



DATE: November 2, 2018

TO: City Manager's Office Team Captains = Assistant City Managers: Caryn Gardner-Young;
Jeff Goldman, India Adams

CC: Executive Leadership Team

FROM: Mark R. Lauzier, City Manager *Mark R. Lauzier*

SUBJECT: Team of Teams' Captain's Roles for Assistant City Managers (ACM) in the CM's Office

As one of the team captains who is working with the City Manager on a daily basis, the intent of this memo is to provide you specific expectations in regards to our Team of Teams' captains' roles in the City Manager's Office (CMO). Your team captain assignment and departmental portfolio was carefully chosen to maximize our ability to achieve excellence based on your subject matter expertise in the area assigned. The final Team of Teams structure and ACM portfolios were established during FY 2019 Budget adoption (**Attachment 1**). Near-term milestones to pay close attention to that will further inform your assignments include:

- 11/13/18 – CC Workshop: Review & Refinement of City Commission's Vision and Strategic Plan and presentation of Quarterly Team of Teams accomplishments
- 12/4/18 – CC Meeting: Adoption of City Commission's Vision and Strategic Plan incl. Initial Goals

We have recently reviewed our Team of Teams' activities and accomplishments and have discussed and refined the Strategic Business Plan goals that are pending City Commission approval. **Attachment 2** is a summary chart identifying the six, Strategic Policy Priority (SPP) areas of focus, who will lead performance in each SPP area, the 34 major goals within the six, SPP areas of focus, and the goal champion or co-champions for each of the 34 goals. The goals and your assignments are **subject to change** based on the direction of the City Commission at the November 13th workshop.

In addition to the goals review at the Nov. 13th City Commission workshop, we will present our Quarterly Team of Teams' accomplishments and projects progress. I also want us to work very closely together at the captains' level so that we can coordinate our activities where necessary while ensuring the team captains are taking full responsibility for delivery of assigned goals and projects. The following is a summary of the core mission found in your Team Charter(s), the departments you are assigned, and some specific assignments for the current fiscal year:

1. **Excellence Team** (Mayor/City Commission and All Departments) – **Lauzier**:
 - a. Lead **The Ultimate Team of Teams** - Achieve community, develop unity and create an organization of excellence using a shared leadership, collaborative teams approach in partnership with the Mayor and City Commission.

- b. Bring energy, momentum and value to the table as you work with the City Commission, key partner agencies and stakeholders to achieve the community's goals regardless of who is primarily responsible.
 - c. Provide equitable strategies to all residents, business owners, and visitors of the City of Delray Beach through excellence in service provision.
 - d. Lead and inspire - up, down and sideways while supporting the Mayor and City Commission in all City efforts that achieve excellence
 - e. Promote personal, professional, and organizational development of all City employees.
 - f. **FY 2019** – 1) Ensure we are leading and managing to the Commission's goals and priorities as found in the Adopted Strategic Business Plan (pending) and that strategic progress is reported quarterly and operational monthly; 2) That each ACM=Team Captain undertakes at least one major, departmental operations/management review to achieve excellence and efficiency (i.e. inter-departmental systems improvement, department organization or management review, departmental systems/processes/procedures improvement); 3) Ensure CM and team captains develop and publish Annual Work Plans;
2. **Community Engagement Team** (CMO Media & Communications, Fire Rescue, Neighborhood and Community Services, Parks and Recreation, and Police) – **Goldman**: Your assignment is primarily associated with **Operations** as you:
- a. Build community equity and social justice through integrated strategies that address safety, security, and community health.
 - b. Preserve and expand affordable housing options in all neighborhoods
 - c. Build lasting and effective public and private-sector partnerships to develop and maintain community-based neighborhood development and long-term community prosperity.
 - d. **FY 2019** – 1) Neighborhood and Community Services Department organizational review and structure allowing for high performance; 2) Housing Task Force Recommendations and Affordable Housing Policy Development; 3) Cemetery Business Plan and Policy Recommendations; 4) Golf Course CIP Renovation Project, Rates and Funding Update (budget mid-year); 5) Pompey Park Master Plan design decision, funding plan and CIP schedule
3. **Livability and Placemaking Team** (Development Services, Economic Development/CRA/DDA liaison, Public Works, Utilities) – **Gardner-Young**: Your assignment is primarily associated with **Infrastructure** as you support and deliver efficient, effective and sustainable projects and programs through data-driven thought leadership and timely, innovative solutions in fulfilling goals and objectives that:
- a. Provide a safe and well-maintained infrastructure for the health, safety and public welfare
 - b. Create neighborhoods of opportunity where we live, learn, work, play and thrive
 - c. Coordinate and leverage City strategic investments through expanded public, private and non-profit partnerships
 - d. Prioritize investments to best support those who need it most or in underinvested neighborhoods
 - e. Prevent displacement through redevelopment
 - f. Promote broader mobility, walkability and connectivity
 - g. Practice meaningful community engagement to better understand and respond to local context when designing municipal placemaking plans and projects
 - h. Work closely with the CET on affordable housing initiatives
 - i. Grow and diversify the local economy and tax base while strengthening the City's financial health

- j. **FY 2019** – 1) Fleet Operations and Vehicle Replacement Program Review and Recommendations (incl. 5-year replacement program and Fleet Fund balance analysis); 2) Development Services Department ongoing excellence (incl. permit process improvement analysis; service level agreements or standards; preparation for electronic submittals via new software systems in conjunction with IT Strategic Plan); 3) CIP Monthly Team meetings with all CIP team members to review progress (PW, Utilities, CRA, Budget) and feed quarterly reporting updates; 4) Completion of all Infrastructure Assessment Studies commenced in 2018 and development of CIP next steps
- 4. **Results, Outcomes & Innovation Team** (Human Resources, Finance, Information Technology, Purchasing) – **Lauzier**: Your assignment is primarily associated with **Administration/Internal Services** as you:
 - a. Support the City Commission and community in the areas of policy development, policy analysis and program development while facilitating and supporting all teams, departments and operations by identifying and implementing best practices in internal services.
 - b. **FY 2019** - 1) Develop Information Technology Strategic Plan and reorganization; 2) Matchpoint Contract Amendment; 3) Develop and Implement FY 2020 Budget Process Improvements.
- 5. **Strategy, Innovation, Budget and Performance** (City Manager's Office, City Clerk, Budget) – **Adams**: Your assignment is primarily associated with **Strategy and Budget** as you:
 - a. Help create the business systems that will lead to performance excellence by working with the City Manager and City Commission on creating a Strategic Business Plan (SBP) that achieves alignment, accountability and continuous improvement as the City Manager's Chief of Staff.
 - b. Focus on process improvements, systemic improvements, efficiency and effectiveness, as well as performance management focusing on alignment of strategy, goals, objectives, budget initiatives, departmental strategic plans, annual work plans, and performance measures/metrics. Lead the Budget Office in consultation with the City Manager.
 - c. Coordinate the business and workshop agendas while constantly looking for linkages between what we do, our goals, continuous improvement efforts and business strategies.
 - d. Improve and maintain our website and Customer Request Management (CRM) system so we can achieve excellence in service level performance using modern and efficient techniques and practices.
 - e. **FY 2019** – 1) Operating and Capital Budget Preparation Manual for 2020; 2) Core Operating Budget Policy Development for 2020; Public Records Requests Process and Policy Improvements (incl. Web QA and consistent cost estimating and chargebacks for ALL departments via updated policy); 3) Quarterly CIP Reporting as part of SBP Quarterly Updates; 4) Website upgrade; 5) Customer Request Management (CRM) evaluation and recommendation; 6) Counterparts Role Clarity and Creation of Departmental Business Liaisons, Fund Managers, and Budget Analytical Assignments by Department

Next Steps – To improve productivity, we have streamlined and reduced staff meetings by alternating weekly sessions to focus on agenda preparation and problem solving. Please continue to coordinate monthly TOT team meetings and facilitate efforts toward completing goals and projects supporting our Strategic Business Plan. In general, please stay within your assigned portfolio areas while working with your teammates to avoid duplication of effort and maintain consistency in direction. Next steps include:

1. Quarterly Progress Reporting:

- a. Review Current Team of Teams Projects that are Completed; In-Progress; and Future for inclusion in 11/13 CC meeting presentation - ASAP
- b. Report quarterly progress to Ms. Adams for the Quarterly TOT Update to the CC – Review all TOT agendas and projects as well as Attachment 2. Provide Ms. Adams the Strategic Policy Priority and goal number for every major effort in your portfolio that are contained in the SBP. - ASAP
- c. Ms. Adams will create the Quarterly Reports to the City Commission (ongoing)

2. Strategic Business Plan Refinement:

- a. Identify what items should remain within the monthly TOT Meeting Agenda and ensure goals and projects are properly assigned to a specific department head to lead regardless of whether they are primarily individual or team efforts = accountability.
- b. Identify those Strategic Policy Priorities that you and your department heads will lead and begin to flesh out objectives and actions steps associated with your goals and departmental portfolios found in Attachment 2
- c. Ensure coordination with other Team Captains, the TOTs and project teams as necessary

3. Annual Work Plan Development with Department Heads:

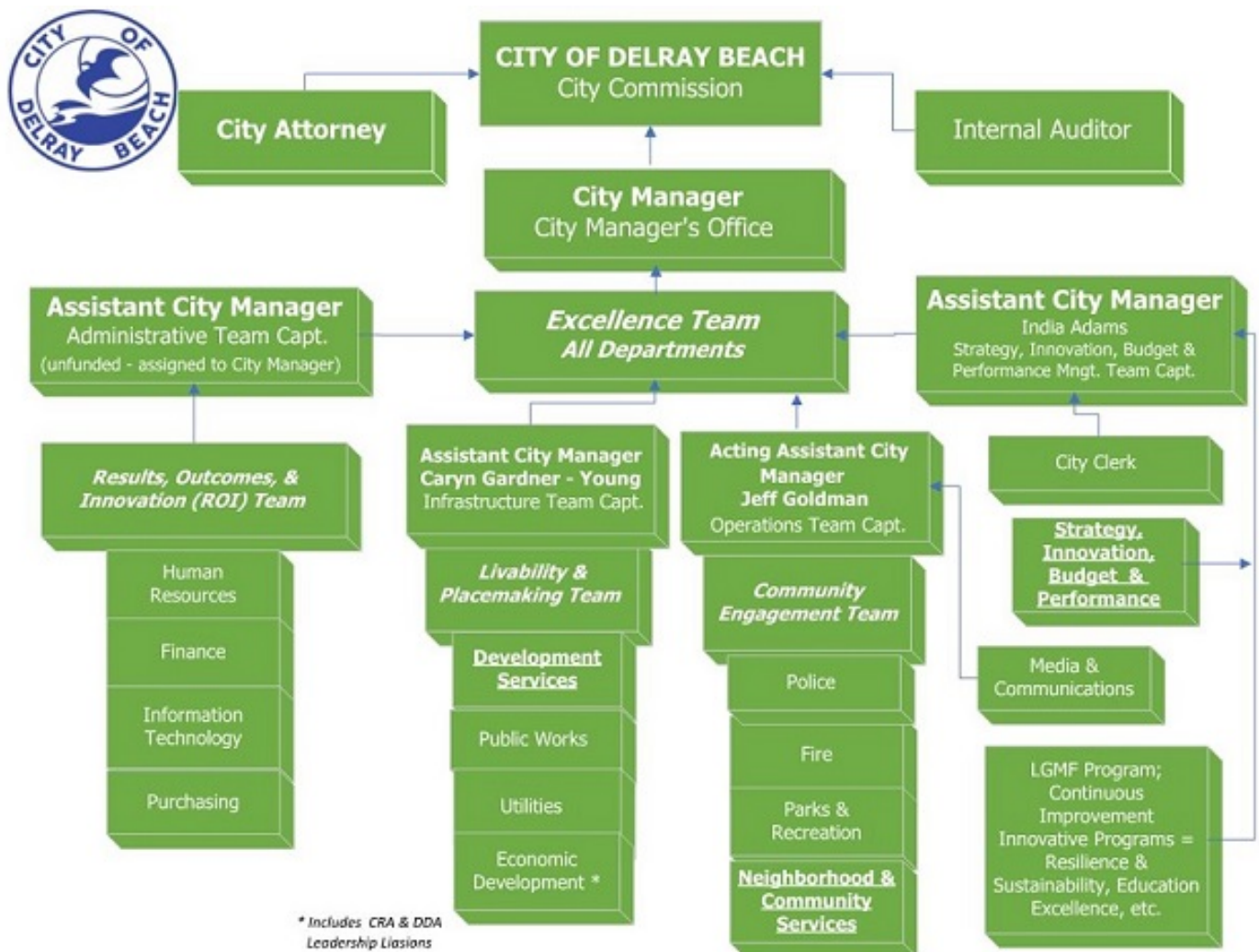
- a. Set Expectations with each of your department heads by identifying the work that must occur in the TOT process versus what shall be best accomplished individually or in a project or problem-solving team. Use the problem-solving Team Captain's meetings to their full advantage.
- b. Have Department Heads Create Annual Performance Goals, Objectives, Actions Steps and Set Reasonable Deliverables, Performance Expectations and Quarterly Targets based on the City Commission's priorities in the SBP
 - i. Create written Work Plans for your department heads and review them with me in DRAFT form before finalizing
 - ii. Incorporate goals and objectives into annual performance reviews based on the timing of what can be accomplished between now and their next review date. Create a going forward work plan for the next rating period – See me if you have any questions

4. Submit Your Annual Team Captain Work Plan for FY 2019 – Due Jan. 1st: Move us toward excellence through Alignment, Accountability and Continuous Improvement:

- a. Align your work plan to the SBP
- b. Align your department heads' work plans to yours and the SBP goals, objectives and action steps
- c. Constantly seek continuous improvement and operational efficiency opportunities while identifying specific objectives and action steps that further SBP goals

Thank you for your assistance and dedication. I look forward to working with you to refine our Strategic Policy Priorities, Goals, Objectives and Action Steps with the City Commission as we seek to achieve **Performance Excellence in All We Do.**

ATTACHMENT 1



ATTACHMENT 2

TEAM OF TEAMS GOAL CHAMPIONS' ASSIGNMENTS CHART AS OF 11-13-18				
	Results, Outcomes and Innovation (ROI)	Community Engagement Team (CET)	Livability & Placemaking	Strategy - Innovation - Budget - Performance
Team Captain	Mark Lauzier, City Manager	Jeff Goldman, Acting Assistant City Manager	Caryn Gardner-Young, Assistant City Manager	India Adams, Assistant City Manager
Core Function	Administrative - Internal Services	Operations & Communications	Infrastructure & Development	Budget & Strategy Alignment, Accountability, Performance Management
Assigned Strategic Policy Priority Champion (Lead)	4) Create a City Organization of Excellence	5) Health, Safety, & Quality of Life	1) Improve Infrastructure	Strategy, Policy and Budget Development in Support of Creating a City Organization of Excellence
		6) Economic Vitality and Education	2) Implement Development Plans & Initiatives	
			3) Improve Transportation and Mobility	Chief of Staff
Assigned Goals by Team Captain (Goal Champion)	P4-4. Use procurement practices that are solutions-oriented, legal, practical, efficient, equitable and transparent. (Alvarez)	P2-3. Assess development opportunities that have multi-tiered benefits - access to affordable housing, promote neighborhood pride, and increase homeownership rates along prime commercial and transportation corridors. (Jeff Costello - Coleman)	P1- 1. Develop an Infrastructure and Facilities Master Plan and related Maintenance Plans for all major buildings, utilities infrastructure and facilities (Goebel-Canning; Craig)	P4 -1.Foster a culture of innovation to promote operational efficiencies and deliver the best outcomes for the residents. (Adams)
	P4-5. Hire, develop, and retain top talent, who are engaged and produce results. (Liebowitz)	P5- 1.Ensure a safe city through effective public safety enforcement, prevention and emergency response programs. (Police Chief; Fire Chief de Jesus)	P1-3. Create and sustain an effective land management and real estate program for City-owned property. (Gardner-Young)	P4-2. Strengthen the City's fiscal sustainability by increasing the tax base, managing costs, maximizing negotiations for contracting and monitoring tax burdens. (Lauzier)
	P4-6. Perform annual in-depth departmental reviews, internal audits, and/or major, multi-departmental systemic assessments to promote continuous improvement. (Lauzier)	P5- 2.Enhance neighborhoods through innovative enforcement techniques, emphasizing voluntary compliance with City codes and regulations. (Coleman)	P2-2. Implement the Set Transformation Plan to advance further stabilization and revitalization efforts in the West Atlantic Avenue corridor and Northwest and Southwest neighborhoods. (Jeff Costello)	P2-5.Pursue a comprehensive approach to local and environmental sustainability issues. (Puzskin-Shevlin)
	P1-2. Encourage the development of reliable, citywide high-speed internet services throughout the community while improving the internet connectivity infrastructure. (Baker)	P5-3. Partner with agencies and organizations to increase access to a diversity of housing options that are safe, accessible and affordable. (Coleman)	P2-4. Review the City's Land Development Regulations (LDRs), including defining and setting the development intensity for specific areas of the City. (Stillings)	P4 -3.Leverage technology and promote innovation that improves government processes, provides self-service portals for customers/residents and leads to greater efficiency. (Adams)
	P1-4. Address the digital divide by assessing the City's technology infrastructure, bandwidth options for the City of Delray Beach and digital infrastructure within the corporate limits to support businesses and industries. (Baker)	P5- 6. Prepare the community for natural and manmade disasters. (de Jesus)	P3-1. Assess and implement downtown mobility solutions, along with creating and implementing a Bike-Pedestrian Master Plan. (Laura Simon)	
	P5-8. Promote community engagement through programs and strategies that provide a feedback loop that empowers communities, neighborhoods and all residents to achieve the vision of the City. (Goldman)	P5-7. Improve facilities and healthy community programs promoting a safe, fun and inclusive environment for recreation and leisure services. (Fisher)	P3-2. Improve way-finding signage and communication (Costello; Simon)	
		P6- 6. Improve workforce readiness and development by supporting programs to increase literacy and industry skills to support Delray Beach's "grow our own" talent pipeline. (Coleman)	P3-3.Evaluate and maintain the current parking management program and plan for the City's future needs. (Stillings)	
		P5-9. Create public spaces that promote residents' health, happiness and well-being. (Fisher)	P3-4. Participate in regional transportation planning and coordination to represent the City's interests and secure transportation grant funding. (Goebel-Canning)	
		P6- 5. Partner with Palm Beach County School Board to support and advocate for the needs of local schools and other organizations to improve educational attainment and the Florida Department of Education School Grading Scale. (Coleman)	P6-1. Cultivate a more competitive business climate to grow and diversify the economy and to create and maintain a sustainable tax base. (Goodrich)	
		P2-1. Maintain and enhance the look and charm of the downtown (Coleman)	P6-2. Preserve the City's sense of place by building on its status as a beach community and enhancing our vibrant downtown, commercial districts and employment centers. (Gardner-Young)	
		P5- 4. Leverage and appropriately allocate federal funds (incl. UDAG) based on service delivery citywide and within the Community Redevelopment Area (CRA) boundaries. (Coleman)	P5-5. Provide a high quality, sustainable water supply that meets or exceeds all public health standards and supports a healthy and safe community. (Craig)	
			P6-3. Support and promote inclusive and social entrepreneurship that enhances employment, expands and grows small businesses, and creates new housing opportunities. (Goodrich)	
			P6-4. Establish policies and programs to advance equitable development and economic inclusion (Goodrich)	
Liaison Assignments:	Team Delray	SETAC Oversight	Community Redevelopment Agency	Delray Beach Public Library
	Chamber of Commerce	Village Elders	Downtown Development Authority	ICMA LGMF Programs
	Municipal Managers of Palm Beach		Old School Square	