CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: MAKING GOVERNMENT WORK BETTER COMMITTEE

FROM: Mark Linder
Mark A. Danaj

SUBJECT: CITY CULTURE CHANGE EFFORTS

DATE: 03-03-04

Approved | Date

RECOMMENDATION

Accept this report on City's culture change efforts.

BACKGROUND

The current and future culture and organization of the City is defined by our mission, commitment to customer service and corporate priorities. To some, the City is perceived as a collection of individual departments with disparate messages, rather than one, cohesive organization. Over the past several years, the City has undertaken an effort to focus the organization on service delivery by aligning departments into City Service Areas. Over the next fifteen months, there are two more opportunities to further instill culture change within the City organization – the completion of the New City Hall and the City's One Voice Project.

The design and construction of the New City Hall represents a tremendous opportunity for organizational change for the City. Spurred by the consolidation of City departments in one location, physical proximity can also unite the City organization philosophically. The next fifteen months represent a significant transition period, a window to lay the foundation that helps to close the gap between today's reality and the vision for tomorrow, when the City can function as "one organization serving our community."

In the October 28, 2003 "Getting Families Back to Work- Follow-up" Council Memorandum, staff was directed to create a cross-departmental/agency One-Voice structure that would redefine the way the City does business to a customer-centric design. The goal of this new structure was to produce an organization, "poised to provide seamless communication and operations that result in project delivery." It would put in place "a system for improved accountability and a clear understanding of roles and responsibilities throughout the organization."

Together these efforts will lead to a City culture that reflects the vision of "one organization serving the community" speaking with "One Voice." This report will provide a brief description of how these two efforts are working to reshape the City's culture.

ANALYSIS

NEW CIVIC CENTER

In early 2002, a collaborative process was undertaken to develop the mission and strategic operational plan for the New City Hall. Building upon the vision expressed by Council during numerous discussions about the New City Hall, input from a vast group of stakeholders, community members, and City employees was brought together and incorporated into the strategic operational plan that will guide the City's progress toward realizing the mission of the New City Hall.

The message was clear. The New City Hall is to be a place for the community. A place where residents and businesses could easily interface with the organization that serves them. A place that is not only used by those who serve the community, but also a place that is used by the community. Four key strategies emerged through this collaborative process. Successful implementation of these strategies will allow the City to realize the mission and vision of the City Hall and support seamless service delivery to our community. These four strategies reiterate that the New City Hall must serve as not only a civic landmark for San Jose, but as:

- a Customer Service Center;
- a Central (e)Access Point;
- a Connection to the Community; and
- a Successful Work Environment.

These strategies are supported by the initial vision for the New City Hall and resonate throughout its design.

CUSTOMER SERVICE CENTER

The lower floors of the business tower component of the New City Hall facility have been designed as an integrated Customer Service Center. Frequently used services, such as cashiering and development services, have been located lower in the tower to encourage customer interaction. Additionally, department locations have been arranged throughout the facility by service and service adjacencies to encourage cross collaboration among departments working together to deliver service.

CENTRAL (e)ACCESS

Technology improvements are under review that will improve the way the City does business. Having the proper technology in place will enable staff to work more efficiently and effectively. Staff will have the ability to better access information and will be better equipped to respond to inquiries. Residents and other City customers will have the ability to easily access City information and in some cases help themselves to City services.

CONNECTION TO THE COMMUNITY

The New City Hall is designed for use by the community. Conference rooms will be available for use by the public for community and/or other meetings. The public plaza and rotunda are envisioned to be inviting places for the community to gather and experience the diversity of our city through public art and other forums.

SUCCESSFUL WORK ENVIRONMENT

To foster a successful work environment, staff areas have been designed to promote collaborative work, with open workspaces and more teaming areas and conference spaces. There will be much fewer hard wall offices throughout the building. The facility design will encourage staff to come together to provide services to our customers.

These are merely samplings of the key design elements that have been deliberately incorporated into the New City Hall to further the realization of the mission and vision.

The physical embodiment of city departments in the new City Hall is but one tool to instill culture change in the organization. Culture change cannot be fostered through building design and location of City departments alone. Efforts to change culture of the City organization prior to physical move have already begun and will continue over the next fifteen months. This will help to ensure that the organization is ready to function as envisioned once the New City Hall is open for business.

Culture change can only be successful if the employees have the tools and resources to successfully function as envisioned. If the proper processes are not in place, employees will revert to previous practices to get the work done. Operational and process improvements are underway. These improvements focus on identifying key processes and aligning them with the vision for the organization. For example, to better serve our residents, the City's three main Call Centers (City Hall Call Center, Recycle Plus Customer Service and Building Call Centers) will be co-located on the 4th Floor of the new City Hall Tower. For the City Hall Call Center and Recycle Plus Call Center, this will allow for the ability to cross-train where possible so that City call representatives can respond to calls about multiple services, reducing the number of calls that a resident may have to make to the City. Efforts to cross train the customer service

representatives, align the call centers' cultures and processes, and bring the call centers together have already begun.

Staff commitment and buy-in to the new vision are essential. A focused effort to reach out to staff will be undertaken. Through this, the vision and expectations for seamless service delivery will be discussed with staff at all levels of the organization. Efforts to increase staff familiarity of all departmental functions and services will be promoted. This knowledge will not only benefit the customer but will allow staff to feel more connected to fellow employees and then create one cohesive organization. The City culture should allow employees to have a level of understanding of all other department to generate partnering and leveraging of solutions. Additionally, employee teams will be brought together around the key strategies to identify further efforts that can be undertaken to help realize the mission of the New City Hall.

ONE VOICE PROJECT

Implementation of the One Voice Project is broken down into five phases: Prepare, Share Knowledge, Plan, Execute, and Achieve Results.

PREPARE

To achieve the One-Voice business objective, the Internet Business Solutions Group (IBSG), US—State and Local Government Practice, a not-for-profit consulting arm of Cisco Systems, Inc., was retained and both an Executive Management and Project Steering Committees were established as listed below:

Executive Management Committee

- Mark Danaj, Director, Employee Services, Project Management Lead
- Del D. Borgsdorf, City Manager
- Paul Krutko, Director, Office of Economic Development
- Stephen Haase, Director, Planning, Building & Code Enforcement
- Leslye Corsiglia, Director, Housing Department
- Susan Shick, Executive Director, Redevelopment Agency (role assumed by Acting Executive Director Harry Mavrogenes)
- Patricia Deignan, General Counsel, Redevelopment Agency

The Project Management Steering Committee is composed of a diverse group of stakeholder departments that continues to add members as the specific plans are developed in support of the projects' vision and strategies.

SHARE KNOWLEDGE

In November 2003 the One-Voice service delivery effort began in earnest. Stakeholder interviews were held with the four Executive Management Committee departments/agency to solicit initial feedback on the vision and objectives of One Voice.

Also obtained from these initial interviews were recommendations of additional staff and departments that should be involved in the One-Voice discovery process and/or play key roles on the broader steering committee. These included representatives from the departments of Finance, Information Technology, Parks, Recreation and Neighborhood Services, City Attorney's Office, Airport, Department of Transportation, Employee Relations, Fire, City Manager's Office and Public Works, as well as additional staff from the original four departments/agency. In the month of December, over thirty interviews of these stakeholders were completed.

On January 6, the first facilitated meeting with the entire steering committee was held to develop and solidify the One-Voice vision and commitment to the process. The steering committee decided on the following One-Voice vision statement:

"*Provide seamless and responsive service through partnerships, innovation and technology"*

PLAN

In January, members of the executive management committee chose five of the strategic initiatives from the City of San Jose Economic Development Strategy as the basis from which the pilot projects would be selected. The first four initiatives were chosen to reflect the Council's priorities. The fifth initiative was in response to the repeated urgency to improve upon the development process, especially as contained in the new "One-Start" center.

The five initiatives from which our pilot projects were developed include:

- Develop Strategic Partnerships with San Jose State and Other Universities to Drive Innovation and Economic Impact
- Support Start-up and Growth of Local Businesses, Small and Large, in Tech as well as Non-Tech Fields
- Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley
- Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs
- Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose

After identifying the One-Voice objectives, members of the steering committee were interviewed for recommendations of pilot projects.

EXECUTE

On February 6, the One-Voice steering committee met in a second facilitated session to determine which of the recommended projects the group would act on immediately. The steering committee chose five initial, pilot projects:

- "One-Start" Development Center
  Description: Improve San Jose's "One Start" Center by changing the internal culture

- New SNI Business Plan
  Description: Implement a SJRA/City effort for dealing with SNI projects and services

- Access San Jose
  Description: Collaborate across departments and community partners to quickly and flexibly encourage use of Downtown San Jose as a large "virtual convention center"

- Execution of Business Appreciation Initiative
  Description: Engage and support companies in San Jose through improved executive-level relationships

- Retail Team
  Description: Create one team to achieve San Jose's retail potential (currently 20% below retail potential)

Each pilot project will represent the One-Voice way of doing business with seamless communication and operations, clear roles and responsibilities, and improved accountability, resulting in efficient and quality project delivery. These pilot projects will foster cross-departmental/agency workgroups to improve service delivery and further the City's goals for economic and neighborhood development. Over the next year, additional pilot projects will be rolled out to engage more staff in the One-Voice framework and enforce its benefits and structure onto those already involved with the process, until ultimately it is the way the City does business.

ACHIEVE RESULTS /NEXT STEPS

Completed business cases for each of the pilot projects will be developed to show how they plan to use the One-Voice framework to achieve project goals. The completed business cases provide a detailed analysis of costs and benefits for each project; project deliverables; performance metrics; communication strategies (internal and external); project management processes; resource needs (financial, people, and technology); and defined roles and responsibilities.

A presentation of the work to date will be made to the full Council in a Study Session to be scheduled for late march or early April. This forum will provide Council an opportunity to discuss the content of the previous One-Voice status reports and to provide strategic input prior to budget deliberations.

CONCLUSION

The New City Hall and the One Voice Project will encourage and support the alignment of the city's organizational goals with the strengthening of our culture. This effort will not end with completion of the New City Hall or the One Voice Project. Sustained efforts in the future will be necessary to ensure that these ideals are embedded into the way the City does business.

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