

RethinkLex

City Ops & Services



LEXINGTON

Work Session
August 27, 2019
Aldona Valicenti

rethink

synonyms

amend	emend	consider again	see in a new light
reevaluate	polish	reassess	sleep on
go over	rearrange	have second thoughts	take another look
rehash	reexamine	recheck	think better of
revise	retrace	replan	think over
rework	review	reweigh	think twice
correct	work over	change one's mind	run through

Agenda

- Background / What is this initiative? / What was done before?
- Timing / Why now? / How to start?
- Benefits / What will we learn?
- Plan / How does this work?
- Participants / Who will be involved?
- Goal / What will we achieve?
- Pilots / Proof of Concept

Background

- Private sector beginnings, 1990s
- Started with financial sector, manufacturing, oil and logistics
- Rooted in Quality, Continuous improvement, Reengineering and Consolidation movements
- EmpowerKY initiative 1996-2000, drive for process improvement, new systems and consolidations
- Move to internet for information and services

Timing / Why Now?

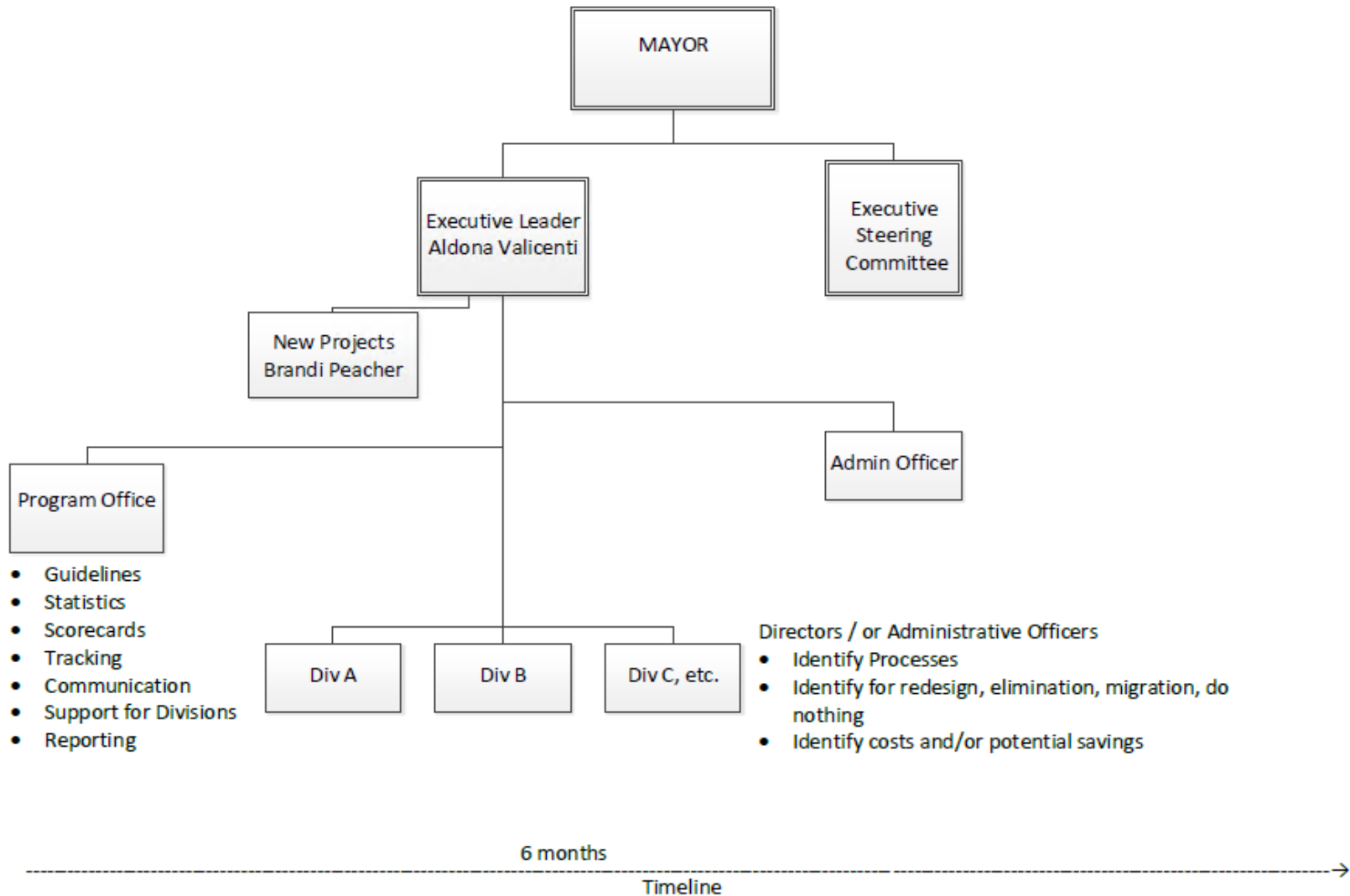
- FY 2020 Budget process removed 15% from all division-controlled operating budgets
- Examine work delivered / review for sustainability
- Examine impact to core services
- Identify potential delays, longer term sustainability
- Potential to redesign how services can be delivered
- Identify lasting changes to service delivery

Benefits / What will we learn?

- Examine work and services delivered and assess if still needed
- Identify new / improved ways to serve citizens
- Estimate costs of service delivery
- Assess fee structure and adjust if costs not covered
- Does service require that government deliver it?
- Is service or part of the service duplicated?

Plan / How does this work?

- Establish program structure / spin off projects as identified
- Establish Program Office to capture data & provide guidance
- All government and citizens are customers of services
- Schedules for reporting assessments and potential for action
- Establish Executive Steering Committee
- Appoint Executive Leader for Initiative
- Define key role for Division Leads, Directors and Administrative Officers in each division



Executive Steering Committee

- Deputy CAO Glenn Brown
- CFO Bill O'Mara
- Chief of Staff Tyler Scott
- Managing Attorney Glenda George
- Commissioner General Services¹
- Councilmember Susan Lamb²
- Councilmember James Brown²
- Diversity & Inclusion Officer Arthur Lucas
- Commissioner/CIO Aldona Valicenti

¹Commissioners to be rotated as projects change

²Councilmembers will change as projects change

Participants / Who will be involved?

- All divisions will participate
- Pace may vary: some to ramp up faster, others to take more time
- All divisions will have direction and guidance on how to proceed
- First actions will be to identify services
- All actions will be captured in a scorecard

Goal / What will we achieve?

- Inventory of services provided by city
- Understanding of costs to deliver services
- Ability to eliminate duplication, redundancies or services no longer needed
- Identify infrequent services, discuss how to best provide them
- Achieve logical cost reductions, savings and needed cost recovery
- Timeline to be 6 months engagement
- Difficult / complex processes would span a longer time

Pilots/Proof of Concept/Parks & Recreation

- 2018 Parks Master Plan – Great Stewardship
- Increase naturalized areas
 - Potential savings of \$30-40k annually
- Maintaining planters and hanging baskets
 - Potential to save \$29k in labor cost to provide other services
 - Requires \$12k initial investment and \$1k recurring annual cost

Pilots/Proof of Concept/General Government

- Information Technology
 - Streamline/standardize cell phone models, plans and approval process
 - Examine/eliminate software no longer in use; plan to update where viable
- Examine potential purchasing opportunity
- Evaluate status of Boards & Commissions



Roles & Responsibilities

Program Office

- Provide criteria and guidelines
- Provide guidance on identifying services/processes for review
- Prioritize and recommend candidates for review
- Initiate & maintain scorecard (metrics)
- Offer evaluation assistance to teams
- Assist with estimating savings or needed investment

Roles & Responsibilities

Directors Administrative Officers

- Coordinate division/dept work with Program Office
- Act as focal point for project in division or department
- Assist in services identification process
- Assist in selection of services for further assessment
- Estimate if costs of services is covered by fee (if fee exists)

Roles & Responsibilities

Employee Involvement

- Document specific services/products delivered
- Identify handoffs to another dept/div
- Identify other employees needed to deliver the service
- Identify actions/services that may no longer be needed
- Make suggestions of actions/services that should be evaluated further
- Participate in meetings to discuss progress and updates

Roles & Responsibilities

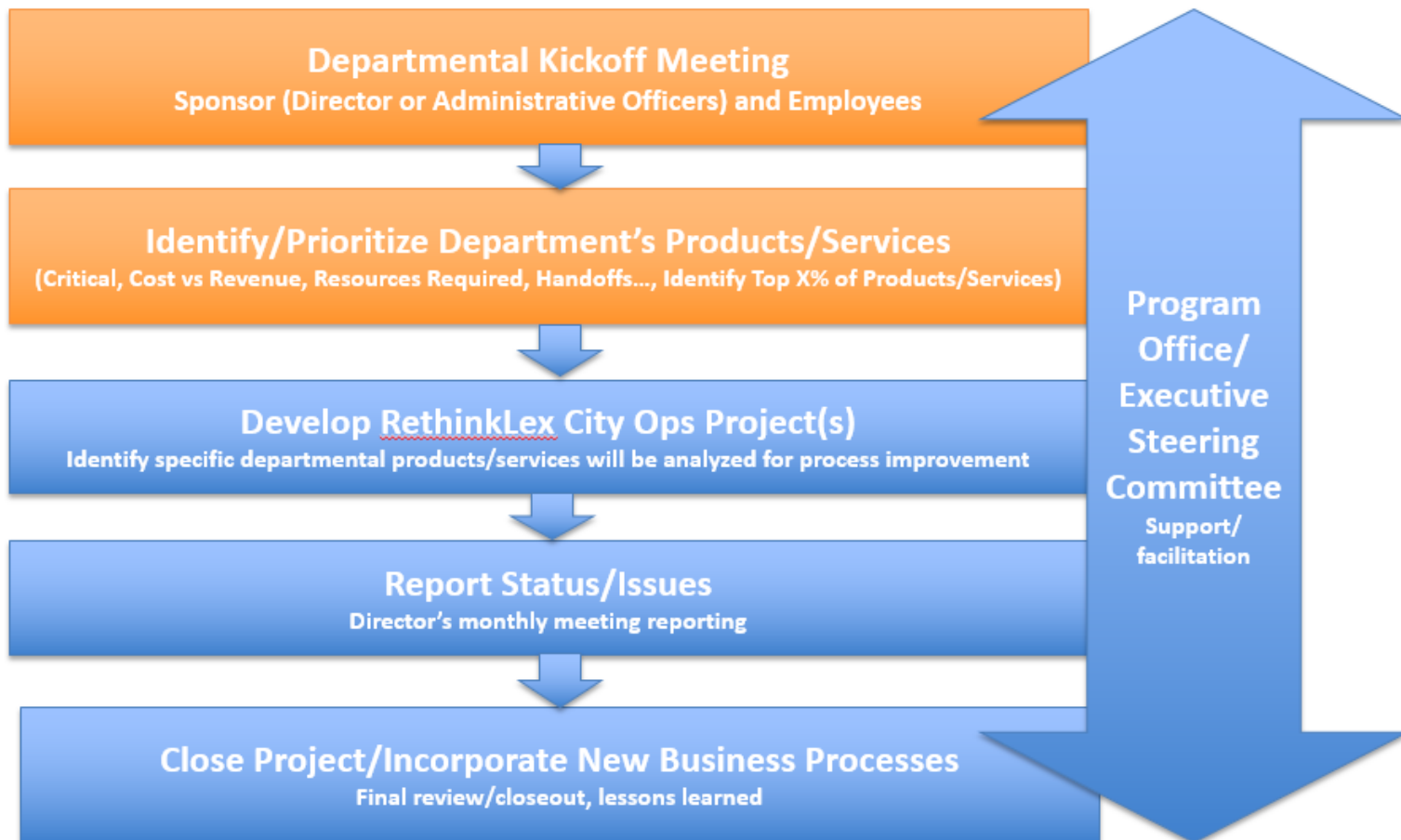
Directors Meeting

- Directors meetings to be scheduled monthly to assess progress
- Review services identified / work to continue
- Report progress in retiring not needed services, systems, etc.
- Post results on the intranet
- Forum to discuss results / outcomes to date

Recognition & Rewards

- Working with HR to identify ways to reward employees
- Encourage each group to provide visible recognition
- Asking divisions to share how to best recognize employee efforts (what worked)
- Receive input from employees of what type of recognition is valued

Division Guidance



Scorecard

SAMPLE SCORECARD*			
Departmental Products/Services			
Number Products/Services ID	% Complete	Prioritization Complete	Yes/No
TOP 3 Products/Service Recommended for CITY OPS Analysis			
#	Title		
1			
2			
3			

*Report due at September Director’s Meeting


Phrases That Kill New Ideas

The right answer	That's not my area
That's not logical	Don't be foolish
Follow the rules	Avoid Ambiguity
Be practical	To Err is wrong
Play is frivolous	I'm not creative

Oech, Roger Von, and George Willett. *A Whack on the Side of the Head: How You Can Be More Creative*. Grand Central Publishing, 2008.



Communication Plan

- Division meetings & updates
- Division presentations on request
- Intranet  button
- Monthly Directors meeting to report & update
- Scheduled updates with Council or individual CMs
- Email account, rethinklex@lexingtonky.gov

Summary

- Reviewed the Initiative
- Discussed intention of Initiative
- Discussed participation of each division
- Reviewed role for Directors, Administrative Officers & employees
- Provided guidance on how to start
- Reviewed ongoing progress monitoring & reporting



- **Discussion**
- **Questions**