



CITY OF  
**FORT LAUDERDALE**

**Memorandum**

**Memorandum No: 12-030**

**Date:** August 6, 2012

**To:** Community Building Leadership Team

**From:** Lee R. Feldman, ICMA-CM, City Manager

**Re:** FL<sup>2</sup>STAT Guidance 2012

I am pleased to announce the first FL<sup>2</sup>STAT session is scheduled for September 12, 2012. It is the first session of many in a systematic and innovative program that ties together the organization's Strategic Plan(SP), the Commission's FY 2013 Action Plan(AP), the Community Investment Plan(CIP) and Budgeting for Results. Although much work has been completed within the last fiscal year that will provide meaningful content and data, the purpose of these sessions is to improve results through communication, collaboration, and follow-up. This approach will provide you, as part of the Community Building Leadership Team, with structure, direction, and support from your peers and my office. It will help you grow as leaders and drive our organization to achieve success together.

**BACKGROUND**

In the August 22, 2011 Memorandum to the City Commission detailing the reorganization of our management structure, I introduced the concept of PerformanceStat, or as we in Fort Lauderdale will refer to it as, FL<sup>2</sup>STAT. It is the combination of strategic planning, performance management and process improvement. Thanks to the leadership and coordination of the Office of Structural Innovation, coupled with all your efforts and dedication over the past year to develop these tools, we are now poised to launch FL<sup>2</sup>STAT.

**LOGISTICS & AGENDA**

There will be two FL<sup>2</sup>STAT sessions monthly, on the second and fourth Wednesdays of each month. FL<sup>2</sup>STAT meetings will take place in the City's Emergency Operations Center. The meeting scheduled on the second Wednesday of the month will be focused on the implementation of the Strategic Plan (FL<sup>2</sup>STAT-SP) and the meeting scheduled on the fourth Wednesday of the month will be focused on the CIP Implementation and grants monitoring (FL<sup>2</sup>STAT-CIP).



## FL<sup>2</sup>STAT-SP

At the FL<sup>2</sup>STAT-SP meeting, Cylinder of Excellence Leaders will discuss the City Commission's Policy Agenda Top and High Priority Action Items; the Management Agenda Top and High Priority Action Items; and the Strategic Plan Action Items assigned to each cylinder and platform. Presentations should make use of performance data collected and disseminated on the ClearPoint Strategy system as well as any GIS data available. The FL<sup>2</sup>STAT room will be set up to support both systems. It will take some time for the flow and speed of the meetings to mature as we grow accustomed to the approach. Eventually, the presentation time by Cylinder of Excellence Leaders will last no more than 45 minutes. During that time, the leaders will be expected to focus on initiatives with critical upcoming milestones and/or those with challenges. The leader will also present key performance indicators that do not meet target levels. These impediments and underperforming indicators, will be referred to as performance deficits. We will discuss them in the following manner:

- Action Items- Provide a status of the strategies employed for action items identified by previous FL<sup>2</sup>STAT meetings. Wherever possible, use data collected to validate the progress of the strategies.
- Commission Action Plan- Identify impediments which exist, internal and external to the City organization, that prevent implementation of initiatives.
- Performance- Discuss important performance indicators that are falling below target and present/discuss how these results will be improved. Include key indicator(s) related to Lean Process Improvements.
- Performance Deficit Resolution- Recommend reallocation of existing resources to mitigate impediments. Estimate the time period necessary to reach obtain the desired milestone or performance target level.

Specific to cylinders and platforms, the following information will be provided and/or discussed:

- |                      |  |
|----------------------|--|
| Public Safety        | - Major crime trends<br>- Neighborhood enhancement<br>- Top five (5) commercial and top five (5) residential code enforcement violations |
| Business Development | - Major commercial employment activity<br>- Property values by area and type of product  |
| Internal Support     | - Vacancy analysis<br>- Overtime analysis<br>- Major budget deviations<br>- Fuel cost and usage trends                                   |

## **FL<sup>2</sup>STAT-CIP**

At the FL<sup>2</sup>STAT-CIP, we will review the status of all Community Investment Plan projects. Specifically, the review of a CIP item should indicate the status of the project; whether the budget is being met; if the project will be delivered on time; and, the next major milestone to be achieved. Additionally, the status of all grants will be discussed. The Department of Sustainable Development will specifically report the status and spend down plans for all federal and state entitlement programs under their purview.

## **FOLLOW-UP**

Upon conclusion of a FL<sup>2</sup>STAT meeting, Structural Innovation will be responsible for the promulgation of a “follow-up” memorandum. Items on this memorandum will be expected to be reported upon at the FL<sup>2</sup>STAT meeting indicated.

As we begin this next endeavor into working *Smarter, Faster, Cheaper*, we can develop FL<sup>2</sup>STAT to be an effective management tool which will allow us to enhance operations and target performance resulting in a higher quality of life for our neighbors. This is a dynamic process which will continue to evolve. However, the successful evolution of FL<sup>2</sup>STAT will only come about if you provide meaningful feedback in this process. I trust you will provide that feedback.

The order of presentations will be Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support.

Please contact your Assistant City Manager or Amy Knowles, Structural Innovation Manager, with any questions.

Attachments: 1) Room Layout



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## PerformanceSTAT Room Lay-Out

