

This is Cool... Now What?

Steps to Change – Salt Shortage in Montgomery, OH

Performance Improvement Conference
Charlottesville, Virginia
May 5-8, 2009

Supply

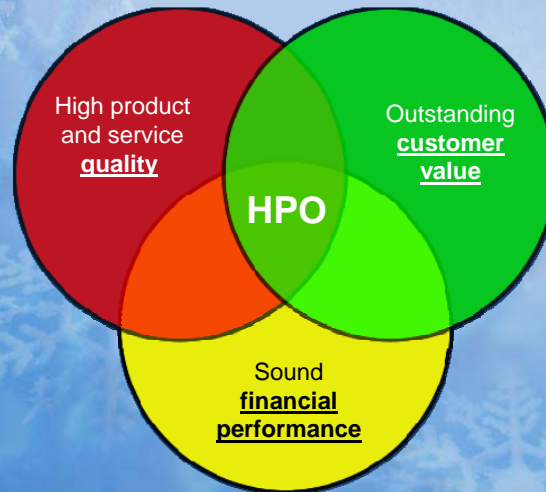
A Sense of Urgency!

Our Environment

- The market was established
- Our customers were generally satisfied
- The dilemma was how to maintain service levels while facing a price increase of 272%
- It was October

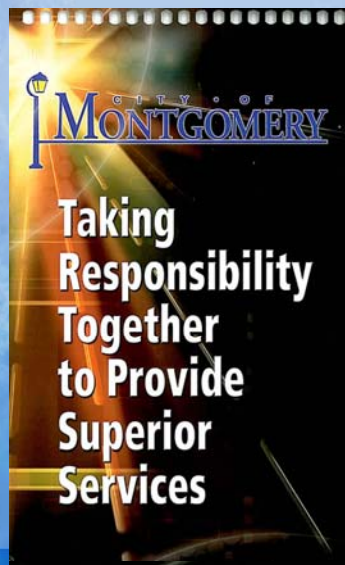
Price \$

The Model



Used with permission from the Commonwealth Center for High Performance Organizations

Mission, Vision and Values



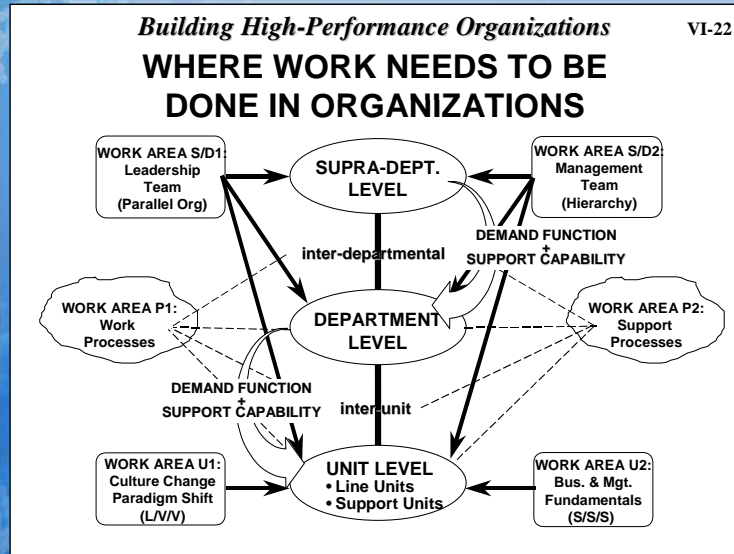
Suprasystems

- Revised Job Descriptions
- Comprehensive Performance Appraisal System
- 360° Reviews
- Pay for Performance
- Values Based Hiring

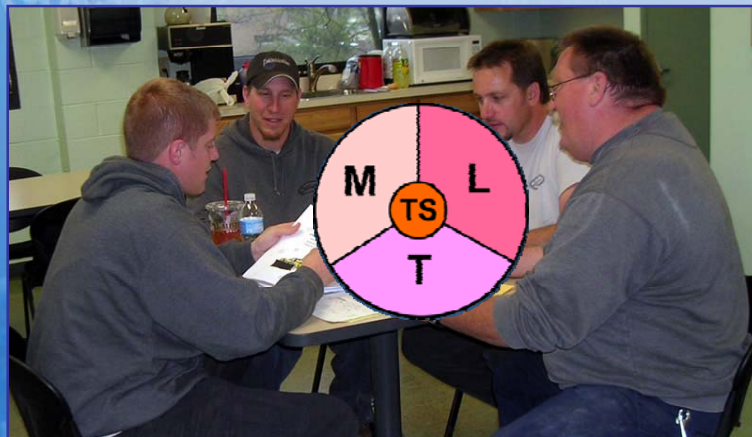
Players in the Guiding Coalition

- Safety Services – Police and Fire
- Public Works
- Customer Service/IT
- Communications Director
- Law Director
- City Council
- City Manager

Formation of the Guiding Coalition



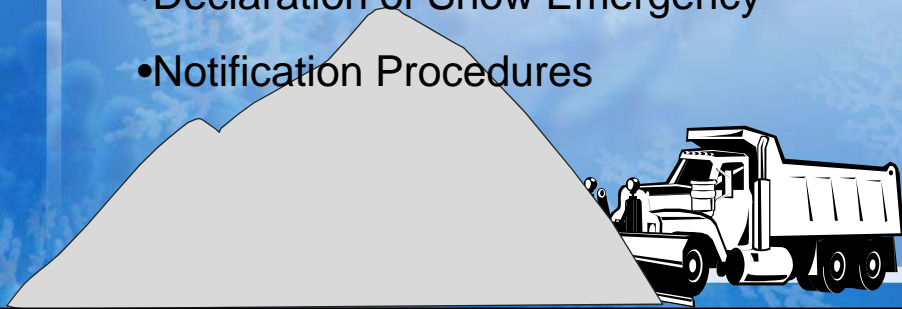
Creation of the Vision



Leadership at all levels produced ...

Innovative Strategies

- Changes in Operational and Tactical Procedures
- Declaration of Snow Emergency
- Notification Procedures



Moving from Plan to Action

- A Call to Action for the Entire Team
- Specific Action Steps with Deadlines
- Ownership of the Plan Required at Every Level

- In Summary ---- Plan, Do, Check, Act

Communicating Our Plan of Action

- Monthly updates in resident newsletter
- Postcard mailer
- Departmental Ownership through In-Service Training
- Preparation for CodeRED Notifications
- Posting of Snow Emergency Declaration Legislation



Empowerment – What Happened?

- Public Works Department
 - Snow Removal Tactics and Training
- Customer Service Department
 - Website and SnowLine
- Communications Department
 - Direct Mailer, Newsletter,
- Safety Services Department
 - CodeRED, Enforcement
- City Council and City Manager
 - Recommendation and Approval of Legislation and Updated Snow Removal Policy



Federal Express: Survey, Feedback, Action

- Following snow removal efforts unit level as well as interdepartmental groups met to de-brief – What worked, what didn't?
- Reviewed calls received from Customer Service and the Snow Line
- Reviewed e-gov responses/ requests/letters
- Made changes as appropriate



“Short Term Wins”

- Nearly half of all communications were complimentary of snow removal and communications plan
- Number of phone calls received during snow operations declined from previous year
- Ownership at all levels of the organization

Lessons Learned

- Reduction in salt use of 300 tons or a savings of \$40,000
- Surveyed residents via newsletter and Open City Hall and received only 12 responses
- Developed a model for future crisis matters
- Developed confidence and core abilities in key staff members

Questions

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