

{TITLE PAGE}

DRAFT

{MAYOR AND COUNCIL}



Ivan Altamirano
Mayor



Tina Baca Del Rio
Mayor Pro Tem



Lilia R. Leon
Councilmember



Hugo A. Argumedo
Councilmember



Oralia Y. Rebollo
Councilmember

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{STRATEGIC ACTION PLAN INTRODUCTION}

The City of Commerce Strategic Action Plan is built around the keyword of “Action”. Unlike most strategic plans, the City’s plan is linked to the administrative and financial operations that drive decisions for the Mayor, Council and City Management. The Strategic Action Plan connects the Council’s policy direction to the City’s operating and capital improvement budgets. The City Council agenda will serve as a guidepost to ensure the day-to-day relevance and effectiveness of the plan. Projects related to the plan will be highlighted on the agenda.

This Strategic Action Plan establishes a road map for activities and initiatives that will achieve the vision for the City and ensure that Commerce is poised to capitalize on opportunities to advance key initiatives. This plan is a flexible tool to guide and assist decision-makers with proactive projects and policy development to achieve results that will be enjoyed by current residents and future generations. The plan is designed to highlight key activities and goals while being aligned with the City’s policies, practices and processes, which guide its operations on an ongoing basis. These current and future plans of the City can be linked to the focus areas, guiding principles and projects included in the strategic plan.

The Strategic Action Plan focuses specifically on activities outside of the day-to-day operational services that the City provides. The projects included in the Strategic Action Plan are specific, measurable, on a timetable, and assigned to a responsible department/division within the City. The Strategic Action Plan may also be used as a mechanism to provide status updates on the progress of activities at regular intervals.

The Strategic Action Plan will function as a compass for the City to continuously make strategic decisions on maintaining and improving its operations.

THE STRATEGIC PLANNING PROCESS

The goal of the strategic plan is to build an alignment of strategies, projects and performance measures to address focus areas and guiding principles that are included in this document. The development of a new strategic plan for the City of Commerce has the following goals:

1. Focus on community expectations and priorities.
2. Build on the City's strengths and address opportunities for improvement.
3. Continue to provide an organizational environment committed to delivering exceptional service to community, promoting best practices, innovation and cost effectiveness.
4. Valuing employees and creating an exceptional work environment.
5. Measuring City services for results.
6. Improving development, financial, human services and infrastructure policies, procedures and practices.

ENVIRONMENTAL SCAN

The key foundation to developing the Strategic Action Plan was the Environmental Scan. Environmental Scan surveys were conducted with the Mayor, Council and the senior management team. The surveys provided important information and data for the Mayor, Council, and the senior management team to ensure the alignment of citywide priorities and establish the foundation for building the strategic plan.



“the bad leader is he who the people despise; the good leader is he who the people praise; the great leader is he who the people say, “We did it ourselves”

— Peter M. Senge, *The Fifth Discipline: The Art & Practice of The Learning Organization*

The development of the City of Commerce strategic plan was an inclusive process that involved extensive levels of leadership in the organization. Typically, strategic plans are developed in concert with the elected board and senior leadership of the city. This often excludes mid-level management, which is critical for the success of the plan when “the rubber meets the road” and projects have to be successfully implemented. The disconnect that can sometimes develop between the goals of upper management and the implementation at the middle management and front line supervisor levels can result in significant time and energy spent to communicate the importance of the plan, in relation to other daily priorities and the inevitable emergencies that may arise.

The Mayor and Council recognize the need to create the City’s strategic plan as a document that all levels of leadership in the organization can own. They involved the senior management team, comprised of senior and mid-level managers, to develop the strategic plan. The senior management team, of approximately 15 individuals, worked on developing the Strategic Focus Areas, Guiding Principles and the projects that are included in the plan. In developing this document, the senior management team recognized their connectivity with one another. Seeing the complete landscape of projects in this plan and what it will take to get them done was an excellent opportunity for the senior management team to build cohesion as a team. In this process, the team was reminded that they were no longer limited by the barriers of departments, but instead were able to work across these boundaries to continue to make Commerce a premier community.

The City of Commerce is a lean organization, and the time commitment of the senior management team in developing this document is a real testimony to their desire to not just settle for being good, but to strive to be a great organization. The “true north” on the compass has been set by the strategic plan for this journey. The Mayor and Council’s support for this effort will ensure that the City Administrator and senior management team will reach the destination.

{SENIOR MANAGEMENT TEAM}

A two-day senior management team strategic planning retreat was held on Wednesday, March 2nd, and Thursday, March 3rd, 2016. The retreat relied on information from the Strategic Plan Alignments and Development Surveys and a list of proposed project initiatives to develop the Focus Areas, Guiding Principles and projects for the Strategic Action Plan.

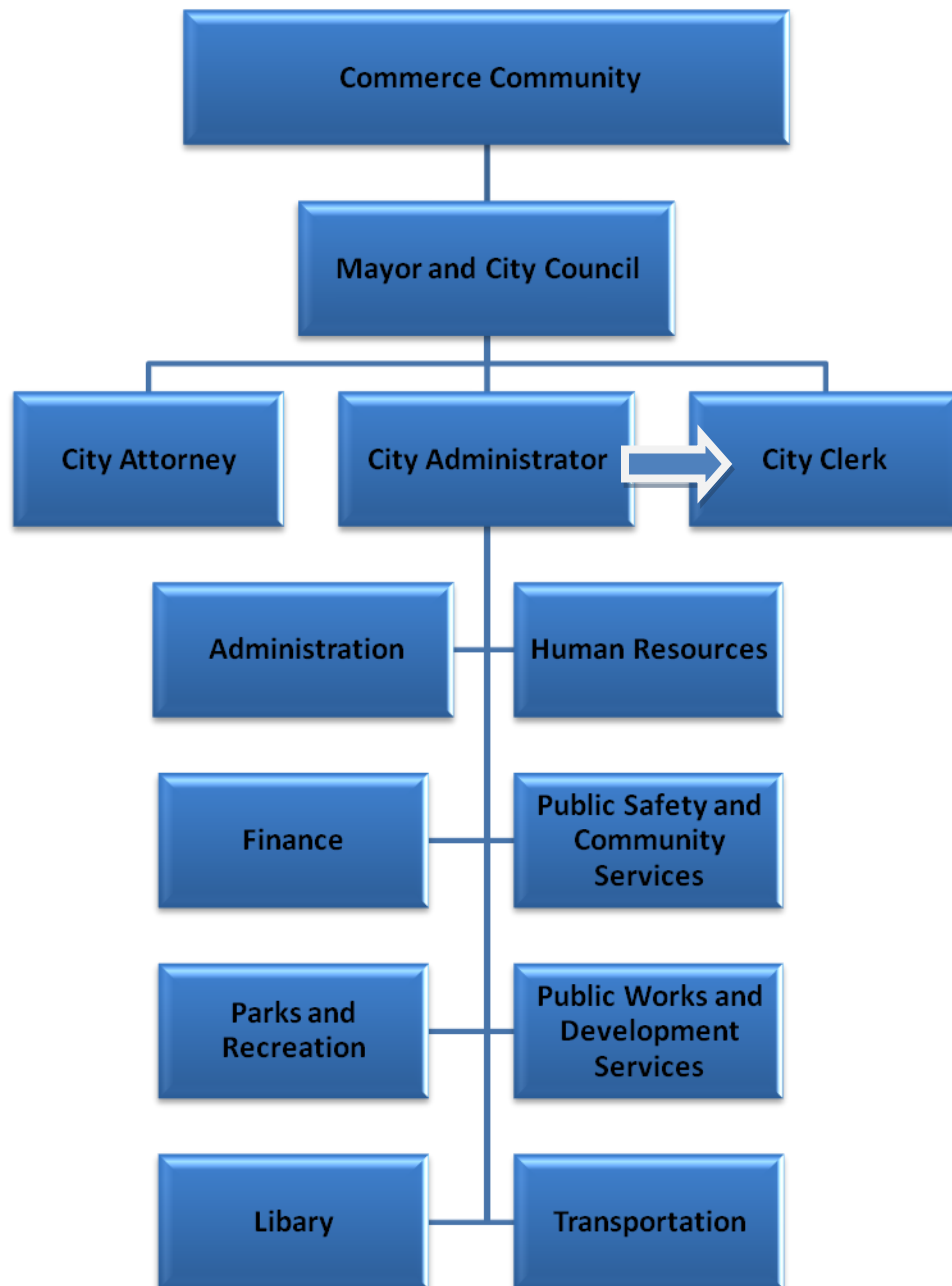
The following is a list of attendees over the two days:



Jorge J. Rifa
Eduardo Olivo
Lena Shumway
Mike Casalou
Vilko Domic
Robert Lipton
Claude McFerguson
Matt Rodriguez
Beatriz Sarmiento
Matt Marquez
Fernando Mendoza
Gina Nila
Alvin Papa
Adolfo Marquez

City Administrator
City Attorney
City Clerk
Director – Human Resources
Director – Finance/City Treasurer
Director – Parks & Recreation
Director-Transportation
Director – Public Safety & Community Services
Director – Library Services
Deputy Director of Development Services
Deputy City Administrator
Deputy Director of Public Works Operations
Deputy Director of Engineering Services
Assistant Director – Parks & Recreation

{ORGANIZATIONAL CHART}



{CITY OF COMMERCE}

Commerce is a city located in southeast Los Angeles County, California. The population was 12,823 at the 2010 census, up from 12,568 at the 2000 census. The City was incorporated in 1960 to prevent neighboring cities such as Vernon and Los Angeles from annexing industrial land for tax revenue and elected its first City Mayor, Maurice Quigley. In the 1970s and 1980s, Commerce successfully negotiated the turbulent period of deindustrialization that hammered nearby cities, maintaining much of its manufacturing and goods-distribution base and successfully converting former industrial land to lucrative commercial uses.



Today (five decades after incorporation), Commerce is a dynamic City, which has effectively recycled old heavy industrial sites with high technology, office, warehouse and retail use. The City has exceptional recreation and social service programs and provides superior-quality public safety, transportation, and community development services to all residents and businesses located in the City while cultivating a unique small-city ambiance enjoyed by all of its citizens.

{MISSION STATEMENT}

The City of Commerce is dedicated to providing the finest in municipal services as sensitively, courteously, efficiently, and effectively as possible to ensure the well being of the residential and industrial communities and to respond to the needs of the people.

{ VALUE STATEMENT }

We, the Commerce City employees and officials, take great pride and pleasure in providing outstanding programs, services, and activities for our community and industrial neighbors.

Within our city family, we treat each other with respect and kindness, always do our best, and are honest and straightforward with each other. We welcome opportunities to learn and grow, we trust and support each other, laugh together, accept each other's differences, and are loyal to each other and to the city.

Strengthened by our city ties, we work with enthusiasm and dedication on tasks large and small to put our abundant city resources to the best possible use for all who live or earn their living in Commerce. Our work reflects the same qualities found in our co-workers relationships: respect, kindness, commitment, honesty, trust, desire to grow, support, humor, acceptance, and loyalty.

Commerce is an excellent place to live and work, and all our efforts as city employees and officials go toward keeping it that way. Together, we are "The Model City."

City Councilmembers
City Commissioners and Committee Members
City Administration
City Staff in All Departments

{ STRATEGIC FOCUS AREAS and GUIDING PRINCIPLES }

DEFINITIONS

Strategic Focus Area – This is the intersection of the City’s Mission and Vision with the needs of its residents and the City’s organizational competency. These focus areas are designed to keep the organization’s priorities from getting distracted by what may appear to be competing opportunities. This strategic focus will drive policy decisions and priorities for the City.

Guiding Principles – The strategies guiding the consistent execution of projects, policies and programs that continuously work toward achieving the goals expressed in the strategic focus areas.



STRATEGIC FOCUS AREAS and GUIDING PRINCIPLES

Strategic focus is a systems view that is consistent with several similar concepts such as: Peter Drucker's *theory of business*, Gary Hamel and C.K. Prahalad's *strategic intent*, Jim Collin's *Hedgehog Concept*, and Michael Porter's *fit and position*. The four “systems” views that should drive every organization are: purpose, function, process, and structure.

The strategic focus areas tie to three of these: The City’s Mission and Vision, one of the foundations for the focus areas, tie to **Purpose**; the needs of the City, which are articulated in the focus areas, are linked to **Function**; and the organizational competency expressed in the focus areas are aligned with **Process**. **Structure** is not related to an element of the strategic focus areas, because structure answers the “how” question. The purpose, function, and process elements are essentially “what” questions. In strategy development, the “what” questions drive the “how” question. The “how” is represented by the guiding principles under each focus area. Although an organization can operate without this strategic focus, there is strong evidence to indicate that organizations that develop and have the discipline to adhere to a strategic focus have significant long-term sustainability.

{FISCAL SUSTAINABILITY}

The City of Commerce will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and supports an outstanding quality of life for our community. City business practices will be efficient, business friendly and ensure exceptional customer service.

Guiding Principle 1: Demonstrate fiscal responsibility through establishing financial policies, budgeting practices that meet the Financial Standards of Excellence requirements, which meet the benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA).

Guiding Principle 2: Implement city business processes and operational efficiencies to streamline the cost of government including the examination and identification of cost of services and cost of recovery policies.

Guiding Principle 3: Implement a compensation philosophy that allows the City to proactively compete for and retain top qualified personnel.

Guiding Principle 4: Continue to enhance innovative technology initiatives to support City business processes and customer service. Implement new strategies and methods to retain and/or encourage private development investment.

Guiding Principle 5: Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

Action Item	Description	Responsibility	Timeframe
Employee and Retiree Benefits Structures	Review and report to council recommendations and options	Finance	FY 16-17
Review Financial Policies	Update City Financial Policies for council consideration	Finance	FY 16-17
Cost Recovery Fee Study and Development of Fee Schedule	Cost comparison and analysis to improve cost recovery	Finance, Public Works and Development Services (PWDS)	2017/18 – conduct study and develop new fee schedule 2018/19 – implement new fee schedule

{ECONOMIC GROWTH}

The City of Commerce will invest, and seek investments that will bring sustainable, diverse and high quality businesses to the city that will foster economic vitality (net economic contributors), local and regional employment, and enhance the quality of life while protecting the environment.

Guiding Principle 1: Create and strengthen our identity, as a community that promotes opportunity and success for business that meets the strategic focus for economic growth, will have a positive impact on the quality of life and the City's financial sustainability.

Guiding Principle 2: Ensure that the City's development services are continually streamlined, efficient, customer focused and responsive to efficiently support local economic growth.

Guiding Principle 3: Support a long-range planning vision through the City's General Plan, zoning ordinance, and related land use planning documents that incorporate community and stakeholder input and provide a compass for strategic economic growth, infrastructure investments and city fiscal planning.

Guiding Principle 4: Focus on strategic economic development pursuits that will increase local jobs, generate additional revenue and create demand for supporting businesses.

Guiding Principle 5: Advocate and maintain a leadership position on relevant regional issues that impact the economic growth and well-being.

Action Item	Description	Responsibility	Timeframe
General Plan Update and Related Source Documents	City General Plan expires in 2020. Start budgeting and developing source documents for the process as it is a multi-year process	Public Works and Development Services (PWDS)	FY 16-17 FY 17-18 FY 18-19
Telegraph Corridor Developments	Disposition of redevelopment agency assets and development of 26-acre and the 10-acre sites along Telegraph Road	PWDS, City Attorney, City Administration	FY 16-17 FY 17-18
Implementation of Green Zone Action Plan	Action plan developed by the Green Zone Working Group to guide developments that are sustainable and consistent with desired quality of life	PWDS	FY 16-17 FY 17-18
Analyze Non-Discretionary Land Use Approvals	Develop land use policies that provide for coordinated and responsible development in impacted areas of the City	PWDS, City Attorney, City Administration	FY 16-17
I-710 Freeway Improvement Project	Participate in planning, community engagement and decision-making.	PWDS, City Administration, City Council Delegates	FY 16-17

Action Item	Description	Responsibility	Timeframe
I-5 Freeway Improvement Project	Participate in planning, community engagement and decision-making.	PWDS, City Administration and City Council delegates	FY 16-17
Gold Line Light Rail Extension-Washington Coalition	Participate in planning, community engagement and decision-making.	PWDS, City Administration and City Council delegates	FY 16-17
California High Speed Rail	Participate in planning, community engagement and decision-making.	PWDS, City Administration	FY 16-17
Implementation of Billboards Ordinance	Implementation of ordinance providing for the conversion to digital billboards	PWDS, City Attorney	FY 16-17
Standard Industrial Classification (SIC) Update	Approval of ordinance changing and updating the current SIC zoning system	PWDS, City Attorney	FY 16-17
Beautification Policy Development	Develop policies that will provide for incorporation of beautification components in development and infrastructure projects	PWDS, City Attorney, City Administration	FY 16-17
Economic Impact Study	Conduct a study that will evaluate economic impacts of various land uses in the City	PWDS, City Administration	FY 17-18
Redevelopment of Washington and Atlantic Area	Pursue commercial developments	PWDS, City Administration	FY 16-17 FY 17-18
Economic Development/Attraction Strategic Plan	Develop plans to attract businesses	City Administration	FY 16-17 FY 17-18
Development Review Process	The City will organize a City/Private sector working group to review and recommend improvements to the City's permitting process.	PWDS	FY 17-18

{CITY ORGANIZATION}

The City of Commerce is an organization and workplace that encourages innovation, attracts and retains employees through a supportive working environment with competitive salary and benefits. The City will maintain a knowledgeable, skilled and empowered workforce that is committed to providing outstanding service to its residents, businesses, and visitors.

Guiding Principle 1: Create and maintain a culture of ownership that empowers employees to be creative, innovative, make decisions and be accountable for them. Ensure employees have the necessary intellectual and physical resources to efficiently and effectively perform their jobs and provide excellent customer service.

Guiding Principle 2: Foster an environment that continuously seeks to improve service and organizational responsiveness to internal and external customers.

Guiding Principle 3: Establish clear expectations, roles and responsibilities for all employees, elected officials, appointed commissioners and committee members, and volunteers.

Guiding Principle 4: Develop, maintain and enhance practices that improve communication and transparency for all employees.

Guiding Principle 5: Develop training, systems, policies and procedures that continuously improve governance and teamwork between the City Council, the City Administrator, the senior management team, city staff, volunteers, committees and commissions that maintain the highest standards of integrity and ethics.

Action Item	Description	Responsibility	Timeframe
Succession Planning for Workforce	Review and evaluate key organizational positions to be prepared for transition	Human Resources	FY 16-17 FY 17-18
Employee/Leadership Training	Identify specific employees each year for leadership training	Human Resources	FY 16-17
Improving Information Access Through Technology	Ensure that departments utilize electronic form submission through website, and information accessibility via City's website, apps, and social media	Finance	FY 16-17
Develop Expectations for Improving Communication, Priority Setting and Collaboration Between Council and City Administrator	Develop a program to solicit feedback from Council on best communication practices; Set up meeting to discuss best ways of communicating between staff and Council, setting expectations	City Administrator	FY 16-17
Employee Development Training for Trade Skills	Develop opportunities for staff education and training for Trades related skills	Parks, PWDS	FY 16-17
Improving Teamwork and Collaboration Between Departments	Develop a plan that promotes teamwork between departments	Human Resources	FY 16-17

Develop an Employee Survey	A survey will be administered to help ascertain performance measures for all City departments	Human Resources, Administration	FY 17-18
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{COMMUNITY QUALITY OF LIFE}

The City of Commerce will provide services, programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Positive relationships with the community will be cultivated through civic engagement, comprehensive public safety programs, responsive customer service, and clear accessible communication. Our community's history, culture and environment will be protected for future generations.

Guiding Principle 1: Continue to support and create partnerships with educational institutions and organizations that work to improve the lives of our residents, including the local school district. Provide multi-generational development programs to ensure quality education and recreational opportunities.

Guiding Principle 2: Continue to enhance partnerships and connections with neighborhoods throughout the City through focused outreach efforts, strategic utilization of various communication methods, including technology, and meaningful personal interaction with the community.

Guiding Principle 3: Continue to provide safe, efficient and cost effective public transit and recreational excursions that meet the needs of our residents, businesses and visitors.

Guiding Principle 4: Support and evaluate community services, programs and events that promote healthy and quality lifestyles for our residents. Enhance public safety and social services through innovative programs that meet the needs of the residential and business communities.

Guiding Principle 5: Foster environmentally conscious initiatives and continue to identify and develop city codes that support a clean, well-maintained, sustainable community.

Action Item	Description	Responsibility	Timeframe
Feasibility Analysis for Closed-Circuit TV (CCTV) Network	Analysis to deploy CCTV cameras at major intersection and strategic locations	Finance	FY 16-17
Pursue Quality of Life Initiatives Through the Operating Budget and CIP plan	Identify projects for inclusion in the CIP or operating budget	PWDS, Parks	On-going
Radio Frequency Security System (RFID).	Switch to RFID at the Main and Bandini Libraries to be in line with the other two libraries	Finance, Library	FY 16-17 FY 17-18
Enhance Public Safety Based on Crime Stats and Targeted Policing	Partner with LASD to utilize Smart Policing techniques based on needs and crime trends	Public Safety	FY 16-17
Transit Feasibility Study	Complete a transit study to evaluate the viability of adding additional transit routes and/or services to increase ridership and economic growth	Transportation	FY 16-17 FY 17-18

{INFRASTRUCTURE AND FACILITIES}

The City of Commerce will strategically plan, construct and maintain current and future infrastructure and facilities that support the community's quality of life, economic viability and protects the environment.

Guiding Principle 1: Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.

Guiding Principle 2: Develop and implement a sustainable Capital Improvement Program to ensure the quality of the existing infrastructure and to support future plans for the City.

Guiding Principle 3: Maintain and prioritize improvements to City facilities and infrastructure in accordance with adopted master planning documents including the Green Zone Implementation Plan to accomplish achievable annual and long-term goals.

Guiding Principle 4: Develop and invest in infrastructure and beautification projects that support economic growth.

Action Item	Description	Responsibility	Timeframe
Implement Pavement Management Plan	Roadway Improvements	PWDS	On-going
Implement Sidewalk Inspection Program and Improvements	Displaced and/or broken sidewalks needing repair or replacement	PWDS	On-going
Facilities Conditions and Needs Assessment and Improvements	Complete assessment, prioritize, schedule and implement improvements	PWDS, Facilities Maintenance	FY 16-17 FY 17-18 FY 18-19
Environmental Compliance, Monitoring and Reporting	City oversight and management of environmental compliance for development projects, regulations, public engagement, and coordination with other agencies	PWDS, Administration	On-going
Traffic Management Center	Develop traffic management center to improve citywide signal timing	PWDS	FY 16-17 FY 17-18
Citywide Technology Equipment and Software Upgrade Plan	Evaluate and implement citywide technology resources	Finance	FY 16-17 FY 17-18
Public Works and Development Services Office Space Needs Assessment and Reconfiguration	To improve function and flow to increase responsiveness to internal and external customers	PWDS	FY 16-17 FY 17-18

Implement a CIP Project Tracking System	Project Management System with internal and external (public) capabilities that will improve CIP development process	PWDS, Administration, Finance	FY 18-19
Washington Boulevard Expansion		PWDS	FY 16-17 FY 17-18

Action Item	Description	Responsibility	Timeframe
Americans with Disabilities Act Self-Analysis and Transition Plan	Implement in phases per recommendations from Transition Plan	PWDS, Facilities Maintenance	On-going
Beautification and City Branding to include Art in Public Places	Develop concepts for aesthetic improvements, motifs, public art and city branding including financing options	PWDS	FY 16-17 FY 17-18
Parks Master Plan and Needs Assessment	Assessment and analysis of needs	PWDS	FY 18-19
Long range plan for facilities maintenance	Develop a facilities maintenance plan	Facilities Maintenance	FY 18-19
Green Zones Action Plan	Implement adopted Action Plan	PWDS, Administration, Finance	On-going
Traffic Calming	Develop policies to support traffic calming requests	PWDS	FY 17-18

{STRATEGIC INITIATIVES BY FOCUS AREA}



{PERFORMANCE MEASUREMENT}



A performance measure is a numeric description of an organization's work and the results of that work. Performance measures are based on data, and tell a story about whether an organization or activity is achieving its objectives and if progress is being made toward achieving policy or organizational goals. In technical terms, a performance measure is a quantifiable expression of the result of activities that indicate how much, how well and/or at what level services are provided during a given time period. Quantifiable means the description can be counted more than once or measured using numbers while results are what the city's work is intended to achieve or accomplish for its residents.

There are several reasons to measure, monitor and report performance of our work. There's an old saying, "if it's not measured it's not done"; performance measurement tells managers something important about the organization's services and processes. Performance measures are a tool to help understand, manage, and improve. In short, performance measurement provides data and information necessary to make informed decisions while providing a snapshot of current performance capabilities and the ability to track whether actual performance is getting better, staying the same, or getting worse over time. The best performance measures start conversations about organizational priorities, the allocation of resources, ways to improve performance, and offer an honest assessment of effectiveness.

Although performance measures may have a number of characteristics, these have been established by the Governmental Accounting Standards Board and are used in almost every kind of performance audit. Performance Measures should be:

- ❖ **Relevant** measures matter to the intended audience, and clearly relate to the activity being measured. Logic models are a way of establishing relevant measures.
- ❖ **Understandable** measures are clear, concise, and easy for a non-specialist to comprehend. This applies to language used in the title and description, and to technical aspects of the measure.
- ❖ **Timely** measures have information available frequently enough to have value in making decisions.
- ❖ **Comparable** measures have enough data to tell if performance is getting better, worse or staying about the same. They also provide the reader with a frame of reference or context to tell if current performance meets or exceeds expectations.
- ❖ **Reliable** measures have data that is verifiable, free from bias, and an accurate representation of what it is intended to be.

- ❖ **Cost-effective** measures justify the time and effort to collect, record, display, and analyze the data given the measure's value. Another aspect of cost-effectiveness is feasibility. For instance, an ideal metric may require data collection, the scope and scale of which is far beyond its potential usefulness.

Performance measures may have other desirable characteristics, too:

- ❖ **Useful** measures help people doing the work understand what is happening with their business process, and how to get better results for customers.
- ❖ **Influence** relates to the ability of an agency to influence a measure, to “move the needle on the dial when they push on the pedal.” Some measures are important enough to society that we want to track them, even though a single agency's influence on them may be difficult to discern. These are often called indicators.
- ❖ **Significant** measures are those that are most important to representing performance. For instance, we can measure an almost infinite number of things about our body (weight, bicep size, body mass, resting heart rate, etc.) but medical science has identified a significant few that are appropriate to use under given circumstances.
- ❖ **Feasible** measurable data is on hand or the department can reasonably expect to collect it.

Reference:

Government Accounting Standards Board (GASB), Performance Reporting for Government, *Characteristics Performance Information Should Possess*, adapted from GASB Concepts Statement No. 2, *Service Efforts and Accomplishments Reporting* (2008):

<http://www.seagov.org/aboutpmg/characteristics.shtml>

There are four types of typical performance measures that are quantifiable and results oriented:

- ❖ **Output Measures** (workloads)
 - The amount of work performed (bean counting)
- ❖ **Efficiency Measures**
 - Work performed vs. resources needed to do it
- ❖ **Outcome Measures** (effectiveness)
 - “Quality of performance” or achieving objectives
 - Response times, citizen satisfaction are examples
 - Productivity Measures
- ❖ **Combined efficiency and effectiveness** – rarely used

City Departments will focus on developing their own measures while keeping in mind the proposed strategic focus areas and guiding principles previously agreed upon. Below are examples of performance measurements for each strategic focus area to assist departments in developing their performance measures.

Fiscal Sustainability

- ❖ Compliance with newly established financial policies
- ❖ Five Year Revenue and Expenditure Projections, updated Annually
- ❖ Monitor accuracy of projections
- ❖ GFOA Financial and Budget Reporting Awards – Annually
- ❖ Maintain City Reserve Fund Balance – Annually (Fund balance per capita)
- ❖ Cost of service and cost recovery policies

Economic Growth

- ❖ Sales tax revenues quarterly
- ❖ Number of new business licenses quarterly
- ❖ Processing time of plan reviews and permits
- ❖ Number of new prospects opened compared to success rate

City Organization

- ❖ Annual Employee Survey Results
- ❖ Annual compliance with mandated training

Community Quality of Life

- ❖ Types of calls for Public Safety services and location within the City
- ❖ Cost effectiveness of Emergency Medical Services
- ❖ Crime statistics by FBI type
- ❖ Types and participation of recreational programs
- ❖ Readership of City generated communications
- ❖ Effectiveness of environmental (including sanitation) programs
- ❖ Number of inspections – fire, building, code, etc.

Infrastructure

- ❖ Annual roadway condition reports
- ❖ Annual water loss
- ❖ Number, location and severity of water main breaks
- ❖ Water service disruptions
- ❖ Sanitary sewer overflows (# of unpermitted discharges)

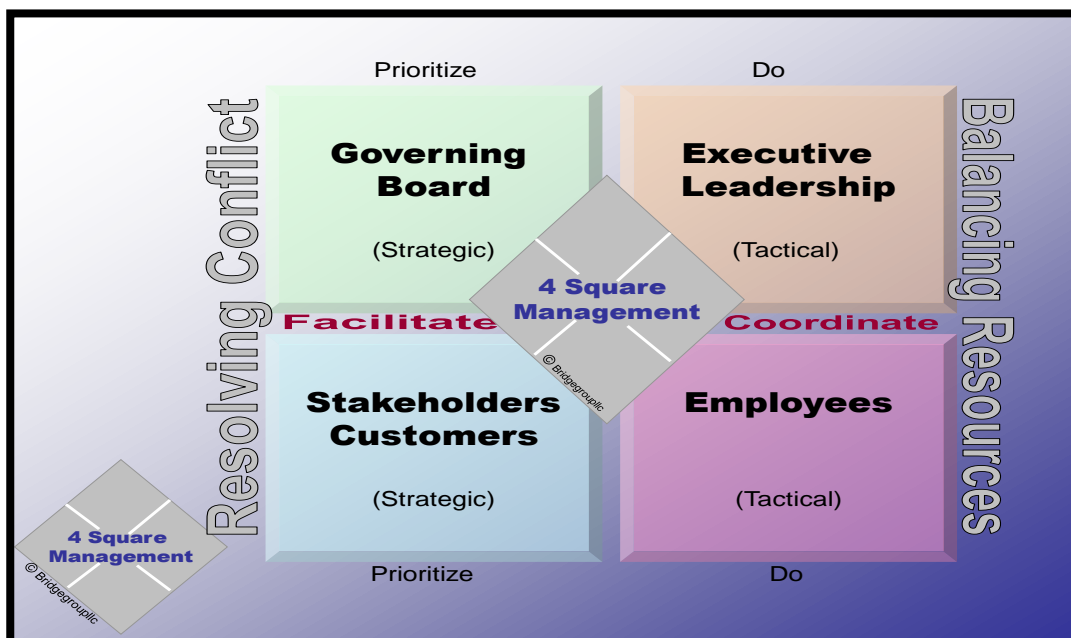
Building Collaborative Leaders Using Four Square Management ©bridgegroupllc

The City of Commerce will be using the Four Square Management as a project-planning tool to implement strategic plan projects. The tool is designed to provide a checklist for the City to use to improve the implementation of key initiatives (projects). City departments will use the Four Square Management checklist to ensure that all key components of planning a successful project have been met.

Four Square Management serves as a compass for aligning strategy with the operational implementation of new initiatives and also promotes collaborative decision-making. The vacuum that is often created without proper planning on new initiatives can result in problems when implementation creates unexpected consequences. A simple, but impactful example of unexpected consequences is when an organization implements a project, but the staffing and long-term financial resources to effectively manage the initiative are not considered. The Mayor and Council think it is important for the City to have a tool that provides a clear compass to guide the organization through avoiding the potential pitfalls of unintended consequences on new initiatives.

Four Square Management provides a checklist for departments to use when developing and implementing new Initiatives (projects). The key to success when implementing new initiatives is finding the balance among:

- ❖ Stakeholder/Customer Expectations
- ❖ Mayor and Council Expectations
- ❖ Department's Capacity to implement the project
- ❖ Capacity of employees to execute the project for Stakeholder/Customer



Four Square Management is a tool to strategically and tactically guide the City departments through a measured process of improving the effectiveness of implementing new initiatives. How does Four Square Management work? Prior to implementing any new initiatives, the following questions should be addressed under each of the categories:

Stakeholder/Customer Expectations

- ❖ Is this initiative consistent with the City's Mission and Core Values?
- ❖ Is it one of our stated strategic priorities or strategic focus areas in the Strategic Plan?
- ❖ Does it resolve an immediate and pressing problem that is appropriate for the organization to address?
- ❖ If funding is involved, can this initiative be sustained over the next five years or longer with other competing budget priorities?

Mayor and Council Expectations

- ❖ What are the outcomes we will use to determine if this initiative is successful?
- ❖ When will the initiative be reviewed to determine how it is being implemented?
- ❖ What are the best practices for this initiative?

Management Capacity to Implement The Policy

- ❖ Do we have the necessary operational procedures to implement the initiative?
- ❖ If the initiative requires technology, is it in place or do we have to purchase it?
- ❖ Is a performance measurement system in place to track the outcomes or results of the initiative?
- ❖ Do we have the necessary structure and supervisory capacity to implement the initiative?
- ❖ Do we need a field trip to an organization that has developed and implemented the initiative?
- ❖ What are contingency plans if the initiative has problems while being implemented?
- ❖ What is our communication strategy for the initiative and the spokesperson?

Capacity of Employees to Execute the Policy for the Stakeholders/Customers

- ❖ Has input from employees been received on how to implement the initiative effectively?
- ❖ Is employee training required to implement the initiative?
- ❖ How will implementing this initiative impact current work cycles for services?
- ❖ How will implementing this initiative affect timelines on implementing any other initiatives approved in the Strategic Plan?

The Four Square Management model can provide the platform for implementing a more collaborative and result oriented approach for the City. This simple template for the City departments to use should not delay the development of new initiatives. It will help to make sure the initiative has run the gauntlet for its successful implementation.

{INTEGRATED STRATEGIC PLAN}



The Strategic Action Plan is a living document. The City will annually update the Strategic Action Plan in the first quarter of each calendar year after the annual Council reorganization. Projects in the plan requiring funding over the next fiscal year will be identified. Projects should also be updated and reviewed at this time. New projects, if any, should also be identified and included in the Strategic Plan for the fiscal year or subsequent years. Performance measures should be reviewed and, if required, updated during this process.

In developing the budget request for future fiscal years, the Mayor, Council should review:

- ❖ Any strategic projects requiring funding
- ❖ Any new proposed strategic plan projects
- ❖ The staff's work plan for the new fiscal year
- ❖ Performance measurement adjustments, if any, for the new fiscal year
- ❖ Prioritization of projects

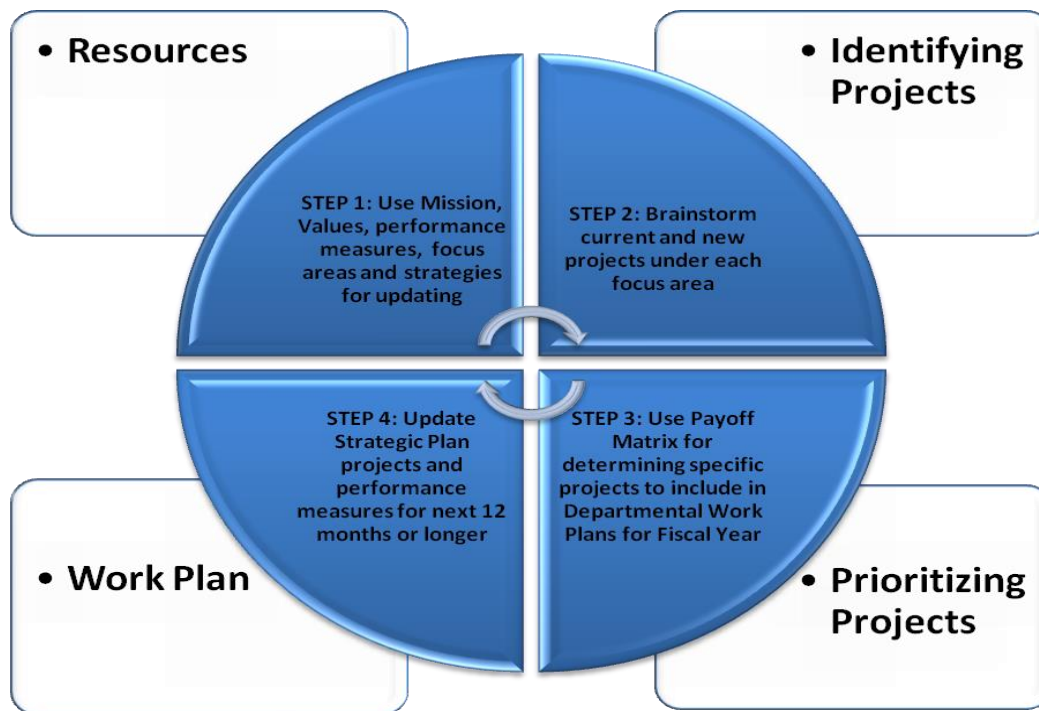
{SUSTAINABLE STRATEGIC PLAN}

The annual updating of the Strategic Plan is necessary to ensure continuous improvement that is aligned with the City's Mission and Values. The Strategic Action Plan is a living document that can be sustained over time by the City as part of its annual budgeting process. The Sustainable Strategic Plan procedures provide a process for annually updating the plan.

The annual updating of the plan is necessary to ensure continuous improvement that is aligned with the Focus Areas and Strategies of the City. Building a sustainable Administrative Plan relies on four simple steps.

- ❖ Resources - Use the Mission and Values statements, Focus Areas, and performance data to provide information for brainstorming new projects under the plan.
- ❖ Identifying Projects - Under each one of the focus areas, potential projects for the next 12 months or longer should be identified through brainstorming. At this point all projects, including new projects will be considered until they are prioritized.
- ❖ Prioritizing Projects - Using the Payoff Matrix to prioritize the list of identified projects and determine the work plan for the next 12 months or longer.
- ❖ Work Plan - Projects in the work plan and current or new performance measures are finalized for the Strategic Plan update.

SUSTAINABLE STRATEGIC PLAN



THE PAYOFF MATRIX

The “Payoff Matrix” provides a tool for the City to use for identifying projects that are either easy or difficult to implement, but result in a high impact on the organization. The purpose of the matrix is to stay in quadrants 1 and 2.

	Easy to Accomplish	Difficult to Accomplish
High impact on the organization/community	1	2
Low impact on the organization/community	3	4

The City of Commerce is committed high impact projects to improve the quality and results of services provided to the community. Annually using the Payoff Matrix departments will prioritize which projects meet this requirement.

{STRATEGIC FOCUS}

Everything is a priority when a city does not focus on the use of its employees' time and other resources. The Strategic Action Plan provides the focus and alignment that the City of Commerce can use to manage strategic projects, the annual operating budget, the capital improvement plan, the work plans of the staff, and the implementation of other approved plans.



How will the Strategic Action Plan help the City focus? The City of Commerce will rely on the Strategic Focus Areas and Guiding Principles of the Strategic Action Plan to:

1. Inform the operating budget.
2. To consider revisions to the capital improvement plan.
3. Develop new projects and assign them to specific departments for execution.
4. Implement projects and initiatives already approved in existing city wide plans.
5. Determine an agreed upon process and schedule to prioritize projects and revise priorities as necessary.

What specific steps will the City of Commerce take every year to focus its strategic efforts?

1. The Strategic Action Plan will be updated annually in the spring of each year after the Council's reorganization. The plan can be updated annually after the spring reorganization process or at a scheduled City Council meeting. All strategic projects (non capital improvement) that require a significant amount of staff time should be included in the plan.
2. The Mayor, Council and City Administrator are committed to making sure that staff has the time and resources to complete the projects in the plan.
3. If new project(s) are added to the plan after it is approved, the Mayor and Council will work with the City Administrator to determine what project(s) currently in the plan need to be

reprioritized and reflected in either the upcoming fiscal year capital improvement program and/or operating budgets.

4. The City Administrator is accountable and will be reviewed annually on the progress made toward completing the projects within the Strategic Action Plan.
5. The City Administrator will include in Department Head evaluations, their progress and work on the Strategic Action Plan.
6. The operating budget and capital improvement program will be review during the mid-year adjustment and the spring annual review of the Strategic Plan's priorities, at which time staff resources and time commitments will be evaluated for the upcoming budget cycle.

How will the City stay strategically focused? As depicted in the chart below, strategy is about making deliberate choices about the future and excluding projects from the plan that are not strategic.



The City of Commerce is committed to staying focused and acting strategically to continuously improve our services to the community.