

Capstone Projects

Leadership ICMA Class of 2019

Capstone Project	Local Government	Description
Enhancing Performance Development	City of Boulder CO	<p>The City of Boulder seeks to enhance their employee evaluation process by shifting their perspective of performance management toward performance development. A successful transition would increase employee engagement and ultimately improve the culture throughout the organization. Performance development recognizes that employees are no longer looking for a boss, they are looking for a coach. This coach needs to help provide job clarity and priorities, ongoing feedback and communication, opportunities to learn and grow, and accountability. While both private and public organizations are experimenting with varying approaches ranging from rating-less evaluations to getting rid of performance evaluations all together, researchers are finding that there is not one silver bullet that will help an organization easily transition through this culture shift. The common theme found amongst the organizations working to improve their performance development processes is that <i>more frequent, meaningful conversations is the key to success</i>. Focusing on this one key element by providing employees with the tools and training to embrace and practice this component of the performance development process will ultimately lead to effective change.</p>
Special Events Consulting Project	City of Frisco TX	<p>Since the construction of the new City Hall building in the plaza, thirteen (13) years ago, city administration has witnessed an increase in the number of special events requested and honored within the City of Frisco. It is the responsibility of administration and support staff that manage the special events program to facilitate the internal and external operations of the special events process and coordination; to ensure that all involved are available to provide resources on any given day properly and effectively so that the values and mission of the City of Frisco are being</p>

		met. Along with the increase of requests, there has not been an increase in staffing levels. The Leadership ICMA Consultant team's goals were to provide the City of Frisco with options and recommendations that will assist in facilitating a more cohesive, comprehensive, and resourceful special events program.
Business Improvement Program (BIP) and City of Georgetown Performance Management Program (PMP) with recommendations for citywide implementation	City of Georgetown TX	The City of Georgetown (City) is a rapidly growing community in both population and scope of services provided to its citizens. In an effort to maximize resources and ensure efficient delivery of services, the city requested an evaluation of two existing programs - the Business Improvement Program (BIP) and Performance Management Program (PMP). The purpose of this evaluation was to provide recommendations on how to align the two programs together in an effort to develop a comprehensive citywide Performance Management Program.
Process Improvement for High Performance	City of Twin Falls, ID	In response to increasing demands on municipal services from a growing population, the City of Twin Falls seeks to implement an organization-wide Process Improvement program to better manage capacity and to deliver higher quality services. The City Manager of Twin Falls submitted a project request to the Leadership ICMA (LICMA) Class of 2019 to assist in the development of such a program. The project deliverable, <i>Process Improvement for High Performance</i> , includes an operational assessment of the organization, a review of leading practices in local government Process Improvement efforts, and suggests program implementation strategies for the organization.
Leadership ICMA Class of 2018		
Capstone Project	Local Government	Description
Innovation Lab	City of Riverside CA	The Leadership ICMA Project Team will work with the City of Riverside's Office of Organizational Performance and Accountability (OOPA), to develop an Innovation Lab that will serve as a location for employees to identify and initiate ideas

		that will enhance customer service or streamline administrative processes which could result in reduced costs and/or increased revenues. Innovation Labs can be described as a semi-autonomous organization that engages diverse participants on a long-term basis, in open collaboration for the purposes of creating, elaborating and prototyping solutions to recognized problems.
Implementing Enterprise Management	City of Salem OR	<p>The City of Salem, Oregon has done substantial work in developing their first ever organization-wide Strategic Plan. The city sought the assistance of the International City/County Management Association's Leadership ICMA (LICMA) program to assist them with several components of institutionalizing the principles of Salem's Strategic Plan. Specifically, Salem sought assistance in defining best practices in 'enterprise management,' engaging staff and leadership in conversations about the strategic planning process and providing an assessment of Salem's readiness for enterprise management with near-term, mid-term, and long-term strategies to help facilitate strategic plan implementation by way of a "road map."</p> <p>Through a combination of employee surveys, one-on-one staff interviews, and several focus groups, the LICMA team observed a relatively healthy organizational climate experiencing standard growing pains associated with a deliberate shift in culture.</p>
Stewardship Sequim	City of Sequim WA	<p>Over the past two decades, the City of Sequim has seen significant growth in real estate and economic development and an influx of residents, which has changed the dynamics and daily life of the once rural farming community. As a result, Sequim's current code enforcement programs have not kept pace with the changing dynamics of the community and its desire to preserve well-maintained commercial and residential properties.</p> <p>In January 2018, the City of Sequim engaged Leadership ICMA (L-ICMA) to conduct a thorough analysis of the code enforcement program, which included performing a comprehensive review of the code enforcement ordinances, policies, and procedures currently in place. To accomplish this, L-ICMA gathered and reviewed data from Sequim's</p>

		existing code enforcement process, researched strategies and best practices in areas with similar demographics and conducted on-site interviews with staff and key stakeholders. All data and input collected served as the basis for identifying the policies, processes, and administration of code enforcement for the City of Sequim.
Leadership ICMA Class of 2017		
Capstone Project	Local Government	Description
Austin Animal Center Engagement Strategies	City of Austin TX	The Austin TX team was contracted by the City of Austin to develop community engagement strategies and recommendations for targeted zip codes. These zip codes were chosen due to the disproportionately high number of animals who are brought in to the center from the areas as well as the low number of successful returns to owner rates that occur within them. Team Austin was contracted by the City to develop community engagement strategies and recommendations for the targeted
Child Care Solutions for City of Boulder Employees	City of Boulder CO	The City of Boulder engaged Leadership ICMA to conduct an analysis of child care options for the City of Boulder workforce. The purpose of the analysis is to determine employee child care needs, evaluate existing programs and solutions, and identify and evaluate best practices in order to best serve employees' needs.
Danvers Engagement Playbook	Town of Danvers MA	Why it's Important: Organizations with a highly engaged workforce "exhibit superior performance, such as lower turnover, higher sales growth, increased productivity, and better customer loyalty" (Arakawa & Greenberg, 2007). This playbook lists several action items which can help Danvers get off the ground on the right foot.
Leadership ICMA Program Review	ICMA	At 10 years old, the Leadership ICMA program is mature and well established, with more than 190 alumni. However, the program is overly dependent on a small number of individuals for recruitment and program development. Classes and individual class members stay in contact, but there appear to be opportunities

		<p>to strengthen the program as well as the post-program bonds both to ICMA and to other alumni and classes.</p> <p>This raises two key questions: What direction should the program go over the next 10 years and what are the requirements for its long-term sustainability?</p>
One City One FutureFutureOne City Marathon Management Model	City of Newport News VA	<p>During the initial two years of the Newport News One City Marathon, over 5,000 runners have participated in the event, with nearly 1,600 volunteers and over \$40,000 raised for charitable organizations. The event meets various city goals, including strengthening community connections and increasing the health and wellness of the community. The City of Newport News management team wants to ensure the long-term sustainability of this signature community event by moving toward a cost-neutral model. The City has engaged the Leadership ICMA Capstone Project Team to identify potential pathways to move from an exclusively publicly-managed event toward an alternative ownership and management model that builds on the event's prior success. The Team used its broad local government experience, data research and analysis methods, and community engagement strategies to produce potential options for the City of Newport News.</p>
Leadership ICMA Class of 2016		
Capstone Project	Local Government	Description
Imagine Andover: A Sense of Place and Destination	City of Andover, MA	<p>The Andover Project Team scope of work was to provide the Town of Andover with fresh insights and candid advice to evaluate the Downtown area and develop a comprehensive playbook of best practice recommendations focusing on a sense of place and destination. What makes a great destination downtown? A sense of place for who? What assets does Andover have to leverage? What defines and distinguishes Downtown Andover? The Andover Team set out to answer these questions and more.</p>

<p>Open Fort Collins:</p> <p>A framework for advancing transparency and solutions to complex problems</p>	<p>City of Fort Collins, CO</p>	<p>The City of Fort Collins is exploring the creation of an open data platform to utilize data to solve complex problems. Establishing such a platform will require knowledge about resourcing, changes in business process, governance, potential data sources, enticing citizen use, and preparing for potential change management issues within the organization</p>
<p>A Community of Choice, The City You Never Want To Leave</p>	<p>City of Fort Lauderdale, FL</p>	<p>The City of Fort Lauderdale has identified the need to establish a policy, or multiple policies, that will create a more adaptable work environment for its employees. This is based on Fort Lauderdale's stated need to be an "employer of choice" in the region as well to accommodate the organization's rapid personnel growth within the constraints of the current office space.</p>
<p>Time to Act: Integrated Water Management</p>	<p>City of Storm Lake, IA</p>	<p>Iowa's waterways are one of the largest contributors of polluted water into the Mississippi River that has, in part, led to the 7,700 square mile Dead Zone in the Gulf of Mexico. The State of Iowa faces EPA regulations to reduce the number of nitrates and phosphorus, referred to as nutrients, entering waterways as well as the Governor's goal to reduce nutrients flowing into the Mississippi River by 40 percent before 2030. The City of Storm Lake is one of two cities that will serve as a pilot for implementing alternative solutions. The Leadership ICMA Project Team, utilizing data from the Iowa League of Cities' Technical Advisory Committee, is completing a cost benefit analysis to determine which alternatives will best balance the nutrient reduction goals with the limited resources of Iowa cities.</p>

Leadership ICMA Class of 2015

<p>Capstone Project</p>	<p>Local Government</p>	<p>Description</p>
<p>Implementing Enterprise Risk Management</p>	<p>City of Charlotte, NC</p>	<p>The Leadership ICMA Team was tasked with identifying best practices for implementing and guiding an Enterprise Risk Management (ERM) program based on ISO 31000. The LICMA Team conducted literature research, interviews of individuals associated with leading risk management organizations, private and public organizations that have enacted enterprise risk management within their own</p>

		organizations and consultants that assist organizations with implementing enterprise risk management.
Capital Facilities Planning Process	City of Issaquah, WA	The Leadership ICMA Team was tasked with analyzing the existing capital facilities planning in the City of Issaquah and recommending improvements to align the capital facilities plan with the community's needs.
Reset Strategy: Road Map to Financial Sustainability	County of Navajo, AZ	The Leadership ICMA Team was tasked with the development of budgetary tools and long-term financial planning models that align with the County's Strategic Plan to strengthen fiscal sustainability.
Developing A Human Services Funding Framework	City of Tacoma, WA	The Leadership ICMA Team was tasked with Identifying correlations between human services funding decisions and strategic plans. Reviewing misalignments between the <i>2015-2019 Human Service Strategic Plan</i> and <i>Tacoma 2025</i> with Tacoma staff. Reviewing misalignments between the current funding practices and the <i>City's Equity and Empowerment Initiative</i> . And reporting outlining findings, framework, and implementation recommendations
Leadership ICMA Class of 2014		
Capstone Project	Local Government	Description
Enriching Livability Through Partnerships	City of Edmonton, Alberta, Canada	The dynamic challenges and services demanded by communities need coordinated efforts by the city and its neighboring communities, businesses, and non-profits. Leadership ICMA assist the City of Edmonton, Alberta, Canada) to evaluate how to best use partnerships to accomplish the Transforming Edmonton vision.
Traffic Calming Toolbox Traffic Calming Improvement Story	City of Decatur, GA	This toolkit provides a variety of traffic calming options which share the common goal of ensuring pedestrian safety and maintaining an active living community open to diverse means of transportation, applicable to a variety of street types, and that are fair, balanced, and flexible to suit the various stakeholders.
Preserving Milton's Character and Quality of Life	City of Milton, GA	Leadership ICMA Class of 2014 is excited to present this play-book of applicable land preservation tools designed to find the balance between growth and preservation in the City of Milton, GA

Leadership ICMA Class of 2013		
Capstone Project	Local Government	Description
Tulsa Asset Management-Guide	Tulsa, Oklahoma	A comparative analysis from the Leadership ICMA Team of best management practices and processes and provides specific action steps.
Public Engagement: Expanding the Horizon	Ft. Lauderdale, Florida	
Comprehensive Records Management System		An in-depth analysis of and identification of best practices from government and business entities; and creating a strategic implementation plan to guide city staff in moving forward with the next steps of the program.
Leadership ICMA Class of 2012		
Capstone Project	Local Government	Description
Keeping Park City "Park City	Park City, Utah	A strategic framework for Park City Municipal Corporation and the community to ensure the Community Vision to "Keep Park City, Park City"
Capital Project Prioritization	Edmonton Alberta, Canada	
Leadership ICMA Class of 2011		
Capstone Project	Local Government	Description
One Stop Shop Implementation Plan	Decatur, Georgia	
Procurement	Palo Alto, California	
Employee Recruitment, Orientation & Retention Part I	Palo Alto, California	
Employee Recruitment, Orientation & Retention Part II	Palo Alto, California	
Leadership ICMA Class of 2010		
Capstone Project	Local Government	Description
Montgomery, Ohio		
Leadership ICMA Class of 2007		

Capstone Project	Local Government	Description
	Catawba County NC	
	Eugene OR	
	Decatur GA	