



CITY OF OAKLAND PARK

OFFICE OF THE CITY MANAGER

Performance Excellence Initiative
FY 07/10 Strategic Plan
Extended to FY 2011

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Table of Contents

Preface 1

Overview 2

Oakland Park Vision and Mission Statements 5

Oakland Park Values 6

Strategic Performance Areas 7

Performance Measurement & Management Systems..... 15

City of Oakland Park

Preface

During the months of May and June 2009, the City undertook an abbreviated Strategic Planning Process with strategic performance area workshops. Staff facilitated discussions of concerns and issues expressed by the City Commission at the initial Strategic Planning Session and by members of the Community at various forums.

The first workshop of the series focused on examining potential revisions to Oakland Park's current Vision, Mission and Values. The remainder of the workshops covered the seven strategic performance areas, key intended results and business plan initiatives. Current services, programs and proposed new activities were discussed and clarified. Additionally, measures and milestones being used to assess progress were re-evaluated and confirmed.

This document contains the revisions from workshops.

Revised July 1, 2009

Extended March 3, 2010

CITY OF OAKLAND PARK

STRATEGIC PLAN: FY 07/08 to FY 09/11

OVERVIEW

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time.”

—Jim Collins, *Good to Great and the Social Sectors*

Strategic Planning—Defined

Strategic planning is a management approach that focuses on positioning a city for success—now and in the future. This approach emphasizes:

Identifying **Mission** (purpose) and **Vision** (the desired future) for the City,
Determining what needs to be done to achieve the desired future and the purpose,
Managing the organization with a focus on the strategic issues and the desired future.

Strategic planning is anticipatory (proactive) in that it focuses attention on the future of the organization, and includes individuals from both the community and the city's organization. It is action oriented, with a strong emphasis on action and results. Strategic planning enables cities to be successful at what they do because it is a well thought out, forward-thinking approach.

Strategic Planning and Thinking Process Description

The City of Oakland Park launched its strategic planning efforts as part of its comprehensive Performance Excellence Initiative. The City Commission held two strategic planning sessions during April 2007 (April 18th and April 25th) as part of a multi-month effort to create the City's first, organizational-wide Strategic Plan. Three key tasks were completed during these sessions:

Examined and discussed potential changes to Oakland Park's current Vision, Mission, and Values;

Determined the “vital few” key performance areas that City staff will continually need to address during the next 3-5 years in order to achieve progress in meeting the City's restated Vision and Mission; and

Selected categories for the key intended results (KIRs) that will be prepared for each key performance area and will allow City staff to measure and report future progress in meeting the City Commission's strategic performance areas.

Residents, community and neighborhood groups, and business representatives were encouraged to participate in the development of the City's first Strategic Plan. As part of this effort, the City sponsored a Town Meeting where participants could provide input concerning four questions:

What are the quality of life factors you feel are important to the satisfactory growth and development of Oakland Park over the next five to ten years?

What would you like Oakland Park to look like in five years, if it became the perfect town for you?

What are the most important municipal services the City of Oakland Park should provide on an ongoing basis to meet your needs?

What else should the City Commission and City Manager keep in mind as they develop the City's Strategic Plan?

These answers were synthesized by the outside consultants with results of two strengths, weaknesses, opportunities, and threats (SWOT) analyses conducted with the Community Roundtable and the City's Senior Executive Team to produce a list of potential strategic performance areas.

Linking the Strategic Plan to an Annual Business Plan and Annual Budget

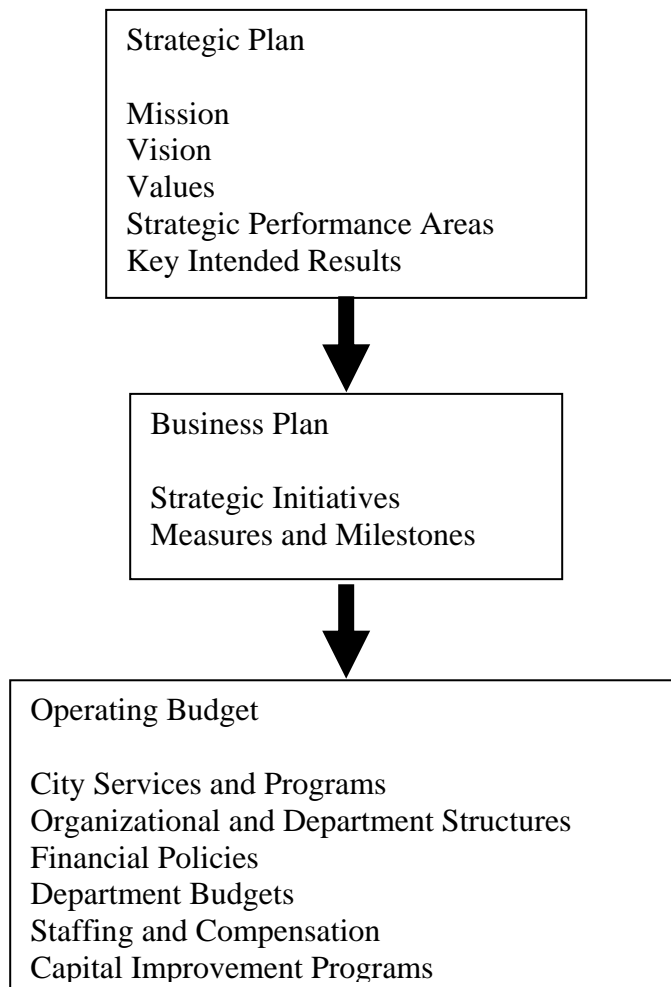
In order to be effective, the Strategic Plan must be linked to the annual City Budget. However, this linkage cannot be direct because the Strategic Plan does not and should not provide the details needed to make budget decisions. The connection or linkage between a multi-year Strategic Plan and the annual City Budget is provided by a Business Plan. The Business Plan operationalizes the various elements of the Strategic Plan by:

Identifying the current services, programs, and proposed new activities called Strategic Initiatives that will be used to achieve the KIRs, and

Indicating the measures and milestones that will be used to assess progress in achieving the KIRs. These provide the details needed to make budget decisions and allocations that are consistent with the needs and desires of the community.

The following diagram illustrates the linkage between the Strategic Plan, the annual Business Plan, and annual City Budget.

Linking the Strategic Plan to the Budget



Who's Involved and How

As described earlier, the public has an important role as a city develops its Strategic Plan. Two other groups—the City Commission and the City staff—also have key roles and responsibilities in the development of a Strategic Plan. First and foremost, the City Commission owns the Strategic Plan. It represents a fundamental policy document for the City. The City Commission is the chief policy maker for the city. In that role and in their role as community leaders, the City Commission is responsible for five key tasks:

- Initiating the strategic planning process;
- Helping to communicate the importance of the strategic planning process to the community;
- Scheduling and conducting one or more strategic planning workshops to review the current Vision and Mission statements, and the core goals for the organization;
- Providing multiple means for the public to observe and participate in the development of the Strategic Plan; and

Adopting a Strategic Plan for the City of Oakland Park and reviewing staff's effort to accomplish the strategic key intended results that will be set for each strategic performance area.

City staff also has a role in the strategic thinking and planning process. Overall, the tasks involved in this role are designed to support the City Commission's efforts in developing and adopting the City's Strategic Plan. In this role, City staff members are responsible for:

Providing organizational support and operational oversight for the strategic planning process;
Developing recommendations for key intended results and performance measures; and
Implementing the adopted Strategic Plan by preparing an annual Business Plan and annual City Budget that address the strategic performance areas and key intended results adopted by the City Commission, and recommending budget decisions and policy options that are consistent with the Strategic Plan.

The next sections of this Strategic Plan identify the Vision, Mission, and Values for the City of Oakland Park, and seven strategic performance areas that have been selected by the City Commission. For each strategic performance area, key intended results or KIRs have been identified. These KIRs will be used to measure the progress that will be made in addressing each of the City Commission's strategic performance areas. KIRs are described in more detail in the section called Performance Measurement and Management System. Finally, the City Commission considered data, information, and current or emerging high interest topics as it created this Strategic Plan. This data and information—or what is called a situational analysis—is included in the 2007 briefing book that was prepared for the City Commission Strategic Planning Workshops. This briefing book is available through the Office of the City Manager or the City Clerk's Office.

OAKLAND PARK VISION AND MISSION STATEMENTS

OUR VISION

Oakland Park – A hometown choice for excellence in people, public service, and community.

OUR MISSION

We strive every day to deliver – in a friendly, courteous, reliable, and responsive manner – a diverse set of efficient and effective City services that exceed the expectations of our residents, businesses, and employees.

OAKLAND PARK VALUES

RESPECT – We value all members of our diverse community and will treat everyone with the highest respect.

INTEGRITY – The highest standards of honesty and fairness are the foundations of all policies and decisions.

SERVICE – We work together to satisfy the needs of our entire community in the most effective and efficient way possible.

EXCELLENCE – We are committed to excellence through hard work, innovation, creativity, and continuous improvement.

STRATEGIC PERFORMANCE AREAS

Seven Strategic Performance Areas (SPAs) were selected by the City Commission. They are:

- Financial Stability and Sustainability
- Infrastructure Needs
- Protecting Neighborhood Safety and Integrity
- Smart Growth and Redevelopment
- Maintaining Parks, Leisure Facilities, and Activities
- Focus on Oakland Park's Image
- Customer-Focused Service

This section provides a descriptive paragraph and the recommended Key Intended Results (KIRs) and performance goals for each Strategic Performance Area.

Financial Stability and Sustainability

The fiscal viability of the City of Oakland Park is the primary responsibility of the City Commission and the City Manager. It is the foundation upon which all other activities are supported. The realization of the City's Vision is dependent upon both short-term and long-term financial stability. State law mandates balanced municipal budgets. In meeting their obligations to the community, the City's leaders must ensure fiscal responsibility and the transparency of financial transactions.

Key Intended Results Categories

1. Favorable Overall Financial Condition
2. Adequate Fund Balance (General Fund) and Unrestricted Net Assets (All City funds)
3. Available Financial Resources for Infrastructure Investment
4. Prepare for the Future—Alternative and Diversification of Revenue Sources
5. Identify and Concentrate on Sustained Core Services

Key Intended Results

Performance Goal: 90% of indicators meet or exceed their performance goals

Performance Goal: 100% of the applicable City fiscal policies met or exceeded

Performance Goal: Maintain an acceptable blend of funding sources to ensure continued sufficient annual infrastructure investment.

Performance Goal: Maintain an infrastructure investment plan that ensures parity among users and funders of the infrastructure (intergenerational equity)

Performance Goal: Maintain property tax revenue increase to consumer price index (cpi) annual growth or less

Performance Goal: Seek grants and other alternative revenue sources

Performance Goal: Cover core services expenses with ongoing operating revenues

Performance Goal: Seek Community service partnerships to assist in funding on core services

Infrastructure Needs

Effective management of our infrastructure needs is a major responsibility the City government has to its residents, businesses, and visitors. It is critical for fulfillment of our Mission and Vision and, thus, for the economic and social vitality of the City. To do this we must provide potable drinking water, effective storm drainage, and sanitary sewer systems for the entire community. We must also address issues related to traffic and transportation systems; enhance accessibility to transportation systems for pedestrians and bicyclists, and have accessible and appropriate municipal facilities.

Key Intended Results Categories

1. Completion of planned water system (*potable and recyclable*) capital improvement projects
2. Completion of planned storm water system capital improvement projects
3. Completion of planned sanitary sewer system capital improvement projects
4. Completion of Interlocal Agreement (ILA) capital improvement projects
5. Comprehensive five-year capital/facilities needs program beyond current capital projects

Key Intended Results

Performance Goal: 90% of the City's capital improvement projects scheduled to be started or completed during the year are started or completed.

Performance Goal: 75% of the projects included in the Five-Year CIP are started or completed.

Protecting Neighborhood Safety and Integrity

Protecting the integrity and safety of our neighborhoods, businesses, and activity centers is a vital service for the City of Oakland Park. It is a service that must never be compromised. Protecting the integrity of our neighborhoods, businesses, and activity centers includes maintaining and enhancing police, fire, emergency medical services; uniform and systematic code enforcement; more effective zoning regulation to meet and promote the safety, aesthetic, and economic needs of the community, providing buffers between residential, commercial, and public areas; curbing “cut-thru traffic”; and community and neighborhood beautification, including trees and other landscaping.

Key Intended Results Categories

1. Attain a feeling of safety and security throughout the City of Oakland Park
2. Reduction in the number of preventable fires and *maintain* fire-related loss of life (at zero)
3. *Improve* community *and* neighborhood appearance
4. Reduction in loss of life from non-fire related emergencies
5. Improve resident sense of safety in times of declared emergencies
6. Eliminate visible signs of criminal activity, i.e. drugs
7. Improve compatibility between differing land-use and zoning districts
8. Implement traffic calming features that protect our community

Key Intended Results

Performance Goal: 75% of residents report feeling very, somewhat, or neither safe nor unsafe from criminal activity and fire

Performance Goal: Hold the number of structure fires with 15% (normal yearly variation) of FY 06/07 levels by completing 2,650 inspections and conducting 60 Fire and Life Safety presentations annually.

Performance Goal: 75% of residents rate Code Enforcement services either excellent, good, or fair

Smart Growth and Development

Effective and efficient management of the City's growth and redevelopment is critical to the City's future and the well being of our residents, businesses, and visitors. We need to provide a vibrant downtown (center of activities) to serve as a local destination. To accomplish this, the City and the Community Redevelopment Agency (CRA) need to make more and visible progress, to become more entrepreneurial, and to reach out to desirable developers.

Key Intended Results Categories

1. Friendly, efficient, appropriate-regulatory environment producing quality urban development
2. Creation of a *sustainable* urban downtown destination
3. More sustainable and environmentally sound buildings in the City
4. More transportation-oriented development and redevelopment
5. Influence the development of a hotel/conference center located in the City
6. Market City to attract quality businesses

Key Intended Results

Green Building Standards

Performance Goal: Adopt by March 2008 green building standards that are applicable through the City and hotel development standards

Overall Quality of New Development in Oakland Park

Performance Goal: 75% of residents rate the overall quality of new development in Oakland Park as either excellent, good, or fair

Maintaining Parks, Leisure Facilities, and Activities

A well-developed, diversely located park and recreation system, leisure activities and facilities, i.e. library services and performing arts, makes a positive contribution to the overall quality of life in our community. Green space and recreational resources such as basketball courts, water-related activities and facilities, and tennis courts help meet important needs for residents of all ages and needs in our inclusive community. They also help to create a positive sense of identity among our residents, and will ultimately contribute to the economic development and social vitality of Oakland Park.

Key Intended Results Categories

1. Increased participation of all segments of the community with parks, leisure, *and cultural* services
2. Increased satisfaction with parks and leisure services
3. Increase community building and neighborhood activism

Key Intended Results

Performance Goal: Annual 10% increase in number of participants in parks, leisure, and cultural programs

Performance Goal: Addition of facility/programming opportunities in the western portion of the City

Performance Goal: 90% of residents rate recreation, leisure services, and parks as either excellent, good, or fair

Performance Goal: Addition of neighborhood events and park clean-ups

Focus on Oakland Park's Image

Enhancing and sustaining a unified, positive identity with an overall sense of community pride will energize the City, generate resident and business satisfaction, and help us fulfill our Mission and achieve our Vision. It will also contribute to the development of a positive image that will help make Oakland Park a desirable place to live, work, shop, and play.

Key Intended Results Categories

1. Brand Development
2. Consistent Communication
3. Marketing Campaign

Key Intended Results

Performance Goal: 75% community recognizes “your hometown choice”

Performance Goal: Retooled website, OPTV, printed materials, presentations

Performance Goal: Promote City's vision through inclusive events and multiple communication outlets

Customer-Focused Service

As public servants, meeting people's and businesses' needs must always be the focus of the City's employees. We must know and understand our customers' needs in order to meet them. This requires that we communicate with residents, community and neighborhood groups, and businesses, and involve them in issues and decisions that affect the future of our City. The techniques for communication and involvement may vary, but the goal must always be to maximize community inclusiveness. Customer-focused service requires communication and the consistent and friendly delivery of City services. This will enhance customer relations and help to build positive image of the City. Providing effective and efficient City service is also of critical importance to the financial stability and sustainability of the City.

Key Intended Results Categories

1. Delivery of efficient, effective, *and courteous* City services
2. Strong customer satisfaction
3. Maximizing inclusiveness and successful outreach to the community
4. Increase community awareness and education about City services

Key Intended Results

Performance Goal: 95% of each annual Local Government Academy class will be filled

Performance Goal: 75% of residents rate the overall quality of City services as either excellent, good, or fair

Performance Goal: Pursue technological initiatives and process improvements that would maximize resources and reduce costs

Performance Goal: Increase staff participation at HOA and other community meetings including business and residential forums

Performance Goal: Host quarterly community roundtable meetings

Performance Goal: Provide timely and informative newsletters, email blasts, website content and other communication methods

Performance Goal: Direct City residents to other governmental entities that provide social service and other resources

PERFORMANCE MEASUREMENT AND MANAGEMENT SYSTEM

“In the social sectors, the critical question is not ‘How much money do we make per dollar of invested capital?’, but ‘How effectively do we deliver on our Mission and make a distinctive impact, relative to our resources?’ ”

—Jim Collins, *Good to Great and the Social Sectors*

An effective performance measurement and management system is simply essential when a city makes the commitment to improve its overall organizational performance. With an effective system, it becomes possible to set the results that are expected to be achieved, to determine the progress that is being made to achieve these results, and to report and compare the actual results with expected results that have been achieved on a regular, scheduled basis.

Getting Started

Defining results can be difficult for cities and counties for several reasons. Some types of expected results are difficult to define in a way that can be easily measured and reported. There may be confusion over which type of measures should be used for different purposes. It may be difficult to get information to measure expected results. Cities and counties may overuse one type of measure, creating an unbalanced performance measurement and management system.

To avoid these problems, Oakland Park is using a deliberate approach to create a performance measurement and management system that will be phased in over time. A limited number of strategic and operational performance measures will be established during the initial years of this Strategic Plan. Initially, measures may not be created for all Key Intended Results categories or all core, basic department services. Rather, staff will focus its efforts on development measures where accurate results can be regularly reported. Also during this initial implementation, methods to measure results for these performance measures will be created. Initial periodic and annual performance reports will also be established. By the end of this strategic planning period, the performance measurement and management system will be fully implemented.

Two important points should be noted regarding the performance goals that are listed for each key intended result. First, the performance goals represent targets that are intended to be achieved by the end of the strategic planning period. These targets may not be met during the first or second year of the Strategic Plan. Second, current performance results were used to set the performance goals. However, for some goals such as those dealing with customer satisfaction ratings, no current performance results were available. In these cases, staff used their best efforts to set a reasonable performance goal—one that can be attained by the end of the Strategic Plan. The performance goals can be revisited when the City Commission completes its first review of the Strategic Plan.

Types of Measures

Initially, two types of measures will be included in the performance measurement and management system:

Key Intended Results (KIRs) that describe and define the results that are expected to be achieved for each of the City Commission's seven strategic performance areas. In short, these will be the City's strategic results. City staff will work to achieve these results by the end of this strategic planning period.

Operating Results (ORs) that describe and define the key results that each City department is expected to achieve in the delivery of its core or basis services to residents, homeowner or community groups, business interests, or co-workers. These results will be established through the annual business plan. City staff will work to achieve these results by the end of each fiscal year.

It is important to briefly mention and describe the different types of performance measures that will be used to define the results that we plan to achieve.

Inputs. This type of performance measure looks at the resources needed to complete a specific work task or activity, i.e. the number of tons of asphalt needed for road resurfacing. Work crews and supervisors use input measures to control costs.

Outputs. This type of performance measure looks at the amount of work completed, i.e. the number of street miles resurfaced. Again, work crews and supervisors use output measures to control costs and to ensure that scheduled work is completed.

Operating. There can be several types of these measures—efficiency, service quality, responsiveness. This type of performance measure describes the result that we plan to achieve through the delivery of City services and programs. Performance results are described through the annual Business Plan and annual City Budget. Department directors use operating measures to compare actual to planned results for the core or basic services provided by their department. Actual performance results will be reported on a scheduled, regular basis.

Outcomes. This type of performance measure defines the performance results for each of the City Commission's seven strategic performance areas. They reflect that highest strategic results or outcomes that City staff plans to achieve over the strategic planning period. In Oakland Park, these measures are the KIRs that are included in the Strategic Plan. The City

Commission and senior leader's use the KIRs to measure progress in addressing the strategic performance areas.

In the Strategic Plan, our focus is on **outcome measures** specifically the KIRs for each strategic performance area. The KIRs are measures of the impact (effect) that an organization/system and its programs have on its stakeholders—

residents, businesses, etc., relative to its aim (intention). In short, KIRs are used to measure the success (or non-success) of the City in achieving its most important strategic goals.

Leaders should focus their attention on the measurement of outcomes (the intended results) because it is the effectiveness of the processes which impacts the various stakeholders and for which leaders are responsible. Hypothetical examples of outcome measures are presented below.

Ultimately, the City will develop a three-tiered measurement system that includes:

Strategic Performance Area: Measures that indicate progress in the Strategic Performance Areas for the Key Intended Results identified for each areas. These are the outcome measures (results) on which leaders must focus their attention in order to meet the needs of the community.

Department Measures: These are the measures used by management staff to determine the effectiveness and efficiency of Departments.

Reporting Measures: These are the measures used by staff and management to track activities and at operational levels of the organization.

The following are the guidelines that City staff is using to develop recommended KIRs for the strategic performance areas or operating results (ORs) for department performance measures.

Focus on the important measures—the vital few.

Measures must link to Mission, Vision, goals/objectives, and critical success factors (the things you need to accomplish to fulfill the Mission and Vision, and achieve your goals). Measures should flow from the top. Identify the institutional goals, key performance areas, and measures—they become the framework in which other goals, performance areas, and measures are developed.

Identify more than one measurement area whenever you can—the balanced score card approach: performance outcomes, customer satisfaction, learning and improvement, and financial.

Measures should be:

Valid – they measure what you are trying to measure

Linked to the Mission, Vision, strategic performance areas, and critical success factors

Linked to balanced score card—what category

Measure Validation Questions:

What is the measure?

Why is it needed?

How will it be used?

Who will benefit from its use? How will they benefit?

Who will do the measuring?

Are the potential benefits of measuring likely to outweigh the costs?

At what level is the measure useful? Can it be useful at more than one level?

Is there a benchmark for the measure (standard)?

Is there a benchmark for the process involved?

Will the measure drive behavior and achievement?