



# Performance Quarterly

July 2007

Alachua County, Florida

Alachua Excels

## The Journey

When I came to Alachua County after the turn of the new millennium I found a workforce that was strong in individual talents but was not always sure of how each piece fit into the big picture. After evaluating the culture and environment, I envisioned a strong and cohesive organization that leveraged each employee's individual strength and talent for the greater good. With the wisdom and support of the Commissioners and the dedicated and knowledgeable management staff, we embarked on this journey toward excellence. We established and refined our Mission, Vision, & Values, our Alachua Excels framework, and our Aligning for Success program. We created functional groups and focused on a team based approach to problem solving. Kudos to all employees who have embraced and accepted the journey we are on.



Our goal is not the destination, but the journey. There will be bumps we have to overcome and forks in the road where we will have to determine the correct path to take, but with empowered employees like you who understand the big picture and what each role is in the journey, we can and will continue on our journey to excellence.

Helen Keller once said, "I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as though they were great and noble. The world is moved along, not only by the mighty shoves of its heroes, but also by the aggregate of the tiny pushes of each honest worker."

In these difficult budget times, it is more important than ever to focus on aligning our individual work efforts toward the Commissioners Goals and Guiding Vision and the needs of our citizens. Together we can each do our part to accomplish the great and noble task, Excellence in Government, Partnerships, and Quality of Life for Alachua County.

I encourage you to revisit the Alachua Excels framework and Aligning for Success program on our website at [www.alachuacounty.us/government/alachuaexcels.aspx](http://www.alachuacounty.us/government/alachuaexcels.aspx). I look forward to traveling with you on this journey.  
In Public Service, Randall H. Reid, Alachua County Manager





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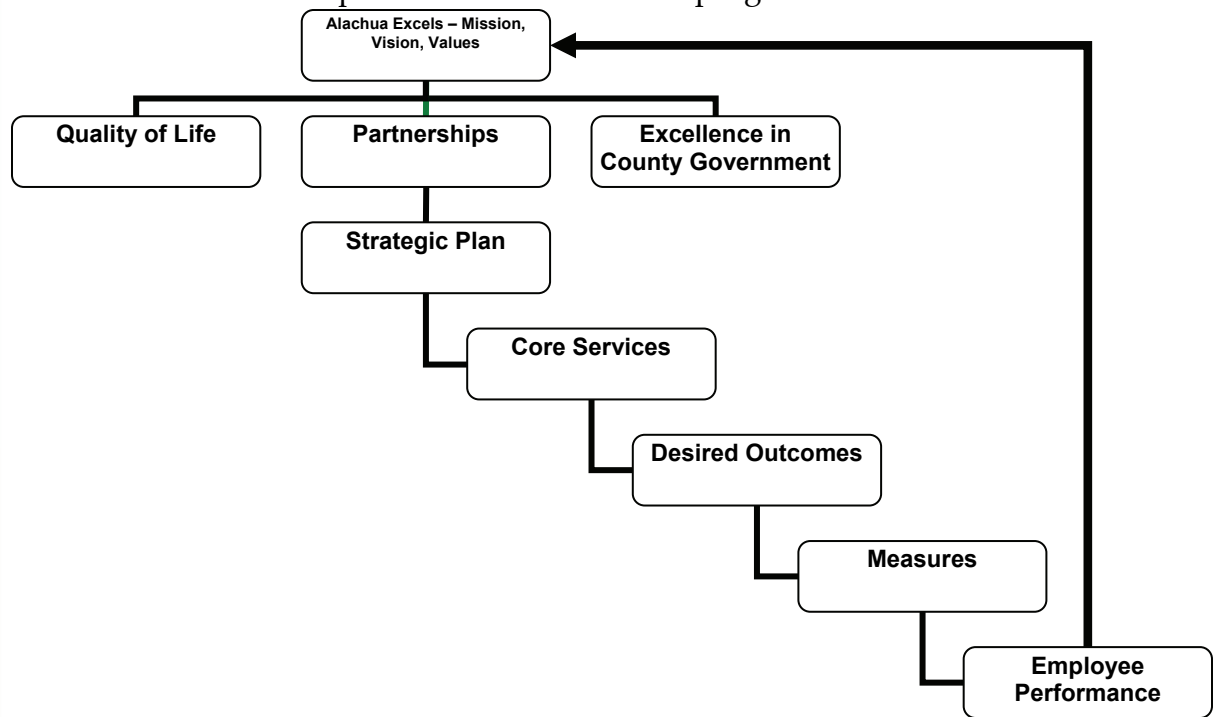
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## Defining Aligning For Success - Alignment explained

According to Webster's On-Line Dictionary, Alignment is "the act of aligning or state of being aligned {to be in or come into precise adjustment or correct relative position}; the proper positioning or state of adjustment of parts in relation to each other; or an arrangement of groups or forces in relation to one another." Kaplan and Norton, the authors of *Alignment* state; "The alignment process should be cyclic and have a top-down bias...defined at the top and realized in the business units."

Alachua County's alignment process is detailed in the chart below. The process starts with the Mission, Vision, and Values, travels through the Strategic Plan (Guiding Vision) and is realized by the Functional Groups' Desired Outcomes and the Departments and Divisions programs.



Results of each program's efforts should be measured, reported, and compared with the vision and desired outcomes to determine success of the program or opportunities for improvement.

Alignment is critical to the on-going success of Alachua County.





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## Aligning for Success—Staff Spotlight

Donna Bradbrook, Strategic Performance Manager:

Donna has a Masters in Business Administration from Florida Atlantic University. She has a 16 year background in public service with Broward County Board of County Commissioners, Palm Beach Sheriff's Office, and the Palm Beach County Clerk of the Circuit Court. She has lived in Alachua County about three months and is planning to build a home in High Springs.

She will be responsible for the continued development of performance management in Alachua County through the Aligning for Success initiative and GovMax program.

Donna's office is located in the Office of Management and Budget (OMB) and she can be reached at 264-7066.



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## What gets Measured Gets Done!

### Output vs Outcome –

Often times output and outcome are used interchangeably during conversation, however, in the world of measures, output and outcome have very different meanings.

**Output** generally means a measure of products or services (volume).

**Outcome** is usually defined as a measure of an accomplishment or impact (perception based).

For example, Alachua County Community Services can measure the number of citizens enrolled in the Choices program, that would be an output. The related outcome may be improved perception by Alachua County residents of affordable healthcare in the region and improved health and wellbeing of Alachua County citizens. Another example would be Growth Management measuring the number (output) of closed code enforcement inspections. The resulting outcome could be that citizens feel that Alachua County is a nice place to live.





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AFS Advocates	Department/Division	AFS Advocate Back-Up
Denise Bastanzi	Administrative Services	Timica Reaves Alice Pina
Bonnie Hinson	Community Support Services	Cathie Whitney
Annette Schwiebert	Court Services	Shetiquea Davis
Sean McLendon	Environmental Protection	Debbie VanSlooten
Cheryl Anderson	Fire And Rescue	Susan Nelson
LaToya Gainey	Public Information	Mark Sexton
John Brower	Management And Budget	Donna Bradbrook
John Pricher	Tourist Development	Roland Loog
Rick Wolf	Growth Management	Steve Lachnicht
Lisa Bramos	ITS	Brian Lovejoy
Kenneth Fair	Public Works	

AFS Team	Department/Division	
Suzanne Gable	Management And Budget	
Chris Bird	Environmental Protection	
Rick Hedrick	Public Works	
Randy Reid	County Manager	

AFS Coordinator	Department/Division	
Susannah Causier	Administrative Services	
Kevin Smith	ITS	
Lori Hiebert	Court Services	
Susan Myers	Community Support Services	

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