

INTRODUCED: June 10, 2019

AN ORDINANCE No. 2019-157

To amend City Code § 12-18, concerning requirements for strategic action plans, for the purpose of modifying the annual date on which plans are to be submitted and imposing the requirement to submit strategic action plans on the Richmond Retirement System.

Patron – Ms. Robertson

Approved as to form and legality
by the City Attorney

PUBLIC HEARING: JUN 24 2019 AT 6 P.M.

THE CITY OF RICHMOND HEREBY ORDAINS:

§ 1. That section 12-18 of the Code of the City of Richmond (2015) be and is hereby **amended** and reordained as follows:

Sec. 12-18. Strategic action plan required of each department, agency, and office.

Each agency of the City shall prepare a written strategic action plan consisting of a summary and analysis of the duties, goals, and resources of such agency to be submitted to the Council no later than [~~July~~] September 1 of each year. Strategic action plans shall incorporate and align with performance review or audit criteria established according to the City's strategic goals and objectives. If any performance review or audit criteria recommendations are not identified

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ADOPTED: JUN 24 2019 REJECTED: _____ STRICKEN: _____

according to the City's strategic goals and objectives, each agency shall incorporate such review or audit recommendations critical to the agency's functions into such agency's strategic action plan. For purposes of this section and section 12-19, the term "agency" means a department or office of the City, the head of which is appointed by either the City Council or the Chief Administrative Officer, and the Richmond Retirement System.

§ 2. This ordinance shall be in force and effect upon adoption.



Richmond City Council

The Voice of the People

Richmond, Virginia

Office of the Council Chief of Staff

Council Ordinance/Resolution Request

TO Allen L. Jackson, Richmond City Attorney

THROUGH Meghan Brown, Interim Council Chief of Staff *ST for Meghan Brown*

FROM Charles Jackson, Council Policy Analyst *C.J.*
Richmond City Council Office of the Council Chief of Staff

COPY Ellen Robertson, Council Member, Richmond 6th Voter District
Haskell Brown, Deputy City Attorney
Kiya Stokes, 6th District Liaison

RECEIVED

JUN 06 2019

DATE June 6, 2019

OFFICE OF THE CITY ATTORNEY

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TITLE AMEND ORDINANCE NO. 2018-030, TO CHANGE THE SUBMISSION DATE FOR EACH CITY DEPARTMENT TO PRESENT A STRATEGIC ACTION PLAN FOR EACH FISCAL YEAR.

This is a request for the drafting of an Ordinance Resolution

REQUESTING COUNCILMEMBER/PATRON

Council Member Ellen Robertson

SUGGESTED STANDING COMMITTEE

Finance and Economic Development

ORDINANCE/RESOLUTION SUMMARY

This initial plan submissions, which are currently due July 1, 2019 are to be amended, per the patron's request, with a new submission date (to Council) of September 1, 2019; and by September 1, for every fiscal year thereafter.

The patron requests an amended ordinance which currently requires each City Administrative and Council Department, Agency and Office submit a strategic action plan for the fiscal year which defines the outcomes to be achieved and the services to be delivered that also supports their adopted budget and staffing. The requested amendment to the ordinance is to include as departments, the Richmond Retirement System and the Richmond Health District.

The plan should describe where the maximum outcomes or services will not be achieved due to budget shortfall, as well as indicate where and the amount of additional funding that is needed in order to yield greater outcomes and service delivery. The council should see where the budget deficiencies are and the impact that said deficiencies have on outcomes and service delivery.

BACKGROUND

Purpose of a Strategic Action Plan

Developing an action plan can help government legislators and executives turn their vision into reality and increase efficiency and accountability within an organization. An action plan describes and assesses the current service delivery performance and outcomes, assist in developing plans to improve service delivery and outcomes that are in line with the City's strategic plan, and determines the funding levels needed to provide certain levels of service that ultimately achieve the desired outcomes.

Strategic Action Plan Defined

An action plan is a way to make sure an organization's vision is made concrete. **It describes the way strategies will meet the organization's objectives.** An action plan consists of a number of action steps or changes to be brought about within the organization.

Elements that Should be Included in an Action Plan

Each action plan to be established should include, but not limited to the following section headings:

- **Vision Statement:** Which provides a brief picture of the future desired state of your department. A vision statement is intended to both inspire and guide performance toward a particular future.
- **Mission Statement:** Which provides a clear concise articulation of why your department exists—your reason for being.
- **Organization Chart:** At the division/program service level, not at the position level. An organization chart accounting for each position can be included as an attachment.
- **Service Areas:** This is the section to provide a bulleted list of your department's key service areas. An existing service inventory may help in identifying services provided by your department.
- **Guiding & Governing Documents:** In this section, provide a short, bulleted list of the major documents that guide or govern your department's work. These may be federal, state or local regulations; major plans; or internal policies and controls.
- **Current Fiscal Year Anticipated Accomplishments:** In this section summarize the department's major anticipated accomplishments from Fiscal Year 2018 (July 1, 2017–June 30, 2018). Note: For future years, these accomplishments should tie back to the Key Initiatives listed in the prior version of your departmental action.
- **Subsequent Fiscal Year Key Initiatives:** In this section, departments should discuss key initiatives and major outcomes planned for the newly adopted fiscal year budget. The discussion should include 1) strategic level initiatives that the department is responsible for, 2) other department operational goals, and 3) other deliverables or outcomes expected by the appropriate authority.
- **Service Overview and Performance Trends:** In two to three sentences, briefly describe major service areas. Do NOT address all department services in this section. Rather, please limit the discussion to key service areas, particularly those offered directly to the public. The performance measures included should be supported by valid, reliable data. They should be useful indicators that measure outcomes, effectiveness and efficiency.

The date ranges should include:

1. The two preceding fiscal years of actual data,
2. Projected data for the current fiscal year and
3. Target estimates for the newly adopted fiscal year budget

Sample elements should include:

- Key Performance Indicators (KPIs) for services and goods funded through the department's budget,
- Measurable targets for each KPI for the incoming fiscal year,
- An analysis of benchmark studies with localities of similar size

