Leadership System

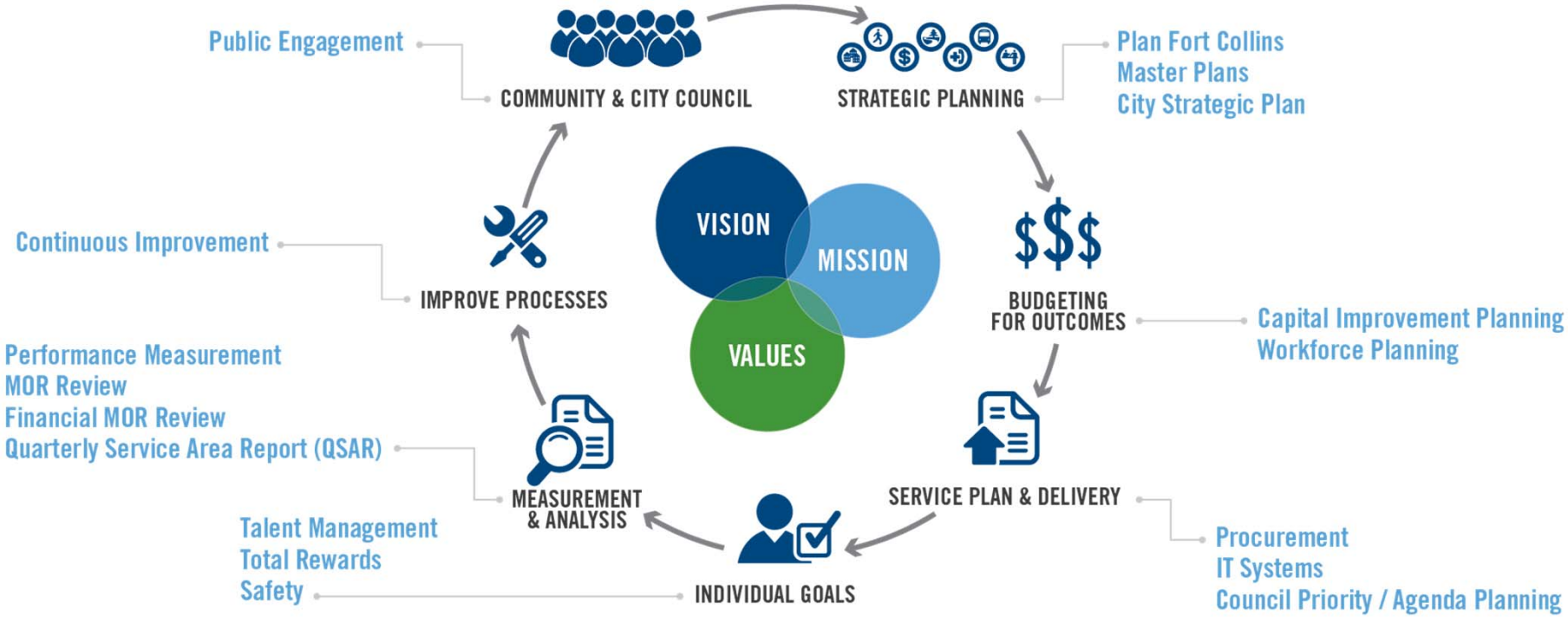
April 26, 2017

Our Journey Timeline

Key Milestones:

- Developed Leadership System
- Developed and implemented Strategic Planning Process
- Developed and implemented Performance Measurement Processes
- Developed monitoring processes
    - Monthly Operating Report (MOR)
    - Quarterly Service Area Review (QSAR)
    - Strategy MAPs

Leadership System



Engagement through Interaction with Customers

COMMUNITY & CITY COUNCIL

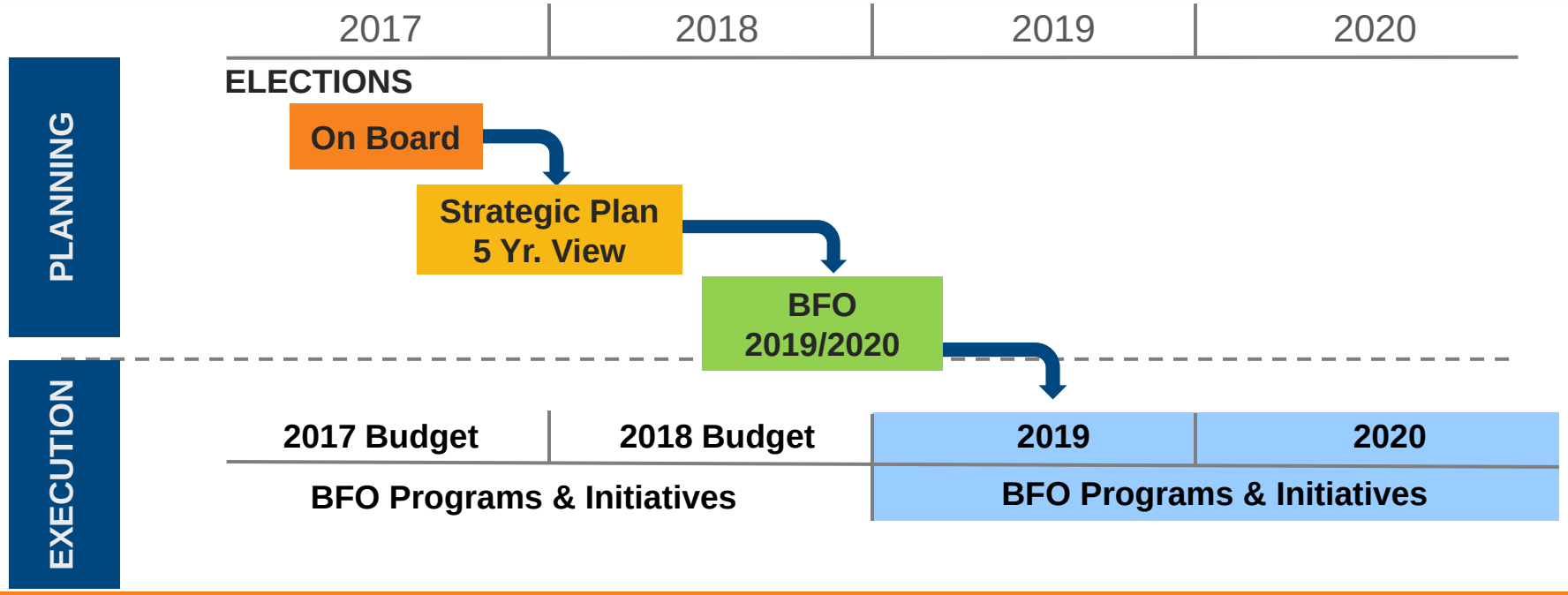
Public Engagement

Commitment to our community

(our core competency)

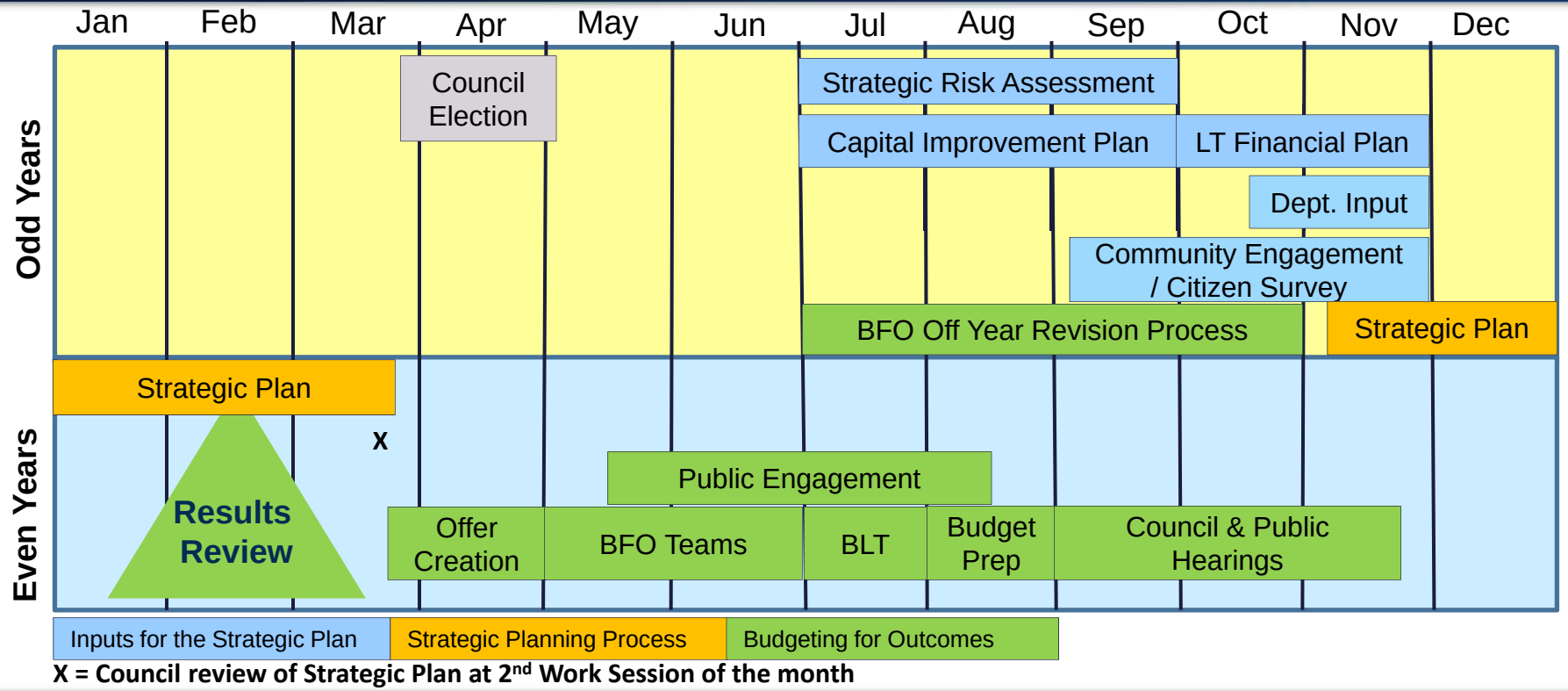
- City Value–*Outstanding Service*
- Innovative communication methods
  (police biker story)
- Multiple methods for outreach
  (tailored to the project – "clickers" example to determine Boards and Commissions acceptance of our CAP branding or Chamber of Commerce using clickers to determine satisfaction for Sit/Lie ordinance)

Big Picture



CASCADE OF COUNCIL INFLUENCE
STARTING WITH THE ON-BOARDING PROCESS….

Planning Calendar



X = Council review of Strategic Plan at 2nd Work Session of the month

Strategic Plan vs. BFO

Strategic Plan – 5 Year View
Updated prior to BFO

Mission, Vision, Values

Outcomes:
- Highest level Key Focus Areas
- Broad aim to direct efforts
- Broad statement Community impact

Strategic Objectives (SO):
- Something to attain or accomplish
- Achievement helps realize Outcome
- Ideally – specific & measurable

Performance Measures
- Metrics tied to Outcomes
- Track progress achieving Outcome goal

BFO – 2 year Budget Cycle

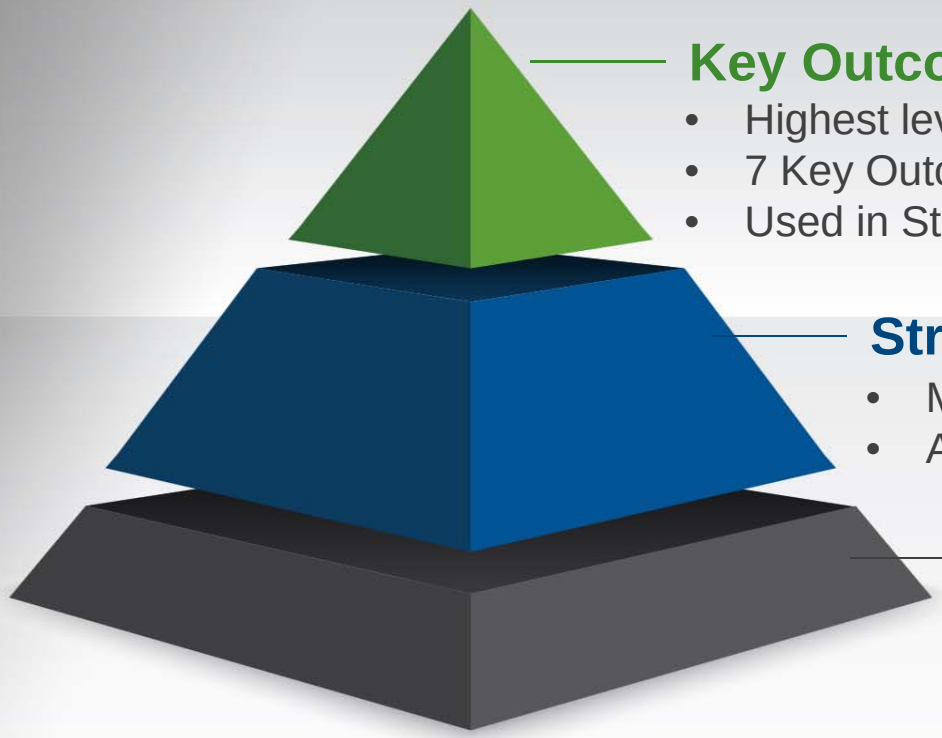
Initiatives Tied to Strategic Objectives
- Tactics & actions to achieve SO
- Initiatives may support multiple SO

Core Services:
- On-going core services
- Each core service includes tactics & actions to achieve SO

Enhancements:
- New Services & initiatives to achieve SO

Linkage & Metrics
- Describes how Initiative achieves SO
- Metrics tied to Strategic Objectives

Linkage – Key Outcome Areas, Strategic Objectives & BFO Initiatives



Key Outcome Areas (KOA)

- Highest level Strategic Goals
- 7 Key Outcome Areas
- Used in Strategic Plan, BFO, City Plan, Etc.

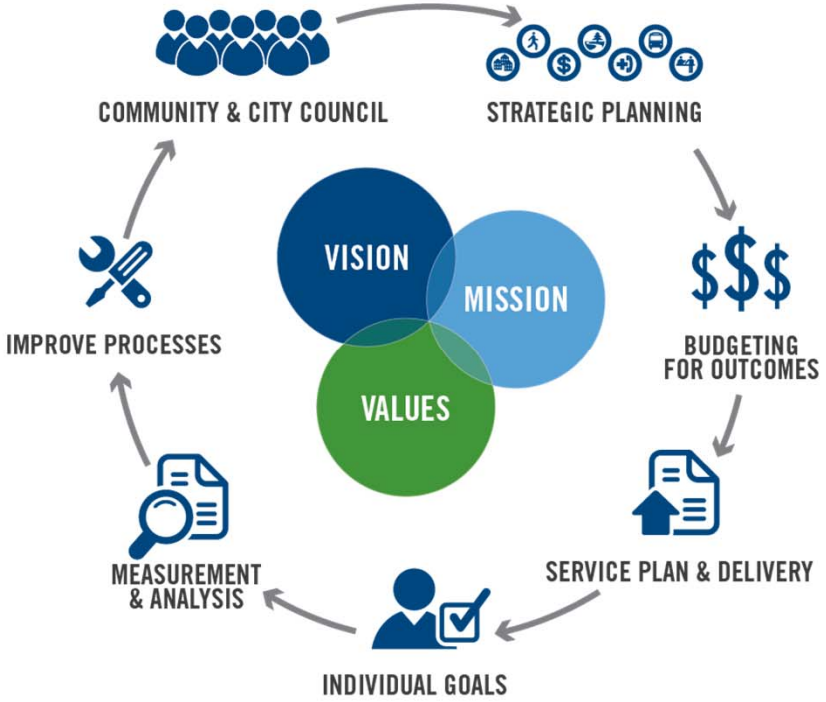
Strategic Objectives

- Multiple Strategic Objectives (SO) for each KOA
- Achieving SO achieve KOA goals

BFO Initiatives

- Multiple BFO Initiatives for each SO
- Initiatives designed to achieve SO

The Leadership System



Engagement & Input into the Strategic Planning Process

Engagement in the SPP

- 7 Key Outcomes - staff are connected to at least one and usually more.
- Departmental “Inputs” - staff works with their leaders to identify issues
- Coordinate input from citizens, boards, business organizations, other staff
- Staff BFO Chairs & Department Heads participate in establishing Strategic Objectives and Metrics

Strategic Plan
Issues Based Strategic Planning

ENVIRONMENTAL SCAN

Citizen Input & Priorities
- Citizen Survey
- Focus Groups/Outreach
- Boards & Commissions
- City Plan
- Citizen Priorities

Council Input & Priorities
- Community Concerns
- Retreat Priorities

Departmental Inputs
- Economics & Financials
- City Plan & Master Plans
- Emerging Trends / Issues
- Infrastructure Issues
- Workforce trends
- Metrics

STRATEGIC WORK & ANALYSIS – ISSUES BASED PROCESS:
- Implications, Conclusions, Challenges, Advantages, Priorities
- Define Issues to be addressed in Strategic Objectives

STRATEGIC PLAN (5 YEAR HORIZON):
- **Outcomes –** highest level focus areas
- **Strategic Objectives –** 8-12 per Outcome, helps achieve Outcome
- **Linkage, Metrics & Targets –** tied to Strategic Objectives

STRATEGIC PLAN DRIVEN BY CITIZEN,COUNCIL AND STAFF INPUT & PRIORITIES

Outcomes, Metrics, and Objectives

fcgov.com/strategicplan

NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH

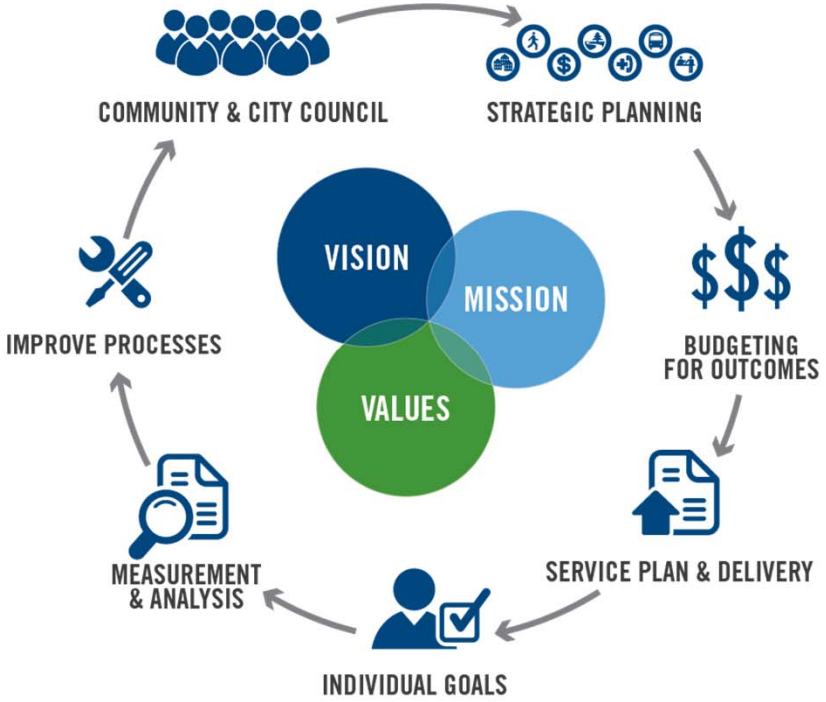
Provide a high quality built environment, support quality, diverse neighborhoods and foster the social health of citizens

Community Dashboard
Outcome Metrics

1. Affordable Housing Inventory
2. Cumulative Number of Noise Complaints
3. Fort Collins' Housing Opportunity Index (HOI) compared to western states region HOI
4. Response Time to Graffiti Removal
5. Voluntary Code Compliance

1.1 Improve access to a broad range of quality housing that is safe, accessible and affordable.
1.2 Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs.
1.3 Promote a more inclusive and equitable community that embraces and celebrates diversity.
1.4 Protect and preserve the City's quality of life and neighborhoods.
1.5 Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes.
1.6 Improve neighborhood parking and traffic issues.
1.7 Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations.
1.8 Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.

The Leadership System



Engagement in the Budget Process

Budgeting for Outcomes

- Staff develops budget proposals to achieve Strategic Objective
- Staff participation in and interactions with BFO teams
- Leadership growth for staff as BFO Outcome Leaders (opportunity to have input into the SP
- Citizens participation on BFO Teams & extensive public outreach during process

The BFO Process

Budget Time Line & Process

Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Strategic Plan Finalized	**Budget Proposals Developed BFO Teams Evaluate & Rank**			**City Manager & Exec Team Evaluates & Modifies**		**Council Discussion Public Hearings Budget Adoption**		

- Strategic Objectives become the basis for Offer Development & Ranking Budget Proposals
- Staff develops Budget Proposals to achieve Strategic Objectives
- BFO Teams (staff & citizens) rank proposals based on achievement of Strategic Objectives
- Executive Team input to align with Strategic Plan, Council Work Plan & City Priorities
- Staff addresses questions raised by Executive Team
- Finalize Budget
- Adopted by the end of November

The BFO Process

Neighborhood Livability and Social Health

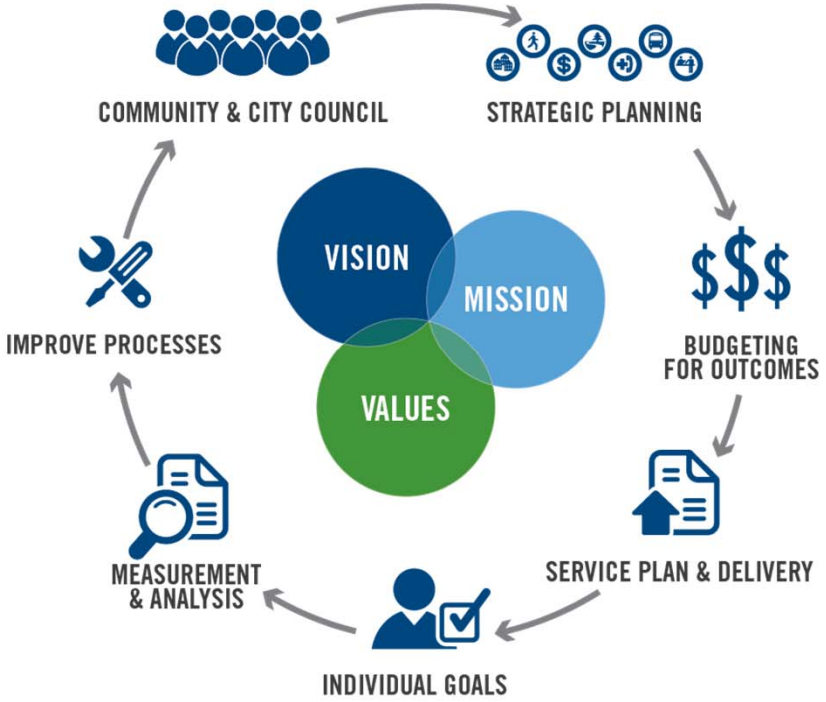
Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods

Drilling Platform - Ranked Offers by Outcome **Budget Years: 2017 - 2018**

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2017

Offer		Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
11.1	Low Income, Senior and Disabled Rebate Programs	303,335	0	303,335	0	0
27.1	Social Sustainability	1,628,421	0	1,060,374	568,047 *City of Fort Collins Keep Fort Collins Great*	0
83.1	Graffiti Abatement Program	138,632	0	138,632	0	0
87.1	ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools	75,000	75,000 *One-time Revenue*	0	0	0
75.1	Neighborhood Programs and Services	1,614,879	181,073 *Development Review One-time Revenue Special Assessments*	1,433,806	0	0
96.1	KFCG: Residential Parking Permit Program	46,346	0	0	46,346 *Keep Fort Collins Great*	0
17.1	Median and Streetscape Maintenance	628,575	9,242 *Park Fees*	619,333	0	0
55.1	Community Gardens Outreach Program	100,267	0	100,267	0	0
75.2	Larimer Humane Society Contract	898,393	0	898,393	0	0
27.4	ENHANCEMENT: Human Services Program Grant Funding	100,000	100,000 *One-time Revenue*	0	0	0
27.10	KFCG ENHANCEMENT: Homelessness Initiatives	224,132	0	0	0	224,132

The Leadership System



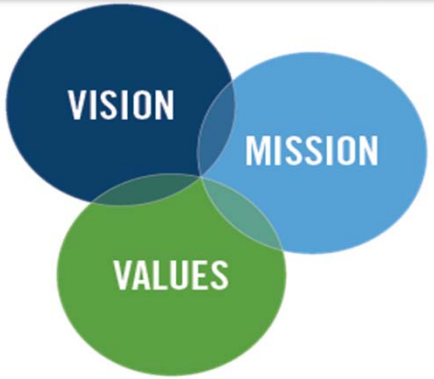
Individual Engagement - Goal Cards

ORGANIZATIONAL PRIORITIES:

- Create a safe and healthy workplace.
- Provide exceptional customer service.
- Practice environmental stewardship.
- Continually improve.

City of Fort Collins

INDIVIDUAL GOALS:



VISION: To provide world-class municipal services through operational excellence and a culture of innovation.

MISSION: Exceptional service for an exceptional community.

VALUES: Outstanding Service - Respect - Integrity
Innovation and Creativity - Initiative
Collaboration and Teamwork - Stewardship

FINANCIAL SERVICES

VISION

We believe in transforming business acumen and outcomes across the City organization as an essential element of helping our community thrive.

MISSION

We bring a strategic voice to decision making through our expertise and business leadership. We do this by:

- Strategic Partnerships and collaboration
- Commitment to sustainable procurement
- Leading a culture of safety
- Proactive and robust decision support analysis
- Ensuring financial integrity
- Practicing positive disruption

VALUES

Financial Services Values:

- All City Values
- Continuous improvement
- Safety
- Open communication
- Accountability
- Quality
- Ethics

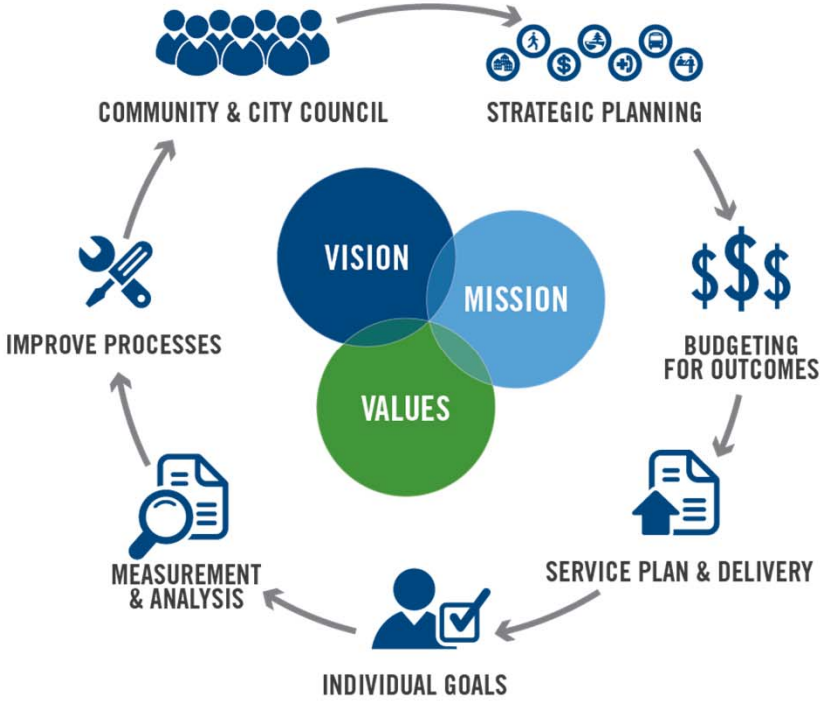
TRANSFORMATION • BUSINESS ACUMEN • FINANCIAL INTEGRITY

Department Goals and Objectives

Financial Services 2017 Goals

1. 3.9 – **Broadband** – MNB
2. 7.1 – **Procure to Pay** – T. Storin
3. 7.1 – **Launch PDCA across City** – L. Pollack
4. 7.1 – **Launch Project/Program Evaluation Process** – A. Gavaldon
5. 7.4 – **Continue Safety Plan Development & Implementation** – K. Bernish
6. 7.6 – **Results Journey – Strategy Maps, MOR, QSAR** – Results Team
7. 7.6 – **Metrics Benchmarking & Targets** – L. Pollack
8. 7.1 – **Continue Financial Organization Improvement** – A. Gavaldon
9. 7.7 – **Revenue Diversification / Continuity** – T. Smith
10. 7.7 – **City Fee Coordination** – T. Smith
11. 3.6 – **Garage Financing** – J. Voss
12. 7.1 - **Develop methodology to measure Supplier Performance** – G. Paul
13. 7.1 - **Staff Development** - All

The Leadership System

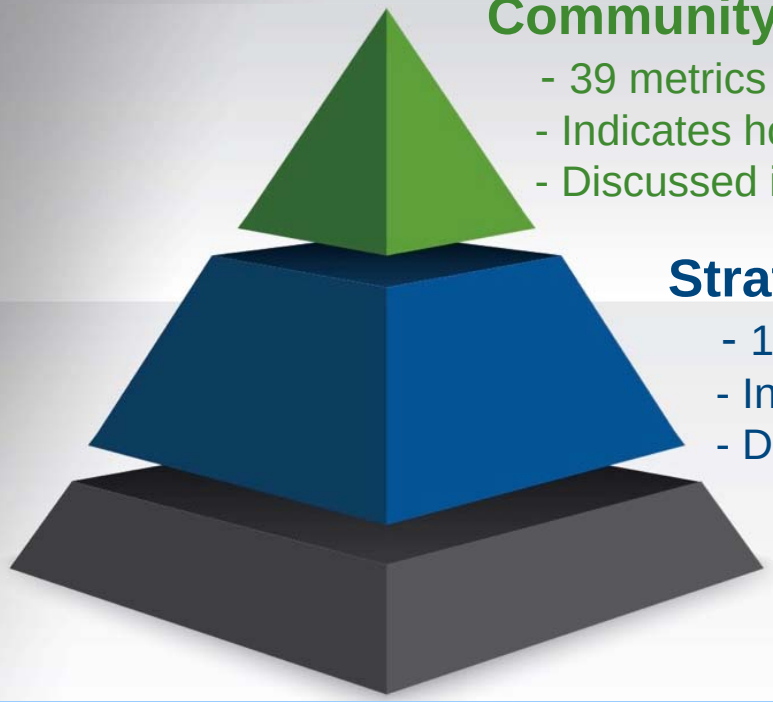


Engagement Collecting Data, Measuring & Monitoring

Engagement though measurement and metrics

- **Community Dashboard**
  Highest level metrics tied to Key Outcome Areas
- **Strategy Map Metrics**
  Tied to Strategic Objective
- **Review process:**
  - **Monthly Operating Review**
    Strategy Maps & Council Commitments
  - **Quarterly Service Area Reviews**
    City Manager, Deputy, CFO

3 Types of Metrics



Community Dashboard Metrics

- 39 metrics across 7 Outcomes
- Indicates how we are doing at achieving our Outcomes
- Discussed in QSARs

Strategy Map Metrics

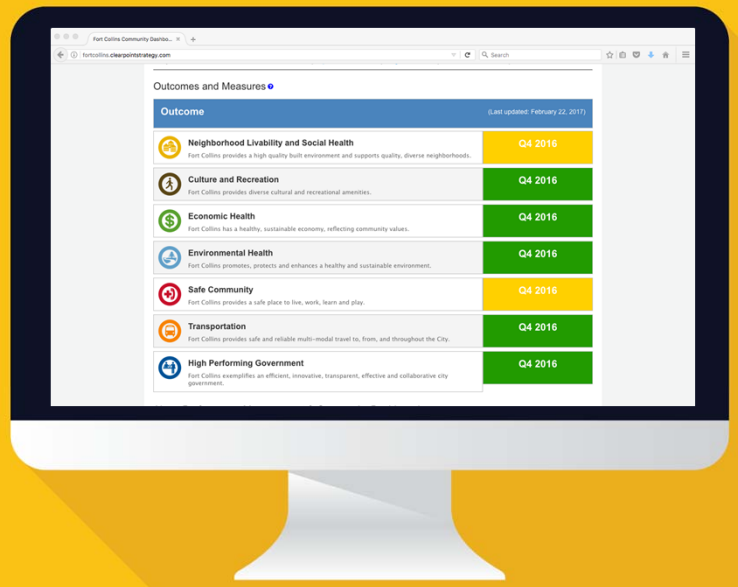
- 175 metrics across 56 Strategic Objectives
- Indicate progress achieving each Strategic Objective
- Discussed in MOR reviews

Other Operational Metrics

- Day to day, operational measures that are important to each Department

STRATEGY MAPS – TOOL TO MEASURE PROGRESS ACHIEVING OUR STRATEGIC OBJECTIVES

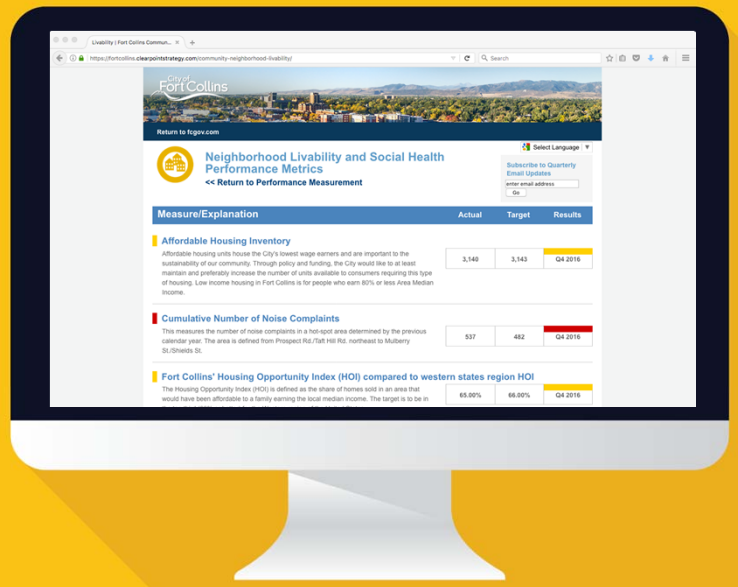
Community Dashboard



Outcomes and Measures

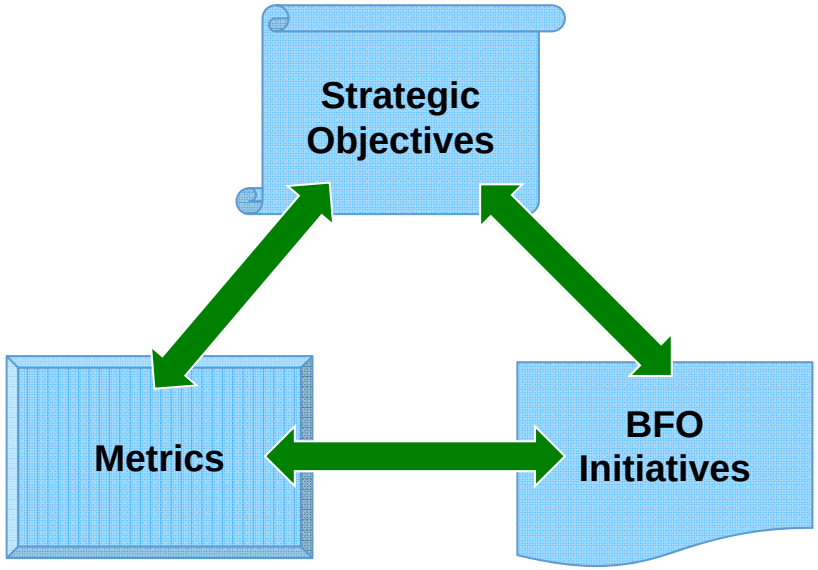
Outcome	(Last updated: February 22, 2017)
Neighborhood Livability and Social Health Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.	Q4 2016
Culture and Recreation Fort Collins provides diverse cultural and recreational amenities.	Q4 2016
Economic Health Fort Collins has a healthy, sustainable economy, reflecting community values.	Q4 2016
Environmental Health Fort Collins promotes, protects and enhances a healthy and sustainable environment.	Q4 2016
Safe Community Fort Collins provides a safe place to live, work, learn and play.	Q4 2016
Transportation Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the City.	Q4 2016
High Performing Government Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.	Q4 2016

Community Dashboard



Measure/Explanation	Actual	Target	Results
Affordable Housing Inventory Affordable housing units house the City's lowest wage earners and are important to the sustainability of our community. Through policy and funding, the City would like to to at least maintain and preferably increase the number of units available to consumers requiring this type of housing. Low income housing in Fort Collins is for people who earn 80% or less Area Median Income.	3,140	3,143	Q4 2016
Cumulative Number of Noise Complaints This measures the number of noise complaints in a hot-spot area determined by the previous calendar year. The area is defined from Prospect Rd./Taft Hill Rd. northeast to Mulberry St./Shields St.	537	482	Q4 2016
Fort Collins' Housing Opportunity Index (HOI) compared to western states region HOI The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local median income. The target is to be in the top third (66% or better) for the Western region of the United States.	65.00%	66.00%	Q4 2016
Response Time to Graffiti Removal This indicator measures the amount of time to respond to and abate both reported and unreported graffiti in the City. The goal is to have graffiti properly abated within two business days.	1.45	2.00	Q4 2016
Voluntary Code Compliance This metric tracks the percentage of voluntary compliance with nuisance code violations issued by the City of Fort Collins. Voluntary compliance is defined as violations corrected by the property owner or tenant.	96.0%	90.0%	Q4 2016

What is a Strategy MAP?



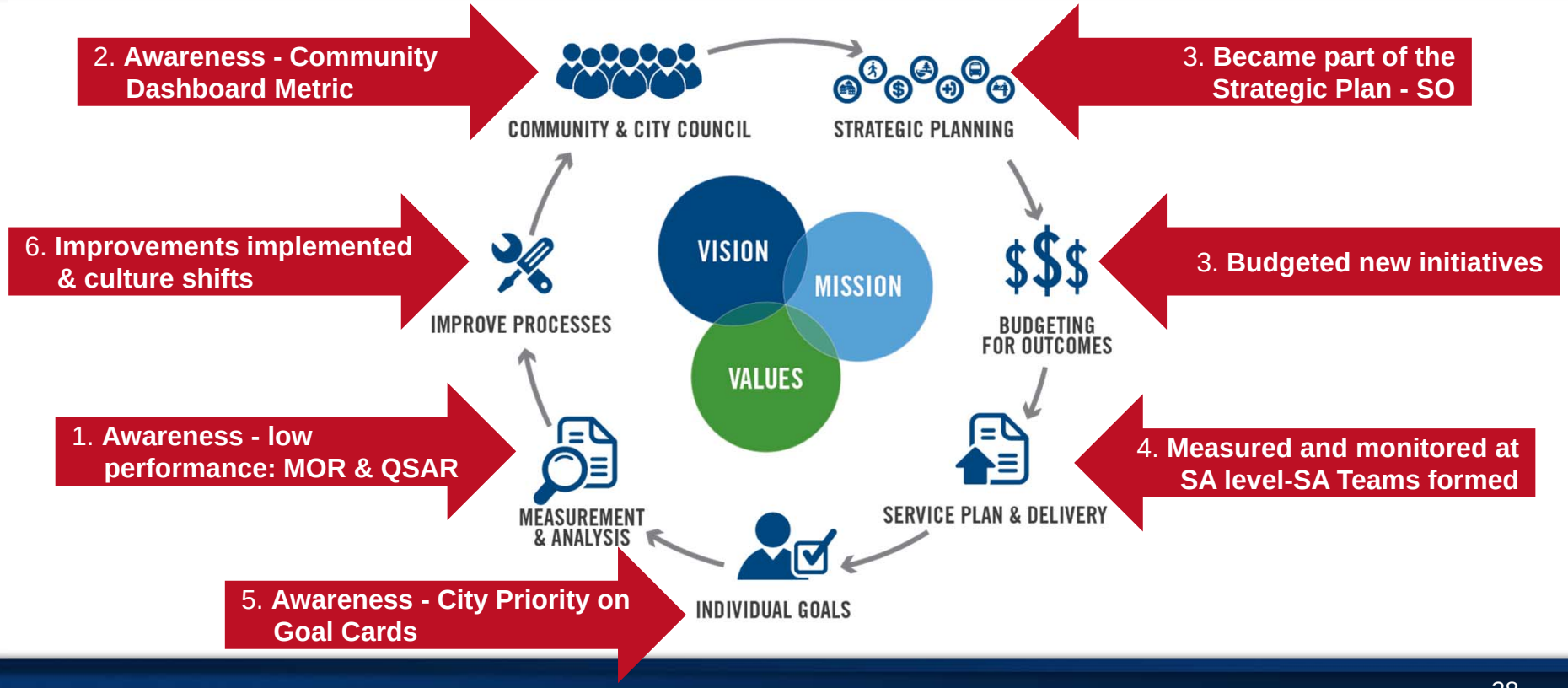
- Organized by Outcome & Strategic Objective
- Includes metrics and initiatives aligned with each Strategic Objective
- Details progress and status of metrics & initiatives
- Discussed at monthly Strategy Map reviews

STRATEGY MAPS LINK OBJECTIVES, INITIATIVES & METRICS

Sample Strategy MAP

Key Outcome	Strategic Objective	Metric	BFO Initiative
Neighborhood Livability and Social Health	1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable.	NLSH 3. Affordable Housing Inventory Social Sustainability	27.13 ENHANCEMENT: Support for Social Sustainability Programs (2017-18) Social Sustainability
		NLSH 39. Winter Point in Time Count of Homeless Population Social Sustainability	27.17 ENHANCEMENT: Community Capital Improvement Program - Affordable Housing Capital Fund (2017-18) Social Sustainability
		NLSH 4. Fort Collins' Housing Opportunity Index (HOI) compared to western states region HOI Social Sustainability	27.1 Social Sustainability (2017-18) Social Sustainability
		NLSH 57. % of citizens responding very good/good - Availability of affordable quality housing in Fort Collins Social Sustainability	
	1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable. (Copy)	NLSH 3. Affordable Housing Inventory Social Sustainability	
		NLSH 39. Winter Point in Time Count of Homeless Population Social Sustainability	
		NLSH 4. Fort Collins' Housing Opportunity Index (HOI) compared to western states region HOI Social Sustainability	
		NLSH 57. % of citizens responding very good/good - Availability of affordable quality housing in Fort Collins Social Sustainability	
	1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs.	NLSH 3. Affordable Housing Inventory Social Sustainability	11.2 ENHANCEMENT: Low Income, Senior and Disabled Rebate Program Additional Funding (2017-18) Finance
		NLSH 37. Rebate Program Participation Finance	11.1 Low Income, Senior and Disabled Rebate Programs (2017-18) Finance
		NLSH 39. Winter Point in Time Count of Homeless Population Social Sustainability	29.38 ENHANCEMENT: Mental Disorders Case Coordinator (2017-18) Police Services
			29.14 North Range Behavioral Health Contract (2017-18) Police Services

Making it Real: Safety at the City



Safety Results

City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD

<< Return to High Performing Government

Desired Result: Below Target

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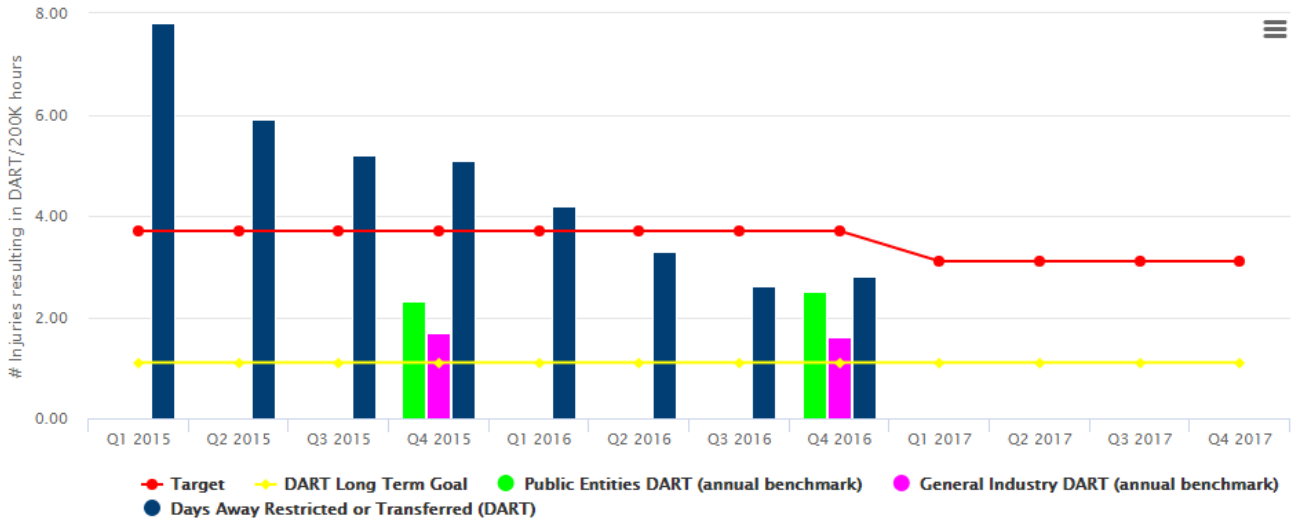

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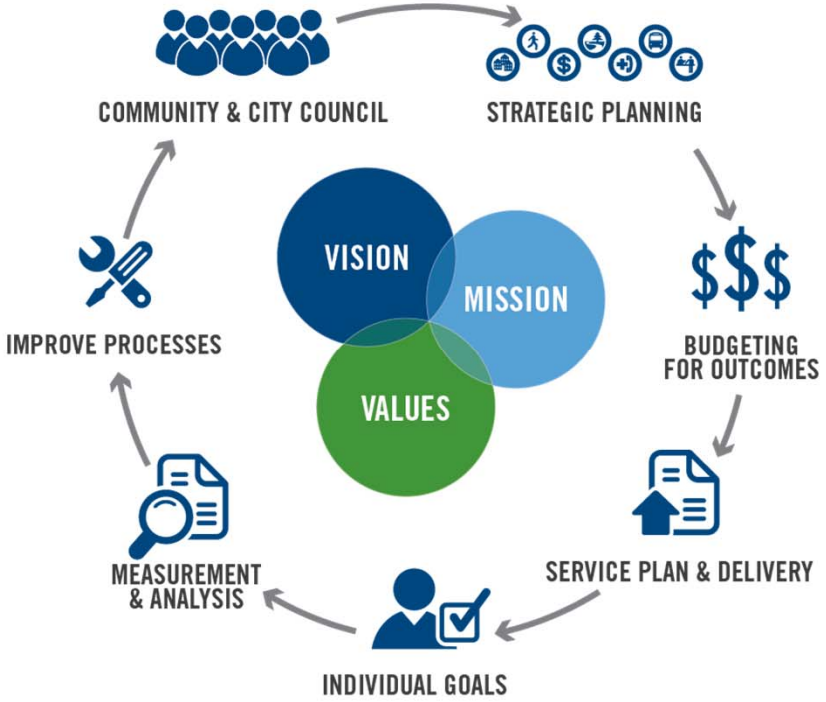
COMMUNITY & CITY COUNCIL
STRATEGIC PLANNING
VISION
MISSION
VALUES
$$$
BUDGETING FOR OUTCOMES
IMPROVE PROCESSES
SERVICE PLAN & DELIVERY
MEASUREMENT & ANALYSIS
INDIVIDUAL GOALS