

## THE CITY OF JACKSONVILLE WINS 2001 STERLING AWARD

April 30, 2001  
Jacksonville, Florida

The City of Jacksonville, the only consolidated city and county government in the State of Florida and one of only a few in the nation, has been awarded the 2001 Florida Governor's Sterling Award for Performance Excellence. Consolidated since 1968, the City of Jacksonville provides county services to all of Duval County and is the municipal service provider for 95 percent of Duval County as well. The city is structured as a "strong Mayor" form of government. The Mayor recommends policy and initiatives to City Council for disposition. He oversees 10 executive departments of city government, is responsible for implementing policies established by the Council, and formulates the annual city budget. Since taking office in 1995, Mayor John Delaney has remained committed to changing the culture of city government to make municipal services more efficient and responsive to citizens. His energy and enthusiasm have not only inspired appointed officials to embrace these ideals, but also have empowered employees on all levels to work harder and smarter.



In 1997, Mayor John Delaney engaged the consulting firm, Competitive Technologies, Inc. (CTi), led by Bob Seemer, to conduct a Florida Sterling Award and Malcolm Baldrige based assessment and develop an action plan to significantly improve the City's performance as measured by the Key Performance Indicators of the Mayor's Leadership Scorecard. Elements of the CTi Success Plan included:

1. A Strategic Plan to position the City of Jacksonville to become the best city in the nation to live, work, and raise a family. The CTi Golden Thread process was used to connect every employee to the 5 tiered strategic goals.
2. Process management to define and systematically improve all key processes.
3. Six sigma training to include the use of statistical tools and CTi's Quality Improvement and Control (QIC) Storyboard methodology.
4. Human Resource Planning (HRP) to integrate the needs of the business with workforce capacity.
5. CTi's Quality Function Deployment (QFD) methodology to solidify the linkage between external customers and internal processes.
6. The CTi 10-Step Benchmarking process to systematically identify and incorporate best practices from best-in-class organizations.
7. Systematic management reviews, based on CTi's "One-Page QIC Story" to evaluate progress and recognize success.

Following is a summary of the City's management system.

The City of Jacksonville established its original mission statement and guiding principles in 1992, reexamining them in 1997. A vision statement followed in 1995 with the adoption of a formal strategic plan developed by CTi. These items are reinforced and revalidated each year in the annual budget and annual business plan. The following are the City's Mission, Vision, Guiding Principles, and Strategic Plan elements, which direct the quality initiative in city government.

## **THE CITY OF JACKSONVILLE'S MISSION:**

"Serving you, meeting today's challenges, focusing on the future."

## **THE CITY OF JACKSONVILLE'S VISION:**

"To make Jacksonville's local government the most responsive and effective city government in America, and Jacksonville the best place in the nation to live, work, and raise a family."

## **THE CITY OF JACKSONVILLE'S GUIDING PRINCIPLES:**

- Value all the contributions of our culturally diverse workforce
- Practice long-term planning
- Inform and educate customers openly and effectively
- Treat each other with courtesy and respect
- Demonstrate honesty and integrity in all actions
- Encourage and support innovation
- Provide training to support the mission through innovative means
- Achieve the vision through teamwork
- Treat customers as you want to be treated
- Fix the problem, not the blame
- Exercise sound judgment in meeting community and customer needs

## **THE CITY OF JACKSONVILLE'S STRATEGIC INITIATIVES:**

- Effective and Responsive Customer-Focused Government
- Families, Neighborhoods and Schools
- Growth Management
- Jacksonville as a Green Community
- Economic Development
- Infrastructure Enhancements (The Better Jacksonville Plan)

The City of Jacksonville has used the Sterling Criteria for Organizational Performance Excellence as the basic architecture of its quality management initiative since 1997 when it first engaged Florida consultant Robert Seemer and his team from Competitive Technologies, Inc. (CTi). This approach has provided the necessary feedback mechanism that has allowed the City's initiatives to evolve and mature.

## **LEADERSHIP:**

Using the Mission, Vision and Guiding Principles statements, the senior leadership of the City of Jacksonville has strategically planned and guided the development of services that are based on customers' needs and emphasize efficiency and effectiveness. This direction is reinforced by a leadership system that is results-oriented and accepts responsibility through the implementation of personal performance contracts. In addition, senior leadership is committed to personal and organizational performance improvement through the use of the Leadership Assessment System. The leadership system is further reinforced by a strong ethics emphasis, which has its roots in the City Charter and is implemented through an active Ethics Commission.

## **STRATEGIC PLANNING:**

The City of Jacksonville uses CTi's formal strategic/business planning process grounded in the City's Vision, Mission, and Guiding Principles, driven by customer requirements and tempered by an evaluation of risks and opportunities in the environment. Led by the Mayor, City leaders have established a five-tier hierarchy of goals beginning with the overarching priorities, known as Tier 1 initiatives. With input from employees at all levels, these high-level priorities cascade downward, becoming increasingly specific at each supporting tier through deployment at the level of individual employees at Tier 5. This relationship, called the "Golden Thread," (initially developed by Seemer in 1990 while consulting with AT&T) connects the daily work of every employee with the strategic intent of the City. Priority initiatives and resource allocations are combined in the budget process where plan execution begins. The Mayor, his immediate staff, department directors, division chiefs, and other key staff members participate actively in various phases of this planning process through the Strategic Leadership Team, Mayor's Quality Management Board and the preparation and approval of the annual budget.

## **CUSTOMER AND MARKET FOCUS:**

Over time, the City of Jacksonville has refined its external customer segments into two main segments: general citizenry and intergovernmental entities. This refinement of customer segments has led to a clearer understanding of City customers' needs and expectations. Customer needs are defined through interaction with each department director and division chief via Citizens Planning Advisory Committees, Town Hall Meetings, surveys, the One-Call Center and the CARE System, a service request tracking system. The Mayor, the Strategic Leadership Team, and other employees gather information regarding services, service features, and future requirements. They analyze this information with respect to cost, availability, and applicability to specific customer groups, then route it to the proper agencies to assist in the design of future service and programs using the Service Design Process. Customer contact requirements are specific to service delivery and are part of each department's service design process. To ensure the highest customer contact standards, the City has a focus group known as the Customer Contact Standards Committee. This focus group was created to ensure continuous customer service improvement by developing standards and by updating these through QFD to reflect current "best practices" as determined by comparative analysis.

## **INFORMATION AND ANALYSIS:**

Consolidated measurement data is summarized by the Mayor's Leadership Scorecard supported by the FlexMeasures System, a web-based application that allows for integration and analysis of all organizational performance data. The system gathers targets and actual results for three types of data: Business Plan objectives, global indices, and process measures. FlexMeasures is accessible to departments via the City Intranet and allows them to quickly check progress relative to selected measures. Progress is also determined through comparative analysis that is performed on most key processes and the use of a ten-step benchmarking approach that is performed on strategically important key process.

## **HUMAN RESOURCES:**

The City of Jacksonville promotes a culture that encourages cooperation, collaboration, individual initiative, and innovation throughout all levels of the organization. Beginning with New Employee Orientation, employees are encouraged to make suggestions to improve work methods, processes, and services. Supervisors and managers have open-door policies that allow employees to approach management with their ideas. Work units, which may include employees from all classifications, participate in process teams that identify ways to improve services to customers and often result in cost savings and improved efficiency. Employees are encouraged to grow professionally along with changing business needs through acquisition of new skills, broadened understanding of how their roles fit within the organization, and increased ability to contribute in multiple roles rather than single, specialized functions. Lines of promotion support individual initiative in the career system. Each classification has specific, published, educational and/or experience requirements.

## **PROCESS MANAGEMENT:**

Using CTi's six sigma and QIC Story methodologies, process management and improvement are core activities in the City of Jacksonville. Important services and support activities are delivered through a series of key processes that are designed through the use of a Service Design Process. The Service Design Process provides opportunities for customer feedback and performance testing during the design phase of a key process. Once the key process is deployed, it is subject to continuous improvement using the seven-step Quality Improvement and Control (QIC) Story approach. Continuous process improvement is also a critical performance component of the annual employee bonus. Process performance is also monitored at the organizational level through semi-annual process audits that are performed by CTi certified analysts in the City's Quality Office.

## **BUSINESS RESULTS:**

Since the deployment of the quality initiative, the City of Jacksonville has established itself in the forefront of efficiency and effectiveness for local government operations. Overall performance improvements have provided for a reduction in the Ad Valorem tax rate in each of the last six years. Currently this rate is the lowest of any major metropolitan city/county in the State of Florida. The Percentage of Citizens Who Rate the Quality of Local Government Leadership "Good" or "Excellent" has steadily risen from 48% in 1995 to 71% in 2000. Aggregated Transactional Customer Satisfaction has risen from 84.4% in 1997 to 92.6% in 2000. In addition, the City of Jacksonville's municipal bond ratings have steadily been upgraded and now stand as the best in the state. These positive results have been achieved through an ethic of performance excellence that permeates the City.

The City of Jacksonville provides a full range of services to the residents of Jacksonville and Duval County that fall into three main product/service categories:

1. Regulatory/Enforcement, including services to protect the general public interest, such as:
  - Residential building plans examination
  - Pollution source inspection
  - Remediation of unsafe structures

2. Traditional Government Services, including services that are typically expected of a municipal/ county government, such as:
  - Pre-hospital emergency medical services
  - Trash pick-up and removal
  - Maintenance of streets and drainage systems
3. Management/Administrative Services, including a wide range of non-traditional services and programs that the City manages, administers, and otherwise monitors, such as:
  - Truancy interdiction
  - Administration of the franchised services contracts
  - Acquisition of real estate lots for non-profit organizations

**The City also provides centralized services to internal users, including:**

- Maintenance and operations of public buildings
- Engineering and financial support services
- Vehicle fleet support
- Computer services and data, phone, and radio communications
- Procurement and supply
- Human resource management services

**For More Information Contact:**

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