Colleyville's Strategic Management System

...a look back and a look forward...

May 28, 2014

CITY OF
COLLEYVILLE
TEXAS

STRATEGIC FRAMEWORK DEVELOPMENT

Employee
Satisfaction Survey;

Introduced
Department
Business Plans;

Citizen Survey
(January)

Modified the
Strategic Plan;

Citizen Survey
(Feb/Mar)

Quarterly Dashboard
Performance Reports;

Comprehensive Plan;

Citizen Survey
(January);

2009 **2010** **2011** **2012** **2013** **2014**

Strategic Plan
adopted;

Employee
Satisfaction Survey

Employee
Satisfaction Survey;

Begin presenting
Quarterly
performance reports
to Council

Employee
Satisfaction Survey;

Introduced "The
Colleyville Way" values
document;

Comprehensive CIP;

Long-range forecasting

STRATEGIC PLAN

Vision

Colleyville is a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents.

Mission

The mission of the City of Colleyville is to provide unique customer service through our tradition of excellent stewardship, employee innovation and integrity.

Values

Integrity
Service
Innovation

Strategic Points

Make a long-term commitment to economic development and promote a more diversified tax base

- Protect and preserve commercial development along Colleyville Blvd. in order to maximize the highest and best use of the City's primary commercial corridor.
- Mitigate the economic impact of roadway reconstruction.
- Work with property owners and representatives to master plan the remaining large, undeveloped tracts of commercial property.
- Promote a destination / visitor's economy.
- Pursue opportunities to advance small business development and create business incubators in order to nurture the commercial tax base.
- Market Colleyville as a medical specialist, procedure and laboratory center.
- Encourage commercial development along Precinct Line Road.
- Promote the retention and support of local businesses.

Foster excellence in core service delivery

- Ensure adequate resources for the community's public safety priorities.
- Provide adequate reinvestment to ensure high quality infrastructure.
- Provide premier parks, open spaces and neighborhood connectivity.
- Promote life-long learning and community engagement through the Colleyville Public Library.
- Maintain a reputation for high quality and unique customer service.

Protect and preserve Colleyville's neighborhoods

- Preserve Colleyville's unique, rural neighborhoods and high property values.
- Mitigate the impact of aging infrastructure.
- Utilize partnerships to enhance safety and security and community amenities.
- Continue mobility enhancements that complement neighborhoods.

Deliver sustainable government

- Weigh and evaluate citizen expectations in relation to City build out and available revenues.
- Seek innovative technology solutions where appropriate.
- Identify alternatives to increasing costs of service delivery.
- Deliver fiscally responsible government.
- Attract and retain high quality employees.

Brand Colleyville with a unique identity

- Celebrate and promote Colleyville's willingness to be unique / set apart from other cities.
- Capitalize on Colleyville's small town feel in the middle of the metroplex.
- Continue to provide a unique public assembly facility that stimulates economic activity and promotes community interaction.
- Celebrate Colleyville's unique destinations.

Integrity ● Service ● Innovation

Current Approach

- Identified priorities
- Allows basic alignment with a strategic point
  - Budget funding
  - Performance measures
- Some sub-points are at the operational level and are really tactics, as opposed to objectives
- Not all department programs and services are easily able to link their efforts to more than one component of the Strategic Plan

Balanced Scorecard

A balanced scorecard is a Strategic Planning and Management System used in business, government, and nonprofit organizations to:

- align ALL business activities to the vision and strategy of the organization

- improve internal and external communications

- and monitor organizational performance against strategic goals

Balanced Scorecard

A static, passive Strategic Plan document → **Becomes** → "marching orders" for the organization on a daily basis

Clarifies the vision and strategy → **Translates into** → Action!

Strategic Planning as an academic exercise → **Becomes** → Strategic Planning as the nerve center of the organization

Balanced Scorecard

Suggests we view the organization from four perspectives:

1. The Learning & Growth Perspective
2. The Financial Perspective
3. The Business Perspective
4. The Customer Perspective

Balanced Scorecard

1.The Learning & Growth Perspective

2.The Financial Perspective

3.The Business Perspective

4.The Customer Perspective

Organizational Capacity "Knowledge and Innovation"

Balanced Scorecard

1. The Learning & Growth Perspective
2. **The Financial Perspective**
3. The Business Perspective
4. The Customer Perspective

Financial/
Stewardship
*"Financial
Performance"*

Balanced Scorecard

1. The Learning & Growth Perspective
2. The Financial Perspective
3. **The Business Perspective**
4. The Customer Perspective

Internal Business Process
"Efficiency"

Balanced Scorecard

1. The Learning & Growth Perspective
2. The Financial Perspective
3. The Business Perspective
4. **The Customer Perspective**

Customer/
Stakeholder

"Satisfaction"

Balanced Scorecard

- Strategy maps are the communication tool used to portray a balanced scorecard strategic management system
- Strategy map identifies the objectives that must be accomplished to be successful
  - Then aligns programs, services and initiatives with the strategy map
    - Updated Departmental Business Plans
    - Creation of Department Strategy Maps that align to City Strategy Map
  - Then identifies and designs metrics to determine whether those objectives are being met (both at the organization-wide level and the department level)

STRATEGY MAP

Colleyville is a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents. We do this by providing citizen valued services that result in a continuously improving quality of life.

DELIVER ON OUR FOCUS AREAS

Protect and Preserve Colleyville's Neighborhoods • Sustainable Government • Economic Development • Core Services

SERVE OUR CUSTOMERS

C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction	C2- Deliver high quality and unique customer service	C3- Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors	C4- Provide mobility enhancements that complement neighborhoods	C5- Achieve the highest standards of safety & security

MANAGE THE BUSINESS

B1- Seek innovative technology solutions where appropriate	B2- Proactively seek process improvements and sustainable solutions	B3- Utilize partnerships to implement cost-effective service solutions	B4- Cultivate a culture of transparency and consistent communication	B5- Use the Strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community

PROVIDE FINANCIAL STEWARDSHIP

F1- Protect and preserve the City's top financial ratings	F2- Invest to provide and maintain high quality public assets	F3- Forecast needs and plan for the future, balancing priorities with resources	F4- Adhere to the City's financial and budgetary policies

PROMOTE LEARNING & GROWTH

L1- Attract, develop, and retain skilled employees who embrace our values	L2- Foster positive employee engagement	L3- Ensure our people understand the strategy and how they contribute to it	L4- Enhance leadership capabilities to deliver results and develop bench strength	L5- Empower informed decision-making and appropriate risk taking at all levels in the organization

Integrity • Service • Innovation

CRITICAL BUSINESS OUTCOMES

2014

CBO1- Maximize the highest and best use of the City's business corridors

CBO2- Implement the Comprehensive Plan

CBO3- Address the most critical infrastructure needs

CBO4- Keep citizens informed through their preferred methods
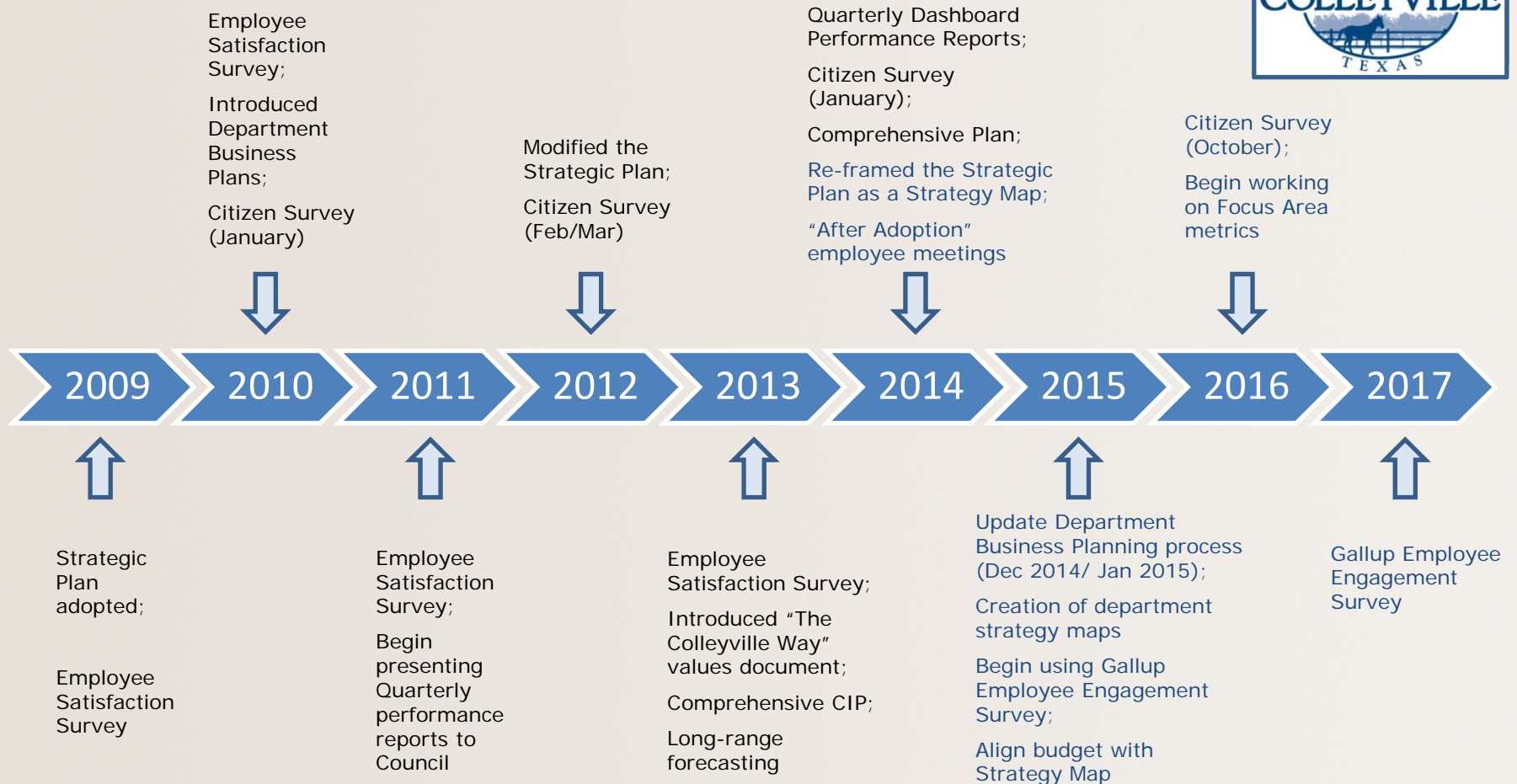
CBO5- Address traffic issues on Glade Rd.

CBO6- Look for ways to finish SH26

STRATEGIC FRAMEWORK DEVELOPMENT

CITY OF COLLEYVILLE TEXAS

2010
Employee Satisfaction Survey;

Introduced Department Business Plans;

Citizen Survey (January)

2012
Modified the Strategic Plan;

Citizen Survey (Feb/Mar)

2014
Quarterly Dashboard Performance Reports;

Citizen Survey (January);

Comprehensive Plan;

Re-framed the Strategic Plan as a Strategy Map;

"After Adoption" employee meetings

2016
Citizen Survey (October);

Begin working on Focus Area metrics

| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

2009
Strategic Plan adopted;

Employee Satisfaction Survey

2011
Employee Satisfaction Survey;

Begin presenting Quarterly performance reports to Council

2013
Employee Satisfaction Survey;

Introduced "The Colleyville Way" values document;

Comprehensive CIP;

Long-range forecasting

2015
Update Department Business Planning process (Dec 2014/ Jan 2015);

Creation of department strategy maps

Begin using Gallup Employee Engagement Survey;

Align budget with Strategy Map

2017
Gallup Employee Engagement Survey

Summary

Financial & Performance Accountability

Transparency

Maintain Focus

Resource Alignment

Questions?