

Stability Through Transitions: Fort Lauderdale, Florida

February 15, 2017



CITY OF FORT LAUDERDALE



WE BUILD COMMUNITY

Starting with a Vision



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.



WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**



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Developing a Strategy



12 Goals



38 Objectives



191 Strategic
Initiatives



142 Key
Performance
Indicators

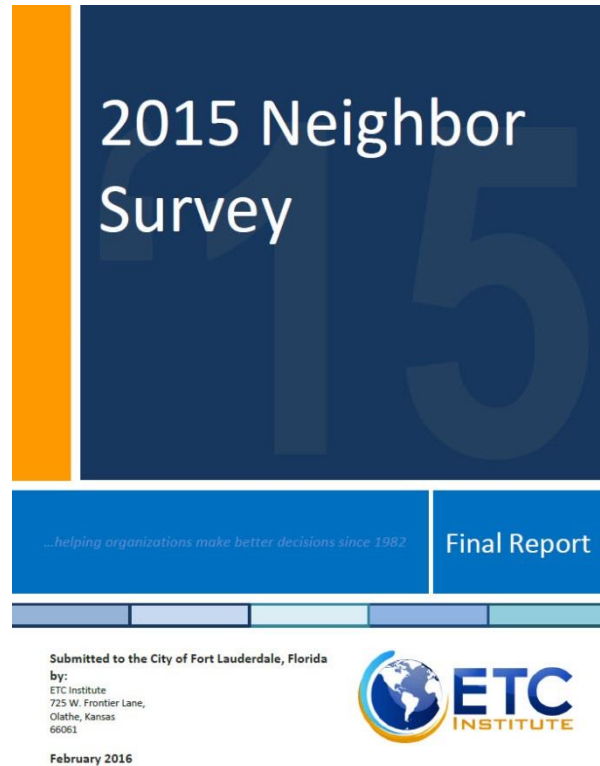


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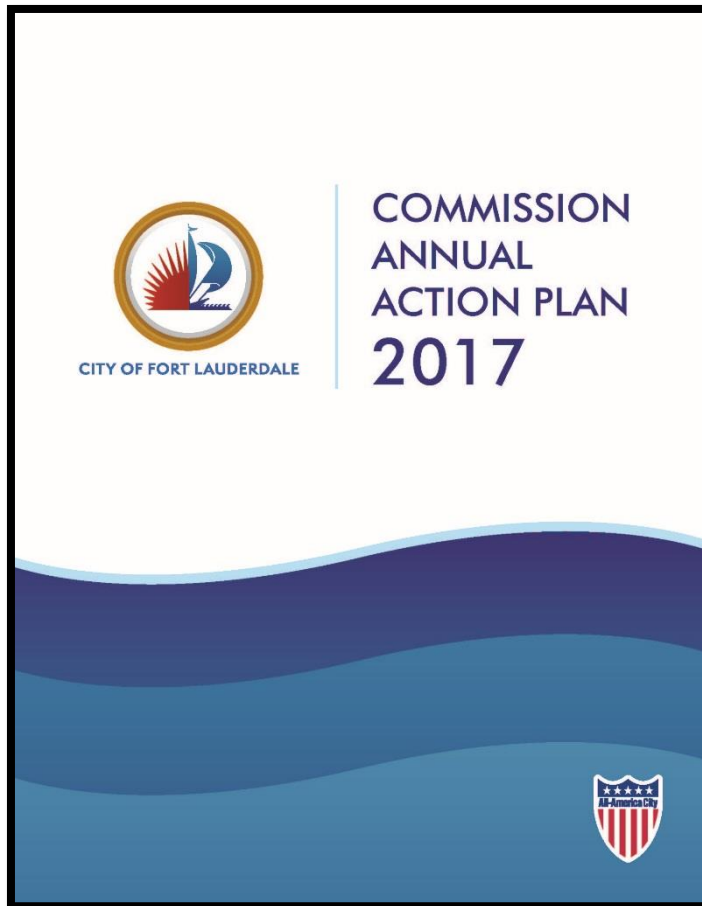
Neighbor Feedback



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Putting Our Plan Into Action



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Bringing It All Together

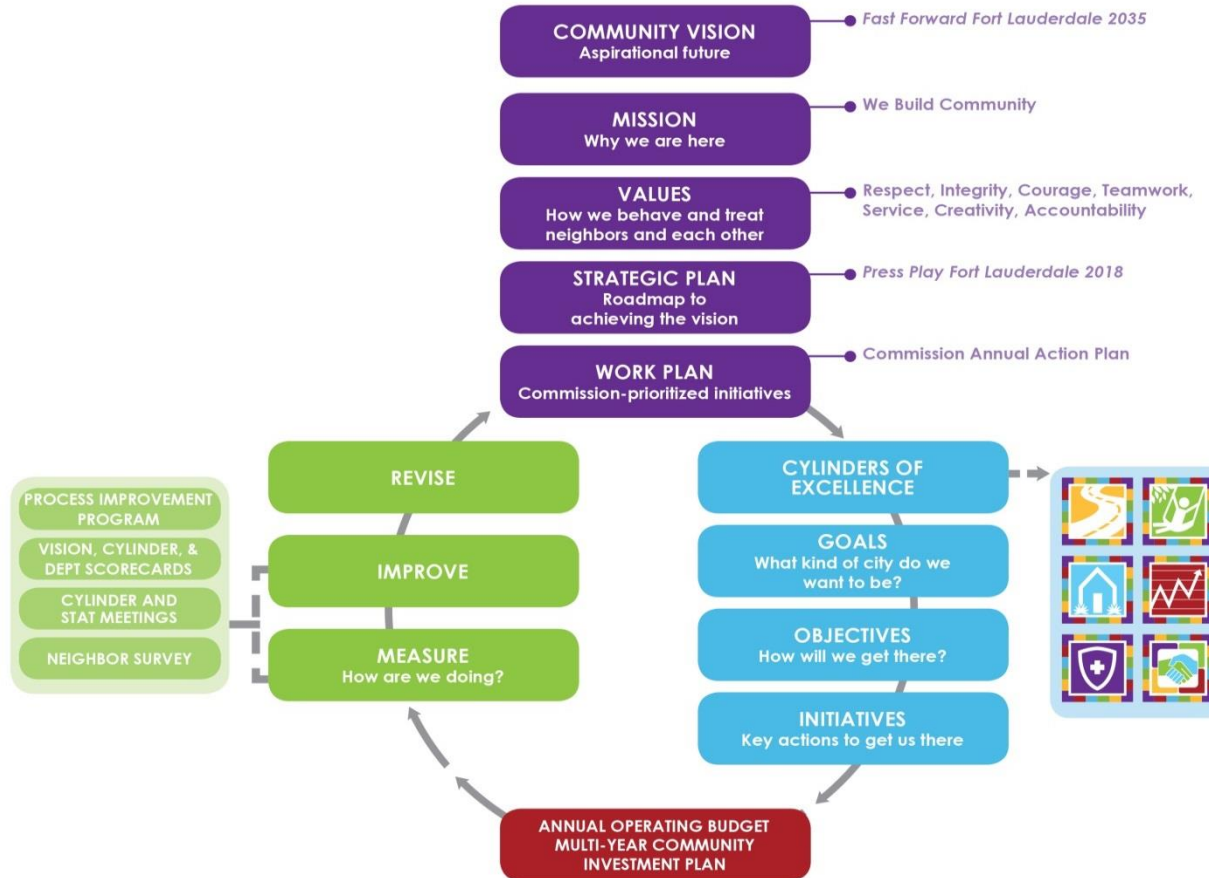
FY 2017 FL²STAT STRATEGIC MANAGEMENT SYSTEM



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Bringing It All Together



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Quality Management System



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Our Approach to Continuous Exponential Improvement

- Every 2 months in our Emergency Operations Center (EOC)
- Department Directors and Assistant Directors, Key Department Staff, City Manager's Office
 - Over 100 staff
- Topics Include:
 - Strategic Initiatives
 - Performance Indicators
 - Key Topics And Issues As Needed



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What we heard

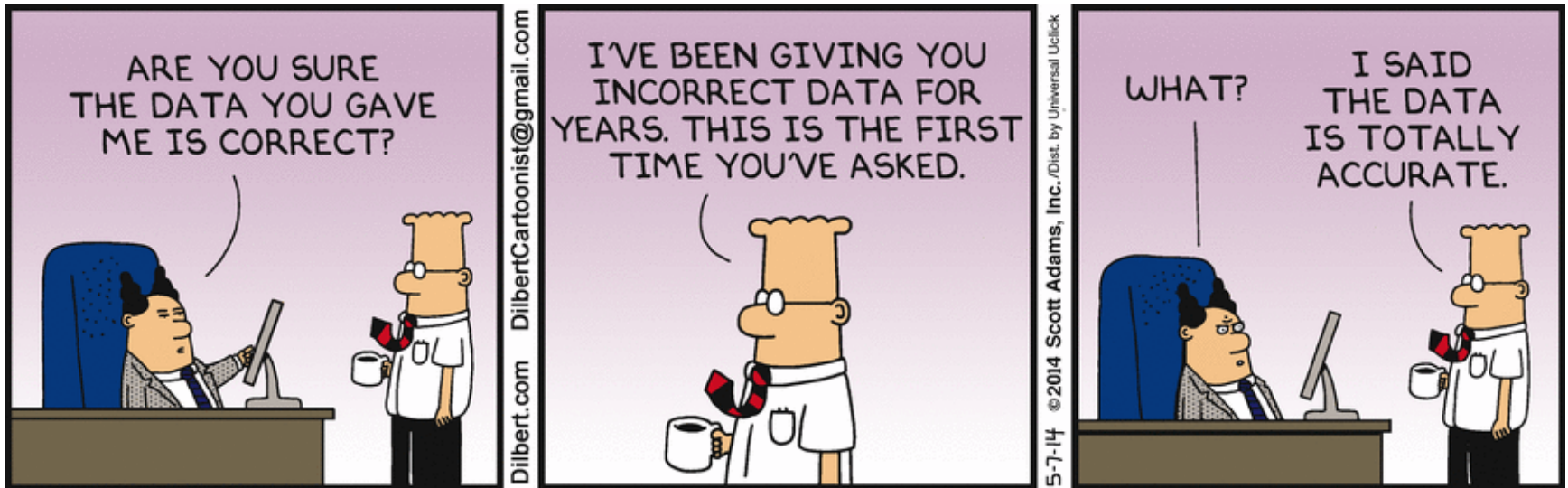
- Fear of presenting, or not knowing an answer when asked
- Too many people in the room
- Limited collaboration since topics were not applicable to all staff
- Too much work with no additional resources



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What we heard



- Data quality and integrity were questioned
- Targets were not strategic, perhaps even arbitrary



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TIME FOR
SOMETHING
NEW!



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Our Own Continual Process Improvement



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Our Transformation

- New Perspectives
- New Approach
- New Structure
- 75% of our positions turned over in 8 months

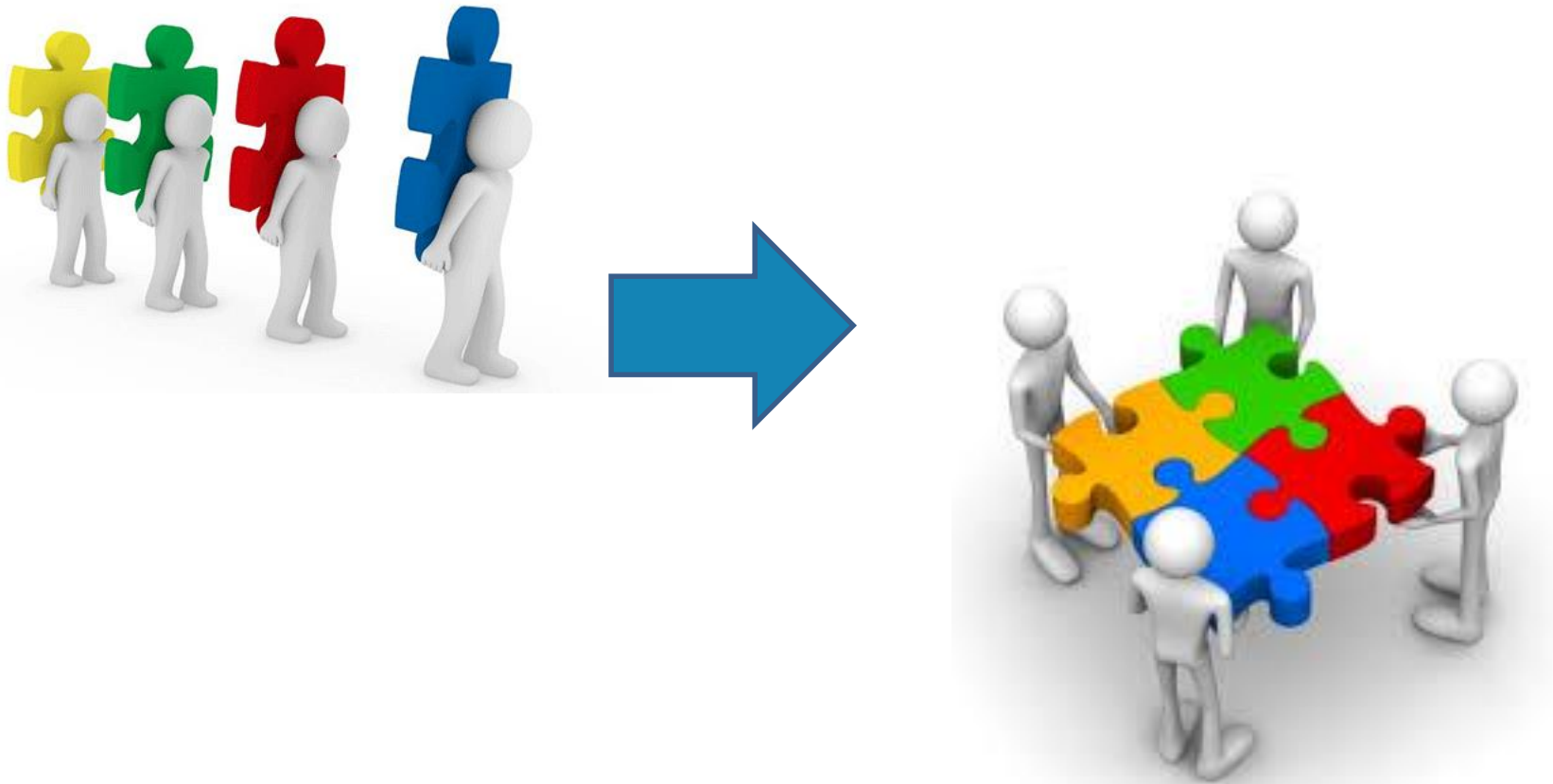


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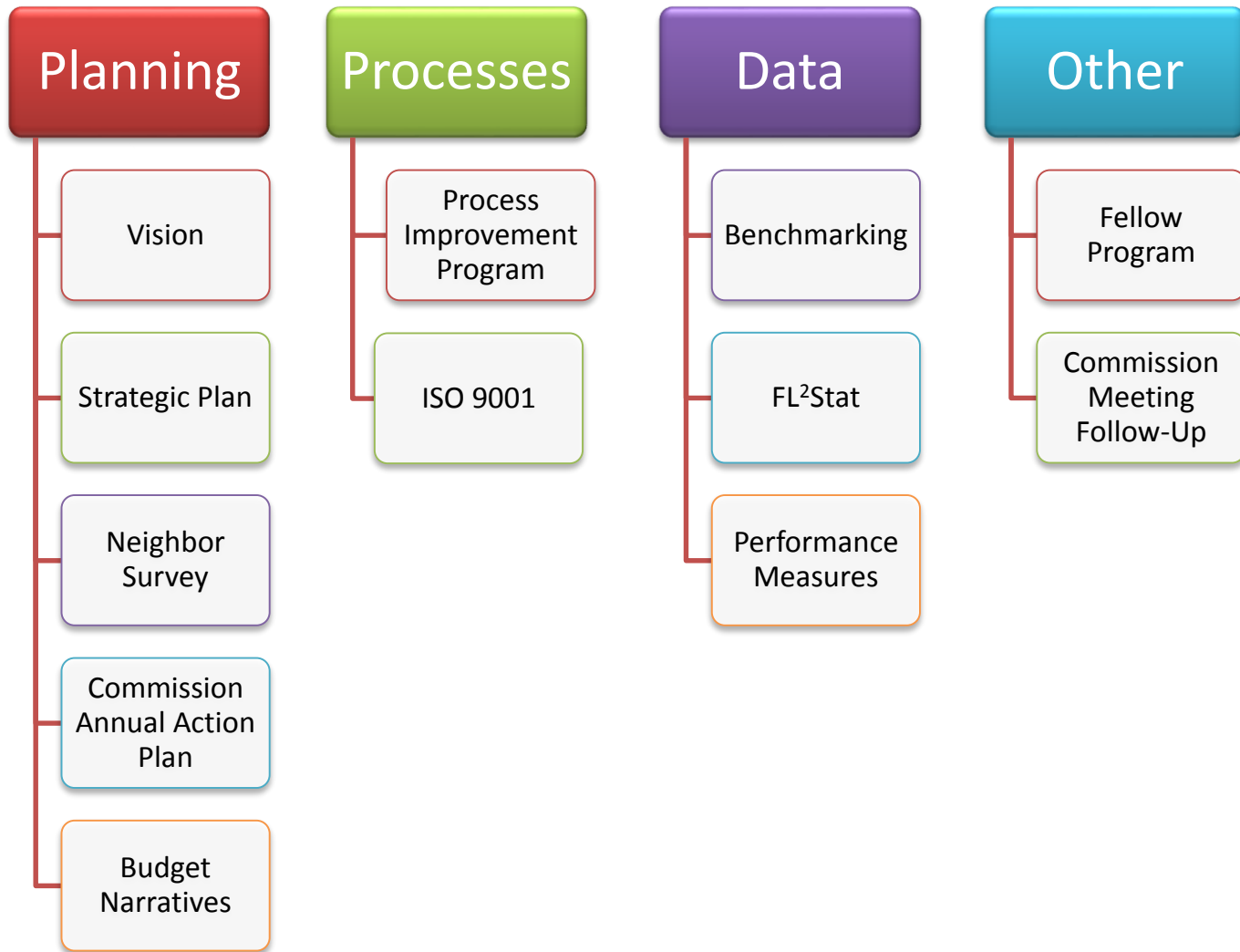
Our Transformation



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Commission Annual Action Plan Strategic Initiative Teams

- Led by a Department Director
- Different than the Department Director in charge of implementing the project
- Volunteer team members from across City
- Report out monthly on progress



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Reimagining FL²STAT



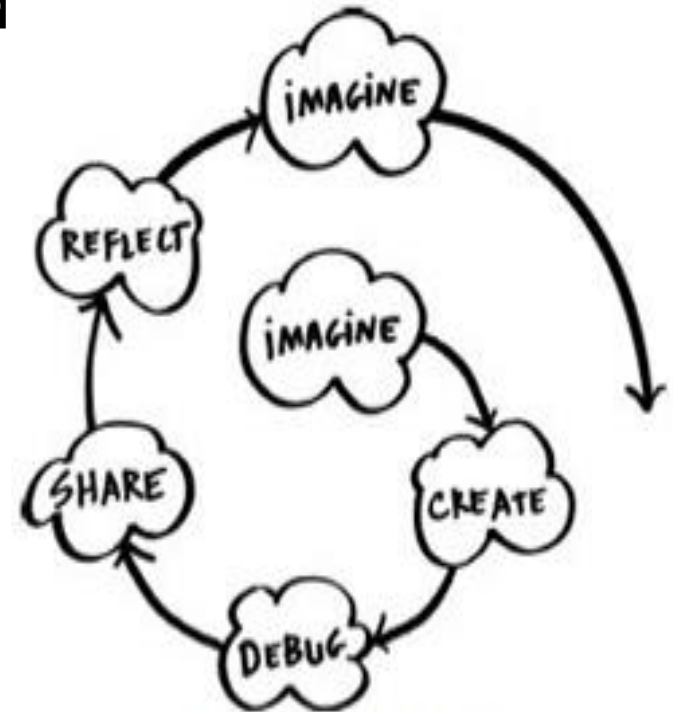
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Reimagining FL²STAT

- Create a culture focused on more cross-functional collaboration and action
- Addressing key areas for improvement within the organization
- Streamlining processes and structure



Lifelong Kinderdaarten Group, MIT Media Lab



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Our Approach to Continuous Exponential Improvement

- Core Processes for each department
 - Processes
 - Key Performance Indicators
 - Areas for Improvement
- Department Reports
 - Important Information to share
 - Issues



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Core Processes

- What is it you would still do if we went bankrupt and could only provide mission-critical services?



- What performance measures would you want to measure the quality of those services?



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Core Processes

- What processes or policies related to those mission-critical services would you want to improve?



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Our Approach to Continuous Exponential Improvement

- More Strategic Participation
- More Frequent Reviews
- More Focused

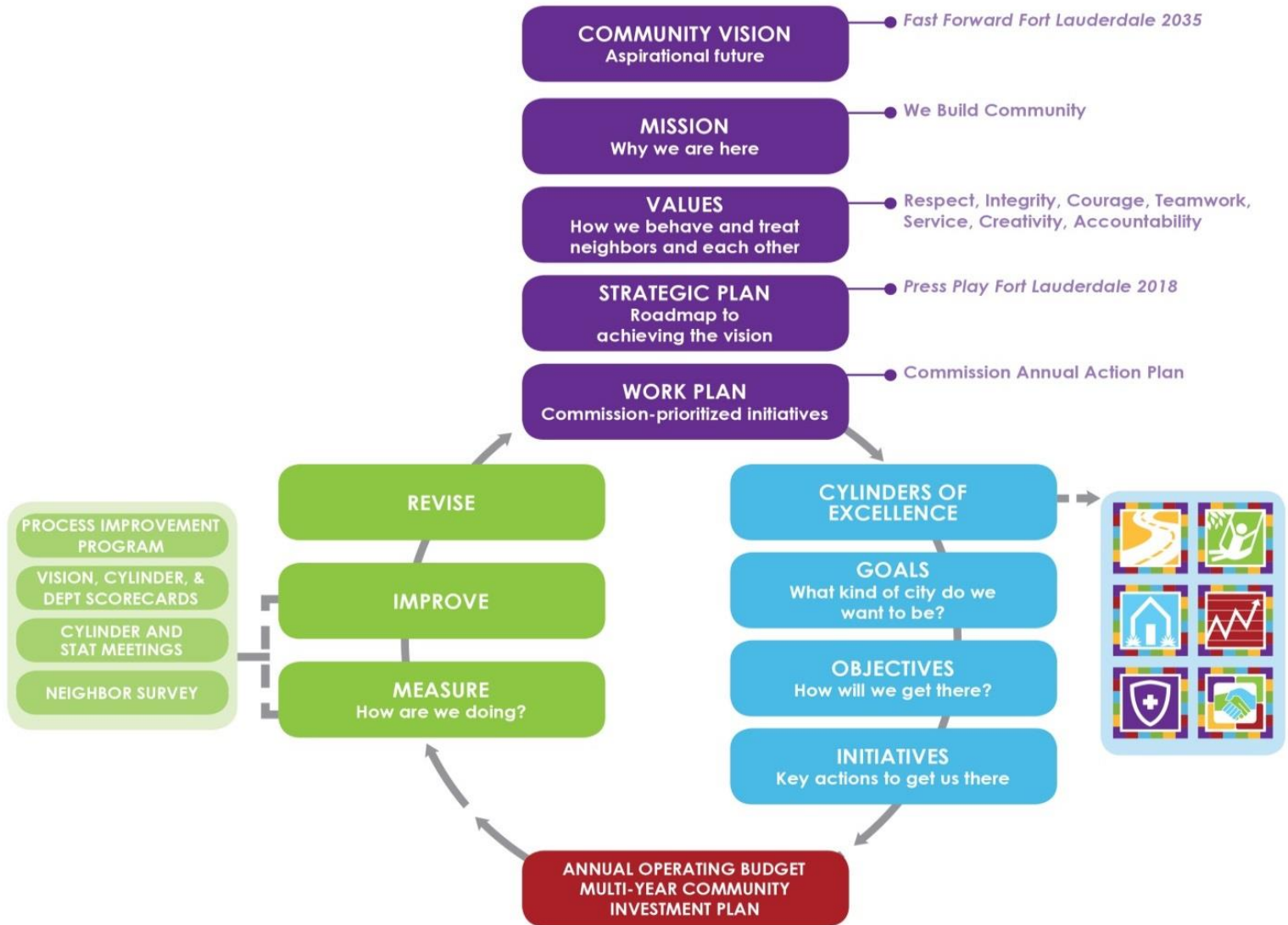
Simplify, Excel,
Expand!



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Thank you!



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