

Memorandum



DATE October 14, 2011
TO Honorable Mayor and Members of City Council
SUBJECT Strategic Planning Briefing

Attached is a briefing in preparation for the upcoming Council Retreat. The briefing will be discussed at Wednesday's Council meeting.

Please let me know if you have further questions.



Mary K. Suhm
City Manager

Attachment

c: Rosa Rios, Acting City Secretary
Thomas P. Perkins, City Attorney
Craig D. Kinton, City Auditor
Judge Victor Lander
A.C. Gonzalez, First Assistant City Manager
Ryan S. Evans, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest Turner, Assistant City Manager
Joey Zapata, Interim Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Helena Stevens-Thompson, Assistant to the City Manager



Preparation for Strategic Planning FY 11-12

October 19, 2011





Strategic Planning

- Is an active management tool
 - Mechanism for stimulating disciplined thought
 - Provides focus for an organization
- Is a continuous (improvement) process:
 - Does not end with a document called a strategic plan, but
 - Challenges organizations to define performance by how well they anticipate, rather than react to changing conditions

"In preparing for battle I have always found that plans are useless, but planning is indispensable."

--Dwight D. Eisenhower ₂



Standard Terms

Mission

Describes clearly what an organization seeks to accomplish – why it exists, what the result of its work is intended to be and for whom the work is done. Not timeframe specific and can remain in place for long periods of time.

To enhance the vitality and quality of life for all in the Dallas community

Vision

Describes an optimistic future state of affairs for an organization – the ideal destination it is pursuing. Can be a rallying point, though possibly unattainable. Should be inspiring.

The City That Works: Diverse, Vibrant, Progressive

Values

Provides insight into an organization's culture, signifying its system of beliefs, ideas, and/or opinions, and what is considered to be truly important behavior for its employees. Values are an organization's foundation and will outlast mission and vision statements.

Accountability, Commitment, Customer Service, Environmental Stewardship, Innovation, Integrity, Leadership, Sensitivity, Teamwork



Standard Terms

Goals

Describe an organization's general intentions – abstract, intangible and are not measurable. Signifies the condition or state that the organization is striving to achieve.

Key Focus Areas: Public Safety; Economic Vibrancy; Clean, Healthy Environment; Culture, Arts, and Recreation; Educational Enhancement; and Efficient, Effective Economical (E³) Government

Objectives

Describe an organization's specific intentions about what it expects to achieve – precise, tangible and should be measurable. Several objectives may support a single goal.

Key Performance Indicators

Serve as a standard by which achievement of a goal or objective can be evaluated; can be outside the organization's complete control; generally serves as the basis for an objective.

Strategic Planning: Putting Together the Pieces

