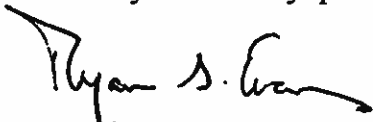# Memorandum

DATE   November 12, 2004

TO   Honorable Mayor and Members of the Dallas City Council

SUBJECT   Improving the City's Effectiveness in Code Compliance and Economic Development

Attached are the presentation, final report and preliminary plans of action relative to Improving the City's Effectiveness in Code Compliance and Economic Development that McKinsey & Company will brief at the November 17, 2004 Council Briefing.

Should you have any questions, please let me know.

Ryan S. Evans
Assistant City Manager

c:   Madeleine Johnson, City Attorney
Shirley Acy, City Secretary
Paul Garner, Interim City Auditor
Judge Jay Robinson
Mary K. Suhm, Interim City Manager
Ramon F. Miguez, P.E., Assistant City Manager
Charles W. Daniels, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Ramiro S. Salazar, Interim Assistant City Manager

# Improving the City's Effectiveness in Code Compliance and Economic Development

City of Dallas

Council presentation
November 17, 2004

# TODAY'S AGENDA

| Topic | Time (min) | Speaker |
|---|---|---|
| • Introduction | 5 | • Gary Griffith |
| • Presentation | 40 | • Chris Meyer |
| • Implementation plan for Council | 5 | • Gary Griffith |
| • Implementation plan for staff | 5 | • Mary Suhm |
| • Discussion of Code Compliance recommendations | 30 | • John Loza |
| • Discussion of Economic Development recommendations | 30 | • Don Hill |
| • Closing | 5 | • Gary Griffith |

# TODAY, WE WILL SHARE THE RESULTS OF OUR JOINT EFFORT

**What we have done**

- Spent nearly 3 months working with the City
- **Interviewed more than 65 individuals from inside and outside City Hall** including City staff, business leaders, developers, and community organizations
- **Worked very closely with key City personnel**
  - Our Steering Committee – Gary Griffith, Don Hill, and John Loza
  - Mayor Laura Miller
  - Interim City Manager Mary Suhm
  - Key team members from Code and Economic Development staff
- **Proceeded as a joint effort – staff, Council, Mayor, and external parties worked with us to identify opportunities and develop recommendations**

**Our plan for today**

- **McKinsey & Co. will present recommendations**
- Steering Committee and interim City Manager will discuss a plan **for implementation**
- Steering Committee will lead **Council discussion of findings and recommendations**

# OPINION OF MOST INTERVIEWEES IS THAT THERE IS SIGNIFICANT MOMENTUM IN CODE COMPLIANCE

**Strengthening commitment to values and high performance**

- Demonstrated commitment to ethics and values
- Common opinion that department is "headed in the right direction"

**Building foundation for accountability**

- Implemented activity-based performance measures for field officers
- Quantitative activity goals set each year

**Increasing outreach**

- Deeper partnering with Sanitation for bulky trash and with Police in Multi-family area
- Community Services Coordinator role liaises with citizens and other departments

**Identifying and creating more cases**

- Experienced significant increase in cases created (~100% increase over past year) with only small increases in budget

**Improving tools and systems**

- Improvements in field workflow management systems and tools made over past 3-5 years, including mobile units

# A SET OF RECOMMENDATIONS SHOULD BE IMPLEMENTED TO ADDRESS THE OPPORTUNITIES
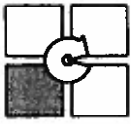
**Basic systems**

(1) **Complete fixes to 311 system to ensure that every request gets assigned to an inspector**

(2) **Provide citizens with updates on progress for certain cases**
   – To reduce cost, provide only in most important situations
   – Tell citizen what has been done and what will be done

(3) **Ensure that Code department managers can get useful performance data from the 311 database**
   – Finish training code inspectors to record their field activities in the system in a consistent manner
   – Make system improvements that will allow managers to easily pull data
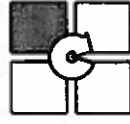
**Accountability**

(4) **Hold the department accountable for its effectiveness in resolving code cases**
   – Add effectiveness measures to current activity-based performance management system
   – Set goals for new measures as part of department's annual planning process, update Council quarterly on progress toward goals, and incorporate into monthly reviews inside department

(5) **Regularly conduct surveys to measure citizen satisfaction with quality of life in Dallas**

# TODAY'S AGENDA

- Code Compliance

- **Economic Development**
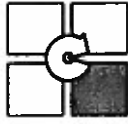
- Leadership and Commitment

# BUT, SIGNIFICANT CHALLENGES REMAIN
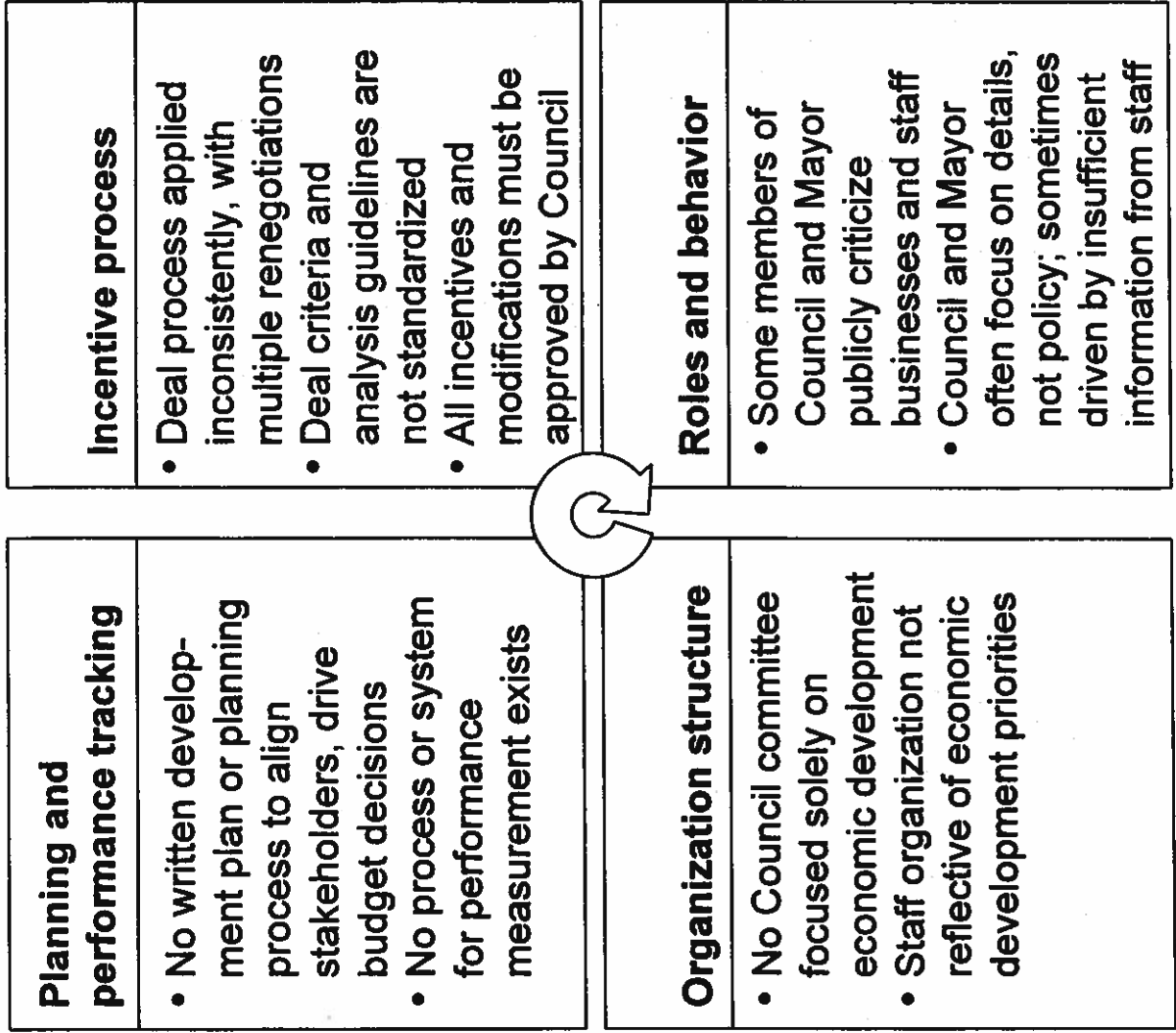
## Findings

- **Opportunities exist to improve the City's internal execution with regard to economic development**

- **In addition to the internal issues, significant external challenges also exist**
  - **Based on interviews with external stakeholders, Dallas is viewed as business unfriendly**
  - **Local, regional, and national competitors are rapidly improving**

- **City Hall cannot control all aspects of economic development, but it must improve the things it does control**

---

### Planning and performance tracking

- No written development plan or planning process to align stakeholders, drive budget decisions
- No process or system for performance measurement exists

### Incentive process

- Deal process applied inconsistently, with multiple renegotiations
- Deal criteria and analysis guidelines are not standardized
- All incentives and modifications must be approved by Council

### Organization structure

- No Council committee focused solely on economic development
- Staff organization not reflective of economic development priorities

### Roles and behavior

- Some members of Council and Mayor publicly criticize businesses and staff
- Council and Mayor often focus on details, not policy; sometimes driven by insufficient information from staff

# A SET OF RECOMMENDATIONS SHOULD BE IMPLEMENTED TO ADDRESS THE OPPORTUNITIES (CONTINUED)

**Organization structure**

(4) **Align Council committee structure with City priorities; start by creating an Economic Development Priority Committee**
- Focus new committee solely on development objectives
- Conduct a comprehensive review of entire Committee structure to align Council's focus with most important issues

(5) **Form Stakeholder Task Forces for Southern Sector and Downtown to obtain external input into City's Economic Development plan**

(6) **Modify the Economic Development staff organization structure**
- Make Economic Development Division a stand-alone department to reflect its priority and increase senior management time and attention
- Create Economic Development staff positions dedicated to specific geographies and business initiatives
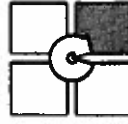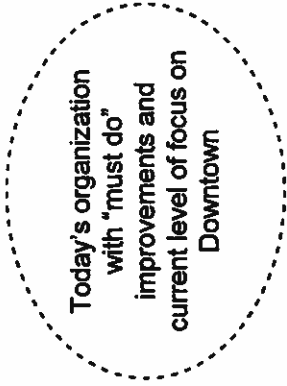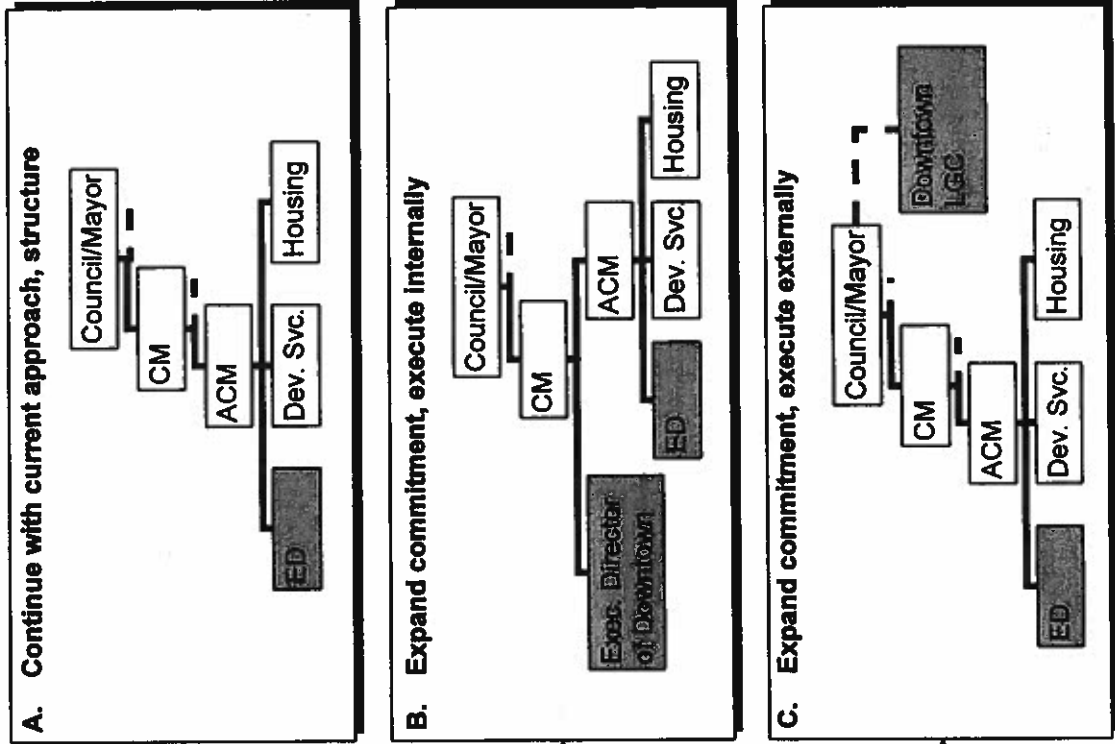
**Roles and behavior**

(7) **Fundamentally change certain behaviors and interactions**
- **Council and Mayor**
  - Shift focus from day-to-day execution and details to priority setting and policy
  - Agree to avoid public criticism of staff and businesses
- **Staff**
  - Always make clear recommendations to Council
  - Improve quality control of analysis and presentations
  - Follow communication lines and reporting relationships

# THREE PRIMARY OPTIONS ARE AVAILABLE TO COUNCIL AND MAYOR FOR CONDUCTING ECONOMIC DEVELOPMENT IN DOWNTOWN

| Decisions facing Council/Mayor | Options | Key attributes |

**Decisions facing Council/Mayor**

Significantly upgrade commitment to development in Downtown?

- No
- Yes

Manage internally or externally?

- Internal
- External

**Options**

**A. Continue with current approach, structure**

Council/Mayor — CM — ACM — Dev. Svc. — Housing — ED

**B. Expand commitment, execute internally**

Council/Mayor — CM — ACM — Dev. Svc. — Housing — ED — Exec. Director of Downtown

**C. Expand commitment, execute externally**

Council/Mayor — CM — ACM — Dev. Svc. — Housing — ED — Downtown LGC

**Key attributes**

Today's organization with "must do" improvements and current level of focus on Downtown

- Create Executive Director position with 3-5 staff members to manage area
- Council approves annual plan, holds City Manager accountable to deliver
- Council approves all deals as described earlier
- Council, City Manager, and Executive Director take lead in securing funding

- LGC board formed, serves at Council discretion
- Council approves LGC Board members, responsibilities, and annual plan
- Capable CEO hired to lead LGC with staff of ~12
- CEO works with City Manager and Council to secure needed funding

# DALLAS COULD USE SIMILAR APPROACHES FOR ELEVATED DEVELOPMENT IN OTHER AREAS OF CITY

- Focusing elevated effort and funding on development could drive significant change in areas beyond Downtown, like the Southern Sector

- However, there are special implications to consider

  - Choose specific geographies to focus effort

    - Southern Sector as a whole is too broad and diverse for these management approaches to be successful

    - However, like the Downtown loop, Fair Park and UNT Dallas are examples of logical, well-defined development areas within the Southern Sector where these approaches could be applied

  - Consider how challenges and benefits of management options change when applied to other areas, e.g.,

    - An LGC does not make sense for an area if no motivated base of external participants exists

    - Needed skills may differ between areas (e.g., infrastructure key in one area, recruitment in another)

  - Do not take on too much at one time

    - Focusing the right kind of funding and effort on a particular area requires tradeoffs

    - Limit focus to only 1 or 2 areas at a time

**Council and Mayor should continue to drive to a decision on the topic — a potential approach:**

1. **Council and Mayor identify 1 or 2 targeted areas to consider in addition to Downtown**

2. **Economic Development quickly prepares high-level vision for elevating approach in these areas along with rough funding estimates**

3. **Council and Mayor decide whether to elevate approach in any of the areas**

4. **If upgrading approach, then choose and implement management structure for area(s)**

# AT A BROADER LEVEL, COUNCIL AND MAYOR ARE DOING MANY OF THE RIGHT THINGS TO GUIDE THE CITY

- **Exhibiting a real desire to improve the way Council and City Hall work** – Through this process, you have been open and willing to work through problems and consider new ideas to improve the way the City does business

- **Working together on key issues** – We have been impressed with the way Council members have collaborated on a one-on-one basis to deliberate improvement opportunities

- **Working with the interim City Manager to establish an annual priority-setting process** – Your first retreat in January was a major positive step toward institutionalizing an annual planning process and formally dedicating time to focusing on the big picture

# NEXT STEPS

**Council and Mayor**

- To make these recommendations successful, Council and Mayor must all play integral roles in change management

- The Steering Committee will be responsible for primary leadership and oversight of the change management program

**City Manager and Staff**

- The interim City Manager and relevant staff members are developing an action plan to drive and monitor progress

**McKinsey**

- Remain involved in regular performance updates with the Steering Committee and the City Manager (if requested)

# Improving the City's Effectiveness in Code Compliance and Economic Development

CITY OF DALLAS

Final Report

November 17, 2004

**TABLE OF CONTENTS**

# EXECUTIVE SUMMARY

McKinsey & Company conducted a study with the City of Dallas to identify opportunities to improve execution in Economic Development and Code Compliance. The following key findings and recommendations are the result of a joint effort with the Dallas City Council, Mayor, interim City Manager, staff and external parties.

## Code Compliance

*Strengths:*

- Strengthening commitment to values and high performance
- Building foundation for accountability
- Increasing community and inter-departmental outreach
- Creating significantly more cases with only small increase in budget
- Improving tools and systems

*Opportunities for improvement:*

- Some cases not being assigned to an inspector automatically by 311 system
- Department accountability measures focus on activity, not effectiveness
- Need for stronger coordination and neighborhood focus across City departments
- Inefficiency from non-standard flow of requests from City Hall to staff

*Recommendations:*

1. Complete fixes to 311 system to ensure that every request gets assigned
2. Provide citizens with updates on progress for certain cases
3. Ensure that Code department managers can get useful performance data from the 311 database
4. Hold the department accountable for its effectiveness in resolving code cases
5. Regularly conduct surveys to measure citizen satisfaction with quality of life
6. Reinstate a service coordination team concept to resolve neighborhood problems that require multi-department coordination
7. Increase coordination between City Attorney's office and Code department
8. Once department is fully staffed and trained, actively manage the flow of requests from Council to staff

## Economic Development

*Strengths:*

- Economic development identified as a top priority by the Council and Mayor
- Economic development plan is in progress
- Early success with key initiatives
- Downtown funding tools are in place
- Positive external perception of staff
- Expanded budget approved

*Opportunities for improvement:*

- Lack of written and agreed upon plan
- City is perceived as business unfriendly
- Performance is not formally reviewed
- Incentive processes are inconsistent
- Organizational structure of staff and Council committees is not reflective of economic development priorities
- Lack of clear roles and responsibilities for all stakeholders

*Recommendations:*

1. Finish writing the economic development plan
2. Create an annual process for planning and performance tracking
3. Standardize and streamline the incentive approval process
4. Align entire Council committee structure with City priorities; start by creating an Economic Development Priority Committee
5. Form Stakeholder Task Forces for Southern Sector and Downtown to obtain external input into City's economic development plan
6. Modify the Economic Development staff organization structure
7. Fundamentally change certain behaviors and interactions for Council and Mayor and for staff

In addition to the core economic development findings and recommendations, we also evaluated the options facing the Council and Mayor regarding opportunities to fundamentally elevate the City's commitment to economic development in Downtown. Such a commitment would likely require an aggressive vision, significantly increased funding, and special organizational mechanisms to manage.

If the Council and Mayor choose to pursue a more aggressive approach for Downtown, there are 2 viable models for managing – an internal model and an external model. The key feature of the internal model would be the establishment of an ACM (Assistant City Manager)-level "Executive Director" position responsible for driving development in Downtown. The external approach would involve the establishment of an LGC (Limited Government Corporation) or a similar organization by the City Council. Each option has its own inherent set of challenges and benefits.

The Council and Mayor should push forward with the decision making process regarding whether an elevated approach is appropriate for Downtown, but this thinking should also be applied in an appropriate way to other priority geographies such as targeted areas in the Southern Sector.

More broadly, during our work with the City we developed a set of observations that we believe are applicable beyond the boundaries of Code Compliance and Economic Development. We were impressed by a number of positive actions we saw from the Council and Mayor:

- Exhibiting a real desire to improve the way Council and City Hall work

- Working together on key issues

- Working with the interim City Manager to establish an annual priority-setting process

At the same time, we believe there are broad opportunities for improvement in the way the Council and Mayor operate:

- Set a positive tone in public forums

- Match spending to the Council's priorities

- Fundamentally shift how the Council spends its time

- Serve as the executive sales team for the City

- Evaluate the underlying accountability mechanisms

- Serve the entire city through your role

**Implementation**

To ensure successful implementation of the recommendations, the project Steering Committee and the interim City Manager must drive a comprehensive change program at both Council and staff levels. Action plans including clear ownership responsibilities and due dates are being developed by the City staff.

## BACKGROUND

Council member Gary Griffith and by Mayor Laura Miller contacted McKinsey and Co. in mid-2004 to discuss a potential pro-bono study for the City. After agreeing to proceed, we began our work with the City of Dallas by conducting a series of interviews with Council members, the Mayor, and several members of staff to identify the highest opportunity areas and best approach for delivering impact. As a result of our preliminary discussions, we agreed to focus on opportunities to improve the execution of the Council's strategies in Economic Development and Code Compliance rather than develop or refine the strategies themselves. Our scope included a wide range of topics centered on effectiveness and efficiency, but explicitly did not include significant political questions or changes to the city charter.

Our team spent nearly 3 months working with the City. In this effort, our team interviewed more than 65 individuals from inside and outside City Hall including City staff, business leaders, developers, and community organizations. Additionally, we worked closely with key City personnel:

- Our Steering Committee – Council members Gary Griffith, Don Hill, and John Loza
- Mayor Laura Miller
- Interim City Manager Mary Suhm
- Key team members from Code Compliance and Economic Development staff

The study has been a joint effort – staff, the Council, the Mayor, and external parties worked with us to identify opportunities and develop recommendations. In addition, these same groups will be responsible for leading an aggressive change program to ensure that the recommendations become reality.


## CODE COMPLIANCE

In the initial phase of our study, our interviews revealed that the City has positive momentum in Code Compliance.

- There is a strong commitment to values and high performance in the Code Compliance department
- Department leadership has implemented a foundation for accountability
- The Code Compliance Department is increasing its community and inter-departmental outreach
- Code inspectors are proactively identifying more cases
- A basic set of tools and systems are in place to support the Code Compliance department and its inspectors

Although the City has momentum, difficult challenges remain. The Code Compliance department is currently rebuilding following substantial personnel actions over the past year. These actions resulted in 50+ open positions for 3-4 months beginning in the summer of 2004. This situation made it inappropriate for our team to assess current performance or evaluate resource adequacy.

We did, however, learn a lot about the challenges facing Dallas' Code Compliance organization. As the department stabilizes over the next several months, improvements should be made to address opportunities in management processes and organization. These opportunity areas include:

- **Basic systems issues**

  - Although largely resolved by staff through recent efforts, some cases are not automatically assigned to an inspector in CRMS (Citizen Request Management System) due to systems issues and user error

  - There is no feedback loop to update citizens on progress

  - Usefulness of CRMS data is limited due to inconsistent inspector usage of the system and poor managerial tools for querying the data

- **Accountability**

  - Current performance measures focus on activities, not effectiveness

  - Given the tactical nature of the task, there is opportunity for more regular and robust performance reporting

  - No holistic "measuring stick" for quality of life exists for the Council and Mayor

- **Coordinated neighborhood focus**

  - The functional structure of the City Manager's organization is not optimized for cross-department, neighborhood focused activity

  - There is insufficient coordination between the Code Compliance Department and the City Attorney's office including some overlap of responsibility at the field inspector level

- **Flow of requests to the staff**

  - Some citizens bypass 311 as they get better results by going directly to City Council with complaints

  - Overall field efficiency is reduced due to the flow of e-mails/calls from City Council and the special handling of these cases

To address these opportunities, we worked with City staff, the Council, and the Mayor to develop the following recommendations:

1. **Complete fixes to 311 system to ensure that every request gets assigned to an inspector**

   Through its recent efforts, the Code Compliance Department has made significant progress in reducing the number of new cases that go unassigned by the system on a day-to-day basis. In addition, the Department has already cleared the backlog of unassigned cases that once existed and is manually assigning on a daily basis any new unassigned cases that are created. It should continue its current efforts to fully resolve the profile matching issue and user errors in the 311 computer system that cause this problem.

2. **Provide citizens with updates on progress for certain cases**

   Develop a cost-effective approach to proactively update citizens on the status of their complaints. To limit the resources and effort required, provide updates only on a subset of cases for which updating is important (e.g., addresses that receive a large number of complaints, cases that are not resolved by their due date).

3. **Ensure that Code department managers can get useful performance data from the 311 database**

   Complete current efforts to standardize the way inspectors use CRMS to record their field activities. Also, develop easy-to-use, flexible queries to allow managers to pull useful performance data

4. **Hold the department accountable for its effectiveness in resolving code cases**

   Implement measures that track how well the City performs core compliance activities (e.g., percent of cases resolved within SLA (service level agreement) time limit). Incorporate these measures into the annual goal-setting process at the department level and provide quarterly reports to the Council on progress versus the goals. In addition, incorporate effectiveness measures into the monthly individual performance reviews at all levels within the department. Follow up with a limited number of 311 callers each month to gauge performance on subjective measures such as satisfaction with service.

5. **Regularly conduct surveys to measure citizen satisfaction with quality of life in Dallas**

   Use surveys to allow the Council, Mayor and City Manager to measure the City's progress in increasing the quality of life for citizens. Ensure that the approach is cost effective, allows for historical year-to-year comparisons, and supports benchmarking versus other cities. Avoid using this as a tool for specifically measuring the performance of individual City departments, but instead use it to build a fact base for making policy and prioritization decisions.

6. **Reinstate service coordination team concept to resolve neighborhood problems that require multi-department coordination**

   The purpose of the teams is to provide a mechanism to drive coordination across City departments to address multi-department issues important in each area of the City. Currently, aside from the City Attorney's Government Action Teams that operate in targeted neighborhoods, there is no long-term mechanism for regularly bringing City departments together to focus on jointly resolving local issues. In addition, the program would provide a unified, multi-department link to neighborhood associations in each area of the city.

   To implement, conduct an in-depth program design effort to build a model similar to the one used in the late 1990's. Such a model would involve holding monthly coordination meetings in 4-8 geographic divisions across the city. One local representative from each participating City department would attend the meetings. In each geography, a full-time coordinator would lead the program and be responsible for managing the monthly meetings and driving progress toward the team's goals. At each meeting, the team should identify the "most wanted" list of issues in the area that require multi-department coordination to resolve and an action plan for resolving. In addition, the meetings provide an opportunity for more informal, but no less important, interaction amongst the departments.

   In designing the program, be certain to address the key challenges faced under the previous program. As an example, use full-time coordinators to provide the leadership consistency that was lacking under the previous implementation with its 6-month rotating leadership model. As another example, ensure managerial focus on multi-department issues to avoid the pitfall of allowing the program to become another path around the 311 system.

7. **Increase coordination between City Attorney's office and Code department**

   First, increase communication between the Code Compliance department and the City Attorney's organization at all levels. At the field level, provide mobile CRMS units to City Attorney code officers that are a part of the Community Prosecutor program. At the leadership level, implement monthly meetings between each organization to ensure coordination on tactical and strategic initiatives.

   Second, the City Manager and the City Attorney must work more closely together to avoid areas of overlapping responsibility and duplication of effort and expense. In situations where the City Manager and City Attorney are unable to jointly resolve an overlap issue, the City Manager and City Attorney should involve the Council and Mayor to help come to a decision.

8. **Once department is fully staffed and trained, actively manage the flow of requests from Council to staff**

   Require all City Council and City Hall staff who take calls from constituents to use CRMS to input all new requests instead of e-mailing or calling field personnel. Allow direct communication to Code staff only in regard to constituent calls about cases that are past their resolution due date. Support this process by addressing

any training issues regarding usage of CRMS by City Hall staff. In addition, ensure that all City Hall staff have a common understanding of how the request handling process should work.

Once the Code Department is fully staffed and trained, the Council and Mayor must assist in reeducating constituents to use 311 instead of contacting staff directly. In addition, eliminate the Code Compliance Department's priority handling of new requests that citizens take directly to Council and Mayor.

## ECONOMIC DEVELOPMENT

Our interviews and fact gathering revealed that the City also has positive momentum in the area of Economic Development.

- In January 2004, the Council and Mayor highlighted economic development as one of its top five priorities

- The Council and Mayor recently approved an expanded budget to support new Economic Development staff positions

- Economic Development staff leadership has a vision for economic development in Dallas and is in the process of creating a written plan

- The City has several recent successes with individual initiatives in Downtown and the Southern Sector

- Dedicated staff and significant funding tools (e.g., TIF districts) are in place to drive development inside and around Downtown

- There is a positive external perception of City Economic Development staff

Although there is progress, significant challenges remain. Our interviews revealed that many external stakeholders view the City as unfriendly toward business and development. In addition, many of the City's competitors at suburban, regional, and national levels are rapidly improving and aggressively working to bring development to their areas. Growing the City's economic base will not be easy.

While Dallas' Council, Mayor, and staff cannot control all aspects of economic development, they do have significant leverage to drive progress. We identified several improvement opportunities:

- **Planning and performance tracking processes**

  - No process exists to create and regularly update a written economic development plan to align stakeholders and drive funding decisions

  - No system exists to manage the City's performance in reaching its economic development goals

- **Processes for approving incentive deals**

    - The incentive process is applied inconsistently, sometimes with multiple renegotiations throughout the process

    - Deal eligibility criteria and analysis guidelines are not standardized

    - All incentives and modifications must be approved by the Council and Mayor

- **Organizational structure**

    - No Council committee is focused solely on economic development priorities

    - Staff organizational structure does not reflect the high priority given to economic development and specific geographic or functional objectives

- **Roles and behavior**

    - The Council and Mayor often focus on details and day-to-day execution instead of policy; the need to do this is sometimes driven by poor quality control in staff work or by the lack of clear recommendations from staff

    - Some members of the Council and Mayor publicly criticize businesses and staff

We worked with City staff, the Council, and the Mayor to develop the following recommendations:

1.  **Finish writing the economic development plan**

    The Economic Development staff should complete their current efforts to write an economic development plan for Dallas, prioritizing the Downtown and Southern Sector portions. To begin the process of aligning external stakeholders, solicit external input and incorporate into the plan during the process.

    The plan should specify the City's development objectives for the next year and specify the necessary funding tools and levels required to achieve. Complete the plan so that the Council and Mayor can provide input and approve the final draft in time to incorporate the results into the budgeting process (i.e., by March 2005). Because the economic development plan will specify priorities for specific geographies, it will also serve as in important input to the City's comprehensive land use plan.

2.  **Create an annual process for planning and performance tracking**

    Institutionalize these processes for economic development by agreeing to and following a calendar of planning and performance management activities. At the beginning of each fiscal year, update the economic development plan and objectives for the next year and obtain Council approval prior to the beginning of the budgeting process. Use the approved plan to drive budget requests and to ensure that funding tools and levels are appropriate to reach the specified goals.

During the year, regularly measure and review performance against the stated objectives at the City and department levels. In addition, reinstitute performance plans for individual staff members to appropriately measure contributions and provide rewards and consequences as appropriate.

3. **Standardize and streamline the incentive approval process**

   Agree to eligibility criteria and approval guidelines for all incentive types. In addition, develop and agree to a set of standard analysis checklists to drive staff analysis for evaluating incentive deals. The checklist for each incentive type should include analyses that explicitly show whether and how the proposed deal meets the approved criteria for the incentive type. Staff should present the completed checklist to Council to enable a fully informed decision on each proposal.

   Redefine the process flow for incentive deals. In doing so, clearly define the role that each participant (e.g., Council, Mayor, City Attorney, ACM, economic development staff) plays in the process. Focus the negotiation into one distinct phase of the process. Use the best qualified and most experienced staff members at the ACM and Department Director level to lead the negotiation process, utilizing assistance from the City attorneys throughout the process.

   Finally, delegate approval authority to the Economic Development Director for certain Public / Private Partnership incentives included in the standard funding matrix (e.g., tax abatements) and for amendments to TIF deals that do not require additional funding or significant timeline extensions.

4. **Align entire Council committee structure with City priorities; start by creating an Economic Development Priority Committee**

   Drive increased Council focus on economic development priorities by creating a Council Economic Development Priority Committee. The committee would be responsible for evaluating incentive deals before passing to full Council, serving as the primary Council link for the annual planning and performance management process in economic development, and working with the City Manager to ensure effective staff support of economic development.

   At the same time, launch a comprehensive review of the entire Council Committee structure. Restructure the committees as needed, including elimination of committees as appropriate, to ensure alignment with stated City priorities. Ensure that each committee has a charter that clearly defines its responsibilities and scope.

5. **Form Stakeholder Task Forces for Southern Sector and Downtown to obtain external input into the economic development plan**

   To provide an avenue for gaining external input into the annual planning process, staff should form two Stakeholder Task Forces – one for Downtown and one for Southern Sector. Include 7 to 8 members in each, pulling from a cross-section of relevant private sector business and development firms, community organizations, chambers, and non-profits.

The purpose of the Task Forces includes providing input to staff and the Council Economic Development Priority Committee to help shape the City's economic development priorities in each area. In addition, the Task Forces should be involved in reviewing progress toward annual objectives and identifying new development challenges facing each area. In total, there would be approximately 4 meetings each year.

## 6. Modify the Economic Development staff organization structure

To increase staff focus on economic development, elevate the status of the Economic Development Division to that of a stand-alone department. Hire a department director who would lead the organization and report directly to the ACM responsible for development.

Within the organization, this year's approved budget created 16 new staff positions within the Economic Development Division. Within the expanded organizational structure, create economic development staff positions focused on priority geographies (e.g., Downtown, Southern Sector, and North Dallas) and specific business initiatives (e.g., marketing, retail development). Adding positions with dedicated responsibility will create greater focus within the division on these geographies and initiatives.

Finally, do not fill the new economic development positions until the organizational structure has been finalized and the new Economic Development Director is hired. Create specific job descriptions and skill requirements for each position and only consider candidates who have skills that fit the stated requirements.

## 7. Fundamentally change certain behaviors and interactions

For the Council and Mayor, shift focus from day-to-day execution and details to priority setting and policy. In addition, develop and maintain close relationships with businesses located in Dallas and with companies considering moving to Dallas. Finally, avoid public criticism of businesses, developers, and economic development staff in public settings.

For staff, always make clear recommendations to the Council and Committees on desired actions. Also, improve quality control of analysis and presentation materials for the Council to maintain credibility. To clarify roles, follow the reporting relationships defined by the staff structure. To ensure intra-department coordination, implement weekly staff meetings. Finally, hold individuals accountable for achieving performance goals.

These economic development recommendations should be thought of as "must do" under any program to improve execution of economic development. However beyond making the "must do" changes, the City faces a choice of whether to maintain the current approach to economic development or to significantly heighten the level of economic development focus and effort in high priority areas like Downtown or the Southern Sector.

Due to a high level of private sector interest in Downtown redevelopment currently, this is the first logical area for the City to consider in reassessing its vision and exploring various management options for achieving that vision. If the City wishes to accelerate development in Downtown, the Council and Mayor must first commit to an aggressive vision for development. In addition, the City must find a way to fund the significant increase in investment likely required to accomplish such a vision. Finally, the City may also want to consider whether to define Downtown to include some adjacent areas in addition to the typical "inside the loop" definition.

We will lay out three available options to help the Council and Mayor to have an informed discussion regarding the issue. The three options relate to the key questions facing the City on this topic: (1) With regard to Downtown economic Development, does Dallas want to maintain its current approach or is it willing to significantly upgrade its commitment? (2) If the City wants to upgrade its commitment, will it manage the approach internally or externally?

- **Maintain incremental approach in Downtown**

  Under this option, the City would continue with its current approach to economic development, strengthened by implementing the "must do" recommendations. The benefits of the approach are that no significant funding increase beyond current levels is likely to be required. In addition, the approach minimizes organizational disruption since only the "must do" changes are required and there is no need for the Council and Mayor to devote significant new resources to Downtown.

  On the other hand, this approach is unlikely to yield results that exceed Dallas' current pace of economic development. Based on our research, this will likely result in reduced participation from external stakeholders who desire substantially more aggressive development in the City.

- **Significantly expand development commitment in Downtown and manage internally**

  The Council and Mayor could choose to aggressively drive development in Downtown under an internal management approach. Such an approach would require implementation of the "must do" recommendations, a set of more dramatic internal organizational changes, and increased funding of Downtown development initiatives.

  This option would require the creation of an internal "Executive Director" position at the ACM level to serve as the City's development leader for Downtown. This person would need a staff of 3-5 people. The "Executive Director" and his or her team would develop the annual plan for Downtown. The City Manager would hold the "Executive Director" responsible for delivering against the aggressive development goals set forth. The Council would continue to be responsible for ratifying the annual plan, approving funding, and approving individual incentive deals.

  To be successful under this approach, the City must achieve major successes soon after program implementation to maintain private sector interest. In addition, the "Executive Director" must be able to build and maintain private sector relationships.

Finally, it requires the Council and Mayor to stick to their commitment to focus effort on and to increase resources for Downtown.

- **Significantly expand development commitment in Downtown and manage externally**

  Under this approach, the Council and Mayor would delegate to an LGC (Local Government Corporation) some of the authority and responsibility for managing Downtown development. The first step would be to form the LGC board and explicitly define the board's responsibilities and authority. The LGC would have only those powers explicitly delegated to it by the Council.

  Under most scenarios, the LGC would develop the annual plan, working with the City to secure the needed funding, and approving development deals in the priority area. The LGC board would hire a CEO to lead its efforts. The CEO would require a staff of approximately 10 to 12 people.

  The most basic requirement for the LGC approach is that an active group of external participants is required to build the board. In creating the LGC, the Council must be willing to delegate enough authority to the LGC to give it the flexibility needed to be effective. Another key implication is that City Hall not view the LGC as a panacea – the basic "must do" recommendations are still required for success. In fact, a tight linkage between the LGC and City Hall is critical since the City is still responsible for much of the execution required in executing development activity (e.g., infrastructure improvements).

  Another success factor for the LGC is the ability to attract and hire the right talent to staff the organization. A final key is the LGC's ability to work with the Council to fund its development initiatives, potentially through a mix of public and private funding sources.

Due to the significant political questions involved in the decisions about whether to upgrade the City's approach and how to manage such an approach, we will not make recommendations on which of the three options should be chosen. However, we do believe that if the City decides to upgrade its approach to Downtown, either the internal or external management options could be successful. In choosing one of the 2 management options, the Council and Mayor must weigh the unique challenges and implications associated with each.

In addition to Downtown, the Council and Mayor should also consider elevated commitment levels and management structures for its other economic development priority areas. The Council identified Southern Sector as an economic development priority area, although the Southern Sector is too large and diverse to effectively manage as a single area.

If the Council and Mayor wish to increase its commitment in the Southern Sector, they must select 1 or 2 projects within the Southern Sector that are limited in geography and scope. Then, the Council and Mayor should use a similar decision process for these projects as outlined for Downtown above to determine if the development vision and funding levels should be increased and if so, whether an internal or external management approach would be more effective. If the

Council and Mayor wish to pursue this idea, we suggest the following high-level approach to drive the process.

- Economic Development staff should quickly prepare high-level visions for elevating the approach to economic development in 1-2 priority areas along with rough funding estimates for each

- Based on the visions and funding estimates provided by staff, the Council and Mayor must decide whether to upgrade the approach in either area

- If it chooses to pursue an aggressive approach for either or both of the areas, the Council and Mayor must determine which management approach best suits the prioritized area(s)

- Following this decision, the Council, the Mayor, and staff should prepare action plans to implement the approach

## OVERARCHING THOUGHTS

Through our work with the City, we have been impressed with several aspects of the way that the Council and Mayor work to lead the City. We encourage you to build upon the momentum and the strengths you have developed.

- **Exhibiting a real desire to improve the way the Council and City Hall work** – Through this process we have observed an openness and willingness of the Council and Mayor to work through problems and consider new ideas to improve the way the City does business

- **Working together on key issues** – Council members have collaborated on a one-on-one basis to deliberate improvement opportunities

- **Working with the interim City Manager to establish an annual priority-setting process** – The Council's first retreat in January was a positive step toward institutionalizing an annual planning process and formally dedicating time to focus on the big picture

At the same time, our team identified six overarching recommendations for the Council and Mayor. These recommendations are based on our experience working with both public sector and private sector organizations and observing which group behaviors create higher or lower levels of productivity and effectiveness. While these recommendations are based on observations in Code Compliance and Economic Development, we believe they are likely applicable to many other areas of City government.

- **Set a positive tone in public forums** – Eliminate the negative and disrespectful treatment of staff, of the private sector, and of one another in public meetings and assign specific watchdog accountability to make it happen.

- **Match spending to the Council's priorities** – Further align specific budget commitments to the agreed-upon objectives the Council has set for the City. Incrementalism is unlikely to yield the success to which you aspire.

- **Fundamentally shift how the Council spends its time** – Move away from micromanagement of the staff. Rather, focus time on setting priorities with specific objectives and consistently hold the City Manager accountable to deliver them

- **Serve as the executive sales team for the City** – Work more closely with staff and external organizations to better recruit and retain businesses, selling Dallas' strengths as a good city in which to live and to do business.

- **Evaluate the underlying accountability mechanisms** – Work with the City Manager to drive performance and accountability among City staff. Ensure that managers have the appropriate tools to deliver consequences (both positive and negative).

- **Serve the entire city through your role** – We recognize the political realities that cause Council members to prioritize the needs of their own constituents. However, we recommend that Council members recognize that progress is often optimized when people pull in the same direction. What is good for the City, even if not focused specifically on your district, will often have beneficial effects for all districts.

## IMPLEMENTATION

It will not be easy to implement the recommended changes. To ensure impact, the Council, the Mayor, and staff must all take ownership of carrying out a major change initiative. We recommend that the Steering Committee for this project stay intact to serve as a driver of change at the Council level. For staff, we recommend that the interim City Manager take the primary leadership role.

To manage the implementation process, both the Steering Committee and interim City Manager are developing action plans for achieving the key milestones related to each recommendation. Specific due dates and owners are being assigned to each task to provide a framework for accountability.

To manage the change, we recommend that the Steering Committee and the interim City Manager hold regular implementation progress reviews. The purpose of these meetings will be to assess progress against the action plans and to problem solve key challenges.

\* \* \*

In conclusion, we have enjoyed our work with City Hall. It is obvious that City staff, the Council, the Mayor, and external stakeholders all have a strong desire for Dallas to truly be "The City that Works". We hope that this effort, coupled with your desire to become more effective, will be a catalyst for positive change.

We ask you to direct all needed effort to turn our joint recommendations into reality and to use the momentum from this effort to drive change across the City of Dallas. If members of City Hall will take personal ownership for doing things better, there will be an excellent chance of success.

# Preliminary Plan of Action
## Improving the City's Effectiveness in
### Code Compliance and Economic Development

City Council Briefing
November 17, 2004

# 11/12/2004  PRELIMINARY…For Discussion Only
## Code Compliance Action Plan

**PROJECT TASK MAP**

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Compete Date |
|---|---|---|---|---|---|
| **Basic Systems** | Issue 1. Complete fixes to 311 system to ensure that every request gets assigned to an inspector | Short-term: Backlog of unassigned cases eliminated. Code will continue to monitor and resolve the limited number of unassigned cases daily by manual assignment | Code | 7-04 | Completed |
| | | Complete fixes to 311 System in the long term by: | | | |
| | | Completing the evaluation and implementation of software solution to address this issue in the long term | CIS & Code | 7-04 | 11-05 |
| | | Assure Quality Control by: | | | |
| | | a.  Compiling list of known user errors, and then conducting training targeted to address those areas | Code | 12-04 | 2-05 |
| | | b.  Developing Standard Operating Procedures (SOP) for data entry on each Code service request | Code | 12-04 | 4-05 |
| | | c.  Providing step by step data entry training to inspectors and animal services officers to insure that case updates are consistently entered and resolved throughout the department | Code | 11-04 | 3-05 |
| | | d.  Administering a competency test to determine inspectors' understanding of the 311 System, and SOP | Code | 12-04 | 4-05 |
| | | e.  Offering refresher classes as needed | Code | 12-04 | 6-05 |
| | | f.  Designating System Quality Assurance Staff to monitor and troubleshoot system applications and ensure that cases flow through effectively. This is a temporary measure to be re-evaluated at a later date | Code | 12-04 | 4-05 |

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## 11/12/2004 PRELIMINARY...For Discussion Only
## Code Compliance Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Compete Date |
|---|---|---|---|---|---|
| **Basic Systems** | Issue 2. Provide citizens with updates on progress for certain cases | Inform and update citizens on case progress and resolution by: | | | |
| | • To reduce cost, provide only in most important situations | Ensuring that call takers provide citizens a completion date for each service request based on the Service Level Agreement | Code/311 | 08-04 | Ongoing |
| | • Tell citizen what has been done and what will be done | Altering the 311 procedures and providing intermediate updates, for those service requests that will require a significant length of time to resolve | Code/CIS/311 | 12-04 | 3-05 |
| | | Adjusting procedures to allow notification to all citizens who want to know how the service request was resolved | Code/CIS/311 | 12-04 | 3-05 |
| | | Rewriting Code Compliance email confirmation message to include a phone contact for Code Compliance Department | Code | 12-04 | 6-05 |

## 11/12/2004 PRELIMINARY....For Discussion Only
## Code Compliance Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| **Basic Systems** | Issue 3. Ensure that Code Department managers can get useful performance data from the 311 database. | Ensure that useful and meaningful data is accessible on the 311 System with relative ease by: | | | |
| | ■ Finish training Code Inspectors to record their field activities in the system in a consistent manner | Conducting mandatory CRMS/Mobile Data Terminal training for all Code Inspectors and Animal Services Officers twice a year | Code | 12-04 | Ongoing |
| | ■ Make system improvements that will allow managers to easily pull data | Developing and purchasing a software program that will summarize daily field activities compared to established performance standards, then train Code staff on the use of the software program | Code/CIS/311 | 11-04 | 11-05 |
| | | Continuing to conduct field audits on Code Inspectors to insure compliance with standard operating procedures | Code | 1-05 | Ongoing |

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# 11/12/2004 PRELIMINARY....For Discussion Only
## Code Compliance Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| **Accountability** | Issue 4: Hold the department accountable for its effectiveness in resolving code cases | The Department has implemented performance logs to measure and evaluate the number of field inspections and animal services responses performed daily, weekly and monthly | Code | | Completed |
| | ■ Add effectiveness measures to current activity-based performance management system | Ensure accountability and effectiveness by: | | | |
| | ■ Put a calendar in place to set goals annually, report progress to Council quarterly, and review department performance monthly | a. Finalizing a list of metrics to use at each level (e.g. department, assistant director, district manager, field inspector) | Code | 12-04 | 4-05 |
| | | b. Building standard reports that can easily be updated over time to determine and report staff performance. Drill report down to inspector level | Code/311 | 12-04 | 4-05 |
| | | c. Identifying resources required (e.g. new staff, new technology) to manage needed improvements | Code | 12-04 | 4-05 |
| | | d. Identifying formal rewards and consequences linked to individual performance | Code | 12-04 | 4-05 |
| | | e. Clearly communicating performance reporting changes to all department personnel | Code | 12-04 | 4-05 |
| | | f. Updating individual performance plans to reflect new approach | Code | 12-04 | 4-05 |

**11/12/2004 PRELIMINARY....For Discussion Only**
**Code Compliance Action Plan**

| | McKinsey's Recommendations | Plan of Action | Assigned to | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| **Accountability** | Issue 5: Regularly conduct surveys to measure citizen satisfaction with quality of life in Dallas. | Determine citizen satisfaction by conducting: | | | |
| | | a. *311 Web Service Request feedback:* The 311 web service questionnaire goes on line December 1, 2004, Citizen responses will be evaluated each month to identify needed improvements | 311 Customer Service Group | 10-04 | Ongoing |
| | | b. *National Citizen Survey:* (ICMA Survey) Scheduled to be mailed to 4,200 citizens mid-February 2005, this survey provides a tool for measuring citizen's perception about city services, an analysis of the survey responses will be included with the survey results. Survey results will be distributed at Town Hall meetings, this survey can be administered each year | 311 Customer Service Group | 2-05 | 9-05 |
| | | c. Routinely request feedback from 5% of citizens submitting service requests each quarter | Code/CIS & 311 Customer Service Group | 1-05 | Ongoing |
| | | d. Conduct "mystery shopper" of Code Services | 311 Customer Service Group | 2-05 | Ongoing |
| | | e. Institute annual code summit of key citizens and neighborhood associations to obtain feedback of Code's operations and service delivery | Code | 3-05 | 10-05 |

## 11/12/2004 PRELIMINARY...For Discussion Only
## Code Compliance Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| **Coordinated Neighborhood Focus** | Issue 6: Reinstate service coordination teams to resolve neighborhood problems requiring multi-departmental coordination | Establish a staff committee to: | | | |
| | ▪ Define 4-8 geographic areas across City | a. Design the program (e.g. specific mission statement, structure of leadership model, geographic boundaries for each service team area | 311 Customer Service Group | 11-04 | 2-05 |
| | ▪ Use full-time coordinators to provide leadership consistency | b. Identify and fund resources needed to implement service coordination teams in all service areas | 311 Customer Service Group | 11-04 | 3-05 |
| | ▪ Meet regularly in each area with representatives from all departments to develop "most wanted" list of issues requiring multi-department coordination | c. Establish performance standards, and conduct quarterly performance reviews | 311 Customer Service Group | 11-04 | 3-05 |

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Coordinated Neighborhood Focus | Issue 7: Increase coordination between City Attorney's Office and Code Compliance Department<br><br>■ Increase communication between organizations at all levels<br><br>■ City Attorney and City Manager must work more closely to avoid overlap and duplication of effort and expense | Enhance coordination between the City Attorney's office and Code compliance by:<br><br>Beginning monthly meetings to identify inter-departmental issues, resolve overlap of responsibilities and Chapter 54 issues, as well as<br><br>■ Discussing equipment needs, training needs and designating threshold for transferring cases | Charles Daniels<br>Madeleine Johnson<br>Kathy Davis | 12-04 | Ongoing |

# 11/12/2004 PRELIMINARY...For Discussion Only
## Code Compliance Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned to | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| **Flow of Requests to Staff** | **Issue 8.** As department performance improves, implement standardized flow of requests from council to staff | Implement the following checklist to standardize flow of requests from Council to staff: | | | |
| | ■ Require City Hall staff handling constituent calls to use 311 computer system for all new requests, allowing direct requests to staff only for any cases past due date | a. Continue to train and encourage Council staff to voluntarily use the 311 system | 311 | 12-04 | 1-05 |
| | | b. Fully hire and train new Code staff | Code | 11-04 | 3-05 |
| | ■ Council and Mayor must publicly reeducate constituents to use 311 | c. Brief Code staff, 311 Call Takers, Council Assistants and City Manager's Office on the ground rules:<br><br>○ Initial inspections will be conducted within stated Estimated Response Time (ERT)<br><br>○ Reinspections will be conducted on time<br><br>○ Cases will be updated within 48 hours of initial inspections<br><br>○ Cases will be addressed within stated Service Level Agreement (SLA) | Code/ 311 | 3-05 | 9-05 |
| | | d. Develop a public information campaign on how to use 311 | 311 Customer Service Group/ PIO | 8-05 | 10-05 |
| | | e. When all of the items in (c) above reach 90% success rate, City Hall staff will use 311. Projected date to reach 90% success rate is October 2005. | All City departments | 10-05 | Ongoing |

**11/12/2004 PRELIMINARY....For Discussion Only**
**Economic Development Action Plan**

| PROJECT TASK MAP | | | | |
|---|---|---|---|---|
| **McKinsey's Recommendations** | **Plan of Action** | **Assigned To** | **Start Date** | **Projected Compete Date** |
| Planning and Performance Tracking | Issue 1. Finish writing the economic development strategic plan | | | |
| | Form task force of stakeholders and allies | EDD | 12-04 | 1-05 |
| | Develop draft Strategic Economic Development Plan for city with special emphasis on Downtown and Southern Sector | EDD | Ongoing | 1-05 |
| | • Brief stakeholders on draft Plan for input and recommendation | EDD | 2-05 | 3-05 |
| | Council approve new Plan prior to budget process for FY 2006 | | | |
| | • Brief appropriate City Council Committee | EDD | 3-05 | 4-05 |
| | • Submit new Plan for Council approval | EDD | 4-05 | 5-05 |
| | • Submit budget recommendations to City Council based on Plan | EDD | 5-05 | 5-05 |

# 11/12/2004 PRELIMINARY....For Discussion Only
## Economic Development Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Compete Date |
|---|---|---|---|---|---|
| Planning and Performance Tracking | Issue 2. Create an annual process for planning and performance tracking | Develop annual performance measures and tracking mechanisms | EDD | 1-05 | 5-05 |
| | | • Implement revised performance review plans and quarterly evaluations | EDD | 5-05 | Ongoing |
| | | Stakeholder review and comment on performance measures | EDD | 2-05 | 3-05 |
| | | City Council Committee review and approval of EDD performance measures | EDD | 6-05 | Annual |
| | | Provide quarterly reports to Stakeholder Task Force, City Council Committee and Council | EDD | 9-05 | Ongoing |
| | | Review of ED Strategic Plan by Stakeholders and City Council Committee | EDD | 6-06 | Annual |

**11/12/2004  PRELIMINARY....For Discussion Only**
**Economic Development Action Plan**

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Incentive Process | Issue 3. Standardize and streamline the incentive approval process | Develop revised evaluation criteria for economic incentive requests and programs including:<br><br>• Guidelines and Criteria<br>• Process flows<br>• Analysis templates<br>• EDD Director authority | EDD | Ongoing | 3-05 |
| | | Submit eligibility criteria and evaluation methodology to Boards, Stakeholder Task Force, City Council Committee for review and approval | EDD | 4-05 | 5-05 |

# 11/12/2004 PRELIMINARY....For Discussion Only
## Economic Development Action Plan

| | McKinsey's Recommendations | Plan of Action | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Organizational Structure | Issue 4: Align Council committee structure with City priorities | | Council/Mayor | | |

## 11/12/2004 PRELIMINARY....For Discussion Only
## Economic Development Action Plan

| | McKinsey's Recommendations | Action Plan | Assigned to | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Organization Structure | Issue 5: Form Stakeholder Task Force for Southern Sector and Downtown to obtain external input into City's ED plan | Create overall Economic Development Stakeholder Task Force: | | | |
| | | • Set size, skill sets and charter | EDD | 12-04 | 1-05 |
| | | • Develop calendar and appoint members | EDD | 1-05 | 1-05 |
| | | • Begin meetings for input on Strategic Plan and ongoing planning activities | EDD | 2-05 | 3-05 |
| | | - Form subcommittees of Stakeholder Task Force for Downtown and Southern Dallas | | | |

|  | McKinsey's Recommendations | Action Plan | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Organization Structure | Issue 6: Modify the Economic Development staff organization structure | Form Economic Development as stand alone Department |  |  |  |
|  |  | • Council action on new Economic Development Department | City Council | 12-04 | 12-04 |
|  |  | • Hire new Economic Development Director | CMO | 12-04 | 2-05 |
|  |  | • Finalize the new departmental organization structure based on program initiatives and geographic focus | EDD | Ongoing | 5-05 |

# 11/12/2004 PRELIMINARY...For Discussion Only
## Economic Development Action Plan

| | McKinsey's Recommendations | ACTION Plan | Assigned To | Start Date | Projected Complete Date |
|---|---|---|---|---|---|
| Roles and Behavior | Issue 7: Fundamentally change certain behaviors and interactions | Ensure individual roles for all involved groups are well defined through strategic planning process: <br><br> • Mayor, City Council, City Council Committee, Stakeholder Task Force, CMO and Department | EDD | 11-04 | 6-05 |
| | | Evaluate roles, activities and performance of all groups involved through annual strategic plan review | City Council Committee | 6-05 | Ongoing |