**COVER SHEET INFORMATION**

**Management Strategies for Continuous Improvement**

Case Study Title

**City of Kennedale**\_

Jurisdiction Name

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City/County Manager

**Project Leader – Primary Contact**

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**Management Strategies for Continuous Improvement**

The City of Kennedale began three years ago to thoughtfully examine its processes by driving efficiencies into the organization improving the delivery of services.  Internally, the City of Kennedale utilized the competing values framework espoused by Greg Innes, lean government processes through TechSolve, John Carver's governance process, implementation of requisite principles (Elliott Jacques), and principles of ethical decision making.  Externally, the city adopted a strategic plan - Imagine Kennedale 2015 to guide the work of the city council and the various boards.  This comprehensive approach has focused resources, led to greater regional collaboration and involvement, provided significant community infrastructure improvements, improved service delivery coordination and outcomes, and reduced operating costs and personnel.

The initial analysis was based on an organizational analysis of the current and preferred culture.  In doing so, the city's leadership team was able to target strategies to achieve desired changes.  Thus a nine-member employee team was created to drive cultural changes into the organization.  A five-member team was created to drive efficiencies into the organization through process improvement principles.  Particular emphasis was on interdepartmental processes, service delivery, and office layout.

Unexpectedly, decision making was identified as a significant influence of culture.  The city embarked on an educational effort of ethical decision making, identifying distinctions between utilitarian and principled based decision making.  This evolved into employees working with two MPA level ethics classes at the University of Texas at Arlington and one class at Texas Wesleyan University on ethical decision making.

Culture surveys administered in 2007 and 2008 demonstrated the effectiveness of the city’s ongoing work.  The charts below (re-creations of the originals provided by Greg Innes) depict the work staff has done in the competing values framework by moving toward an integrative/relational and developmental/ innovative work environment. Integrative focuses on teamwork, organization built on trust, loyalty, relationships and commitment. Developmental focuses on an organization that is proactive, innovative, creativity, entrepreneur in problem solving. The results of Greg Innes (as seen below) show that in 2007, the city was reacting to the demands of others. Departments worked in isolation with an internally focused organization following the traditional administrative procedures.

In 2008, one year after the initial cultural profile, the city began shifting to an organization that still holds on to administrative methods but is beginning to work across department lines and with other cities, county and community. There is stronger leadership with initiatives strengthening a direction and style of operation of increased team work and supporting individual initiative.





Surveys administered by Texas Wesleyan University in 2008 and 2010 demonstrated significant changes in ethical decision making as can be seen by the following charts.



Comments from Rodney Erakovich, Ph.D, Assistant Professor of Public Administration and Management, Texas Wesleyan University point out the significant outcomes of the improvements in ethical decision making within the organization as follows,

 “I do want to point out that overall the ethical climate driver of caring and outcomes is heavily associated. That may be an indicator for you in your efforts to move the organizational culture….

I see a considerable move toward outcome analysis in ethical decision making. The ethical drivers of caring are more prevalent and that would drive the culture toward using outcomes as part of their decision making. The other drivers of ethical climate, law, rules and instrumentality (caring about self) are less prevalent than in 2008.

Overall you are achieving your management and leadership goal of moving the ethical culture toward outcome consideration based on caring for those inside and outside the organization. I would consider the movement significant in the short time you have been working on this effort.”

Staff development was essential to providing the appropriate linkages between council and staff following John Carver's governance principles.  The city council initiated a comprehensive ends discussion through a community-wide strategic plan, culminating in the adoption of Imagine Kennedale 2015 in 2009.  The city council has also been trained and adopted policies consistent with good governance practices.

An essential staff development component is defining work, roles, and effective managerial practices.  This work is based on Elliott Jacques work with the Requisite Organization. By defining work as the exercise of judgment and discretion in making decisions in carrying out goal directed activities, and by defining roles, role complexity and relationships and establishing effective managerial practices (such as two-way managerial team meetings, context setting, task assignments and coaching); the organization builds trust, efficiency and effectiveness. The phrase “do more with less” becomes a reality, not because we are doing more with less but because the organization is properly aligned, services are provided effectively, employees are thriving in the role they perform, and goals, tasks and service to the citizen are accomplished at greater efficiency.

Because of this work, the city has experienced the following outcomes:

             1.  Reduced staff by 16%

Through better defined work and role alignment and establishing effective managerial practices, staff reductions were realized without reduced services to citizens and still provide improved efficiency in accomplishing tasks.

              2. Reduced operating expenses by 11%

By analyzing work processes and evaluating opportunities for improved efficiencies, operating expenses were reduced.

3.  It is critical that savings are reinvested into operational processes of the organization. Accomplishing savings cannot be at the expense of hardships on the organization. Reinvestment in operational processes includes:

a. Implementation of web-based software as opposed to propriety software.

                      b. Replaces traditional phone system to a VOIP

                      c. Repositioned fire administration staff to planning and development department in City Hall to create more effectively utilizes staff creating a "one-stop" shop for development.

d. Streamlined office printing from desk top printers to shared multi-functional printers creating efficiencies, cost saving and professionalism in documents.

e. Implementation of a thin-client environment from desk top computers

f. Established a paperless interaction between the police department and municipal court for improved efficiency and work process

4. Created a storm water drainage utility system and fee.  This led to a comprehensive audit of water and sewer accounts, property locations, and tax accounts.  Over $100,000 annually was recovered.

5. Resolved long-term litigation to close all four sexually oriented businesses by February 29, 2012, paving the way for positive economic development.

6. Development of a TownCenter, including a public-private partnership, adoption of enabling legislation (municipal management district), a park, and restoration of a historic Union Pacific Railroad section house for chamber of commerce offices.

7. Visual linkages in the community with street construction using landscaped medians and round-a-bouts.

8. Creation of a Youth Advisory Council and utilized them to design the round-a-bout into the high school

9.  Secured on-going support from the School of Urban and Public Affairs of the University of Texas at Arlington to assist Kennedale in planning and analysis which includes:

a. Redevelopment plan for the Oak Crest area

b. Economic development analysis including land use, labor-shift analysis, and employment analysis

c. Assist the branding and imaging task force in their efforts to rebrand Kennedale

d. Citizen opinion survey

e. Fire/EMS performance measures

f. Development of a strategic plan for the Keep Kennedale Beautiful board

g. Creation of a strategic plan for the Kennedale Chamber of Commerce

10. Creation of a Keep Kennedale Beautiful board as an affiliate of Keep Texas Beautiful

11. Creation of an Arts and Culture Foundation to provide support for the arts in the community

Implementation of this culture change will continue long into the future, however outcomes as listed above give indication to the effectiveness of this undertaking. Staff will continue to work toward ethical decision making, implementation of the requisite organization, competing values framework, and John Carver's governance principles. In addition, staff continues to evaluate new strategies as found in the *Positive Leadership: Strategies for Extraordinary Performance* by Kim Cameron. All of these principles have been instrumental into the successes experienced in Kennedale and may possibly be the wave of the future for municipal governments as they seek to survive the “new normal” economy, providing more and better services with less.