



# GEORGETOWN, TEXAS

Business Improvement Program Expansion

An evaluation of the City of Georgetown's Business Improvement Program (BIP) and Performance Management Program (PMP) with recommendations for citywide implementation.

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## EXECUTIVE SUMMARY

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. This evaluation was completed in six phases, with this report encapsulating Phase VI - Final Report.

The L-ICMA Team (Team) has developed the recommendations in this report based on five prior phases of work. Phases I and II involved gathering information through research and an on-site visit to meet with employees across the organization. Employees were also assessed on their readiness and willingness for change in respect to the BIP, process improvement, and project management. The information gathered in these two phases resulted in a detailed review of the structure and practices of the BIP and PMP in Phase III. This review included an analysis of current practices in Georgetown, desired stakeholder changes of the BIP, a SWOT analysis, a preliminary evaluation of organizational needs, and emerging themes.

A second on-site visit enabled the L-ICMA team the opportunity to discuss the Phase III deliverable, meet with the Executive Leadership team, and workshop potential recommendations with the citywide BIP project team. Research into leading practices in performance measurement and process improvement was also discussed in detail. The notes from stakeholder meetings during the second on-site visit were compiled and sent to the City, as well as the research findings on leading practices.

The Team found that the City's PMP and BIP programs were both of high quality and well implemented in those areas where implementation was complete. Employees involved in each individual program recognize the value, particularly as the programs duration continues. The Team found support for both programs at the Executive Level, and believes that the BIP can serve as an effective tool for the organization to solve identified performance issues that become apparent during the semi-annual review of department performance measures.

In order to ensure the long-term success of this program, the Team believes that the program's management should be centralized in the City Manager's Office (CMO) and be staffed with supporting personnel. This will only be the first step in establishing the new citywide Performance Management Program. The remaining recommendations are outlined in this report and have been shaped by the first five phases of the Team project, which have uncovered four main themes: Champions, Clarity, Communication, and Training and Tools.

The final recommendations are as follows:

1. Recommendation #1: Establish a Performance Management Office Reporting Directly to the CMO – a citywide program needs clear direction and support from City leadership.

2. Recommendation #2: Create a Functional Performance Management Office Structure – building staff support both immediately and in the long term to support the improvement of City performance is critical.
3. Recommendation #3: Expand Training and Development Opportunities – developing employees throughout the organization increases the effectiveness of these programs and can help inform the culture changes desired.
4. Recommendation #4: Provide Open Access to Tools that Support Project & Workload Management – better tools means better results with less time focused on non-improvement related tasks.
5. Recommendation #5: Reevaluate the Purpose and Need of Steering Committees Citywide – ensure that committees have the right focus, at the right time, and serve a valued need.
6. Recommendation #6: Build a BIP Governance Structure in the CMO without Steering Committees – avoid developing additional steering committees when existing management structure can accommodate the desired results.
7. Recommendation #7: Provide a Structured Approach to BIP Project Selection and Prioritize a Direct Connection to the PMP – a formal application process allows for direct comparison of projects improving the ability to compare resource needs and potential benefits.
8. Recommendation #8: Communicate the Purpose and Benefit of BIP throughout the Organization – providing clear understanding and expectations throughout the organization.
9. Recommendation #9: Implement the Citywide BIP in a Phased Approach – expand the program slowly to allow time for staff acceptance and program support to build.

## INTRODUCTION OF PROJECT TEAM

**Chuck Murphy-Romboletti** serves as the Assistance Director of Human Resources for the Town of Needham, Massachusetts. Since joining the organization in 2014, Chuck has worked on projects related to performance evaluations and measurement, employee and retiree benefits, workers compensation, and is currently overseeing a comprehensive multi-year employee engagement initiative which includes a leadership development program. Prior to his time in Needham, Chuck worked for this hometown of Holyoke, Massachusetts in the Planning and Economic Development Department from 2009 to 2013. Chuck has a Bachelor of Science in Sociology from Bates College and a Masters of Public Administration from Northeastern University.

**Josh Runhaar** is the Director of Development Services for Cache County, Utah, where he oversees Planning and Zoning, Public Works, GIS, Roads, noxious weed control, and a number of other services. Since joining the county in 2005, Josh has worked to modernize the County's planning functions; built a GIS division; rebuilt the management and functions of the Surveyor, Road and Weed departments; and has managed multiple large infrastructure and disaster repair projects. He has also served as an adjunct professor at Utah State University since 2008 where he brings real world planning applications into the classroom. Josh holds Master's degrees in both Urban Planning and Landscape Architecture from the University of Illinois (2005) and a Bachelor degree in Landscape Architecture and Environmental Planning from Utah State University (2002). Prior to working at the County, he worked as a planner for the City of Logan, Utah and in housing and neighborhood planning for the City of Champaign, Illinois.

**Meridy Semones** is the Performance and Budget Director for the City of Largo, Florida. She joined the Largo team in 2008 as a Management Analyst, and has also served as the Manager of the Office of Management and Budget. Meridy has worked on Budget, Program Evaluation, Process Improvement, Labor Relations, Strategic Planning and Community Engagement. In 2018, as part of a reorganization, Meridy was promoted to the role of Performance and Budget Director, where she leads the organization's continuous improvement program as the nexus of strategy and operational change. OPB supports the delivery of superior services that inspire community pride by aligning budget decisions with the city's strategic plan, process improvement/innovation, and performance management.

**Mandi Thompson** began working in the City Manager's Office of the City of Twin Falls, Idaho in December 2013. In her position as Grant and Community Relations Manager, she is responsible for aligning community partnerships and outside resources with appropriate city programs in order to further the mission of the city's strategic plan. She manages special projects for the CMO, serves on the City's Communication team, and directs budget development through Long Term Planning and Priority Based Budgeting. Prior to serving at the City of Twin Falls, Mandi served in various roles at the Idaho State Department of Agriculture and as a private consultant, specializing in grant writing and small business development. Mandi holds a Bachelor's degree in Political Science and International Relations and a Master's in Public Administration from the University of Idaho.

## PROJECT OVERVIEW

### Background

The City of Georgetown is a rapidly growing community and desires to find a way to expand its existing Business Improvement Program (BIP), which currently resides in the Georgetown Utilities Systems Division (GUS). The City would like to expand the BIP to provide business improvement services to all Departments and is requesting that the L-ICMA Team assist with the development of a plan to expand the BIP citywide in an effort to standardize outcomes of process improvement projects in a way that complements the City's existing Performance Management Program (PMP).

### Project Scope

The City has requested this evaluation of and recommendations for an expansion strategy in order to bring the BIP into alignment with the PMP to further the organization's efforts to achieve its vision - "A caring community honoring our past and innovating for the future." The purposes of the PMP and BIP are complementary. The City's PMP is an organizational program used to align employees around a common vision, focus teams on their missions, reinforce commitments that form the culture, and drive continuous improvements and employee development to deliver superior performance. The City's BIP mission is to provide a collaborative structure and resources for organizational development through process improvement and program management. The opportunity exists to explore synergies between the programs and to identify strategies for the two programs to work together.

### Methodology

The Team was tasked with providing an analysis and report that includes results and recommendations for the City to use to expand both programs in order to support all city operations. This report is informed by an independent scan of existing programs, stakeholder input, a SWOT analysis, and consideration of leading practices by similarly staffed cities in the areas of process improvement and performance management in order to validate that the City is utilizing the appropriate methods to enhance service delivery and inform its performance measurement program.

Phase I:	Discovery
Phase II:	First On-Site Visit and Information Gathering
Phase III:	Evaluation of BIP and PMP
Phase IV:	Research and Identification of Leading Practices in Performance Management/Process Improvement in local government
Phase V:	Second On-Site Visit and Strategy Development
Phase VI:	Recommendations and Review
Phase VII:	Final Presentation

## RESEARCH ON LEADING PRACTICES

The Team conducted research on leading practices in performance management (PM) and process improvement (PI) in order to provide the City with an understanding of the general practices in local government. The City requested that the Team look at peer cities in Texas – Round Rock, Cedar Park, Hutto, and Pflugerville – as well as Malcolm Baldrige Award cities – Ft. Collins, CO, Irving, Texas, and Coral Springs. The Team also included other cities that have established programs of similar population size and/or service area. The full matrix containing information on all of the organizations that the Team researched is available in APPENDIX D.

### Peer Cities

The response from the peer cities was low, and there was little readily available information on their websites. Of the four peer cities scanned, only Round Rock had any kind of formal performance measurement program.

### Baldrige Award Cities

#### *Ft. Collins, CO*

- Population: 165,080
- Form of Government: Council/Manager
- FTEs: Approx. 1,600
- Formal PMP and FC LEAN (PI)
- Performance Resources: 3 FTEs (Budget Director, Program Manager and Process Improvement Specialist)
- Training: Multiple levels of LEAN to create common language and continuity
  - Basic – goal of 50% of all employees from all departments within 5 years
  - Managers – Change management, sponsorship of a LEAN project
  - Leaders – 3 month program, goal of 5% of the organization within 5 years (12 so far)

#### *Irving, TX*

- Population: 240,343
- Form of Government: Council/Manager
- FTEs: 2,325
- Formal PMP and PI programs
- Performance Resources: 3 FTEs (Innovation and Performance Office under ACM) and cross-functional teams tasked with solving areas of needed improvement
- Training: Continuous Improvement methodologies
  - LEAN
  - Six Sigma
  - Plan-Do-Check-Act

#### *Coral Springs, FL*

- Population: 133,037
- Form of Government: Council/Manager
- FTEs: 869
- Performance Resources: Chief Innovation Officers (ACM) manages a program that solicits and evaluates ideas on PI and innovation from across the organization

## Other Cities

### *Tyler, TX*

- Population: 104,991
- Form of Government: Council/Manager
- FTEs: 800
- Performance Resources: 1 FTE (Performance Excellence Manager), 15 Green Belts, 8 Black Belts
- Training:
  - Tyler Leadership Academy
  - Tyler Apprentice Academy (PI)
  - LEAN
  - Six Sigma

### *Bellevue, WA*

- Population: 142,400
- Form of Government: Council/Manager
- FTES: 1,383
- Performance Resources: 1.5 FTEs (Performance Manager and part-time intern) located in the Finance Department but works closely with the CMO
- Training: Initially used outside consultant, but moving training in-house
  - LEAN
  - HPO

### *Temple, TX*

- Population: 74,504
- Form of Government: Council/Manager
- FTEs: 889
- Launching a new Performance Excellence Program in FY2019
- Performance Resources: 1 FTE (Performance Excellence Director) that is under the CMO; working on additional staff resources to manage PI, PMP and organizational development functions
- Training: Training is being developed as a part of the new Office of Performance Excellence but has not been implemented

### *Tulsa, OK*

- Population: 401,800
- Form of Government: Strong Mayor
- FTEs: Approx. 4,000
- Formal PI and PMP: Office of Performance Strategy and Innovation
- Performance Resources: 2 FTE (Director and Performance Analyst) under the Office of the Mayor (10+FTEs)
- Training: Multiple forms
  - Tulsa Stat (PMP)
  - LEAN
  - Six Sigma
  - Warehouse/Office 5S
  - Human Centered Design



### *Denver, CO*

- Population: 704,621
- Form of Government: Strong Mayor
- FTEs: 8,500+
- Formal PI and PMP: PEAK Academy
- Performance Resources: 8 FTEs (Manager, 3 PI Specialists, 3 PI Analysts, 2 support staff)
- Training: The PEAK Academy offers training to employees at all levels of the organization on process improvement and innovation
  - LEAN
  - Six Sigma
  - PDCA

### **Themes**

The two common organizational structures that emerged from the scan of leading practices are Process Improvement/Innovation Offices (departments with more than 1 FTE designated for PI and PMP) and Innovation Officers (single FTE that works within the organizational structure of the CMO or Finance). There are costs and benefits to both structures.

#### *Office of Process Improvement/Innovation (stand-alone department)*

This structure creates a team or department that is responsible for both performance management and innovation/process improvement. Most often the director reports to the City Manager or CFO.

Cost: Director-level salary and multiple analyst positions are resource heavy and are the most budget-intensive.

Benefit: With a departmental structure in place, PI and PM are centralized and have budget authority. This structure supports data-driven decisions for PI and allows for the two programs to complement one another. Skill is concentrated in one department, but is deployed across the organization.

#### *Innovation Officer (single employee)*

This structure charges a single employee to lead the charge for innovation. While this position can live in various departments, most often they are in the CMO or IT.

Cost: Director-level salary for an Innovation Officer; limited by the ability of one person to effectively promote change and manage innovation across various departments.

Benefit: Utilizes an already existing structure and provides a clear face for innovation and change.

## ANALYSIS OF EXISTING PROGRAMS

### Discovery

In order to effectively evaluate the City's BIP and Performance Management Program (PMP), the Team undertook a number of efforts to learn about Georgetown, which culminated with a three-day on-site visit. Prior to the site visit, the Team reviewed dozens of informational documents (annual budget, BIP and PMP program descriptions, meeting agendas, employee survey results, etc.), the City's website, and materials on the City's Change Management Tool (ADKAR). All of these materials, along with multiple conversations with key City personnel informed the team's development of interview questions for employee input meetings conducted during the on-site visit.

During the on-site visit, the Team observed BIP monthly and PMP quarterly meetings, met with staff, and conducted seven employee input meetings that included approximately 50 people. The employee teams, which were selected in advance by the City of Georgetown and not intended to be a perfect representation of the entire workforce, were grouped as follows:

1. Department Directors not on the BIP Steering Committee
2. IT Steering Committee
3. Citywide BIP Project Team
4. Employees with Little / No BIP Exposure
5. Employees with Exposure to BIP
6. BIP Power Users
7. BIP Steering Committee

The Team engaged employees in various ways to get feedback on general change management concepts and the benefits / opportunities for improvement for the BIP and PMP programs and their impact on the organization. The Team first administered a brief ADKAR change management survey, followed by a series of open ended questions which were based on the ADKAR assessment model. The nature of the focus group format provided participants the discretionary freedom to elaborate on topics particularly important to them, often producing wide-ranging answers.

### Current Practices

#### *Business Improvement Process (BIP)*

The City of Georgetown's Business Improvement Program (BIP) has operated under the mission of providing "a collaborative structure and resources for organizational development through process improvement and program management in order to make the organization better". The BIP does this through its three pillars of Program Management, Business Process Management, and Organizational Change Management.

The BIP has operated successfully in the Georgetown Utility Systems (GUS) for several years through the staff support of BIP Program Manager, Christina Richison. The BIP Program Manager works to train, consult with and guide GUS staff through projects using formal techniques of the three pillars.

BIP has been limited to working within GUS thus far. The nature of utility operations appears to be a natural fit for BIP and the three pillars. BIP has successfully executed projects and process improvement while also providing hands-on training for participating staff in formal project management methods. The BIP is well known throughout GUS as a disciplined yet effective program, one which staff are proud to have direct access to.

### *Performance Management Program (PMP)*

The goal of the City of Georgetown's Performance Management Program (PMP) is to integrate the City's Strategic Plan with operations by developing Departmental missions that are aligned with the Vision and Core Values of the City. The PMP attempts to do this by serving as the tool to understand, gauge, and drive performance throughout the various service areas.

The program is at various stages of implementation and utilization, with all 43 departments having completed the first phase of implementation – development of a mission statement. Full implementation will be satisfied by completing a staggered three-phase approach that also includes Performance Indicator Development and Data Collection & Analysis. Departments with fully implemented PMP metrics make semi-annual reports to the executive team on their area's performance and how they are fulfilling their departmental mission. The semi-annual meetings include brief but concise presentations by department managers, using standardized formats provided by PMP Staff.

### *IT Steering Committee*

The City of Georgetown identified the need to establish IT Governance Processes to address software and hardware acquisition across Departments, to keep up with both technology advances and the City's continued growth. The IT Steering Committee (ITSC) was created to fill that need and evolved into a structured voting body with by-laws, membership requirements and strategic plan.

The ITSC operates on a citywide basis to assess the value and risk of software or hardware purchases prior to being included in the City budget. The IT Steering Committee (ITSC) has the mission of "reviewing information technology related policies and resources allocations for purposes of providing recommendations to City management in the following areas: 1) Improving organizational efficiency and effectiveness through technology; 2) Developing, updating, and implementing the IT Master Plan; 3) Aligning proposed technology expenditures with guidelines set forth in the IT Master Plan; 4) Reviewing general technology issues and best practices; 5) Identifying and addressing technology needs of individual Departments and Divisions." (ITSC By-Laws).

Once a division has identified a need or a solution requiring a software or hardware purchase, they complete a Checklist with a member of IT Division begin crafting their project proposal. The project sponsor then makes a presentation to the ITSC and questions are brought up surrounding potential value and risks associated with this sole identified solution. The members of the ITSC then formally score the project and prepare a 1-page presentation to the ITSC Executive Committee. The Executive Committee then reviews the information and votes to approve or deny.

### **SWOT Analysis**

The L-ICMA Team performed a SWOT Analysis of the PMP, BIP and IT Steering Committee based on feedback and comments from employees that participated in the focus group discussions. Each L-ICMA Team member independently rated each comment as a Strength, Weakness, Opportunity, or Threat. All four team members' responses were combined and a composite score was assigned for those with a majority (3 of 4) of like answers. Out of all 128 comments, the team was able to reach a majority vote for 113 comments. For the remaining 15 comments that received split answers, the team debated as to whether they represented a Strength, Weakness, Opportunity, or Threat and came to a consensus on a final composite score for each. The full SWOT analysis is available in APPENDIX C.

## **Common Themes**

### *Scope*

Much of the discussion with focus groups centered on how projects were “scoped” or chosen for participation in each program (BIP, PMP and IT Steering Committee). Stakeholders expressed a desire that proposed projects be well vetted and have support from department directors and managers. The scope of the project itself also needs to be worthy of the full BIP process, and not simply a listing of narrow job tasks being combined to appear as a project.

### *Meeting Structure/Process/Timelines/Deliverables*

Each program’s structure was discussed at length with the focus groups, with some programs being more structured than others. Overall, there was a concern for the frequency and quality/usefulness of the meetings. While it was explained that the meetings are set for accountability purposes and to check-in on progress, a theme that emerged was the need to consider projects individually. Some projects by nature are complex and multi-faceted, which necessitates frequent progress meetings and monitoring by BIP staff. However, it was felt that there should be some flexibility in the number of in-person meetings, with options such as email check-ins or less frequent meetings (monthly instead of weekly unless a project gets off target, scope or timeline). It was also suggested by several former project managers that some shifting of their regular duties while engaged in a large BIP project would be beneficial to the process.

### *Project Managers*

Within each program, “owners” or “managers” were designated to each project and varied greatly in how they were selected, their degrees of responsibility and how they interacted with the project throughout. Almost all individuals that have served as PM on a BIP project would do it again, but a common theme was the need for additional resources. Project managers need considerations when managing a large project, especially if their regular duties are in jeopardy of not getting done. A mechanism for addressing workload during a BIP would encourage more individuals to consider serving as a PM.

### *Communication*

Each program encouraged some form of cross-divisional communication between employees or “team members” participating in a project or on a committee. The nature of this collaborative environment caused the focus groups to discuss how communication flowed within each program. The existing structure of BIP does not include a mechanism for reporting successes, celebrating wins, and promoting the effectiveness of the BIP program. Communication post-BIP project is limited. While there is a process for examining lessons learned after a BIP project has been completed, these critiques (which need to be both positive and negative in nature in order to effectively learn from the project) are not widely shared outside of BIP and GUS and are not packaged in a way that could be easily disseminated to other employees (including those that worked on the project and those employees that are affected by the final outcome).

### *Authority and Support*

Each program involved a certain level of centralized staff support that contributes to the program and projects success. Additionally, each program had different levels of backing and authority, and participation in program gave projects different levels of legitimacy. By requiring a sponsor at the beginning, the BIP process in ensuring buy-in at key levels of the organization and department. When considering a citywide rollout, BIP needs central leadership and budgetary authority to establish ownership and control. Support of leadership is what allows BIP to function in GUS so effectively. There is no question that BIP projects have priority and support.

### *Tools and Training*

Project Management software must be made available to all PMs in order to address workload issues for BIP staff, address timeline issues, and create autonomy for PMs over their projects. When BIP staff are the only ones with access to software, efficiencies and redundancies are created that affect the timeline of the project. Training in project management and process improvement were suggested as possibly means by which to increase the effectiveness of the BIP program and help employees understand the value of the process. Creating a common language and minimum level of understanding will increase organizational capacity and increase the reach of the program.

### *Organizational Change Capacity*

Overall, independent of the topic being discussed, there was much discussion on the general topic of organizational change capacity. The L-ICMA Team felt that these comments should stand out on their own to add to the ADKAR results, as the related to either Awareness, Desire, and Knowledge.

<b>BIP Business Improvement Program SWOT Conclusions</b>	
<b>1</b>	<b><i>Requires a Clear Champion from the Executive Team / Clarity as a Priority from Executive Level</i></b>
1.a	CMO to Department Head to Supervisor to PM - Cascading Communication as Champions, Not Authority
1.b	BIP Processes should be supported from the top, but empowered from the bottom up.
<b>2</b>	<b><i>Expand Project Management Support</i></b>
2.a	Project Manager Experiences
2.a.1	PMs Need Access to Software Tools (universal access, tracking, tasking)
2.a.2	PMs Need Project Management Training
2.a.2.i	Training Prior to Serving as PM will Empower Necessary Delegation Skills /Learning During Project is Difficult
2.a.2.ii	Citywide Project Management Training Builds a Culture of Planning/Organizing Work
2.a.3	Choosing PMs Based on Skillset with no Ownership in Outcome May Be Problematic
2.b	Improve & Clarify Communication Regarding Project Management Expectations
2.c	Consider Methods Other Than Meetings to Ensure Project Progress / Accountability
2.c.1	Supervisors of PM Should Be Aware of PM's Deadlines and Serve as an Accountability Tool
2.c.2	Project Manager Training Could Help PMs Build Delegation Skills
2.c.3	Project Sponsors Should Be Checking on Accountability Too
2.c.4	Consider Other Tools to Support Accountability (PM Software, Video Conferencing)
<b>3</b>	<b><i>Format BIP as a Tool to Support a Citywide Performance Program</i></b>
3.a	PMP Can Identify Areas Where Performance Needs Assistance Improving
3.b	BIP Can Serve as the Resource / Tool to Solve Process Relation Performance Issues
<b>4</b>	<b><i>Improve Communication About and Within the BIP Program</i></b>
4.a	Celebrate Project Success
4.b	Develop Learning Tools to Improve From Failures
4.c	Create Feedback Opportunities Post Project Implementation
4.d	Establish Clarity on the Purpose of BIP Citywide
<b>ITSC IT Steering Committee SWOT Conclusions</b>	
<b>1</b>	<b><i>Establish Clarity Regarding Purpose &amp; Authority</i></b>
1.a	Establish a Committee Charter and Engage Members on Redefined Purpose
1.b	Establish an Integration or Logical Interaction with Other City Programs & Processes
1.b.1	BIP Project Outcomes
1.b.2	Annual and Long-Range Budget Processes
<b>PMP Performance Management Program SWOT Conclusions (LICMA Team Needs More Information to Make Final Recommendations)</b>	
<b>1</b>	<b><i>Establish Organizational Clarity About PMP Program</i></b>
1.a	Establish Clear Purpose and Vision for Program
1.b	Establish Clear Alignment with Organization Strategy (Strategic Plan)
<b>2</b>	<b><i>Establish Clarity on How the BIP Aligns with PMP</i></b>
<b>3</b>	<b><i>Develop Clear Communication Tools to Deliver Information</i></b>

### Change Management – ADKAR Assessment

The City has previous experience with the change management tool ADKAR in assessing organizational readiness and willingness for change. Working off of an ADKAR assessment tool that had been developed in preparation for the City’s Enterprise Asset Management program, the team created questions specific to the BIP program. The questions centered on organizational awareness, desire and knowledge of the BIP program and the need to engage in process improvement. The assessment was given at the beginning of each focus group discussion. Participants were asked to rank each question from 1 (strongly disagree) to 5 (strongly agree), and then provide any comments or suggestions to the team on the city-wide expansion of the BIP. The following is a composite result of all responses.

<b>ADKAR Survey Questions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
<b>Awareness</b>	3.5%	5.6%	18.8%	32.6%	39.6%	
I understand the business reasons for expanding the Business Improvement Program, “the BIP”, city-wide.	2	3	4	14	25	48
I understand the risks to the City if we don’t take time to analyze and perform process and project review and improvement.	0	3	6	15	24	48
I understand the impact of a city-wide BIP on my day-to-day work activities.	3	2	17	18	8	48
<b>Desire</b>	1.3%	6.3%	27.1%	35.4%	30.0%	
I am personally motivated to learn about and participate in the BIP.	1	0	10	16	21	48
I look forward to using the BIP in my department.	1	3	7	17	20	48
In my opinion, my peers support the implementation of the city-wide BIP.	0	6	26	14	2	48
In my opinion, my supervisors and managers support the expansion of the BIP.	1	5	15	16	11	48
In my opinion, executives and key business leaders support the expansion of the BIP.	0	1	7	22	18	48
<b>Knowledge</b>	1.4%	5.6%	11.8%	41.7%	39.6%	
I have the skills and knowledge to manage a project.	0	3	6	19	20	48
I am comfortable identifying project management vs. ongoing work load.	1	2	5	23	17	48
I am confident in my ability to discuss project improvement activity.	1	3	6	18	20	48
	<b>10</b>	<b>31</b>	<b>109</b>	<b>192</b>	<b>186</b>	<b>Total</b>
	1.9%	5.9%	20.6%	36.4%	35.2%	

#### *Awareness*

Understanding the need for change individually and organizationally is key to effective change management. Lack of awareness of the need for change is cited as the “primary source of employee resistance” (Best Practices in Change Management, 2016). Leaders of change within an organization must create a case for the need as well as the nature of the changes being proposed.

More than 70% of the responses to the ADKAR survey agreed (4) or strongly agreed (5) that there is personal and organizational awareness of the need for change associated with the expansion of the BIP. This awareness is based on an understanding of the BIP, its mission, and intended impact. The majority of surveys were completed by employees with experience or knowledge of the BIP.

Not surprisingly, the level of awareness of the two groups that had little to no knowledge or understanding of the BIP was lower. 33% of these respondents were neutral (3) in their awareness and 25% either disagreed (2) or strongly disagreed (1) when asked if they possessed an awareness of the need to expand the BIP citywide. Comments from these focus groups suggest an overall lack of awareness and understanding of the BIP and the possible implications of a citywide program. The lack of awareness and understanding of BIP outside of GUS could lead to resistance to change, and should be addressed prior to a citywide rollout of the program.

### *Desire*

Creating a desire to change is the most challenging element of ADKAR, as this desire is ultimately dependent on each individual. Understanding what factors will most influence the organization's desire to change will be key to successful change management.

65% of all respondents either agreed or strongly agreed to the questions surrounding a desire to change, both personally and organizationally. This is encouraging, and suggests that there is a desire for change among individuals within the organization. The responses from those with little to no exposure to the BIP surrounding desire for change were more in line with the overall scores than the awareness responses. 57% of these individuals either agreed or strongly agreed that there is both personal and organizational desire to change; 34% were neutral. The Executive leadership team will need to invest additional efforts in identifying the factors that will likely influence their employee's desire to change, including what benefit they will see and any alignment with personal values and beliefs. Organizationally, there needs to be sponsors or champions that help make sense of the change, provide answers to questions, and listen to objections and concerns.

### *Knowledge*

Understanding the specific combination of tactics to create knowledge of change is different for each organization, just as each individual will have a different capacity to learn the skills necessary for change. Once awareness of BIP is established citywide, a system for training and educating employees will be critical.

80% of all respondents agreed or strongly agreed that they have the right skills and knowledge pertaining to project management and improvements. Similarly, 77% of those with little to no exposure to the BIP were confident in their skills and knowledge. Depending on their actual experience with or training in project management, this assessment may be optimistic. Assessing knowledge and then creating a training program that will address any gaps in skills and abilities will further enhance efforts.

When analyzing the results of the ADKAR, there was an overall indication that there is an awareness of the need to expand the BIP; a personal and organization-wide desire to change and improve; and a level of knowledge required to make a citywide BIP successful. This assessment, however, is dependent on the level of involvement in the BIP. The desire to learn about the BIP, its tools, and the potential for process improvement are high and there appears to be an overall confidence in skills and knowledge. Those employees with little first-hand knowledge of the BIP scored their awareness of the need for change and the potential impact of expanding the program lower. While this is not surprising considering their lack of

exposure, it does highlight the lack of awareness of BIP outside of GUS. The first step to effecting positive change in an organization is creating awareness of the change, and this is lacking on a citywide basis.



## FINAL RECOMMENDATIONS

### *Champions*

A Performance Management Program represents a culture change for an organization, and the City of Georgetown is no exception. During the Team's interactions with employees, it was discovered that outside of the City Manager's Office (CMO), there lacked uniform champions of both the PMP and the BIP within the departments, and specifically among the department directors. This is due to the fact that both the PMP and the BIP are not fully implemented across all departments, with the BIP being heavily used within the Georgetown Utilities Services (GUS) and PMP being in various stages of implementation across all the remaining City departments. In order for these programs to be successful together as a citywide comprehensive PMP, department directors must be champions of the programs and clearly communicate **why** the City is establishing the programs, **how** they will work together and impact workload and service delivery, and **what** will be expected of employees as a result of the new program. Establishing champions at this level will empower champions at all levels within each department as the program implementation continues.

### *Clarity*

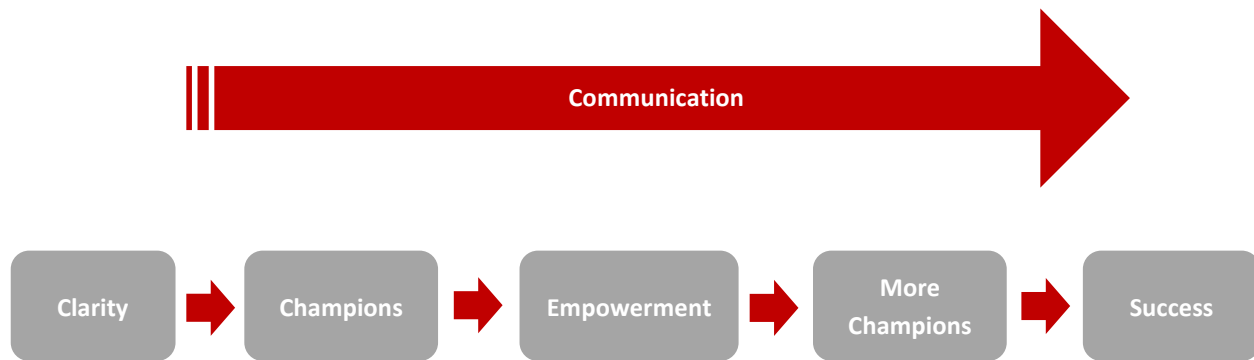
In order for department directors to be champions of a city-wide comprehensive PMP, these individuals must have clarity on the intended outcomes of each sub-component (PMP & BIP) and how they are intended to work together. This clarity should be provided by the City's executive leadership and be reinforced in multiple ways. There appears to be a greater lack of clarity on the BIP due to its isolated implementation within GUS. The intention to have the BIP serve as a set of problem solving tools and resources for the PMP should be made clear so that employee don't think it's "another thing" they have to do.

### *Communication*

The lack of clarity surrounding BIP in particular has resulted in a lack of communication to employees. The Team encountered multiple interpretations of what BIP was according to various employees and departments. Once City leadership establishes the clarity of purpose for the alignment of the two programs, this should be clearly communicated to department directors. This communication should include the expectation that they reinforce this message within their departments and look for ways to align performance with the tools provided in BIP in an effort to improve performance and service delivery.

### *Training and Tools*

Across the organization it was made clear that employees lack the necessary training and tools to effectively manage process changes within their service areas. Within BIP, employees expressed a lack of access to project management tools, as well as a lack of project management or process improvement training prior to embarking on a BIP project. This leads to frustration, lack of delegation, and an increased need for the program manager's time to train and provide limited access to software, which in-turn limits the capacity of the program. Within PMP, participants lacked a detailed understanding of which key indicators and metrics would provide clarity about the performance of their departments and the knowledge about how to improve processes that may impact their performance measures.



### **Recommendation 1: Establish a Performance Management Office Reporting Directly to the CMO**

The Team recommends that the City establish a formal Performance Management Office/Division<sup>i</sup> to provide alignment of the BIP and PMP programs under one umbrella. Additionally, because this is a city-wide initiative, the program should be led by an executive or department director-level position and be housed within the CMO. Based on the research conducted during Phase IV of this project, Performance Management Offices represent a cultural change initiative for organizations that require the support and direction of the City Manager or Mayor's office. The Performance Management Director will need to serve as a steward of continuous organizational improvement and ensure that the program does not overly focus on one specific service area or department. This position will also serve as a communication conduit to and from City Leadership, and ensure the alignment of priorities between performance issues and problem solving tools offered within BIP. Finally, this position will serve as a liaison with other internal service departments (HR, IT, Finance) to develop associated organizational development and/or technology training programs.

### **Recommendation 2: Create a Functional Performance Management Office Structure**

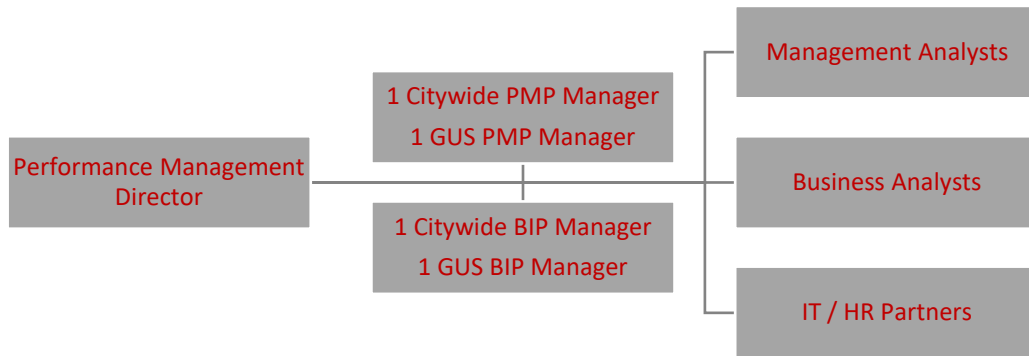
With the size and scale of the issues, resources, and services provided by the City, it is clear that additional personnel will be need to manage these programs. Currently, the PMP is supported across 43 departments by a portion of the work of one management analyst while the BIP requires the work of one FTE working exclusively in GUS. The Team offers a proposed structure for the new Performance Management office below, which includes supporting the director with 4 program manager positions.

Citywide PMP & BIP Program Managers: The Team proposes supporting the director position with two program managers that will focus on operationalizing the two sub-components on a city-wide basis. The PMP manager would work to continue refining and improving performance measures, while the BIP Manager would oversee the ongoing process improvement projects, ensuring they are on track and supporting the performance management component.

GUS PMP & BIP Program Managers: The Team proposes the continuation of the BIP program manager position within GUS while adding a PMP manager position to support the expansion of the PMP program. Both of these employees would be part of the overall performance management team. The City has made a significant and public commitment to producing more energy than its electric utility customers consume, earning the designation of 100% renewable<sup>ii</sup>. This commitment will require a continuous improvement effort, one that can and has been effectively applied to its other utility functions. Furthermore, even with the successful implementation of BIP within GUS, employees reported to the Team that currently there are not

enough resources to support all of the possible projects. GUS staff have also expressed that the BIP and PMP could be successfully paired within GUS and serve as an effective communication tool to both employees and the public on utility performance information.

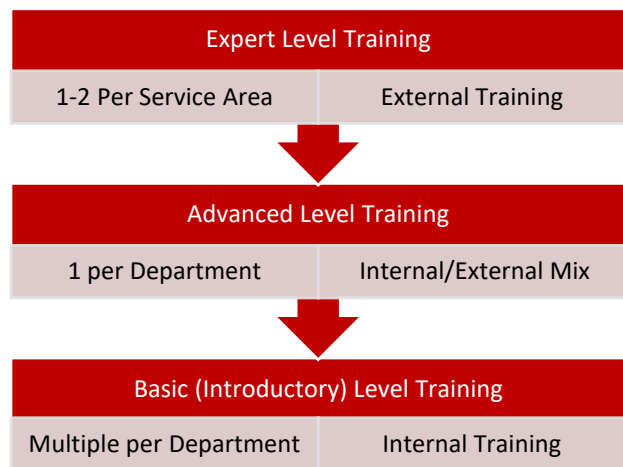
These programs are typically supported by analysts. According to the Team’s research into leading practices, management analyst positions are most common, but other position titles could include business analysts, performance analysts, process improvement analysts, and performance specialists. IT and HR partners are also depicted on the chart below. Additional resources may be needed at some point from both HR and IT staff as process changes impact job duties and require new technology. HR and IT staff, however, are not considered to be part of the main program staffing.<sup>iii</sup>



**Recommendation 3: Expand Training and Development Opportunities**

A common theme in the employee input meetings the Team conducted was a lack of access to training to better support the City’s process improvement/project management initiatives. Training should be provided by both internal staff resources and by targeting existing outside training resources. Internal training should focus on providing basic level training to a broad cross section of employees, with repeated occurrences and a direct tie-in to daily work tasks. More advanced training will likely require external sources as there will not be an economy of scale and the necessary personnel to accommodate that level of training internally.

The overall goal should be to provide basic training to a wide range of employees, advanced training to a smaller number, and expert level training to just a few employees. This will expand the ability of the Performance Management Office by having a network of experts in each service area (three ACMS & Public Safety), at least one advanced staff in each department, and multiple staff in each department with basic training. Training should be focused into three functional areas as follows:



Organizational Development Training: According to research provided in the book *Building High-Performance Local Governments* (Pickering, 2014), answering the question “Why do we need to be High Performing?” helps employees understand their role in the overall mission of the

organization. A common practice to achieve this, as well as clearly communicating the organization's mission, vision, values and strategies is to offer organizational development or leadership training. The City currently offers an Engaged Leaders training, which appears to be somewhat linked to this concept. The Team recommends intentionally aligning this program's content with the "Why be High Performing?" concept to allow employees to gain a greater understanding and buy-in to their contribution to the City's mission and vision.

City-wide Project Management Training: The Team recommends establishing an on-going, basic project management training available to all employees. "Projects are how an organization delivers change, and...effective project delivery can be the difference between organizational success and failure" (Jordan, 2019). Whether employees are working on regular project assignments, or working through a process improvement project within BIP, project management skill development will help the City instill a performance-based culture. By providing employees with skills development and project management training, they will be better able to approach their work with the mindset of beginning with the end in mind and planning for success.

Process Improvement Training: Based on employee feedback from input meetings, the Team is recommending that basic process improvement training be offered to employees. Employees intimately involved with BIP indicated that not every project was worthy of a full BIP project/process improvement treatment. If employees had project management skills paired with basic process improvement knowledge, fewer projects may rise to the level of BIP, which would allow for greater capacity in the new citywide program. The City may consider options such as Lean and/or Six Sigma for a training platform that is well established and available at all levels of expertise needed.

#### **Recommendation 4: Provide Open Access to Tools that Support Project & Workload Management**

A primary concern voiced by many employees familiar with the BIP was the quantity of meetings and the amount of time consumed therein. At present, meetings are the primary method for ensuring accountability and to manage timeline and work products. The lack of access to software tools throughout the BIP framework increases the workload of BIP support personnel and creates the need for additional interface time with project managers.

Access to Software Tools: Many BIP program participants expressed frustration that they did not have access to the City's project management software. This forced many participants to rely on the program manager to enter information into the system, which is cumbersome and time consuming for everyone. Additionally, users expressed that the existing tool was complex and not user friendly, particularly with no training available on the tool itself or related to project management concepts.

Access to Workload Management Tools: Employees overwhelmingly expressed that their workloads were at or over capacity, and that no relief was in sight based on the City's unprecedented growth rate. The Team recommends providing access to time and workload management tools that will offer techniques to help employees prioritize work.<sup>iv</sup>

#### **Recommendation 5: Reevaluate the Purpose and Need of Steering Committees Citywide**

Steering committees were a frequently discussed topic during both on-site visits. The Team spent time interviewing members of the IT Steering Committee, where frustration was expressed regarding the lack of clarity of purpose/role and authority in the decision-making process. The IT Steering Committee

frequently came up as a roadblock and unnecessary step in the technology procurement process during other employee input meetings. Many comments focused on this committee being too late in the process to add value to the decision making process. A great dichotomy existed between IT Steering Committee members and the employees that presented technology requests to the committee. The Committee members expressed a lack of authority due to the frequency in the CMO overrules the Committee's decisions, while other employees expressed a belief that the Committee has too much authority and as a result prevents innovation. Additionally, a review of the employee feedback regarding the existing BIP steering committee revealed that the purpose of the BIP Steering Committee was not clear and that the time spent within meetings was considerable.

There is very little research available on steering committees from an academic perspective, but a general review of information available online from the Project Management Institute<sup>v</sup> indicates that steering committees tend to be project focused, with a specific charge, and start/end points. Governance committees, however, are generally on-going in nature and work to steer the strategic direction of a particular organizational function (e.g IT). Both Steering and Governance can be used interchangeably, but both require a charter that outlines both a clear purpose and direction. Additionally, the Team's research of other communities indicated that the use of steering committees for governing a Performance Management Program was not common. Where performance was an ongoing conversation, metrics were reviewed by leadership regularly and recommendations for improvements came from those performance reviews (e.g. Tamarac, FL).

The Team believes that this information is important because the scope of this project includes providing recommendations on performance program governance, and there have been many conversations about steering committees as an option. There are multiple steering committees currently established in the City that are not functioning as intended. The Team recommends that the City take a step back and re-evaluate the purpose and role of the existing steering committees to determine if they are necessary, how they may be improved, clearly define the role and purpose of each, and whether they are steering or governance committees.

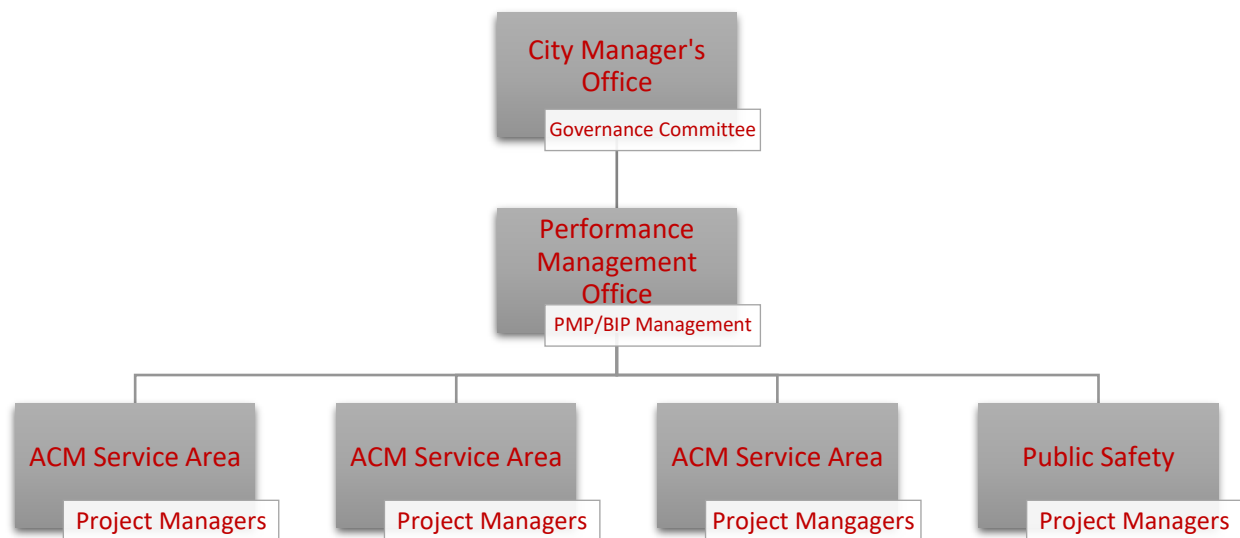
#### **Recommendation 6: Build a BIP Governance Structure in the CMO without Steering Committees**

Taking the issues surrounding steering committees within Recommendation #5 into consideration, the Team recommends that no steering committees be created for the citywide expansion of the BIP. Instead, a governance committee should be established within the CMO, similar to how the PMP has been managed directly by the CMO.

The goal of the BIP is to provide for a mechanism to improve processes. These process improvements should be driven by performance indicators derived from the PMP. The overall institutional goal is to create a culture that supports an ongoing increase in efficiency, effectiveness, and performance as measured through a set of metrics that provide meaningful indicators to each department and service area. As Patrick Lencioni states, "an organization has to institutionalize its culture without bureaucratizing it" (Lencioni, 2012, p. 154). Both the PMP and BIP should be structured in a way that allows for a focus on completing process improvements and improving metrics and services, not in systems made to fulfil procedural steps (which is different than training staff to become well-structured project managers). Any steering committee attempting to manage the expectations of 43 different service areas would likely require unnecessary time and resources and likely fall into similar reporting patterns that already exist within the CMO.

The Team recognizes the initial purpose and the critical need that the original GUS BIP Steering Committee served. It was critical for program success; without the clear and direct support of GUS management most projects would never have been completed. Additionally, BIP staff lacked clear organizational authority without the backing of the BIP Steering Committee to help drive BIP projects. This issue of authority is mitigated by Recommendation #1, which develops a Performance Management Office within the CMO. The need to determine resource allocation is mitigated by Recommendation #7, which allows for a full vetting and comparison of BIP projects based on PMP metrics. The remaining issue will be that of project management and maintaining timeliness, which will be driven in part by each department/service area reporting to the CMO, improvements and wider access to technology, project management training throughout the organization to imbed a process and performance improvement culture throughout, and dedicated staff within the Performance Office helping manage all of these issues.

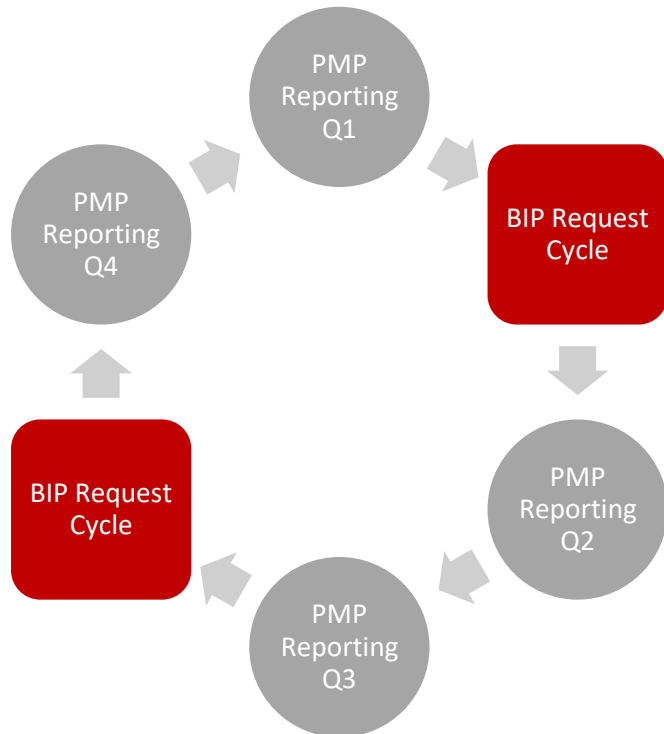
With the PMP and BIP managed by the Performance Management Office, and the CMO serving as the Governance Committee, the existing department structures within the City are utilized without additional need for further committees. The Performance Management Office essentially functions similar to planning staff to a planning and zoning commission by providing analysis, support, outreach to other services areas, etc. to ensure that accurate and well vetted information is relayed to the CMO.



The research also showed another model in which department directors took the lead in organizational performance management while assistant department directors managed operational changes and process improvements. This allowed for a close association of the two issues, but maintains a separation to allow individuals the ability to focus on a specific aspect of the improvement process. This option does not replace the recommend model, but is an alternative for the City to consider as a means to manage the duality of the PMP and BIP roll out and its impact within individual departments.

### **Recommendation 7: Provide a Structured Approach to BIP Project Selection and Prioritize a Direct Connection to the PMP**

Currently BIP projects are reviewed on an ad-hoc basis when they are suggested by staff and/or a sponsor. However, in the new citywide BIP, there will be greater competition for the limited resources of the Performance Management Office and greater difficulty in ranking projects in terms of a return on investment across service areas. A formalized BIP assistance request process will allow for an open application process, similar to a standard RFP, for all departments to submit BIP project requests. These requests should be reviewed either on a quarterly or bi-annual basis and tied directly to PMP reporting cycles and the City's budget process. This formalized project request process gives the Performance Management Office and the CMO the ability to consolidated project vetting, allowing direct comparison of projects to understand benefits and potential return on investments, and to gauge the available resources for new projects.



The other benefit of a BIP project request structure is that each request will have the ability to be influenced and connected to PMP metrics and indicators. While not all BIP projects will be directly correlated to the PMP, the initial PMP department progress reports that the Team was able to hear were filled with multiple potential BIP projects. Allowing department level performance indicators to drive needed process improvements will ensure BIP projects will have the highest potential impact on community services.

### **Recommendation 8: Communicate the Purpose and Benefit of BIP throughout the Organization**

Throughout the numerous discussions the Team has had with City staff, it is clear that only those that have been directly using the BIP have a clear understanding of what the BIP is. The level of misunderstanding, misinformation, or lack of knowledge of the BIP is pervasive throughout most of the organization. This lack of clarity will likely be a major obstacle to the expansion of the BIP and overall cultural acceptance of process improvement. It will be extremely vital to communicate what the BIP is (and likely also communicating what the PMP is) to all levels of the organization.

The key to this communication will be to show departments and their staff how the BIP has already been successful and how that success has positively impacted the organization, department, and staff therein. Providing personalized examples of how this process can fix long standing process issues can also help individuals understand and embrace the BIP. This was seen clearly in the two on-site visits where staff that was otherwise unfamiliar with BIP were given specific examples of projects that would impact their work. These examples created a high level of interest in pursuing improvement processes (e.g. records and evidence processes projects from a different community were provided as an example to the Police Department, allowing them to have a direct connection to the type of process improvements that could be made available to them).



Public Display of Successful Performance Improvement Projects: The Team found that communities with mature Performance Management Programs (e.g. Denver) displayed performance information on their website. This includes anything from static report documents to more dynamic and interactive dashboards. The Team recommends that the City consider making public a few of the current performance dashboards used internally at the semi-annual performance meetings. Additionally, as the BIP program matures into a citywide function, establishing performance metrics for both BIP as a program, and the individual projects will help show the community and employees the value of the program and how it is positively impacting service delivery.

BIP Project Information Sheets: The Team recommends that the Performance Management Office develop clear and simple one page description sheets of successful projects to further inform departments and staff about the potential of process improvement. One obstacle to this communication method is that nearly all of the successfully completed BIP projects have been within GUS, with a specific utility or infrastructure focus. An option is to build a communication template and reach out to other communities identified within Phase IV for project successes, with the goal being to personalize the potential benefits of process improvement generally for each department. By doing so, the City can help its departments envision improving processes based on leading practices in multiple service areas.

### **Recommendation 9: Implement the Citywide BIP in a Phased Approach**

The existing BIP is located within GUS where it grew as a response to software migration needs and the desire to implement process improvements rather than digitize and make non-optimal processes permanent. This organic growth was based on the need to build a system to train staff in new ways of approaching processes. Likewise, the PMP was developed as a method to improve overall department performance and initiated in specific departments before it was more widely implemented. The slow growth of these two programs allowed for staff managing the processes to build the needed resources to support them, allowed departments and their personnel to gradually shift their mindset, and was easier to accept by staff as compared to a complete and immediate implementation.

As this model has been previously successful and accepted by staff, it is recommended to provide for a methodical, department by department expansion of the BIP. This will allow time for the newly developed Performance Management Office to establish citywide workflows and priorities, enable continued support of ongoing GUS projects, and to build individual success within engaged departments that can be leveraged through a communications plan to the next set of departments.

While implementation will be phased, it should be made clear to the entire organization from the outset that the BIP is a citywide program supported and prioritized by the CMO. This clarity will be vital in avoiding misunderstanding of the program's purpose, further supporting the organization's vision and interconnectedness of the BIP and PMP, and disabusing the thought that change is highly desirable and necessary for 'everyone but me.'

### **Alternative Recommendations**

An alternative option that would incorporate current resources and not require immediate additional resources is the implementation of a parallel structure that is led by 1-2 employees highly trained in process improvement and review. This structure could accommodate the existing 2 FTEs dedicated to BIP, and then create organizational capacity in other departments to serve on the parallel organization.



*Option 1:* One FTE would operate out of the CMO and lead a citywide effort, while the second would continue to operate BIP within GUS. This option would split resources, but would ensure continuity in GUS with existing BIP projects and maintain momentum moving forward. The FTE within the CMO would be responsible for assembling a team of individuals (4-5) from across the organization that would be trained in process improvement and project management.

*Option 2:* One FTE would serve as the lead for the parallel team, with the second as a full-time member of the team. Both FTEs would work in the CMO. The team would still consist of 4-5 individuals from across the organization that would be trained in PI and PM. The implementation would involve training for all members of this team, with advanced training given to the lead and dedicated employee(s) on the team. The parallel team would interface with PMP as a means to develop BIP projects, and would oversee project selection as well as the section of the BIP PM and supporting team. Implemented correctly, this team could serve as a precursor to the Performance Management Office. This would be similar to Ft. Collins and their strategy to train employees across the organization in PI and utilize a variety of individuals at varying levels to implement PI.

*Option 3:* Provide immediate Basic and Advanced Level training, as outlined within Recommendation 3, to all business/management analysts within the entire organization. These analysts will function as an extension of the BIP/PMP in each Department/Service Area adding additional capacity without additional staffing cost. Training will allow these employees to support BIP and PMP, regardless of the structure of the program moving forward.

*Option 4:* Assign one (1) existing FTE to manage the PMP, while concurrently assisting with BIP expansion.

### Implementation Timeline

As with any jurisdiction, the need for additional capacity and resources is often a limiting factor in the development of new initiatives or programs like the BIP or PMP. This is no different in Georgetown where the Team continually heard from staff and managers that services were stretched, demands were ever increasing, and revenue is not keeping pace with expenses. It is therefore critical that the BIP is expanded in an economical and dual phased approach (slowly bringing in each unit as outlined in Recommendation #9 and ramping up resources and spending within the budget).

Many of the Recommendations outlined herein are able to be implemented with existing staff and resources while others will require additional resources and deployment time. While the Team is unable to fully analyze all of the potential costs, a timeline and basic cost outline for each Recommendation is provided below:

	Time Frame for Action	Anticipated Cost*
Recommendation #1: Establish a Performance Management Office Reporting Directly to the CMO	Immediate	EB
Recommendation #2: Create a Functional Performance Management Office Structure	3-5 Years	\$\$\$\$\$
<i>Alternative Options</i>	Immediate	EB to \$\$

Recommendation #3: Expand Training and Development Opportunities	Basic Training in year 1, Advanced Training in year 2-3, Expert Training in year 4-5	\$\$ to \$\$\$
Recommendation #4: Provide Open Access to Tools that Support Project & Workload Management	Immediate - Task out the IT Steering Committee or develop a BIP process	\$\$
Recommendation #5: Reevaluate the Purpose and Need of Steering Committees Citywide	Initiate in 6-12 Months as a Citywide BIP	EB
Recommendation #6: Build a BIP Governance Structure in the CMO without Steering Committees	Immediate	EB
Recommendation #7: Provide a Structured Approach to BIP Project Selection and Prioritize a Direct Connection to the PMP	Phase in over the next 6-12 Months of PMP Reporting	EB
Recommendation #8: Communicate the Purpose and Benefit of BIP throughout the Organization	Basic Internal BIP Communication - Immediate, External PMP Communication in year 2 or 3	EB to \$\$
Recommendation #9: Implement the Citywide BIP in a Phased Approach	Immediate	EB

\* EB - Within the existing budget

## CONCLUSION AND NEXT STEPS

The Team is extremely impressed with the City of Georgetown and all of the talented employees that provided thoughtful feedback. Georgetown is a growing community with strong leadership, and is being very intentional and thoughtful with performance and change management initiatives. It is critical to continue to improve processes as budgets will likely not support employee growth rates commensurate to population and service demand increases. As the City continues on the performance management implementation journey, it is imperative to keep the following points in mind, and continually reiterate these points through multiple avenues to reach as many employees as possible:

1. *What are we trying to achieve?* Communicating the purpose of these new initiatives, particularly why performance management and process improvement are important, will help employees understand their role in the bigger picture. How will performance management achieve the City's vision of honoring the past and innovating for the future?
2. *What is expected of everyone?* Providing the clarity to employees on changing expectations as a result of performance management initiatives is imperative. How will the changes impact an individual's job and how will the organization help employees through this change? Change is difficult, even when everyone knows why it is necessary.
3. *What's in it for me?* This is the ultimate answer each employee will need to have in order to fully buy in to performance management initiatives. How will this make their jobs easier? How will they know what impact they are making after they change? Are there any rewards for changing (recognition, leadership development, or skill building)?

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<sup>i</sup> Other possible names include: Performance Improvement; Performance Excellence, Peak Performance; Performance, Strategy & Innovation; Performance Measurement; High Performance Government; and Performance Scorecards.

<sup>ii</sup> According to the City of Georgetown Website – [Why Georgetown is 100% Renewable](#)

<sup>iii</sup> Note: this recommendation does not include the number of support staff required beyond the manager level. Alternatives to adding staff include: centralizing existing department staff and/or repurposing other existing staff.

<sup>iv</sup> Possible Solution: Stephen Covey's 7 Habits, Personal Workbook – Weekly Success Planner

<sup>v</sup> PMI Learning Library: [Exploring the Role of Steering Committees in Realizing Value from Project Management](#)