



# LET'S BE STRATEGIC: Moving our Best Forward

## An Organizational Assessment of the City of Torrance Strategic Plan Process

### Prepared for:

The City of Torrance

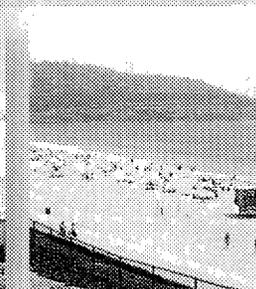
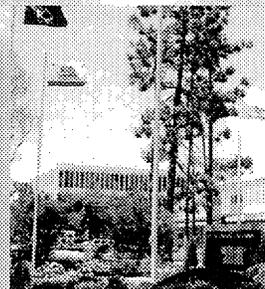
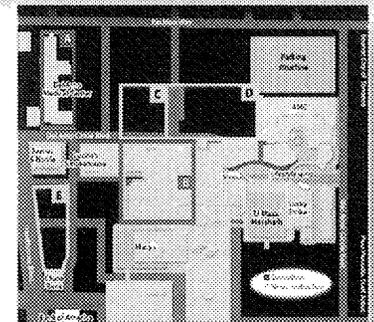
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# Introduction

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The current role of cities involves complex responsibilities including the delivery of public services, actively engaging and responding to stakeholders and most importantly discovering how to make local communities better places for citizens to live, work and play.

The function of cities relies on the coordinated actions of many individuals. Leadership executed by elected officials combined with the daily management of government functions by city staff ensure citizens and stakeholders receive specific services that reflect the needs of our unique communities. As the professional practice of political management, public administration, and public policy have been fostered and developed within the local government sector, cities have increased their toolkit of skills and resources to become increasingly more innovative, efficient and responsive in executing these services.

Despite much success, recent economical, political, and socio-cultural trends have emerged that challenge cities to reassess the ways they function, operate, and communicate. Economically, the long lasting impacts stemming from the Great Recession caused many cities to reduce or cut services in order to match lower levels of revenue. Additionally, the dissolution of redevelopment agencies has limited city capacity to infuse investment into blighted areas to promote community and economic development.

Politically, cities are facing a unique period of unfavorable public perception. Isolated cases of intentional fiscal mismanagement and unethical behavior exhibited by both elected officials and executive managers have received national media attention.

These challenges are compounded with new societal expectations that demand “real-time” alerts and open access to information. This trend and expectation has exploded in the online and mobile data realm causing local agencies to adapt in order to meet citizen expectations.

All of these challenges are especially relevant to the City of Torrance (“City” or “Torrance”). The City has a stellar track record in maximizing the public value it provides to its community. The City has diligently responded to citizens,

stakeholders, and elected officials through initiation of the Strategic Plan process to best allocate resources to achieve outcomes desired by the community. The City continually strives to maintain its commitment to customer service by promoting informational transparency. Due to this commitment, the City provides a large amount of data, reports, notifications, and updates to its community through a variety of means.

This organizational assessment that has been prepared for the City seeks to identify the strengths, weaknesses, opportunities and threats related to the City's Strategic Plan and its current communication strategies. The City's existing operations and processes will be compared to best practices identified in literature as well as practices utilized in cities of comparable size and function. In addition to this comparative study, observational findings uncovered through interviewing and surveying the City's staff will provide management with feedback on how to improve current processes and performance management systems. It is intended that this data along with the proposed recommendations and implementation plan will be used to further increase the City's ability to better serve its community despite reduced resources and increased expectations from the public.

# Background

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With a mission “to encourage and respond to community participation as [they] provide for an attractive, clean, safe, secure and enriching environment...” (City of Torrance), the eighth largest city in Los Angeles County has continuously demonstrated that a philosophy along with action can build a highly effective organization.

## **CITY OF TORRANCE**

Having just celebrated its centennial in 2012, Torrance has much to be proud of--as an organization and community. Despite having a population of approximately 148,000, it has managed to redefine a “hometown feel” by creating a community that appeals to businesses, residents and City employees.

Beyond transparency and accountability, this sense of community has been driven by Torrance’s willingness to evolve as its community and the world around it has. The City’s demonstrated ability to listen and adapt to a changing environment has resulted in many honors, including:

- 2009 Recipient, MMASC Technology Award for Excellence (City of Torrance)
- 2010 Finalist, Most Business Friendly City in Los Angeles County (Fulton, 2011)
- 2011 Finalist, All-America City Award (Giordano, 2011)
- 2012, SP-1+ Standard & Poor Credit Rating (City of Torrance)

Despite these successes, Torrance has not been immune to challenges. Like many cities, the Great Recession and the recent dissolution of redevelopment agencies have impacted Torrance. These events have affected the City’s Budget and required Torrance to reassess its definition of service, while simultaneously capitalizing on new ways to engage citizens. Torrance, however, is not an organization that ignores its challenges, rather - it views them as opportunities for improvement. To this point, the City has maintained a perspective of constructive criticism in order to adjust to what lies ahead.

## **THE CITY’S STRATEGIC PLAN**

While some cities have struggled to find their footing, Torrance’s 2008 Strategic Plan has been instrumental in helping the City maintain its balance. In short, not only has it helped the City actively plan for its future, it has also diminished the impact of external threats.

The Torrance City Council introduced the idea of strategic plans 19 years ago. By 1996, the City's first Plan was developed and adopted by a Strategic Plan Committee, which included citizens. Torrance's decision to actively include citizens in the development of the Strategic Plan demonstrates a history of social responsiveness and collaboration. Because the 1996 Plan was seen as successful, the Strategic Plan became a living document that was updated in 1999 and 2008. The purpose of the Strategic Plan is to provide the City with long-term direction, increase transparency and manage public expectations. However, in recent years, challenges with managing the Plan's 186 Key Performance Indicators (KPIs) and communicating accomplishments have surfaced. More specifically, the KPIs do not accurately represent each department's work because (i) some departments do not have KPIs and (ii) Strategic Managers are unable to make adjustments to KPIs through the KPI Database. It is this same Database that is made available to citizens.

## **PROBLEM STATEMENT**

For the 2013-2015 City Budget, \$135,000 worth of Three-Year Update Cycles are being considered. This presents an opportunity to assess several elements of the City's Strategic Plan and research best practices, so improvements may be implemented.

A Strategic Manager's tone of caution and optimism reveals much about the necessity of this organizational assessment and perhaps, the need for further analysis. The Manager writes:

*The KPI system is a great accountability and it allows an organization to focus and track outcomes, but I believe, as with any system an annual focus analysis needs to occur. By taking the time to review the data it will allow the organization to see if we are on track with our mission, which is the Strategic Plan. If this honest review is not done than the data being collected will become stale (2013 Strategic Manager Survey, Survey Monkey).*

With this said, the Research Team has carefully assessed the Strategic Plan through the implications of performance management, external communication and the use of social media to engage citizens. The three-prong Problem Statement that the City presented to the Research Team is shown below:

- Improve **Internal Management** of the Strategic Plan Process
- Improve **External Communication** of Strategic Plan Accomplishments
- **Engage Citizens** in Strategic Plan Accomplishments Using Social Media

The Research Team is confident that in researching these ideas, Torrance can move forward on achieving its vision.

# Methodology: Environmental Scan

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The environmental scan's goal was to better understand the complexity of the Problem Statement. And by researching strategic planning and social media practices, this complexity along with some best practices could be uncovered. The Research Team achieved this through a process that involved internal and external scans. More about each is outlined below:

## INTERNAL SCAN

The objective was to assess Torrance's current strengths and weaknesses; this was accomplished by understanding the current organizational structure as well as employee functions and attitudes regarding strategic planning and social media.

1) **Review and Analyze Historical Documents**

In addition to the City's Strategic Plan and Action Plan, past community profile reports and other City documents were also reviewed. Through this process, the Research Team was able to collect and verify data then identify major themes for analysis.

2) **Analyze 186 Key Performance Indicators**

The KPIs are critical to the management of the Strategic Plan. As a result, the Research Team focused on prioritizing those KPIs that align with strategic processes. After clearly defining Strategic KPIs and Operational KPIs, the Team utilized these definitions to categorize the 186 KPIs. For the Strategic KPIs grouped by Strategic Priority, please refer to Appendix D.

3) **Distribute Surveys to 55 Strategic Managers**

The purpose of the open-ended survey was to engage key City employees, by evaluating their understanding of the Plan and the impact of the KPIs. Additionally, the purpose was to learn more about a variety of strategic plan management processes as they relate to each department. The six-question survey was administered through Survey Monkey and includes quantitative as well as qualitative analysis. For the raw data from this survey, please refer to Appendix C.

4) **Interviews with Five (5) Strategic Managers**

The intent of these interviews was to help the Research Team better understand Strategic Managers' attitudes and behaviors as they relate to the strategic plan process and social media. This was accomplished by

conducting semi-structured interviews with departments that had limited Strategic KPIs. These departments and divisions included: Cable & Community Relations, Communications and Information Technology, Fire, General Services, and Human Resources. The interviews focused on each working group's specific successes and challenges.

## **EXTERNAL SCAN**

The objective was to identify strategic planning and social media trends in the public sector; this was accomplished by examining the dynamics of city responsibilities and public expectation in a rapidly changing society.

### **1) Interviews with Five (5) Comparable Cities**

With the assistance of a Torrance Executive Management Team member, seven (7) cities of comparable size and function to Torrance were identified for interviews. The original list of cities included: Burbank, Irvine, Glendale, Long Beach, Newport Beach, Pasadena and Santa Monica; all these cities except Glendale and Newport Beach participated in the interview. Telephone and in-person interviews were conducted with seven (7) individuals who were familiar with the focus area; they included, assistant city managers, public information officers (PIO), and members of the public among others. The two-prong interview included questions related to strategic planning and social media; through this process best practices in both focus areas were identified. For further detail on the interviews with the Comparative Cities, please refer to Appendix B.

### **2) Collect and Analyze Strategic Plans**

The Research Team collected six (6) strategic plans and utilized the California State Department of Finance's (CA DOF), *Strategic Planning Guidelines* to identify key components of a highly effective strategic plan.

### **3) Literature Review**

To substantiate critical points around strategic planning and social media practices, publications were collected from professional associations representing local government interests, namely the League of California Cities and the International City/County Management Association ("ICMA"). These reviews discuss the impacts of effective cities and civic engagement as they relate to the Problem Statement.

The environmental scan resulted in the Research Team better understanding the impact of the focus area as it relates to various cities and as it relates to Torrance's philosophy around civic engagement and planning for the future.

# Findings & SWOT Analysis

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In order to aggregate and consolidate findings from the environmental scan, a SWOT analysis was prepared for the City as part of the organizational assessment. This specific type of analysis organizes findings to present the City's strengths, weaknesses, opportunities and threats related to the Problem Statement identified for the City. The definition for each of the SWOT elements as applied to City during the assessment is found below.

<b>Strengths</b>
<ul style="list-style-type: none"> <li>▪ Processes or systems that are successful to promoting the long-term implementation of the Strategic Plan</li> <li>▪ Areas where long-term progress and innovation have observed</li> <li>▪ Demonstrable use of best practices</li> </ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Observed areas facing ongoing challenges</li> <li>▪ Structural or systemic limitations</li> </ul>
<b>Opportunities</b>
<ul style="list-style-type: none"> <li>▪ Identification of underutilized processes and programs</li> <li>▪ Re-thinking current programs in new paradigms</li> </ul>
<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ External and uncontrollable factors</li> <li>▪ Unanticipated events</li> </ul>

The SWOT analysis was specifically used for Torrance, because it is considered a useful tool in the Strategic Planning process and as an evaluation tool. It has been used by other government agencies as well as in the non-profit, health, and private sectors to correct deficiencies and build upon core competencies. Additionally, the weaknesses and opportunities sections allowed the Research Team to explore the internal workings of the City and shed light on employee perceptions and opinions that may have not been made known to Executive Management. Collectively, all of the SWOT

elements will touch upon (i) the Strategic Plan, (ii) the implementation of the Strategic Plan through the KPI Database, and (iii) the City's social media communication platform. It is hoped that this information will equip the Executive Management Team with a new understanding of these resources and will help guide the City in identifying future activities, programs and initiatives that will improve processes and policies already present within its current operations.

## **STRENGTHS OF THE ORGANIZATION: A MODEL STRATEGIC PLAN CITY**

Of the literature that was reviewed, the *Strategic Planning Guidelines* prepared by the CA DOF provided the most robust recommendations and definitions related to the Strategic Plan process. The CA DOF resource guide was also unique as it was the only publication that distinguished the strategic plan from other long-range planning tools, making its definition useful to professional practitioners. According to this definition, the strategic plan is unique in being a visionary and goal-setting document that directs future actions to execute established goals. To complement the CA DOF strategic plan definition, John Luthy states the purpose of strategic planning is to “establish long-term goals, annual objectives, and detailed actions/strategies that address issues related to performance, productivity, community and personal well-being and required statutory services” (Luthy, 2002).

All literature related to strategic plans prioritize not only its creation, but its implementation and long-term performance management of stated actions and strategies. Linking activities and tasks to responsible employees, identifying dates and setting priorities to manage each activity ensures the strategic plan remains an active and living document (Gordon, 2005). Gordon continues to advise that city departments must collect all necessary data to measure progress and success towards outcomes. Such analysis benefits the entire city government organization by (i) assisting executive management deliver needed services to citizens, (ii) ensuring departments operate programs that support the city’s mission and values, and (iii) measuring team, unit, or individual contribution towards prioritized activities and can link their contribution to their performance evaluations.

Based on these best practice definitions and recommendations found in literature, it was discovered that many cities publish reports entitled and referred to as “strategic plans”, but compared to the CA DOF definitions, many of these reports are other forms of long-range plans. This is indicative due to the absence of the visionary or goal-setting characteristics specific to strategic plan definition identified by the CA DOF. Of the comparable cities, Burbank, Pasadena and Torrance were found to be the only cities that implemented strategic plans that meet the CA DOF definition and continue to implement such goals through a performance management system or process. For more information obtained from the comparable city interviews please refer to Appendix B.

**Table 1: Assessment of Long-Range Plans**  
**Source: CA Department of Finance and Comparative City Interviews**

	<b>STRATEGIC PLAN</b>	<b>MASTER PLAN</b>	<b>POLICY PLAN</b>	<b>OPERATIONAL PLAN</b>
<b>ELEMENTS</b>	<ul style="list-style-type: none"> <li>▪ Visionary</li> <li>▪ Goal-Setting</li> <li>▪ Allocates Resources</li> <li>▪ Action Items</li> <li>▪ Records Benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Details agency or Departmental function</li> <li>▪ Typically applied to capital and urban planning policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Departmental conceptual policies</li> <li>▪ Staff directed</li> <li>▪ No specific measures or evaluation method</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff directed</li> <li>▪ Resource allocation</li> <li>▪ Specific Action Items</li> <li>▪ Records Benchmarks</li> </ul>
<b>CITIES</b>	<ul style="list-style-type: none"> <li>▪ Burbank</li> <li>▪ Pasadena</li> <li>▪ Torrance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Santa Monica</li> <li>▪ Glendale</li> <li>▪ Brea</li> </ul>		<ul style="list-style-type: none"> <li>▪ Irvine</li> <li>▪ Santa Monica</li> </ul>
<p><b>Findings from Other Comparable Cities:</b></p> <ul style="list-style-type: none"> <li>▪ Cities of Long Beach and Anaheim phased out the usage of strategic plans and performance management systems.</li> <li>▪ City of Tustin is pending implementation of its strategic plan.</li> <li>▪ City of Newport Beach does not utilize a strategic plan but rather, uses a priority-based budget plan that is managed by the City's Budget Office.</li> </ul>				

Torrance benefits from specific environmental factors that allowed for the successful and long-term commitment to the Strategic Plan. First, the City has benefitted from stable political leadership that initiated the first Strategic Plan in a comprehensive manner and encompassed the institutional knowledge to replicate this process a second time. Additionally, a committed Executive Management Team established the KPI Database to track progress of the City's strategic initiatives on a quarterly basis. These factors are unique resources, which unfortunately are not present in all city agencies and are credited with the long-term success of the City's Strategic Plan process and measurement system.

## **WEAKNESSES WITHIN THE ORGANIZATION**

All organizations can benefit from assessing weaknesses and limitations that exist internally. The Research Team was able to uncover some of these weaknesses by issuing surveys to the 55 Strategic Managers identified in the current KPI Database and conducting a select number of in-person interviews with Strategic Managers.

### ***Polarized Opinions among Strategic Managers***

These evaluation tools revealed that Strategic Managers hold polarized opinions and perspectives related to the Strategic Plan and KPI Database. To view all the responses to the Strategic Manager Survey, please refer to Appendix C. Key findings from the survey are summarized below.

- No clear or unanimous definition received regarding the Strategic KPIs versus Operational KPIs.
- 68% of the respondents indicated that the KPI Database needed improvement or refinement.
- Many survey responses indicated that the current KPI Database is cumbersome, time-consuming and even confusing to some Strategic Managers.
- Highly polarized views on whether a KPI training would be helpful: 42% responded with yes a training would be helpful, while 42% respondents indicated a training would not be helpful. The remaining 16% of respondents provided ambiguous answers that could not be placed in the yes or no category.
- Some responses questioned the value of the KPI Database.

In-person and telephone interviews with a select group of Strategic Managers provided greater insight and detail that supplemented some of the survey responses. For example, several of the interviewed Strategic Managers indicated that the quarterly timeline for updates is difficult to follow due to the amount of data that must be uploaded into the system. One Strategic Manager indicated that a week of labor each quarter is spent towards updating the KPI Database. Additionally, some Strategic Managers communicated that the KPI Database is limited in that it does not track qualitative accomplishments, which are found to contribute to the execution of the Strategic Plan. Some feedback indicated that because of this, it excludes some of the City's best internal accomplishments and contributions because the tracking system is not compatible with qualitative measurement.

Most of the interviewed Strategic Managers understand the benefit of the KPI Database as well as the Strategic Plan process. However, they also feel that the measurement system could be made more user-friendly by adjusting the reporting timeline or by improving the system's interface.

### ***Social Media Communication***

Over the past couple of years, academic literature as well as professional associations for the local government sector have honed in on the benefits of social media for city agencies. As social media use has evolved, it was difficult for many cities to make a business case for the time and resource investment in managing social media outlets. However, 66% of all cities now utilize mechanisms of social media in order to share information and engage their citizens (Smith, 2010). Additionally, literature prepared by the IBM Business Center for Government has made a compelling case that citizen engagement can no longer be divorced from social media. Leighninger writes, "It is also important to understand that [citizen] engagement is now a two-way street: more than ever before, citizens have the capacity to engage their government and to insert themselves into policymaking processes. The Internet has accelerated this shift...first in local politics and increasingly at the state and federal levels" (Leighninger, 2010). In order to keep up with this new technological shift, public managers must be proactive in developing long-term plans for online public engagement, invest in long-term resources and provide assets that promote citizen engagement in the Internet setting.

The need for a long-term social media plan was mirrored in practices in cities such as Santa Monica and Irvine. The City of Santa Monica has received many awards from high-tech institutions. Due to its groundbreaking and innovative use of technology, it has been a multi-year recipient of the Digital Cities award. The Digital Cities award is given to cities that use technology to improve the delivery of services and constituent engagement (City of Santa Monica & Digital Communities). The City of Irvine was also identified as utilizing best practices due to large volume of citizen activity that was observed on their social media websites.

Based on the interviews with these two cities, both shared three common social media practices: (i) various streams of social media are coordinated under one manager or among a committee of multiple social media managers, (ii) both cities have adopted long-term plans and goals related to their social media outreach strategies and campaigns, and (iii) although multiple streams of communication are utilized, the cities ensure that unified and major themes and messages are communicated to the public to ensure clarity and consistency.

Based on the interview with the City of Torrance, the City utilizes multiple social media outlets to share information with the public. However, the three practices utilized by the Cities of Santa Monica and Irvine did not appear to be present. Interviews with Strategic Managers confirmed that many City departments initiate their own Facebook or Twitter pages and that there is an absence of long-term coordination. Due to the absence of a long-term coordinated social media plan, the City is exposed to many risks. For example, unauthorized data could potentially be placed on sites not monitored by Executive Management and secondly, community members could be confused by conflicting messages released on multiple social media websites.

## **OPPORTUNITIES WITHIN THE ORGANIZATION**

Despite these weaknesses, several resources exist within the organization that can be used to mitigate these challenges. As mentioned in the previous section, polarized opinions exist regarding the KPI Database. Some Strategic Managers strongly believe that this is a useful tool for the City as well as for their specific departments, while other respondents did not communicate the same value in this tool. These observations point to an opportunity to leverage the Torrance University program in re-aligning the perspectives related to the KPI Database.

The Research Team was able to conduct an in-person interview with Kelli Lee, the Human Resources Manager, who directs Torrance University. During this interview it was discovered that Torrance University is a well-respected program that is successful in instilling core skills, values and perceptions among City employees. Both new hires and new supervisors participate in this program. Torrance University is a unique internal program that successfully communicates Executive Management expectations clearly to employees. Participant feedback from the course reveals that employees gain valuable knowledge, tools, and skills to help them succeed in the workplace. This program can be used as a potential forum to re-align the perceptions of the Strategic Managers and to also solicit feedback from the Strategic Managers on ways the KPI Database and maintenance process can be improved.

As mentioned in the Strengths section, the City has benefitted immensely from Executive Management working closely with City Council in executing the Strategic Plan. This is another area of opportunity that may be fostered to further improve the performance management process. Through its interview, the Research Team discovered that the City of Burbank's city council and executive management team is exploring the use of a strategic planning retreat. During this retreat, Burbank's strategic programs and projects would be prioritized. Additionally, Burbank acknowledges that the retreat would also provide a forum to present feedback obtained from the city's staff and department managers to the elected officials and executive management. Given that the Torrance's City Council and Executive Management Team also enjoy a positive working relationship, the ability to refocus the Strategic Plan and KPI Database may be accomplished by participating in strategic planning retreats.

## **THREATS TO THE STRATEGIC PLAN PROCESS**

The final component of a SWOT analysis is the identification of threats that may affect the organization. Certain external and uncontrollable factors have been identified that may threaten the future continuance of the Strategic Plan, the level of quality and usefulness provided by the KPI Database, and communication efforts performed through social media.

As mentioned earlier, the City has benefitted immensely from stable leadership of elected officials. The City's elected body, comprised of the Mayor and six (6) Council Members were all elected in 2006 or 2008. The next election cycle may

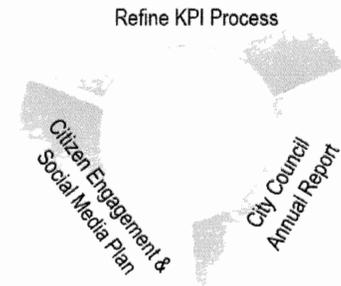
impact the future makeup of the City Council. It is possible that newcomers to the City Council may not hold the same value for the Strategic Plan process. The City of Long Beach phased out its use of the Strategic Plan and performance management database. This was due to a leadership change and management philosophy that did not prioritize the strategic plan process for the Long Beach community (Kiesler, 2013).

Internal to the City, natural attrition of senior staff caused by retirements may also impact the institutional knowledge related to the Strategic Plan and the performance management system. This increases the urgency to foster and educate City staff, future elected officials and the community on the valuable benefits that materialized from the Strategic Plan process. It is hoped that that these threats will be given consideration by the Executive Management Team.

Taken collectively, the SWOT analysis reveals the City's strengths and opportunities that should be fostered to enhance the effectiveness of these values, programs and policies. Conversely, it is hoped that the City performs its own assessment of the weaknesses and threats identified in this section in order to determine the best approaches to mitigate these elements.

# Recommendations

As the City seeks to improve the internal management of the Strategic Plan Process, external communication of the City’s accomplishments and engaging citizens on the strategic plan, the Research Team has identified three components that will serve to improve and address these focus areas. The recommendations encompass a three-prong approach: (1) the refinement of the KPI process, (2) the development of a City Council Annual Report, and (3) address citizen engagement through a social media plan.



## RECOMMENDATION #1: INTERNALLY REFINEME THE KPI PROCESS

Standardize KPI Definitions	
STRATEGIC KPIS	OPERATIONAL KPIS
Long-term	Short-term
Explicit Policy	Easily Reflected in Cost Processes
Qualitative	Quantifiable
Influence Current & Future Policies	Influence Strategic Goals
Ex. Plan for revitalization and redevelopment of the Downtown Business District.	Ex. Retail center occupancy plan.

**Define Strategic & Operational KPIS:** The first recommendation serves to address the lack of understanding among Strategic Managers with defining Strategic and Operational KPIS by providing a standard definition for each of these terms. As shown in the chart on the left, the Research Team identified a Strategic KPI as an explicit process of formulating strategy to ensure current and future policies and funding are coordinated with perspective in long-range planning. Operational KPIS are defined as short-term (daily, weekly and monthly) tasks or actions that are easily reflected in cost processes (i.e. staff and equipment); thus, they are quantifiable. Operational KPIS influence Strategic KPIS; as a result, a goal may begin as Operational and through time develop into a Strategic KPI.

***Streamline the KPI Database:*** The current KPI Database contains an abundance of information. In order to refine the KPI Database and improve the document's readability, Strategic KPIs were separated from Operational KPIs; 107 Operational and 79 Strategic KPIs were identified.

The purpose in separating goals is to establish a method by which to divide visionary goals from day-to-day tasks. Please refer to Appendix D for the recommended KPIs that were categorized as Strategic KPIs.

The second component of organizing the KPI Database involves consolidating information by archiving completed KPIs and removing obsolete KPIs that are no longer applicable. Removing unnecessary information from the KPI Database will ensure the report contains only relevant data.

***Improve the Internal Management of Strategic Plan Process:*** Research indicates that Strategic Managers are eager to provide feedback and input on the KPI process and recommendations that would make the process more relevant for their department and operations. Having taken their views into account, listed below are three new strategies:

- **Update KPIs:** The internal scan revealed that Strategic Managers who have completed their KPIs are eager to obtain or help develop new KPIs. This indicates that departments are seeking ways to improve their operations and support the City's vision. Establishing a process for Strategic Managers to cultivate and obtain new KPIs ensures the City is continuously moving forward.
- **Develop mechanisms to add qualitative measurements:** Developing a mechanism by which to measure qualitative progress would not only help provide the City a more accurate sense of improvements being made by departments, but also allow Strategic Managers to better track Strategic Goals within their department and receive feedback on that progress. As referenced in the Weaknesses section, the City is not effectively tracking qualitative accomplishments.
- **Incorporate input from supporting departments:** Incorporating input from supporting departments is useful in tracking KPI progress at all levels of management and can serve to pinpoint opportunities for improvement.

**Improve the KPI Timeline:** The KPI Database currently requires Strategic Managers to submit a report on a quarterly basis; however, through the internal scan, the Research Team found that submitting updates on a quarterly basis has proved challenging. As a result, outlined below are two options that would improve the process for Strategic Managers:

- Implement six month versus quarterly updates: For Strategic Managers, the KPI Database has been an important tool in tracking their department's progress and ensuring operations are focused on Strategic Goals; however, issues have surfaced as a result of the quarterly reporting timeline. Among the most prevalent issues was submitting incomplete data due to time constraints. KPI reporting requires that Strategic Managers obtain data from staff, provide supporting documentation and input the information into the report Database. Strategic Managers indicated they spend up to a week collecting the necessary information to provide a quarterly report and due to limited time, they have submitted incomplete reports. This issue could be addressed by allowing Strategic Managers to submit reports on a six-month basis rather than a quarterly basis. By extending time between reporting deadlines, Strategic Managers would have ample time to collect data from staff and submit an accurate report.
- Assign reporting deadline to each KPI: A second option for alleviating these concerns would be assigning a reporting deadline that is unique to the KPI as not all KPIs can achieve significant progress within one quarter.

**Increase Manager Accountability:** Employee progress on KPIs is not formally tracked; thus, the ability to identify specific areas for improvement is not possible. Although departments *may* independently document employees' performance, there is currently no formal process that links KPI progress to employee performance evaluations. The Research Team recommends a formal employee evaluation process be established and submitted to Human Resources; this would serve to increase staff accountability.

**Develop a KPI Training:** By establishing an annual KPI Training through Torrance University, the intent of the KPI process could be refocused and ensure its relevance is maintained. It would also serve as an opportunity to discuss ideas on how to refine and update KPIs and obtain feedback from Strategic Managers on the KPI process.

## RECOMMENDATION #2: DEVELOP AND UTILIZE A CITY COUNCIL ANNUAL REPORT

The environmental scan indicated that many cities are moving toward a more visually pleasing City Council Annual Report to be distributed to the City Council and provided publically to citizens. To build upon the first recommendation, the City Council Annual Report should include Strategic KPIs that have achieved significant completion over a yearly basis. This will allow City Council and citizens to receive information on the annual achievements done in the City.

By collecting City Council Annual Reports from comparable cities, the Research Team found that many cities invest in developing professionally designed reports. Each of these reports contain common factors, including (i) easy readability, (ii) visually pleasing, (iii) Information and text is highlighted and summarized, (iv) modern design elements through use of graphics and color, and (v) information separated by department or community indicator/focus area. Brief snapshots are provided below from the City of Redmond (left) and the City of Santa Monica (right) to provide the Executive Management Team examples of what peer cities are providing their respective city councils.

**At a Glance**

**Conserve**

**Resource Consumption.** The amount of waste per single-family customer per week declined 3.5 pounds to 55.3 pounds. The recycling rate among single-family customers decreased slightly to 62.4%. The rolling three-year average water consumption fell about four percent to 271 million cubic feet, the lowest figure in at least nine years. **Streams.** All six stream core sample sites have water quality index scores greater than 40, which means that they are of marginal concern or better. Two of eleven stream sites given BIBI scores ("bug index" scores) rated above 35, the minimum required to support native habitat.

**Character**

**Public Safety.** Average fire response times were 5 min. 59 sec. in 2011 – about the same as in 2010; emergency medical response times slowed 15 seconds to 6 min. 53 sec. Cases of motor vehicle prowl (426), motor vehicle theft (37), identity theft (91), and violent crime (42) decreased in 2011. **Education.** The graduation rate at Redmond High School increased to 93%. **Parks and Open Space.** Redmond meets citywide park acreage and trail mile objectives, but some neighborhoods have a deficit of neighborhood parks, access to trails, or both.

**PROGRESS AT A GLANCE FISCAL YEAR 2010-2011**

SERVED RECORD NUMBERS AT OUR LIBRARIES

CUT A HALF MINUTE FROM OUR EMERGENCY RESPONSE TIME

MAINTAINED THE 25% REDUCTION IN HOMELESSNESS ACHIEVED SINCE 2007

REDUCED THE NEED TO IMPORT WATER BY 40% WHEN WE CELEBRATED THE GRAND OPENING OF THE SANTA MONICA WATER TREATMENT PLANT

As each of the example reports show, the goal of the document is to not only engage Council City Members, but also citizens through the use of graphics and color. Furthermore, by organizing the report's information by department or community indicator/focus area, elected officials and residents are able to obtain an understanding of the City's accomplishments in an easy-to-understand format. For examples of Torrance's accomplishments in these formats, please refer to Appendix E.

### **RECOMMENDATION #3: DEVELOP A CITIZEN ENGAGEMENT AND SOCIAL MEDIA PLAN**

The Research Team was originally asked to utilize the City's current social media platform to engage citizens on Strategic Plan accomplishments. After conducting the SWOT analysis, however, it was found that the City would first benefit from focusing on developing core competencies in social media.

**Consolidate Social Media Pages:** The City currently utilizes Facebook, Twitter, Yelp and YouTube to communicate with citizens. As discussed in the Weaknesses section, the City has multiple Facebook and Twitter pages. To ensure content is properly managed and easily accessible to citizens, it is recommended that the pages be consolidated to the six (6) pages listed below:

- 1) **Main Page:** serves as main page for City information, including upcoming projects, events, and new programs
- 2) **Fire:** it is recommended that Fire maintain a page to ensure it has the ability to communicate with citizens in the event of an emergency or public safety concern
- 3) **Police:** like Fire, Police also needs a page to communicate with citizens in the event of an emergency or public safety concern
- 4) **Torrance Transit Services (TTS) Page:** serves as a "real-time" information stream for followers; provides updates on schedules/routes or information about travel delays
- 5) **Initiative or Event Page:** it is recommended that each initiative and/or major event have a coinciding page; these temporary pages would be abundant with content easily accessible to citizens
- 6) **Community Services Page:** serves as the main page for community services and would absorb the Cultural Arts Center, Library Services, Torrance Art Museum, Farmers Market and Volunteer Program pages

**Develop a Branding Strategy:** Developing brand awareness helps establish a strong social media identity; it requires the following key aspects:

- 1) **Establish visible presence on social network platforms:** Developing a presence on social media platforms requires consistently supplying content that increases the City's visibility and serves to engage its followers. Cultivating "followers" or relationships through social media requires that content be frequently updated, thereby

creating brand awareness. Brand awareness is the consumer's knowledge that the brand exists. Updates on the City's main Facebook and Twitter pages are posted approximately two to three times per month; other pages have fewer updates. Infrequent posts do not serve to cultivate relationships or attract new followers. Using the available social media platforms would establish the City's brand and engage citizens.

- 2) **Develop a cohesive appearance:** Establishing a brand also requires that social media pages utilize the same graphics and messaging. Not only does this cohesiveness help distinguish the City's official pages from "fan" and "group" pages, but it also ensures the City's values are being accurately communicated to citizens.

***Re-evaluate Social Media Policy:*** The City has established a social media policy that was approved by the City Council and the City Attorney; however, the internal scan revealed that not all departments are aware of its existence. Moreover, the Community Relations Team, the team currently responsible for managing social media, does not have an accurate log of how many pages exist and have been created without undergoing a proper approval process. The Research Team recommends the City Council and City Attorney revisit the policy to ensure employees are aware of its existence and held accountable in the event it is violated.

***Improve Staff Coordination:*** The most effective and well-managed social media plans require continuous improvement. Establishing social media trainings and meetings would ensure that staff is coordinating efforts and utilizing social media platforms effectively and maximizing the potential of these platforms.

A city's purpose in establishing and participating in social media platforms is to build relationships and to collaborate with citizens. The more followers the City attracts through social media, the greater the impact and more useful the platforms become to users. More importantly, it is a useful tool in sharing content that is of interest to the City and the community.

# Implementation

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Inasmuch as strong recommendations are important, a practical implementation strategy is equally important. For each recommendation, the Research Team prepared three (3) implementation strategies at varying cost levels. The first strategy is categorized as a Low Cost Implementation Plan. This plan is considered “low cost” because there will be limited staff time needed in order to carry out the recommended workload. Additionally, it heavily relies on the City Manager’s office to provide oversight of the new processes and activities and should not impede on other departments. The second plan is termed as a Modest Cost Implementation Plan. At this level, staff from other departments would be required to contribute some of their workload and participation to execute this level’s implementation plan. The third strategy is considered “High Cost” because it requires long-term allocation of financial resources and may require adjustments to the City’s adopted budget to accommodate for these costs.

## **RECOMMENDATION #1: INTERNAL REFINEMENT OF THE KPI PROCESS**

### ***Low Cost Implementation Plan***

Within this implementation plan a management aide would provide the paraprofessional and technical experience needed to refine the KPI process. The management aide position could manage the data entry to streamline the KPIs and adjust target deadlines. However, to further refine the KPI process, the City would need to develop mechanisms to re-align Strategic Managers perspectives regarding the KPI process. This could be achieved by scheduling routine Strategic Manager meetings and an annual training. To limit additional workload placed on other City departments, the Research Team recommends that the City Manager’s Office facilitate these KPI trainings. Initially, this implementation plan will be a labor-intensive process. Once the KPI Database is streamlined, the management aide’s major responsibilities will be database maintenance and scheduling Strategic Manager meetings—both will require little effort.

### ***Modest Cost Implementation Plan***

This implementation plan seeks to incorporate recommendations provided by Strategic Managers as was identified in the SWOT analysis section of this report. The Research Team finds that there is value to removing, archiving, or updating KPIs. To execute this recommendation, Strategic Managers would have to devote labor and/or staff to reviewing, categorizing, archiving, and/or updating their KPIs. To support this process and the creation of KPI timelines, two to three Strategic Manager planning meetings would be scheduled to provide Strategic Managers with an opportunity to (i) exchange KPI management tips and (ii) develop more tailored KPI timelines. After holding these KPI streamline meetings, Strategic Managers could meet twice a year or as needed to ensure the system still meets the City's needs. The mid-year meeting could be used to share department successes and challenges. The year-end meeting could be reserved for an annual training. Under this plan, the Department of Human Resources could facilitate the annual training through Torrance University. This notable program continues to effectively train City employees on Torrance's values and expectations, so incorporating an annual KPI training component would be valuable. Similar to the Low Cost Implementation Plan, this approach will be labor intensive in the initial stages. The benefit of this process, however, is that it engages Strategic Managers and re-instills organizational commitment to the Strategic Plan process and value of the KPI Database. Increasing commitment coupled with the regularly scheduled meetings will improve department accountability and enhance Strategic Managers' knowledge of accomplishments across departments.

### ***High Cost Implementation Plan***

This implementation plan would utilize the expertise of a consultant to refine the KPI process. Not only would the consultant be responsible for removing, archiving and updating KPIs, the consultant would also be responsible for restructuring the interface of the current KPI Database. These updates would result in a more efficient and effective management process in the future. Additionally, under this approach, strategic planning consultants would be hired to create KPI timelines. Although Torrance University would still provide an annual KPI training for employees, the consultant would facilitate an annual strategic planning retreat for the Executive Management Team and City Council. Not only would this retreat build on the organization's working relationship, it would also ensure that the City Council is actively engaged. This is particularly important, as leadership changes within City Council are inevitable due to election cycles. Although this plan requires little to no effort from current staff, it still promotes shared understanding and responsibility among the City Council, Executive Management and City staff. Even more, it allows Strategic Managers to focus on departmental priorities while strategic planning experts help to direct the City's work.

## **RECOMMENDATION #2: DEVELOP AND UTILIZE A CITY COUNCIL ANNUAL REPORT**

### ***Low Cost Implementation Plan***

This implementation plan would rely on Strategic Managers to routinely identify key accomplishments for possible inclusion in the City Council Annual Report. These findings would be forwarded to the City Manager's Office where they would be managed and annually provided to a consultant for professional design and publication. It is recommended that the City Council Annual Report be published online after presentation to City Council. Accomplishments not featured in the City Council Annual Report could be highlighted in the Torrance eNEWSLETTER as well as the City's Cable and Community Relations communication platforms, (e.g. CitiCable 3 and CitiSOUNDS Webcast). The benefit of this plan is that it utilizes Torrance's pre-existing communication platforms and requires only slight adjustment to the City's current operations.

### ***Modest Cost Implementation Plan***

Similar to the Low Cost Implementation Plan, this plan would allow Strategic Managers to identify key accomplishments to be included in the City Council Annual Report and require that the Annual Report be professionally designed. This approach would also include limited print and distribution of the Annual Report to key stakeholder groups. Moreover, as requested by the City Manager's Office, each department's administrative staff would prepare Strategic Plan updates for use in all appropriate Torrance communication platforms. Although this implementation strategy demands the active involvement of each department, it also fosters shared responsibility among staff. Furthermore, this helps create experienced administrative staff who could possibly be considered for future leadership roles in the City. With each department required to communicate the impacts of their work to City stakeholders, Torrance's commitment to excellent customer service is strengthened. Furthermore, departments that have traditionally been overlooked in the Strategic Plan Process are provided a medium to communicate success.

### ***High Cost Implementation Plan***

This implementation plan would utilize the expertise of a consultant to identify key accomplishments for the City Council Annual Report. Moreover, the Annual Report would be professionally designed, printed, and mailed to City's households and key stakeholder groups. To support and maximize the use of Torrance's Cable and Community Relations platforms, a Public Information Officer, distinct from the current Cable & Community Relations Manager role should be established. Evidence shows that most mid to large-sized cities have a Public Information Officer, including Burbank, Long Beach, Los Angeles and Pasadena. This individual should also develop a public information strategy, one which also includes communication of Strategic Plan accomplishments. The PIO would also work with each department to develop content and other necessary resources for Torrance's public relations tools. Although this approach is more costly, it will reduce

workload placed upon City staff. In hiring a Public Information Officer, this also increases Torrance's capacity to maximize its public relations tools in a coordinated manner.

### **RECOMMENDATION #3: CITIZEN ENGAGEMENT AND SOCIAL MEDIA PLAN**

These implementation plans incorporate the City's recent decision to recruit three (3) social media interns.

#### ***Low Cost Implementation Plan***

This implementation plan focuses on maintaining the City's current level of resource allocation by recruiting social media interns. Use of the interns would reduce departmental labor committed to managing social media. The Community Relations Team would supervise the social media interns. Initially, the interns would be responsible for researching and developing a Social Media User Manual and Policy Guide, which would be submitted to the City Attorney for approval. While the City works to develop its core social media competencies, the interns would also develop a social media training, which would be conducted by the Community Relations Team. Beyond this, each intern would be assigned to a set of departments to develop and manage their consolidated social media platforms (e.g. Facebook, Twitter and YouTube). Using this approach, each social media intern and his/her department cohort would meet regularly to discuss social media findings and strategies. According to *Social Media Management*, "Interdepartmental coordination allows the leveraging of tools and techniques into the organization's social media culture and into its products and services. It ensures that a consistent message is delivered through its social media channels" (Montalvo, 2011). For this reason, the meetings would be extremely beneficial. Regarding the frequency of social media updates, all social media platforms would be linked to the appropriate City webpage; so some content could be automatically updated (RSS Feed). Initially this plan would be a research-intensive process; however a limited number of City employees would be involved in this process. Furthermore, this would be a cost-effective social media plan that is easily managed.

#### ***Modest Cost Implementation Plan***

Similar to the Low Cost Implementation Plan, this plan utilizes three social media interns to support the City's social media platform. The interns would continue to be responsible for (i) investigating and developing a Social Media User Manual and Policy Guide for the City Attorney's review and (ii) creating social media pages. This Modest Cost approach, does acknowledge City staff's demonstrated interest and initiative in managing their own departmental social media platforms. To leverage this interest, a departmental administrative staff member would continue to manage the day-to-day components of these consolidated platforms, while the interns would provide social media best practices to the department cohorts. To this point, the interns would be responsible for strategic communication while departments would focus on the operational component. Moreover, the interns would still facilitate quarterly interdepartmental social media meetings, but the social media training would be offered through Torrance University. Human Resources with the support

of the Community Relations Team would develop curriculum for all employees to learn how to appropriately use social media. This collaborative approach is beneficial because it ensures continuity of the social media plan in the event the City no longer utilizes social media interns. Furthermore, because the departments will manage their own social media pages, they will be able to engage citizens in “real-time” and potentially explore creative ideas for new programs and/or initiatives.

### ***High Cost Implementation Plan***

In addition to the social media interns and Torrance University curriculum, this implementation strategy requires the hiring of a Public Information Officer and the hiring of a social media consultant. As previously mentioned, most mid to large-sized cities employ a Public Information Officer. The PIO would be responsible for developing the City’s Social Media User Manual and Policy Guide. With the assistance of the social media consultant, a comprehensive communication strategy would be developed; the social media consultant would also develop social media training curriculum. Under this approach, the Cable and Community Relations Division would be responsible for implementing the strategy while the Community Relations Team would continue to supervise the interns. The interns would be responsible for working directly with department staff to ensure that operations related to social media comply with City policy and reflect best practices. The Community Relations Team would facilitate quarterly interdepartmental social media meetings while Torrance University and the PIO would conduct the annual social media training. The benefit of this approach is that a strong social media foundation is established and a qualified position has been created to lead the social media and general City public relations effort.

Three (3) distinct implementation strategies have been offered to (i) refine the KPI process, (ii) develop a City Council Annual Report and (iii) engage citizens through social media. The Research Team believes that the Modest Cost Implementation Plan for each recommendation aligns with Torrance’s commitment to “provide quality service with integrity, professionalism and accountability in an efficient, cost effective manner” (City of Torrance). These plans demonstrate that during times of economic uncertainty that Torrance does not have to compromise its commitment to quality service in exchange for cost-effective practices.

# Conclusion

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The City of Torrance is a unique organization in that it is continuously focused on improving the lives of its citizens. For the City, this entails consistently refining procedures and adopting practices that will improve operations. The Research Team hopes that this report has equipped the Executive Management Team with new information, perspectives, and tools that can be used to further enhance the City's governance.

The environmental scan and SWOT analysis served as the basis for understanding the City of Torrance's values and as the foundation for the recommendations. The multiple implementation plans outline options at varying costs to allow for flexibility in how the recommendations are adopted. Through this plan, the City will capitalize on existing tools to more effectively engage and communicate with citizens and better align the KPI process with internal operations. The objective of this report was not only to identify areas for improvement and implement change but more importantly, identify new ways the City can better meet the needs and expectations of its community and citizens.

# **APPENDICES**

# APPENDIX A: RESOURCES

Boyer, William. Public Information Officer. City of Pasadena. Telephone Interview. 20 February 2013.

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Mermell, Steve. Assistant City Manager. City of Pasadena. Telephone Interview. 12 March 2013.

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## **APPENDIX B: COMPARATIVE CITY INTERVIEWS**

## SUMMARY OF FINDINGS FROM COMPARABLE CITY INTERVIEWS

City	Interviewee	Use of Strategic Plan	Types of Social Media Used	Management Structure for Social Media
<b>BURBANK</b>	<b>Justine Hess,</b> Interim Assistant to the City Manager	YES	<ul style="list-style-type: none"> <li>▪ Facebook</li> <li>▪ Twitter</li> <li>▪ E-Notify</li> <li>▪ Cable TV</li> </ul>	The city utilizes a PIO and analysts to perform social media management functions.
<b>IRVINE</b>	<b>Kalesha Kennedy,</b> Budget Officer	NO: Uses a Strategic Budget Plan	<ul style="list-style-type: none"> <li>▪ Facebook</li> <li>▪ Twitter</li> <li>▪ YouTube</li> <li>▪ Foursquare</li> <li>▪ Instagram</li> </ul>	Managed under a Program Specialist who oversees a specialized social media operating structure
<b>LONG BEACH</b>	<b>John Kiesler,</b> Business Manager of Parks, Recreation, and Marine & <b>Doug Otto,</b> Former Strategic Plan Committee Chair	NO: The Strategic Plan was Phased Out	<ul style="list-style-type: none"> <li>▪ Facebook</li> <li>▪ Twitter</li> <li>▪ YouTube</li> <li>▪ Flickr</li> <li>▪ Nixle</li> <li>▪ E-Notify</li> </ul>	Each major department/city function operates its own pages and notification tools. The main city pages are managed by the City Manager's PIO.
<b>PASADENA</b>	<b>Steve Mermell,</b> Assistant City Manager & <b>William Boyer,</b> PIO	YES	<ul style="list-style-type: none"> <li>▪ Facebook</li> <li>▪ Twitter</li> <li>▪ YouTube</li> <li>▪ Nixle</li> <li>▪ E-Notify</li> <li>▪ Cable TV</li> </ul>	All functions and tools are managed by one PIO for the city.
<b>SANTA MONICA</b>	<b>Danielle Noble,</b> Assistant to the City Manager	NO	<ul style="list-style-type: none"> <li>▪ Facebook</li> <li>▪ YouTube</li> <li>▪ Yelp</li> <li>▪ Twitter</li> <li>▪ Santa Monica Talks</li> </ul>	Each department uses a communications lead who represents their respective department at scheduled Public Information meetings to identify communication strategy and activities.

**Justin Hess**  
**Interim Assistant to the City Manager**  
**City of Burbank**

Background: Justin has been with the City of Burbank since college. Last month, he returned to the City Manager's Office as Interim Assistant City Manager. This interview discussed both the City's Strategic Plan as well as social media.

**Strategic Plan**

- 1. When did your city start using strategic plans? Since this time, how has your use of strategic plans evolved?** The City started using strategic plans around 1990/1991. The City uses 10 year strategic plans and they are currently in their 3<sup>rd</sup> strategic plan 2011-2021. Most of the changes to the strategic plan have been with the production of it and are cosmetic. For example, the report is printed on less glossy paper.
- 2. What is the purpose of your strategic plan? (e.g. council based, staff based)** The Strategic Plan was designed to guide the operations of the City. Although the Council adopts the Strategic Plan and other supporting documents, the engagement of all Burbank stakeholders is important to the Strategic Plan, hence the name of the 2011-2021 Strategic Plan "Our Plan, Our Future, Our Burbank."
- 3. How do you manage accountability among city staff/department re: accomplishment of strategic plan goals? Is progress towards strategic plan goals documented in employee performance assessments/reviews?** Accountability is at the executive level, Department heads and the City Manager as well as City Council. The Strategic Plan's goals are more of "nexus" towards the future. Goals are not documented in employee performance assessments because some goals are targets "stretch goals" that may not be realized during that specific time period. There is a lot of research and evaluation involved. Goals that align with the City Council's priorities do get more attention.
- 4. What format is used by departments in communicating progress re: strategic plan internally (to City Manager's Office), to the council and to the public?** There are reports used to communicate to City Staff, City Council as well as the public. There is a Strategic Plan Work Program, which includes objectives for the 10 "Pillars" Strategic Goals and there is a Performance Indicator document, which provides goals for each department. Both documents are available on the City's website.

Updates are communicated halfway through the fiscal year and in an annual progress report.

- 5. How do you define strategic goals? How do you define operational goals? And how do you separate them when discussing/reporting on the strategic plan?** Operational is "day to day, core functions. Focused on maintaining services. Strategic is visionary. These goals focus on "business enhancements," "harvesting best practices" and looking into the future.

**6. Do you have staff dedicated to working on or updating the strategic plan? If so, how many? What department?** The Administrator/Department Head provides updates on his/her specific strategic plan tasks. An analyst in the City Manager's Office compiles all the updates then provides the report to the City Manager.

**7. How much of your city's budget is dedicated to funding goals set forth by the strategic plan? Was this one time funding or on-going funding?** Everything is funded. Most strategic plan funding, allocations is for "capital or labor"

**8. Who was involved in the development of the plan? What the process used in obtaining key stakeholders? Are those stakeholders also involved in evaluating/refining the plan?** City Staff, City Council and the public was involved in the development of the Strategic Plan. Many groups were surveyed, including Boards and Commissions, nonprofits, businesses and the Chamber. Citizens were surveyed regarding City services; the overall satisfaction was 96% in 2010. Additionally, employees were asked to provide suggestions as well as labor groups. Again, the purpose of the Strategic Plan is to be an overall comprehensive strategy for the City that involves input from all stakeholders. Internally, an initial draft of the Strategic Plan is prepared; this plan is made available for the public's review and feedback. Other components of the planning process included study sessions, City Council Review and an executive retreat. After the executive retreat the final Strategic Plan was adopted.

Evaluation of the Strategic Plan is organizationally focused as they have the expertise to evaluate it.

**9. Do the goals set in the strategic plan influence or dictate budgetary allocations in the City's annual budget?** Yes, from the General Fund.

#### **Engaging Citizens on Strategic Plan**

**1. Do you utilize social media? If so, what tools?** The City of Burbank uses Facebook and Twitter. The City is trying to get to more "video usage."

Besides Facebook, and Twitter the City also uses more traditional forms to engage the public. Those things include the City's E-Notify and Cable TV (Burbank TV6).

**2. What is the frequency of updates? (daily, weekly, etc.)** The frequency of updates for Burbank is weekly. The use of social media is more "informational":

- Results of Elections
- Answer Questions

- 3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** “Zero”
- 4. How do you measure citizen engagement through social media? (clicks, likes, friends)** The City of Burbank measures citizen engagement through clicks and friends.
- 5. How do you inform residents that social media tools are available? (i.e. newsletter, through local merchants, etc.)** The City uses a number of totals to inform residents about the availability of social media tools. Those methods include the website, City produced documents, utility bills and Burbank TV6.
- 6. Are there staff dedicating time to this task? If so, how many? From the same or different departments?** Yes, the Public Information Officer and some analysts. It is centralized because of concerns with “branding” and consistency.
- 7. Of the social media tools utilized, which is the most popular?** Justin Hess believes that the City’s website and E-notify are most popular among residents.
- 8. When did you begin using social media? If for a long period, any lessons learned/regrets or aspects you would change to current system?** The City has recently started using social media, so there are no lessons learned. They are currently experimenting with social media by talking to other cities. Because Burbank’s population is older, there hasn’t been any urgency with using social media. For that reason, they are a “tad slower” than other cities.
- 9. Are there tools outside of social media that you find useful in engaging the public (e.g. Cultural Fair, Open House)?** Besides social media, the City also utilizes the following to engage the public:
  - Town Hall Meetings, 1 every 6 months
  - Public Forums
  - Budget Study Report
  - Surveys
  - Special Events

**Kalesha Kennedy**  
**Budget Officer**  
**City of Irvine**

**Strategic Plan**

- 1. When did your city start using strategic plans? Since this time, how has your use of strategic plans evolved?** The budget plan was created in 1994. The use of the plan is different every year due to varying circumstances. Historical use of budget planning was instrumental during the recession when services were maintained but not cut and raises for staff were delayed. CIP's are also part of the strategic plan and include 5 year and 20 year forecast of revenues and expenditures only for the general fund.
- 2. What is the purpose of your strategic plan? (e.g. council based, staff based)** Every department submits their priorities – so yes, it is staff based. It is presented internally and then presented to the Council.
- 3. How do you manage accountability among city staff/department re: accomplishment of strategic plan goals? Is progress towards strategic plan goals documented in employee performance assessments/reviews?** Progress is documented quarterly in the budget and presented to City Council.
- 4. What format is used by departments in communicating progress re: strategic plan internally (to City Manager's Office), to the council and to the public?** The business plan is discussed and presented to City Council. The implementation of the plan is in the budget. As the year moves forward, there are monthly updates and dashboards sent to staff.
- 5. How do you define strategic goals? How do you define operational goals? And how do you separate them when discussing/reporting on the strategic plan?** Strategic are city council objectives, while operational are between city departments. But both categories must link together.
- 6. Do you have staff dedicated to working on or updating the strategic plan? If so, how many? What department?** The Budget Office (primarily Kalesha Kennedy) is solely responsible. At times, she may work with other City departments.
- 7. How much of your city's budget is dedicated to funding goals set forth by the strategic plan? Was this one time funding or on-going funding?** The budget plan is the strategic plan, so these are one in the same.
- 8. Who was involved in the development of the plan? What the process used in obtaining key stakeholders? Are those stakeholders also involved in evaluating/refining the plan?** External resources include the State for employment forecast/numbers, consultants: for sales tax and property tax revenues, and developers: for projections. Other organizations serve as resources such as the Wall Street Journal, Chapman University, Orange County

Transportation Authority, Michael Coleman – gas tax projections (forecasting CIP). The County provides any relevant information affecting cities.

- 9. Do the goals set in the strategic plan influence or dictate budgetary allocations in the City's annual budget?** Answered through previous questions.

**Engaging Citizens on Strategic Plan**

- 1. Do you utilize social media? If so, what tools?** Facebook, Twitter, YouTube, Foursquare and Instagram.
- 2. What is the frequency of updates? (daily, weekly, etc.)** At least one post per day.
- 3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** No updates through social media, but quarterly and annually in written reports are distributed.
- 4. How do you measure citizen engagement through social media? (clicks, likes, friends)** There are no metrics; social media is primarily used to draw people to the City's website to learn more about initiatives and such.
- 5. How do you inform residents that social media tools are available? (i.e. newsletter, through local merchants, etc.)** The City uses a Seascope (City publication), City's website, print and staff to inform residents about the availability of social media.
- 6. Are there staff dedicating time to this task? If so, how many? From the same or different departments?** Melissa Haley, Program Specialist in the Public Information office manages the social media for the city and works with Fire and Police on their social media communication. Melissa discourages social media for every department because there is not enough content and she wants to maintain a strong source of communication with a main Facebook page rather than various pages for different departments.
- 7. Of the social media tools utilized, which is the most popular?** Facebook

- 8. When did you begin using social media? If for a long period, any lessons learned/regrets or aspects you would change to current system?** The City opened a Twitter account in late 2009. She only likes other agencies or non-profits that work with the city. She doesn't "like" businesses on facebook because she doesn't want the businesses to get the impression that the city is biased.
- 9. Are there tools outside of social media that you find useful in engaging the public (e.g. Cultural Fair, Open House)?** The Global Village Festival is used to engage the public and to connect with residents potentially for people to learn something about what is going on in the city.

**John Kiesler**  
**Business Manager of Parks, Recreation and Marine**  
**City of Long Beach**

**Doug Otto**  
**Former Strategic Plan Committee Chair**  
**Citizen/Community Stakeholder**

Background: Mr. Kiesler was a Management Aid to the City Manager when the City of Long Beach utilized a Strategic Plan. Mr. Otto who is a well respected stakeholder in the Long Beach community was approached by both the Mayor and City Manager to lead the effort to establish a Strategic Plan for the city.

### **Strategic Plan**

- 1. When did your city start using strategic plans? Since this time, how has your use of strategic plans evolved?** The Strategic Plan was adopted by the City Council in 2000. In 2003, the City faced a \$110 million deficit, which added a budget component to the Strategic Plan with the aim to reduce the size of government and prioritize service areas. In 2005 a consultant was hired to create a Business Strategic Plan for each department. Based on this process, 10 Citywide focus areas with Key Objective and Desired Outcomes were identified. A database of 2,000 measures were created and tracked by departments on a monthly basis to ensure progress towards the Citywide focus areas. In 2008, there was a change in leadership at the City Manager level and the Strategic Plan process was eliminated. However, the current Mayor did produce a community report in 2010 to update the community of progress from the initial 10 Citywide focus areas. However, this process has been phased out.
- 2. What is the purpose of your strategic plan? (e.g. council based, staff based)** Stakeholders and Council members identified long-range goals for the City. Staff established the 2,000 measures to accomplish these long-range goals.
- 3. How do you manage accountability among city staff/department re: accomplishment of strategic plan goals? Is progress towards strategic plan goals documented in employee performance assessments/reviews?** Department managers were assessed based on their progress towards their measures. However, the current City Manager doesn't believe in such a rigid structure for assessing the management level.
- 4. What format is used by departments in communicating progress re: strategic plan internally (to City Manager's Office), to the council and to the public?** Data and information would be submitted from City staff to the Mayor. The Mayor's office would publish high profile summary reports presented to the community.

- 5. How do you define strategic goals? How do you define operational goals? And how do you separate them when discussing/reporting on the strategic plan?** Strategic goals are visionary and identify the direction the City should head in the future. Operational are the tasks and activities that only City staff are responsible for executing. Only City staff would have access to the 2,000 measures. This information would be summarized and given to the Mayor's office and then published by the Mayor.
- 6. Do you have staff dedicated to working on or updating the strategic plan? If so, how many? What department?** Currently, some departments continue to utilize the 2,000 measures. However there is no formal process requiring use of the database. It is purely out of department manager preference.
- 7. How much of your city's budget is dedicated to funding goals set forth by the strategic plan? Was this one time funding or on-going funding?** The Strategic Plan was a tool that identified the reductions and cuts that would be experienced within the operations of the City.
- 8. Who was involved in the development of the plan? What the process used in obtaining key stakeholders? Are those stakeholders also involved in evaluating/refining the plan?** Mr. Otto was responsible for incorporating stakeholders into the process. He stated that he made an effort to incorporate new stakeholders into the discussion (i.e., groups or individuals who were never before invited to participate in such exercises).
- 9. Do the goals set in the strategic plan influence or dictate budgetary allocations in the City's annual budget?** Answered through previous questions.

#### **Engaging Citizens on Strategic Plan**

- 1. Do you utilize social media? If so, what tools?** Facebook, Twitter, YouTube, Flickr, Nixle, E-Notify. Each department has its own accounts for each of these social media platforms. This is unique because the City operates so many specific services to half a million residents. The larger departments such as the Port, Airport, high activity Public Safety page, Transit, Parks & Rec, Libraries, Civil Service and many other departments need their own pages to communicate information related to that service.
- 2. What is the frequency of updates? (daily, weekly, etc.)** Depends on the department, most departments put up updates every day or every couple of days.
- 3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** Because the Strategic Plan has been phased out, no updates related to this topic are published through social media.

4. **How do you measure citizen engagement through social media? (clicks, likes, friends)** This is not measured, it is intended to push out information.
5. **How do you inform residents that social media tools are available? (i.e. newsletter, through local merchants, etc.)** Links to social media are included in emails, public notifications, and are conspicuously displayed on the main City webpage and on departmental web pages.
6. **Are there staff dedicating time to this task? If so, how many? From the same or different departments?** Each department has at least one PIO, while larger departments have a team of PIOs. Each department and the City Manager's office has at least one PIO on call 24/7. PIOs are responsible for placing important messages on social media that are critical to their department. The City Manager's PIO is responsible for managing the main pages.
7. **Of the social media tools utilized, which is the most popular?** Facebook, Twitter, Nixle
8. **When did you begin using social media? If for a long period, any lessons learned/regrets or aspects you would change to current system?** The City opened a Facebook account in 2009.
9. **Are there tools outside of social media that you find useful in engaging the public (e.g. Cultural Fair, Open House)?** City council members are very savvy in supporting their own blogs, Facebook pages, and Twitter accounts. The City is very comfortable with social media and heavily relies on it to announce news coming from City hall as well events going on in the community.

**Steve Mermell**  
**Assistant City Manager**  
**City of Pasadena**

Background: Steve has been with the City of Pasadena since 1989. Originally, the intent of this interview was to discuss the Economic Development Strategic Plan, but Steve was able to share with his knowledge of the City-wide Strategic Plan that was purposed by the City Council. This interview primarily focused on the questions that related to the City's Strategic Plan as the interview conducted in February with William Boyer, the POI focused on social media.

**Strategic Plan**

**1. When did your city start using strategic plans? Since this time, how has your use of strategic plans evolved?** Pasadena's current Strategic Plan, which accounts for 2009-2011 is also the City's first Strategic Plan.

**2. What is the purpose of your strategic plan? (e.g. council based, staff based)?** The Strategic Plan was purposed by the City Council. It was seen as an opportunity to ensure efforts of the City Staff were consistent with the City Council. This was particularly important because of the economy, which "complicated" things. It was an opportunity to identify the goals and make sure efforts were consistent with goals (although the "goals bear a relationship with one another").

The City also uses Strategic Plans that are specific to certain initiatives or efforts like economic development.

**3. How do you manage accountability among city staff/department re: accomplishment of strategic plan goals? Is progress towards strategic plan goals documented in employee performance assessments/reviews?** There are objectives (tasks) for the 6 "Three-Year Goals." The assigned director must complete these objectives within a 6-month target period. The director communicates updates and/or the need for adjustments (like new deadlines) to the City Manager. These adjustments are then accounted for. Yes, progress towards the strategic plan is documented in employee performance assessments/reviews.

**4. What format is used by departments in communicating progress re: strategic plan internally (to City Manager's Office), to the council and to the public?** There is one template used to communicate to City Staff, City Council as well as the public. For each "Three Year Goal" the template includes an objective that lists: when, who, what, status and comments section. The when, who and what are prefilled and the status and comments sections are completed by the assigned director.

The most recent document is titled *Pasadena Strategic Objectives for Period 4-11-11 to 11-1-11* and is available online.

**5. How do you define strategic goals? How do you define operational goals? And how do you separate them when discussing/reporting on the strategic plan?** Main goals are strategic and the operational goals are tactics for achieving the main goals.

**6. Do you have staff dedicated to working on or updating the strategic plan? If so, how many? What department?** If an objective is assigned to a director, the director must provide the updates. Once the updates are submitted to the City Manager's Office, a member of the administrative support staff compiles all the updates.

**7. How much of your city's budget is dedicated to funding goals set forth by the strategic plan? Was this one time funding or on-going funding?** Everything is funded as every goal is closely connected to another. Operational goals account for a smaller proportion of those items funded through the Strategic Plan.

**8. Who was involved in the development of the plan? What the process used in obtaining key stakeholders? Are those stakeholders also involved in evaluating/refining the plan?** City Staff, City Council and the public was involved in the development of the Strategic Plan. The public's involvement included town hall meetings among other forums of engagement. As previously stated, the City Council really communicated the need for a strategic plan. It was with the support of the Executive Leadership Team (City Manager, Departments Heads and such) that a plan was developed and adopted; this included the creations of core values and the Three Year Goals. The City also utilized a consultant firm to assist with this process and held a Strategic Planning Retreat.

Every 6 months, new objectives for each Three Year Goal are created and a Strategic Planning Retreat is held to discuss process and threats. The most recent document detailing the April 2011, *Strategic Planning Retreat 4-11-11 is available online.*

The public is not involved in the evaluating of the plan, but the City Council along with the Executive leadership Team is involved.

### **Engaging Citizens on Strategic Plan**

**3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** All forms of updates are communicated. Updates are typically provided annual. Notable updates and accomplishments are included in the annual report. The City Mayor also highlights some of these accomplishments in the Annual State of the City Address.

**William Boyer**  
**Public Information Officer**  
**City of Pasadena**

Background: William is relatively new to the City of Pasadena; he has held the position of POI for just about a year. Because of his limited knowledge of the City's Strategic Plan and his professional background in journalism, this interview primarily focused on social media. Currently, he manages all of the City's social media platforms and all other tools used to engage the public. William suggested my contacting Steve Mermell regarding use of strategic plans.

**Engaging Citizens on Strategic Plan**

**1. Do you utilize social media? If so, what tools?** The City of Pasadena primarily uses two social media platforms, Twitter and Facebook. Most of William's focus --the last 6 months or so-- has been on Twitter and growing the following. The City benefitted immensely from the Rose Bowl activities as some of the City's tweets were trending nationally. They now have about 13,000 followers, clout of 68 and 5.2 million impressions. The City anticipates being more active on Facebook in the near future. They also utilize YouTube and for community alerts Nixle is used.

Besides Facebook, Twitter and YouTube the City also uses more traditional forms to engage the public. Those things include the City's newsletter and Cable TV (KPAS).

**2. What is the frequency of updates? (daily, weekly, etc.)** William provides daily updates as he believes it is important to engage constantly. Updates are as simple as "Good morning Pasadena" or "Isn't it a beautiful snowy day in Pasadena?" Updates are also used to communicate emergency information. Some updates are based directly on the content of the City's website. For example, Facebook is automatically updated when a specific page of the City of Pasadena's website is updated--- using RSS feeds (Really Simple Syndication).

**3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** This question was answered by Mr. Mermell.

**4. How do you measure citizen engagement through social media? (clicks, likes, friends)** The City of Pasadena utilizes a number of tools to measure citizen engagement. These tools include:

- Google Analytics
- SMO-Social Media Optimization (how shareable content is across different networks), which also impacts SEO-Search Engine Optimization (improving your ranking/listing on search engine results)
- Re-tweets

- Impressions (how many people had the opportunity to view content and what type of content is being shared the most)
- Major News Outlets Followings the City
- Interest in Newsletter vs. Social Media
- If Local News Outlets Pick up News Release Announcements Through Twitter vs. the Traditional Emailed News Release
- If the City is Trending Nationally

- 5. How do you inform residents that social media tools are available? (i.e. newsletter, through local merchants, etc.)** The City uses a number of tools to inform residents about the available social media tools. There is the more traditional way through the website and newsletter. Boyer also takes advantage of the City of Pasadena Chamber of Commerce.

More unconventional methods include Boyer's participation in the "Pasadena Social Media Group." It's simply a meeting of about 40 individuals who discuss strategies around blogging, tweeting and such. Not only do the members serve as free consultants to one another, but it also results in the public learning more about the City of Pasadena.

The City also believes it's important to follow and express interest in other social media users. Boyer cited Mr. Pasadena as a great example. Mr. Pasadena is a blogger and Twitter user who is recognized for knowing what's going on in Pasadena. The relationship with the user has resulted in another way for the City to inform the public about what's happening in Pasadena, without self-promoting.

- 6. Are there staff dedicating time to this task? If so, how many? From the same or different departments?** No, currently William Boyer manages all social media. In the future, he does hope to identify someone from each department to play a more active role, but that process has not happened yet.
- 7. Of the social media tools utilized, which is the most popular?** The City doesn't use Facebook or YouTube as much as it uses Twitter, so it would have to say Twitter is the most popular.
- 8. When did you begin using social media? If for a long period, any lessons learned/regrets or aspects you would change to current system?** Although Pasadena has been using social media for quite some time, Boyer started using social media in April 2012, but aggressively in August 2012. The only lessons learned were to use social media "more frequently and often and accelerated."
- 9. Are there tools outside of social media that you find useful in engaging the public (e.g. Cultural Fair, Open House)?** Besides social media, the City also utilizes the following to engage the public:
- Advertisements (Bus Shelters, Bus Tails, Street Banners)
  - Special Events (Rose Parade, Jackie Robinson Festival)

Comparative City Interview Conducted via Telephone on Wednesday, February 20, 2013

- City Hall Tour Groups
- Local Organizations (Rotary Club and Lions Club)

**Danielle Noble**  
**Assistant to the City Manager**  
**City of Santa Monica**

Background: Prior to the interview, Danielle shared that the City does not utilize a strategic plan. Instead Santa Monica's Work Plans drives the efforts of the City. This interview focused on the Work Plan and social media and tried to tie responses back to the concept of strategic planning.

**Strategic Plan**

- 1. When did your city start using strategic plans? Since this time, how has your use of strategic plans evolved?** The City does not use a strategic plan, instead Santa Monica uses a Biennial Work Plan, "Plan of Work." Each department has a plan with specific goals as well as objectives that help achieve those goals. Danielle responded that the plans are "comprehensive" and include "service benchmarks."
- 2. What is the purpose of your strategic plan? (e.g. council based, staff based)** The purpose of the Work Plan is to provide direction for the City.
- 3. How do you manage accountability among city staff/department re: accomplishment of strategic plan goals? Is progress towards strategic plan goals documented in employee performance assessments/reviews?** Every quarter, the department makes updates to the Work Plan and the updates are provided to the City Manager. No response regarding employee performance reviews.
- 4. What format is used by departments in communicating progress re: strategic plan internally (to City Manager's Office), to the council and to the public?** There are reports used to communicate to City Staff, City Council as well as the public. There is a Work Plan template that each department completes. The key components of the report/plan are 1) objective, 2) target date completion, 3) collaborating departments, 4) percent complete and 5) comments. The reports are available on the City's website.
- 5. How do you define strategic goals? How do you define operational goals? And how do you separate them when discussing/reporting on the strategic plan?** Response not provided.
- 6. Do you have staff dedicated to working on or updating the strategic plan? If so, how many? What department?** Each department is responsible for managing the report and communicating updates to the City Manager's Office.
- 7. How much of your city's budget is dedicated to funding goals set forth by the strategic plan? Was this one time funding or on-going funding?** No response

**8. Who was involved in the development of the plan? What the process used in obtaining key stakeholders? Are those stakeholders also involved in evaluating/refining the plan?** No response provided.

**10. Do the goals set in the strategic plan influence or dictate budgetary allocations in the City's annual budget?** Yes, as the Work Plans are tied to the biennial budget.

### **Engaging Citizens on Strategic Plan**

**1. Do you utilize social media? If so, what tools?** The City of Santa Monica uses Facebook, YouTube, Yelp, and Twitter to communicate priorities. There are special initiatives and programs that fall under various areas like "Arts, Culture and Recreation," "Public Safety" and "Shopping and Attractions," and these initiatives have their own social networks. An example of an initiative is "Be Prepared Be Excited," which falls under "Programs and Services" and has its own webpage.

Other communication tools include Santa Monica Talks, videos where the City Manager talks about what's happening in the City.

**2. What is the frequency of updates? (daily, weekly, etc.)** Depends on the department managing the social media tool.

**3. What is the frequency of updates on items relating to your strategic plan? Do you communicate only progress? All items that pertain to the strategic plan? Or only accomplishments to the public?** No updates, through social media, but quarterly and annually in written reports.

**4. How do you measure citizen engagement through social media? (clicks, likes, friends)** There is not a metrics; social media is primarily used to draw people to the City's website to learn more about initiatives and such.

**5. How do you inform residents that social media tools are available? (i.e. newsletter, through local merchants, etc.)** The City uses a Seascope (City publication), City's website, print and staff to inform residents about the availability of social media.

**6. Are there staff dedicating time to this task? If so, how many? From the same or different departments?** Yes. There is the Community and Government Relations Division; this Division has a Communications Coordinator. Also each department has a communications lead who attends Public Information Meetings on social media and community outreach.

**7. Of the social media tools utilized, which is the most popular?** She hesitated to provide a response and instead believes the City's website is the most popular.

**8. When did you begin using social media? If for a long period, any lessons learned/regrets or aspects you would change to current system?** A time frame was not provided, but she responded recently. The one lesson learned included the need for an Interdepartmental Task Force to create a manual/social media user policy as well as a training program.

**9. Are there tools outside of social media that you find useful in engaging the public (e.g. Cultural Fair, Open House)?** Besides social media, the City also utilizes the following to engage the public:

- Seascape
- Mail Letters
- Email Campaigns
- Special Events (Jazz on the Lawn, Santa Monica Festival)
- Leadership Series

# Appendix C: 2013 Strategic Manager Survey Monkey Responses

Note: Responses provided below were not edited by the Research Team and represent the raw data and responses that were received.

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**Question 1 Responses:** How do you define strategic vs. operational goals for your department? If a specific definition, do you feel there is any ambiguity or clarification needed?

- Strategic is long term--planning for the future Operational keeps the services and programs running
- quantitative vs. qualitative
- Strategic - Goals that define the overall direction of the Department. Operational - Goals which define the programs within the Department
- Operational goals relate to our day to day operations and core functions while strategic goals are more long term and visionary. That said, there is certainly overlap between operational and strategic goals
- Operational goals typically have shorter time frames and are specific enough to become part of daily tasks or weekly projects. Strategic goals are longer term and broader in scope, with the intent of guiding organizational development over a period of years.
- Strategic is something that is well planned out before you take action (a game plan). Operational is the process executing the plan.
- Operational: Are short-term goals, they are daily, weekly and monthly, tasks/actions. These goals are easily reflected in cost processes (i.e. staff, and equipment). Thus, they are quantifiable. Operational goals influence strategic goals. Strategic: A strategic goal is an explicit process of formulating strategy to ensure current and future policies and funding are coordinated with perspective in long-range planning.
- Strategic goals are planned goals for future funding and implementation to ensure objective goals are implemented. Operational goals are those within grasp of implementation and are assigned for implementation.
- Strategic goal is long term in nature. Operational goals is meeting today's needs.
- Strategic goals are more long term and broad; operational goals are more immediate.
- The use of the word "goal" in both definitions is very confusing. It might be better to use "strategic planning goals" and "operational objectives" as the means to provide clarification, and where a strategic planning goal is the "what" you want to accomplish and an operational objective is the "how" to the accomplishments.
- Many times strategic goals can be forgotten because operational goals, sometimes unrelated, take precedent and need to be completed prior to any strategic goal.
- operational goals are current or day to day, strategic goals are broader range goals to guide organizations over a long period of time (5-10 years plus)
- We define strategic goals as a goal that is an explicit process of formulating strategy to ensure current and future policies and funding are coordinated with perspective in long-range planning. Operational goals are short-term goals, that are daily, weekly and monthly, tasks/actions. These goals are easily reflected in cost processes (i.e. staff, and equipment). Thus, they are quantifiable. Operational goals influence strategic goals.

- Our Department strategic goals include a conservative fiscal investment strategy. Operational goals include the monthly review of investment activities to ensure that we are in compliance with the City's Investment Policy.
- Strategic: Goals that will impact the program over the long term: Reduction of work related injuries and reduction of industrial leave hours will impact overall cost of the Workers' Compensation Program. Operational: Daily goals: Management of medical costs and availability of light duty assignments for injured workers.
- I view strategic goals as long term action items that set the foundation for the direction of an organization or department. These strategic goals are used as a guide a path allowing a department to remain focused on a direction. Operational goals are the short term actions that assist in achieving an organization's strategic objectives.
- Strategic goals are the overall direction of my programs and they remain constant for a longer period of time. For example, provide volunteer opportunities that will engage diverse populations in the City. An operational goal might be to provide better management tools and resources. This goal could be realized and finished in a shorter period of time.
- Only if management believes the two types of goals are different, then we do need a specific definition for each
- A strategic goal is one that has a longer planning and implementation component, can have complexities such as money, council approval etc., where an operational goal is usually able to be achieved in a much quicker time frame.
- Strategic goals for the Communications and Information Technology (CIT) are to partner with functional departments and align technology and automation with strategic goals of the City. Operational goals are to provide support to departments in meeting their functional needs and to maintain cost effective solutions. CIT does not require additional clarification on these definitions.
- Long-term vs. near-term. The latter requires an understanding of how we do, the former requires an understanding what we will do.
- Similar to the definition in the cover e-mail. Strategic is long term, operational more daily, quantifiable and supportive of the strategic goals. Clear for our department's purposes.
- Operational goals are short-term based upon the identified current needs of the department. These goals are reflected in cost processes and operational goals influence strategic goals. No ambiguity or clarification needed.
- Our definitions would be similar to the definitions provided in the email. We also concur that our operational goals would influence our strategic priorities.
- Strategic Goals are forward thinking goals to be accomplished within 5 to 10 years. Usually these goals are paving the way for the future of the department. Operational goals are specific and quantifiable. These goals are usually tracked weekly, monthly, quarterly, etc.
- There seems to be a blur in what is strategic v operational and the plan has a mix of both. I would define operational as a measurable end result such as pave a certain amount of streets or repair a certain amount of linear feet of sidewalk. I think what happens in many cases is a strategic goal is defined but once that goal is implemented through a program it needs to be re-defined as a departmental operational goal.
- Operational Goals are targets that should be achieved according to a strategy implemented by the department/organization. Strategic goals are statements of what you wish to achieve during a strategic plan.
- For Public Works, Strategic goals would be related to long-range planning for Capital projects; water quality; water conservation and supply; solid and green recycling, etc. Operational goals would be related to our day-to-day operations/staffing/costs for

maintenance of roadways, traffic signals, signs, refuse collection, water distribution system, etc.

- Strategic goals are long-term organizational goals that help to convert a mission statement from a broad vision into more specific plans and projects. Operational goals are daily, weekly or monthly goals that can implement strategic objectives.
- Strategic is long term and typically related to capital budget, while operational is short term and related to the operating budget.
- Strategic goals are long term goals and operational goals are more immediate and affect our operations specifically. I do not feel those terms need clarification.
- Routine and ongoing maintenance of city properties are not strategic. Vision of future developments and upgrades to the city are strategic and need to be identified. Clarification between capital projects and maintenance is needed.
- Operational goals are typically measureable and strategic goals are typically futuristic but based on measurable outcomes.
- Strategic goals are visionary, long term and big picture in nature. Operations goals are routine and closely aligned with short term results. I believe clarification is needed with City Council concurrence to ensure compliance with initial community intent and actual management of KPIs.
- strategic goals are long lasting and not tied to specific metrics. Operational goals are shorter term and tied to specific metrics. The operational goals serve a strategic goal.

**Question 2: What KPI's specific to your department do you feel should be included in the Strategic Plan?**

- KPI's that reflect truly strategic outcomes rather than the "bean counting" type
- Include goals from Plan of Service
- none
- Our Department is managed by Nine Programs, each of which has multiple Goals and KPIs to help us manage our Department. None of those Goals / KPIs are broad enough to be included within the Strategic Plan that would define our Department
- There are really too many KPIs related to our department already included in the strategic plan. It is very difficult to focus and do justice to all of them given our resources.
- KPIs that most closely align with a strategic vision as defined above are the prime contenders for inclusion in any Strategic Plan.
- The Strategic Plan is a well rounded plan, more focus on the execution of the plan and the follow through of the KPIs is needed.
- None
- KPI's that are in line with what the department implements and/or plans for future implementation as part of its day to day duties or department's vision.
- The current KPIs cover the Department fairly well, but recently it came to light that KPIs for our GIS section should be explored.
- I can't think of any new ones at the moment.
- Nothing new
- I don't believe KPIs assist in the following of the strategic plan. if any are required they should focus on long range projects required their associated funding and completion once funding is provided
- KPI 73 - Financial and Operational Accountability

- To be able to conduct an annual survey among similarly sized cities to compare the performance of our investment portfolio with other cities.
- Industrial Leave Hours; Reduction of Work Injuries
- I believe the KPI that should be added to the Strategic Plan is response times to both emergency and non-emergency request for service.
- The KPIs assigned to me are not the problem. Some of the targets that are defined are outdated in terms of the current organizational structure. Additionally, some of the targets have not proven to be effective in implementing the overall strategic goal. For example, to increase the number of volunteer hours within the City does not really indicate if the program is providing quality opportunities to a diverse population.
- I don't know
- CIT has 2 KPI's containing 3 measures: 1) Supporting strong fiscal control by providing an online physical inventory of computer and voice assets to ensure assets are in use for the purposes and location for which purchased; 2) Monitoring service level response times for technical labor resources will ensure priority services are performed in a timely manner for the City's computer and voice assets; 3) Analyze benefits and costs of acquiring and repairing computer and voice assets to maximize asset life and minimize operational costs. These cover costs and support response. Customer satisfaction would be a good KPI area to add.
- Sustainability Customer Service Training
- The current KPI's are very appropriate for our department's activities
- Our KPIs were developed to track performance in support of the Strategic Plan. I don't know that they should be included in the Strategic Plan.
- We spent time up front to determine which KPI's would be most relevant to our Department. As stated below, there may be some benefit to tracking these matters on a quarterly basis.
- Priority projects and funding secured.
- Long range budget planning that translates to operational cost savings and efficiencies. Long range planning for organizational training, not specifically a program but what you want the organization to look like in 5-10 years. Once stated then operational plans can be developed to achieve that vision.
- Currently, the police department has 40 KPI's specific to our department to carry out the Strategic Plan of a Safe and Secure Community. These KPI's have been identified to meet goals and achieve Strategic Priority. They encompass Animal Control issues, response times, traffic related issues, crime reduction, training, school safety, web based programs, community based policing efforts, and emergency preparedness. I believe all of these should be in the Strategic Plan.
- All of them, as they were determined based on identified priorities from the citizens.
- Not sure at this time.
- They are already included in the strategic plan.
- This would be a question for Executive Management.
- The KPI's in my department are covered in the current strategic plan.
- Projects and performance based KPI's. Limit the number and concentrate on quality rather than quantity. Some are really ridiculous in what they require and try to measure.
- Long term economic development activities such as Downtown Torrance, Conference Center and Del Amo Fashion Center remodel.
- KPI 32

**Question 3: Will a refresher training assist your department in better updating your KPIs?**

- It would be dependent upon the way the class was implemented: on site vs. online
- no
- No
- Only if there are changes in the process.
- Not at this time.
- Yes, training is always good and the plan has been in play for a while now, i'm sure some focus has been lost.
- Perhaps, but KPI approach should be reconsidered altogether...
- It is imperative for all strategic managers to have a refresher training session when it's time to update KPI's.
- Yes, a short refresher would be beneficial.
- A refresher wouldn't hurt. .
- Possibly for new managers assigned with KPIs
- Yes. Perhaps a recap and review every six months to a year.
- no.
- Yes
- Yes, that would be helpful especially for the new members of the team.
- Not at this time
- An update to the KPI's would assist our department to better understanding and possibly adjusting our KPIs, so yes.
- Couldn't hurt
- Maybe.
- If a refresher training session is given, I would like to see Supervisors included.
- No, CIT has a good understanding of the department's strategic goals and the updates required.
- No.
- Not needed
- Not necessarily. I think our department has a good handle on the KPIs.
- We have had one Strategic Manager since the inception of the project, so no additional training is necessary.
- A refresher training on updating KPIs would be great.
- I think an overall look and re-defining of what is a KPI v what is department operational goals must first be accomplished. The overall Strategic Plan is a mix of both making it very cumbersome to review as an overall document.
- I believe our KPI's are effectively being updated quarterly.
- For me, I update quarterly and am familiar with the requirements. I'm not aware of difficulties, if any, expressed by others.
- Yes
- No.
- The updating of KPIs is not consistent and how to update seems to change each quarter.
- Yes. I believe we all could use a periodic refresher.
- No. we have a good sense of updating the KPI's.
- Yes, with the turnover in Managers, I think it will be beneficial to regroup and refocus on the strategic plan.
- We are OK on doing the updating, not so much on finding the time to do the stuff

**Question 4: How has the Strategic Plan assisted your department's operations?**

- The City's Strategic Plan has guided us in the creation of our Plan of Service
- to keep track of operational stats per quarter. useful comparison
- We have not changed our overall operations as the Strategic plan did not mention our Department needed to be changed
- It has forced us to focus on issues that might otherwise have been pushed further out.
- By assembling feedback from community and internal users, the Strategic Plan presents a snapshot of the collective long range vision for an organization. This is useful at the department level in gauging general trends and establishing specific goals that respond to those concerns.
- The Strategic Plan has better prepared my employees for their respective field by the training they have received since the plan was set forth.
- it helps to identify issues
- By keeping priorities defined and targets in focus.
- The Strategic Plan has assisted our Department by keeping us focused and on schedule with priority projects.
- One KPI has insured that I hold an annual gathering which has been beneficial for my division.
- Really hasn't provided any assistance since most of the planning and tracking of goals and accomplishments were already being performed.
- Able to use it as a tool for long term projects, and shorter term ones can be designed to fit the long term strategy.
- very little if not being a hindrance. the strategic plan has in general taken limited time away from operations and planning to complete repetitive reports (KPIs)
- The Strategic Plan assists our department in planning our operational goals for the year.
- It serves as a tool and a guide for us to measure our current performance with the set standards or targets.
- Provides a target for staff, and a sense of accomplishment when reached  
To be direct the KPI's that have been established for our department have not assisted our department in the day to day operations.
- It has been a reminder of the overall direction of the City.
- I do not think that it has.
- The Strategic Plan has kept us focused on the goals and objectives that we set, and have been a driver towards achieving them.
- The Strategic Plan has provided the CIT department and staff with quantifiable measures to monitor performance and make adjustments. Defining the CIT department's strategic goals gives managers and staff a clear understanding of the department's primary responsibilities to the City.
- Given a pathway to get some out of their comfort zones and implement what the public requested us to focus on.
- It has provided additional focus on improving performance and assisted with allocation of resources when needed
- It has allowed us to focus our performance and the reporting of our performance in terms that are consistent with the Strategic Plan.
- We were already performing the functions/tasks covered by the KPI's. They may have provided some improvement in tracking and monitoring on a more regular basis.
- It has assisted in forward planning, determining resources (staff and funding) and action plan.

I am not sure if it has, I do believe that the process of Strategic Planning brings a mind set that allows people to think forward and analyze decisions as to long range planning. Sometimes the process of quantifying the plan into bite sized processes gets lost in the translation.

- The Strategic Plan has assisted our department operations by explicitly identifying where we would like to improve in the future, set goals to achieve the strategy, which keeps the department focused on what tasks need to be carried out to achieve success.
- It helps to monitor performance and provides information that can be used to compare production and costs with outside vendors and contractors. It also causes thinking/analysis in pursuit of being more efficient.
- It has assisted us to be more focused in providing services to our community
- The fact that the projects are tracked on a quarterly basis is a good idea to insure progress. It has helped me to organize and prioritize tasks as they relate to the strategic plan.
- This would be a question for Executive Management.
- It has helped by providing a timeline for established goals and has not allowed for procrastination.
- We were required to measure performance and do long term planning long before KPI were introduced so the impact has been minimal.
- It has assisted our Department with tying various projects and goals into a long term plan.
- Helps frame an orientation to the City for new hires

**Question 5: What improvements would you like to see with either the current cycle or database?**

- A shorter cycle
- none
- none
- The database is extremely cumbersome as is the update process. Quarterly is too often given the type of responses that are looked for, particularly for those having more than four KPIs to update. Folks should be limited to no more than 4 KPIs to avoid overloading staff and to allow more staff to interact with the system and the strategic plan.
- A current review of the Strategic Plan aimed at removing any KPIs deemed operational rather than strategic would help streamline and focus efforts on a narrower field of long range goals.
- Extend the reporting cycle.
- entire kpi process is confusing and time consuming, many of the activities we do are not quantifiable and the kpis seem arbitrary and artificial
- Combining strategic priorities under a KPI to focus on the elements of the KPI. With the several combined priorities, the KPI is getting stretched and becomes difficult to describe/speak about. Also, since many of the KPI's tie back into the Capital Projects, any way to combine updates and/or attachments would facilitate updates significantly.
- If at all possible simplification
- I'm really impressed with the database and our ability to upload documents and make comments.
- Input of data could be based on the timeline of when an operational objective is completed rather than on a quarterly basis.
- Shorter, simpler user interface. Less KPI's.

- not a fan of KPIs. I do not see their long term usefulness. Is over a 100 strategic goals and sub goals with multiple KPIs useful and/or meaningful?
- The ability to view only the KPI's my department is responsible for when updating.
- Be able to revisit the KPI's and really define the parameters that were set when these were formulated.
- None
- It is my opinion that we need to adjust our KPIs and move to the next step in tracking. I believe the system and the foundation are now in place for the City to move the next step and establish an annual accountability system. With these adjustments and revision we can redefine our better reestablish our mission for our citizens.
- I would like to see a re-evaluation of the targets and the data used to support the targets.
- I think it needs to be molded and transformed into a system that is more easily understandable and therefor implementable and useful. As is stands this is a big, unwieldy system thats is not intuitive at all.
- Possibly to have two update cycles where external service departments provide updates in one cycle and supporting departments provide updates in the second cycle. It would be helpful for internal services departments to see what changes may impact them based on changes from the external services departments. Align the City's fiscal calendar to the Strategic Plan's "Current Target" spreadsheet. Also, attachments are restricted to Council items or website pages. CIT has spreadsheets to attach. Having the ability to attach CIT's measuring tools, (spreadsheets), will provide a useful database.
- A bit cumbersome and time consuming when the steps must be repeated for over 10 KPIs, 4 times a year. Sharing the assignments will also help cultivate experienced staff from which future project leaders can be selected.
- There is some duplication of information in the narrative and quarterly updates
- None
- Database works well and we are now used to the current cycle.
- Focus more on strategic goals rather that operational goals. Operational goals are important and should be tracked separate from the strategic goals. Operational goals may be incorporated in strategic goals.
- The process of separating operational goals from strategic vision would be very beneficial. The next step is creating a process that allows for items in the plan to transition from strategic to operational once a program is developed for implementation.
- No complaints!
- The system seems easy to use and I have not experienced any difficulties.
- Some of the KPI's are shared between several managers. The database is not setup to save data entered from different managers within the same KPI at the same time. On multiple occassions either myself or a colleague have entered data into the same KPI only to find that the data did not save because another manager was already editing that particular KPI. There should be a "read only" view of the KPI when someone else is in it and a notification via email when they are out.
- KPIs need a mechanism for showing they are completed.
- I would like to identify and combine some of the goals. Many are redundant.
- A longer span of review would be better. Quarterly reporting doesn;t allow for much progress to occur.
- Instead of quarterly, every six months or once a year.
- I need to change some of the targets - they no longer apply as the world around them has changed.

### Question 6: Any general comments or feedback?

- No
- None at this time.
- its fine to report our progress, but the kpis are more trouble and time consuming than helpful
- Simplification, reduction and ease of attaching relevant information, i.e. pictures, files, etc.. Also a separation of quantifiable numeric type strategic priorities vs. extended narrative type.
- It is beneficial to have the Strategic Plan in place.
- I would like the opportunity to modify one or two goals to make them more relevant; as it stands it is a meaningless measure.
- The Strategic Plan document is very cumbersome. It would be nice to hear as to how all the information is being used internally and with the public.
- KPIs are merely a part of the latest flavor of the month of MBA academics after MBO, Deming, etc. We need to concentrate limited resources on actual operations and planning without the added administrative burdens associated with these reporting programs. It's the road to Abilene all over :-)
- Include some narrative in the quarterly review to support the rating or the performance to date.
- N/A
- The KPI system is a great accountability and it allows an organization to focus and track outcomes, but I believe as with any system an annual focus analysis needs to occur. By taking the time to review the data it will allow the organization to see if we are on track with our mission which is the Strategic Plan. If this honest review is not done than the data being collected will become stale with the potential of discouraging your employees.
- Updating the strategic plan is a chore that does not seem to be embraced by staff. I think staff might be more supportive of providing narrative data that tells a story and highlights the accomplishment of strategic goals rather than trying to quantify results into a report that is probably not read by the general public. Perhaps Citi-cable could do a spotlight on strategic goals with actual pictures of staff and completed projects. Different departments/divisions could be rotated and podcasts and videos could be on the websited and promoted via the weekly newsletter.
- I think it is a program that speaks in a different language that we dont understand. It is therefor difficult to implement. If the average employee cannot understand what a KPI is, how can they be a meaningful part of a system managed by KPI's ? KISS = Keep it simple, stupid. Instead of keeping it simple, we were sold a bill of goods that is too complex and hard to understand and implement. Its not a system that takes the communities desires/needs as expressed by the Strategetic Plan and "simply" identifies the "goals" (where we want to end up) and the "steps we need to take to achieve the goals" (with each of these steps hopefully being measureable in some way so we can gauge how we are doing in progressing toward the goal).
- Thank you for the opportunity to provide feedback and participate in this survey.
- Recommend not assigning more than 4 or 5 KPIs to a particular non-management staff member.
- Not at this time
- No
- None
- The process of strategic planning is truly beneficial to an organization/community. It gets people to think outside of the day to day and into a long range vision for what the

organization needs to be successful. We need to come up with a process that allows for that type of thinking while streamlining the process for implementation and measurement.

- None!
- None.
- None at this time.
- No.
- There are far too many KPI's and take too much time to update. KPIs should be broad goals and each department should have flexibility on how to update progress, verses defined sub-goals.
- It would be nice to have assigned teams that are required to meet monthly to work specifically on the plan. My experience is that several managers are assigned to specific priorities but do not have a team to update the KPI's. This is particularly true with cross sections of departments between Public Works, Capital and Community Development.
- It would be good to know if this process is at all valuable to our citizen's. There is no feedback loop to let the department's know what the public reaction is.
- Training and community engagement will be the key factors in the success of the Strategic Plan.

**APPENDIX D: LIST OF STRATEGIC KPIS  
IDENTIFIED BY THE RESEARCH TEAM**

Strategic KPIs by Strategic Priority

\* Denotes KPI with more than one Strategic Priority

KPI Number	Target Type	Indicator	Measure	Department
1	PA	Distinctive signage at entrances to City	Torrance Gateway Program	Community Development
2	PA	Thematically pleasing streetscape design	Streetscape Design Guidelines for all major and principal arterials	Public Works & Community Services
4	PA	Visually pleasing community	Appropriate signage codes to support look and feel of the community	Community Development
5	PA	Residential neighborhoods reflect the "cared for" look and feel of the community	Residential neighborhoods maintained in a safe, attractive manner	Community Development
83*	CI	Shop operations processes and procedures	Audit and explore cost reductions through process and procedure improvements	General Services
160*	PA	Sustainable hardscape and landscape developments, with increased green space	Development projects with increased sustainable greenbelt area and reduced impermeable surface	Community Development
163*	PA & CI	Increased park land and public open space	1. Inventory of City-owned properties with identified opportunities for improvement 2. Comprehensive plan of potential areas for park land and public open space	Community Services, Community Development & Public Works
165*	PA & CI	Master Street Tree Plan	Master Street Tree Plan developed as a base for creating tree themes and city- wide palate to aid Tree City USA application	Community Services, Community Development & Public Works

KPI Number	Target Type	Indicator	Measure	Department
8*	PA & CI	Expand communication and information distributed through online and electronic media	Amount of content published and/or accessible through electronic sources	City Manager
14	CI	Diverse, qualified pool of applicants for appointed service	Residents with Commissioner Certification	City Clerk
15	CI	Leadership Program Opportunities	Providing of and participation in Leadership Programs	City Manager
16	CI	Engaged community	Encourage and increase communication of and participation in neighborhood and community organizations	City Manager
17	EN	Communication collaboration	Provide opportunities to enhance communication linkages	City Manager
18	EN	Collaboration with regional boards and agencies	Interactive participation at the regional level	City Manager
28*	CI	Frequent communication between City and TUSD	Regularly scheduled meetings	City Manager

KPI Number	Target Type	Indicator	Measure	Department
19*	PA & CI	Attract, develop, and encourage e-commerce, hi-tech companies, and international trade and headquarters	Develop and implement a recruitment plan for the selected business market	City Manager
20	PA & CI	Plan for revitalization and redevelopment of the Downtown Business District	Create a plan for revitalization and redevelopment of downtown business center	City Manager
22	CI	Career opportunities	Promote job placement and training services available to Torrance residents through the Pacific Gateway Workforce Investment Network (PGWIN)	City Manager
23	PA & CI	Collaborative partnerships	Promotion and partnership utilizing City programs and services	City Manager
25	CI	Resource awareness	Monthly visits from Economic Development Team Member(s) to identify business needs	City Manager
72*	CI	Expand influence of and grant funding for Torrance	Educate consultants/lobbyists on operational and economic development needs of Torrance prior to and during legislative season; develop strategic partnerships with regional and state partners such as California League of Cities, South Bay Cities Council of Governments, and Torrance Area Chamber of Commerce	City Manager

Strategic KPIs by Strategic Priority

KPI Number	Target Type	Indicator	Measure	Department
27	CI	Recycling Market Development Zone (RMDZ)	Green business promotion	City Manager
28*	CI	Frequent communication between City and TUSD	Regularly scheduled meetings	City Manager
30	PA	Coordinated maintenance program where determined efficient	Program development	General Services
31	PA	Police Patrols of School Sites During After Hours	Frequency and level of coverage by Torrance PD of TUSD Schools	Police
32	PA	Sharing of Library Resources	Expanded access to library collections and services	Community Services / City Manager
33	PA	After school recreational activities at all middle school sites	Number of programs available at all Torrance Middle Schools and Elementary Schools	Community Services
36	CI	Enhance library services/resources via Wireless Internet Access (Wi-Fi) at branch libraries	Number of branch libraries with wireless internet access (Wi-Fi)	Community Services
38	CI	Recreational programs that preserve and enhance recreational opportunities in the City	Customer satisfaction assessment and quality of City recreation programs	Community Services
42	PA & CI	Coordinated communitywide outreach program - Consortium	Inception of active consortium fostering mutual planning/ promotion of youth services and programs	Community Services
45	CI	Responsibility, ethics, values and civic involvement statement for youth enrolled in City and community programs	Community Services Department to approve and promote "Youth Values Statement" that incorporates youth values, ethics and civic involvement	Community Services
47	CI	Recognition of positive youth contributions and achievements	Creation of a Youth Sports Wall of Honor to recognize exceptional teams and athletes	Community Services
49	PA & CI	Maintain and enhance the City of Torrance workforce that reflects the cultural and ethnic diversity of the community	1. % of job placement goals met 2. % of planned recruitment outreach efforts accomplished that align with EEOP Plan goals	City Manager
186	PA & CI	Enhance library service/resources vis a vis Adult Literacy materials	Update of Adult Literacy Collection	Community Services

KPI Number	Target Type	Indicator	Measure	Department
54	CI & EN	Efficient energy use by City	Energy use reduction and efficiency upgrades	General Services
58	CI	Water conservation through public outreach	Decline in water usage	Public Works
97*	CI	Partnership to enhance local water resources	Efficient use of available resources to enhance local water supplies	Public Works

KPI Number	Target Type	Indicator	Measure	Department
19*	PA & CI	Attract, develop, and encourage e-commerce, hi-tech companies, and international trade and headquarters	Develop and implement a recruitment plan for the selected business market	City Manager
59	PA & CI	Responsibly managed investment portfolio	Portfolio in compliance with City Council adopted Investment Policy, with adequate liquidity	City Treasurer & Finance
60	CI	Revenues matched to expenditures	Rolling five-year projected Financial Plan	City Treasurer
70	CI	Easily accessible, understandable fiscal information flow	Participation in and communication of fiscal health of City	Finance
72*	CI	Expand influence of and grant funding for Torrance	Educate consultants/lobbyists on operational and economic development needs of Torrance prior to and during legislative season; develop strategic partnerships with regional and state partners such as California League of Cities, South Bay Cities Council of Governments, and Torrance Area Chamber of Commerce	City Manager

Strategic KPIs by Strategic Priority

KPI Number	Target Type	Indicator	Measure	Department
8*	PA & CI	Expand communication and information distributed through online and electronic media	Amount of content published and/or accessible through electronic sources	City Manager
74	CI	Use of technology to enhance physical and environmental security at Zamperini Field	Implement components of Airport security plan in a phased approach	General Services
76	CI	Promote harmony among stakeholders through awareness of Airport practices and community concerns	Increase public feedback and participation at Airport Commission meetings	General Services
78	CI	Technological upgrades to the Cultural Arts Center to remain a competitive venue	Implement technology upgrades and track impact on rental of facilities	General Services
81	CI	Shop productivity	Productive versus non-productive time for Fleet and Transit Technicians	General Services
83*	CI	Shop operations processes and procedures	Audit and explore cost reductions through process and procedure improvements	General Services
84	CI	Joint Partnerships that provide dollar or time savings	Evaluate service and purchase needs to determine cost-effective approach	General Services
85	CI	Optimal refuse and recycling collection and disposal	Track route collection and disposal statistics	Public Works
86	PA & CI	Optimize weekly street sweeping program	Increase 'no parking' signage	Public Works
87	CI	Efficient processing of public calls for service	Meet or exceed telephone service standards	Public Works
89	CI	Efficiency and effectiveness of transit service using state-of-the-art technology	1. Efficient, effective bus system 2. Transit website enhancement for streaming real-time route tracking 3. Passenger growth	Transit
97*	CI	Partnership to enhance local water resources	Efficient use of available resources to enhance local water supplies	Public Works
100	PA & CI	Attractive, well-maintained turf at City parks with minimal cost	1. Efficient mowing schedule 2. Turf grade to standard	Community Services
101	PA & CI	Customer work order request	Improved customer service	Community Services
102	CI	Operational Accountability of Water, Sewer and Refuse Utility Billing	Monitor Utility Billing Operations	Finance
104	PA	City's use of resources aligned with Community's needs	Conduct broad customer satisfaction survey	City Manager
105	CI	Increased feedback and interaction from key user groups of the Cultural Arts Center	Establish new community outreach programs and functions within the next two years	Finance
106	CI	Employee Participation in the CORE curriculum offered through Torrance University.	# of employees graduating from CORE	Human Resources
109	CI	Effectiveness of GEAR UP Curriculum	Increase in percent of employees qualifying for supervisor exams, and in employees successfully competing for supervisory positions 1.	Human Resources
118	CI	Satisfaction with Recruitment Process	Evaluate Job Applicants', Supervisors', and Managers' Satisfaction with the Recruitment Process	Human Resources
119	EN	Informed participative employees	Forums for dialogue with employees	City Manager

KPI Number	Target Type	Indicator	Measure	Department
131	CI	Community education in personal safety and crime awareness, prevention, and reporting	Participation in the Neighborhood Watch Program (NW)	Police

Strategic KPIs by Strategic Priority

KPI Number	Target Type	Indicator	Measure	Department
136	PA	'Green' businesses industry specific recognition	Recognition program with established criteria	Community Development
137	PA	City Incentives for green projects	Incentive program	Community Development
146	CI	Increased utilization of locally grown produce	Net increase in Farmers' Market revenue and patrons	Community Development
147	PA	Sustainable City purchasing policy encouraging use of locally produced and distributed	Draft policy	Community Development
148	PA	Reduce Heat Island Effect with new development standards for parking lot, landscape, lighting, and building materials	Draft standards for policy action	Community Development
151	CI	Increase Community Awareness of Torrance Transit for increased accessibility	Marketing and Re-Branding Campaign	Transit
152	PA	Incentives for the incorporation of Green Parking stalls	Parking ordinance proposed revision	Community Development
153	PA & CI	Provide alternative vehicle fueling/charging infrastructure at City Facilities for City & Public Use (when feasible)	Number of alternative fueling options available	Community Development
155	PA	Promotion of alternative sources of energy	1. Development standards for alternative sources of energy. 2. Funding of alternative energy sources	Community Development
158	PA	'Green' businesses industry specific recognition	Media and education outreach programs	Community Development
160*	PA	Sustainable hardscape and landscape developments, with increased green space	Development projects with increased sustainable greenbelt area and reduced impermeable surface	Community Development
161	PA	Green Building recognition standards	Building sustainable design options to be recognized as 'Green'	Community Development
162	PA	Development Impacts on Mass Transit	Determine level of demand for Mass Transit from land uses and densities	Community Development
163*	PA & CI	Increased park land and public open space	1. Inventory of City-owned properties with identified opportunities for improvement 2. Comprehensive plan of potential areas for park land and public open space	Community Services & Community Development & Public Works
165*	PA & CI	Master Street Tree Plan	Master Street Tree Plan developed as a base for creating tree themes and city-wide palate to aid Tree City USA application	Community Services & Community Development & Public Works
167	CI	Enhanced sump basin conversion for storm water treatment with added recreational uses	Additional youth sports field and walking paths in acceptable locations	Public Works

KPI Number	Target Type	Indicator	Measure	Department
172	PA & CI & EN	Multi-modal transportation opportunities	Plan for public utilization of bicycles, carpool, vanpool, pedestrian walkways, and public transit as forms of efficient commuting and travel	Community Development & Transit
173	CI	Maximize coordination of Regional Bus Lines and other Transportation Services	Torrance Transit increased ridership and reduced Single Occupancy Vehicle (SOV) usage on main corridors	Transit
174	CI	Restore a South Bay Regional Intermodal Transit Center - Torrance Hub (RTC) for the community	1. Permanent RTC created 2. Funding secured for RTC	Transit
175	PA & CI	Adequate community parking	Assessment of, and plan for, parking code to match community needs	Community Development
178	PA	Legislative action impacting Torrance	Regular monitoring of legislation that impacts Torrance transportation	Community Development
179	CI	Interaction with sub-regional agencies	Meet and/or communicate with sub-regional agencies	Public Works
180	CI	Appropriate traffic management through coordination and technology	Traffic management and mitigation technologies	Public Works
184	CI	Improved access to Transit services	Assess effectiveness of stop location and route schedules on a routine basis	Transit & Public Works

# **APPENDIX E: CUSTOM SAMPLE TEMPLATES FOR THE CITY COUNCIL ANNUAL REPORT**

Note: The Research Team created sample pages for select KPIs based on the City Council Annual Report templates found for the Cities of Redmond and Santa Monica. This is to provide the City with an idea of how current KPI information can be presented in a new format when provided to its City Council and/or citizens.

# Traffic and Transportation

KPI: Maximize Coordination of Regional Bus Lines and Other Transportation Services

Torrance Transit increased Ridership and Reduced Single Occupancy Vehicle (SOV) Usage on Main Corridors

Trend Overall:



Torrance Transit Ridership Increase

Baseline ('11): Exceeded targets in Qtr. 3 & 4

Actual: Exceeded targets in Qtr. 1 & 2

Trend:



Reduction in SOV Usage (Torrance Transit)

Baseline ('11):	114,000
Target:	146,000
Actual:	146,000

Trend:



MAX Ridership Increase

Baseline ('11):	0%
Target:	1% by Qtr.
Actual:	0%

Trend:



Reduction in SOV Usage (MAX)

Baseline ('11):	2,500
Target:	4,000
Actual:	3,000

Trend:



Increasing Torrance Transit ridership by just one percent (1%) annually would mean 35,000 less SOVs on main corridors each year. Torrance Transit, in cooperation with the cities of El Segundo, Lawndale, Lomita, Los Angeles, Rancho Palos Verdes, and Los Angeles County, acts as the lead agency for the Municipal Area Express (MAX) program. MAX is a commuter service South Bay residents who work in the El Segundo employment center. MAX offers two fixed routes and an express route throughout the South Bay during morning and afternoon peak commuting hours. Torrance Transit is pursuing an opportunity to further increase its ridership with the development of rapid bus service.

Source: Transit  
Data Updated January 2013

6

Public Libraries  
Have Free Wi-Fi

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416

First Graders  
Participating in the  
Library First Grade  
Outreach Program

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4,307

New Library Cards  
Issued to Students  
Age 6 to 17

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4,612

Log-in for Live  
Homework Help



## LIBRARY SERVICES

