



Source: City Manager

Agenda Item No: REP 34-14

To: City Council  
From: City Manager and Staff

Council Meeting Date: Apr 7, 2014

**Re:** Missouri Quality Award and Malcolm Baldrige National Quality Award - Update

**EXECUTIVE SUMMARY:**

This report is an update to Resolution 49-10: Council resolution setting a goal for applying for a Missouri Quality Award and the Malcolm Baldrige National Quality Award.

**DISCUSSION:**

At the March 1, 2010 Council meeting, Council passed R49-10 setting a goal for applying for a Missouri Quality Award and the Malcolm Baldrige National Quality award with a target date for submitting applications for each award by October 1, 2010.

Congress passed the Malcolm Baldrige National Quality Improvement Act in 1987. The purpose of the Act, and the awards program it spawned, was to enhance U.S. competitiveness by encouraging organizations to focus on quality and performance excellence. It did this by establishing criteria for evaluating improvement efforts, identifying and recognizing role-model organizations, and disseminating and sharing best practices. The Malcolm Baldrige National Quality Award is awarded each year by the President of the United States to businesses and non-profit entities that are evaluated on seven categories in the Baldrige Criteria for Performance Excellence - Leadership, Strategic Planning, Customer Focus, Measurement Analysis and Knowledge Management, Workforce Focus, Operations Focus, and Results. Coral Springs, Florida and Irving, Texas are the only two cities to achieve this prestigious award. The Missouri Quality Award is modeled after the Baldrige Award with similar objectives as the Malcolm Baldrige Award.

The attached document "Columbia Journey to Excellence Proposed Order of Events" provides an update to the progress staff has made toward the City of Columbia's Journey to Excellence. Some of the highlights include:

- To date, almost 20 city employees have completed the Missouri Quality Award Examiner training
- The City of Columbia has adopted a 2012-2015 City-Wide Strategic Plan
- Contact Center Implementation - soft opening scheduled March 2014
- Department heads participated in a Two-Day Baldrige Workshop for Executives - February 2014

**FISCAL IMPACT:**

n/a

**VISION IMPACT:**

<http://www.gocolumbiamo.com/Council/Meetings/visionimpact.php>

**SUGGESTED COUNCIL ACTIONS:**

Information only.

FISCAL and VISION NOTES:					
City Fiscal Impact Enter all that apply		Program Impact		Mandates	
City's current net FY cost	\$0.00	New Program/ Agency?		Federal or State mandated?	
Amount of funds already appropriated	\$0.00	Duplicates/Expands an existing program?		<b>Vision Implementation impact</b>	
Amount of budget amendment needed	\$0.00	Fiscal Impact on any local political subdivision?		Enter all that apply: Refer to Web site	
Estimated 2 year net costs:		<b>Resources Required</b>		Vision Impact?	No
One Time	\$0.00	Requires add'l FTE Personnel?		Primary Vision, Strategy and/or Goal Item #	
Operating/ Ongoing	\$0.00	Requires add'l facilities?		Secondary Vision, Strategy and/or Goal Item #	
		Requires add'l capital equipment?		Fiscal year implementation Task #	

**\*COMPONENTS LISTED IN ORDER:**

**Current Status:**

**1) Vision, Mission, and Core Values Track: reviewed and adopted revisions through Strategic Plan 2012-2015.**

100% complete

- Finalize Core Values – Customer Service, Communication, Continuous Improvement, Integrity, and Teamwork (Adopted R203-10 on 9/20/2010); added sixth core value Stewardship (Adopted via Strategic Plan on 09/17/2012)
- Finalize Mission Statement
- Finalize Vision Statement (Mike Levinson, City Manager, Coral Springs)  
Stating our 13 Vision Statements could be incorporated into the City Strategic Plan.

100% complete

100% complete

100% complete

**2a) Show Me Self Assessment Track:**

- Presentation to Council by Raina Knox, President, Excellence in Missouri Foundation
- Conduct Show Me Organizational Assessment-Excellence in Missouri Foundation-6-8 Month process (Lee Summit, Missouri recently completed in 8 months)
- Final Show Me Self Assessment Report
- Report Results to Council by Raina Knox, President, Excellence in Missouri Foundation
- Key themes identified in the Show-Me Challenge feedback report will be addressed along With the city's strategic priorities

100% complete

100% complete

April 18, 2011 Pre-Council

April 18, 2011 Pre-Council

**2b) Citizen Survey Track: Survey will be conducted March 2013; survey questions are being designed to measure performance**

- Develop **Customer Satisfaction Survey**
- Complete (RFP) Request for Survey Proposals
- Conduct/Complete Customer Satisfaction Survey
- Develop/**Complete Employee Workforce Satisfaction Training Curriculum**
- Develop/Complete (RFP) Request for Proposals- Customer Service Training
- Develop **Employee Workforce Engagement Survey – May 2011**  
(**Second survey - May 2013**)

100% complete

100% complete

100% complete

100% complete

100% complete

100% complete

## 2c) Organizational/Integration Track:

- Coordinate Feedback from Columbia Board of Examiners and Present to Council and Agenda Staff 100% complete
- Conduct Employee Customer Service Training Trainer the Trainers, 1<sup>st</sup> Class September, 2011
- Develop a City University (Human Resources Strategic Initiative) Implemented Fall 2013
- Create a reward and recognition program 100% complete
  - Small cash bonus incentive program – revised criteria to include customer service standards and core values
  - In-Site – post success stories
  - City Manager's Annual Service Award – city picnic

## 3) Missouri Quality Board of Examiners – continue professional development

- 2010 Board of Examiners – Stephanie Browning, Mike Hood, John Glascock (no site visit) Kathy Baker, and Jim Windsor.
- 2011 Board of Examiners – Kathy Baker (2<sup>nd</sup> year), Jim Windsor (2<sup>nd</sup> year), Mary Ellen Lea, Toni Messina, Shelley Jones (no site visit), and Amy Schneider (no site visit), Margrace Buckler
- 2012 Board of Examiners – Margrace Buckler (2<sup>nd</sup> year), Shelley Jones (2<sup>nd</sup> year), Leigh Britt, Mike Griggs, Melinda Pope, Carol Wilson, and Megan McConachie
- 2013 Board of Examiners – Carol Rhodes, Jackie Lowrey, Leigh Britt, Megan McConachie, and Carol Wilson
- 2014 Board of Examiners – Jackie Lowrey, Megan McConachie, Carol Wilson, Leigh Britt, Cynthia Mitchell, Clif Jarvis, and Dave Sorrell

### **Missouri Quality Award Application Submittal:** May 2013 (on hold)

- Application Writing Workshop – December 11, 2013: Attendees: Megan McConachie and Jackie Lowrey December 2013
- Two-Day Baldrige Workshop for Executives: Customized Workshop: Dr. Raina Knox January 2014

#### 4) Strategic Planning Track

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|--|------------------------|
| ▪ Council endorses Baldrige-based strategic planning model   | November 7, 2011       |
| Strategic planning consultants retained  | March 2012             |
| Environmental Scan conducted and Trend Statements developed  | April 24, 2012         |
| Department-level Strengths, Weaknesses, Opportunities, and Threats (SWOT)  | April 30 – May 1, 2012 |
| Citywide SWOT  | May 8, 2012            |
| Council Strategic Planning work session: presentation and discussion of environmental scan   | May 21, 2012           |
| ▪ City Council Strategic Planning Retreat  | June 8 – 9, 2012       |
| Established City vision, mission, values, and core competencies; Identified 7 strategic priority areas and strategic goals for city government             |                        |
| Formed work groups for each strategic priority to further develop strategic objectives, citywide initiatives, resource requirements, and lead assignments. |                        |
| Workgroups refine plan documents   | June – August, 2012    |
| Strategic Plan adopted by Council  | September 17, 2012     |
| Department Plans due to City Manager   | September 30, 2012     |
| ▪ Next Steps:  |                        |
| Evaluate strategic planning process to identify opportunities for improvement for future cycles.   |                        |
| Establish calendar / deadlines to update plan in alignment with budget process.  |                        |
| Develop regular reporting mechanism for Cabinet meetings to assure accountability –  |                        |
| Created dashboard  | 100% complete          |
| Communicate the plan to city employees – PIO group charged with developing and   |                        |
| Deploying communication plan – internal and external   | Ongoing                |

#### 5) Performance Measurement Track:

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|--|-----------------------|
| • Three Customer Satisfaction Pilot Studies – test month in March 2011, Kick-Off April 2011: | 100% complete         |
| Office of Neighborhood Services  |                       |
| Public Safety/Police Department  |                       |
| Public Health and Human Services   |                       |
| ▪ Joined ICMA Center for Performance Measurement   | First year – complete |
| ▪ ICMA report – participant  | Complete              |

## 6) Customer-Centered Culture:

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|---|---------------|
| ▪ Executed Customer Service Trainer Training Contract with EdTrek Inc   | November 2011 |
| ▪ Developed city-wide service standards – 5 Themes: responsive, professional, helpful, knowledgeable and friendly; and, department specific scenarios for training sessions | December 2011 |
| ▪ Service with Principles – 20 city employees certified as licensed facilitators in the “Service with Principle” training   | February 2012 |
| ▪ <i>Shifting to a Service Culture</i> training for executive/manager level; introduced <i>Service with Principles</i> key concepts to top leadership                       | February 2012 |
| ▪ Quarterly training sessions offered through FY12  | 100% complete |
| ▪ All staff will receive training, including temporary employees<br>(note: challenge to schedule training for “shift workers”)  | 75% complete  |
| ▪ Customer service training added to new hire orientation   | 100% complete |
| ▪ Revised performance evaluations to include customer service as a city-wide competency   | 100% complete |
| ▪ Organizational goals linked to customer service through strategic plan  |               |
| ▪ Hiring practices include behavioral interviewing  | Ongoing       |

## 7) Contact Center:

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|--|---------------------------------|
| ▪ Developed budget; two CSR positions in FY13 budget                                   | FY2013                          |
| ▪ Work stations being added in Public Communications (2 <sup>nd</sup> floor City Hall) | 100% complete                   |
| ▪ Created CRM Team: CMO, Finance, IT, Public Works, GIS, PCO and Law                   | 100% complete                   |
| ▪ Developed implementation plan – efforts will be combined with ERP                    | Phase 1 Implementation - COFERS |
| ▪ Created goals/objectives   | 100% complete                   |

### Next steps:

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|---|---------------|
| Develop specifications for RFP; award bid for CRM. – Tyler Incident Mgr.          | 100% complete |
| Create knowledge base   | In progress   |
| Develop service level agreements with initial department served by Contact Center | In progress   |
| Provide training and education for employees and internal partners                | In progress   |
| Soft Opening – Public Works Solid Waste Division                                  | March 2014    |

## 8) Coral Springs:

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| • Video Conference with Staff | 100% complete |
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## 9) City Business Plan:

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| Department budgets will serve as business plan. | Ongoing |
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