GERMANTOWN, TENNESSEE

MALCOLM BALDRIGE
NATIONAL QUALITY AWARD
APPLICATION
2019

City of Germantown Organizational Profile

P.1 Organizational Description Established in 1841, Germantown is located in Shelby County on the eastern limits of Memphis, Tennessee, with a certified population of 40,123. Of the City's 19.8 square miles, 11,476 acres are zoned residential with 16,081 total housing units with 96% occupancy. Customers are affluent, educated and engaged.

The City of Germantown workforce has one defining mission – *Excellence, Every day*. It is a philosophy that guides staff commitment to align performance excellence with the City's vision and long-range strategy, represented in the Germantown Forward 2030 Plan (GF2030).

Germantown is one of only 118 cities in the nation earning the AAA bond rating from both Moody's Investment Firm and Standard and Poor's. Moody's first awarded Germantown the AAA rating in 1986, Standard and Poor's in 1994. The City has been recertified by both with each bond sale, most recently in 2017.

In Germantown, public safety is a top priority. The City consistently has one of the lowest crime rates in the state and the third lowest of comparable cities in the country. City police and fire departments have an average emergency response time just under 3 and 5.1 minutes, respectively.

P.1a Organizational Environment, P.1a(1) Product Offerings
The City of Germantown delivers a broad range of products and services aligned with GF2030 through the workforce, suppliers and partners. With a focus on the strategic plan, products and services are delivered in a fiscally-responsible, efficiency-driven manner focusing on continuous improvement. Community survey results confirm that these efforts are impacting customers with 90% reporting satisfaction with the City's job of providing high quality services. The City's key product offerings are critical to advancing the GF2030 plan (figure P.1-1).

GMSD is dependent on the City for financial reporting, budget approval and capital improvements funding. The City also provides support in the form of crossing guards and school resource officers. However, all policy and operating decisions related to the schools and implementation of same rest solely with a separate and independent elected school board and GMSD staff.

Figure P.1-1 Key Product Offerings	
PRODUCT	**DELIVERY MECHANISM**
Education*	Collaborators, city workforce, partners
Economic Development	City workforce, regulatory boards, developers/partners
Public Safety	City workforce, community volunteers
Sanitation	City workforce, Waste Pro
Utilities	City workforce, City of Memphis

It is important to note that education is provided by Germantown Municipal School District, which was created by the City of Germantown governing body.

P.1a(2) Mission, Vision, Values and Culture After extensive citizen-driven strategic planning efforts in 2015, the City adopted Germantown Forward 2030, the City's long-range strategic plan. The community vision is shared by residents and City employees, and provides the basis from which key performance areas emerged. The community values define customer requirements (figure P.1-2) for the City and express possibility, the ideal state the community hopes to achieve.

With an increasing focus on workforce culture, leaders identified a need for internal-facing employee values and mission. Staff updated the organizational values system in 2019 to align with GF2030. Feedback was solicited from

Figure P.1-2 Vision, Values, Mission

	WORKFORCE	COMMUNITY
VISION	Germantown is a vibrant, modern community, the community of choice, offering outstanding quality of life for all generations. The government is fiscally sound and provides top-quality public safety and services responsive to community requirements. Engaged residents honor the past, treasure the present and responsibly shape Germantown's future.	
VALUES	Lead responsibly. Deliver service excellence. Produce A+ results.	Excellence in education Innovation, creativity and continuous improvement Lifestyle opportunities as part of the fabric of everyday life Natural and designed beauty and smart growth Community strength, health and sustainability A culture of excellence and kindness Local and regional partnerships
MISSION	Excellence. Every day.	Germantown City Government is financially sound and well governed. The City provides exceptional services responsive to citizens' needs and top-quality facilities, parks and infrastructure.

CORE COMPETENCIES
CUSTOMER FOCUS, FINANCIAL ACUMEN, EMPLOYEE ENGAGEMENT

a large sample of employees to identify behavioral attributes of coworkers considered to be team-oriented, high performers. Using this information, three core values were identified: Lead Responsibly, Deliver Service Excellence and Produce A+ Results. These support the workforce mission of Excellence, Every day, and are referred to as the DNA of the organization because the workforce embraces these standards and has established a solid reputation for upholding them over time. See figure P.1-3 for the complete workforce values model. The process is discussed further in section 1.1a(1).

Related core competencies directly support both the vision and community and workforce mission statements (figure P.1-2).

Figure P.1-3 Workforce Culture DNA Model

Figure P.1-3 Workforce Culture DNA Model

P.1a(3) Workforce Profile The City employs 400 full-time, highly-trained and competitively compensated workers. All are stationed in Germantown across various facilities. Workforce demographics are outlined in figure P.1-4.

Workforce changes reflect the City's ability to control costs without impacting service levels. In 1990, the number of

Figure P.1-4 Workforce Demographics

STATUS	Exempt	92
	Nonexempt	308
GENDER	Female	110
	Male	290
TENURE	0 to 5 years	135
	6 to 15 years	127
	16 to 25 years	89
	26+ years	49
ETHNICITY	White	319
	Black	72
	Other	9

general government employees was 4.4 per 1,000 in population. In 2019, that number has increased only slightly to 5. This was accomplished through process innovation, vacancy reviews, outsourcing and managed competition.

Because of the community emphasis on public safety, the number of these employees has increased. Since 1990, the number of fire and police employees increased from 52 to 220. This is attributed to the deployment of new police districts and implementation of in-house ambulance service.

The City uses a comprehensive classification and compensation plan to assign each workforce position a pay grade and to segment roles as public safety, skilled labor and professional/support staff. Workforce data is segmented by department in order to drive improvement in specific work groups. Individual employee development plans (IEDPs) specify the relationship between daily work and achievement of the workforce mission and vision and provide an opportunity for employees to request specialized training (see section 5.1a(4)).

An annual employee survey is deployed to help determine opportunities for improvement and identifies seven drivers of employee engagement. These are listed in figure P.1-5 and discussed in more detail in section 5.1a(1).
The City is proud to have been chosen as a Commercial Appeal top workplace for the third consecutive year in 2017. There are no organized bargaining units among employees.

Workforce job diversity, working conditions and personnel policies are regulated by state and federal laws including the Fair Labor Standards Act, Americans with Disabilities Act, the Equal Employment Opportunity Commission and the Occupational Safety and Health Act. Germantown fully complies with all applicable state and federal laws. Documentation is available and on-file at City Hall.

Figure P.1-5 Workforce Segments

ENGAGEMENT DRIVERS	WORKFORCE SEGMENT	EDUCATIONAL REQUIREMENTS
Trust and respect for leaders Opportunity for growth	Public safety employees	Specialized academies and degree programs
Satisfaction with recognition Satisfaction with benefits	Skilled laborers	Certifications, vocational training
Job satisfaction Support from management Development of trusting relationships	Professional and support staff	Professional degrees

P.1a(4) Assets Germantown maintains $184.8 million in property assets, including more than $138 million in facilities (figure P.1-6). Public safety facilities include four fully-staffed fire stations and a fire training facility. Fire Station 4 received Leadership in Engineering and Environmental Design (LEED) Gold certification and serves as the City's back-up emergency operations center where advanced equipment provides redundancy. Police headquarters houses police services, a 24-hour 911 dispatch center, a 72-hour detention facility, municipal court and an indoor firing range. City Hall is adjacent to police headquarters and houses administration, finance, general services, human resources, information technology and procurement.

Figure P.1-6 Facilities		
FACILITY	**ADDRESS**	**EMPLOYEES**
City Hall	1930 S. Germantown	177
Fire Stations	2700 Cross Country Dr. 7766 W. Farmington 8925 Dogwood Rd. 3031 Forest Hill Irene	89
Public Works	7700 Southern Ave.	70
Fleet Shop	7726 Southern Ave.	9
Parks & Recreation	2276 West St.	28
Development	1920 S. Germantown	20
Athletic Club & GPAC	1801 Exeter Rd.	120
Libraries	1925 Exeter Rd. 7779 Poplar Pike	32
The Great Hall	1900 S. Germantown	5
Water Treatment Plants	7648 Southern Ave. 2950 Johnson Rd.	19

Outdoor amenities include 29 parks accredited for excellence since 1996 through CAPRA. The parks system features a working farm, lakes, playgrounds, pavilions, lighted tennis courts, as well as picnic and off-leash dog areas. The parks system also contains 30 sports fields for football, croquet, baseball, softball, soccer, lacrosse, rugby and disc golf. The City's northern boundary along the Wolf River contains more than 13 miles of paved walking trails through a nature area with educational exhibits. The most recent park acquisition is Oaklawn Garden which is home to the City's designated Arboretum. Nearly all Germantown homes are within convenient walking distance of a public park. City facilities and medians are professionally landscaped, irrigated and maintained with seasonal flowers.

Germantown Athletic Club features large indoor and outdoor pools and splash park, indoor track, gym and more than 10,000 square feet of state-of-the-art fitness equipment. Germantown Performing Arts Center includes an acoustically perfect 850-seat theatre, rehearsal hall, recording studio and grand lobby. Germantown Community

Library, an American Institute of Architect's winner for design, is a 31,000 square-foot facility using natural light to fill open spaces. A separate library facility is dedicated to regional history and genealogy. School buildings are not listed among the City's facilities as they are owned and operated by Germantown Municipal School District.

Each day, the City's 20 service pumps and two water treatment plants supply up to 24 million gallons of naturally filtered water drawn from the Memphis Sand Aquifer. Water travels to residents through 256 miles of main lines, which also provide fire service to more than 2,400 fire hydrants.

City operations require a large amount of equipment to deliver services. Over 425 computers are in use and more than 525 radios are deployed in the field. Police, fire and public works departments rely heavily on a large fleet of vehicles, equipment and machinery which includes 146 light vehicles, 36 heavy duty trucks, nine fire trucks, six ambulances, one mobile command vehicle and over 85 pieces of large equipment including tractors, backhoes, generators, boats, forklifts, mowers, Gradalls and trackhoes.

Leading-edge technologies, including a combination of midrange and client-server systems, support City operations. Employees use the current version of Google Apps for Government for email and collaboration. City buildings are interconnected via high-speed, City-owned, fiber-optic network. The Enterprise Resource Planning (ERP) system and user-friendly website are hosted externally using a Software as a Service (SaaS) model to reduce cost and complexity and improve resiliency. All mission-critical operations information is backed up daily and stored in an off-site secure vault. A 10-year Infrastructure Replacement Program is developed and adopted annually with the budget to address the timely replacement of City assets. Property and liability insurance for these assets is provided through the Tennessee Municipal League Insurance Pool.

P.1a(5) Regulatory Environment The City of Germantown provides a wide variety of services and programs. Many are compulsory under federal regulations to be implemented at the local level. Figure P.1-7 highlights a select number of federal regulatory programs that have a significant impact upon the City which is in compliance with all state and federal regulations. A complete list of these regulations, certifications and requirements, along with the records of compliance, is available within the appropriate City department.

P.1b Organizational Relationships, P.1b(1) Organizational Structure The City operates under a mayor-council form of government through a private act charter by the State of Tennessee. The Board of Mayor and Aldermen (BMA) establishes policies for the orderly and effective delivery of services. The BMA includes the mayor and five aldermen, elected at-large, and employs a professional city administrator responsible for City operations. The city

administrator reports directly to the mayor, who serves as the chief executive, and the BMA acts collectively as the legislative body. Details about the City's leadership system are available in figure 1.1-1.

All department heads report directly to the city administrator. Twenty-five boards and commissions, staffed by close to 200 volunteer residents, advise the BMA. Aldermen and staff liaisons attend commission meetings to ensure alignment with VMV and connect staff with innovations derived from input from resident experts.

P.1b(2) Customers and Stakeholders Serving the public is the most important goal of a municipal government, and City products and services are delivered to all without influence. The City's key customer group is made up of residents who receive the majority of services provided. Residential customers can be segmented by geographical area, length of residency, age and gender based on community survey data.

The City engages key stakeholders including employees, governing and regulatory boards, suppliers, contractors, partners and businesses in various ways to strengthen relationships, promote understanding and gather input on projects, policies and ordinances of specific interest.

Key requirements are drawn directly from the citizen-led GF2030 values statement and are consistent across customers, stakeholders and partners:
- Excellence in education
- Innovation, creativity and continuous improvement
- Lifestyle opportunities
- Natural and designed beauty and smart growth
- Community strength, health and sustainability
- A culture of excellence and kindness
- Local and regional partnerships

In addition to these values, public safety is the top customer requirement for the City. So much so, that it appears in the GF2030 vision statement.

P.1b(3) Suppliers, Partners and Collaborators The City's ability to achieve the vision identified in the Germantown Forward 2030 strategic plan depends on work systems' ability to accomplish the work of the City (figure 2.1-4). The work systems include people and processes which produce the service or product to meet customer requirements and the desired result or outcome.

Businesses which supply City services through direct customer contact are considered partners. These include Waste Pro, which delivers sanitation services, and LSS, which operates the City library. These services are provided on a contract basis and performance is measured and tracked by the City. Collaborators are those entities that influence quality of life, but are not operated by the City. This includes Germantown Municipal School District, which is governed by an independent school board and

operated by school district staff. Figure P.1-8 explains this relationship.

Figure P.1-7 Regulatory Requirements	
REGULATION	**OBLIGATION**
Ground water protection	Protect drinking water
Clean water requirements	Meet federal effluent standards
Solid waste disposal	Proper waste disposal
ADA	Handicapped accessibility
OSHA	Provide a safe and healthy

P.2 Organizational Situation, P.2a Competitive Environment, P.2a(1) Competitive Position The City competes with communities in Shelby County for residential growth and tax revenues. Relocation and growth competitors are found regionally and nationally. A comprehensive economic strategic plan helps Germantown compete in this arena. Six local cities are considered competitors of the City. These are listed in figure P.2-1.

Germantown is restricted in its ability to annex additional land and spread the cost of City services over a larger area (see challenge 7, figure P.2-2). Therefore, leaders focus on innovation and efficiency measures to keep the cost of the products and services at a competitive level and provide value to customers. In addition, the City revised zoning regulations in key commercial areas to incorporate mixed-use development allowing greater density, thus increasing revenue from these commercial sectors.

P.2a(2) Competitiveness Changes Alignment of the City's GF2030 strategic plan encourages City leaders to be proactive in addressing change. The following are changes that impact local governments. Each of these represents a strategic challenge to the City (see figure P.2-2).
- Economic Uncertainty: resource scarcity and an unpredictable economy
- Unfunded Mandates: government-created unfunded mandates forcing local governments to find or increase revenue streams
- Technology: advancements continue to change how services and information are delivered
- Changing Workforce: retirement of baby boomers threatens organizational knowledge base

P.2a(3) Comparative Data Germantown uses comparable benchmarks and performance measurement methodology to evaluate programs and services and improve process design. Departments use comparative data from Baldrige award winners, select benchmark communities and local competitors. Industry sources for comparative data:
- Tennessee Municipal Benchmarking Project
- National Fire Protection Association
- TBI, FBI

Figure P.1-8: Suppliers, Partners and Collaborators

	SUPPLIERS	PARTNERS	COLLABORATORS
KEY TYPES	Utility and waste water treatment providers, vendors	City service partnerships	Schools, boards and commissions, non-profits and donors
EXAMPLES	Memphis Light Gas & Water, City of Memphis, vendors	Waste Pro, Library Systems and Services	GMSD, Chamber, GPAC Board, non-profits
ENHANCES COMPETITIVENESS	Competitive pricing and opportunities for innovation	Expertise, improved efficiency and specialization	Flexibility and added value or funding
COMMUNICATION MECHANISMS	Email, phone, automated eNotification cooperatives	Email, phone, direct contact, contracts	Email, phone, meetings, liaisons, contracts and agreements
ROLE IN INNOVATION	Competition enables performance and value improvements	Leveraging service specialists with a wide variety of experience	Best practices, subject matter experts
SUPPLY CHAIN REQUIREMENTS	Reduce inventory/cost/waste, add value	Ease of use, timeliness, accuracy, cost and choice	Ease of use, timeliness, accuracy, cost and choice
ROLE IN WORK SYSTEMS	Delivery of goods and products	Aligned with strategic plan and objectives	Aligned with strategic plan and objectives

- ICMA
- Federal Employee Viewpoint Survey
- National Institute for Governmental Purchasing

Key sources from outside the industry include:
- United States Bureau of Labor Statistics
- Standard & Poor's and Moody's Bond Rating
- United States Census Bureau
- FedEx

For details about challenges with accessing local competitor data, see section 3.2b(2). The competitive data shown in figure P.2-1 are obtained from federal and state records.

P.2b Strategic Context Strategic advantages and challenges identified during the City's SWOT analysis include:

ADVANTAGE	CHALLENGE
Strong fiscal policies	Economic uncertainty
Strategic planning	Rising healthcare costs
Low crime rate	Pension obligations
Rapid emergency response	Unfunded mandates
Dual AAA bond rating	Aging infrastructure
	Aging workforce
	Property tax dependence
	Land locked

P.2c Performance Improvement System

While the City's performance improvement system is rooted in Six Sigma, the classic Plan–Do–Study–Act (PDSA) methodology is used for daily continuous improvement. Six Sigma Black Belts are used in some instances to address specific projects that require tools in addition to

PDSA. This system, identified in figure P.2-3, is integrated in the strategic plan, action plans and work processes.

Figure P.2-1 Competitive Position

CITY	CRIME RATE	OWNER OCCUPIED HOMES	ACT SCORE	MEDIAN HOME VALUE
Germantown	13.5	85.8%	25.9	$302,800
Collierville	20.5	80.4%	25.1	$286,700
Bartlett	24.6	84.7%	21.2	$172,300
Lakeland		86.5%	17.5	$249,700
Arlington		89.1%	23.6	$217,300
Millington	61.9	55.1%	18.9	$107,900
Memphis	84.0	47.5%	17.7	$ 94,200

Figure P.2-2 Performance Improvement System

1. Leadership, 1.1 Senior Leadership, 1.1a Vision and Values, 1.1a(1) Setting Vision and Values The City's vision and community values, identified in the Germantown Forward 2030 (GF2030) long-range strategic plan, were developed by a 30-member steering committee, which included key customers and stakeholders. GF2030 was adopted by the Board of Mayor and Aldermen (BMA) and deployed by senior leaders. The vision provides the basis from which the key performance areas emerged.

Customers are at the heart of the GF2030 vision and community value statement. Over 300 residents invested approximately 2,000 hours in development of GF2030. The resulting strategic objectives and action plans are deployed to customers via the City website where progress updates are available. City communication tools, (figure 1.1-2), in addition to the BMA agenda, are used to reinforce commitment to GF2030. The GF2030 plan and vision is reaffirmed and updated every five years using the same citizen-led process to identify changes needed for long-term planning horizons. Short-term planning is addressed in section 2.1a(1).

The City's leadership system is designed to position these elements of the strategic plan with a focus on results and continuous improvement. The leadership model identified in figure 1.1-1 outlines the process by which senior leaders deploy the vision and community values.

Vision and community values are deployed to the workforce through Individual Employee Development Plans (IEDP). These connect daily work processes to the GF2030 strategic plan. Individual IEDP meetings take place three times each year and provide an opportunity to provide two-way feedback resulting in an opportunity for process improvement. Weekly meetings of senior leaders and quarterly manager meetings provide more frequent opportunities for learning and sharing information. For more information, see section 1.1b.

Suppliers with contracts valued over $10,000 receive a copy of the City's vision statement and Code of Ethics as contracts are newly approved or renewed. Key partners, such as LSS and Waste Pro, have performance measures integrated into the GF2030 dashboard or operational measures incorporated into department business plans.

Tasked with achieving GF2030 strategic objectives, staff updated the organizational values system in 2019 to align with the GF2030 culture. Workforce members held group sessions to solicit feedback from a large sample of employees to identify behavioral attributes of coworkers considered to be team-oriented, high performers. This information was used to establish three corporate core values for employee behavior: Lead Responsibly (Responsible), Deliver Service Excellence (Responsive) and Produce A+ Results (Results). These three values, which define *Excellence, Every day,* are referred to as the DNA of the organization because the workforce embraces these standards and has established a

solid reputation for upholding them over time. See figure P.1-3 for the complete workforce culture model.

The information was used to create behavioral values that further define and shape organizational culture. Six foundational values serve as the building blocks for a successful public servant in Germantown. Six aspirational values are being intentionally managed into the organization, positioning the City for continuous improvement and sustainable excellence.

Figure 1.1-1 Leadership Model
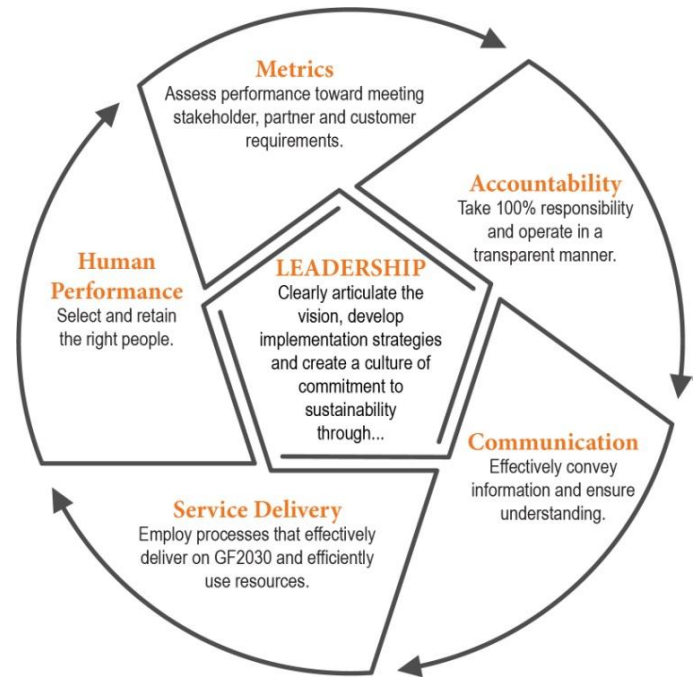
1.1a(2) Promoting Legal and Ethical Behavior Germantown leaders set high ethical standards for public officials and staff. In 2007, the BMA adopted an official Code of Ethics to ensure that business is conducted fairly and without influence. The Code of Ethics for elected and appointed officials was modeled after a code mandated by the state of Tennessee. A cross-functional team of employees developed a separate employee Code of Ethical Conduct to create a sense of ownership and increase commitment to the Code. To ensure accountability to these standards, a comprehensive training program was created to reinforce understanding of the Code.

The Code is introduced to new employees during orientation and reinforced during a training session. Each January, the human resources director redistributes the Code of Ethical Conduct via email to all employees. Refresher training is provided to managers annually. At the conclusion of each session, attendees complete a course evaluation. Resulting improvements include a reduction in class length and a partnership with a new training vendor.

Appointed board and commission volunteers receive training and a copy of the Code and sign an oath attesting to their

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understanding. The City's Code of Ethics is available online and is prominently displayed in all City buildings.

Qualified suppliers and vendors must complete a registration process. Procurement staff completes an ethical, legal and reputational risk assessment to ensure that the ethics policy is considered when buying goods and services.

The City of Germantown has an open door policy for concerns relating to compliance with the Code of Ethics or other policies. The open door policy is first presented during new employee orientation and in meetings with the city administrator during the employee's first three months of employment. All employees understand that no one is subject to disciplinary or other retaliatory action by raising any concern in good faith.

The open door policy creates an environment that requires ethical behavior, allows opportunities to raise concerns and creates a safe, responsive environment for those reporting an issue. Reports and questions present an opportunity for learning and provide information about areas to be reinforced or readdressed during annual ethics refresher training.

The employee survey shows that 81% of employees would be comfortable disclosing a suspected violation of any law, rule or regulation to their supervisor without fear of reprisal, which represents a 20 percentage point increase since 2014. In addition, the internal process of developing workforce mission and values resulted in ethical behavior being identified as a foundational value integrated in the workforce values DNA model as "integrity."

1.1b Communication Senior leaders engage the workforce and key customers and partners in a variety of ways to promote transparency, improve two-way communication and build understanding (figure 1.1-2).

Workforce
- Senior leaders meet weekly to discuss issues and ensure communication throughout the organization. Key points from each meeting are reviewed then shared throughout the workforce.
- Quarterly manager meetings provide the opportunity to communicate information, reinforce vision and values and gather feedback. Results are used to make improvements prior to the next meeting. Implemented suggestions include shortening the meeting and providing an agenda in advance.
- Workforce engagement begins on day-one with orientation, which introduces policies, culture and performance expectations while providing knowledge, tools and skills to function effectively within the City and decrease turnover. For more detailed information, see section 5.1a(2).
- IEDP development and review encourage two-way communication between individual employees and managers. This tool is also used to motivate the workforce by addressing the relationship between daily work and the

GF2030 plan and offering an opportunity for employees to request professional development opportunities that may lead to advancement. For details about IEDPs, see section 5.2c(1).
- Two-way communication and workforce motivation are achieved through the Play Like a Champion program, a 10-month development program managed entirely by employees. To date, 107 City employees have graduated from the program which seeks to: 1) Promote employee ownership, empowerment and pride; 2) Demonstrate how collective efforts contribute to the success of the organization; 3) Promote knowledge of department strengths and area of oversight; 4) Encourage excellence; 5) Promote understanding of VMV; and 6) Engage employees in all aspects of the organization.
- Employee surveys identify opportunities for improvement, which are integrated into department business plans. Success is reflected in improved survey results. Employee satisfaction with communication among work units has improved 15 percentage points since 2014.

Key Partners
- Key partners enjoy open lines of communication with the City. Leaders from both LSS and Waste Pro are included in manager meetings and have a direct staff contact assigned who is constantly available for feedback. Each of these key partners is also responsible for strategic and operational measures which are reported quarterly during meetings with the city administrator.

Customers
- Board and commission members provide input and feedback in every facet of operations. Senior leaders serve as liaisons to City boards and commissions making them accessible and proving an opportunity for direct impact from the City's most engaged customers.
- Biennially, departments conduct focus groups and GF2030 is reviewed by a customer-led steering committee in five-year cycles.
- Performance is reported to key customers, partners and the workforce through the online GF2030 dashboard. This exchange creates alignment with key products and services and evolves throughout the customer life cycle (figure 3.1-1).
- An online customer service tool allows easy access to the City and automatically generates work orders when appropriate.
- Social media is used to engage with customers and provides the opportunity for immediate feedback (figure 1.1-2).
- News is posted on the City website and shared on social media. Customers may subscribe to receive news and event eNotifications sent directly to an email inbox. All news releases from the City include an email address and phone number so that customers may seek further information or provide feedback.

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- City leaders also reach customers through four originally produced broadcast programs.

More detailed information related to customer communication is available in section 3.1a(1).

1.1c Mission and Organizational Performance
1.1c(1) Creating an Environment for Success
The BMA and senior leaders create the opportunity for organizational success through deployment of the GF2030 plan. This principled approach to leadership focuses on tasks and activities that best advance the vision, community mission and values, and strategic objectives. Success is achieved through organizational alignment with this strategy. This structure promotes accountability and staff involvement and is an effective method to achieve the City's larger strategic objectives. Using the 2030 objective development process to encourage innovation (figure 2.1-2) and by measuring and tracking performance quarterly, the City is in a much stronger position to react quickly to environmental changes. For details about how leaders create and reinforce organizational culture, see figure P.1-3 and section 1.1a(1).

Every City department has a business plan reflecting GF2030 strategic objectives and related operational objectives to ensure departmental success. Business plan development is a collaborative effort with each senior leader involving managers and staff in the process. Existing service levels are evaluated against advancing employee knowledge and skills. See section 4.2b(1) for details about knowledge management and transfer strategies.

Deployment of the department business plan occurs through development and biannual review of IEDPs, annual employee evaluations, weekly meetings of senior leaders, monthly staff meetings and quarterly reporting of strategic and operational objectives. These scheduled reviews and reporting enable operational agility and two-way communication at every level and each provides an opportunity to reinforce customer requirements.

IEDPs promote organizational performance and personal learning. Managers develop the annual plans collaboratively with each direct report. Throughout the year, progress is measured on achievement toward the stated goal. All IEDPs include customer service goals and action plans along with a detailed plan to meet employee development and training goals (see section 5.2c(1)).

Figure 5.1-1 outlines the workforce planning process completed by each department on an annual basis.

Employees are one of the City's most valuable assets. Succession plans are developed on an annual basis and incorporated in department business plans. Elements of the succession planning process are identified in sections 4.2b(1) and 5.1a(1). Developing future leaders occurs through IEDPs (section 5.2c(1)) and the Play Like a Champion program (section 1.1b).

1.1c(2) Creating a Focus on Action
Senior leaders create a focus on action through deployment of the GF2030 plan and department business plans (figure 1.1-1). Objectives, action plans and key indicators include the various activities, timelines and milestones to measure progress toward achieving the desired state defined in GF2030. Senior leaders are held accountable for supporting and advancing action plans. Senior leaders meet quarterly with the city administrator to provide progress reports. These results are shared with the entire workforce using the online public dashboard.

The strategic planning process was designed with a focus on the needs of key customers and stakeholders (details in section 2.1a(1)). Using surveys, public meetings, focus groups and direct engagement, senior leaders better understand key customer and stakeholder requirements and integrate them into the strategic planning process. See section 1.1 c(1) for details about alignment of GF2030 throughout the organization.

1.2 Governance and Societal Contributions, 1.2a Organizational Governance, 1.2a(1) Governance System
Responsible governance is defined in the City charter and municipal code. The charter defines the organization, powers, functions and essential procedures of City government (see section P.1b(1)). Checks and balances ensure responsible governance and review by the BMA, including the following:
- Quarterly business plan reviews ensure senior leaders are in sync with GF2030. Annual performance reviews are conducted for all senior leaders.
- GF2030 objectives are reviewed weekly and monthly at the department level and quarterly with the city administrator. Strategy results are shared with elected officials and the public using the public dashboard.
- The annual budget and five-year financial plan is reviewed by the citizen-led Financial Advisory Commission and approved by the BMA annually.
- The City adheres to Governmental Accounting Standards Board (GASB) financial reporting and accounting standards. An independent audit is conducted annually with the results presented to the citizen-led Audit Commission, BMA and the public.
- The City is in compliance with the Tennessee Open Meetings Law and Public Records Act (section 1.2b(2)).
- To ensure continuity and transparency of the governance board, BMA members stand for election every four years. Annual Statement of Interest disclosures from members, including sources of income, investments, professional services, bankruptcy and loans are filed with the state bureau of ethics and campaign finance.
- Independence and effectiveness of internal and external audits are ensured by an annual financial review based on the Governmental Accounting Standards issued by the U.S. comptroller general.

- Stakeholder interest is protected through monthly, quarterly and annual performance reports, the community survey and public engagement opportunities including town hall meetings, public hearings, commission meetings and neighborhood association meetings.
- Succession planning for all workforce positions, including senior leaders, is included in the annual business plan development process. In the absence of the city administrator, the mayor will designate an employee to serve in this capacity until a successor is appointed by the BMA. See section 5.1a(1).

1.2a(2) Performance Evaluation   Senior leaders are evaluated quarterly by the city administrator using the IEDP process outlined in 5.2c(1). Strategic and operational objectives outlined in the department business plans are the foundation for this performance evaluation. Compensation adjustment for senior leaders occurs annually based on a merit system tied directly to local and regional market conditions. There are no other forms of salary compensation for senior leaders.

Pursuant to the City's municipal charter, the mayor appoints and the BMA confirms and fixes the salary of the city administrator, who serves at the will of the mayor. The mayor conducts an annual performance evaluation of the city administrator. Results are publicly presented to the BMA as a resolution establishing the city administrator's compensation. The current city administrator is an ICMA credentialed certified public manager. Renewal takes place every-five-years and requires a 360-degree performance review with follow up.

 Key customers evaluate the BMA in two critical areas:
- Voter turnout is a measure of citizen's participation in the political and governance process. High voter turnout (figure 7.2-24) is desirable in any democracy and governance system because it increases the chance that the political system reflects the will of key customers and that the governing body has a high degree of legitimacy.
- Key customers also evaluate the BMA through a semi-annual community survey (section 3.2b(1)), which evaluates the effectiveness of services and the effectiveness of staff and elected officials in fulfilling their roles (figure 7.2-1).

1.2.b Legal and Ethical Behavior, 1.2b(1) Legal and Regulatory Compliance   Two processes address societal impacts and anticipate concerns related to City services. The business plan development process requires each department to conduct focus groups to collect customer requirements and expectations. This process takes place biennially and focuses on day-to-day operations. In addition, The GF2030 process includes the use of task forces, made up entirely of residents, to review services, provide input and anticipate future concerns related to City services. This process takes place every five years and has a higher-level strategic focus.

Figure 1.1-2: Communication Tools
BE=biennially, BA – biannually, A=annually, B=bimonthly, C=continuously, M=monthly, Q=quarterly, W= weekly

METHOD *INDICATES 2-WAY	FREQUENCY	EMPLOYEES	KEY CUSTOMERS	VOLUNTEERS/BMA	KEY PARTNERS
Leadership meetings*	Q	●			
Germantown-TN.gov*	C	●	●	●	●
Germantown on the Go app*	C	●	●	●	●
Open Door Policy*	C	●			●
IEDP reviews*	BA	●			
Performance reviews*	A	●			●
Employee survey*	BE	●			
Departmental staff meetings*	B	●			●
City administrator team visits*	Q	●			●
Play Like a Champion*	M	●			●
Germantown Everyone*	C	●			
Employee orientation*	C	●			
SPIRIT Awards	Q	●			
BMA meetings*	B	●	●	●	●
BMA executive sessions	B	●	●	●	
BMA retreats	A	●	●	●	
Streaming meetings	C	●	●	●	●
Board/Commission meetings*	M	●	●	●	●
Minute with Mayor Mike	M	●	●	●	●
Healthy Germantown TV	M	●	●	●	●
Focus on Germantown	M	●	●	●	●
On the Beat	M	●	●	●	●
Entertaining Germantown	M	●	●	●	●
Social media*	C	●	●	●	●
Go! Germantown magazine	Q	●	●	●	●
State of the City	A	●	●	●	●
Up Front e-newsletter*	W	●	●	●	●
E-notification	C	●	●	●	●
YouTube	C	●	●	●	●
Community survey*	BE	●	●		●

Business plans and GF2030 incorporate this input to prepare for and address public impacts and concerns.

Each department conducts an annual ethical, legal and reputational risk assessment to help recognize risks and plan steps to reduce, mitigate or eliminate risks in the areas of

finance, employment, customer, workplace, procurement, development and information technology (section 2.1a(1)). Based on this assessment, a gap analysis is performed and opportunities for corrective action are identified based on the PDSA model shown in figure P.2-2. Annually, key customers rate the degree of ethical behavior among employees (figure 7.4-8).

Figure 1.2-1 lists key compliance requirements. The City's goal for meeting all legal and regulatory requirements is 100%. Additional goals associated with financial accountability and natural resource management appear in GF2030 initiatives and measures. See figure 2.1-3.

1.2b(2) Ethical Behavior Ethics policies and codes for public officials and employees (section 1.1a(2)) provide the legal framework and compliance standards necessary to support a culture that promotes ethical behavior. Standards within the Code of Ethics align with three principles, 1) seek no favor, 2) build trust through transparency and honesty and 3) be good stewards of public resources.

Union University, together with senior staff, developed the ethics curriculum for City officials and employees. The resulting program is ACT on Ethics. ACT (Apply the policy, Consider the context, Take the lead) curriculum dissects ethics policies into segments.

In addition to the approaches identified in 1.1a(2), key processes and indicators to promote and ensure ethical behavior in all interactions include the following:

- The TN open meeting law requires all policy discussion and decisions to be open to the public.
- The Tennessee Public Records Act provides that public records of the City are open for inspection by any citizen except as otherwise provided by law (figure 7.4-6).
- The orientation program establishes the ethical, behavioral and legal expectations for new employees.
- Each department conducts an annual risk assessment, which includes ethical risk as a component (section 1.2b(1)).
- Outside employment by City employees is managed under personnel policies to avoid conflict of interest with customers, suppliers and partners.
- The procurement policies and procedures manual defines purchasing ethics to guide employees on appropriate ethical standards and vendor requirements.
- Strict processes ensure that purchases over $25,000 are competitively bid and that proper public notice and advertisement are available. Purchases are presented to the BMA at public meetings. The City's annual budget clearly identifies items to be purchased in the following year. Following BMA approval of a supplier contract, the vendor receives a copy of the GF2030 plan and ethics policy.

- Senior staff and the BMA uphold provisions outlined in the municipal charter (P.1b(1)) which provide legal guidelines for local government.

Every ethical violation report is thoroughly investigated immediately with the City's labor counsel. Interviews are conducted with all parties. Upon completion of the investigation, a recommendation is provided to the city administrator, followed by a decision based on facts. Findings can range from finding the accusation without merit to disciplinary action and even dismissal. All parties are informed of the decision. If needed, additional training is provided. The City's employee engagement survey provides an additional measure of ethical behavior (figure 7.4-9).

1.2c Societal Contributions, 1.2c(1) Societal Well-Being
GF2030 was developed and adopted to ensure a sustainable future for the City. The process capitalizes on the wisdom and expertise of key customers to devise innovative solutions to address economic, environmental and social issues. The resulting vision statement and community values address societal well-being. Department business plans incorporate

Figure 1.2-1: Regulatory and Legal Requirements		
FUNCTION	**REQUIREMENT**	**PROCESSES**
Financial	GASB TN Office of State and Local Finance IRS, USGAO	Pronouncements Audit and CAFR Budget adoption Compliance audits
Risk Management & Safety	OSHA, TOSHA	Risk assessment Training Safety committee
Environmental	TDEC, EPA TDEC Division of Water Resources	Wellhead protection Water quality testing BMPs for water pollution control
Employment	Dept. of Labor – FLSA, EEOC, FMLA Dept. of Health & Human Services HIPAA Dept. of Homeland Security	Applicant tracking On-boarding Compliance training I-9 reporting
Development & Code Compliance	Fire code International building code Shelby Co. building code City Ordinances	Construction inspection Fire safety inspection Property maintenance inspection
Public Records	State of TN public records and open meetings	Public records policy
Emergency Management	FEMA TEMA	Tennessee Task Force One Compliance audits Emergency management plan Haz-Mat training

GF2030 strategic objectives, action plans and performance indicators. Progress toward desired results is examined quarterly and adjusted as necessary.

The City contributes to the societal well-being of the economic, environmental and social systems through the efficient and effective delivery of key products. For a list of strategic and operational measures related to these categories, including those that measure societal well-being, see figure 6.1-1.

Education – Education in Germantown abounds in choices. Germantown is home to both GMSD and SCS schools, private schools, special needs schools, preschool programs, a healthy home school population, the Union University Germantown campus and a variety of continuing education offerings for all ages.

The 2018 community survey rated education as the single most important issue facing Germantown. The City created the GMSD in 2014 in response to the Vision 2020 Strategic Plan and changes in state laws. See figures 7.2-3 and 7.2-16.

Economic Development – To be successful, Germantown must be a community with a thriving sustainable economy that provides innovative employment opportunities and authentic experiences for residents and visitors. Economic planning incorporates land use and transportation to support infrastructure and connectivity and facilitate an environment where these vital assets flourish. These considerations are critical for the future of Germantown due to limited land and resources. See figures 7.1-8 and 7.5-7.

Public Safety – Effective law enforcement requires a partnership between the community and the police. The police department is intentional in its efforts to cultivate positive relationships with all members of the community. Feedback from surveys and focus group meetings indicate the desire of the community to have a highly visible police department (figure 7.1-1, 7.1-25 and 7.2-4). A key component of maintaining a low crime rate is proactive policing and high visibility.

The police department has clear policies regarding impartialness and conducts training in this area. Supervisory personnel receive advanced training in best practice law enforcement leadership principles, as well as the key components of constitutional policing – policy, training and supervision. Line level officers also receive training in professional policing. The police department utilizes technology to evaluate performance and drive continuous improvement. Every police patrol vehicle is equipped with an on-board camera and GPS system. This allows for supervisor review of officer performance to ensure personnel conduct themselves in the most professional manner when interacting with the public (figure 7.2-9 and 7.2-11).

Germantown residents consistently enjoy low property loss from residential and commercial fire and exceptional emergency medical service. Rapid emergency response times (figures 7.1-27) ensure that incidents are handled in an efficient manner. Public safety responders receive high satisfaction ratings on customer surveys, a reflection of the professionalism and compassion shown by personnel. The City-provided EMS service has produced significant improvements in patient care, resulting in one of the highest cardiac arrest survival rates in the state (figure 7.1-3). The Insurance Service Office (ISO) assists insurance companies in providing appropriate insurance premiums for residential and commercial properties based on analysis of the structural fire suppression delivery system. This rating process allows the City to effectively plan growth, new facilities, equipment and training. The ISO most recently granted the City with a class 1 rating, the best rating possible (figure 7.4-14).

Sanitation - Solid waste management requires a strategy to efficiently deal with the efficient collection of trash and recyclables and their responsible disposal. The City contracts this service with a qualified vendor charged with collection and disposal practices that best address public health, conservation and economic and environmental concerns. Solid waste reduction through an aggressive recycling program enables the City to divert refuse materials from the waste stream, thereby extending the life of the landfill and returning reusable products back to the market place. Measures are in place to track progress (figures 7.1-13, 7.2-14 and 15).

Utilities (water and sewer) – Potable water is the City's greatest natural resource and aquifer protection is critical. Water resources include potable water, sanitary sewer and stormwater. Collecting, transporting and treating sanitary sewer discharges are musts for the health of the City (figures 7.1-20 and 7.4-13). Stormwater discharge clarity (figure 7.4-10 through 12) is necessary to maintain clean lakes and rivers. The unpolluted discharge into drain laterals and further into adjacent rivers and lakes is a legislated necessity.

1.2c(2) Community Support During the situational analysis phase in the development of GF2030, the 30-member steering committee identified interest groups, organizations and activities to be considered key communities within the City. The steering committee was also asked to identify the needs and requirements for each community and how they contribute to the quality of life in the City. From this effort, four key communities emerged from this planning effort as identified in figure 1.2-2 (page 7).

2.Strategy, 2.1 Strategy Development, 2.1a Strategy Development Process, 2.1a(1) Strategic Planning Process
Germantown's strategic planning process relies on active citizen engagement in long-range planning to guide policy and service delivery. The decision by the BMA in 2014 to pursue the development of an updated 2030 strategic plan gave residents an opportunity to truly consider future desires for the City and plan proactive steps to get there.

Figure 1.2-2 Key Communities

KEY COMMUNITY	SUPPORT AND INVOLVEMENT	STRATEGIC OBJECTIVE
Business	Industrial Development Board TIF PILOTs Public infrastructure Economic Development Commission Financial support for Area Chamber of Commerce Land use planning and enabling legislation CEO Roundtable	City Services and Finance 2 – Asset renewal is fully funded and takes place as scheduled. Land Use and Transportation 1 and 2 – Significantly improve walkability in Germantown's Central Business District; Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation. Economic Development 1 and 2 – Economic development practices support economic sustainability; Economic development policies encourage investment in key commercial areas. Technology 1 – A City-wide technological infrastructure supports and sustains individual, educational, government and business demands. Public Safety 1 and 2 – Germantown is the safest city in Tennessee; Fire protection services result in low property loss and no fire deaths.
Education	GMSD Financial support for GMSD Lifelong learning opportunities Germantown Community Library Germantown Education Commission	Education 1 and 2 – Germantown has a reputation for lifelong learning and continuous education that meets the needs of all residents; Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide.
Medical	Land use planning and enabling legislation Emergency medical response support CEO Roundtable	Public Safety 3 – Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services.
Neighborhoods	Neighborhood Preservation Commission Land use planning Neighborhood watch "Cop Stop" Maintenance of public infrastructure Neighborhood Services Division	Public Safety 1 and 2 – Germantown is the safest city in Tennessee; Fire protection services result in low property loss and no fire deaths. Land Use and Transportation 4 – The City experiences positive trends in assessed value of residential areas. Quality of Life 1 – Exceptional gathering places encourage engagement among residents and visitors. Technology 1 – A City-wide technological infrastructure supports and sustains individual, educational, government and business demands.

The year-long planning process, identified in figure 2.1-1, engaged residents in a dialogue about challenges and opportunities, community values and plans to ensure a sustainable future for the City. In all, over 300 residents invested approximately 2,000 hours in the initial process.

The BMA appointed a 30-member steering committee, charging them with the development of the plan. Steering committee members represented all aspects of the community in regard to age, race, gender and neighborhood.

Early in the strategic planning process, the steering committee, conducted a quantitative and qualitative analysis of the current environment. Following this three-month situational analysis phase, described in greater detail in

Section 2.1a(3), the committee collectively developed the GF2030 vision statement. The resulting vision statement is an expression of possibility, the ideal state that the community hopes to achieve. The vision provides the basis from which the steering committee identified the key performance areas.

Figure 2.1-1 Strategic Plan Development Process
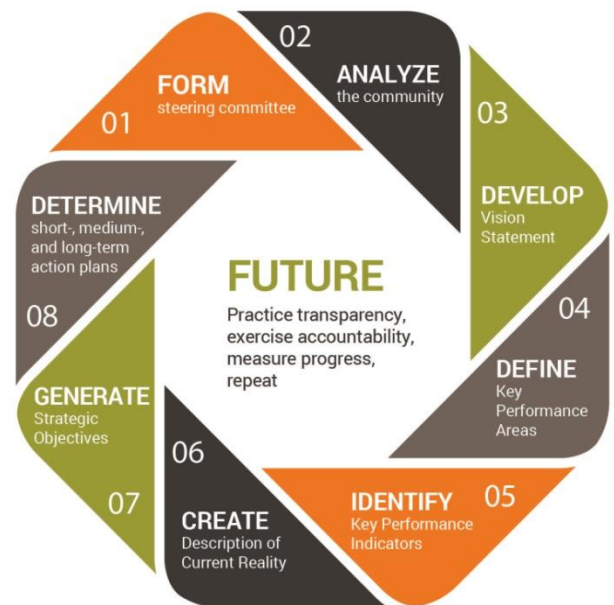
With the vision and value statement in hand, the steering committee conducted a town hall meeting to test the statement and receive feedback on their work. Over 200 residents participated in this process. During the town hall meeting, residents were invited to further participate in a task forces representing the key performance areas (KPAs).

The following steps were used to develop strategic objectives, action plans and key performance indicators that guide the implementation of the strategic plan (figure 2.1-2):

- Develop a description of success for the KPA. Members questioned "What should the performance area look like if the vision is achieved?" and "What assets exist to help reach this description?"
- Once the Description of Success was defined, the task force identified indicators and targets to monitor progress.
- The next step was to develop a Description of the Current Reality, focusing on challenges that may threaten achievement of the Description of Success and identifying a starting point for action plan development.
- Finally, each task force generated ideas and initiatives in the form of strategic objectives and action plans designed to move the community from current reality toward success. Action plans were sorted into short- and long-term priorities and performance indicators were assigned to each objective.

Figure 2.1-2 Strategic Objective Development Process

The GF2030 plan is reaffirmed and updated every five years using the same citizen-led process to identify changes needed for long-term planning horizons.

Strategic objectives and action plans that emerged identify accomplishments required to achieve the GF2030 vision. These objectives are deployed through department business plans and the allocation of intellectual and human capital and financial resources on an annual basis, using a three-step process for short-term planning: 1) Each year during the budget development process, departments work closely with the budget team to ensure that GF2030 priorities are funded. The community survey priority chart is used to ensure that customer requirements are being funded at an appropriate level (3.1b(2)). 2) During the annual business plan development process, senior leaders coordinate and align work processes and performance objectives to support achievement of GF2030 objectives (5.1a(1)). 3) To further confirm that the City is meeting customer requirements related to GF2030, biennially departments conduct customer focus groups for a more extensive review of the department's

impact on the strategic plan. This process also provides an opportunity to reexamine work processes through the eyes of key customers. Work processes and performance measures are reviewed to ensure customer requirements are being met.

A performance management program provides accountability and transparency by measuring progress against these short-term goals. Quarterly department business plan reviews and weekly meetings of senior leaders allow for organizational agility and operational flexibility resulting from data analysis and customer input.

2.1a(2) Innovation For the City, innovation is "the process of making a desired outcome easier to obtain." This definition was incorporated into the GF2030 strategic planning process (2.1a(1)) as a way to bridge the gap between the current reality and the description of success, as illustrated in figure 2.1-2. In the development of the GF2030 plan, task force members used a scenario-planning tool to map out the risk taking possibilities associated with each Key Performance Area, allowing consideration of all possible outcomes that could occur, starting from current reality. The Strategic Objective Development Model identified several long-term innovative objectives and is repeated every five years during GF2030 updates.

Long-term strategic opportunities were identified using SWOT analysis during the situational analysis phase of the strategic planning process. Key strategic opportunities are listed as strategic objectives in figure 2.1-3, and key strategic advantages are listed in section P.2b.

Intelligent risk taking is addressed on an ongoing basis through the development of department business plans and the budget. This process is described in section 4.1c(2). Although all strategic objectives receive priority funding, the priority chart, developed using data from the community survey, is used as a secondary tool to determine priorities during the budget process. See section 3.2a(1) for a description of the priority quadrant found in figure 3.2-2.

2.1a(3) Strategy Considerations Collection and analysis of data and information are critical elements of the strategic planning process. It begins with an environmental scan of external financial and environmental indicators that pose threats or opportunities to the City's ability to maintain existing service levels, withstand local and regional economic disruptions and meet the demands of natural growth, decline and change. To assist in this effort, senior leaders annually deploy the Financial Trend Monitoring System (FTMS) developed by ICMA. This model is also incorporated in the GF2030 strategic planning process. Using this system, leaders gather specific data designed to help identify strategic challenges and advantages confronting the City. Figure 2.1-3 represents the FTMS model.

Figure 2.1-3 Financial Trend Monitoring System

The FTMS offers a systematic method for the BMA and senior leaders to discern the most important environmental and financial trends facing the City and identify blind spots and emerging problems proactively. By integrating this into the short-and long-term strategic planning process, budgetary and public policy decisions can be put in place to address these trends. The scan supports business plan development to understand current conditions, establish targets, and plan for continuous improvement to reach the key indicators identified in GF2030.

Key strategic advantages and challenges that have been identified and updated during the GF2030 strategic planning process are listed in section P.2b.

2.1a(4) Work Systems and Core Competencies The City's key work system, depicted in figure 2.1-4, uses information and analysis to guide deployment of the long-term strategic plan, the annual budget and business plans. This work system is a collection of processes that collectively ensure quality products and services are delivered to customers. The work system supports priorities, strategic objectives and action plans for the year. The work system also considers core competencies (figure P.1-2) and incorporates the annual operating budget which considers the human, financial and physical resources necessary to deliver products and services. The annual budget quantifies the strategic and business plans, further defining programs and services that provide direct outcomes. These outcomes are measured and analyzed in a feedback loop.

Decisions regarding which processes are provided by external suppliers and partners occur each year as part of the budget development process, which is primarily when new services and program changes are identified. The following criteria are used:

- What is the most efficient way to deliver the product or service and achieve the desired outcome of key

customers? This question considers the core competency of financial acumen and customer focus.
- Is it a requirement that City workforce provides this service per state statute or the City's charter?
- Are there economics of scale to be realized through traditional public contracts for bulk purchases of goods and materials and long-term contracts? This question considers the core competency of financial acumen.
- Is there the need for the acquisition or provision of specialized services that exceed the City's workforce capability and expertise? This question addresses the core competency of employee engagement.

Figure 2.1-4 Work System
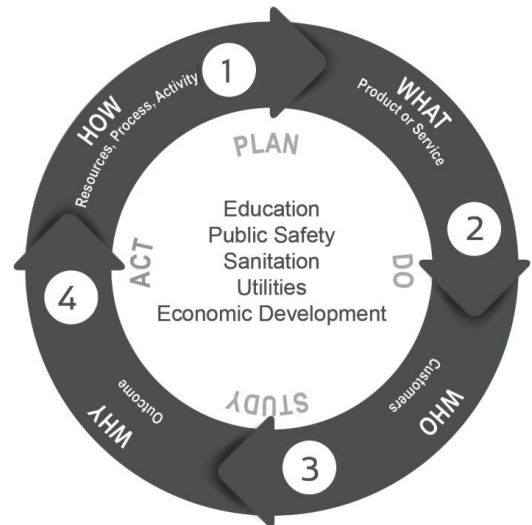
2.1b Strategic Objectives, 2.1b(1) Key Strategic Objectives
The City's key strategic objectives and the timetable for achieving them are included in figure 2.1-5 (page 13). Planned key changes in 2019 include:

- Deploy a Neighborhood Planning Initiative
- Expand GMSD capacity through capital investment in a new elementary school
- Launch additional police district
- Expand EMS staff to enhance services
- Expand the water system in annexed areas
- Develop public policy related to multi-family development based on finding from moratorium research

2.1b(2) Strategic Objective Considerations GF2030 strategic objectives are both long- (15 year) and short-term (2-3 year) statements of a desired state. They support the vision and value statement and are presented in a way that clearly articulates measurable goals and annual action plans, as well as the timeline for achieving each. Strategic objectives address strategic challenges and leverage the City's core competencies, strategic advantages and opportunities as specified in figure 2.1-5.

Strategic objectives contained in the plan have the following characteristics – SMART+C.

- Specific – Specifying quantity and time
- Measureable – Information can be collected, detected or obtained from available data.
- Achievable – The objectives themselves are possible and it is likely that the responsible party will be able to address them.
- Relevant – There is a clear understanding of how these strategic objectives fit in with the overall vision and value statement.
- Time bound - There is a timeline for achieving the objective.
- Challenging – The objective seeks significant improvement to advance the vision.

GF2030 objectives were determined using input from key customers and stakeholders (see section 2.1a(1)), who also revisit the long-term plan every five years. The community survey and focus groups inform annual department plans as well as the budget to balance the needs of these groups and validate the City's progress.

2.2 Strategy Implementation, 2.2a Action Plan Development and Deployment, 2.2a(1) Action Plans
Updated annually using the business plan development process, action plans for GF2030 are identified in figure 2.1-5. These describe the course of action for how each strategic objective will be reached. PDSA (see figure P.2-2) is used to guide the update process.

2.2a(2) Action Plan Implementation Action plans are deployed through appropriate department business plans which include related strategic objectives, action plans, time lines and key performance indicators. This process creates alignment with GF2030 at the operational level. The senior leader is accountable for achievement and reports quarterly to the city administrator. Strategic objectives are deployed to the workforce using IEDPs (see section 5.2c(1)) which directly tie daily work to GF2030.

Quarterly results are shared with the BMA, the entire workforce and key customers via the performance dashboard located on the City's website. Performance issues are addressed during quarterly reviews and adjustments or modifications are developed using the PDSA model.

Project managers are assigned to work with specific key suppliers, partners and collaborators (see figure P.1-8) to ensure that they agree with the action plans and time lines and what needs to be accomplished. Project managers meet with suppliers and partners throughout the year to examine the effectiveness of carrying out plans and modifying them when needed. For more information on the supplier performance review process, see section 6.1c.

2.2a(3) Resource Allocation Short-term strategic planning steps include an annual budget process, which funds action plans for the year that align to GF2030 initiatives. Administration presents a balanced budget for the upcoming year along with a five-year financial plan based on planning

scenarios and financial indicators identified in figure 2.1-5. The City's annual budget process is based on a commitment to an operationally balanced budget with the resources necessary to achieve GF2030 objectives, no use of one-time revenues to fund ongoing City operations, parity between operations and support activities, full cost accounting and fee collection where possible and a commitment to adhere to the City's established financial policies. Monthly financial reports support the budget and are distributed to the BMA and reviewed by senior leaders.

Financial controls are in place to manage risks associated with the development and deployment of the annual budget. These are exercised at the department level, with the adoption of the budget and at the line item level through accounting controls. See section 1.2a(1) for more information about accounting controls and the City audit. Section 1.2b(1), describes the risk assessment process.

2.2a(4) Workforce Plans Key workforce plans to support and achieve short- and long-term strategic objectives are contained within annually-developed department business plans as a component of the workforce planning section under gap analysis and strategy development. Details about the workforce planning process are detailed in figure 5.1-1.

The workforce planning process allows the City to identify the workforce necessary to carry out the VMV of the organization. For example, a recent public policy decision, made by the BMA and based on managed competition and a review of alternative service delivery choices, resulted in the operation of City-provided ambulance service instead of outsourcing. This decision was made in part by using gap analysis to assess the current fire department workforce and available skills necessary to meet this new program priority.

By addressing workforce needs annually as action plans are developed, senior leaders ensure stable staffing and skill development are incorporated into department business plans. Data from the annual employee survey provides much of the information needed to answer these questions. Resulting staffing plans are added to the City budget, as discussed in section 2.2a(3).

2.2a(5) Performance Measures Key performance indicators (KPI) for each strategic objective are identified in figure 2.1-5 (page 13). KPIs are identified using the process undertaken by the GF2030 task forces (figure 2.1-2). Progress is monitored quarterly and reported on the online, public performance dashboard. Measures support strategic objectives incorporated into business plans and deployed to the workforce through IEDPs. Alignment among senior leaders is reinforced during weekly department head meetings. Quarterly reporting and review of key performance indicators include an opportunity to update and adjust action plans to ensure effectiveness.

2.2a(6) Performance Projections

Performance projections for key performance indicators identified in figure 2.1-3 are reflected in the corresponding graphs in category 7. Comparative data for comparable organizations is included for GF2030 strategic objectives. During quarterly business plan reviews, progress is compared to targets, comparable organizations and trends. For those results not performing as projected, the performance improvement system, including PDSA, is implemented and action plans are adjusted as needed (see P.2c.).

2.2b Action Plan Modification

The department business plans operationalize the GF2030 strategic plan. Progress toward achieving these objectives is evaluated quarterly. Action plans can be modified when progress toward the objectives has stalled, the environment has changed or other factors beyond the City's control require an alternate approach. In these instances, the City (1) identifies the problem, (2) performs the diagnosis, (3) selects the best solution and implements change in the action plan with the approval of the city administrator and (4) continues to measure for sustained results (PDSA, figure P.2-2).

The following key is necessary to understand information included in figure 2.1-3.
CC – Core competency
CC1 – Financial acumen
CC2 – Customer focus
CC3 – Employee engagement

SA – Strategic advantage
SA1 – Strong fiscal policies
SA2 – Strategic planning process
SA3 – Low crime rate
SA4 – Rapid emergency response times
SA5 – Dual AAA bond rating

SC1 – Economic uncertainty
SC2 – Rising healthcare costs
SC3 – Pension obligations
SC4 – Unfunded mandates
SC5 – Aging infrastructure
SC6 – Aging workforce
SC7 – Dependency on property tax
SC8 – Land locked

🟢 Meets or exceeds target
🟡 Approaching target
🔴 Not meeting target

3. Customers, 3.1 Customer Expectations
3.1a Customer Listening, 3.1a(1) Current Customers

The organizational profile clearly identifies the City's key customers as Germantown residents, whose satisfaction is critical to the success of the organization. The workforce mission of *Excellence, Every day* tells the story of City employees' commitment to customer service, making customer focus a core competency for the City. Over the past decade, the City has developed multiple ways to listen to customers and gather actionable feedback.

One tool is the biennial community survey (3.2b(1)). Deployed to a random sample of residents, the objective of the survey is to gather data on customer satisfaction with City services and to use the data to drive improvements important to residents through short-term strategic planning (2.2a(2)), including action plans, budget, resource allocation, performance measurement and program and policy evaluation. Survey data is segmented by age, household income, length of residency, household composition and area of residency.

In addition to the formal survey, one of the most effective ways the City gathers information from customers is through engagement. The GF2030 plan is a direct result of customer input, as explained in section 2.1a(1). While this extensive process describes the long-term (15 year) planning process, short-term planning uses department business plans and customer focus groups to identify and reaffirm customer requirements on an operational level. Input from focus groups influences business plan operational objectives. The focus groups also provide immediate feedback on the quality of City services and provide an environment for customers to discuss their needs. This cycle provides a constant flow of actionable information from customers to the City.

On a daily basis, the City's professional customer service representatives receive, disperse and respond to resident reports and concerns via phone, email, social media and the online customer service center. Trends are identified and dispatched to appropriate departments.

The City's social media presence allows for real-time feedback from customers. Staff monitors accounts to answer questions in a timely manner. Grass-roots community social media bulletin boards are also monitored and questions addressed. Dedicated email addresses for customer service and communications are monitored by multiple staff members to ensure immediate response. Trends are addressed in weekly administration staff meetings.

The customer life cycle in Germantown begins with the decision by an individual or household to move to the community. Given the City's high percentage of owner-occupied housing units (85.8%), this decision usually results in the purchase of a home, one of the largest decisions and investments a consumer makes. Figure 3.1-1 graphically represents the Germantown customer engagement cycle, which is further described in section 3.2a(1).

Communication methods exist to capture feedback from customers in each stage, as shown in figure 1.1-2.

Figure 3.1-1 Civic Engagement Life Cycle

- Empower
- Collaborate
- Incorporate
- Consult
- Inform
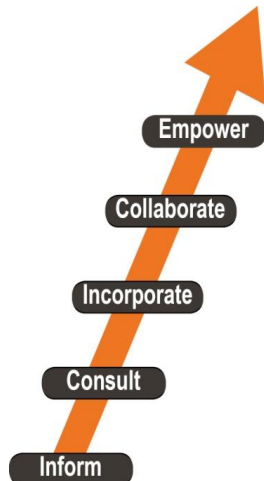
3.1a(2) Potential Customers The City listens to potential customers and plans accordingly by analyzing and forecasting market data including:

- Demographic and population estimates
- Build out and density
- Economic and employment estimates

Acting on this information, the City is in a stronger position to understand the market demand for commercial and residential development and to make appropriate land use decisions, thereby expanding the customer base.

Two-way communication with potential customers is achieved through social media and through the City's customer service center. New residents are asked to complete a brief survey when signing up for water service. Information from this survey is used to update new resident packets and the Life and Stories brochure. Appropriate portions of the packet are available to potential customers by request, on the City website and from real estate agents, corporate recruiters, GMSD and the Germantown Area Chamber of Commerce. Materials are updated as needed to ensure accurate information.

Customers who leave the City for another location are surveyed upon disconnecting water service to learn why they are moving and what the City can do to improve services for residents.

3.1b Customer Segmentation and Product Offerings
3.1b(1) Customer Segmentation The role of local governments is to provide services to customers in a responsive, timely, cost effective, equitable, professional and friendly manner. Focusing on customers within the corporate limits, results are segmented by age, household income and size, length of residency, ethnicity, gender and education level (section 3.1b(2)). However, data related to performance in key product areas (figure P.1-1) can also be segmented in the following ways:

- Public Safety - Responding agency, district, shift and residential unit type
- Education – Student demographics, grade level, school
- Utilities - Residential unit type, billing cycle and location
- Economic Development – Land use, zoning demographics, unit type, property tax category
- Sanitation - Backdoor vs. curbside collection and route

Data collection, segmentation and analysis of key product areas using the PDSA model (figure P.2-2) are integrated into department business plans and allow systematic performance improvement and help address public policy decisions to meet the broader GF2030 vision.

3.1b(2) Product Offerings The City's product offerings begin with legislative powers provided by the State of Tennessee in granting the City its charter to exist as a legal entity. This translates into the formation of operating departments. Departmental focus groups, conducted biennially, are used to collect information related to customer expectations and requirements and direct operational business plan objectives and measures (2.2a(2)).

The biennial community survey asks respondents to rate the importance and level of satisfaction of specific services. This information is used to ensure resources are used to fund areas of high importance during the annual budget process. Figure 3.1-2 identifies the importance/satisfaction gap analysis comparing satisfaction and importance of specific services. A negative percentage means that resident satisfaction is lower than the importance of that service. Items that are highly important to residents but show proportionally lower satisfaction levels help identify action items to improve customer satisfaction. On the other hand, items with a higher positive percentage indicate possible opportunities to reallocate resources. Items with a gap of less than 10% are considered stable. Priority chart data can be segmented by age, household income and size, length of residency, ethnicity, gender and education level.

The priority chart, figure 3.1-3, provides mapping of these scores showing satisfaction values on the vertical axis and relative importance values on the horizontal axis. The average importance trend line is set at 79% and the average satisfaction trend line is set at 75%. City functions then fall into one of four quadrants based upon whether the value is above or below the average importance or average satisfaction rating. This analysis helps identify areas that need attention by focusing on City functions where residents place high levels of importance, yet their level of satisfaction is relatively low.

Data from direct competitors is mostly unavailable as no other Shelby County municipality uses surveys or collects performance data. Available data from direct competitors is listed in figure P.2-1. Staff annually checks in with these competitors to check for available data.

Figure 2.1-5 Strategic Objectives

KPA	STRATEGIC OBJECTIVE	ACTION PLAN	TIMELINE	KEY PERFORMANCE INDICATOR
City Services and Finance	All funds are self-sustaining. CC1,2 SA1 SC1,4	Reduce dependency of Special Revenue Funds on the General Fund. Reduce dependency of Enterprise Funds on the General Fund.	1 to 2 years	🟢 General Fund transfers to Special Revenue Funds 7.5-6 🟢 General Fund transfers to Enterprise Funds 7.5-5
	Net financial liabilities are fully funded. CC2 SA1 SC1,3	Reinforce adopted financial policies and monitor market performance.	1 to 10 years	🟡 Fully funded annual pension liability 7.5-10
	The City provides high-quality services. CC1,2 SA2,3,4 SC1,6	Provide timely response to customer needs. Understand customer requirements and integrate within the performance management system.	1 to 2 years	🟢 Satisfaction with City services 7.2-1
	The City provides community services that are responsive to customer needs. CC1,2 SA2 SC1	Align department business plans with strategic plan. Develop and implement a process to update the plan.	1 to 2 years	🟢 Net Promoter Score 7.2-20
	City Services are used effectively in high-priority areas. CC1,2 SA1,2 SC4,5	Percent of total City resources for low-valued services should not exceed 20%.	1 to 2 years	🟢 Value for taxes paid 7.1-16 🟢 Funding of low-valued services 7.5-18
Economic Development	Economic development practices support economic sustainability. CC2 SA2 SC1,8	Develop Germantown as a regional destination. Grow and retain employment opportunities by executing industry sector and cluster strategies aimed at growing the Life Sciences and Health Care sectors.	1 to 2 years	🟢 Ratio of elastic tax revenue to total revenue 7.1-8 🟢 Unemployment rate 7.5-12 🟢 Cost of living index 7.5-19
	Economic development policies encourage investment in key commercial areas. CC1,2 SA2 SC1,8	Complete all identified small area plans and adopt related land use changes. Redevelop municipal center into a mixed-use development and city center.	1 to 2 years 2 to 5 years	🟢 Commercial tax base revenue 7.5-8 🟢 Job growth 7.5-13 Median residential property value and home price 7.5-14
Education	Germantown has a reputation for lifelong learning and continuous education that meets the needs of all residents. CC1	Conduct a survey of local offerings and prepare a plan to fill identified gaps. Improve availability and awareness of adult and children's education opportunities in Germantown. Establish a forum for education leaders to share, coordinate and cooperate. Support campus safety and the health and welfare of students and teachers.	1 to 2 years	🟢 Participation in adult lifelong learning and continuing education 7.5-20 🟢 Books from Birth enrollment
	Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide. CC1	The City responsibly provides financial support for GMSD's facilities plan. GMSD benefits from the City's borrowing and purchasing power. Support campus safety and the health and welfare of students and teachers. City departments collaborate with GMSD to support student achievement.	1 to 2 years	🟢 Satisfaction with GMSD operations 7.2-16 🟢 GMSD ACT scores 7.1-6 🟢 GMSD graduation rate 7.1-4 🟢 GMSD college readiness 7.1-5
Land Use and Transportation	Significantly improve walkability in Germantown's CBD CC1 SA2	Implement streetscape design standards in the CBD to enhance walkability. Fully implement the City's Greenway and Pedestrian/Bicycle Master Plans.	1 to 2 years 2 to 5 years	🟡 Central Business District Walk Score 7.1-17
	Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation. CC1 SA2 SC5	Develop a baseline for level of service on Germantown Rd. and Poplar Ave. Develop and adopt a Complete Streets policy. Update the major road plan and establish priorities for transportation efficiency. Improve the Level of Service on Poplar Ave. and Germantown Rd.	1 to 2 years

2 to 5 years | 🟢 Ratio of proposed to actual bike routes and greenway 🟡 Satisfaction with traffic flow 7.2-18 |
| | Assessed property value in smart growth areas increases annually. CC2 SA3 SC1,7,8 | Proactively promote smart growth development opportunities in identified. Economic Development strategic nodes. | 1 to 2 years | 🟢 Property tax revenue from smart growth areas 7.5-7 |
| | The City experiences positive trends in assessed value of residential areas. CC2 SA3 SC1,7,8 | Activate the Neighborhood Planning Initiative. Incentivize and support rehabilitation of existing single family homes and lots. Promote alternative models of single family housing types. Establish a support program for the maintenance of older homes. | 1 to 2 years

2 to 5 years | 🟢 Assessed value of residential property 🟢 Ratio of multi-family to single-family homes |

Figure 2.1-3 Strategic Objectives (continued)

KPA	STRATEGIC OBJECTIVE	ACTION PLAN	TIMELINE	KEY PERFORMANCE INDICATOR
Natural Resources	Ecosystem integrity and habitat biodiversity exist on public lands. CC1 SA2 SC4	Ensure well-stocked fishing lakes and ponds. Develop and implement a streamside buffer ordinance. Increase use of drought-tolerant, low-maintenance native plants. Eradicate invasive plants on all public property. Increase designated arboretums on public lands. Create designated, protected wildlife corridors. Increase tree planting programs. Increase planting of vegetation and habitat restoration to attract desired wildlife, pollinators, birds and butterflies.	1 to 2 years 2 to 5 years	Tree canopy coverage ratio City's non-invasive plant inventory 🟢 Designated arboretum
	Enhanced protection and conservation of water resources are priorities. SC4	Monitor USGS and Groundwater Institute reports. Invest in water availability redundancy. Protect wetlands and surface water. Maintain a national pollutant discharge eliminations system. Invest in infrastructure through a comprehensive IRP plan. Implement eco-friendly irrigation systems and retrofits. Evaluate long-term non-ground water irrigation options.	1 to 2 years	🟢 Turbidity 7.4-11 🟢 Total dissolved solids 7.4-10 🟢 Water hardness 7.1-12 🟢 Rate of change in aquifer level 7.4-13
Public Safety	Germantown is the safest city in Tennessee. CC1 SA3,4 SC6	High-visibility patrols and proactive enforcement. Evaluate emergency response to ensure safe, efficient and effective arrival. Recruit, hire and retain quality employees. Maintain, improve and acquire innovative technology. Develop and strengthen community outreach programs. Assess infrastructure and capital needs for potential CIP projects.	1 to 2 years	🟢 State crime rate index 7.1-1 🟢 Satisfaction with police services 7.2-6 🟢 Satisfaction with safety while walking alone 🟢 Satisfaction with safety compared to other cities 2.2-4 🟢 Satisfaction with fire department services 7.2-7
	Fire protection services result in low property loss and no fire deaths. CC1 SA4 SC5	Assure response times meet National Fire Protection Association standards. Ensure adequate staffing levels to meet community needs. Recruit, hire and retain quality employees. Assure safe commercial buildings through Fire Code enforcement. Assure adequate fire station placement and coverage. Assess infrastructure and capital needs for potential CIP projects.	1 to 2 years	🟡 Ratio of total estimated value of fire loss to total appraised value of residential property 7.1-31 🟡 Ratio of total estimated value of fire loss to total appraised value of commercial property 7.1-30
	Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services. CC1 SA4	Increase community education and outreach. Ensure all personnel are fully qualified and trained. Assure ambulance response times meet or exceed national standards. Invest in equipment and lifesaving technology.	1 to 2 years	🟢 Cardiac arrest survival rate 7.1-3
Quality of Life	Exceptional gathering places encourage engagement among residents and visitors. CC1 SA2 SC8	Develop a branding and marketing campaign for the City. Design and implement a Central Business District streetscape plan. Create policies and guidelines to develop, manage and promote place making.	1 to 2 years 2 to 5 years	🟢 Livability indicators 🟢 Satisfaction with top five City functions 🟢 Satisfaction with Germantown as a place to live 7.1-14

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3.2 Customer Engagement, 3.2a Customer Relationships and Support, 3.2a(1) Relationship Management Key customers are the City's residents, and are acquired as they move to Germantown. Customers use the communication methods listed in figure 1.1-2 depending on their level of engagement with the City. As customer engagement increases, an individual's relationship with the City is enhanced (figure 3.1-1). Residents engage with the City at different levels depending on their interests and availability. Available levels include:

Inform –To enhance customer engagement, the City provides a number of ways to access information including social media, website, press releases, *Go! Germantown,* public hearing notices, GMTV, public reports and documents, Up Front e-newsletter, weekly activity updates, Germantown magazine, City services guide and the Life and Stories booklet. In addition, professional customer service representatives are available to answer questions and provide information.

Consult – At this stage of engagement, customers are asked to provide input on a policy issue or alternatives that senior leaders or the BMA will consider. The City deploys public hearings, town hall meetings, focus groups or charrettes when gathering input and alternative solutions. The community survey, departmental focus groups and GF2030 process are examples.

Incorporate/collaborate – The City uses its many resident-staffed boards and commissions to frame issues and develop specific alternatives. Incorporating and collaborating means that customers could be making specific recommendations to senior leaders and the BMA.

Empower – Empowerment is at the top of the engagement hierarchy. It is the most sophisticated, is built on trust and involves asking customers to take responsibility. Senior leaders provide guidelines and policy or budgetary constraints to help frame the issue and may also help facilitate the process. Examples of this include various not-for-profit organizations established by the BMA and the GF2030 steering committee.

City Marketing and Communications staff members monitor and work to enhance the City brand. Serving as a clearing house for all public-facing information leaving the City, two full-time staff members edit and approve all information. Designated staff members from each department are responsible for ensuring approval before release. Overall City marketing and communication efforts are coordinated through this office.

3.2a(2) Customer Access and Support The City has a variety of ways to provide customer support and respond to needs. Customers can access the City at all times through the City website. The website provides information regarding City services and programs, e-commerce, public records, job openings and a variety of reports including the

CITY SERVICE	VERY IMPORTANT/ IMPORTANT	VERY SATISFIED/ SATISFIED	GAP
Attracting and keeping businesses	85%	70%	-15%
Zoning/land use	83%	57%	-26%
Maintaining streets	92%	74%	-18%
Emergency preparedness	89%	75%	-14%
Walkability	73%	66%	- 7%
Managing traffic	89%	74%	-15%
Neighborhood support	79%	74%	- 5%
Code enforcement	77%	66%	-11%
Recycling and trash collection	88%	87%	- 1%
Protecting environment	81%	71%	-10%
Police services	94%	91%	- 3%
Ambulance/EMS	94%	92%	- 2%
Fire services	94%	92%	- 2%
Support for arts	62%	71%	9%
Community events	65%	72%	7%
Library services	72%	80%	8%
Parks	79%	82%	3%
Programs/classes	54%	66%	12%
Farm Park	51%	65%	14%

Figure 3.1-2 Importance /Satisfaction Gap Analysis

performance dashboard. All meetings of the BMA, School Board and Planning Commission are broadcast on GMTV, live-streamed and archived on the City website. With over 5,000 subscribers, e-notifications allow customers to receive email notification on topics of interest. Online payment systems allow convenient payment of utility, tax, court and recreation fees. Information is distributed to customers via social media, connected with over 62,000 customers. Over 16,000 customers receive the weekly Up Front Germantown e-newsletter. See figure 1.1-2 for a complete list of communication tools.

Often, a customer's first City encounter is with a customer service specialist. These individuals exemplify *Excellence, Every day*. 911 calls are routed to a public safety dispatch center where highly trained personnel dispatch police, fire or emergency medical personnel depending on the emergency. Customers who are deaf or speech/hearing impaired, with the proper equipment, can reach the 911 dispatch center through special software that detects a TTY/TD transmission.

Figure 3.1-3 Importance – Satisfaction Priority Quadrant

Figure 3.1-3 Importance – Satisfaction Priority Quadrant
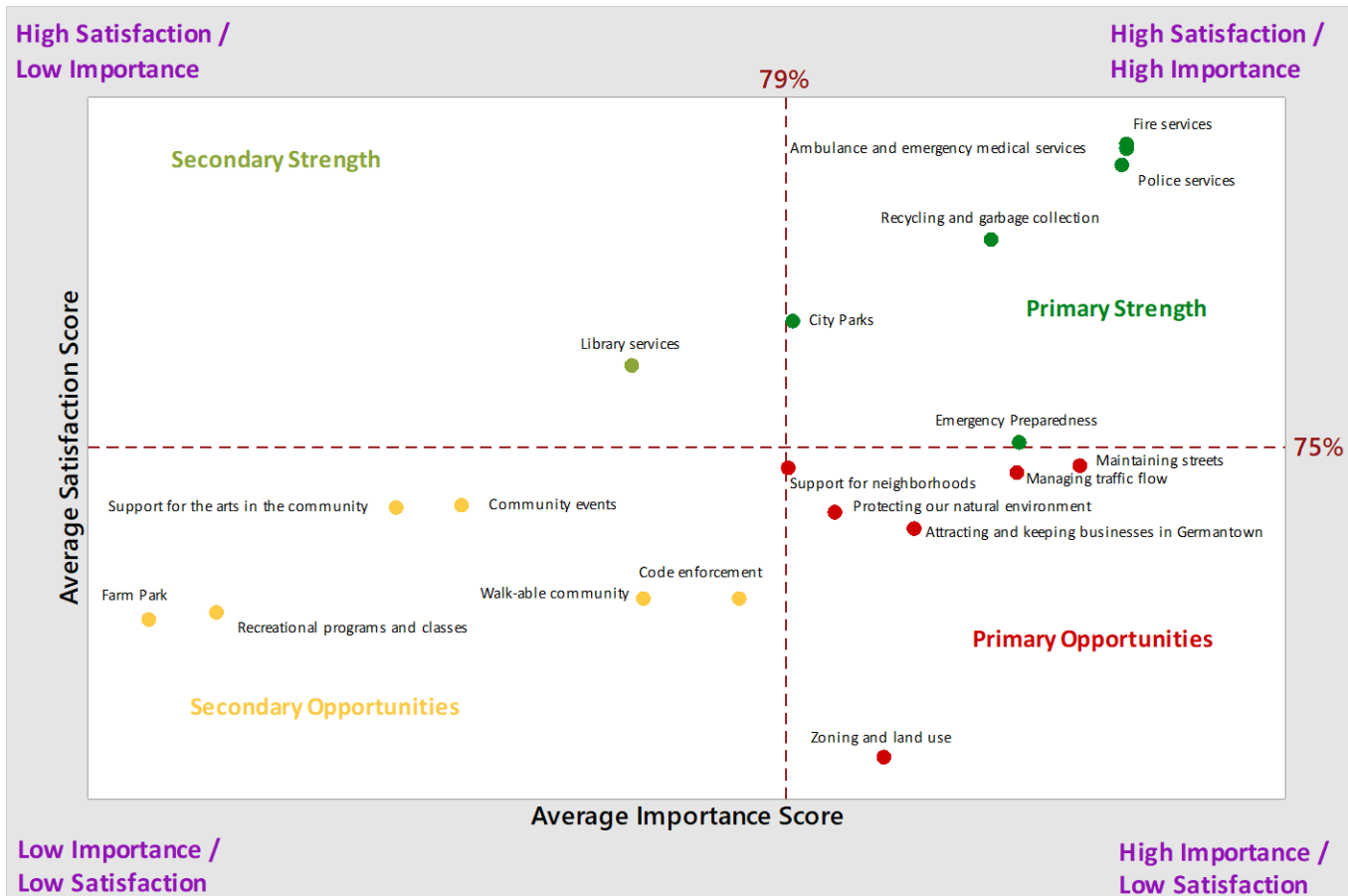
For customers with limited English proficiency, the City has a translation service with access to 150 languages which can be activated immediately by adding an interpreter from an outside line. This service also assists in compliance with Title VI of the Civil Rights Act.

Customer support requirements are determined using feedback from the GF2030 process, departmental focus groups and community survey responses (section 3.2c).

Two of the three core values included in the workforce DNA model reflect employees' commitment to customer support. Core values of delivering service excellence and producing A+ results are focused on customers (figure P.1-3).

3.2a(3) Complaint Management The City uses a centralized Customer Relationship Management (CRM) system to track customer complaints and requests for services and information. City staff can enter requests directly into the system or customers can enter requests via the internet using the citizen request tracking web interface. The system automatically creates work orders to resolve specific types of calls. All requests in the system are time/date stamped to help in providing audit trails of activity.

The party responsible for resolving the complaint receives regular reminders until the work order is complete. The benefits of the use of this system for customers include:

- Improved responsiveness by automatically assigning and notifying the appropriate staff as a call is entered.
- Reminders ensure necessary follow-up is completed. The system notifies customers upon resolution.
- 24/7 citizen access to review or update requests through the simple and intuitive user interface.
- Increased citizen and customer satisfaction by capturing all calls at point of contact.
- Expedited resolution by automatically creating and assigning work requests with immediate notification to the appropriate department.

Customer Service staff report any complaint trends resulting from direct contact and social media during the weekly Administration staff meeting

Customer complaints may also be voiced at the bimonthly meeting of the BMA during the citizens to be heard portion of the meeting and during scheduled public hearings on a specific topic. Comments and complaints are recorded in the meeting minutes and directly impact the decisions made by elected officials during the meetings. In addition, open ended community survey comments related to the biggest challenge

facing the community are aggregated and reviewed for opportunities for improvement.

Complaints lodged at the product or service level (for example, police) are handled by that department. During quarterly business plan reviews, department directors report any complaint trends that could indicate a need for course correction.

3.2b Determination of Customer Satisfaction and Engagement, 3.2b(1) Satisfaction, Dissatisfaction and Engagement

A community survey measures resident satisfaction and engagement. The survey design and execution has been in practice since 2010.

Since 2013, the City has contracted with NuStats Research Solutions to conduct the annual citizen survey. The most recent survey was distributed to a randomly selected sample of residents in December 2017 and yielded a response rate of 23%. The convenience of an online option was added as a result of input from previous surveys.

The survey drives improvement by measuring resident satisfaction with City services including public amenities, fire and safety, emergency medical services, utilities and more. In addition, the City asks about how residents rate Germantown as a place to live, the overall direction the City is taking and the overall value of City services for their tax dollars. Another important aspect of the community survey is the value placed on comparing survey results against previous years. This allows the City to assess if the delivery of services and amenities are meeting customer needs and how this impacts resident quality of life and public opinion.

Research results provide data used for planning, budgeting, resource allocation, performance measurement and program and policy evaluation. NuStats provides descriptive and comparative analyses to further flesh-out results. Overall, data analysis is performed in three phases:

First, a composite score is computed for satisfaction in five categories which are ranked and compared to the previous year's ranking to identify changes in satisfaction ratings.

Second, an individual attribute level analysis is performed. The ratings and mean scores of individual attributes are evaluated and compared to previous data to identify attributes indicating opportunities for improvement. In addition, attributes' mean scores are compared by demographic group to see if there is any statistically significant difference among groups and to identify any segment that needs special attention for improvement.

Third, a priority chart (figure 3.1-3) is prepared to clearly show areas where Germantown continues to perform well and to identify areas requiring immediate attention to set priorities for future improvement. Results impact budget and resource allocation decisions.

Finally, spatial analysis shows geographically where improvement efforts would be most impactful. Respondents are categorized as detractor, passive or promoter by their net promoter classification. This grouping is based on each respondent's score for the question of "how likely would you be to recommend Germantown as a place to live."

Locations of these three groups are displayed on the four quadrants of the City map, indicating if there is a geographic cluster of detractors or passives where the City can set priorities for service improvement. Data analysis results are incorporated into a final report that summarizes findings, highlights strong areas and areas that need improvements and compares current results with results from surveys from previous years.

3.2b(2) Satisfaction Relative to Other Organizations

Germantown conducts a biennial community survey administered by an independent contractor. The purpose is to measure resident satisfaction with City services, including fire and safety, emergency medical services and utilities. Figure P.2-1 represents the City's position with local competitors.

While state data is available for some public safety and school achievement measures, obtaining data from local competitors (those in figure P.2-1) is a challenge, as Germantown is the only City collecting performance and survey data. Local competitors are contacted annually to check availability of comparable data. The competitive data shown in figure P.2-1 are obtained from federal and state records.

For comparative data that provides context for customer satisfaction ratings, the City benchmarks with other Baldrige communities. These benchmarks are included in section 7.2, when available.

3.2c Use of Voice of the Customer and Market Data

Customer input and feedback drive Germantown. From the strategic plan to daily work for individual employees, it's all connected to the citizen-led GF2030 strategic plan.

VOC from social media and data from the customer service center are used daily to provide excellent customer service. Quarterly departmental reporting on GF2030 strategic and operational performance keeps VOC and the resulting requirements in the forefront. Budgeting and department business plans incorporate VOC annually. Biennial customer focus groups and community surveys are implemented to ensure alignment with customer requirements. Every five years, GF2030 is updated using a citizen-led process to ensure that long-term strategies yield long-term results residents seek.

Customer input, resulting in the GF2030 plan, defines priorities and drives the City's overarching strategy. Results are ensured through quarterly reviews and resulting course action when targets are not being met. Each employee understands how their work contributes to the strategic plan

through IEDP development and review. Details related to the GF2030 process are available in section 2.1a(1).

Conducted biennially, department focus groups help ensure that VOC data is integrated into operational measures and department business plans.

Biennial community survey results identify opportunities for improvement by providing feedback on customer satisfaction with City services. The survey priority quadrant is integrated into the budget process to help determine funding priorities based on importance and satisfaction ratings (section 3.2b(1)).

4. Measurement, Analysis and Knowledge Management, 4.1 Measurement, Analysis and Improvement of Organizational Performance, 4.1a Performance Measurement, 4.1a(1) Performance Measures Measuring proper indicators is critical to the success of the GF2030 strategic plan. Performance outcomes are more important to the City's success than simple output measures. GF2030 focuses on key performance indicators for effective delivery of the strategic plan from administration to the department level and cascading to employees through IEDPs. This process reduces the opportunity for individual or departmental "silo" thinking and allows the organization to focus on vision and workforce values and mission through a prioritization of initiatives that advance the strategic direction and improve performance.

Figure 4.1-1 identifies the performance measurement process. 1) It begins at the strategic planning level with annual identification of operational objectives necessary to advance the vision, values and mission identified in GF2030. Operational objectives are developed and designed to directly support strategic objectives and are tracked daily, monthly and quarterly. 2) Key performance indicators are updated annually at the operational level to measure and help determine if stated objectives are met.

Key organizational performance measures are listed in figure 2.1-3. Data is selected for relevant, accessible and quantifiable metrics. (3) Departments collect and analyze data quarterly with expert assistance from budget and performance staff. Operational objectives, included in business plans to support achievement of strategic objectives, are tracked daily, monthly and quarterly, as appropriate. (4) Progress toward objectives is reported quarterly. Results are reviewed with the city administrator to manage objectives, initiatives and action items. (5) PDSA is deployed as needed to address variances, allow for midcourse corrections and provide an opportunity for innovation. In case of extreme variance, root cause analysis or LEAN Six Sigma may be deployed. (6) Results are communicated quarterly to customers and the BMA using an online dashboard.

Daily in each department, staff reviews basic operational performance data considered leading indicators to determine if work plans need adjusting to meet performance outcomes

and ultimately achieve GF2030 goals. All departments gather daily the critical information needed to make operational decisions and weight this information against current operational activity. If adjustments are needed to meet targeted outcomes, PDSA is used to devise action plans which are distributed to appropriate employees with morning assignments.

For example, the Germantown Police Department uses leading indicators to direct resources and action plans. Data is collected and reviewed in daily, weekly, monthly, quarterly and yearly increments. Daily patrol data, such as traffic stops, citations, arrests, crashes, response times and offense reports, is captured and reviewed by supervisors. The nature and frequency of traffic offenses, crashes and reported crimes are examined by supervisors to determine if a change is warranted in priorities or staffing. If an apparent trend exists a patrol shift commander may use mapping and or trend analysis software to confirm a pattern. If circumstances warrant, patrol will direct resources to target observed increases in traffic or criminal violations. These reviews and changes are discussed with and approved by shift captains and the division commander. The daily patrol data is compiled into a weekly report. These reports are compared week to week by patrol supervisors, patrol shift captains and the division commander to locate trends or changes in the data. A weekly command staff meeting is held to review each week's activity and determine any needed changes to resource allocation and focus.

Figure 4.1-1 Performance Measurement Process

05 **Deploy PDSA** Objectives with unmet goals are subject to Plan Do Study Act analysis.

06 **Share results** Residents and employees are notified when data is updated using the online dashboard.

03 **Collect & analyze** Selected data is collected, analyzed and loaded into reporting software.

04 **Review progress** Quarterly reviews promote operational agility and allow for course correction when needed.

01 **Strategic planning** This community-driven process yields strategic and operational objectives.

02 **Select KPIs & data** Select customer and outcome-focused key performance indicators and relevant, accessible, quantifiable data.

The weekly data is ultimately compiled to create monthly, quarterly and yearly reports. An ongoing analysis of this data helps guide the departments planning and resource allocation.

4.1a(2) Comparative Data The City uses comparative data to help refine targets and identify benchmark communities. Comparable data aids in strategic and operational recommendations and decision making. Each year, during operational business planning, particular comparative data is identified and collected from communities similarly situated to Germantown, i.e. population, demographics, AAA bond rating and proximity to a major metropolitan area. We narrow this focus by identifying 1) best local or state competitor, 2) Baldrige cities and 3) industry leaders.

4.1a(3) Measurement Agility Key performance indicators are tracked daily, monthly, quarterly or annually, as appropriate, and quarterly reviews are conducted. From this analysis, immediate corrective action can take place at this tactical level resulting in revised action plans, adjustments to a work process, deployment of additional resources or a change in public policy. Weekly meetings of senior leaders provide a more frequent opportunity for the cross functional team to quickly respond to unexpected changes. Additional details about ensuring agility are found in section 4.1a(1).

4.1b Performance Analysis and Review Performance is based on achievement of the GF2030 strategic plan, determining both long- and short-term objectives and measuring relative organizational effectiveness. Analysis of key performance indicators that support the strategic plan takes place quarterly. This assessment provides information on overall organizational success, financial health, progress toward stated objectives and action plans and comparisons with benchmark communities. This information is updated quarterly using an online public dashboard. This systemic review allows for a complete analysis of key performance indicators by tracking trends and internal and external changes in the environment, allowing senior leaders to make tactical changes to achieve objectives. PDSA is implemented and corrective action plans are developed when goals are not met or if progress is not on target. The BMA regularly reviews this performance dashboard. For a complete listing of communication methods used to distribute performance information, see figure 1.1-2.

4.1c Performance Improvement, 4.1c(1) Future Performance The GF2030 plan begins with a foreword written by professional futurist Rebecca Ryan who helped kick off the community-wide visioning process in 2015. Rebecca reminds us that no one truly knows what the future will bring, but we know that kids will use more technology, the importance of a great education will grow and that people are going to live longer. Although we cannot predict the future, we can recognize emerging trends and create forecast models to deal effectively with change. The quarterly review process for strategic and operational objectives allows information from the following sources to be easily reconciled with related action plans.
- Leading and lagging indicators – Senior leaders project performance using leading and lagging indicators in the development of department business plans. Lagging

indicators are output oriented and measure past performance. Leading indicators focus on how action plans influence outcomes. Leading indicators are found in GF2030 and business plans.
- Financial planning – Budget staff annually develop five-year financial forecasts based on current and projected economic conditions, future spending scenarios and other variables. This information is used to create financial plans to provide insight into future capacity so that strategies support long-term financial sustainability. This level of planning applies to all City funds, including capital projects, the general fund and debt service. On a regular basis, the FTMS examines potential challenges to fiscal stability (figure 2.1-3). Action plans are modified as necessary.
- Small area plans - To evaluate the fiscal impact of land use policy decisions in key development areas, a small area plan is completed. This analysis provides valuable information used to more accurately plan for revenues resulting from specific types of development. The data also helps determine the best use of public private partnership investment.
- Public school enrollment - To address the potential changes in GMSD enrollment, the City works with GMSD at the start of each school year to geocode enrollment data by residential dwelling type within each school attendance zone. In addition to demographer forecasting work, this information can be used to project the anticipated number of students coming from each proposed residential development. This level of analysis is critical to understanding the short- and long-term capacity needs of GMSD while allowing the City to adequately plan for potential bond issues that support school capital projects.
- Public Safety – To proactively plan for future incident and call volume demands on public safety, forecasting models are updated annually to analyze trends by residential dwelling unit type within respective police and/or fire districts. This information is not only used to align today's decisions with the needs of tomorrow, it also assists in comprehending the potential impact of proposed residential development on public safety resources.

For more information about how the City uses competitor projections, see section 2.2a(6).

4.1c(2) Continuous Improvement and Innovation
Continuous improvement: Senior leaders use the overall performance management system to align performance data with the GF2030 strategic plan. This systematic process relies on PDSA to drive incremental improvement to service, products and processes and paves the way for innovation. Key performance indicators that do not meet the quarterly target are analyzed to determine the root cause. Employee-driven performance improvement recommendations result in greater accountability and engagement. If necessary, senior leaders deploy LEAN Six Sigma to do a deeper dive into a

performance issue. Senior leaders understand that simply making a change or introducing innovation doesn't necessarily lead to improvement. The constant, systematic deployment of the PDSA model facilitates productive change resulting in continuous improvement.

Innovation: Intelligent risk taking is encouraged through the submission of program change requests during the annual budget development process and through special plans which are a component of each annual department business plan. The following process is used to evaluate these intelligent risk opportunities:
1) Cost/benefit analysis
2) Test congruence with GF2030
3) Seek VOC input
4) Action plan and budget development
5) Governance implementation decision
6) Implementation
7) Evaluation

This process has been used to determine the viability of the municipal school system, in-house ambulance service, form-based zoning code implementation and outsourced library operations and sanitation services.

4.2 Information and Knowledge Management
4.2a Data and Information, 4.2a(1) Quality

Technology strategies are included in the GF2030 plan. Operational measures are included in the IT business plan.

- Accuracy/Validity - Data analysis verifies the accuracy and validity of data. Employees receive training on software applications, processes and procedures. Follow up software training occurs within six months to provide reinforcement. Departments share data in a protected format to maintain data integrity, allowing changes only at the department level.
- Integrity/Reliability - The integrity and reliability of systems are achieved through system monitoring, a replacement schedule, scheduled maintenance and testing, maintenance contracts and the redundancy of fiber and network systems. Multiple backup avenues provide protection of systems and data. All systems are backed up daily to a duplicate system at another City facility and uploaded to a secure, offsite facility in another region. Disaster recovery drills ensure system and data reliability. The City's main financial system, which includes payroll, purchasing, utilities and the work order system, is located out of state, with a redundant site in yet another state. The system is accessed via a secure virtual private network (VPN). Through a service level agreement, this platform provides the highest level of disaster recovery. The City website, email system and many applications are hosted offsite, providing for immediate disaster recovery.
- Currency - Currency of data and information is achieved through a common shared drive and a document management system. The website and social media are regularly updated. Continual bandwidth monitoring

ensures capacity and system speeds that are needed for daily operations. Older data is archived or purged based on a record retention policy. Systems and services provided by the IT Department are reviewed annually through budgeting and business planning.

Accuracy and validity of data and information are ensured through system design, integration, automation and regular internal and external audits.

4.2a(2) Availability   Information is provided in a wide variety of user-friendly, customer-focused formats (figure 1.1-2). The data management system includes all contracts, agenda items, plans, permits and agreements organized as they relate to City businesses. Strategic plans and financial reports are shared via the City website.

Many of the City's venues for information dissemination provide opportunities for feedback and direct interaction (figure 1.1-2). The City website and mobile app provide easy access to information. Residents use the site to pay utility and tax bills, place and track a complaint, access job postings, register for programs, manage library accounts, research court records or pay fines, see event schedules and purchase tickets. Software standardization allows for ease of use and facilitates data sharing. The City uses its website for bid advertisements and document distribution.

Google Docs allows the sharing and collaboration of documents, files and folders both internally and externally in an easy-to-use format. Central Square is used to maintain records on financial data, purchasing, human resources, work orders and code enforcement. Reports can be accessed from COGNOS query reports, a web-based reporting and analysis tool.

System reliability is achieved using best-in-class suppliers and partners, a system replacement schedule, regularly scheduled maintenance and testing, maintenance contracts and the use of redundant systems for critical data and applications. Multiple backup avenues provide protection of systems and data. All systems are backed up daily to a duplicate system at another City facility. In addition, backup tapes are made daily, stored offsite and rotated weekly. Disaster recovery drills ensure the reliability of the systems and data. Many of the City's information systems are located out of state, with a redundant site in yet another state. Systems that are accessed over the Internet use a robust connection that contains multiple redundancies. Critical communication lines are registered with the Department of Homeland Security's Telecommunications Priority Service, ensuring the City received priority restoration in the event of an outage.

Servers are virtualized between two data centers allowing quick reallocation of resources and speedy recovery in the event of a failure. Systems are monitored at all times and

staff is alerted to issues needing attention. Standardization of hardware makes the troubleshooting process faster, shortens downtime due to hardware failures and simplifies backups, restores and replications.

Following website upgrades in 2017, customers responding to the community survey who are somewhat or very satisfied with usefulness of information found on the City website increased three percentage points. Quality of City services available online received a 69% satisfaction rating and 85% of City employees report that they have enough information to do their job well. Transactional employee surveys measure satisfaction with IT products and services.

4.2b Organizational Knowledge, 4.2b(1) Knowledge Management Each year, annual business plans include a strategy for capturing and transferring knowledge within the individual departments. All departments follow the City's knowledge management policy that uses a knowledge risk assessment to identify key positions. This process allows all positions to be assessed annually to determine a priority assignment for capturing critical tasks and knowledge and identifies the best tools to transfer that knowledge. This information is stored at the departmental level for easy employee access.

The systematic approach to knowledge management consists of deciding what to share with whom and how to share it. This process uses two types of knowledge. Explicit knowledge includes documents, databases and spreadsheets. Tacit knowledge consists of the intangible knowledge within people. Implementing knowledge transfer begins with understanding key organizational positions and assessment of their criticality, designed to assist senior leaders in focusing on the most significant knowledge-management issues. A position risk factor on a scale from one to five with one being common knowledge or skills and five being most critical is used to determine the difficulty in replacing the incumbent in a position. A departure factor is then developed to estimate the timing and probability of the incumbent retiring or leaving.

The formula for determining position risk factor is as follows: Position Risk Factor (PRF) x Departure Factor (DF) = Total Attrition Factor (TAF). The total attrition factor assists senior leaders in determining the level of urgency and the options available to mitigate the impending knowledge loss. This process is incorporated into each department business plan.

In addition to this systematic approach, the City has a variety of ways to identify, store and transfer knowledge as listed in figure 4.2-2. Some strategies work better in one department than another and across many different types of material. The goal is to identify and develop effective ways to management and transfer knowledge in the organization.

An onboarding program is the first step toward gaining organizational knowledge. For details, see section 5.2a(2).

4.2b(2) Best Practices Best practices are developed at the operational level by an SOP developed to identify performance measurement benchmarks and targets. During annual business plan development, each department identifies benchmarking partners known for best practices. Targets for key indicators are developed based on these best practices and favorable results. Results are reviewed quarterly with the City Administrator and adjustments made as necessary.

Best practices across the entire organization are identified through the City's association with ICMA, The Center for Management Strategies and The Alliance for Innovation. These organizations bring research, case studies, education and technical assistance to local governments to help identify leading and best practices that actually work in a local government setting. We have identified several best practices through this collaboration and have implemented them across the organization using PDSA methodology.

- LEAN Six Sigma
- Performance dashboard reporting
- Citizen satisfaction and employee engagement surveys
- IEDPs

4.2-2 Knowledge Management		
Identifying & Collecting Knowledge	**Storing Knowledge**	**Transferring Knowledge**
Best practices Documenting processes Expert interviews Knowledge audit Knowledge maps and inventories	Document repositories Management systems Databases SOPs	After action reviews Communities of interest Fellowships/internships Job aids Knowledge fairs Learning games Mentoring On-the-job training Storytelling Training

4.2b(3) Organizational Learning The City uses several organization-wide methods to deploy knowledge-based learning.
- Systematic review of strategic and key operational measures resulting in performance improving action
- Onboarding imparts knowledge and information to new employees
- An after action review SOP is used to capture lessons learned to improve future performance
- Baldrige-based national and state (TNCPE) self assessments with feedback reports and opportunities for improvements addressed citywide
- New employee probationary periods assess an individual's ability and fit.
- Centralized learning through computer-based programs
- Professional organizations and conferences introduce best practices on a local, state and national level.

- An educational assistance program is available for all employees to assist in additional skills training, a first degree or graduate-level education.
- Police and Fire departments use an electronic database to ensure all public safety employees are current on all new local, state and federal policies and regulations.

To assemble and transfer relevant data for use in innovation and strategic planning, senior leaders use the Clearpoint tool to access strategic and operational performance results on the community dashboard.

5. Workforce, 5 .1 Workforce Environment
5.1a Workforce Capability and Capacity, 5.1a(1) Capability and Capacity Needs
The City uses an established annual plan of evaluating workforce performance with an intensive department-specific budget planning process (section 2.2a(3)). Senior leaders review key performance measures for the individual department and conduct a SWOT analysis that employs a customer focus group to provide constructive input, feedback and suggestions. Each department adheres to the same process for determining workforce needs as part of the business plan, illustrated in figure 5.1-1.

Requests to change staffing levels, including costs and outcome justifications, are included in annual budget requests. The workforce mission of *Excellence, Every day* drives senior leaders to allocate personnel, information technology and financial resources to achieve high customer and employee satisfaction. Senior leaders update and review quarterly with the city administrator, department-specific business plans and measures. PDSA is deployed to address variances, allow for midcourse correction and provide an opportunity for innovation.

The human resources department (HR) coordinates the performance review process with senior leaders. Supervisors conduct a 1:1 Individual Employee Development Plan (IEDP) three times each year and an annual employee performance appraisal. Supervisors use the IEDP, which includes individual development objectives, to identify gaps between current and desired competencies and create action plans to improve skills, performance and results. Desired competencies link back to priorities established within department business plans and GF2030. Supervisors work with employees to set action plans to achieve targeted competencies. Needs are considered during the budget process to ensure training funds are available. The results of these proactive efforts are advancement in individual skill sets and opportunities for promotion, continuity of operations and a sustainable culture committed to excellence.

5.1a(2) New Workforce Members
HR facilitates the recruitment, hiring, training, onboarding, orientation and end-of-probation reviews of new hires in cooperation with the coordinating senior leader or designee, city administrator and HR director. An operational measure evaluates satisfaction with onboarding and the probationary experience. The City's ability to recruit and retain a high quality, motivated workforce begins with this systematic hiring practice and a competitive total compensation package.

The City uses a nine-step hiring process:
1) Job review
2) Job approval
3) Job posting
4) Applicant screening
5) Testing/interviewing
6) Job offer
7) Closeout/follow up
8) Record retention
9) New hire

The workforce values DNA model (figure P.1-3) is incorporated into the hiring process during the testing and interview stages. Questions are structured and interviewers are trained to identify the desired qualities in prospective candidates.

Advertising and recruitment efforts focus on local and regional labor markets. Germantown's hiring community includes a major metropolitan area with universities and colleges that produce a diverse and highly-skilled applicant pool. Of similar importance is the City's ability to attract intelligent, motivated individuals with vocational skills. The City supports higher education opportunities with certification training and tuition reimbursement for those seeking degrees relevant to their current position and others to which they may aspire.

Every new employee receives a formal orientation, a key component of the onboarding process, where they first learn about vision, workforce mission, core values and culture. To ensure access and understanding of these expectations, in

Figure 5.1-1 Workforce Planning Process

STEP 2 — **Demand Analysis**
Consider:
- Skill to meet projected needs
- Staffing patterns
- Projected service and workload changes

STEP 3 — **Gap Analysis**
Consider:
- Supply analysis vs. demand analysis
- Future demographic changes
- Potential management turnover

Supply Analysis
Consider:
- Staffing levels
- Workforce skills
- Workforce demographics
- Employment trends

WORKFORCE PLANNING PROCESS

STEP 1

STEP 4 — **Strategy Development**
Plan:
- Recruiting
- Succession
- Employee development/training
- Work/organizational realignment

2017 personnel policies and procedures were thoroughly updated and conveniently posted on the City website where employees and citizens can access anything they may want to review on a 24/7 basis.

New employee orientation is a six-month process with a series of meetings intended to teach workplace culture and provide an opportunity to meet leaders. These are led by the city administrator, HR director and other senior leaders. The city administrator holds a separate session to share the vision, workforce mission and core values with new employees. Before the end of the probationary period, a meeting takes place with the supervisor, HR director and city administrator to review employee performance. The outcome of the meeting may result in the new employee being ending or extending probation or termination. The City's ability to retain new employees is evident by its low turnover rate.

5.1a(3) Workforce Change Management

The Workforce Planning Model (figure 5.1-1) and quarterly reviews are used to assess staffing levels and plan ahead to provide resources necessary to maintain high citizen and employee satisfaction.

The City is able to quickly mobilize if a situation occurs outside of the review cycle. Examples include the decision to create a seventh police district and provide in-house ambulance service. A formal written plan is completed, followed by a public notice and a presentation to the BMA. If approved, HR works with the department to recruit candidates. Internal and external communications are constant, within the specific department and throughout the workforce in weekly emails and group meetings.

While the City's capability and capacity model has prevented wide-spread workforce reduction by ensuring that the workforce is right sized, Knowledge Management Guidelines ensure that critical organizational knowledge is retained even in times of workforce reduction. Cross training ensures that process knowledge is retained. IEDPs ensure that employees are receiving new skills training necessary to continue meeting customer requirements.

5.1a(4) Work Accomplishment

The workforce is organized and managed through 12 departments guided by the strategic plan and collective budgets. The strategic planning process focuses on the needs of key customers (see section 2.1a(1)). Key products or services, identified in figure P.1-1, are available to all and designed to meet key customer requirements (figure 6.1-1). Core competencies include customer focus, financial acumen and employee engagement.

Department business plans identify customers, strategic partners, service delivery methods, key resources and workforce plans (section 1.1c(1)). Departments deploy the plan via employee performance appraisals, IEDPs, departmental staff meetings and quarterly performance reporting. The business plan establishes performance indicators and provides a framework for departments to evaluate how well customer expectations are being met. Once

business plans are developed and deployed, supervisors meet with employees and co-develop IEDPs, identifying areas of personal growth for each employee and linking expected performance to the objectives of the department and GF2030 (section 1.1a(1)). Employee performance is evaluated via IEDPs three times each year (5.2c(1)).

5.1b Workforce Climate, 5.1b(1) Workplace Environment

The City demonstrates commitment to a safe and healthy workplace through targeted programs from public safety to employee health with an emphasis on training and education. A combination of personal interaction and technology are used to effectively connect with employees at every level. A series of practices and procedures ensure a secure environment for employees and the public. Access to offices within City buildings is monitored and controlled by card access. Video surveillance is in place at each City facility. Silent alarms have also been installed in high risk areas. The City has an established relationship with Methodist Health System for occupational medicine, allowing for same-day employee visits.

A cross-functional ADA Compliance Oversight and Review Committee completed an assessment and inventory of all City facilities to determine needed improvements. Using state and federal grant funds, the City contracted with Kimley Horn to complete the transition plan. The assessment includes inventory of infrastructure within the City's rights-of-way, i.e. signalized intersections, handicap ramps, striping, signage, sidewalks and public facility access. Deficiencies are documented along with cost estimates for a long-term schedule to address deficiencies. Funding is prioritized and addressed in the CIP and IRP budgets.

The City provides Critical Employee Emergency Preparedness (CEEP) training to help prepare employees and their families for a disaster. Knowing that their family is safe and secure lessens the concern when they are needed at work to serve the community. Employees receive preparedness training on fire safety, fire extinguishers, incident command, tornado preparedness, CPR/AED and active shooter situations. The City also offers Community Emergency Response Team (CERT) Training for employees and customers. CERT graduates are trained to assist others in their neighborhood or workplace when professional responders are not immediately available to help during a disaster or emergency.

Figure 5.1-2 Workplace Environment		
WORKPLACE FACTOR	**MEASURE**	**TARGET**
Wellness	Employee GAC memberships	50% 7.3-11
Security	Employees are protected from hazards on the job	60% 7.3-9
Accessibility	ADA compliance	100%*

The City had no employee-reported ADA grievances in the last five years.

5.1b(2) Workforce Benefits and Policies The City workforce is supported through a variety of programs, services, benefit offerings and policies. These are communicated through new employee orientation, the employee handbook, emails, staff meetings, City website and with personal meetings as needed. Updated personnel policies outline employee guidelines and regulations.

The City's ability to recruit and retain a high quality, motivated workforce begins with this systematic hiring practice and a competitive total compensation package. Key employment benefits include:

Competitive salaries	Sick leave
11 paid holidays	Bereavement leave
Vacation and bonus days	Training programs
Retirement plan	Life insurance
Employee assistance program	Tuition assistance
Health, dental and vision benefits	
Fitness membership	
Short- and long-term disability insurance	

To meet the needs of Germantown's diverse workforce, retirement benefits are applied differently between general and emergency service employees. Public safety personnel contribute to personal retirement funds and can retire at age 55. This option was extended to Public Works and General/Fleet Services employees in 2016.

The City offers a comprehensive health benefit plan that includes a free annual physical and priority access to a network of medical providers for occupational health and primary care. Other features of the initiative include a free annual physical for dependents, flu shots, smoking cessation programs and medical and prescription coverage. The City contracts with Concern EAP for no-cost services for employees and dependents. Employees receive free membership to the Germantown Athletic Club. The City is recognized by the Tennessee Governor's Foundation for Health & Wellness as a Culture of Health in the Workplace recipient. The focus of this initiative is to promote physical activity, healthy eating and tobacco cessation.

In addition, the City maintains an Other Post Employment Benefits (OPEB) fund, which allows retirees to purchase health and dental insurance at a reasonable rate until they qualify for Medicare. The City provides a monthly supplemental stipend to assist with the costs of Medicare premiums when an employee transitions into that plan.

Investment market volatility and the preferences of a younger workforce led the City to identify and implement an innovative pension plan for full time employees hired after July 1, 2013. The resulting cash balance plan offers cost sharing for the City and the employee, along with portability. This new plan helps manage pension expenses and allows the City to offer a sustainable benefit that adds value for workforce recruitment and retention.

The HR department annually conducts a job market analysis to ensure that benefits remain competitive among peer cities. In 2017, the City retained the services of a consultant to complete a comprehensive compensation and classification analysis. This study resulted in a new pay structure that is easy to understand and administer. The project incorporated employee focus groups and both individual and group discussions with managers. Job descriptions were updated as a result.

5.2 Workforce Engagement, 5.2a Assessment of Workforce Engagement, 5.2a(1) Drivers of Engagement
The primary drivers of engagement are defined by workforce segment (figure P.1-5). The annual employee engagement survey (5.2a(2)) concluded that seven drivers accounted for 75% of the variance in positive scores. These drivers include:
- Trust and respect for leaders
- Opportunity for personal and professional growth
- Satisfaction with the recognition received
- Satisfaction with the benefits received
- Job satisfaction
- Strong support from management
- Development of trusting relationships

Engagement results are found in figures 7.3-11.

5.2a(2) Assessment of Engagement Engagement is assessed using the U.S. Merit System Protection Board system, an independent Federal Executive Branch agency which serves as a guardian of employment practices. The Federal Government sets standards and best practices for the Federal workforce across the U.S., which apply to the workforce at the state and local levels as well. Based on this system, employment engagement scores are calculated by summing up the value of each of the 35 engagement indicator questions contained within the seven drivers of engagement shown above. A threshold is set to classify the level of engagement into three main categories: not engaged, somewhat engaged and engaged.

The employee survey is conducted biennially. Results are reviewed by budget and performance staff who prepares a detailed analysis which is presented to senior leaders and then to managers during the quarterly meeting. Results are segmented by department to determine opportunities for improvement or to identify areas where there may be significant issues. Department level sessions and focus groups with employees help gain insight into the root cause of concerns. Opportunities for improvement are included in department business plans and progress is reviewed quarterly. These reviews also provide an opportunity to consider engagement in relationship to productivity and progress toward goals.

5.2b Organizational Culture Germantown's organizational culture focuses first on consistent excellence in service to its customers through sustained individual and team effort. In 2019, staff updated the organizational values system to align with GF2030 and to further define the workforce culture, as

discussed in P.1a(2). The workforce culture model is reviewed annually by a cross-functional team of employees.

Excellence, Every day is the focus of new employee orientation. This philosophy guides the workforce in achieving high performance work by delivering superior services to residents. High performance and engagement are prominently featured by rewards and recognition such as the peer-selected SPIRIT award, which promotes internal camaraderie and a stand-out work effort. This award was derived from employee feedback and is intended to recognize employees who best exemplify and demonstrate workforce core values. The award is presented by the city administrator during quarterly managers' meetings. Recipients receive a day off with pay and a monetary award, in addition to recognition at the meeting. News and photos of winners are shared throughout the workforce.

IEDPs reinforce the workforce culture and values and empower employees to take responsibility for achieving the GF2030 strategic plan (section 5.2c(1)).

The Play Like a Champion (PLAC) program provides a deeper dive into the organization's culture and allows employees to experience the work that takes place in other departments, broaden their understanding of City responsibilities and form relationships with coworkers from other areas. This ten-month employee engagement program is designed to:
- Promote employee ownership, empowerment and pride
- Combine experiences, training, reading and mentoring as part of the learning experience
- Promote knowledge of one's strengths and areas of development
- Demonstrate how collective efforts contribute to economic, environmental and social sustainability

A total of 107 employees have graduated from the program.

5.2c Performance Management and Development
5.2c(1) Performance Management The City's performance management system is based on accountability for the successful attainment of business plan goals, which are cascaded through businesses plans and IEDPs. Progress against higher-level objectives is reviewed quarterly between the respective senior leader and the city administrator. Senior leaders are held accountable for performance results, which factor into pay increases. Managers use the same criteria in evaluating the employees within their department through IEDPs. This closed-loop process aligns the GF2030 strategy to the annual business plans and individual performance appraisals.

Germantown's performance management review program incorporates the City's core values (figure P.1-3) and supports high performance and workforce engagement through the use of performance goals, employee recognition and performance-based compensation and rewards. This program emphasizes recognition for performance, identifies areas for growth and improvement and provides opportunities

for merit pay adjustments. The IEDP process begins with the joint setting of goals in August, developed by the employee and supervisor. The process includes two additional reviews per year, culminating in a pay raise (where appropriate) for the following year.

The City also promotes career progression for the entire workforce through IEDPs. The development section is unique for each employee, identifying his or her strengths and weaknesses and setting goals. The employee has an opportunity to grow their skills and position themselves for advancement. Departments provide job-specific training and knowledge transfer with succession planning in mind. Cooperative IEDP review between employee and supervisor allow for feedback as to the candidate's readiness for advancement and opportunities for improvement if appropriate. Recent promotions in both the police and fire departments are excellent examples of the plan's effectiveness. From 2014 to March, 2019, 63 employees received promotions, in large part due to City planning, training, educational investments and career development strategy**.**

The Open Door policy ensures employee access to leaders at all levels within the organization so that issues can be addressed directly before they grow into something bigger. Two-way communication, early and often, verbal and in writing, are essential to employee engagement.

For details about the City's approach to intelligent risk, see section 4.1c(2).

5.2c(2) Performance Development & 5.2c(3) Learning and Development Effectiveness
The City's learning and development system supports the mission through personal growth. Senior leaders are responsible for ensuring employees receive training specific to achieving strategic objectives outlined in each department business plan. The City uses PDSA in its approach to learning and development. This is the primary system used to evaluate the core competencies of customer focus, financial acumen and employee engagement.

By developing IEDPs cooperatively with individual employees, specific development needs are easily identified and plans put in place to address the needs of the employee and the department. Progress toward goals is reviewed twice more throughout the year, providing an opportunity for course correction and feedback.

Each individual department has a line item within their budget dedicated to education and training. Each year the budget office works with senior leaders to evaluate the need for additional funding for training. This emphasis on learning, advancement and achievement has led to high-level recognition for several departments. These include:
- 1987 to current Finance and the Office of Budget and Performance: GFOA Distinguished Budget Presentation Award

- 1997 to current Parks and Recreation Department: CAPRA accreditation for excellence in operation and service
- 2014 to current Germantown recognized as a one of the safest cities in Tennessee
- 2015 Tennessee Department of Environment & Conservation, Division of Water Supply recognized the City's water system with a score of 99
- Germantown Police Department accredited through the Tennessee Law Enforcement Accreditation Program
- Germantown Fire Department Class One ISO rating

Additionally, the City underwrites the expenses to attend conferences and hosts in-service training. The acquired knowledge is then shared with the workforce through meetings and a written summary report. The employee survey evaluates satisfaction with training opportunities and shows that 74.4% of employees are satisfied with the training they receive for their current position.

The Play Like a Champion program (5.2b) provides an internal opportunity to develop leadership skills and is available to those who are interested in growing and have potential as a future leader. Graduates provide feedback on the program, which informs future curriculum.

5.2c(4) Career Development Succession plans are developed on an annual basis and incorporated in department business plans. Priorities for succession planning process are identified by the process discussed in section 4.2b(1) and incorporated into the workforce planning process shared in 5.1a(1).

The emphasis on developing workforce skill is a central component of the overall succession planning strategy. Opportunities for advancement and upward mobility are another reason cited for the favorable 2018 employee engagement scores. Of survey respondents, 80% agreed that in the past year, they had an opportunity to grow.

Following the succession planning process, career progression for the entire workforce is promoted through the IEDP, as discussed in section 5.2c(1).

6. Operations, 6.1 Work Processes, 6.1a Product and Process Design, 6.1a(1) Determination of Product and Process Requirements The City's operating charter, granted by the State, forms the basis for the key products identified in P.1-1, including education, public safety, economic development, utilities and solid waste management. However, under the charter provisions, the City has considerable latitude in the service levels and work processes involved in delivering key products. Process requirements for each are determined through customer input on service levels, needs and expectations. Department business plans incorporate information from customer focus groups, the community survey, boards and commissions and VOC feedback.

Section 3.1b(2) provides greater detail related to how VOC impacts product offerings through the collection of customer input during biennial department focus groups and five-year 2030 strategy updates. Section 2.1a(1) provides details about how VOC shapes the City's strategic plan and related action plans.

6.1a(2) Key Work Processes The City's key work processes, requirements and performance indicators are identified by key product area in figure 6.1-1. These are a critical element of the work system model (figure 2.1-4) and are featured in department business plans.

6.1a(3) Design Concepts Product and work processes focus on customer requirements determined with GF2030 updates and biennial departmental focus groups, offering a different perspective and driving design changes on an semi-annual basis (2.1a(1)). The work process component of the larger work system is interconnected with strategic and/or operational objectives, which are captured annually via department business plans. Quarterly reviews of strategic objectives help ensure product excellence and customer satisfaction.

In addition to department business plans, senior leaders conduct a comprehensive business process review before any design change commences. The knowledge management program captures and shares organizational knowledge. This systematic approach allows staff to analyze processes and capture what works well and what needs improvement. The use of targets, benchmarks and quarterly reviews provides information on product delivery outcomes to ensure that customer requirements are being addressed. Each business plan contains a risk assessment of key product and service delivery areas allowing the City to take the necessary steps on the front end to reduce, mitigate or eliminate risks. Agility is incorporated into key processes through monitoring of customer requirements or environmental changes. Opportunities for customers to voice concerns are identified in section 3.1a(1). As a relatively small organization with a flat command and control structure, process or procedure improvement can occur quickly following thorough review.

6.1b Process Management and Improvement
6.1b(1) Process Implementation Key requirements are determined, in large part, by customers and form the basis of work processes listed in figure 6.1-1. The City determines requirements by gathering input from focus groups, surveys and customer comments and complaints. Section 4.1a(1) discusses the relationship between strategic KPIs, which are measured quarterly, and operational indicators, which are measured daily, weekly, or monthly. Figure 6.1-1 provides an overview of key performance measures of both operational and strategic indicators for the organization's work processes. The use of leading operational indicators allows the City to look at product performance and change or enhance work processes not meeting customer requirements or expectations.

6.1b(2) Support Processes Germantown's key support processes include all internal shared services needed to deliver the City's products and services. Just like the key work processes described above (6.1b(1)), each support department (shared service) uses an annual business plan to identify KPIs that are measured and reviewed quarterly. Daily or weekly operational measures provide a leading indicator for these support processes and are used to ensure business requirements will be met. The shared services and their measures of success are identified below:

- Procurement – a centralized purchasing and inventory operation with standardized approvals and dollar thresholds for the purchase of goods and services Inventory accuracy 7.1-35
- Information technology – a comprehensive approach for providing IT services from desktops to the network, including data centers, security systems, email and telephone and fiber optic network (Availability 7.1-23)
- Human resources – system-wide recruitment and selection and onboarding process, system-wide wage and salary program including job evaluation process and position control, administration of group life, health, pension and other employee benefits (Turnover 7.3-2, Tenure 7.3-3)
- Financial management – system-wide financial reporting, production of financial statement, consolidated vendor payment process and payroll (General fund 7.5-1, Utility 7.5-2, Sanitation fund 7.5-3, GMSD 7.5-4)

6.1b(3) Product and Process Improvement The City uses PDSA (figure P.2-2) to direct process improvement when action plans are not producing intended results as determined during quarterly reviews. This model provides a perpetual cycle for performance improvement and process redesign, creating an environment of learning and agility. Measuring key products, processes and indicators on a regular basis allows for the timely identification of opportunities for improvement and action implementation. For a deeper analysis of variability in a process design, the City deploys LEAN Six Sigma black belts, green belts or yellow belts as a process review team to improve efficiencies and results. Examples of resulting improvements include improved emergency response times and warehouse inventory accuracy.

6.1c Supply-Network Management The procurement department manages the City's supply chain. All solicitations comply with local, state and federal laws integrated into procurement policies, guidelines and procedures using best practices from nationally recognized procurement and municipal professional associations. The use of standardized attorney-reviewed templates ensures legal compliance, reduces rework and streamlines the review process.

The City has implemented a web-based registration system to assist with supplier participation and enhance competition for City purchases. This service connects over 362 school and local government purchasing departments across 24 states with over 70,000 qualified suppliers. This customizable system allows the City to communicate the City's vision, attract new vendors, manage solicitations and collaborate with other agencies to increase the supplier network. Other advantages for the City include volume pricing for similar services, comparison and research information for solicitations and electronic distribution of policy information.

Procurement policies are deployed to departments annually in group training and individually throughout the year. These policies include purchasing methods such as cooperative purchasing networks and piggyback contracts which allow adaptation to sudden or unforeseen changes within the supply management system. Use of standardized processes creates a fair and competitive environment and has increased the number of participating prospective suppliers.

The procurement department utilizes a financial software system for supplier management, requisition and purchase order processing and inventory and asset management. Within the CentralSquare financial software system, approval levels are assigned to ensure compliance within the supply chain (figure 6.1-2). The performance evaluation process for monitoring supplier performance allows project managers to measure and evaluate suppliers' performance against bid specifications and RFP requirements. The form includes an evaluation of the supplier by the project manager which is then sent electronically to the supplier for response and signature. The supplier can request additional information for clarification of feedback. Evaluations are maintained in the procurement department and are referenced as suppliers are considered for future work.

Suppliers dissatisfied with solicitation results may file a protest. Protest procedures are specified in solicitation documents. Suppliers also have the opportunity to provide feedback on the solicitation process.

If a supplier's performance continues to be unacceptable, progressive steps, based on individual contract requirements, are taken to resolve the issue quickly and effectively. Open communication and continuous improvement from suppliers is encouraged through face-to-face meetings where action plans are developed. If issues persist, the City will research other suppliers and/or terminate the contract. Suppliers can still submit bids for City projects, but the City has the legal right, based on documented past performance, to reject the submission.

Key work processes and operational objectives for procurement develop from internal and external focus group input and align with the City's strategic plan. Key partners Waste Pro (sanitation services) and LSS (library operations) are well versed in the City's VMV and both have quarterly operational or strategic measures.

Figure 6.1-2 Solicitation type by approval and thresholds

LEVEL AMOUNT	Supervisor Under $4,000	Senior Leader $4,000-$9,999	City Admin. $10,000-$24,999	BMA Over $25,000
Quotes*	✓	✓	✓	
Purchasing cards*	✓	✓	✓	
Competitive Sealed Bids				✓
Competitive Sealed Proposals				✓
Piggyback	✓	✓	✓	✓
Single source*	✓	✓	✓	✓
Sole source*	✓	✓	✓	✓
Cooperative*	✓	✓	✓	✓

*Must be approved and/or verified by procurement

6.1d Innovation Management The City manages innovation in two specific ways. The first includes development of the GF2030 strategic plan and related strategic objectives (section 2.1a(2)). Using the strategic objective development process (figure 2.1-2), task force members identified the current reality and the challenges facing the City in achieving success in each key performance area. Within this model, a number of innovative solutions emerged and took the form of strategic objectives, which were funded and are measured quarterly. This process is repeatable and will be used every five years as the GF2030 plan is reviewed and updated as new opportunities present themselves or challenges emerge.

Intelligent risk-taking is encouraged operationally through the process as described in section 4.1c(2). Annual business plans, quarterly review meetings, and the use of daily and weekly operational indicators are all used to help identify opportunities to evaluate intelligent risks.

6.2 Operational Effectiveness, 6.2a Process Efficiency and Effectiveness Formal budgetary accounting is used as a control for all funds of the City. Under provisions of the City charter, the BMA annually enact, by ordinance, the operating budgets of general, special revenue, capital, enterprise and internal service funds. These cannot exceed appropriation without approval of the governing body. An annual capital budget is adopted by individual fund. The total budgets of these funds constitute legal spending limits and require ordinance amendment. Budgetary controls exist both at the departmental level, with the adoption of the budget, and at the line item level through accounting controls. Additionally, budgetary control continues at the program level by the individual departments, acting in conjunction with the finance department as described in section 2.2a(3).

To unify internal support operations and enhance cycle time, productivity and efficiency, the City deploys a shared services approach to consolidate a number of business operations used by the entire municipal organization. These shared services include procurement, information technology, human resources and financial management (see section 6.1b(2)). Shared services under this arrangement allow for a systematic approach to build in standardized business practices, processes and roles to assist in the efficient delivery of services. Shared services allow:

- Operating departments (police, fire, public works) to focus on delivering core services
- Cost savings through economy of scale
- Enterprise-wide application of IT solutions
- Standardization of business practices
- Adherence to statutory and regulatory compliance

The Performance Measurement Process shown in figure 4.1-1 is used to identify cycle time, productivity and other process efficiency measures as leading indicators of process success, some of which are shown in figure 6.1-1. These operational measures are balanced by the larger KPIs for each strategic objective, which represent the needs of the City's customers. Section 4.1a(1) also discusses how efficiency measures (such as police response time) tie into the organization's measurement process.

6.2b Security and Cybersecurity Data and information security starts with the employee. Each employee has an individual user ID and a complex password which must be changed regularly. Two-factor authentication is used where available for added security. Regular audits of user accounts are performed to ensure only authorized users have access to systems. The principle of least privilege is used to grant users access only to the systems they need to accomplish their job duties. City employees regularly receive security awareness training and testing, and IT staff receives daily updates on emerging threats.

Computers and mobile devices that contain sensitive data are encrypted. A device management system tracks IT assets, ensures systems comply with security policies and remotely disables devices that are compromised. All systems run firewall and malware protection software. A centralized malware protection system ensures all devices receive timely updates. Access from outside devices is allowed only through a VPN (Virtual Private Network). Systems are up-to-date on security patches and updates. IT staff is trained on Criminal Justice Information Services Security policies to ensure compliance with Federal security guidelines.

An in-depth network defense prevents security incidents using a multi-layer approach to protecting key information technology and operational systems. Physical controls include building card access and security cameras to ensure only authorized personnel have access to sensitive locations

	KEY WORK PROCESS	REQUIREMENTS	STRATEGIC KPI	OPERATIONAL MEASURES
	Figure 6.1-1 Key work processes by key product			
Education*	SRO and crossing guard programs Capital improvements funding process Budget process Library and parks programs	Safety Adequate funding Sound infrastructure Lifelong learning opportunities	Satisfaction with GMSD operations 7.2-16 GMSD ACT score 7. 1-6 GMSD college readiness 7.1-5 GMSD graduation rate 7.1-4	*School operations are the responsibility of GMSD
Economic Development	Business recruitment and retention Deployment of GF2030 economic development action plans	Strong, vibrant economy Maintain high standards Predictable development process Economic development incentives	Increase in elastic tax revenues as % of general fund revenues 7.1-8 Decrease in local unemployment rate 7.5-12 Increase in commercial tax base 7.5-8 Value of new construction permits	Office and commercial vacancy rate 7.1-9 Business licenses issued Occupancy tax revenue
Public Safety Police & Fire	Management of police services Standardized call processing and response protocol Crime scene investigation protocol and case management Fire prevention education Firefighter training Smoke detector program EMS operations SOP Physicians orders SOP Alarm response Dispatch procedures Commercial inspection	Low crime rate Safety High visibility patrol Timely and professional emergency response Reliable services Thorough crime investigation Rapid response Effective fire equipment Courteous professional staff Professional EMTs/paramedics Trained certified inspectors	State crime index 7. 1-1 Satisfaction with police services, 7.2-6 Cardiac arrest survival rate 7.1-3 Satisfaction with fire services 7.2-7	Police emergency response time 7.1-25 Fire response time 7.1-27
Utilities Water & Sewer	Water treatment process and procedures – sampling and testing Southern Avenue and Johnson Road well field monitoring Production and distribution of potable water Pumping and sewer system maintenance	Safe, reliable, clean water Available water for residential and commercial use Adequate pressure for fire suppression No sewer backups	Rate of change in aquifer levels 7.4-13	Water system availability 7.1-11 Water taste, smell and pressure 7.2-13 Safe drinking water, 7.1-10
Solid waste Management	Customer service request processing Contract administration Recycling program	Timely response to requests Collect as scheduled Innovate to increase recycling		Percentage of service requests collected in 24 hours Missed service requests Customer satisfaction Pounds of recyclables per household 7.1-13

and access is logged. Technical controls include multiple levels of firewalls located at the City and at the Internet provider. An Intrusion Detection and Prevention system proactively monitors network traffic for anything malicious. Daily reports are reviewed for action. Network segmentation and access control lists limit access to critical systems such as 911 and water plants from the rest of the network. Administrative controls include computer, email and Internet appropriate use policies.

The City's Emergency Management Plan includes actions and steps related to managing a major cybersecurity incident, and includes an agreement with AT&T to respond and provide resources to help mitigate the incident. The City maintains Privacy and Network Liability insurance to cover the cost of recovery and remediation following a cybersecurity breach.

The City is a partner with security programs, such as the FBI's Infragard, to ensure IT can receive sensitive security notifications and education. The citizen volunteer Technology Commission is charged with researching and advising on cybersecurity within the City's technology systems. Feedback related to cybersecurity from a customer perspective from the newly established citizen Technology Commission is involved in building the IT business plan.

6.2c. Safety and Emergency Preparedness , 6.2c(1) Safety

The City provides a safe environment for customers and employees through the following methods:

- Documented risk and safety procedures manual provided to all employees through department training and on the extranet
- Safety and risk information provided to new employees during the onboarding process
- Central Safety Committee quarterly meetings identify safety needs, review claims and identify safety grant opportunities
- Downloadable risk toolbox contains forms and procedures for employees
- Standardized insurance requirements for suppliers and standard liability waivers for departments
- Streamlined claims processing process
- Incident/accident tracking and review completed by staff and the insurance provider through AARs
- Coordination of defensive driving for all employees who drive City vehicles and documentation of CDL requirements
- Provision of safety training specific to department needs
- Participation in special events review and technical advisory committees
- Customer "how to file a claim" process available online
- Central safety committee responds and reviews using PDSA following an incident
- Fire and police risk and safety audits for all facilities

6.2c(2) Business Continuity

Guided by the Emergency Disaster Plan, the City has a four-phase PDSA process for ensuring business continuity.

1) Ready – In addition to COOP, COG and CERT training, (section 5.1b(1)) City departments have extensive plans in place to ensure readiness in case of a disaster. Special rescue teams, such as swift water and trench rescue, search and rescue and police SWAT teams, regularly train and prepare for emergencies. Several employees have extensive experience responding to regional and national disasters as part of Tennessee Task Force One.

The Emergency Management plan identifies the process to obtain additional support through county, state and federal emergency management agencies and mutual aid. GFD is actively involved in the state fire mutual aid program and is responsible for regional coordination of the program.

Disaster supplies and equipment, such as extra portable generators, chainsaws, batteries and medical supplies, are maintained for emergencies. On-call contracts are in place for emergency services and supplies such as electrical repairs, traffic signal repairs, debris removal and medical supplies. Purchasing cooperatives also provide quick access to a variety of services from areas outside the mid-south in case of regional disaster situations.

A backup public safety answering point is located at Fire Station 4 to ensure continuity of public safety services. This backup dispatch center is tested quarterly and has full 911 and computer aided dispatch capabilities to allow immediate relocation or expansion of dispatch. In the event of a catastrophic disaster, the City has a communications vehicle that provides satellite Internet access, satellite telephones, backup public safety radios and communication interoperability with other government agencies.

The City utilizes the FirstNet priority broadband service to equip first responders with resilient cellular broadband communications capability. Satellite phones and radios are also available for key staff in the event that land-based and cellular telephone services are unavailable. The Public Safety Radio System has redundancy to ensure reliability as well as the ability to operate in direct mode in the event of repeater loss.

All critical buildings have emergency generators in the event of power outage. All three refueling locations also have emergency power and the City contracts with vendors to refill fuel tanks quickly as needed. Two water plants and water storage facilities, as well as two above ground tanks, help assure adequate water supply for civic use and fire emergencies. Emergency generators assure power for water pumps, as well as sewer lift stations. Public Works has equipment to allow clearing and repair of damaged roads, water mains and sewer systems to maintain basic services.

The City actively participates in the County Hazard Mitigation Committee. The Hazard Mitigation Plan identifies projects to enhance resiliency to disasters. This also enables the City to apply for Federal Hazard Mitigation grants as they become available.

A robust outdoor warning siren system provides notification to the community in the event of a tornado warning. This system is controlled and maintained by the City. An online software system is used to monitor weather warnings from the National Weather Service to verify if a tornado warning affects the City before sounding the sirens. Additionally, the City has a weather monitoring and camera system to monitor local weather.

2) Respond - The City's Emergency Management Plan identifies procedures and processes for handling large-scale emergencies and disasters. The plan is activated by the Fire Chief to direct the various emergency support functions required for effective disaster response and is formatted in a manner similar to the Tennessee and Federal plans. This plan identifies the role of each City department. Identified emergency operations centers serve as hubs for key staff to come together to coordinate disaster response.

During an emergency or disaster, the City's Continuity of Operations/Government (COOP/COG) Plan is activated to ensure that the City is able to continue to function and provide critical services to the community.

3) Review – After action reports are conducted with representatives from each affected department following any disaster or large-scale emergency response. Results, including opportunities for improvement, are shared across departments. Because of Germantown's involvement in state and federal emergency response, the City benefits from learning related to these deployments and uses this information to update and improve local response plans.

4) Revise – Results of the after action report are used to improve the Ready and Respond stages of the City's emergency response plan. Improvements from recent years include implementation of FirstNet priority broadband service, development of additional on-call emergency contracts, the addition of a swift water rescue team and implementation of an amateur ham radio class for residents.

7. Results, 7.1 Product and Process Results

Key outcomes for public safety, Germantown's most important customer requirement, include the crime rate (7.1-1), speed of answer for 911 calls (7.1-2)and cardiac arrest survival rate (7.1-3). Public safety efficiency results efficiency also appear in 7.1-b.

The crime rate in Germantown remains remarkably low, outperforming Baldrige and local benchmarks (7.1-1).

Figure 7.1-1 Crime rate per 1,000 populations
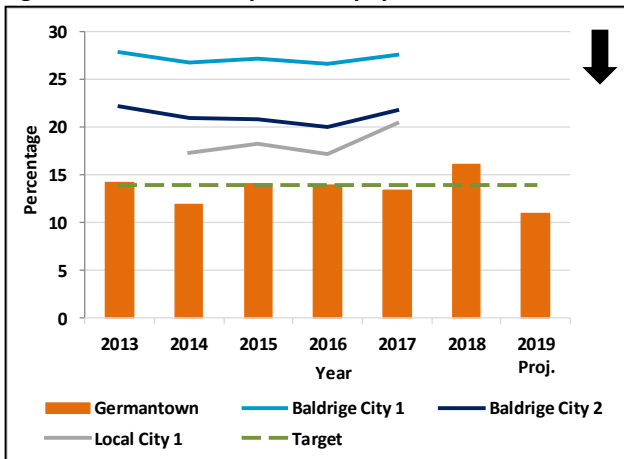
In calendar year 2018 the number of part one crimes rose approximately 19%. A review indicated a significant increase in shoplifting and thefts from motor vehicles. The trend was observed in the fourth quarter of 2017 and the first quarter of 2018. In the first quarter of 2018 a three-officer Special Enforcement Team was created to combat spikes in specific offenses and conduct traffic initiatives. Throughout 2018 the department assigned additional resources and partnered with neighboring agencies to combat shoplifting. The Special Enforcement Team also coordinates with local businesses to enhance enforcement efforts. As a result, both thefts from motor vehicles and shoplifting offenses are down and the overall crime rate has remained below target for the three most recent quarters. As of September 2019 Germantown's projected calendar-year crime rate is 11.0 based on the two available quarters.

Figure 7.1-2 911 calls answered in less than 10 seconds
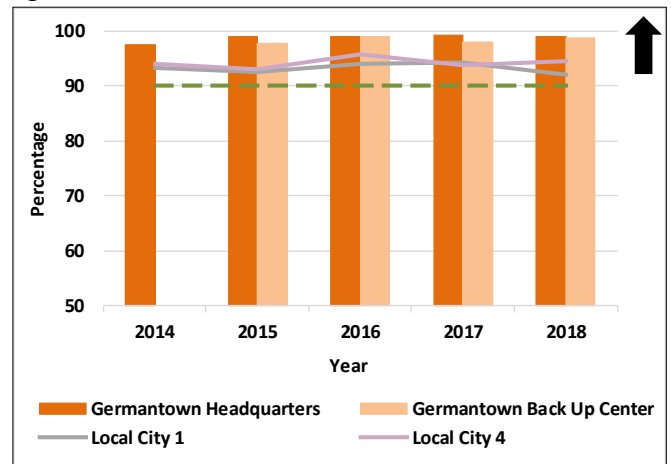
Figure 7.1-3 Cardiac arrest survival rate*
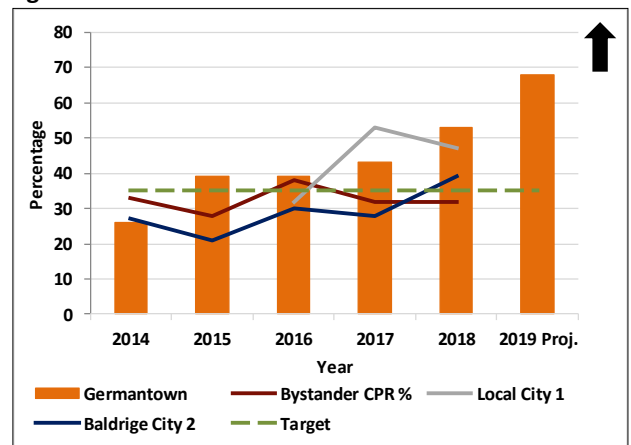
In 2015, the Fire Department adopted the "team lead" patient care model for coordinated patient care versus traditional sequential care (7.1-3).

Key results for Germantown's other key service offerings appear as follows: Education (7.1-4 through 7.1-7); Economic Development (7.1-8 and 7.1-9); Utilities (7.1-10 and 7.1-12) and Sanitation (7.1-13).

Figure 7.1-4 Graduation rate

Figure 7.1-7 GMSD –Advanced Placement students with scores 3+

Education: While the City does not operate GMSD, its creation has allowed for local control resulting in an improved learning environment through capital investment and operational support.

Key GMSD Education outcomes include graduation rate (7.1-4) and college/career readiness (7.1-5). 56.7% of students were college ready in FY17 (7.1-5). Fiscal year 2018 data is not available due to the state's transition to a new measure. GMSD has the highest district ACT score in the state for the fourth consecutive year (7.1-6).

Economic Development: Elastic tax demonstrates the success of the economic development strategic plan (7.1-8). Property vacancy indicates economic activity and capacity for growth. The office vacancy spike in 2018 is due to the addition of 150,000 SF of office space, of which only 50,000 SF is still available (7.1-9). See 7.5a(2) for additional Economic Development results.

Figure 7.1-5 GMSD college and career readiness

Figure 7.1-8 Ratio of elastic tax revenue to total revenue

Figure 7.1-6 GMSD average ACT score and percent scoring 21+
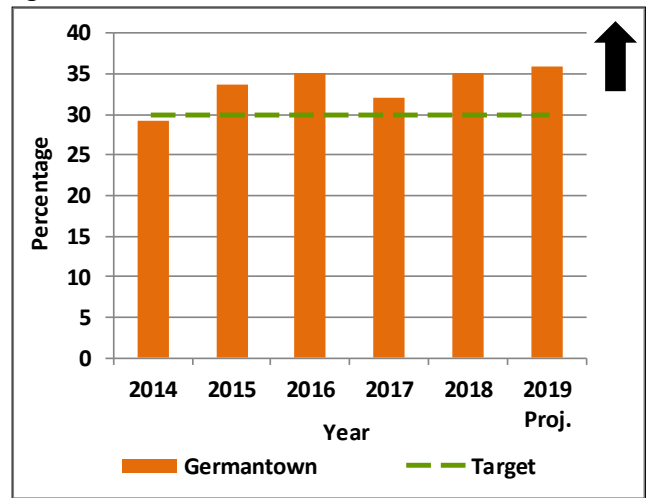
Figure 7.1-9 Retail and office vacancy rate
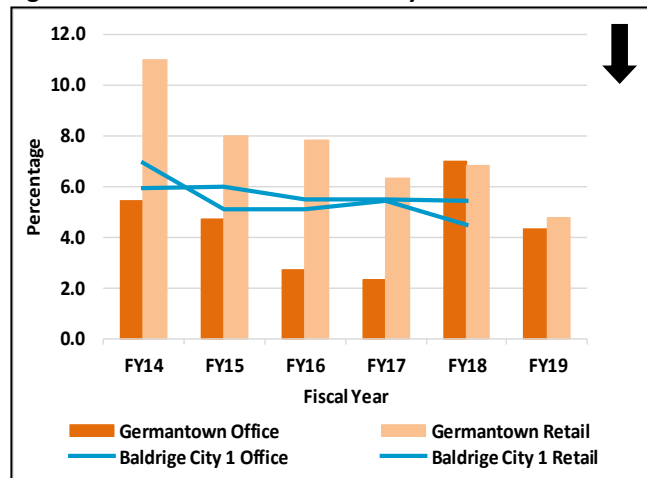
Utilities/Sanitation: Biennially, the potable water system is graded by TDEC (7.1-10). Water system availability (7.1-11) is also monitored to ensure that customer and fire suppression needs are met. Water Hardness (7.1-12) impacts the way potable water feels

and tastes. Testing allows staff to make treatment adjustments to make the water more pleasing to the City's customers. Additional results for water quality can be found in 7.4a(5).

Figure 7.1-10 Safe drinking water
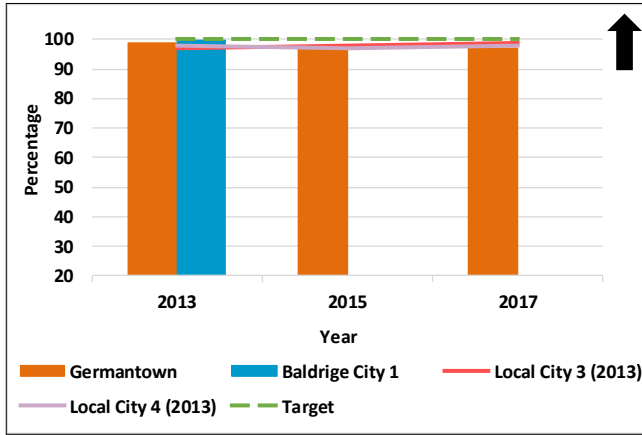
Figure 7.1-11 Water system availability
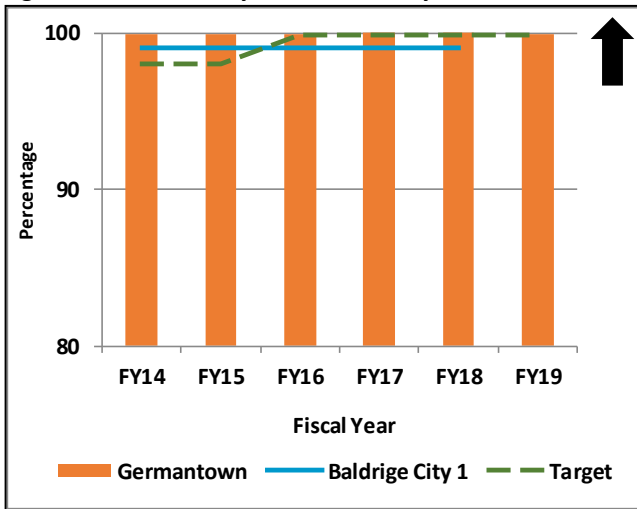
Figure 7.1-12 Water hardness
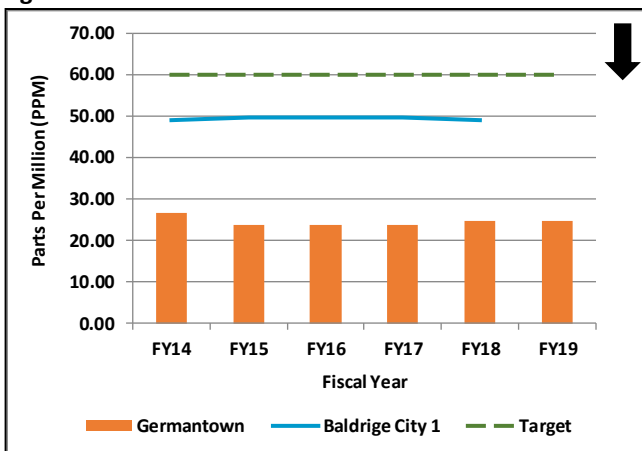
Other key outcome measures include recycling results (7.1-13). Efficiency measures for these processes can be found in 7.1-19 through 7.1-21.

Figure 7.1-13 Tons of recyclables per 1,000 population
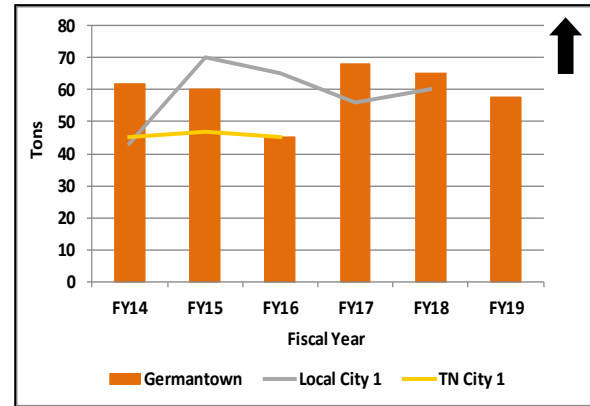
Recyclables tonnage was impacted by the closure of the recycling processing facility for nine days due to a fire and equipment failures. It is estimated that 81 tons of recycling were diverted during the closure. Recycling was also impacted by a campaign to reduce contamination in the recycling stream, which is also suspected to have impacted tonnage. The City is working with the collection contractor to verify that this is the case.

Figure 7.1-14 Satisfaction: Germantown as a place to live
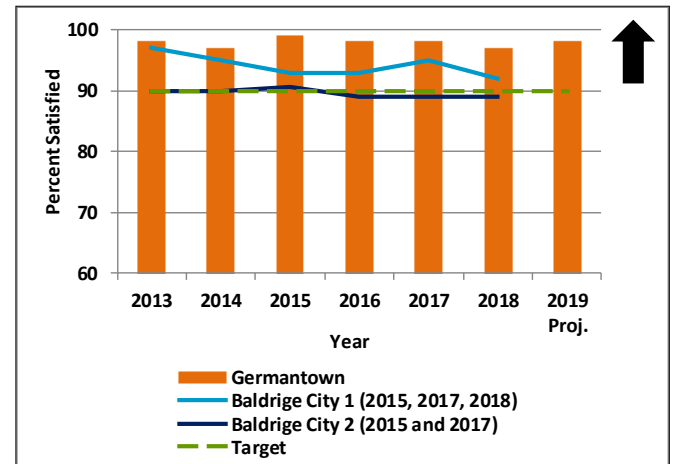
Figure 7.1-15 Overall value of City services for tax dollars
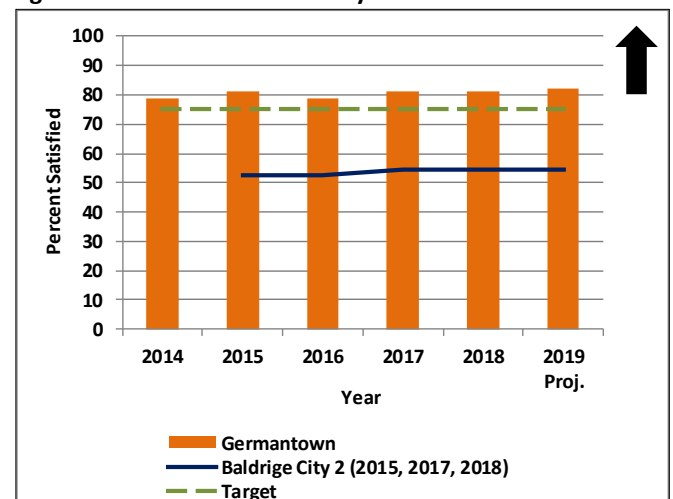
Figure 7.1-16 Value of City services for tax dollars segmented

7.1b. Work Process Effectiveness Results
7.1b(1) Process Effectiveness and Efficiency
Key results for process effectiveness and efficiency include walkability and transportation (7.1-17 and 7.1-18), which support development. Public safety effectiveness and efficiency results public safety processes (police and fire), appear in section 7.1b(2).

Figure 7.1-17 Central Business District Walkscore

The walkscore of the Central Business District (7.1-17) is improving with each new business, bike lane, sidewalk and other amenities that are added with new developments and City-funded streetscape/ROW improvements.

Figure 7.1-18 Pavement condition index

The Pavement index (7.1-18) is based on annual pavement condition indexing performed by staff and indicates the general quality of roadway surfaces within the City.

Utility and sanitation results for efficiency and effectiveness include: accuracy of utility bills (7.1-19), sewer system back-ups (7.1-20)and solid waste concerns (7.1-21).

Figure 7.1-19 Accuracy of utility bills

Figure 7.1-20 Number of sewer system backups*

The City is using camera inspections and new technology to line sanitary sewer pipes to prevent backups (7.1-20).

Figure 7.1-21 Solid waste concerns by type and percentage resolved in 24 hours or less
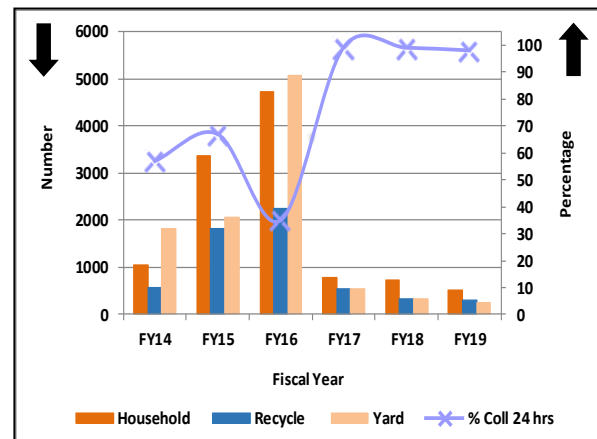
The sanitation contractor was terminated in late FY16 and replaced with a more effective contractor in FY17 (7.1-21).

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Additional results for process effectiveness and efficiency include fleet availability (7.1-22), information technology availability and security results (7.1-23 and 7.1-24).

Figure 7.1-22 Fleet availability
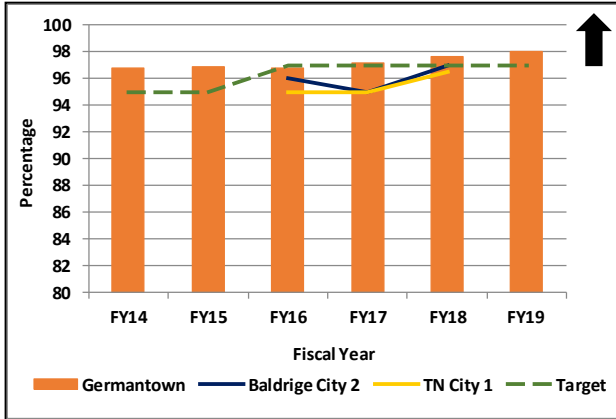
Fleet Services was selected as one of The 100 Best Fleets in America for the past three consecutive years. As a first time applicant in 2018, Fleet Services was also honored in the top 50 Public Sector Fleets (7.1-22).

Cybersecurity breaches

A daily Threat Management Report is reviewed and acted upon each morning. Systems are continuously monitored and staff is alerted of suspicious activity, infections and phishing. System cybersecurity software is updated daily. In five years, there have been no cybersecurity incidents resulting in measurable loss.

Figure 7.1-23 IT availability
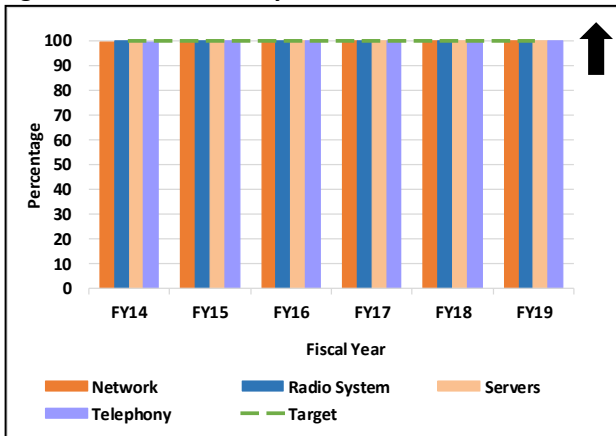
Figure 7.1-24 Overall phish-prone percentage*
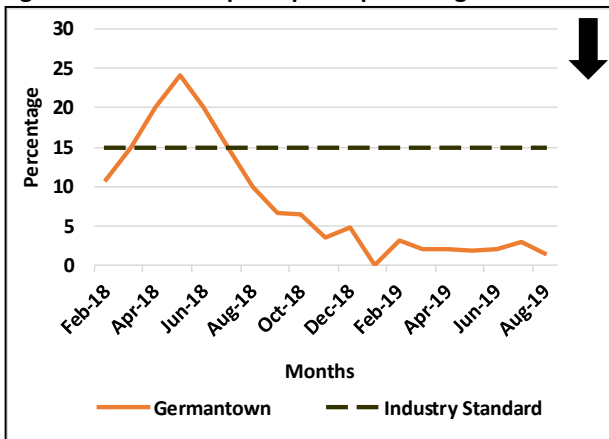
In addition to overall IT availability, a key cybersecurity result is the percent of users who fall for phishing scams (7.1-24). In May 2018, the City began mandatory security awareness training. Simulated phishing attempts continue throughout the year to identify employees who need additional training.

7.1b(2) Safety and Emergency Preparedness
Results for safety and emergency preparedness include process effectiveness and efficiency results for the police and fire departments. Key results include response times for both police (7.1-25 and 7.1-26) and fire (7.1-27).

Figure 7.1-25 Police emergency response time*
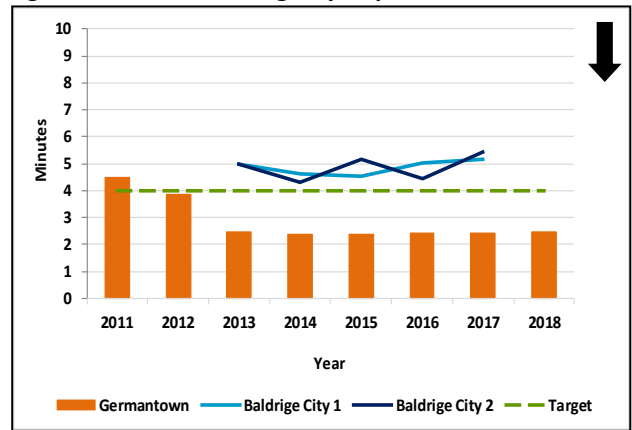
Figure 7.1-26 Police non-emergency response time
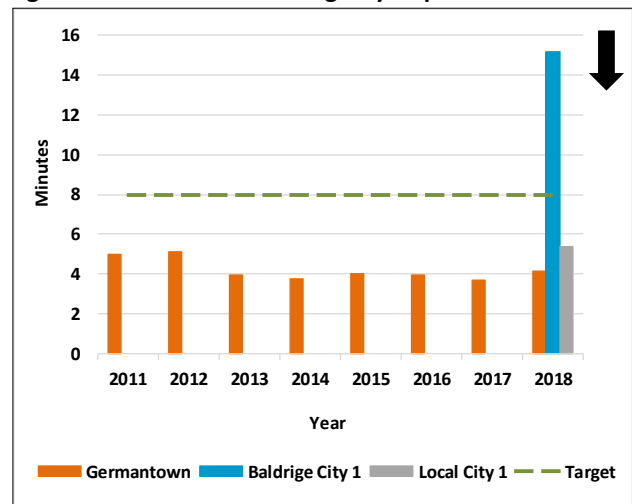
The police department continues to out-perform the target of four minutes. For the five year period emergency response times averaged 2.4 minutes with a maximum deviation of .11 minutes (7.1-25). Non-emergency response times also out-perform the standard of eight minutes. For the five year period non-emergency response times averaged 3.88 minutes with a maximum deviation of .33 minutes (7.1-26). A Six Sigma project was initiated in FY11 after response times began to increase.

Figure 7.1-27 Fire response time*
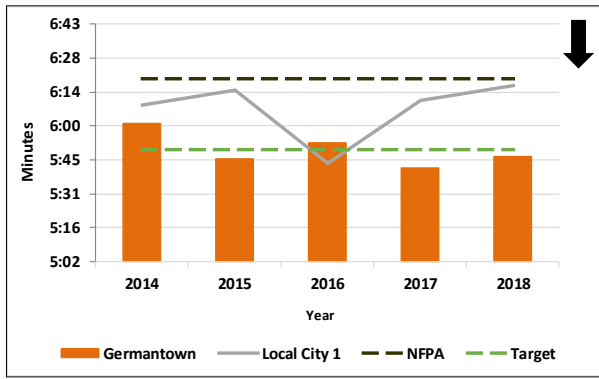
In 2014, Locution Station Alerting system technology was implemented to improve fire response times (7.1-27).

Additional Fire Department efficiency and effectiveness measures include percent of investigations solved (7.1-28), percent of fire code issues resolved within 90 days (7.1-29) and fire loss ratios (7.1-30 and 7.1-31). Results for preparedness are reflected in training hours (7.1-32 and 7.1-33) and customer satisfaction with the City's emergency preparedness (7.1-34).

Figure 7.1-28 Fire investigation solve rate
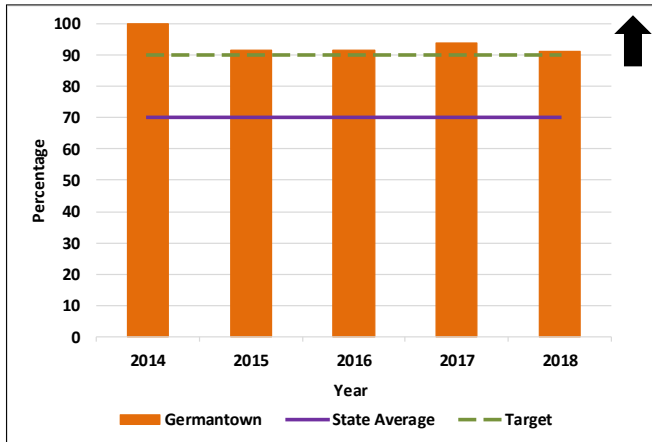
Figure 7.1-29 Fire code violations corrected within 90 days
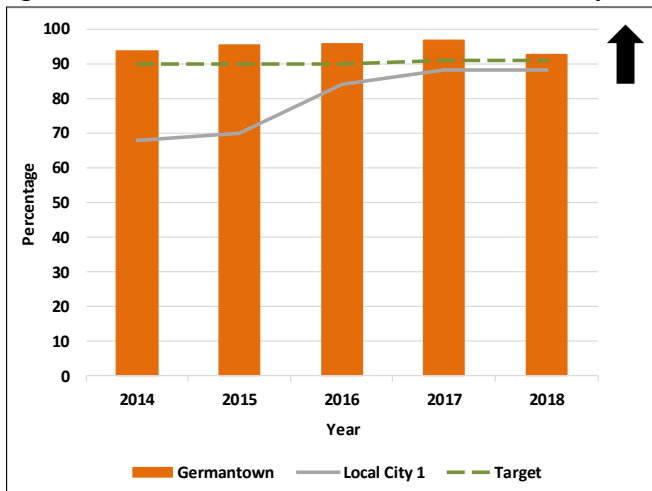
Figure 7.1-30 Ratio of total estimated value of fire loss to total appraised value of commercial property
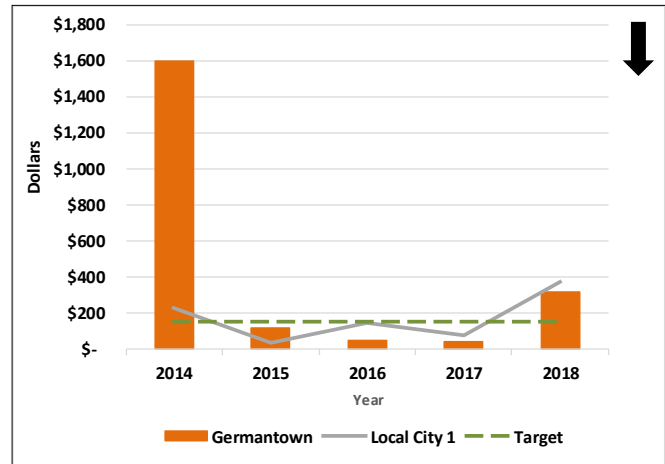
In 2014, a single high dollar loss incident resulted in significant loss. Afterward, commercial dollar loss has remained at historically low levels (7.1-30).

Figure 7.1-31 Ratio of total estimated value of fire loss to total appraised value of residential property
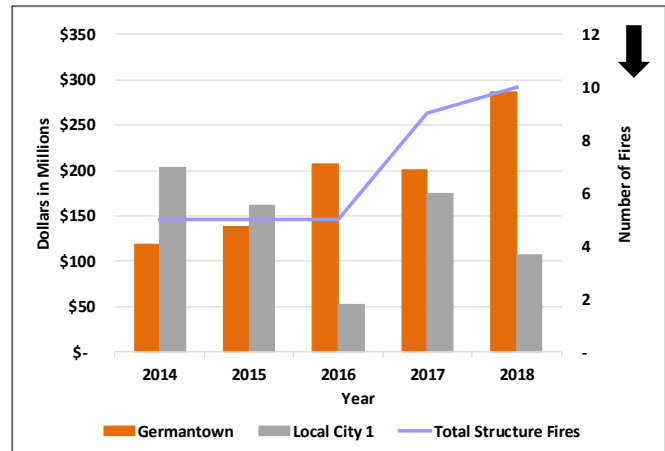
The number of fires at residential structures has increased since 2016. In 2017 and 2018 there were fires that occurred at high value residential properties, resulting in higher losses (7.1-31).

Figure 7.1-32 Average training hours per fire fighter
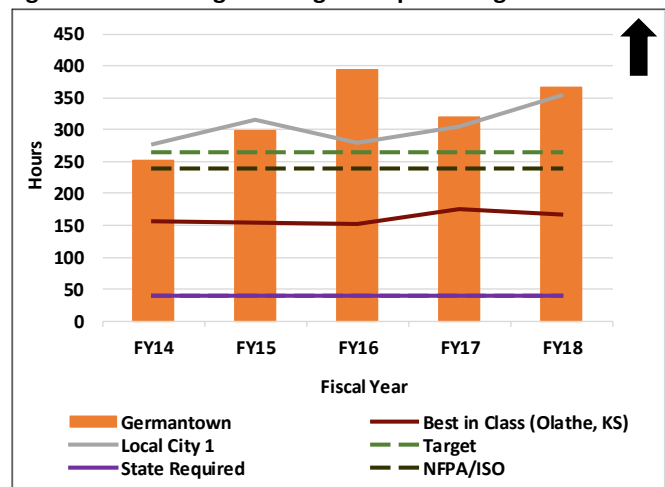
Figure 7.1-33 Average training hours per police officer
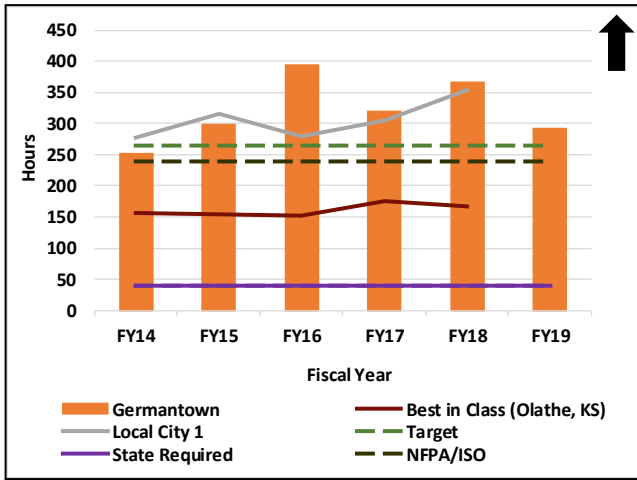
The decrease in average training hours per fire fighter can be attributed to a large number of new-hires who receive extensive on the job training but do not have the total hours offered tenured personnel. In addition, the fire department did not repeat the technical rescue training courses offered in FY18.

Active Shooter Training In 2018, Germantown Police developed a course to teach citizens how to respond to active shooters and critical incidents. In 2018 this course became popular and was taught to over 1,600 people including city employees, local city and county schools, private schools inside and outside of Germantown, businesses, medical and surgical centers and retirement communities.

Figure 7.1-34 Emergency preparedness
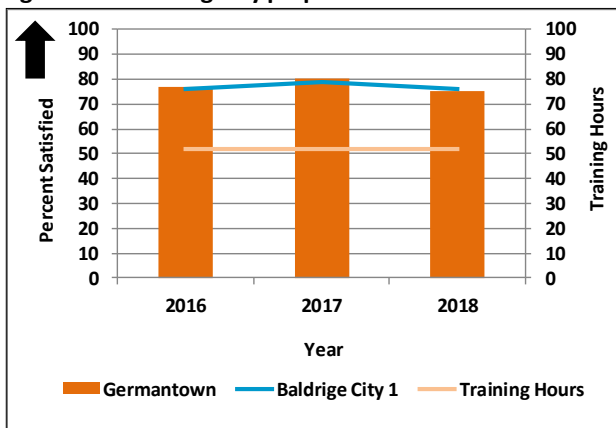
Figure 7.1-35 Business continuity testing

CATEGORY	2014	2015	2016	2017	2018
911 Center	100%	100%	100%	100%	100%
Communication	100%	100%	100%	100%	100%
Business	100%	100%	100%	100%	100%
Emergency Management	100%	100%	100%	100%	100%

Figure 7.1-36 TOSHA &OSHA violations corrected

	2013	2016	2018
Violations Corrected	100%	100%	100%
Target	100%	100%	100%

7.1c Supply-Network Management Results
The City's most significant supply network results are inventory accuracy (7.1-36) and vendor performance (7.1-37).

Figure 7.1-37 Inventory accuracy*
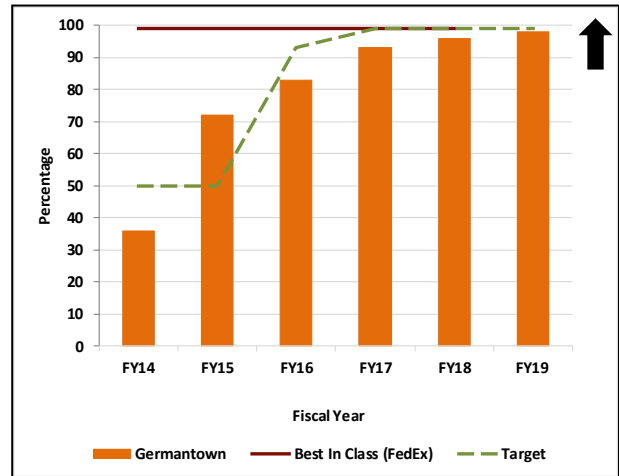
The City's inventory accuracy continues to increase due to the implementation of cycle counts and just-time purchasing of products (7.1-36).

Figure 7.1-38 Vendor performance survey
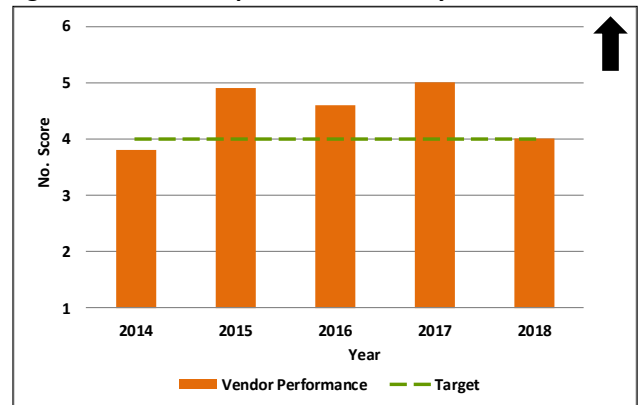
7.2 Customer Results, 7.2a(1) Customer Satisfaction
Overall citizen satisfaction is shown in figures 7.2-1 and 7.2-2. Additional measures of satisfaction appeared in 7.1a as a place to live (7.1-14)and value for tax dollars (7.1-15, 7.1-16).

Figure 7.2-1 Satisfaction with the City's overall job of providing high quality services
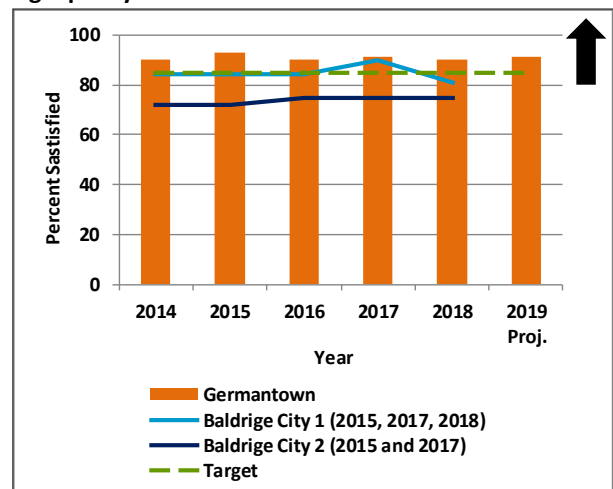
Figure 7.2-2 Satisfaction with overall image and reputation of Germantown segmented by area of residency
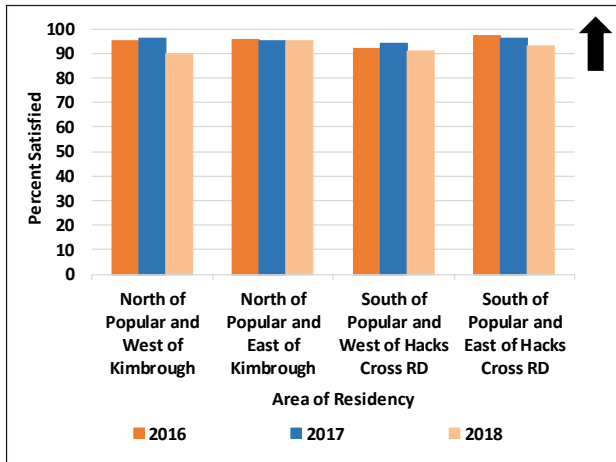
Figure 7.2-5 Safety in Germantown compared to other cities segmented by area of residency
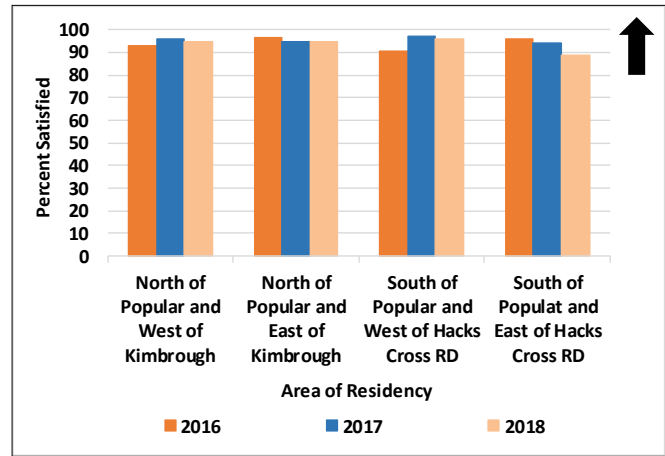
Citizen satisfaction by service offering is shown in aggregate in Figure 7.2-3. Results for satisfaction by individual product are shown immediately after, in the same order as the chart below.

Figure 7.2-3 Overall satisfaction

Results for satisfaction with public safety:

Figure 7.2-4 Safety in Germantown compared to other cities
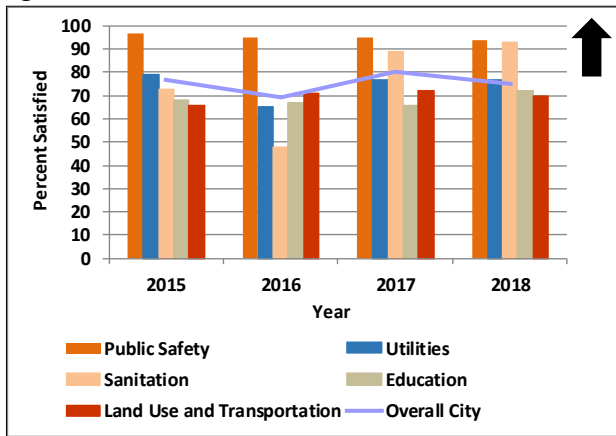
Figure 7.2-6 Satisfaction with police services
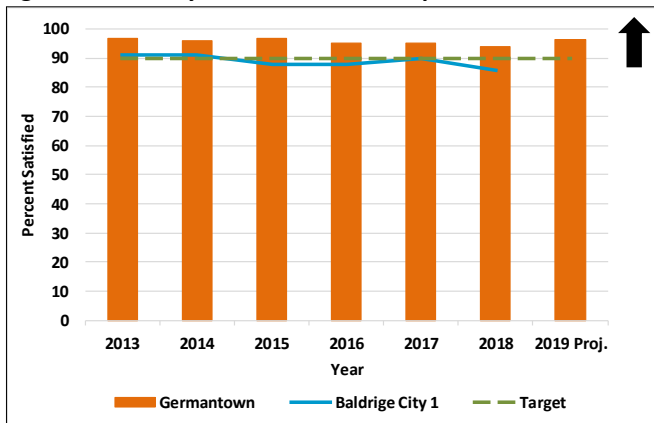
Figure 7.2-7 Satisfaction with fire services
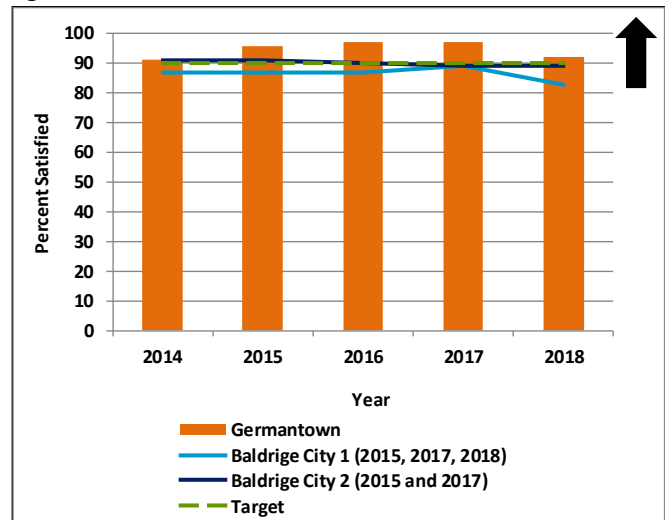
Figure 7.2-8 Satisfaction with fire services based upon after-incident survey
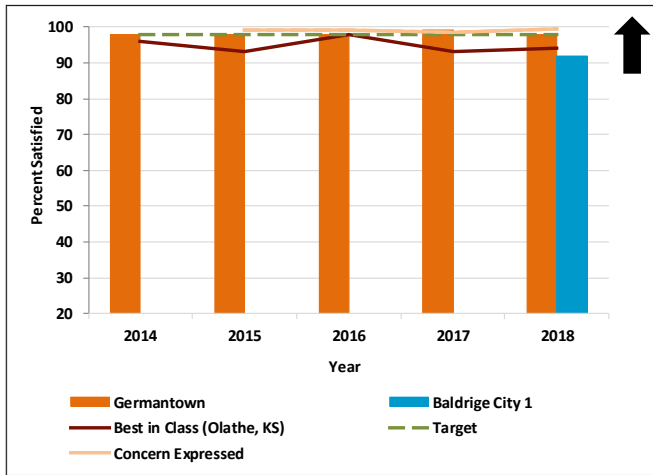
The main drivers of overall fire satisfaction (7.2-8) are concern expressed (99.8%) and courtesy of personnel (99.5%). Department training focuses on these two drivers.

Figure 7.2-9 Satisfaction with public safety response time

Figure 7.2-10 Satisfaction with response time when called segmented by area of residency

Figure 7.2-11 Satisfaction with the professionalism of public safety responders
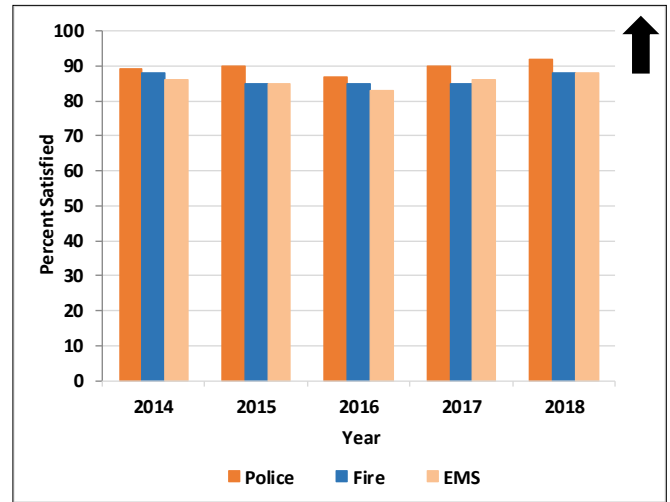
Results for satisfaction with Utilities:
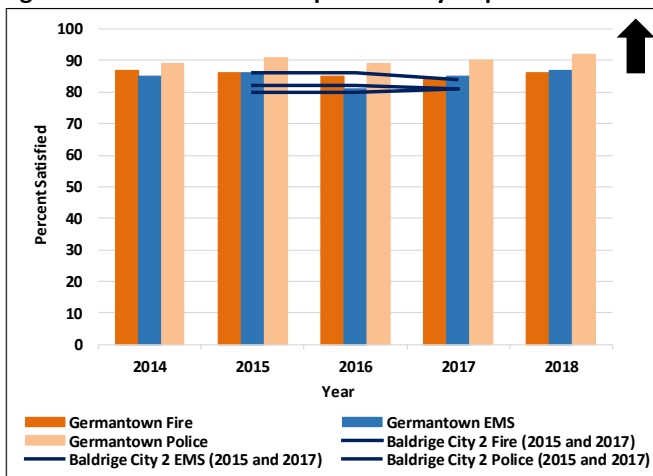
Figure 7.2-12 Satisfaction with utilities
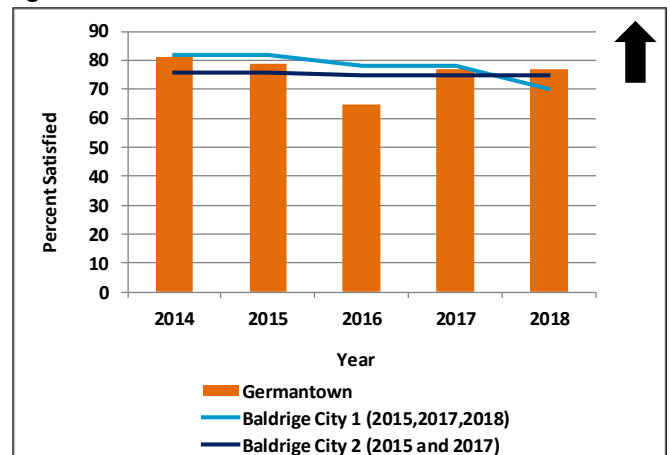
Because sanitation collection is billed with utilities, many customers associated their dissatisfaction with the underperforming sanitation contractor with utility service. The contractor was replaced in late 2016.

Figure 7.2-13 Satisfaction with water taste, smell and pressure
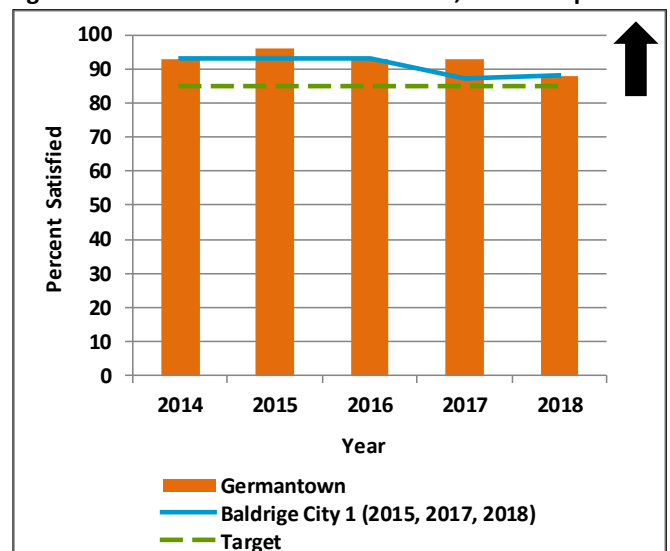
Results for satisfaction with sanitation processes:

Figure 7.2-14 Satisfaction with solid waste by type
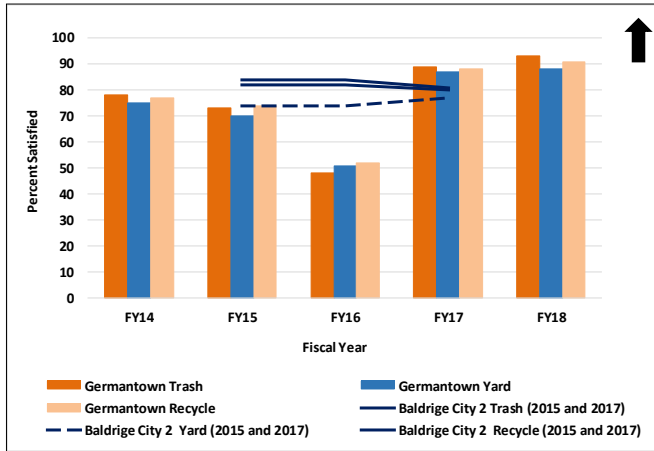
Figure 7.2-14 shows the satisfaction by service type for the past five years. The difficulty with the previous collection contractor is demonstrated in lower satisfaction scores prior to FY17, which saw the launch of the new contract.

Figure 7.2-15 Satisfaction with solid waste by type and area
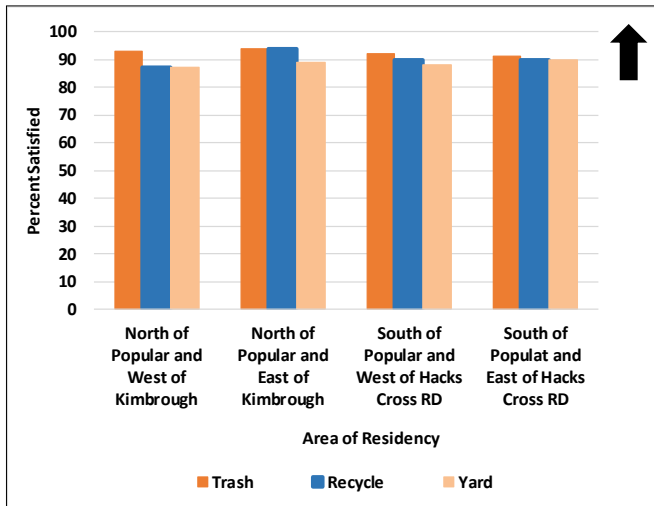
Results for satisfaction with Education:

Figure 7.2-16 Satisfaction with GMSD operations
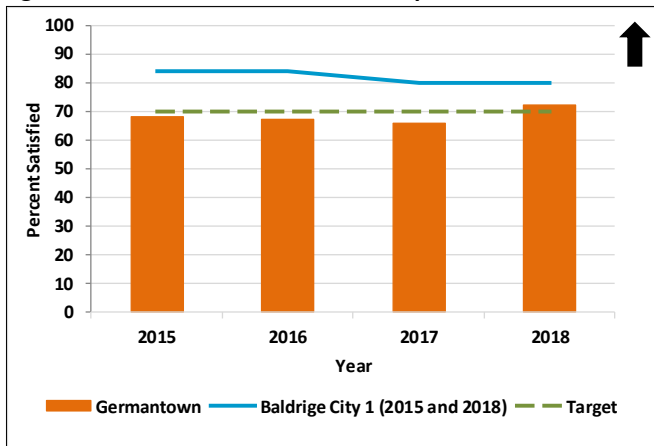
Results for satisfaction with land use and transportation (economic development):

Figure 7.2-17 Satisfaction with code compliance
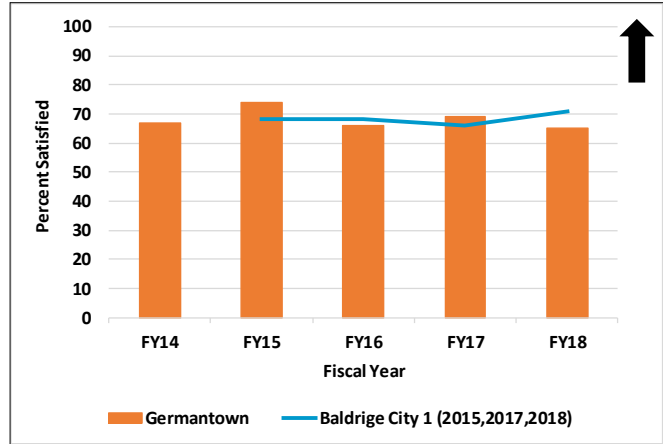
Figure 7.2-18 Satisfaction with traffic flow
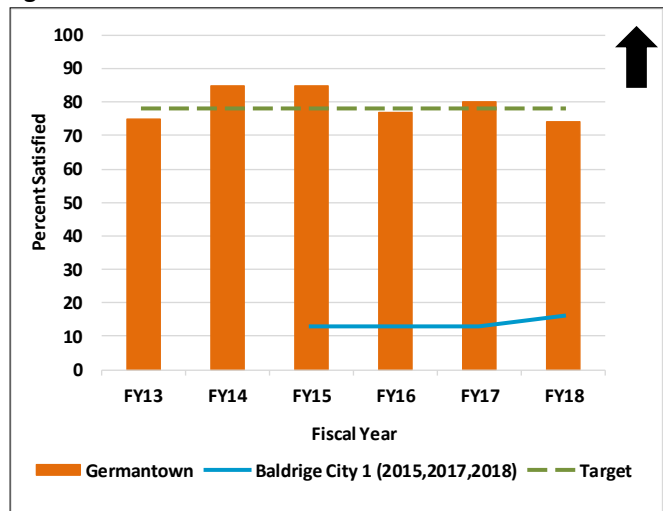
Satisfaction rates were higher in FY14 and 15 after the conclusion of two years of state roadwork along Poplar Avenue (7.2-18).

Results for satisfaction related to support from the City include:

Figure 7.2-19 Satisfaction with City website

40
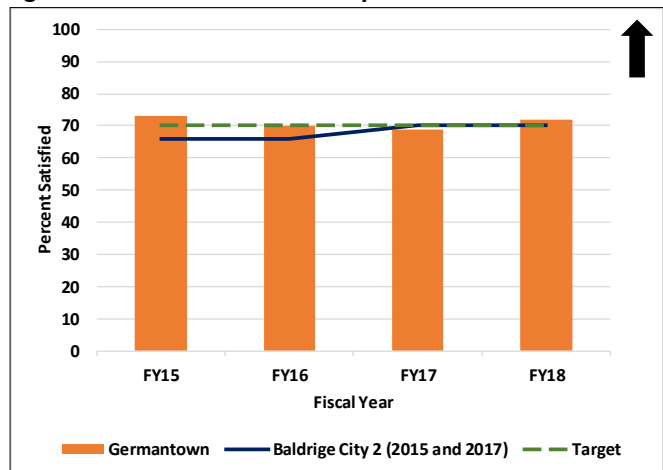
7.2a(2) Customer Engagement

Currently at 71, NPS is City's key measure of engagement. Any score above 50 is considered "excellent."

Figure 7.2-20 Net Promoter Score (NPS)
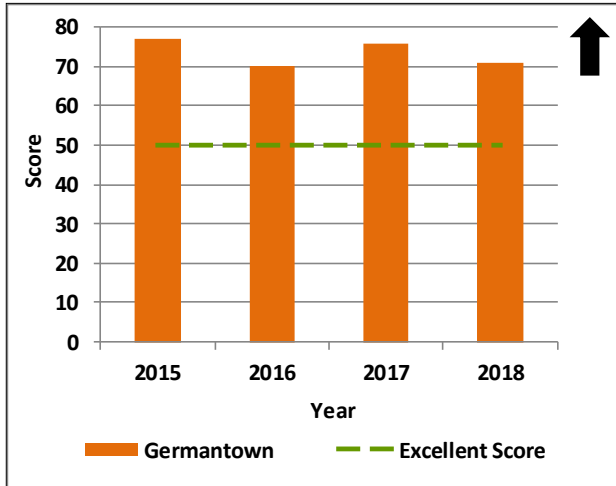
Additional measures of engagement include owner occupied housing (7.2-21), length of residency (7.2-22), citizens projected to stay in Germantown over the next five years (7.2-23) and registered voters who participate in elections (7.2-24).

Figure 7.2-21 Owner Occupied Housing
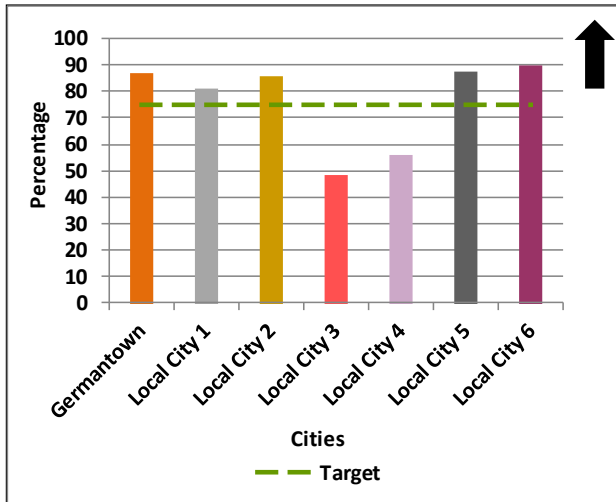
Figure 7.2-22 Length of residency
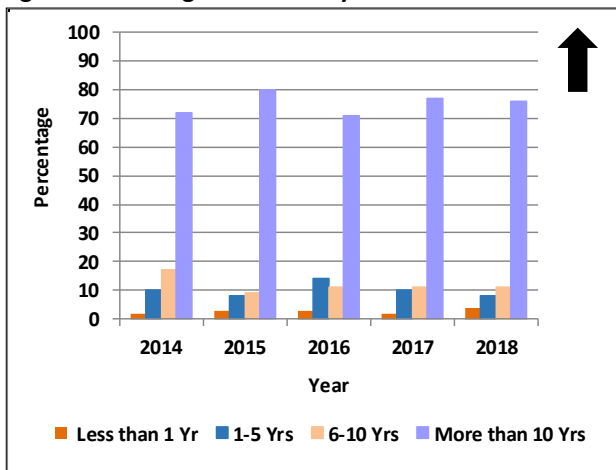
Figure 7.2-23 Residents who plan to stay in Germantown for the next five years
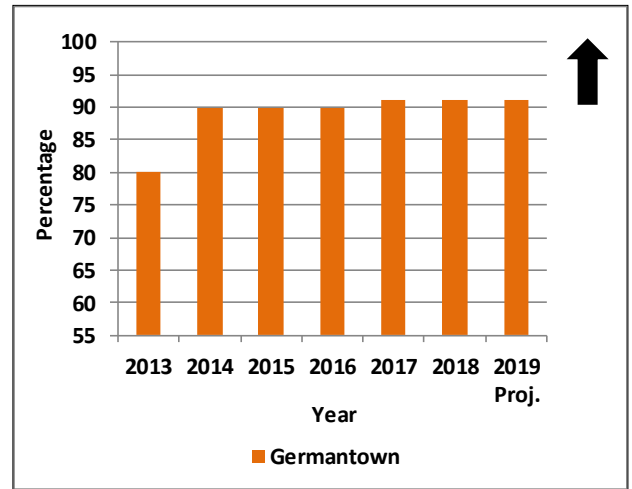
Figure 7.2-24 Percent of registered voters who voted in 2018
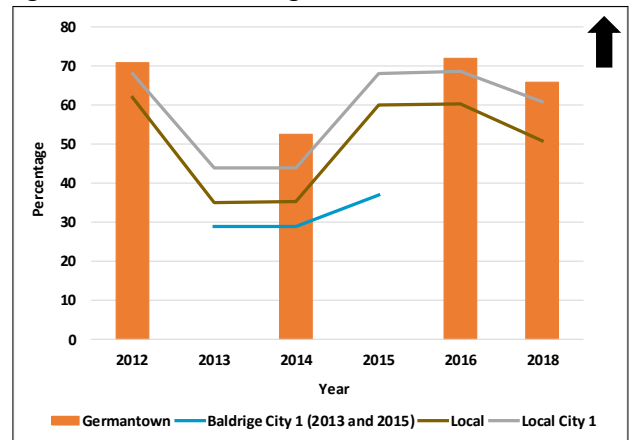
7.3 Workforce Results
7.3a(1) Work force Capability and Capacity

Key results for workforce capacity include time to fill a position (7.3-1), turnover (7.3-2) and tenure (7.3-3).

Figure 7.3-1 Time to fill open positions

Year	Average days to fill
2017	80
2018	75

Figure 7.3-2 Overall turnover

41
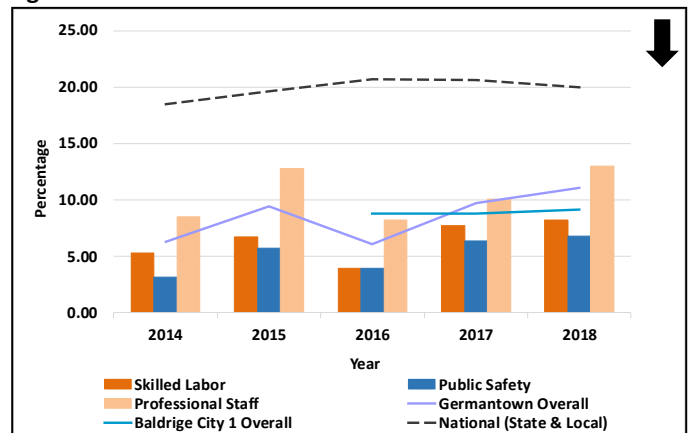
Figure 7.3-3 Percent of tenure employees
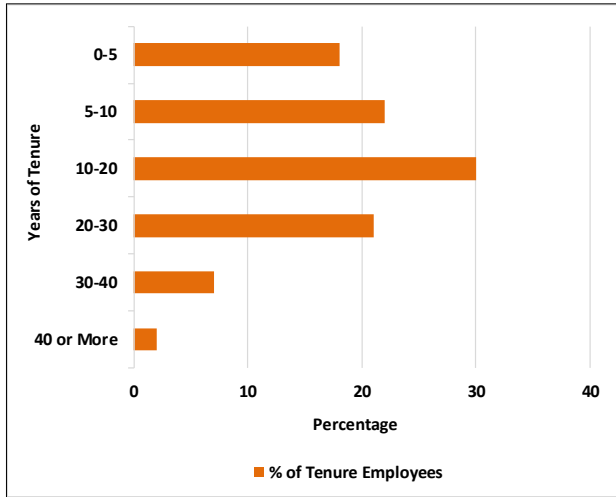
60% of all full-time employees have more than 10 years of tenure and 30% of employees have been with the City for more than 20 years (7.3-2).

Ensuring the workforce is capable of performing assigned responsibilities is demonstrated through certifications and licensure (7.3-4) as well as the City's ability to fill positions with qualified internal candidates (7.3-5).

Figure 7.3-4 Required certification compliance

CERTIFICATION	2014-2018
Firefighter, advanced EMT, Paramedic	100%
Fire apparatus operator, driver	100%
Police – TN POST	100%
APCO Public Safety Telecomm. 1 & IAED Dispatcher	100%
Title VI Administrator	100%
DOT Commercial Drivers License & Water Plant Operator	100%
Waste Water Collection License	100%
Certified Municipal Finance Officer	100%
Civil Engineer	100%
TDEC Erosion Prevention & Sediment Control	100%
ASE & EVT License techs	100%
Master Gas & Refrigeration License	100%

Figure 7.3-5 Internal promotions
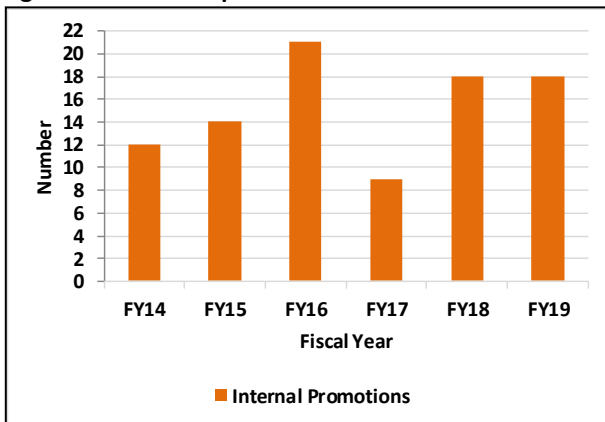
Figures 7.3-6 and 7.3-7 show results from the employee survey for questions related to workforce capacity and capability.

Figure 7.3-6 Employee survey: Ability to recruit the right skills
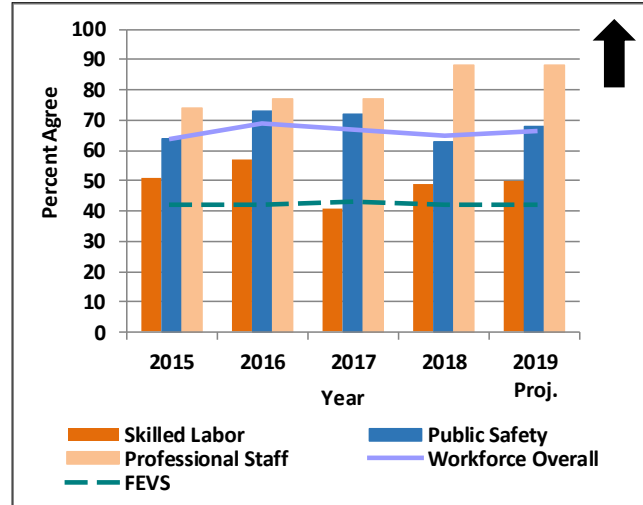
Figure 7.3-7 Employee survey: I have the materials and equipment I need to do my work
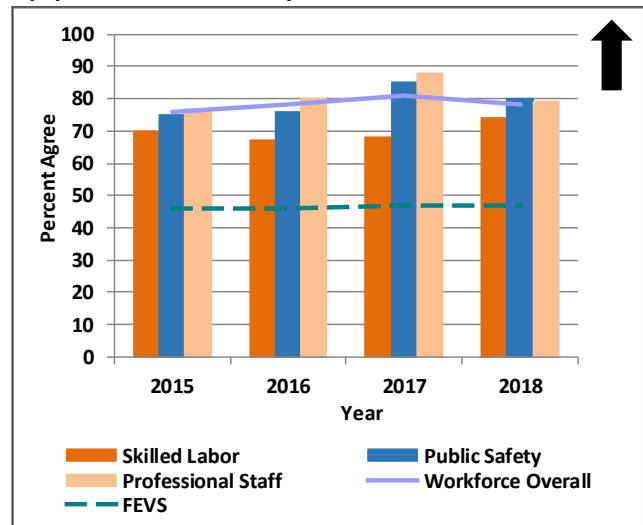
7.3a(2) Workforce Climate

Results for workforce safety include TOSHA/OSHA violations (7.3-8) and employee protection from health and safety hazards on the job (7.3-9).

Figure 7.3-8 Employee safety - total recordable injury rate

42
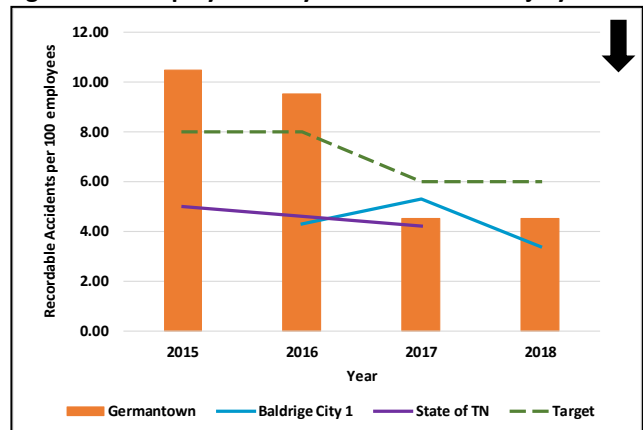
Figure 7.3-9 Employee survey: Protection from health and safety hazards
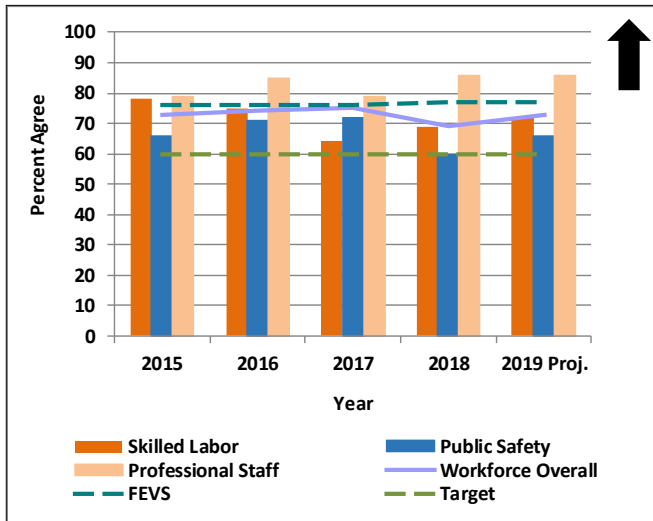
Figures 7.3-10 and 7.3-11 provide results for workforce satisfaction with overall health benefits and employee use of the GAC, a specific wellness benefit. Employee satisfaction with overall benefits is shown in 7.3a(3) below.

Figure 7.3-10 Employee survey: satisfaction with health benefits
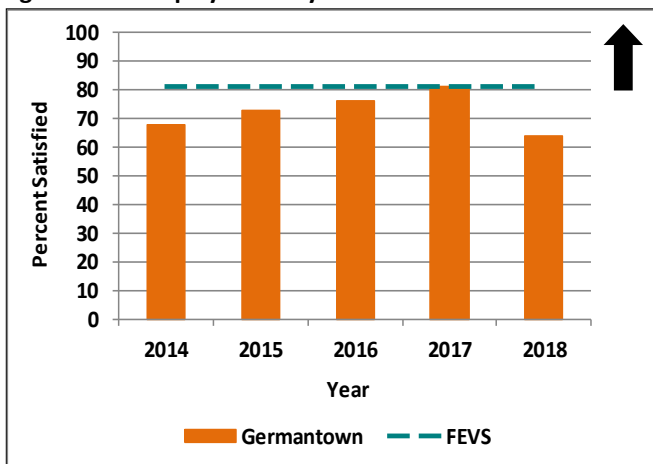
In 2018, the City changed the tier structure for the health plan and increased employee contributions for the first time in four years resulting in the decreased satisfaction level (7.3-10).

Figure 7.3-11 Employee Athletic Club membership
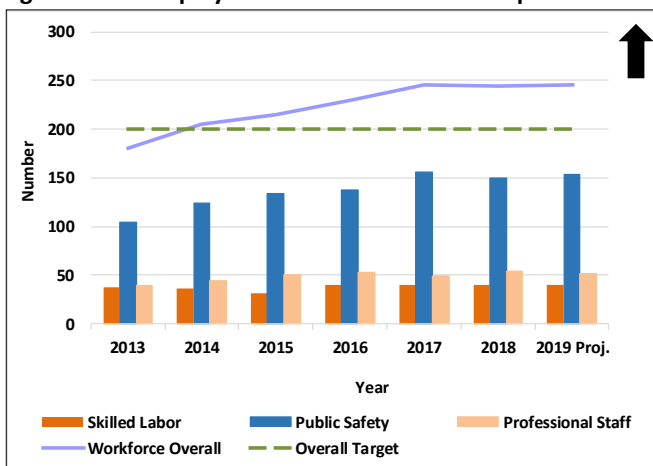
7.3a(3) Workforce engagement

Figure 7.3-12 Overall employee engagement
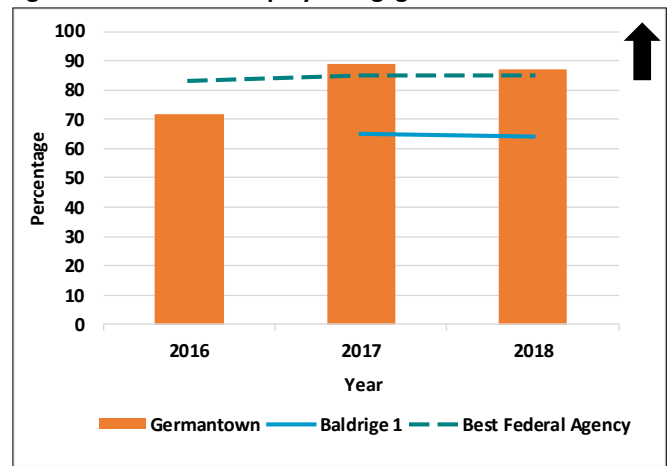
Figure 7.3-13 Drivers of Engagement

MEASURE	OVERALL	PROFESSIONAL STAFF	PUBLIC SAFETY	SKILLED LABOR
Trust and respect for leaders	83%	91%	83%	78%
Satisfaction with opportunity for personal development	78%	81%	84%	65%
Satisfaction with recognition	63%	76%	57%	60%
Satisfaction with benefits	90%	96%	83%	93%
Satisfaction with support from management	91%	93%	82%	87%
Development of trusting relationships	82%	83%	85%	76%
Employee job satisfaction	91%	94%	94%	84%

Figure 7.3-14 Employee survey: overall job satisfaction

43
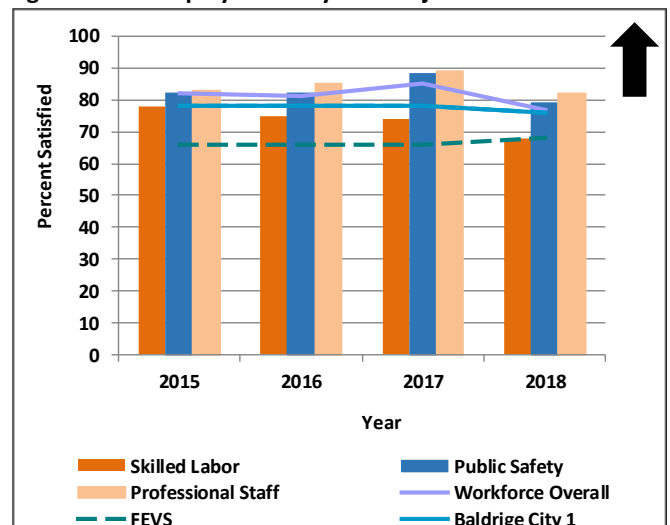
7.3a(4) Workforce Development

Germantown's most significant leader development initiative is the Play Like a Champion program (7.3-15 and 7.3-16).

Figure 7.3-15 Play Like a Champion graduates
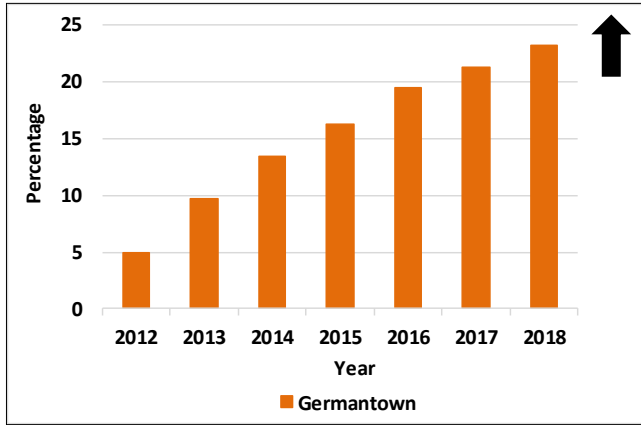
Figure 7.3-16 Knowledge improvement following completion of Play Like A Champion
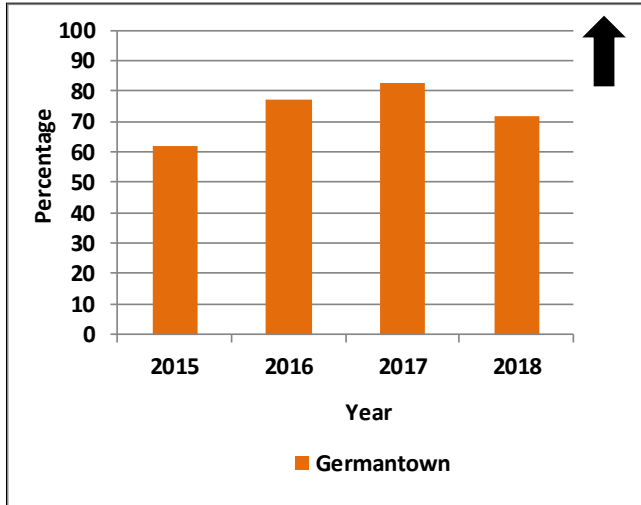
Based on the decrease in knowledge improvement in 2018 (7.3-16), the PLAC Board identified opportunities for improvement for both class participants and presenters. PLAC will resume in 2020.

Figure 7.3-17 Employee survey: I am given a real opportunity to improve my skills
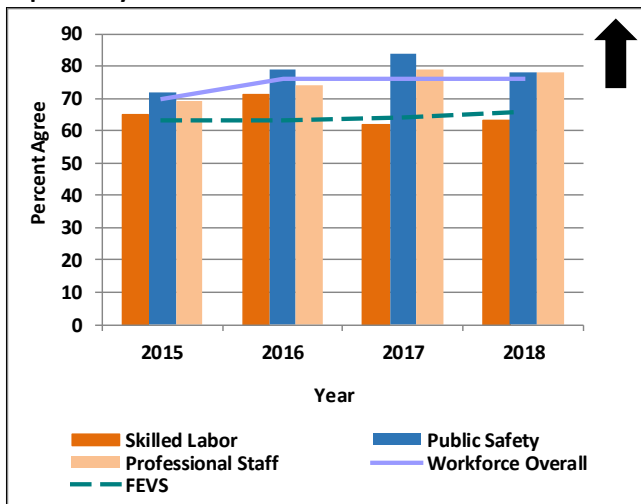
Figure 7.3-18 Satisfaction the onboarding
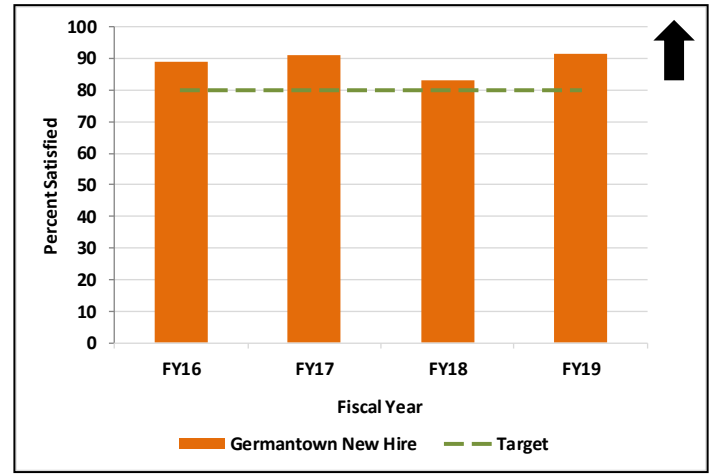
Other workforce development initiatives are department-specific. Figure 7.3-4 shows certifications obtained and 7.1-32 and 7.1-33 show public safety training hours. Overall satisfaction with development opportunities (7.3-17) and orientation (7.3-18) are shown above. Internal promotions were shown in 7.3-5.

7.4 Leadership and Governance Results, 7.4a(1) Leadership

Results for engagement drivers (7.3-12) measure trust and respect for leaders, satisfaction with management support and development of trusting relationships. Additional results for communication with the workforce appear in figures 7.4-1 through 7.4-3.

Figure 7.4-1 Employee survey: I know how my work relates to City goals and priorities
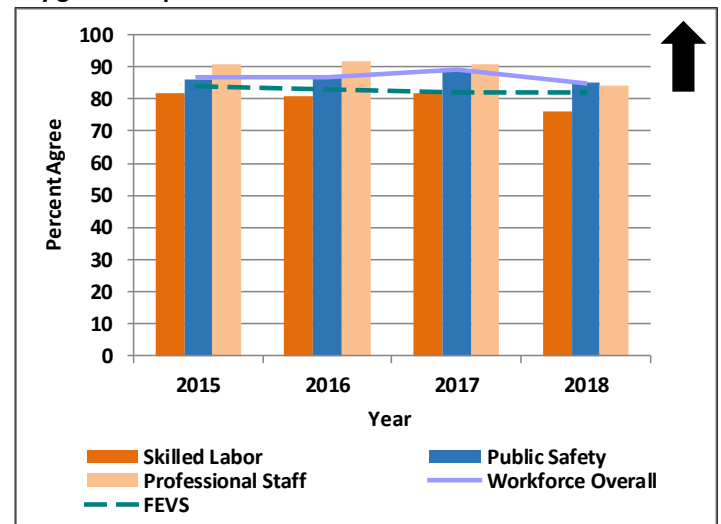
Figure 7.4-2 Employee survey: I have a high level of respect for the City's senior leaders
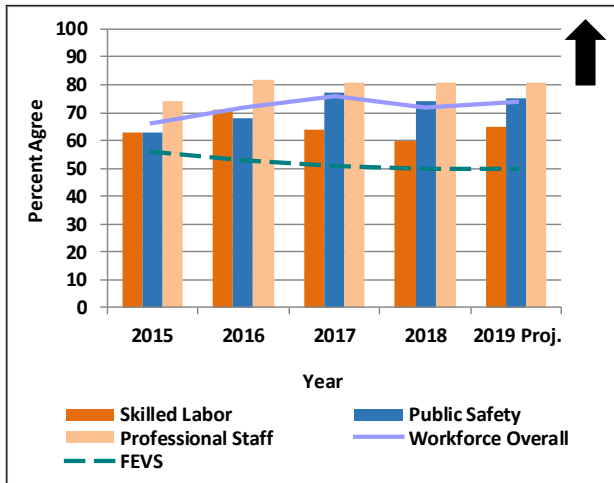
Figure 7.4-3 Employee survey: I have enough information to do my job well
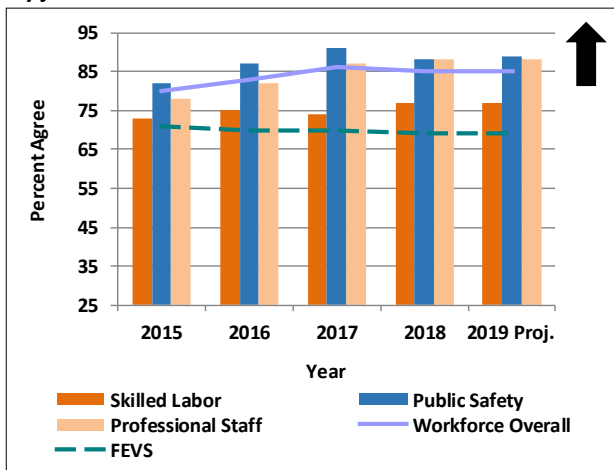
The 2018 Community Survey also captured results on citizen confidence in the City (7.4-4).

Figure 7.4-4 Confidence with the different levels of government
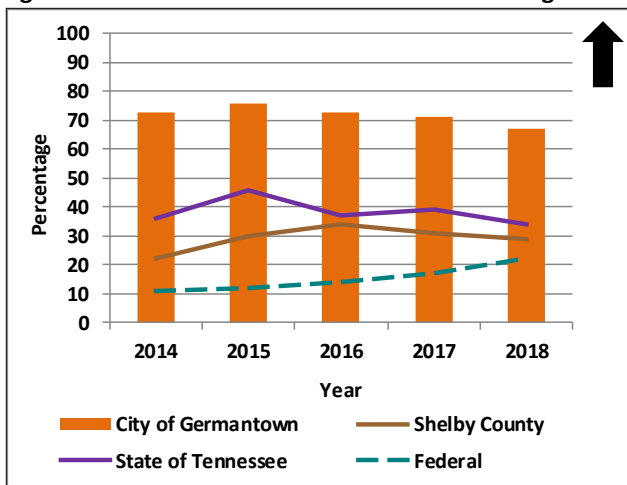
7.4a(2) Governance
The City has perfect record on external audits related to fiscal accountability (7.4-5)

Figure 7.4-5 External fiscal accountability

External Audit Compliance	2012	2013	2014	2015	2016	2017	2018
Audits Conducted	1	1	1	1	1	1	1
Unmodified Opinion (Clean Report)	1	1	1	1	1	1	1
Repeat Findings	0	0	0	0	0	0	0

Credit rating score card: With each bond rating, Standard and Poor's and Moody's conduct extensive surveillance of the City based on four criteria. These studies have resulted in the highest possible rating from each rating agency since 1994.

S&P Global Ratings statement about the City's finances:
• Very strong economy, access to a broad and diverse MSA
• Very strong management, strong financial policies and practices under our Financial Management Assessment methodology;
• Very strong budgetary performance, operating surpluses in the general fund and at the total governmental-fund level in fiscal 2016;
• Very strong budgetary flexibility, an available fund balance in fiscal 2016 of 35% of operating expenditures;
• Very strong liquidity, total government available cash at 51.5% of total-governmental-fund expenditures and 6.9x governmental debt service and access to external liquidity we consider strong;
• Very strong debt-and-contingent-liability position, debt service carrying charges at 7.5% of expenditures and net direct debt that is 52.6% of total-governmental-fund revenue, as well as low overall net debt at less than 3% of market value; and
• Very strong institutional framework score."

7.4a(3) Law and Regulation
Figure 7.4-6 Compliance with laws and regulation

FUNCTION	REQUIREMENT	COMPLIANCE 16	17	18
Financial	GASB	c	c	a
	TN Office of State and Local Finance	c	c	c
	IRS	c	c	c
	USGAO	c	c	c
Risk Management & Safety	OSHA, TOSHA	nv	nv	nv
	TML Risk Pool			
Environmental	TDEC	nv	nv	nv
	EPA	nv	nv	nv
	TDEC Division of Water Resources	c	c	c
Employment	Department of Labor FLSA, EEOC, FMLA	c	c	c
	Department of Health & Human Services	c	c	c
	HIPAA	nv	nv	nv
	Department of Homeland Security	c	c	c
Development & Code Compliance	Fire code	c	c	c
	International code	c	c	c
	Shelby County code	c	c	c
	City Ordinances	c	c	c
Public Records	State of TN public records and meetings	c	c	c
Emergency Management	FEMA	c	c	c
	TEMA	c	c	c

c- in compliance   nv- no violations

7.4a(4) Ethics

Board of Mayor and Aldermen-appointed commission members serve without compensation. The BMA has a 100% completion rate for signing the City's ethics statement. 100% of employees have received ethics training.

The number and type of ethical incidents are shown in 7.4-7 and overall citizen satisfaction with ethical behavior in 7.4-8 and 7.4-9.

7.4-7 Number of alleged incidents in key behavioral performance standards

Alleged Incidents	2015	2016	2017	2018
Harassment	2	0	2	0
Ethics	0	1	0	0
Physical or Verbal Abuse	1	0	1	0

Figure 7.4-8 Community satisfaction with the ethical behavior of City employees
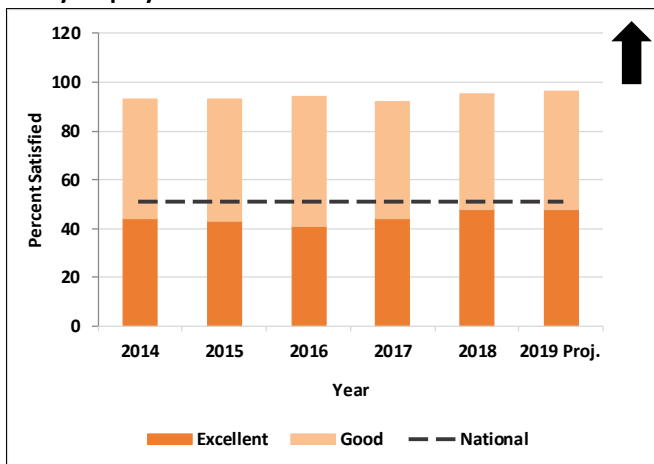
Figure 7.4-9 Employee survey: comfort disclosing a suspected violation of any law, rule or regulation to a supervisor without fear of repercussion
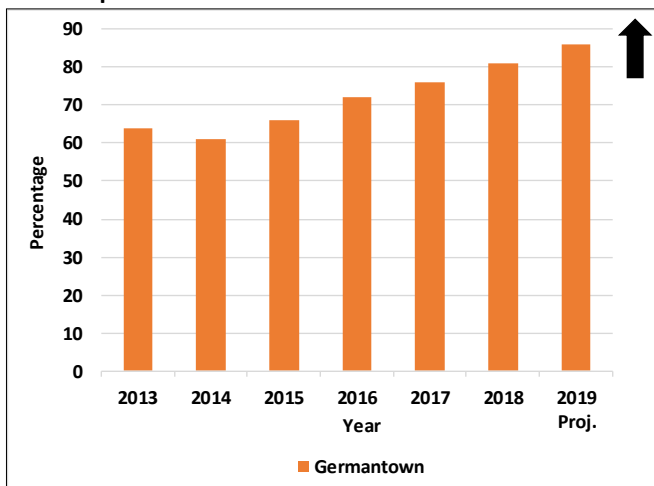
7.4a(5) Society

As a city government, many of Germantown's products serve society.

Investment in Education (GMSD): In FY19, the general fund budget allocated $6.9 million to support GMSD, a bigger

investment of property and sales tax dollars than any other City department except for police and fire services. It exceeds the state requirement by $4.4 million.

In addition, the City's Sanitation and Utilities services help keep local water clean, as seen in figures 7.4-11 through 7.4-14.

Figure 7.4-10 Total dissolved solids (TDS)
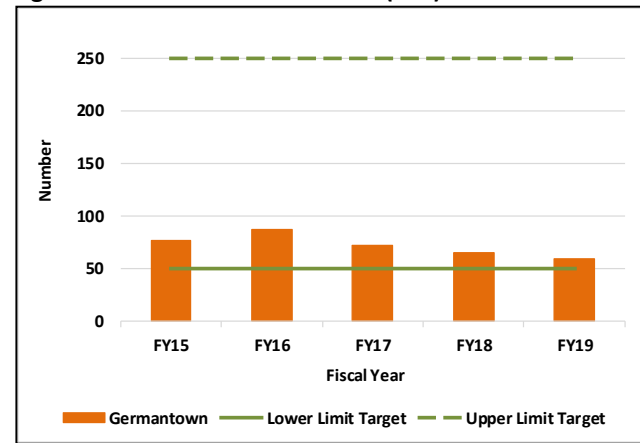
Figure 7.4-11 Turbidity – stormwater clarity
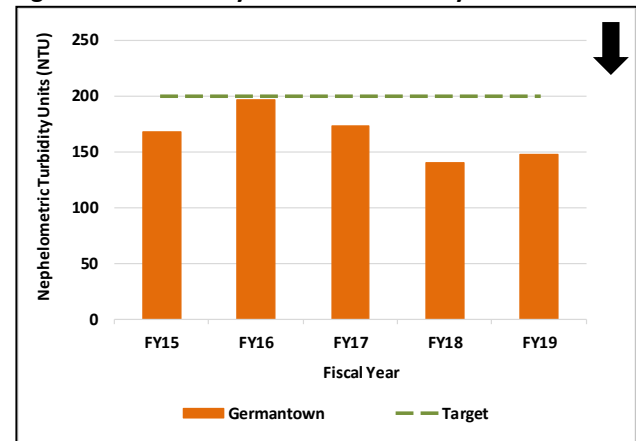
The value for FY19 increased slightly due to the significant amount of rain that fell during the third and fourth quarters. The City continues to use TDEC best management practices to reduce the amount of sediments and control run-off water effectively.

Figure 7.4-12 Total coliforms
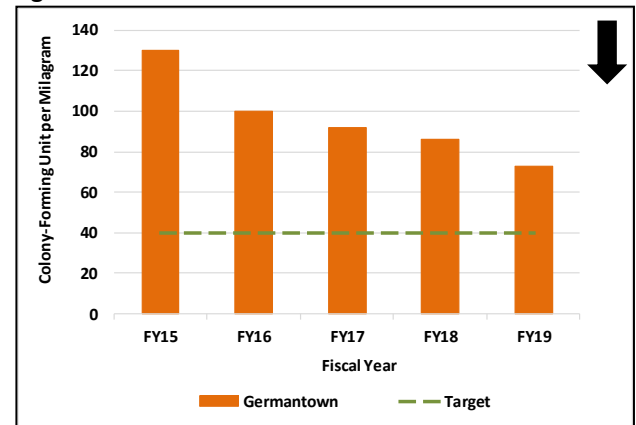
Figure 7.4-13 Rate of change in the aquifer level at utility plant
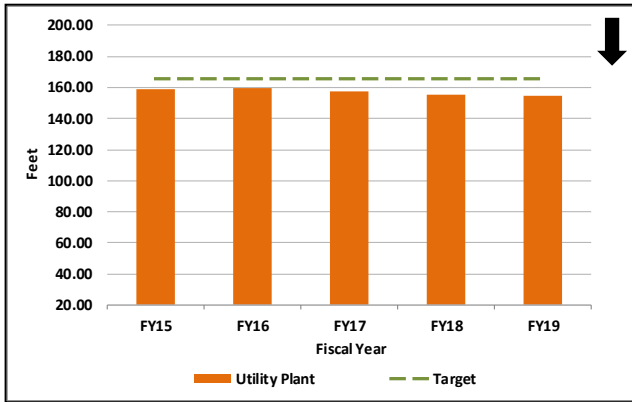
Monitoring the aquifers' level at the well-fields helps staff understand the impact of the City's water production on the aquifer level. Drastic fluctuations guide staff to well field usage patterns and could dictate water consumption practices (7.4-13).

Figure 7.4-14 Insurance Services Office (ISO) Rating

ISO Rating					
	2014	2015	2016	2017	2018
Germantown	3	3	3	1	1
Baldrige City 2			1	1	1
Baldrige City 3				1	1
Local City 1	3	3	2	2	2

The City's ISO rating improved to a class one in 2017 through systematic improvements to the fire dispatch communications system and the city's water supply (7.4-15).

7.5 Financial, Market and Strategy Results
7.5a(1) Financial Performance
Cash reserves provide a key measure of liquidity. Figure 7.5-1 depicts the total general funds reserve, with reserves by product immediately after. Moody's Investors Service stated in 2019 that the city's cash balance as a percent of operating revenues (50.8%) is higher than the US median and rose slightly between 2014 and 2018. Additionally, the fund balance as a percent of operating revenues (51.1%) is materially above the US median.

Figure 7.5-1 Total General fund reserves
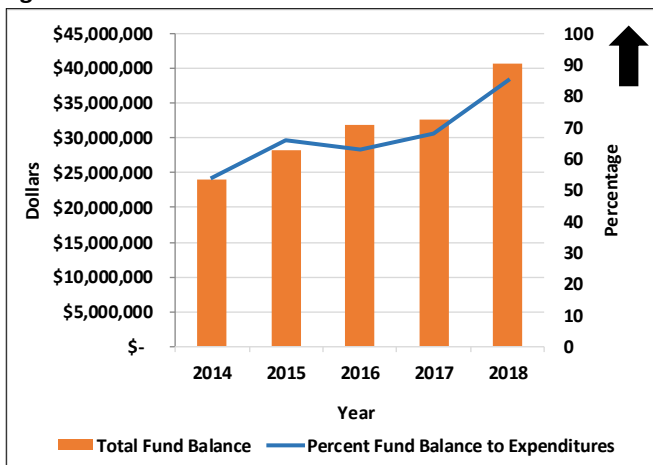
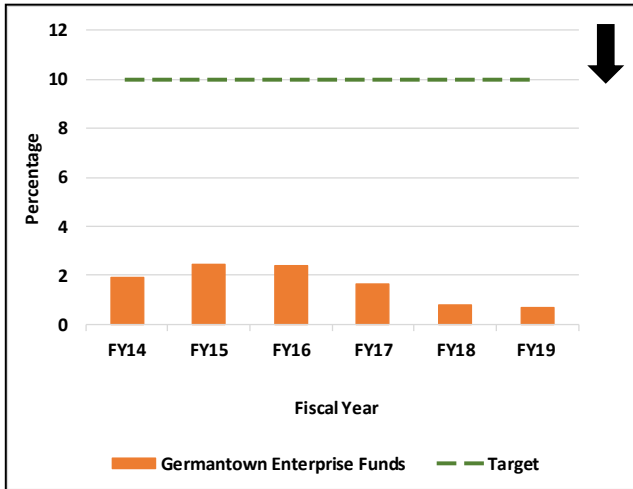**Figure 7.5-2 Utility fund cash reserves**
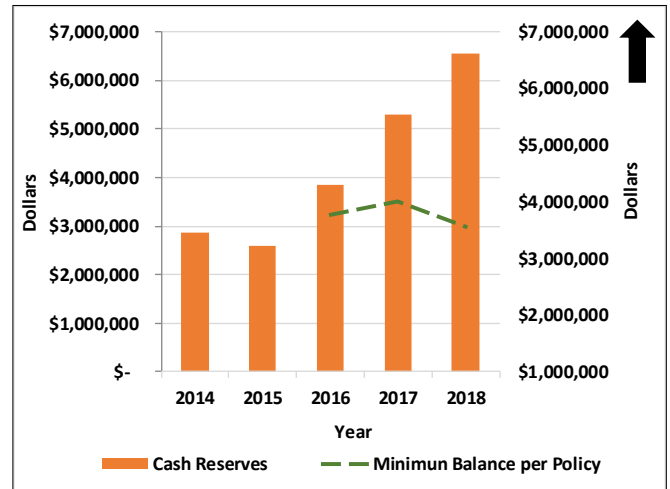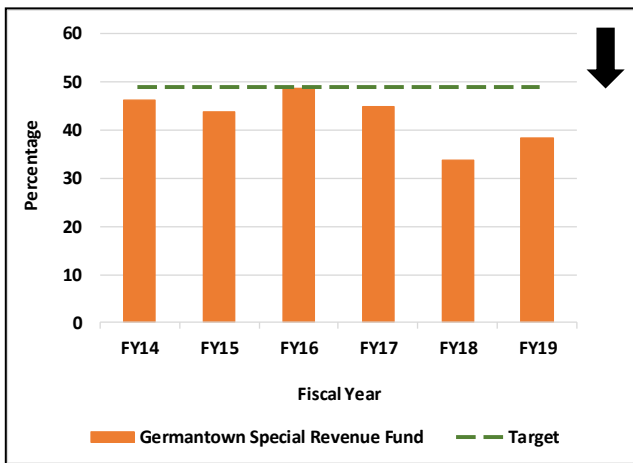

Figure7.5-3 Sanitation fund cash reserves
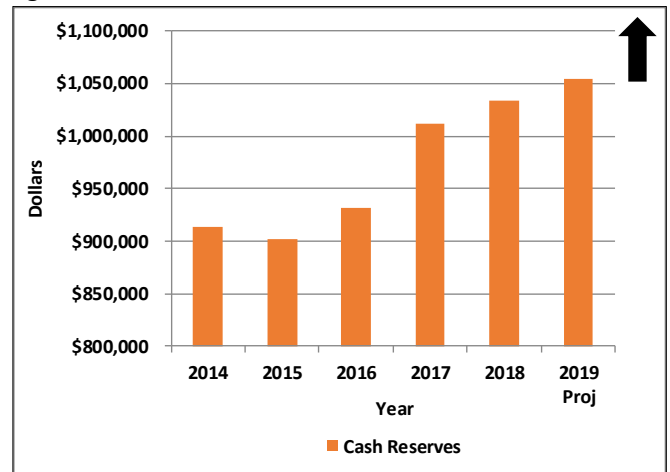
Figure 7.5-4 GMSD cash reserves
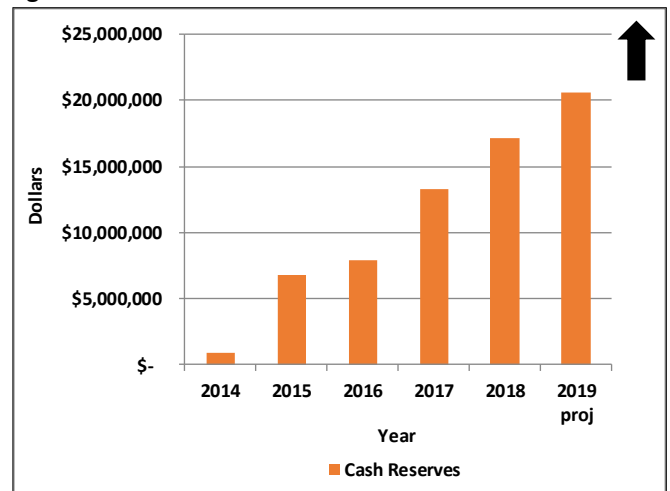
Figure7.5-5 General fund transfers to enterprise funds

Figure 7.5-6 Percent of General Fund transfer to Special Revenue Funds

Transfers to the Special Revenue funds increased due to more dollars being allocated to support the Ambulance Fund and the State Street Aid Fund to help support street improvements.

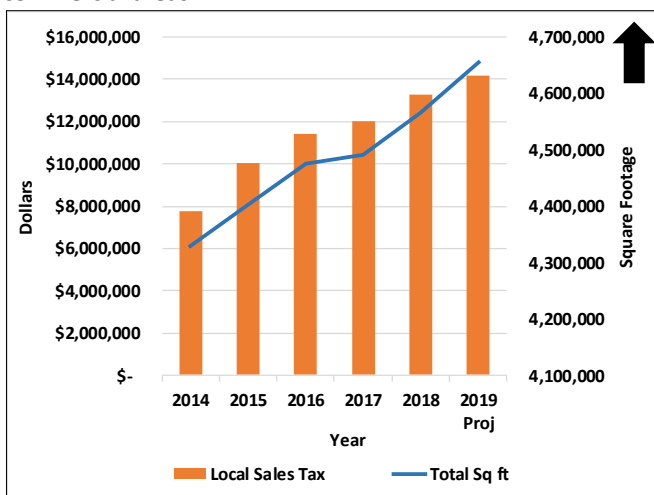**Figure 7.5-7 Sales tax compared to total square footage in key commercial areas**

Figure 7.5-7 shows an increase in sales tax can be directly correlated to the increase in square footage that has been added to the key commercial areas for the City. These increases are due to

targeted reinvestment, new construction and strategic policy changes during this time.

When looking at the total actual commercial tax revenue and comparing fiscal year 2017 to fiscal year 2018 (7.5-8), there was a 21% increase. In fiscal year 2018, the commercial tax base revenue made up 22.52% of the total property tax revenue. This increase shows less dependency on the residential property tax.
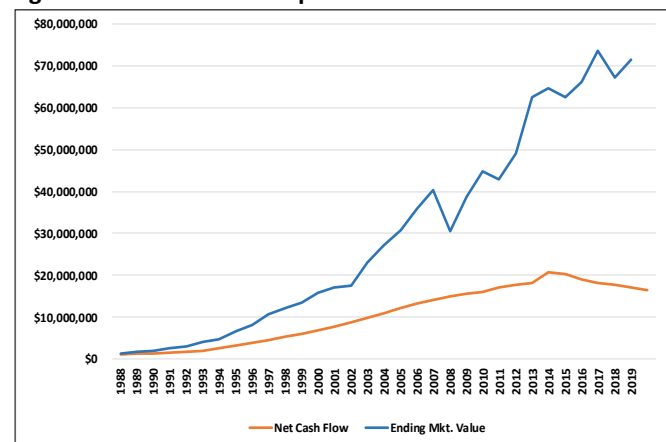
Figure 7.5-8 Commercial tax base revenue
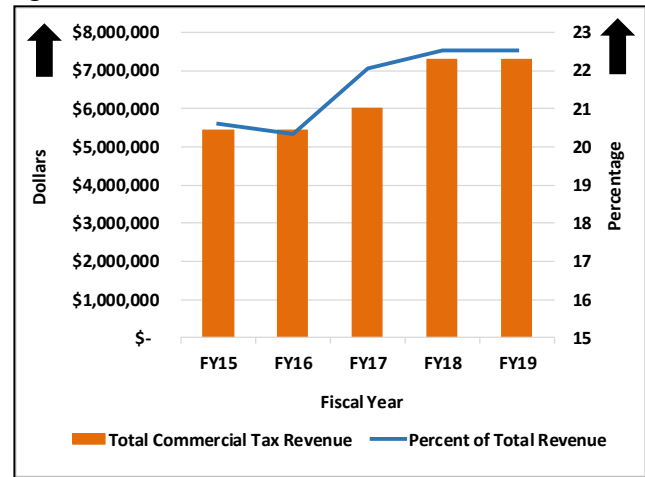
Figure 7.5-9 Sales tax vs. satisfaction with attracting and keeping new businesses
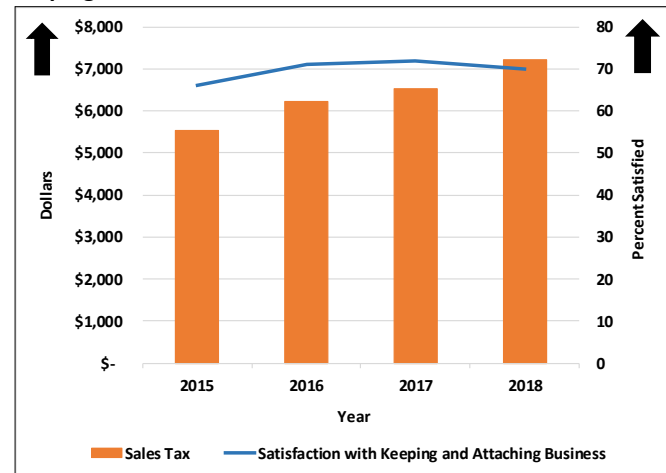

Figure 7.5-10 Pension fund performance

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7.5a(2) Marketplace Performance

Employment is an indicator of expansion in the economy. Moving from recession to recovery, the City continues to add new jobs to its local economy. As more businesses continue to move into Germantown this trend in growth is expected to continue (7.5-10 through 7.5-12).
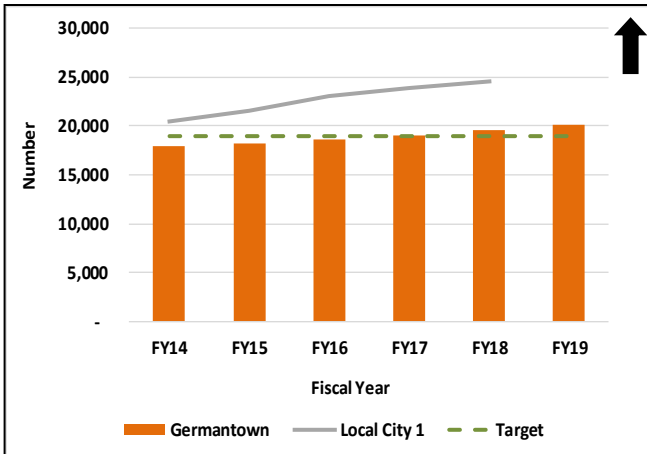
Figure 7.5-11 Per capita personal income
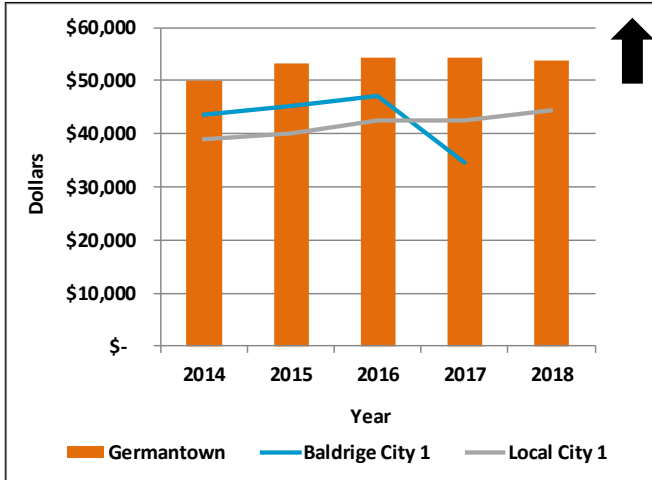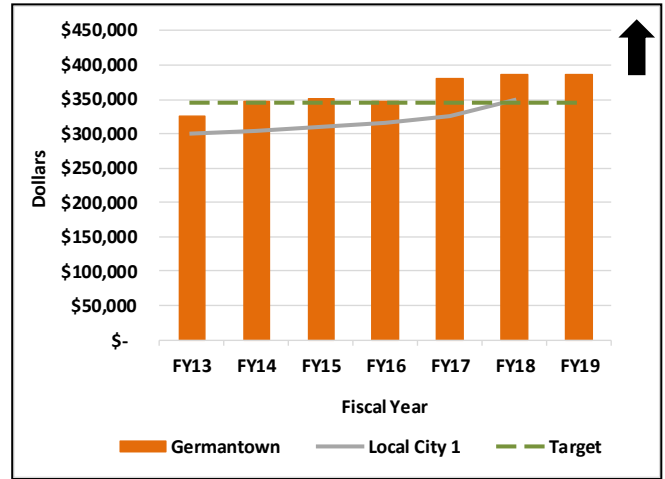

Figure 7.5-12 Unemployment rate
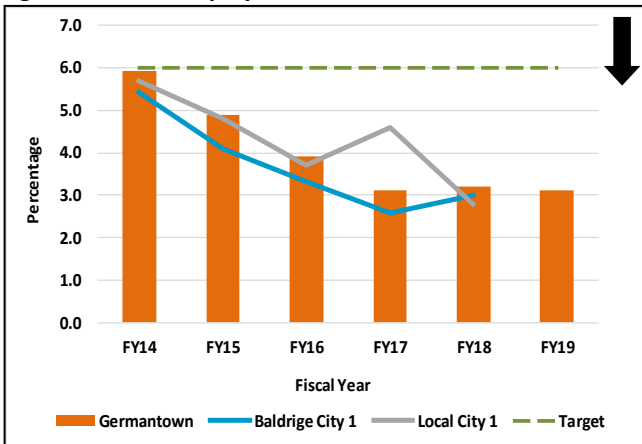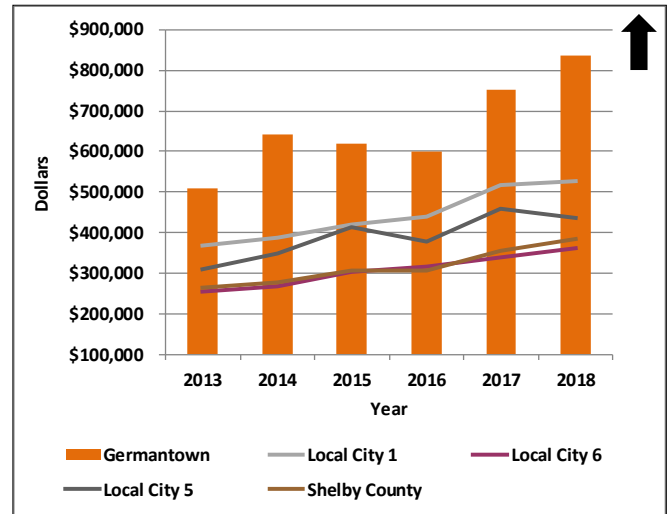

Figure 7.5-13 Job growth

Median home prices continue to hold their value or rise in Germantown as homes hold their value and the supply remains low. As new developments are completed and homes are added to the inventory the City expects this trend to continue (7.5-14).

Figure 7.5-14 Median home price

Figure 7.5-15 Average price for new home sales

Figure 7.5-16 AAA Bond rating compared to other cities

Bond Ratings		
	Moody's	**S&P**
Germantown, TN	Aaa	AAA
Local City 6	Aa2	n/a
Local City 2	Aa1	AAA
Local City 1	Aaa	n/a
Local City 5	Aa3	n/a
Local City 3	Aa2	AA
Local City 4	Aa1	n/a
Baldrige City 1	Aa1	n/a

Perhaps the strongest indicator of marketplace performance in Germantown's bond rating, sustained at AAA for S&P since 1993 and Moody's 1986 years (7.5-16).

Moody's Investment Service statement 2019: Germantown has a very strong credit position. Its Aaa rating is much higher than

the median rating of Aa3 for cities nationwide. The key credit factors include a robust financial position, a very strong wealth and income profile and a substantial tax base. It also reflects an affordable debt burden and a moderate pension liability.

7.5b Strategy Implementation Results

Figure 7.5-16 indicates the performance of the Germantown Forward 2030 key performance areas since implementation. Some individual strategic measures for each key performance area are Net Promoter Score (7.2-20), median home price (7.5-14), average ACT score (7.1-6), central business district walkscore (7.1-17), total coliforms (7.4-12), satisfaction with safety in comparison to other cities (7.2-4), as a place to live (7.1-14)and satisfaction with the City website (7.2-19).

Figure 7.5-17 Key performance areas

OUTCOME	2016	2017	2018	2019
CITY SERVICES & FINANCE				
ECONOMIC DEVELOPMENT				
EDUCATION				
LAND USE & TRANSPORTATION				
NATURAL RESOURCE				
PUBLIC SAFETY				
QUALITY OF LIFE				

■ Above Target ■ Warning ■ Below Target

Key strategic outcomes not shown earlier include funding of low-valued services (7.5-17), cost of living index (7.5-18), adult learning (7.5-19)and ratio of multi-family. (7.5-20).

Figure 7.5-18 Funding of low-valued services
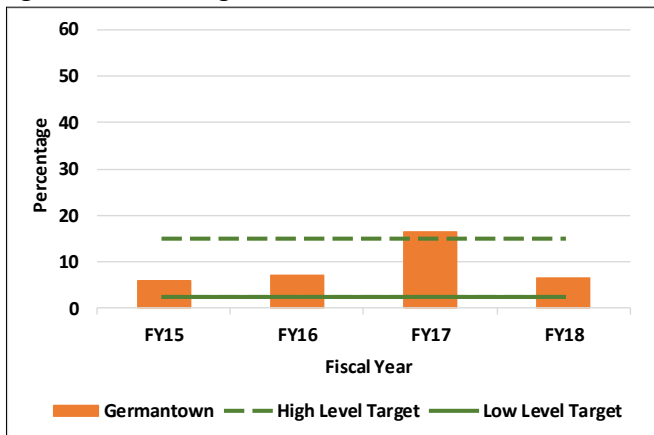
Based on the community survey, there are six areas in the City that are considered low-valued to citizens, including: walk-able community, code enforcement, community events, support for the arts in the community, farm park and recreational programs and classes. Fiscal year 2018 shows that 6.6% of funding for some City functions was used in areas that are considered low-valued to residents. The 9.86 percentage point decrease between fiscal year 2017 and fiscal year 2018 is due to the "protecting our natural

environment" moving from being considered low-value by residents in fiscal year 2017 to being considered high-valued in fiscal year 2018.
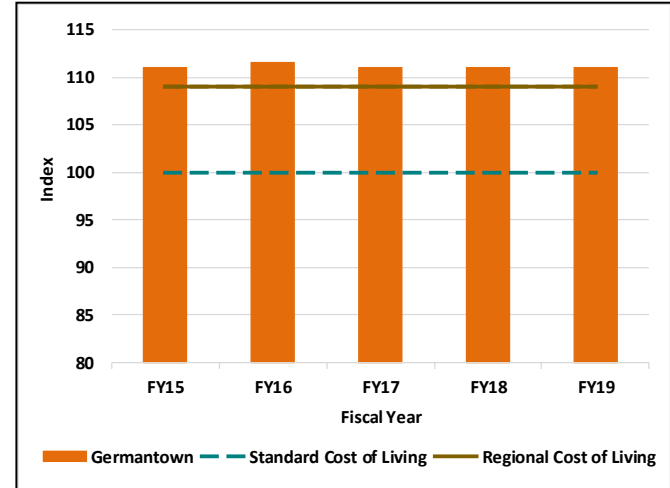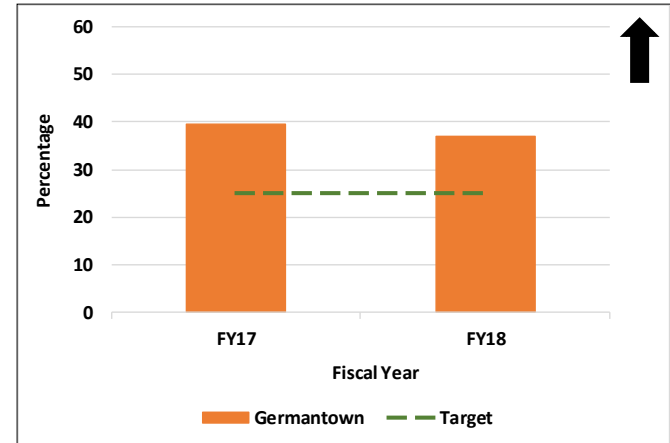
Figure 7.5-19 Cost of Living Index

Figure 7.5-20 Participation in adult lifelong learning and continuing education

This question was added to the community survey in 2017 so data could be captured for adult lifelong learning and continuing education (7.2-20).

Figure 7.5-21 Ratio of multi-family to single-family homes
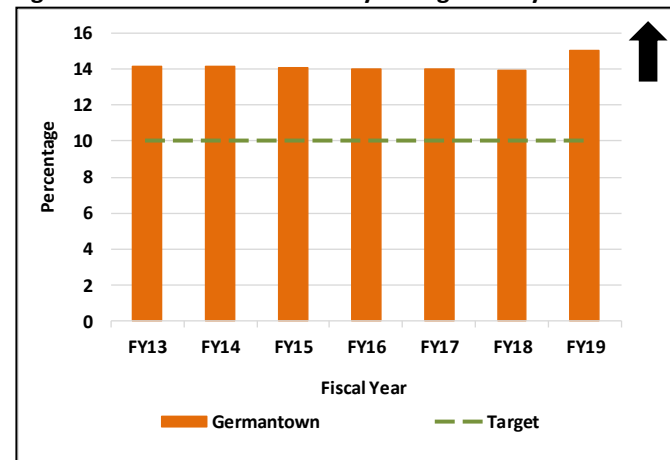
After adding no new multi-family units in more than 10 years, 276 luxury units came online in 2019 as part of a smart growth development (7.5-21).

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Glossary of Abbreviations and Terms

A

AAA Bond Rating - highest credit rating awarded by Standard & Poor's and Moody's credit rating agencies

AAR - After Action Report

ACT on Ethics - Apply the policy, Consider the context, Take the lead

ADA - Americans with Disabilities Act

ADA Compliance Oversight and Review Committee - a City-appointed committee charged with addressing ADA compliance issues and grievances

American Public Works Association - a non-profit professional association of public works agencies

Aquifer - an underground source containing water bearing materials such as sand or rock

B

Black Belts - trained employees who apply Six Sigma methodology to specific projects

BMA - Board of Mayor and Aldermen - the City legislative body in Germantown

BMP - Best Management Practices

Bond Rating - the credit worthiness of a government

Business Plans - City department plans outlining the goals and objectives to be achieved during the year

C

CAFR - Comprehensive Annual Financial Report

Capital Improvements Plan - five year capital projects and equipment purchases

CAPRA - Commission for Accreditation of Parks and Recreational Agencies

Carbon Footprint - carbon dioxide emitted due to the consumption of fossil fuels

CDL - Commercial Drivers License

CEEP - Critical Employee Emergency Program

Central Safety Committee - a cross-functional team of employees who meet quarterly to ensure all city, county and state safety rules and regulations are met

Central Square - public sector business software

CERT - Community Emergency Response Training

Charrettes - small planning groups

CIP - Capital Improvement Program

City Administrator - the public official appointed by the BMA charged with running the day to day operations of a local government

Clearpoint - the software used to report the City's key indicators on the performance dashboard

COGNOS - business intelligence software

Comprehensive Annual Financial Report - the audit of the previous fiscal year's budget

CRM - Customer Relationship Management

Customer Service Center - a 24-hour online customer service system used to log an issue or service request and track it to resolution

D

Data Center - a facility used to house computer systems and associated components

DF - Departure Factor

Distinguished Budget Presentation Award - a state or local government budget document that meets the highest quality and best practices established by the GFOA

E

EAP - Employee Assistance Program

EEOC - Equal Employment Opportunity Commission

Employee Focus Group - the involvement of City employees in an interactive group setting

EMS - Emergency Management Services

EMT - Emergency Medical Technician

*e*Notification system - a service on the Germantown website that allows users to customize content sent directly to email

EPA - Environmental Protection Agency

Equal Employment Opportunity Commission - an agency of the federal government that administers civil rights laws against workplace discrimination

ERP - Enterprise Resource Planning

F

FAC - Financial Advisory Commission

Fair Labor Standards Act - legislation that establishes minimum wage, overtime pay, record keeping and child labor standards

FBI - Federal Bureau of Investigation

FBI Infragard - a partnership between the FBI and businesses, academic institutions, state and local law enforcement agencies and other participants dedicated to sharing information and intelligence to prevent hostile acts against the United States

Federal Employee Viewpoint Survey - a tool that measures employees' perceptions

FEMA - Federal Emergency Management Agency

FEVS - Federal Employee Viewpoint Survey

Financial Advisory Commission - a citizen advisory board that assists the City of Germantown in preparing and reviewing budget and financial policies

FLSA - Fair Labor Standards Act

FMLA - Family Medical Leave Act

FTMS - Financial Trend Monitoring System

G

GAO - Government Accountability Office

GASB - Governmental Accounting Standards Board

Germantown Athletic Club - a City-operated and membership driven fitness center

Germantown Municipal Television - the student run public access television station

Germantown Performing Arts Center - a public and non-profit partnership providing performing and visual arts

GF2030 - Germantown Forward 2030

GFD - Germantown Fire Department

GFOA - Government Finance Officers Association

GMSD - Germantown Municipal School District

GMTV - Germantown Municipal Television

Go! Germantown - a quarterly promotional magazine

Google Apps for Government - cloud-based collaborative Software as a Service (SaaS)

Governmental Accounting Standards Board - the source of generally accepted accounting principles used by state and local governments in the United States

Government Finance Officers Association - a professional association that provides financial and budgetary guidelines and best practices for public organizations

GPD - Germantown Police Department

H

HIPAA - Health Insurance Portability and Accountability Act

I

ICMA - International City/County Management Association

IEDP - Individual Employee Development Plan – a collaborative effort between an individual employee and a supervisor to annually outline an employee's tasks and goals

Intrusion Detection and Prevention System - network security systems and devices that monitor network or system activities for malicious activity

IRP -**Infrastructure Replacement Program -** provides funding to refurbish or replace City property

ISO- **Insurance Service Office -** an organization that provides statistical information and advisory services to insurance companies

IT - Information Technology

K

Key Indicator - a clear description of what local governments do and how well they perform

Key Performance Measure - a specific metric that helps determine whether the policy agenda set forth by the City of Germantown is being met

KPA - Key Performance Area

KPI - Key Performance Indicator

L

Language Line - a company that provides language interpretation and document translation services

LEAN Six Sigma - connects the managerial concepts of LEAN and Six Sigma

LSS - Library Systems and Services - a private entity that provides library services to the City of Germantown on a contractual basis

M

Moody's - a credit rating agency that provides investors with research and risk analysis for public and private entities

N

National Association of Chiefs of Police - a non-profit organization designed for educational and charitable activities for law enforcement officers in command ranks

NCS - **National Communications System -** an office within the United States Department of Homeland Security charged with enabling national security and emergency preparedness communications

Neighborhood Planning Initiative - provides public improvements and encourages private reinvestment in neighborhoods

NFPA - **National Fire Protection Association -** organization that delivers information and knowledge through standards, education and training in order to eliminate loss due to fire and electrical hazards

NPS - Net Promoter Score

O

Office of Budget & Performance - a function of city government charged with budget development and performance improvement

OPEB - **Other Post Employment Benefits -** benefits provided by a government entity to its retired employees including health and life insurance

Open Door Policy - encourages open communication between management and employees

OSHA - Occupational Safety and Health Agency

P

PDSA - Plan Do Study Act - a four step management method used for continuous improvement of processes

PEG - Public, Educational and Governmental Channels

Performance Evaluation - the tool used to evaluate an employee's job performance

PLAC - Play Like a Champion - an internal program that allows City employees to learn about all City departments' activities and efforts

Potable Water - safe drinking water

PRF - Position Risk Factor

Private Act - in Tennessee, the process of delegation of power from state government to a municipal government is accomplished through legislative action of the general assembly, either through a general (public) act having statewide application or through a private act specific to that municipality

Public, Educational and Governmental Channels - television channels operated by a cable operator or franchising authority that are set aside for the general public's use or educational or government entities

Public Hearing - the opportunity for the public to address the Board of Mayor and Aldermen as defined in State Statute and the City's Code of Ordinances

Request For Proposals - the document issued at the early stages of the procurement process

RFQ - **Request for Qualifications -** the pre-qualification stage in the procurement process

SaaS - **Software as a Service -** allows a vendor to host software applications through a network to a customer, usually through the Internet over a web browser

SCS - Shelby County Schools

SDWA - Safe Drinking Water Act

Six Sigma - a quality management technique focused on identifying and removing defects or errors in products and services

SMART(+C) - Specific, Measurable, Attainable, Realistic, Time bound, Challenging

Smart Growth - a land-use planning system focusing on the development of compact, mixed-use communities

SOP - Standard Operating Procedures - detailed, written instructions that establish consistency and uniformity for a particular function or task

SPIRIT - Service Excellence, Produce A+ Results, Take the Initiative, Are Responsible, Are Innovative, Practice Teamwork

SPIRIT Award - the recognition program and award presented to three employees during the quarterly managers and supervisors meeting

Stakeholders - individuals or groups that are potentially affected by activities of an organization or entity

Standard & Poor's - a credit rating agency that provides investors with research and risk analysis for public and private entities

Succession Plan - ensures continued effective performance of an organization by making provisions for the development and replacement of key employee positions over time

Sunshine Law - requires that all state, county and municipal government meetings are open to the public

Sustainability - allows the current economic, environmental and social needs of the City and its citizens to be met without compromising the ability to provide for future generations

SWOT - Strengths, Weaknesses, Opportunities, Threats

TAF - Total Attrition Factor - the total number of employees who leave a particular workplace in a year

TDEC - Tennessee Department of Environment and Conservation - manages state parks in Tennessee and provides regulations related to natural resources

Telecommunications Priority Service - a program that authorizes national security and emergency preparedness organizations to receive priority treatment for vital voice and data circuits or other telecommunication services

TEMA - Tennessee Emergency Management Agency

Tennessee Office of State and Local Finance - performs the issuance and management of the State's debt

Tennessee Public Records Act - the State law that governs all public records that come into possession of a governmental agency

Title VI - part of the Civil Rights Act of 1964 prohibiting discrimination based on race, color or national origin in federally funded programs and activities

TLEA - **Tennessee Law Enforcement Accreditation -** a program to improve the quality of law enforcement agencies in the State of Tennessee

TMBP - Tennessee Municipal Benchmarking Program

TML - Tennessee Municipal League Risk Management Pool - an insurance company which provide insurance coverage for local governments

TNCPE - Tennessee Center for Performance Excellence

TOSHA - Tennessee Occupational Safety and Health Administration

TSP - Telecommunications Service Priority

TTY/TDD - Telecommunications devise for the deaf

U

UCR - Uniform Crime Report

UPS - Uninterruptable Power Supply

Urban Land Institute - a non-profit research and education organization providing information on land use and community development

V

VMV - Vision, Mission, Core Values

VOC - Voice of Customer

VPN - Virtual Private Network - provides secure information over public Internet through computer networking to specific authorized users

W

Waste Pro - the company under contract with the City to collect and dispose of solid waste

WPS - Wireless Priority Service - a system that allows high-priority emergency telephone calls to avoid congestion on wireless telephone networks