

# STRATEGIC LEADERSHIP & GOVERNANCE AWARD

This award recognizes the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

## Populations of 10,000 to 49,999



### Strategic Business Plan • Batavia, New York

*Jason Molino, city manager*

Early in the 21st century, Batavia suffered a significant economic downturn. In 2010, to ensure a healthy future for the city, the council and administration began a strategy rooted in three major goals: restoring public trust in city leadership; using data to measure success; and being alert to emergent trends and conditions.

So that all stakeholders were involved in the planning process, city leaders first surveyed citizens to determine their interests and concerns. The results, as well as empirical and percentage-based data from daily operations, short- and long-term factors affecting the city, and staff feedback, were reviewed and analyzed in a series of workshops. After examin-

ing the current state of the city, reviewing past financial challenges, participating in a SWOT analysis, creating a vision statement, and revising the extant mission statement, the council identified seven strategic priorities (financial health, government efficiency, economic development and job creation, neighborhood revitalization, environmental sustainability, public safety, and healthy and involved community members), developed statements to further define each priority, and identified key intended outcomes (KIOs) against which to measure progress. Lastly, it drew up a strategic business plan to help accomplish the KIOs and allocate resources to best meet residents' needs.

While facilitating the planning process cost \$9,000, the primary cost for



*Developing a strategic business plan*

developing the strategic business plan was the hours spent by council and staff.

The factors that ultimately proved essential to the city's success were providing citizens with multiple access points to the survey; being willing to refine the city's data-driven plan to foster sound decision making; and showing employees how their daily work links to the bigger picture.

## Populations of 50,000 and over



*Halbert*

### Committed to Continuous Improvement • Chula Vista, California

*Gary Halbert, city manager • James D. Sandoval, retired city manager  
Amanda Mills, organizational development director*



*Sandoval*

An early victim of the 2006 recession, Chula Vista saw its general fund budget drop from more than \$160 million in FY 2006 to \$125 million in FY 2013. Bold, proactive steps were needed for the city to climb out of that financial hole. Chula Vista turned to Continuous Improvement (CI).

Based on Toyota's Production System introduced in Japan in the late 1940s to identify and eliminate waste, CI typically reduces the steps in a process or process time by 25%-50%. Chula Vista

started with CI through a collaboration with UTC Aerospace Systems (formerly Goodrich). After it saw how CI could help streamline processes, save resources, and strengthen strategic partnerships and staffing models while improving the bottom line, it arranged for Goodrich staff to share its CI training (free of charge) with key city employees. With more than 100 staff now trained in CI, the city is operating more leanly and efficiently. Since 2011, it has implemented nearly 20 process improvements to eliminate waste, such as

- Preventive fleet maintenance
  - A public-private partnership for a branch library
  - Expedited accounts payable
  - Reengineered ADA ramp installation.
- Chula Vista's Strategic Plan centers



*Working toward continuous improvement*

on five core goals to ensure a high quality of life for residents and businesses: operational excellence, economic vitality, healthy community, strong and secure neighborhoods, and connected community. CI (under operational excellence), is defined by the citywide strategy to "Excel in service delivery by continuously improving." It's not about working harder; it's about working smarter.



*Mills*