



Leaders at the Core of Better Communities

2015 Local Government Excellence Awards Program Program Excellence Awards Nomination Form

(All programs nominated must have been fully operational for a minimum of 12 months, prior to January 31, 2015)

Deadline for Nominations Extended to March 30, 2015

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: Executive Strategic Evaluation Team/Strategic Workforce Analysis Team

Jurisdiction(s) where program originated: City of Norfolk, Virginia

Jurisdiction population(s): 246,139 (2013)

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented for at least 12 months prior to January 31, 2015, to be eligible. The start date [on or before January 31, 2014] should not include the initial planning phase.)

Month: December Year: 2013

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Seattle, Washington, September 2015. (Each individual listed MUST be an ICMA member to be recognized.):

Name: Marcus Jones

Title: City Manager Jurisdiction: City of Norfolk, VA

Name: Sabrina Joy-Hogg

Title: Deputy City Manager Jurisdiction: City of Norfolk, VA

Name: _____

Title: _____ Jurisdiction: _____

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Betty Meyer

Title: Policy Team Jurisdiction: City of Norfolk, VA
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ICMA Local Government Excellence Award Nomination Narrative

City Manager Marcus Jones and Deputy City Manager Sabrina Joy-Hogg City of Norfolk, Virginia

In December of 2013, City of Norfolk City Manager Marcus Jones and Deputy City Manager Sabrina Joy-Hogg established a policy research effort, in the Office of Budget and Grants Management (now the Office of Budget and Strategic Planning), to review operations across the city in order to identify opportunities for cost savings, efficiencies, and process improvements. The effort created two overarching types of analytic project teams: Executive Strategic Evaluation Teams (ESETs) and Strategic Workforce Analysis Teams (SWATs). ESETs provide City Manager Jones with objective and rigorous oversight capability, while assisting him in ensuring that city programs operate efficiently, effectively, and in a fiscally prudent manner. SWATs focus on the workforce, through an interdepartmental lens, to provide analysis and recommendations regarding more efficient alignment and deployment of staff across the city.

Fiscal Year 2015 Budget Development

The analyses undertaken for fiscal year 2015 budget development focused on sharing of support staff and services across similar departments to achieve more efficient use of the city's human capital, while maintaining service quality. Discussions undertaken pursuant to the FY 2015 ESETs and SWATs contributed to and were paralleled by reviews of administrative functions in the Fire-Rescue Department and Police Department, reviews of financial and human resource functions citywide, reorganization initiatives in the Norfolk Community Services Board (NCSB), and evaluation of city-wide neighborhood support.

As a facet of the strategic analyses completed for the development of the FY 2015 operating budget, a review was done of support services that were capable of being shared across various departments or, in certain circumstances, privatized. It was determined, for instance, that accounts payable functions could be centralized for the following departments: Cultural, Fine Arts and Entertainment; the National Maritime Center (Nauticus); the Norfolk Zoo; Recreation, Parks, and Open Space; and Planning. As the result of this finance centralization effort, there was a net personnel savings of \$68,400. Concomitantly, the similar financial structure of the Police and Fire Departments led to the consolidation of such functions under a single, shared bureau. This resulted in a net reduction of six positions and a savings of over \$270,000, while streamlining the fiscal processes for both departments. A comprehensive review of facility maintenance positions was, also, undertaken. In addition to centralizing maintenance operations, thereby improving service quality and responsiveness, a net savings of \$23,004 was achieved. Finally, as a result of a thorough review of custodial services, three departments transitioned to contractual provision of these services, with a net savings of \$106,706.

The Human Resources Department worked with Public Works, NCSB, and the Fire Department to realign recruitment staffing to increase efficiency and, in the case of the Fire Department, better focus recruitment efforts. To enhance these efforts, it was recommended that staffing be increased for the central Human Resources Department, coupled with a concomitant decrease in recruitment staffing in NCSB and Public Works, for a net savings of \$17,296.

Inherent to the purpose of the ESETs and SWATs is the uncovering of service sharing opportunities. Consequently, another ESET project reviewed the potential for sharing of services between Norfolk CSB, Human Services, and the Office to End Homelessness. While specific opportunities were limited due to the existing locations for the various services, the work commenced by this group led to internal reviews by both NCSB and Human Services, which directly contributed to a reorganization in NCSB and reductions in staffing in both departments. For Human Services, a reduction in staffing to match the true population in the Juvenile Detention Center resulted in the elimination of three vacant positions. DHS also eliminated eight administrative support positions, with a total net savings of \$516,508. Norfolk CSB completed a holistic reorganization, which included: programmatic consolidation, combining of supervisory functions for three programs, and co-locating services. Altogether, this reorganization saved the city an additional \$770,000.

Finally, as a result of an ESET studying the nature and depth of neighborhood development financial support, staff from Budget and Strategic Planning, Communications and Technology, and City Planning drafted a plan to create the Department of Neighborhood Development. The Department works on behalf and supports the interests of neighborhoods and community-based organizations by: fostering and promoting individual and community neighborhood involvement; supporting creative, constructive, and positive solutions to community concerns; administering HUD Community Development entitlement grants; and, cultivating organizational and leadership capacity.

Altogether, these various efficiency and process/service improvement initiatives saved the city a total of \$1.78 million for FY 2015. The savings, by initiative, are summarized in the table that follows.

Table 1 - FY 2015 Changes

CHANGE OR CONSOLIDATION	SAVINGS
Centralize financial operations	\$68,530
Centralize maintenance operations	\$23,004
Expand privatization of custodial services	\$106,076
Consolidate Police and Fire-Rescue financial management and reduce support positions	\$273,612
Adjust Detention Center staffing to population and reduce Human Services administrative support	\$516,508
Create Department of Neighborhood Services and Reorganize Budget & Grant Management Office	\$9,113
Streamline recruitment functions	\$17,296
Reorganize Community Services Board	<u>\$770,043</u>
Total Savings	\$1,784,182

FY 2016 Projects

ESETs and SWATs related to FY 2016 budget development have focused on streamlining records management processes, finding efficiencies in IT and Public Works staffing, reducing Special Pay provisions (i.e. those which don't directly contribute to efficiency or service quality), and locating service and efficiency enhancements from co-location of portions of Human Services and CSB programming. It is estimated that the efficiencies introduced by these projects will save the city an additional \$400,000, while further enhancing workflow processes and, potentially, service of the citizenry.

Conclusion

The creation and implementation of the ESET and SWAT projects have dramatically improved the program evaluation and analytical capabilities of the city. The hiring of two additional full-time staff, who are devoted specifically to these projects, has further enhanced the capacity and capability of the Policy Unit in the City Manager's Office of Budget and Strategic Planning. (Fifteen separate projects were completed in pursuit of FY 2016 budgetary savings and workflow and service efficiency enhancements). In addition, the corporate language and culture are changing. As in most governmental organizations, the City of Norfolk has long exhibited a *culture of activity* (measuring mostly workload volume/outputs). As a result of the infusion of the ESET/SWAT initiative, coupled with enhancements to the city's performance measurement system, however, the culture has begun to exhibit characteristics of a *culture of inquiry* (i.e. continuous consideration and evaluation of programmatic effectiveness and efficiency). This has been exhibited by the thoughtful re-engineering proposals submitted by departments as part of their FY 2016 budget proposals. For their commitment to well-managed government exhibited through creation of the above described policy research strategy, I nominate City Manager Marcus Jones and Deputy City Manager Sabrina Joy-Hogg for the 2015 Local Government Excellence Award.

Betty Meyer, Policy Team Lead/Acting Budget Director, City of Norfolk, Virginia