Final Report

City of Wyandotte

October 2004

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I.   Management Summary

A.   Project Purpose and Scope

In April of 2003, the Wyandotte City Council engaged in a facilitated strategic planning session. One of the outcomes of this session was to review the City's existing and proposed facilities. A component of this facility plan was to examine current operations within the City and Department of Municipal Services (DMS) to determine ways to reduce operational costs and/or improve the level of customer service to the residents of the City of Wyandotte.

In reviewing the findings and recommendations in this report, the reader should be aware of the financial environment in which they are developed. Currently in the State of Michigan, local communities are facing a fiscal crisis. Property taxes are a critical revenue source for local governments. For fully developed communities, property taxes can represent fifty percent or more of a local government's General Fund budget. Over the last 26 years, there have been two constitutional amendments – the Headlee Amendment and Proposal A – and other related statutory changes that have impacted property tax revenue of local governments.

The combined effects of this legislation have caused municipal revenues to increase at a rate lower than expenses. This fact is beginning to severely impact the ability of many municipalities to continue to provide services at current or historical levels.

The recommendations within this report, in addition to examining effectiveness, look to assist the City in reducing costs, increase efficiency, or increase revenue.

B.   Project Approach

To accomplish the proposed objective the following project approach was undertaken.

1.   Project Initiation

An initiation meeting was held with key staff members to explain the project and process that would be undertaken, and to set project timelines, deliverables and expectations. City and DMS leadership informed staff of the project through e-mail, memos and staff meetings.

2.   Documentation Review

The City and DMS provided Plante & Moran, PLLC with the following documentation to serve as a baseline to understanding the current organization.

- City Charter
- City Budget
- Organizational Charts
- Municipal Service Compensation Plan
- Recreation Master Plan

3.   Formation of a Steering Committee

A Steering Committee was formed to direct the project and to keep elected officials and DMS Commission members informed. The Steering Committee consisted of two council members, two DMS Commissioners, the DMS General Director, and the City Finance Director. The Steering Committee met multiple times to review project findings and to discuss project recommendations.

4.   Formation of a Working Committee

In an effort to include direct participation of staff in the process, a Working Committee was established. Staff from DMS and the City were included on the Working Committee with broad representation from both areas. The Working Committee met three times, once before the culture survey, once to review the results of the culture survey, management interviews, and benchmarking and once to provide input into the final recommendations adopted by the Steering Committee.

5.   Management Interviews

Management Interviews were conducted with representatives from each Department within the City and each area of DMS. These interviews addressed management challenges, current procedures, performance measures, workload allocation, business process and other general operational issues within the organization.

6. **Culture Assessment**

   To allow for input from all staff, an on-line culture survey was utilized. This sixty question survey was administered by Denison Consulting. The results for the City and DMS were compared to a norm of over 500 organizations that have also taken this survey. Survey results are included in this report.

7. **Benchmarking**

   A key component of this project was to compare the revenues and expenditures of the City of Wyandotte to comparable communities. During the interview process a list of comparable communities was developed based on input from Department Directors. In addition to City input, comparison communities were selected based on geography, land area, population, and taxable value. Comparison values are taken from the Michigan Municipal League (MML) database that tracks F-65 form information (standard report completed annually and provided to the State of Michigan).

   Additionally, because of the unique characteristics of providing utility services through DMS, comparisons were made using the results of American Public Power Authorities (APPA) rate surveys, DMS rate comparisons, and a comparison of financial operating characteristics to annual APPA surveys.

8. **Presentation to Department Directors and Working Committee**

   Once the Steering Committee had identified five key recommendations that could be supported by the entire committee, these recommendations were presented to department directors and the Working Committee by the City Finance Director and the DMS General Director in two separate sessions. The purpose of these presentations was to provide staff and directors with the findings of the project prior to finalization.

9. **City Council and DMS Commission Endorsement**

   The City Council and the DMS Commissioners both endorsed the Tier I Recommendations of the study as individual bodies in order to ensure support during the implementation process.

10. **Report Preparation and Implementation Direction**

    This report was prepared to serve as documentation for the project and to provide the City and DMS with direction on implementation.

C. Project Findings

From the project analysis, five major themes were identified. The major project themes include:

- Mission, Vision and Goals
- Performance Measures
- Duplication of Functions and Limited Coordination
- Financial Results
- Financial Management Controls

A brief explanation for these themes follows:

1. Mission, Vision, and Goals

Goals and objectives for the City and DMS are established at the Commission/Department level, with each area of the organization attempting to maximize its impact, often without an understanding of larger organizational issues. Since there is not currently a process by which these individual goals are synthesized into organization wide priorities, challenges result for staff and management in the prioritization of projects and activities.

2. Performance Measures

Departments within the City and DMS currently do not have formal performance measures for department and staff performance. During the interviews, from the culture survey and the Working Committee, staff indicated that they are not consistently receiving performance feedback, and they are not aware of the progress being made toward larger organizational goals.

3. Duplication of Functions and Limited Coordination

The current organizational structure of the City has several features that create redundancies: extensive use of commissions and committees, overlapping duties of elected Treasurer, Assessor, and Clerk and various duplicate functions located within DMS and the City. This duplication results in additional cost to the City and increased challenges in communication and coordination across departments.

4. **Financial Results**

As financial challenges grow greater for the City of Wyandotte, as with many cities, the current taxable revenue sources should be reevaluated and the rates for electric, water, wastewater, and cable should be adjusted to cover the costs of operation and capital improvements for the respective utilities.

5. **Financial Management Controls**

From our review it appeared that there are opportunities to improve limited fiscal accountability to provide accurate information regarding expenditures in comparison to budgets.

D. Project Recommendations

To improve operations within the City and DMS, the Steering Committee identified five broad recommendations as a starting point. These recommendations and the intended benefits are described on the following pages. Tier II recommendations and individual department recommendations are included in Section II of this report.

1. **Establish a City Manager/Administrator Position.**

Benefits

- This person would serve as an internal coordinator to better prioritize the vision of the City overall.
- A full-time professional manager would provide more consistency to the organization.
- Individual would provide broad leadership and direction for the organization.

2. **Establish an Administrative Services Division to provide financial controls and internal services.** Services will include finance and accounting, information technology, and human resources.

Benefits

- Merging of City and DMS Finance Departments will increase internal financial control and enhance communication between the Council and various boards and commissions.

- Establishment of a City IT function will assist with technology alignment, resulting in the ability to better share information.

- Establishment of a Human Resource function will increase consistency in handling personnel issues.

3. Centralize Engineering and establish an Economic Development function.

Benefits

- Merging of City Engineering with DMS Engineering will allow better coordination of infrastructure management and avoid duplication of efforts and capital resources.
- The establishment of a central point of contact to direct economic development will simplify the process for developers, and will allow the City to more actively pursue development, resulting in the potential for increased revenues.

4. Centralize Cash Collections / Customer Service

Benefits

- Centralization will allow residents to pay utilities, taxes, fees, licenses, etc in one location.
- Centralization will increase the internal financial controls in the City.
- Centralization will improve the level of customer service.

5. Coordinate Field Operations through merging of Public Service and DMS field staff

Benefits

- Merging of DPS staff with DMS water, sewer, electric and cable field staff will improve the use of capital assets and reduce costs.
- Cross-trained staff will allow for increased productivity through more efficient use of time.

E. Implementation Approach

To introduce change within an organization the following components are necessary.

- Support from staff to make the necessary change
- Management that creates an atmosphere conducive to change
- A dedicated change team leader
- A dedicated change team staff

Once the above components have been put in place, it will then be necessary for the City and DMS to move forward with implementation.

This section outlines an implementation and training approach the City can use to obtain the maximum the impact of the recommendations of this project.

City/DMS Management

- Have City and DMS Management and the Change Leader review and approve the revised process recommendations. This support is essential to moving the process forward. Management then needs to move to a supportive role.

Change Team

- Once established, the Change Management Team will have five primary responsibilities in the implementation process:

  ✓ The Team's first responsibility will be to further prioritize and assign responsibility for the recommendations to be implemented.

  ✓ The Team's second responsibility will be to determine the most appropriate implementation approach for each recommendation.

  ✓ The Team's third responsibility will be to schedule the implementation of each recommendation and monitor the implementation progress.

✓ The Change Team's fourth responsibility will be to assist in the resolution of implementation issues as they arise.

✓ The Change Team's final responsibility will be to share the results of change implementation within the organization.

Process Owners

▪ A process owner is an individual that will have the responsibility of managing the detailed implementation of the recommendations, in addition to acting as a liaison to the Change Team. The process owners should have some familiarity with the area they are assisting; however, the process owners with the assistance of the Change Team and management should identify one to two individuals to assist with the detailed implementation.

The redesign team is aware that the recommendations presented in this report will have an impact on City and DMS staff throughout all departments. This impact will be beneficial to staff in so far as it will improve efficiency, effectiveness and increase staff capacity to focus on higher return, valued-added activities. An example implementation plan is presented below. Implementation plans for the City and DMS could follow a similar format; an implementation plan based on the recommendations developed during the sessions is included in the following section. The activities identified are intended to be a starting point. As the implementation process continues, additional tasks will need to be added and tracked. The following page graphically illustrates the implementation strategy.

Priority	Improvement Idea	Area(s) Impacted	Process Mentor	Process Owner	Date	Status and Issues to Resolve
1	Technology Plan	All Areas	N. Smith	R. Jones	5/15/05	In progress Vendor Budgeting
2	Customer Service	All Areas	L. Hart	D. Adams	9/15/05	In progress Space Staffing

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IMPLEMENTATION PLAN
SUGGESTED APPROACH

City and DMS
Management

and

Council

Change Leader

Change Team

Process Owners

Process Assistance

Staff members at all levels
should be involved in
more than one process
change. This greater
involvement will allow a
better understanding of
the change, resulting in a
greater integration of
ideas.

Clear Communication of Constraints

Information Exchange

Clear Understanding
Of Constraints

II.   Project Findings

A.   Project Themes

From the project analysis, five major themes were identified. The major project themes include:

- Mission, Vision and Goals
- Performance Measures
- Duplication of Functions and Limited Coordination
- Financial Results
- Financial Management Controls

Details for these themes are described in the tables on the following pages.

1.   Mission, Vision, and Goals

Goals and objectives for the City and DMS are established at the Commission/Department level, with each area of the organization attempting to maximize its impact, often without an understanding of larger organizational issues. Since there is not currently a process by which these individual goals are synthesized into organization wide priorities, challenges result for staff and management in the prioritization of projects and activities.

Interviews and Observation	1. **Organizational Structure and Lack of Centralization** During the interview process and from observation of the current operations, it appears that the many of the departments are managed by separate commissions or committees. These commissions and committees work to maximize the operations of the individual departments; however, there is no point where the goals and vision for the individual departments are centralized. 2. **Decentralized Leadership** Since goals and vision for the City is not centralized, management and staff indicated that they look to their respective commissions and

committees for leadership instead of the City Council. Without the centralization of goals and objectives it would appear that different parts of the organization may be working in contrast to each other and/or duplicating efforts.

3. **Management Communication**

While DMS has a single general manager, with responsibility for setting direction for the organization, it would appear from the interview process that many managers and staff within DMS are unaware of organizational goals and objectives.   This was demonstrated by managers and staff claiming to be unaware of the strategic planning process that had taken place and being unaware of the status of the recommendations from that report. The DMS is currently responding and should continue to respond to this situation.

Culture Assessment	The results of the culture survey provided additional insight to the challenges within the organization. The Culture Survey addresses four areas: adaptability, mission, consistency and involvement. For each of these areas the survey attempts to answer the following questions. | Area	Question
Adaptability	Are we listening to our environment and our customers?
Mission	Do we have a clear direction of where the organization is headed?
Consistency	Do we have the proper systems and procedures in place?
Involvement	Is staff in alignment with the direction of the organization? | The results of the culture survey confirm the challenges with vision, mission and direction that were discussed in the interviews. Of special concern are the scores of management in the area of mission. Management scores were lower than would be expected for individuals at

	this level in the organization.
	Other concerns identified are included on the following pages. Complete Culture Survey results are included in a separate section of this report. Values provided indicate the percentile score out of 100. With regard to mission, the following observations were made.
	
	1. **In the Mission quadrant of the Culture Survey, the organization scored in the bottom 5 percent in aggregate**, this level of scores is consistent throughout the all Departments within the organization.
	
	2. **The lowest aggregate scores from the survey include the following question related to organization mission:**
	    "Leaders have a long-term viewpoint" – **1** (City)
	    "The leadership has 'gone on record' about the objectives we are trying to meet" – **2** (DMS)
	
	3. **As discussed, scores related to mission were lower than expected for the management team.** At the Director level, the lowest scores related to mission include:
	    "Leaders set goals that are ambitious, but realistic" – **1**
	    "There is good alignment of goals across levels" – **1**
	    "There is widespread agreement about goals" – **2**

2. **Performance Measures**

Departments within the City and DMS currently do not have formal performance measures for department and staff performance. During the interviews, from the culture survey and the Working Committee, staff indicated that they are not consistently receiving performance feedback, and they are not aware of the progress being made toward larger organizational goals.

Interviews and Observation	1. **Performance measures are not in place for most of the organization** It would appear that performance measures for department performance and/or individual performance are not in place within either DMS or the City. If there are performance measures,

	interviewed staff are unaware of the performance objectives. Without performance measures it would appear that good performers are not rewarded and that there is limited influence over poor performance since measures are not in place that they can objectively be compared against. **2. Need to track quantifiable performance metrics for the organization** In the establishment of performance measures it is essential that the measures be established in a manner that will allow performance to be tracked in a measurable way and compared in an objective manner.

Culture Assessment	Similar to Theme 1, the culture survey indicates that performance is not tracked within the organization against larger goals or long-term initiatives. Aggregate scores and scores at the director level indicate this point best. Values given are percentile scores out of 100.
	
	1. Culture Survey: Aggregate Scores
	   "We track our progress against stated goals" – **2** (City) **– 6** (DMS)
	   "People understand what needs to be done for us to succeed in the long run" – **3** (City) **– 4** (DMS)
	
	2. Culture Survey : Director Level Scores
	   "People understand what needs to be done for us to succeed in the long run" – **2**
	   "There is good alignment of goals across levels" – **1**
	   "New and improved ways to work are continually adopted" – **9**

3. Duplication of Functions and Limited Coordination

The current organizational structure of the City has several features that create redundancies: use of commissions and committees, elected Treasurer, Assessor, and Clerk and engineering and finance functions being located within DMS and the City. This duplication of function results in additional cost to the City and increased challenges in communication and coordination across departments.

Interviews and Observation	1. **The City has many functions that result in duplication.** Examples of this include. - Elected offices of Treasurer, Clerk, and Assessor, because of the potential inconsistent nature of elected officials, these departments also have Deputy Directors. - Finance Department within the City and DMS. - Engineering and planning functions within the City and DMS. Duplication of function results in additional costs to the organization, and staff indicated that there is limited coordination among functions that serve a similar purpose. An example is within infrastructure management where the Engineer's office is working independent of DMS. 2. **DMS staff indicated that it is often a challenge to coordinate activities with other departments within DMS and City wide.** From the interview process, DMS staff indicated that it is often a challenge to coordinate staff and activities within their organization. An example of this would be the sharing of technicians between the Electrical and Telecommunication Divisions. This is a clear example of how a central administrator may assist in coordination of the DMS and City functions. 3. **Departments are operated independently. Commissions, boards, and committees that assist in governance include:** a. Municipal Services b. Recreation c. Police and Fire d. Civil Service e. Board of Electrical Examiners and Review f. Beautification Commission

	g. Building Board of Appeals h. DDA i. Retirement j. Building Authority k. ZBA l. Solid Waste and Recycling Committee m. Historical Commission n. Economic Development Corp o. TIFA p. Workmen's Compensation Board q. Brownfield Redevelopment Each of the above organizations has goals and agendas that it wishes to pursue. The challenge is that there is not a single individual or group of individuals who is coordinating and prioritizing the desires of the various groups on a full time basis. 4. **It would appear that the City needs to have a more comprehensive HR and IT (Technology) function.** At the current time the organization does not have a central HR or IT function. The result is that departments tend to independently handle human resource issues. The current approach to human resource issues this way can result in inconsistencies in the way employee issues are resolved. Additionally, not having a central IT function can result in the City not having consistency in its technology hardware and software resulting in even greater challenges for the organization to provide support. The IT function of the organization should be involved with strategic planning on the use of technology, direct the purchase and implementation of software and support systems
Culture Assessment	1. **The aggregate scores of the culture survey support the issues identified during the observation and interview process.** From the overall organizational scores, the City and DMS scored in the lowest quartile with regard to integration and agreement within the organization. More specifically, it appears that it is a challenge to work with other

	parts of the organization. The following individual questions and scores highlight this finding. Scores are for Department Director level responses. "It's easy to coordinate projects across different parts of the organization" – **15** "People from different parts of the organization share a common perspective" – **18** "Working with someone from another part of this organization is not like working with someone from a different organization" - **10** "Cooperation across different parts of the organization is actively encouraged" – **27** "There is good alignment of goals across levels" – **1**

4.   Financial Results

As financial challenges become greater for the City of Wyandotte, as it is for many cities, the current taxable revenue sources should be reevaluated and the rates for electric, water, wastewater, and cable should be adjusted to cover the costs of operation and capital improvements for the respective utilities. The goal of the City and DMS should be to operate at their revenue levels without the need to subsidize operations from fund balance.

Interviews and Observation	1. **Review the possibility of performing a community reassessment** The last full reassessment that set the property tax rate schedule was done in 1969. Many communities reassess every six years. The City Assessor should review the feasibility of a City reassessment.
Benchmarking	The Benchmarking process examined various revenue components including: millage rates, property taxes, electric utility, water utility, and sewer utility. From the benchmarking process, the following was identified. For more detail, please see the benchmarking tab of this report.

1. **Millage Rates**
   Wyandotte's millage rate is 22.16 mils compared to an average of 17.39 mils for the comparable communities. Wyandotte has the highest millage of the communities in the comparison. The reader should note the following about the City's millage rate.
   1. The City has a separate District library with a millage rate of 1.56 mils.
   2. The City generates a portion of its sewer fund revenue from its millage as opposed to only its sewer rate
   3. A majority of the City is within a TIFA district, and because of the TIFA capture; this reduces the amount of funds collected from a levied mil.

2. **Property Tax**
   Wyandotte's taxable value is approximately $21,000 per capita versus $26,000 per capita for the comparable communities.

   Twenty-five percent of the City's revenue comes from property tax and 53 percent from charges for service, when revenue from DMS is included. Without DMS, 47 percent of revenue comes from property taxes. With increases in revenue from property taxes remaining relatively flat the City will need to ensure that revenue from DMS operations cover costs and capital improvements.

3. **Electric Utility**
   According to EIA- 412 (Annual Electric Industry Report) the following is the net income from the City's electric utility for the period of 2001 to 2003:

Year	Income/Loss
2001	$5,400
2002	($1,691,062)
2003	($568,547)

   According to a 2002 rate study by APPA, DMS rates are higher than Edison and the average for publicly owned utilities. The table on the following page shows the City of Wyandotte, Edison and average rates

(publicly owned utilities) per Kilowatt-hour in cents.

	Wyandotte	Edison	Average
Residential	9.2¢	8.6¢	7.3¢
Commercial	10.3¢	7.7¢	7.0¢
Industrial	7.1¢	4.8¢	5.6¢

Currently the City's rates are above the average for residential, commercial and industrial customers. For all rate studies we were able to examine, DMS rates were higher than alternatives for the City. There is concern that since the Utility has operated at a deficit, the actual cost/kilowatt is even higher.

4. **Water Utility**
According to water billing information provided by the City and DMS, there have been financial loss for 9 of 13 years. (1990/91 to 02/03 actual records.)

Total loss for this period is approximately $839,800 with projected loss of $295,000 for the 03-04 fiscal year.

The City's water rate is $1.06 per 1000 gallons compared to $2.70 per 1000 gallons on average from a study of 134 communities in Southeast Michigan. It is our understanding that DMS recently raised the water rates.

5. **Sewer Utility**
There was a decrease in fund balance for sewer services of $129,758 for 02/03. The City currently has a rate of $1.58 per 1000 gallons compared to $3.50 to $5.00 from a study of 134 communities in Southeast Michigan. Part of this is due to the fact that a portion of the millage is used to fund sanitary sewers. It is our understanding that the City continues to raise sewer rates.

5. Financial Management Controls

From our review it appeared that there is limited fiscal accountability within the organization, and there is concern over the ability of the City's current financial controls to provide accurate information regarding the amount of money being spent in comparison to budgets.

Interviews and Observation	1. **Financial Accountability** During the interview process, a limited sense of financial accountability was detected from managers. At times, it appeared that management was unaware of operational costs of the individual areas. While departments are challenged because of the organizational structure, it would appear that there is no point where all this information is aggregated to a central point to be used in annual analysis. While the Finance Director is attempting to compile and track information; he does not have the authority to impact other departments and their operations. 2. **System Issues** The City uses HTE financial system to manage its operations, this is a step in the right direction; however, some managers expressed concern over the data integrity.
Culture Assessment	1. **Limited Understanding of Organizational Goals and Accountability** The culture survey indicates limited understanding of larger organizational goals and objectives, and accountability. Examples of this are shown by the responses to the following questions. "There is widespread agreement about goals" – **1** (City) **-3** (DMS) "There is clear agreement about the right and wrong ways to do things" – **6** (City) **- 15** (DMS) "The leaders and managers practice what they preach" – 7 (City) – 3 (DMS)

	"We make certain that the right hand knows what the left hand is doing" **– 16** (City) **– 11** (DMS)

B.   Project Recommendations

This project resulted in ten primary recommendations. These recommendations fall into two tiers. Tier I recommendations are the five recommendations that the Steering Committee and the DMS Commissioners endorsed and would like the implementation team to address first. The Tier II recommendations are five additional recommendations that while discussed, should be addressed after the implementation of Tier I recommendations.

Tier I

To assist in enhancing the efficiency and effectiveness of the organization the following organizational changes are suggested.

1.   **Establish a City Manager/Administrator Position.**

Benefits

- This person would serve as an internal coordinator.
- A full-time professional manager would provide more consistency.
- Individual would provide broad leadership and direction for the organization.

2.   **Establish an Administrative Services Division to provide financial controls and internal services.**
Services will include finance and accounting, information technology, and human resources.

Benefits

- Merging of City and DMS Finance Departments will increase financial control and enhance communication between the Council and various boards and commissions.
- Establishment of a City IT function will assist with technology alignment, resulting in the ability to better share information.
- Establishment of a Human Resource function will increase consistency in handling personnel issues.

3.   **Centralize Engineering and establish an Economic Development function.**

Benefits

- Merging of City Engineering with DMS engineering will allow better coordination of infrastructure management and avoid duplication of efforts.
- The establishment of a central point of contact to direct economic development will simplify the process for developers, and will allow the City to more actively pursue development.

4.   **Centralize Cash Collections / Customer Service**

Benefits

- Centralization will allow residents to pay utilities, taxes, fees, licenses, etc in one location.
- Centralization will increase the financial controls within the City.
- Centralization will improve the level of customer service.

5.   **Coordinate Field Operations through merging of Public Service and DMS field staff**

Benefits

- Merging of DPS staff with DMS water, sewer, electric and cable field staff will improve the utilization of capital assets and reduce costs.
- Cross-trained staff will allow for increased productivity through a reduction in down time.

Tier II

Once the City has implemented the above changes, it may wish to pursue the following recommendations.

1.   **Examination of elected positions within the City – Treasurer, Clerk and Assessor**

Benefits

- Potential to reduce costs for the City through a reduction in salaries
- Potential to eliminate redundancy with the deputy position

2. **Establishment of City wide performance measures**

   Benefits

   - Department based objectives that can be measured through out the year, with monthly reports and updates to the Council regarding the tracking of these activities
   - Ability to coordinate department activities toward central goals.

3. **Review of the commissions, boards and committees that assist in governing the City.**

   Benefits

   - Ability to reduce redundant structure
   - Ability to streamline operations and decision making process

4. **Improve financial planning and analysis**

   Benefits

   - Improved budgeting process
   - Annual review of DMS rate structure to ensure that water, cable, and electric rates are able to cover operational and capital costs

5. **Continuous operational improvement**

   Benefits

   - Ability to reduce staffing needs or improve services through improved process and operations
   - Ability to keep the organization moving toward larger goals

B.   Department Recommendations

The following are department specific recommendations and are intended to provide the individual departments with suggested changes, independent of larger organization wide initiatives to improve operations. Each department within the City and DMS should review their recommendations and then prioritize and implement changes as appropriate.

Administration
1. **Mayor needs assistance to direct activities of the City** Currently the mayor is the only point of coordination; however, this position is currently part time making it a challenge to accomplish the task of coordination. To assist the mayor, the City should strongly look to implement a City Manager position and/or change the role of the mayor to a full time position.

Assessing Department
1. **Conduct full reassessment** The last full City reassessment that set the property tax rate schedule was done in 1969. Best practices would indicate that a community should reassess every six years. The City Assessor should evaluate if a reassessment is necessary. 2. **Maximize use of technology** It would appear that the City is still dependent upon the use of property cards and that the City heavily relies upon the County to computerize its records. The City may wish to review its ability to better use technology within the Department in order to reduce its reliance upon the County and to improve operational efficiency. 3. **Cross-training of staff, consider merging with another department** The Assessing Department's work is cyclical in nature; there are known peaks and valleys. Additionally, other departments within the City also have defined peaks and valleys in their workload. To better serve the community, the Assessing Department may wish to consider the cross training of its staff with staff in the Clerk and Treasurers area.

City Clerk
1. **Cross-training of staff, consider merging with another department** The Clerks Department's work is cyclical in nature; there are known peaks and valleys. Additionally, other departments within the City also have defined peaks and valleys in their workload. To better serve the community, the City Clerk may wish to consider the cross training of its staff with staff in Assessing and Treasury. 2. **Use of document imaging software** An important function of the Clerk's office is to act as official record keeper for the City. The cataloging and maintenance of paper files is a labor intensive task. As a result, the Clerk may wish to review the need to implement document imaging software to electronically capture and track all documents. The use of document imaging software would assist the Clerk in being able to easily retrieve documents and it would reduce storage needs for the City. 3. **Ordinances on the Internet** To better assist residents, the Clerk should examine the possibility of putting ordinance information on the Internet. 4. **Allow credit card payment for services** The Clerk should examine the use of credit card payment for services.

District Court
1. **Improve management controls to better manage incorporation of two courts** The District Court has merged operations with the City of Riverview. To incorporate the practices of each court into a single entity, management should continuously upgrade its systems and procedures to better track and improve the operations of the court. 2. **Improve monitoring and management of court management system (JIS system)** In an effort to improve operations the Court is implementing a new information system. It appears that there may be some challenges with the implementation of this system. As a result, the Court may wish to hire a project manager to assist with the implementation process.

Electric Distribution

1. **Preventative Maintenance (PM) schedule development and improved usage**
   As a best practice, a PM schedule should be developed and used by the department.

2. **Review and control cost of operation and maintenance**
   From peer reviews (see Benchmarking) and from staff interviews, it is suggested that operation and maintenance costs be reviewed and tracked. Where possible these costs should be reduced.

3. **Review system integrity – redundancy, individual services**
   A review of system integrity, redundancy and individual services should be undertaken.

Electric Power Generation

1. **Document information, procedures, and policies; overly dependent on senior staff knowledge.**
   As with many organizations, the DMS is very dependent upon the knowledge of senior staff. Where appropriate, documentation of policies, procedures and general operating information should be undertaken.

2. **Cost of coal to generate power, need to be aware of the pricing**
   The generators currently burn coal to create electricity, the DMS should continue to closely monitor coal prices and seek alternative fuels in an effort to keep operational costs low.

3. **Improve peak time management; better balance is needed of when to buy power**
   Since the current capacity of the plant is unable to meet the peak demand needs of the community, it is necessary for the DMS to buy power from other providers. The DMS should look to continue to participate in energy consortiums to buy and sell power at reduced prices.

4. **Overall enhance financial reporting information**
   The DMS should look to improve the use of the HTE financial system to enhance financial reporting. This may require modifications to the reporting module of the software.

5. **Review for security target**
   With the current security considerations, the DMS should review the security of the facility and if not in place, develop a security plan and procedures for the facility.

Engineering
1. **Possible expansion of services to include planning** The Engineering Department may wish to investigate the possibility of offering planning services within the Engineering Department. These planning services should be coordinated with the economic development activities of the community. 2. **Expand use of HTE work order system to better track time, materials, labor and equipment** The Engineering Department should examine expanding the use of the work order system in order to track materials, time, and equipment use for projects in the City. 3. **More extensive interaction with DMS management, potential to merge** The City and DMS perform engineering activities, in an effort to improve efficiency in the design and upgrade of infrastructure in the community, the Engineering Department should continue to work closely with DMS.

Finance
1. **Improve use of HTE to allow for increased information sharing** HTE is an integrated financial system. The City should work to ensure that all departments have access to the system in order to better share financial information. 2. **Consider consolidation of City's Finance Department with the DMS** The City and DMS have individual finance functions. Since the City uses an integrated system that is able to track the finances of the City and DMS separate, it appears redundant to have separate finance functions. 3. **Strengthen financial management function** Without a central manager for the City, it would appear that department financial accountability is a challenge. The Finance Department working with the City Council needs to examine ways to increase financial accountability within the City.

Fire

1. Establish goals and objectives

   As with other departments, clear goals and objectives should be established.

IS/Accounting

1. Improve information sharing between DMS and City

   Since the operations of DMS and the City impact each other, ways to improve information sharing should be established, this may include enhanced use of HTE and joint staff meetings between DMS finance and City finance.

2. Consider merging this function with City

   As indicated with the Finance Department, the DMS and City should look to merge the finance functions within the organization.

3. Establish department performance measures

   Measurable performance measures should be established for the department and for individual staff. Department and staff performance should be tracked against the measures.

4. Improve Staff training

   To improve staff skills and operations, a training schedule should be established for staff. This schedule should indicate the training needed, method to provide and training cost for each staff member.

5. Improve use of technology

   With the IS staff in this Department acting as the primary technology/computer staff for the entire organization, it is essential that the Department take a leadership role with technology. IS staff should be responsible for the planning, purchase and implementation and support of technology within the organization.

Police

1. **Establish goals and performance measures**
   Clear and measurable goals and performance measures should be established for the PD. The Department and individuals should track there performance against these goals.

2. **Establish directed patrols as a means to improve productivity**
   For patrol staff up to 40 percent of their day can be spent on free patrol, the Department may wish to move to directed patrols. Directed patrols focus patrol staff time on specific tasks or situations that the PD has identified as having potential impact to the community. Examples include: stolen cars and drug traffic monitoring.

3. **Continue to maximize use of technology**
   The Department should continue to use technology to assist with its operations, this includes in car reporting, electronic ticketing and case management.

4. **Crime mapping and possible use of GIS to track information**
   The Department should look to crime mapping as a way to anticipate incidents and to help establish directed patrols. The Department may want to investigate the use of a GIS to assist with this process.

5. **Review of training budget**
   As the role of police departments expand and change it is important that staff is appropriately trained. The City may wish to review its staff training budget and make necessary changes as needed.

Recreation

1. **Review the revenues and costs of the Department operations and look to either enhance revenues or reduce the cost of operations**
   As budgets become more restrained, it will be necessary for all departments to identify ways to reduce operating costs or to enhance revenue. The Recreation Department may wish to look at regionalization, program reduction, or increasing registration fees.

2. **Explore ways to reduce the cost of operations through out-sourcing of management for the golf course**
   The City may wish to examine outsourcing the management of the golf course in order to reduce operating costs.

Telecommunications
1. **Coordinate with Electric Department to better share technicians** The Telecommunication Department shares technicians with the Electric Department, often due to scheduling challenges the ability to share these technicians is a challenge. The DMS may wish to use a central schedule for all field staff as to avoid scheduling conflicts. It would be possible to use software to address this issue. 2. **Review rate structure to ensure that capital is available for system upgrades and new product development; Challenge to role out new products since capital is not available** The DMS should review operating costs on a regular basis and adjust rates accordingly to ensure that operating, capital and development costs will be able to be addressed through the rates.

Treasury
1. **Consolidate cashiering operations, to include utility billing** The Treasury Department should look to the potential to include the acceptance of utility bills in an effort to centralize payments for customers. 2. **Accept Credit Cards** The Department should examine the acceptance of credit cards for the City. 3. **Expand Internet Capabilities** The Department may wish to examine the possibility of offering the ability to pay and process payments on-line. 4. **Consider merging or sharing resources with another department** The Treasurer's Department's work is cyclical in nature; there are known peaks and valleys. Additionally, other departments within the City also have defined peaks and valleys in their workload. To better serve the community, the City Treasurer may wish to consider the cross training of its staff with staff in the Assessing and Clerks area.

Water Department
1. Review the level of infrastructure replacement, tie back to CIP Water system infrastructure replacement should be included as part of the City's CIP. **2. Examine the cost of selling water to other communities** The DMS currently has excess water capacity; the DMS should continue to examine the possibility of selling this excess capacity to surrounding communities. **3. Review rates on an annual basis** The DMS should review water rates on an annual basis to ensure that operational and capital costs are being covered. **4. Review plant for security issues** With the current security considerations, the DMS should review the security of the facility and if not in place, develop a security plan and procedures for the facility.

III.   Implementation Approach

The development of a sound implementation strategy is essential to ensure the success of any project. This section outlines an implementation strategy that the organization can use to implement the recommendations outlined within this report. The components of the implementation plan and a suggested approach are presented below.

A.   Components

To introduce change within in an organization the following components are necessary.

- Support from staff to make the necessary change
- Management that creates an atmosphere conducive to change
- A dedicated change team leader
- A dedicated change team staff

A brief description of each of these components follows.

Staff Support of Change

Throughout the process the beginnings of staff support of change was initiated. In any change process, if change is forced upon staff the success of the effort will often be significantly less than if the change is initiated by staff. As previously mentioned this component has already been put in place. It is now the role of the individuals from the Working Committee to generate excitement about the potential to other staff members.

Management's Role

The role of management in the change process is providing a supportive position that will allow change to take place. Management must understand that in order for improvements to take place that it must allow staff the freedom to make and implement changes. While sounding easy, it is often difficult for management to allow this to happen, for it is contrary to the normal course of action. Management must act in partnership with the staff and provide the resources to make the change process a reality.

Change Leader

One individual's time needs to be dedicated to having the primary role of implementing change within the organization. The ability to appoint a central person to leading the change effort is paramount in the ability of the change to be effectively implemented for the organization. The individual appointed should have the respect of staff and management and be seen as a leader within the organization.

Change Team

A cross-functional team should be assembled to assist with the change initiative. The change leader, working with management, should identify five to seven individuals in the organization to be part of the Change Team. The individuals selected should be a fair representation of all organization staff.

B.   Suggested Approach

Once the above components have been put in place, it will then be necessary for the organization to move forward with implementation. This section outlines an implementation and training approach the organization can use to obtain the maximum benefits from the process improvement and technology enhancements outlined in this report.

City/DMS Management

Have City and DMS Management and the Change Leader review and approve the revised process recommendations. This support is essential to moving the process forward. Management then needs to move to a supportive role.

Change Team

Once established, the Change Management Team will have five primary responsibilities in the implementation process

- The Team's first responsibility will be to further prioritize and assign responsibility for the recommendations to be implemented. The prioritization process should take into account the nature of each recommendation striving to focus on the most straight forward (i.e. easier to implement) recommendations first. This technique will allow the organization to establish short-term successes, while building confidence in the implementation process.

- The Team's second responsibility will be to determine the most appropriate implementation approach for each recommendation. Recommendations which are internal to the organization are easier to control and will lend themselves to the straightforward "just do it" implementation. Broader recommendations, which affect more than the organization's offices may lend themselves to a pilot implementation approach. In determining the most appropriate method of implementation, the Change Team will need to assign a process mentor and process owner. The mentor should be an individual on the change team; the process owner should not be on the Change Team.

- The Team's third responsibility will be to schedule the implementation of each recommendation and monitor the implementation progress.

- The Change Team's fourth responsibility will be to assist in the resolution of implementation issues as they arise.

- The Change Team's final responsibility will be to share the results of change implementation within the organization. The success of implementation and/or information learned in making change needs to be shared with individuals throughout the organization in order to better assist in the change keeping staff aware of the change process and to discourage the possibility of cynicism within the organization.

Process Owners

A process owner is an individual that will have the responsibility of managing the detailed implementation of the recommendations, in addition to acting as a liaison to the Change Team. The process owners should have some familiarity with the area they are assisting; however, the process owners with the assistance of the Change Team and management should identify one to two individuals to assist with the detailed implementation. The activities associated with the implementation of each recommendation will be dictated by the specific recommendation. In general, implementation activities should include:

- Develop a detailed workplan/implementation schedule
- Introduce process changes to affected staff
- Identify staff training requirements
- Review and revise/eliminate appropriate forms, documents and "shadow" systems
- Revise policies and procedures
- Establish Measures
- Train staff in the new process/begin using new process

The recommendations presented in this report will have an impact on staff throughout all departments. This impact will be beneficial to staff in so far as it will improve efficiency, effectiveness and increase staff capacity to focus on higher return, valued-added activities. An example implementation plan is presented below. Implementation plans for the organization could follow a similar format. The activities identified are intended to be a starting point. As the implementation process continues, additional tasks will need to be added and tracked. The following page graphically illustrates the implementation strategy.

Priority	Improvement Idea	Area(s) Impacted	Process Mentor	Process Owner	Date	Status and Issues to Resolve
1	Technology Plan	All Areas	N. Smith	R. Jones	5/15/05	In progress Vendor Budgeting
2	Customer Service	All Areas	L. Hart	D. Adams	9/15/05	In progress Space Staffing
3						

CHANGE PLAN
SUGGESTED APPROACH

City and DMS
Management

and

Council

Clear Communication of Constraints

Information Exchange

Change Leader

Change Team

Process Owners

Process Assistance

Staff members at all levels
should be involved in
more than one process
change. This greater
involvement will allow a
better understanding of
the change, resulting in a
greater integration of
ideas.

Clear Understanding
Of Constraints

IV.   **Culture Assessment**

A.   **Approach**

Sixty City of Wyandotte City staff members and 58 Municipal Services staff participated in completing the on-line culture survey. The response rate of 40 percent is comparable to other clients who have used the survey. The results of the survey norm reference the City of Wyandotte and Municipal Services against 500 organizations. The organizations are comprised of a variety of industries, and include large and small companies, government entities, educational institutions and non profit organizations. The differences between industries and countries are considered nominal compared to the differences within the organizations. Scores shown represent percentile level in comparison to the normed responses. Response percentiles range from 1 to 100, with higher values being preferred scores.

B.   **Findings**

Understanding the Results

The culture survey compared the City of Wyandotte to the organizational norm in four areas: adaptability, mission, consistency, and involvement. For each of these areas there is one key question that the survey attempts to answer. The key question for each area is shown in the table below.

Comparison Area	Primary Question
Adaptability	Do we listen to our customers and the external environment?
Mission	Do we have a clear direction on where the organization is headed?
Consistency	Do we have the proper systems and procedures in place to carry out our mission?
Involvement	Is our staff in alignment with the direction of the organization?

Depending upon where the organization scored it is possible to identify staffs' perspective on the above questions and to determine internal or external focus and the degree of flexibility within the organization.

Within each of the four primary areas, there are three comparison indexes; these twelve indexes provide more detail to the organization for specific aspects of the four major categories. Further, the line item results indicate how the organization compared to the norm on a question by question base.

Finally, the survey included demographic questions that allowed respondents to be grouped by department and level within the organization. Included in this section are the results for these subgroups.

Result Summary

In reviewing the scores, the reader should not view the scores as an end grade but a starting point for the organization from which to make improvements. Based on the results of the survey, the following results appeared reasonable on an organizational wide basis, includes DMS and City Hall.

1. **The organization needs to improve the level that it listens to the external environment and customers**

   Scores were in the lowest quartile, efforts should be made to establish and/or improve standard customer feedback and/or standard methods by which customers can communicate concerns with the City and DMS.

2. **The organization needs to clearly define mission, vision and goals**

   Scores in the mission quadrant were in the lowest quartile. The lack of a mission and vision for the larger organization may be attributed to the current organizational structure. From the survey it would appear that the current structure does not lend itself to the establishment of larger organizational goals and objectives. The City and DMS need to ensure that larger, measurable organizational goals are established and communicated to staff.

   It is important to include senior management in this process; it is unusual that the scores at the Director Level were not higher.

3. **The organization needs to review systems and processes**

Scores in the consistency quadrant were in the lowest quartile. The City and DMS should look at ways to improve their integration and coordination in order to improve operational effectiveness. This may include merging the functions of redundant areas together (field staff, engineering) and coordinate planning activities between the two parts of the organization.

Additionally, through the process, staff indicated that they viewed the City and DMS as two separate organizations. However, they are truly one organization, for they share the same customer base and the operation of one directly impacts the other. The City and DMS should strive for staff to feel that they are part of a single organization.

4. **The organization needs to include staff in the changes to ensure alignment**

Scores in the involvement quadrant were in the lowest quartile. It is suggested that the City and DMS continue to involve staff in the organizational change process. Through continued involvement staff will feel a sense of ownership in the change process.

It should be noted that there is consistency in the scores for both the DMS and the City, indicating that the challenges faced are not limited to a single area or department. Once changes in the organizational structure and operations have been made, the City and DMS may wish to retake the culture assessment at a later date to compare to the current score set.

City Hall

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

Internal Focus

Beliefs and Assumptions

4   3

4   1

3   1

3   7

1   4

3   7

N=60

City of Wyandotte   Note: Numbers denote percentile values   SB 2002   **07-Apr-04**   **Denison**

City Hall

Involvement

Quartile		1st		2nd		3rd		4th	
Percentile	0		25th		50th		75th		100th

In this organization…

Empowerment

Most employees are highly involved in their work. **2**

Decisions are usually made at the level where the best information is available. **12**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **13**

Everyone believes that he or she can have a positive impact. **4**

Business planning is ongoing and involves everyone in the process to some degree. **2**

In this organization…

Team Orientation

Cooperation across different parts of the organization is actively encouraged. **2**

People work like they are part of a team. **2**

Teamwork is used to get work done, rather than hierarchy. **3**

Teams are our primary building blocks. **3**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **6**

In this organization…

Capability Development

Authority is delegated so that people can act on their own. **17**

The "bench strength" (capability of people) is constantly improving. **6**

There is continuous investment in the skills of employees. **6**

The capabilities of people are viewed as an important source of competitive advantage. ⊖ **1**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ **42**

City Hall

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 ... 25th	50th	75th	100th

Core Values

In this organization…

Statement	Percentile
The leaders and managers "practice what they preach."	7
There is a characteristic management style and a distinct set of management practices.	8
There is a clear and consistent set of values that governs the way we do business.	3
Ignoring core values will get you in trouble. ⊕	28
There is an ethical code that guides our behavior and tells us right from wrong. ⊕	44

Agreement

In this organization…

Statement	Percentile
When disagreements occur, we work hard to achieve "win-win" solutions.	4
There is a "strong" culture.	13
It is easy to reach consensus, even on difficult issues.	10
We seldom have trouble reaching agreement on key issues.*	6
There is a clear agreement about the right way and the wrong way to do things.	6

Coordination & Integration

In this organization…

Statement	Percentile
Our approach to doing business is very consistent and predictable.	8
People from different parts of the organization share a common perspective.	8
It is easy to coordinate projects across different parts of the organization.	19
Working with someone from another part of this organization is not like working with someone from a different organization.*	16
There is good alignment of goals across levels.	3

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

City Hall

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Creating Change

In this organization…

The way things are done is very flexible and easy to change. — **14**

We respond well to competitors and other changes in the business environment. — **8**

New and improved ways to do work are continually adopted. — **2**

Attempts to create change seldom meet with resistance.* — **5**

Different parts of the organization often cooperate to create change. — **2**

Customer Focus

In this organization…

Customer comments and recommendations often lead to changes. — **2**

Customer input directly influences our decisions. — **1**

All members have a deep understanding of customer wants and needs. ⊕ — **39**

The interests of the customer seldom get ignored in our decisions.* — **9**

We encourage direct contact with customers by our people. ⊕ — **46**

Organizational Learning

In this organization…

We view failure as an opportunity for learning and improvement. — **8**

Innovation and risk taking are encouraged and rewarded. ⊖ — **1**

Few things "fall between the cracks".* — **22**

Learning is an important objective in our day-to-day work. — **17**

We make certain that the "right hand knows what the left hand is doing." — **16**

City of Wyandotte | * Question phrasing and answers are reversed from the survey. | +'s and -'s indicate top 5 and bottom 5 percentile scores | Numbers denote percentiles | SB 2002

07-Apr-04

Denison

City Hall

Mission

In this organization…

Strategic Direction & Intent

There is a long-term purpose and direction. **2**

Our strategy leads other organizations to change the way they compete in the industry. **8**

There is a clear mission that gives meaning and direction to our work. **8**

There is a clear strategy for the future. **2**

Our strategic direction is clear to me.* **7**

In this organization…

Goals & Objectives

There is widespread agreement about goals. **2**

Leaders set goals that are ambitious, but realistic. **⊖ 1**

The leadership has "gone on record" about the objectives we are trying to meet. **⊖ 1**

We continuously track our progress against our stated goals. **2**

People understand what needs to be done for us to succeed in the long run. **3**

In this organization…

Vision

We have a shared vision of what the organization will be like in the future. **2**

Leaders have a long-term viewpoint. **⊖ 1**

Short-term thinking seldom compromises our long-term vision.* **9**

Our vision creates excitement and motivation for our employees. **1**

We are able to meet short-term demands without compromising our long-term vision. **7**

Highest Score

46	We encourage direct contact with customers by our people.
44	There is an ethical code that guides our behavior and tells us right from wrong.
42	Problems seldom arise because we have the skills necessary to do the job.*
39	All members have a deep understanding of customer wants and needs.
28	Ignoring core values will get you in trouble.

Lowest Score

1	Leaders have a long-term viewpoint.
1	Leaders set goals that are ambitious, but realistic.
1	The capabilities of people are viewed as an important source of competitive advantage.
1	The leadership has "gone on record" about the objectives we are trying to meet.
1	Innovation and risk taking are encouraged and rewarded.

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SB 2002   07-Apr-04   Denison

Municipal Services

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

Internal Focus

CONSISTENCY

Beliefs and Assumptions

6 5
14 2
8 5
4 6
2 11
7 12

N=58

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

Municipal Services

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In this organization…

Empowerment

Statement	Percentile
Most employees are highly involved in their work.	7
Decisions are usually made at the level where the best information is available.	9
Information is widely shared so that everyone can get the information he or she needs when it's needed. ⊖	3
Everyone believes that he or she can have a positive impact.	18
Business planning is ongoing and involves everyone in the process to some degree.	8

In this organization…

Team Orientation

Statement	Percentile
Cooperation across different parts of the organization is actively encouraged. ⊖	2
People work like they are part of a team.	5
Teamwork is used to get work done, rather than hierarchy.	7
Teams are our primary building blocks.	5
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	4

In this organization…

Capability Development

Statement	Percentile
Authority is delegated so that people can act on their own.	20
The "bench strength" (capability of people) is constantly improving.	7
There is continuous investment in the skills of employees.	9
The capabilities of people are viewed as an important source of competitive advantage.	3
Problems seldom arise because we have the skills necessary to do the job.* ⊕	49

* Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles

Denison

Municipal Services

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." ⊖ — **3**

There is a characteristic management style and a distinct set of management practices. — **23**

There is a clear and consistent set of values that governs the way we do business. — **6**

Ignoring core values will get you in trouble. ⊕ — **79**

There is an ethical code that guides our behavior and tells us right from wrong. ⊕ — **34**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **4**

There is a "strong" culture. — **30**

It is easy to reach consensus, even on difficult issues. — **25**

We seldom have trouble reaching agreement on key issues.* — **21**

There is a clear agreement about the right way and the wrong way to do things. — **15**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **19**

People from different parts of the organization share a common perspective. — **5**

It is easy to coordinate projects across different parts of the organization. — **20**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **4**

There is good alignment of goals across levels. — **3**

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Municipal Services

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Creating Change

In this organization…

Statement	Score
The way things are done is very flexible and easy to change. **+**	35
We respond well to competitors and other changes in the business environment.	15
New and improved ways to do work are continually adopted.	6
Attempts to create change seldom meet with resistance.*	10
Different parts of the organization often cooperate to create change.	3

Customer Focus

In this organization…

Statement	Score
Customer comments and recommendations often lead to changes.	8
Customer input directly influences our decisions.	5
All members have a deep understanding of customer wants and needs. **+**	68
The interests of the customer seldom get ignored in our decisions.*	23
We encourage direct contact with customers by our people.	22

Organizational Learning

In this organization…

Statement	Score
We view failure as an opportunity for learning and improvement.	7
Innovation and risk taking are encouraged and rewarded.	6
Few things "fall between the cracks".*	15
Learning is an important objective in our day-to-day work.	18
We make certain that the "right hand knows what the left hand is doing."	11

Municipal Services

Mission

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **4**

Our strategy leads other organizations to change the way they compete in the industry. — **13**

There is a clear mission that gives meaning and direction to our work. — **10**

There is a clear strategy for the future. — **4**

Our strategic direction is clear to me.* — **3**

Goals & Objectives

In this organization…

There is widespread agreement about goals. ⊖ — **3**

Leaders set goals that are ambitious, but realistic. — **5**

The leadership has "gone on record" about the objectives we are trying to meet. ⊖ — **2**

We continuously track our progress against our stated goals. — **6**

People understand what needs to be done for us to succeed in the long run. — **4**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **4**

Leaders have a long-term viewpoint. — **7**

Short-term thinking seldom compromises our long-term vision.* — **18**

Our vision creates excitement and motivation for our employees. — **3**

We are able to meet short-term demands without compromising our long-term vision. — **16**

Municipal Services

Highest Score

79	Ignoring core values will get you in trouble.
68	All members have a deep understanding of customer wants and needs.
49	Problems seldom arise because we have the skills necessary to do the job.*
35	The way things are done is very flexible and easy to change.
34	There is an ethical code that guides our behavior and tells us right from wrong.

Lowest Score

2	The leadership has "gone on record" about the objectives we are trying to meet.
2	Cooperation across different parts of the organization is actively encouraged.
3	The leaders and managers "practice what they preach."
3	There is widespread agreement about goals.
3	Information is widely shared so that everyone can get the information he or she needs when it's needed.

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City of Wyandotte

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SB 2002   07-Apr-04   Denison

City Hall - Clerk

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus

68

49

Vision

8

1

Creating Change

1

1

Flexible

Beliefs and Assumptions

Stable

17

1

Empowerment

Coordination and Integration

6

5

34

Team Orientation

Agreement

84

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

N=4

Internal Focus

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

City Hall - Clerk

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0 ... 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. **27**

Decisions are usually made at the level where the best information is available. **25**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **10**

Everyone believes that he or she can have a positive impact. **44**

Business planning is ongoing and involves everyone in the process to some degree. **13**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. **6**

People work like they are part of a team. **2**

Teamwork is used to get work done, rather than hierarchy. **8**

Teams are our primary building blocks. **33**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **23**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. **95**

The "bench strength" (capability of people) is constantly improving. **13**

There is continuous investment in the skills of employees. **5**

The capabilities of people are viewed as an important source of competitive advantage. **12**

Problems seldom arise because we have the skills necessary to do the job.* **85**

City Hall - Clerk

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 — 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **15**

There is a characteristic management style and a distinct set of management practices. — **70**

There is a clear and consistent set of values that governs the way we do business. — **53**

Ignoring core values will get you in trouble. ➕ — **99**

There is an ethical code that guides our behavior and tells us right from wrong. ➕ — **96**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **85**

There is a "strong" culture. — **50**

It is easy to reach consensus, even on difficult issues. — **1**

We seldom have trouble reaching agreement on key issues.* — **1**

There is a clear agreement about the right way and the wrong way to do things. — **1**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **51**

People from different parts of the organization share a common perspective. — **1**

It is easy to coordinate projects across different parts of the organization. ➖ — **1**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **3**
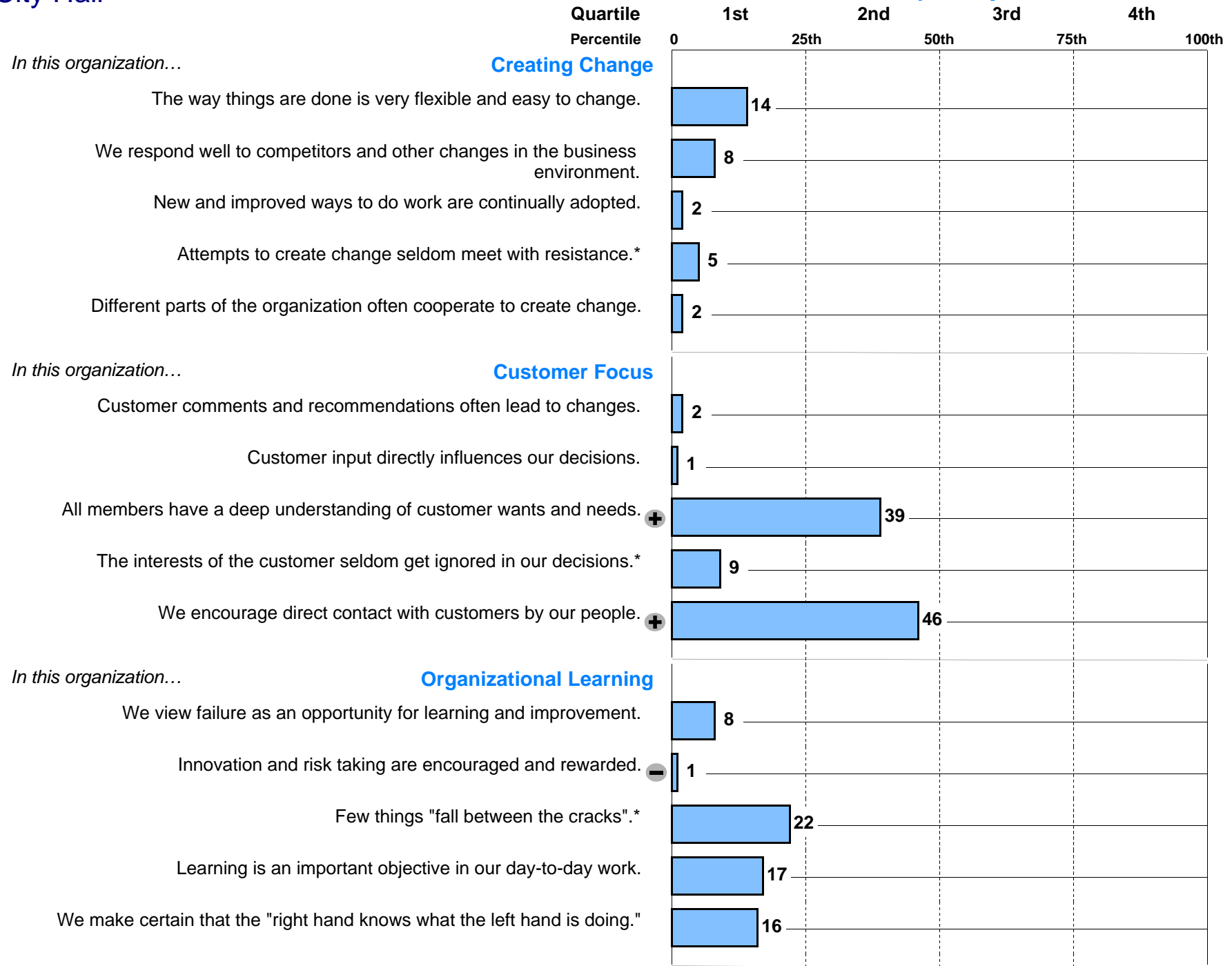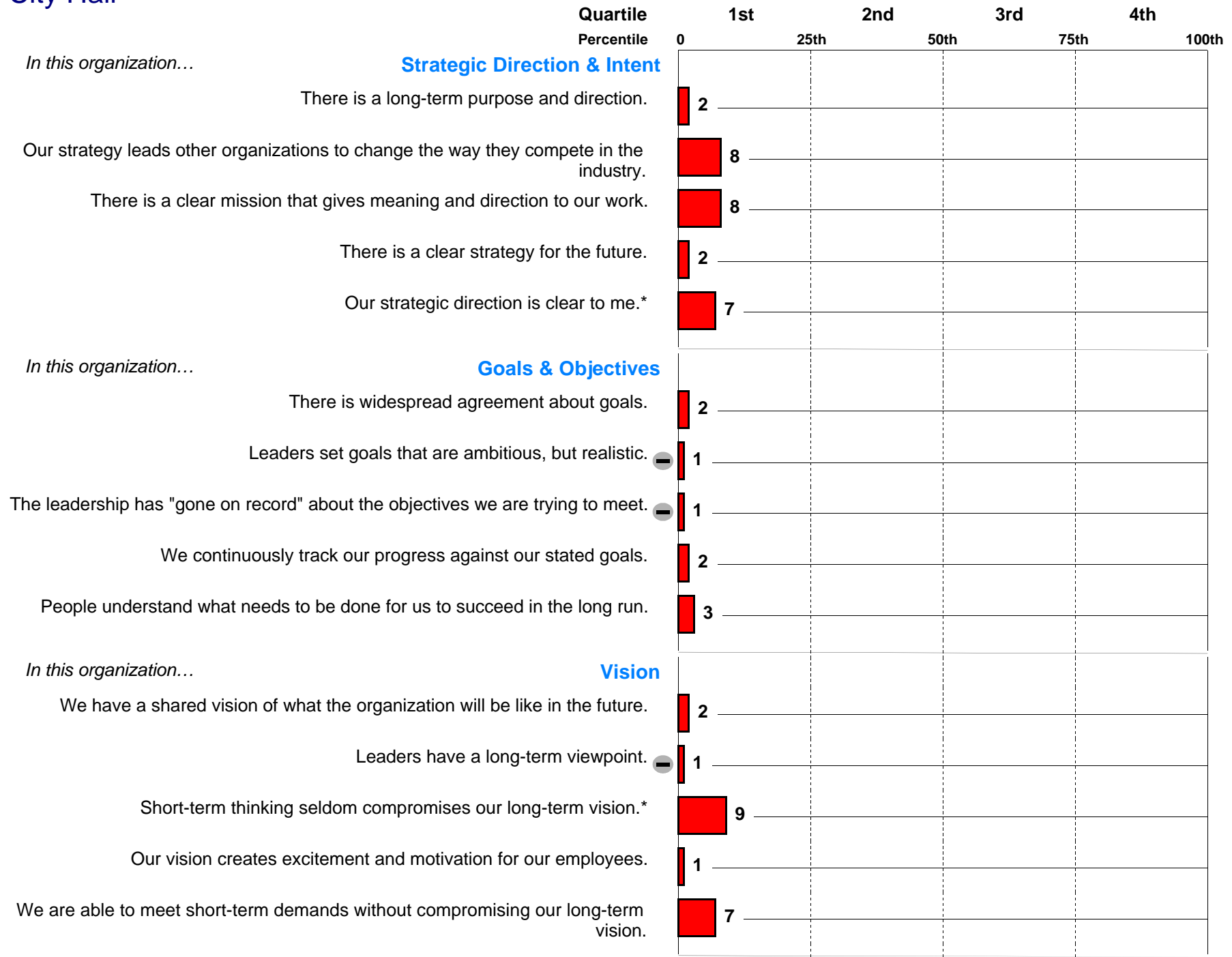
There is good alignment of goals across levels. ➖ — **1**

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   ⬥ Denison

City Hall - Clerk

In this organization…

Creating Change

Statement	Percentile
The way things are done is very flexible and easy to change.	5
We respond well to competitors and other changes in the business environment. ⊖	1
New and improved ways to do work are continually adopted.	1
Attempts to create change seldom meet with resistance.*	39
Different parts of the organization often cooperate to create change.	1

In this organization…

Customer Focus

Statement	Percentile
Customer comments and recommendations often lead to changes.	22
Customer input directly influences our decisions.	68
All members have a deep understanding of customer wants and needs.	47
The interests of the customer seldom get ignored in our decisions.*	16
We encourage direct contact with customers by our people. ⊕	99

In this organization…

Organizational Learning

Statement	Percentile
We view failure as an opportunity for learning and improvement. ⊕	96
Innovation and risk taking are encouraged and rewarded. ⊖	1
Few things "fall between the cracks".*	70
Learning is an important objective in our day-to-day work. ⊕	99
We make certain that the "right hand knows what the left hand is doing."	47

City Hall - Clerk

Mission

	Quartile	1st	2nd	3rd	4th
	Percentile	0 ... 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction.	17
Our strategy leads other organizations to change the way they compete in the industry.	9
There is a clear mission that gives meaning and direction to our work.	50
There is a clear strategy for the future.	1
Our strategic direction is clear to me.*	5

Goals & Objectives

In this organization…

There is widespread agreement about goals.	1
Leaders set goals that are ambitious, but realistic.	11
The leadership has "gone on record" about the objectives we are trying to meet.	15
We continuously track our progress against our stated goals.	2
People understand what needs to be done for us to succeed in the long run.	1

Vision

In this organization…

We have a shared vision of what the organization will be like in the future.	1
Leaders have a long-term viewpoint.	1
Short-term thinking seldom compromises our long-term vision.*	1
Our vision creates excitement and motivation for our employees.	3
We are able to meet short-term demands without compromising our long-term vision.	26

City Hall - Clerk

Highest Score

99	Ignoring core values will get you in trouble.
99	Learning is an important objective in our day-to-day work.
99	We encourage direct contact with customers by our people.
96	There is an ethical code that guides our behavior and tells us right from wrong.
96	We view failure as an opportunity for learning and improvement.

Lowest Score

1	Innovation and risk taking are encouraged and rewarded.
1	Leaders have a long-term viewpoint.
1	We respond well to competitors and other changes in the business environment.
1	There is good alignment of goals across levels.
1	It is easy to coordinate projects across different parts of the organization.

http://www.DenisonCulture.com

* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

City Hall - Police

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Beliefs and Assumptions

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

Internal Focus

N=22

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

City Hall - Police

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. — 1

Decisions are usually made at the level where the best information is available. — 1

Information is widely shared so that everyone can get the information he or she needs when it's needed. — 1

Everyone believes that he or she can have a positive impact. — 1

Business planning is ongoing and involves everyone in the process to some degree. — 1

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — 1

People work like they are part of a team. — 2

Teamwork is used to get work done, rather than hierarchy. — 2

Teams are our primary building blocks. — 1

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — 1

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — 7

The "bench strength" (capability of people) is constantly improving. — 5

There is continuous investment in the skills of employees. — 2

The capabilities of people are viewed as an important source of competitive advantage. — 1

Problems seldom arise because we have the skills necessary to do the job.* — 35

City Hall - Police

Consistency

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

In this organization…

Core Values

The leaders and managers "practice what they preach." — **1**

There is a characteristic management style and a distinct set of management practices. — **7**

There is a clear and consistent set of values that governs the way we do business. — **2**

Ignoring core values will get you in trouble. ⊕ — **41**

There is an ethical code that guides our behavior and tells us right from wrong. ⊕ — **53**

In this organization…

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions. — **1**

There is a "strong" culture. ⊕ — **47**

It is easy to reach consensus, even on difficult issues. — **3**

We seldom have trouble reaching agreement on key issues.* — **4**

There is a clear agreement about the right way and the wrong way to do things. — **11**

In this organization…

Coordination & Integration

Our approach to doing business is very consistent and predictable. — **3**

People from different parts of the organization share a common perspective. — **1**

It is easy to coordinate projects across different parts of the organization. — **7**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **3**

There is good alignment of goals across levels. — **1**

City Hall - Police

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In this organization…

Creating Change

The way things are done is very flexible and easy to change. — 1

We respond well to competitors and other changes in the business environment. — 2

New and improved ways to do work are continually adopted. ⊖ 1

Attempts to create change seldom meet with resistance.* — 1

Different parts of the organization often cooperate to create change. — 1

In this organization…

Customer Focus

Customer comments and recommendations often lead to changes. — 1

Customer input directly influences our decisions. ⊖ 1

All members have a deep understanding of customer wants and needs. ⊕ 47

The interests of the customer seldom get ignored in our decisions.* — 13

We encourage direct contact with customers by our people. ⊕ 60

In this organization…

Organizational Learning

We view failure as an opportunity for learning and improvement. — 1

Innovation and risk taking are encouraged and rewarded. — 1

Few things "fall between the cracks".* — 17

Learning is an important objective in our day-to-day work. — 17

We make certain that the "right hand knows what the left hand is doing." — 2

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   **07-Apr-04**

Denison

City Hall - Police

Mission

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — 1

Our strategy leads other organizations to change the way they compete in the industry. — 1

There is a clear mission that gives meaning and direction to our work. — 4

There is a clear strategy for the future. — 1

Our strategic direction is clear to me.* — 4

Goals & Objectives

In this organization…

There is widespread agreement about goals. — 1

Leaders set goals that are ambitious, but realistic. — 1

The leadership has "gone on record" about the objectives we are trying to meet. ● — 1

We continuously track our progress against our stated goals. — 2

People understand what needs to be done for us to succeed in the long run. — 3

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — 1

Leaders have a long-term viewpoint. ● — 1

Short-term thinking seldom compromises our long-term vision.* — 14

Our vision creates excitement and motivation for our employees. — 1

We are able to meet short-term demands without compromising our long-term vision. — 3

City Hall - Police

Highest Score

60	We encourage direct contact with customers by our people.
53	There is an ethical code that guides our behavior and tells us right from wrong.
47	There is a "strong" culture.
47	All members have a deep understanding of customer wants and needs.
41	Ignoring core values will get you in trouble.

Lowest Score

1	The capabilities of people are viewed as an important source of competitive advantage.
1	The leadership has "gone on record" about the objectives we are trying to meet.
1	New and improved ways to do work are continually adopted.
1	Customer input directly influences our decisions.
1	Leaders have a long-term viewpoint.

http://www.DenisonCulture.com

City of Wyandotte

* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

City Hall - Fire

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

Internal Focus

Beliefs and Assumptions

35
25
13
3
11
7
14
29
10
14
44
57

N=3

Note: Numbers denote percentile values

SB 2002   07-Apr-04   Denison

City Hall - Fire

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. — **55**

Decisions are usually made at the level where the best information is available. — **60**

Information is widely shared so that everyone can get the information he or she needs when it's needed. — **17**

Everyone believes that he or she can have a positive impact. — **83**

Business planning is ongoing and involves everyone in the process to some degree. ⊖ **1**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — **23**

People work like they are part of a team. — **3**

Teamwork is used to get work done, rather than hierarchy. — **5**

Teams are our primary building blocks. — **14**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **59**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — **14**

The "bench strength" (capability of people) is constantly improving. — **13**

There is continuous investment in the skills of employees. — **38**

The capabilities of people are viewed as an important source of competitive advantage. ⊖ **1**

Problems seldom arise because we have the skills necessary to do the job.* — **78**

City Hall - Fire

Consistency

In this organization…

Core Values

Statement	Percentile
The leaders and managers "practice what they preach."	64
There is a characteristic management style and a distinct set of management practices. (+)	97
There is a clear and consistent set of values that governs the way we do business.	13
Ignoring core values will get you in trouble. (+)	96
There is an ethical code that guides our behavior and tells us right from wrong. (−)	1

In this organization…

Agreement

Statement	Percentile
When disagreements occur, we work hard to achieve "win-win" solutions.	11
There is a "strong" culture. (+)	88
It is easy to reach consensus, even on difficult issues.	54
We seldom have trouble reaching agreement on key issues.*	74
There is a clear agreement about the right way and the wrong way to do things.	32

In this organization…

Coordination & Integration

Statement	Percentile
Our approach to doing business is very consistent and predictable.	5
People from different parts of the organization share a common perspective. (+)	98
It is easy to coordinate projects across different parts of the organization.	71
Working with someone from another part of this organization is not like working with someone from a different organization.* (−)	1
There is good alignment of goals across levels.	6

City Hall - Fire

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Creating Change

In this organization…

Statement	Percentile
The way things are done is very flexible and easy to change.	7
We respond well to competitors and other changes in the business environment.	4
New and improved ways to do work are continually adopted.	41
Attempts to create change seldom meet with resistance.*	29
Different parts of the organization often cooperate to create change.	17

Customer Focus

In this organization…

Statement	Percentile
Customer comments and recommendations often lead to changes.	7
Customer input directly influences our decisions.	5
All members have a deep understanding of customer wants and needs.	76
The interests of the customer seldom get ignored in our decisions.*	21
We encourage direct contact with customers by our people.	17

Organizational Learning

In this organization…

Statement	Percentile
We view failure as an opportunity for learning and improvement.	80
Innovation and risk taking are encouraged and rewarded. ⊖	1
Few things "fall between the cracks".*	33
Learning is an important objective in our day-to-day work.	38
We make certain that the "right hand knows what the left hand is doing." ⊕	96

City Hall - Fire

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. **22**

Our strategy leads other organizations to change the way they compete in the industry. **38**

There is a clear mission that gives meaning and direction to our work. **34**

There is a clear strategy for the future. **19**

Our strategic direction is clear to me.* **29**

Goals & Objectives

In this organization…

There is widespread agreement about goals. **25**

Leaders set goals that are ambitious, but realistic. **2**

The leadership has "gone on record" about the objectives we are trying to meet. **2**

We continuously track our progress against our stated goals. **4**

People understand what needs to be done for us to succeed in the long run. **16**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. **16**

Leaders have a long-term viewpoint. **3**

Short-term thinking seldom compromises our long-term vision.* **12**

Our vision creates excitement and motivation for our employees. **17**

We are able to meet short-term demands without compromising our long-term vision. **6**

City Hall - Fire

Highest Score

98	People from different parts of the organization share a common perspective.
97	There is a characteristic management style and a distinct set of management practices.
96	We make certain that the "right hand knows what the left hand is doing."
96	Ignoring core values will get you in trouble.
88	There is a "strong" culture.

Lowest Score

1	Business planning is ongoing and involves everyone in the process to some degree.
1	Innovation and risk taking are encouraged and rewarded.
1	There is an ethical code that guides our behavior and tells us right from wrong.
1	The capabilities of people are viewed as an important source of competitive advantage.
1	Working with someone from another part of this organization is not like working with someone from a different organization.*

City Hall - Recreation

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus — 86

Vision

Creating Change — 56

22

22

9

14

Beliefs and Assumptions

Flexible

Stable

Empowerment

31

9

75

Coordination and Integration

48

28

Team Orientation

51

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

Internal Focus

N=4

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

City Hall - Recreation

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work.	55
Decisions are usually made at the level where the best information is available.	25
Information is widely shared so that everyone can get the information he or she needs when it's needed.	69
Everyone believes that he or she can have a positive impact.	44
Business planning is ongoing and involves everyone in the process to some degree.	5

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged.	38
People work like they are part of a team.	5
Teamwork is used to get work done, rather than hierarchy. ✚	94
Teams are our primary building blocks.	33
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	78

Capability Development

In this organization…

Authority is delegated so that people can act on their own.	84
The "bench strength" (capability of people) is constantly improving.	5
There is continuous investment in the skills of employees.	54
The capabilities of people are viewed as an important source of competitive advantage.	53
Problems seldom arise because we have the skills necessary to do the job.*	64

City Hall - Recreation

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Core Values

In this organization…

- The leaders and managers "practice what they preach." — **7**
- There is a characteristic management style and a distinct set of management practices. — **41**
- There is a clear and consistent set of values that governs the way we do business. — **13**
- Ignoring core values will get you in trouble. — **24**
- There is an ethical code that guides our behavior and tells us right from wrong. ⊕ — **96**

Agreement

In this organization…

- When disagreements occur, we work hard to achieve "win-win" solutions. — **11**
- There is a "strong" culture. — **10**
- It is easy to reach consensus, even on difficult issues. — **26**
- We seldom have trouble reaching agreement on key issues.* ⊖ — **4**
- There is a clear agreement about the right way and the wrong way to do things. — **32**

Coordination & Integration

In this organization…

- Our approach to doing business is very consistent and predictable. — **51**
- People from different parts of the organization share a common perspective. — **41**
- It is easy to coordinate projects across different parts of the organization. — **71**
- Working with someone from another part of this organization is not like working with someone from a different organization.* ⊕ — **91**
- There is good alignment of goals across levels. — **79**

City Hall - Recreation

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 · · · 25th	· · · 50th	· · · 75th	· · · 100th

Creating Change

In this organization…

Statement	Percentile
The way things are done is very flexible and easy to change.	64
We respond well to competitors and other changes in the business environment.	64
New and improved ways to do work are continually adopted.	82
Attempts to create change seldom meet with resistance.*	15
Different parts of the organization often cooperate to create change.	46

Customer Focus

In this organization…

Statement	Percentile
Customer comments and recommendations often lead to changes.	81
Customer input directly influences our decisions.	68
All members have a deep understanding of customer wants and needs. ➕	95
The interests of the customer seldom get ignored in our decisions.*	39
We encourage direct contact with customers by our people.	86

Organizational Learning

In this organization…

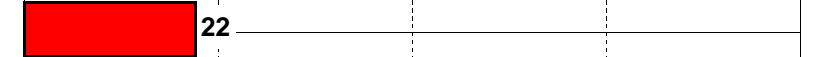| Statement	Percentile
We view failure as an opportunity for learning and improvement. ➖	4
Innovation and risk taking are encouraged and rewarded.	44
Few things "fall between the cracks".*	20
Learning is an important objective in our day-to-day work.	21
We make certain that the "right hand knows what the left hand is doing."	71

City Hall - Recreation

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Strategic Direction & Intent

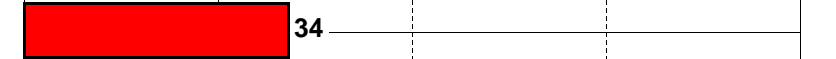*In this organization…*
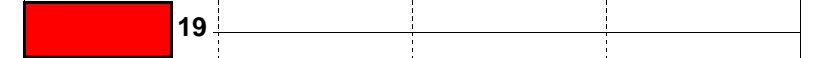
- There is a long-term purpose and direction. **59**
- Our strategy leads other organizations to change the way they compete in the industry. ⊖ **1**
- There is a clear mission that gives meaning and direction to our work. ⊕ **88**
- There is a clear strategy for the future. **19**
- Our strategic direction is clear to me.* **14**

Goals & Objectives

In this organization…

- There is widespread agreement about goals. **25**
- Leaders set goals that are ambitious, but realistic. ⊖ **4**
- The leadership has "gone on record" about the objectives we are trying to meet. **32**
- We continuously track our progress against our stated goals. ⊖ **5**
- People understand what needs to be done for us to succeed in the long run. **16**

Vision

In this organization…

- We have a shared vision of what the organization will be like in the future. **7**
- Leaders have a long-term viewpoint. **11**
- Short-term thinking seldom compromises our long-term vision.* **84**
- Our vision creates excitement and motivation for our employees. **10**
- We are able to meet short-term demands without compromising our long-term vision. **9**

City Hall - Recreation

Highest Score

96	There is an ethical code that guides our behavior and tells us right from wrong.
95	All members have a deep understanding of customer wants and needs.
94	Teamwork is used to get work done, rather than hierarchy.
91	Working with someone from another part of this organization is not like working with someone from a different organization.*
88	There is a clear mission that gives meaning and direction to our work.

Lowest Score

1	Our strategy leads other organizations to change the way they compete in the industry.
4	Leaders set goals that are ambitious, but realistic.
4	We seldom have trouble reaching agreement on key issues.*
4	We view failure as an opportunity for learning and improvement.
5	We continuously track our progress against our stated goals.

City of Wyandotte   * Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

City Hall - Engineering

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus

Vision

Creating Change

Flexible

Stable

Beliefs and Assumptions

Empowerment

Coordination and Integration

Team Orientation

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

Internal Focus

N=15

3 1
4 1
9 1
7 32
1 12
22 2

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

City Hall - Engineering

Involvement

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. — **1**

Decisions are usually made at the level where the best information is available. — **32**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **+** — **50**

Everyone believes that he or she can have a positive impact. — **4**

Business planning is ongoing and involves everyone in the process to some degree. — **6**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — **1**

People work like they are part of a team. **−** — **1**

Teamwork is used to get work done, rather than hierarchy. — **1**

Teams are our primary building blocks. **−** — **1**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **6**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — **29**

The "bench strength" (capability of people) is constantly improving. — **6**

There is continuous investment in the skills of employees. — **23**

The capabilities of people are viewed as an important source of competitive advantage. — **1**

Problems seldom arise because we have the skills necessary to do the job.* **+** — **96**

City Hall - Engineering

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **8**

There is a characteristic management style and a distinct set of management practices. — **6**

There is a clear and consistent set of values that governs the way we do business. — **1**

Ignoring core values will get you in trouble. — **1**

There is an ethical code that guides our behavior and tells us right from wrong. — **14**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **3**

There is a "strong" culture. — **12**

It is easy to reach consensus, even on difficult issues. — **35**

We seldom have trouble reaching agreement on key issues.* ➕ — **52**

There is a clear agreement about the right way and the wrong way to do things. — **15**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **22**

People from different parts of the organization share a common perspective. — **22**

It is easy to coordinate projects across different parts of the organization. ➕ — **71**

Working with someone from another part of this organization is not like working with someone from a different organization.* ➕ — **49**

There is good alignment of goals across levels. — **15**

City Hall - Engineering

Quartile	**1st**	**2nd**	**3rd**	**4th**
Percentile 0	25th	50th	75th	100th

In this organization…

Creating Change

The way things are done is very flexible and easy to change. — **43**

We respond well to competitors and other changes in the business environment. — **12**

New and improved ways to do work are continually adopted. — **6**

Attempts to create change seldom meet with resistance.* — **24**

Different parts of the organization often cooperate to create change. — **2**

In this organization…

Customer Focus

Customer comments and recommendations often lead to changes. — **3**

Customer input directly influences our decisions. — **5**

All members have a deep understanding of customer wants and needs. — **39**

The interests of the customer seldom get ignored in our decisions.* — **6**

We encourage direct contact with customers by our people. — **23**

In this organization…

Organizational Learning

We view failure as an opportunity for learning and improvement. — **9**

Innovation and risk taking are encouraged and rewarded. — **1**

Few things "fall between the cracks".* — **11**

Learning is an important objective in our day-to-day work. — **23**

We make certain that the "right hand knows what the left hand is doing." — **2**

City Hall - Engineering

Mission

	Quartile	1st	2nd	3rd	4th
	Percentile	0 — 25th	— 50th	— 75th	— 100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **1**

Our strategy leads other organizations to change the way they compete in the industry. — **13**

There is a clear mission that gives meaning and direction to our work. — **4**

There is a clear strategy for the future. — **3**

Our strategic direction is clear to me.* — **3**

Goals & Objectives

In this organization…

There is widespread agreement about goals. — **8**

Leaders set goals that are ambitious, but realistic. ⊖ — **1**

The leadership has "gone on record" about the objectives we are trying to meet. — **2**

We continuously track our progress against our stated goals. — **5**

People understand what needs to be done for us to succeed in the long run. — **5**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **1**

Leaders have a long-term viewpoint. ⊖ — **1**

Short-term thinking seldom compromises our long-term vision.* — **6**

Our vision creates excitement and motivation for our employees. ⊖ — **1**

We are able to meet short-term demands without compromising our long-term vision. — **6**

City Hall - Engineering

Highest Score

96	Problems seldom arise because we have the skills necessary to do the job.*
71	It is easy to coordinate projects across different parts of the organization.
52	We seldom have trouble reaching agreement on key issues.*
50	Information is widely shared so that everyone can get the information he or she needs when it's needed.
49	Working with someone from another part of this organization is not like working with someone from a different organization.*

Lowest Score

1	Teams are our primary building blocks.
1	Leaders have a long-term viewpoint.
1	Leaders set goals that are ambitious, but realistic.
1	Our vision creates excitement and motivation for our employees.
1	People work like they are part of a team.

City of Wyandotte   * Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

City Hall - Public Service

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus

Vision

Creating Change

28 | 27

9 | 5

Flexible

3 | 9

Beliefs and Assumptions

Stable

1 | 1

Empowerment

1 | 5

2 | 5

Coordination and Integration

Team Orientation

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

N=5

Internal Focus

City Hall - Public Service

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. ⊖ **1**

Decisions are usually made at the level where the best information is available. ⊕ **69**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **2**

Everyone believes that he or she can have a positive impact. ⊖ **1**

Business planning is ongoing and involves everyone in the process to some degree. **16**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. **6**

People work like they are part of a team. ⊖ **1**

Teamwork is used to get work done, rather than hierarchy. **1**

Teams are our primary building blocks. **14**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **11**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. **14**

The "bench strength" (capability of people) is constantly improving. **6**

There is continuous investment in the skills of employees. **6**

The capabilities of people are viewed as an important source of competitive advantage. **4**

Problems seldom arise because we have the skills necessary to do the job.* **10**

City Hall - Public Service

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 — 25th	50th	75th	100th

Core Values

In this organization…

- The leaders and managers "practice what they preach." — **8**
- There is a characteristic management style and a distinct set of management practices. — **16**
- There is a clear and consistent set of values that governs the way we do business. — **3**
- Ignoring core values will get you in trouble. — **57**
- There is an ethical code that guides our behavior and tells us right from wrong. — **3**

Agreement

In this organization…

- When disagreements occur, we work hard to achieve "win-win" solutions. — **1**
- There is a "strong" culture. — **10**
- It is easy to reach consensus, even on difficult issues. — **5**
- We seldom have trouble reaching agreement on key issues.* ⊕ — **61**
- There is a clear agreement about the right way and the wrong way to do things. — **15**

Coordination & Integration

In this organization…

- Our approach to doing business is very consistent and predictable. — **22**
- People from different parts of the organization share a common perspective. — **3**
- It is easy to coordinate projects across different parts of the organization. — **5**
- Working with someone from another part of this organization is not like working with someone from a different organization.* — **5**
- There is good alignment of goals across levels. ⊖ — **1**

City Hall - Public Service

Adaptability

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Creating Change

In this organization…

Statement	Percentile
The way things are done is very flexible and easy to change.	9
We respond well to competitors and other changes in the business environment.	16
New and improved ways to do work are continually adopted.	11
Attempts to create change seldom meet with resistance.* ⊖	1
Different parts of the organization often cooperate to create change.	5

Customer Focus

In this organization…

Statement	Percentile
Customer comments and recommendations often lead to changes.	42
Customer input directly influences our decisions.	5
All members have a deep understanding of customer wants and needs.	23
The interests of the customer seldom get ignored in our decisions.*	51
We encourage direct contact with customers by our people.	4

Organizational Learning

In this organization…

Statement	Percentile
We view failure as an opportunity for learning and improvement.	49
Innovation and risk taking are encouraged and rewarded.	6
Few things "fall between the cracks".*	50
Learning is an important objective in our day-to-day work.	5
We make certain that the "right hand knows what the left hand is doing." ⊕	85

City Hall - Public Service

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. **15**

Our strategy leads other organizations to change the way they compete in the industry. **58**

There is a clear mission that gives meaning and direction to our work. **13**

There is a clear strategy for the future. **19**

Our strategic direction is clear to me.* ➕ **63**

Goals & Objectives

In this organization…

There is widespread agreement about goals. **11**

Leaders set goals that are ambitious, but realistic. **22**

The leadership has "gone on record" about the objectives we are trying to meet. **13**

We continuously track our progress against our stated goals. **3**

People understand what needs to be done for us to succeed in the long run. **2**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. ➕ **66**

Leaders have a long-term viewpoint. **2**

Short-term thinking seldom compromises our long-term vision.* **2**

Our vision creates excitement and motivation for our employees. **7**

We are able to meet short-term demands without compromising our long-term vision. **51**

* Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

City Hall - Public Service

Highest Score

85	We make certain that the "right hand knows what the left hand is doing."
69	Decisions are usually made at the level where the best information is available.
66	We have a shared vision of what the organization will be like in the future.
63	Our strategic direction is clear to me.*
61	We seldom have trouble reaching agreement on key issues.*

Lowest Score

1	Most employees are highly involved in their work.
1	There is good alignment of goals across levels.
1	People work like they are part of a team.
1	Attempts to create change seldom meet with resistance.*
1	Everyone believes that he or she can have a positive impact.

City of Wyandotte   * Question phrasing and answers are reversed from the survey.

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City Hall - Finance

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. ➖ | 1

Decisions are usually made at the level where the best information is available. | 1

Information is widely shared so that everyone can get the information he or she needs when it's needed. ➕ | 4

Everyone believes that he or she can have a positive impact. | 1

Business planning is ongoing and involves everyone in the process to some degree. | 1

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. | 1

People work like they are part of a team. | 1

Teamwork is used to get work done, rather than hierarchy. | 1

Teams are our primary building blocks. | 1

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. | 1

Capability Development

In this organization…

Authority is delegated so that people can act on their own. | 1

The "bench strength" (capability of people) is constantly improving. | 1

There is continuous investment in the skills of employees. | 1

The capabilities of people are viewed as an important source of competitive advantage. ➖ | 1

Problems seldom arise because we have the skills necessary to do the job.* | 1

City Hall - Finance

In this organization…

Core Values

The leaders and managers "practice what they preach." **1**

There is a characteristic management style and a distinct set of management practices. **1**

There is a clear and consistent set of values that governs the way we do business. **1**

Ignoring core values will get you in trouble. ✚ **24**

There is an ethical code that guides our behavior and tells us right from wrong. ✚ **44**

In this organization…

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions. **1**

There is a "strong" culture. **1**

It is easy to reach consensus, even on difficult issues. **1**

We seldom have trouble reaching agreement on key issues.* **1**

There is a clear agreement about the right way and the wrong way to do things. **1**

In this organization…

Coordination & Integration

Our approach to doing business is very consistent and predictable. ✚ **3**

People from different parts of the organization share a common perspective. **1**

It is easy to coordinate projects across different parts of the organization. **1**

Working with someone from another part of this organization is not like working with someone from a different organization.* **1**

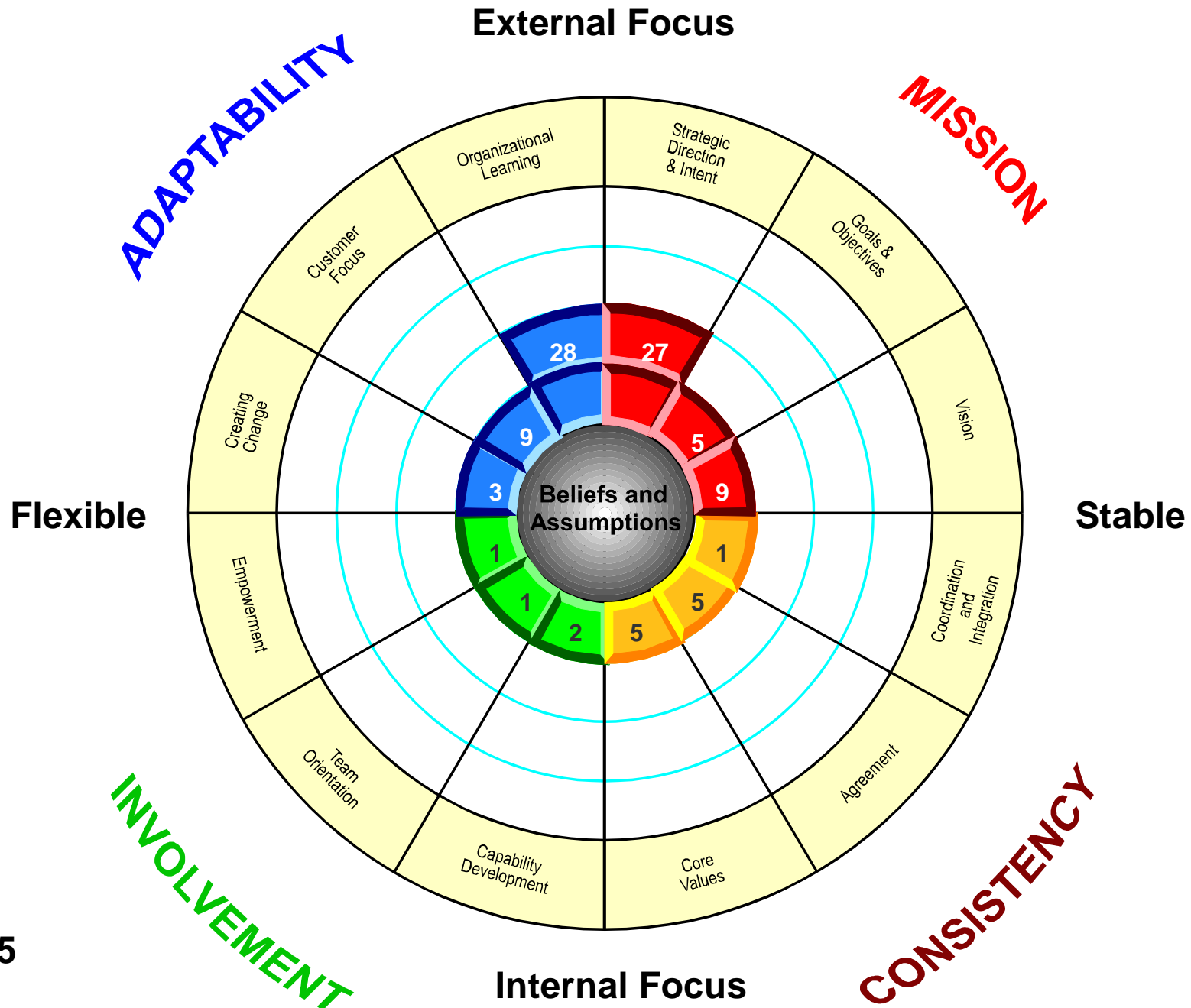There is good alignment of goals across levels. **1**

City Hall - Finance

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

In this organization…

Creating Change

The way things are done is very flexible and easy to change. — **1**

We respond well to competitors and other changes in the business environment. ⊕ — **4**

New and improved ways to do work are continually adopted. — **1**

Attempts to create change seldom meet with resistance.* — **1**

Different parts of the organization often cooperate to create change. ⊖ — **1**

In this organization…

Customer Focus

Customer comments and recommendations often lead to changes. — **1**

Customer input directly influences our decisions. — **1**

All members have a deep understanding of customer wants and needs. — **1**

The interests of the customer seldom get ignored in our decisions.* — **2**

We encourage direct contact with customers by our people. — **1**

In this organization…

Organizational Learning

We view failure as an opportunity for learning and improvement. — **1**

Innovation and risk taking are encouraged and rewarded. — **1**

Few things "fall between the cracks".* — **1**

Learning is an important objective in our day-to-day work. — **1**

We make certain that the "right hand knows what the left hand is doing." — **1**

City Hall - Finance

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In this organization…

Strategic Direction & Intent

There is a long-term purpose and direction. ⊖ **1**

Our strategy leads other organizations to change the way they compete in the industry. **1**

There is a clear mission that gives meaning and direction to our work. **1**

There is a clear strategy for the future. **1**

Our strategic direction is clear to me.* **1**

In this organization…

Goals & Objectives

There is widespread agreement about goals. **1**

Leaders set goals that are ambitious, but realistic. **1**

The leadership has "gone on record" about the objectives we are trying to meet. **1**

We continuously track our progress against our stated goals. **1**

People understand what needs to be done for us to succeed in the long run. ⊖ **1**

In this organization…

Vision

We have a shared vision of what the organization will be like in the future. **1**

Leaders have a long-term viewpoint. **1**

Short-term thinking seldom compromises our long-term vision.* **1**

Our vision creates excitement and motivation for our employees. **1**

We are able to meet short-term demands without compromising our long-term vision. **1**

City of Wyandotte | * Question phrasing and answers are reversed from the survey. | +'s and -'s indicate top 5 and bottom 5 percentile scores | Numbers denote percentiles | SB 2002

07-Apr-04

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City Hall - Finance

Highest Score

44	There is an ethical code that guides our behavior and tells us right from wrong.
24	Ignoring core values will get you in trouble.
4	We respond well to competitors and other changes in the business environment.
4	Information is widely shared so that everyone can get the information he or she needs when it's needed.
3	Our approach to doing business is very consistent and predictable.

Lowest Score

1	Different parts of the organization often cooperate to create change.
1	The capabilities of people are viewed as an important source of competitive advantage.
1	People understand what needs to be done for us to succeed in the long run.
1	There is a long-term purpose and direction.
1	Most employees are highly involved in their work.

http://www.DenisonCulture.com

City of Wyandotte

* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04

City Hall - Adm/Legal/C Dev/C Rel/Other

External Focus

ADAPTABILITY

MISSION

Flexible

Stable

INVOLVEMENT

CONSISTENCY

Internal Focus

N=4

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

Beliefs and Assumptions

11
1
1
1
17
2
6
10
2
2
1
5

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

City Hall - Adm/Legal/C Dev/C Rel/Other

Involvement

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Empowerment

In this organization…

- Most employees are highly involved in their work. — **55**
- Decisions are usually made at the level where the best information is available. — **1**
- Information is widely shared so that everyone can get the information he or she needs when it's needed. — **4**
- Everyone believes that he or she can have a positive impact. — **2**
- Business planning is ongoing and involves everyone in the process to some degree. — **63**

Team Orientation

In this organization…

- Cooperation across different parts of the organization is actively encouraged. — **38**
- People work like they are part of a team. — **2**
- Teamwork is used to get work done, rather than hierarchy. — **3**
- Teams are our primary building blocks. — **1**
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **8**

Capability Development

In this organization…

- Authority is delegated so that people can act on their own. — **34**
- The "bench strength" (capability of people) is constantly improving. — **2**
- There is continuous investment in the skills of employees. — **1**
- The capabilities of people are viewed as an important source of competitive advantage. — **1**
- Problems seldom arise because we have the skills necessary to do the job.* — **17**

City Hall - Adm/Legal/C Dev/C Rel/Other

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 — 25th	50th	75th	100th

Core Values

In this organization…

Statement	Percentile
The leaders and managers "practice what they preach."	7
There is a characteristic management style and a distinct set of management practices.	1
There is a clear and consistent set of values that governs the way we do business.	1
Ignoring core values will get you in trouble.	51
There is an ethical code that guides our behavior and tells us right from wrong. ⊕	90

Agreement

In this organization…

Statement	Percentile
When disagreements occur, we work hard to achieve "win-win" solutions.	11
There is a "strong" culture.	3
It is easy to reach consensus, even on difficult issues.	26
We seldom have trouble reaching agreement on key issues.*	1
There is a clear agreement about the right way and the wrong way to do things.	1

Coordination & Integration

In this organization…

Statement	Percentile
Our approach to doing business is very consistent and predictable.	3
People from different parts of the organization share a common perspective.	5
It is easy to coordinate projects across different parts of the organization.	18
Working with someone from another part of this organization is not like working with someone from a different organization.* ⊕	79
There is good alignment of goals across levels.	2

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

City Hall - Adm/Legal/C Dev/C Rel/Other

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

In this organization…

Creating Change

- The way things are done is very flexible and easy to change. **+** — **96**
- We respond well to competitors and other changes in the business environment. — **64**
- New and improved ways to do work are continually adopted. — **1**
- Attempts to create change seldom meet with resistance.* — **1**
- Different parts of the organization often cooperate to create change. — **4**

In this organization…

Customer Focus

- Customer comments and recommendations often lead to changes. — **1**
- Customer input directly influences our decisions. **−** — **1**
- All members have a deep understanding of customer wants and needs. — **20**
- The interests of the customer seldom get ignored in our decisions.* — **2**
- We encourage direct contact with customers by our people. **+** — **71**

In this organization…

Organizational Learning

- We view failure as an opportunity for learning and improvement. — **13**
- Innovation and risk taking are encouraged and rewarded. — **3**
- Few things "fall between the cracks".* **+** — **70**
- Learning is an important objective in our day-to-day work. — **6**
- We make certain that the "right hand knows what the left hand is doing." — **22**

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   **07-Apr-04**   **Denison**

City Hall - Adm/Legal/C Dev/C Rel/Other

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **1**

Our strategy leads other organizations to change the way they compete in the industry. — **38**

There is a clear mission that gives meaning and direction to our work. — **1**

There is a clear strategy for the future. — **1**

Our strategic direction is clear to me.* — **1**

Goals & Objectives

In this organization…

There is widespread agreement about goals. ⊖ — **1**

Leaders set goals that are ambitious, but realistic. ⊖ — **1**

The leadership has "gone on record" about the objectives we are trying to meet. ⊖ — **1**

We continuously track our progress against our stated goals. — **1**

People understand what needs to be done for us to succeed in the long run. — **1**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **2**

Leaders have a long-term viewpoint. — **1**

Short-term thinking seldom compromises our long-term vision.* — **30**

Our vision creates excitement and motivation for our employees. — **3**

We are able to meet short-term demands without compromising our long-term vision. — **9**

City Hall - Adm/Legal/C Dev/C Rel/Other

Highest Score

96	The way things are done is very flexible and easy to change.
90	There is an ethical code that guides our behavior and tells us right from wrong.
79	Working with someone from another part of this organization is not like working with someone from a different organization.*
71	We encourage direct contact with customers by our people.
70	Few things "fall between the cracks".*

Lowest Score

1	The capabilities of people are viewed as an important source of competitive advantage.
1	The leadership has "gone on record" about the objectives we are trying to meet.
1	Leaders set goals that are ambitious, but realistic.
1	Customer input directly influences our decisions.
1	There is widespread agreement about goals.

City of Wyandotte
* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

Municipal Services - Electric Distrib

External Focus

ADAPTABILITY

MISSION

Flexible

Stable

INVOLVEMENT

CONSISTENCY

Internal Focus

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

Beliefs and Assumptions

N=7

Note: Numbers denote percentile values

SB 2002   **07-Apr-04**   **Denison**

Municipal Services - Electric Distrib

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In this organization…

Empowerment

Most employees are highly involved in their work. **1**

Decisions are usually made at the level where the best information is available. ⊖ **1**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **1**

Everyone believes that he or she can have a positive impact. **1**

Business planning is ongoing and involves everyone in the process to some degree. **1**

In this organization…

Team Orientation

Cooperation across different parts of the organization is actively encouraged. **3**

People work like they are part of a team. **1**

Teamwork is used to get work done, rather than hierarchy. **2**

Teams are our primary building blocks. ⊖ **1**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **1**

In this organization…

Capability Development

Authority is delegated so that people can act on their own. **8**

The "bench strength" (capability of people) is constantly improving. ⊖ **1**

There is continuous investment in the skills of employees. **1**

The capabilities of people are viewed as an important source of competitive advantage. **1**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ **56**

* Question phrasing and answers are reversed from the survey.

+'s and -'s indicate top 5 and bottom 5 percentile scores

Numbers denote percentiles

SB 2002

07-Apr-04

Denison

Municipal Services - Electric Distrib

Consistency

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **1**

+ There is a characteristic management style and a distinct set of management practices. — **27**

There is a clear and consistent set of values that governs the way we do business. — **1**

+ Ignoring core values will get you in trouble. — **95**

+ There is an ethical code that guides our behavior and tells us right from wrong. — **34**

Agreement

In this organization…

– When disagreements occur, we work hard to achieve "win-win" solutions. — **1**

There is a "strong" culture. — **17**

It is easy to reach consensus, even on difficult issues. — **2**

We seldom have trouble reaching agreement on key issues.* — **1**

There is a clear agreement about the right way and the wrong way to do things. — **11**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **1**

+ People from different parts of the organization share a common perspective. — **27**

It is easy to coordinate projects across different parts of the organization. — **7**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **4**

There is good alignment of goals across levels. — **1**

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002

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Municipal Services - Electric Distrib

Adaptability

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Creating Change

In this organization…

The way things are done is very flexible and easy to change. — **2**

We respond well to competitors and other changes in the business environment. — **3**

New and improved ways to do work are continually adopted. — **2**

Attempts to create change seldom meet with resistance.* — **1**

Different parts of the organization often cooperate to create change. — **1**

Customer Focus

In this organization…

Customer comments and recommendations often lead to changes. — **1**

Customer input directly influences our decisions. — **1**

All members have a deep understanding of customer wants and needs. — **7**

The interests of the customer seldom get ignored in our decisions.* — **17**

We encourage direct contact with customers by our people. — **14**

Organizational Learning

In this organization…

We view failure as an opportunity for learning and improvement. — **4**

Innovation and risk taking are encouraged and rewarded. — **1**

Few things "fall between the cracks".* — **1**

Learning is an important objective in our day-to-day work. — **8**

We make certain that the "right hand knows what the left hand is doing." — **8**

* Question phrasing and answers are reversed from the survey.

+'s and -'s indicate top 5 and bottom 5 percentile scores

Numbers denote percentiles

SB 2002

07-Apr-04

Denison

Municipal Services - Electric Distrib

Mission

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **7**

Our strategy leads other organizations to change the way they compete in the industry. — **11**

There is a clear mission that gives meaning and direction to our work. — **19**

There is a clear strategy for the future. — **3**

Our strategic direction is clear to me.* — **1**

Goals & Objectives

In this organization…

There is widespread agreement about goals. — **1**

Leaders set goals that are ambitious, but realistic. ⊖ — **1**

The leadership has "gone on record" about the objectives we are trying to meet. — **1**

We continuously track our progress against our stated goals. — **1**

People understand what needs to be done for us to succeed in the long run. — **1**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **1**

Leaders have a long-term viewpoint. — **7**

Short-term thinking seldom compromises our long-term vision.* — **9**

Our vision creates excitement and motivation for our employees. — **1**

We are able to meet short-term demands without compromising our long-term vision. — **1**

Highest Score

95	Ignoring core values will get you in trouble.
56	Problems seldom arise because we have the skills necessary to do the job.*
34	There is an ethical code that guides our behavior and tells us right from wrong.
27	There is a characteristic management style and a distinct set of management practices.
27	People from different parts of the organization share a common perspective.

Lowest Score

1	Leaders set goals that are ambitious, but realistic.
1	Decisions are usually made at the level where the best information is available.
1	When disagreements occur, we work hard to achieve "win-win" solutions.
1	Teams are our primary building blocks.
1	The "bench strength" (capability of people) is constantly improving.

http://www.DenisonCulture.com

City of Wyandotte   * Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

Municipal Services - Electric Power Gen

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Beliefs and Assumptions

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

Internal Focus

CONSISTENCY

N=21

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

Municipal Services - Electric Power Gen

Involvement

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. — **5**

Decisions are usually made at the level where the best information is available. — **5**

Information is widely shared so that everyone can get the information he or she needs when it's needed. ⊖ **1**

Everyone believes that he or she can have a positive impact. ⊕ **23**

Business planning is ongoing and involves everyone in the process to some degree. — **5**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — **1**

People work like they are part of a team. — **4**

Teamwork is used to get work done, rather than hierarchy. — **2**

Teams are our primary building blocks. — **21**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **1**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — **19**

The "bench strength" (capability of people) is constantly improving. — **20**

There is continuous investment in the skills of employees. — **6**

The capabilities of people are viewed as an important source of competitive advantage. — **5**

Problems seldom arise because we have the skills necessary to do the job.* — **13**

Municipal Services - Electric Power Gen

Consistency

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Core Values

In this organization…

- The leaders and managers "practice what they preach." ⊖ **1**
- There is a characteristic management style and a distinct set of management practices. **13**
- There is a clear and consistent set of values that governs the way we do business. **2**
- Ignoring core values will get you in trouble. ⊕ **57**
- There is an ethical code that guides our behavior and tells us right from wrong. **19**

Agreement

In this organization…

- When disagreements occur, we work hard to achieve "win-win" solutions. **1**
- There is a "strong" culture. **17**
- It is easy to reach consensus, even on difficult issues. **21**
- We seldom have trouble reaching agreement on key issues.* **5**
- There is a clear agreement about the right way and the wrong way to do things. **2**

Coordination & Integration

In this organization…

- Our approach to doing business is very consistent and predictable. **6**
- People from different parts of the organization share a common perspective. **2**
- It is easy to coordinate projects across different parts of the organization. **22**
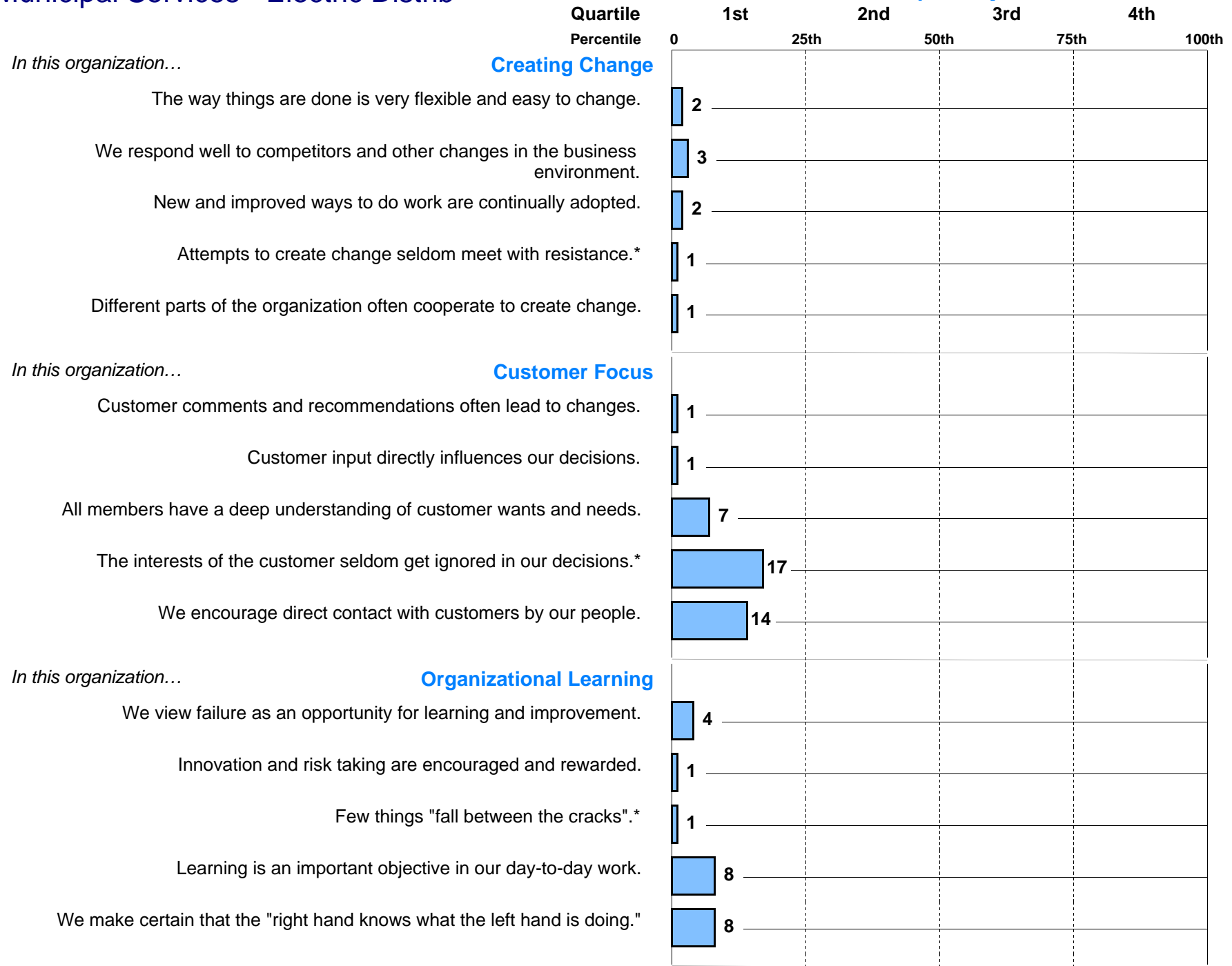- Working with someone from another part of this organization is not like working with someone from a different organization.* **1**
- There is good alignment of goals across levels. **6**

Municipal Services - Electric Power Gen

Adaptability

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Creating Change

In this organization…

Statement	Percentile
The way things are done is very flexible and easy to change. +	44
We respond well to competitors and other changes in the business environment.	12
New and improved ways to do work are continually adopted.	6
Attempts to create change seldom meet with resistance.*	4
Different parts of the organization often cooperate to create change.	2

Customer Focus

In this organization…

Statement	Percentile
Customer comments and recommendations often lead to changes.	7
Customer input directly influences our decisions.	5
All members have a deep understanding of customer wants and needs. +	79
The interests of the customer seldom get ignored in our decisions.*	6
We encourage direct contact with customers by our people.	1

Organizational Learning

In this organization…

Statement	Percentile
We view failure as an opportunity for learning and improvement.	3
Innovation and risk taking are encouraged and rewarded.	2
Few things "fall between the cracks".*	2
Learning is an important objective in our day-to-day work. +	45
We make certain that the "right hand knows what the left hand is doing."	2

Municipal Services - Electric Power Gen

		Quartile	**1st**	**2nd**	**3rd**	**4th**
		Percentile	0 — 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

- There is a long-term purpose and direction. ⊖ — **1**
- Our strategy leads other organizations to change the way they compete in the industry. — **17**
- There is a clear mission that gives meaning and direction to our work. — **4**
- There is a clear strategy for the future. — **1**
- Our strategic direction is clear to me.* — **1**

Goals & Objectives

In this organization…

- There is widespread agreement about goals. ⊖ — **1**
- Leaders set goals that are ambitious, but realistic. — **2**
- The leadership has "gone on record" about the objectives we are trying to meet. ⊖ — **1**
- We continuously track our progress against our stated goals. — **1**
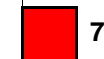- People understand what needs to be done for us to succeed in the long run. — **1**

Vision

In this organization…

- We have a shared vision of what the organization will be like in the future. — **1**
- Leaders have a long-term viewpoint. — **1**
- Short-term thinking seldom compromises our long-term vision.* — **2**
- Our vision creates excitement and motivation for our employees. — **3**
- We are able to meet short-term demands without compromising our long-term vision. — **9**

Highest Score

79	All members have a deep understanding of customer wants and needs.
57	Ignoring core values will get you in trouble.
45	Learning is an important objective in our day-to-day work.
44	The way things are done is very flexible and easy to change.
23	Everyone believes that he or she can have a positive impact.

Lowest Score

1	The leadership has "gone on record" about the objectives we are trying to meet.
1	The leaders and managers "practice what they preach."
1	Information is widely shared so that everyone can get the information he or she needs when it's needed.
1	There is widespread agreement about goals.
1	There is a long-term purpose and direction.

http://www.DenisonCulture.com

* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

Municipal Servcies - Water

External Focus

ADAPTABILITY

MISSION

Organizational Learning — 99
Strategic Direction & Intent — 91
Customer Focus — 89
Goals & Objectives — 96
Creating Change — 97
Vision — 96

Flexible

Beliefs and Assumptions

Stable

Empowerment — 97
Coordination and Integration — 87
Team Orientation — 97
Agreement — 99
Capability Development — 98
Core Values — 99

INVOLVEMENT

CONSISTENCY

Internal Focus

N=10

City of Wyandotte

Note: Numbers denote percentile values

SB 2002   07-Apr-04

Denison

Municipal Servcies - Water

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In this organization… **Empowerment**

Most employees are highly involved in their work. — **85**

Decisions are usually made at the level where the best information is available. — **99**

Information is widely shared so that everyone can get the information he or she needs when it's needed. — **96**

Everyone believes that he or she can have a positive impact. — **94**

Business planning is ongoing and involves everyone in the process to some degree. — **95**

In this organization… **Team Orientation**

Cooperation across different parts of the organization is actively encouraged. — **90**

People work like they are part of a team. — **92**

Teamwork is used to get work done, rather than hierarchy. **+** — **99**

Teams are our primary building blocks. — **93**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **97**

In this organization… **Capability Development**

Authority is delegated so that people can act on their own. — **91**

The "bench strength" (capability of people) is constantly improving. — **99**

There is continuous investment in the skills of employees. — **99**

The capabilities of people are viewed as an important source of competitive advantage. — **78**

Problems seldom arise because we have the skills necessary to do the job.* — **99**

* Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   **Denison**

Municipal Servcies - Water

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Core Values

In this organization…

- The leaders and managers "practice what they preach." — **97**
- There is a characteristic management style and a distinct set of management practices. — **98**
- There is a clear and consistent set of values that governs the way we do business. — **97**
- Ignoring core values will get you in trouble. — **97**
- There is an ethical code that guides our behavior and tells us right from wrong. — **95**

Agreement

In this organization…

- When disagreements occur, we work hard to achieve "win-win" solutions. — **98**
- There is a "strong" culture. — **88**
- It is easy to reach consensus, even on difficult issues. ✚ — **99**
- We seldom have trouble reaching agreement on key issues.* ✚ — **99**
- There is a clear agreement about the right way and the wrong way to do things. — **99**

Coordination & Integration

In this organization…

- Our approach to doing business is very consistent and predictable. — **99**
- People from different parts of the organization share a common perspective. — **73**
- It is easy to coordinate projects across different parts of the organization. — **83**
- Working with someone from another part of this organization is not like working with someone from a different organization.* — **73**
- There is good alignment of goals across levels. ➖ — **61**

Municipal Servcies - Water

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Creating Change
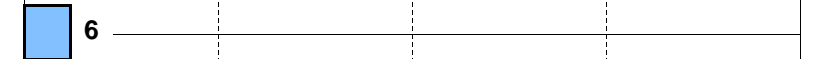
In this organization…

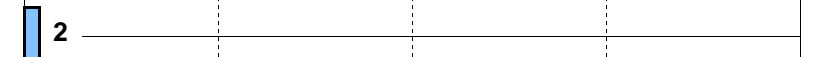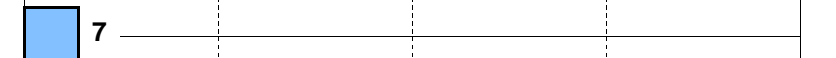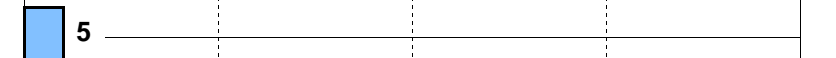|	
The way things are done is very flexible and easy to change.	99
We respond well to competitors and other changes in the business environment.	95
New and improved ways to do work are continually adopted.	93
Attempts to create change seldom meet with resistance.*	98
Different parts of the organization often cooperate to create change. ⊖	40

Customer Focus

In this organization…

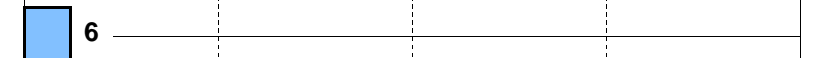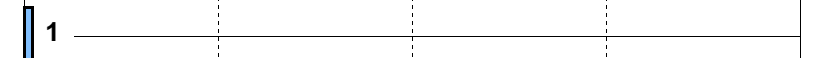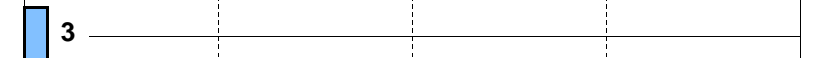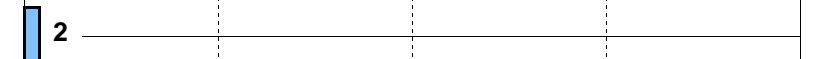|	
Customer comments and recommendations often lead to changes. ⊖	69
Customer input directly influences our decisions. ⊖	19
All members have a deep understanding of customer wants and needs.	96
The interests of the customer seldom get ignored in our decisions.*	97
We encourage direct contact with customers by our people.	89

Organizational Learning

In this organization…

We view failure as an opportunity for learning and improvement.	94
Innovation and risk taking are encouraged and rewarded.	95
Few things "fall between the cracks".* ⊕	99
Learning is an important objective in our day-to-day work.	83
We make certain that the "right hand knows what the left hand is doing." ⊕	99

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   ⬛Denison

Municipal Servcies - Water

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

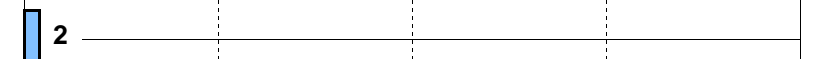### Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **91**

Our strategy leads other organizations to change the way they compete in the industry. — **92**

There is a clear mission that gives meaning and direction to our work. — **88**

There is a clear strategy for the future. — **71**

Our strategic direction is clear to me.* — **92**

Goals & Objectives

In this organization…

There is widespread agreement about goals. — **97**

Leaders set goals that are ambitious, but realistic. — **97**

The leadership has "gone on record" about the objectives we are trying to meet. — **81**

We continuously track our progress against our stated goals. — **84**

People understand what needs to be done for us to succeed in the long run. — **95**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **93**

Leaders have a long-term viewpoint. — **91**

Short-term thinking seldom compromises our long-term vision.* — **96**

Our vision creates excitement and motivation for our employees. — **92**

We are able to meet short-term demands without compromising our long-term vision. — **98**

Municipal Servcies - Water

Highest Score

99	It is easy to reach consensus, even on difficult issues.
99	Few things "fall between the cracks".*
99	We make certain that the "right hand knows what the left hand is doing."
99	We seldom have trouble reaching agreement on key issues.*
99	Teamwork is used to get work done, rather than hierarchy.

Lowest Score

19	Customer input directly influences our decisions.
40	Different parts of the organization often cooperate to create change.
61	There is good alignment of goals across levels.
69	Customer comments and recommendations often lead to changes.
71	There is a clear strategy for the future.

http://www.DenisonCulture.com

* Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

Municipal Services - Adm/Accting/IS

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Beliefs and Assumptions

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

Internal Focus

N=11

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

Municipal Services - Adm/Accting/IS

Involvement

Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. **4**

Decisions are usually made at the level where the best information is available. **12**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **1**

Everyone believes that he or she can have a positive impact. **9**

Business planning is ongoing and involves everyone in the process to some degree. **1**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. **1**

People work like they are part of a team. **2**

Teamwork is used to get work done, rather than hierarchy. **1**

Teams are our primary building blocks. ⊖ **1**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **1**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. **7**

The "bench strength" (capability of people) is constantly improving. ⊖ **1**

There is continuous investment in the skills of employees. **1**

The capabilities of people are viewed as an important source of competitive advantage. ⊖ **1**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ **31**

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Municipal Services - Adm/Accting/IS

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 ... 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **3**

There is a characteristic management style and a distinct set of management practices. — **1**

There is a clear and consistent set of values that governs the way we do business. — **2**

Ignoring core values will get you in trouble. ✚ — **60**

There is an ethical code that guides our behavior and tells us right from wrong. — **18**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **1**

There is a "strong" culture. — **1**

It is easy to reach consensus, even on difficult issues. — **4**

We seldom have trouble reaching agreement on key issues.* — **11**

There is a clear agreement about the right way and the wrong way to do things. — **7**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **22**

People from different parts of the organization share a common perspective. — **2**

It is easy to coordinate projects across different parts of the organization. — **13**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **1**

There is good alignment of goals across levels. — **2**

Municipal Services - Adm/Accting/IS

Adaptability

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Creating Change

In this organization…

Statement	Score
The way things are done is very flexible and easy to change.	18
We respond well to competitors and other changes in the business environment.	4
New and improved ways to do work are continually adopted.	8
Attempts to create change seldom meet with resistance.*	2
Different parts of the organization often cooperate to create change.	11

Customer Focus

In this organization…

Statement	Score
Customer comments and recommendations often lead to changes.	7
Customer input directly influences our decisions.	16
All members have a deep understanding of customer wants and needs. ✚	56
The interests of the customer seldom get ignored in our decisions.*	16
We encourage direct contact with customers by our people. ✚	43

Organizational Learning

In this organization…

Statement	Score
We view failure as an opportunity for learning and improvement.	13
Innovation and risk taking are encouraged and rewarded.	2
Few things "fall between the cracks".*	4
Learning is an important objective in our day-to-day work. ➖	1
We make certain that the "right hand knows what the left hand is doing."	2

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

Municipal Services - Adm/Accting/IS

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 · 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. **5**

Our strategy leads other organizations to change the way they compete in the industry. **1**

There is a clear mission that gives meaning and direction to our work. **4**

There is a clear strategy for the future. **5**

Our strategic direction is clear to me.* **3**

Goals & Objectives

In this organization…

There is widespread agreement about goals. **1**

Leaders set goals that are ambitious, but realistic. **6**

The leadership has "gone on record" about the objectives we are trying to meet. **11**

We continuously track our progress against our stated goals. **2**

People understand what needs to be done for us to succeed in the long run. **3**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. **2**

Leaders have a long-term viewpoint. **8**

Short-term thinking seldom compromises our long-term vision.* ➕ **30**

Our vision creates excitement and motivation for our employees. ➖ **1**

We are able to meet short-term demands without compromising our long-term vision. **26**

Highest Score

60	Ignoring core values will get you in trouble.
56	All members have a deep understanding of customer wants and needs.
43	We encourage direct contact with customers by our people.
31	Problems seldom arise because we have the skills necessary to do the job.*
30	Short-term thinking seldom compromises our long-term vision.*

Lowest Score

1	Teams are our primary building blocks.
1	Our vision creates excitement and motivation for our employees.
1	The capabilities of people are viewed as an important source of competitive advantage.
1	The "bench strength" (capability of people) is constantly improving.
1	Learning is an important objective in our day-to-day work.

City of Wyandotte   * Question phrasing and answers are reversed from the survey.

SB 2002   07-Apr-04   Denison

Department Dir/Deputy Dir/Superintendent

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

30

37

19

1

Stable

8

3

Beliefs and Assumptions

11

9

Empowerment

16

13

Coordination and Integration

9

36

Team Orientation

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

N=16

Internal Focus

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

07-Apr-04

Denison

Department Dir/Deputy Dir/Superintendent

Involvement

Quartile	**1st**	**2nd**	**3rd**	**4th**
Percentile 0	25th	50th	75th	100th

Empowerment

In this organization…

Statement	Percentile
Most employees are highly involved in their work.	7
Decisions are usually made at the level where the best information is available.	37
Information is widely shared so that everyone can get the information he or she needs when it's needed.	37
Everyone believes that he or she can have a positive impact.	4
Business planning is ongoing and involves everyone in the process to some degree.	9

Team Orientation

In this organization…

Statement	Percentile
Cooperation across different parts of the organization is actively encouraged.	27
People work like they are part of a team.	8
Teamwork is used to get work done, rather than hierarchy.	16
Teams are our primary building blocks.	9
Work is organized so that each person can see the relationship between his or her job and the goals of the organization. ➕	71

Capability Development

In this organization…

Statement	Percentile
Authority is delegated so that people can act on their own. ➕	62
The "bench strength" (capability of people) is constantly improving.	6
There is continuous investment in the skills of employees.	16
The capabilities of people are viewed as an important source of competitive advantage. ➖	2
Problems seldom arise because we have the skills necessary to do the job.*	27

Department Dir/Deputy Dir/Superintendent

Consistency

Quartile	1st	2nd	3rd	4th
Percentile	0 · · · 25th	· · · 50th	· · · 75th	· · · 100th

In this organization… **Core Values**

- The leaders and managers "practice what they preach." — **35**
- There is a characteristic management style and a distinct set of management practices. — **26**
- There is a clear and consistent set of values that governs the way we do business. — **23**
- Ignoring core values will get you in trouble. — **59**
- There is an ethical code that guides our behavior and tells us right from wrong. — **52**

In this organization… **Agreement**

- When disagreements occur, we work hard to achieve "win-win" solutions. — **22**
- There is a "strong" culture. — **8**
- It is easy to reach consensus, even on difficult issues. — **9**
- We seldom have trouble reaching agreement on key issues.* — **22**
- There is a clear agreement about the right way and the wrong way to do things. — **39**

In this organization… **Coordination & Integration**

- Our approach to doing business is very consistent and predictable. — **35**
- People from different parts of the organization share a common perspective. — **18**
- It is easy to coordinate projects across different parts of the organization. — **15**
- Working with someone from another part of this organization is not like working with someone from a different organization.* — **10**
- There is good alignment of goals across levels. — **1**

Department Dir/Deputy Dir/Superintendent

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

Creating Change

In this organization…

- The way things are done is very flexible and easy to change. — **33**
- We respond well to competitors and other changes in the business environment. — **16**
- New and improved ways to do work are continually adopted. — **9**
- Attempts to create change seldom meet with resistance.* — **5**
- Different parts of the organization often cooperate to create change. — **2**

Customer Focus

In this organization…

- Customer comments and recommendations often lead to changes. — **51**
- Customer input directly influences our decisions. — **7**
- All members have a deep understanding of customer wants and needs. — **47**
- The interests of the customer seldom get ignored in our decisions.* — **28**
- We encourage direct contact with customers by our people. ✚ — **66**

Organizational Learning

In this organization…

- We view failure as an opportunity for learning and improvement. — **33**
- Innovation and risk taking are encouraged and rewarded. — **10**
- Few things "fall between the cracks".* ✚ — **70**
- Learning is an important objective in our day-to-day work. — **9**
- We make certain that the "right hand knows what the left hand is doing." ✚ — **76**

City of Wyandotte | * Question phrasing and answers are reversed from the survey. | +'s and -'s indicate top 5 and bottom 5 percentile scores | Numbers denote percentiles | SB 2002 07-Apr-04 Denison

Department Dir/Deputy Dir/Superintendent

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0	25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

- There is a long-term purpose and direction. **20**
- Our strategy leads other organizations to change the way they compete in the industry. **52**
- There is a clear mission that gives meaning and direction to our work. **15**
- There is a clear strategy for the future. **6**
- Our strategic direction is clear to me.* **29**

Goals & Objectives

In this organization…

- There is widespread agreement about goals. ⊖ **2**
- Leaders set goals that are ambitious, but realistic. ⊖ **1**
- The leadership has "gone on record" about the objectives we are trying to meet. **3**
- We continuously track our progress against our stated goals. **3**
- People understand what needs to be done for us to succeed in the long run. ⊖ **2**

Vision

In this organization…

- We have a shared vision of what the organization will be like in the future. **3**
- Leaders have a long-term viewpoint. **3**
- Short-term thinking seldom compromises our long-term vision.* **3**
- Our vision creates excitement and motivation for our employees. **8**
- We are able to meet short-term demands without compromising our long-term vision. **9**

* Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   ◆Denison

Highest Score

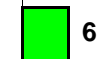| 76 | We make certain that the "right hand knows what the left hand is doing." |
71	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.
70	Few things "fall between the cracks".*
66	We encourage direct contact with customers by our people.
62	Authority is delegated so that people can act on their own.

Lowest Score

1	Leaders set goals that are ambitious, but realistic.
1	There is good alignment of goals across levels.
2	The capabilities of people are viewed as an important source of competitive advantage.
2	People understand what needs to be done for us to succeed in the long run.
2	There is widespread agreement about goals.

Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R

http://www.DenisonCulture.com

City of Wyandotte

* Question phrasing and answers are reversed from the survey.

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Supervisor/Lieut/Sgt/Capt

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

Vision

Flexible

Beliefs and Assumptions

Stable

Empowerment

Coordination and Integration

Team Orientation

Agreement

Capability Development

Core Values

INVOLVEMENT

CONSISTENCY

N=17

Internal Focus

City of Wyandotte

Note: Numbers denote percentile values

SB 2002

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Supervisor/Lieut/Sgt/Capt

Involvement

Quartile	**1st**	**2nd**	**3rd**	**4th**
Percentile 0	25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. — **4**

Decisions are usually made at the level where the best information is available. — **16**

Information is widely shared so that everyone can get the information he or she needs when it's needed. — **11**

Everyone believes that he or she can have a positive impact. — **13**

Business planning is ongoing and involves everyone in the process to some degree. — **8**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — **4**

People work like they are part of a team. — **4**

Teamwork is used to get work done, rather than hierarchy. — **7**

Teams are our primary building blocks. ⊖ — **1**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **3**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — **17**

The "bench strength" (capability of people) is constantly improving. — **7**

There is continuous investment in the skills of employees. — **22**

The capabilities of people are viewed as an important source of competitive advantage. — **2**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ — **48**

City of Wyandotte * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

Supervisor/Lieut/Sgt/Capt

Consistency

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **8**

There is a characteristic management style and a distinct set of management practices. — **24**

There is a clear and consistent set of values that governs the way we do business. — **13**

Ignoring core values will get you in trouble. **+** — **74**

There is an ethical code that guides our behavior and tells us right from wrong. **+** — **64**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **3**

There is a "strong" culture. **+** — **47**

It is easy to reach consensus, even on difficult issues. — **6**

We seldom have trouble reaching agreement on key issues.* — **17**

There is a clear agreement about the right way and the wrong way to do things. — **21**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **6**

People from different parts of the organization share a common perspective. — **5**

It is easy to coordinate projects across different parts of the organization. — **39**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **14**

There is good alignment of goals across levels. — **3**

Supervisor/Lieut/Sgt/Capt

Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Creating Change

In this organization…

The way things are done is very flexible and easy to change. — **6**

We respond well to competitors and other changes in the business environment. — **5**

New and improved ways to do work are continually adopted. ⊖ **1**

Attempts to create change seldom meet with resistance.* ⊖ **1**

Different parts of the organization often cooperate to create change. — **4**

Customer Focus

In this organization…

Customer comments and recommendations often lead to changes. — **5**

Customer input directly influences our decisions. ⊖ **1**

All members have a deep understanding of customer wants and needs. — **39**

The interests of the customer seldom get ignored in our decisions.* — **25**

We encourage direct contact with customers by our people. — **36**

Organizational Learning

In this organization…

We view failure as an opportunity for learning and improvement. — **4**

Innovation and risk taking are encouraged and rewarded. ⊖ **1**

Few things "fall between the cracks".* — **15**

Learning is an important objective in our day-to-day work. — **29**

We make certain that the "right hand knows what the left hand is doing." — **15**

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Supervisor/Lieut/Sgt/Capt

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

- There is a long-term purpose and direction. — **3**
- Our strategy leads other organizations to change the way they compete in the industry. — **2**
- There is a clear mission that gives meaning and direction to our work. — **17**
- There is a clear strategy for the future. — **3**
- Our strategic direction is clear to me.* — **12**

Goals & Objectives

In this organization…

- There is widespread agreement about goals. — **2**
- Leaders set goals that are ambitious, but realistic. — **2**
- The leadership has "gone on record" about the objectives we are trying to meet. — **3**
- We continuously track our progress against our stated goals. — **5**
- People understand what needs to be done for us to succeed in the long run. — **3**

Vision

In this organization…

- We have a shared vision of what the organization will be like in the future. — **6**
- Leaders have a long-term viewpoint. — **2**
- Short-term thinking seldom compromises our long-term vision.* ✚ — **44**
- Our vision creates excitement and motivation for our employees. — **1**
- We are able to meet short-term demands without compromising our long-term vision. — **17**

Highest Score

74	Ignoring core values will get you in trouble.
64	There is an ethical code that guides our behavior and tells us right from wrong.
48	Problems seldom arise because we have the skills necessary to do the job.*
47	There is a "strong" culture.
44	Short-term thinking seldom compromises our long-term vision.*

Lowest Score

1	Innovation and risk taking are encouraged and rewarded.
1	Customer input directly influences our decisions.
1	New and improved ways to do work are continually adopted.
1	Teams are our primary building blocks.
1	Attempts to create change seldom meet with resistance.*

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City of Wyandotte
* Question phrasing and answers are reversed from the survey.

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Staff - Non-Union

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0 — 25th	— 50th	— 75th	— 100th

Empowerment

In this organization…

Most employees are highly involved in their work. — **5**

Decisions are usually made at the level where the best information is available. — **19**

Information is widely shared so that everyone can get the information he or she needs when it's needed. — **20**

Everyone believes that he or she can have a positive impact. — **6**

Business planning is ongoing and involves everyone in the process to some degree. — **5**

Team Orientation

In this organization…

Cooperation across different parts of the organization is actively encouraged. — **3**

People work like they are part of a team. ⊖ **1**

Teamwork is used to get work done, rather than hierarchy. — **2**

Teams are our primary building blocks. — **3**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — **4**

Capability Development

In this organization…

Authority is delegated so that people can act on their own. — **23**

The "bench strength" (capability of people) is constantly improving. — **5**

There is continuous investment in the skills of employees. — **8**

The capabilities of people are viewed as an important source of competitive advantage. — **1**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ **64**

Staff - Non-Union

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." — **10**

There is a characteristic management style and a distinct set of management practices. — **7**

There is a clear and consistent set of values that governs the way we do business. — **3**

Ignoring core values will get you in trouble. ⊕ — **49**

There is an ethical code that guides our behavior and tells us right from wrong. ⊕ — **60**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. — **8**

There is a "strong" culture. — **8**

It is easy to reach consensus, even on difficult issues. — **39**

We seldom have trouble reaching agreement on key issues.* — **15**

There is a clear agreement about the right way and the wrong way to do things. — **6**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. — **24**

People from different parts of the organization share a common perspective. — **4**

It is easy to coordinate projects across different parts of the organization. — **10**

Working with someone from another part of this organization is not like working with someone from a different organization.* — **15**

There is good alignment of goals across levels. — **8**

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Staff - Non-Union

Adaptability

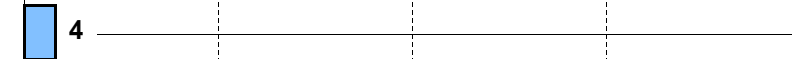| Quartile	1st	2nd	3rd	4th
Percentile	0 — 25th	50th	75th	100th

Creating Change

In this organization…

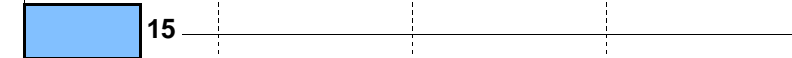The way things are done is very flexible and easy to change. — **28**

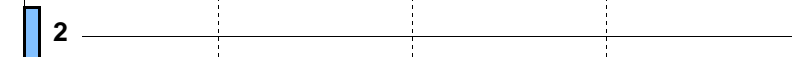We respond well to competitors and other changes in the business environment. — **16**

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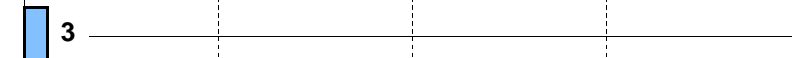
Attempts to create change seldom meet with resistance.* — **15**

Different parts of the organization often cooperate to create change. — **2**

Customer Focus

In this organization…

Customer comments and recommendations often lead to changes. — **3**

Customer input directly influences our decisions. — **5**

All members have a deep understanding of customer wants and needs. ⊕ — **50**

The interests of the customer seldom get ignored in our decisions.* — **15**

We encourage direct contact with customers by our people. ⊕ — **46**

Organizational Learning

In this organization…

We view failure as an opportunity for learning and improvement. — **19**

Innovation and risk taking are encouraged and rewarded. ⊖ — **1**

Few things "fall between the cracks".* — **20**

Learning is an important objective in our day-to-day work. — **13**

We make certain that the "right hand knows what the left hand is doing." — **19**

City of Wyandotte   * Question phrasing and answers are reversed from the survey.   +'s and -'s indicate top 5 and bottom 5 percentile scores   Numbers denote percentiles   SB 2002   07-Apr-04   Denison

Staff - Non-Union

Mission

Quartile	1st	2nd	3rd	4th
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Strategic Direction & Intent

In this organization…

There is a long-term purpose and direction. — **3**

Our strategy leads other organizations to change the way they compete in the industry. — **9**

There is a clear mission that gives meaning and direction to our work. — **7**

There is a clear strategy for the future. — **3**

Our strategic direction is clear to me.* — **4**

Goals & Objectives

In this organization…

There is widespread agreement about goals. — **3**

Leaders set goals that are ambitious, but realistic. ⊖ — **1**

The leadership has "gone on record" about the objectives we are trying to meet. — **2**

We continuously track our progress against our stated goals. — **3**

People understand what needs to be done for us to succeed in the long run. — **3**

Vision

In this organization…

We have a shared vision of what the organization will be like in the future. — **1**

Leaders have a long-term viewpoint. ⊖ — **1**

Short-term thinking seldom compromises our long-term vision.* — **12**

Our vision creates excitement and motivation for our employees. ⊖ — **1**

We are able to meet short-term demands without compromising our long-term vision. — **16**

Staff - Non-Union

Highest Score

Score	Statement
64	Problems seldom arise because we have the skills necessary to do the job.*
60	There is an ethical code that guides our behavior and tells us right from wrong.
50	All members have a deep understanding of customer wants and needs.
49	Ignoring core values will get you in trouble.
46	We encourage direct contact with customers by our people.

Lowest Score

Score	Statement
1	People work like they are part of a team.
1	Leaders have a long-term viewpoint.
1	Our vision creates excitement and motivation for our employees.
1	Leaders set goals that are ambitious, but realistic.
1	Innovation and risk taking are encouraged and rewarded.

City of Wyandotte

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Staff - Union

Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

Empowerment

In this organization…

Most employees are highly involved in their work. **3**
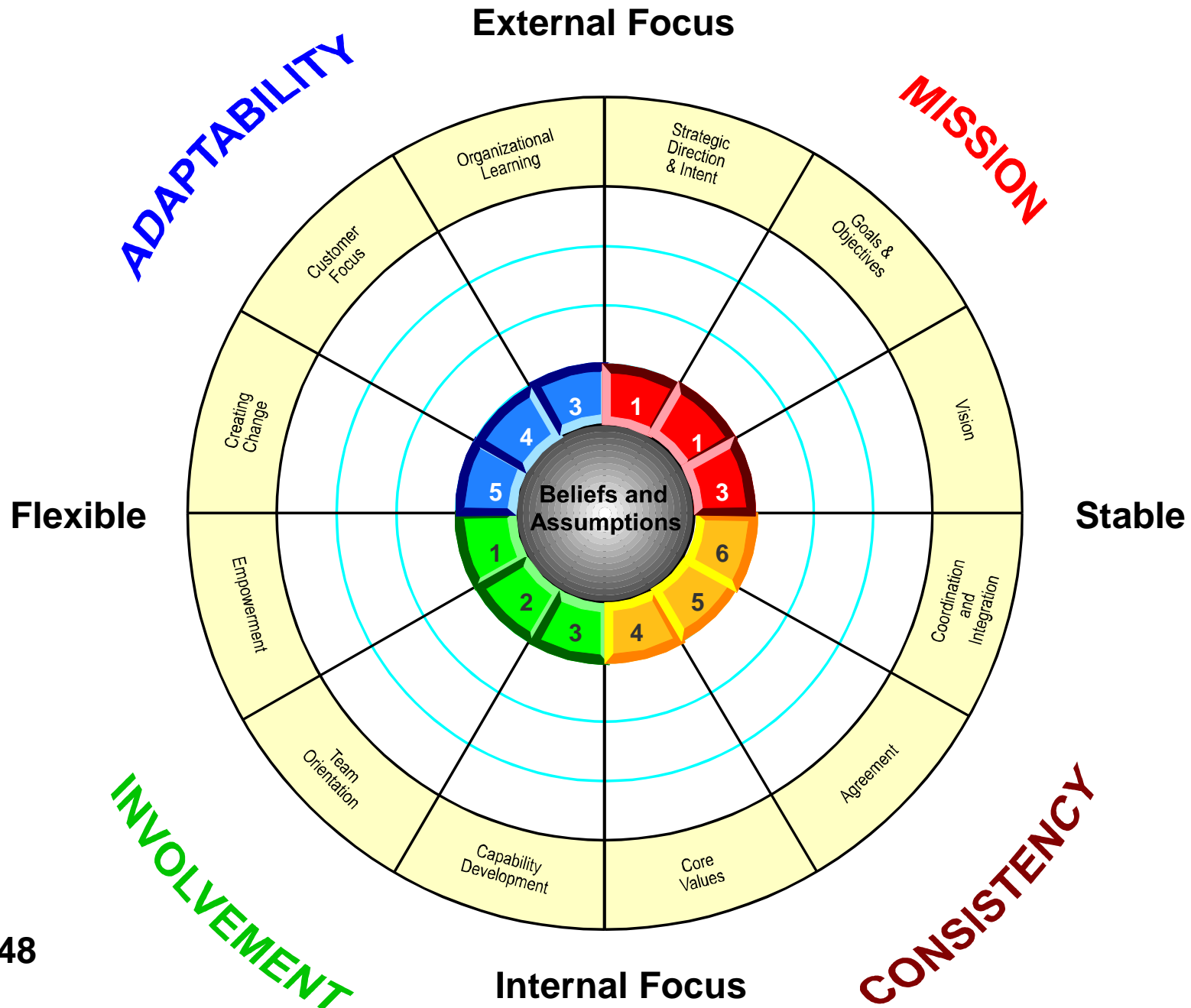
Decisions are usually made at the level where the best information is available. **4**

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Everyone believes that he or she can have a positive impact. **13**

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In this organization…

Authority is delegated so that people can act on their own. **12**

The "bench strength" (capability of people) is constantly improving. **9**

There is continuous investment in the skills of employees. **4**

The capabilities of people are viewed as an important source of competitive advantage. ⊖ **1**

Problems seldom arise because we have the skills necessary to do the job.* ⊕ **48**

City of Wyandotte

* Question phrasing and answers are reversed from the survey.

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SB 2002

07-Apr-04

Denison

Staff - Union

Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

Core Values

In this organization…

The leaders and managers "practice what they preach." ⊖ **1**

There is a characteristic management style and a distinct set of management practices. **20**

There is a clear and consistent set of values that governs the way we do business. **2**

Ignoring core values will get you in trouble. ⊕ **44**

There is an ethical code that guides our behavior and tells us right from wrong. **19**

Agreement

In this organization…

When disagreements occur, we work hard to achieve "win-win" solutions. ⊖ **1**

There is a "strong" culture. ⊕ **32**

It is easy to reach consensus, even on difficult issues. **13**

We seldom have trouble reaching agreement on key issues.* **9**

There is a clear agreement about the right way and the wrong way to do things. **10**

Coordination & Integration

In this organization…

Our approach to doing business is very consistent and predictable. **9**

People from different parts of the organization share a common perspective. **6**

It is easy to coordinate projects across different parts of the organization. ⊕ **30**

Working with someone from another part of this organization is not like working with someone from a different organization.* **7**

There is good alignment of goals across levels. **3**

Staff - Union

Creating Change

In this organization…

The way things are done is very flexible and easy to change. — **25**

We respond well to competitors and other changes in the business environment. — **9**

New and improved ways to do work are continually adopted. — **3**

Attempts to create change seldom meet with resistance.* — **8**

Different parts of the organization often cooperate to create change. — **2**

Customer Focus

In this organization…

Customer comments and recommendations often lead to changes. — **2**

Customer input directly influences our decisions. — **1**

All members have a deep understanding of customer wants and needs. ⊕ — **67**

The interests of the customer seldom get ignored in our decisions.* — **15**

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Organizational Learning

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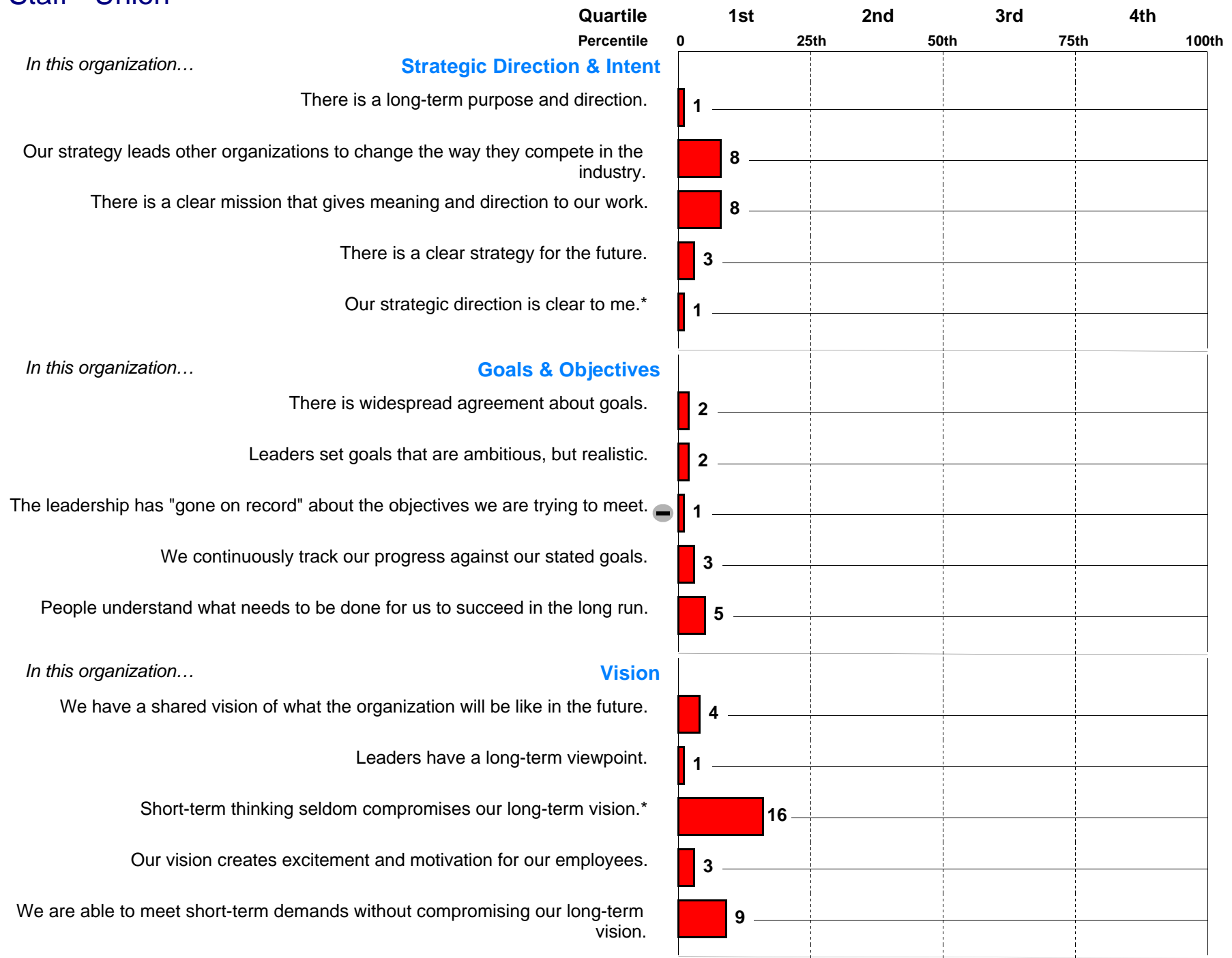
Few things "fall between the cracks".* — **10**

Learning is an important objective in our day-to-day work. — **24**

We make certain that the "right hand knows what the left hand is doing." — **4**

Staff - Union

Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

Strategic Direction & Intent

In this organization…

- There is a long-term purpose and direction. — 1
- Our strategy leads other organizations to change the way they compete in the industry. — 8
- There is a clear mission that gives meaning and direction to our work. — 8
- There is a clear strategy for the future. — 3
- Our strategic direction is clear to me.* — 1

Goals & Objectives

In this organization…

- There is widespread agreement about goals. — 2
- Leaders set goals that are ambitious, but realistic. — 2
- The leadership has "gone on record" about the objectives we are trying to meet. — 1
- We continuously track our progress against our stated goals. — 3
- People understand what needs to be done for us to succeed in the long run. — 5

Vision

In this organization…

- We have a shared vision of what the organization will be like in the future. — 4
- Leaders have a long-term viewpoint. — 1
- Short-term thinking seldom compromises our long-term vision.* — 16
- Our vision creates excitement and motivation for our employees. — 3
- We are able to meet short-term demands without compromising our long-term vision. — 9

Highest Score

67	All members have a deep understanding of customer wants and needs.
48	Problems seldom arise because we have the skills necessary to do the job.*
44	Ignoring core values will get you in trouble.
32	There is a "strong" culture.
30	It is easy to coordinate projects across different parts of the organization.

Lowest Score

1	The leadership has "gone on record" about the objectives we are trying to meet.
1	The leaders and managers "practice what they preach."
1	Cooperation across different parts of the organization is actively encouraged.
1	When disagreements occur, we work hard to achieve "win-win" solutions.
1	The capabilities of people are viewed as an important source of competitive advantage.

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V. Benchmarking Analysis

A. Approach

A key component of this project was to compare the revenue and expenditures of the City of Wyandotte to comparable communities. During the interview process a list of comparable communities was developed based on input from Department Directors. In addition to City input, comparison communities were selected based on geography, land area, population, and taxable value.   Comparison values are taken from the MML database that tracks F-65 form information (standard report completed annually and provided to the State of Michigan).

For this project the City of Wyandotte was compared to the following cities.

- Coldwater
- Allen Park
- Garden City
- Southgate
- Trenton

To complete the comparison five tables were built. The name and purpose of each table is described below. The information for the first four tables is based on the MML database information. The information for table five is based on telephone conversations with each community.

Table Name	Purpose
Table 1: General Community Characteristics	Provides a general overview of each comparable.
Table 2: 2002 Millage Rate Comparison	Provides millage rate break out for each community.
Table 3: 2002 Revenue Comparison	Shows sources of revenue, per capita and percentages are provided for each source. Tables are included to show revenue with and without the utility.
Table 4: 2002 Expenditure Comparison	Shows expenditures for the 2002 fiscal year, percentages and per capita spending is provided. Tables are included to show expenditures with and without the utility.
Table 5: Staffing Level Comparison	Indicates total number of full-time staff in each department.

All tables generated are included after the findings section of this report.

In addition to the above tables, additional comparisons were made for the electric utility operations. To review the operations of the electric utility, financial ratios for Wyandotte were compared to a 2003 American Public Power Association (APPA) report of 2001 operations for approximately 412 utilities throughout the country (Table 6). Additionally, rates were compared to March 2004 report from the APPA of 2002 Rates (Table 7). Finally, Table 8 is a portion of a 2003 rate analysis completed by Sawvel and Associates Inc. for DMS.

B. Findings

From the data used the following observations have been made.

Table 1: General Community Comparison

Wyandotte's per capita taxable value is $20,807 compared to an average of $26,615.

Table 2: 2002 Millage Rate Comparisons

Wyandotte's millage rate of 22.16 is higher than the average of 17.39 mils. It should be noted the City's general operating millage of 12.21 is below the community average of 12.92 mils. The reader should note the following about the City's millage rate.
1. The City has a separate District library with a millage rate of 1.56 mils.
2. The City generates a portion of its sewer fund revenue from its millage as opposed to only its sewer rate
3. A majority of the City is within a TIFA district, and because of the TIFA capture; this reduces the amount of funds collected from a levied mil.

Table 3: 2002 Revenue Comparisons

Without the inclusion of revenue from the utilities, the profile of revenue sources and corresponding percentages for Wyandotte is very similar to the comparable communities. The average per capita income for the City of Wyandotte is at the comparable community average of $1,250.

From the table it would appear that the addition of utility income increases the per capita income by approximately $1,000.

Table 4:   2002 Expenditure Comparisons

Without the inclusion of utilities, the City spends and average of $1,290 per capita. This value is near the average community expenditure of $1,270 for the comparable communities. In comparison to the average revenue of $1,250, it would appear that the City is overspending by approximately $40.00 per capita or $1,120,000 on an aggregate basis.

From the tables it would appear that when the utility expenditures are included, the City was overspending by approximately $100 per capita, with the breakdown of $40 for City operations and $60 for utility operations. It is our understanding that utility rates have been or will be adjusted.

Table 5:   Staffing Levels

Staffing without DMS accounts for 182 of the 287 employees within the organization. DMS staff account for approximately 105 of the 287. Staffing ratios for the organization without DMS are 1 employee per every 154 residents compared to an average of 180 residents per employee for the comparable communities not including Coldwater and 1 employee per every 162 residents including Coldwater. Adding in DMS staff reduces the ratio to 1 employee per every 98 residents.

Table 6:   Selected Financial Operating Ratios of Public Power Systems

The following observations were made from a review of Table 6.

4. It would appear that the DMS lost 2 to 7 cents per revenue dollar in 2002 and 2003 compared to an average gain of 5 to 6 cents in revenue for the comparison group.

5. The revenue per kilowatt hour for retail, residential, commercial and industrial customers is higher than the comparison group.

6. Debt to total assets for DMS is higher than the comparison group, 0.690 versus 0.200 to 0.279.

7. The Administrative and General expenses per retail customer are higher than the comparison group, $200 to $220 versus $82 to $89.

Table 7:   Average Revenue per kWh, 2002

The average revenue per kWh for DMS is higher than those for other publicly owned utilities in the State of Michigan. The chart below summarizes, values are in cents.

	Wyandotte Municipal Service	Publicly Owned Average
Residential	9.2	7.3
Commercial	10.7	7.0
Industrial	7.1	5.6

Table 8:   Rate Comparison - DMS

At the time of the analysis the DMS proposed rates for residential, small commercial, large commercial and primary were higher than the rates of Detroit Edison and Consumers Energy.

Table 1: General Community Charactersitics

	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Population (2000 Census)	**28,006**	12,697	29,376	30,047	30,136	19,584
Land Area	**5.31**	8.13	7.01	5.86	6.86	7.3
Housing Units	**12,303**	4,370	12,254	11,719	13,361	8,345
Taxable Value	**$582,712,368**	$268,357,197	$893,827,817	$574,619,572	$727,328,754	$749,194,786
Per Capita Taxable Value	**$20,807**	$21,135	$30,427	$19,124	$24,135	$38,255

Table 2: 2002 Millage Rates

Component	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
General Operating	12.21	11.71	10.59	14.29	12.01	15.99
Dedicated Millage						
Pension					1.00	0.87
ALS						
Dial a Ride						
Roads					1.96	
Water				0.83		
Sanitary Sewer	1.71		2.44			2.11
Parks/Recreation						
Solid Waste	2.55		1.70	2.63	2.41	1.22
General Obligation						
Library[1]	1.56		0.35		0.98	0.81
Debt	2.24					
Community Promotion						
Transit[2]	0.60		0.60	0.60	0.60	0.60
Building						
Drains	1.29		0.67			
Police/Fire						
Total Millage	**22.16**	**11.71**	**16.35**	**18.35**	**18.96**	**21.60**

[1] Separate Taxing Authority
[2] SMART

Table 3: 2002 Revenue Comparison

	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Revenues						
Property Tax	$16,269,687	$3,500,202	$14,849,361	$9,380,967	$12,433,265	$16,276,305
Licenses and Permits	$337,421	$145,111	$388,493	$462,973	$418,960	$500,568
Federal						
General Government - Federal	$0	$54,041	$0	$282,249		$0
Public Safety - Federal	$0	$51,703	$45,709	$0		
Streets & Highway - Federal	$575,588		$11,151			
Sanitation - Federal						
Culture and Recreation - Federal				$0		
Housing and Community Developn	$223,799	$368,573	$30,514	$0	$184,339	$321,300
Water-Federal				$106,562	$0	
State						
General Government - State	$0	$2,109,027	$5,453	$6,618,477	$50,148	$431,055
Public Safety - State	$26,104	$30,409	$56,294	$0	$9,266	$0
Street and Highways - State	$1,946,553	$0	$3,578,251	$0	$1,569,946	$980,165
Culture and Recreation - State				$110,089	$0	
State Revenue Sharing	$4,079,136	$0	$3,593,440	$0	$3,963,077	$3,015,397
Water - State			$0			
All Other - State	$28,085	$0	$14,163			
Contributions						
General Government		$8,929	$0	$0		
Public Safety				$38,300	$0	
Streets and Highways				$0		
Culture and Recreation				$44,247	$0	
Transit				$0		
All Other		$0		$0	$0	
Charges for Service						
Water	$1,755,071	$1,620,113	$2,323,516	$5,948,438	$1,696,821	$2,019,015
Electric	$23,296,387	$19,792,298	$0	$0	$0	$0
Sewer	$2,203,866	$1,703,301	$3,188,877	$0	$2,617,816	$3,350,514
Refuse	$280,954	$392,116	$0	$0	$0	$0
Parks and Recreation	$423,356	$127,070	$404,520	$921,941	$642,045	$1,448,039
Cable	$5,075,954		$0	$0		$0
Hospital				$0		
Other	$974,488	$2,753,799	$783,350	$0	$1,365,340	$4,326,329
Other Revenues						
Miscellaneous	$3,584,202	$2,534,025	$1,204,556	$10,000	$615,396	$1,336,683
Interest and Dividends	$1,454,187	$739,701	$296,609	$381,320	$328,564	$595,879
Rents and Royalties	$0	$2,020,657	$379,331	$472,409	$388,795	
Fines, forfeits, donations	$861,552		$2,995,829	$756,445	$1,780,741	$426,641
Special Assessments	$0	$0	$0	$1,016,197	$1,168,794	
Property Sale		$7,299	$36,072	$334,524		
TOTAL	$63,396,390	$37,958,374	$34,185,489	$26,885,138	$29,233,313	$35,027,890

Table 3: 2002 Revenue Comparison

Category Totals	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Property Tax	**25.7%**	9.2%	43.4%	34.9%	42.5%	46.5%
Licenses and Fees	**0.5%**	0.4%	1.1%	1.7%	1.4%	1.4%
Federal	**1.3%**	1.2%	0.3%	1.0%	0.6%	0.9%
State	**9.6%**	5.6%	21.2%	25.0%	19.1%	12.6%
Contributions	**0.0%**	0.0%	0.0%	0.3%	0.0%	0.0%
Charges for Service	**53.6%**	69.5%	19.6%	25.6%	21.6%	31.8%
Other Revenues	**9.3%**	14.0%	14.4%	11.1%	14.6%	6.7%

Revenue per capita	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Property Tax Revenue per capita	**$580.94**	$275.67	$505.49	$312.21	$412.57	$831.10
License and Fees per capita	**$12.05**	$11.43	$13.22	$15.41	$13.90	$25.56
Federal per capita	**$28.54**	$37.36	$2.97	$9.39	$6.12	$16.41
State per capita	**$217.09**	$168.50	$246.72	$223.93	$185.57	$226.03
Contributions per capita	**$0.00**	$0.70	$0.00	$2.75	$0.00	$0.00
Charge per service per capita	**$1,214.39**	$2,078.34	$228.09	$228.65	$209.78	$569.03
Other Revenues per capita	**$210.67**	$417.55	$167.22	$98.87	$142.10	$120.47
Total	**$2,263.67**	$2,989.55	$1,163.72	$891.22	$970.05	$1,788.60

Table 3: 2002 Revenue Comparison - Without Utilities

Revenues	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Property Tax	$16,269,687	$3,500,202	$14,849,361	$9,380,967	$12,433,265	$16,276,305
Licenses and Permits	$337,421	$145,111	$388,493	$462,973	$418,960	$500,568
Federal						
General Government - Federal	$0	$54,041	$0	$282,249		$0
Public Safety - Federal	$0	$51,703	$45,709	$0		
Streets & Highway - Federal	$575,588		$11,151			
Sanitation - Federal						
Culture and Recreation - Federal				$0		
Housing and Community Developn	$223,799	$368,573	$30,514	$0	$184,339	$321,300
Water-Federal				$106,562	$0	
State						
General Government - State	$0	$2,109,027	$5,453	$6,618,477	$50,148	$431,055
Public Safety - State	$26,104	$30,409	$56,294	$0	$9,266	$0
Street and Highways - State	$1,946,553	$0	$3,578,251	$0	$1,569,946	$980,165
Culture and Recreation - State				$110,089	$0	
State Revenue Sharing	$4,079,136	$0	$3,593,440	$0	$3,963,077	$3,015,397
Water - State			$0			
All Other - State	$28,085	$0	$14,163			
Contributions						
General Government		$8,929	$0	$0		
Public Safety				$38,300	$0	
Streets and Highways				$0		
Culture and Recreation				$44,247	$0	
Transit				$0		
All Other		$0		$0	$0	
Charges for Service						
Water	$1,755,071	$1,620,113	$2,323,516	$5,948,438	$1,696,821	$2,019,015
Sewer	$2,203,866	$1,703,301	$3,188,877	$0	$2,617,816	$3,350,514
Refuse	$280,954	$392,116	$0	$0	$0	$0
Parks and Recreation	$423,356	$127,070	$404,520	$921,941	$642,045	$1,448,039
Hospital				$0		
Other	$974,488	$2,753,799	$783,350	$0	$1,365,340	$4,326,329
Other Revenues						
Miscellaneous	$3,584,202	$2,534,025	$1,204,556	$10,000	$615,396	$1,336,683
Interest and Dividends	$1,454,187	$739,701	$296,609	$381,320	$328,564	$595,879
Rents and Royalties	$0	$2,020,657	$379,331	$472,409	$388,795	
Fines, forfeits, donations	$861,552		$2,995,829	$756,445	$1,780,741	$426,641
Special Assessments	$0	$0	$0	$1,016,197	$1,168,794	
Property Sale		$7,299	$36,072	$334,524		
TOTAL	$35,024,049	$18,166,076	$34,185,489	$26,885,138	$29,233,313	$35,027,890

Table 3: 2002 Revenue Comparison - Without Utilities

Category Totals	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Property Tax	46.5%	19.3%	43.4%	34.9%	42.5%	46.5%
Licenses and Fees	1.0%	0.8%	1.1%	1.7%	1.4%	1.4%
Federal	2.3%	2.6%	0.3%	1.0%	0.6%	0.9%
State	17.4%	11.8%	21.2%	25.0%	19.1%	12.6%
Contributions	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%
Charges for Service	16.1%	36.3%	19.6%	25.6%	21.6%	31.8%
Other Revenues	16.8%	29.2%	14.4%	11.1%	14.6%	6.7%

Revenue per capita	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Property Tax Revenue per capita	$580.94	$275.67	$505.49	$312.21	$412.57	$831.10
License and Fees per capita	$12.05	$11.43	$13.22	$15.41	$13.90	$25.56
Federal per capita	$28.54	$37.36	$2.97	$9.39	$6.12	$16.41
State per capita	$217.09	$168.50	$246.72	$223.93	$185.57	$226.03
Contributions per capita	$0.00	$0.70	$0.00	$2.75	$0.00	$0.00
Charge per service per capita	$201.30	$519.52	$228.09	$228.65	$209.78	$569.03
Other Revenues per capita	$210.67	$417.55	$167.22	$98.87	$142.10	$120.47
Total	$1,250.59	$1,430.74	$1,163.72	$891.22	$970.05	$1,788.60

Table 4: Expenditure Comparison

Expenditures	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative	$120,823	$43,879	$84,237	$45,576	$84,137	$97,172
Judicial	$424,534	$0	$1,940,000	$739,582	$1,267,464	$348,817
General Government						
Chief Executive	$0	$155,653	$0	$383,484	$210,412	$304,767
Treasurer	$228,263	$0	$127,583	$231,893	$261,510	$151,308
Assessing/Equalization	$159,429	$0	$90,816	$0	$161,837	$173,558
Clerk	$227,513	$183,023	$101,101	$176,830	$150,531	$153,483
Elections	$27,072	$9,743	$105,333	$6,595	$37,905	$30,057
Finance	$351,258	$205,775	$617,763	$492,740	$376,502	$239,117
Community Planning/Deve	$275,489	$574,702	$27,779	$240,518	$14,255	$0
Building and Grounds	$1,298,481	$105,475	$269,897	$0	$0	$1,276,975
All Other	$3,226,831	$2,405,678	$6,448,536	$1,093,627	$4,074,845	$1,294,219
Public Safety						
Public Safety - Police	$4,047,039	$1,257,228	$4,748,723	$4,563,373	$4,466,961	$431,892
Public Safety - Fire	$2,519,477	$1,087,910	$2,567,233	$2,076,072	$2,452,771	$3,006,280
Public Safety - Combined	$0	$0	$0	$0	$0	$0
Public Safety - Parking	$0	$0	$0	$0	$0	$0
Public Safety - Corrections	$0	$0	$0	$0	$0	$51,498
Public Safety - Building Inspection	$0	$200,508	$511,253	$310,464	$436,730	$576,264
Public Works						
Public Works - Streets & Hwy	$4,514,884	$2,764,652	$4,797,332	$3,448,882	$2,420,021	$2,697,418
Public Works- Solid Waste	$3,239,612	$501,619	$1,241,188	$0	$1,449,993	$1,005,992
Public Works- Sewage	$2,789,862	$1,791,853	$2,356,886	$0	$2,527,679	$1,659,585
Public Works - Cable	$4,765,260		$0	$0	$0	$0
Public Works - Water	$2,354,511	$1,574,165	$2,534,924	$0	$2,527,679	$1,846,752
Public Works - Electric	$25,510,626	$18,784,284	$0	$0	$0	$0
Public Works- Transportation	$0	$0	$0	$0	$0	$0
Recreation and Culture						
Parks and Recreation	$1,093,136	$810,313	$1,285,016	$1,024,542	$1,431,367	$617,419
Library	$0	$0	$442,447	$505,755	$0	$0
Other	$1,072,540	$6,076,916	$0	$116,184	$34,370	$3,750,553
Capital Outlay	$5,728,801	$0	$507,912	$3,208,275	$5,809,252	$11,712,968
Debt Service	$2,298,421	$897,765	$3,709,057	$3,074,382	$2,868,236	$1,779,549
TOTAL	**$66,273,862**	**$39,431,141**	**$34,515,016**	**$21,738,774**	**$33,064,457**	**$33,205,643**

Table 4: Expenditure Comparison

Category % Totals	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative	0.2%	0.1%	0.2%	0.2%	0.3%	0.3%
Judicial	0.6%	0.0%	5.6%	3.4%	3.8%	1.1%
General Government	8.7%	9.2%	22.6%	12.1%	16.0%	10.9%
Public Safety	9.9%	6.5%	22.7%	32.0%	22.2%	12.2%
Public Works	65.1%	64.5%	31.7%	15.9%	27.0%	21.7%
Recreation and Culture	3.3%	17.5%	5.0%	7.6%	4.4%	13.2%
Capital Outlay	8.6%	0.0%	1.5%	14.8%	17.6%	35.3%
Debt Service	3.5%	2.3%	10.7%	14.1%	8.7%	5.4%

Expenditures per capita	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative per capita	$4.31	$3.46	$2.87	$1.52	$2.79	$4.96
Judicial per capita	$15.16	$0.00	$66.04	$24.61	$42.06	$17.81
General Government per capita	$206.90	$286.69	$265.14	$87.39	$175.46	$185.02
Public Safety per capita	$234.47	$200.49	$266.45	$231.30	$244.11	$207.62
Public Works per capita	$1,541.63	$2,001.78	$372.08	$114.78	$296.17	$368.14
Recreation and Culture per capita	$77.33	$542.43	$58.81	$54.80	$48.64	$223.04
Capital Outlay per capita	$204.56	$0.00	$17.29	$106.78	$192.77	$598.09
Debt per capita	$82.07	$70.71	$126.26	$102.32	$95.18	$90.87
Total	$2,366.42	$3,105.55	$1,174.94	$723.49	$1,097.17	$1,695.55

Table 4: Expenditure Comparison - Without Utilities

Expenditures	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative	$120,823	$43,879	$84,237	$45,576	$84,137	$97,172
Judicial	$424,534	$0	$1,940,000	$739,582	$1,267,464	$348,817
General Government						
Chief Executive	$0	$155,653	$0	$383,484	$210,412	$304,767
Treasurer	$228,263	$0	$127,583	$231,893	$261,510	$151,308
Assessing/Equalization	$159,429	$0	$90,816	$0	$161,837	$173,558
Clerk	$227,513	$183,023	$101,101	$176,830	$150,531	$153,483
Elections	$27,072	$9,743	$105,333	$6,595	$37,905	$30,057
Finance	$351,258	$205,775	$617,763	$492,740	$376,502	$239,117
Community Planning/Deve	$275,489	$574,702	$27,779	$240,518	$14,255	$0
Building and Grounds	$1,298,481	$105,475	$269,897	$0	$0	$1,276,975
All Other	$3,226,831	$2,405,678	$6,448,536	$1,093,627	$4,074,845	$1,294,219
Public Safety						
Public Safety - Police	$4,047,039	$1,257,228	$4,748,723	$4,563,373	$4,466,961	$431,892
Public Safety - Fire	$2,519,477	$1,087,910	$2,567,233	$2,076,072	$2,452,771	$3,006,280
Public Safety - Combined	$0	$0	$0	$0	$0	$0
Public Safety - Parking	$0	$0	$0	$0	$0	$0
Public Safety - Corrections	$0	$0	$0	$0	$0	$51,498
Public Safety - Building Inspection	$0	$200,508	$511,253	$310,464	$436,730	$576,264
Public Works						
Public Works - Streets & Hwy	$4,514,884	$2,764,652	$4,797,332	$3,448,882	$2,420,021	$2,697,418
Public Works- Solid Waste	$3,239,612	$501,619	$1,241,188	$0	$1,449,993	$1,005,992
Public Works- Sewage	$2,789,862	$1,791,853	$2,356,886	$0	$2,527,679	$1,659,585
Public Works - Water	$2,354,511	$1,574,165	$2,534,924	$0	$2,527,679	$1,846,752
Public Works- Transportation	$0	$0	$0	$0	$0	$0
Recreation and Culture						
Parks and Recreation	$1,093,136	$810,313	$1,285,016	$1,024,542	$1,431,367	$617,419
Library	$0	$0	$442,447	$505,755	$0	$0
Other	$1,072,540	$6,076,916	$0	$116,184	$34,370	$3,750,553
Capital Outlay	$5,728,801	$0	$507,912	$3,208,275	$5,809,252	$11,712,968
Debt Service	$2,298,421	$897,765	$3,709,057	$3,074,382	$2,868,236	$1,779,549
TOTAL	$35,997,976	$20,646,857	$34,515,016	$21,738,774	$33,064,457	$33,205,643

Table 4: Expenditure Comparison - Without Utilities

Category % Totals	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative	0.3%	0.2%	0.2%	0.2%	0.3%	0.3%
Judicial	1.2%	0.0%	5.6%	3.4%	3.8%	1.1%
General Government	16.1%	17.6%	22.6%	12.1%	16.0%	10.9%
Public Safety	18.2%	12.3%	22.7%	32.0%	22.2%	12.2%
Public Works	35.8%	32.1%	31.7%	15.9%	27.0%	21.7%
Recreation and Culture	6.0%	33.4%	5.0%	7.6%	4.4%	13.2%
Capital Outlay	15.9%	0.0%	1.5%	14.8%	17.6%	35.3%
Debt Service	6.4%	4.3%	10.7%	14.1%	8.7%	5.4%

Expenditures per capita	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Legislative per capita	$4.31	$3.46	$2.87	$1.52	$2.79	$4.96
Judicial per capita	$15.16	$0.00	$66.04	$24.61	$42.06	$17.81
General Government per capita	$206.90	$286.69	$265.14	$87.39	$175.46	$185.02
Public Safety per capita	$234.47	$200.49	$266.45	$231.30	$244.11	$207.62
Public Works per capita	$460.58	$522.35	$372.08	$114.78	$296.17	$368.14
Recreation and Culture per capita	$77.33	$542.43	$58.81	$54.80	$48.64	$223.04
Capital Outlay per capita	$204.56	$0.00	$17.29	$106.78	$192.77	$598.09
Debt per capita	$82.07	$70.71	$126.26	$102.32	$95.18	$90.87
Total	$1,285.37	$1,626.12	$1,174.94	$723.49	$1,097.17	$1,695.55

Table 5: Staffing Levels

Department	Wyandotte	Coldwater	Allen Park	Garden City	Southgate	Trenton
Public Works	31	19.5	22	34	6	42
Building	1	4	2	7, 4 f/t 3 p/t	5	5
Finance	5	1.5	3		5	4
Clerk	3.5	1.5	3.5	13	3	3
Treasurer	3.5	1.5	3	1	5	3
Engineering	12	2.5	2			6
Community Relations	1		0			1
Community Development	1	1	0	1		
Legal	1		0	4 contract		
Parks and Recreation	12	3.5	10	51, 6 f/t 45 p/t	9	15
City Manager	0	2.5	2	1	2	
Assessing	3	1.5	2.5	1		1
District Court	13		33	12	20	2
Police	60	18.5	59	49	50	43
Custodian		0.5				
Planning		1				
Neighborhood Services		4				
Receptionist		0.5				
Network Admin		0.5				
Fire	34.5	15.5	2	19	27	33
Personel/Purchasing			2			2
Municipal Services						
Electric Distribution	25	5			0	
Electric Power Generation	36	4			0	
Water	15	6	17		17	17
Adminstrative/Accounting/IS	18	19.5			0	
Wastewater		4				
Custodian		0.5				
Receptionist		0.5				
Network Admin		0.5		1		
Help Desk		5				
Engineering		2				
Metering		6				
Cable TV	10	3	0		0	0
Total Staff in Comparison	**285.5**	**135.5**	**163**	**132**	**149**	**177**
Capita/staff	**98.09**	**93.70**	**180.22**	**227.63**	**202.26**	**110.64**

Table 6: Selected Financial Operating Ratios of Public Power Systems

	2001	2002	2003	Median All	Median 10,000 to 20,000 customers	Median North Central/Plains
Financial Ratios						
1. Revenue per kWh						
a. All Retail Customers	0.079	0.081	0.081	$0.060	$0.062	$0.055
b. Residential Customers	0.092	0.092	0.091	$0.067	$0.067	$0.063
c. Commercial Customers	0.107	0.107	0.107	$0.065	$0.067	$0.060
d. Industrial Customers	0.070	0.071	0.072	$0.049	$0.048	$0.046
2. Debt to Total Assets	0.690	0.670	0.675	0.258	0.279	0.209
3. Operating Ratio	0.700	0.730	0.700	0.861	0.862	0.848
4. Current Ratio	2.400	6.970	4.890	2.52	2.39	3.67
5a. Times Interest Earned	1.002	0.480	0.772	4.05	4.20	4.08
5b. Debt Service Coverage	2.407	1.935	2.735	3.85	4.60	3.36
6. Net Income per Revenue Dollar	0.020	(0.072)	(0.024)	$0.052	$0.047	$0.0660
7. Uncollectible Accounts per Revenue Dollar	0.004	0.005	0.005	$0.0022	$0.0026	$0.0012
Operating Ratios						
8. Retail Customers per non-power-generation Employee	324	322	320	307	308	319
9. Total O&M Expense per KWh Sold	$0.059	$0.062	$0.059	$0.054	$0.056	$0.046
10. Total O&M Expense (Excluding Power Supply Expense) per Retail Customer	$329	$358	$343	$256	$267	$251
11. Total Power Supply Expense per kWh Sold	$0.044	$0.045	$0.043	$0.046	$0.047	$0.037
12. Purchased Power Cost per kWh	$0.044	$0.037	$0.052	$0.045	$0.045	$0.036
15. Distribution O&M Expenses per Retail Customer	$74	$93	$62	$102	$101	$101
16. Distribution O&M Expense per Circuit Mile	$11,963	$15,011	$9,862	$4,563	$2,819	$4,784
17. Customer Accounting, Customer Service, and Sales Expense per Retail Customer	$55	$58	$62	$43	$43	$34
18. Administrative and General Expenses per Retail Customer	$200	$206	$219	$84	$82	$89
Other Ratios						
22. Energy Loss Percentage	3.87%	3.38%	2.32%	3.82%	4.30%	3.67%
23. System Load Factor	48.45%	48.63%	56.71%	55.60%	53.90%	55.60%

Table 7: Average Revenue per kWh, 2002
(in cents)
United States and **Michigan**

	Residential Rev/kWh	Commercial Rev/kWh	Industrial Rev/kWh
U.S. Utilities			
Publicly Owned	7.6	7.2	4.9
Investor-Owned	8.7	7.8	4.9
Cooperative	7.8	7.1	4.2
Michigan			
Publicly Owned	7.3	7.0	5.6
Investor-Owned	8.3	7.5	4.9
Cooperative	9.6	8.3	5.8
Michigan			
Publicly Owned			
Baraga, Village of	6.9	8.5	10.1
Bay City, City of	7.6	7.8	5.6
Charlevoix, City of	7.5	8.6	6.5
Chelsea Department of Electric & Water	7.4	7.5	5.4
Clinton, Village of	11.6	10.3	8.2
Coldwater Board of Public Utilities	9.9	11.2	6.3
Croswell Municipal Light & Power Dept.	7.8	8.3	6.3
Crystal Falls, City of	7.2	7.8	7.7
Daggett Electric Department	3.8	6.3	0.0
Detroit Public Lighting Department	0.0	9.0	16.8
Dowagiac, City of	6.2	6.4	5.3
Eaton Rapids, City of	8.3	7.9	6.0
Escanaba, City of	7.6	6.8	5.8
Gladstone, City of	7.4	6.6	5.5
Grand Haven Board of Light & Power	8.1	7.2	6.1
Harbor Springs, City of	7.5	8.0	0.0
Hart Hydro, City of	7.3	7.4	6.9
Hillsdale Board of Public Utilities	7.9	6.7	5.7
Holland Board of Public Works	6.6	6.0	5.1
L'Anse, Village of	7.2	8.2	5.8
Lansing Board of Water & Light	6.7	5.9	4.8
Lowell Light & Power	7.1	6.6	0.0
Marquette Board of Light & Power	7.3	6.0	0.0
Marshall, City of	10.6	10.4	7.8
Negaunee Electric Department	7.7	7.8	0.0
Newberry Water and Light Board	6.4	8.4	n/a
Niles Utilities Department	6.3	7.0	4.7
Norway, City of	6.2	6.9	5.8

	Residential Rev/kWh	Commercial Rev/kWh	Industrial Rev/kWh
Petoskey, City of	7.7	6.7	6.6
Portland, City of	8.7	8.7	6.9
Sebewaing, City of	8.3	10.6	6.6
South Haven, City of	6.8	6.8	6.8
St. Louis, City of	8.7	8.3	6.9
Stephenson, City of	6.7	6.1	10.0
Sturgis, City of	7.8	9.1	6.1
Traverse City Light & Power Department	7.2	7.4	5.3
Union City Electric Department	9.8	13.0	0.0
Village of Paw Paw	6.9	6.7	6.7
Wakefield, City of	6.5	5.7	n/a
Wyandotte Department of Municipal Svc	9.2	10.7	7.1
Zeeland Board of Public Works	6.5	8.3	5.6

Michigan
Investor-Owned

	Residential Rev/kWh	Commercial Rev/kWh	Industrial Rev/kWh
Alpena Power Co	8.6	7.4	4.3
Consumers Energy Company	8.1	7.4	5.4
Detroit Edison Co	8.6	7.7	4.8
Edison Sault Electric Co	5.9	6.2	3.8
Indiana Michigan Power Co	5.8	6.3	4.6
Northern States Power Co	8.4	7.9	5.9
Upper Peninsula Power Co	9.1	7.3	4.3
Wisconsin Electric Power Co	8.7	7.4	3.5
Wisconsin Public Service Corp	6.1	5.6	3.0

Michigan
Cooperative

	Residential Rev/kWh	Commercial Rev/kWh	Industrial Rev/kWh
Alger-Delta Coop Electric Assn	10.6	7.6	0.0
Bayfield Electric Coop, Inc	16.2	0.0	0.0
Cherryland Electric Coop, Inc	9.6	8.5	0.0
Cloverland Electric Co-op	7.9	7.4	4.8
Great Lakes Energy Cooperative	10.3	9.1	5.3
Midwest Energy Cooperative	7.8	6.7	0.0
Ontonagon County R E A	11.1	10.1	9.0
Presque Isle Elec & Gas Coop	10.7	8.4	8.5
Thumb Electric Coop of Mich	8.7	8.2	0.0
Tri-County Electric Coop	10.1	10.7	7.7

Table 8: Rate Comparison

Class	Typical Usage		DMS		Detroit Ed	Consumers
			Existing	Proposed		
Residential	600	kWh	$55.30	$57.09	$56.61	$50.48
Small Commercial	2,000	kWh	$215.76	$211.04	$208.91	$197.00
Large Commercial	50	kW				
	15,000	kWh	$1,541	$1,671	$1,582	$1,275
Primary	220	kW				
	82,080	kWh	$6,894	$6,833	$6,697	$5,654
Large Industrial	10,539	kW				
	6,260,646	kWh	$361,481	$350,843	$381,883	$361,822
Waste Water Pumping	6,729	kW				
	2,445,000	kWh	$162,991	$162,996	$220,290	
Steam	10,700	1,000 lbs	$75,903	$75,537	discontinued	not available
Hot Water	113,750	MBtu	$673	$1,091		

DMS rates include 2% discount for prompt payment and 4% sales tax.

Detroit Edison rates effective date March 1, 2002. Includes 6% sales tax.

Consumers rates effective date November 22, 2002. Includes 6% sales tax.

2003 Sawvel and Associate Inc.

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