

KIRKSVILLE CITY COUNCIL

NEWSLETTER . . .

Mari E. Macomber, City Manager
October 8, 2010

SUBJECTS:

**DATES TO REMEMBER
VICIOUS ANIMAL PUBLIC MEETING
COUNCIL PARTNERSHIP MEETINGS
AIRLINE UPDATE
STORM WATER FUNDING
KDIC ANNUAL MEETING
WAYFINDING UPDATE
USE OF SIDEWALKS FOR SALES
DOWNTOWN WATER TOWER
FOREST LLEWELLYN CEMETERY
TGIF SERIES
NAVIGATION RALLY**

DATES TO REMEMBER

10/11 – Red, White and Blue event at Southside Baptist Church @ 7:00pm
10/13 – NO P&Z
10/15 – TGIF - State of Education @ 8:00 am
10/18 – Council Study Session @ 4:30 pm
10/18 - City Council Meeting @ 6 pm
10/18 – Public Meeting Vicious Animal Ordinance @ 7:00 pm Adair County Annex
10/19 – City/County Meeting @ 4:30 pm Adair County Courthouse
10/19 – Candidate Forum @ 6:30 pm Shrine Club
10/21 – Business After Hours from 5:00 to 7:00 pm @ Health and Fitness Center
10/26 – Council on the Radio @ 9:00 am
10/26 – City/School District Meeting @ 5:00 pm Board of Education Building

VICIOUS ANIMAL PUBLIC MEETING

The City Council will be hosting a public meeting on Monday, October 18 at 7:00 pm to obtain public input from individuals on the proposed vicious animal ordinance. The meeting will take place at the Adair County Annex. Mayor Kuhns will give a brief introduction on why the Council is considering the ordinance followed by instructions to the attendees on how to address the City Council. The instructions will be something like this - "The City Council is interested in your comments and questions. Each person will have 2 minutes to make their comment. Questions regarding how the ordinance will work or specific criteria found within the draft ordinance will be addressed at the meeting. All other questions will be written down by City staff and discussed by the Council prior to the Council's consideration of the ordinance." City staff would be present to assist with responding to the implementation of the ordinance. We will have note cards available for individuals who do not wish to come forward with comments or questions, as we did with several of our other public meetings. A press release was sent out and posted to the

website. From the release, which can be found on the front page, there is an option to view the ordinance. The ordinance can be found at http://www.kirksvillemcity.com/filestorage/68/Dangerous_Animal_Ordinance_Draft.pdf. A copy of the ordinance is also attached to this Newsletter; copies can also be picked up at City Hall.

COUNCIL PARTNERSHIP MEETINGS

The County Commission has given us the date of Tuesday, October 19 at 4:30 pm for the next City/County meeting. The next meeting with the Kirksville RIII School Board will be Tuesday, October 26 from 5:00 pm to 6:00 pm at the School District Board of Education Building. Vickie Brumbaugh is also in the process of working on a meeting schedule that would expand your partnership meetings to include the local industries and major employers. In some cases, the meeting may include a tour of the partner's facility. With the addition of the industries, we will reduce the partner meetings with the County, Truman, ATSU and Kirksville RIII to a minimum of one with open opportunity to meet on special needs and interests as they arise.

AIRLINE UPDATE

Included with this Newsletter are the most recent numbers for the air service. Cape Air is off with a strong start. The marketing committee has meet and is working a promotional plan. One of the ideas that has been developed and funded through the Tourism program is a discount promotion for Truman and ATSU affiliates. The flyer promoting this service and discount is included with this Newsletter. Pass this information on to others. The marketing committee is also looking at an LED sign to be placed downtown to promote the air service. I would like to explore this more and see if the sign could be place at City Hall.

STORM WATER FUNDING

According to MoDOT, the City currently has a small balance of funds in its Federal Aide to Urban Funds. These can be used toward storm water. The City would be able to borrow against pledged FAU funds. This would require a multi-year federal transportation bill. As it stands right now, the bill has been rolled over from one year to the next, and no multi-year commitments have been made. Therefore we have no funds to borrow against. The District Engineer has strongly encouraged us to apply for Enhancement Funds before we apply for any other dollars from MoDOT.

KDIC ANNUAL MEETING

The City is invited and encouraged to attend the annual downtown meeting on November 9 at the Kirksville Arts Association. The meeting will begin at 5:30 p.m. There will be a business meeting followed by presentation by Dr. Cole Woodcox, professor of English at Truman State University. He will be talking about the importance of historic preservation.

WAYFINDING UPDATE

The first sign has been place within the Medical District. Wayfinding Committee members are being asked to look at the sign before the rest of the signs are placed to make sure the brackets and mounting is what was expected. The kiosk is still in the design stage.

USE OF SIDEWALKS FOR SALES

At the last Council meeting the Council voted to give a waiver to a proposed new business to sell barbeque in front of Sweet Expressions downtown. The request came from the property and business owner of Sweet Expressions. The Council agreed to allow the sales for October 8 contingent upon the vendor obtaining all the appropriate licenses. The vendor did not obtain a

city business license by the end of the day on Friday. The owner of Sweet Expressions was informed of this and told that the sales could not happen on the sidewalk.

DOWNTOWN WATER TOWER

The contractor working on the downtown tower did not complete the work by the agreed upon date found in the contract. We are in the process of inspecting the work that has been done to date and plan to work with the contractor to reach resolution.

FOREST LLEWELLYN CEMETERY

The markers for the Sholley graves will be set on Monday. As a reminder, the City was contacted this past January by the Sons of Union Veterans of Republic, Missouri, to place a marker at the gravesite of James and Jane Sholley in the Forest-Llewellyn Cemetery. James was a Union soldier, and his wife, Jane, was a Union nurse. This is a great honor that a site in the Forest-Llewellyn Cemetery was chosen, and was approved by the National Department of Veterans Affairs.

TGIF SERIES

The Governmental Affairs Committee of the Kirksville Area Chamber of Commerce will once again be sponsoring their "TGIF – The Government in Focus" series for 2010-2011. The Governmental Affairs Committee began these forums called "TGIF - The Government in Focus" to address their mission to facilitate communications between government representatives and the taxpaying public. The first three events of this six part series have been scheduled as follows: October 15, 2010 – The State of Education, November 19, 2010 – The State of the Judiciary, and January 21, 2011- The State of the City. The first three events will be held at the Adair County Annex Building, 300 N. Franklin in Kirksville. These events are free of charge and refreshments will be served from 7:30 - 8 am and conclude no later than 9:15 am.

NAVIGATION RALLY

The Adair County Historical Society is hosting its first Navigation Rally to area historic places. The Rally will start from downtown Kirksville on Saturday, October 9 and can accommodate up to 40 cars. A "navigation rally" is like a treasure hunt. Participants are given directions to follow to an historic site where the participants are then required to find answers to several questions. Along the way the participants are given sets of directions that take you to other sites. Interested individuals can find the application forms at www.adairchs.org, the Historical Society's website. Or, you can come to the Historical Society Museum at 211 South Elson Street at 1:30 p.m. to fill out the application and waiver forms just before the event. The first car will be start at 2:00 p.m. This is a creative way to promote our historical sites and to raise a small amount of funds for the organization; however, they are going to use the entry fee in essence as a membership fee, which is also clever.

Attachments

- Budget Calendar
- General Fund One Cent Sales Tax
- Airline Information
- Discount Flyer for ATSU and Truman
- Pictures from Grand Opening
- Vicious Animal Ordinance
- Efficiency in Government Article

BUDGET CALENDAR FOR FY 2011

(REV 8/18/2010)

August 31	Budget templates distributed to departments.
September 10	Upcoming year revenue projections and items for Council retreat due: <ul style="list-style-type: none">• Status of FY 2010 budget goals• General Fund revenue projections• Utility Fund revenue projections• Multi-year capital plans: streets; utilities; rolling stock; CIST-building maintenance, computers, radios, Airport, parks, etc.• City Council goals for FY 2011• Financial policies and practices
September 20	City Council retreat (4 p.m.-8 p.m. and September 21 if necessary)
September 22	Review results of Council retreat and performance measurements with department heads.
September 24	Central Garage budget proposal* due to City Manager.
September 27	City Manager budget review meeting with Central Garage.
October 4	All other Fund/departmental budget proposals* due to City Manager.
October 11-19	City Manager budget review meetings with departments and follow-up meetings as necessary.
November 8-9	Preliminary budget submittal to City Council and City Council review of budget.
November 24- December 20	Preliminary budget available on website and in Administration for public inspection.
December 6	Public hearing on FY 2011 budget and first reading. Adoption of FY 2010 amendment ordinance.
December 20	City Council adoption of FY 2011 budget.
January 1	New year begins.
January 31	FY 2011 budget document distributed.

SALES TAX COLLECTIONS BY YEAR
One-Cent General Sales Tax

	2006	2007	2008	2009	2010	2010 YTD Growth/-Loss Comparison to			
						2009	2008	2007	2006
January	185,123.44	201,467.60	180,902.81	209,464.69	222,488.00	6.22%	22.99%	10.43%	20.18%
February	96,634.04	181,920.03	204,890.74	204,920.17	153,163.14	-25.26%	-25.25%	-15.81%	58.50%
March	322,180.50	261,636.75	241,502.73	266,740.40	259,347.52	-2.77%	7.39%	-0.87%	-19.50%
April	214,395.10	208,545.59	219,903.17	195,734.29	200,778.78	2.58%	-8.70%	-3.72%	-6.35%
May	42,975.59	78,334.89	132,002.16	147,892.81	156,669.64	5.93%	18.69%	100.00%	264.55%
June	332,297.08	325,352.21	253,028.44	246,130.84	232,500.31	-5.54%	-8.11%	-28.54%	-30.03%
July	219,132.32	284,843.75	220,972.61	216,847.11	233,120.21	7.50%	5.50%	-18.16%	6.38%
August	84,424.76	90,815.59	148,541.83	142,964.71	143,943.57	0.68%	-3.10%	58.50%	70.50%
September	313,225.26	339,353.59	279,431.55	279,236.50	265,660.28	-4.86%	-4.93%	-21.72%	-15.19%
October	212,575.62	198,332.97	222,179.31	203,838.29	208,953.81	2.51%	-5.95%	5.36%	-1.70%
November	71,710.31	104,648.03	140,078.56	146,129.55					
December	309,706.14	315,420.19	235,788.79	237,555.14					
TOTAL	\$2,404,380.16	\$2,590,671.19	\$2,479,222.70	\$2,497,454.50	\$2,076,625.26	-1.76%	-1.27%	-4.33%	2.65%

Up from last month

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April	214,395.10	208,545.59	219,903.17	195,734.29	200,778.78	2.58%	-8.70%	-3.72%	-6.35%
May	42,975.59	78,334.89	132,002.16	147,892.81	156,669.64	5.93%	18.69%	100.00%	264.55%
June	332,297.08	325,352.21	253,028.44	246,130.84	232,500.31	-5.54%	-8.11%	-28.54%	-30.03%
July	219,132.32	284,843.75	220,972.61	216,847.11	233,120.21	7.50%	5.50%	-18.16%	6.38%
August	84,424.76	90,815.59	148,541.83	142,964.71	143,943.57	0.68%	-3.10%	58.50%	70.50%
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December	309,706.14	315,420.19	235,788.79	237,555.14					
TOTAL	\$2,404,380.16	\$2,590,671.19	\$2,479,222.70	\$2,497,454.50	\$1,867,671.45	-2.21%	-0.72%	-5.30%	3.16%

AIRLINE INFORMATION - The key number is **593 passengers per month** (sum of both ways). This works out to a 41.8% load factor.

Kirksville EAS Threshold

Cape Air EAS contract v3JUN10, Order: 2010-6-6

Annual IRK subsidy rate	\$1,422,110
EAS subsidy/pax cap	\$200
Min. annual pax required	7,111
Avg. monthly pax required	593
Avg. daily pax required	19.5
Flights/Day	6
Completion rate	97%
Min. avg. pax/flight required	3.35
Seats/Dpt	8
LF required to beat cap	41.8%

Month-to-date October, we have been 43% full on IRK-STL, so we are already trending ahead of this threshold. A straight-line projection of month-to-date would be 622 passengers for October (a month with 31 days in it). So, we are off to a good start. We have a total of 641 IRK-STL advance bookings for travel today through infinity, which is a healthy number.

Month	Scheduled Flights	Actual Flights	Deplaned Passengers	Enplaned Passengers	Number of Passengers per Day	Passengers Per Flight
Sep-09	96	96	77	83	5.33	1.67
Oct-09	96	96	120	122	7.81	2.52
Nov-09	94	94	105	105	7.00	2.23
Dec-09	100	100	79	133	6.84	2.12
Jan-10	100	100	65	65	4.19	1.30
1-Feb	88	88	80	98	6.36	2.02
Mar-10	100	100	100	109	6.74	2.09
Apr-10	98	98	113	114	7.32	2.32
May-10	104	104	118	103	7.13	2.13
Jun-10	88	88	111	131	7.81	2.75
Jul-10	96	96	103	118	7.13	2.30
Aug-10	98	98	128	114	7.81	2.47
Sep-10	133	133	155	165	10.32	2.41

Your Wings to St. Louis and Beyond



Consider yourself connected with three, new daily flights between Kirksville Regional Airport and Lambert-St. Louis International Airport. Enjoy smooth connections to world-wide destinations with frequent flights and convenient baggage check-thrus. Save time and money by hopping on one of our fast, affordable Cape Air flights to and from St. Louis. Be there in under an hour and enjoy free parking at Kirksville Regional Airport.

The Kirksville Tourism Board is pleased to provide A.T. Still University guests a \$20 discount on round-trip flights or a \$10 discount on one-way flights.

Reservations may be made by visiting the Cape Air City Ticket Office (CTO) at 102 E. Washington Street, Kirksville, MO, by calling the CTO at 660-665-3057 or by calling our reservations center at 1-866-Cape-Air. The promotion code **QIRK** must be referenced when making the reservation. Valid for travel 10/1/10 - 12/31/10. May not be combined with other offers or promotions. Valid for CAPE AIR itineraries only.

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**CITY OF KIRKSVILLE
PROPOSED ORDINANCE: DANGEROUS ANIMALS**

Sec. 5-19. Dangerous Animals

(a) Keeping prohibited.

(1) No person shall keep, shelter, or harbor for any purpose within the city a dangerous animal except as provided in sections 5-19 (c) and section 5-20 of this section. A violation of this section is an ordinance violation resulting in a minimum fine of \$200.00. A conviction of any violation of Sec. 5-19 will result in a fine and removal or destruction of the animal, and the removal of any other dangerous animals in the owner's possession.

(b) Defined. "Dangerous animal" means:

(1) Any animal or reptile which is not naturally tame or gentle, and which is of a wild nature or disposition, and which is capable of killing, inflicting serious injury upon, or causing disease among human beings or domestic animals, and having known tendencies as a species to do so.

(2) Any animal declared to be dangerous by the Kirksville City Council.

(3) The following animals shall be deemed to be dangerous animals:

- a. Lions, tigers, jaguars, leopards, cougars, lynxes, cheetahs, and bobcats;
- b. Wolves, coyotes and foxes;
- c. Badgers, wolverines, weasels, and skunks;
- d. Raccoons,
- e. Bears;
- f. Monkeys, chimpanzees, and other primates;
- g. Alligators, crocodiles, or any related species;
- h. Venomous snakes;
- i. Constrictor snakes longer than eight (8) feet;
- j. Gila monsters;
- k. Piranhas and sharks;
- l. Any crossbreed of such animals or reptiles which have similar characteristics to the animals or reptiles specified above.
- m. Pit bull dogs

"Pit bull dogs" is defined to mean:

1. Staffordshire Bull Terrier breed of dog;
2. American Pit Bull Terrier breed of dog;
3. American Staffordshire Terrier breed of dog;
4. Any mixed breed of dog, which contains as an element of its breeding, the breed of Staffordshire Bull Terrier, American Staffordshire Terrier, or American Pit Bull Terrier as to be identifiable as partially of the breed of Staffordshire Bull Terrier, American Staffordshire Terrier, or American Pit Bull Terrier.

5. Any dog which has the appearance and characteristics of being predominantly of the breeds of Staffordshire Bull Terrier, American Pit Bull Terrier, American Staffordshire Terrier; and other breeds commonly known as Pit Bulls, Pit Bull dogs, or Pit Bull Terriers, or a combination of any of these breeds.

(c) Exceptions.

- (1) The prohibition contained in section 5-19 (a) (1) of this Code shall not apply to the keeping of dangerous animals in the following circumstances, but all other sections shall still apply:
 - a. The keeping of dangerous animals in a public zoo, public aquarium, and bona fide educational or medical institution, humane society, or museum where they are kept as live specimens for the public to view, or for the purpose of instruction, research or study.
 - b. The keeping of dangerous animals for exhibition to the public by a bona fide traveling circus, carnival, exhibit or show licensed to perform in the City.
 - c. The keeping of dangerous animals in a bona fide, licensed veterinary hospital for treatment.
 - d. The keeping of dangerous animals by a wildlife rescue organization with appropriate permit from the state conservation commission.
 - e. Any dangerous animals under the jurisdiction of and in the possession of the Missouri Conservation Commission.
 - f. The transport, entry, and display of a dangerous animal at an approved dog show when properly confined in a locked cage, or on a leash and muzzle and personally restrained by a handler or owner of the dog.

(d) Regulation of keeping dangerous animals

- (1) Every person, firm or corporation keeping, sheltering, or harboring a dangerous animal as permitted under section 5-19 (c) shall at all times keep such animal from biting persons or other animals and be either:
 - a. Confined to a securely enclosed and locked cage, pen, or kennel with sides and a secure top attached to the sides, or
 - b. Securely leashed with a leash or lead no more than four (4) feet in length, with the owner, his agent, or a member of the owner's immediate family in physical control of such leash or lead. Such animals may not be leashed, chained or tied to inanimate objects such as trees, posts, buildings, etc.
- (2) No person, firm or corporation owning, keeping, sheltering, or

harboring a dangerous animal as permitted under section 5-19 (c) shall permit or allow such animal to enter upon, be placed in, or traverse any public property, park property, public right-of-way, public waterway, or lagoon, or public sewer system, or any business establishment licensed by the city, or the property of another except when such animal is being transported while caged or confined.

- (3) It shall be the duty of the persons permitted to keep dangerous animals under section 5-19 (c) to immediately report to the police department when any dangerous animal is found missing.
- (e) Escape; general prohibition and duty.
- (1) No person shall aid or cause any dangerous animal, whether owned by such person or not, to escape confinement or impoundment, whether such confinement or impoundment be upon such person's property or that of another, by opening any gate, door or window or making any opening of any fence, enclosure of structure, or by unleashing or releasing such animal.
- (f) Seizure, impoundment and disposition of dangerous animals.
- (1) In the event that a dangerous animal is found at large on public or private property, such animal may be destroyed, if in the discretion of the law enforcement officer or his designee, such animal presents an imminent danger to the safety of people or other animals. The city shall be under no duty to attempt the confinement or capture of a dangerous animal found at large, nor shall it have a duty to notify the owner of such animal prior to its destruction.
 - (2) If a law enforcement officer or his designee determines that a person is keeping, harboring, or sheltering a dangerous animal, in violation of city ordinance, then such person shall safely remove such animal from the city, permanently place the animal with an organization or group allowed under section 5-19 (c) of this Code to possess dangerous animals, or destroy the animal at any time after an appeal time period has expired. Notice of such order shall be given in writing to the person keeping, sheltering or harboring the dangerous animal, by being served personally or by first-class mail or by posting to the front door of the last known address. After any appeal period has expired, law enforcement personnel or their designee shall cause the animal to be immediately seized and impounded or killed if seizure and impoundment are not possible without risk of serious physical harm or death to any person.
 - (3) The order to remove a dangerous animal may be appealed to the Kirksville City Council; however, the animal shall be removed until such time as the order may be reversed by the city council. In order to appeal such order, written notice of appeal must be filed

with the city clerk within three (3) business days after receipt of the order to remove the dangerous animal. Failure to file such written notice of appeal shall constitute a waiver of right to appeal the order.

- (4) The notice of appeal shall state the grounds for such appeal and shall be delivered personally or by certified mail to the city clerk. The hearing of such appeal shall be held during the next scheduled meeting of the city council following receipt of notice of appeal, provided it meets the cut-off time for the addition of items to the city council agenda. The hearing may be continued for good cause. After such hearing, the city council shall affirm or reverse the order of law enforcement personnel or their designee.
- (5) Any determination made by the city council may be appealed to the circuit court of Adair County within ten (10) business days by filing a request for review of such determination. Failure to file such request for review shall constitute a waiver of the right for appeal of city councils determination.
- (6) If the original order of law enforcement personnel or their designee is not complied with within three (3) days of the order, a law enforcement officer or his designee is authorized to seize and impound such dangerous animal. An animal so seized shall be impounded pending any appeal before the city council and/or the circuit court. If the order is affirmed upon appeal, then at the end of the impoundment period, law enforcement personnel or his designee may allow the Humane Society to cause the animal to be placed with an organization or group allowed under section 5-19 (c) to possess dangerous animals, or destroy such animal in a humane manner. All impoundment fees and fees incurred for the care of the dangerous animal shall be at the expense of the owner of the dangerous animal.
- (7) The owner of the dangerous animal may claim the animal upon showing proof of ownership, payment of all impound and veterinary fees, and agreement to immediately remove the animal from the city upon taking possession of the animal. In the event the owner does not claim the animal, a law enforcement officer or his designee may allow the Humane Society to cause such animal to be permanently placed with an organization or group allowed under section 5-19 (c) to possess dangerous animals, or shall destroy such animal in a humane manner.
- (8) When a law enforcement officer, or his designee, determines that an animal is classified as a dangerous animal by virtue of being a pit bull, and the owner disputes the classification, it shall be the owner's responsibility to provide positive proof by documentation or other means to the law enforcement officer, or his designee, that the animal is not a pit bull as defined herein. If, notwithstanding such proof, the law enforcement officer, or his

designee, continues to determine that the animal is a pit bull, then the owner may appeal the animal's classification to a 3-person committee, consisting of the Chief of Police, the Codes & Planning Director, and a local veterinary appointed by the Chief of Police. The Committee's determination shall be made by a majority of said committee members. Written notice of appeal must be filed with the city clerk within three (3) business days after receipt of the determination made by the law enforcement officer, or his designee. Failure to file such written notice of appeal shall constitute a waiver of the right to appeal the determination. The notice of appeal shall state the grounds for such appeal and shall be delivered personally or by certified mail to the city clerk. The hearing of such appeal shall be held within seven (7) business days following receipt of the notice of appeal, with at least three (3) days written notice to the owner of the time, date and place of the hearing being given to the owner. After the hearing the Committee shall affirm or reverse the determination of the law enforcement officer, or his designee. If the owner disagrees with the committee's determination, the owner may request a review of the same by the Adair County, Missouri Circuit Court in the same manner as provided above. However, the animal shall be removed from the city until such time as the classification is reversed by the Committee.

Section 5-20. Exception to Keeping of Pit bull dogs and other dangerous animals

- (a) Pit bull dogs residing in the city on **< Insert date Here >**, may only be kept by their owners within the city, subject to the following standards:
- (1) Registration. Pit bull dogs residing in the city on **< Insert date Here >**, must be registered with the city by the owners within sixty (60) days of date of such ordinance passage. This registration fee will be \$50.00 annually per animal. The payment of the annual fee to the Codes Department of the City of Kirksville will purchase a permit for keeping and harboring a pit bull dog for one year. Permits are due and payable January 1 thru January 31 of each year.
 - (2) Leash and muzzle. No person shall permit a pit bull dog to go outside its kennel or pen unless such dog is securely leashed with a leash no longer than four (4) feet in length. No person shall permit a pit bull dog to be kept on a chain, rope or other type of leash outside its kennel or pen unless a person is in physical control of the leash. Such dogs may not be leashed to inanimate objects such as trees, posts, buildings, etc. In addition, all pit bull dogs on a leash outside the animal's kennel must be muzzled by a

muzzling device sufficient to prevent such dog from biting persons or other animals.

- (3) Confinement generally. All pit bull dogs shall be securely confined indoors or in a securely enclosed and locked pen or kennel, except when leashed and muzzled as provided in section 5-20 (a) (2) of this section. Such pen, kennel or structure must have secure sides and a secure top attached to the sides. All structures used to confine pit bull dogs must be locked with a key or combination lock when such animals are within the structure. Such structure must have a secure bottom or floor attached to the sides of the pen or the sides of the pen must be embedded in the ground no less than two feet. All structures erected to house pit bull dogs must comply with all zoning and building regulations of the city. All such structures must be adequately lighted and ventilated and kept in a clean and sanitary condition. The Codes Department of the City of Kirksville will inspect these premises annually, between February 1 and April 30, each year that a pit bull dog is kept and harbored.
- (4) Confinement indoors. No pit bull dog may be kept on a porch, patio, or in any part of a house or structure that would allow the dog to exit such building on its own volition. In addition, no such animal may be kept in a house or structure when the windows are open or when screen windows or screen doors are the only obstacle preventing the dog from exiting the structure.
- (5) Signs. All owners, keepers, or harborers of pit bull dogs within the city shall display in a prominent place on their premises a sign easily readable by the public using the words "Beware of Dog - Pit Bull" or words of similar effect. In addition, a similar sign is required to be posted on the kennel or pen of such animal. Signs must be a minimum of 8" x 10" in size, with a minimum of 1" tall lettering. The posting of such signs will be part of the annual inspection by the Codes Department of the City of Kirksville from February 1 to April 30.
- (6) Insurance. All owners, keepers, or harborers of pit bull dogs must provide proof to the city of public liability insurance in a single incident amount of \$100,000 for bodily injury to or death of any person or for damage to property owned by any person which may result from the ownership, keeping or maintenance of such animal. Such insurance policy shall provide that no cancellation of the policy will be made unless ten days' written notice is first given to the city.
- (7) Identification photographs. All owners, keepers, or harborers of registered pit bull dogs must provide to the codes department of the city, a minimum of two (2) color photographs (showing front and side poses) of each animal clearly showing the color and approximate size of the animal, any distinctive characteristics, identifiable tattoos, or information on chip implants the animal may

have.

- (8) Reporting requirements. All owners, keepers or harborers of pit bull dogs must, within ten (10) days of any of the following incidents, report the following information in a signed letter to the codes department of the City of Kirksville as required in this section:
- a. The removal from the city of a pit bull dog
 - b. The death of a pit bull dog.
 - c. The birth of offspring from a pit bull dog.
 - d. The new address of a pit bull dog owner should the owner move within the corporate city limits.
- (9) Sale or transfer of ownership prohibited. No person shall sell, barter or in any way dispose of a pit bull dog registered with the city to any person within the city unless the recipient person resides permanently in the same household and on the same premises as the registered owner of such dog; provided that the registered owner of a pit bull dog may sell or otherwise dispose of a pit bull dog or the offspring of such dog to persons who do not reside within the city.
- (10) Offspring. All offspring born of pit bull dogs registered with the city must be removed from the city within ten (10) weeks of the birth of such animal or animals.
- (11) Irrebuttable presumptions. There shall be an irrebuttable presumption that any dog registered with the city as a pit bull dog or any of those breeds prohibited under the definition of "pit bull dogs" is in fact a dog subject to the requirements of this section.
- (12) Failure to comply. It shall be unlawful for the owner, keeper, or harbinger of a pit bull dog registered with the city to fail to comply with the requirements and conditions set forth in this section. Any dog found to be the subject of a violation of this section shall be considered a dangerous animal and subject to all the provisions of Section 5-19.
- (b) Other dangerous animals residing in the city on [Insert Date Here] may be considered for an exception of the prohibition, similar to that provided herein for pit bull dogs . Any application, to be considered as an exception, must be submitted to the Chief of Police or to the Codes & Planning Director within thirty (30) days of the passage of this ordinance. The application approval or denial will be determined by the animals conformance with the following attributes and characteristics:
1. the avoidance of or likelihood of the animal escaping
 2. the size of the animal in comparison to humans/children
 3. the nature of the animal – the animal may not be naturally tame, but has been domesticated to the extent that it is tame or gentle
-

4. the animal does not have the propensity to kill
 5. past behavioral history of the individual animal, if any
- The Chief of Police and the Codes & Planning Director of the City of Kirksville will determine whether the application is approved or denied based on the above criteria. There is no appeal of their decision. If the application is approved, the owner may have safety confinements or rules that are in addition to that used for pit bull dogs. Signs, identification requirements, insurance, sale or transfer of ownership, and/or other standards may be required and would be stated in the permit that would be issued.

PROPOSED

Government Division News

Fall¹⁰ Vol.¹³ No.¹

In This Issue

Chair's Corner	2
Thanks and So Long	3
Finding the Path From Smaller to Better	4
Cognitive Skills: A Tool for Supervisors	5
Performance Reporting in Oregon: Lessons From 20 Years	7
Sacramento Is Home to a New Government Division Discussion Group!	8
Introducing the Government Division Leadership Team	9
Harvest of Success: A Living Body of Knowledge	10
Excellence in Government Conference Series	11

“Moon Shot”: A Challenge to Excellence in Government

According to Dale Weeks, the Government Division's past chair, the Moon Shot Initiative is an attempt to obtain a 10-fold improvement in the quality of government management during the next five years. He insists it is realistic and valid, and the idea has caught fire in the minds of the Division Steering Council.

Weeks says Moon Shot is a challenge to elected representatives, government leaders, and the public to obtain government service that is equal to or better than the private sector. He insists that the comparison to the September 1962 Moon Shot goal set by then-President John F. Kennedy is apt, since even though the goal is a big one, it is both correct and achievable. He notes that at the time Kennedy said that goal was chosen not because it is easy, but because it was hard and, "...because that goal will serve to organize and measure the best of our energies and skills."

Founded in 1987, the ASQ Government Division is an international network of more than 1,200 government leaders and professionals spread across the United States and Canada, and in 30 countries globally, with a focus on performance excellence in the public sector. For the past three years the division has sponsored a series of webinars featuring quality practice leaders in government who have adopted various models of process management, lean, and continuous quality

improvement. Many of these webinars are still available for member viewing on the division website at <http://www.asq.org/gov>.

Weeks said that these efforts have had a significant positive effect on the adoption of continuous quality improvement in a number of jurisdictions, but that they are still quite rare at the state and local government levels. "If you really wanted to be optimistic, you might estimate that 5 percent had adopted continuous quality improvement in some form, but if you were being more realistic, it would probably be closer to 2 to 3 percent," he said.

The Moon Shot Initiative is directly in support of the division mission statement, to promote information exchange and learning to help others improve the quality of government systems. Its first goal is to pursue partnerships, knowledge sharing, and knowledge development regarding continuous quality improvement in government to obtain a commitment to its use by 20 percent of all government entities. By going from 2 to 20 percent, a 10-fold increase would be obtained.

Another of its goals is to encourage political leaders to hire half (50 percent) of all government senior leaders based on their knowledge of, and commitment to, lean and operational excellence.

A final goal is to obtain sufficient quality implementation in government so that the top 5 or 10 percent of the most admired, managed organizations in the world are government institutions.

cont. on p. 3



Chair's CORNER



On July 1, I assumed duties as the new chair of the Government Division. I feel great honor in being able to work with a team of public sector quality professionals and leaders from across Canada and the United States.

Let me first introduce myself. I am employed as a project manager—corporate benchmarking at the Region of Peel in Canada. I am an ASQ Senior member and have actively participated on the Government Division Leadership Team in various roles since 2005. I am an ASQ Certified Manager of Quality/Organizational Excellence and have many years of experience implementing quality practices, mainly in the areas of process management, service improvement initiatives, and benchmarking municipal performance.

My focus as chair is to enhance our members' abilities to help public sector organizations adopt and realize benefits of using quality practices and approaches, to help improve service delivery, and to promote trust and confidence in our communities toward government organizations.

As I look back over the years, I am proud to observe that the division has evolved and has become an active force in moving the Q yard stick forward across Canada, the United States, and globally. I intend to continue the momentum and take the Government Division to the next level by sharing proven better practice in government, developing and delivering case studies, webinars, and white papers, and providing networking opportunities of value to our members and government organizations.

I also have plans to partner with academic institutions to promote approaches to service improvement

in government, including education, with the intent of influencing public sector organizations to adopt quality practices and improve service delivery processes.

I want to thank Dale Weeks, our past chair, for all his hard work and his vision on the Moon Shot Initiative (which is further described in this newsletter). Dale has been instrumental in making connections with many role-model organizations in government, and bringing their stories to members as a way to motivate and lead improved practices. Based on that effort, we are currently working on a "how to" series on implementing quality practices in government organizations.

The leadership team met at the World Conference on Quality and Improvement in St. Louis, MO, in May and developed our strategic plan for the division for 2010-12. Highlights of this plan are shared with you in this newsletter. This newsletter also introduces you to the division's member leaders for the current year (July 2010-June 2011). As you can see, our member leaders are top-notch professionals and together we will ensure we are delivering value and opportunity to you.

I would like to encourage you, as members, to be engaged and participate actively in the debates and discussions that will shape the division. The division is always looking for new and innovative ideas to maintain our vibrancy and the quality of life globally. We all need to be involved to positively influence the way we deliver public services and to remove the negative perception and stigma that the public sector often confronts.

Thank you,

Brian DeNiese
ASQ Government Division Chair
brian.deniese@peelregion.ca

Moon Shot *cont.*

Bruce Waltuck, president of Freethinc., is the co-task leader for the Government Division Moon Shot Initiative. He sees Moon Shot as an essential response to the current political environment, and sees its importance in counter-balancing the current negative public perception of government. Waltuck notes that some anti-government advocates have come to say, "Government is the problem," and their related solution is that cutting anything or everything in government will be an improvement. He fears that a large share of the public may have come to believe that government inefficiency is the norm.

"There are as many examples of excellence and the pursuit of excellence in government as in the private sector," said Waltuck. The notion that government is not efficient is not reality, and is not true."

Waltuck recently did a Web search of government agencies involved in continuous quality improvement, and developed a list of best practice agencies. The list is being maintained on the ASQ website, and Moon Shot will seek to add to that list in the coming years.

Weeks cites broad current member and organizational involvement, including the following:

Ted Bibbes—State of Georgia
Teresa Hay McMahon—State of Iowa
Tom Baumann—State of Minnesota
Guy Gordon—ICCS, Canada and ASQ Government Division
Ken Miller—State Governments and Beyond
Tom Mosgaller—U.S. Federal Government and ASQ
Brian DeNiese—Region of Peel, Canada
Walter Lowell—Office of Lean Management, State of Maine, and Beyond
Linda Milanowski—ASQ Milwaukee
Sal Agnello—ASQ Government and Services Market Manager
Becky Meyers—State of New York and former leader of ASQ Government Division
Adil Dalal—ASQ Lean Enterprise Division and Pinnacle Process Inc.

Ruth Henderson—Province of Ontario, Canada
Scott Rutherford—Federal Government—DOD
Bruce Waltuck—ASQ Government Division and the U.S. Federal Government
Jeffrey Press—Center for Radical Improvement, Washington, DC
Steve Wilson—ASQ Division Affairs Council and U.S. Federal Government
Arthur Davis—State of Maine Department of Labor
Christena Shepard—ASQ Government Division and NASA
Terry Simmons—ASQ Government Division and NOAA
Dale Weeks—ASQ Government Division
Richard Mallory—ASQ Government Division and Mallory Management

The Government Division Moon Shot Initiative will be developing new educational programs and partnerships in the current year, including the following:

- Developing local or national workshops/seminars where BPM success stories are showcased for senior leadership.
- Obtaining commitments from political leaders to utilize systematic methods of continuous quality improvement and performance management in their ongoing operations and hiring practices.
- Getting the message out to targeted groups or individuals during the current election cycle.
- Building a national and global coalition among federal, state, and local government leaders to incorporate continuous quality improvement.
- Encouraging focused quality management curriculum at public sector undergraduate and graduate schools to include operational excellence and business process management.
- Develop a strategy and implementation plan to enable public sector educators on a global scale to embrace operational excellence and business process management.

The Government Division is proud to develop this agenda for action, and calls on interested members to participate and to share their own ideas for its implementation.

Thanks and So Long

by Howard Schussler



It has been a fairly long and very rewarding experience having been the ASQ Government Division newsletter editor. I began the journey as the assistant editor to Keith Smith, the first editor, in 1994. After Keith, Jim Carlson did a wonderful job as editor for

several years. I took on the post around 2002 and I believe we've shared some great information and individual stories of the challenges we face and our successes in continually striving to better the processes and practices in public service. Including TQM, performance management, and Lean Six Sigma, a few things have not changed. First, the remarkable commitment of the many change agents and public servants who believe they can make a difference has been an inspiration and has allowed me to maintain

cont. on p. 4

Thanks and So Long *cont.*

my sense of hope and optimism through the years. Second, ASQ has given us a great home; it has supported the efforts of our division and provided me with help and advice whenever I needed it. Linda Milanowski, in particular, has supported our newsletter and I relied on her great help and wisdom often. Last, the importance of leaders in enabling change is still the key element in improving the systems and processes of public governance.

We in the public sector face ever increasing anti-government rhetoric, and the most damaging part of it is that so much of it comes from our elective leadership. Even when a new administration supports the efforts, they usually feel the need to put their own stamp on things and in the process seem to always feel compelled to demean all that came before. During the first Bush administration (George HW Bush), quality and the Baldrige Award were supported and began to make a difference. When the next administration came in, most efforts ceased until they proposed reinventing government and GPRA. The cycle occurs over and over spreading from the federal level to the state and provincial level to local government. More recently, it seems that the

substance of previous efforts is being replaced more and more by symbols and rhetoric with diminishing returns. The hope of collaboration has been displaced by polarization. On the positive side of this equation, the past efforts have been institutionalized in many places. While people roll their eyes whenever TQM is mentioned (without ever having really understood Deming's system of profound knowledge and thereby dooming the efforts), performance measurement, statistical thinking, and participative governance have taken hold in many places.

The big challenges facing most of us in the public sector seem to me to be surfing the waves of rhetoric and lack of civil discourse, and facing structural fiscal deficits. I trust that you'll all continue to share your stories, your successes, your new tools and approaches, and your passion for taking on the challenges and seeking new solutions. I believe it was Albert Einstein who said problems cannot be solved at the same level of awareness that created them. I hope that you all continue to seek that new level of awareness.

I have the honor of handing off editorial duties to Rich Mallory and I know he'll carry on the tradition of providing our members with a great resource. Good luck, Rich.

Finding the Path From Smaller to Better

by Rich Mallory, Newsletter Editor

Public sector managers committed to continuous quality improvement face an enormous challenge over the next five years because the beliefs and practices of quality management seem to stand in fundamental opposition to required reduction in the size and scope of government that are likely to be dictated by the larger economy. Almost every aspect of the phrase "smaller and better" must seem phony to government managers, and like something of a betrayal.

The quality ethic, as it is most often described, is to create a focus on engaging and developing a workforce to better meet customer requirements. Where improvements cause reductions in the need for workers, it is presumed (or hoped) that new or better services, or new tasks, will make room for everyone. Most of us who are motivated by quality have never perceived quality without a steady resource base, or even better, one that is growing!

However, as leading economists tell us that public sector resources are destined to shrink, the only real choice will be between smaller and better or smaller and worse. Building a bridge between the opposing worlds of best quality, smaller budgets, and reduction in human resources is the only option. No matter how daunting, quality managers must find a way to do what they formerly thought was impossible. But how will this happen?

The fundamental beliefs of quality management do offer clues, and we must learn and follow every one. First is the definition of quality itself, which is often expressed as "meeting customer requirements." It will not take too much deliberation to recognize that *requirements* in government are the problems. There are just too many of them—or at least we think there are. There are too many constituencies that have tried to split too little pie, and too many processes of oversight and review that make the delivery of even simple outcomes very complex.

A recent article in *Harvard Business Review* (July-August 2010) was printed under the title, "Stop Trying to Delight Your Customers," and it noted that in tight economic times, customer loyalty "has a lot more to do with how well companies deliver on their basic, even plain-vanilla promises than on how dazzling the service experience might be." The article said companies that hope to survive should "forget the bells and whistles and just solve their problems."

This new view of customer is essential for government as it seeks to build service quality in the future. The notion of right-sizing and restructuring come up large, and we can see clearly that the bridge that we seek must be built around these principles.

The Baldrige National Quality Criteria for Performance Excellence gives a clue in its discussion of the "strategic context" of the organization, and asks for each organization to be able to articulate its "key strategic challenges

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Finding the Path *cont.*

and advantages associated with organizational sustainability." If each organization were to prioritize its tasks through this kind of analysis, it would provide a road map for each organization to achieve its greatest quality, and most significant social value. Similarly, other parts of the Baldrige criteria advise organizations to maintain relationships with "key market segments, customer groups, and stakeholder groups..." and to incorporate "key requirements and expectations for your products, customer support services, and operations."

A clear quality lesson for our future is that public sector managers cannot sit back in an era of declining resources and simply re-allocate, gripe, and blame. This is the smaller and worse philosophy, at a time when only smaller and better will do.

But probably the most difficult principal in our future success is one of the most sublime. As W. Edwards Deming often admonished: The workers must know that no one will lose their job because of improvement in quality. And even though this must appear crazy and impossible, and especially so because our purpose in this discussion is to reduce the size of government, we cannot forget the issue of job security if we hope to have any success at all.

Why? Because just as in pure process improvement, much of the knowledge to successfully accomplish a reduction in the scope of government exists at the lowest levels. As we seek to scale back and remove the

lesser-productive parts of our government structure, we must realize that only the frontline knows where to look, and how to back out without excessive collateral damage. But without protecting their job security, they will gladly let everyone above them, and the public, crash and burn.

So how do we achieve "job security" when cutbacks are required? Among the many ideas that have been successfully used in decades of application of quality principles, are the following:

- Assigning displaced workers to transitional offices or to a project management office.
- Outsourcing displaced workers to contract service providers, nonprofits, or other associated enterprises.
- Providing accelerated retirements of those who are eligible.
- Providing outplacement services and keeping workers on the payroll until other jobs are located.

Even in good economic times quality leadership is difficult, and we can expect that dedicated quality managers will face even more difficulty now. Certainly we can expect that new approaches and new practices will be required. It is clear that the most effective public sector managers will need to forge new alliances and expand their area of influence to match requirements with resources. They will need to grow, learn, and change, and we know that this kind of change is very difficult. However, the choice is clear: You can lead an organization that is smaller and better or one that is smaller and worse.

Cognitive Skills: A Tool for Supervisors

Christena C. Shepherd, Consultant

Many tools are used in current employee and leadership training courses that assist with the definition of an individual's aptitude, personality, thought processes, and actualization. Yet, the specific cognitive skills needed for learning and performing a task, the cognitive level at which the employee operates best, and whether they match are seldom addressed. In our egalitarian society, managers are often encouraged to see functions to be performed and personnel available to perform them as a mix-and-match situation, and they are therefore unaware of the reasons why employees are happy, productive, floundering, or leaving.

Educational research has a long history of various theories, definitions, classifications, or taxonomies of individual differences in learning processes and aptitudes that are helpful for supervisors. In 1956, for example,

Bloom et al. published a taxonomy of cognitive skill levels for teachers to use in designing curriculum¹. It has been widely used and was revised somewhat in 2001 by Anderson and Krathwohl². As seen in Figure 1, there are six cognitive levels in this taxonomy, which range from memorizing and matching to the creation of something new or making assessments.

This taxonomy has practical applications for the work environment. ASQ includes Bloom's Taxonomy in *The Certified Quality Manager Handbook*, relating the cognitive levels to the types of functions performed on the job⁴ (Figure 2).

Another body of research that documents individual learning differences, termed the Mind Styles Model, has been published by Anthony F. Gregorc⁵. Gregorc defines four learning or mind styles as concrete sequential, abstract sequential, abstract random, and concrete random. Concrete sequential learners derive information through hands-on experiences. Abstract sequential learners benefit most from reading or lectures. Abstract random

cont. on p. 6

Cognitive Skills *cont.*

Figure 1³

BLOOM'S REVISED TAXONOMY
<p>Creating Generating new ideas, products, or ways of viewing things; Designing, constructing, planning, producing, inventing.</p>
<p>Evaluating Justifying a decision or course of action; Checking, hypothesizing, critiquing, experimenting, judging.</p>
<p>Analyzing Breaking information into parts to explore understandings and relationships; Comparing, organizing, deconstructing, interrogating, finding.</p>
<p>Applying Using information in another familiar situation; Implementing, carrying out, using, executing.</p>
<p>Understanding Explaining ideas or concepts; Interpreting, summarising, paraphrasing, classifying, explaining.</p>
<p>Remembering Recalling information; Recognizing, listing, describing, retrieving, naming, finding.</p>

learners benefit from unstructured situations, group discussions, and teamwork. And finally, the concrete random learner is characterized by quick learning, experimentation, and intuitive leaps. The body of research indicates that individuals may or may not possess all four styles, but will have varying strengths that allow them to do their best work if the information is presented in a manner that fits their natural style. Research indicates that this style does not change over time, and this has implications for employees as well as students.

Today's workplace is a constant learning environment, and it is vital for any supervisor to have an in-depth understanding of the types of learning and application skills needed for the work they are managing, whether in production, service, private, public, or nonprofit. It is also vital for the supervisor to have an in-depth understanding of the individuals they supervise, manage, and lead. It is only by having this understanding that the employee can be correctly matched to the task. For example, some employees do extremely well at tasks that require attention to detail, where the requirements are well defined such as comparing a part to a drawing or checking forms to ensure that all data is entered. This individual might welcome the chance to grow into other areas

Figure 2

<p>Knowledge Level: Also commonly referred to as recognition, recall, or rote knowledge. Being able to remember or recognize terminology, definitions, facts, ideas, materials, patterns, sequences, methodologies, principles, etc.</p>
<p>Comprehension Level: Being able to read and understand descriptions, communications, reports, tables, diagrams, directions, regulations, etc.</p>
<p>Application Level: Being able to apply ideas, procedures, methods, formulas, principles, theories, etc., in job-related situations.</p>
<p>Analysis: Being able to break down information into its constituent parts and recognize the parts' relationships to one another and how they are organized; identify sublevel factors or salient data from a complex scenario.</p>
<p>Synthesis: Being able to put parts or elements together in such a way as to show a pattern or structure not clearly there before; identify which data or information from a complex set is appropriate to examine further or from which supported conclusions can be drawn.</p>
<p>Evaluation: Being able to make judgments regarding the value of proposed ideas, solutions, methodologies, etc., by using appropriate criteria or standards to estimate accuracy, effectiveness, economic benefits, etc.</p>

or may become frustrated and less productive with more open-ended assignments. It is important for the supervisor to detect these nuances through observation of and communication with the employee. Likewise, some employees thrive on problem solving, creating new products or processes, or analyzing data or situations. They may need to perform the detail work from time to time; however, if that were the only assignment, they would rapidly become frustrated. Again, there is no substitute for observation of and communication with the employee.

No value judgments are being made concerning the relative goodness of these cognitive levels or styles. The information is presented as simply one approach for the supervisor to achieve better results by improving productivity and employee satisfaction. Each organization's supervisors must decide what types of jobs they have available, and which employee is the best fit for each job. Some managers and supervisors understand this intuitively, and it helps to know that there is research to validate their approach. Granted, we do not live in a perfect world, and unplanned events, shortages, or peak times may require short-term changes in types of assignments.

Bloom's Taxonomy or Gregorc's Mind Styles could also be used as a recruiting tool for the same reasons. The

cont. on p. 7

Cognitive Skills *cont.*

interviewer could include some questions relating to the potential employee's ability to move and operate among the various cognitive levels and their preferred method of operating. A hands-on individual may not stay long if all their assigned tasks are analytical, for example.

This is not to be confused with the normal process of learning a discipline, where everyone starts at a basic level of learning or memorizing principles, vocabulary, methods, and techniques, and demonstrating basic proficiency; after which they progress through some higher levels of mastery. Some individuals will tend to stay at a more basic or mid-level, even when given opportunities to advance, while others will go on to apply the discipline to unique situations or add to the body of knowledge through original research.

Another method of classification is described by Thompson et al.⁶ The authors describe four thinking skills: received, subjective, procedural, and constructed. These skills are defined as follows: 1) received thinking depends on authority for direction: the boss, the manual, the procedure, "the book"; 2) subjective thinking allows other opinions, but relies on previous experience and emotion, or "gut feeling"; 3) procedural thinking is analytical and objective; 4) constructed thinking focuses on understanding, embraces ambiguity and change, and is creative. Experience in the work environment indicates that those who "go by the book" are often frustrated if assigned to develop a new process, while creative personnel will want to challenge assumptions or solve problems and will not stay long in a routine environment. Some employees can move comfortably among the various thinking skills, styles, or cognitive levels as the need arises, and some will be able to stretch over time to new abilities if given the opportunity. Others will not.

The implications of matching employee cognitive levels with assigned tasks are significant. In any organization that strives for excellence, the supervisors need to understand the processes of the organization and the employee's cognitive and thinking skill levels or styles. A mismatch can lead to inefficiency or even conflict among coworkers who misinterpret either their assigned tasks or each other's approach to a task, and consequently, turn a difference in cognition into a personal issue. Likewise, a "by the book" supervisor, who only recognizes authority to innovate as coming from higher levels, may not appreciate a creative employee. When managers and supervisors learn to understand their own cognitive levels or styles and to discern how best to place their employees in the organization, real progress can be made toward improving productivity, reducing conflict, and decreasing employee turnover.

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<http://www.transitionmathproject.org/partners/wcp/doc/bloom.pdf>

Performance Reporting in Oregon: Lessons From 20 Years

by Kenneth A. Smith

Oregon has a long and proud tradition of performance reporting. Two colleagues and I recently completed a downloadable case study of state, county, and nonprofit organizations engaged in human services during the past 20 years and want to share some insights. (Find the case study at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1324643.)

The history of Oregon's performance activities is closely tied to the history of the Oregon Progress Board, which started in 1989. (The history of the Oregon Progress Board may be found at <http://www.oregon.gov/DAS/OPB/docs/BriefHistory.doc>.) The Progress Board has been involved

in numerous performance-related activities including the trickle-down of performance measures into local government and nonprofit service providers. We find the introduction of performance measures seemed to help the nonprofits increase their capacity to perform as well as their actual performance. *This is good news.*

The case study focuses on two groups of programs: one has highly standardized protocols and uses common performance measures, the other has unique programs with each unique program using different performance measures. The standardized program is called Healthy Start, which provides intensive services for first-time mothers with infants from 0-2 years of age. It screens for those with high risk factors and provides comprehensive services to the child and family. This program was

cont. on p. 8

Performance Reporting *cont.*

rigorously evaluated and reported on. Funding from the state **increased** dramatically.

We call the other programs “discretionary.” They met multiple needs in divergent communities. One county in our study has the state capital with a population of more than 150,000 while the other has one smallish city of 20,000 and large dispersion of residents in valleys, mountains, and coastal areas. Both counties have first-birth mothers....and lots of other needs as well. Funding **decreased** for these unique programs over the past decade even though their reported performance increased in similar proportion to the standardized Healthy Start program.

This is mixed news—good that both programs improved and that funding went to a solid and effective program. But it’s concerning that money was shifted away from the discretion of the local and unique communities, especially since that discretion was resulting in quality outcomes.

There is also some *really sad news*—the Oregon Progress Board lost its funding in the recently passed budget. The website is still live, but the content is no longer being updated, nor is the Progress Board engaging in any of the myriad of support activities it had done during the past 20 years. More funding cuts are possible with ballot measures 66 and 67, so it seems unlikely the Progress Board will be operating in the near future. Several groups are working to revive the board and I’ll be quick to report any major change in status.

The Progress Board had many accomplishments and had just started some new initiatives with online reporting and

analyzing data similar to the story “Local governments offer data to software tinkerers” reported in the *New York Times* on December 6, 2009. It is sad to see this 20-year old innovative institution fade away.

Lessons Learned

We have learned that investments in performance capacity over time will reap benefits across many organizations and individuals. We know that understanding and communicating about performance is extremely difficult—funders appear to focus on simple and easy to understand results such as the standardized program above. We also know that it is hard to measure the benefits of investments in performance capacity; some organizations never invest—and some (like the state of Oregon) have chosen to cut back its investment.

Questions

What do you think? Are you surprised to hear that a standardized successful program got sizably more funding than a pool of unique but also successful programs? Are budget cuts being directed at performance activities and positions in your agency or jurisdiction? Are the current fiscal challenges a catalyst for new measurement efforts, such as what happened in Oregon 20 years ago? Have you had success in getting support for investments in performance capacity? How did you do it?

Kenneth A. Smith is a founding member of Advancing Government Accountability’s (AGA) Mid-Willamette Valley Chapter and an assistant professor of accounting at Willamette University. He served on the Assessment Committee of the Oregon Progress Board and is the academic adviser to AGA’s SEA Certificate Program.

Sacramento Is Home to a New Government Division Discussion Group!

Sacramento, CA, is home to one of the ASQ Government Division’s newest discussion groups, called the Sacramento Good Government Council. The group has been meeting since April 2009, and is sponsored jointly by the Government Division and the California Baldrige Award organization, the California Council for Excellence. ASQ member Rich Mallory was a founding member and is its current chair. Jerry Mariani, a past ASQ president, has been a regular participant. Its membership consists of about 30 active and recently retired government leaders and academicians, most with state government backgrounds.

The Good Government Council was established as a non-partisan professional forum to create, promote, and disseminate best practice knowledge and information regarding best use of quality methods and tools for government and government management. Its current goals are to:

- Encourage structured problem solving as a primary means of developing efficiency and effectiveness in government.
- Encourage the regular and consistent use of strategic planning and related tools.
- Obtain recognition for government managers who use quality tools and related good government practices.

The council has made note that there is currently no structured framework for process improvement or performance management in state government, despite the magnitude of the current fiscal crisis in California government. As a result, it is focusing on a role in which it can stimulate and encourage the deployment of quality-based tools, with a primary focus on performance measurement and strategic planning, and a secondary focus on the use of lean and structured problem solving.

If you would like to get involved, or if you have questions about the council, please contact Richard Mallory at rich@mallorymanagement.com.

Introducing the Government Division Leadership Team

Brian DeNiese, Chair, Brampton, Ontario, Canada

Brian DeNiese is a project manager at the Region of Peel and is responsible for corporate performance benchmarking. He also leads strategic corporate projects to improve processes/services at the Region. He sits on the management committee of the Ontario Municipal CAO's Benchmarking Initiative. The OMBI initiative is a collaboration that is led by the chief administrative officers and city managers and fosters a culture of service excellence in municipal government by creating new ways to measure, share, and compare performance statistics and operational practices. Prior to joining the region of Peel, DeNiese was a senior quality consultant at AT&T Canada where he worked in the corporate quality office and assisted various departments in implementing process management. He also trained and coached teams on problem solving tools and techniques. During his time with AT&T he also participated as an auditor for the National Quality Institute-Canada Awards for Excellence application review process.



Bruce Waltuck, Chair-Elect, Princeton, NJ

Bruce Waltuck has been a leading voice in the advocacy and practice of government quality improvement since 1981. He worked for 26 years for the U.S. Department of Labor, where he co-created the DOL's award-winning Employee Involvement and Quality Improvement system (EIQI). This unique labor-management partnership has been described in two books and in academic journals. Waltuck later created an award-winning public-private partnership to improve compliance with federal wage laws in health-care. He has been a presenter throughout the United States and Canada, and has lectured throughout Brazil on quality improvement. Most recently, he returned to federal service as senior adviser for process improvement in the Substance Abuse and Mental Health Services Administration (SAMHSA).



Dale Weeks, Past Chair, Tallahassee, FL

Dale Weeks is the senior executive officer for the Florida Department of Revenue. His primary role is serving as the agency's chief business process and benchmarking leadership officer, with an oversight responsibility for integrating all programs, all in the context of the proven Malcolm Baldrige



Business Performance Excellence management framework. Weeks began his journey in quality in the private sector in 1973 and 1974, working for Xerox Corporation, in Rochester, NY. He continued his career at General Mills in Minneapolis, MN, and then in the mainframe computer industry throughout the 1980s. During that time he became inspired by the work of Deming, Juran, Crosby, and others, and volunteered in 1985 to work with the group that later became the Minnesota Council for Quality. He currently serves as the 2010-11 president-elect of the North Florida Chapter of the American Society of Public Administration (ASPA), and as a board director for the Tallahassee Chapter of the American Society for Training and Development (ASTD).

Guy Gordon, Voice of the Customer and Membership Chair, Toronto, Ontario, Canada

Guy Gordon is executive director of the Institute for Citizen-Centered Service of Toronto, and one of its founding members. The ICCS mission is to promote citizen satisfaction with government through its client satisfaction survey instrument that facilitates benchmarking across jurisdictions. It also assists the public sector in identifying and applying innovative, best practice service solutions. Gordon was instrumental in providing leadership respecting design, approval, and implementation of key corporate service delivery improvement initiatives, including: "At Your Service Manitoba," "E-Service to Business," "Single Window for Business," and "Online Service to Citizens."

Richard Mallory, Program Chair/Newsletter Editor, Sacramento, CA

Richard Mallory is president of Mallory Management and a consultant with 15 years of experience specializing in management analysis, performance measurement, strategic planning, and organizational development in public sector organizations. He has assisted several clients in achieving bronze and silver award recognition in the California Baldrige Award program, and has served six times as an examiner and senior examiner for the California Quality Awards since 1995. He served as an examiner for the U.S. National Quality Award in 2007. He was a past judge for the California Team Excellence Award. Prior to consulting, he served as director of the California Department of Housing, and as a California-Nevada state director for the U.S. Department of Agriculture. He is a Project Management Professional[®], certified by Project Management Institute, and is author of the book *Management Strategy: Creating Excellent Organizations*.



cont. on p. 10

Leadership Team *cont.*

Terry Simmons, Treasurer, Iowa

Terry Simmons works for NOAA's National Weather Service as a data acquisition program manager. She has a bachelor's degree in meteorology from Metropolitan State College in Denver, CO, a master's degree in quality assurance from California State University-Dominguez Hills in Carson, CA, and is currently pursuing a doctoral degree in knowledge management. She has been active in ASQ Section 1303, is a member of the Iowa Quality Center, and has served as an examiner for the Iowa Recognition for Performance Excellence Award. Simmons has also been a member of the AICE Quality Conference Committee for several years and is a representative to the Quad City Engineering and Science Council.

Christena Shepherd, Member Leader, Huntsville, AL

Christena Shepherd retired from NASA in 2009 after 32 years of government service in quality assurance and is currently working for Teledyne Brown Engineering Inc. as a consultant to NASA. Shepherd was a quality assurance team lead, responsible for managing the quality assurance effort for the Marshall Space Flight Center (MSFC) Propulsion Test Area, where testing is performed for space shuttles, NASA's research and development projects, and industry customers. She is currently assisting the MSFC Test Laboratory in the areas of quality assurance, safety, risk management, and outreach. Shepherd is a member of the ASQ Huntsville Section and a member of the American Institute of Aeronautics and Astronautics (AIAA).



John Baranzelli, Member Leader, Springfield, IL

John Baranzelli is the ISO quality assurance officer for the Illinois Department of Transportation (IDOT) and is responsible for maintaining the Department's ISO 9001:2008 certification. He is a registered professional engineer and a second-generation IDOT employee with more than 20 years of experience in the public sector. During his 20 years with IDOT, he has received extensive experience in the planning, design, and construction of road and bridge improvements. He is an award-winning public speaker who has spoken at locations throughout the United States and Canada on the subject of ISO 9001 and quality management in public service organizations. Baranzelli is also the author of the recently released book *Making Government Great Again: Mapping the Road to Success With ISO 9001:2008*.



Kishor Desai, Member leader, Oakville, Ontario, Canada

Kishor Desai is a principal consultant and auditor for KD & Associates Inc. Desai has been involved in management system auditing and consulting since 1995. His area of focus is quality, environment, health and safety, and food safety. He is associated with a leading North American-based registrar and a member of its advisory board on management system registration since 1995. Prior to 1995, he served in the public sector, working in transportation and communications, and then in housing for the Province of Ontario. He is a registered professional engineer and RABQSA qualified lead auditor for quality and environmental management systems.



Harvest of Success: A Living Body of Knowledge

by Bruce Waltuck, M.A., CC&C,
Chair-elect

How good can government be? If you follow the daily news media, you may think that government is not very good. You may be debating the performance of legislatures, social service programs, and the generic class of "bureaucrats." If you are a regular reader of this newsletter, you are likely to be a government improvement practitioner, or a consultant working to make government better. You may not answer the question in the same way as many members of the public, who have grown wary of government's claims. Is government "the problem," or is government as capable of

excellence as any other sector of the economy? The answers to these questions may surprise you.

Over the past two years, the Government Division has been working on its "Moon Shot" strategic initiative. Everything we know informs our belief that most government works at least acceptably, and that some government achieves excellence. Yes, there are some government entities that are not meeting their basic objectives. But how does government stack up against the private sector? Where are the best practices in government improvement that can help everyone else learn to achieve sustained improvement? The Government Division is working to answer these questions, and to provide a dynamic new resource for learning and improvement.

cont. on p. 11

Harvest of Success cont

Our "Harvest of Success" is a growing knowledge-base that includes links to successful government improvement sites and stories. The Harvest also includes links to articles, presentations, and other online resources of interest to government improvement advocates and practitioners. We subscribe to the maxim that success leaves clues, and that we can spot those clues by learning about government organizations that have achieved sustained improvement. The more cases we examine, and the more people who look, learn, interpret, and respond, the clearer our picture of successful government. So our Harvest of Success is a living body of knowledge, itself improved by its users.

Our first version of the Harvest of Success was prepared for the 2010 World Conference on Quality and Improvement in St. Louis, MO. This version was a simple spreadsheet, with a few basic categories and some general information to guide the user (names and contact information where available and Web links to organization websites or useful articles). We were pleased to distribute copies of this first edition to people at our World Conference booth this year. But there are many ways to view the work of government, and the work of improving its processes and results. If you are in acquisition, you will want to know where to find stories of acquisition improvement. HR practitioners will want information on everything from recruiting to succession planning. Change agents will want to know about the implementation of various methodologies such as lean, Six Sigma, kaizen, and ISO.

As part of the Harvest of Success project, we are now using a new tool to display and explore our knowledge base. We are using the Personal Brain software, which

allows dynamic links and instantly re-organized views of the data. We invite you to explore the Harvest online, at www.webbrain.com, and search for "Moon Shot." Among the links you will see:

- A report by Harvard's Steve Kelman on the UK Government Metrics Initiative
- State of Washington Social and Health Services Improvement Initiative
- The Netherlands Unemployment and Workman's Compensation Improvement Initiative
- Reports on the work of the Alberta, Canada Climate Change Project
- The U.S. Environmental Protection Agency's Lean Starter Kit (and links to the states in the related consortium)
- City of Grand Rapids, Michigan improvement initiative

We're gathering more stories all the time, on topics such as employee engagement, innovation, labor-management partnerships, open government, social media, and more.

You are invited and encouraged to browse the Harvest, and let us know what you think. This is a new and growing project for us, and we need your feedback. What stories of success do you know about that belong in the knowledge base? What do you think are the "common elements" that are driving success for the best, and need to be learned by the rest? How can we better structure the links in the Personal Brain system to give you more useful views and explorations of the Harvest base?

Feel free to contact us anytime. You can reach Bruce Waltuck, task lead on the Harvest of Success, at im4xlms@hotmail.com. Help our Moon Shot goal of making government as good as anyone else in achieving process and results improvement.

Excellence in Government Conference Series

Over the past 14 years, Excellence in Government has earned a reputation as the key learning opportunity for government innovators. This year, dramatic change is coming to government, and agency leaders must be able to adapt strategically. Join us as we explore the evolving federal landscape.

Produced by Government Executive Media Group, Excellence in Government (EIG) is the premier public management conference dedicated to creating high-performance government. The conference offers federal managers access to high-profile keynote speakers and

practical, innovative educational sessions. Excellence in Government 2010 will consist of three one-day events held at the Ronald Reagan Building in Washington, DC.

The Performance and Results Imperative, November 1, 2010

By appointing the government's first chief performance officer, President Obama signaled his intention to focus agencies' work on setting goals, measuring performance, and achieving results. Innovative practices aimed at promoting these objectives are emerging from the White House, the Office of Management and Budget, and in major agencies as well. Learn from experts about the fast-developing art and science of delivering ever more effectively on public sector missions.

