



TO: Government Performance and Finance Committee
FROM: Eric Anderson, City Manager *EA*
SUBJECT: The Orion Partnership Contract 2009
DATE: April 22, 2009

At its April 1, 2009 meeting, members of the Government Performance and Finance Committee received information from me regarding the Orion Partnership contract. This memo summarizes the information shared at the meeting.

At Council's request, we have reduced the amount and the term of the contract for the Orion Partnership. It now expires 12/31/2009, and the contract total is \$180,000. As such, the contract is within the signature authority of the City Manager.

The \$180,000 includes approximately \$55,000 for work within the Finance Department. This will help the department go through changes toward customer service, collaboration and teamwork; it also includes joint work between the Finance and Information Technology departments to help build bridges within those departments.

The balance of the contract, \$125,000, will be used to pay for professional services throughout the organization. Examples would include helping to design and implement leadership conferences of the sort that led to the Safe and Clean initiative. The clean initiative is proceeding well. We're on schedule in that both the number of complaints and the number of cases resolved are up, which is what we are striving for. We're making progress in cleaning up the City.

We're also making progress toward our safe goal, but no where near what we would like to, as we had a much higher goal of reducing crime by 50 percent over a 14 month period. Our intention is to bring together the leadership team, 150 to 250 people throughout the organization, and hold a multi-day conference in June. The focus will be on our safe goal. We will begin to build initiatives with citizens, just as we did before at our April 2008 conferences, but with a more single focus on safe. Working with the Orion Partnership, we will put together the kinds of efforts we need to address the safe goal, to renew the commitment of the organization and community towards that goal, and to bring greater effort to reduce the crime down to our goal.

Specifically, Orion Partnership will design the workshops and help us work through the post-workshop support efforts required, which is complicated and not easy work. Post-conference efforts will include work with individual teams and employees in the larger team.

Orion Partnership will continue to meet with us and push us on matters we began in 2007 and 2008, which require our attention. For example in the departments, we are clarifying underlying assumptions about high performance, about how departments are supposed to work and how we will move toward high performance. They'll be working with those departments, taking them through some drills, helping them clarify and apply assumptions within departments, and also linking the department efforts back up to the larger effort. One of the last pieces is training us so that we can do this internally with me, and most particularly Mary Morrison, so that we can develop the in-house capacity for the work. We already do more and more of the design and focus on this change effort toward high performance.

Orion Partnership is helping us change the organization. We'll come back at the end of the year with what's changed. Their primary work is design and facilitation of change, from concept through design to implementation.

cc: Council Members