

# Tool Kit:

## *Breaking Down Departmental Barriers*



ICMA UNIVERSITY



# Agenda

(Stated in Eastern Time)

- 12:30 Audio/visual Test Pattern for Technical Staff
- 12:50 IG Membership information clip
- 1:00 Welcome to Panel and Introduction of “Breaking Down Departmental Barriers” by moderator Katy Singlaub
- 1:10 Moderator-led Case Studies by Panel  
- City of Naperville, IL - Frank Selvaggi, Lt.Gary Bolt  
- City of Tucson, AZ - Paul Swift, Mike Rankin  
- Sarasota County - Jim Ley
- 1:50 10 minute break
- 2:00 Q&A portion of Program - Remote audience encouraged to call, fax and email in questions to panel



**Moderator:**

Katy Singlaub, County Manager of Washoe County, NV, and current IG Board member


Singlaub brings years of experience in local government and media relations to this broadcast. She is an experienced and dynamic facilitator, and will introduce the issues and challenges of restructuring communications and citizen service delivery based on outcomes instead of department headings.

**Foreword from The Innovation Groups:**

As more local governments move toward high performance models, the benefits of organizing around outcomes is becoming a clear trend. Organizations that are framed around traditional internal processes are giving way to more dynamic systems that are catered to specific customer needs, with practices that involve multiple departments, divisions and levels of management.

The cities of Tucson and Naperville will present on how they have pooled their resources from across their organizations to develop strategies for ongoing issues, i.e. elderly services, blight defense strategies and remote government offices.

The common theme that runs through these programs is the shift of the organizational culture toward more customer-centric thinking, and the recognition that the best solutions often require flexibility, out-of-the-box thinking and collaboration.

	<p><b>This session meets the ICMA University Management Practices:</b></p> <p><b>1: Staff Effectiveness:</b> Promoting the development and performance of staff and employees throughout the organization</p> <p><b>14: Advocacy and Interpersonal Communication:</b> Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest</p>
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# Case Study: Naperville, IL

## A SYSTEM'S APPROACH TO PROBLEM SOLVING

City of Naperville, IL

### Contact:

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### Overview:

In 1999, the City of Naperville was an organization of strong departmental silos where services and programs functioned within the confines of their host departments, virtually independent of one another and with very little perceived reason to interact with others. Then two things happened that caused significant change in the city organization. First, Naperville hired a new City Manager, Peter Burchard, in November 1997. Second, the new City Manager was quickly inundated with complaints about the commercial development process (in one of the fastest growing cities with populations over 100,000). So a new direction was set that was grounded in the city's business strategies. It set a new tone for an organizational culture in which employees were encouraged to participate in their work, to take risks and make decisions appropriate for their levels, and customer service delivery took on a new dimension with the slogan, "*Great Service all the Time.*" Cross-functional teams that are working at many levels across the organization sprang up around old and new issues. One excerpt explains the new direction:

*Performance is measured and rewarded around final outcomes, not a departmental niche. Success and productivity are measured in completeness of a service, not in components. Responsibility for final outcomes is cross-functional and shared.*

There are two specific initiatives that demonstrate how employees can work more effectively when they are unrestrained by the bureaucracy of a hierarchical structure and reach across departmental boundaries to collaborate with a co-worker to bring the right information, knowledge and skills to the issue just in time. In reading the three write-ups, you will see how other departments partnered with the police department, or employees in police, to accomplish common objectives in a cost and resource effective manner.



## A SYSTEM'S APPROACH TO PROBLEM SOLVING #1 - ELDERLY SERVICES TEAM

Imagine you are in the market for a new home. After much research you locate what you think would be the perfect place to live. Your new home is located in an upper middle class community that has been nationally recognized for its low crime rate and great family environment. Your first day in your new home meets all your expectations. You meet your neighbors, and find that you have much in common, and you look forward to developing new friendships. You go to sleep that first night with the sense that you have made the right decision.

The following morning you discover that your purse is missing. Your purse contained all your financial records, including your credit cards and checkbook. Due to the commotion of moving, you suspect that you may have misplaced your purse somewhere. You notify your complex manager and he assures you that your purse has probably been misplaced. The complex manager advises that he will search the area and notify the police.

The following day you wake up and notice that your wedding ring is missing. You frantically check your new home but are unable to locate it. You are widowed and your wedding ring has been a constant reminder of your late husband. You are heartbroken over its loss. You seek the assistance of your complex manager and he suggests that it may have been misplaced. He advises that he will check the complex and notify the police that the wedding ring has been lost.

Several weeks pass and you become increasingly concerned about your missing items. You contact your bank and learn that your checks and credit cards have been illegally used for the past three weeks. Your credit cards are charged to the limit and your savings account has been depleted. You contact the police and learn that your complex manager never filed any police reports on your behalf. You speak with your neighbors and soon learn that they too have been victimized. In fact, during the past six months someone has entered homes in your neighborhood and committed **2 Criminal Sexual Assaults, 5 Strong Armed Robberies, 1 Aggravated Battery, and 23 Thefts**. You cannot sleep at night and you wonder why no one told you about the crime problem before you moved into this new neighborhood. The answer you receive is because your neighborhood is a nursing home and the crime rate is due to low paid employees stealing any valuables in sight. The nursing home administrator states, **“It’s the cost of doing business.”**

In 1997 the Naperville Police Department was faced with the above situation. The lack of concern by the nursing home facility was the catalyst that led to the formation of the Elderly Services Team (EST) three years later. Initially, the EST was comprised of police officers that would act as liaisons to all the nursing homes within the community.



The goal of the unit was to treat senior related crimes in the same manner that gang crimes and drug related crimes were addressed. Liaison officers would be highly visible in the facilities, and react to possible criminal activity in a quick manner in an effort to prevent crime trends. The EST quickly evolved and expanded to include, not only crime issues in nursing homes, but also any type of concern that seniors face.

The current EST is comprised of personnel from the Naperville Police Department, the Department of Public Works, the Transportation, Engineering and Development Business Group, the Naperville Fire Department, the Naperville Township Senior Services, DuPage County Senior Services, and the Naperville Postal Authority. The Mission of the EST is as follows:

*It is the goal and objective of the City of Naperville to formulate a citywide team of professionals dedicated to serving the elderly population in our community. The City recognizes the ongoing demographic shift toward an older population and the need to provide a community oriented approach to protect and maintain the quality of life for this segment of our society. With this in mind, the Elderly Services Team will be dedicated to working in concert with each other and the senior population in an effort to provide greater security, dignity, and independence for those persons who have reached the autumn of their lives.*

The EST meets monthly to discuss issues and implement or update projects, programs, and services. Meetings include guest speakers and trainers so that the Team members can keep abreast of current trends concerning Naperville's senior population. To date the EST has implemented a variety of programs, which include:

- Nursing Home Liaison Program
- Alzheimer/Dementia Wanderer Data Base
- 911 Guardian Program
- Senior Cell Phone Distribution
- Crime Awareness Programs
- Proactive investigations regarding Cons, Frauds, and Scams

The EST was formed so that the senior citizens of Naperville will have the opportunity to receive the most comprehensive service available from the City and its service partners. The Team represents an example of city departments that have come together to provide a continual joint service to the community. It has also been a rewarding experience for the team members to identify a need, conceptualize a service improvement, and implement the strategy to improve our response "seamlessly" through numerous city departments.



## **A SYSTEM'S APPROACH TO PROBLEM SOLVING #2**

### **– SATELLITE CITY HALL CALLED “COMMUNITY CONNECTION”**

The concept of a satellite facility is not a novel idea. The facility in Naperville, Community Connection, was developed from a program utilized by the Concord, CA Police Department. A site visit as part of a community-policing grant allowed several Naperville employees to see the Concord program first hand. The concept was one that the Naperville employees believed would benefit our community. However, rather than limiting the facility to only police services, the targeted area was one that was believed to benefit residents wanting general city services as well.

A committee of employees was assembled with representatives from many city departments. These employees examined the type of services that could be provided within the framework of the satellite office. The process began by looking at all services and eliminating those that were not possible due to site limitations. Input was also sought from the area users. These included the business community, rail commuters and several large multi-family rental communities. What resulted was a variety of services that would directly benefit the area.

The services offered include processing utility payments, issuing commuter parking permits, police reporting, voter registration, community meetings, code enforcement requests, small residential building permits, sign permits, and general information regarding public safety, crime prevention and other city services. The facility employees have a well-rounded knowledge of these services. They are able to initiate the process, or in many cases, take care of the customer from this facility. They are also empowered to find answers they may not immediately have by going directly to a department employee that can help.

The staff of the facility consists of two members from the police department, one code enforcement officer, and one finance department employee. Also working from this facility are the permanent police beat officers, as they conduct case follow-up and work on problem solving initiatives. All city employees are encouraged to use the facility.

A police lieutenant manages the facility. The reason for this comes from the experiences of Concord, CA. The manager needs to be able to make decisions on personnel matters, operational issues and certain administrative matters that are not necessarily appropriate for first-line supervisors. The lieutenant also works within the police management environment in coordinating community policing initiatives.

One example of a coordinated effort was initiated by a police officer assigned to the beat where the satellite facility is located. The police were continually responding to a private therapeutic day school to address truant students. The officer spoke with the



code enforcement officer working at Community Connection. Their discussion led to a meeting with the school staff. The city representatives at the meeting included those from police, code enforcement, building department, and the fire department. The assessment of the problem revealed a large number of exterior doors accessible to the students. A solution was reached to limit student accessibility to some exterior doors, and alter the emergency signs inside the building to coincide with the changes. This arrangement limited the number of doors accessible to the students while still providing the safety required in case of an emergency.

The training provided to the employees reinforces our need to work together and rely on each other. While some mistakes are made, those are used as an opportunity to improve. The employees bring a variety of expertise to the facility and that knowledge is then shared with the other employees, and ultimately used to help our customers. It enables the city to provide a variety of services with a team of cross-trained employees. It is a place of “one stop shopping” for the customers. The community response has been very positive as they appreciate the hours and convenience the facility offers.

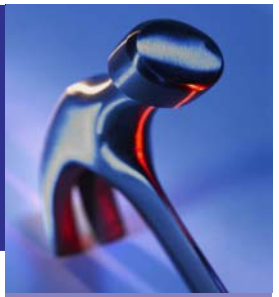
The Community Connection team continues to work together and involve other departments in the initiative. It is amazing how a team of employees from various departments have found so many common and inter-related areas in providing service to the community. The Community Connection facility is strengthening relationships with many city departments. This effort demonstrates our ability to provide better service through a coordinated effort, even while doing it from a small satellite facility.

### CONCLUSION

What has been the outcome of implementing these 2 initiatives? With regard to having an organization that shuns the silos and values cross-functional initiatives, we learned first hand that “the sharing of information and expertise has given employees a better understanding of issues covering a broad range of city services,” says Vehicle Services Manager, Jim Inglese.

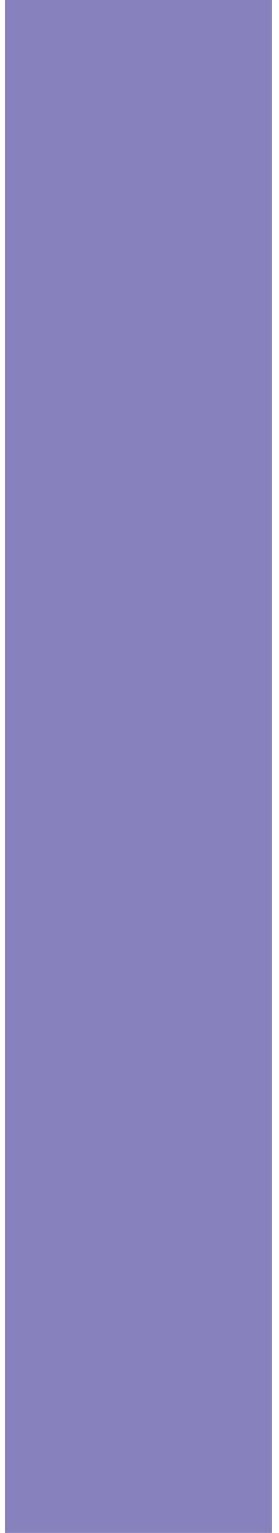
Says Lieutenant Gary Bolt: “From the employee’s perspective, I believe the initiative has enhanced communication and understanding; it has fostered a better understanding of the roles in the organization.” “Crossing department lines was not an issue,” he adds when talking about his experience with Community Connections. “It was rather expected of us.”





Notes On Naperville Presentation:

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# Case Study: Tucson, AZ

## **Breaking Down Department Barriers: Tucson's SABER Program**

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### I. Overview of the Problem

According to the results of the 2000 Census, the median age of a housing unit in the City of Tucson is about 30 years. A quarter of Tucson's housing units were built before 1960; two-thirds were built before 1980. In Tucson, only 53% of homes are owner-occupied, compared to a national rate of more than 66%. A 2001 International City Managers Association survey of 50 cities revealed that Tucson ranked last in per capita expenditures for code enforcement.


Because of these and other factors, Tucson, like many cities, faces a difficult problem related to urban blight in general, and substandard or slum housing in particular. While the exact scope of the problem is difficult to assess, a 1999 curbside survey of the City's rental housing units estimated that 20% (3,316 of 16,629 properties surveyed) were substandard or in need of significant repair.

### II. Internal Barriers

The City's first action in response to the results of the rental housing survey was the adoption of a Slumlord Ordinance. Enabled by state legislation in 1999, the Slumlord Ordinance targeted residential rental properties that are so dilapidated or substandard that they present a health or safety hazard. While the adoption of the Ordinance created some new enforcement tools, it also brought to light some internal barriers to effective code enforcement.

#### A. Autonomous Departments

The conditions regulated by the Slumlord Ordinance included structural hazards, inadequate sanitation, hazardous electrical systems or gas connections, lack of safe egress, and accumulations of waste, combustible materials, and other dangerous items such as drug paraphernalia. Because the Ordinance included such a variety of conditions, enforcement of the Ordinance fell to many different City departments. Structural hazards



were enforced by the Development Services Department. Sanitation and waste violations were the responsibility of Solid Waste Management. Tucson Fire had enforcement responsibility for building egress and combustible materials violations. Drug paraphernalia issues were addressed by Tucson Police. From the outset of the efforts to enforce the Slumlord Ordinance, it was clear that the first internal barrier to effective enforcement was that each of these Departments had its own established identity, with its own budget, inspection protocols, administrative rules and policies, and complaint tracking systems. Working towards the common goal of slum abatement would require a new approach to interdepartmental communication, coordination, and collaboration.

B. Budget Issues

Given the volume of properties that might fall under the Slumlord Ordinance, the thought of initiating a collaborative enforcement effort raised the issue of departmental budget constraints. Directors of the City's various code enforcement departments were hesitant to commit personnel, equipment and other resources to an enforcement initiative for which they had not budgeted; particularly where the scope of the initiative could be enormous.

C. History of Failed Efforts

Another barrier to the development of an effective slum abatement program was the fact that the City had a history of failed attempts to consolidate and streamline code enforcement. Department leaders had clear memories of these aborted efforts, and the time and resources that had been committed to them without producing significant results.

D. Fragmented Codes

Finally, the goal of effective, consolidated code enforcement was impeded by the City codes themselves. The codes pertinent to substandard housing, dangerous structures, and other blighting conditions were spread throughout at least four different chapters of the Tucson Code. This fragmentation of codes resulted in duplication of effort, and in some cases produced inconsistent interpretation and application.

III. External Barriers

In addition to the internal barriers described above, the development of an effective effort to enforce the Slumlord Ordinance faced two significant external barriers:




#### A. Support of the Governing Body

Under the City's Council-Manager form of government, the governing body (the Mayor and six Councilmembers) establishes City policies, which the City Manager then carries out. The State of Arizona legislature has supported private property issues in the past, making strong local legislative efforts relating to slum properties subject to state pre-emption. This left little latitude for the elected officials to create additional, effective legislation.

However, the elected body was well aware of the effect of slum properties on neighborhoods in the city through personal observation and direct constituent contact. With legislative remedy unlikely, the other avenue was yet another program using the same resources as before; like City staff, Mayor and Council were wary that such a program could have a significant effect. On the one hand desiring increased enforcement, they also expressed concern that aggressive application of existing or new laws could cause an undue hardship upon the City's poorest residents, those who lived in slum housing. A particular concern of the Council was the possibility of tenant displacement caused by code enforcement. Any effort to increased enforcement had to be sensitive and responsive to these concerns in order to gain and maintain the support of the governing body.

#### B. Public Perception

No slum abatement program would succeed without significant public support which was made known to the governing body through lobbyist efforts and individual contact. During the public process connected to the adoption of the Slumlord Ordinance, public comment revealed a lack of confidence in the City's capacity to enforce its codes effectively; and in some instances, constituent groups such as those representing multi-housing and manufactured housing interests, expressed outright distrust of the City's code enforcement officials. Multi-housing and manufactured housing groups had well-funded lobbying efforts to support the position that their membership was in compliance and should not be penalized legislatively or financially for the actions of the scofflaws. The past failures of the city to enforce department-based codes so keenly felt by the departments themselves were echoed by these interest groups who could not envision success in a broader, consolidated effort. In the face of the large interest groups, individual landlord came forward to speak against the additional enforcement that they felt would be directed at them. They pointed to the financial effects that would be passed on to tenants and their possible displacement, a theme taken up by housing advocates and non-profit groups that already saw poor renters as victimized by the system. Surprisingly, neighborhood association groups who expressed concern about slum properties in the past were not fully supportive of new efforts because they felt that enforcement had been ineffective, inconsistent within and among departments,



and that a new program using the same staff could not make the needed changes. Clearly, the enforcement effort had to be responsive to the concerns expressed by this wide array of interests.

#### IV. Breaking Down the Barriers

##### A. Internal Barriers

###### 1. Department Issues

To break down barriers between the individual code enforcement departments, the City Manager directed the formation of the Slum Abatement and Blight Enforcement Response (SABER) team. The SABER team was charged with enforcement of the Slum Ordinance, and was directed to overcome obstacles to effective collaboration. The formation and development of SABER included the following elements:

- SABER brought together representatives, typically the directors themselves, of nine (9) separate City departments, each of whom had responsibilities related to the enforcement and prosecution of slum and blight laws. These departments included Development Services, Police, Fire, Solid Waste Management, City Attorney, Community Services, Planning/Zoning, Information Technology, and Transportation. Each participant was given equal opportunity for input in the development of the enforcement approach.
- The SABER team established protocols for the selection of properties as targets for enforcement, as well as protocols for coordinated inspections, enforcement procedures and prosecution.
- The SABER team established short-term methods for sharing inspection data and complaint history pertinent to selected properties, and began work on a long-term solution to communication and data-sharing problems.
- The SABER team worked with the support and direction of the City Manager, to whom all of the participants were accountable.

###### 2. Budget Constraints and Fears

To lessen the participating departments' fears concerning the budgetary impact caused by this new initiative, the SABER team, with the support of the Manager, placed specific limitations on the scope of the project. Specifically, the project was begun on a pilot



basis, with a limited time frame (6 months) and a modest scope (targeting 6 of the worst slum properties). Each of the SABER team participants shared in the burden of the project, working within existing budgets to commit existing personnel and other resources. As part of the pilot phase of the project, the team worked to identify potential new sources (e.g. CDBG funds) for a more sustained slum abatement effort.

### 3. Overcoming Memory of Past Failures

The SABER team used the memory of previous, failed attempts at consolidated code enforcement to identify a fundamental requirement for the success of this new initiative: SABER would have to achieve early, tangible successes, and build from there. To this end, the SABER team targeted properties that had recurrent complaint histories with most or all of the participating departments. The fact that each SABER team member had familiarity with the subject properties made it easier to rally the departments to work together to achieve a common goal. Moreover, once the coordinated enforcement and prosecution efforts began, the inspectors from the various different departments were able to experience first-hand how a collaborative approach produced more efficient and effective results, both in terms of code compliance and prosecution.



### 4. Fragmented Codes

In order to resolve inconsistencies and conflicts caused by the fragmentation of the relevant health, safety and blight codes, the City Manager directed the SABER team, and in particular the City Attorney, to draft a new consolidated code, entitled the Neighborhood Preservation Ordinance (NPO), for the consideration of the governing body. SABER presented the NPO to the Mayor and Council shortly after the conclusion of the pilot phase of the project, and after a public review process that included the formation of a citizen task force, the governing body adopted the NPO in 2003.

## B. External Barriers

### 1. Support of the Governing Body

The SABER program was brought forward at the same time that a new City Manager, James Keene, and a new City Attorney, Michael House, were appointed, both of whom had experience in other jurisdictions dealing with slum housing. This new leadership team in conjunction with staffing reassignments overcame the perception that staffing and budget issues were insurmountable in relation to tackling the slum housing issue.



The pilot project approach was taken in part to make sure of smooth internal transition but also to allay the fears of the governing body that this program, too, would fail. The worst properties, one in each Ward in the city, were tackled and effectively abated. The Mayor and Councilmembers, as well as the landlords themselves, were briefed about impending inspections so that there were no accusations of secrecy. Most important to the elected officials was the implementation of a contract with a social service agency that could find emergency housing for displaced tenants and make referrals for those whose basic needs were unmet. The positive response from tenants, surrounding neighborhoods and the media reinforced the Mayor and Council's decision to make this pilot project a permanent program.

## 2. Public Support

The multi-housing and manufactured home industry were the two large and influential groups who were brought in to the decision making process. Unlike previous attempts to deal with slum housing by internally crafting legislation then bringing it to the public arena, these two interest groups were included in each step of the process minimizing their fears that they would bear the financial brunt of enforcement. Another inclusive and public approach was to create a Citizens' Task Force that reviewed consolidated code changes and made recommendations for additions. Overcoming the neighborhoods' initial negative response was a larger issue because unlike interest groups there were many perceptions of code enforcement: some neighborhoods felt enforcement was too lenient, others felt it too strong. One point of agreement was that there was a need for consistency within departments and among departments. The extensive cross-training that was done prior to and during the pilot project helped overcome the fear that nothing would change. As the public saw the change in enforcement, they were more willing to accept the notion of a consolidated code with additions that would help aesthetics citywide. Again, inclusion of key neighborhood representatives on the Citizens' Task Force was essential to developing support. The fear expressed by housing advocates that tenants would be negatively affected by the increased enforcement was lessened by the case management techniques employed with affected tenants and the positive changes that came about not only in tenants' physical living conditions but in their social lives as well. As the pilot program showed success in all areas, media attention visually demonstrated the real changes being made by the City's approach reinforced by unprecedented landlord compliance and positive outcomes in judicial hearings.



## **V. Conclusion**

### **Incremental change**

Long-standing community problems such as slum housing and blight would seem to call for strong and overwhelming change. In Tucson's case, this was not legislatively feasible nor was it a level of change that was comfortable internally or externally. There were many barriers to success and our experience showed that not all needed to be eliminated. We did not cross-train all our inspectors but we did make them all aware of the scope of each others' work which increased respect across departments and developed trust. We did not create a mega-department to handle the slum issues which would likely have been resisted by the departments whose budgets and personnel would have been sacrificed to the effort. Instead, staff retained their own identities within their departments yet experienced new and positive contact with staff from other departments. Working from a carefully thought out pilot project to a more developed program gave confidence to a badly battered staff and made department directors involved in a program that was successful.

### **Include all positions in decision making**

Another key to success for our slum abatement program was including our former opponents on this issue and making them key allies in the decision making process. Frequent meetings also engendered personal relationships, familiarity and built trust. Our staff worked in an atmosphere of openness where opposing positions were allowed to be expressed and thought was put into methods of resolving these. Strong concerns that some of the interest groups expressed were honored as important to the resolution of the effort, not impediments to change. As to working to overcome resistance from the governing body, it was important to our staff to look for ways to implement a program that least relied on funding increases.

### **Don't ignore the human element**

When dealing with public policy, the staff often feels their job is to present the objective, financially sound position and the elected officials often feel their job is to mitigate that to deal with the human element. Our SABER program demonstrates that integrating strong enforcement on the one hand with compassion for affected tenants on the other was completely compatible. This integrative approach calmed the fears of the elected officials, made strong enforcement possible, helped those who most needed it, and garnered sustained positive public notice for the City and the departments on this difficult issue for the first time.





Notes On Tucson Presentation:

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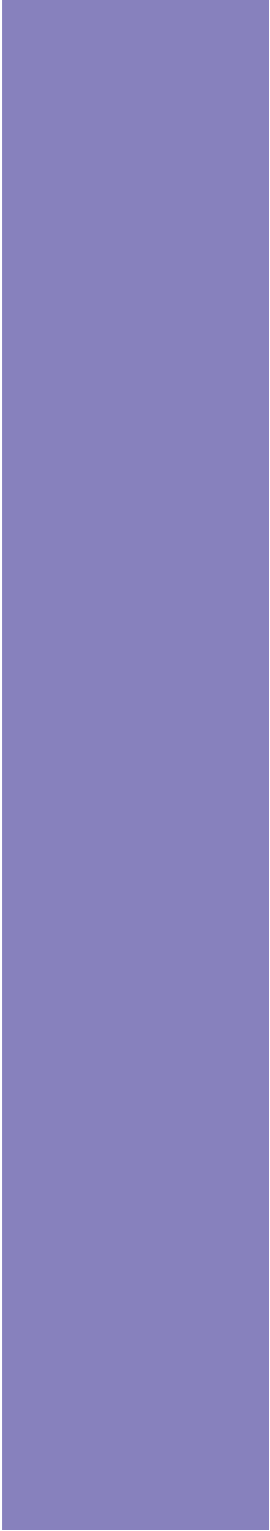
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## **A Manager's Perspective on Integrating Change Across Departments**

Jim Ley, County Administrator, Sarasota County, FL

Here we are in the year 2004, managing organizations that evolved out of the 1860s bureaucracy of railroads and the 1910s specialization of the assembly line production plant. Is it any wonder that we get frustrated when the right hand doesn't seem to know what the left hand is doing?



I have learned that to break down the barriers in today's organization requires attention from the top - a will to use the tools of organizational design, organizational development, strategic thinking and oversight aimed at action and accountability.

Oftentimes we at the upper levels of management find ourselves frustrated with the seeming gaps in communications and performance that arise out of the barriers that we see all too clearly. I am puzzled - if we can see these barriers why don't we do anything about them? We seem to think that it is the role of department heads or managers to simply "get it" and overcome themselves the institutional, political and emotional barriers that are the result of years of practice. We get frustrated and often revert to the basest of our tools - power, trying to direct that something be done rather than leading.

I would argue that as County/City Administrators, it is our job to articulate a vision for our organization, demonstrate the focus required to sustain attention to the vision and the patience to manage the nuances that arise. As CEOs and CAOs we have available to us a broad range of tools that need to be used in unison to maintain that focus; those being organizational design, people, money, technology and strategy. I personally don't believe that we use these tools well, and I wonder if it is because many of us don't have a plan for our organization. If we don't have a plan, we cannot give consistent direction and then how can we expect our management to act together to achieve outcomes beyond barriers.

I have a plan for my organization that is written and focused on four goals:

- 1) To **build credibility with the public** by creating a customer focused, simple and accountable organization offering opportunities for public involvement were beneficial to good governance.
- 2) To **create a simpler organization** that is smaller and more accountable, easier for the public to understand, which encourages internal communications



and therefore creates opportunities to improve workflow.

- 3) To ***create a motivated staff that is responsible and accountable***, having been provided with the tools (training, analytical methods, work space, technology and professional development) to leverage the opportunities for improved workflow provided in a simpler organization.
- 4) To ***build a foundation of technology*** upon which to place the framework of an empowered staff, providing the technical tools to leverage even more performance from improved workflow, using automation to assist in managing records for better public accountability.

Within that portion of the plan that deals with improving our accountability and focus, Sarasota County attacked the challenge to removing barriers from three directions -

***Organizationally*** – Within the first year, and as envisioned by the plan for the organization, we compressed 23 departments into seven Business Centers and three administrative CXO operations – Chief Information Officer, Office of Organizational Performance and Chief Financial Planning Officer. Aside from a back to basics goal of realigning around functional responsibilities the management lever was to disrupt old relationships to recreate new ones that could be refocused. Subsequently, a performance management plan was instituted. Key components of the Performance Management plan being that all 125 managers in the organization were removed from protected civil service class, a new benefits plan for managers and a new performance appraisal and competency enhancement systems for management.

***Strategically*** – through annual retreats and regular workshops we elevate our “purpose” with the Board framing a variety of discussions around strategic challenges. Out of this effort the Commission developed a focus on seven strategic initiatives that redefine the outcomes on the community rather than the design of the organization. Using tools like scenario planning, cross functional councils and organizations operating as strategic States of mind” we break the hold of bureaucracy and create a focus on broad outcomes.

***Tactically*** – Of course how do you keep an eye on progress? Borrowing on the successful Comstat process of New York City, we invented a process called OpX (Operational Excellence), a term that coincidentally reflects our business model. OpX is a weekly review of operations, cross-functional response to strategic initiatives and core services analysis. Using the tools of The Balanced Scorecard in conjunction with a performance management plan for our



managers, we achieve a form of continuous oversight, but more importantly we evolve a continuous coaching conversation about outcomes and purpose that strengthens the evolution of organizational culture imbedded in the goals of the organization plan.

There is an old saying – if you don't know where you are going, any road will take you there. Develop a map and set of destinations and expectations for the journey along the way. You do this as top management and you will play your role in breaking down the barriers in a productive and sustainable fashion.



Notes On Sarasota County Presentation:

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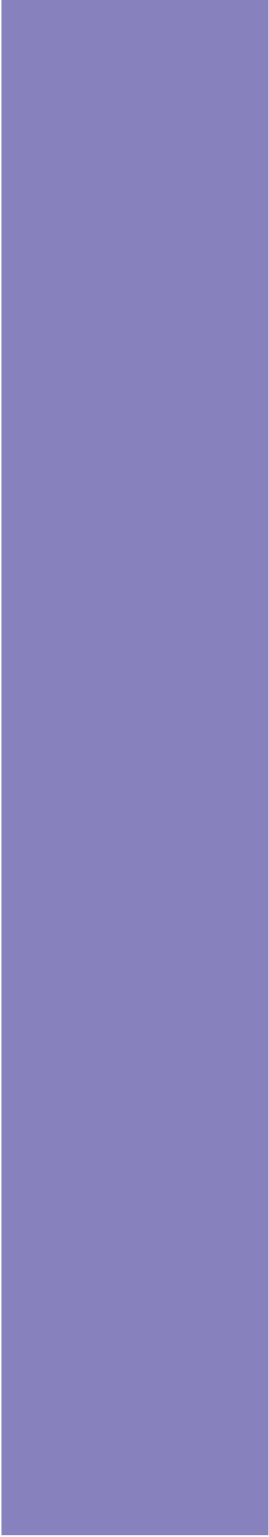
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Also Available from The Innovation Groups

# COLLABORATIVE LEADERSHIP

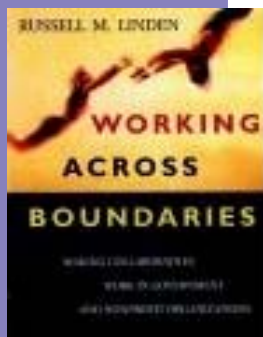
SATELLITE/WEBCAST EVENT

November 5, 2003  
1:00 - 3:00 ET/10:00 - Noon PT

Working across boundaries involves a special kind of leadership, and local government managers must keep an eye open for partnership opportunities both internally and externally. This instructor-led shortcourse with nationally known trainer/author Russ Linden explores the common elements of collaborative leaders, the skill sets needed to succeed in collaborative relationships, and ways to get staff and community players on board to move the organization forward.



## COLLABORATION PRODUCTS



***Working Across Boundaries*** by Russ Linden is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. This no nonsense book offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. **\$25 IG member, \$28 nonmember + S&H.**

***The Human Side of Change*** video, featuring Russ Linden, discusses approaches for leading and retaining staff through major change efforts. **\$137 IG member, \$167 nonmember + S&H.**

### ***Teambuilding for Local Governments (Video)***

will help you and your team determine ways to communicate with



each other based on personality traits and skills. Featured speaker, **Dr. Michael Lillibridge** has worked with many government groups on teambuilding and leadership strategies. **\$137 IG member, \$167 nonmember + S&H.**