

# DALLAS 2000



## STRATEGIC PLAN SUMMARY



## City Manager's Message

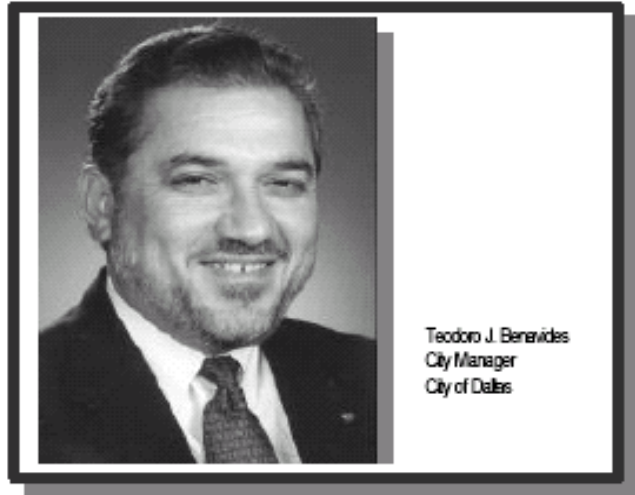
Our mission is "To serve the needs of the Dallas community by enhancing the vitality and quality of life for all." The Dallas 2000 – Strategic Plan will help us to renew our focus and improve customer service to fulfill our mission and to provide continuous improvement for our organization and our community.

We are proud of our accomplishments and we will build on them to fulfill our vision of the future. This strategic plan will align our resources and activities with guidance from the Dallas City Council and our citizens. We will have a common basis for evaluating our performance through the clear communication of expectations and an improved performance measurement system.

In order to provide the highest level of customer service, we have a clear statement of our vision and mission and have identified six core values, which will define the culture of our organization.

**Integrity**  
**Leadership**  
**Innovation**  
**Commitment**  
**Sensitivity**  
**Teamwork**

We have developed ten strategic goals, which reflect our leadership priorities and vital issues in the community. These ten strategic goals are supported by focused and results oriented Strategic Objectives and Implementation Strategies. Our performance in achieving these goals will be measured by Strategic Indicators that represent the vital measures needed to gauge our success.



We have also identified six key areas needing improvement and have established subcommittees to review and recommend improvements to the purchasing process, budget process, customer service, compensation and benefits, organizational culture and technology.

The Dallas 2000 – Strategic Plan is the impetus for our new strategic management system. It will be a living document to be reviewed and updated to respond to internal and external factors. I welcome your thoughts on how we can improve this new system and the delivery of services to our citizens. All City of Dallas employees should read this plan and seek ways to contribute to our future success. With your help we can make a difference in the quality of life for our citizens, building on the past and moving to a better future.

Teodoro J. Benavides  
City Manager

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## CITY MANAGER'S MESSAGE

# STRATEGIC FRAMEWORK SUMMARY

The Dallas 2000 – Strategic Plan is designed to move our organization to the next level of success. The Dallas 2000 – Strategic Plan will communicate clear performance expectations to all levels of employees in the organization to ensure successful implementation of all City services and programs over the next five years. It is also designed to improve work unit and individual accountability through the establishment of a performance measurement system. The combination of the two will provide a common basis for directing our activities and evaluating our performance.

## VISION, MISSION AND CORE VALUES

The Dallas 2000 – Vision defines for us how we want to be perceived by our customers, stakeholders and the many others visiting or working in our community.

**Vision: “Dallas, the City that works: diverse, vibrant and progressive”**

The Dallas 2000 – Mission communicates the expectation that our services and programs are here for the sole purpose of serving our citizens and community in a manner that will improve the quality of life for all.

**Mission: “To serve the needs of the Dallas community by enhancing the vitality and quality of life for all”**

We also recognize that how we go about the delivery of services and programs is important to achieving our vision. We must therefore, foster an organizational culture that is built on the following:

## CORE VALUES:

### ❖ Integrity

We will safeguard public trust by ensuring that our actions are consistent with our vision, mission and core values. We are dedicated to a standard of values that promotes honesty and ethical behavior. We will treat our customers, as we would want to be treated and deliver the highest level of customer service possible.

### ❖ Leadership

We are dedicated to quality-focused principals and performance excellence in everything we do. Each of us will set high individual standards to ensure that our customers are provided quality service in a timely and cost effective manner.

### ❖ Innovation

We will continue a tradition of creativity and innovation in the delivery of municipal services. We will seek out and apply innovative approaches in providing the best service to our customers.

### ❖ Commitment

We will foster an organizational culture that promotes commitment from all employees to the vision, mission and core values established in this plan. We recognize that our success is dependent on our ability to meet our service commitments in an effective and caring manner.

### ❖ Sensitivity

We are committed to promote a workforce that respects and values diversity in our community. We must also be respectful and tolerant of the many ideas, emotions and circumstances of those living in and visiting our community. We will promote the highest possible service for all customers while being sensitive to the differences among ourselves and the customers we serve.

### ❖ Teamwork

We recognize the strength in teamwork and that our success is dependent on our ability to perform as a highly effective team. Through effective teamwork we are able to harness our energy, creativity and resources to design and implement programs and services that are the best that they can be.

## STRATEGIC GOALS:

The Dallas 2000 – Strategic Plan describes how we will implement this mission through ten Strategic Goals. The strategic goals were developed to reflect our leadership priorities and issues vital to the community. All of the strategic goals are important to our continued success and have equal priority.

### ❖ Customer Service and Human Resources

We will provide the highest quality service through a skilled, customer oriented workforce.

### ❖ Economic and Business Development

We will contribute to the maintenance and enhancement of an economically vibrant city.

### ❖ Education Advocacy

We will support and encourage efforts that result in an enlightened and informed community.

### ❖ Environmental, Health and Human Services

We will support and participate in partnerships to respond to the environmental, health and human service needs of the citizens of Dallas.

### ❖ Infrastructure

In response to public need, we will develop and maintain the City's infrastructure in a safe and sensitive manner and serve as stewards of the environment.

### ❖ Neighborhood Vitality

We will develop, maintain and encourage diverse, vibrant and viable neighborhoods.

### ❖ Public Funds and Assets

We will provide responsible stewardship of public resources.

### ❖ Public Safety

We will provide a safe and secure community through prevention, emergency response and enforcement efforts.

### ❖ Recreation and Culture

We will serve as a catalyst for excellence, creativity and diversity in arts, cultural and recreational programming.

### ❖ Technology

We will continuously improve technology to support delivery of services and provide information in the most efficient and cost effective manner.

These strategic goals are supported by more detailed Strategic Objectives and Implementation Strategies that are future focused and results oriented. They are comprehensive and will require participation from many City departments and community partners to be successful. Performance in achieving these goals will be measured by Strategic Indicators that represent the vital few indicators needed to gauge our success.

## IMPROVEMENTS TO STRATEGIC INITIATIVE

Successes and failures of past strategic planning initiatives were considered during this plan's development. As a result of these recommendations the completed strategic plan will encompass four documents including the Dallas 2000 – Strategic Plan, a Performance Plan, a Management Systems Handbook and an Annual Performance Report. It is anticipated that all four documents will be completed over the next year, to allow full implementation in FY 2000-01.

## INTER-WEAVING FUNCTIONS

Underlying the Dallas 2000 – Strategic Goals and Objectives are several critical activities that provide the means by which we develop and deliver our services and programs to both our internal and external customers. As we perform our jobs we must engage in one or more of the inter-weaving functions to be successful. Effective implementation of these inter-weaving functions will position us to achieve our goals and objectives and better serve our citizens.

### ❖ Safety

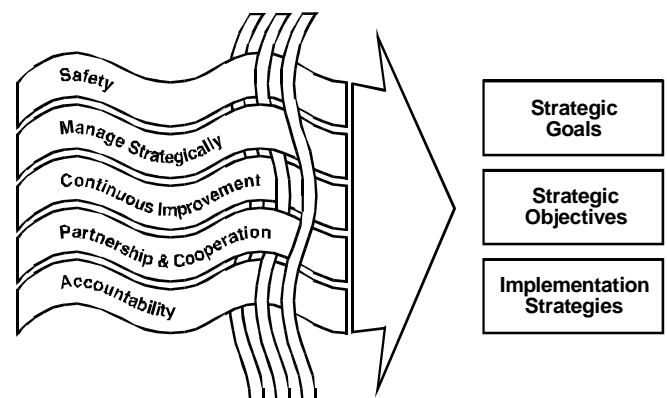
### ❖ Manage Strategically

### ❖ Continuous Improvement

### ❖ Partnership and Cooperation

### ❖ Accountability

## INTER-WEAVING FUNCTIONS



# SUMMARY OF STRATEGIC GOALS & OBJECTIVES

Strategic Goals	Customer Service & Human Resources	Economic & Business Development	Education Advocacy	Environmental, Health & Human Services
	We will provide the highest quality service through a skilled, customer oriented workforce.	We will contribute to the maintenance and enhancement of an economically vibrant city.	We will support and encourage efforts that result in an enlightened and informed community.	We will support and participate in partnerships to respond to the environmental, health and human service needs of the citizens of Dallas.
#1 Objective	We will preserve confidence in the City of Dallas by delivering on our promises and by being accountable for our performance	We will create an environment to sustain a diverse economic base in Dallas.	We will increase awareness of City services, programs, regulations and community issues.	We will reduce environmental risks relating to air, water, noise and other hazardous materials in our community.
#2 Objective	We will empower each other to develop collaborative responses within and across our organization to provide the highest quality of services.	We will foster growth of the City's industries to retain and create jobs within the city of Dallas.	We will build lasting alliances with schools, businesses and community organizations to support common educational challenges and opportunities in Dallas.	We will improve the health of our community through collaboration with area health agencies to assess community needs, develop and implement coordinated community strategies.
#3 Objective	We will build and retain an effective, diverse and dedicated team.	We will increase economic, residential and recreational development opportunities in Southern Dallas, the Central Business District and the Trinity River Corridor.		
#4 Objective	We will expand the use and visibility of volunteer initiatives including community and corporate partnerships that increase the quality and effectiveness of customer service delivery.	We will develop and implement a collaborative and comprehensive marketing strategy for Dallas to promote community pride and to encourage business and residential development in Dallas.		
#5 Objective	We will better inform citizens of City services and programs and establish ongoing dialogue with our customers.	We will position Dallas as a visitor destination.		

# SUMMARY OF STRATEGIC GOALS & OBJECTIVES

(Continued)

Strategic Goals	Infrastructure	Neighborhood Vitality	Public Funds & Assets	Public Safety
	In response to public need, we will develop and maintain the City's infrastructure in a safe and sensitive manner and serve as stewards of the environment.	We will develop, maintain and encourage diverse, vibrant and viable neighborhoods.	We will provide responsible stewardship of public resources.	We will provide a safe and secure community through prevention, emergency response and enforcement efforts.
#1 Objective	We will conserve and protect our environment in Dallas for future generations.	We will establish City service levels and provide those levels of service to ensure continued viability of neighborhoods.	We will ensure compliance with applicable laws, regulations, City policies and best business practices to protect our financial and other assets.	We will prevent an increase in incidents of major crimes and traffic related injuries and fatalities through prevention, safe operations, enforcement and crime solving efforts.
#2 Objective	We will increase the effectiveness of our infrastructure operation and maintenance programs to improve service delivery.	We will ensure adequate service provision and viability of neighborhoods through the development of comprehensive planning strategies, which involve neighborhood stakeholders.	We will ensure that City services are provided in the most cost efficient and effective manner possible.	We will reduce injuries, fatalities and property damage resulting from fires, accidents and substance abuse through education and intervention strategies.
#3 Objective	We will develop and implement long-range planning strategies that maximize the use of our infrastructure to provide dependable services now and in the future.	We will develop and implement proactive neighborhood strategies to improve neighborhoods in decline or on the verge of decline.	We will maintain effective revenue collection, monitoring, forecasting and develop competent financial strategies to achieve the City's long term goals.	We will provide coordinated emergency response to protect lives and property in the event of a large-scale emergency or disaster.
#4 Objective				We will maintain and enforce City codes needed to protect our community.
#5 Objective				We will provide a fair and effective municipal court system to ensure due process.

