Memorandum

DATE February 28, 2014

TO Members of the Budget, Finance & Audit Committee: Jerry R. Allen (Chair), Jennifer S. Gates (Vice Chair), Tennell Atkins, Sheffie Kadane, Philip T. Kingston

SUBJECT Proposed Strategic Plan FY 2015 - FY 2017

On Monday March 3, 2014, the Budget, Finance & Audit Committee will be briefed on the Proposed Strategic Plan FY 2015 - FY 2017. Briefing materials are attached for your review.

Please let me know if you have any questions.

Jill A. Jordan, P.E.
Assistant City Manager

Attachment

c: Honorables Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Daniel F. Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager

Jeanne Chipperfield, Chief Financial Officer
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Frank Librio, Public Information Officer
Elsa Cantu, Assistant to the City Manager

“Dallas-Together, we do it better!”
Proposed Strategic Plan FY2015 – FY2017

Budget, Finance & Audit
March 3, 2014
Strategic Planning Overview

- **Mission**
- **Vision**
- **Values**
- **Key Focus Areas**

**Strategic Planning**
- Goals
- Objectives
- Strategies
- Budgeting

**Services**
- Department Level
- ISO/EMS, Customer Service Initiatives

**Performance Indicators**
- Benchmarking
- Input, Output
- Annual Targets

**Efforts by Individuals**
- Employee Performance Plans
- Recognition & Rewards
- City University (training)
- Communication with employees & citizens
  (e.g., branding, newsletters, surveys, town halls, etc.)

Budgeting for Outcomes

Strategic Planning
Purpose of Briefing

Obtain Council input on the draft E-Gov components of the draft Strategic Plan. Allow council committee members to:

• Review draft and comment on draft strategy map
• Review and approve proposed strategic objectives
• Review and amend alternative work plan items
Efficient, Effective, and Economical Government (E3)
Proposed Goal
Provide excellent government services to meet the needs of the City
Proposed Strategy Map

E – Gov Strategy Map

Provide excellent government services to meet the needs of the City

ACCOUNTABILITY

EFFICIENT

CONTINUOUS IMPROVEMENT

ECONOMICAL

RESOURCES MANAGEMENT

ETHICAL

CONTINUOUS WORKFORCE DEVELOPMENT

CUSTOMER ENGAGEMENT AND COMMUNICATION

EFFECITIVE

EMPLOYEE PERFORMANCE MANAGEMENT

INTEGRITY

SURVEYS & FEEDBACK

AUDITS

PERFORMANCE MEASUREMENT & METRICS

COMPLIANCE

BENCHMARKING

PROCESS REVIEWS

BEST PRACTICES

STRATEGIC PLANNING

CHANGE MANAGEMENT

TECHNOLOGICAL ENHANCEMENTS

FINANCIAL RESOURCES

MANAGING RISK & LIABILITIES

PHYSICAL INFRASTRUCTURE

VENUE DEVELOPMENT

ACCESSIBILITY

CITIZEN ENGAGEMENT

MEDIA

MARKETING & BRANDING

HIRING STRATEGIES

TOTAL COMPENSATION

PROFESSIONAL DEVELOPMENT

RECOGNITION
Proposed Strategic Objectives

5.1 By September 2017, improve citizen perception of the direction that the City is taking from 54% to 57% (Community Survey, combined data)

5.2 By September 2017, increase overall satisfaction with City’s internal and external customer service from 34% to 40% (Community Survey, combined data)

5.3 By September 2017, increase social media followers by 10%
## Proposed Work Plan

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Work Plan Items</th>
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</thead>
<tbody>
<tr>
<td>5.1 By September 2017, improve citizen perception of the direction that the City is taking from 54% to 57% (Community Survey, combined data)</td>
<td>• Continue technological enhancements</td>
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<td>• Increase opportunities to engage the community and receive outside input from citizens and businesses</td>
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<td>• Expand efficiency and innovation initiatives throughout the organization</td>
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<td>• Continue to promote a culture of ethics</td>
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<td>• Efficiently procure goods/services and increase both competition and M/WBE participation in the City’s procurement process</td>
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<td>5.1 By September 2017, improve citizen perception of the direction that the City is taking from 54% to 57% (Community Survey, combined data)</td>
<td>• Establish annual budget that aligns with strategic priorities</td>
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<td>• Evaluate risks and ensure appropriate mitigation plans are in place</td>
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<td>5.2 By September 2017, increase overall satisfaction with City’s internal and external customer service from 34% to 40% (Community Survey, combined data)</td>
<td>• Implement Customer Service Strategic Plan including departmental standards and surveys</td>
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<td>• Explore opportunities to improve employee total compensation program</td>
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<td>• Improve and continue use of performance measures to improve customer service, efficiency and transparency</td>
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<td>• Attract and retain talented and highly skilled employees</td>
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<td>• Provide timely and relevant financial reports and transactions</td>
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<td>• Maintain equipment availability (90% uptime)</td>
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<td>5.3 By September 2017, increase social media followers by 10%</td>
<td>• Increase availability of information through City web sites</td>
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<td>• Promote transparency in City operations</td>
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<td>• Disseminate a continuous flow of information through media</td>
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<td>• Enhance citizen engagement opportunities</td>
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Next Steps

• Brief other council committees to gather input
• Incorporate Council recommendations
• Present plan to full council in April
• Align budget to multi-year strategic plan