a project deemed particularly significant by the City. Project and performance bonuses are paid in one-time lump sum cash bonuses that may either be a percentage of base pay or a set

amount ranging from \$500 to \$5,000. Certification bonuses are available to employees who attain or increase certification levels in their professional area. The Gainsharing program recognizes all employees through a cash bonus that is based on the City's positive budget variance. Ten percent of each year's variance is divided equally among all employees. This program encourages employees to find ways to save the City money and generate new revenues.

A Reward and Recognition Focus Group meets annually to review and improve all the systems discussed above. Recent changes include providing small incentives to those who nominate others for Excellence Awards and recognizing not just the winners, but also the nominees for these awards.

5.1b(1) Input on the City's learning and development come from various sources that address the needs and desires of the workforce including employee surveys, IPS developmental plans, 360-degree assessments, and focus groups (either a standing focus group such as the Safety Committee, or an ad-hoc problem solving focus group). Inputs that address the City's core competencies, strategic challenges, and accomplishment of action plans include the strategic planning process and the annual Business Plan. Inputs that address organizational performance improvement, technological change, and innovation come from results data, the City's annual Resident Survey, the CCR, team recommendations, and data from the Information Services "FIXIT" System, which tracks requests for Information Services support. Data from these sources are compiled and analyzed as part of the workforce analysis in the Strategic Plan—with the result being an annual training plan.

As with any organizational initiative, a breadth of development opportunities has been the key to successful implementation of the City's long- and short-term objectives. Beginning with the introduction of the City's quality initiative, development and learning focused first on changing the organizational culture in three of the four core values. Training offerings included:

- *Leadership*—Leadership Coral Springs, Supervisory Academy, Center for Creative Leadership, and annual Department Director Retreats.
- *Empowered Employees*—Introduction to Empowerment.
- *Customer Focus*—Introduction to Quality, Premier Customer Service, and Advanced Customer Service.

Subjects covered in these initial offerings are now included in new employee orientation to ensure the message of the City's mission, goals, and core values are shared with new employees and City volunteers working in staff capacities.

After the completion of the culture change phase of the City's development and learning efforts, the City focused on the more technical side of quality and on the fourth core value:

- *Continuous Improvement*—Measurement Training, Analytical Techniques, Small Group Process Training, Process Management, and Process Improvement Facilitations.

As noted in **Category 2.0**, the City develops longer-term plans every two years as part of the Strategic Plan and shorter-term action plans annually as part of the business plan. Goals and initiatives are studied during the strategic planning process and training is coordinated to ensure that employees have the necessary skills to effectively implement action plans. All Business Plan initiatives require any training needs

be identified as part of the project. For example, the rollout of new technology in a Business Plan initiative will include a training component. This training may be coordinated by HR and apply to all City employees, such as a customer service refresher. Alternatively, it may be technical training focused on a specific work group and coordinated by a department or division. Finally, the training or education may apply to a single employee's developmental needs and be coordinated by the employee and supervisor based on objectives set out in the employee's work plan for the year. Such training may include coaching by the employee's supervisor or mentoring in another department.

All of the above is in addition to the periodic compliance training that is offered to all employees, which includes diversity, drug-free work place, sexual harassment, and violence in the workplace. In addition to HR-coordinated training, departments coordinate technical training for their employees, which includes attendance at seminars, conferences, and meetings specific to an individual's job. A generous tuition reimbursement program is offered to all full-time employees.

Formal standard operating procedures are utilized in both the Fire and Police Departments, and this is the method used to systematically transfer knowledge from departing or retiring employees in these areas. In other departments, key processes are flowcharted with associated procedures and these form the basis for this operational knowledge transfer. Knowledge and skills learned on the job are encouraged through positive reinforcement. "Applause Cards" are used to encourage the use of customer service skills. The IPS supports the City's four core values and mission. Weekly e-mails and bi-weekly payroll stuffers provide information to supplement training. The City's annual Chili Cook-Off provides a showcase for team successes, and recognizes employees through the Excellence Awards that exemplify the City's core values. In the technical arena, each department is assigned an Information Services liaison to provide technical training. The safety incentive program reinforces safety training.

5.1b(2) The City's development and learning system for leaders addresses development of leadership attributes through programs offered at the Center for Creative Leadership. All department directors attend the one-week Leadership Development Program at the Center after their first year as a director. This in-depth program provides insights into various leadership attributes through self-assessments, 360-degree assessments, and group activities. The City administers follow-up 360-degree assessments for all directors every three years. The same 360-degree assessment is given to all supervisors and managers every three years. Development of organizational knowledge for leaders is accomplished through attendance at weekly senior management team meetings, semi-monthly City Commission meetings, City Commission workshops, and annual management retreats and periodic mini-retreats. The City addresses ethical business practices for leaders in the same way these are developed for all employees – through the ethics compliance system described in **1.1a(2)**.

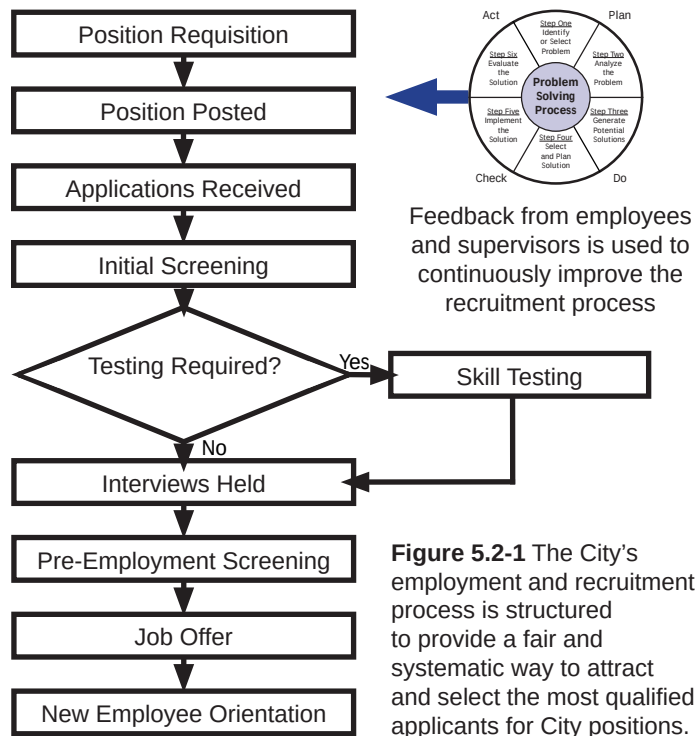
The development and learning system for leaders as it relates to core competencies, strategic challenges, accomplishment of action plans, organizational performance improvement, change, innovation, and the breadth of leadership development opportunities is the same as is in place for all employees and is described above. Of note is process

Strategic Priority	Business Plan Initiatives
Customer-Involved Government	• Fire Department Enhancements (2002) • Building SWAT Team (2002) • Police Department Enhancements (2002) • Fire Suppression Service Level Enhancements (2001) • Employee Recruitment and Retention Strategies (2001) • Sterling Feedback/Baldrige Preparation (2004) • Baldrige Self-Assessment (2005) • Ethics Training/Benchmarking (2006) • Quality/Baldrige Improvements—Process Improvement Training (2006) • Workforce Housing (2007)
Neighborhood & Environmental Vitality	• Police Recruitment (2003)
Financial Health & Economic Development	• Fire & EMS Training Program (2003) • eTraining (2003) • City Attorney's Office Reorganization (2003) • Paperless Recruiting (2003) • Building Division Preparation for Build-Out (2001) • Employee Wellness Program (2000) • Pension Alternatives for Employees (2004) • Cost Control for Employee Health Insurance (2004) • Knowledge Network (2006)
Unity in the Community	• Diversity Training (2002) • Human Resource Outreach (2001)

Table 5.1-2 Business Plan Initiatives designed to improve employee satisfaction, employee support, and the work environment.

management training identified as a need for department directors that was implemented in Fiscal Year 2006. This training included eight full-day monthly sessions covering identification of key processes, process mapping, and process improvement. Training specific to leadership development is provided to Department Directors through the Center for Creative Leadership and is described above.

5.1b(3) The effectiveness of workforce and leader development and learning systems is generally measured through post-training surveys. Other techniques for determining the effectiveness of training include the use of 360-degree evaluations, evaluation of performance data, and post-training testing. Results from 360-degree evaluations provide data regarding the effectiveness of supervisory and leadership programs. Performance data, such as job injury reports and survey data (both annual and transaction surveys) provide data regarding the effectiveness of safety training and customer service training, respectively. Where appropriate, pre- and post-training tests have been used, as was done for diversity training. The City has used mystery shoppers and “quick strikes” (tests of specific customer service skills, such as answering the phone by the third ring) to test if employees are using skills taught in customer service training. In addition to the above, the annual HR survey asks specific questions regarding applicability of training to the job and training scheduling.



5.1b(4) Effective career progression is accomplished for the City's workforce, other than sworn police officers and certified firefighters, through review of developmental objectives annually with supervisors as part of the IPS. At this time, specific education and/or training wants/needs are discussed and agreement is reached on what the employee will accomplish developmentally during the next fiscal year. In addition, all job postings are available to all employees on the City's web site, as well as included in the bi-weekly payroll stuffer, “Now Hear This.” For sworn police officers and certified firefighters, career progression is specified in the collective bargaining agreements, with promotions occurring from within the departments, based on specified promotional/ testing criteria.

Succession planning is accomplished through the City's Leadership Development Program, which pro-actively identifies and develops employees who have the potential to hold future leadership and key individual contributor positions. Through the program, two development paths have been created to support individual growth and guide the timing of leadership development: Senior Leadership Path and Management Leadership Path. As with all employees, participants complete an individual development plan through the IPS.

Participants in the Senior Leadership Path are nominated by their director and approved by the senior management team. These employees participate in designated strategic learning events including Leadership Coral Springs, the Florida International University Strategic Management Program, joint senior management team/participant meetings, quarterly Supervisory Forums, 360-degree assessments, attendance at one City Commission meeting per quarter, and attendance at all strategic planning and budget workshops. In addition to the strategic learning events, participants complete a career development profile and are paired with a mentor from the senior management team. Ten employees are currently participating in the Senior Leadership Path.

Participants in the Management Leadership Path are nominated by their director. These employees participate in designated activities including quarterly Supervisory Forums, Request for Proposal (RFP) processes, focus groups and cross-functional teams, and a personality profile.

5.1c(1) The City uses the annual HR survey as the primary method to assess workforce engagement and satisfaction. The survey is administered by HR and covers the areas of HRs service quality, communication, training, benefits, compensation and classification, and organizational satisfaction. In addition to the fill-in rating areas, space is provided for open-ended comments. The City is able to stratify survey data by employee age, gender, ethnicity, length of employment, and by department to determine if areas of concern can be identified in any specific employee group. In addition to the survey, Human Resources conducts exit interviews with employees. In these on-line or written exit interview forms, which are typically followed up with a conference, the former employee provides input to the City on satisfaction with wages, benefits, supervision and leadership, evaluation and recognition, training and communication, as well as provides information on what they feel works well with the City and what could be improved.

In addition to the above, the City monitors turnover, sick leave usage, employee productivity, and job injury data as other methods to assess and improve workforce engagement and satisfaction. These measurements, along with survey data are reviewed as part of the City Manager's quarterly review and if areas of improvement are identified, the problem solving process is initiated.

5.1c(2) The results of the quarterly assessments referred to above, as well as employee input into the SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis and the environmental scan are used to create specific HR initiatives that will address workforce engagement and satisfaction, as well as other HR operational issues. These initiatives are linked to one of the identified strategic priority areas. In this manner, HR initiatives are tied to business results/outcomes. Examples of Business Plan initiatives aimed at improving the workforce engagement and business results are in **Table 5.1-2**.

5.2 Workforce Environment

5.2a(1) Assessment of workforce capability needs is accomplished through the City's classification and compensation system. This process begins with the completion of a Position Description Questionnaire by an existing employee or by a supervisor for a newly created position. The Position Description Questionnaire (PDQ) gathers information regarding essential duties, skills required, and experience and education requirements for the position being studied. Designated City staff, assigning point values for each position, analyze information provided in the PDQ. Point values are grouped and are used to slot a job in the City's broadband pay system. Annually, external market data are imported into the system and pay ranges are adjusted as required to ensure that pay for City positions is competitive in the local marketplace. The PDQ is updated as additional duties or skills are needed for the position, and changes in pay and classification are made as appropriate. Individual employee capability needs are addressed in the IPS—both in the evaluation of job skills and individual objectives as well as through the developmental plan.

Workforce capacity needs are assessed as part of the workforce analysis contained in the environmental scan of the Strategic Plan. In addition, annually as part of the business planning process, workforce capability and capacity needs are evaluated in each Business Plan initiative.

5.2a(2) The City's recruitment, hiring, and placement process begins with the completion of an Employee Requisition by the hiring department (**Figure 5.2-1**). Skills testing is utilized for specific positions. In Fiscal Year 2002, the City began accepting applications on the City's web site. Retention of new and existing employees is accomplished through competitive pay, benefits, and work environment, as well as the many development and satisfaction systems described in sections 5.1 and 5.2. The City ensures employees represent the diverse ideas, cultures, and thinking of the hiring community through focusing recruiting efforts as broadly as possible. These efforts include posting of job vacancies on the City's web site, on a national internet job posting site, in local newspapers that

Category	Services
Health	• Low-cost comprehensive health insurance (HMO/PPO) • Dental plan • Vision plan • Employee Assistance Plan (EAP) • Sick leave with buy-back incentives • Wellness program (Includes Weight Watchers, blood screenings, mammographies, bone density screening, influenza shots, discount vitamins, and membership discounts at City sports facilities, annual physical incentives, smoking cessation)
Financial	• Basic and optional life insurance • Long-term disability insurance • Pension plans • Deferred compensation plan (457) • Pre-tax premium plan and flexible spending accounts (125) • Medicare supplement and life insurance plans for retirees • Direct deposit • Payroll deductions • Credit union and discounted banking services
Work Environment	• Family hours program • Tele-commuting options • Generous annual leave plan • Sick leave donations • Compensatory time plans for FLSA exempt employees • Ergonomic environment standards • Safety Committee • Library for safety, health, and management issues
Professional	• Tuition reimbursement plan • Budgeted registration, travel, and membership accounts • Annual training requirements • Support of continuing education for professional certifications • Book and subscription budgets

Table 5.2-1 Benefits and services designed to support employees.

cover the tri-county area (Dade, Broward, and Palm Beach), in local minority publications, and in job-specific trade journals and web sites.

5.2a(3) The City organizes and manages work and jobs through functional units in departments as described in the Organizational Profile (**Table P.1-1**), where all Departments focus on the City's core competency of customer service and specific departments coordinate the City's efforts in the other three identified core competencies of communications (Communications & Marketing), Financial Management (Financial Services), and Strategic Planning and Deployment (City Manager's Office). The Departments are structurally flat by design, with minimal layers of management to place decision-making at the closest level possible to the customer. This structure promotes empowerment and initiative and ensures that employees are customer driven. In keeping with the flat organizational structure, the Deputy City Manager and Assistant City Manager do not have line responsibilities—their role is to support key improvement initiatives. All department directors report directly to the City Manager. This ensures the City Manager's Office manages across the organization and provides a more direct link from customers and employees to the City's most senior leader.

The management of performance expectations, strategic challenges, and action plans is achieved through the IPS which is described in **5.1a(3)** and through Department quarterly meetings with the City Manager to review quarterly performance measures as well as the status of Business Plan initiatives.

Organizational agility is achieved through frequent communication (**5.1a(2)**) on current events that may impact initiatives contained in the City's Business Plan. As part of the quarterly reporting process, each department updates status of Business Plan initiatives which are reviewed with the City Manager and the senior management team. Any required changes in the Business Plan can then be recommended to the City Commission.

5.2a(4) The City projects gaps in current versus anticipated workforce capabilities through the business planning process where new City initiatives are identified as well as the corresponding workforce requirements. These requirements may include training needs or recruiting needs. An additional method used to project, and therefore prepare, for changes in workforce capacity is through the City's five-year forecast, which projects both revenues and expenses based on inputs from emerging issues in the environmental scan. The five-year forecast is prepared annually as part of the strategic planning process and is revised periodically throughout the year as conditions warrant. As an example, as a result of the pending tax reform legislation, the City is updating the five-year forecast and is analyzing its impact on workforce needs. These changes in conditions and the forecast is discussed at senior management team meetings and alternatives are being discussed that will allow the City to continue operations with a loss in revenues while still honoring our "no-layoff" policy.

5.2b(1) Workplace health, safety, and security are addressed systematically through the Safety Committee, the employee wellness program, the Comprehensive Emergency Management Plan (CEMP), and through the Employee Benefits Focus Group.

The Safety Committee is made up of elected members from each department. The committee has adopted the following goals:

- To foster and promote safety and security;
- To discuss safety and security issues, concerns or hazards and identify courses of action to reduce or eliminate hazards;
- To educate the workforce; and
- To reduce or eliminate City exposure and liability.

On a monthly basis, the Safety Committee reviews both Workers' Compensation and accident report data. The committee reviews each incident, determines if it was preventable or non-preventable, and makes recommendations regarding training or other actions that should be taken. The committee is actively involved in planning training and other events and programs (safety picnic, safety poster contests, and safety incentive program) that highlight and reinforce the importance of safety. The employee wellness program provides City employees and volunteers working in staff capacities with comprehensive wellness benefits that include discounted gym, tennis and aquatic memberships, semi-annual blood work ups, Weight Watchers at Work, Employee Health and Fitness Day, smoking cessation, mobile mammography, mobile bone density screening, annual physical incentives, flu shots, Employee Assistance Program (EAP), disease management programs, and wellness lunch and learn sessions. The CEMP, which is discussed fully in section **6.1(c)**, covers not only protection of the community in the event of an emergency, but also addresses employee issues relating to emergencies. For example, Human Resources staff coordinate an employee family shelter for during an emergency and redirect all non-essential staff in the aftermath of an emergency. The Employee Benefits Focus Group meets annually and makes recommendations as to changes in employee health benefits.

Performance measures for workplace health, security, and safety for all employee groups include sick leave usage and days lost to on-the-job-injuries.

5.2b(2) The City supports its workforce through a wide array of policies, services, and benefits. These are illustrated in **Table 5.2-1**. Human Resources is committed to getting input on issues and policies affecting employees. Although this is done in many areas regularly and as required for specific issues, the best example of input on issues impacting employees is the annual Employee Benefits Focus Group. This group was instrumental in making large changes in the City's health plan in 1994 that both improved benefits and produced City savings of \$750,000 annually. The focus group has met each year since then and provides input to the City about what is working and what is not working with benefits. The focus group also serves as the vendor selection committee when certain benefits offerings are bid out.

The benefits listed in the table are provided to all full-time employees. Certain benefits listed are also made available to part-time staff and volunteers working in staff capacities. The benefits are broad and extensive to appeal to all categories and types of employees and volunteers in the workforce.

6.0 Process Management

6.1 Work System Designs

6.1a(1) The City uses the annual SWOT survey data (from citizen activists, Commissioners, and employees) and Sterling/Baldrige feedback reports (in 1995, 1996, 1997, 2003, 2006) to determine its core competencies. The City has systematically established that four core competencies provide a sustainable competitive advantage: customer service, communications, financial management and strategic planning/deployment. Further, the Gore Commission on Government Best Practices and a study by the Institute of Public Administration of Canada ranked Coral Springs as the role model for strategic planning (**Figure 6.2-1**). The core competencies relate to the City's mission and competitive environment in that performance in these areas distinguish Coral Springs from competitors and are aligned to both the City's values and strategic priorities. Annually, the City's Business Plan (action plan) includes initiatives to further build on these strengths. The current Business Plan includes initiatives for: New Resident Outreach (Communications); Improved Business Communications (Communications); a Customer Care Center (Customer Service); and a Water & Sewer Master Plan Update (Financial Management and Strategic Deployment).

6.1a(2) Work system design is based on four principles that support City values and encourage innovation. They are

customer focus, empowerment, continuous improvement and team based operations. These design features are covered in new employee orientation since employees at all levels are involved in design. Customer focus encourages innovation because government systems traditionally focus on documenting regulatory compliance; empowerment encourages minimal layers of bureaucracy; continuous improvement promotes innovation; and diversity in teams stimulates creativity.

The decision to operate a process with internal resources is based on two criteria: whether the process is a key work process and whether an external resource can do it cheaper while sustaining quality standards. Key work processes are central to public trust and therefore are operated with internal resources. The City needs to directly manage these areas to monitor the quality of outputs on a daily basis and to have the agility needed to adapt to changing customer requirements and civic emergencies. Occasionally, processes that are not fundamental to local government are subject to an RFP process to determine if City staff can perform the function better and at a lower cost than the private sector. Fleet maintenance, operation of the Tennis Center, and Water Billing are examples of functions assessed through an RFP process. External resources are used for the operation of the Center for the Arts because Professional Facilities Management can take advantage of economies of scale (they run several facilities in Florida) to get better prices on shows; Waste Management provides trash removal and recycling services for many South Florida municipalities; Charter School USA uses one management staff for several facilities and specializes in customer-driven education.

6.1b(1) In Florida, the determination of a city government's key work processes is broadly based on State law authorizing cities to provide "municipal services." These services traditionally include law enforcement, Fire/EMS services, parks and recreation programming, street maintenance and utilities, code enforcement, and economic development. However, Florida cities have considerable latitude in defining what specific services they will provide and the level of service. In Coral Springs, these decisions are made in the strategic planning process (**Figure 2.1-1**). That process includes analysis of extensive customer input on service needs, expectations and requirements. This data is gathered primarily through commission constituent contacts, the annual surveys of residents and businesses, Slice of the Springs neighborhood meetings and CCR tracking (see **2.1a**).

The key work processes of the City (**Table 6.1-1**) involve the majority of Coral Springs employees and are the processes most critical to adding value. However, city governments are like holding companies, and the key work processes are a subset of a collection of over 50 processes. **Table 6.1-2** lists the department processes. Measures and requirements of department processes are available on site.

The City's key work processes relate to the core competencies in that they all employ the core competency processes in their operation. For instance, Police Patrol uses customer service data to assess the human relations approach of the Police Department. They use listening and learning processes to identify areas of concern and geographic trouble spots. Crime patterns and guidance on preventive measures are

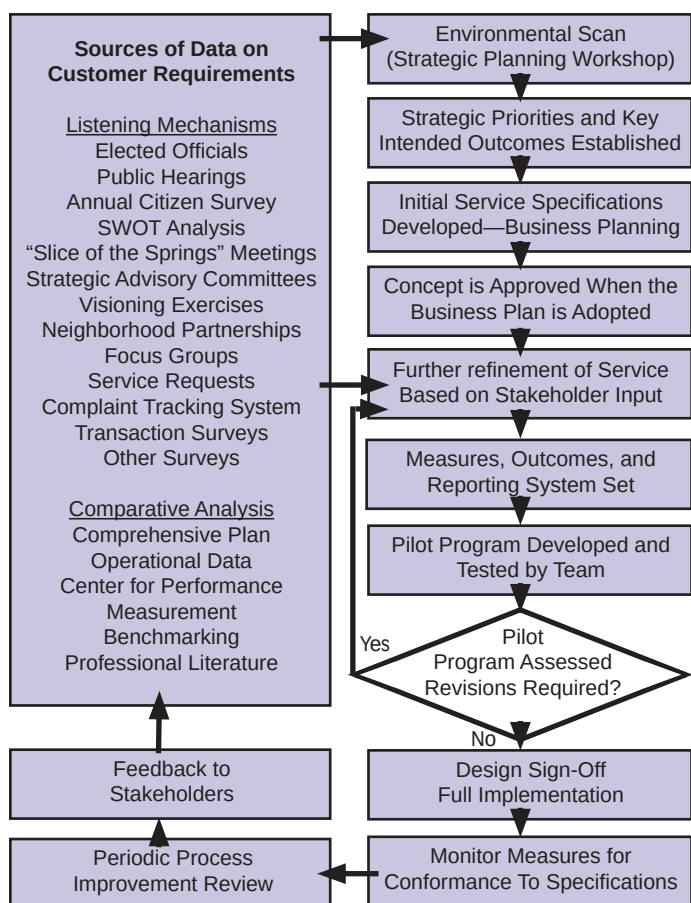


Figure 6.1-1 Design Process for Services and Delivery Systems. All major City services and delivery processes are designed and revised using this model, which provides not only a proactive feedback loop, but also contributes to organizational learning that helps in the development of future services and processes.

Core Competencies	Key Requirements	How Requirements Determined	Performance Measure	In-Process Measures
Customer Service	Responsiveness, presentation, reliability, reassurance, and empathy	Based on national research and expectations of residents	Resident satisfaction rating (7.2-1) Business satisfaction rating (7.2-3)	Results of “quick strikes” (quarterly), monthly reports on CCR system
Communications	Multi-media, accessible, concise, and frequent	Annual resident and business surveys; periodic communications survey; focus groups every three years	Communications rating residents (7.2-7) Communications rating businesses (7.2-9)	CCR system monthly reports, reports on use of services & attendance at events, feedback from Advisory Committees Feedback from Slice of Springs, and SWOT analysis
Financial Management	Transparent, follows GAAP, follows City Commission policies, supports short- and long-range solvency, and is sustainable	GASB and GFOA guidelines, procurement policy, investment policy, City Commission workshops on financial policies, State law, and best practices from private & public sector	Bond Rating (7.3-1) Expenditures per capita (7.3-7) Millage rate (7.3-4) Management letter findings (7.3-3)	Monthly financial reports, investment report, internal controls, and the annual external audit
Strategic Planning & Deployment	Highly responsive to Commission and community, aligned with Baldrige criteria, highly data/fact-based, highly collaborative/team-based, and minimal bureaucracy	Sterling and Baldrige assessments, City Commission Workshops, PDCA Cycle, research on best practices, and the annual SWOT analysis	Overall quality residents (7.1-1) Overall quality business (7.1-3) Employees per 1,000 residents (7.4-1)	Quarterly reports on KIOs and departmental performance measures
Key Work Processes	Line Requirements	How Requirements Determined	Performance Measurement	In-Process Measures
Police Patrol	Visible, emergency response under 6 minutes, and lower crime and accident rate than other Broward cities	Resident and business surveys and focus groups and Slice of Springs data	Response time for priority one calls (7.5-1) Crime Rate (7.1-6) Accidents at Major Intersections (7.5-9)	Daily reports on response time, weekly GIS reports on crime patterns, and weekly GIS reports on accidents
Police Investigations	Low crime rate	Resident and business surveys, focus groups, and Slice of Springs data	Clearance rate (7.5-10)	Monthly open case report
Fire Suppression	Response under 8 minutes, and sufficient equipment and qualified staff to minimize damage	Professional standards based on research	User rating from survey (7.2-12) % response under 8 minutes (7.1-8)	Daily reports on response time and staff responding to calls
Emergency Medical Services	Response time under 8 minutes, appropriate response to medical situation, and professional, compassionate behavior	Professional standards based on research, resident survey, and transaction-based survey	User rating from survey (7.2-11) % response under 8 minutes (7.1-7)	Daily reports on response time and transaction surveys of families using service
Parks Maintenance	Safety, aesthetics, and functionality	Resident survey, quarterly on-site park surveys by maintenance crews, and Sports Leagues Committee	Maintenance rating from survey (7.2-14) Parks safety rating (7.5-11)	Data from quarterly point of contact surveys

Table 6.1-1 Core competencies, key work processes, and key work process support for the City of Coral Springs. In general, in-process measures and reports available on site. * Results available on site.

Key Work Processes	Line Requirements	How Requirements Determined	Performance Measurement	In-Process Measures
Recreation Programming	Variety, safety, responsiveness, accessibility, professionalism, fun, and 40% cost recovery	User surveys, CCR data, and Commission workshops	Resident rating (7.5-15) % cost recovery (7.5-4) Rating of range of programs (7.2-6)	User surveys at the completion of an activity and CCR system monthly report
Water Utility	System efficiency and reliability	Industry standards (AWWA)	% unaccounted for water (7.5-16) % of hydrants out of service for more than 20 days (*)	Scheduled daily analyses
Street Maintenance	Safety; responsiveness, aesthetics, and functionality of streets and drains	Resident and business surveys, follow up on service surveys, and data from CCR	% streets in excellent condition (*) Response time for repairs (*)	Data from the pavement management system, reports on workorder cycle time, and data from follow up surveys
Code Enforcement	Aesthetics, safety, responsiveness, professionalism, consistency, and accessibility	Resident and business surveys, focus groups and calls about violations	% voluntary compliance for code violation cases (7.5-8) Aesthetics (7.2-17)	Weekly reports on case load and aging report
Building Permits	Responsiveness, professionalism, consistency, and accessibility	Resident and business surveys, focus groups, and calls on status	Permit requests completed in 30 days (*)	Aging report and CCR data
Development Management	Value appreciation, aesthetics, consistency, adequate infrastructure, accessibility, and reliable cycle time	Focus groups, CCR data, business and residential surveys, and Slice of Springs data	Overall quality ratings (7.1-1, 7.1-3) Business recommends to friends (7.2-10) City efforts (7.1-5)	Slice of Springs data, CCR data, and citizen comments at Commission meetings
School Enhancement	B or better school rating and adequate number of student stations	Focus groups, resident survey, and periodic forums	% overcrowding (7.5-2) School grades (7.1-9)	Reports projecting student population and periodic performance reports from the Charter School
Community Relations	Opportunities for involvement, diverse vital events, and inclusive atmosphere	Resident survey and focus groups	Customer satisfaction by ethnicity (7.2-2)	CCR data and Advisory Committee input
Key Work Process Support	Requirements	How Requirements Determined	Performance Measure	In-Process Measures
Recruitment	Timely; frequent communication and quality applicants	Feedback from staff	Supervisors' rating of cycle time (7.4-13)	Data from survey of supervisors on individual recruitments and monthly aging reports
Workforce Development	Valuable, sensitive to time commitments, and various delivery methods	Annual employee survey, supervisory forums, and specific program surveys	Training satisfaction rating (7.4-5, 7.4-6)	Exit surveys on individual programs and data from Supervisory Forum
Employee Relations	Accurate, timely information on operations, fair administration of policies, input, and positive environment	Exit interviews, focus groups and employee surveys	Turnover (7.4-2) Customer satisfaction (7.4-4)	Data from exit interviews and HR liaison program

Table 6.1-1 Cont'd Core competencies, key work processes, and key work process support for the City of Coral Springs. In general, in-process measures and reports available on site. * Results available on site.

Key Work Process Support	Requirements	How Requirements Determined	Performance Measure	In-Process Measures
Employee Benefits	Accurate data, timely responses to questions, fair, and confidential	Annual employee survey, focus groups, and union negotiations	Administration quality (7.4-9)	Data from exit interviews and HR liaison program
Workforce Health, Safety, and Security	Fully deployed	Safety Committee, focus groups, and employee survey	Sick leave usage (7.4-7) Workers comp claims per 100 employees (7.4-8)	Monthly reports and daily accident reports
Accounting	Accurate, accessible, and responsive	Periodic focus groups, internal customer complaints, and finance department surveys	Bond rating (7.3.1)	Internal controls built into processes and monthly reports
IS Production	System availability and meeting service level agreements	"Business case" established for systems and IS survey	Repair calls per workstation (*)	Daily reports on service standards
IS Support	Meet service level agreements for problems and requests, and user-friendly	IS survey and IS liaisons	IT cost per citizen (7.5-7)	Daily reports on service standards
Fleet Maintenance	Reliability, convenient, and responsive	Standing advisory group and annual user survey	Customer satisfaction (7.5-3) Fleet Availability (*)	Monthly advisory group meetings and monthly reports

Table 6.1-1 Cont'd Core competencies, key work processes, and key work process support for the City of Coral Springs. In general, in-process measures and reports available on site. * Results available on site.

communicated through *Coral Springs* magazine, the City's web site, CityRadio and CityTV. Data gathered through patrol is input to strategic planning and strategic planning produces new initiatives that are factored into financial planning.

The core competencies and key work processes contribute to delivering customer value because the City is the only source of these vital services, and they are the primary basis customers use to assess City government. This is not an assumption; "key driver analysis" of the annual survey empirically supports this assertion, as does information from the other listening and learning processes. The core competencies and key work processes contribute to profitability, organizational success, and sustainability in that results in these areas create the credibility necessary for voter support of City programs and innovations. The core competencies are also tied to the City's strategic priorities which are carefully crafted based the annual environmental scan that includes several data sets on community priorities.

6.1b(2) The requirements for the core competencies and key work processes are listed in **Table 6.1-1**. The approach to determining the requirements of each process is also included in the Table. The design process (**Figure 6.1-1**), provides an overview of how customer, supplier and partner input is used in determining requirements. In addition to having input through surveys, focus groups and SWOT inventories as shown in the figure, suppliers and partners are consulted directly by design teams. For instance, the team that designed the new Code Administrative Citation process consulted a panel of Special Masters who reviewed draft documents and the proposed process flow. These Special Masters are attorneys hired by the City to adjudicate hearings on code matters; they will be the administrative judges who make decisions on the merits of the new of citations. Special Masters are both customers and

suppliers in the new process and had direct and substantial input to the process design.

Customers, suppliers and partners participate in team meetings to determine if modifications in on-going processes are warranted. This input is systematically solicited in different ways for different processes (**Table 6.1-1**). For instance, parks maintenance crews survey users of the parks they maintain on a quarterly basis. EMS staff provides families they assist with cards requesting feedback. Public Works contracts for a survey of residents who live directly adjacent to their work sites. Suppliers/partners such as Waste Management and Charter School management are required to periodically survey their customers and provide the results and summary of corrective action to City staff. (Waste Management results are reported in **7.5-14**; other supplier/partner results are available on site.) The Coral Springs Museum of Art, Inc. receives guidance from a board of directors who meet on a monthly basis. Action plans are developed to assure follow up.

6.1b(3) Processes are designed to meet all key requirements through multiple phases of testing and revision before a process or significant process change is fully implemented (**Figure 6.1-1**) and through involvement of customers in the design. Implementation is affected when a process consistently produces the required output or outcome. Teams develop innovations when exiting processes fail to meet changing requirements or research on best practices shows that exiting approaches are inadequate to meet new requirements. In addition, the City's budget manual includes a "Jump Start Review Process." It is used in the development of proposals and stimulates non-incremental thinking.

New technology is incorporated into processes through Information Services staff who serve on all development teams. They research best practices, scout and critique new technology

through professional associations, user groups and networks of local governments. Their relationships with vendors provide information on technological developments. The design process requires research into best practices and benchmarking. At this time, web-based applications are a major focus of local governments across the nation, affording many opportunities to share experience with technology. Coral Springs has recently incorporated web-enabled applications into the building permit process, the employment process, and water bill payment.

Incorporating organizational knowledge does not require a complex system in a small, flat organization like Coral Springs. Staff of the Information Services, Human Resources, and Financial Services departments serve all departments and are on all teams. With this “cross-fertilization,” organizational knowledge is built into all processes. The effective use of service standards in Information Services resulted in the development of service standards in other areas (Human Resources, Code Enforcement, Facilities Management, etc.). Learning is also shared at senior management team meetings, management retreats, the budget development process, and Supervisory Forums. An improvement cycle created the new Knowledge Network that includes team stories and lessons learned. On-going teams post their activities on the Active Strategy System; the teams’ progress and approach are available to all departments for input. Further, to facilitate knowledge sharing among departments, in 2006 a comprehensive review of processes was conducted through process management training presented to senior management at team meetings.

The need for agility is acknowledged and incorporated into process design by requiring that processes have a means of monitoring changes in customer requirements and the environment. The primary sources of on-going feedback are Commissioner Comments during a regular part of their meeting agendas and customer complaints and requests that are continuously tracked for trends. If comments, requests or complaints indicate changing requirements or if in-process or outcome measures move in the wrong direction, teams will analyze the data and a rapid process improvement initiative will occur. Agility is also a function of the City’s flat organization structure. A short chain of command reduces the cycle time for problem identification and resolution.

Design quality, including ability to meet cycle-time standards, is addressed through the development of measurable specifications, not only for the entire process cycle, but also for parts of the process. Monitoring these performance measurements creates a “feedback loop” that enables design refinements if cycle-time performance is not up to standard. Upgrades in Fire Rescue response were achieved through these mechanisms. Each phase of emergency response has time standards that are monitored. If the system design does not perform to specification, detailed data is available on what part of the process is causing delays. Process improvements are focused on process segment(s) that account for the problem and the design is perfected.

Efficiency and cost control are central to the City’s culture and core values. All service and delivery systems are designed to minimize costs and maximize productivity. Forms used to present department budgets prescribe fiscal impact analysis that must be done. Because 70% of the City’s budget is devoted to personnel, only mission-critical new positions can be requested and analysis must show that all alternatives to adding staff have

been considered and are less cost effective. Raises and health benefits increase the cost of each position by more than 7% annually, therefore the most cost-effective tactic for managing more work is usually better technology. Austere staffing levels have permitted the City to move through hard economic times without reducing service or service quality. New initiatives’ current and long-term effects on cost and productivity are modeled and assessed early in the process of developing the Business Plan.

6.1c Although the City incorporates the need for agility into individual work processes, City government as a system must be able to respond rapidly and effectively to public safety and weather-related disasters. The services of local government become even more important in a disaster, and the City is located in a hurricane prone area. The organization takes a proactive approach to emergency preparedness through its Office of Emergency Management. The City’s Comprehensive Emergency Management Plan (CEMP) addresses all hazards. Mirrored after emergency operations plans at the national, state, and county levels, CEMP is reviewed and enhanced annually prior to hurricane season. Enhancements reflect changes in state or federal operations and mandates, legislative acts, the experience of the previous year and vulnerabilities of the community. The plan addresses several levels of activation, detailing the role of first responders having an emergency response role and secondary responders consisting of remaining City staff during each phase of operation. All departments have a specified role in CEMP, and department directors review their responsibilities with their staff.

Fundamental to the City’s approach to emergencies are hurricane reserve funds, shelters for employee families, our CodeRED Notification system and standing agreements with suppliers and partners. The City works cooperatively with the Broward Emergency Management Agency and other organizations critical to response and recovery operations such as organizations that maintain and operate local infrastructure and utilities, contracted debris removal firms, business and industry generally, community volunteer teams, and governmental agencies of all levels.

Mitigation consists of activities designed to reduce or eliminate risks to persons or property. Hazard mitigation includes any cost-effective measure, which will reduce the potential for damage to a facility from a disaster event. The City participates in the Broward County Mitigation Committee and is included in the countywide Mitigation Plan.

Prevention involves actions taken to avoid an incident. This planning phase includes applying intelligence and other information to a range of countermeasures such as deterrence operations, security operations, investigations to determine the full nature and source of the threat, public health and agricultural surveillance and testing, and law enforcement operations aimed at deterring and preempting crime. Prevention also includes interdicting, or disrupting illegal activity and apprehending perpetrators.

Recovery activities include immediate actions to preserve life, property, and the environment; meet basic human needs; and maintain the social, economic, and political structure of the affected community. Recovery also entails the execution of emergency operation plans and incident mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes.

Recovery planning consists of programs necessary to help individuals, communities, and the environment directly impacted by an incident to return to normal where feasible. These actions assist victims and their families, restore institutions to regain economic stability and confidence, rebuild or replace destroyed property, address environmental contamination, and reconstitute government operations and services. Recovery actions often extend long after the incident itself. Recovery programs may include hazard mitigation components designed to avoid damage from future incidents.

Additionally, the organization maintains a Continuity of Operations Plan (COOP) that outlines actions to be taken to safeguard employees and to continue operations, including information systems, in the event that one or more departments is affected by a major event. COOP establishes policy and guidance to ensure the execution of the mission essential functions and provides for the relocation of selected personnel and functions.

A focus of the COOP is preventing the loss of critical data and continuous availability of data (4.2a(3)). The City has two AS/400 computers at different locations that are fully redundant; the backup system updates every two seconds. The City also has back up power sources for all emergency dispatch and communication systems. There are written emergency procedures for all significant information system failures that could occur in an emergency.

Both the CEMP and COOP are tested annually either through an actual incident or an exercise.

6.2 Work Process Management and Improvement

6.2a(1) The system for designing processes ensures that design requirements are implemented through tests and measurement before full roll-out of processes and through feedback from users (the “Pilot Program” step in **Figure 6.1-1**). For example, a new express permit system is being tested by a team in consultation with a focus group of developers. They want quick turnaround and no lines for small routine permits. The quick turnaround requirement led to a performance measurement of issuing small plan permits in 24 hours. The “no lines” requirement dictated that all hands work on the express permits during set periods. The same focus group consulted on system specifications is helping to test the “alpha” approach and are providing feedback on the new delivery system.

The performance measures used for control and improvement of key work processes and the associated in-process measures are listed in **Table 6.1-1**. These measures, based on process requirements and training on requirements, are the principal way the City ensures requirements are met in day-to-day operations. System requirements are deployed and reinforced in department, unit, and employee objectives used for evaluation; in periodic reports on operations; in formal training, particularly training on customer service; and in discussion and problem solving during staff meetings. To minimize the cycle time for corrective action, line staff is trained to interpret and access data on performance and can bring problems to the attention of their team at any time. Extraordinary efforts to identify and solve problems are rewarded through the Instant Employee Recognition system and “Applause Cards.”

Additional Line Department Core Processes
All—CCR Tracking
Parks & Recreation—Landscaping, Irrigation, Scheduling, Transportation, and Administration
Aquatics Complex—Programming, Front Desk Operations, Retail Sales/Concession, Pool Maintenance, Facility Maintenance, Safety, and Administration
Sportsplex—Programming, Maintenance, Registration, and Contract Administration
Public Works—Programming, Maintenance, Equipment Maintenance, Facilities, and Administration
Fire/EMS—Fire Inspections, Training and Training Academy, and Administration
Police—Administration, Support, and Juvenile Division
Development Services—Community Development, Engineering, and Construction Management

Table 6.1-2 Line department processes that are not key work processes.

On customer service matters, staff is empowered to take action when requirements are not met. If lines are long, employees open additional lines. If a customer is upset, employees can take the time to let the person express their feelings and then offer alternative approaches to their concern or service need.

The City also ensures compliance with requirements in day-to-day operations and customer input on the management of processes through CCR. The short cycle time for corrective action is in part because there are multiple and highly convenient systems for making complaints and comments, e.g. through the City web site. Complaints quickly trigger corrective action because as a matter of policy they are responded to in 48 hours. Therefore, they are always on the affected unit’s “radar screen” in 48 hours.

An Early Warning System initiative was implemented in Fiscal Year 2001 to identify data that would enhance departments’ ability to anticipate unacceptable variation. A Fiscal Year 2005 improvement cycle produced the new on-line Active Strategy system, which makes the most current data on City and department performance available to staff at all times. The comprehensive quick availability of this data is a major step forward in ensuring key requirements are met in operations.

Supplier, partner and collaborator input is used in managing processes, through periodic regularly scheduled meetings on operations. For instance, Public Works management meets quarterly with Waste Management to review performance data and exchange information and ideas on operations. City management meets quarterly with the principals of schools in the City to assess our partnership with them regarding athletic field use, after school programs, leadership development, etc.

Table 6.1-1 provides examples of in-process measures for key work processes. These measures are central to daily process control. The specifics of how in-process measures are used vary because of the variety of processes the City operates. Parks will monitor participation in leagues (monthly), and safety incident reports (daily) to assess ongoing system performance. Data are kept on police and fire rescue emergency response for every call, all day and for segments of the response process. Hourly

Cross-Functional Process Improvement Team	Year	Description
Garage Team	1994	Assessed staffing and costs compared to private sector. Revised staffing & procedures; established service standards. (Privatization bid.)
Employee Health Plan Benefits Team	1994	Choices and prescription card provided at no increase in cost.
Customer Service Standards Team	1995	Developed City-wide standards and approach to monitoring and measuring compliance.
Police Vehicle Team	1995	Investigated alternative vehicle models for use as police patrol cars.
Complaint Tracking Team	1996	Adapted an existing workorder system for use as a customer complaint and comment tracking system.
Water Billing Team	1997	Processes revised and service standards established. (Privatization bid.)
Tennis Center Team	1998	Revised processes and staffing; established service standards. (Privatization bid.)
EMS "Time=Life" Time	1998	Assessed alternative approaches to delivering EMS service; City managed EMS program established. (Winner of state team competition; 4 th place at national team showcase.)
Code Enforcement Team	1998	Revised policies and procedures for deployment of Code Enforcement staff. Revised procedures for administrative resolution of code cases.
Strategic Planning and Budget Process Team	1998	Comprehensive review. Improved timing and coordination of two processes. This was the first project for the Business SWAT Team. (SWAT)
Recreation Summer Hires Team	1999	Process changes for hiring camp counselors.
Compensation and Classification Team	1999	Evaluated methodology and software.
Police False Alarm Team	2000	Developed process for reducing number of false alarms from home alarm systems. (SWAT).
Fire Inspection Team	2000	Developed approach to avoiding backlog of required inspections. (SWAT)
Fire Response Team	2001	Comprehensive review of procedures and staffing for fire response. Extensive revisions in tracking data and reports. (SWAT)
Aquatics Fitness Center Team	2001	Review of requirements, staffing, procedures. Service standards developed and adopted. (Privatization bid.)
Sterling Self-Assessment	2002	Spawned Early Warning System. (SWAT)
Fleet Preventive Maintenance Team	2002	Developed procedures to facilitate 100% compliance with preventive maintenance schedule.
Building Division Plans Review Team	2002	Comprehensive review of cycle time data and procedures regarding plans review. (SWAT)
Construction Project Management Team	2002	Procedures for more effective management of City construction projects.
Permit Invoicing Team	2003	Improve building permitting process.
Occupational License Team	2003	Developed new procedures to identify non-licensed businesses.
Police Human Resources Team	2004	Reduced cycle time for recruiting officers.
Code Enforcement Team	2004	Developed educational campaign "Codes & Curtesies" to improve resident knowledge of codes pertaining to residential property.
Assistant Chief's Team	2005	Streamlined medical supply ordering, develop equipment replacement programs for life-saving equipment, increased safety equipment deployed with firefighters, and refurbished rescue vehicle.
Project Coordinator Team	2005	Realignment of resources in the Building Department to create Project Coordinators to oversee large project permitting.
Police Fleet and Facilities Team	2005	Productivity improvements in vehicle and building repairs.
GIS Team	2005	Redesigned GIS development and deployment process to reduce cycle time, increase accessibility, and better integrate.
CSI Team	2005	Developed onboard electronic ticketing for motorcycle officers. Winner of Governor's Sterling Award Team Competition in 2005.
Integrated Financial Software Review Team	2005	Assessed relative quality of legacy systems against state-of-the-art technology, looking for productivity enhancements and increased data analysis capabilities.
Police Report Writing Team	2006	Developed new approach for writing and retrieving police reports and revised polices for reporting.

Fire Training Academy Team	2006	Oversaw the opening of the new training facility while continuing to conduct the Academy programming.
Code Enforcement Administrative Citation Team	2007	Developed new tool for reducing time to compliance on code violations.
E-Complaint Tracking Team	2007	Standing team to update and improve procedures for tracking comments, complaints and requests Citywide.

Table 6.2-2 Major Cross-Functional Process Improvement Team projects. Those identified with “SWAT” (Special Weapons and Tactics) were assigned to the Business SWAT Team. Several teams were established to respond to RFPs to determine if City services were competitive with the private sector.

or even real-time reports on response time can be produced if a system problem is being investigated. Minimally, daily reports by shift and sector of the City are analyzed to prevent any lapse from standards. Case studies are developed on response time outliers; these reports are used to assess the need for standardized corrective action.

6.2a(2) The costs associated with inspections, tests and process audits are minimized by involving employees in the development of processes, clearly defining process requirements and monitoring of in-process measures. All employees receive training in process operation and process improvement and are empowered to initiate improvements in collaboration with the members of their unit. Equipped with highly accessible performance data, a full understanding of the rational behind process design and the use of data to identify process deficiencies, problems are quickly identified and corrected. Department directors and supervisors are trained in process management and process improvement and guide improvement activities without having to negotiate with “think tank” staff units that are not part of the process.

Defects are avoided by using a design model that prescribes stakeholder involvement in service and delivery system development, testing and phased implementation. Also, central to “defect” prevention are systems employed to assure employees maintain all their required certifications. Prevention is accomplished through team research on best practices and the experience of other cities that employ the systems being evaluated.

Warranty, liability, and rework costs are managed by focusing inspections and tests in areas in which the consequences of error are most significant. Water quality is tested several times a day. Throughout the day, supervisors monitor police and fire rescue response data to determine if corrective action is needed. In addition, the full chain of command participates in suppressing major fires and managing significant police investigations.

6.2b The approach to improving work processes is described in the Organizational Profile (**Figure P.2-1**). Natural work teams and cross-functional process improvement teams use this methodology to achieve better process performance. **Table 6.2-2** lists the major cross-functional teams of the past 10 years. All employees receive training on Plan/Do/Check/Act at employee orientation. Training on process improvement stresses the analytical power of segmenting performance data both in identifying the problem and analyzing the problem. **Table 6.2-2** lists the major cross-functional teams of the past 10 years. All employees receive training on Plan/Do/Check/Act at employee orientation. Training on process improvement stresses the analytical power of segmenting performance data both in identifying the problem and analyzing the problem. For instance, response time statistics for a month might appear to meet requirements, but segmented by day of week, time of day, or sector of the City, deficiencies might be identified. Segmenting the data also permits a targeted and effective approach to generating solutions. If response time is slower than required during one period of the day, solutions are

different than if the deficiency is around the clock.

Processes are kept current with business needs and directions through the extensive listening and learning processes that feed the environmental scan used for strategic and business planning. Further, periodic input from customers on all key and core processes keeps the processes current with community change.

Improvements and lessons learned are shared with other organizational units through several mechanisms. Human Resources, Information Services and Finance Department staff participate in all cross-functional teams, and therefore “cross-pollinate” ideas. Team stories are posted on the Knowledge Network and the progress of active teams are available on the Active Strategy system. The senior management team discusses ongoing process improvements at their staff meetings and share knowledge, ideas and experience with process improvement through their periodic training on process management. The City participates in the Region 6 American Association for Quality storyboard and team competition. Staff attends these events to learn about City innovations, as well as those of other quality organizations in the community. Coral Springs has won the regional and Statewide team award twice, placed fourth in the national competition in 1998 and was in the national competition in May 2006. Films of the competing teams are shown at employee gatherings and staff meetings.

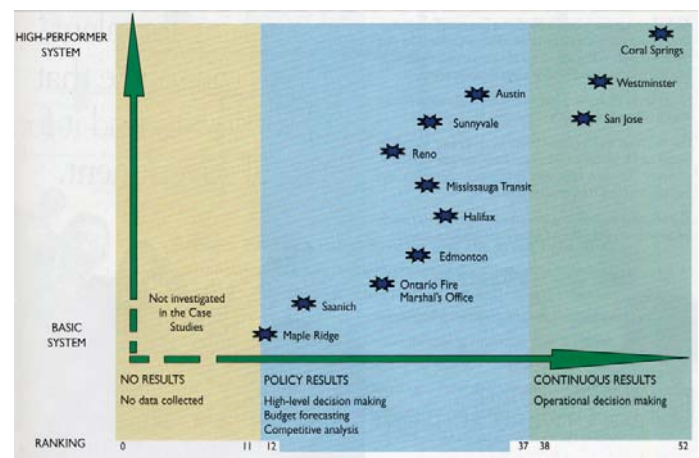


Figure 6.2-1 The City’s deployment and use of performance measurement in establishing strategy and performing daily operations was ranked highest in a recent Institute of Public Administration of Canada report, as cited in Public Management Magazine, May 2006.

7.0 Results

Business Results include actual results for Key Intended Outcomes (KIOs), departmental performance measures, and other measures that are fundamental to the performance of strategically significant processes. Because of space limitations, some key work process, support process and in-process results are not in this text but will be available on site.

A primary source of comparative data is the International City/County Managers' Association (ICMA) Center for Performance Measurement. Between 80 to 100 agencies participate in the project. **These are not average local governments; they are governments that are at the cutting edge of performance measurement and performance. The ICMA benchmark cities were selected because they have some demographics in common with Coral Springs and have a national reputation for excellence based on awards and rating systems.** Other comparison data are gathered from AAA-rated cities throughout the nation and local cities within the tri-county area. Local comparisons are used when the local economy and state law are germane. As appropriate, national rating organizations are referenced, such as the American Customer Satisfaction Index and the American Water Works Association.

7.1 Product and Service Outcomes

Results presented in the following figures address the key product, program, service features identified as customer requirements in P.1b(2), 3.1 and 3.2. One customer group, residents, requires high quality of services, a safe and aesthetically pleasing community, low taxes, quality schools, and recreational opportunities. The other customer group, businesses, requires high quality of services, a healthy economic environment, safe community, and low taxes and business fees. Note that results reported in 7.5 are also pertinent to 7.1. For instance 7.5-8 measures both aesthetics and efficiency.

Coral Springs provides services to meet the daily needs of residents like police, fire and EMS, street repairs, code enforcement and recreational activities. Businesses rely on us for building permits, inspections, occupational licenses, police and fire services. We have a good reputation based on quality schools, a low crime rate, quality parks programs and excellent customer service.

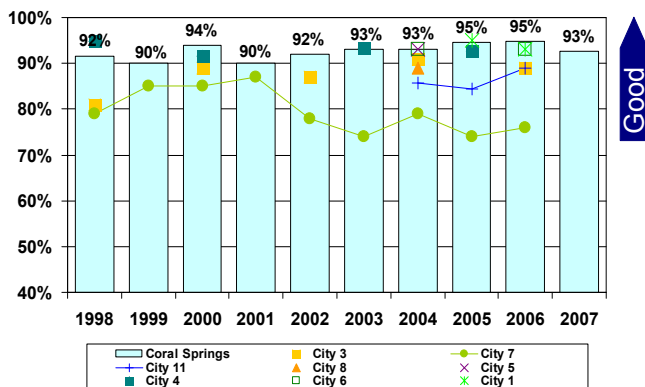


Figure 7.1-1 Residents' Overall Quality Rating (KIO)

Given that survey results are $\pm 3\%$, the City has sustained its position as the benchmark for overall quality for a decade. The City compared favorably with ICMA benchmark cities.

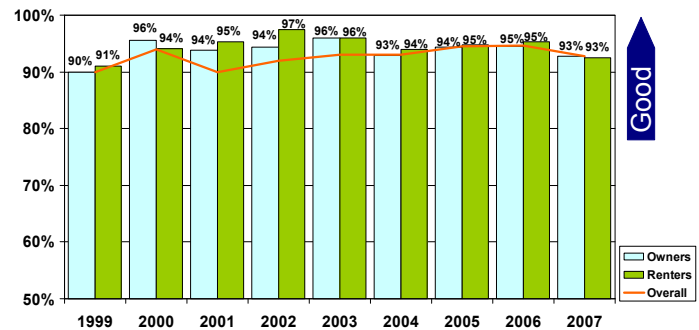


Figure 7.1-2 Residents' Overall quality rating by Segments— Owners vs. Renters

Only slight differences are evident when residential customers are segmented by home owners and renters [3.1a(1)]. Over 90% of both segments rate quality as higher than or meeting their expectations. Other segments include length of residency, whether the respondents have children, and their location in the City.

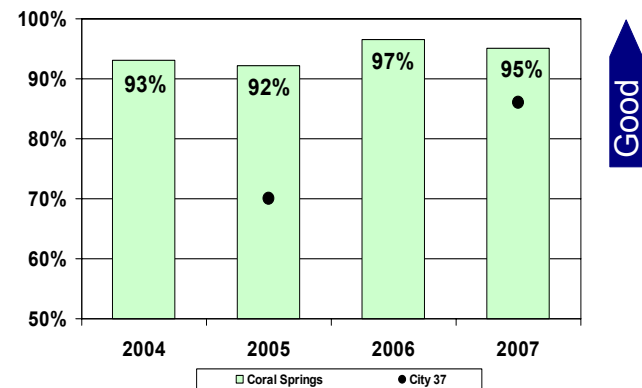


Figure 7.1-3 Businesses' Satisfaction with Overall Quality of Services

Business customers are the other major customer group within the City [P.1b(2)]. The increased ratings for Fiscal Years 2006 and 2007 are a result of previous Business Plan initiatives designed to increase their level of satisfaction with the City. This measure is not included in ICMA nor is it asked by local municipalities, except City 37.

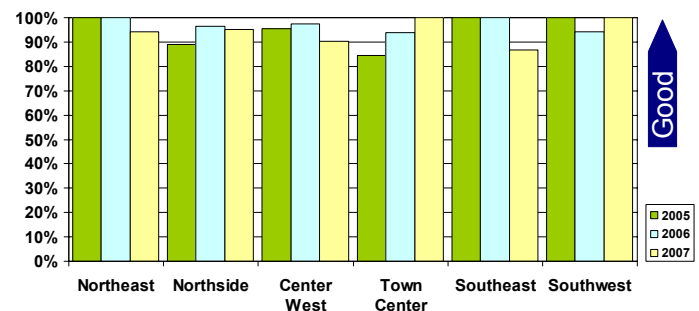


Figure 7.1-4 Business Customers' Overall Quality Rating by Segments—Geo "Slices"

Extremely positive ratings have been achieved in two areas. Two ratings declined, though not by a statistically significant percentage [3.1a(2)]. Town Center's upward trend is likely due to the completion of one corner of the Downtown redevelopment. The Southeast Slice saw a negative change, likely due to increased dissatisfaction regarding litter and other code enforcement issues. This will be addressed in the 2008 Business Plan.

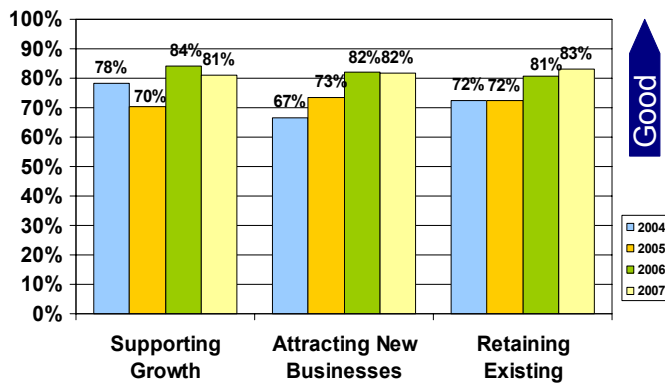


Figure 7.1-5 Businesses' Rating of City Efforts
Ratings for the City's efforts are steadily improving for each dimension. These dimensions are important to sustaining a healthy economic environment [P.1b(2)], a key customer expectation.

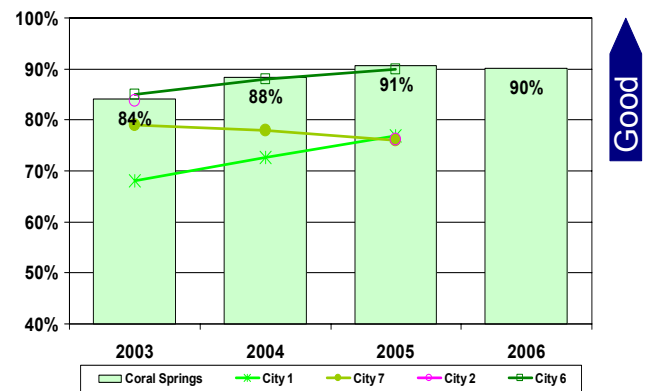


Figure 7.1-8 Fractal Response in Eight Minutes or Less by the Fire Department for Fire Calls
Recent fire truck and fire station redesign have reduced turnout time for emergency calls. Coral Springs is within the range of other ICMA benchmark cities.

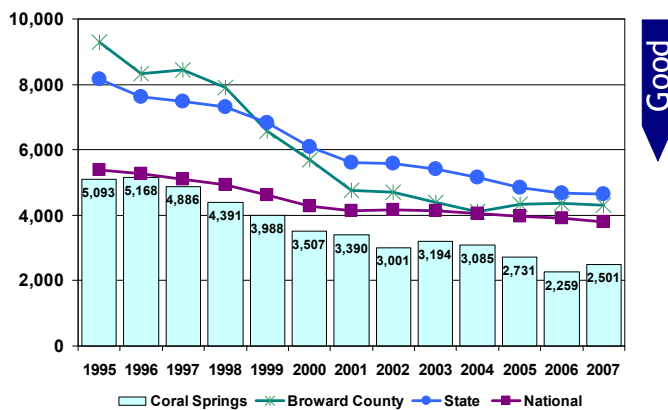


Figure 7.1-6 Crime Rate Incidents per 100,000 (Composite Index Indicator and KIO)
The City of Coral Springs' crime rate is lowest in State and the fourth lowest in the nation for cities with populations of 100,000-499,999. We had the 10th lowest crime rate in the United States overall, in all categories.

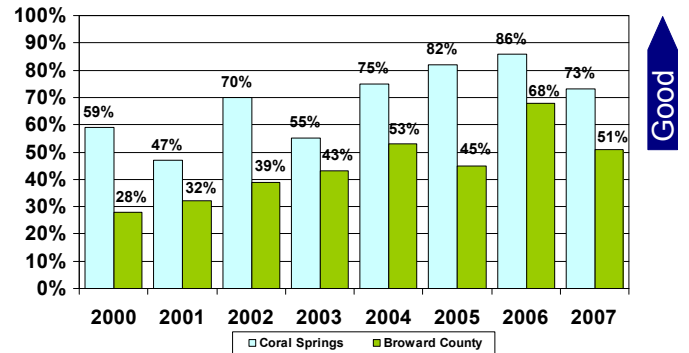


Figure 7.1-9 Percent of Schools Earning an "A" Grade
A letter grade, A through F, is assigned to each school based on student performance on the Florida Comprehensive Assessment Test in reading, math, and writing. School grading criteria also are affected by a school's demonstration of improvement from one year to the next. Grades are provided only at the school level.

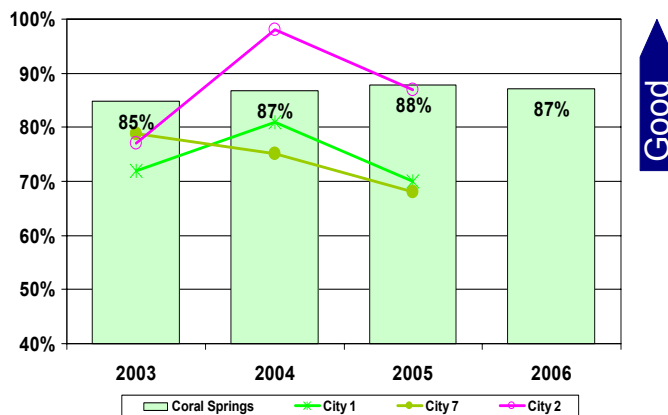


Figure 7.1-7 Fractal Response in Eight Minutes or Less by the Fire Department for EMS Calls
Coral Springs is performing better than other ICMA benchmark cities. EMS call volume increased 14% since 2003—over 1,000 additional EMS calls were responded to during that time frame.

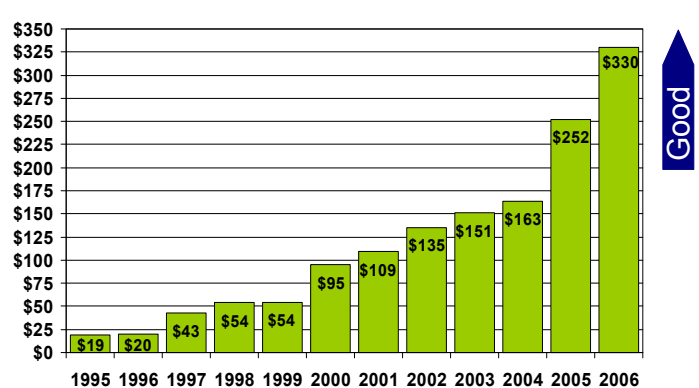


Figure 7.1-10 Cumulative Rate of Return on Economic Development Incentives
The very positive trend in this measure shows that the City has accurately projected the economic development projects and has invested prudently.

7.2 Customer-Focused Outcomes

The following figures address key customer-focused results for satisfaction, perceived value, and loyalty segmented by product and service types and groups, customer groups, and market segments as described in P.1b(2) and 3.1 per methods in 3.2.

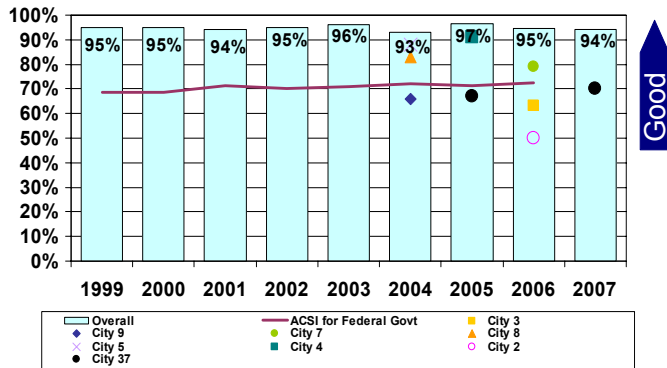


Figure 7.2-1 Residents' Overall Customer Service Rating (KIO)

Customer service is a key component of satisfaction [3.2b(1)]. The City's ratings have been consistently high and much higher than the national American Customer Satisfaction Index (ACSI) for federal government. Coral Springs compares favorably to ICMA benchmark cities.

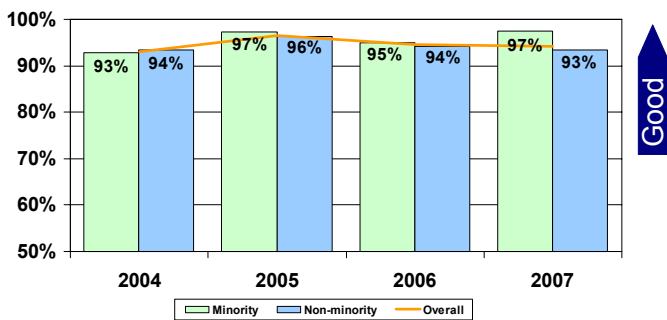


Figure 7.2-2 Residents' Overall Customer Service Rating Segmented by Ethnicity

All ethnic groups rate the City's customer service positively, though the minority rating is slightly more favorable than non-minority. Other segmented data are available on site.

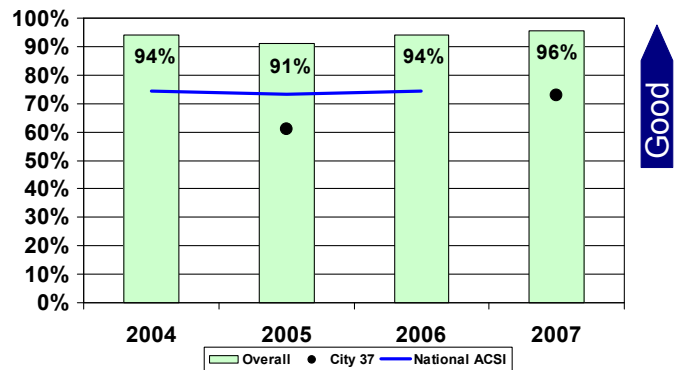


Figure 7.2-3 Businesses' Customer Satisfaction Rating
Increasing business satisfaction [3.2a] has been a focus for three years. During the last three years, at least 20 Business Plan initiatives have been dedicated to improving business satisfaction.

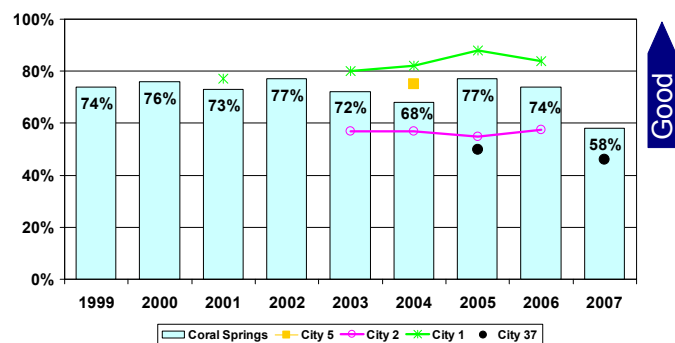


Figure 7.2-4 Residents' Value Rating (KIO)

Residents rate whether they feel their taxes are appropriate relative to the service level they receive from the City. One of our strategic challenges is pending tax reform [P.2b]. The low rating in 2007 may be attributed to the survey being conducted during highly publicized discussions in the media about tax reform proposals recommended by the legislature. These proposals were based on accusations that local governments have lavishly spent a tax windfall. City 37, south of Coral Springs, is dealing with the same tax reform challenge as reflected in their survey result. Note: Recalculated City 2 to exclude "no opinion" responses.

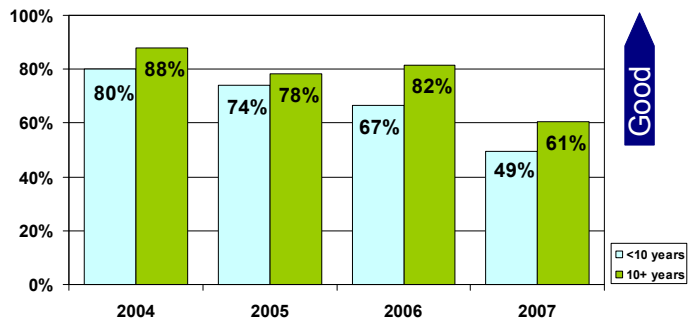


Figure 7.2-5 Residents' Value Rating Segmented by Length of Residency

Homesteaded residents receive a "Save Our Homes" benefit which caps the increase to their property value at 3% a year. Taxable values are reassessed when property is bought by a new owner. The new owner's taxes may be double what the previous owner paid. Therefore, the residents living here longest usually feel that they receive good value for their tax dollars.

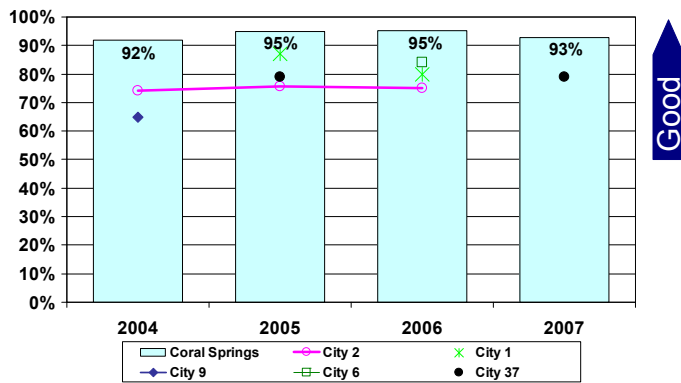


Figure 7.2-6 Quality of Range of Recreation Programs
The majority of residents are satisfied with the range of recreation programs offered by the City. Note: Recalculated City 2 to exclude “no opinion” responses.

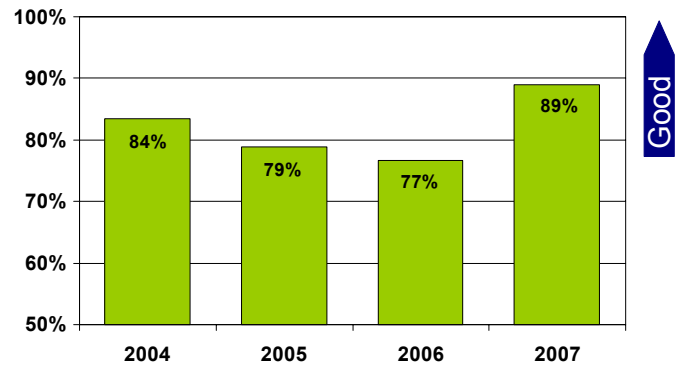


Figure 7.2-9 Businesses' Communication Rating
The business community's opinion is improving, which may be attributed to focusing on the preferred communication vehicles businesses have identified [P.1b(4) and 3.2a(1)]. The City is improving the business community's rating by focusing on direct mail efforts rather than workshops, since survey results show direct mail to be the most effective means of communication. This measure is not collected by ICMA or local municipalities.

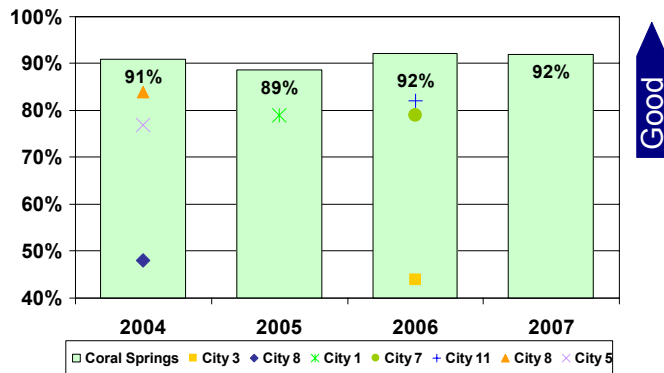


Figure 7.2-7 Residents' Communication Rating
Communicating effectively with customers is essential for building relationships and is a key driver of resident satisfaction [P.1b(4) and 3.2a(1)]. Coral Springs compares well to ICMA benchmark cities.

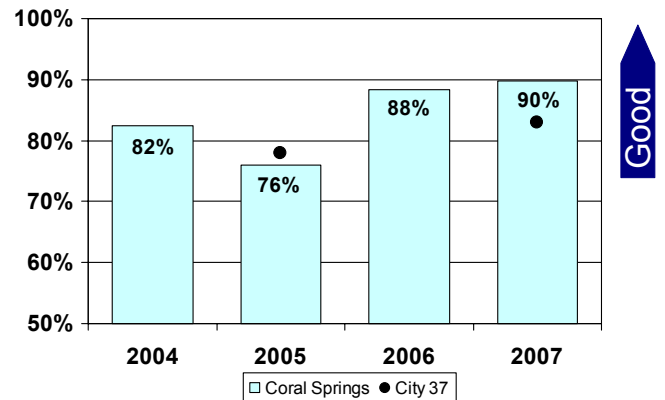


Figure 7.2-10 Likelihood of Recommending City as a Place to Run a Business
The majority of business representatives would recommend the City to others, indicating business loyalty and the potential for long-term relationships.

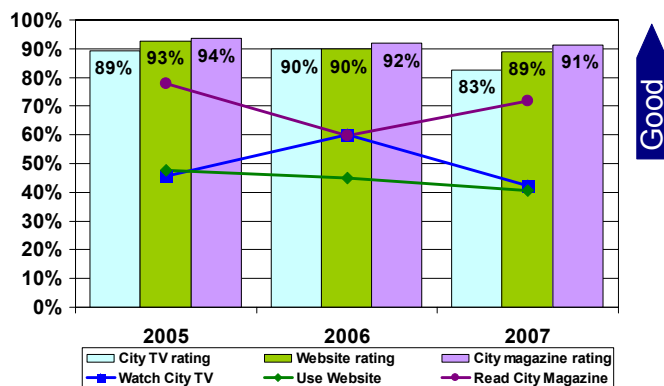


Figure 7.2-8 Communications: Most Used Communications Vehicles & Satisfaction Ratings
The most commonly used vehicles of communication are rated highly by residents [3.2a(1)]. The slight upward result in CityTV viewership in Fiscal Year 2006 was likely due to people seeking information during the aftermath of Hurricane Wilma.

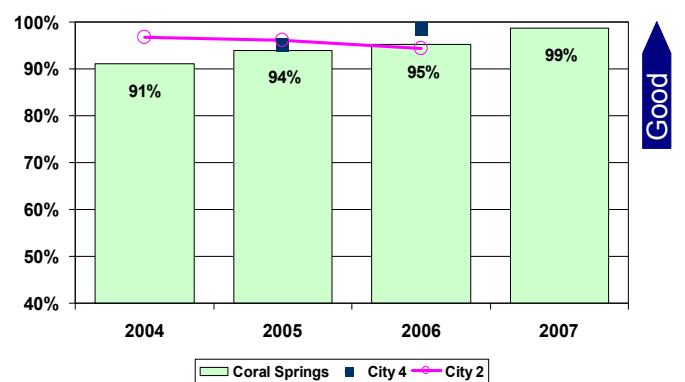


Figure 7.2-11 Quality Rating of EMS Services by Residential Customers
Residents who have used Emergency Medical Services are satisfied with the service they received. Coral Springs is on par with ICMA benchmark cities who ask their residents the same question. Note: Recalculated City 2 to exclude “no opinion” responses.

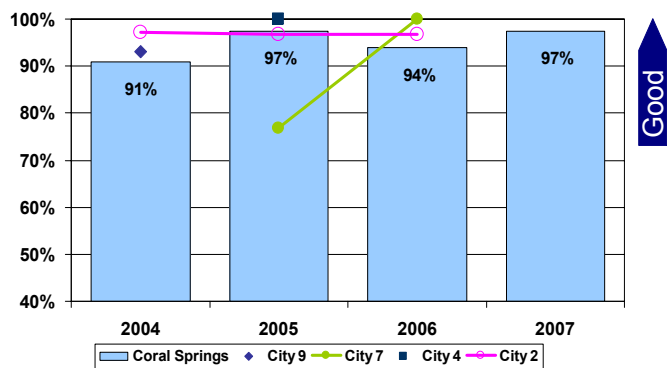


Figure 7.2-12 Quality Rating of Fire Services by Residential Customers

Residents who have used the Fire Department are satisfied with the service they received. Coral Springs is equal to ICMA benchmark cities who ask their residents the same question. Note: Recalculated City 2 to exclude “no opinion” responses

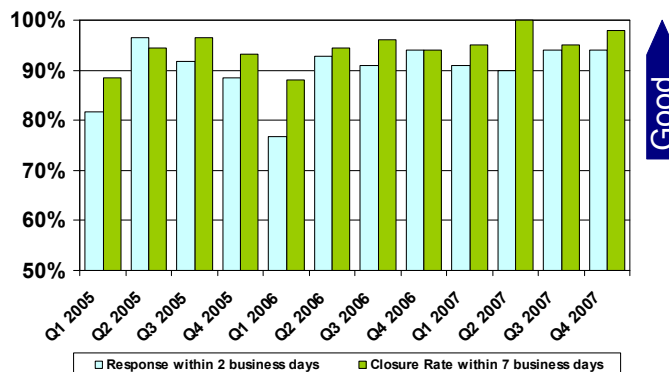


Figure 7.2-15 Complaint Tracking

The Comment/Complaint/Request system (CCR) [P.1b(4), 3.1a(2) and 3.2] is a valuable mechanism for learning about the customers' needs and expectations. The City's goal is to respond within two business days and close each case within a week. Hurricane Wilma hit at the beginning of Q1 2006, setting off an increase in complaints that did not subside for months.

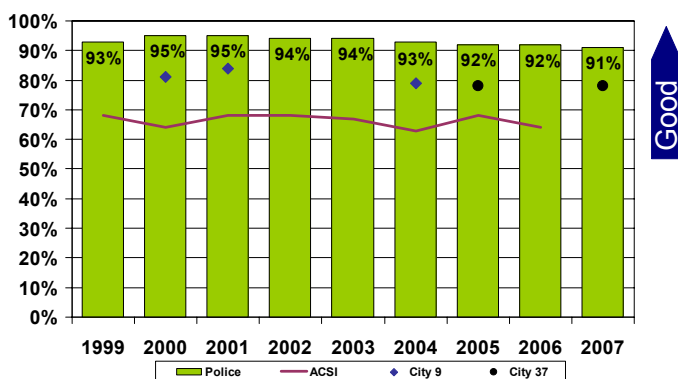


Figure 7.2-13 Residents' Quality Ratings for Police

Coral Springs compares favorably to City 9 and City 37 (the only other ICMA Benchmark Cities with a similar question), and the American Customer Satisfaction Index (ACSI) for police service in suburban areas [3.2a(1)].

The City has received several recognitions over the years, many of which are listed in **Table 5.1-1** on page 25.

Figure 7.2-16 Awards & Recognitions

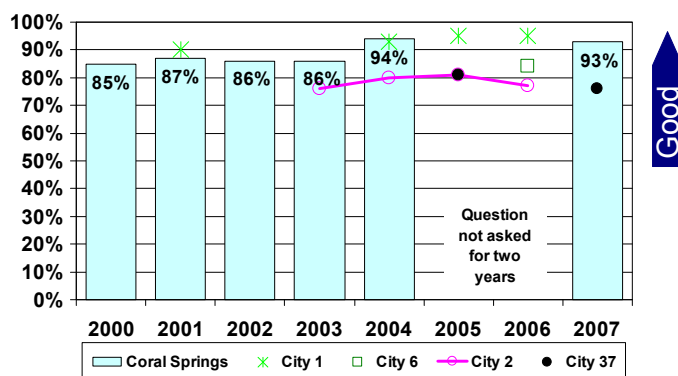


Figure 7.2-14 Residents' Satisfaction with Park Maintenance and Appearance

We often focus on in-process measures for areas like this and verify results through the resident survey by cycling questions.

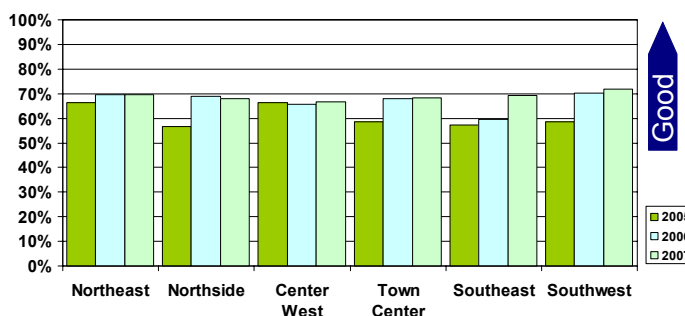


Figure 7.2-17 Aesthetics: Residents' Rating of City Efforts at Maintaining Older Neighborhoods by Segments—Geo "Slices"

The Town Center and Southeast slices have the oldest neighborhoods. Attitudes have improved and are relatively homogenous geographically, despite differences in the age of neighborhoods [P.1b(2) and 3.1a(1)].

7.3 Financial and Market Outcomes

The following figures address key financial and market results that show financial sustainability and the City's marketplace challenges and opportunities. All of the measures are tracked by senior management to assess financial performance and viability, particularly the bond rating, millage rate, debt ratios, GFOA awards, audit findings, and the Financial Trend Monitoring System indicators [1.2a(1) and 2.2a(6)].

Bond ratings indicate long-range planning and sustainability. The City of Coral Springs has received "AAA" bond ratings from the three major ratings agencies. We have maintained an AAA rating from Fitch since Fiscal Year 2000, an Aaa rating from Moody's since Fiscal Year 2001 and an AAA from S&P since Fiscal Year 2004. According to Moody's, Coral Springs is among only five cities in Florida to earn such a prestigious rating. "AAA" rated bonds are considered the safest for investors, with the least risk of default. Our cost to finance debt is reduced because of the City's credit worthiness. Also, Fitch has used Coral Springs as a best practice to educate other applicants [1.2a(1), 2.1a(1) and (2), 4.1a(2), and 4.1b(1)].

Figure 7.3-1 Positive Financial Standing—Bond Ratings

Coral Springs has won the annual GFOA Certificate of Achievement for Excellence in Financial Reporting 27 years in a row. In order to be awarded the Certificate of Achievement, the City must publish an easy to read and efficiently organized comprehensive annual financial report (CAFR) that satisfies both accounting principles generally accepted in the USA and applicable legal requirements. The City has also won the annual GFOA Distinguished Budget Presentation Award for sixteen consecutive years. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. Coral Springs is among the distinguished to have received an "outstanding" rating in each of the four above mentioned criteria (though not all at the same time). Coral Springs has also received special recognitions for Performance Measurement and Capital [2.1a(1) and (2)].

Figure 7.3-2 Government Finance Officers Association of the United States and Canada (GFOA)

The City of Coral Springs has not received any audit findings from the external auditor in 11 years, which confirms that the City's internal control structure produces financial statements that "are free of material misstatement, whether caused by error, fraudulent financial reporting or misappropriation of assets... An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation" according to a letter prepared by the auditing firm. It is unusual to receive "zero findings" in a management letter [1.2a(1)].

Figure 7.3-3 Number of Audit Findings

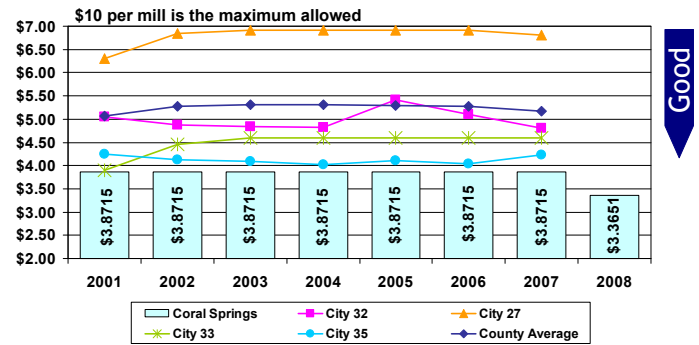


Figure 7.3-4 Operating Millage Rate

The City's goal is to provide high service levels while maintaining a low millage rate. Coral Springs has the lowest millage rate in Broward County as compared to local cities of 70,000 or more.

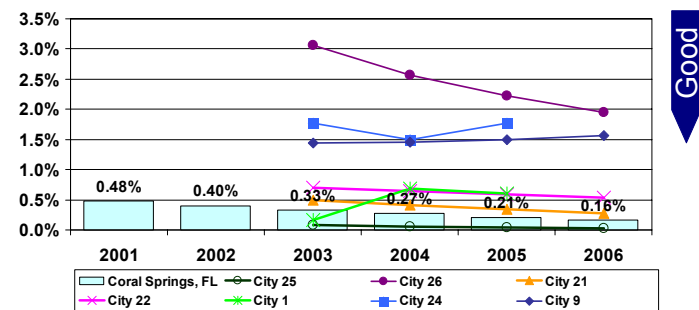


Figure 7.3-5 Percentage Net Bonded Long Term Debt to Assessed Value (FTMS)

This is a measure of the long-term debt burden (General Obligation) on the community. Coral Springs compares favorably to other AAA-rated cities in the nation. The City has been committed to pay down debt per its financial policy, which is evident in the reduction of debt to assessed value. Coral Springs compares favorably to other AAA-rated cities.

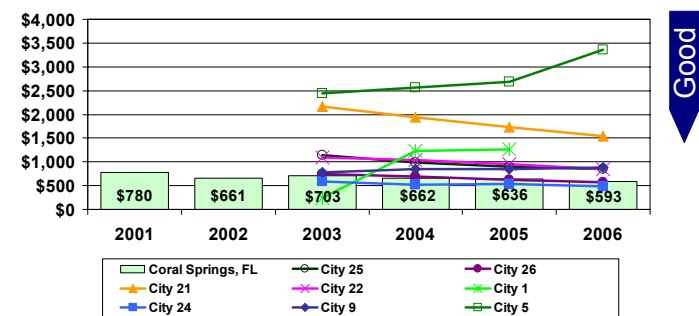


Figure 7.3-6 Direct Net Long-Term Debt per Capita

Includes overall governmental debt, such as franchise revenue bonds, per resident. In part because of the policy of "funding depreciation" from operating funds rather than through debt, the measure is at a ten-year low. The City has been committed to pay down debt per its financial policy, which is evident in the reduction of debt per capita over time. Coral Springs compares favorably to other AAA-rated cities.

7.4 Workforce-Focused Outcomes

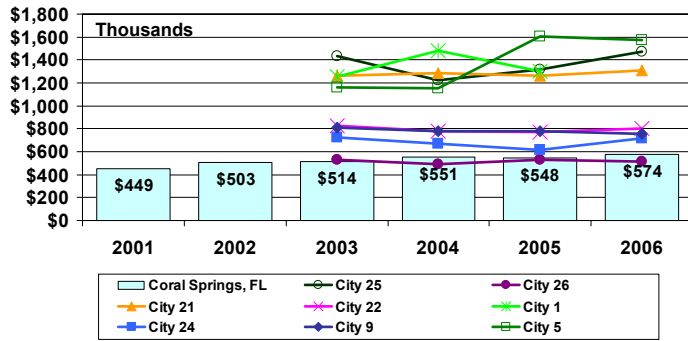


Figure 7.3-7 Net Operating Expenditures per Capita (FTMS)

From 2001 to 2006, Coral Springs incrementally moved from a volunteer fire department to a fully paid fire department. Even as the population stabilizes and the operating costs increase (notably health benefits and fuel), Coral Springs still compares well with other AAA-rated cities.

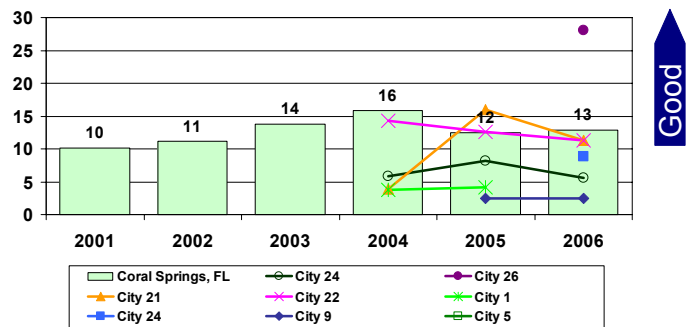


Figure 7.3-8 Quick Ratio

Cash and investments divided by current liabilities. The quick ratio shows how well an organization can fund unexpected emergencies, such as hurricane recovery. The quick ratio is viewed as a sign of an organization's financial strength or weakness (higher number means stronger, lower number means weaker). Coral Springs compares favorably with other AAA-rated cities.

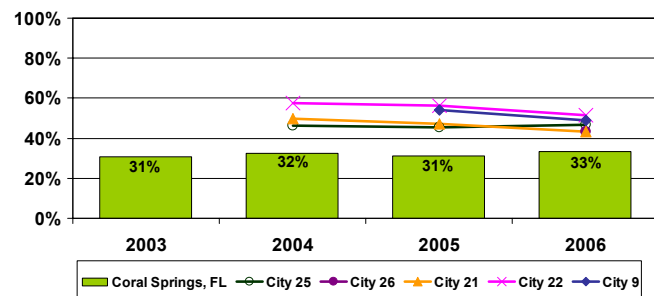


Figure 7.3-9 Property Tax Revenue as a percentage of General Fund Revenues

Some cities, such as City 5, City 24, and City 1 rely on sales tax as the primary revenue source. City 1 also receives state income tax. Sales tax and property tax is approximately equal in City 26. In general, cities in Florida rely on property taxes to fund a large percentage of their budgets. Coral Springs' strategy is to diversify sources of revenue to avoid being too dependant on any one source [P.2b].

Results presented in the following figures address the key workforce requirements outlined in P.1a(3): competitive pay and benefits; safe work environment; recognition; and positive work environment. The key workforce requirement of job security is measured through compliance with the City's no layoff policy in excess of 15 years [1.1b(1)]. During this time frame, other local municipalities have had to layoff staff.

Workforce engagement, satisfaction and development; workforce capability and capacity; and workforce climate are also addressed in the following figures [5.0].

Where not already provided, segmented data are available on site. Volunteer surveys have been conducted periodically and results are available on site.

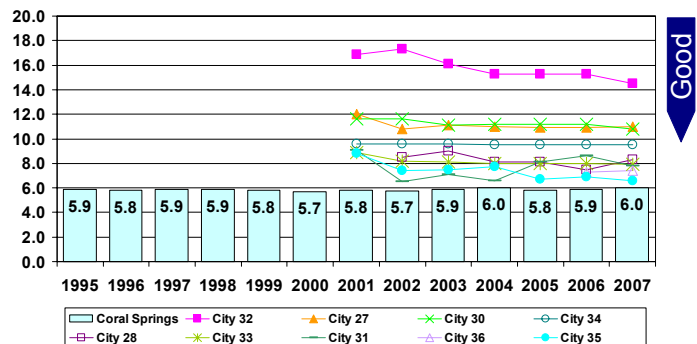


Figure 7.4-1 Employees per 1,000 Residents

As compared to other large cities within Broward County. As population has grown this number has remained constant—reflecting sustained high productivity from continuous improvement efforts.

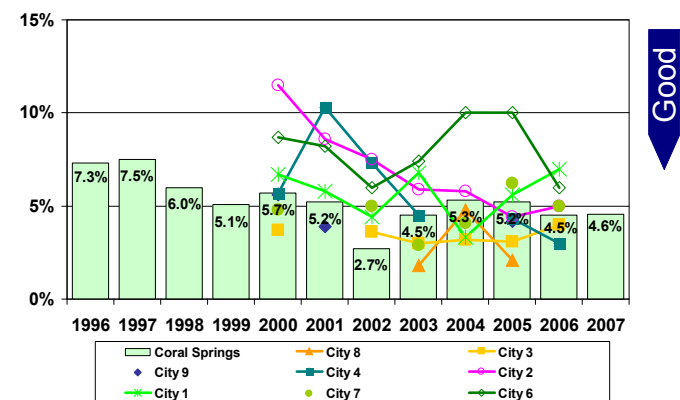


Figure 7.4-2 Employee Turnover

The City of Coral Springs has a very low turnover rate and it has been getting lower since 1996. City emphasis on employee satisfaction and well-being has influenced this result [5.1c(1)].

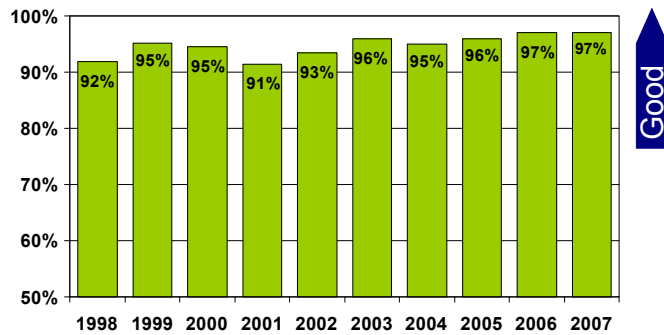


Figure 7.4-3 Quality of Human Resources

Satisfaction with the quality of Human Resources services has remained consistently high [5.1c(1)].

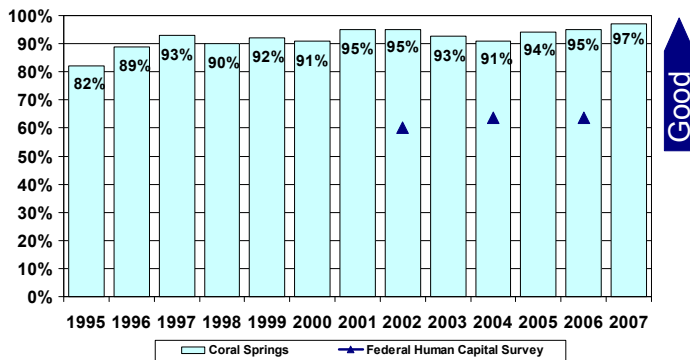


Figure 7.4-4 Employee Satisfaction (Composite Index Indicator and KIO)

A very high level has been sustained for over ten years. The majority of City employees "would recommend working for the City to a friend," which is higher than the Federal Human Capital Survey (FHCS) responses to that question. The FHCS is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Government-wide, 221,479 respondents completed the FHCS survey [5.1c(1)].

	2004		2005		2006		2007	
	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt
Human Resources staff provides quality service	98%	96%	97%	97%	97%	98%	99%	98%
I am satisfied with the liaison services provided by Human Resources	94%	87%	89%	89%	93%	95%	93%	95%
Human Resources is sensitive to my time commitments when scheduling training session and meetings	85%	81%	89%	89%	92%	91%	83%	87%
I am able to apply skills or knowledge learned through City training to my job	97%	89%	98%	89%	95%	94%	93%	93%
The benefits package meets my needs	89%	88%	95%	93%	82%	84%	93%	94%
I am satisfied with the wellness activities	97%	90%	96%	97%	88%	94%	98%	89%
I would recommend working for the City of Coral Springs to a friend	94%	91%	96%	95%	95%	96%	99%	98%

Figure 7.4-5 Human Resources Employee Survey Results—by Classification

Segment data for select questions on the Annual Human Resources employee survey [5.1c(1)].

	2002		2003		2004		2005		2006		2007	
	NM	M	NM	M	NM	M	NM	M	NM	M	NM	M
Key: NM = Non-Minority M = Minority												
Human Resources staff provides quality service	95%	94%	95%	96%	96%	93%	98%	96%	98%	98%	97%	100%
I am satisfied with the liaison services provided by Human Resources	89%	83%	91%	89%	88%	89%	89%	98%	95%	97%	94%	93%
Human Resources is sensitive to my time commitments when scheduling training session and meetings	84%	89%	89%	91%	81%	87%	89%	93%	91%	95%	86%	88%
I am able to apply skills or knowledge learned through City training to my job	91%	96%	91%	90%	92%	90%	90%	97%	96%	87%	93%	91%
The benefits package meets my needs	92%	93%	91%	85%	89%	87%	92%	100%	84%	83%	95%	96%
I am satisfied with the wellness activities	93%	95%	93%	88%	92%	88%	94%	95%	93%	94%	95%	86%
I would recommend working for the City of Coral Springs to a friend	94%	98%	93%	89%	91%	94%	96%	88%	96%	95%	98%	98%

Figure 7.4-6 Human Resources Employee Survey Results—by Ethnicity

Segment data for select questions on the Annual Human Resources employee survey [5.1c(1)].

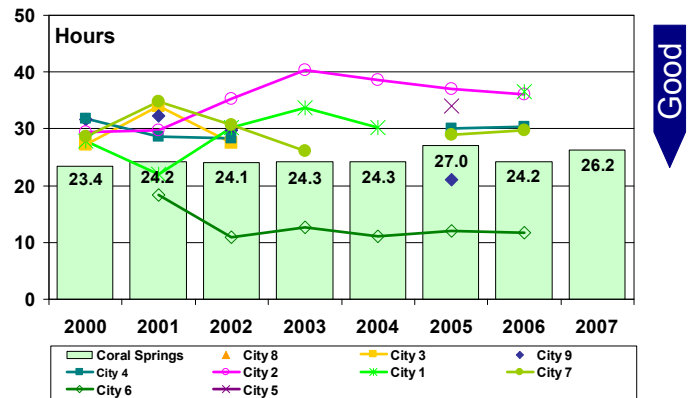


Figure 7.4-7 Sick Leave per 1,000 Hours Worked

The low number of sick leave per hours worked is attributable to the City's Wellness Program and incentives such as sick leave buy-back [5.1c(1) and 5.1a(4)].

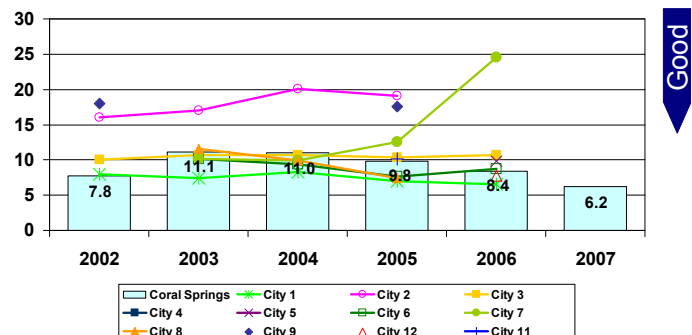


Figure 7.4-8 Workers' Compensation Claims per 100 Employees

In support of having a safe work environment and continuous improvement, the City has a Safety Committee which meets once a month to review accidents. In doing so, it can determine whether or not an accident was preventable and make changes based on its findings [5.1c(1), 5.2a(4) and 5.2b(1)].

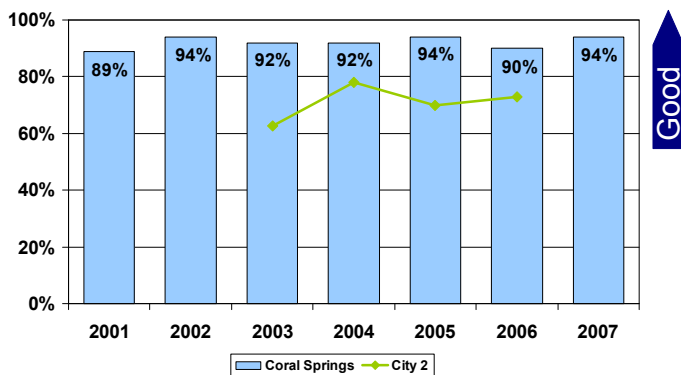


Figure 7.4-9 Satisfaction with Administration of Benefits
The City has a Employee Benefits Focus Group with representatives from each department and all levels. When the need arises to make changes to the health care plan, the focus group analyzes data and makes recommendations [5.1c(1) and 5.2b(2)].

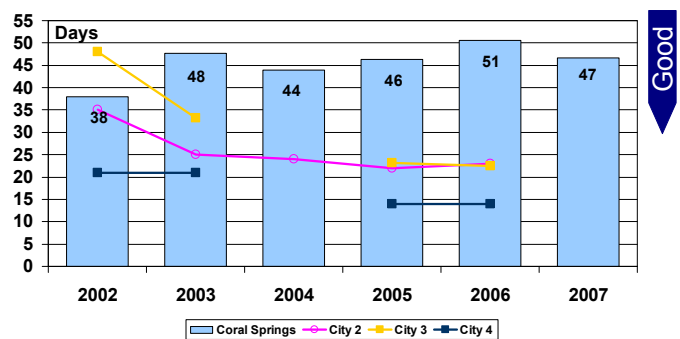


Figure 7.4-12 Recruitment Cycle Time
For positions that do not require testing, Coral Springs' recruitment cycle time is lower than ICMA benchmark cities [5.2a(2)].

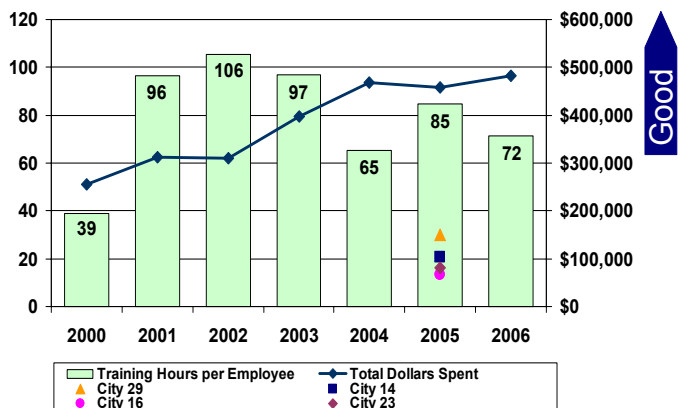


Figure 7.4-10 Training Hours per Employee vs. Total Dollars Spent for Training
The increase in training hours during 2001-2003 was due to the establishment of a paid Fire/EMS Department and the accompanying training required. Coral Springs' number of training hours per employee compares favorably to other Florida cities [5.1c(1)].

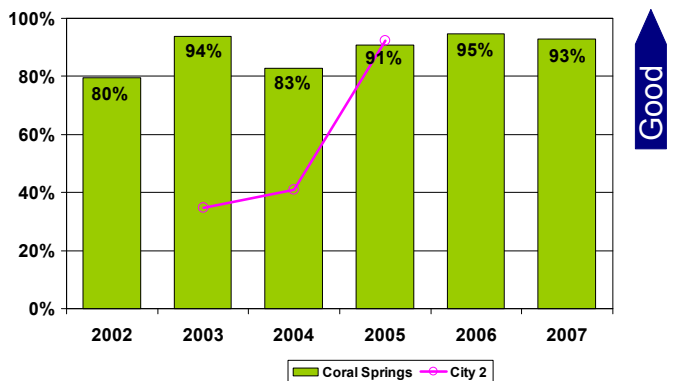


Figure 7.4-13 Supervisor Satisfaction with Recruitment
The majority of supervisors are satisfied with the recruitment process [5.2a(2)].

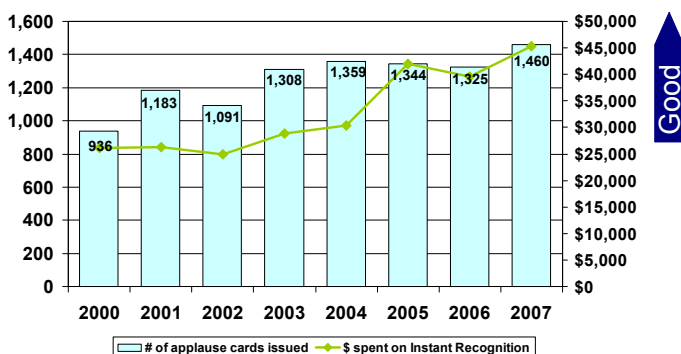


Figure 7.4-11 Rewards and Recognition
Anyone in the organization is authorized to recognize another employee's outstanding performance by presenting him or her with an applause card or other incentive from the Instant Award Recognition Program [1.1b(1), 3.2a(1) and 5.1c(1)]. Both programs are growing in popularity.

7.5 Organizational Effectiveness Outcomes

Results presented in the following figures address the key work processes and key operational requirements per the **Profile** and **6.0**.

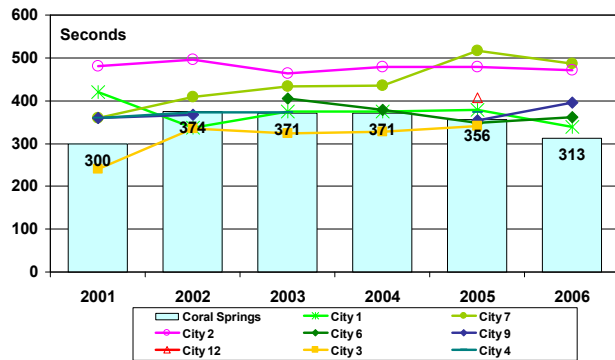


Figure 7.5-1 Police Response Time

Total average time from receipt of top priority police telephone call to arrival on scene (in seconds). Coral Springs compares well to other ICMA benchmark cities.

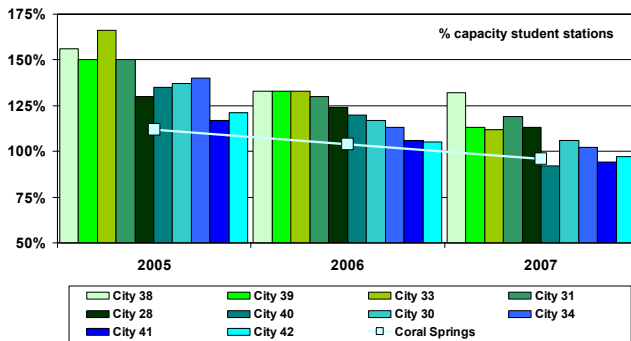


Figure 7.5-2 School Overcrowding

Coral Springs schools capacity as compared to 10 other local cities with a high percentage of youth in the population (23% or more). "Excellence in Education" is a Strategic Priority. The City has successfully collaborated with the school board to add student stations in order to decrease overcrowding [P.1b(3)].

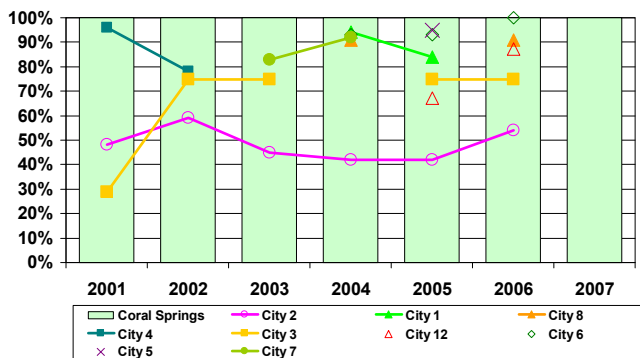


Figure 7.5-3 Fleet Overall Customer Satisfaction

The City compares favorably to ICMA benchmark cities.

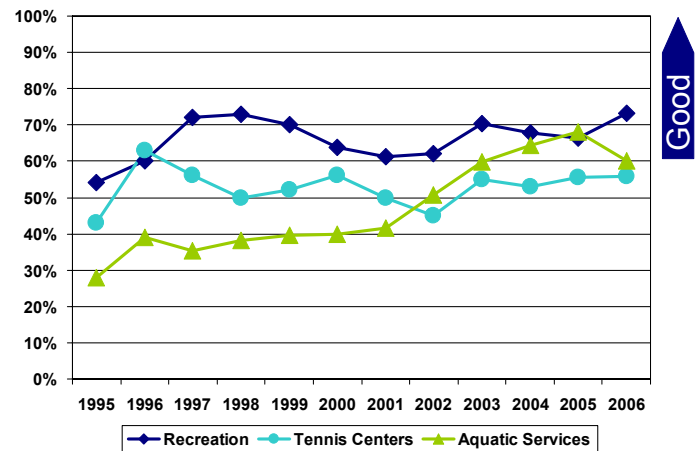


Figure 7.5-4 Cost Recovery for Parks Divisions

The cost recovery goals are negotiated between department directors and the City Manager [4.1]. Recreation is a subdivision of the Parks & Recreation department.

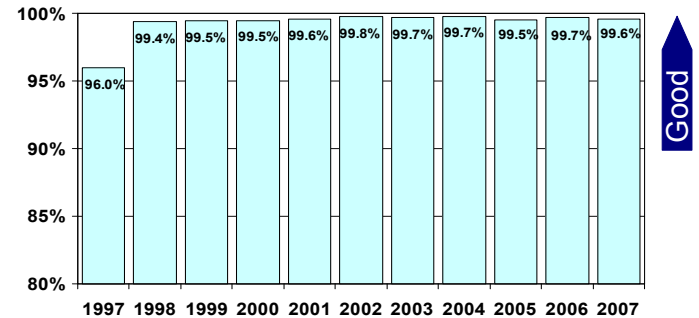


Figure 7.5-5 Information Services System Availability

Despite the significant growth in the number and complexity of the computing environment, vital systems remain available for use [4.2a(2)].

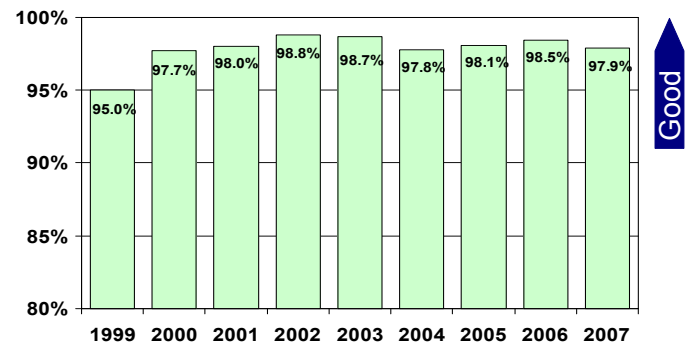


Figure 7.5-6 Information Services Percentage Met Service Level Agreement for Demand Request

Service standards are negotiated with customers and Information Services staff consistently performs according to those standards for demand requests [4.2a(2)].

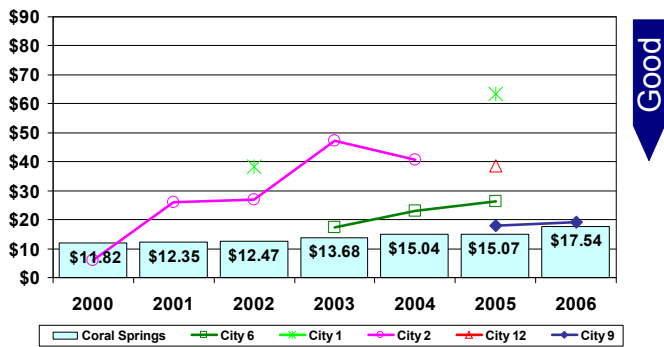


Figure 7.5-7 Information Services Expenditures per Resident

The cost per citizen to operate the Information Services department has increased slightly over the years, but is still less than ICMA benchmark cities. The increase is partially due to continuously updating technology combined with a stable population caused by reaching build-out.

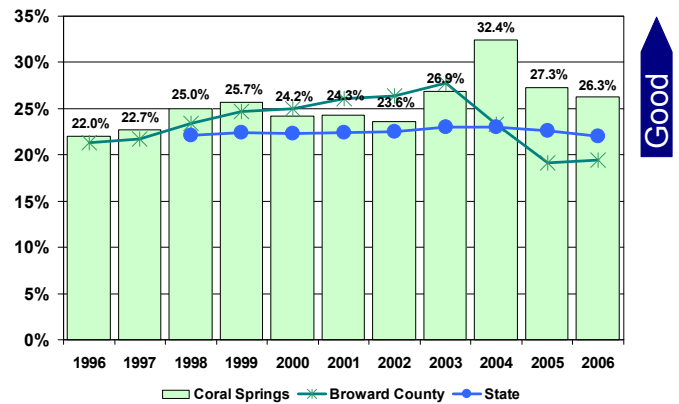


Figure 7.5-10 Crime Clearance Rate

Programs such as proactive surveillance sweeps and the robbery task force contribute to a high clearance rate. The City also analyzes crime patterns using GIS.

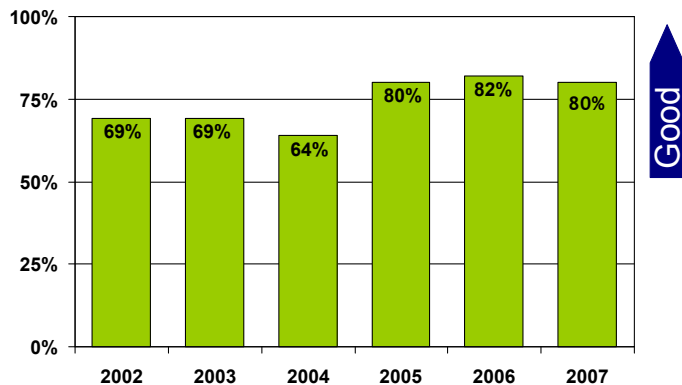


Figure 7.5-8 Percent Code Violations Brought into Voluntary Compliance Prior to Judicial Process (KIO)

Through proactive code enforcement, the City is able to educate home owners thus sparing both parties costly judicial remedies.

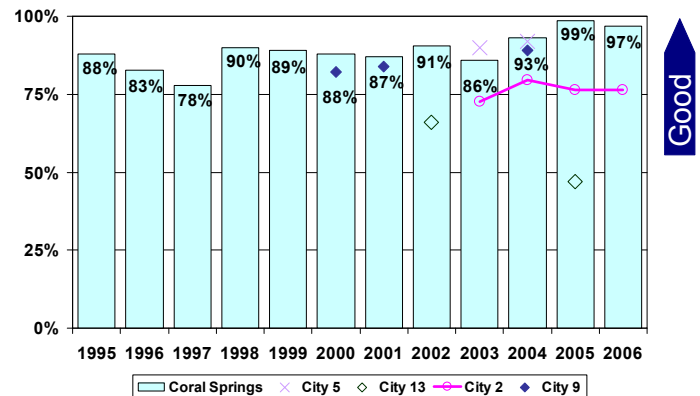


Figure 7.5-11 Residents' Safety Ratings in City Parks During the Day

A safe community is a key customer requirement. Note: Recalculated City 2 to exclude "no opinion" responses.

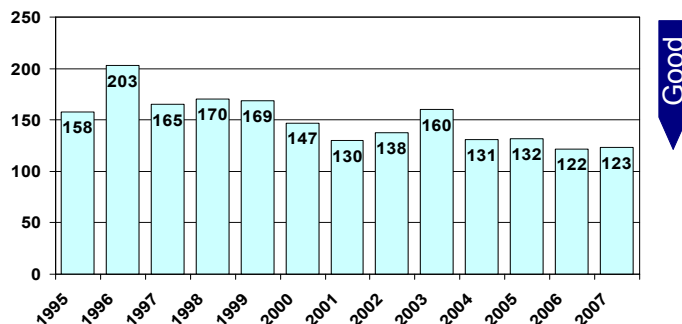


Figure 7.5-9 Accidents at Major Intersections (Composite Index Indicator and KIO)

The number of accidents at 16 major intersections is tracked and analyzed to reveal trends and to identify which methods are effective at reducing the number of crashes.

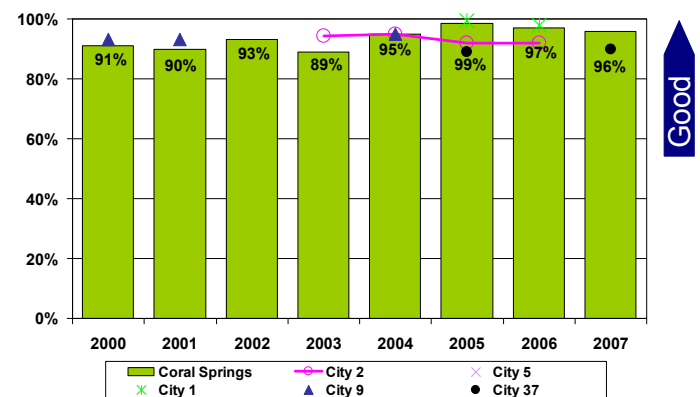


Figure 7.5-12 Residents' Safety Ratings in Neighborhoods During the Day

A safe community is a key customer requirement. The majority of residents feel safe in their neighborhood during the day, slightly higher than another local city. Note: Recalculated City 2 to exclude "no opinion" responses.

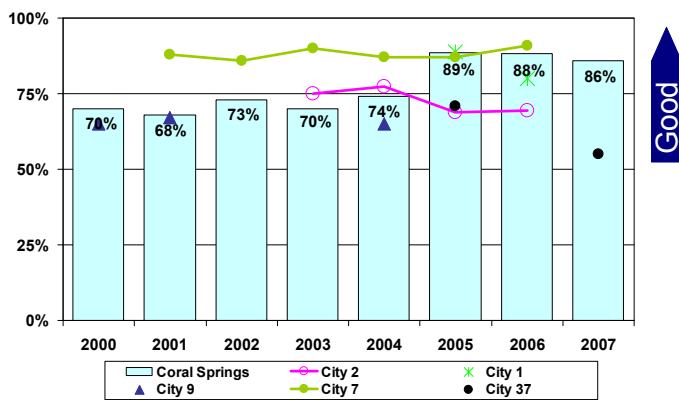


Figure 7.5-13 Residents' Safety Ratings in Neighborhoods After Dark

A safe community is a key customer requirement. The number of residents that feel safe in their neighborhood after dark has risen in recent years, and is much higher than another local city. Note: Recalculated City 2 to exclude "no opinion" responses.

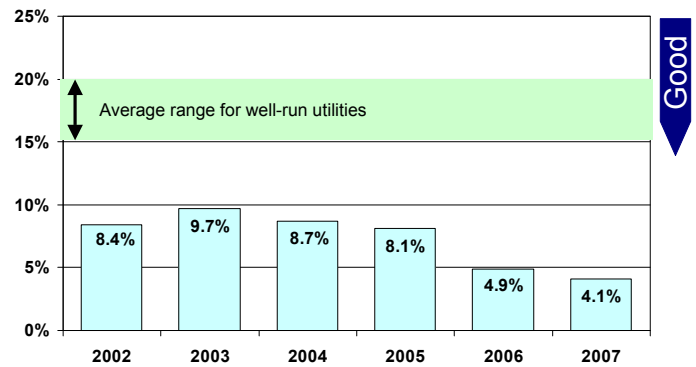


Figure 7.5-16 Water Accountability

Average amount of water lost per year—the difference between the quantity of water supplied to a city's network and metered quantity of water used by the customers. The percentage of physical losses may be influenced by the quality of the piped network, total amount of water used, system pressure, degree of supply continuity, and in repairing meters. Reducing loss is crucial to the financial health of water utilities and saves scarce water resources. Water loss in well-run utilities is 15-20% according to the World Bank Group. The City's goal is not to exceed 10% per the American Water Works Association.

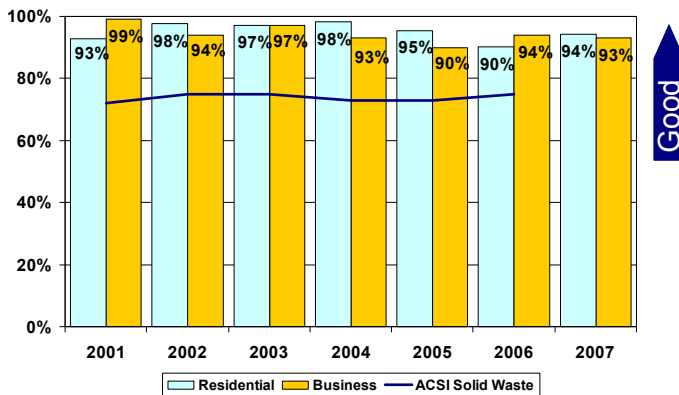


Figure 7.5-14 Waste Management Customer Ratings

Waste Management is one of our key suppliers [P.1b(3)]. Their performance contract requires that they survey their customers annually [6.1b(2)]. Coral Springs compares favorably to ACSI ratings for solid waste disposal service in suburban areas (ACSI does not specify whether survey respondents were residents or businesses).

7.6 Leadership and Social Responsibility

The following figures are key governance and senior leadership results, such as strategic plan and action plan accomplishments [2.1b(1), 2.2a(6), 2.2b], ethical behavior, survey results regarding organizational ethics, fiscal accountability [7.3], environmental, regulatory and legal compliance, social responsibility, and organizational citizenship in support of key communities [1.2c].

The City is in full compliance with all of the regulations and standards listed in Table P.1-2 [P.1a(5), 1.1a(2) and 1.2b(1)]. In addition, the annual "Water Quality Report" is mailed to all water customers and placed on the City's website to allow residents to have a better understanding of the quality of their water.

Figure 7.6-1 Regulatory Compliance

Coral Springs Support of Its Key Communities in 2007	
Non-Profit Fire Assessment Waiver	\$603,000
West Atlantic Branch Library (City funds branch children's library for county library system)	\$304,000
School Resource Officers in elementary schools	\$180,000
CS Museum of Art	\$171,000
Thanksgiving Baskets	\$71,000
School Crossing Guards at middle schools	\$70,000
Community Chest	\$60,000
Street Tree Subsidy	\$60,000
Youth and Family Grants	\$50,000
Youth Mentor Program	\$50,000
Multi-cultural events	\$45,000
School Nurse Program	\$25,000
Drowning Prevention Program	\$30,000
Martin Luther King College Scholarships	\$19,000
University Partnership	\$18,000
Summer recreation scholarships	\$18,000
Rape self-defense classes	\$10,000
Sports league scholarships	\$12,000
Safety Town (teach fire safety in elementary schools)	\$8,000
Pool memberships to low income families	\$8,000
Smoke detector giveaway (low income housing)	\$5,000
Sports Commission Grants	\$2,500

Figure 7.6-2 Support of Key Communities [1.2c]

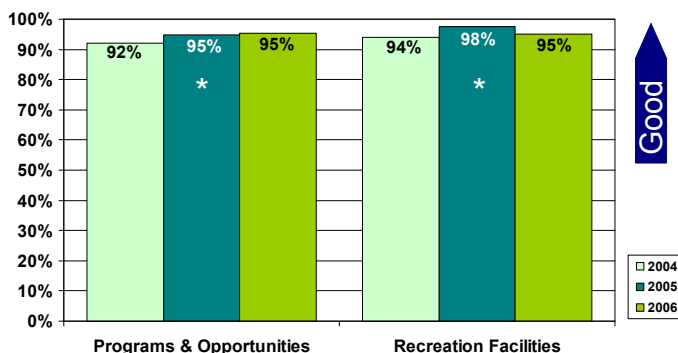


Figure 7.5-15 Parks & Recreation Ratings

Resident ratings for parks and recreation programs and facilities have steadily increased during the past three years. *Seventy-eight percent of City 37 residents positively rated the quality of their programs and facilities in 2005.

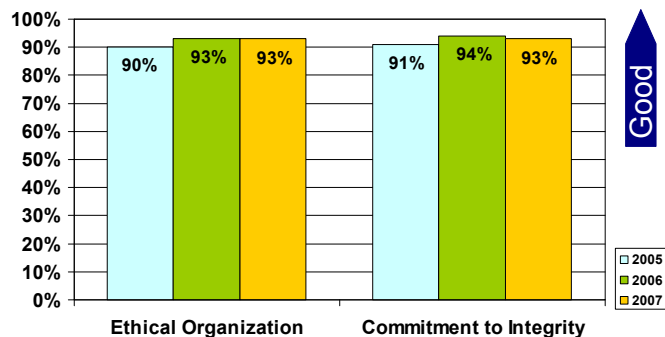


Figure 7.6-3 Employees' Ratings of Ethics and Integrity

The majority of employees agreed with the statements "Overall, I think my organization is highly ethical" and "The City's commitment to integrity has been clearly communicated to all employees" [1.2b(2)].

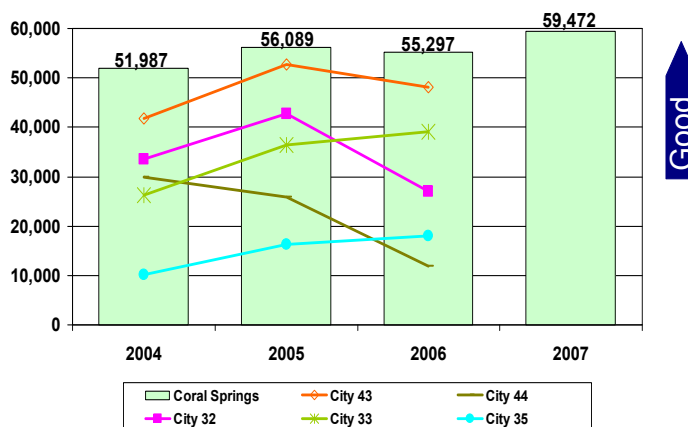


Figure 7.6-6 Average Number of Riders per Bus on Intra-city Routes

Via a partnership with Broward County, the City subsidizes an intra-city bus system to reduce traffic congestion, pollution and reliance on foreign oil. This service also offers mobility to low-income residents. Based on input from current and former riders, the City created a new initiative in 2006 to build 10 new bus shelters per year to encourage ridership.

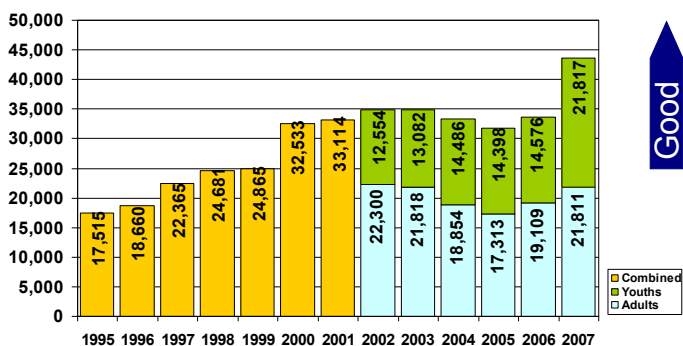


Figure 7.6-4 Number of Residents' Volunteer Hours (KIO)

Customer Involved Government: Our customers are part of the delivery system. According to Independent Sector, the estimated dollar value of a volunteer hour is \$18.04, which means volunteer time for the City in 2006 was worth more than \$600,000.

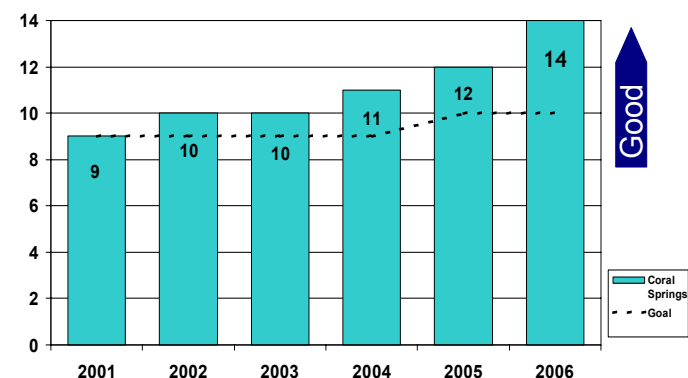


Figure 7.6-7 Number of Middle School After-School Programs

The City is committed to offering productive activities for youth during the hours after school. One of our directional statements is to "promote positive outlets for youth during after-school and evening hours."

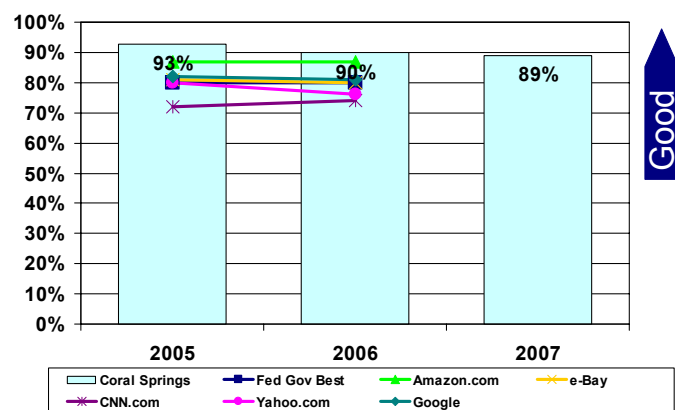


Figure 7.6-5 Web site Ratings

Keeping our citizens informed is an important method of supporting our residents and key communities.

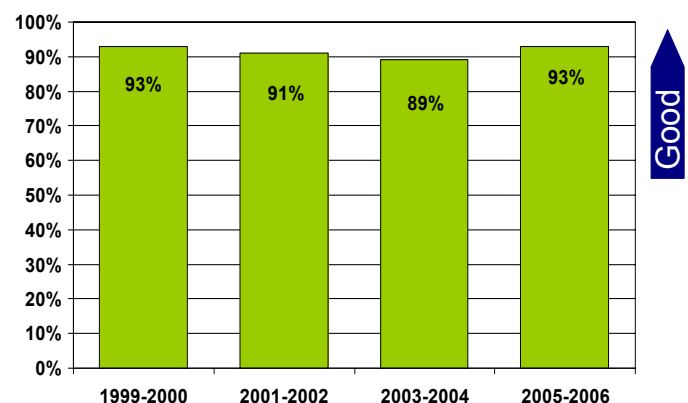


Figure 7.6-8 Percent of KIOs Achieved

Key Intended Outcomes (KIOs) are performance goals that reflect outcomes of the Strategic Priorities as outlined in each biennial Strategic Plan. In the past, KIOs had two-year goals and the chart above shows how many of those goals were met within each given cycle which indicates our accomplishment of Strategic Objectives [1.2a(2), 2.1, 4.1a(1) and 5.1a(3)].