

Strategic Planning Update & Performance Measures

Mayor and Council Retreat
July 23, 2021

TOWN OF PARKER



PARKER
COLORADO



Why is strategic planning challenging for municipalities?





Strategic Planning Models

1. Balanced Scorecard
2. Strategy Map
3. SWOT Analysis
4. PEST Model
5. Gap Planning
6. Blue Ocean Strategy
7. Porter's Five Forces
8. VRIO Framework
9. Baldrige Framework
10. OKRs
11. Hoshin Planning
12. Issue-Based
13. Goal-Based
14. Alignment
15. Organic Models
16. Real-Time



Next Steps

1. Rename strategic goals to strategic priorities or outcomes
2. Delete extraneous text from planning framework
3. Identify TA and Department priorities
4. Hold strategic planning workshop in September
5. Confirm and/or revise elected official priorities
6. Solicit stakeholder and resident feedback through LTP
7. Reconcile all goals and objectives
8. Prioritize reconciled goals and objectives



Next Steps and Council Direction

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Performance Measures

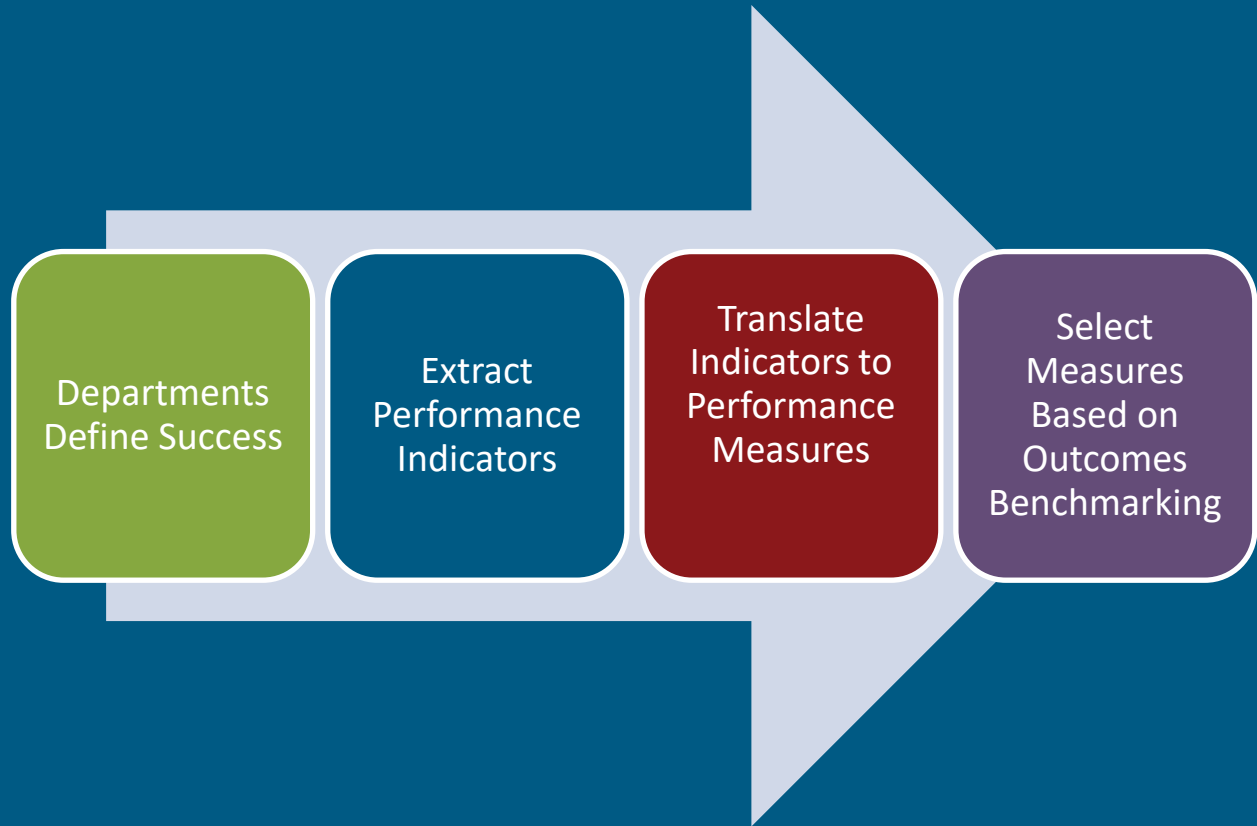
A Step by Step Process

TOWN OF PARKER



PARKER
C O L O R A D O

Performance Measures 4-Step Process



Step 1: Define Success

An Example: Municipal Court

“The Parker Municipal Court is dedicated to the fundamental beliefs of fairness, respect and justice for all of those who come before the Court.”

An Example: Municipal Court

Step 1: Define Success

- All Court customers will be provided prompt, professional and quality service in keeping with the core values of the Town.
- The Court uses its software systems to full capacity to assist in maintaining true and accurate records.

An Example: Municipal Court

Step 1: Define Success

- The Court strives to reduce recidivism and assist in the gap of services by creating programs to address the specific needs of the community, i.e. Teen Court and Supervision.
- Teamwork in the court includes specific training for staff as well as training volunteers. Communication is key with staff members.

An Example: Municipal Court

Step 2: Extract Indicators

- All Court customers will be provided prompt, **professional** and **quality service** in keeping with the **core values** of the Town.
- The Court **uses its software systems to full capacity** to assist in maintaining true and accurate records.

An Example: Municipal Court

Step 2: Extract Indicators

- The Court strives to **reduce recidivism** and assist in the gap of services by **creating programs to address the specific needs of the community**, i.e. Teen Court and Supervision.
- Teamwork in the court includes specific **training for staff as well as training volunteers**.
Communication is key with staff members.

Step 3: Translate Indicators to Measures

PERFORMANCE INDICATORS

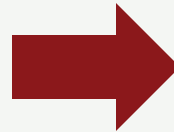
Customers treated fairly and professionally

Reduce recidivism

Programs for community needs

Technology updates and training
Prompt service

Use software to full potential



PERFORMANCE MEASURES

Customer exit surveys

Teen Court repeat offender rate

Annual training

Court day processing time

Average days between citation and court date

Comparative FTE efficiencies





An Example: Municipal Court

Step 4: Select Measures

Hypothetical Performance Measures and Targets

- Customer Exit Surveys – Average 3 out of 4 for all questions responses
- Teen Court Repeat Offender Rate - stay below national average
- Court day processing time – record avg. of < 2 hours per case
- Average days between citation and court date – Average < 60 days
- Staffing benchmarks per court case per capita – stay within averages for court cases per capita per employee



Next Steps



- ▶ Develop a realistic timeline and budget
- ▶ Establish performance management team
- ▶ TA to champion performance management - Introduce process at department/division meetings (or Big Picture Meeting)
- ▶ Performance management team meetings with departments/divisions
- ▶ Procure dashboard
- ▶ Confirm measures and launch dashboard