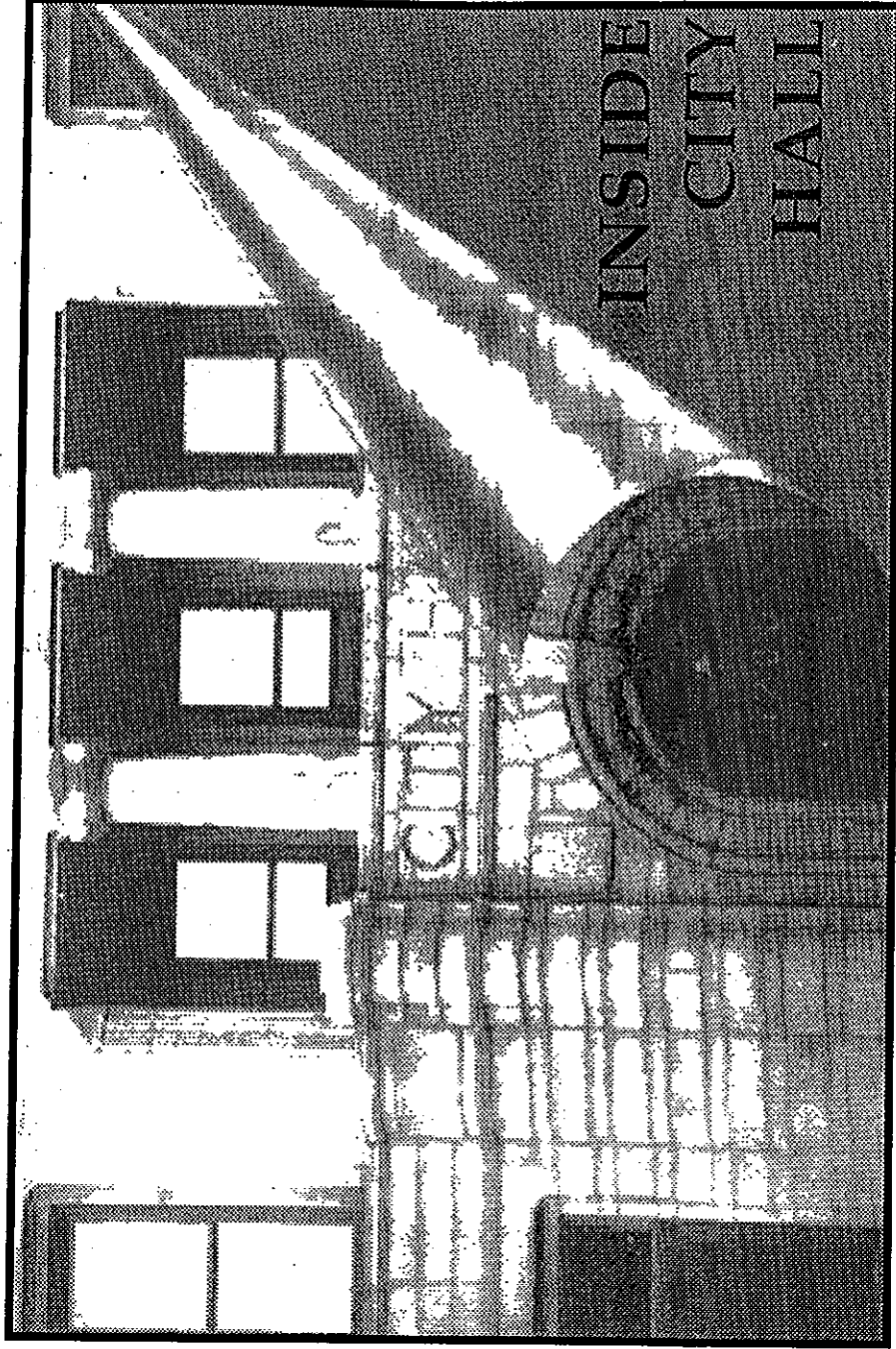


ONE HUNDRED DAYS THAT CHANGED
THE CITY OF ST. LOUIS



Implementation Progress Report from FOCUS St. Louis to
the Assessment Committee - February 1999

Timeline of Events

- June 1997 - FOCUS is Requested to Conduct Assessment
- September 1997 - Assessment Released to the Mayor and the Public
- October 1997 - Mayor asks FOCUS to design implementation structure, assist in process
- January 1998 - Mayor's Steering Committee to Implement the FOCUS St. Louis Report is convened

Timeline, continued

- May 1998 - first task force convenes, with FOCUS as facilitator
- September 1998 - FOCUS conducts one-year progress report to the community
- January 1999 - Steering Committee has eight task forces in work, with work to be completed by June

Progress Summary

- Total Recommendations: 236
- Amount Complete: 53
- Amount Showing Progress: 76
- Amount at Barrier: 47
- Amount Still Under Study: 60

Modest Accomplishments

- Personnel, Parks, Streets and other departments are now networked and have e-mail and limited internet access
- The City Marshal now has a secured van to transport prisoners, rather than using passenger vehicles
- Several departments have expanded their grant-seeking activity

Modest Accomplishments, cont.

- A variety of new training programs are being launched to familiarize employees with procedures, expectations, and strategies for doing their jobs better; many are collaborative efforts
- Curbside recycling should be introduced to city residents in 1999

Major Accomplishments

- Development agencies undergoing major restructuring, with focus on comprehensive planning
- An employee classification study is now wrapping up, a compensation study begins thereafter; the first since 1979
- Civil Service hearings for dismissals have gone from cycle times as long as 6 months to 90 days or less

Major Accomplishments, cont.

- Two seats (nonvoting) are added to the Board of Public Service
- Soldiers' Memorial is being reassigned to the Board of Public Service, thereby removing it from political appointments
- The Administration has drafted and distributed a mission and vision for the city, and engages in strategic planning

Major Accomplishments, cont.

- The St. Louis Visitors commission is working on a plan to combine city and county cabs under one authority (plan not yet released)
- Elements of a marketing campaign for city living should begin in 1999
- The Mayor has created Deputy Mayor positions for Development and Administration

The Task Forces

- Human Resources - Morale (ends June)
- Human Resources - Discipline (June)
- Human Resources - Training (June)
- Human Resources - Staffing (June)
- Technology (March)
- Building Maintenance (June)
- Permits (February)
- Procurement and Payment (June)

Current Task Force Projects

- Morale: developing a philosophy of employment for the city
- Discipline: streamlining processes for progressive discipline, grievances, and service rating appeals
- Staffing: reviewing key hiring obstacles, such as job requisition handling, maintaining lists, and the residency rule

Current Task Force Projects

- Training: recommending a radical new approach to employee training, including a new funding stream, better coordination, and new media options
- Technology: creating an “information partnership,” a user-group advisory board that could help standardize purchases, coordinate support services, and identify technology priorities

Current Task Force Projects

- Permits: establishing a “front door” for permits, implementing committee review where possible, and instituting an “account manager” approach to permit requests
- Building Maintenance: developing and identifying tools that can be used proactively to intervene in problem properties before cases go to court

Current Task Force Projects

- Procurement and Payment: reviewing procedures in order to eliminate unnecessary or duplicative steps and increase processing efficiencies

Quotes from City Leadership:

“As unpleasant as the report was, and as much as I might disagree with some of the specific complaints, I must none-the-less concede that it gave us a blueprint for necessary departmental improvement. ...If we can all maintain our patience, and continue to imbue this effort with the energy it demands, then we will continue to have a vehicle for improvement in the years ahead.”

Quotes from City Leadership:

“Those of us in the department... have taken the FOCUS study very seriously and recognize that some problem areas identified in the report deserve much more than a cursory review and therefore consider this an important ongoing project. We continue to thoroughly review the recommendations of the FOCUS St. Louis study to identify areas where we can capitalize on our strengths and improve our weaknesses. ...On behalf of the department..., I would like to thank you [Mayor Harmon] for the interest you have taken in improving our operations.”