



TLG and LMC 2016 Case Study Application
Future Ready Communities



DUE: September 4, 2015

Email to: Ryan Spillers at rspillers@transformgov.org

COVER PAGE

- Case Study Title: ___ Measuring your Comprehensive Plan through Strategic Management _____
- Case Study Category (Select only one, selection identified by highlighting your choice):

Planning for Your Future	Creating an Inclusive Community
Reinventing Local Government	Community Networks
Blinders	
- Jurisdiction Name: ___City of Southlake _____
- Jurisdiction Population (US Census): ___26,575 (US Census) _____
- Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES	NO
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- Project Leader (Primary Contact for case study notification):

Name: ___Daniel Cortez _____

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List additional presenters contact information below:
 Ken Baker, AICP, Director of Planning & Development Services
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1. Presentation title and description of the innovation. *100 word maximum.*

Measuring your Comprehensive Plan through Strategic Management is about the City of Southlake creating a unique and creative local government management model that uses the adopted Southlake 2030 Comprehensive Plan elements as the primary tool to implement the City's Strategic Management System (SMS) while keeping track of the over 600 comprehensive plan recommendations through a city developed dashboard monitoring system (2030 Database) to ensure accountability to the community.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

In 2005, a transition plan was outlined and designed to strengthen Southlake for future development and prosperity due to the unprecedented growth between the decades of the 90's and early 2000's, necessitating fundamental changes in the City's internal operations and organizational culture. The plan presented six broad areas to implement changes in the way the City of Southlake does business. Recognizing the value of a comprehensive strategy the City undertook a strategy planning session designed to outline the organization's short-term and long-term strategic goals. This was the foundation of how the City operates today.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

The Southlake 2030 Comprehensive Plan is the primary tool used by all city departments to implement the Strategic Management System (SMS) first conceived back in 2005. All recommendations in the 2030 Comprehensive Plan are summarized and prioritized in an implementation metric and are strategically aligned to the City's SMS, as well as the region's major long range planning document – 2050 Vision North Texas. Southlake applies implementation metrics to the policies/recommendations of the comprehensive plan and keeps track of the recommendations through the 2030 Database.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. *200 word maximum.*

Since 2005, the City of Southlake has used a Strategic Management System based on a Balanced Scorecard framework to govern the activities of the City and help it direct its own destiny rather than allow future events to do so. The Balance Scorecard is a strategic planning and management system that has been is used extensively in business and industry and recently is becoming a common tool in governments and nonprofits to align business activities to the vision and strategy of the organization, improve internal and external communication, and monitor organization performance against strategic goals. Through sound business principles embodied in the Strategic Management System, the City of Southlake is able to more effectively provide services

to the citizens, increasing both efficiency and customer satisfaction. Ultimately, it guides the way the City does business and helps us determine how we should invest our time and resources. In the budget process, the Strategic Management System allows for increased transparency and accountability, providing the City a framework for demonstrating results. In short, the Strategic Management System is a tool that organizations use to ensure that their work meets the goals of the organization in a measurable way, i.e. "You said...we did..." It connects the organizational strategy to the work people do on a day to day basis.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The primary stakeholders are the community residents. This program and its tools allow the City to demonstrate its performance achievements to the community including the elected and appointed officials. The various aspects of Southlake's Strategic Management System are aimed at one purpose, and that is to transform the City of Southlake into a high performance organization (HPO). In an HPO, every employee understands the mission of the organization and how their job helps achieve it. An HPO has high levels of trust, commitment, enthusiasm, and engagement. The common factor of all HPO's is that they empower employees to strive to implement best practices in all areas while focusing on the needs of our customers. What this does in turn is creates transparency as to what the City does on a day-to-day basis to its residents and ultimately shows that results are being produced.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

No consultants were used for the implementation of the program. Using the web-based Filemaker Application, the City's Information Technology Department programmed the Database specifically for the City of Southlake by incorporating recommendations Southlake 2030 plan seventeen elements into the program. A major benefit to this approach is that updates to recommendations can be tracked in real time using the application. The database can provide updates to recommendations such as adding comments, providing a completion percentage, and even adding attachments for additional background information on an item. Each recommendation is linked to one of or more elements of the City's strategic management system, and the database permits users to quickly filter recommendations by those, or any other criteria.

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. *200 word maximum.*

While every jurisdiction may have a different approach to how some of these specific items are created/adopted, the ability for this type of program to be reproduced in other communities can occur as long as some key aspects are in place. The key to implementing such a program is to ensure that the community has a direct link and is in alignment with its strategic management policies and its policies/recommendations set forth in its comprehensive plan. The Strategic Management System guided the development of the Southlake 2030 Plan Vision, Goals and Objectives document which

define a desired direction for the City. All recommendations in the 2030 Comprehensive Plan are tied to at least one Strategic Focus Area from the Strategic Management System and at least one Objective from the Adopted Vision, Goals and Objectives. These recommendations guide the development of the Capital Improvements Program as well as departmental business plans. In turn, the Capital Improvements Program and departmental business plans dictate the city's day-to-day activities and ensure the city is working to achieve the community's goals.

8. What were the costs? What were the savings? *100 word maximum.*

There were a number of components of the comprehensive plan where consultants were hired to develop. However, the program in its entirety was developed by the City and is a great source of pride of its management and staff. The implementation of the program was the creation of many years of work by the City's executive team beginning in 2005 to the present day. The City anticipates for this program to continue to evolve and grow as technology improves and becomes more readily available.

9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? *200 word maximum.*

The biggest challenge to the implementation of this program was how do we build further on what has been achieved thus far. This program was started in 2005 through the initial development of the City's strategic management system and then further evolved by developing a comprehensive plan that was aligned with the strategic policies put in place by our governing body. The most recent task was the development of the dashboard monitoring system (2030 Database) to show the City's progress in implementing the comprehensive plan. The City is working on further developing this dashboard for more than a reporting tool to the elected and appointed officials. Further development should allow for the City to make this information available in real time to anyone who accesses the City's website.

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

The Southlake City Governmental Planning Department has expanded its traditional role by linking its Comprehensive Plan to the city's strategic management system allowing it to become a central asset in shaping, developing, and implementing the city's strategic management system through its comprehensive planning process. The database and associated dashboards and semi-annual reports to City Council ensure the recommendations of the Comprehensive Plan are implemented on a timely basis and departments are held accountable to the City Council and Citizens to carry out the vision of the City. It is believed that this unique and non-traditional method to develop and implement a comprehensive plan can be modeled by other cities allowing planners to use their skills to not only shape their community but the organization in which they work.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

The implementation of the strategic management system, the Southlake 2030 Comprehensive Plan or the 2030 dashboard has not been in the media. The important thing to note

however, is that the results that are driven from the City's work based on the foundation of this program is ultimately what shows the results. No attention can be good attention. Southlake is known as one of the best run local governments in North Texas, this couldn't have been accomplished without the efforts of this program. If anyone in Texas speaks to Southlake, it's always how great this community is.

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum*.

The 2030 dashboard is currently in development to be deployed through online access. The expectation is that this would be readily available to any resident or anyone visiting the City's website and see real time information on the Cities task accomplishments of the comprehensive plan.

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum*.

Ken Baker, the Senior Director of Planning & Development Services Department for the City of Southlake, is the point of contact who can describe how this program has changed the typical role of a Planning Department in a city, but also how the accountability of a government organization to its residents can be further demonstrated.

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. *200 word maximum*.
 - How will you make the session creative and unique?
 - How do you plan to be both entertaining and educational?
 - Include a description of how your session will facilitate group activities and/or interaction.

The presentation is intended to be interactive. The idea is to have anyone from the public ask the presenter what information would you like to see on the status of current projects from the comprehensive plan or completed projects and be able to pull it up instantaneously. We hope to facility a type of group activity where every person can look at their strategic policies and align them with their comprehensive plan policies. The key is to make sure they align and meet the strategic direction of the city, if they don't this may mean they need to reevaluate their comprehensive plan or their strategic policies. The 2030 dashboard is just the tool that can be sued to show City progress on implementing the community's desired direction of growth.

15. Anything else you would like to add? *200 word maximum*.

Planning ahead and demonstrating results is a hallmark of the city of Southlake, Texas, both to guide future development and to ensure a high quality of life for its residents. In recognition of this forward thinking and strategic planning, the city has received the 2013 Comprehensive Planning Award from the Texas Chapter of the American Planning Association, which recognizes exemplary work in comprehensive city planning.