

The Kennedale Experience

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In 2007, the city reviewed its operations and recognized it was not sustainable

- The City introduced the competing values framework as a way to think about organizational culture and building organizational capacity
- The desired culture was to be proactive, focus on teamwork, communication, and leverage resources

Required insight

- Understand tolerance for change, gain insight into how to build capacity and how decisions are made
- Building organizational capacity – need to look at organizational culture before driving efficiencies
- Changes made in a thoughtful way to make sure that the city's financial situation was sustainable

Guiding principles

- Driving lean/efficiency into the organization – intra and inter-departmental processes
- Commitment to reinvest savings into the organization
- Efficiency needs become part of the culture
- Made the organization more flexible and look for changes

Process

- Conducted a workshop with employees to help identify and plan for organizational needs
- In order to drive change in the organization, an internal employee team was created based ***Change Leadership*** by John Kotter

Process

- Of the many items that emerged, one was how departments work together on processes, e.g., police – municipal court and fire – building permits
- The City created a “Process Improvement Team” to identify and implement changes

Process improvement strategy

- The City engaged TechSolve to review operations:
 - Municipal court – police
 - Utility connections
 - Building permits
 - Fire inspections
- The City has seen positive changes that is multi-fold

IT changes

- Examination of court and police led to:
 - Connected city buildings with fiber
 - Moved to web-based software - away from propriety software
 - Installed VOIP
 - Eliminated desk-top printers with multi-functional printers
 - Eliminated desk top computers in favor of a thin client environment

City Hall layout

- Examination of building permits, utility connections, and fire inspections led to:
 - Consolidated area for finance, utility billing, and municipal court
 - Consolidated area for planning, code enforcement, building inspection, and fire administration

Cost containment

- Utility billing
 - Found missing accounts
 - Found missing properties
 - Found improper payments to adjoining utility providers
- EMS collections
 - Itemized collections

Cost containment

- Energy
 - installed new air conditioners in the police department
 - installed variable frequency drives on booster pumps
 - installed soft starts on the water wells
 - installed recycling peak units
 - eliminated space heaters

Community-wide effort to adopt a strategic plan – *Imagine Kennedale 2015*

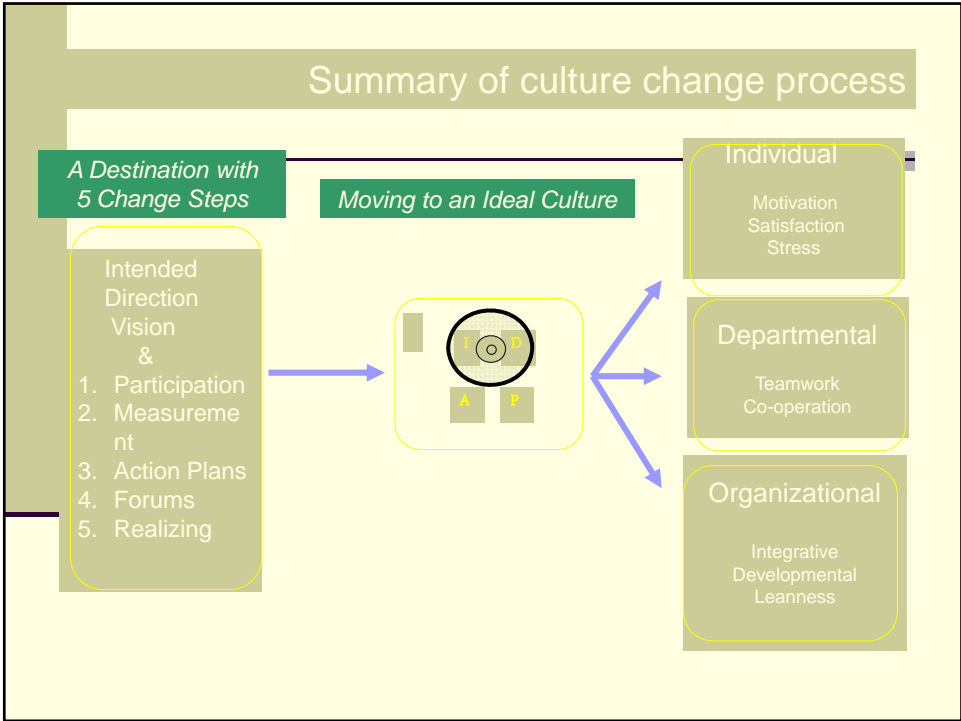
- Relations with county has lead to substantial roadway improvements
- Kennedale TownCenter underway
- Improved relations with school
- Improved relations with chamber of commerce
- Branding and imaging campaign underway

Lessons learned

- Need to understand your business in a more effective manner and then make the cuts to drive increased leanness
- Leveraging resources through improved integration by working together
- Readiness to develop opportunities from a strategic-level to front-line initiatives
- Encouraging integration for creating solutions weighted against reacting to the situation of the day

Lessons learned

- Cost effective change requires attention to a “win-win” formula by way of organizational effectiveness and increased staff satisfaction
- Small steps influential at an operational front-line for momentum and ownership
- An understanding of ethical decision making within a utilitarian framework and its impact on organizational culture and empowerment
- Decision making is improved by framing the discussion as “**opportunities**” – threats hurt



Let's look at Conroe's experience

CULTURE STRATEGY™ *Managing competing values*

Integrative

participation sharing
outcome negotiation
working together
supportive teams
stated values
commitment

Developmental

common vision
individual initiative
expression in vision
achieve full potential
desired outcomes
creativity

Administrative

directive
compliance
rules procedures
tried methods
protect itself
preserve traditions

expedient
reactive
immediate results
short term targets
satisfying requests
pre-determined priorities

Productive