

Fostering a Performance Culture in Operations and Maintenance



Ben Groeneweg, PE, City Utilities of Fort Wayne
Jason Carter, PE, Arcadis

cityoffortwayne.org/utilities

Industry Challenge and Opportunity



Managing a consent decree, lead service lines, and an aging system we need to find ways to do business more efficiently while maintaining a motivated work force, increasing our level of service and remain affordable for all in our community.



cityoffortwayne.org/utilities



Aspirations and Objectives



How might we...continue building our Utility of the Future by rethinking Field Operations?

Specific Objectives:

- Combine City Utilities Water Maintenance and Sewer Maintenance into one department Field Operations.
- Operate Field Operations like a private business
- Complete small capital projects with Field Operations crews
- Develop collaboration and comradery between Field Operations and Engineering



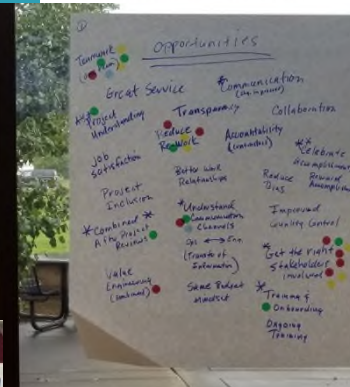
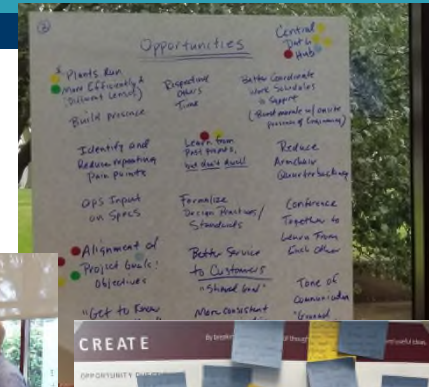
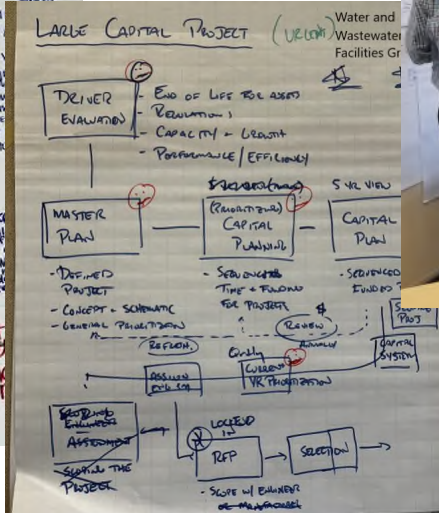
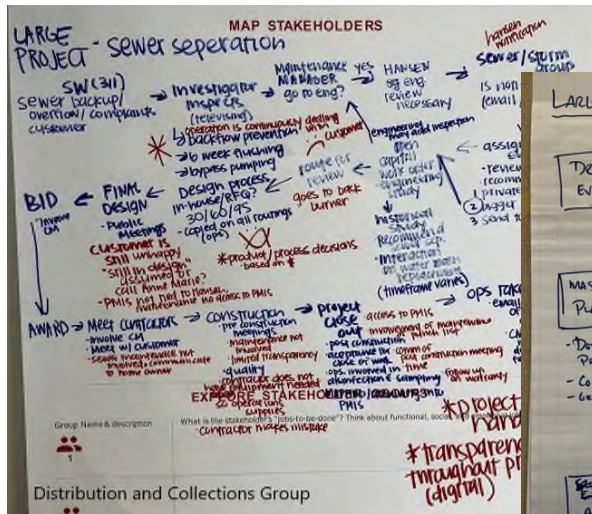
cityofnorthwayne.org/utilities

Removing Institutional Barriers



Design Sprint

Definition of current processes, challenges, and aspirations.



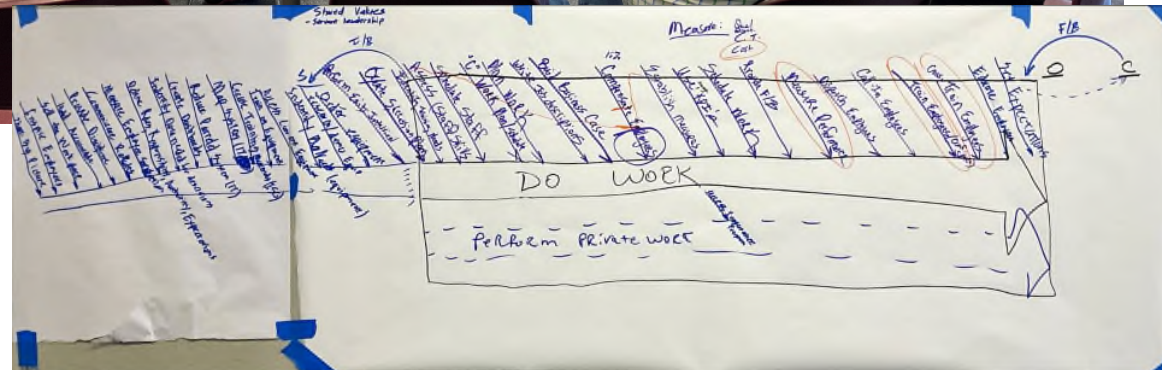
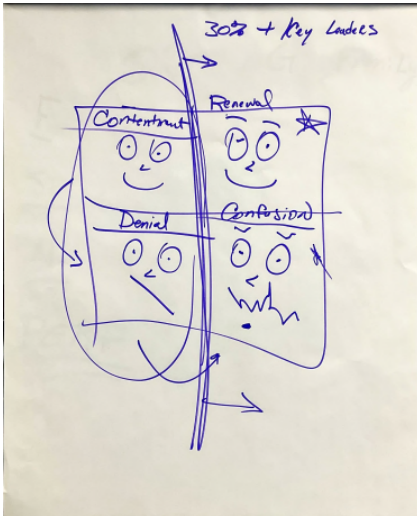
cityof

Removing Institutional Barriers



Org Design

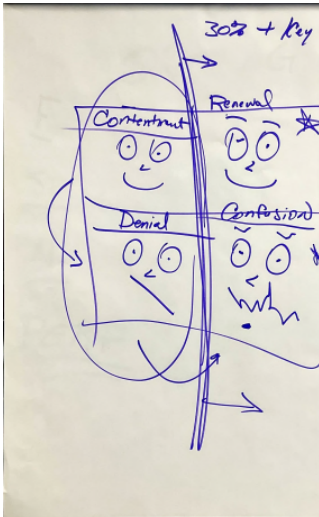
Definition of current system, defining shared vision and value, and change management



Removin

Org Design

Definition of current system
defining shared vision and
and change management



Field Operations – Construction (1-10-2023)

Shared Vision

1. Highly trained staff that can work on water, sewer, storm (can fix it all, drive truck skills interchangeable)
2. Highly paid (compensated)
3. Satisfied customers (lack of complaints); accolades, compliments
4. Satisfied employees (retention, competitive, happy to be here)
5. Ability to respond to emergency 365-24/7, We go – like the fire department
6. Employees et al – Thinking ahead, know the next steps & doing those w/o being told
7. Time management – We are getting jobs done efficiently & effectively
8. Being able to help customers w/repairs that fits their budget & billed through us (do private work) (leak on owners)
9. “C” w/affected customers of emergency water shut downs
10. Customers “choose” our services over private contractors (better quality, better pricing, value)
11. “C” between departments – Capitalize on key learnings from each other... (Engineering, Construction, Customer Support)
12. More P.R. w/our customers (telling our story), Advertising/Outreach
13. Be professional/Look professional (Look different – Differentiate ourselves)
14. More efficient w/our new employees (good succession plan to retain knowledge) – Good training program & Cross training
15. Good applicants (Desirous place to work)
16. We help to fix private (large complex) when folks can’t get help
17. Use good asset mgmt.
 - a. Maximizing our work staff (H.R.)
 - b. Maximizing our equipment investment
 - c. Taking care of equipment
18. Managing our costs
19. Get response from Fleet mgmt.
20. Reward our top performers
21. Hold all accountable (weed the garden)
22. Priorities are set and shared and aligned (on the same page) “C” back and forth & supported
23. High job satisfaction, Ownership mentality
24. Robust customer assistance programs (maybe using neighborhood link, veterans programs, etc)
25. Mutual respect and understanding for the work done in “other” departments and capabilities, Building each other up vs tearing others down
26. We do things to suppress rates (Rate Suppression)

cityofwayne.org/utilities

Four Initiatives to Focus on



Set Expectations



Plan and Schedule Work



Measures



Cross training



Team Charter – Plan and Schedule Work

Project Name: Plan and Schedule Work	Date: 1/17/2023
Project Start Date: July 11, 2023	Target End Date: December 31, 2023
<p>Current State / Problem Description (a non-neutral description of the issue) Brian & Steve were not satisfied by technical experience with a city effort and not technical qualifications of others. There is a lack of shared ownership between the proposed operational requirements. We have the past where we have issues with the current state where we are together but operating separately still, and the future where we are working as a team to improve. We are currently working on the current state.</p> <p>Values for the Project (these values will be happening when the project is successful) Coordination of efforts with full operations where we allow people and resources for the needs for each job regardless of what former group the people or equipment came from. We will increase flexibility by standardizing and simplifying the data and will allow us to leverage more than the current standard plans. Better cross training.</p> <ul style="list-style-type: none"> • Have dialogue between groups • Re-examine the budget use of assets • Reduce time pressure on results • Fully utilize equipment • Reduced customer • Improve and customer satisfaction • Reduced cost <p>Project Statement (Date, Place, Process, Impact) Improve all details of resources through planning and scheduling of the entire cost of equipment and people. This will impact the ability to reduce the cost of providing these services, the customer to improve work and safety, reduce our carbon footprint, for the employees to bring part of the current planning better and better aligned.</p> <p>Objectives of the project (these will be accomplished)</p> <ol style="list-style-type: none"> 1. To have all the components of planning and scheduling <ol style="list-style-type: none"> a. Water b. Sewer 2. Identify things that work well with the current state of planning and scheduling 3. Identify things that are not working well 4. Define the need of all resources (equipment and people) 5. Define the results for different types of work (based on the impacts of the types of work that we do) 6. Prepare the planning and scheduling process 7. Plan the new process 8. Make adjustments after based on results of plan 9. Get approval 10. Implement <p>Measures of Success</p> <ul style="list-style-type: none"> - Complete and fully implemented as an outcome - Well thought through planning and scheduling process that people accept <p>Project Name (what are the boundaries of things, what's in? what's out?) We will look at construction and maintenance only</p> <p>Who/When (people, things, completion by, date, target)</p> <ol style="list-style-type: none"> 1. Identify current state by September 15 2. Identify the current state of resources and needs by October 15 3. Prepare the planning and scheduling process by November 15 4. Complete plan by December 15 5. Complete all high-priority items <p>Team Members: Chris (Chair), Tim, Brian (Co-Chair), Dennis, John C. (Co-Chair), John (Secretary), Mike (Recorder), Jim, and Scott</p> <p>Deliverables (things the documents, files, policies, etc. that are expected to be produced) List of your resources for each group List of work items to be completed</p>	

Four Initiatives to Focus on



Set Expectations



Plan and Schedule Work



Measures



Cross training

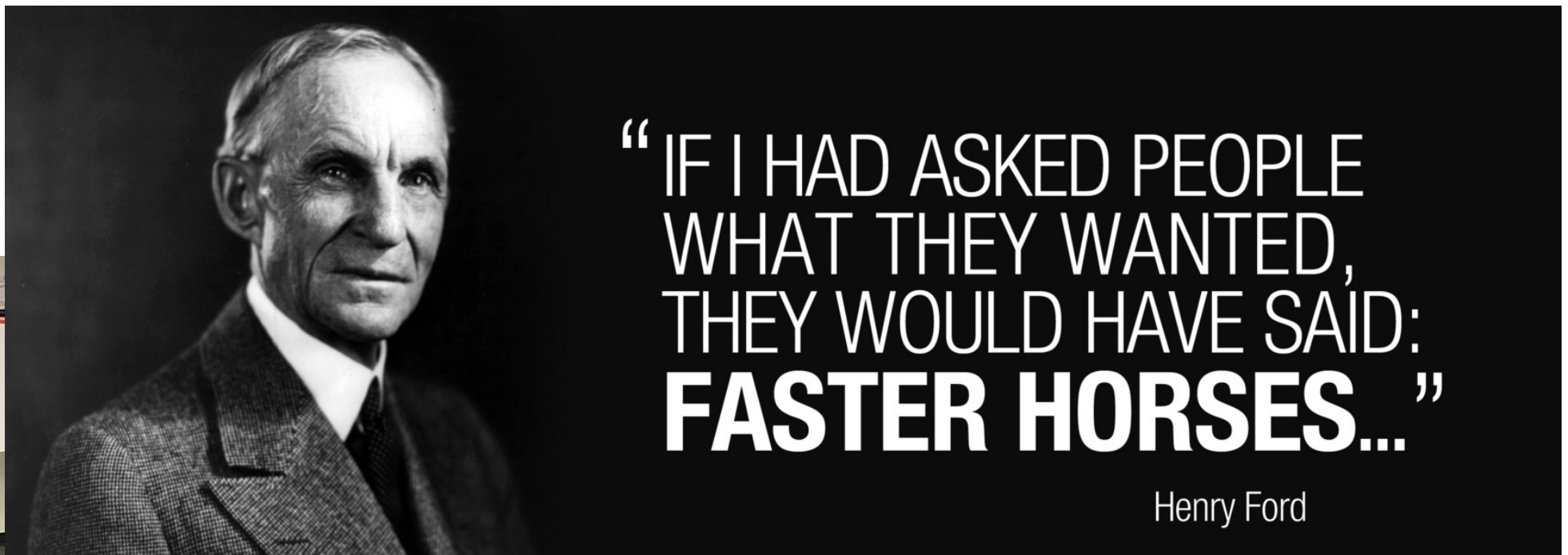


Team Charter – Plan and Schedule Work

Project Name: Plan and Schedule Work	Date: 1/17/2023
Project Start Date: July 11, 2023	Target End Date: December 31, 2023
<p>Current State / Problem Description (succinct description of the issue) Brian & I have been an accountability for technical operations in the office and not technical installation of the office. There is a lack of shared ownership between the presenters. Operational requirements have been the past where we have been able to do things, but we have been unable to do things together and operating separately, and the fact we have been unable to do things together. We are currently working on the current state.</p>	
<p>Values for the Project (should be what will be happening when the project is successful) Coordination of efforts with full operations when we have people and resources for the work for each job regardless of what former group the people or equipment came from. We will increase flexibility by accountability and results to be done and will allow us to complete more than the current normal status. Better cross training.</p>	
<p>Key Deliverables (to be done)</p> <ul style="list-style-type: none"> • Have change between groups • Recommendations for better use of assets • Resource more productive as needed • Fully utilized equipment • Reduced customer • Employee and customer satisfaction • Reduced cost 	
<p>Project Statement (Date, Place, People, Process, Impact) Project statement of resources through planning and scheduling of the work plan of equipment and people. This will impact the ability to reduce the cost of providing these services, the customer to receive the work and the work, reduce the cost of the work, for the customer to be part of the current normal status. Better cross training.</p>	
<p>Objectives of the project (what will be accomplished)</p> <ol style="list-style-type: none"> 1. To have the best use of assets of planning and scheduling 2. Water 3. Sewer 4. Identify things that work well in the current state of planning and scheduling 5. Identify things that are not working well 6. Define the need for the current state of planning and scheduling 7. Define the results for different types of work (some outside of the scope of the work that we do) 8. Prepare the planning and scheduling process 9. Plan the work process 10. Make adjustments after based on results of job 11. Work approval 12. The project 	
<p>Measures of Success</p> <ul style="list-style-type: none"> - Completed and fully implemented as an outcome - Work through through planning and scheduling process that people accept 	
<p>Project Name (what is the focus of the project, what is it about) We will look at construction and maintenance work</p>	
<p>Measures (what is the focus of the project, what is it about)</p> <ol style="list-style-type: none"> 1. Identify the current state of planning and scheduling 2. Identify the current state of resources and results by October 31 3. Prepare the planning and scheduling process by December 31 4. Complete plan by December 31 5. Complete the plan by December 31 	
<p>Team Members (who is the team, who is the team, who is the team) Brian, Chris, David, Tom, Steve, David, Dennis, Dan, Dick, Dan, Steve, Mike, Michael, Joe, and Scott</p>	
<p>Deliverables (what is the team, who is the team, who is the team) List of work results for each group List of work results for each group</p>	

Handwritten signatures and initials:
 Brian, Chris, David, Tom, Steve, David, Dennis, Dan, Dick, Dan, Steve, Mike, Michael, Joe, and Scott

Four Initiatives to Focus on



<small>1. Complete and file by December 31</small>
<small>2. Submit to the appropriate authority</small>
<small>Team Members: Chris Edwards, Tom, Brian Gault, Dennis, Dan S. Clark, Don Schrock, Mike Hensler, Jim, and myself</small>
<small>Deliverables (using the documents, files, packages, etc. that are expected to be produced)</small>
<small>List of your reactions for each group</small>
<small>List of work with assignment of responsibilities</small>

Priscilla
Chris Edwards
Tom
Chris Edwards

Tom
Priscilla
Chris Edwards

Four Initiatives to Focus on



Measures

Construction – Selected Performance Measures



Measure	Owner	Usage	Timing	Next Steps
Time to Complete WOs by Priority level	Construction Supervisor	Provide feedback to originator	3 months	<ul style="list-style-type: none"> Evaluate ability to pull reports – check with Resultant
Time Spent by WO Status	Construction Supervisor	Demonstrate overall time loss to outside entities	TBD	<ul style="list-style-type: none"> Understand capabilities within CMMS
Average Time to Address Unplanned Disruptions	Construction Supervisor / PCL	Service level measure	Immediately	<ul style="list-style-type: none"> Start pulling reports
Water/Wastewater FTEs (actual/estimated)	Construction Supervisor / PCL	Accurately capture needed staff	TBD	<ul style="list-style-type: none"> Understand capabilities within CMMS Assigning hours per job
Scheduled Work / Completed Work (%)	Construction Supervisor	Evaluate ability to complete WOs in a timely manner	TBD	<ul style="list-style-type: none"> Ability to determine when WO was assigned and reporting functions – check with Resultant
Training Hours/Employee	Safety Training / TBD	Ensure proper crew training	3-6 months	<ul style="list-style-type: none"> Implement Labor Management System Formalize training plan (in cross-training group)



Proposals for Change



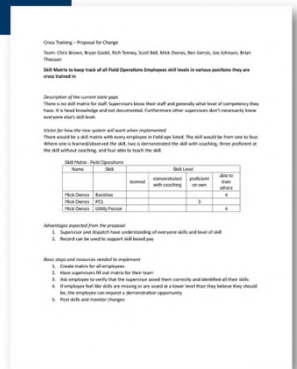
Plan and Schedule Work

- Resources based planning
- Create a resource planner position
- Uniformity of work order process between supervisors
- Stop installing water services (private contractors can tap our water main)
- Move all the supervisors into one building
- Create a list of minimum coverage



Cross training

- Develop skill matrix
- Standard list of skills
- Priority of cross training
- Construction crew leader valve and hydrant operator



Set Expectations

- Construction crew leader's expectations of crew
- Construction crew leader's expectations of Supervisors



Measures

Operations and Maintenance – Selected Performance Measures

Measure	Owner	Usage	Timing	Next Steps
Failures / MAI index	Field Ops (Admin, G1 & G2)	Operate practice following, inspection, and fixing to avoid future failures, decrease reactive maintenance, prioritize repairs.	Now	Create dashboard for visibility, link to Hierarchy
Time Spent on WOC Administration	Field Ops (Admin)	Monitor cost for lost time, identify need for IT system improvements	Future	Develop business case listing areas for improvement
Hours of Productive Work per Day per Position	Field Ops Supervisors	Operate planning and scheduling (Enable productivity losses impact)	Now / improve in the future	<ul style="list-style-type: none"> • Create dashboard for visibility, link to Hierarchy/Sheets • Collect manager's entire "productive work"
Hours of Lost Time (Electrical)	Resiliant (Unit Cash/)	Monitor cost for lost time, identify need for IT system improvements	Future	<ul style="list-style-type: none"> • Collect data • Define "lost time"
Hours of Lost Time (Other)	Field Ops (Other)	Monitor cost for lost time, identify need for better and faster repairs	Future	<ul style="list-style-type: none"> • Collect data • Define "lost time"
Reactive vs Proactive	Field Ops, WOC owner	Empower shift from reactive to proactive work.	Now	Extract data and create report

Construction – Selected Performance Measures

Measure	Owner	Usage	Timing	Next Steps
Time to Complete WOCs by Priority level	Construction Supervisor	Provide feedback to originator	3 months	<ul style="list-style-type: none"> • Evaluate ability to pull reports – check with Resiliant • Understand capabilities within CMMS
Time Spent on WOC Software	Construction Supervisor	Demonstrate overall time loss to outside entities	TBD	<ul style="list-style-type: none"> • Start pulling reports
Average Time to Address Unattended Construction	Construction Supervisor / PCL	Service level measure	Immediately	<ul style="list-style-type: none"> • Understand capabilities within CMMS
Water/Resiliant/ITG (In/Out/Unattended)	Construction Supervisor / PCL	Accuracy capture needed staff	TBD	<ul style="list-style-type: none"> • Assigning hours per job
Scheduled Work / Completed Work (%)	Construction Supervisor	Evaluate ability to complete WOCs in a timely manner	TBD	<ul style="list-style-type: none"> • Ability to determine when WOC was assigned and reporting functions – check with Resiliant • Implement Labor Management System
Training Hours/Employee	Safety Training / TBD	Ensure proper cross training	3-6 months	<ul style="list-style-type: none"> • Formalize training plan for cross-training groups

Insights from City Utilities On Change Initiatives



- Involving front line staff, managers, and superintendents in developing the proposals for changes was helpful in building trust and by in
- Not everyone decided to align with the vision
- Not all changes were from us and added to change fatigue

Implementation



- Built the proposals for change into the 2024 productivity goals
- We have went from a base of five person crew to four
- GPS Telematics and Camera
- Locator and valve operator consolidation
- Cross trained former sewer and water construction crews and put them on alternating stand by shifts

2024 Field Operations - Construction Management Goals

Individual Goals				
Number	Measure	Distribution	Comments	MAX Amount
1	Implement 4 person base crews	achieve = \$150	Develop and execute an implementation plan to move all crews to a base crew of 4 members.	\$150
2	Develop a rotation plan and execute the plan. Mix water and sewer crew and switch staff quarterly	achieve = \$150	Develop by end of 1st quarter. Implement rotation by the end of 2nd quarter. Make crews of 50% water and 50% sewer and change the crew up on an agreed upon time.	\$150
3	Develop and implement a bianual evaluation form staff	achieve = \$100	Develop and implement	\$100
4	Plan and Assign work for the next week	90% of crews have assigned work for the next week = \$150	By beginning of 3rd quarter work is planned out and assigned for all crews by the Friday before for the next week.	\$150
5	Develop monthly and quarterly plan for capital work (planned \$550K in labor)	achieve = \$250	Develop a monthly and quarterly plan for capital work that gives the staff enough work to complete \$550K in labor)	\$250
6	Estimated jobs with resources (equipment and staff)	achieve = \$125	Estimate jobs based on equipment and staff needed to complete the job not just the same equipment and four staff every time.	\$125
7	Create Skill Matrix Table of Construction Staff	achieve = \$150	Create a skill matrix table and evaluate all construction staff.	\$150
8	Water Service Installation - Field Ops no longer installs services 2" and less	achieve = \$50	Developed new process in Engineering/DVS to ensure contractors install new water services correctly and stop offering option for installation (or tap) by Field Ops.	\$50
9	Work Order Management	achieve = \$50	Participation in process mapping and redesigning process to match best management practices for the new work order management system.	\$50
10	Measures Job completed vs planned	achieve = \$150	1. Jobs planned for the year vs jobs completed 2. Type of Capital projects completed 2. Field Ops cost vs engineering estimate for each capital project 3. Cost savings for capital project	\$150
11	Pothole Program Improvements	achieve = \$50	Pot holing app update, training and process/data quality	\$50
Total				\$1,375

cityoffortwayne.org/utilities

Note: If hourly staff complete \$550K of capital work order labor management can add up to \$200 for other short comings in their goals.

The background of the slide is a teal-tinted image showing a hand holding a compass over an open map. The compass is positioned in the lower-left quadrant, and the map shows various streets and landmarks. The overall aesthetic is professional and navigational.

Keys to a Performance Culture

- Understanding “why?” and “why now?”
- Framing next steps
- Building buy-in and momentum
- Enabling change
- Fostering innovation

Approach to Performance Culture



1 Establishing “why” and “why now”

Defining change drivers and vision.
Defining the value to organization and individual.

2

2 Framing next steps

Developing the high-level roadmap including focus areas and timeframe.

3

3 Building buy-in and momentum

Involving the stakeholders in developing the details of the change and benefits.

4

4 Enabling change

Aligning the structure, skillsets and resources to empower stakeholders to drive change.

5

5 Fostering innovation

Managing innovation as a business practice to build a performance culture.

Framing Next Steps



Mission

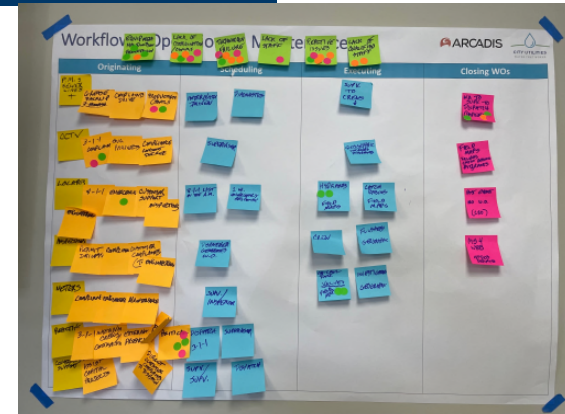
- Support a **performance-driven** culture
- Position team to **cost-effectively** address emerging challenges
- Demonstrate Field Asset's high level of **performance**

Goals for Performance Measures	Strategic Focus Areas
1. Assess job-specific performance against industry standards (<i>outcomes</i>)	<ul style="list-style-type: none">• National standards that support benchmarking (e.g., AWWA)
2. Assess available work capacity of current staff (<i>resource</i>)	<ul style="list-style-type: none">• Crew structure• Idle time (people and equipment)
3. Leverage efficiency opportunities (<i>activity</i>)	<ul style="list-style-type: none">• Mobilization/Demobilization• Work execution
4. Support staffing and management decisions (<i>guiding practices</i>)	<ul style="list-style-type: none">• Planning and scheduling• Transparent and regular reporting• Skill assessment• Onboarding, training, and cross-training

Building Buy-In and Momentum



- Large group discussion to define the work and performance gaps.
- O&M and Construction breakout groups to map workflows and opportunity areas.
- Four work order management opportunity areas:
 - Originating
 - Scheduling
 - Executing
 - Closing



cityoffortwayne.org/utilities

Understanding Performance and Opportunities



- Each opportunity area assessed for potential pain points or performance limiting factors.
- Each pain point examined for root cause
- Opportunity areas refined and prioritized for improvement using pain points

Originating	Scheduling	Executing	Closing WOs
7	12	21	2
<ul style="list-style-type: none"> • 311 customers • Service crews • Hydrant Valve Truck • CMO/M Inspection • DUS Development Services • Lead Service Coordinator* • Service Technicians • Locators • TV Truck/Flusher • Engineering • Mayor/Utility Administration 	<ul style="list-style-type: none"> • Field Ops/Water • Schedule service new • Backlog of leaks, services, hydrants* • Crew Water: PCL, Operator, Truck Operator, Utility Person, Laborer • Crew Sewer: PCL, Operator, 2 Utility Person 	<ul style="list-style-type: none"> • Supervisor determines priority and schedule • Contract out for outside scope of work • Emergency – rare that we pull someone in the middle of the project 	<ul style="list-style-type: none"> • Closing workorder by Admin
Originating	Scheduling	Executing	Closing WOs
9	0	4	4
<ul style="list-style-type: none"> • PMs Sewer Lines (grease backup, complaints drive, production goals*) • CCTV (311 complaints*, engineering projects, compliance consent decrees) • Locates (811, emergency*, customer support, inspectors, engineering) • Inspections (permit driven, complaint, engineering) • Meters (compliance, engineering, maintenance) • Reactive (311, internal crews/contractors, external agency, direct customers, political*) • Construction Support (assist) 	<ul style="list-style-type: none"> • PMs Sewer Lines (internally driven, diagnostics) • CCTV (supervisor) • Locates (811, 2 hour emergency) • Inspections (Dispatcher generates WO) • Meters (Supervisor, inspector) • Reactive (311, supervisor) • Construction Support (supervisor, dispatch) 	<ul style="list-style-type: none"> • PMs Sewer Lines (supervisor to crews) • CCTV (geographic locates, hydrants*) • Locates (hydrants, field maps, catch basins) • Inspections (crew, flushers, geographic) • Meters (On-call date*, valves, field map, investigators, geographic) 	<ul style="list-style-type: none"> • PMs Sewer Lines (WO to supervisor, to dispatch - paper*) • CCTV (Field maps valves, catch basins, hydrants) • Locates (Post events, no WO (CSO)) • Inspections (MS4 web, NPDES permits)

Construction	<ul style="list-style-type: none"> • Scheduling – Right-sizing the crew and workload • Manual prioritization of WOs – based on institutional knowledge of system • Slow locates / other outside influences on schedules • Quality of WO information
Operations and Maintenance	<ul style="list-style-type: none"> • Equipment malfunctions / breakdowns (i.e., repair time) • Lack of coordination / communications (e.g., equipment repair, proactive planning) • Technology failures (e.g., servers, systems, GIS supported field apps, integration) • Reactive issues (e.g., being pulled off to react to unplanned work) • Competing priorities for prioritization (i.e., political, snow plows get priority) • Manual/paper communications of WO to supervisor to dispatch

Reflection on Industry



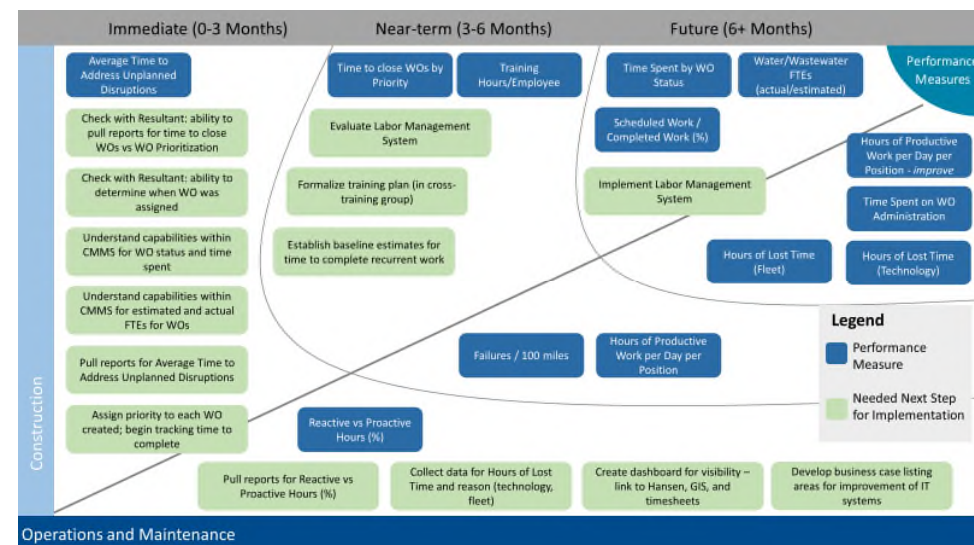
- Using the refined opportunity areas the group surveyed utility sector and private sector perspectives on management.
- Key areas for improvement included:
 - Scheduling and planning work
 - Standards and expectations for work
 - Performance measures used to monitor and manage work.

Utility Practices	Private Perspective
<p>Scheduling and Planning</p> <ul style="list-style-type: none"> • WO scheduler/planner to maximize utilization, address system planning requirements/goals, coordinate with warehouse, and address prep work (e.g., permitting, locates) • Create workload and performance measures by geographic crew – develop these measures using the tasks in prior bullet • Have responders in a call-down list based on geographic crew followed by any available (least OT or comp time hours) • Carefully consider alternative schedules as it is hard to reverse course if not meeting all goals <p>Standards</p> <ul style="list-style-type: none"> • Establish time, equipment, and cost estimates for common WOs. • Develop standards for equipment inspections and determine necessary data to be collected based on criticality of those assets • Use Reliability Centered Maintenance or best practices to develop PM routines 	<p>Scheduling and Planning</p> <ul style="list-style-type: none"> • Evaluate WO history for utility in decision making (i.e., availability, quality, usefulness in decision making) • Explore seasonal/peak staffing • Right size the crew for the job and keep the crew working together • Estimate time to complete and track progress against schedule • Update schedule based on unexpected conditions encountered • If a crew member isn't actively engaged in the current task, you can have them: <ul style="list-style-type: none"> ○ Scout route ahead for potential conflicts ○ Assemble fittings or parts ○ Work to clear the path ahead for the team • Define the cost of idle equipment and establish utilization goal <p>Standards</p> <ul style="list-style-type: none"> • Establish standard WO data capture across categories (i.e., water, wastewater, and stormwater)
Utility Practices	Private Perspective
<p>Performance Measures</p> <ul style="list-style-type: none"> • Establish minimum number of measures that are focused on things that influence business decisions (i.e., What happens if you don't meet the goal? If nothing, don't measure it.) • Initially select measures based on availability of data and data capture practices • Establish clear ownership for individual measures • Make measures visible and dynamic (e.g., dashboard, regular report, whiteboard) to create accountability and potentially healthy competitive atmosphere • Measurement frequency should vary (e.g., some benchmarking measures may be checked quarterly or annually, WO productivity measured daily) • Ensure performance measures management supports decision making (e.g., person closing WOs isn't 3 weeks behind) • Consider opportunities for performance-based incentives to reinforce priority on productivity (e.g., bonus, parking spot) 	<p>Performance Measures</p> <ul style="list-style-type: none"> • They use their data to improve performance • Planners and estimators on staff • Incentives tied to performance measure achievement • Employment and retention are driven by utilization • Schedule and financially driven (e.g., on time, on budget) • Deep expertise allows them to develop accurate and useful schedules, estimates for WOs, and goals for execution

Building Buy-In and Momentum



- Using workshop results the project team developed a simple roadmap outlining implementation steps and sequence of performance measures.
- Steps included engaging other stakeholders, leveraging underlying systems, assessment of available data, and establishing feedback loop.
- Roadmap provide clarity and basis for accountability.



Aligning Core Systems



Institutionalizing the performance culture through core system improvements that support business process improvements and sets the stage for continuous evolution.

Goals for Performance Measures	Core System Improvements
1. Assess job-specific performance against industry standards (<i>outcomes</i>)	<ul style="list-style-type: none">• Improved asset allocation and optimization through vehicle tracking system (Telematics/GPS)• Converted data into intelligence through dashboards• Embedding performance measure tracking as functional requirements for maintenance system updates
2. Assess available work capacity of current staff (<i>resource</i>)	
3. Leverage efficiency opportunities (<i>activity</i>)	
4. Support staffing and management decisions (<i>guiding practices</i>)	

Fostering a Performance Culture Takeaways



- Establish broad understanding of the “why” and “why now”.
- Create a concrete vision for performance
- Remove institutional barriers to aligning organization with aspirations
- Shrink the change for roles
- Create focus on building blocks
- Engage stakeholders in building block development and defining new behaviors
- Define performance expectations on understanding of current challenges
- Create roadmap to guide change and manage accountability
- Build change into underlying systems



Ben Groeneweg, PE

City of Fort Wayne

Manager of Operations Strategic Projects and Efficiency

ben.groeneweg@cityoffortwayne.org



Jason Carter, PE

Arcadis

Vice President, Strategy, Innovation, & Business Transformation

jason.carter@arcadis.com



cityoffortwayne.org/utilities