

Keeping Plans off the Shelf

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Study Background

- Examined success factors in strategic implementation by municipalities
- Based on 218 initiatives from 44 municipalities
- Review of strategic and budgetary documents, as well as interviews of city managers and project leaders

Factors Examined

- Project Priority
- Implementation Complexity
- Linkage to Strategic Goals
- Dedicated Implementation Funding
- Success Assessment Measures
- City Manager Involvement
- Project Leader Workload
- Integration with Performance Measures
- Change-Conducive Culture and Structure
- Project Staff Performance
- Environmental Stability
- Project Team Communication

Measuring Success

- Successful implementation:
 - Project completed
 - Met timeline
 - Met budget

Finding #1 – One Size Does not Fit All

- Implementation approach should be tailored based on project context

Project Contexts

Complexity	High	<i>Internal Innovation</i>	<i>Centerpiece</i>
	Low	<i>Routine</i>	<i>Public Relations</i>
		Low <=Priority=> High	

Finding #1 – One Size Does not Fit All

- Different variables are significantly associated with implementation success in each of the contexts

Routine	Public Relations	Internal Innovation	Centerpiece
Dedicated budget	Dedicated budget	Dedicated budget	Dedicated budget
	Perf. Mgmt. Syst. Integration		Perf. Mgmt. Syst. Integration
CAO Involvement (-)	CAO Involvement (-)		
	Assessability		

Finding #1 – One Size Does not Fit All

- Unfortunately, actual usage does not match empirical recommendations

	Context			
	Low-Complexity, Low-Priority	Low-Complexity, High-Priority	High-Complexity, Low-Priority	High-Complexity, High-Priority
CAO Involvement	<u>25%</u>	<u>30%</u>	14%	48%
Perf. Mgmt. Integration	41%	30%	35%	10%*
Dedicated Budget	25%	50%*	32%	30%
Assessability	75%	75%	75%	85%

Finding #2 – Dedicated Implementation Funding Matters (a lot!!!)

- Dedicating funds to implementation is the strongest predictor of implementation success
- Consistent across all project contexts
- The only one-size-fits-all recommendation

- Unfortunately, dedicated implementation funding is provided approximately 33% of the time

Finding #3 – City Manager Can Make or Break Implementation

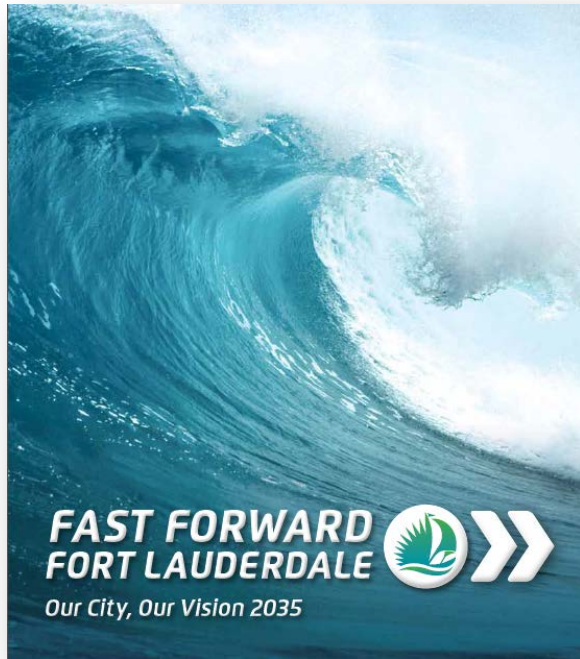
- Successful managers have two default roles in strategic plan implementation:
 - Monitor progress of implementation team
 - Monitor satisfaction from stakeholder coalition
- City managers intervene in implementation activities when:
 - Implementation team signals they have encountered a significant obstacle
 - Stakeholder coalition signals dissatisfaction with progress
- Intervention works when a contingent, adaptive stance is taken

Finding #3 – City Manager Can Make or Break Implementation

- The art of implementation for city manager is to know when to intervene:
 - Intervention when significant obstacle or dissension does not exist risks micromanagement
 - Lack of intervention when significant obstacle or dissension does exist risks negligence

Take Aways/Conclusions

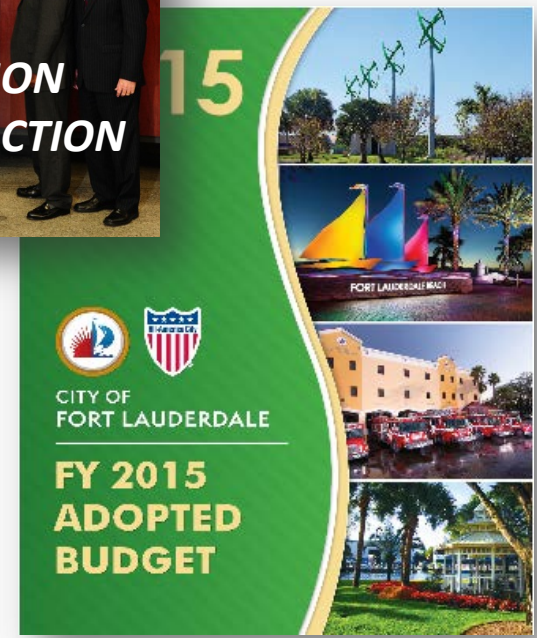
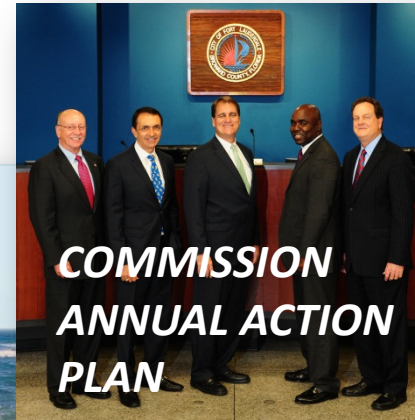
FINDING #1: ONE SIZE DOES NOT FIT ALL



LONG TERM

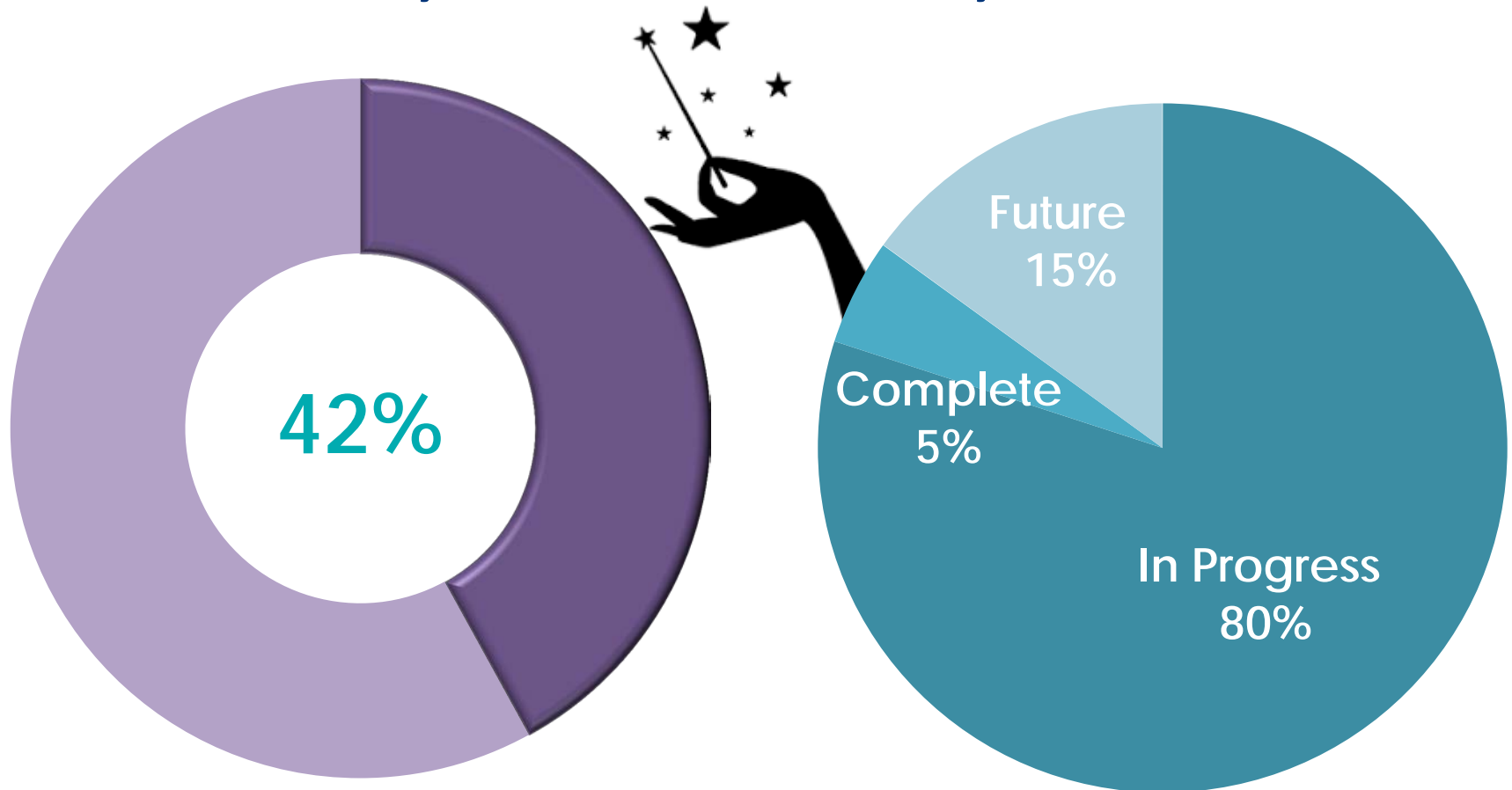


MEDIUM TERM



SHORT TERM

LEADERSHIP, CONNECTIONS, COMMITMENT



42% of the 1,562 Vision ideas are incorporated in the Strategic Plan

80% of the 191 Strategic Plan initiatives are in progress

TIE STRATEGY TO OPERATIONS

INTERNAL SUPPORT

G11 *GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.*

03

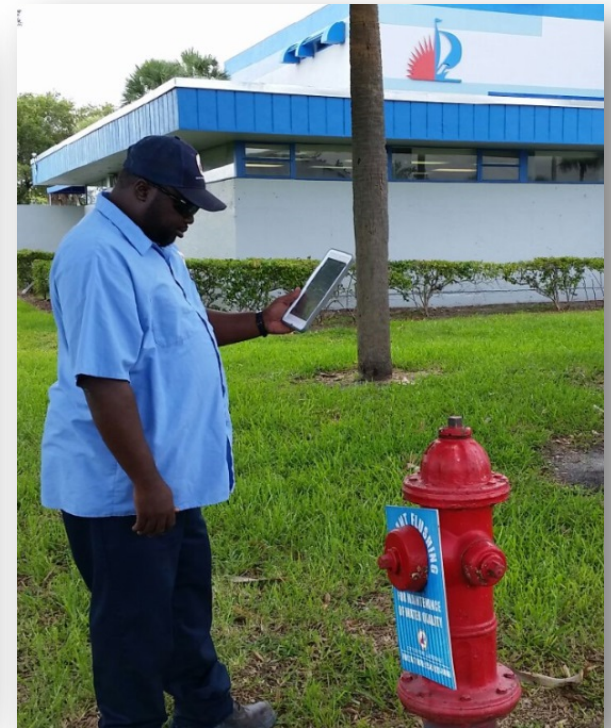
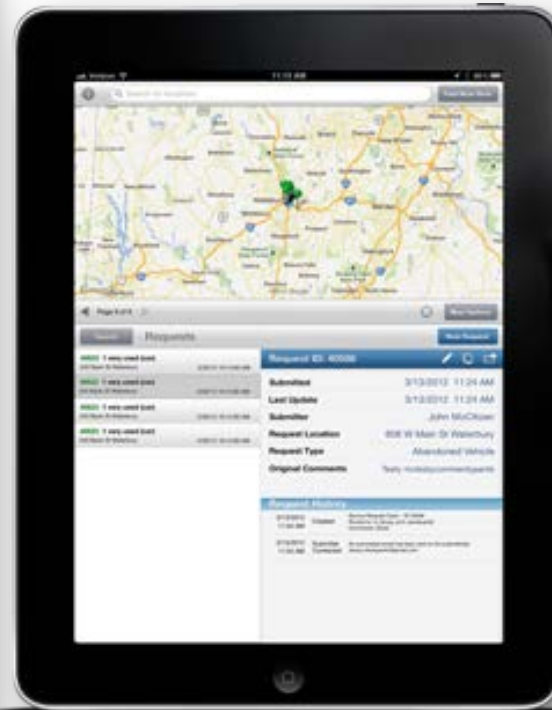
OBJECTIVE 3:

Continuously improve and innovate communication and service delivery



11. Explore the creation of a call center, by developing a new Customer Relationship Management (CRM) tool to track and address general questions and non-emergency calls from neighbors for City services	ITS	
12. Conduct a test pilot of Wi-Fi in public parks	ITS	P&R
13. Allow City customers to pay any bill at any City location	Finance (FIN)	All Depts., ITS
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Satisfaction with the overall quality of City services	67%	73%
• Number of City website visitors	1,984,745	10,126,349
• Number of downloaded electronic applications for smart devices	156	468

TIE STRATEGY TO OPERATIONS



FINDING #2- IMPLEMENTATION FUNDING MATTERS (A LOT!!!)



PROPER PROJECT PLANNING MATTERS (EQUALLY AS MUCH!!!)



FINDING #2: PROPER PROJECT PLANNING MATTERS (EQUALLY AS MUCH!!!)

- ✓ Strategic Planning can be conceptual
- ✓ Project scopes and milestones are not yet fully developed
- ✓ Implementation can be iterative, we learn as we go
- ✓ Life happens (Murphy's Law too)
- ✓ Delays, even well-reasoned, can cause frustration
- ✓ **UNSPENT MONEY = UNHAPPY EVERYONE**

**THIS IS UGLY AND DANGEROUS, AND COMPLEX
THROWING \$\$ AT IT WON'T WORK!**



**THIS IS AESTHETICALLY PLEASING AND SAFE.
BOTH MONEY AND CAREFUL PROJECT PLANNING ARE NEEDED.**



The purpose of this charter is for collaborative and thoughtful initiation and planning for strategic initiatives. These projects have been identified through Press Play and the Commission Annual Action Plan. It is a tool to help define the scope, key deliverables, roles, and responsibilities associated to ensure a well-designed and implemented project.

1. PROJECT NAME & STRATEGIC ALIGNMENT

Project Name:	Tunnel Pedestrian Plaza and Intersection Improvements
City Vision Direction this initiative supports:	We are here.
Strategic Goal this initiative supports:	PP 3: Be a community that finds opportunities and leverages partnerships to create unique, inviting, and connected gathering places that highlight our beaches, waterways, urban areas and parks.
Commission Annual Action Plan:	Commission priority

Project Scope Statement: (to be developed utilizing this worksheet)	<p>The goal of this project is to design and construct a tunnel plaza that would include a pedestrian walkway and improvements to the traffic intersection at Kinney Tunnel. This project has the potential to incorporate sustainability components and be an iconic attraction. Prior to finalization of this project charter, a feasibility study and State Historic Preservation Office approval needs to be done to determine if a) project is structurally sound and b) if construction may occur at this historic site.</p> <p>The project has funding of approximately \$500,000 through Park Impact Fees, with the possibility of an additional estimated \$300,000 from the Downtown Development Authority. Based on the project design, additional funding may be available by the Florida Dept. of Transportation. The project estimates are</p>
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- ✓ BUDGET
- ✓ ENGINEERS
- ✓ MOBILITY EXPERTS
- ✓ PARKS
- ✓ PLANNERS
- ✓ PRIVATE DEVELOPERS
- ✓ PROCUREMENT

ACTIVE IMPLEMENTATION



PP 3-2 Tunnel Pedestrian Plaza and Intersection Improvements (CIP)

Jun-15

Category

Policy Agenda

Commission Prioritization Level

High

Lead Department

Transportation and Mobility

Description

This project includes designing and constructing a plaza for pedestrians to cross the New River Tunnel intersection, rebuilding the intersection of Federal Highway and Las Olas Blvd, and making connections to existing and planned transportation services in the area. The project will increase the existing sidewalk width and the pedestrian realm, making it safer for pedestrians and bicyclists to traverse the intersection. The calming features are aimed at slowing down vehicles and making it clear where pedestrians and bicyclists cross. Public art will be part of the project, and connections will be made to Sun Trolley, the Riverwalk, the Water Trolley and the future Wave system.

Analysis

Transportation and Mobility staff is currently working with the Public Works Department and the consultant to finalize the draft feasibility study, which came in for review in early July. Upon completion of the report, staff will be working through the State Historic Preservation Office (SHPO) process. This project is behind schedule due to delays in advancing the feasibility study.

Milestone dates have been updated to reflect newly anticipated completion dates.

Milestones

- | | |
|---|-------------------|
| Conduct a structural feasibility study | 7/1/14 - 7/31/15 |
| Complete a competitive design procurement and start design
Transportation and Mobility | 5/4/15 - 1/29/16 |
| Complete the State Historic Preservation Office (SHPO) process
Transportation and Mobility | 5/4/15 - 10/30/15 |

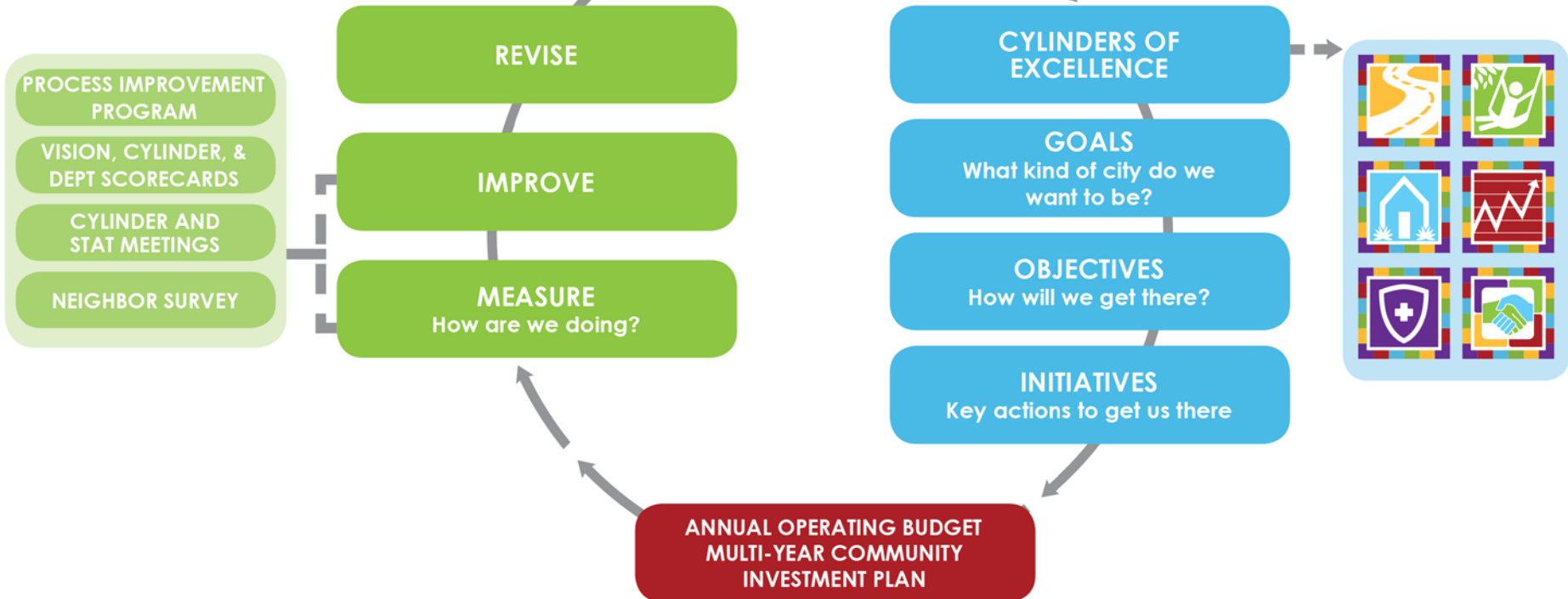
ClearPoint

FINDING #3- THE CITY MANAGER CAN MAKE OR BREAK IMPLEMENTATION



**THE CITY MANAGER IS CRITICAL, AND
A SYSTEM IS NEEDED, AS WELL**

“A WHOLE LOTTA STRUCTURE GOES INTO INNOVATION”





CITY OF FORT LAUDERDALE STRATEGIC MANAGEMENT SYSTEM

FY 2015 FL²STAT MEETING CALENDAR

		Performance Results & Relevant Scorecard Initiatives	Agenda Items	FY 2015 Commission Annual Action Plan (CAAP)
		<i>Each Cylinder and supporting departmental scorecards will be reviewed quarterly.</i>	<i>The following items will be reviewed during the assigned meeting.</i>	<i>The following strategic initiatives will be reviewed based on relevancy. CIP projects are reviewed in the CIP/Grants meeting.</i>
QUARTER 1	Oct	- Neighborhood Enhancement (DSD, CMO) - Business Development (DSD, TAM)	- Code Compliance Priority Sites - Commercial Vacancy Rates	INFRASTRUCTURE <ul style="list-style-type: none"> ○ 17TH STREET MOBILITY PLAN ○ TRAFFIC FLOW AND SIGNAL SYNCHRONIZATION ANALYSIS: MOVING CARS AND PEOPLE ○ ALL ABOARD PASSENGER RAIL AND STATION AREA PLAN PUBLIC PLACES
	Nov	- Public Safety (PD, FR) - Internal Support (ITS, HR, FIN, PWD, CMO)	- Crime Trends - Overtime Analysis - Vacancy Analysis - Financial Report	
	Dec	CANCELLED	CANCELLED	
	Jan	- Infrastructure (PWD, TAM) - Public Places (P&R, DSD, CMO)	- Spend Analysis - Fleet Analysis	

The Partnership Continuum



Evanston, Illinois

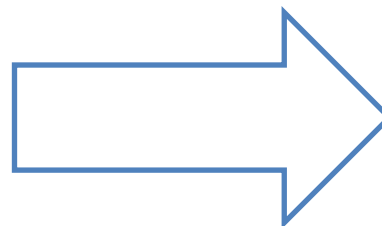
- Founded in 1863
- Population 73,000+
- 8 sq miles
- Immediately north of Chicago
- Home to Northwestern University
- Council/Manager form of government
- 4-STAR Community Rating



Three Plans in Evanston

- Climate Action Plan
- Downtown Plan
- Strategic Plan

Evanston's Climate Action Plan



Path to Implementation:

City Operations
Improvements
2%

Community
Improvements
98%

Downtown Evanston Plan

- Updated in 2007-2009 for a 1989 update
- Plan for Growth
- Underlying Changes in Zoning to create more compact development



Strategic Plan – Adopted in 2006



Strategic Plan leads to Livability Initiative in 2014

Evanston's Strategic Plan:

“Creating the Most Livable City in America”



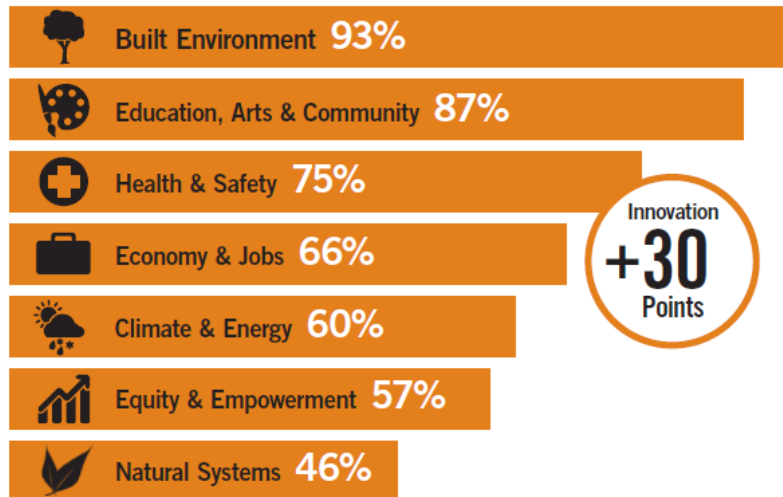
Performance
Measurement System
with 7 Focus Areas

City's Livability Initiative

Livability Initiative

488
POINTS ACHIEVED

Points by Goal Area



Points by Category



Livability Training

75 staff
per session

13 total
session



6.5
minute
video

31
presenters

6
TED Talks

3.5
hours each

Conclusions

- Adopt a contingent approach to strategic implementation *before* problems arise
- Put your money where your mouth is
- Tend to the initiative's strategic coalition
- Build robust implementation monitoring systems
- Be purposeful with implementation interventions
- Learn from success, adapt to failure with innovation
- Build on current success

Questions/Comments?

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2015 SEPT 27-30
seattle
ICMA ANNUAL CONFERENCE KING COUNTY

