Performance Measures Committee Charter

August 8, 2023

Committee Charter Approval Table

Name	Department	Initials	Date
Bristol S. Ellington	City Manager's Office		
John Norris	City Manager's Office		
Nate Daum	City Manager's Office		
Jim Hammond	City Manager's Office		
Pollie McCloskey	City Manager's Office		
Christina Arcidy	City Manager's Office		
Kelly Park	Shoreline Police		
Margaret King	City Attorney's Office		
Melissa Muir	HR & Org. Development		
Rachael Markle	Planning & Comm. Dev.		
Sara Lane	Administrative Services		
Tricia Juhnke	Public Works		
Mary Reidy	Recreation, Community and Cultural Services		

1. Performance Measures Project Overview

The City of Shoreline has a long tradition of planning strategically for the future and measuring progress toward meeting the City's goals. It has been several years since the City's strategic plan and performance measurement program has been reviewed and updated. City Council has requested this improvement effort be undertaken in alignment with best practice efforts to assist in Council decision making, as well as to provide transparent information to the people of Shoreline.

1.1. Project Scope

The purpose of the Performance Measures Committee ("Committee") shall be to:
- Recommend a best practice framework to adopt as a guide for the City's performance management.
- Guide the development of the City's strategic and operational performance measures.
- Determine what staff training is needed to ensure proper data analysis and reporting.
- Support leadership's communication about project goals, project plan, progress, implementation, and evaluation.
- Hand off to the budget team the integration of performance measures into the 2025-2026 budget process.
- Explore and recommend IT solutions to support the Program.

The Committee will consider the following topics out of scope for its work. These issues may be important in the future but will not be part of the work undertaken by this committee at this time.
- Guide the development of department and division managerial performance measures.
- Connecting organizational performance measures to individual work plans and individual performance management.
- Integration of the performance measures into the biennial budget process.
- Individual improvement plans for performance measures not meeting expected outcomes.
- Benchmarking against other jurisdictions.
- The previous project to create a data warehouse is indefinitely on hold and will not be undertaken by this project.

1.2. Major Deliverables

The Committee will develop the following work products:
- Memo to the City Manager with a recommendation on the best practice program to adopt
- Strategic and operational key performance indicators for every department and division
- Training proposal for key staff
- Communication plan with talking points and draft emails related to project for City Manager and Leadership Team use

- Memo to the City Manager and Administrative Services Director regarding IT solutions to support the on-going strategic planning and performance management work

1.3.   Assumptions

- City Council would still like staff to report on performance measures as part of the budget process.
- Not all performance measures that departments use are either a strategic or operational performance measure but are still important to the City's work and should continue to be measured and analyzed.
- The City will use a best practice framework adopted by other cities.
- The City will use key performance indicators adopted by other cities but updated to include and reflect the mission, vision, and values of Shoreline's residents, Council, and staff. For example, there is expected to be an emphasis on trees, climate change, and emergency management.
- "Strategic" is considered to relate to long-term or overall aims and interests and the means of achieving them, whereas "operational" is considered to relate to the routine functioning and activities of the City.

1.4.   Risks

- Scope creep. It is possible that staff want to focus on managerial key performance indicators, the data warehouse project, or other related but out of scope issues to this project.
- Disappointment in baseline measurements. Some measurements will be new and measurements may be lower than staff anticipated. This could lead to disappointment or lower staff moral when baseline measurements are reported.
- Staff want to move to create performance improvement plans too quickly. Creating effective improvement plans will take time to understand what leads to success. Moving too quickly may waste time and resources on plans that aren't well thought out.
- Project results in managers relying too heavily on performance measures. Metrics are a great way to get a solid overview of achievements and employee progress, collating data such as customer service issues resolved, road miles paved, and other easily quantifiable goals. But not all goals can be measured so easily and relying exclusively on such data can cloud the bigger picture.
- Transition from project to program. There have been some previous starts with overhauling performance management that did not take. Some staff may be skeptical about the longevity of this work which could impact the successfulness of this project transitioning to the Performance Management Program.

1.5.   Constraints

- The only staff available to lead and work on the project do not have this project as their fulltime focus.
- There is no budget for this project. There are no IT tools or support additionally budgeted for this project either.

2. Project Plan

2.1. Major Project Phases
The Committee will complete its work in accordance with the following timeline and schedule:

Action Step	Timeline	Who	Notes
Communication Plan	July 2023	Project Manager	
Finalize draft project charter	July 2023	Project Manager	Discuss proposed plan and scope, agree on schedule, deliverables
Execute Communicate Plan	July 2023	Executive Sponsor & Project Manager	
Combine existing key performance measures with ICMA/best practice measures	July 2023	Project Manager	
Leadership Team Meeting Kick Off Meeting	August 2023	Executive Sponsor & Project Manager	Present plan to LT so everyone is aware of what is happening, purpose and intent behind project, expectation of each department.
Steering and Project Team Kick Off Meeting	August 2023	Executive Sponsor, Project Manager, Steering Team, Project Team	Share purpose, identify which department staff person will be lead, ask initial questions about performance measures and share thoughts about existing measures.
Initial Organization Announcement	September 2023	Executive Sponsor	Create excitement for the project; align project to City Goals; share project start date and that staff will be hearing more at department meetings
Determine draft key performance measures	November 2023	Steering Team	
Communicate draft key performance measures to organization	December 2023	Executive Sponsor & Project Manager	Use pre-drafted material from the communication plan and attach the draft key performance measures
Determine how to measure, store,	January-April 2024	Project Team	Project Team members should meet with staff who own the data

and analyze draft key performance measures			to learn how data is measured and stored; Project Team should make recommendations on data analysis/visualization
Update Council on Performance Measures Project during Council Workshop	Feb/March 2024	Asst. City Manager & Project Manager	Likely changes how we will solicit Council Feedback on Council Goals & Action Steps
Recommend training plan for key staff related to data analysis and visualization tools	June 2024	Project Team	Complete as part of the budget process
Recommend IT solutions to support the on-going strategic planning and performance management work	June 2024	Project Team	Complete as part of the budget process
Final updated performance measures reported to Council	September 2024	Project Manager	Precursor to the budget process
Performance measures reported	October/ November 2024	Steering Team	

2.2. Committee Collaboration and Materials

Meeting materials will be shared in advance of meetings with all Committee members. Materials, including agendas, draft documents, and other supporting materials, will be available on a Committee ShorePoint project page so that work on collaboration and document editing is more easily achieved.

3. Meeting Frequency and Structure

The meeting structure of the Committee shall be to meet every other week for 60 minutes. If more frequent meetings are necessary, the Committee will discuss what level of meeting frequency and structure is needed. Meetings will initially be scheduled through the month of December 2023 to perform the work of the committee. If additional tasks are required beyond that timeframe, the Committee meeting schedule may be extended.

3.1. Roles and Responsibilities

Name	Project Role	Project Responsibilities
Bristol S. Ellington	Executive Sponsor	• Champion and communicate project activities to the City's Leadership Team • Assist the Project Manager in removing project roadblocks

		• Provide executive leadership to the Project Manager and project participants • Act as the 'face of the project' to City Staff
Christina Arcidy	Project Manager	• Facilitate project meetings • Prepare all project documentation • Identify project timeline • Identify and manage the project budget • Ensure appropriate staffing • Coordinate all vendor activities • Ensure the project moves forward and that all deliverables are met • Report to the project Steering Committee on progress • Identify and resolve issues with project execution • Provide formal closeout to the project
Bristol S. Ellington John Norris Kelly Park Tricia Juhnke Sara Lane Melissa Muir RCCS Director Margaret King Rachael Markle	Steering Committee	• Provide advice and make decisions around scope, schedule, budget and staffing • Meet with the Project Team once at the beginning of the project and then as needed during the project as determined by the Executive Sponsor in coordination with the Project Manager
Sheryle Harp Meng Liu Christy Hopkins Katrina Steinley Colin Sachs PFF Management Analyst	Project Team	• Attend Committee meetings • Provide input and feedback into discussions • Lead and contribute to work product development and other related work contributing to the Program's development • Address topics such as project scope, schedule, and budget

3.2. Advisory Structure and Leadership Team Sponsorship

The Committee is advisory to the City Manager. The City Manager will make the final decision on the work products recommended by the Committee unless such authority lies with the City Council. In that case, the appropriate Committee member will prepare such policy recommendations for Council discussion and action. Otherwise the Committee will advise the City Manager on the program and administrative policies and procedures related to the parking enforcement program for consideration of the City Manager.

4. Performance Measures Committee Charter Revision History

Any changes or updates to this Team Charter will be noted below:

Date	Version	Name	Description Change