

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b> Overview of the Performance Measurement Program <b>DEPARTMENT:</b> Finance <b>PRESENTED BY:</b> Debbie Tarry, Finance Director
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**PROBLEM/ISSUE STATEMENT:**

One of the key components of the City's Strategic Plan is to develop and implement a citywide performance measurement program that provides meaningful data to be used by the City to improve performance and enhance customer satisfaction. The program will assist the City in measuring its results and provide a mechanism to report those results to the citizens of Shoreline.

**FINANCIAL IMPACT:**

No additional funds are required for the implementation of the performance measurement program. Funds are currently available within department budgets.

**RECOMMENDATION**

No action is required by Council. This item is provided for informational purposes.

Approved By: City Manager  City Attorney 

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## **INTRODUCTION**

The purpose of the performance measurement program is to develop and implement a citywide program that provides meaningful data to be used by the City to improve its performance and enhance customer satisfaction. The program will provide meaningful data on a citywide basis to be used by stakeholders (Shoreline citizens, City Council, City Manager, City Leadership Team, and program managers) in the program and resource allocation decision-making process.

## **BACKGROUND**

A pilot performance measurement program was initiated in 2001. Five City departments participated in the pilot program: City Manager's Office, Finance, Police, City Attorney and Customer Response Team (CRT). Each of these departments developed performance measures that were included in the 2002 budget. During the development of the 2003 budget, each department in the pilot program reviewed their measures to determine if they were still appropriate to measure their progress toward department goals. Departments also began to collect data and report results in the 2003 proposed budget.

Since the pilot program was successful, a citywide team was created in January of 2003 with representatives from each City department. The team determined that performance measurement is a necessary tool to facilitate the City's commitment to continuous improvement and to measure if we are accomplishing the City's mission and objectives. The team also determined that the program should meet the following objectives:

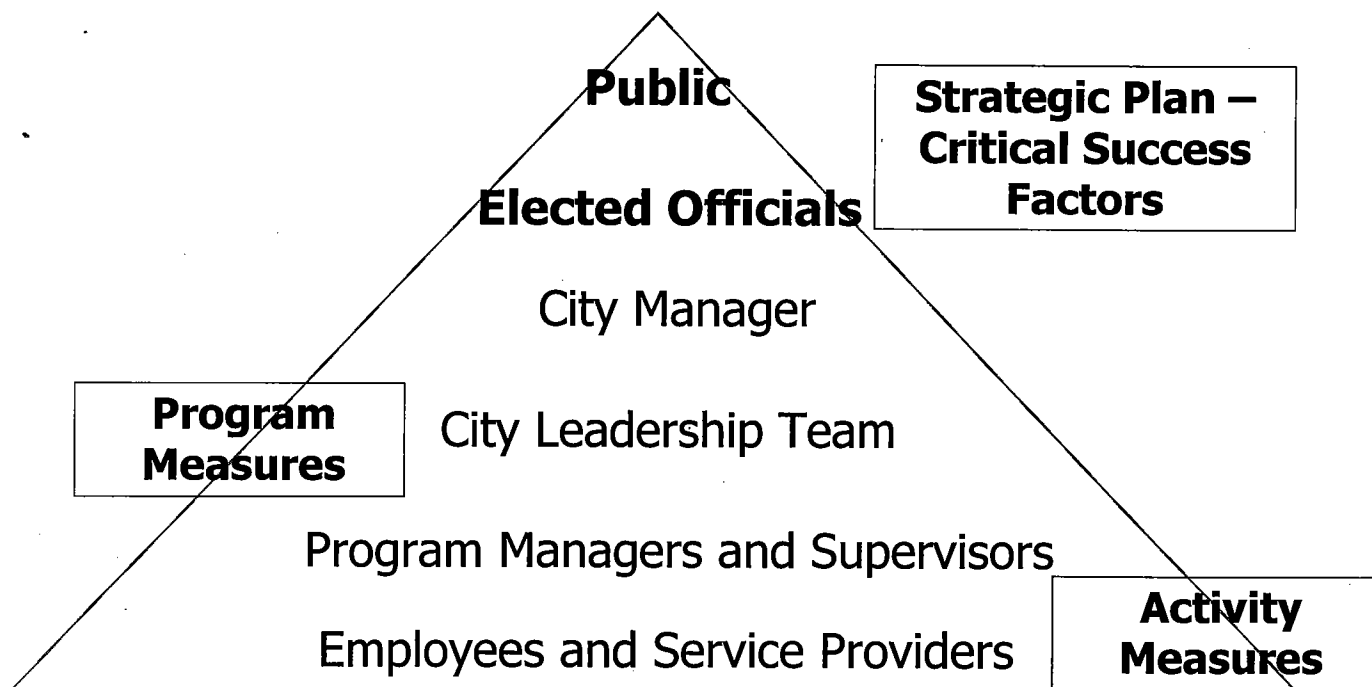
- ◆ Provide relevant data that can be used for organizational and community decision making.
- ◆ Provide valid data that will assist the organization in its resource allocation decisions.
- ◆ Provide valid data that can be used in the City's efforts to proactively communicate its efforts and accomplishments.
- ◆ Provide data that can be used to evaluate program effectiveness and assist in program development and improvement.
- ◆ Develop the foundation for future benchmarking within the context of the City's policies and priorities.
- ◆ Provide data that can be used for policy formation and decision making.

### **Program Overview**

Performance measures will be used to show the City's progress toward achieving the Council Goals, City's mission and the Strategic Plan Critical Success Factors (CSF). Outcome and customer service measures will also be used to determine if each City program is fulfilling its purpose while continuing to provide excellent customer service. Finally, each activity that the City undertakes from Aquatics to Information Technology Data Management & Administration will be measured for its effectiveness and efficiency. A future goal will be to benchmark our results with other comparable cities to determine the efficiency of our programs and activities.

Each of these different types of measures will be used at various levels of the organization. For instance, Shoreline citizens, the City Council and the City Manager will review Critical Success Factor measures. These measures provide an overall view of how well the City is meeting the needs and expectations of the citizens. An example of this type of measure is *Percentage of residents who feel safe in their neighborhood*. This measure has a direct link to the Critical Success Factor, Healthy Vibrant Neighborhoods. Data will be collected through a citywide citizen survey with the results being used to identify areas that need further attention and potentially additional resources. Survey results will also tell us where we are being successful in meeting citizen expectations.

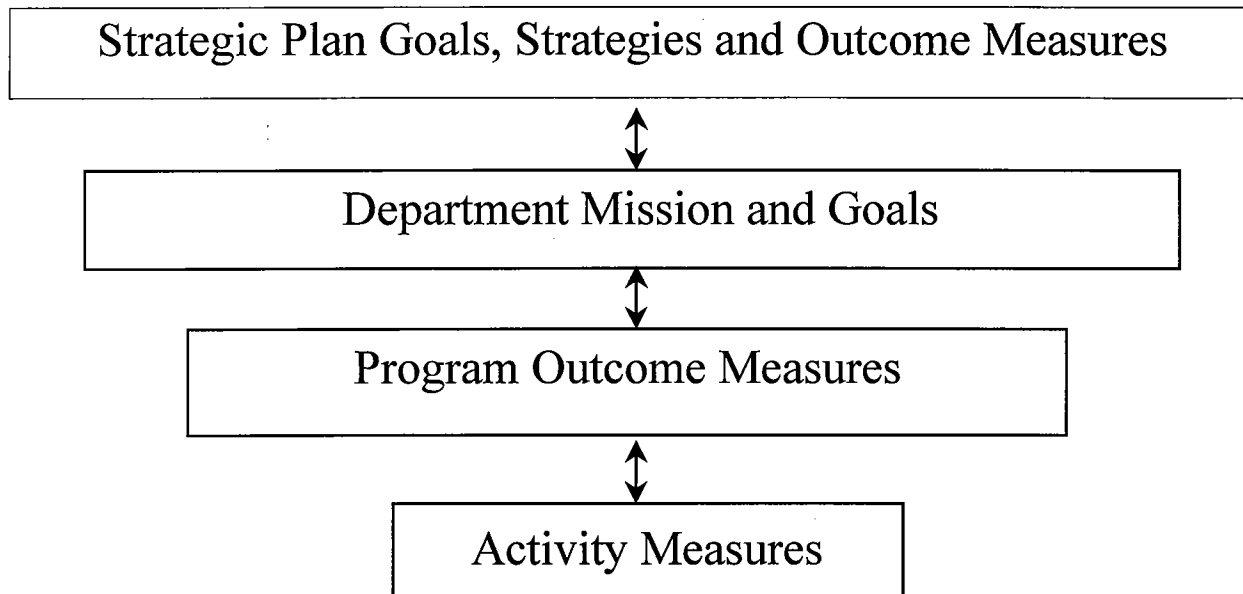
The City Leadership Team, program managers and line staff will review program and activity outcome and customer service measures. These measures will assist in the day to day operations of the City by providing a method to examine the productivity and effective of City programs and activities. An example of a measure at this level is *Percentage of Customers Rating Finance Department Services as Good or Excellent*. This measure can be used by the Finance Director to measure the satisfaction level of Finance customers.



The specificity and frequency of data collection will differ depending on the type of measure. Higher level measures may be collected on an annual basis through a citizen survey. Program outcome or customer service measures may be collected on a daily, weekly or monthly basis depending upon the measure. Program managers will review these measures on an as needed basis as they manage their daily operations of the City.

CSF measures and program outcome and customer service measures will be reported in the City's annual budget. Activity measures will be used by program managers and line staff on an ongoing basis and therefore will not be included in the budget.

The following graphic depicts the linkage between City programs and activities and the Strategic Plan and City department's missions and goals.



City programs and activities are being reviewed for their alignment with the Council Goals and the Strategic Plan. This will help to focus City resources on the most important activities.

City performance will also be benchmarked against comparable cities through the International City/County Manager's Association (ICMA) Center for Performance Measurement. The City joined their Comparative Performance Measurement Program earlier this year and will begin to collect and report data to the ICMA during 2004.

### **Implementation Timeline**

The performance measurement program will be implemented over a multi-year period as outlined in the following table. During Year 1 of the program, departments will identify their programs and activities and develop an outcome and customer service measure for each program. Also during this first year, as the Strategic Plan was being developed, measures were created for each Critical Success Factor. The draft Strategic Plan will be presented to Council for adoption in the near future. During Years 2 through 4, performance measures will be developed for all City activities to provide program managers with operational data to better assess the effectiveness of City operations.

During this first year of the program, the City has joined the ICMA Center for Performance Measurement. We will begin to collect and report data to the Center

during Year 2 with our results being published in the annual comparative report during Year 3. Excerpts from the 2001 annual report are included in Attachment D.

	Year 1	Year 2	Year 3	Year 4
Identify Programs & Activities				
Align programs with Strategic Plan				
Develop outcome and customer service measures for each program				
Develop performance measures for Strategic Plan Critical Success Factors				
Develop measures for each program activity				
Collect data for ICMA program				
Report data to ICMA for inclusion in their annual Comparative Performance Measurement Report				

The following timeline provides detailed milestones for Year 1 of the project.

### Project Phases and Timelines (Year 1)

- ◆ Established Employee Performance Measurement Workgroup– (January)
- ◆ Finalize charter and implementation plan - (February)
- ◆ Review and update City programs, activities and program purpose statements (March)
- ◆ Identify key outcome and customer service measures for each program (April/May)
- ◆ Define and identify data collection methods for each measure – (May/June)
- ◆ Review measures for appropriateness and ease of collection (July/August)
- ◆ Provide City Council overview of Performance Measurement Program – (September)
- ◆ Develop a format to include measures in the 2004 budget document – (September/October)
- ◆ Evaluate Program and prepare for next phase – (December 2003/January 2004)

### Program Status

The departments have reviewed their mission statements and programs, defined their program purpose statements, inventoried their activities and developed at least one program outcome and customer service measures. These are included in Attachment A.

A copy of the draft Strategic Plan is also included as Attachment B. The draft Strategic Plan will be presented to the City Council for adoption in the near future. In the Strategic Plan, performance measures were developed to monitor the City's progress on the Critical Success Factors.

The 2004 proposed budget will include the program outcome and customer service measures and the measures included in the Strategic Plan. Attachment C is a draft of a department section of the 2004 budget document. This section provides a department

overview that includes the mission statement, programs, activities, 2003 accomplishments, 2004 objectives, and financial overview. It also contains pages for each program that include the program purpose statement, program outcome and customer service measures and a financial overview.

The City has joined the ICMA Center for Performance Measurement (CPM). Many of the outcome and customer service measures developed for City programs correspond with the measures that are included in the CPM annual report. This report benchmarks the annual results from various cities that are participating in the program. Attachment D contains excerpts from this report.

### **RECOMMENDATION**

No action is required by Council. This item is provided for informational purposes.

### **ATTACHMENTS**

Attachment A – Department Programs and Activities

Attachment B – Draft Strategic Plan

Attachment C – Sample Page from Proposed 2004 Budget

Attachment D – Excerpts from ICMA Center for Performance Measurement 2001 Annual Report

## City Manager

**Mission Statement:** Implement Council goals and direction, provide organizational leadership, and ensure the delivery of efficient and effective public services.

### **Program: City Manager's Office**

**Purpose Statement:** The City Manager's Office is accountable to the City Council for operational and financial results and organizational leadership.

**Outcome Measure:** *Total City employees per 1,000 residents*

**Customer Service Measure:** *Percent of citizens rating city services equal to or better than comparable cities*

#### **Activities:**

- Council agenda and calendar
- Operational management and oversight
- Community Relations
- Strategic Planning



## **Economic Development**

**Mission Statement:** The mission of Economic Development is to bring together the public and private resources necessary to enhance the existing business environment in Shoreline and ensure the long-term viability of the City's economic base.

### **Program: Economic Development**

**Purpose Statement:** The Economic Development program develops and implements strategies to encourage economic development.

**Outcome Measure:** *Sales taxes per capita*

**Customer Service Measure:** *Percent of businesses rating Shoreline as a "business friendly" city.*

#### **Activities:**

- Manage redevelopment initiatives
- Business liaison
- Business recruitment

## City Attorney

**Mission Statement:** The City Attorney provides accurate and timely legal advice to the Council, City departments and advisory boards and commissions to improve effectiveness and minimize risk of City operations and oversees criminal justice services to the public.

**Program: City Attorney**

**Purpose Statement:** The City Attorney provides accurate and timely legal advice to the Council, City departments and advisory boards and commissions to improve effectiveness and minimize risk of City operations.

**Outcome Measure:** *Being developed.*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Legal Advisory Services
  - Coordinate Prosecution and Domestic Violence Services
- 

**Program: Prosecuting Attorney**

**Purpose Statement:** The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

**Outcome Measure:** *Percentage of total cases that are dismissed.*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Litigation
- 

**Program: Domestic Violence**

**Purpose Statement:** The Domestic Violence program provides advocacy services to assist the City in the prosecution of domestic violence offenses and to assist victims and witnesses involved with these offenses.

**Outcome Measure:** *Percentage of total cases that are successfully prosecuted.*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Victim Advocacy
- Case Management

## Human Services

**Program:** Human Services

**Purpose Statement:** Human Services fosters the development of an effective and accessible system of human services serving Shoreline residents.

**Outcome Measure:** *% of City determined service goals met by human service contractors*

**Customer Service Measure:** *Number of Shoreline residents served through contracts*

**Activities:**

- Human services planning
  - Human services grant administration
-

## Criminal Justice

**Mission Statement:** The mission of Criminal Justice is to provide for the fair and timely adjudication of misdemeanor cases and develop cost effective alternatives to effect the resulting judicial decisions and sentencing requirements

### Program: Jail Contract

**Purpose Statement:** The Jail Contract program provides screening, booking, housing and related services for misdemeanor offenders

**Outcome Measure:** *Percentage of days held at King County/Yakima/Other facilities*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Contract management
- 

### Program: Public Defender

**Purpose Statement:** The Public Defender provides legal representation to indigent and nearly indigent criminal defendants as required by law.

➤ **Outcome Measure:** *Being developed.*

➤ **Customer Service Measure:** *Being developed.*

**Activities:**

- Legal representation
- 

### Program: Municipal Court

**Purpose Statement:** The Municipal Court program provides court services through a contract with the King County District Court.

**Outcome Measure:** *Number of defendants who fail to appear for their arraignment.*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Court Services

## Communications and Intergovernmental Relations

**Mission Statement:** The mission of Communications and Intergovernmental Relations is to create two-way communication mechanisms between City government, Shoreline residents and other key stakeholders. Our goal is to encourage their involvement in City decision making processes and enhance their understanding and use of City services.

### Program: Communications

**Purpose Statement:** The Communications program develops and uses two-way communication resources to deliver and elicit useful information to and from our residents and other key stakeholders.

**Outcome Measure:** *Number of Web site visits*

**Customer Service Measure:** *Percent of residents who believe the City is doing an excellent or good job of keeping residents informed*

#### Activities:

- Media relations
  - Communication development
- 

### Program: Government Relations

**Purpose Statement:** The Government Relations program provides staff support for legislative objectives and intergovernmental work that furthers the City's goals and priorities

**Outcome Measure:** *Number of joint projects with shared community resources*

**Customer Service Measure:** *Percent of citizens satisfied with joint governmental projects*

#### Activities:

- Provide information about City Priorities to elected officials and agency staff to keep them apprised of activities and funding needs.
  - Build partnerships with elected officials and agency staff at the local, county, state and federal levels.
-

## **Program: Neighborhood Programs**

**Purpose Statement:** The Neighborhoods program provides support, advice and assistance to the Council of Neighborhoods and other community groups to build healthy, vibrant neighborhoods and develop community alliances and partnerships.

**Outcome Measure:** *% of residents who feel that they have a sense of community pride and City pride*

**Customer Service Measure:** *Percent of citizens rating neighborhood programs as very good or excellent.*

### **Activities:**

- Council of Neighborhoods support
- Neighborhood liaison
- Neighborhood mini-grant administration

## City Clerk

**Mission Statement:** The City Clerk facilitates the effective functioning of the democratic process in the City of Shoreline's governance. We do this by: overseeing the efficient and legal conduct of City Council meetings and appeal hearings; ensuring public access to City Records; and advising and assisting with the availability, protection, and retention of City records.

### **Program: City Clerk**

**Purpose Statement:** The City Clerk's Office oversees the legal and efficient operation of City Council meetings and Hearing Examiner appeal hearings and manages the availability, protection and retention of City records to facilitate the democratic process for the citizens of Shoreline

**Outcome Measure:** *Percentage of City Council packets available to the public on the City website the Tuesday before the Council Meetings*

**Customer Service Measure:** *Percentage of external customers and internal staff, who rate the City Clerk's public disclosure process as very good or higher*

### **Activities:**

- Legislative Support
- Records
- Public Information



## Customer Response Team

**Mission Statement:** The mission of the Customer Service department is to coordinate the highest quality of customer services. We professionally respond to internal and external inquiries, concerns, suggestions and complaints while providing reliable resolution and follow up to guarantee customer satisfaction. We also provide ongoing training to staff to enhance customer service skills and maintain efficiency throughout the organization.

### **Program: Customer Response Team**

**Purpose Statement:** The Customer Response Team professionally responds to requests for service and provides reliable resolution and follow up to guarantee customer satisfaction.

**Outcome Measure:** *Percentage of customer requests responded to within 24 hours*

**Customer Service Measure:** *Percentage of customers giving CRT services an Excellent rating*

#### **Activities:**

- Call Center
- Investigate and remedy requests for service

## Finance

**Mission Statement:** The Finance Department provides excellent and innovative financial and technological services to City departments for the purpose of enhancing the community of Shoreline.

### **Program: Finance Director's Office**

**Purpose Statement:** The Finance Director's Office provides leadership and coordination of financial and information technology services to City staff so that operating departments can provide services to Shoreline residents and businesses.

**Outcome Measure:** *Finance department budget as a percentage of the City's operating budget.*

**Customer Service Measure:** *Percentage of customers rating the Finance Department services as good or excellent.*

#### **Activities:**

- Leadership, coordination and oversight
- Risk management

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### **Program: Budget and Financial Planning**

**Purpose Statement:** Budget and Financial Planning provides financial analysis and advisory services to support City departments making fiscal and organizational decisions optimizing the use of City resources.

**Outcome Measure:** *Accuracy of revenue and expenditures forecasts based on second quarter financial projections.*

**Customer Service Measure:** *Percentage of customers rating the Finance Department Budget Division services as good or excellent.*

#### **Activities:**

- Financial Analysis and Advisory Services
  - Resource Planning
-

## **Program: Information Technology (IT) Strategic Planning and Advisory Services**

**Purpose Statement:** IT Strategic Planning and Advisory Services provides technology needs assessment and project management to City departments to enhance their service levels and streamline their business processes.

**Outcome Measure:** *Total program expenditures as a percentage of the City's total operating budget.*

**Customer Service Measure:** *Percentage of customers rating services as good or excellent.*

### **Activities:**

- Project Management
- Long Range Technology Planning
- Needs Analysis

## **Program: IT Operations and Security Administration**

**Purpose Statement:** IT Operations and Security Administration provides technology infrastructure that supports the daily operations of City departments in achieving their goals and objectives

**Outcome Measure:** *Percentage of network, desktop, and help desk calls resolved and/or repaired with 24 hours.*

**Customer Service Measure:** *Percentage of customers rating services as good or excellent.*

### **Activities:**

- Telephone/Network Services
- Help Desk Support

## **Program: IT Data Management and Administration**

**Purpose Statement:** IT Data Management and Administration manages enterprise wide data so that it is readily available to City departments to support their decision-making and planning processes.

**Outcome Measure:** *Total program expenditures as a percentage of the City's total operating budget.*

**Customer Service Measure:** *Percentage of customers rating services as good or excellent.*

**Activities:**

- Applications Support
  - Hardware and Application Maintenance
  - GIS
- 
- 

**Program: Operations**

**Purpose Statement:** Financial Operations provides innovative accounting services and ethical reporting for our diverse customers in order to promote customer satisfaction while complying with all statutory requirements.

**Outcome Measure:** *Percentage of time Month-end close process completed within 10 working days of the end of the month*

**Customer Service Measure:** *Percentage of customers rating the Finance Department Operations Division services as good or excellent.*

**Activities:**

- Cash Management
  - Payroll
  - Accounts Payable
  - Financial Reporting
- 
- 

**Program: Purchasing**

**Purpose Statement:** Purchasing provides City departments with knowledge and resources to obtain goods and services for the best value, while complying with applicable Federal, State and City procurement regulations

**Outcome Measure:** *Percentage of Purchasing conducted using procurement cards and credit cards*

**Customer Service Measure:** *Percentage of customers rating the Finance Department Purchasing Division services as good or excellent.*

**Activities:**

- Requisition assistance and processing
  - Contract award and administration
  - Competitive bidding assistance
  - Procurement of citywide office equipment and supplies
- 
-

## **Program: Grant Development**

**Purpose Statement:** The Grant Development program coordinates and supports all City Departmental grant seeking efforts designed to increase resources available for General Fund and Capital Improvement Program Budgets

**Outcome Measure:** *Percentage of grant applications successfully awarded.*

**Customer Service Measure:** *Percentage of customers rating services as good or excellent.*

**Activities:**

- General grants development

## Human Resources

**Mission Statement:** The mission of Human Resources is to foster and support our organizational values and goals to attract, retain and develop a professional and committed workforce that provides the highest quality and value in customer service.

### **Program: Human Resources**

**Purpose Statement:** The Human Resources program creates an environment which attracts, retains and develops a professional and committed workforce to support delivery of the highest quality public services to Shoreline residents.

**Outcome Measure:** *Percentage of total regular staff that terminated employment during the year*

**Customer Service Measure:** *Percentage of employees who fully understand the City mission/values/key policies after 6 months*

#### **Activities:**

- Policy Development and Administration
- Recruitment/Selection Orientation
- Training/Employee Development
- Enhance and Develop the Organizational Culture
- Compensation/Benefits

## Planning & Development Services

**Mission Statement:** Our mission is to ensure that the natural and built environments are healthy, safe, and reflect the community's vision by providing exceptional customer service, listening to our customers and proactively solving problems.

### Program: Code Enforcement

**Purpose Statement:** The code enforcement program provides quality, professional, and timely enforcement of City codes reflective of community values to sustain a safe and attractive City.

**Outcome Measure:** *Percentage of all code enforcement actions resolved by voluntary compliance.*

**Customer Service Measure:** *Percentage of customer response who believed that "the people who work in Planning and Development Services were professional in every way".*

#### Activities:

- 
- 
- 

### Program: Permits

**Purpose Statement:** The permits program administers building and land use permits to ensure that the natural and built environments are healthy, safe, and reflect the community's vision.

**Outcome Measure:** *Percentage of permits issued on or before target date pursuant to SMC 20.30.030.*

**Customer Service Measure:** *Percentage of customer response who believed that "the people who work in Planning and Development Services were professional in every way".*

#### Activities:

- Plan review
  - Permit issuance
  - Building inspections
- 
-

## **Program: Capital Project Management and Support**

**Purpose Statement:** The capital project management and support program provides expertise and guidance through the permitting process and uses best business practices to advance Council or City Manager defined CIP projects in order to make Shoreline a vibrant and attractive community.

**Outcome Measure:** *Percentage of capital project milestones that were met.*

**Customer Service Measure:** *Percentage of customer responses who believed that "the people who work in Planning and Development Services were professional in every way".*

### **Activities:**

- City Gateways
  - Interurban Trail
  - Aurora Corridor Improvement
  - Richmond Beach Pedestrian Bridge
  - Richmond Beach Saltwater Park
- 

## **Program: Planning and Policy**

**Purpose Statement:** The planning and policy program identifies and develops policies for land use needs of the City, so that public officials are provided with sound guidance to adopt policies and make decisions for the community.

**Outcome Measure:** *Percentage of quasi-judicial and legislative projects that achieved consensus.*

**Customer Service Measure:** *Percentage of customer response who believed that "the people who work in Planning and Development Services were professional in every way".*

### **Activities:**

- Comprehensive Plan
  - Development code
  - Planning Commission support
  - Sub-area planning
- 

## **Program: Quality Customer Service and Improvements**

**Purpose Statement:** The quality customer service and improvements program provides and enhances current processes and procedures to provide easier, faster, and improved services for our customers



**Outcome Measure:** *Percentage of customers responding to the online survey.*

**Customer Service Measure:** *Percentage of customer response who believed that "the people who work in Planning and Development Services were professional in every way".*

**Activities:**

-

## Parks, Recreation & Cultural Services

**Mission Statement:** Provide life-enhancing experiences and promote a healthy community.

### **Program: Parks Administration**

**Purpose Statement:** Parks Administration administers a full service Parks, Recreation and Cultural Services Department and provides long term planning and capital project oversight of park projects to support community use and meet public recreation needs of the community

**Outcome Measure:** *Percentage of Community that have visited a park in the past year*

**Customer Service Measure:** *Percentage of Community that have visited a park more than twice in the past year*

#### **Activities:**

- Long range planning
  - General Administration
  - CIP Project Administration
- 

### **Program: Parks Operations**

**Purpose Statement:** The Parks Operations program maintains the City of Shoreline's park system and provides long term planning and capital project oversight of park projects to support community use of the parks and meet public recreation needs.

**Outcome Measure:** *Cost per acre of park property maintained.*

**Customer Service Measure:** *Percentage of Park users rating the condition of City Parks as good or excellent*

#### **Activities:**

- Park and Open Space Stewardship
  - Athletic Facility Maintenance and Operations
  - CIP Project Management & Tech Support
-

## **Program: Recreation**

**Purpose Statement:** The Recreation Program develops and implements comprehensive recreation programs, services and events targeting all ages and abilities, and a variety of special interests throughout the year to meet the needs of the community.

**Outcome Measure:** *Percentage of City residents who have participated in recreational programming offered by the City*

**Customer Service Measure:** *Percentage of customers rating the quality of the program as good or excellent*

### **Activities:**

- Aquatics
  - Community Recreation
  - Facilities
  - Teen Program
  - Cultural Services
  - Special Event Activity
-

## POLICE

**Mission Statement:** The mission of the Shoreline Police Department is to prevent crime and create an environment where people feel safe, while providing quality, professional law enforcement services designed to improve public safety.

### **Program: Traffic**

**Purpose Statement:** The Traffic Unit provides motorist education and enforces traffic laws, within the City of Shoreline in order to keep motorists and citizens safe..

**Outcome Measure:** *Number of Citizen Traffic Complaints*

**Customer Service Measure:** *Percentage of Citizens that are Concerned or Very Concerned about Speeding Traffic*

#### **Activities:**

- Neighborhood Traffic Safety Program support
- Traffic Law Enforcement
- Motorist Education

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### **Program: Patrol**

**Purpose Statement:** Patrol responds to calls for service, enforces criminal laws and performs self-initiating activity to keep citizens safe.

**Outcome Measure:** *Average Response time to High Priority Calls*

**Customer Service Measure:** *Percentage of surveyed citizens who indicated that Police were more Customer Service oriented than expected*

#### **Activities:**

- Dispatched calls for service
- Self-initiated activity

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### **Program: Investigations**

**Purpose Statement:** Investigations investigates crimes and solves cases in order to keep the community safe.

**Outcome Measure:** *Number of cases closed and cleared by arrest*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Investigation
- Crime Analysis

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**Program: Administration**

**Purpose Statement:** Administration establishes policy and priorities in order to deliver police services in Shoreline based upon Council direction and community input.

**Outcome Measure:** *Crime rate per 1,000 residents*

**Customer Service Measure:** *Percentage of citizens feeling safe*

**Activities:**

- Emergency operations
- Explorer program
- Leadership

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**Program: Special Support Services**

**Purpose Statement:** Special Support Services provides special investigation on major crimes in order to solve cases committed in Shoreline and apprehend offenders.

**Outcome Measure:** *Being developed.*

**Customer Service Measure:** *Being developed.*

**Activities:**

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**Program: Community Storefronts**

**Purpose Statement:** Community Storefronts work collaboratively with local residents, businesses, and schools in order to address issues that affect the community.

**Outcome Measure:** *Number of active block watch groups*

**Customer Service Measure:** *Number of crime prevention house checks performed*

**Activities:**

- Crime prevention
- Citizen outreach

## PUBLIC WORKS

**Mission Statement:** Public Works: What are we doing to make a difference? Public Works Employees are guided by the principles of integrity, respect and partnerships combined with innovation, hard work and customer responsiveness. We, as a team, are dedicated to maintaining and improving our City's infrastructure through positive and proactive leadership, education, planning and the delivery of quality projects on time, on target and on budget while being strong stewards of the environment, public safety, and fiscal resources. Public Works Employees strive to be known for getting it done...and done well.

### **Program: Administration**

**Purpose Statement:** Public Works Administration provides the department with management, leadership, process and policy development, and staff support.

**Outcome Measure:** *Being developed.*

**Customer Service Measure:** *Percentage of customers who rate administrative staff services as very good or higher*

#### **Activities:**

- Budget and financial management
- Policy development and leadership
- Administrative support and report

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### **Program: Engineering Services**

**Purpose Statement:** The Engineering Services program provides design and project management services to maintain and improve the City's infrastructure of the City of Shoreline.

**Outcome Measure:** *Percentage of capital projects that are completed on time, within budget, and within scope*

**Customer Service Measure:** *Percentage of requested design and project management services non-CIP related for which Engineering provides consultation*

#### **Activities:**

- CIP Project Development and Management
- Non-CIP Engineering Services

## **Program: Right of Way Program**

**Purpose Statement:** The Right of Way program maintains, protects and keep safe the public rights of way for the citizens of Shoreline

**Outcome Measure:** *Percentage of permitted work completed within pavement engineering standards*

**Customer Service Measure:** *Percentage of permitted work completed on time.*

### **Activities:**

- Construction inspection
  - Plan review
- 

## **Program: Facilities**

**Purpose Statement:** The Facilities Program manages and maintains the City's owned and leased buildings and vehicles keeping them in good working order to provide services to citizens and to promote good stewardship of City of Shoreline's assets.

**Outcome Measure:** *Percentage of work orders that are completed within target timeframe*

**Customer Service Measure:** *Percentage of customers who rate facilities services as very good or better*

### **Activities:**

- Building operations and maintenance
  - Vehicle operations and maintenance
  - Capital project management support
- 

## **Program: Street Operations**

**Purpose Statement:** The Street Operations program maintains, repairs and improves the City's transportation, urban forestry and drainage infrastructure and provides safe and efficient corridors of travel to protect public and private property and to provide a safe, pleasant and healthy environment for the community.

**Outcome Measure:** *Overall pavement condition rating.*



**Customer Service Measure:** *Reduce number of street condition complaints*

**Activities:**

- Street maintenance
  - Street drainage systems maintenance
  - Right of way vegetation management
  - Traffic management
- 
- 

**Program: Surface Water Management**

**Purpose Statement:** The Surface Water Management program provides for the maintenance and operations of the City's surface and subsurface water infrastructure, public education and outreach, water quality monitoring and code enforcement to protect water quality, enhance natural habitat, and prevent flooding.

**Outcome Measure:** *Overall water quality of City streams*

**Customer Service Measure:** *Reduce percentage of drainage complaints.*

**Activities:**

- Inspection of storm water facilities and operation of regional storm water facilities
  - Ambient water quality monitoring of streams and investigation of illicit discharges to the storm water system
  - Surface water drainage systems maintenance
  - Environmental education
- 
- 

**Program: Recycling**

**Purpose Statement:** The Recycling program provides public education and outreach to residents, businesses and schools to support the sustainable use of resources and promote stewardship of the environment.

**Outcome Measure:** *Number of citizens participating in annual recycling events*

**Customer Service Measure:** *Being developed.*

**Activities:**

- Community/school education and outreach
- Community recycling events

**ATTACHMENT B**

**DRAFT  
STRATEGIC  
PLAN**

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## **Introduction**

### **Why Have a Strategic Plan?**

Knowing the “destination” or vision for a community is merely one required element for a city’s success; another is having a “roadmap” or a strategic plan that helps us get there. This plan helps translate the community’s vision and Council’s goals to staff – enabling us to better understand how our job fits into the bigger picture.

This plan strives to provide concentration and clarity by outlining the goals and strategies our organization will focus on over the next six years. With limited staffing and financial resources, it is even more important to focus on achievable goals. Trying to do everything is simply unrealistic.

Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that it be considered as a beginning, rather than an end, to our efforts to manage our organization and serve the Shoreline community.

This simple plan is prioritized around the critical success factors of our community and is intended to be a living document, which will be evaluated regularly.

### **Scope of the Plan**

The strategic plan outlines the community and organizational vision and values and summarizes the community profile and strategic planning process. The plan is organized around the critical success factors, or key results, identified by our City Council. To ensure that each factor is achieved, a set of goals, strategies and high-level performance measures were identified. Finally, the plan discusses our commitment to managing for results and describes the various strategies we will use to collect, analyze and use data for improved decision-making and planning.

## **Community Profile**

### **Community Overview**

A suburb of Seattle, Shoreline covers 11.5 square miles and has more than 53,000 residents. It is primarily residential with more than 70 percent of the households being single-family residences. The City has approximately 170 employees (this includes staff from a King County police contract) and an operating and capital budget of \$44.5 million.

Our residents have a positive perception of the quality of life and quality of services provided by our City. In our 2002 resident survey, 33 percent of our residents rated the quality of our services as better than comparable cities and 56 percent rated the quality of life in Shoreline better than other cities.

Our community is a very safe community. In our survey, 98 percent of our residents said they feel safe walking alone in their neighborhood during the daytime. The improvement of police services since incorporation has been one of the key successes of our new city.

### **Financial Environment**

Since we are primarily residential, we have a very small commercial and retail base. The City’s property tax collections and sales tax collection per capita are among the lowest of the 39 cities in King County.

The Seattle region is in the middle of an economic downturn with unemployment at its highest level in years. Likewise, sales tax revenue for the entire state has declined. Our other major source of general fund revenue, the property tax, is also growing at a reduced rate because of a voter initiated and approved one-percent limitation.

Since incorporation, the City has practiced conservative financial planning and been careful about taking on new spending. Shoreline has aggressively pursued the development of an increased retail tax base by aiming to create an environment to attract private investment by improving the City's infrastructure.

We have limited fiscal capacity and we operate within our means. Our focus continues to be the City's inadequate infrastructure because we are a new city. Despite the fact that one-fourth of the City's budget is solely dedicated to improving facilities, parks, transportation and surface water systems, we have a long way to go before we meet all of our infrastructure needs. In the long-term, it may be necessary for the Citizens Bond Advisory Committee to examine additional funding sources.

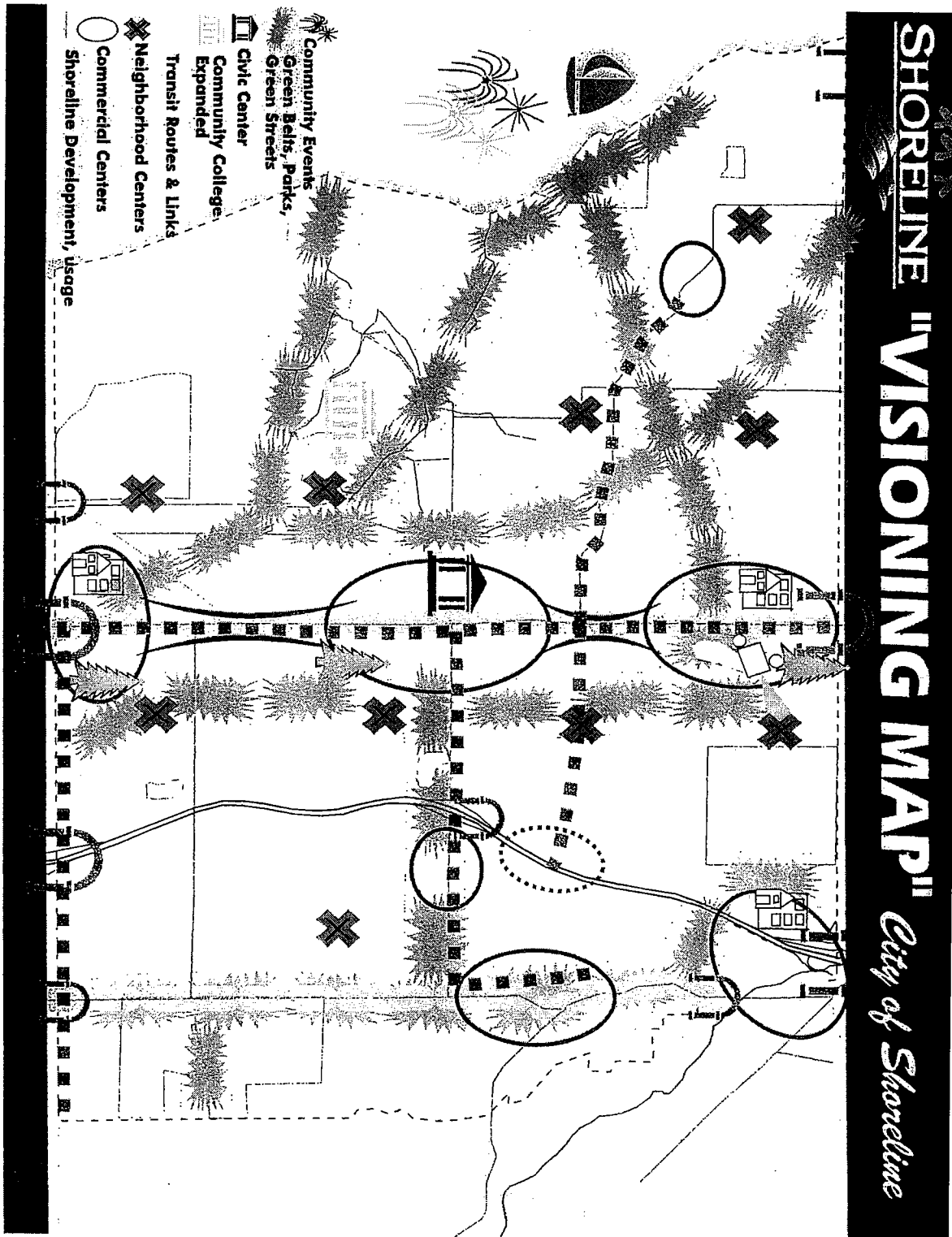
### **Partners and Customers**

Since we are not a full service city, it is beneficial for our residents that we partner with the various districts and agencies that serve our community. For example, an effective partnership with the Shoreline School District has resulted in leveraging capital dollars to enhance our recreational opportunities (e.g. Spartan Gym), and a solid working relationship with the Shoreline Fire District has meant greater coordination of the City's emergency management plan. Other partners include Shoreline Community College, utilities and public agencies, human service providers, county, state, federal agencies, non-profit and community-based organizations, neighborhood associations, elected officials, neighboring jurisdictions and the media.

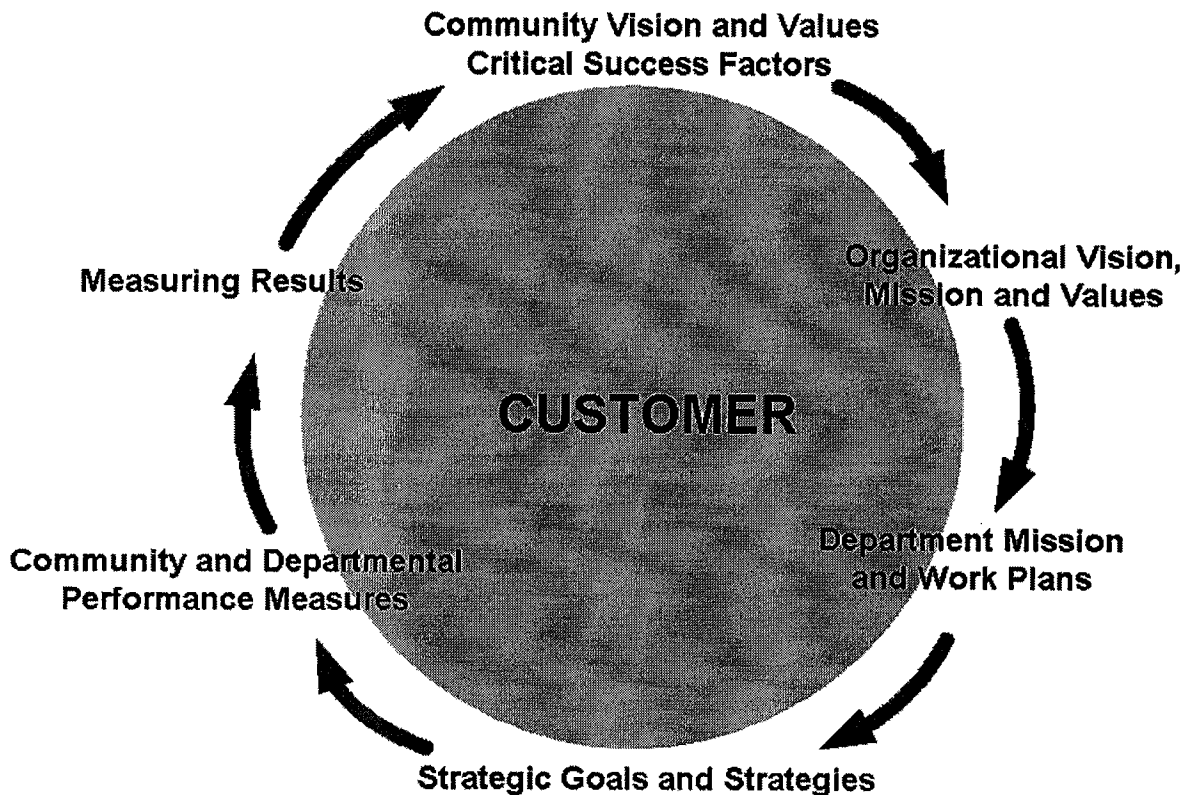
As a customer-focused organization as illustrated in our organizational values, we strive to partner with our customers to anticipate and solve problems and to be responsive to their needs. We serve a number of diverse customers including present and future residents, local and potential businesses, property owners, employers, investors, visitors and patrons. We believe an effective way to serve our community is through valuable partnerships and customer relationships.

## Strategic Planning Process

The strategic planning process began with the City's incorporation in 1995, and some community members would argue it started well before incorporation. Nevertheless, as part of the incorporation process, the community created the following "visioning map."



The strategic planning process continued at each City Council's annual retreat. At its 2002 retreat, the City Council defined the community vision and values, developed critical success factors and identified 2002-2003 goals. The City Manager created the organizational vision, which was based on Council, citizen and employee input, and the Leadership Team formulated department work plans aimed at meeting Council goals. In late summer 2002, an employee team developed an organizational mission statement and set of core values and departments worked on their mission statements.



In early 2003, the process to create the strategic plan document was initiated. Since many elements of the plan already existed, this effort mainly involved linking the various pieces together. Using the critical success factors as a foundation, a group of individuals from across the organization including Leadership Team members developed the goals, strategies and performance measures. The Leadership Team reviewed the draft plan and the City Manager's Office provided ongoing coordination and prepared the draft plan for Council's review at its 2003 retreat. Following the retreat, the Council adopted their 2003-2004 goals and milestones at the June 9, 2003 regular Council meeting.

## **Community Vision, Values and Critical Success Factors**

### **Community Vision**

Shoreline! A great place to live, learn, work and play. A place to live your dream.

### **Community Values**

*In Shoreline, we value:*

Our respect for each other  
Safe places to live and work  
Quality learning opportunities for all ages  
Pride in our neighborhoods and community  
Our outdoor and recreational opportunities  
Volunteers and community participation  
Social and economic diversity  
Our town-oriented, personalized customer service

### **Critical Success Factors**

Healthy, Vibrant Neighborhoods  
Economic Vitality and Financial Stability  
Quality Services and Facilities  
Innovative Leadership and Strategic Planning  
Community Alliances and Partnerships  
Effective Community Relations and Communications  
Professional and Committed Workforce

## **2003-2004 Council Goals**

*Milestones are outlined in Appendix A.*

1. Work towards completing the Aurora Corridor and Interurban Trail projects
2. Enhance our program for safe and friendly streets
3. Update the elements of the Comprehensive Plan including environmental, surface water, transportation and parks and open space
4. Improve storm drainage system at Ronald Bog and 3<sup>rd</sup> Ave. NW
5. Review and act on Bond Advisory Committee recommendations
6. Implement an active economic improvement plan
7. Implement the City Hall project
8. Implement the Gateway Master Plan to enhance community identity
9. Support and pursue King County's proposed improvements to the solid waste transfer station



## Organizational Vision, Mission and Values

In early 2002, the City Manager established the vision for the organization and his expectations for an employee-driven mission and values development process. In late summer of 2002, this process was led by an outside facilitator and coordinated by the Assistant City Manager. In October, the employee team presented the organizational mission and values. During the development process, the team felt it was important to recognize why the citizens of Shoreline wanted to form their own municipal government. Therefore, they created an historical perspective statement.

### Historical Perspective

Our residents, with established pride in their schools, incorporated August 1995 to have a local voice in government. They expected enhanced safety, a revitalized parks system, improvement of public works infrastructure and local taxes going to local projects. The Shoreline City Council responded by governing to improve the quality of life for our community.

### Organizational Vision

In five years our organization will be recognized by our customers, the residents of Shoreline, to be the providers of the highest quality and value in service of any organization in the region whether public or private.

### Organizational Mission

We, the employees of the City of Shoreline, are dedicated to providing exceptional public service in fulfilling the community vision and council goals with integrity and pride.

### Organizational Values

Above all else, our focus is *customer service* through:

#### ***Continuous Improvement*** *Raising the Bar!*

- Teamwork
- Innovation
- Leadership
- Personal and professional development
- Organization-wide perspective
- Community involvement

#### ***Professionalism*** *Making the Difference!*

- Integrity
- Diversity
- Respect
- Excellence
- Responsiveness

#### ***Results*** *Getting it Done!*

- Personalized service
- Problem solving
- Two-way communications
- Responsible stewardship
- Celebration of successes
- Mutual support
- Fair process

## **Critical Success Factors**

The critical success factors are areas where the City has to excel, if it is to accomplish the community's vision. Groups of key staff from across the organization including Leadership Team members identified strategic goals, strategies and key performance measures for the seven critical success factors.

### **Strategic Goals**

Each factor has a targeted number of customer-oriented goals. These goals, which are connected to the budget, the capital improvement program (CIP), and comprehensive plan are measurable, realistic, and focused.

### **Strategies**

When identifying strategies, staff sought to ensure that they matched our organization's skills and resources. Many of the strategies are not new, but rather part of current departmental work plans. New strategies requiring additional resources and funding will need to be considered by the Council. After the Council adopts the plan, staff will elaborate on each strategy by providing the person who is the lead and a target timeframe for either completion or implementation (depending on the depth and scope of the strategy).

### **Performance Measures**

How will the City know it has achieved the goal? Performance measurement indicators were identified for each factor to inform the City when it has accomplished what it set out to do. These community indicators will be measured annually and the results will be used to evaluate progress.

## **Healthy, Vibrant Neighborhoods**

The protection and enhancement of residential and commercial neighborhoods is key to implementing the vision for Shoreline. It is vital that people feel safe and are safe in their homes, businesses, streets, and parks. Core components of a healthy neighborhood that people take pride in include: good schools; libraries; landscaped, well-maintained streets; safe places to walk; an absence of blighted and abandoned properties and vehicles; pleasing, nearby parks and open spaces with healthy streams and urban wildlife habitat; strong neighborhood associations; accessible neighborhood businesses; and quality police and fire protection.

### ***Strategic Goals***

- 1. Provide safe, secure and attractive neighborhoods for residents, motorists and pedestrians.**
- 2. Provide park and open space recreational opportunities within a safe walking distance of each neighborhood.**
- 3. Provide and maintain excellent public utilities and infrastructure for each neighborhood.**
- 4. Prevent and eliminate neighborhood blight.**
- 5. Create a basis for vibrant commercial-residential areas while protecting the integrity of single family neighborhoods.**

### ***Strategies***

1. Focus code enforcement efforts on key priorities to eliminate and prevent blight.
2. Identify critical infrastructure needs and funding sources to support healthy neighborhoods.
3. Educate the public and provide a venue for active participation in community events that will lead to prevention and reduction of crime, such as Block Watch and Community Emergency Response Training (CERT).
4. Continuously update land use codes to allow for the development of vibrant neighborhoods.

### ***Key Performance Measures***

- Percent of residents who feel safe in their neighborhood
- Number of Part 1 and Part 2 crime rates by neighborhood
- Participation rates in Block Watch
- Percent of code complaints resolved voluntarily
- Percent of increase of assessed property valuation
- Percent of residents who rate the quality of life in Shoreline as superior or better than other cities

## **Economic Vitality and Financial Stability**

The economic vitality and financial stability of the City of Shoreline is critical to providing the financial resources necessary for quality municipal services and facilities. The stability and predictability of financial resources is crucial to providing certainty for essential public services such as police, roads maintenance, parks, social services and infrastructure. These resources and related services are not an end to themselves but are a means to accomplish the vision of the City Council: "Shoreline! The best place to live, learn, work and play. A place to live your dream."

### ***Strategic Goals***

- 1. Develop a long-term financial plan that funds priority services and facilities on an ongoing basis.**
- 2. Improve and maintain the infrastructure and aesthetics of commercial areas to sustain and encourage new quality investments.**
- 3. Attract and retain businesses that add high economic value and benefit to the community.**
- 4. Foster a growing, diversified and balanced economic base that yields City resources sufficient to provide quality municipal services and facilities.**

### ***Strategies***

1. Complete the Aurora Corridor Project.
2. Complete the Interurban Trail Project.
3. Complete the planned capital improvements in the North City Business District.
4. Complete the Central Subarea Plan.
5. Implement the long-range financial plan.
6. Complete the retail market analysis and utilize results for business recruitment.
7. Seek opportunities with other agencies for joint economic development partnerships.
8. Provide a business-friendly environment:
  - (a) Encourage property aggregation;
  - (b) Continue to streamline the development process;
  - (c) Target City of Shoreline and special district infrastructure improvements to enhance economic development; and
  - (d) Provide a safe and secure environment in commercial areas.
9. Facilitate business development partnerships such as parking and business improvement areas.

### ***Key Performance Measures***

- Sales tax per capita
- Dollar value of commercial permits
- Operating revenues and expenditures per capita
- Building valuation as a percent of total property valuation in commercial areas
- City reserves as percentage of operating revenues
- Percent of businesses rating Shoreline as a "business friendly" city

## **Quality Services and Facilities**

The provision of quality services and facilities is our core mission as a city. Quality services and facilities promote quality of life and support community safety and economic opportunity. In providing services, we strive to be customer-oriented by being friendly, responsive and professional. We want our residents to be assured that they are being served by employees who care about delivering quality services. Providing cost-effective quality services and facilities supports our vision to make Shoreline an attractive place to live, work and play.

### ***Strategic Goals***

- 1. Provide excellent value to our residents and customers in services and facilities.**
- 2. Provide services and facilities to create and sustain a desirable place to live, work and play.**
- 3. Understand and meet or exceed community expectations for quality, cost, timeliness and priorities.**
- 4. Continually identify and improve key processes to enhance quality and meet customer needs.**

### ***Strategies***

1. Regularly conduct surveys of customer perceptions of the quality and costs of city services, facilities and priorities.
2. Encourage active neighborhood involvement and advocacy for cost-effective quality services.
3. Build Shoreline's first city hall.
4. Establish regular, routine assessment of facilities and services to identify renovation and replacement costs and schedules.
5. Routinely evaluate and improve key processes linked to quality, value and customer satisfaction.
6. Collect and use data to improve operational efficiencies (performance measurement program).
7. Create and implement a citywide customer service and quality improvement plan that incorporates the above strategies.
8. Routinely review infrastructure needs with the Citizens Bond Advisory Committee.

### ***Key Performance Measures***

- Percent of residents who believe that City of Shoreline services are superior or better than compared to other cities
- Percent of residents who believe that they receive good value for the City taxes they pay
- Percent of residents who believe the appearances of various facilities are excellent or good (e.g., parks, streets, recreation/community centers, pool, etc.)
- Customer service plans completed and implemented by target date
- Completion and implementation of performance measurement program by target date
- Number of employees per 1,000 population
- Per capita costs of major services
- Amount of dollar investment in improvement and renovation of facilities (six-year CIP)

## **Innovative Leadership and Strategic Planning**

Our citizens want a sound infrastructure and quality services. To achieve this we need a strategic plan that maps out the goals and strategies to move us in that direction. Likewise, it is vital to our business to anticipate problems and issues that may impact our current and future condition. We must be willing to be creative in improving service quality and efficiency, to stimulate and accept change, and to train our workforce to be leaders, to be focused and to think strategically. Finally, it is the role of leadership to create an environment where the workforce understands the “big picture” and sees how they fit in creating that vision for our community.

### ***Strategic Goals***

- 1. Adopt strategic plans for major facilities and services.**
- 2. Adopt the “problem-solving” model for prioritizing initiatives and improving service delivery organization-wide.**
- 3. Foster a work culture where employees embrace the City’s mission and goals and understand their role in achieving success and are encouraged to be proactive, think ahead and search for creative solutions.**

### ***Strategies***

1. Update the Comprehensive Plan, including:
  - a) Parks, Recreation and Open Space Plan;
  - b) Transportation Master Plan; and
  - c) Surface Water Comprehensive Plan.
2. Develop strategic plans for major facilities and services.
3. Initiate an organization-wide strategic planning system which includes:
  - a) developing and reviewing departmental strategic and/or operational plans;
  - b) creating and implementing a citywide customer service and quality improvement plan; and
  - c) providing ongoing communication and outreach to employees.

### ***Key Performance Measures***

- Percent of residents who believe the City is moving in the right direction
- Percent of employees who have a clear understanding of the mission and goals of the City and their department
- Plans completed by target deadline:
  - Comprehensive Plan;
  - Parks, Recreation and Open Space Plan;
  - Transportation Master Plan; and
  - Surface Water Comprehensive Plan.

## **Community Alliances and Partnerships**

The City of Shoreline is just one of many public, private and non-profit agencies serving our community. The development of community alliances and partnerships is an important component of the City's success in achieving our mission and goals. The City has an interdependent relationship with other government agencies, non-profits, volunteers and citizens. We are striving to build a strong community and provide quality services and facilities. Our citizens expect public agencies to join forces to maximize public resources for public benefit. This is best accomplished by forming strong and active community alliances and partnerships.

### ***Strategic Goals***

- 1. Develop an understanding of and a broad base of support for shared community goals.**
- 2. Promote successful partnerships in the community by bringing partners together to develop and implement shared goals.**
- 3. Share community resources to attain community goals and maximize public benefit.**
- 4. Strengthen and celebrate relationships among private and public sector organizations.**
- 5. Build strong alliances and partnerships with elected officials and public agencies.**

### ***Strategies***

1. Identify key partners and create a forum to identify and address mutual issues of concern.
2. Coordinate long-range planning with other key partner public sector organizations.
3. Acknowledge and celebrate the contributions of community organizations and volunteers to the quality of life in Shoreline.

### ***Key Performance Measures***

- Number of joint projects which share community resources
- Number of times the forum meets (strategy #1)

## **Effective Community Relations and Communications**

Our success as a City depends upon providing responsive government services important to Shoreline residents. To deliver quality services, open, accessible and effective two-way communication is critical. By providing accurate and timely information we help people play an informed role in their City's decision-making process, take advantage of City services, become more community spirited and build community involvement. By asking for people's opinions and suggestions and incorporating them in the decisions we make, we complete the two-way communication loop.

### ***Strategic Goals***

- 1. Better informed residents about how the City operates, what projects the City is working on, pros and cons of City issues and how they can take part in the City's decision-making process.**
- 2. Provide residents and businesses accurate and timely information in a way that is convenient to them.**
- 3. Build trust among residents and businesses of the information they receive from the City.**
- 4. Provide open and timely access to the City's decision-making process.**
- 5. Develop community support of capital improvement projects.**
- 6. Elicit information from customers that can be used to guide future plans, changes, and funding decisions.**

### ***Strategies***

1. Provide timely and accurate information by using all City communication tools such as Currents, City Source column, Web site, channel 21, and public meetings.
2. Enhance and upgrade Web site to provide and collect information from users through online surveys and email subscription lists.
3. Conduct a citizens' satisfaction survey and develop strategies for sharing survey results with residents that shows we are doing what they asked for/commented on in the last survey.
4. Build strong neighborhood associations to act as sounding boards, information conduits and community supporters by providing staff and officials for community meetings; information on City projects and issues; and by using various communication tools to encourage broad participation.
5. Build strong alliances and partnerships with legislators and other elected officials.
6. Create and develop communication plans and citizen involvement methods.
7. Meet regularly with key media representatives to provide information on City topics.
8. Develop guidelines for internal communications to ensure consistency of City message.

### ***Key Performance Measures***

- Percent of residents who identify City communication tools as a source of information
- Percent of residents who believe the City is doing an excellent or good job of keeping residents informed
- Number of Web site visits
- Percent of survey respondents who have visited the Web site in the past 12 months



## **Professional and Committed Workforce**

Customer satisfaction begins with employee satisfaction. Any service business is dependent upon the quality of the people providing the service. Employees who are professional, committed and passionate about what they do provide exceptional customer service, proactively problem solve and always strive to improve how we do business. Recruiting and retaining employees who are talented and maintain a high customer service ethic requires a supportive work environment with goals that are challenging and achievable and where they are compensated fairly and competitively. With this environment we are able to attract and nurture self-motivated individuals who ask for responsibility and want to be accountable for results.

### ***Strategic Goals***

- 1. Retain, attract, and develop a quality workforce.**
- 2. Be recognized as a high-performing organization that delivers excellent customer service.**
- 3. Create systems, structures and practices that empower great performance and are aligned with our organizational values.**
- 4. Create an environment that enables each person to assume responsibility for their own performance and for our organizational goals.**
- 5. Recognize and reward both personal and team results that foster and support organizational values and goals.**

### ***Strategies***

1. Evaluate results of the employee survey and develop an action plan for organizational improvement.
2. Design and implement organizational and departmental programs for ongoing training and professional development.
3. Maintain competitive compensation, recognition and reward systems.
4. Periodic review of processes to ensure alignment with our organizational values.
5. Develop a communication plan and educational tools designed to ensure clear understanding by all employees of our organizational mission, values and goals.

### ***Key Performance Measures***

- Percent of residents who rate City employees as excellent or good providers of customer service
- Percent of employees who rate the City of Shoreline as one of the best organizations to work for compared to other organizations
- Percent of employees who believe they have a clear understanding of our organizational values
- Percent of employees who believe their department encourages employees to actively improve work processes
- Market survey results demonstrating the City is meeting its compensation policy
- Percent of new employees stating they accepted employment with the City because of our positive reputation
- Percent of departments meeting their annual training goals
- Percent of employees successfully completing their annual employee development plan

## **Measuring Results**

### **Citizen Survey**

The City first surveyed residents in 1997 as part of the Citizen Involvement and Communications Advisory Committee process. Our most recent survey was conducted in 2002 and it measured the needs, concerns, satisfaction levels and attitudes of residents about City services and community issues. We will continue to conduct periodic surveys to gauge changing perceptions, needs and concerns and to measure our progress toward meeting the goals outlined in this strategic plan.

### **Performance Measurement Program**

This strategic plan identifies several high-level outcome measures to determine the effectiveness of the strategies developed for each critical success factor. Concurrently, performance measures are being developed for all key service areas within the City to measure effectiveness and customer satisfaction.

Performance measures will also be used as a management tool for improved decision-making and strategic planning. Using comparative data from our membership in the International City/County Management Association's Center for Performance Measurement, we will be able to benchmark with comparable jurisdictions, helping us improve our service delivery.

### **Employee Survey**

For the first time since the City's incorporation, an employee satisfaction survey was administered in early 2003. As City Manager Steve Burkett has said, "Customer satisfaction begins with employee satisfaction." Our employee survey helps establish baseline data significant to improving all aspects of the organization; to measure our organization's progress with the implementation of the mission and values and overall organizational culture; and to provide employees with an opportunity to contribute their opinions and suggestions for enhancing our work environment.

## **Conclusion**

After City Council adoption of the plan, the real work begins. This plan is merely one part of our commitment to accomplishing our mission - providing exceptional public service in fulfilling the community vision and council goals. This plan provides exciting opportunities in serving our community and considerable effort will be made to communicate the goals and strategies to the entire organization, who is ultimately responsible for its achievement. Finally, it is important to remember that the plan is a working document which will undergo regular updates.

## City Council Work Plan

## KEY MILESTONES

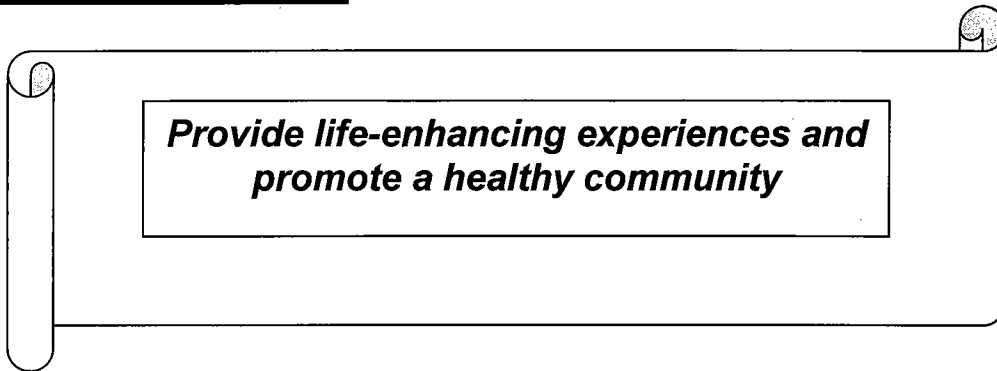
- Goal No. 1 Work toward completing the Aurora Corridor & Interurban Trail projects**
- Aurora Corridor Phase I**
- FONSI approval July 2003
  - Complete 60% design review October 2003
  - Complete 90% design review January 2004
  - Complete ROW acquisition \*May 2004
- Aurora Corridor Phase II**
- Establish scope and environmental process for Phase II February 2004
- Interurban Trail**
- Complete construction of south segment October 2003
  - Select bridge preferred alignment and design concept October 2003
  - Complete construction of north segment November 2003
  - Award construction contract for south central segment March 2004
- Goal No. 2 Enhance our program for safe and friendly streets**
- Complete master plan for transportation, street lighting, sidewalks, pedestrian safety and street trees \*May 2004
- Goal No. 3 Update elements of the Comprehensive Plan including environmental, surface water, transportation and parks and open space**
- Complete draft plans \*May 2004
  - Adoption of Comprehensive Plan update and Critical Areas Ordinance \*December 2004
- Goal No. 4 Improve storm drainage system at Ronald Bog and 3<sup>rd</sup> Avenue NW**
- Award construction contract for Serpentine drainage line September 2003
  - Complete 30% design for 3<sup>rd</sup> Ave. NW improvements June 2003
  - Obtain permits for 3<sup>rd</sup> Ave. NW improvements \*June 2004
- Goal No. 5 Review and act upon the Bond Advisory Committee recommendations**
- Complete final committee report September 2003
  - City Council decision on potential bond October 2003
- Goal No. 6 Implement an active economic improvement plan**
- Complete retail analysis and marketing plan for Aurora Square July 2003
  - Market Aurora Square to ten potential retailers December 2003
  - Begin North City Business District mitigation construction July 2003
  - Award construction contract for North City Business District December 2003
- Goal No. 7 Implement the City Hall project**
- Select primary site and complete due diligence July 2003
  - Complete master plan, select financing and implementation method November 2003
  - Control site and begin final design January 2004
- Goal No. 8 Implement Gateway Master Plan to enhance community identity**
- Complete construction on two gateways October 2003
  - Identify two additional gateways and 30% design for Council adoption January 2004
- Goal No. 9 Support and pursue King County's proposed improvements to the solid waste transfer station**
- City approval of Master Plan September 2003
  - City issuance of construction permit for ramps 120 days from KC application

\* Milestone occurs outside of annual work plan period

# Parks Department

# 2004 Budget

## Mission Statement:

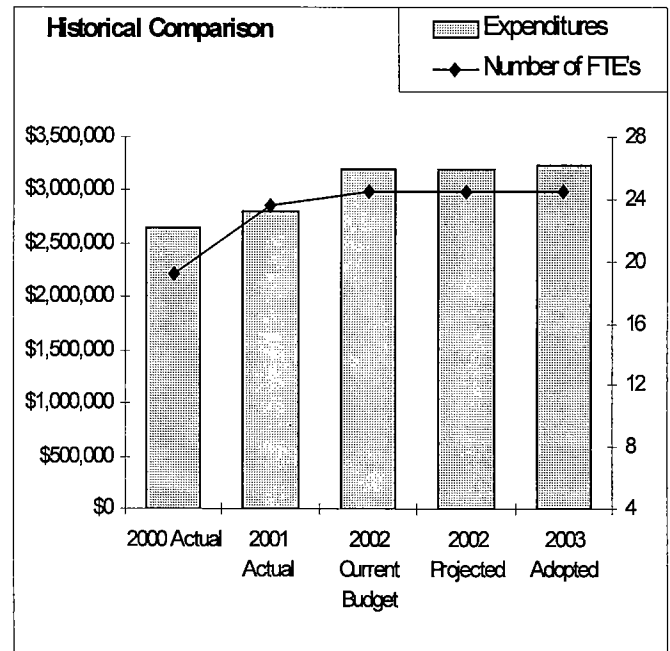
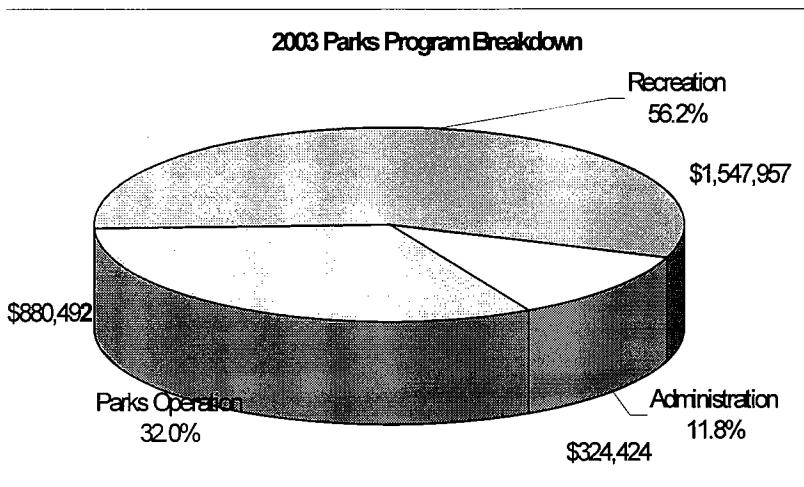


## Department Program and Activities

- Administration**
- ❖ Long-Range Planning
  - ❖ General Administration
  - ❖ CIP-Project Administration & Support

- Recreation**
- ❖ Aquatics
  - ❖ Community Recreation
  - ❖ Facilities
  - ❖ Teen Program
  - ❖ Cultural Services
  - ❖ Special Event Activity

- Operations**
- ❖ Park and Open Space Stewardship
  - ❖ Athletic Field Maintenance and Operations
  - ❖ CIP Project Management and Support



## 2003 Key Department Accomplishments

### City Values:

#### **Our outdoor recreation opportunities**

#### **Quality learning opportunities for all ages**

##### Recreation Programming:

- Increased attendance and program participation at all sites
  - Pool 100,000; Teens 16,000; 40,000 General Recreation/Spartan Gym
- Increased total Departmental revenue by from a 2002 Budget of \$588,000 to a projected level of \_\_\_\_\_
- Provided \$\$18,000 worth of scholarship assistance to low income Shoreline families
- Received 70% user satisfaction rating on recreation services
- Initiated Parks Recreation and Open Space Plan
- Expanded Middle School After School Programming and Kellogg and Einstein Middle Schools
- 

### **Critical Success Factors:**

#### **Quality services and facilities**

Implemented new Recreation Management Software System; "CLASS"

- Consolidated multiple systems for registration, budget/accounting and scheduling
- Providing higher levels of customer service for Facility Reservations
- Increased accuracy and consistency of registration and accounting systems

#### **Community alliances and partnerships**

Facility Development and Capital Planning

- Began construction on Spartan Gym Phase 2 – Multi Purpose Rooms
- Installed three new playgrounds: Twin Ponds, Richmond Highlands Recreation Center, Bruggers Bog
- Begin scheduled league and practice play on three new ball fields at Shoreview (1) and Paramount School Park (2)
- Initiated full Master Plan for Cromwell Park

#### **Innovative leadership and strategic planning**

Parks Recreation and Open Space Plan (Council Goal #3)

- Began effort to update of Parks Recreation and Open Space Plan in coordination with Comprehensive Plan Update
- Conducted Community Survey which shows high levels of customer satisfaction on par or ahead of National norms:
  - 70% rate Programs as Good or Excellent
  - 77% rate Physical Condition of Parks and Good or Excellent
  - 52% of households visit Shoreline Parks more than once a month
- Initiated conceptual master plans for 6 parks

## 2004 Key Department Objectives

### Critical Success Factors:

#### Quality Services and Facilities

- Complete Parks Recreation and Open Space Plan (Council Goal #3)
- Support actions to implement Council direction on Bond Advisory Committee Recommendation (Council Goal # 5)
- Complete construction and initiate programming of two multi-purpose rooms at the Spartan Gym
- Develop customer services plans with emphasis on improving and accessing levels of program participant satisfaction.
- Maintain and operate park facilities so that 70% of citizens rate the parks as good or excellent
- Develop and implement a comprehensive set of recreation programming so that all residents have access to quality affordable activities.

#### Healthy, Vibrant Neighborhoods

- Support actions to implement Council direction on Bond Advisory Committee Recommendation (Council Goal # 5)

#### Community Alliances and Partnerships

- Complete construction and initiate programming of two multi-purpose rooms at the Spartan Gym

#### Professional Committed Workforce

- Implement reorganization

#### Economic Vitality and Financial Stability

- Increase PRCS program and rental revenues by 8%

#### Innovative Leadership

- Complete Parks Recreation and Open Space Plan

## Program: Parks Recreation

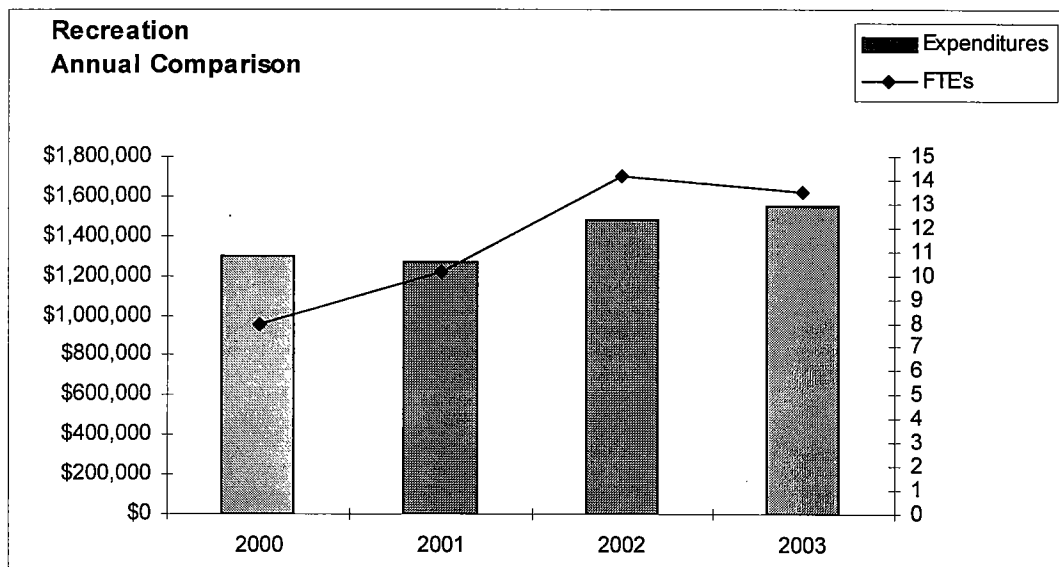
### Program Purpose:

*Develop and implement comprehensive recreation programs, services, and events targeting all ages and abilities, and a variety of special interests throughout the year to meet the needs of the community.*

### How Are We Doing? Parks Recreation Performance Measures

Outcome Measure	2003 Data	2004 Target
% of City residents who have participated in recreational programming offered by the City		

Customer Service Measures	2003 Data	2004 Target
% of customers rating the quality of the program as good or excellent		



## 2003 Key Service Level Changes

### EXPANDED AQUATICS PROGRAM

The 2003 budget supports a significant expansion of our aquatic classes and programs. This expansion is the result of more effective use of the pool and response to increased demand for swimming lessons and classes at the Shoreline Pool. Costs associated with increased programming are offset by increased revenues.

#### Cost

\$ 0	One-time start-up costs
\$ 53,872	On-going annual costs
<u>(\$53,872)</u>	<u>New Supporting Revenue to offset cost</u>
<b>(\$ 0)</b>	<b>Total 2003 Costs</b>

#### **Outcome Measures**

- ◆ Increased community participation in the Aquatics Program



ATTACHMENT D

Excerpts from

**ICMA**

**CENTER FOR PERFORMANCE  
MEASUREMENT  
ANNUAL REPORT**

**FIGURE 12-9 CITIZEN RATINGS OF THE QUALITY OF PARKS AND RECREATION PROGRAMS**  
(PAGE 1 OF 2)

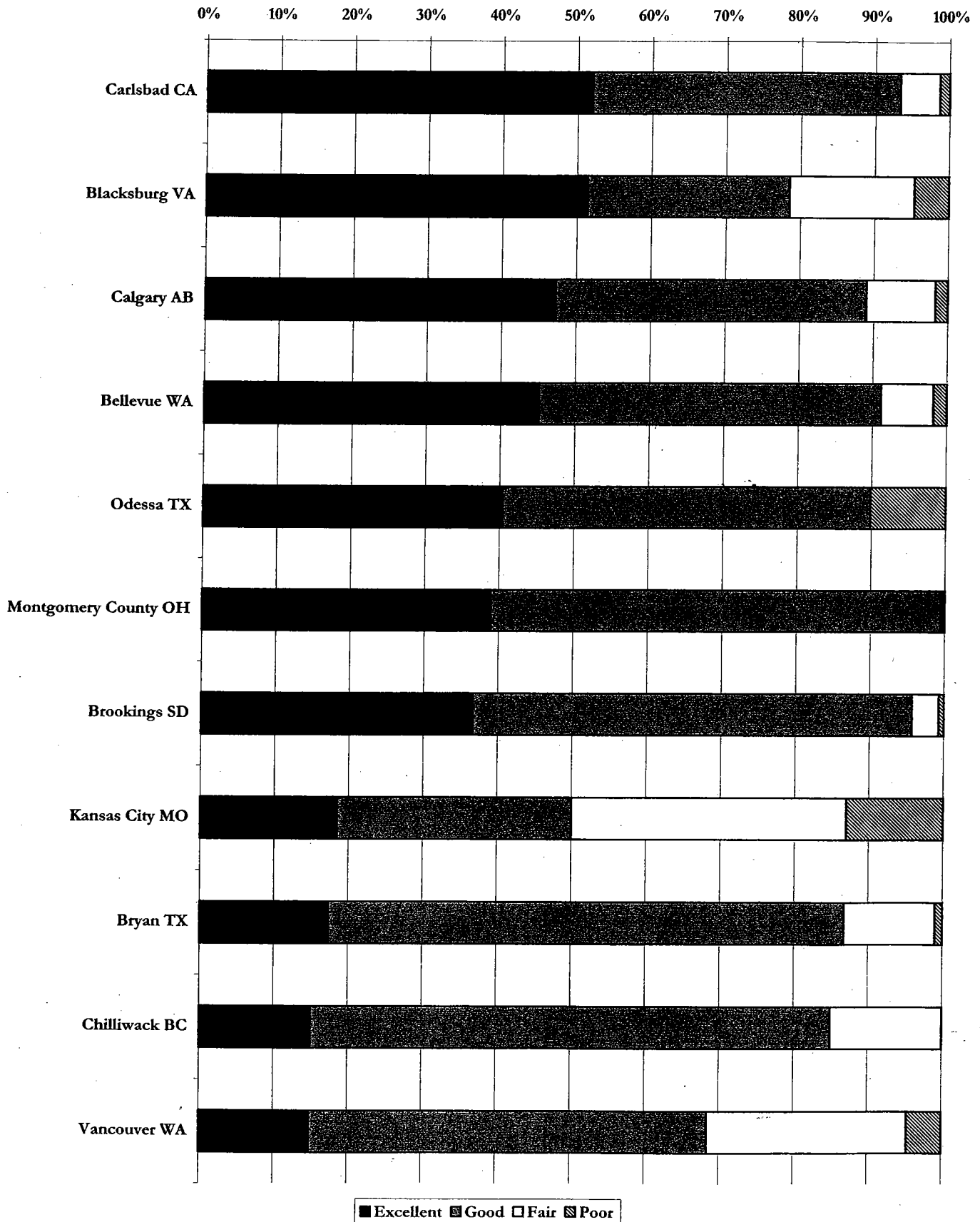
### EXPLANATORY INFORMATION

- Some variation in citizen satisfaction levels may be attributed to differences in citizen preferences for the aspect of service specified.
- Citizen ratings of the quality of parks and recreation programs may be artificially high or low because of citizens' perceptions of the quality of programs available within or near the jurisdiction that are operated by agencies other than the local government conducting the survey. In other words, a school district may offer recreation programs to city residents and the school district's programs may be run better or worse than the city's programs. Because city residents likely do not track which agencies offer each individual program, they may judge the quality of programs operated by the city on the basis of their experience with the school district's programs.
- Owing to cost, time, and other factors, some jurisdictions do not conduct citizen satisfaction surveys every year.

NOTE: For precise definitions of service-specific terms, see glossary at beginning of chapter.

All Jurisdictions	Citizen ratings of the quality of parks and recreation programs			
	Excellent	Good	Fair	Poor
Mean	34%	50%	12%	4%
Median	39%	49%	9%	2%
<b>100,000 and Above</b>				
Mean	30%	50%	15%	4%
Median	29%	50%	11%	2%
<b>Under 100,000</b>				
Mean	39%	49%	8%	3%
Median	40%	49%	5%	1%

**FIGURE 12-9 CITIZEN RATINGS OF THE QUALITY OF PARKS AND RECREATION PROGRAMS**  
(PAGE 2 OF 2)



**FIGURE 14-6 PERCENTAGE OF PURCHASING CONDUCTED USING PURCHASING/CREDIT CARDS  
(PAGE 1 OF 2)**

**EXPLANATORY INFORMATION**

- Unlike most of the data in this report, this measure is an approximation. However, because jurisdictions providing more flexibility for employee-initiated purchases may, in turn, conduct fewer traditional purchase order-style transactions through the central purchasing office, this figure is presented as a companion to the following graphs of transactions and purchasing volume per central purchasing FTE.
- Dollar limits per transaction or per month/quarter influence employees' ability to make purchases with purchasing/credit cards. Consequently, jurisdictions with lower dollar limits may report that greater percentages of their purchasing volume are conducted via purchasing/credit cards than jurisdictions with higher dollar limits.
- In some states, such as California, statewide programs enable local governments and other agencies to use a procurement card for many routine categories of purchase. Such cards also typically provide summary accounting for purchasing officials.

NOTE: For precise definitions of service-specific terms, see glossary at beginning of chapter.

<b>All Jurisdictions</b>	
Mean	5.5%
Median	1.0%
<b>100,000 and Above</b>	
Mean	6.8%
Median	2.0%
<b>Under 100,000</b>	
Mean	4.2%
Median	1.0%

**FIGURE 14-6 PERCENTAGE OF PURCHASING CONDUCTED USING PURCHASING/CREDIT CARDS  
(PAGE 2 OF 2)**

