

**EFFICIENT. EFFECTIVE. ECONOMICAL**

**G O V E R N M E N T**

# **E<sup>3</sup> GOVERNMENT KEY FOCUS AREA TEAM**

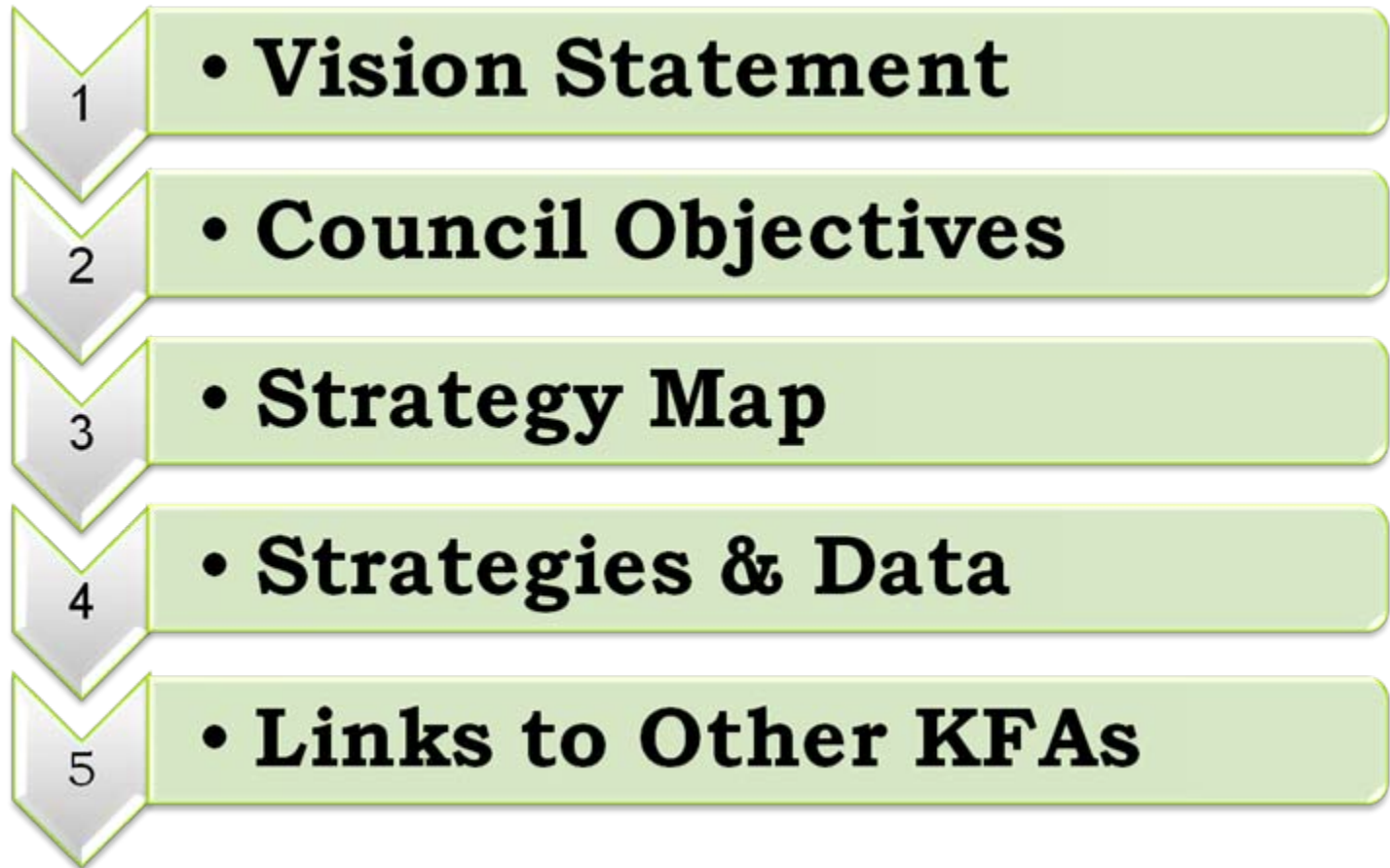
# E<sup>3</sup> Government Team Members

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G O V E R N M E N T

- Shanika Brooks – Dallas Police Department
- Dayna Cowley – Management Services; Environmental Quality
- Tracy Curts – City Manager’s Office
- Erica Ferron – City Manager’s Office
- Genevieve Eversley – Human Resources
- Odie Hayes – Code Compliance
- Pam McDonald – Civil Service
- Janice Moss – City Attorney’s Office
- Roger Reach – Communication & Information Services
- Terry Ryan – Financial Services
- Idalia Soria – Public Works & Transportation
- Denise Thomas – Management Services; Strategic Customer Services
- David Treviño – Public Works & Transportation
- Jesse White – Dallas Water Utilities

# Roadmap



The image shows a night view of the Dallas skyline. In the foreground, a large bridge with multiple arches spans across a body of water. The city's lights are reflected in the water. The skyline includes several prominent buildings, such as the Reunion Tower on the left and the Bank of America Plaza in the center. The sky is a deep blue, and the overall scene is illuminated by the city's lights.

## E<sup>3</sup> Government Vision Statement

**An innovative, responsible and customer-focused government working collaboratively to provide excellent services that will visibly enhance the quality of life in Dallas.**

# Council Objectives

EFFICIENT. EFFECTIVE. ECONOMICAL

GOVERNMENT

OBJECTIVE	CURRENT DATA
<p><b>VALUE FOR TAX DOLLARS<sup>1</sup></b>            Increase the percent of residents stating they somewhat to strongly agree that they receive good value for their City tax dollars from 39% in 2007 to 50% by 2011, increase by 10% every other year.            - Review long-term effects of short-term budget decisions in February 2010</p>	<p>In the 2009 Citizen Survey, 39% of citizens “Somewhat” to “Strongly Agree” that they receive good value for their tax dollars.</p>
<p><b>DISPARITY OF LEVEL OF SERVICE<sup>2</sup></b>            Reduce the citizen’s perception of the disparity of the level of service among the Council Districts from 17 points in 2007 to 9 points in 2011.</p>	<p>In the 2009 Citizen Survey, data shows a 15 point disparity in level of service among council districts.</p>
<p><b>BUILD PRIDE IN CITY’S NEIGHBORHOODS</b>            Increase volunteerism by 2% in FY 11</p>	<p>272,052 volunteer hours provided to the City in FY 09</p>

# Council Objectives

EFFICIENT. EFFECTIVE. ECONOMICAL  
GOVERNMENT

OBJECTIVE	CURRENT DATA
<p><b>CITIZEN SATISFACTION<sup>1</sup></b>            Increase the percent of residents rating the overall quality of City services (and responsiveness) as “Good” or “Excellent” from 48% in 2007 to 60% by 2011, increase by 10% every other year.</p> <p>- Recalibrate citizen expectations in service delivery due to budget changes in FY 10; review Service Level Agreements in consolidated services by Q1 FY 10</p>	<p>In the 2009 Citizen Survey, 62% of citizens rate the quality of services provided by the City as “Good” to “Excellent”.</p>
<p><b>BUSINESS CUSTOMER SATISFACTION<sup>3</sup></b>            Increase the number of business customers who rate the City of Dallas “Good” or “Excellent” as a place to do business to 88% by 2011.</p>	<p>In the 2008 Business Survey, 85% of business customers rate Dallas “Good” to “Excellent” as a place to do business.</p>
<p><b>BOND RATING<sup>4</sup></b>            Maintain the City’s financial position of Aa1 in 2007 through 2011.</p>	<p>The current GO Bond Ratings for the City are Aa1 (Moody’s) and AA+ (Standard and Poor’s).</p>

# FY 2010-2011 E<sup>3</sup> Government Strategy Map



# Accountability



## COUNCIL OBJECTIVES

VALUE FOR TAX DOLLARS  
DISPARITY OF LEVEL OF SERVICE  
CITIZEN SATISFACTION  
BUSINESS CUSTOMER SATISFACTION

## STRATEGY

Ensure Business Practices are Conducted in a Professional Manner

## SUB-STRATEGIES

- 1) Utilize benchmarking in performance measurement
- 2) Adhere to legal and regulatory requirements and professional standards
- 3) Provide an open and transparent business environment
- 4) Manage information through use of technology and print records

# Accountability

ENSURE BUSINESS PRACTICES ARE CONDUCTED  
IN A PROFESSIONAL MANNER

## UTILIZE BENCHMARKING IN PERFORMANCE MANAGEMENT

- Dallas is entering its 6<sup>th</sup> year of participating in the International City/County Management Association Center for Performance Measurement <sup>5</sup>

## PROVIDE AN OPEN AND TRANSPARENT BUSINESS ENVIRONMENT

- FY 08-09 Total 311 SRs = 423,758  
Response On-Time = 96.1%
- FY 07-08-Total 311 SRs =422,802  
Response On-Time = 94.2% <sup>6</sup>

## MANAGE INFORMATION THROUGH USE OF TECHNOLOGY AND PRINT RECORDS

- Performance measures for FY 08-09 show that of the 319 City Services approximately 72% met goals for 2009 Services Year End Report (Performancesoft) <sup>7</sup>

# Enhanced Customer Communication

## COUNCIL OBJECTIVES

- VALUE FOR TAX DOLLARS
- DISPARITY OF LEVEL OF SERVICE
- BUILD PRIDE IN CITY'S NEIGHBORHOODS
- CITIZEN SATISFACTION
- BUSINESS CUSTOMER SATISFACTION



## STRATEGY

Engage Customers through Innovative Methods of Communication

## SUB-STRATEGIES

- 1) Increase interaction with the community
- 2) Proactively use media outlets
- 3) Provide high quality, timely information to decision makers
- 4) Enhance internal and external customer service
- 5) Implement new or enhanced technology
- 6) Use effective methods of communication (traditional and nontraditional)
- 7) Obtain and use customer feedback

# Enhanced Customer Communication

ENGAGE CUSTOMERS THROUGH INNOVATIVE METHODS OF COMMUNICATION

## INCREASED INTERACTION WITH THE COMMUNITY

- 52% of citizens have had an in-person or phone contact with a City employee within the last 12 months
- 75% of those who had contact rated courtesy as good to excellent 1

## ENHANCE INTERNAL AND EXTERNAL CUSTOMER SERVICE

- According to the Communication and Information Services Department, the City's Web sites have received approximately 29,891 page views per day in 2009 8

## USE EFFECTIVE METHODS OF COMMUNICATION (TRADITIONAL AND NONTRADITIONAL)

- Traditional methods used include newsletters, mass emails, City Web site, Dallas Delivers, cable channel, and radio advertising. Nontraditional methods used include graphic art on City transportation, electronic billboards, Facebook and Twitter pages. Provide verbal/written communication in various languages when possible.

# Continuous Workforce Development

## COUNCIL OBJECTIVES

VALUE FOR TAX DOLLARS  
DISPARITY OF LEVEL OF SERVICE  
CITIZEN SATISFACTION  
BUSINESS CUSTOMER SATISFACTION



## STRATEGY

Provide a Knowledgeable and Customer-focused Workforce that Reflects the Diversity of Dallas

## SUB-STRATEGIES

- 1) Offer an appropriate total compensation package, including emphasis on wellness/fitness program
- 2) Provide innovative training and professional development
- 3) Invest in frequent, specific, and timely employee recognition
- 4) Utilize innovative recruiting strategies particularly focusing on achieving comparability of workforce and community population percentages.
- 5) Continue the diversity training program
- 6) Evaluate and analyze employee competencies

# Continuous Workforce Development

PROVIDE A KNOWLEDGEABLE AND CUSTOMER-FOCUSED WORKFORCE THAT REFLECTS THE DIVERSITY OF DALLAS

## INVEST IN FREQUENT, SPECIFIC, AND TIMELY EMPLOYEE RECOGNITION

- The number of employees recognized for excellent customer service through the Wall of Honor Program was 1,170 in 2009 <sup>9</sup>
- Approximately 919 W.O.W. Cards presented to employees in 2009

## CONTINUE THE DIVERSITY TRAINING PROGRAM

- In 2009, 11 departments completed the first phase of the three phase Diversity Training Program <sup>10</sup>

## PROVIDE INNOVATIVE TRAINING AND PROFESSIONAL DEVELOPMENT

- Customer Service Training Levels I, II, III & IV
- Online safety training offered
- OEQ offers in-house environmental regulatory training

# Resource Management

## COUNCIL OBJECTIVES

VALUE FOR TAX DOLLARS  
DISPARITY OF LEVEL OF SERVICE  
CITIZEN SATISFACTION  
BUSINESS CUSTOMER SATISFACTION  
BOND RATING

## STRATEGY

Procure and Manage Resources to Deliver  
Efficient and Economical Services

## SUB-STRATEGIES

- 1) Efficiently procure resources
- 2) Utilize performance-based contract management
- 3) Continue to promote diversity among City vendors, including opportunities for small businesses
- 4) Anticipate appropriate level of resources
- 5) Address maintenance and replacement schedules
- 6) Buy "green" and environmentally friendly goods and services
- 7) Employ process improvement methods
- 8) Forecast and manage revenues and expenditures
- 9) Minimize risk and liability



# Resource Management

PROCURE AND MANAGE RESOURCES TO DELIVER  
EFFICIENT AND ECONOMICAL SERVICES

## EFFICIENTLY PROCURE RESOURCES

- The City uses a centralized purchasing model which enables control over the entire procurement process, allowing the City to purchase in the most efficient and economical manner <sup>11</sup>

## ANTICIPATE APPROPRIATE LEVEL OF RESOURCES

- Emergency shortages and backlogged material can be minimized with proactive contracts for parts and equipment with a predictable life expectancy.

## EMPLOY PROCESS IMPROVEMENT METHODS

- ISO 9001:2008 - Court & Detention Services, Equipment & Building Services, Street Services, Convention Center, Code Compliance, and Library
- ISO 14001:2004 - 11 City departments, and 3 divisions
- ISO 18001:2004 - Court & Detention Services, Convention and Event Services, and Equipment and Building Services

# Long-Range Strategic Planning

## COUNCIL OBJECTIVES

VALUE FOR TAX DOLLARS  
DISPARITY OF LEVEL OF SERVICE  
CITIZEN SATISFACTION  
BUSINESS CUSTOMER SATISFACTION  
BOND RATING



## STRATEGY

Establish a Clear Direction for City Government

## SUB-STRATEGIES

- 1) Develop, implement and update long range strategic plans
- 2) Ensure strong leadership through implementation of succession plans
- 3) Market a unique brand that identifies and promotes the City of Dallas
- 4) Leadership Training for Board and Commission members as future leaders

# Long-Range Strategic Planning

ESTABLISH A CLEAR DIRECTION FOR CITY GOVERNMENT

## ENSURE STRONG LEADERSHIP THROUGH IMPLEMENTATION OF SUCCESSION PLANS

- 2009-2013 <sup>10</sup>
- 5,260 employees are eligible to retire totaling 39.5% of the City's workforce:
  - Civilian = 31.7%
  - Uniformed = 52.2%

## LONG-RANGE STRATEGIC PLANNING

- 58% of citizens are pleased with the direction the City is taking
- 62% rated overall quality of services as good to excellent<sup>1</sup>

# Links to Other Key Focus Areas



## **ECONOMIC VIBRANCY**

- Resource Management
- Accountability
- Long-Range Strategic Planning



## **CULTURE, ARTS & RECREATION**

- Resource Management
- Enhanced Customer Communication



## **EDUCATION ENHANCEMENTS**

- Resource Management
- Continuous Workforce Development
- Enhanced Customer Communication



## **PUBLIC SAFETY**

- Resource Management
- Continuous Workforce Development
- Enhanced Customer Communication



## **CLEAN, HEALTHY ENVIRONMENT**

- Resource Management

# FY 2010-2011 E<sup>3</sup> Government Strategy Map



A photograph of the Dallas skyline at dusk or night. The city lights are reflected in the water in the foreground. Two bridges are visible: a stone arch bridge on the left and a modern concrete bridge on the right. The skyline includes several prominent skyscrapers, including the Reunion Tower on the far left.

## E<sup>3</sup> Government Vision Statement

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# APPENDIX

# Sources

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2. National Research Center, Inc. The National Citizen Survey Geographic Comparisons for the City of Dallas, Texas. (CO: NCS, 2006, 2007 and 2009).
3. National Research Center, Inc. City of Dallas 2008 Business Survey (October 2008).
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6. City of Dallas, Texas. 311 Customer Service. (October 2009).
7. City of Dallas, Texas. 2009 Services Year End Report (2009).
8. City of Dallas, Texas. Communication and Information Services. (December 2009).
9. City of Dallas, Texas. City Manager's Office. (December 2009).
10. City of Dallas, Texas. Human Resource Department (December 2009).
11. "Chapter 3: Structure for Municipal Purchasing" In Municipal Purchasing: Organization, Techniques & Strategies for Public Procurement, (CO: Colorado Municipal League, 1996).

# Links to Other Key Focus Areas

- **Economic Vibrancy**
  - Resource Management
    - Employ process improvement methods
  - Accountability
    - Benchmarking
  - Long-Range Strategic Planning
    - Marketing & Branding
- **Culture, Arts & Recreation**
  - Resource Management
    - Physical Infrastructure
  - Enhanced Customer Communication
    - Community Outreach
- **Educational Enhancements**
  - Resource Management
    - Meet maintenance and replacement schedules
  - Continuous Workforce Development
  - Enhanced Customer Communication
    - Community Outreach
- **Public Safety**
  - Continuous Workforce Development
    - Hiring Strategies
  - Resource Management
  - Enhanced Customer Communication
    - Community Outreach
- **Clean, Healthy Environment**
  - Resource Management
    - Buy "green" and environmentally friendly goods and services