



City Council Workshop  
3/18/13

2007





## The Road Travelled

Voluntary Reductions in Pay



Mandatory Reductions/Concessions



Layoffs



## The Present

Fragile

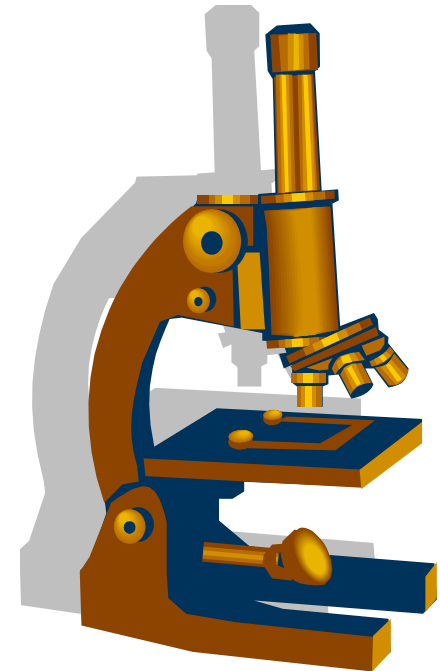




## The Present

We have reduced, cut, merged, moved, and shuffled, but have we *really* looked at our daily operations and identified those things that bring value to the organization....

And those that do not?





$\pi$

PI - Project Innovation

Project Innovation is an ongoing program of employee engagement that will review everything we do – daily, monthly, annually – to assess the **value** gained in these activities.

Key to Success – Our Employees

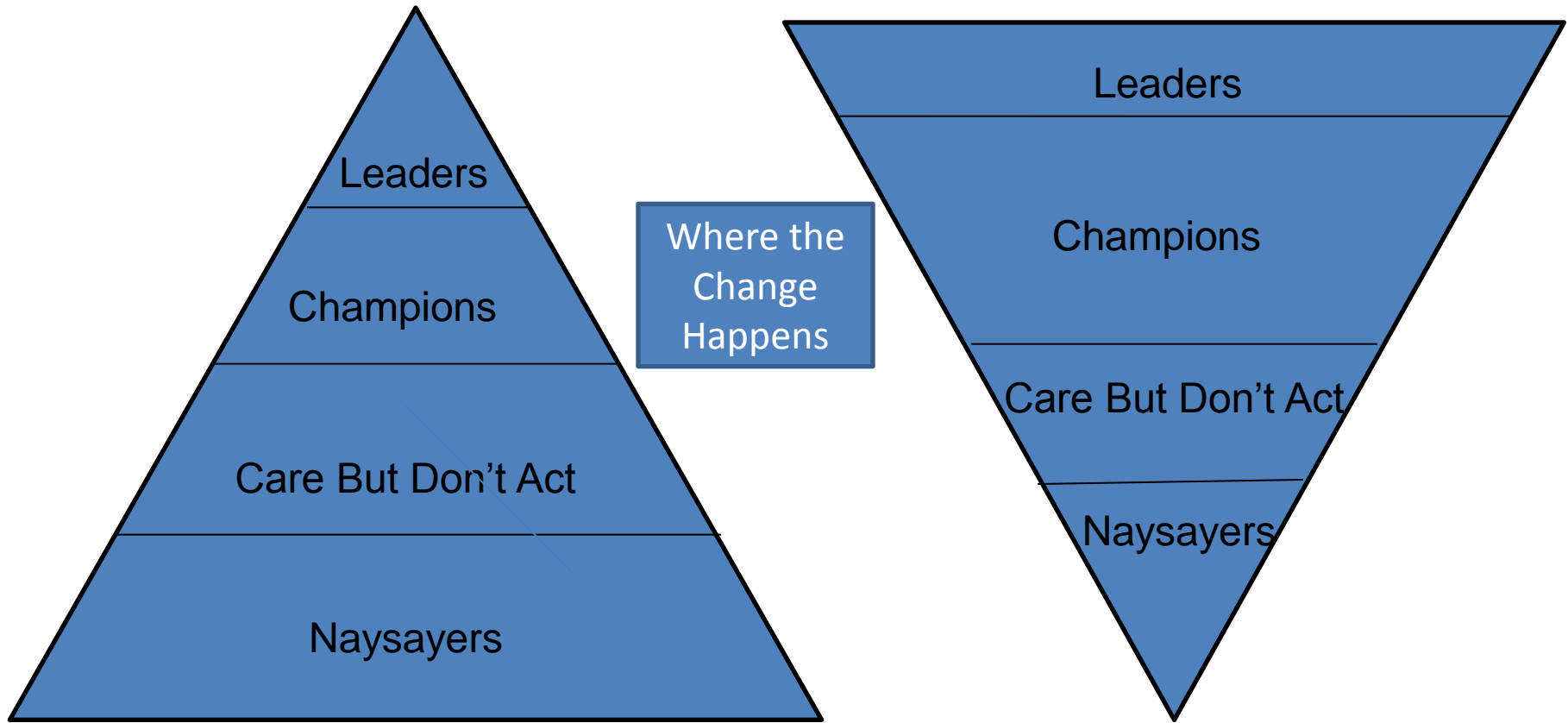


**True Sustainability – to ensure that revenues outpace expenditures. Ask key questions, engage all employees, and act swiftly and with purpose. Recognize that only through change can we survive. Innovation will become a core expectation in the organization.**





# Champions – Turning the Pyramid Upside-Down





# Project Innovation

From Concept to Action





# Project Innovation Team

## PIT Crew

Multi Functional

Cross Departmental

Multi Level

- Meet Weekly
  - Formal
  - Informal
- Accountability
- Resources





# Levels to Process Innovation

## Identify and Define

- Department
- Division
- Subdivision
- Program





## Program Definitions

- *Describe the program to be reviewed/analyzed.*
- *Is this program governed by municipal code?*
- *Is it a specific service provided?*
- *Who provides and who benefits from the program provided?*



## Program Mapping

Employee Engagement

Job Descriptions

Core Services



## Process Analysis

- *Services within a program that should be reduced or eliminated.*
- *Specific steps can be taken to reduce time, money, or elimination of this service?*
- *Define service delivery level at the reduced or eliminated service level?*



## Process Analysis

- *What is the most desirable outcome?*
- *Describe the 'best case' scenario.*
- *What is the service delivery level at the optimum level?*





## Process Analysis Tools

Cross Functional Teams

Departmental Work  
Groups

Whiteboard  
Analysis

Fishbone Diagram

Critical Path  
Identification

- *What is the budgetary impact?*
- *Are there budget savings?*
- *Would resources be reallocated?*
- *Impact to FTE's, expenses, or income*
- *Are there budgetary increases?*
- *What would be the cost to provide services at the optimal level?*



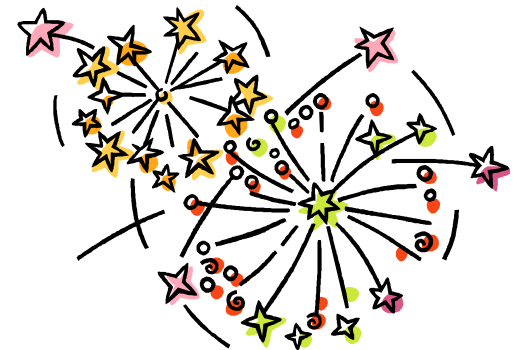


# Current Status

**113 Projects Initially Identified to be analyzed**



**Five Completed!!!**





*Be the Change*



Questions?