

Aligning the Organization

***City of Sachse, TX
June 4, 2005***

***Facilitated by:
Judy Z. King, Principal
Quality Management Services, LLC***

Agenda

Saturday, June 4, 2005

8:30 a.m. – 3:30 p.m.

- 1. Welcome and Review Work Done to Date**
- 2. Confirm Order of Priorities**
- 3. Set Goals**
- 4. Update Communication Plan**
- 5. Summary**
- 6. Evaluation**

Ground Rules

1. **Start and end on time and avoid interruptions.**
2. **Exhibit a positive attitude and keep an open mind.**
3. **Be respectful of each other.**
4. **Be prepared.**
5. **Actively participate.**
6. **Ask questions to clarify assumptions.**
7. **Accept responsibility for progress and outcomes.**
8. **Focus on the future, learn from the past.**
9. **Support opinions with facts as possible.**
10. **Stay on track.**

Aligning the Organization

1. **Capture the Vision and Write the Vision Statement**
2. **Identify & Select Priorities (3-5 years)**
3. **Determine Strategies**
4. **Set Goals (1-3 years)**
5. **Update Communication Plan**

Aligning the Organization Definitions



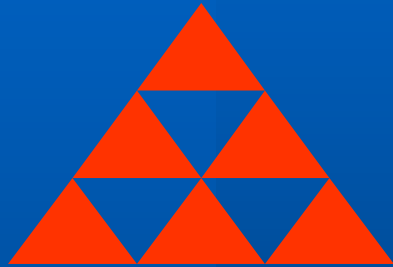
1. Vision

What we want our organization to become

Vision Statement

A concise statement of our vision

Aligning the Organization Definitions



2. Priorities

The vital few issues of broad concern to the organization over the next 3-5 years

Aligning the Organization Definitions



3. Strategies

*General approaches used
to address priorities*

Aligning the Organization Definitions



4. Goals

*What is to be achieved
within the next 1-3
years*

Aligning the Organization Definitions



5. Communication Plan

***Enables others to know
what has been done and
how they are involved
and/or affected***

1. Capture the Vision:



What we want to become

City of Sachse Vision Statement



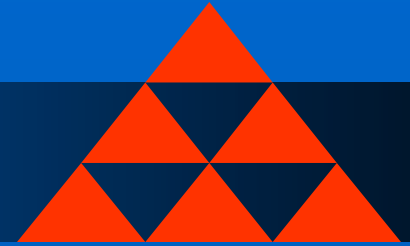
**Sachse is a tranquil
community welcoming the
future while offering a safe
and enjoyable quality of life
to all those who call Sachse
home.**

2. Establish Priorities



***The vital few issues of
broad concern***

City of Sachse Priorities



- 1. Transportation (Citywide Mobility, Streets, Tollway)**
- 2. Infrastructure (Water, Wastewater, Storm Water)**
- 3. Facilities**
- 4. Fiscally Sound**
- 5. Economic Development**
- 6. Public Safety and Security**
- 7. Planning**
- 8. Open Government**
- 9. Arts, Culture and Recreation**

3. Determine Strategies



***General approaches used to
address priorities***

4. Set Goals



***What is to be achieved
within the next 1-3 years***

Strategies Related to the Priority: Transportation



- **Strategy 1: Improve citywide mobility in relation to the Thoroughfare Plan**
- **Strategy 2: Plan for the PGBT**
- **Strategy 3: Maintain existing roadways**
- **Strategy 4: Ensure regional coordination**



Goal for Transportation S1: Improve Citywide Mobility

- 1. Improve north/south (to and from PGBT) traffic flow.**
 1. Make intersection improvements
 1. 5th and Highway 78 Intersection
 2. Bunker Hill/Murphy Road Intersection
 3. Hooper Road Intersection and Bailey Road impact
 4. Miles and Merritt Intersections with 190
 5. Miles and Sachse Road Intersection (signalization)
 6. New Intersection at Bunker Hill Extension and Miles
 7. Bryan, Williford, and Highway 78 Intersection
 2. Explore thoroughfare alignment
 1. Merritt/Woodbridge Intersection
 3. Explore the extension of Elm Grove to the north
 4. Participate with Wylie and Collin County in construction of Hooper Road Bridge



Goal for Transportation S1: Improve Citywide Mobility

1. **Improve east/west traffic flow.**

1. Continue with plans to widen Highway 78
2. Explore widening of Sachse Road from Highway 78 to Miles or Merritt



Goal for Transportation S2: Plan for the PGBT

- 1. Coordinate with NTTA on the PGBT.**
 1. Negotiate Interlocal Agreement (NTTA)
 2. Work with NTTA to Acquire ROW for 190
 3. Improve Pleasant Valley and Merritt Intersection



Goal for Transportation S3: Maintain Existing Roadways

- 1. Identify, fund, and implement maintenance of existing streets to keep them at an acceptable service level.**

Goal for Transportation S5: Ensure Regional Coordination



- 1. Coordinate with NCTCOG on Regional Transportation Plan.**

Strategies Related to the Priority: Infrastructure



- **Strategy 1: Maintain existing infrastructure**
- **Strategy 2: Expand infrastructure as needs demand**
- **Strategy 3: Ensure compliance with federal, state and local regulatory requirements**
- **Strategy 4: Preserve and protect the surrounding environment**



Goal for Infrastructure S1: Maintain Existing Infrastructure

- 1. Identify, fund, and implement maintenance of existing infrastructure to keep it at an acceptable operational level.**



Goals for Infrastructure S2: Expand Infrastructure

1. **Prioritize, fund, and implement the CIP Projects.**
2. **Review, update, fund, and implement the Storm Water Plan.**



Goal for Infrastructure S3: Ensure Compliance with Regulatory Requirements

- 1. Identify, fund, and implement continuing education to ensure compliance at required levels.**
- 2. Follow through on legislative action.**
- 3. Follow the inspection plan.**

Strategies Related to the Priority: Facilities



- **Strategy 1: Implement the Facilities Plan**



Goal for Facilities S1: Implement the Facilities Plan

- 1. Plan and implement as funding is available:**
 1. Construct or Relocate City Hall
 2. Construct or Relocate Fire Station #1
 3. Expand or Relocate Senior Citizen Center
 4. Construct Community & Recreation Center

Strategies Related to the Priority: Fiscally Sound



- **Strategy 1: Analyze and prepare bond programs when appropriate**
- **Strategy 2: Diversify revenue sources**
- **Strategy 3: Evaluate and make sound investments**
- **Strategy 4: Negotiate strongly on all agreements**
- **Strategy 5: Pursue favorable legislative action**
- **Strategy 6: Implement TQM and CPI**



Goal for Fiscally Sound S1:

Analyze and Prepare Bond Programs

1. **Appoint Bond Committee.**
2. **Analyze current financial position.**
3. **Identify and prioritize potential projects for bonds.**
4. **Develop communication plan for bond program.**
5. **Hold election.**
6. **Implement approved bond program(s).**



Goal for Fiscally Sound S2: Diversify Revenue Sources

- 1. Review and revise current tax and fee structures based on actual cost of services including, but not limited to,:**
 1. Franchise fees
 2. Impact fees
 3. Building permit fees
 4. Municipal court fees
 5. Inspection fees
 6. Medical services fees
 7. Facility use fees
 8. Parks & Recreation program fees
 9. Storm water impact fees
 10. Animal shelter fees
 11. Sales tax
 12. Property tax
- 2. Pursue applicable grant opportunities.**

Goal for Fiscally Sound S3:

Evaluate and Make Sound Investments



- 1. Follow approved investment policy and ensure compliance with the Public Funds Investment Act.**



Goal for Fiscally Sound S4:

Negotiate Strongly On Agreements

1. **Ensure that all terms of agreements and contracts are complied with in relation to fees, charges, and deliverables.**
2. **Pursue renegotiation and consolidation opportunities when appropriate.**
3. **Ensure reasonable professional services fees.**



Goal for Fiscally Sound S5:

Pursue Favorable Legislative Action

1. **Establish strong relationships with county, state and federal legislators and officials.**
2. **Be instrumental in the formation of a Small Cities Group.**
3. **Be actively involved with the TX Municipal League, Council of Governments, etc.**

Goal for Fiscally Sound S6: Implement TQM and CPI



1. **Follow through on Continuous Process Improvement Plan.**

Strategies Related to the Priority: Economic Development



- **Strategy 1: Ensure coordination with other entities (EDC, Chamber of Commerce, etc.)**
- **Strategy 2: Promote business retention**
- **Strategy 3: Support the creation of a business recruitment plan**
- **Strategy 4: Promote areas for business development referencing the Land Use plan**



Goal for Economic Development S1: Ensure Coordination with Entities

- 1. Support the Economic Development Corporation and the Chamber of Commerce in promoting the City.**
- 2. Support development of a plan for promoting and developing the PGBT business district.**
- 3. Support development for a plan to promote the Highway 78 corridor.**
- 4. Coordinate with the PGBT TIF Board regarding infrastructure development.**
- 5. Negotiate optimum business development with NTTA.**



Goal for Economic Development S2: Promote Business Retention

- 1. Support the development of a business retention plan by the EDC.**
- 2. Develop and implement a beautification and expansion plan.**
- 3. Develop and negotiate 380 agreements when possible.**
- 4. Identify available state and federal economic development programs for revitalization.**



Goal for Economic Development S3: Support Business Recruitment Plan

- 1. Support the development of a business recruitment plan by the EDC.**

Goal for Economic Development S4: Promote Areas for Business Development re: Land Use Plan



- 1. Create a plan for the development of:**
 1. A downtown district
 2. Industrial parks

Strategies Related to the Priority: Public Safety and Security



- **Strategy 1: Ensure appropriate level of security for all City facilities**
- **Strategy 2: Ensure appropriate and adequate staffing**
- **Strategy 3: Provide safety educational opportunities**
- **Strategy 4: Enhance equipment and technology**
- **Strategy 5: Ensure internal procedures are updated**
- **Strategy 6: Ensure coordination with other entities**



Goal for Public Safety & Security S1: Ensure Security at All City Facilities

1. **Conduct on-going research to determine the most effective equipment and technology.**
2. **Implement card access to critical areas.**
3. **Train Council and staff in security measures and procedures.**



Goal for Public Safety & Security S2: Ensure Appropriate and Adequate Staffing

- 1. Conduct an annual review and update of policies and procedures.**
- 2. Review all staffing options: volunteers, reserves, paid staff, etc.**
- 3. Conduct on-going research to determine the most effective equipment and technology.**



Goal for Public Safety & Security S3: Provide Safety Educational Opportunities

- 1. Distribute citizen and business owner mailings with emergency procedure information.**
- 2. Brief and train the Council and staff.**
- 3. Conduct school “lock down” drills.**
- 4. Ensure that mutual aid or disaster plans include interaction with other entities.**
- 5. Conduct community disaster drills.**
- 6. Conduct an annual review and update of policies and procedures.**

Goal for Public Safety & Security S4: Enhance Equipment & Technology



1. **Conduct on-going research to determine the most effective equipment and technology.**
2. **Brief and train the Council and staff.**



Goal for Public Safety & Security S5: Ensure Internal Procedures Are Updated

- 1. Conduct an annual review and update of policies and procedures.**



Goal for Public Safety & Security S6: Ensure Coordination with Other Entities

1. **Ensure that mutual aid or disaster plans include interaction with other entities.**
2. **Conduct community disaster drills.**
3. **Conduct an annual review and update of policies and procedures.**
4. **Conduct on-going research to determine the most effective equipment and technology.**

Strategies Related to the Priority: Planning



- **Strategy 1: Keep the various plans updated (Comprehensive Plan, Capital Improvements Plan, Strategic Plan, Water and Sewer Rates Plan, Zoning Plan, Charter, codes, etc.)**
- **Strategy 2: Ensure that the plans are referenced and followed**
- **Strategy 3: Involve citizens and the respective boards and commissions in plan development**



Goal for Planning S1: Keep the Various Plans Updated

- 1. Conduct an annual review of all plans and make revisions to them as necessary:**
 - 1. Comprehensive Plan**
 - 2. Capital Improvements Plan**
 - 3. Strategic Plan**
 - 4. Water and Sewer Rates Plan**
 - 5. Zoning Plan**
 - 6. Charter**
 - 7. Codes**
 - 8. *ADD OTHERS!***



Goal for Planning S2: Ensure Plans Are Referenced and Followed

1. **Goal here**

Goal for Planning S3: Involve Citizens, Boards and Commissions in Plan Development



1. **Goal here**

Strategies Related to the Priority: Open Government



- **Strategy 1: Increase public awareness, using multiple communication resources**
- **Strategy 2: Encourage volunteerism**
- **Strategy 3: Facilitate cross-cultural awareness**

Goals Identified Related to Open Government



- **Goal 1: Use multiple means of communication: billboard or electronic marquee, featured department in open house and on the web, update communication technology, individual Council e-mail, Town Hall State of the Union, timely response to citizen input, voicemail for Council, Citizen Police Academy)**
- **Goal 2: Third party facilitator**
- **Goal 3: City image and identity**



Goal for Open Government S1: Increase Public Awareness

1. Goal here



Goal for Open Government S2: Encourage Volunteerism

1. Goal here



Goal for Open Government S3: Facilitate Cross-Cultural Awareness

1. Goal here

Strategies Related to the Priority: Arts, Culture and Recreation



- **Strategy 1: Identify and develop options for activities and the use of cultural arts areas**
- **Strategy 2: Provide programs, related facilities and infrastructure in partnership and coordination with others**
- **Strategy 3: Expand programs to include citizens of all ages and abilities**

Goals Identified Related to Arts, Culture and Recreation



- **Goal 1: Arts District**
- **Goal 2: Coordinate the completion of the trails system**
- **Goal 3: Promote the use of open land for arts and crafts shows**
- **Goal 4: Needs for the aging**
- **Goal 5: Expand parks and recreation facilities (northside and recreation building)**
- **Goal 6: Expand youth programs**
- **Goal 7: Programs for youth and adults**
- **Goal 8: Expand Seniors facility and programs**

Goal for Arts, Culture, Recreation S1: Identify and Develop Options for Activities and Use of Cultural Arts Areas



1. **Goal here**



Goal for Arts, Culture, Recreation S2: Provide Programs, Facilities & Infrastructure in Partnership and Coordination with Others

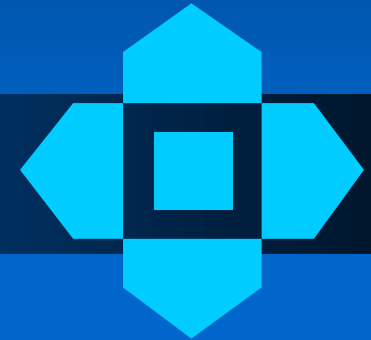
1. Goal here

Goal for Arts, Culture, Recreation S3: Expand Programs to Include Citizens of All Ages and Abilities



1. **Goal here**

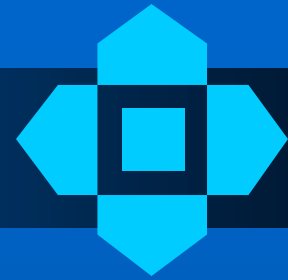
5. Develop Communication Plan



***Enables others to know what
has been done and how they
are involved and/or affected***

City of Sachse

Communication Plan

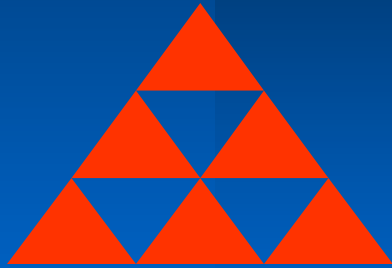


Make and keep the Strategic Plan visible and one of the primary foundations for decision making

- 1. Post the Vision and Priorities in City Facilities, visible to both the public and staff**
- 2. Include the Vision and, as appropriate, the Priorities on : letterhead, fax cover sheets, business cards, Council cover sheets, agendas, water bill stuffers, employee handbook and other documents, etc.**
- 3. Create a link for the Strategic Plan on the website, post the entire Plan, and update progress made on the goals**
- 4. Enlist the assistance of the press in publicizing the plan and in making updates on progress**
- 5. Take advantage of meetings (Council, Town Hall, Staff, Speaking Engagements, etc.) to publicize the plan and help people see the correlation between action being taken, or not being taken, as it relates to the Strategic Plan**
- 6. Perhaps most importantly, continually make decisions and allocate resources on the basis of the Plan, and hold one another accountable for doing so, so that there is clear direction and continuity of leadership for the City of Sachse**

Next Steps

- JK to distribute document with session outcomes to City Manager, including Planning sample goals and recommendations for the communication plan (6/7/05)
- Council to develop specific goals for the remaining three priorities: Planning, Open Government, and Arts, Culture and Recreation (__/__/05)
- Council to review work done and confirm that the goals set can be achieved within a three year period (__/__/05)



Thanks for your participation!

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