City of Peoria
Department Operating Plan Handbook

Fiscal Year 2011

Office of Management and Budget
10/02/2009

Department Operating Plan

Introduction

The City of Peoria is focused on improving operational performance and accountability. Research shows that governments that are successful at delivering quality, cost-effective services are those that are able to plan their future with clarity and purpose, are intentional in their direction and strategic in their efforts.

Over the last few years the City of Peoria has actively engaged the organization towards a Performance Management system. As such, the City is changing the way it creates budgets - from developing traditional line item budgets to developing more strategic or performance-based budgets. In line item budgets, performance and accountability are measured by whether or not a department spent what it said it would spend on supplies, personnel, travel, etc. Performance budgets focus on measuring progress towards organizational goals.

The City is committed to making the best business decisions possible for its citizens. This means making the best use of resources and planning ahead to anticipate the future we want to create. It means making decisions that produce results that make a difference in people's lives and give taxpayers value for their money. Developing outcome oriented service plans is a key step the City can take in improving service decisions.

For the Fiscal Year 2011 Budget, each Department has been charged with developing an Operating Plan. This plan will serve as a basis for your FY 2011 budget requests. It is our hope that this plan will align key departmental functions with Council Goals, Organizational Strategic Plan objectives and citizen survey feedback.

A Department Operating Plan is important for the following reasons:

- It offers a strategic perspective to developing a budget.
- It is a communications tool for citizens, Council and the organization.
- It helps executive management and City Council make informed decisions.
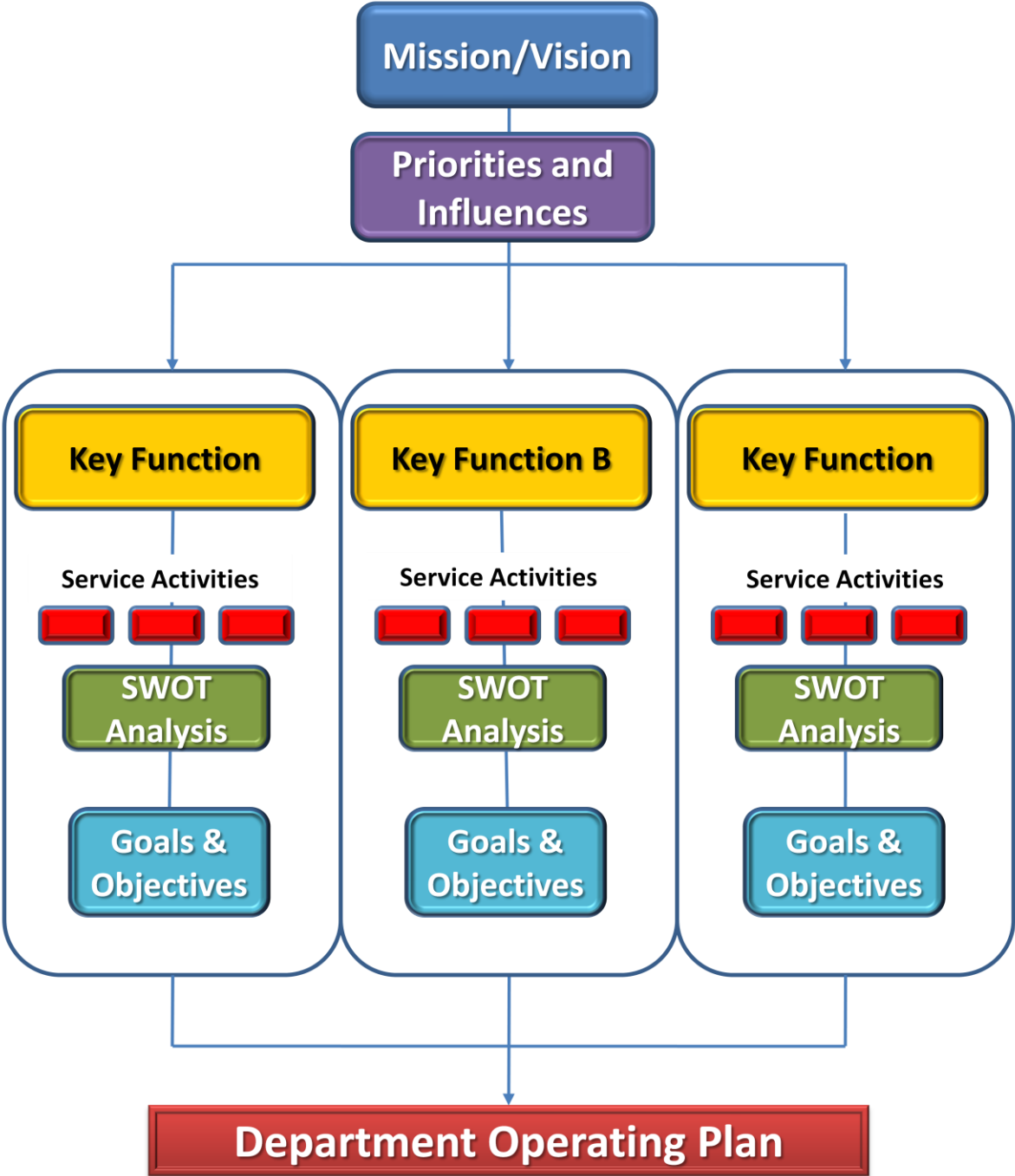- It gives Departments a tool to critically analyze their major service areas.

The following handbook serves as a guide to help guide the development of an operating plan. It offers instructions for each step in the strategic process, and includes templates for completing the assignments.

YOU ARE NOT ALONE… Please contact the Management and Budget Office anytime at x7364.

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Priorities and Influences

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Department Operating Plan

Operating Plan Step by Step

Step 1 – Mission/Vision
Define your department mission and vision

Step 2 – Priorities and Influences
Discuss the various influences which determine your services

Step 3 – Key Functions
Identify and group the service activities provided by your department into key functions

Step 4 – Cost out Service Activities
Cost out service activities and discuss current services levels and policy considerations

Step 5 – SWOT Analysis
Identify the Strengths, Weaknesses, Opportunities and Threats within your service activities

Step 6 – Identify Goals and Objectives

- *Review Department goals*
- *State your goals for each key function*
- *Develop 1-3 objectives for each goal*

Step 7 – Develop Your Operating Plan

- *Department Organizational Chart*
- *Mission and Vision Statements*
- *The primary influences and priorities that drive your operations*
- *Key Functions (purpose or mission) and service activities*
- *Discussion of the opportunities and threats as they relate to the key functions*
- *The stated Goals and Objective for each Key Function*
- *The resource requirements necessary (financial and personnel) to address your service needs (including impacts on levels of service)*

Step 8 – Tell Us What You Are Going To Do….
- *Notable departmental budgetary changes (use bullets)*
- *A narrative discussion on the department's performance management philosophy and approach*

Mission/Vision

A MISSION STATEMENT is short written statement that explains the purpose of your Department. Ideally, a mission statement guides the actions of the department or division, spells out its overall goal, provides a sense of direction, and guides decision making.

A mission statement should contain the following:
- Purpose or aim of the Department/Division
- The Department/Division's primary stakeholders: customers, clients, etc.
- The responsibilities of the department/division towards these stakeholders

A VISION STATEMENT should outline what your department/division wants to be in 3-5 years. It concentrates on the future. And it should be a source of inspiration!

Assignment:
Please define your department mission and vision. Each statement should be no more than a few sentences in length

EXAMPLES

MISSION
"The Management and Budget Department mission is to develop a balanced fiscal plan and provide strategic planning analysis and resources to ensure a strong long term financial position for the City."

VISION
"The Management and Budget Department Vision is to see a fiscally sound organization developing budgets that reflect annual Council goals, executive management direction, and department priorities."

TIP - In most cases, a Mission Statement is available for all existing departments. Please see the FY 2010 Program Budget for your current department mission statements.http://www.peoriaaz.gov/uploadedFiles/Peoriaaz/Departments/Budget/2010_Program_Budget/06Programs.pdf

This is an early step in the Operating Plan process… don't get too bogged down in wordsmithing! This could be a good exercise at a department or division staff meeting.

PRIORITIES - identify and summarize the direction you receive from Council and executive management. This can include the 24-month Council Goals, as well as the focus areas of the City's Organizational Strategic Plan (OSP).

INFLUENCES - recognize the other factors that influence your core mission. These can include various legal requirements, department strategic plans, system master plans, and the City's General Plan.

Assignment:

Discuss the various influences which determine your services. Briefly discuss how your department will address the Council's 24-month Goals, as well as the City Organizational Strategic Plan (OSP). (ie. which goals/objectives relate to your service areas)
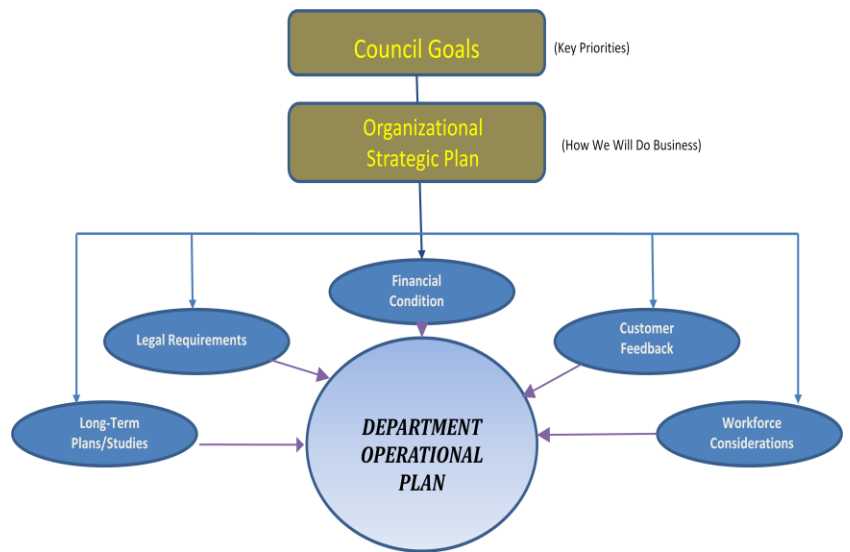
TIP - *Later on, it will be VERY important to align your department objectives with the stated outcomes from the 24-Month City Council Goals and the Organizational Strategic Plan. Look closely at these documents to find which areas affect your operations.*

See the listing of the 24-Month City Council Goals. Contact Claudia Lujan in the City Manager's Office at x7739 for more information regarding specific objectives.

See the listing of Goals and Objectives from the City's Organizational Strategic Plan (OSP). For more information, contact Katie Gregory x7364, or Kelly Corsette x7339.

CITY COUNCIL POLICY-LEVEL GOALS

1. **COMMUNITY BUILDING: PRESERVE AND EXPAND OUR QUALITY OF LIFE**
   - ❖ Arts / Culture
   - ❖ Parks & Recreation
   - ❖ Quality Neighborhoods/Revitalization of our Older Neighborhoods/Old Town/Arrowhead Entertainment District
   - ❖ Community Oriented Services including Police and Fire
   - ❖ Expand Civic and Not-for-Profit Partnerships

2. **ENHANCE OUR CURRENT SERVICES**
   - ❖ Our City Organizational Culture
   - ❖ Cost-effective Service Delivery
   - ❖ Peoria is the Employer of Choice
   - ❖ Use technology to enhance and streamline services
   - ❖ A Business Model for the Future / Strategic Planning
   - ❖ Find grants

3. **PRESERVE OUR NATURAL ENVIRONMENT**
   - ❖ Land banking for parks and open space
   - ❖ Incorporate open space into our built environment

4. **TOTAL PLANNING**
   - ❖ Employment / Jobs / Corridor
   - ❖ mix of living environments
   - ❖ Infrastructure
   - ❖ University / Higher Education Strategy
   - ❖ Health Care Strategy
   - ❖ Prudent Fiscal Stewardship
   - ❖ Broad internet access
   - ❖ Cost-Effective Green Development

5. **ECONOMIC DEVELOPMENT**
   - ❖ State, National and the Pacific Rim, International
   - ❖ Partner with economic development groups like GPEC
   - ❖ Assess new models for economic development
   - ❖ Partner with State Lands
   - ❖ Multi-Modal Transportation Infrastructure
   - ❖ Strengthen Sister Cities relationships; add an Asian city

6. **LEADERSHIP AND IMAGE**
   - ❖ Locally and Regionally
   - ❖ Within the State
   - ❖ Community Relations
   - ❖ Become a major player
   - ❖ Peoria as a Destination

ORGANIZATIONAL STRATEGIC PLAN (OSP)
GOALS AND OBJECTIVES

STRATEGIC GOAL #1: ENHANCE ORGANIZATIONAL DEVELOPMENT.

Improve the effectiveness and productivity of the organization through innovation and values-based employee development.

> *Key Objective: The City will receive a favorable score in an organizational survey of all organizational development objectives.*

Action Items:

a) Promote a work culture that fosters inclusion and values diversity.
b) Develop methods to increase efficiency and effectiveness.
c) Develop leaders within the organization.
d) Provide learning opportunities for all employees.
e) Emphasize integrity in departmental practices.
f) Encourage innovative ideas and actions that promote positive change.

STRATEGIC GOAL #2: INCREASE INFORMATION SHARING.

Increase effectiveness of communication through the sharing of timely, accurate and relevant information.

> *Key Objective: The City will receive a favorable score in a organizational survey of all information sharing objectives.*

Action Items:

a) Improve exchange of information throughout the organization.
b) Expand employee knowledge of organizational and departmental goals, policies, and planning documents.
c) Employ cross-functional teams for multi-departmental initiatives.

STRATEGIC GOAL #3: PROVIDE EXCELLENT CUSTOMER SERVICE.

Foster a customer service culture based on PEORIA's established values (Professional, Ethical, Open, Responsive, Innovative, and Accountable).

> *Key Objective: The City will receive a favorable score in a citywide survey of all customer service objectives.*

Action Items:

a) Develop citywide standards and measures for customer service.
b) Provide training to all employees on delivery of excellent customer service.
c) Expand access to information, programs and services through increased utilization of technology.
d) Increase access to city programs by providing bilingual and ADA-compliant services.

STRATEGIC GOAL #4: PROMOTE SUSTAINABILITY.

The City will position itself as a leader in sustainable activity.

> *Key Objective: The City will earn regional or national recognition, such as the ICMA Sustainable Community award, for the organization's sustainability measures.*

Action Items:

a) Design and deliver city services to reduce the impact on the environment.
b) Employ sustainable practices and technologies.
c) Educate and involve the community in sustainable practices.

STRATEGIC GOAL #5: PROMOTE CIVIC ENGAGEMENT.

Develop relationships with stakeholders that foster a sense of community.

> *Key Objective 1: The City will receive a favorable score in a citywide citizen survey regarding citizen perception of our measures towards building a sense of community.*
>
> *Key Objective 2: The City will receive positive feedback from local and regional stakeholders regarding the city's effort to build and maintain partnerships.*

Action Items:

a) Establish standards for civic engagement for all major City projects, programs, and initiatives.
b) Develop strategic partnerships with local, regional, and national organizations.

KEY FUNCTIONS are the primary activities or services that you provide. These could be your current divisions, a grouping of programs or services within a division, or a roll-up of more than one division (particularly if divisions are program-based, ie. AM/PM, Summer Camp, Summer Rec, etc. could be "Recreation Services" or "Youth Services").

Key Function

Assignment:

Identify the key functions that are provided by your department. Group the service activities into the key functions. Cost out your services, and discuss any important considerations such as core vs. non-core, current service levels and policy considerations such as revenue recovery requirements.

SERVICE ACTIVITIES are the things you spend your time and resources on. These should be identified by function and should address your overall Mission. In developing a Department Operating Plan, it is important to take an inventory of all the services your department provides. In particular, the department should outline the **COST** (in FTE's and Non-Personnel costs) and **SERVICE LEVEL** for each of these service activities as well as any other policy considerations.

Service Activities

An example of the **Costing of Services Matrix** is located on the following page. Please work with your Budget Analyst to determine the best model to use when costing out your services.

TIP - In the FY 2009 budget process, each division in the City identified their listing of "Core" and "Non-Core" services. This can be a useful reference tool for this exercise. For a detailed listing of current authorized positions, please use Schedule 7 of the FY 2010 budget book, or contact the Budget Office for an updated listing.

Internal Service Charges (ISF's) should not be included when costing out your services. However, you should include fuel, vehicle replacement and vehicle repair costs.

The "Level of Service" discussion should just be a quick narrative to help explain the service activity. At this point, don't feel the need to get real detailed in defining these levels.

Core/Non	Num	Service	Cost of Service	FTE	Director	Budget Coordinator	Sr Budget Analyst	Budget Analyst	Mgmt Asst	CIP Coordinator	CIP Mgmt Asst	Grant Coordinator	Dept TOTAL	Personnel Cost	Non_Personnel
Budget Office															
Core	1	Ensure all state and city regulatory requirements are met	31,902	0.280	3%	4%	2%	1%	1%	2%	0%	15%	**4%**	30,988	913
Core	2	Manage the City's resources to ensure organizations priorities are met	248,141	2.132	30%	40%	30%	39%	29%	10%	0%	35%	**27%**	241,039	7,102
Core	3	Manage resources for the City's infrastructure needs	162,505	1.451	10%	5%	15%	0%	4%	30%	46%	35%	**18%**	157,854	4,651
Core	4	Maintain the City's position control/authorized positions	16,197	0.150	1%	2%	12%	0%	0%	0%	0%	0%	**2%**	15,734	464
Core	5	Advise and consult on operational and policy analysis	198,724	1.591	40%	15%	10%	32%	20%	9%	18%	15%	**20%**	193,036	5,688
Core	6	Promote effective city-wide fiscal management practices	57,040	0.500	5%	12%	10%	10%	5%	0%	8%	0%	**6%**	55,407	1,633
Core	7	Manage the City's Performance Management program	38,008	0.370	1%	7%	6%	8%	15%	0%	0%	0%	**5%**	36,920	1,088
Core	8	Develop budget documents	42,043	0.420	0%	5%	4%	4%	18%	3%	8%	0%	**5%**	40,839	1,203
Core	9	Monitor department operations - expense to budget	35,289	0.330	1%	8%	10%	5%	7%	2%	0%	0%	**4%**	34,279	1,010
Core	10	Manage the CIP monitoring system	12,600	0.110	1%	0%	0%	0%	0%	2%	8%	0%	**1%**	12,239	361
Non Core	1	Prepare quarterly Financial Status Report	2,368	0.020	0%	2%	0%	0%	0%	0%	0%	0%	**0%**	2,301	68
Non Core	2	Calculate and verify Street Light Improvement Districts tax levy	3,288	0.030	0%	0%	0%	0%	0%	1%	2%	0%	**0%**	3,194	94
Non Core	3	Collect and report on department's supplemental status	4,163	0.040	0%	0%	1%	1%	1%	1%	0%	0%	**1%**	4,044	119
Development Agreement Administration															
Core	1	Manage Development Agreement obligations	19,507	0.160	1%	0%	0%	0%	0%	13%	2%	0%	**2%**	18,949	558
Core	2	Impact Fee Administration	6,636	0.050	1%	0%	0%	0%	0%	4%	0%	0%	**1%**	6,446	190
Core	3	Manage Impact Fee Credit Obligations	15,914	0.130	1%	0%	0%	0%	0%	10%	2%	0%	**2%**	15,458	455
Core	4	Developer/Public Information	4,240	0.030	1%	0%	0%	0%	0%	2%	0%	0%	**0%**	4,118	121
Core	5	Development Agreement negotiation and coordination	4,516	0.035	1%	0%	0%	0%	0%	3%	0%	0%	**0%**	4,387	129
Non Core	6	Repayment Agreement Tracking	299	0.003	0%	0%	0%	0%	0%	0%	0%	0%	**0%**	291	9
Non Core	7	Project/Permit audits	299	0.003	0%	0%	0%	0%	0%	0%	0%	0%	**0%**	291	9
Non Core	1	Systems development	4,087	0.030	1%	0%	0%	0%	0%	1%	1%	0%	**0%**	3,970	117
Non Core	2	Legislative Review and analysis	3,188	0.023	1%	0%	0%	0%	0%	0%	1%	0%	**0%**	3,097	91
Non Core	3	Capital Financing and Coordination	9,924	0.080	1%	0%	0%	0%	0%	5%	2%	0%	**1%**	9,640	284
Non Core	5	Cost Benefit Analysis (New development projects)	599	0.005	0%	0%	0%	0%	0%	1%	0%	0%	**0%**	582	17
Non Core	6	Development Driven Projects	2,689	0.025	0%	0%	0%	0%	0%	1%	2%	0%	**0%**	2,612	77
			924,164	8.000	100%	100%	100%	100%	100%	100%	100%	100%	**100%**	897,714	26,450

Cost of Core Functions	803,328	(Assumes current service level for PM activities)
Cost of NonCore Functions	120,835	(Includes budget documents, monitoring CIP and Ops, and position control.
	924,164	
# FTE - Core Functions	6.88	(Assumes current service level for PM activities)
# FTE - NonCore Functions	1.12	(Includes budget documents, monitoring CIP and Ops, and position control)
	8.00	

SWOT Analysis

SWOT ANALYSIS is a method used to assess the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats that affect the achievement of key function goals and objectives. A SWOT analysis examines the following factors:

- *Internal Factors* – The *strengths* and *weaknesses* internal to the accomplishment of the key function(s). (organizational structure, systems, expertise, etc.)
- *External Factors* – the *opportunities* and *threats* that are caused by the external environment (legislation, market conditions, technology, etc.)

Assignment:
Conduct a SWOT Analysis for each of your key functions. Discuss the resources you have and explain what is happening in these key areas.

SWOT ANALYSIS

	Helpful to the organization	Harmful to the organization
Internal to the organization	Strengths	Weaknesses
External to the organization	Opportunities	Threats

The FY 2011 budget process will include "budget target reductions" similar to what was provided last year. While this can be a threat to your key functions, the SWOT tool can help you identify opportunities to maximize your available resources. The Budget Office and HR are available to facilitate Departmental SWOT analyses.

TIP - When using SWOT analysis, be realistic about the strengths and weaknesses of your program or service activities. Distinguish between where you are today, and where you could be in the future. Also, consider where you are in relation to your competition and what is a reasonable service standard to strive for. Finally, keep your SWOT analysis short and simple, and avoid over-analysis since much of the information is subjective. Simply, use it as a guide for developing your key objectives.

Goals & Objectives

Key Function

Service Activities

SWOT Analysis

Goals & Objectives

GOALS are statements of **what you wish to achieve over the next one to three years** within each key function. In addition, they should reflect your vision and mission, and your SWOT analysis.

OBJECTIVES communicate, in specific and concrete terms, the expected results for your goals. Another way to look at it, objectives are the desired outcomes. They should **have a measurable end result**. Where applicable, they should align to the stated **Council Objectives and Organizational Strategic Plan Objectives**. Remember, these objectives should contribute to the achievement of the larger goal.

Assignment:
Establish a broad goal for each Key Function. Develop 1-3 objectives for each goal. Review your current Goals and Objectives to ensure they align with the 24-Month Council Goals and the Organizational Strategic Plan.

EXAMPLE:

Key Function: Capital Engineering

Goal: *Implement Capital Projects on time and within budget*

Objectives:
1. Complete capital projects within original stated timeframe 95% of the time.
2. Complete capital projects within estimated budget 95% of the time.

Links to other priorities
Organizational Strategic Plan: *None*
24-Month Council Goals: *Promote prudent fiscal stewardship. Objective-Complete capital projects on time and on budget 95% of the time.*

Department Operating Plan

A **DEPARTMENT OPERATING PLAN** is the ultimate product of your strategic budgeting effort. The plan will clearly explain the thought process behind your budgeting decisions, and will include:

- *Department Organizational Chart*
- *Mission and Vision Statements*
- *The primary influences and priorities that drive your operations*
- *Key Functions (purpose or mission) and service activities*
- *Discussion of the opportunities and threats as they relate to the Key Functions*
- *The stated Goals and Objective for each Key Function*
- *The resource requirements necessary (financial and personnel) to address your service needs (including impacts on levels of service).*

In conclusion, the plan will summarize:

- *Notable departmental budgetary changes (use bullets).*
- *A narrative discussion on the department's performance management philosophy and approach.*

Assignment:
Develop your
Department Operating Plan

The Management and Budget Office has provided a Department Operating Plan template to assist you in completing this step.

CONGRATULATIONS!!

You have now completed your Department Operating Plan.

Department Operating Plan

Assignment

1. Please define your department mission and/or vision. Each statement should be no more than a few sentences in length.

Department Operating Plan

Assignment

1. Discuss the various influences which determine your services.

2. Briefly discuss how your department will address the Council's 24-month Goals, as well as the City Organizational Strategic Plan (OSP). Focus on identified objectives that relate to your area.

Department Operating Plan

Assignment

1. Identify the Key Functions that are provided by your department. List each service you provide to manage this function. Once grouped, please cost out these services, and discuss any important considerations as core vs. non-core, current service levels and policy considerations.

Key Function -
> **Service Activity (please attach Costing of Services worksheet for detailed description of service)**

Department Operating Plan

Assignment

1. Identify the current Strengths and Weaknesses, and Future Opportunities and Threats for each of your key functions. Discuss how your current resources will be affected by these factors.

Department Operating Plan

Goals and Objectives

Assignment

1. Establish a broad goal for each Key Function. Develop one to three objectives for each goal. Review these to ensure that they align with the 24-month Council Goals and the Organizational Strategic Plan.

> ## Key Function:
>
> ## Goal
>
> ### Objectives
>
> ### Links to other priorities

Department Operating Plan

Budgetary Changes

Assignment

1. Identify notable departmental budgetary changes

Item	Fiscal Impact	Impact on Positions	LOS Impact
• Change #1			
• Change #2			
• Change #3			
• Change #4			
• Change #5			
• Change #6			
• Change #7			
• Change #8			

2. Discuss your department's performance philosophy and approach for the upcoming year.

Department Operating Plan Timeline

Tasks   ## Timeline

Tasks	Timeline
Kickoff Meeting with Director-Budget and HR	September
Begin Drafting Operating Plan	September
Complete first draft	***Monday, November 16***
Review with Deputy City Manager	November 15 – December 1
Budget Review (optional)	November 15 – December 1
Revise and Review Plan as needed	December 1 – January 4, 2010
Final Plan to Executive Leadership & Budget	***Friday, January 15, 2010***

QUESTIONS TO CONSIDER AT EACH STEP:

MISSION VISION

- o What is your Mission/Vision?
- o What do you do and why?
- o What determines what you do? Mandated (legally required), Essential (core services), Optional (good things to do, nice to haves, convenience)?

PRIORITIES AND INFLUENCES

- o What Council Goals relate to your operations (directly or indirectly)?
- o How do your activities relate to the Organizational Strategic Plan goals or objectives?
    - ▪ Innovation
    - ▪ Organizational Development
    - ▪ Civic Engagement
    - ▪ Information Sharing
    - ▪ Customer Service
    - ▪ Productivity
    - ▪ Sustainability
- o Has Executive leadership shared their expectations for your operations?
- o Are there legal requirements that dictate what you do?
- o Master Plan/General Plans – How do they relate?
- o Are the any other Guidance documents that help determine what you do?
- o Who are your customers? Internal, external, citizens, businesses, other agencies, etc?
- o Do you interact with citizens directly or indirectly?
- o What are you hearing from citizens?
- o How are you getting citizen feedback?

KEY FUNCTIONS

- o Identify 5-8 key Functions within your department (usually a grouping of services)
- o How do these functions support your mission statement?

CURRENT SERVICE ACTIVITIES

- o What activities are you currently providing?
- o Why are you providing that service/activity?
- o Who are you serving? Who are your customers?

Costing out services

- Current org chart
- FTE Count
- Resources allocated to activities or service areas

Identify level of services

- Discuss service levels
- Identify service gaps
- Identify service overlap

SWOT ANALYSIS

- What are the strengths, weaknesses, opportunities and threats your operations?
  - Are there any changes to your service needs?
  - Are there known strategies to address these changes? Benchmarks?
  - What will influence your ability to deliver services? ie. Council Goals, increased/decreased workload, trends, financial parameters, etc.
  - CM Guidance
    - Financial Parameters
    - Organizational Parameters
  - Director's Perspective

KEY OBJECTIVES

- What ultimately are you trying to achieve in each of your function areas?
- How will you know you are successful?
- What Outcome Measures will help you know you are successful?
- What other measures will help you analyze your achievement of the outcome measure? (Management measures)

DEVELOP SERVICE PLAN

- Which services best address your key functions?
- What goals and objectives support these services?
- What is the cost of providing these services?
- What level of service can you provide?
- How does this compare to your current activities?
- Describe the proposed changes (what did you do?)

Performance Measures

- What outcome measures will you use to judge your success?
- How did you determine you targets?
- What Management measures will assist you in reviewing your operations?

OSP Strategic Goals and Objectives
Implementation Toolkit

The Organizational Strategic Plan Implementation Toolkit is a listing of the Organizational Goals and suggested action items identified by employees during the development of the Organizational Strategic Plan. Please review the action items below for inclusion in your Department Operating Plans. Additional action items that help support the achievement of the goals and objectives may be added as necessary.

STRATEGIC GOAL #1: ENHANCE ORGANIZATIONAL DEVELOPMENT

Improve the effectiveness and productivity of the organization through innovation and values-based employee development.

TACTICS (pick from these suggestions or create your own):

1) Develop policies and programs supporting inclusion and diversity.
2) Recognize departments and individuals demonstrating ethics, leadership and stewardship of resources.
3) Implement a structured mentoring program.
4) Establish supervisor and leadership academies that support a continual learning environment.
5) Increase cross-training and succession planning.
6) Design and review benefits packages that are flexible in order to support the diverse needs of our employee population
7) Establish family-life-friendly culture
8) Develop and implement a comprehensive wellness program.
9) In meeting environments, Group leaders should ensure that roles, expectations and timelines are clearly stated, and that all action items are assigned and monitored.
10) Develop methods for recognition of innovative ideas.
11) Screen for innovative qualities in new hires and evaluate innovation and risk-taking competencies in employee performance.
12) Establish an environment of shared risk-taking.
13) Review established business processes.
14) Use analytical tools such as Return on Investment (ROI) and Cost Avoidance to prioritize and justify implementation of new ideas.
15) Develop an Innovation Program that establishes funding for innovative ideas, programs and services.
16) Seek grant funding for implementation of new ideas and programs.

STRATEGIC GOAL #2: INCREASE INFORMATION SHARING.

Increase effectiveness of communication through the sharing of timely, accurate and relevant information.

TACTICS (pick from these suggestions or create your own):

1) Publish minutes from meetings, such as director and department meetings.
2) Advertise resources, events, programs and activities in the City.
3) Implement department suggestion boxes, publish suggestions and associated decisions.
4) Provide more cross-departmental networking, idea exchange and training.
5) Develop productive meeting guidelines.
6) Provide opportunities for bottom-up communications.
7) Create a central database listing general information used City-wide, i.e., population and square miles in the City, budget, number of building permits issued to date, significant partnerships, etc.
8) Inform employees of available technological resources and provide training on its use; offer annual training on any changes.
9) Provide a referral / reference manual of City functions.
10) Provide training on communication "etiquette" at New Employee Orientation.
11) Develop and implement Peoria Employee Leadership Institute (PELI); video tape and stream on Intranet.
12) Invite new employees back to a second New Employee Orientation to avoid information overload at the first Orientation.
13) Leverage technology to improve access to information, such as Intranet webinars, video conferencing, and electronic workflow processes.
14) Conduct regular updates between departments and executive management to assess status of departmental goals and objectives and communicate progress to organization.
15) Utilize new employee orientations to articulate organizational expectations.

STRATEGIC GOAL #3: PROVIDE EXCELLENT CUSTOMER SERVICE.

Foster a customer service culture based on PEORIA's established values (Professional, Ethical, Open, Responsive, Innovative, and Accountable).

TACTICS (pick from these suggestions or create your own):

1) Evaluate and expand e-government based on public feedback.
2) Evaluate and expand accessibility (i.e. flexible scheduling, shifts, remote sites, etc).
3) Increased bilingual services through hiring.
4) Increased bilingual services through training.
5) Establish procedures to update other departments on changes to programs or service delivery.
6) Provide education and cross training opportunities for employees to understand other departments' core services.
7) Collect feedback from internal and external customers (i.e. anonymous surveys).

STRATEGIC GOAL #4: PROMOTE SUSTAINABILITY.

The City will position itself as a leader in sustainable activity.

TACTICS (pick from these suggestions or create your own):

1) Facility design, operation and maintenance will use the best sustainable practices that are fiscally prudent.
2) The City vehicle fleet will be as fuel-efficient as possible; alternative fuel technologies will be used wherever appropriate.
3) New office equipment will be as energy/resource efficient as possible (i.e. duplex printing, workgroup printers, management software).
4) City operations will be assessed to identify and implement sustainable practices (i.e. idling policy for city vehicles, green procurement, alternate work schedules, employee accountability).
5) Electronic capability, such as videoconferencing or webinars, between city facilities (and with other agencies) will be expanded and policies to mandate its use adopted.
6) Engage state legislators and educate them about Peoria's sustainable goals & practices.
7) Promote the city's sustainable practices and accomplishments to the community.
8) Host a regional sustainability forum to bring local, regional and state leaders together on the topic.
9) Adopt city policies and ordinances to mandate sustainable practices in the community (i.e. require Xeriscape for new homes, expanding uses for reclaimed water in existing developments, etc.).
10) Develop and introduce legislation that enhances Peoria's and Arizona's ability to compete globally for sustainable industries.
11) Develop city infrastructure (data, water, transportation, trails, parks, open space, existing environment) to attract targeted companies.

STRATEGIC GOAL #5: PROMOTE CIVIC ENGAGEMENT.

Develop relationships with stakeholders that foster a sense of community.

TACTICS (pick from these suggestions or create your own):

1) Form civic engagement teams to improve relationships and outcomes for the community.
2) Identify and promote community events.
3) Promote an environment that is inclusive of the diverse perspectives of Peoria's citizens, visitors, workforce, business owners, and other stakeholders.
4) Identify and maintain partnerships with local, regional and national organizations such as schools, neighborhood associations, non-profit entities, arts and entertainment groups, business associations, faith-based organizations, and leadership groups.
5) Proactively establish dialogue with disenfranchised groups.
6) Develop interdepartmental teams to share the benefits of our partnerships.
7) Develop and/or improve communications strategies that reach underserved populations.
8) Seek employee feedback on initiatives that impact diverse populations.
9) Partner with other cities, non-profits, military and businesses (with a common goal).
10) Forge a marketable identity of Peoria to instill community pride and promote involvement.

Department Operating Plan Resources

Austin, Tex.
Performance Document (Budget)
http://www.ci.austin.tx.us/budget/09-10/downloads/performance_doc_2010.pdf

Handbook/Resource Guide
http://www.ci.austin.tx.us/budget/00-01/resourceguide.pdf

Bellevue, Wash.
Example of communications piece including key outcome measures:
http://www.ci.bellevue.wa.us/pdf/Finance/Report_to_bellevue_citizens.pdf

Coral Springs, Fla.
Outcome Measures – City's Performance report (pages 50 – 54):
http://www.coralsprings.org/Publications/Budget_FY2009/FY2009BusinessPlanAdopted.
pdf

Dallas, Tex.
Key focus Areas – Balanced Scorecard
http://www.dallascityhall.com/Budget/adopted_0809.html

Des Moines, Iowa
Current Performance Report for Community
http://www.dmgov.org/performance/

Vancouver, Wash.
Performance Management – Business Plan handbook and Examples
http://www.cityofvancouver.us/performance.asp?menuid=10462&submenuid=17767

Minneapolis, Minn.
Department Business Plans
http://www.ci.minneapolis.mn.us/results-oriented-minneapolis/BusinessPlanhowto.asp

Long Beach, Calif.
Financial Strategic Plan
http://www.longbeach.gov/finance/budget/financial_strategic_plan.asp

Prince William County, Va.
Strategic Plan and Plan Areas
http://www.pwcgov.org/default.aspx?topic=040059000700004945

Charolette-Mecklenburg Co., N. Carolina
Strategic Business Plan
http://www.charmeck.org/NR/rdonlyres/e6r662lpty2wxnj6tsqp65ruv5nhit5h6brn2h4w
mdrp4lldrsav5dwlw5xrmxopad7yytq6nf247rq2afljj3ozxpe/Strategic+Business+Plan%2er
evised+for+web+site%2e5%2e26%2e05.pdf

Other cities/counties to look at:

Miami-Dade County, Fla. http://miamidade.gov/wps/portal

Palm Coast, Fla. http://www.ci.palm-coast.fl.us/

Phoenix, Ariz. http://www.phoenix.gov/

Reno, Nev. http://www.cityofreno.com/

San Jose, Calif. http://www.sanjoseca.gov/

Santa Barbara County, Calif.
http://www.santabarbaraca.gov/Government/Finance/Budget/

Sarasota County, Fla.
http://www.scgov.net/CFPO/BudgetGuide/documents/proposed10.pdf\

Washoe County, Nev. http://www.co.washoe.nv.us/finance/FY09BudgetBook.html

Westminster, Colo. http://www.ci.westminster.co.us/912.htm