



## **Fit for Service Approach**

- 1) **WHAT:** Fit for Service improves organizational performance, in most cases by 25-40%
- 2) **WHO:** The client determines which departments and staff will participate in the FFS project. The most dramatic impacts can be created in cooperative environments.
- 3) **WHEN:** Fit for Service relies on three elements:
  - A) Worksheets that can be filled out at employees' convenience, and
  - B) One-on-one informal conversations in the work environment, and
  - C) Depending on the original established goals of the project, one-hour to half-day small group facilitations might be extremely contributive to the final recommendations
- 4) **HOW:** FFS has consolidated and streamlined the best practices recommendations of leading performance improvement programs into a concentrated analysis of core organizational keys to success. FFS diagnostically determines the organization's current strengths and weaknesses, and provides specific recommendations for strategic planning, process improvement and/or organizational culture.
- 5) **WHY:** Improve the organization's documentable performance, generally by 25-40%
- 6) **INVESTMENT:** FFS partners with the client to design an investment plan that may include the following options:
  - A) \$150 per hour, and/or
  - B) Benefit-sharing documented performance improvements/savings at a rate of 80% to the client and 20% to FFS

### **CONTACT:**

**Email:** [FitforService@verizon.net](mailto:FitforService@verizon.net)

**Website:** [www.FitforService.org](http://www.FitforService.org)

**Phone:** 214-450-4075

### **Current Clients of Fit for Service (2010)**

- National Center for State Courts
- City of Murphy, TX
- City of Wylie, TX
- City of Prosper, TX
- City of Kyle, TX
- City of Hunstville, TX
- Fort Worth Homeless Shelter

RESULTS #1  
 1A) LIST MONTH OF PERFORMANCE STANDARDS  
 1 STAFF MEMBER EXCEEDS 1 STANDARD

Tax Assessor/Collector

T. I. U. STAFF PERFORMANCE REPORT

MONTH OF: JANUARY

3	4	5	6	7	8	9	10	11	12	13
Standard Work		Available %	1 HR Pay For Each % Above 90%	Continue Only if 'Avail' Secs is above 90%	Quality %	1 HR Pay For Each % Above 85%	Employee Secs Per Call (Talk Time/ (#) Calls)	Expected Average Secs Per call (120)	Per Secs Empl. Av. Is Below Exp. Av. (#11 - #10)	6 + 9 + 12 # Hrs Bonus Pay
496800	432480	87%								
524400	487500	93%	\$37.47		82		467180	186		\$37.47
496800	420420	85%								
524400	407700	78%								
524400	410340	78%								
496800	203580	41%								
496800	409800	83%								
524400	410760	78%								
496800	435060	88%								
524400	464520	89%								
524400	469680	90%								

1B) 1 YEAR LATER, EVERY STAFF MEMBER IS EXCEEDING STANDARDS

Tax Assessor/Collector				T. I. U. STAFF PERFORMANCE REPORT						MONTH OF:		Dec-05
3	4	5	6	7	8	9	10	11	12	13		
Standard Work				Continue Only				Average Secs	Per Secs			
Secs minus	'Avail'	Available	1 HR Pay	If 'Avail' Secs	Quality	1 HR Pay	Total Skillset	Per Call	Empl. Av. Is	6 + 9 + 12		
Vac & Comp	Secs	%	For Each %	is above	%	For Each %	Talk Time	(Exp. Av. 120)	Below 120	# Hrs Bonus		
(27,600/D)		(#4 / #3)	Above 90%	90%		Above 85%	(In Secs)	[10/skillset calls]	(#11 - #10)	Pay		
538,200	496,860	92%	\$24.56		81%	\$0.00	391,440	152	\$0.00	\$24.56		
483,000	479,460	99%	\$115.02		75%	\$0.00	394,200	156	\$0.00	\$115.02		
538,200	517,260	96%	\$78.18		88%	\$39.09	377,400	112	\$104.24	\$221.51		
510,600	483,300	94%	\$50.12		84%	\$0.00	309,600	127	\$0.00	\$50.12		
538,200	508,200	94%	\$46.88		87%	\$23.44	392,520	163	\$0.00	\$70.32		
538,200	512,880	95%	\$69.60		85%	\$0.00	367,140	182	\$0.00	\$69.60		
538,200	522,780	97%	\$85.96		82%	\$0.00	448,260	160	\$0.00	\$85.96		
510,600	476,640	93%	\$38.49		87%	\$25.66	354,180	135	\$0.00	\$64.15		
510,600	479,640	93%	\$34.59		79%	\$0.00	347,820	153	\$0.00	\$34.59		
220,800	215,040	97%	\$102.55		88%	\$43.95	167,880	121	\$0.00	\$146.50		
427,800	421,500	98%	\$119.20		81%	\$0.00	352,140	185	\$0.00	\$119.20		
372,600	358,740	96%	\$78.18		86%	\$13.03	288,780	160	\$0.00	\$91.21		
538,200	497,940	92%	\$24.56		85%	\$0.00	409,380	199	\$0.00	\$24.56		
538,200	502,800	93%	\$37.59		83%	\$0.00	434,040	222	\$0.00	\$37.59		



# DALLAS COUNTY



## UPDATE TAX OFFICE CUSTOMER SERVICE TELEPHONE UNIT APRIL, 2005

**1C) POSITIVE IMPACT OF IMPROVED PERFORMANCE  
ON QUALITY OF CUSTOMER SERVICE:  
BEFORE STANDARDS AFTER STANDARDS**

The productivity number of 94%-96% is outstanding for a call center. That means that the Customer Service Representatives are taking customer calls 94% to 96% of the time. That only leaves 4% - 6% of the time for outbound callbacks, speaking to other departments etc. For 2004, the productivity was 76%.

Category	December 2003	December 2004
# Calls Answered	28,656	32,336
# Calls Abandoned	17,263	7,303
Average Speed to Answer	3 minutes, 45 seconds	1 minute, 16 seconds
Service Level	19% of calls in 30 secs	45% of calls in 30 secs
CSR Productivity	91%	94%
<b>Category</b>		
	January 2004	January 2005
# Calls Answered	29,810	38,773
# Calls Abandoned	27,579	15,926
Average Speed to Answer	8 minutes, 15 seconds	3 minutes, 37 seconds
Service Level	13% of calls in 30 secs	26% of calls in 30 secs
CSR Productivity	92%	90%
<b>Category</b>		
	February 2004	February 2005
# Calls Answered	24,587	21,790
# Calls Abandoned	20,887	5,321
Average Speed to Answer	6 minutes, 17 seconds	35 seconds
Service Level	19% of calls in 30 secs	49% of calls in 30 secs
CSR Productivity	90%	95%
<b>Category</b>		
	March 2004	March 2005
# Calls Answered	29,894	23,660
# Calls Abandoned	21,037	4,467
Average Speed to Answer	4 minutes, 48 seconds	24 seconds
Service Level	17% of calls in 30 secs	63% of calls in 30 secs
CSR Productivity	93%	96%

Prepared by Shirley Jacobson  
For Commissioner's Court

April 7, 2005

E. Replace the original Goals/Plans (on page 9) with this accurate/improved Goals/Plans:  
Consolidation of Suppliers

3. Cost-benefit the improved Goals/Plans (from page 9)

**COST**

For a larger purchase, the total man-hours would be 200 hours/supplier times 5 suppliers to be 1000 man-hours. Goal is to have additional cost savings due to less number of man-hours.

**Dev./Implement Time:**

It will take almost two months to gather all the data from different sources like accounts payable, suppliers and labs.

**Staff Time**

Almost one month to analyze the data to see how to make the purchase from fewer suppliers than so many today.

**Dev./Implement Cost:**

One month to implement the e-sourcing tool and \$40,000 initial cost.

**Hardware, Equipment & Training:**

Licensing and training cost included in the Initial Cost.

**Recurring Annual Cost:** \$40,000 per year for renewing licenses for the e-Sourcing tool.

**BENEFITS**

**Effectiveness:** The goal is to reduce the number of suppliers for the primary materials to reduce the processing and transaction man hours

**Efficiency:** Consolidation suppliers will require lesser effort and hence better relationship with the chosen ones. This will reduce the cost per of material purchased.

**\$Savings:** Employee salary: \$20/hrs

Current Total Labor hours per Bid: 1000 hrs

Total Cost of Labor:  $\$20 \times 1000 \text{ hr} = \$20,000$

Implement tool will reduce half of the man-hours.

Revised Number of man-hours per Bid: 500

Total Revised Cost of Labor =  $\$20 \times 500 = \$10,000$

**Desired Outcome:**

10,000 suppliers by end of 2011 and 5,000 by end of 2012.

**Savings:** The total# of bids will be 50 and so savings will be  $50 \times \$10,000 = \$500,000$  savings annually.

Expected Net savings from the project =  $\$500,000 - \$40,000 = \$460,000$

PROCESS ANALYSIS SAVINGS CREATED  
FOR A PURCHASING DEPARTMENT

RESULTS #2

Week #1- Volume Measurements (less double-sided documents)

Employee	Performance Measures (Process OC/OFI)	# Invoices	# Tracker Items	# Abstracts	Total Volume
Rebecca	Output Volume:	55	15	32	102
Felicia	Output Volume:	29	23	18	70
Jeanine	Output Volume:	62	27	44	133
Madhu	Output Volume:	48	18	35	101
Crystal	Output Volume:	38	24	23	85

The following chart reflects volume measurements when the RAs were told they their volume outputs would be counted at the end of the week.

Week #2 - Volume Measurements - Improved

Employee	Performance Measures (Process OC/OFI)	# Invoices	# Tracker Items	# Abstracts	Total Volume
Rebecca	Output Volume:	73	27	41	141
Felicia	Output Volume:	48	36	26	251
Jeanine	Output Volume:	94	42	58	194
Madhu	Output Volume:	69	33	47	149
Crystal	Output Volume:	59	38	36	133

The below percentage rates reflect improved efficiency in use of time allotted.

Employee	Performance Measures (Process OC/OFI)	# Invoices	# Tracker Items	# Abstracts	% Increase
Rebecca	Output Volume:	73	27	41	38%
Felicia	Output Volume:	48	36	26	72%
Jeanine	Output Volume:	94	42	58	31%
Madhu	Output Volume:	69	33	47	32%
Crystal	Output Volume:	59	38	36	36%



PRODUCTIVITY INCREASE  
2 MONTHS AFTER IMPLEMENTATION  
OF PERFORMANCE STANDARDS

RESULTS #3

RESULTS # 4  
 PROCESS REDUCED FROM 15 DAYS TO 12 DAYS

Steps	Possible Measure - Efficiency	Number of Days and Time Duration for AssureNet Processes													
		6 afternoon 4hr	7 afternoon 30min 5min	8	9	10	11	12	13	14	15				
1	Financial reports printed in oracle														
2	AssureNet balances upload from oracle system														
3	Auto grouping rules applied														
4	Account types assigned														
5	Unassigned list downloaded to Excel and categorized														
6	Emails are sent out to all department managers for assignment updates														
7	Responses are communicated via email, hardcopy, and in person														
8	Changes are added manually for small requests														
9	Changes are added to spreadsheet for large requests for system upload														
10	Format excel spreadsheet for AssureNet upload/forward to IT for upload														
11	Incorporate IT upload into AssureNet account groups														
12	Changes made due to employee/preparer changes														

Steps	Adjusted Change for Performance Measurement	Number of Days and Time Duration for AssureNet Processes													
		6 afternoon 4hr	7 4 to 5pm 30min 5min	8	9	10	11	12	13	14	15				
1	Financial reports printed in oracle														
2	AssureNet balances upload from oracle system														
3	Auto grouping rules applied														
4	Account types assigned														
5	Unassigned list downloaded to Excel and categorized														
6	Emails are sent out to all department managers for assignment updates														
7	Responses are communicated via email, hardcopy, and in person														
8	Changes are added manually for small requests														
9	Changes are added to spreadsheet for large requests for system upload														
10	Format excel spreadsheet for AssureNet upload/forward to IT for upload														
11	Incorporate IT upload into AssureNet account groups														
12	Changes made due to employee/preparer changes														

- Represents an ongoing process throughout the month
- Received emails and completed tasks



**FIT FOR SERVICE**

## **MASTER SERVICES AGREEMENT**

This Master Services Agreement (“MSA” or “Agreement”) is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_ (the “Effective Date”) by and between Fit for Service, LLC, with offices located at 1101 Churchill Drive, Irving, TX, 75060 (“Fit for Service”) and \_\_\_\_\_ (Client) with offices located at \_\_\_\_\_ (Client address). Collectively, Fit for Service and Client may be referred to herein as “the parties”.

In consideration of the promises set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are acknowledged by the parties, and intending to be legally bound, Client and Fit for Service hereby agree to the following terms and conditions of this Agreement and any attachments hereto:

### **I. SCOPE OF SERVICES**

Subject to the terms and conditions of the Agreement, Fit for Service will provide to Client the following services:

- A. Facilitation of a consensus agreement regarding specific goals and actions necessary to achieve these goals, as determined by Client participants;
- B. Facilitation of a consensus agreement regarding specific performance measures that are designed to monitor the following:
  - a. Progress toward the goals/actions, and
  - b. Specific improvements created by and specific benefits derived by Client from implementation of said goals/actions
- C. Facilitation of quarterly progress meetings to analyze said measures and reach consensus agreement regarding the following:
  - a. Progress status, and
  - b. Strategies for enhancing opportunities for improvement
- D. Facilitation of a six-month measurement progress meeting to analyze results of six months’ accumulation of measures, and reach consensus agreement regarding the following:
  - a. Progress status, and
  - b. Strategies for enhancing opportunities for improvement, and
  - c. Strategies for broadening the program’s scope among Client’s various departments/processes/services
- E. Other services as defined in this section (1.E):

Service 1: \_\_\_\_\_  
Service 2: \_\_\_\_\_  
Service 3: \_\_\_\_\_  
Service 4: \_\_\_\_\_

## II. RESPONSIBILITIES

- 2.1 Provision of Data and Information. The parties acknowledge that in order for Fit for Service to perform its duties, certain public information and/or data must be provided by Client or Client's third-party representative(s). Said information will be directly related to, and limited to, the goals, actions and performance measures that Client has identified to be analyzed, tracked and monitored. Client agrees to provide or direct third-party representatives to release and provide said information.
- 2.2 Dates and times certain. Defined as follows:
- A. Start date: Date at which both Fit for Service and Client have signed agreement
  - B. Implementation date: Date of first facilitation meeting, as defined in section I.A.
  - C. Extension date: As described in section I.D., client may determine at the end of the six month measurement facilitation to extend and expand the scope of services; this date is negotiable
  - D. Termination date: Either of the following:
    - a. End-of-six-month measurement facilitation date as described in section I.D., or
    - b. Thirty days after official notice of termination for cause, as described in writing by either party (Client or Fit for Service).

## III. COMPENSATION

- 3.1 Benefit-sharing. It is the understanding and expectation of the parties (Client and Fit for Service) that upon implementing and successfully completing the services/actions described in section I, the end-of-six-month measurement analysis (described in section I.D.) will document and verify specific improvements in Client's performance/productivity and specific documentable financial savings/enhancements that have accrued from said improved performance/productivity. Client agrees to share with (pay to) Fit for Service **20% (twenty percent)** of documented financial savings/enhancements, while retaining for Client 80% of previously unrealized financial savings/enhancements.
- 3.2 Date of payment. Client agrees to pay, and Fit for Service agrees to accept, 20% of documented financial savings/enhancements (as defined in section 3.1) within 60 days after the end-of-six month measurement facilitation.

## IV. GENERAL TERMS

- 4.1 Confidentiality and Protection of Confidential Information. All information or documentation received by a party hereto (the “receiving Party”) pertaining to or arising from the Services or the business affairs or trade secrets of the other party (the “Disclosing Party”) shall be deemed to be the Disclosing Party’s proprietary and confidential information (“Confidential Information”). Confidential Information includes but is not limited to (i) content contained in or derived from websites, including all source code, object code, executable formats, files, modifications, and any and all derivative works of the websites; (ii) other information disclosed in writing and marked as proprietary, confidential, or with similar designation; (iii) other information disclosed orally or not in a tangible medium of expression that is described and specified as being Confidential Information.
- 4.2 Logo Usage. This Agreement does not give either party ownership or license rights or any other interests in the other party’s trade name, logos, service marks, or trademarks (collectively, “Marks”). Either party may request and requested party may grant or deny, in writing, permission to use the other party’s Marks for specifically defined purposes.
- 4.3 Publicity. With prior written consent, either party may publish a press release announcing the existence of a business relationship upon execution of this agreement. No other reference to the terms and conditions of this Agreement or to activities pertaining thereto can be made by either party in any form of public or commercial advertising without the prior written consent of the other party. The existence of this Agreement may be disclosed by either party and Fit for Service may include Client’s name in a list of Fit for Service’s customers and on sample marketing materials which may be provided to prospective customers, investors, and professional advisors of Fit for Service.
- 4.4 Use of De-Identified Data. Fit for Service shall have the right to use the data and other results of its Services under this Agreement for research, normative or comparative analysis, and general marketing purposes in such a way that neither Client nor any Eligible Member or Participant is identified.
- 4.5 Independent Contractors. The parties enter into this Agreement as independent contractors, and nothing contained in this Agreement will be construed to create a partnership, joint venture, agency, or employment relationship between the parties.
- 4.6 Indemnification. Fit for Service agrees to indemnify and hold harmless Client, and its directors, officers, employees and agents from and against any and all claims, actions, or liabilities which may be asserted against them by third parties determined to have arisen out of, or in connection with, the tortuous acts or omissions of Fit for Service, its directors, officers, employees or agents in providing services under this Agreement. Client agrees to indemnify and hold harmless Fit for Service and its directors, officers, shareholders, employees and agents, from and against any and all claims, actions, or liabilities which may be asserted against them by third parties determined to have arisen out of, or in connection with, the tortuous acts or omissions of Client, its directors, officers, employees, contractors or agents under this Agreement. The parties agree to

- provide prompt written notice to the other party of any claim or circumstance that likely will give rise to a request for indemnification.
- 4.7 Notices. Any notice or demand required under this Agreement will be in writing, will be personally served or sent by certified mail, return receipt requested and postage prepaid, or by a recognized overnight carrier which provides proof of receipt, and will be sent to the attention of person(s) at the address(es) specified in this Agreement.
- 4.8 Entire Contract; Counterparts. This Agreement and the Schedules, Attachments and Exhibits hereto constitute the entire contract between Client and Fit for Service regarding the Services to be provided hereunder. Any agreements, promises, negotiations, or representations not expressly set forth in this Agreement are of no force or effect. This Agreement may be executed in any number of counterparts, each of which will be deemed to be the original, but all of which shall constitute one and the same document. No amendments to this Agreement will be effective unless made in writing and signed by duly authorized representatives of both parties. The parties acknowledge and agree that the execution and delivery of this Agreement by facsimile or email transmission shall be valid and binding.
- 4.9 Force Majeure. Neither Fit for Service nor Client shall be liable for and no party may terminate this Agreement due to any failure or inability to perform their respective obligations under this Agreement for a period of up to thirty (30) days due to any cause beyond the reasonable control of the non-performing party, including but not limited to acts of God, regulations, laws or actions of any government, acts of war or terrorism, acts of civil or military authority, fires, floods, accidents, epidemics, quarantine restrictions, unusually severe weather, explosions, earthquakes, strikes, labor disputes, loss or interruption of electrical power or other public utility, freight embargoes or delays in transportation, or any similar or dissimilar cause beyond its reasonable control. If a party's non-performance under this section extends for thirty (30) days or longer, the party affected by such non-performance may terminate this Agreement by providing written notice thereof to the other party. If any Force Majeure event results in either party incurring expenses which must be re-incurred in order to continue the Services deliverable under this Agreement, the parties agree that the re-incurred fees, costs and expenses associated with the Force Majeure event will be born equally by the parties.
- 4.10 Compliance with Laws. Fit for Service agrees that all Services provided pursuant to this Agreement shall be performed in compliance with all applicable federal or state laws, rules and regulations.
- 4.11 Severability. In the event that one or more provision of this Agreement is deemed invalid, unlawful and/or unenforceable, then only that provision will be omitted, and will not affect the validity or enforceability of any other provision; the remaining provisions will be deemed to continue in full force and effect.
- 4.12 Mediation. If any dispute arises out of or relates to this Agreement, including any dispute by and between Fit for Service and Client and, if the dispute cannot be settled through negotiation, the parties agree first to try in good faith to settle the dispute by mediation before resorting to litigation. The mediation shall be

conducted with a mediator who is agreeable to each of the parties to the dispute. The mediation shall be conducted in accordance with the mediator's rules. The fees, costs and expenses of the mediation will be born equally by the parties. Each party will also bear the fees and expenses of its own counsel. This mediation clause shall survive the termination of this Agreement.

- 4.13 Attorney's Fees. In the event mediation is unsuccessful, if either party is then required to obtain legal assistance to enforce its rights under this Agreement, or to collect any monies due hereunder, the prevailing party shall be entitled to recover from the other party, in addition to all other sums due, reasonable attorney's fees, court costs and expenses, if any, incurred enforcing its rights and/or collecting its monies. Any such dispute or claim from this Agreement shall be resolved exclusively in federal or state courts and the parties hereby irrevocably submit to the personal jurisdiction of said courts and waive all jurisdictional defenses thereto.
- 4.14 No Waiver. The failure of either party hereto to enforce at any time any of the provisions of this Agreement, or the failure to require at any time performance by the other party of any of the provisions of this Agreement, shall in no way be construed to be a present or future waiver of such provisions, nor in any way affect the validity of either party to enforce each and every such provision thereafter. The express waiver by either party of any provision, condition or requirement of this Agreement shall not constitute a waiver of any future obligation to comply with such provision, condition, or requirement.
- 4.15 Assignment. No party may assign any of its rights or delegate any of its obligations under this Agreement without the prior written consent of the other parties, except that any party may assign any of its rights and delegate any of its obligations under this Agreement in the event of a merger, acquisition or other entity level transaction. Subject to the preceding sentence, this Agreement will apply to, be binding in all respects upon and inure to the benefit of the successors and permitted assigns of the parties. Nothing expressed or referred to in this Agreement will be construed to give any party other than the parties to this Agreement any legal or equitable right, remedy or claim under or with respect to this Agreement or any provision of this Agreement, except such rights as shall inure to a successor or permitted assignee pursuant to this Section.

Client and Fit for Service have acknowledged their understanding of and hereby agree to the mutual promises written above by executing this Agreement as of the Effective Date.

<b>Client:</b>	<b>Fit for Services, LLC</b>
<b>By:</b>	<b>By:</b>
<b>Name:</b>	<b>Name: David Childs, Ph.D.</b>
<b>Title:</b>	<b>Title: Chief Executive Officer</b>
<b>Date:</b>	<b>Date:</b>



Department of  
Aging

Ted Strickland, Governor  
Barbara E. Riley, Director

July 27, 2010

To Whom It May Concern:

It is my pleasure to write a letter of reference for Dr. David Childs. I met Dr. Childs after attending his session on using performance management in public organizations at the Public Performance Measurement and Reporting Network annual conference in March of 2010. Since that time, David has been a valuable resource, trainer, and colleague.

Dr. Childs is an outstanding teacher, role model, and leading expert in his field. From the first time I heard David speak, I was inspired to change the way my agency used performance measurement. It is rare to walk away with a step-by-step guide to make impactful change in your organization after a thirty minute conference presentation, but that is exactly what David presented. He has the ability to clearly communicate his experience and knowledge so others understand and are inspired to use this knowledge in their work.

David's content knowledge, experience, and style are so transformational that I wanted others in my network to benefit from his message. After the conference, I wrote an article and presented his work for my network in Ohio. There was so much interest in his work, that the Ohio Department of Aging invited Dr. Childs to present a three hour seminar on how to transform our agency through developing a high-performance culture. Again, I was amazed at how David takes very technical and theoretical ideas and presents them in a way that is engaging and inspires action. Two coworkers who are traditionally too busy to attend a seminar like this, thank me for bring Dr. Childs to Columbus because he inspired and motivated them to improve their management focus.

More important than David's mastery of andragogy, he displays all the characteristics of a model coworker and employee. In his seminars, he instructs participants to hire positive, happy, alert, confident, energetic, and sophisticated individuals with a "can do" attitude. I experienced all of these traits in Dr. Childs, as we partnered to present a joint seminar to Columbus' leaders. David was an extraordinary partner, very easy going, competent, personable, and results oriented. He is a true gem.

Any organization would be privileged to have Dr. Childs as part of their team. Based on my personal experience, he is an impactful instructor, proven leader, and compassionate and dedicated colleague. He would be a delight to students, administration, and coworkers alike. If you have any questions in regards to this reference, please contact me.

Sincerely,

Sheri Chaney Jones  
Performance Center Manager



City of  
Corpus  
Christi

December 2, 2010

To Whom It May Concern:

It is my pleasure to write a letter of reference for Dr. David Childs. Dr. Childs and I met while attending the Texas Municipal League Conference in Fort Worth in 2009 where he was providing a very engaging presentation on performance management. Based on his experiences and real life application of performance management personally and professionally, David has become a tremendous friend, respected colleague, and resource.

At the Texas Municipal League Conference in 2010, Dr. Childs engaged a group of over 200 attendees with his stories and real life application of performance management. The group remained highly engaged even after the session with over 50 attendees wanting to know more about benchmarking performance.

Dr. Childs is an outstanding speaker, mentor, role model, and leading professional in his field. He has the knowledge to clearly share his experience and knowledge so that others comprehend and are motivated to use this knowledge in their work. David's content knowledge, knowledge, and approach are so engaging that many listening want to know more and have encouraged him to form his own network. He has a unique knack for taking technical content and systematically segmenting so that the concept is understandable by everyone.

Most importantly, I've gotten to know David and his family personally. He lives by the same examples he teaches by living to high principles, serving community, family, and church. Any organization will benefit from David's involvement as part of their team. He will inspire any students, coworkers, or staff through his purpose driven service. Please feel free to contact me if you have any questions.

Best Regards,

Sandra K. Thaxton

361-826-3682

[Sandra@cctexas.com](mailto:Sandra@cctexas.com)

Performance & Strategy Manager

City of Corpus Christi

## David W. Childs, Ph.D.

1101 Churchill Drive  
Irving, TX 75060

(C) 214-450-4075  
Email: fitforservice@verizon.net

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### CAREER PROFILE

Creating and sustaining nationally-recognized organizations:

- Creating 'Purposeful Family' cultures
- Improving performance/productivity by 25-40%
- Living core principles of excellence, professionalism, civility and integrity
- Unleashing team creativity
- Earning ratio of 10:1 customer compliments to complaints
- Earning national recognition/awards

### Professional Recognitions

- 2008 Quality-Texas (Baldrige), only Government agency in State to be recognized
- 2007 Quality-Texas (Baldrige), only Government agency in State to be recognized
- 2005 Texas Association of Assessing Officers Quality Customer Service Award
- 2005 Texas Association of Counties Exceptional Delivery of Service Award
- 2002 National Academy of Public Administration E-Governance Award of Merit
- 2001 National Association of Counties Achievement Award
- 2000 Texas Association of Counties Best Management Practices Award
- 1995 National Transportation Association Best Public Service Video Award
- 1995 National Association of Counties Achievement Award

### Professional Experience

**CEO, Fit for Service ([www.fitforservice.org](http://www.fitforservice.org))**

**January 2009 – present**

Leads organizations in implementing a performance management culture. Performance impact ranges from 25-40%

- Special advisor in performance management and in best practices collections to National Center for State Courts
- Founder/Director, Texas Performance Network, consortium of cities sharing performance data
- Author of on-line performance management training course

**Tax Assessor-Collector, Dallas County, Texas**

**January 1989 – December 2008**

**Specific Achievements:**

- **Improved Efficiency:**
  - 1) Reduced staff from 234 to 230 and dramatically improved response times while tripling production
  - 2) Annual budget growth limited to 3.3% while comparable Departments had average budget growth of 10.92% and 11.47%
  - 3) Improved attendance from 90.63% to 97%
- **In Telephone Unit:**
  - 1) Availability improved from 81.2% to 98%
  - 2) Staff exceeding exemplary performance standards improved from 5 in 2003 to 90 in 2008
  - 3) Call wait time in peak season dropped from over 8 minutes to just over 2 minutes
- **In Tax Collections:**
  - 1) Same number of staff assumed collections for 45 additional entities
  - 2) Processing time in peak season improved from 2 weeks to next day (increasing interest earnings by \$12 million)
  - 3) In survey of counties nationwide, Department ranked 2<sup>nd</sup> nationally in accounts processed per staff person
- **In Department of Motor Vehicles:**
  - 1) In 1998, 199 staff (16/month) exceeded exemplary performance standards. By 2007, 646 (54/month) exceeded standards
  - 2) Titles/FTE improved from 4,382 in 2001 to 5,378. Registrations/FTE improved from 12,554 in 2001 to 16,221
  - 3) Most titles and registrations/FTE of any DMV surveyed nationwide

- 4) Average customer wait in registration line declined from 48/minutes to 8/minutes. Average process time for mailed registrations declined from 2 weeks to 2 days
- 5) First Motor Vehicle Division in Nation to develop paperless vehicle title processing
- 6) First Motor Vehicle Division in Nation to offer web fleet registration
- 7) Formed County Tax Assessor/State Department of Transportation Task Force to enhance State Vehicle Titling and Registration computer system
- **Serving With a Smile:**
  - 1) Personal complaints to Tax Collector declined from 5 per day to 1 per week
  - 2) Unsolicited written compliments increased from 24 in 1998 (2/month) to 221 (18.5/month) in 2007
- Developed most sophisticated Telephone Unit and Vehicle Title/Registration Performance Pay Programs in the Nation
- Advised Moscow City Officials, Japanese Minister of Local Government, Bulgarian Tax Officials, and Macedonia State Officials regarding quality management

**Manager, Criminal and Probate Courts, Dallas County Clerk**

**February 1983-December, 1988**

**Specific Achievements:**

- Reduced staff from 161 to 156 despite caseload increasing by 25%
- Earned national recognition for computerized court minutes

**Certifications/Expertise**

- **Instructor, Government Finance Officers Association (2008- present)**  
Advanced Performance Management
- **Examiner, AGA-SEA Performance Management Program (2007- present)**
- **Examiner, Baldrige Quality –Texas Management (2005 - present)**
- **Facilitator (2005 - present)**  
Implementing Performance Management  
Fit For Service: A 12 Step Operational Improvement Plan  
M.E.C.A.: The Mantra of Quality Organizations
- **Instructor, University of Phoenix (2003 - present)**  
Systems Thinking and Performance Measurement  
Transformational Leadership
- **Certified Tax Assessor/Collector, Board of Tax Professional Examiners (1991-present)**
- **Instructor, Richland College (1981 - present)**  
Part-time Government, European History and Management Instructor  
Named Outstanding Part-time Instructor, 1989
- **Certified Court Coordinator, National Judicial College (1985-present)**

**Research/Presentations**

***"Implement Performance Management in Six Fast, Free Steps"*** Texas Municipal League, October 2010

***"Implement Performance Management in Six Fast, Free Steps"***, State of Ohio Keynote Presenter, July 2010

***"Be Fit for Service"***, keynote presenter, Government Revenue Collectors' Association, May 2010

***"Using Performance Measures to Inspire"***, Public Performance Measures Association, Annual Conference, March 2010

***"Impact of Incentive Pay Programs on Public Employee Productivity"***, Public Management Research Association Conference, October 2009

***"Do More with Less"***, keynote seminar, Governing Magazine Annual Performance Conference, September 2009

***"Key Practices of Successful Performance Management Programs"***, white paper requested by the National Performance Management Advisory Commission, May 2009

***"Improving Employee Productivity and Efficiency"***, Government Finance Review, April 2009

***"How Many Measures?"*** white paper requested by the National Performance Management Advisory Commission, October 2008

***Fit For Service: Recycle Inefficiency Into Philanthropy***, Tate Publishing, 2006

**"The Impact of Home Rule Charters on County Government Structures, Functions and Financing,"**  
Dissertation, University of Texas Institute for Urban Studies, December 1998.

**"Property Tax Collection Consolidation in Dallas County: A Financial Impact Analysis,"** prepared for Dallas County Commissioners and the University of Texas Institute for Urban Studies, Fall, 1989

**"Planning and Innovation Among Texas County/District Clerks,"** The County and District Clerk, Vol. 15, No. 1, September 1987

**"Fraud: How to Prevent It in the Polling Place,"** Campaigns and Elections, Vol. 15, No. 2, Summer, 1984

**"Congressman Joe D. Waggoner: A Study in Political Influence,"** North Louisiana Historical Journal, Vol. 13, No. 4, Fall, 1982

### **Education**

**Certification as Examiner, Baldrige Quality – Texas (2007)**

**University of Texas Institute for Urban Studies, Arlington, TX (1999)**  
Ph.D. in Administration

**Certification as Tax Assessor/Collector, Board of Tax Professional Examiners, Austin, Texas (1992)**

**Certification as Court Coordinator, National Judicial College, Reno, Nevada (1986)**

**University of New Orleans, New Orleans, LA (1979)**  
M.A. in History  
Awarded teaching assistantship  
Received Marcus B. Christian award for Outstanding Graduate Research

**Louisiana State University, Shreveport, LA (1976)**  
B.A. in Education  
Worked to fund 100% of education expenses

**Queen's College, Oxford University, England (1974)**

### **Service**

**Church Projects**  
Irving Sunrise Rotary (President in 2008)  
Heifer International, Volunteer Speaker  
Board of Directors, World Cup-Dallas, 1994

### **Family**

Wife, Alice, advises nonprofits in development field and performs in a local professional choir  
Daughter, Lauren, and family live in Norman, OK  
Daughter, Emily, is a paralegal in Austin, TX

**References: See Attached**