

Memorandum



Date October 30, 2015

To Honorable Mayor and Members of the City Council

Subject Center for Performance Excellence (CPE) Update

On Tuesday, November 3, 2015, the City Council will be briefed on Center for Performance Excellence (CPE) updates. The briefing materials are attached for your review.

Please let me know if you have any questions or need additional information.



Mark McDaniel
Assistant City Manager

c: A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



Center for Performance Excellence (CPE) Update

Dallas City Council

November 3, 2015



Why was the CPE created?

Bottom line:

- To examine how we can provide services to citizens more efficiently and effectively through the disciplined application of proven management systems

Goals

- **Reduce Costs** (Current and Future)
- **Enhance Responsiveness** for citizens/customers
- **Increase Capacity** of existing workforce (saving time)
- **Motivate Workforce:** Employee Empowerment + Job Enrichment = Productive Team Members
- **Improve Organizational Communications** leading to “Cross Pollination” of ideas for improvement
- **Leverage Partnerships** by applying best practices

How Will the CPE Achieve These Goals?

Through the application of **performance improvement tools** throughout the City, such as:

- **Lean Six Sigma**
- **Performance Measurement, Benchmarking & Surveying**
- **Business Planning** (Using the Baldrige Framework)
- **ISO 9001** (Quality Management Systems)
- **Training & Idea Exchange**

CPE Advisory Board

- Comprised of eight **leaders in business, industry, academia, and non-profits**
- Meets twice annually to share **ideas for innovation and best practices** from private sector, academia and other municipalities
- May participate individually as a **Strategic Partner**, providing advise on “flagship” improvement initiatives (like Lean Six Sigma, Baldrige, ISO and training)

Newly Appointed Advisory Board

- **Dr. Domonic Bearfield**, Associate Professor, Texas A&M University
- **Samantha Dwinell**, Vice President, Human Resources, Texas Instruments
- **Ken Fenoglio**, Vice President, AT&T University, AT&T, Inc.
- **Ginger Hardage**, Senior Vice President, Culture & Communications, Southwest Airlines Co.
- **Randy O'Neal**, Vice President, Production Operations, Lockheed Missile
- **Randall Reid**, Director, ICMA Analytics, International City/County Management Association
- **Karen Thoreson**, President/CEO, Alliance for Innovation
- **Dr. Alberto Yanez-Moreno**, Advisor, TMAC, University of Texas at Arlington



Lean Six Sigma

Lean Six Sigma: What is it?

A combination of **two disciplined, data-driven** approaches and methodologies for improving performance:

- **Lean Enterprise:**
Developed by Toyota Motor Company as the Toyota Production System in the 1950's
- **Six Sigma:**
Developed by Motorola in the 1980's

Training and Certification Progression



Blue Belt

ongoing training opportunities every other month

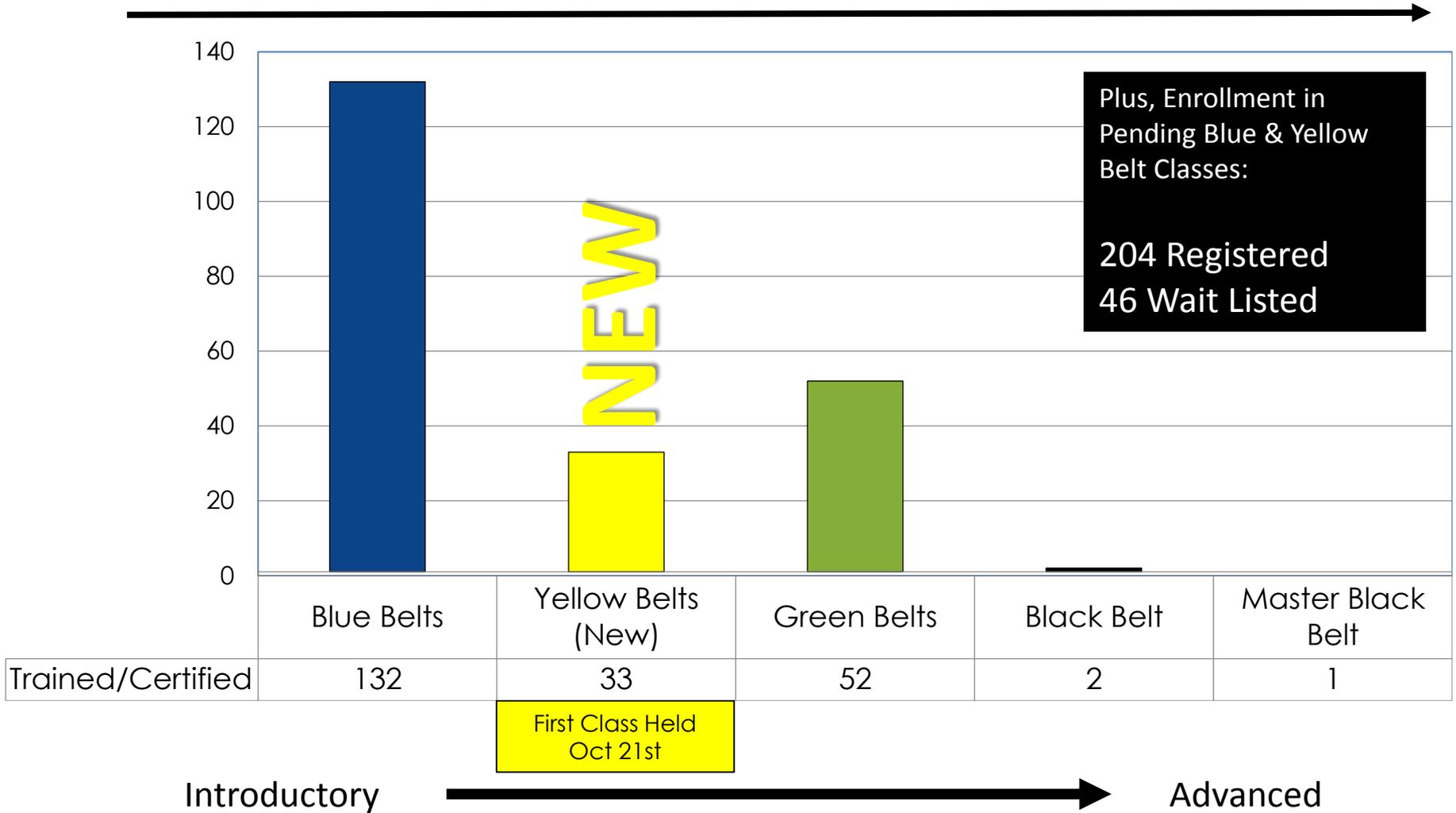
Yellow Belt

new, open enrollment (first class held October 21st)

Green Belt

competitive application process, twice per year for classes of 25 each (application process now open for third class)

Training and Certification to Date



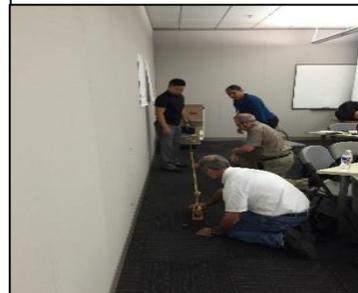
Current Green Belts

Wave 1 Green Belt

Department	Name	Gender	Race*
311	Beverly Moore	Female	BLK
Aviation	David Flaishans	Male	WHT
City Att	Jorge Sintes	Male	PUER
Civil Serv	Mildred Laird	Female	WHT
Code	Brentnie Brown	Female	BLK
Code	Phyllis Goode	Female	BLK
Code	Robert Curry	Male	WHT
Court	Claudia Chavez	Female	MEXA
Court	Ron Everett	Male	WHT
DFR	Norman Seals	Male	WHT
DPD	Joli Robinson	Female	BLK
DPD	Shanika Mayo	Female	BLK
DPD	Wendy Nalls	Female	BLK
DPD	Zena Young	Female	MEXA
DWU	Bobby Burkes	Male	WHT
DWU	Jeff Hadaway	Male	WHT
DWU	Timothy Whaling	Male	WHT
DWU	Tony Rader	Male	WHT
Em. Mgt	Bridgette Smith	Female	BLK
Equipment	Tommy Ludwig	Male	WHT
Parks	Mike Tiegreen	Male	WHT
Streets	Josephine Marroquin	Female	MEXA
Streets	Tina Richardson	Female	BLK
CIS	Daniel Pollak	Male	WHT



1st Wave of Green Belts



2nd Wave Training



Brainstorming Improvement Ideas

Wave 2 Green Belt

Department	Name	Gender	Race*
DWU	Alexander Land	Male	WHT
SDC	Ali Hatefi	Male	OTHER
DWU	Art Torres	Male	MEXA
EBS	Arthur Grothe	Male	WHT
OEQ	Brian Carter	Male	WHT
PWO	Candi Chamber	Female	BLK
311	Cory Burns	Male	BLK
SDC	David Lam	Male	CHIN
Parks	Denyse Cole	Female	BLK
DFR	Dwight Freeman	Male	BLK
Mayor/City	Elizabeth Pazar	Female	WHT
TWM	Gehan Asaad	Female	OTHER
Parks	Hazel Roper	Female	BLK
STS	Helena Thompson	Female	WHT
PWO	Idalia Soria	Female	MEXA
Finance	Jack Ireland	Male	WHT
STS	Jefferson Andrews	Male	WHT
OEQ	Kevin Overton	Male	WHT
OEQ	Lisa Fullerton	Female	WHT
311	Margarita Carrasco	Female	SPAN
EBS	Melanie Lamb	Female	WHT
DWU	Paul McGregor	Male	BLK
SAN	Rachel Escanlar	Female	SPAN
SAN	Rick White	Male	WHT
DWU	Tamara Royal	Female	BLK
SAN	Thomas Greene	Male	BLK
TWM	Vincent Tenorio	Male	OTHER
HR	Virgina Haralson	Female	BLK
DFR	Wanda Moreland	Female	BLK

*Source: self-reported information from personnel file

How are Projects Identified?

Projects are identified through a variety of means, including but not limited to:

- Annual **budget** process
- **Sunset reviews**
- Twice annual **departmental business plan** reviews
- Council **suggestions**
- Customer **feedback/surveys**
- Employee suggestions (**yellow belt training**)
- Internal & ISO **audits**
- Business intelligence/performance **analytics**
- **Continuity of Operations** (COOP) assessment

Lean Six Sigma Methodology

The methodology for all continuous improvement is DMAIC:

STEPS

1. **Define** – identify the opportunity for improvement
2. **Measure** – measure the capability of the process and identify factors
3. **Analyze** – evaluate the factors to identify the root cause of waste and variation
4. **Improve** – identify and implement improvements
5. **Control** – implement controls for sustainment

Projects Already Defined



Aviation – Reduce Mowing Cost at Executive Airport

Code Compliance – Improve Non-Occupied Owner Rental Property Registration Process

Code Compliance – Improve Code Inspection Scheduling Process

Code Compliance – Improve Inspection Time and Compliance

Dallas Water Utilities – Water Utility Lateral Card Improvement Process

Dallas Water Utilities – Improve Waste Water Collection TV Data Matching

Dallas Water Utilities – Improve the Water Setup Fax Move-In Process

Dallas Water Utilities – Improve Water Distribution Line Locates

Emergency Management – Reduce Grant Cycle Time

Municipal Court – Improve Court Assignment/Scheduling Process

Parks – Reduce Equipment Shop Work in Process

Streets – Improve Street Restoration Process

Streets – Improve Pothole Costing Variance

Sustainable Development – Improve License & Invoice Process

Fire – Reduce Emergency Response Overtime

Sampling of Projects Now Being Defined



311 – Improve 2TurnItOn Process

Fire – Improve Inventory Control for EMS

Police – Improve Vehicle Registration & License Process

Police – Improve Evidence Property Intake

Municipal Court – Reduce Time from Issuance of Citation to Delivery to Court

Water – Reduce Water Install Duplicate Service Requests

Water – Improve Measurement of Irrigation Inspection Effectiveness

Equip./Bldg. Services – Improve Salvage Yard Inventory Process

Sanitation – Reduce Overtime at McCommas Bluff Landfill

Human Resources – Improve Hiring to On-Boarding Process

First Quarterly Green Belt Project Report Out

Lean Six Sigma
Center for Performance Excellence

LEAN SIX SIGMA PROJECT REPORT OUT

October 22, 2015

3:00 - 5:00 p.m.

Dallas City Hall, L1F Auditorium

The Dallas Center for Performance Excellence (CPE) invites you to a Lean Six Sigma project report out in various stages of execution. Selected projects will be presented by current Green Belts. Come and go as your schedule allows, or spend the whole time with your fellow team members.



Define



Measure



Analyze



Improve



Control

Guillermo Garcia
Lean Six Sigma Innovation Manager
Guillermo.Garcia1@dallascityhall.com
214.671.9215

DALLAS
Center for Performance Excellence

Defined Potential Savings, So Far



Using 15 of 50 Projects Fully Defined

- Projected Hard Savings to Date \$2,017,798*
- Projected Soft Savings to Date \$352,929*
- Projected Total Savings to Date \$2,370,727*

FY 2015-16 Goals:

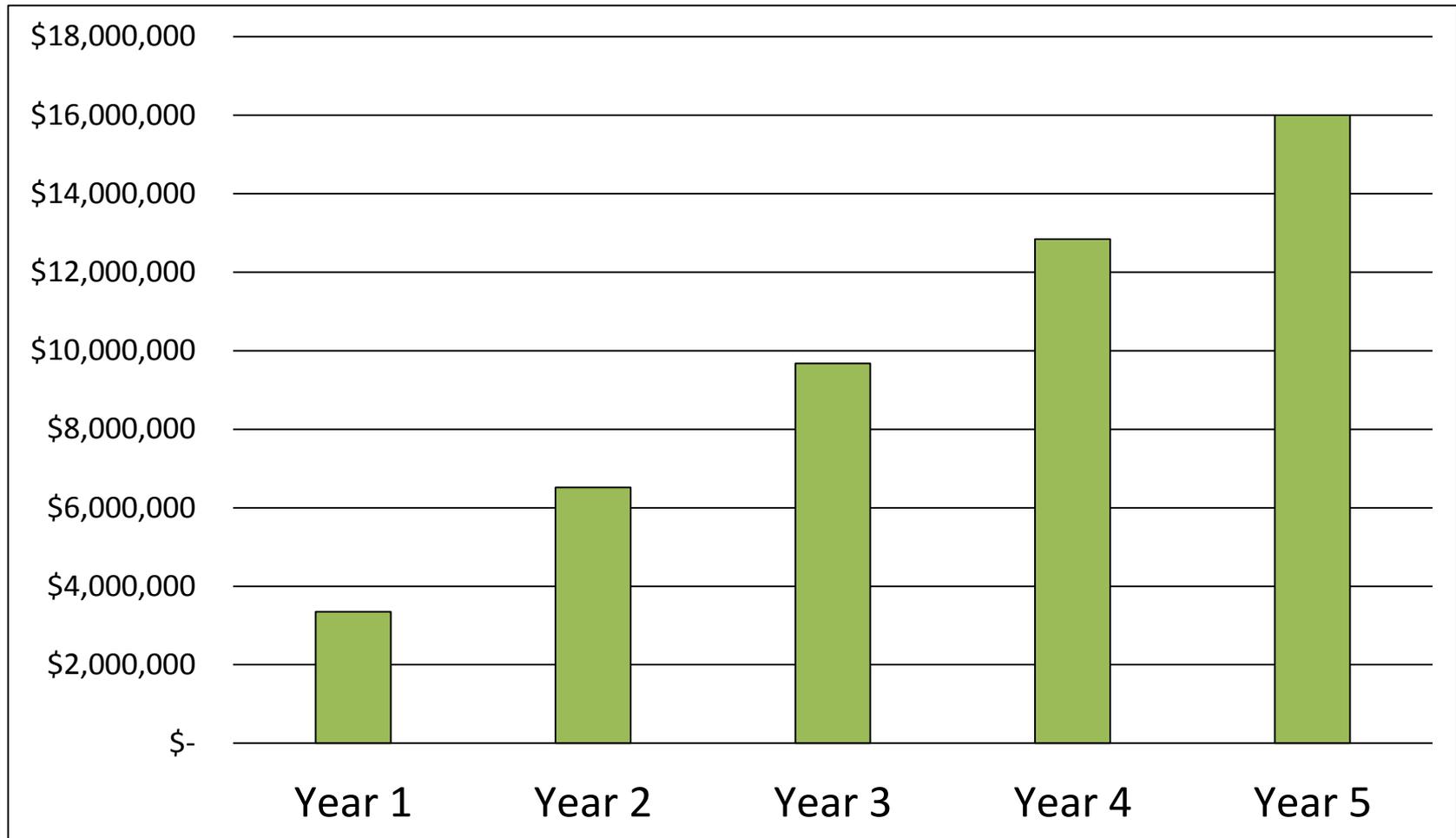
Return on Investment - 75% (will exceed)

Projects Completed – 80

Training – 200 Employees (will exceed)

** Actual savings are confirmed upon project completion. Soft savings include time, supplies on hand, etc.*

Longer Term Savings Trajectory



Assumptions: Increase of 50 projects/year, average of \$84,318/project, and 75% project completion rate/year.



Performance Measurement, Benchmarking & Surveying

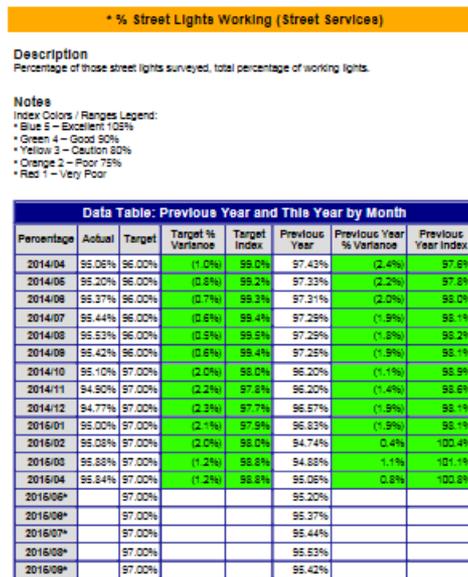
Former Display and Use of Performance Data

The City has used **Performancesoft** software for many years to track and publicly display performance data by department

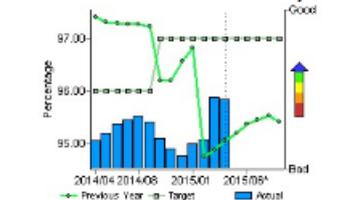


Issues with display

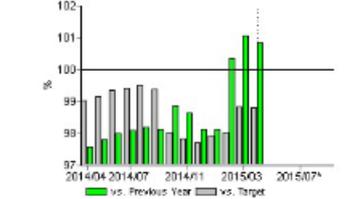
- Difficult to navigate
- Unable to provide additional measure information
- Visually unappealing



Data Chart: Previous Year and This Year by Month



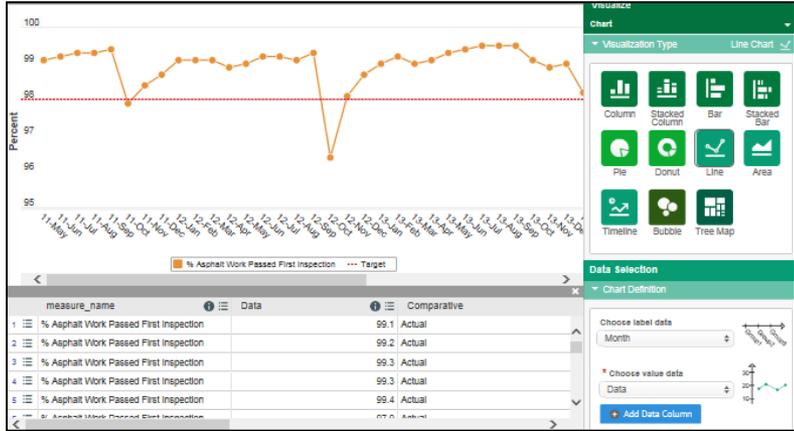
Index Chart: Previous Year and This Year by Month



New Dallas Data Points

DALLAS DATA POINTS
THE CITY OF DALLAS PERFORMANCE DASHBOARD
Setting new standards for local government

- Public Safety
- Economic Vibrancy
- Clean, Healthy Environment
- Culture, Arts, Recreation & Education
- E-Gov
- Additional Links



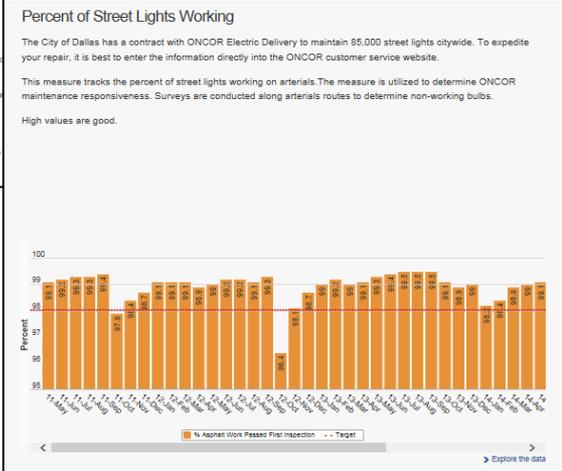
About Dallas Data Points Feedback

The City of Dallas, through leadership of the Mayor and City Council, strives to achieve progress in five Key Focus Areas (KFA):

- Public Safety
- Economic Vibrancy
- Clean, Healthy Environment
- Culture, Arts, Recreation and E-Gov

Dive deeper into the tiles to view priorities.

A.C. Gonzalez | City Manager
"We Make BIG Things Happen"



Improvements with display

- Easy to navigate
- Ability to modify charts
- Include historical data
- Addition of narratives to build measure information

New Dallas Data Points (Continued)



- Improved **public dashboard** for greater transparency regarding performance

- **Live Demonstration:**

<https://datapoints.dallascityhall.com/>

Benchmarking

- Provides a service for communities to collect, report & analyze data
- Allows City to set **benchmarks and standards for performance** in comparison to other jurisdictions



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Excellence **Strategic Partner**

Service has migrated to a more nimble software platform to provide more timely comparative data in several service areas

- **Community & Leisure** (Library, Parks)
- **Internal Services** (General Government, HR, IT, Procurement, Risk)
- **Neighborhood Services** (Code, Land Use)
- **Public Safety** (Fire/EMS, Police)
- **Public Works** (Facilities, Fleet, Highways/Roads, Solid Waste)
- **Social Services** (Housing)

Benchmarking (continued)

Typically benchmark against cities with population over 500,000

- **ICMA Cities:** Austin, Fort Worth, Las Vegas, Oklahoma City, San Antonio, Phoenix, and Charlotte
- **Non-ICMA Cities:** Chicago, Houston, Philadelphia, San Diego, Columbus, El Paso, Memphis, Indianapolis, Jacksonville

ICMA performance data will be:

- Integrated into Dallas Data Points
- Shared with directors and used as a tool in regular business planning

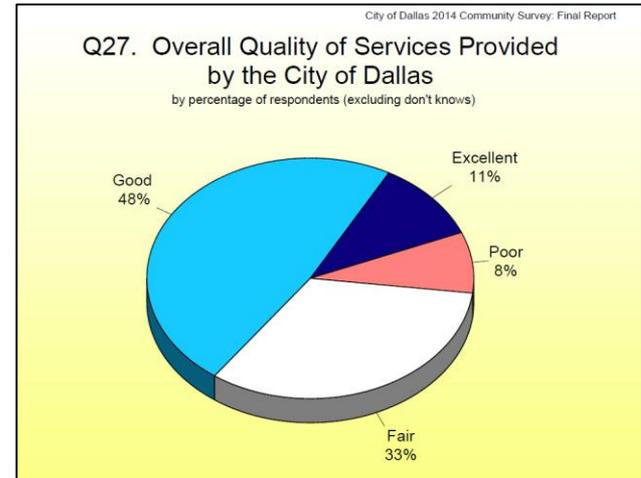
Citizen & Business Surveys

Citizen Survey

- Typically conducted every other year with next survey in FY16
- Allows City to assess quality of services, track performance over time, & identify opportunities for improvement

Business Survey

- Last survey conducted 2008 with next survey now underway
- Results to be presented to City Council Spring, 2016
- Final result will be a statistically valid sample of 100 completed surveys in each Council district with a 95% confidence level



Internal Surveys

Types of Surveys

- Organizational/team assessment, change management evaluation, internal customer service evaluation

Current

- Human Resources, Risk Management, Benefits, Ethics & Diversity, Intergovernmental Services, Strategic Customer Services, Purchasing, Office of Financial Services, Equipment & Building Services
- 120 surveys designed and administered in FY15

Next

- Communication & Information Services, Center for Performance Excellence, Controller's Office, Civil Service, City Secretary's Office, Public Information Office, Office of the City Auditor



Business Planning

(Applying the Baldrige Framework)

The Baldrige Framework

- The **Baldrige** framework was created by the US Congress in 1987 as Public Law 100-107
- Provides the **discipline** and the **scorecard** that organizations need to be accountable to their governing bodies, constituents and employees
- Managed by the **National Institute of Standards and Technology**, an agency of the U.S. Department of Commerce
- Promoted at the state level through **Texas Quality Foundation** (state affiliate)
- Strategic partnership with the **American Society for Quality** (ASQ)

Baldrige Criteria for Scoring

Criteria 1 | Leadership (120 points)

Criteria 2 | Strategy (85 points)

Criteria 3 | Customer (85 points)

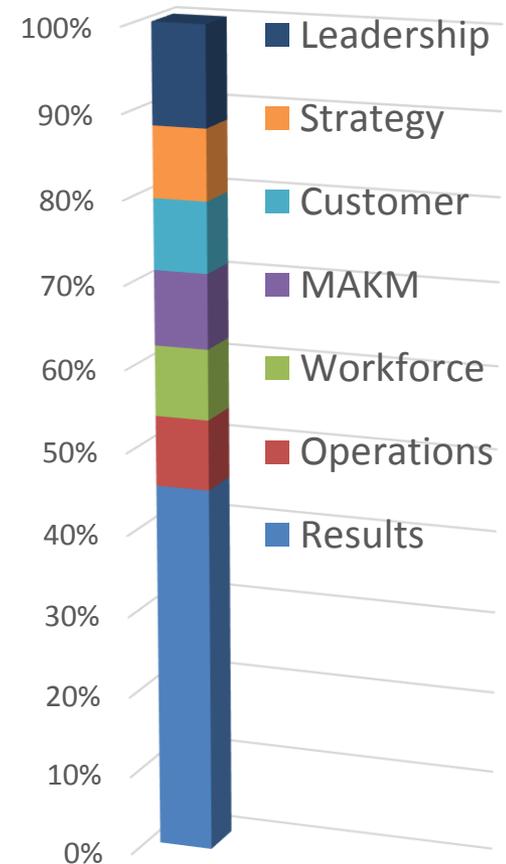
Criteria 4 | Measurement, Analysis, &
Knowledge Management
(90 points)

Criteria 5 | Workforce (85 points)

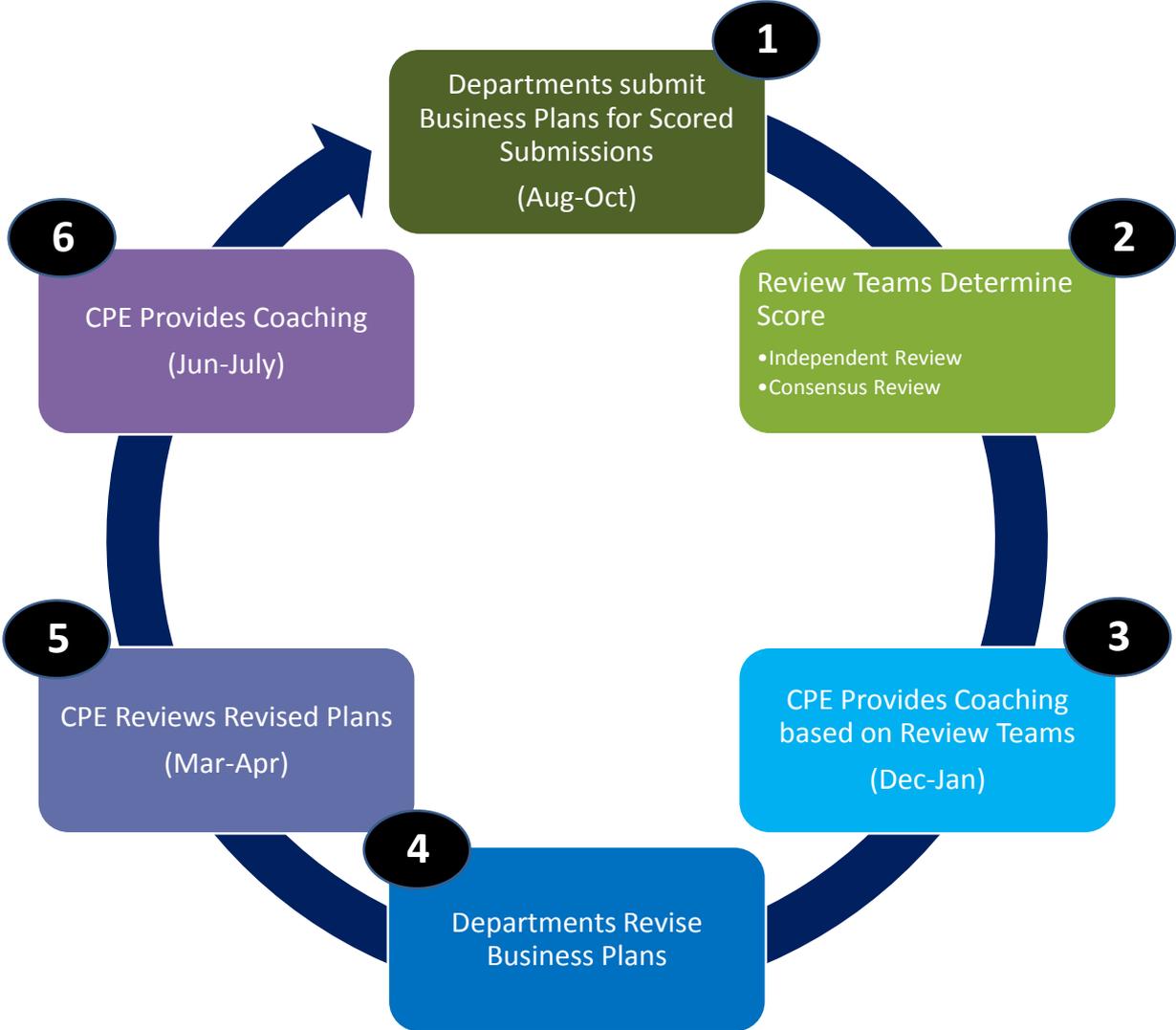
Criteria 6 | Operations (85 points)

Criteria 7 | Results (450 points)

Total possible points = 1,000



Business Plan Review Process



FY15 Business Planning Review Process

- Used June 20th draft submissions as a **practice exercise** and **baseline for coaching and training needs assessment**
- Submitted latest plans October 20th – **review/scoring process** begins this month

Independent Review (IR)/Scoring

- Determine scoring band
- Identify department strengths and opportunities for improvement

Consensus Review (CR)/Scoring

- Review teams to meet to determine overall score (percentage)
- Identify overall department strengths and opportunities for improvement



Business Plan Review Teams

Review Team Composition

- Consists of members from various departments (**six teams**)
- Each team led by a team leader
- Assigned CPE champions and CPE staff members to provide oversight and support

Reviewer Training

- Provided introductory high level overview of Baldrige criteria and how framework will be used in business planning
- Provided in-depth knowledge of Baldrige criteria and scoring methodology





Quality Management Systems (ISO9001)

What is ISO?



The International Organization for Standardization (ISO) establishes rigorous standards for management in various types of business operations using three management systems:

- **Environmental (ISO 14001)**

Began in 2005, focuses on reducing environmental impacts of operations and regulatory compliance - 11 full departments certified

- **Quality (ISO 9001)**

Began in 2006 focuses on operating more efficiently and meeting the needs and expectations of our customers - 9 full departments & 3 partial departments certified

- **Occupational Health and Safety (OHSAS 18001)**

Began in 2007, focuses on improving our health and safety performance – 7 full departments certified

The Value of ISO



- Improved **consistency** of service and product performance
- Higher **customer satisfaction** levels
- Improved **productivity** and **efficiency**
- **Cost reductions**
- Improved **communications, morale** and **job satisfaction**
- Reduced **defects** from 3% to 0.5%
- **40%** reduction in product **cycle time**
- Estimated **return on investment** for companies with consistent compliance have been reported **+30% to +600%**

Source: Dun and Bradstreet, Dallas Business Journal, manufacturingnews.com as reported by American Society for Quality

Transitioning to the new ISO 9001:2015 Standard



- The **context of the organization** now needs to be defined
 - Who are we?
 - What do we do?
 - Where are we going?
- Requirement to identify and control **risks and opportunities**
- Requirement to identify, prioritize and integrate the **needs of interested parties** into the organization's processes
- Increase the **linkage** between ISO 9001 activities, bottom line business activities and the strategic direction of the organization
- Increase emphasis on the **process approach**
- Increase requirements for **top management commitment** and involvement

Re-engineering Deployment of ISO 9001

Upon the 10 year anniversary of ISO9001, we are “re-engineering” our deployment strategy

- **Independent Auditing**
 - Existing contract renegotiated for single, rather than three separate certifications. Services also include bringing on additional departments and transitioning to updated ISO standards. Impact = \$29,873 savings in FY16 and \$240,000 over remaining four year term.
- **Decentralization**
 - Reduction of ISO auditors headquartered in CPE with the intent to push out more training and coaching rather than focusing only on compliance
- **More Robust Reporting**
 - Enhance performance reporting on findings and direct benefits

Internal & External Audits

Why do we do both?

- **Internal audits** evaluate conformance to ISO 9001 and is a required element of the standard
- Internal audits are the “**Check**” step of the Plan-Do-Check-Act systematic approach of quality management system
- **External audits** by an independent third party are **necessary to**:
 - **Validate compliance to standards**
 - Achieve ISO 9001 certification, and
 - Maintain certification



Training & Ideas Exchange

Class Offerings

- Critical thinking
- Customer service “3 R’s of Service”
- Business planning
- Lean Six Sigma
- Project management
- Business writing
- Time management
- Open enrollment in general ISO courses
- Use of Alliance for Innovation Knowledge Network
- Emerging Leader program

B
BUILD
I
INNOVATE
G
GIVE

ACADEMY

The City of Dallas Center for Performance Excellence (CPE) is pleased to announce BIG Academy.

BIG Academy provides training and development opportunities for City employees to obtain the tools and resources to make BIG things happen in the Dallas community.



We Make **BIG** Things Happen!

BUILD	INNOVATE	GIVE
<ul style="list-style-type: none"> • Business Plan Development • Business Writing • Project Management • QMS ISO 9001 Courses • Time Management 	<ul style="list-style-type: none"> • Lean Six Sigma <ul style="list-style-type: none"> ◆ Blue Belt ◆ Yellow Belt ◆ Green Belt • Critical Thinking 	<ul style="list-style-type: none"> • 3 Rs of Service • Emerging Leaders Program

For more information about BIG Academy, contact CPE via email at CPE@dallascityhall.com
 To register for training classes, go to Lawson (HRIS).
 Connect with CPE on LinkedIn.

DALLAS Center for Performance Excellence

Setting New Standards for Local Government →



City of Dallas

Co-hosted First Regional Innovation Forum

The Next Big Things
Held Friday, October 23, 2015
Dallas Latino Cultural Center



Identified **44 trends in four categories** that could impact how local governments operate in the next generation

- Resources
- Technology
- Demographics
- Governance



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What's Next?

Monitoring Progress



- **Use of dashboards**
 - Lean Six Sigma
 - Dallas Data Points
- **Quarterly/annual report outs**
 - regarding Lean Six Sigma progress, benchmarking efforts
- **Business planning reviews and scoring**
 - using Quality Texas/Baldrige criteria
- **Citizen & business surveys**

Implementation Milestones & Next Steps

• Completed organizational shifts to establish new CPE	October, 2014
• Convene Working Group monthly and developed CPE program of work and calendar	December, 2014
• Launched new Lean Six Sigma program	May, 2015
• Implemented organization-wide business planning at the department level which included key performance metrics and objectives/tactics for achieving Baldrige criteria	April, 2015
• Appointed CPE Advisory Board	September, 2015
• Conducted First Lean Six Sigma report out	October, 2015
• Co-hosted regional innovation forum	October, 2015
• Launched Dallas Data Points dashboard	October, 2015
• Established BIG Academy	October, 2015
• Re-engineer deployment of ISO 9001	November, 2015
• Begin review of departmental business plans	November, 2015
• Convene Advisory Board meeting	January, 2016



Questions & Comments

Appendix

Who We Are

Purpose of the CPE

- Facilitate best-in-class levels of performance across the City of Dallas organization through an **integrated systems approach that achieves results**
- Identify and **share best local government management research and improvement practices** across the region, state and nation

A Fresh Approach

Building on past and current successes by:

- Fostering **synergy through collaboration**, rather than segmented or siloes of internal efforts
- Infusing **new thoughts and ideas** borrowed from private business and industry
- “Daylighting” and sharing of **innovations and best practices** via use of a public-private advisory board

Expectations

- A consulting resource for **empowerment**, rather than separate teams of compliance specialists
- An **R&D lab** for taking calculated “risks” to innovate
- A tool for **connecting employees** to the organization’s vision, mission and purpose
- An understanding that **growth and comfort do not co-exist**
- A **marathon**, not a sprint!

Lean Six Sigma

What is it?

A combination of **two disciplined, data-driven approaches and methodologies** for improving performance:

Lean Enterprise:

- Developed by Toyota Motor Company as the Toyota Production System in the 1950's

Six Sigma:

- Developed by Motorola in the 1980's

Focus Comparison

Lean – focuses on dramatically improving flow in the value stream and eliminating waste



Six Sigma – focuses on eliminating undesired results and reducing variation in processes



Process Comparison

Steps	Lean Process	Six Sigma Process
Step 1	Current State Assessment (Value Stream Map)	Define Opportunities – identify, quantify, and prioritize improve opportunities
Step 2	Future State Map (Value Stream projections after Waste Reduction Kaizens)	Measure approved opportunities – current state measurements
Step 3	Identify, quantify, and prioritize process improvement opportunities	Analyze – scenarios, what-ifs, design of experiments leading to an outcome result
Step 4	Kaizen – implement the change and re-measure	Improve – implement the solution and re-measure
Step 5	Audits to sustain the gains	Control – develop control system to sustain the change

Eight Areas of Waste



Defects

Efforts caused by rework, scrap, and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills, & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion

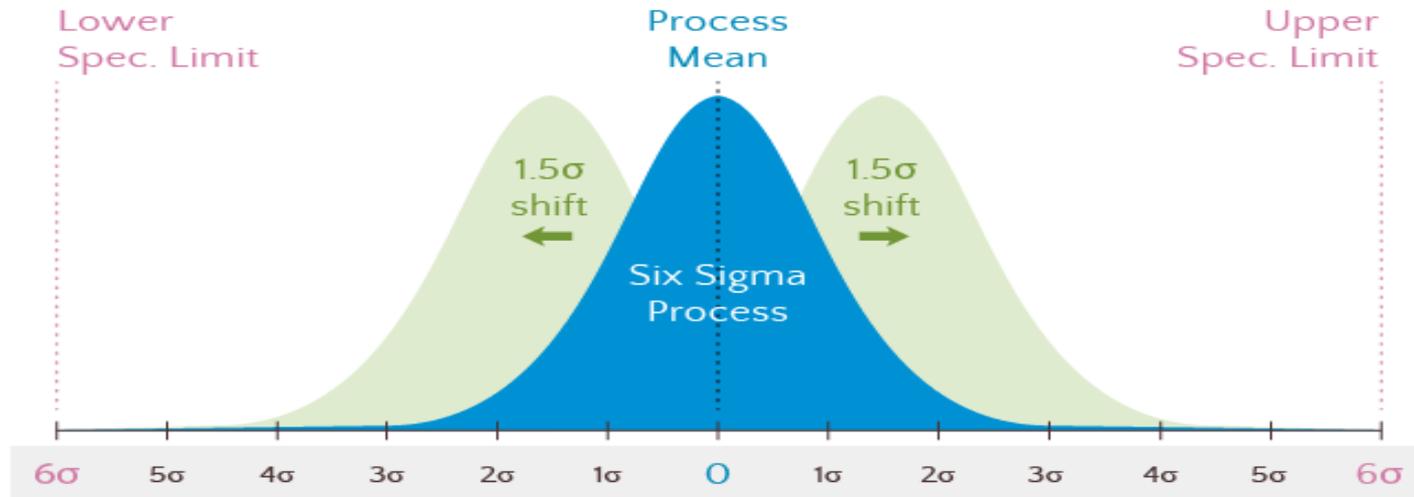
Unnecessary movements by people (e.g., walking).



Extra-Processing

More work or higher quality than is required by the customer.

Six Sigma: Statistically Visualized



The term "Six Sigma" is based on a statistical concept: defective items can be minimized by maintaining 6 standard deviations (6 "sigmas") between the **process mean** (average) and its **upper and lower specification limits**.

Six Sigma also accounts for the tendency of processes to degrade over the long term: A Six Sigma process can tolerate a "shift" of 1.5 standard deviations (1.5σ shift) and still maintain a "safety cushion" between the process mean and its specification limits.

Source:

go LEANSIXSIGMA

<http://GoLeanSixSigma.com>

Achieving Six Sigma

A statistical representation

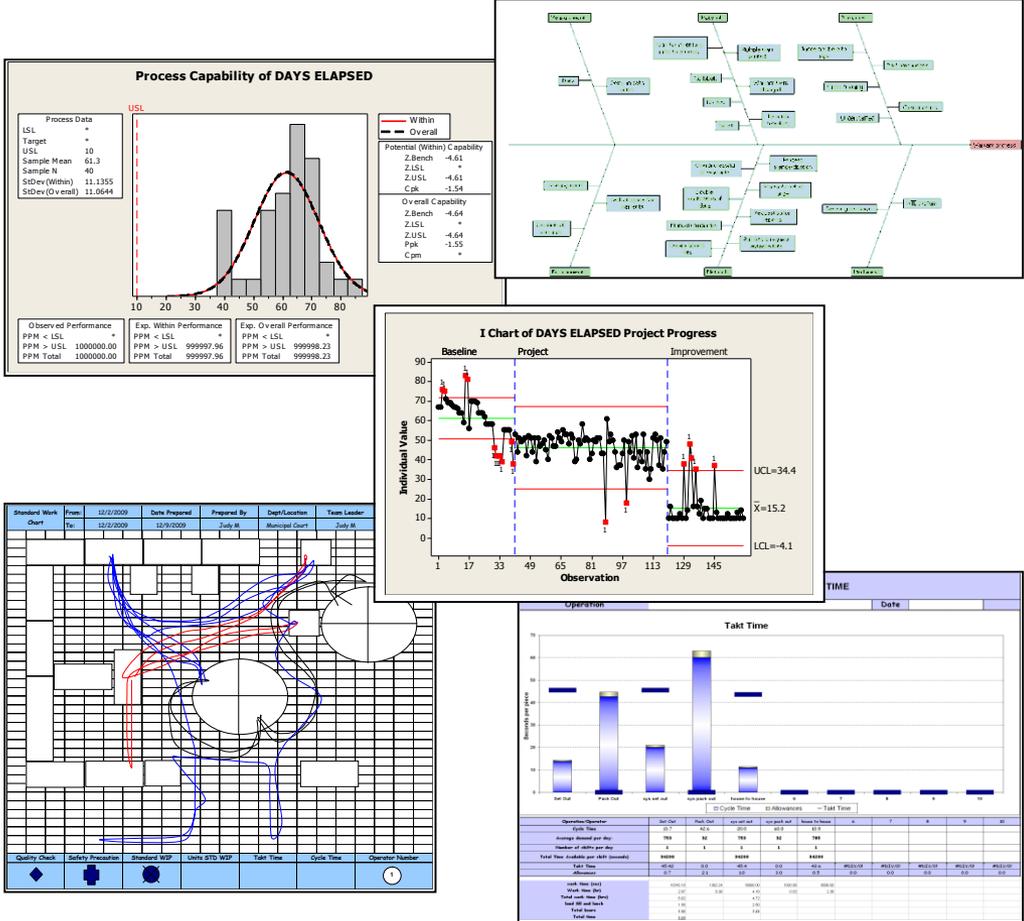
Sigma Level	DPMO*	% Defective	% Yield
1	691,462	69%	31%
2	308,538	31%	69%
3	66,807	6.7%	93.3%
4	6,210	.62%	99.38%
5	233	.023%	99.977%
6	3.4	.00034%	99.99966%

*In other words,
a measure of
quality that
strives for near
zero defects.*

**Defects per million opportunities*

Examples of Analysis Methods

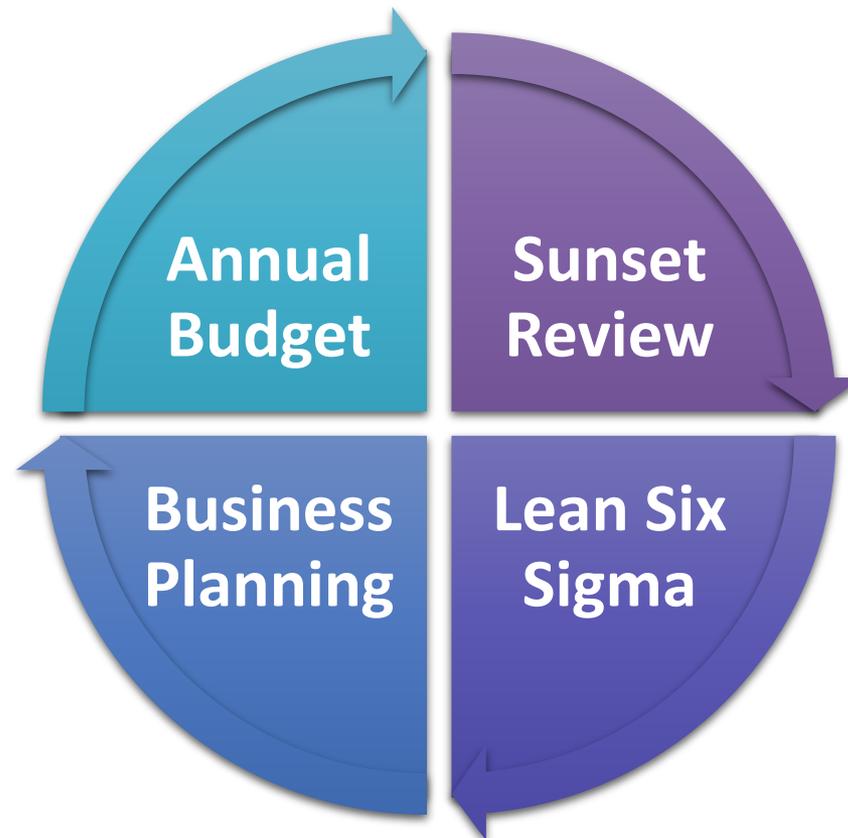
- Descriptive Statistics
- Pareto Charts
- Graphing
- Regression Analysis
- Capability Analysis
- Process Mapping
- Value Stream Mapping
- Fish Bone Diagram
- Spaghetti Diagram
- XY Summary
- TAKT Time and Cycle Time
- Visual Management



Important Program Considerations

- Participants need to **work in their own areas** so projects are considered part of their current job
- Senior **managers must actively steer**, while **participants push for progress** from organizational layers
- The **optimum ratio of Green Belts to Black Belts** is critical to mentoring and successful project completion
- The **indirect benefits are even greater** than the direct benefits

How Lean Six Sigma and Business Planning Compliment Sunset Review to Offer a New Approach to Budgeting & Resource Allocation



Business Planning

Department Business Plans

Enter Department Name

SAMPLE IMAGES

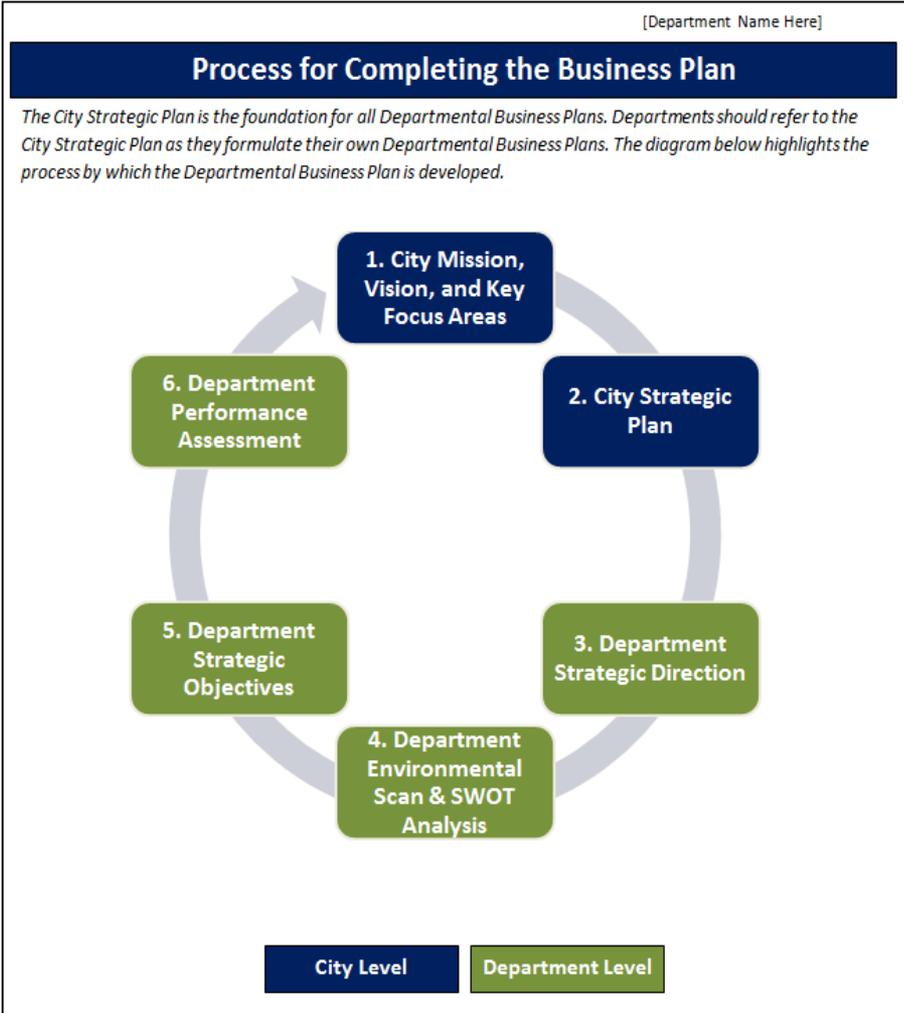


**Department Business Plan &
Performance Excellence Assessment**

Director | DIRECTOR NAME
Published | MONTH/YEAR

Department Strategic Direction
[Enter Department Strategic Direction here]

Business Plan Cycle



City Level

- Mission, Vision and Key Focus Areas
- Strategic Plan

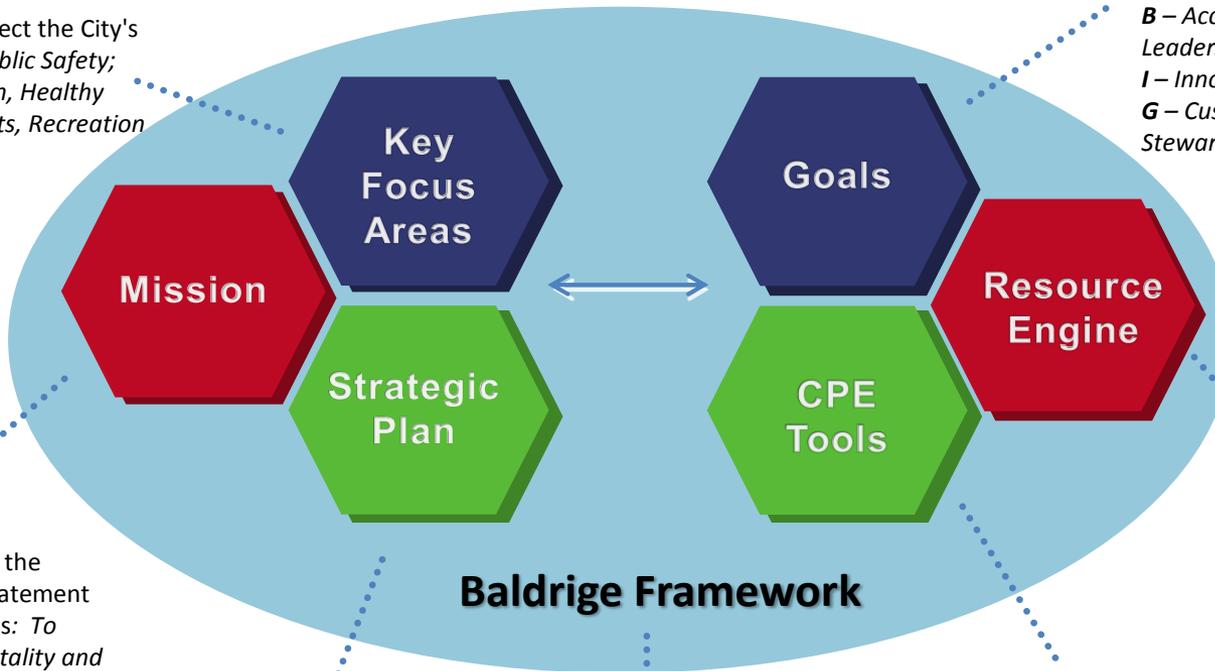
Department Level

- Strategic Direction
- Environmental Scan and SWOT Analysis
- Strategic Objectives
- Performance Assessment

Business Planning

The **Key Focus Areas** reflect the City's established priorities: *Public Safety; Economic Vibrancy; Clean, Healthy Environment; Culture, Arts, Recreation and Education; E-Gov*

The **Goals** are to *Build – Innovate – Give* and make **BIG** things happen! Each goal also incorporates the City's Core Values:
B – Accountability, Commitment, Leadership, Teamwork
I – Innovation
G – Customer Service, Environmental Stewardship, Integrity, Sensitivity



The **Mission** is the overarching statement of City of Dallas: *To enhance the vitality and quality of life for all in the Dallas Community.*

The **resource engine** is an actively engaged workforce.

The **Strategic Plan** provides a blueprint for accomplishing citywide goals.

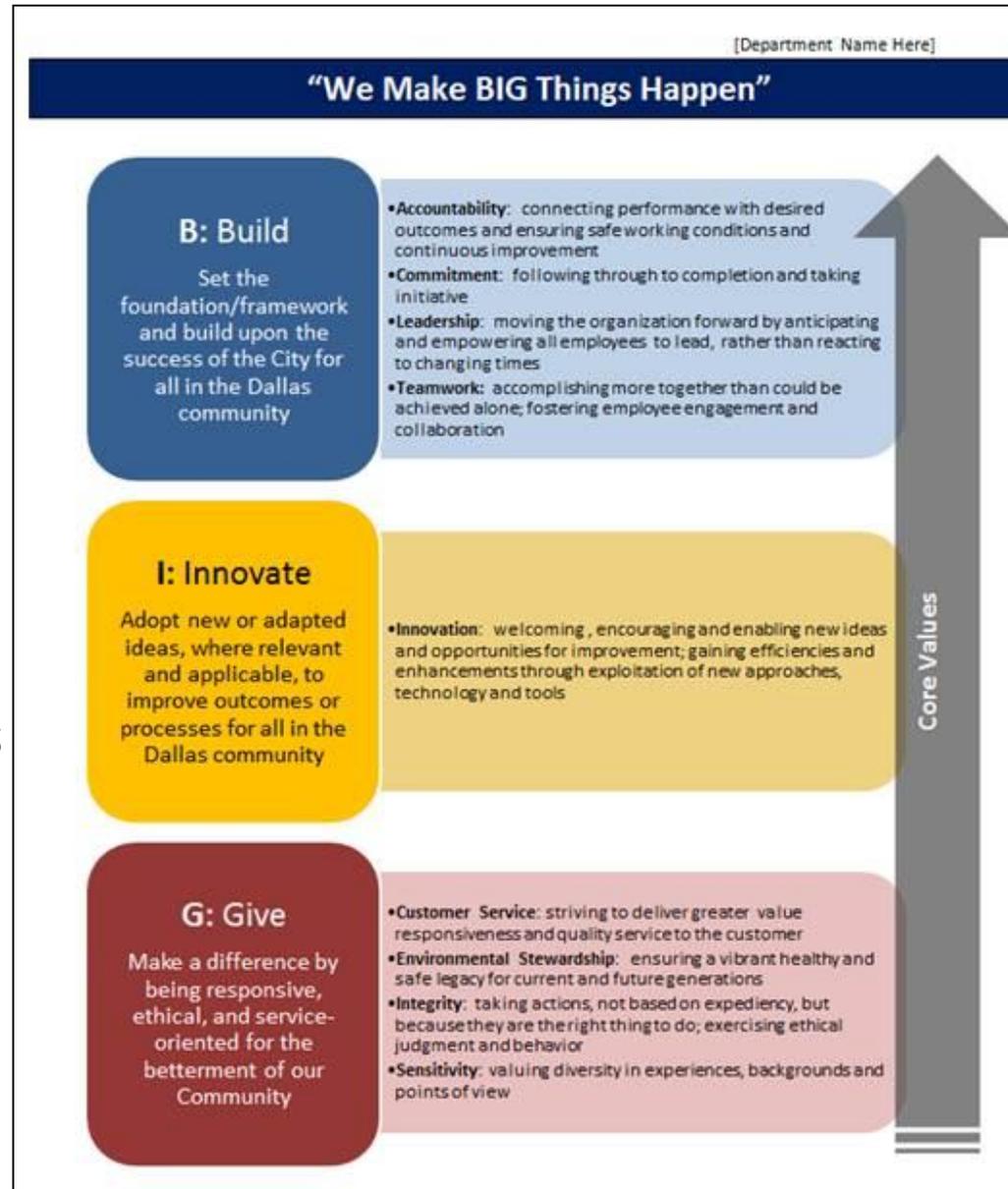
Baldrige Framework

The **Baldrige Framework** represents seven critical areas in *Leadership, Strategy, Customers Measurement, Analysis and Knowledge Management, Workforce, Operations, and Results*

The **Center for Performance Excellence (CPE) Tools** are Culture, Systems and People (CuSP).

Part I: Departmental Strategic Objectives

- Strategic Plan Alignment
- Department SWOT Analysis
- Action Plan | Build
- Action Plan | Innovate
- Action Plan | Give

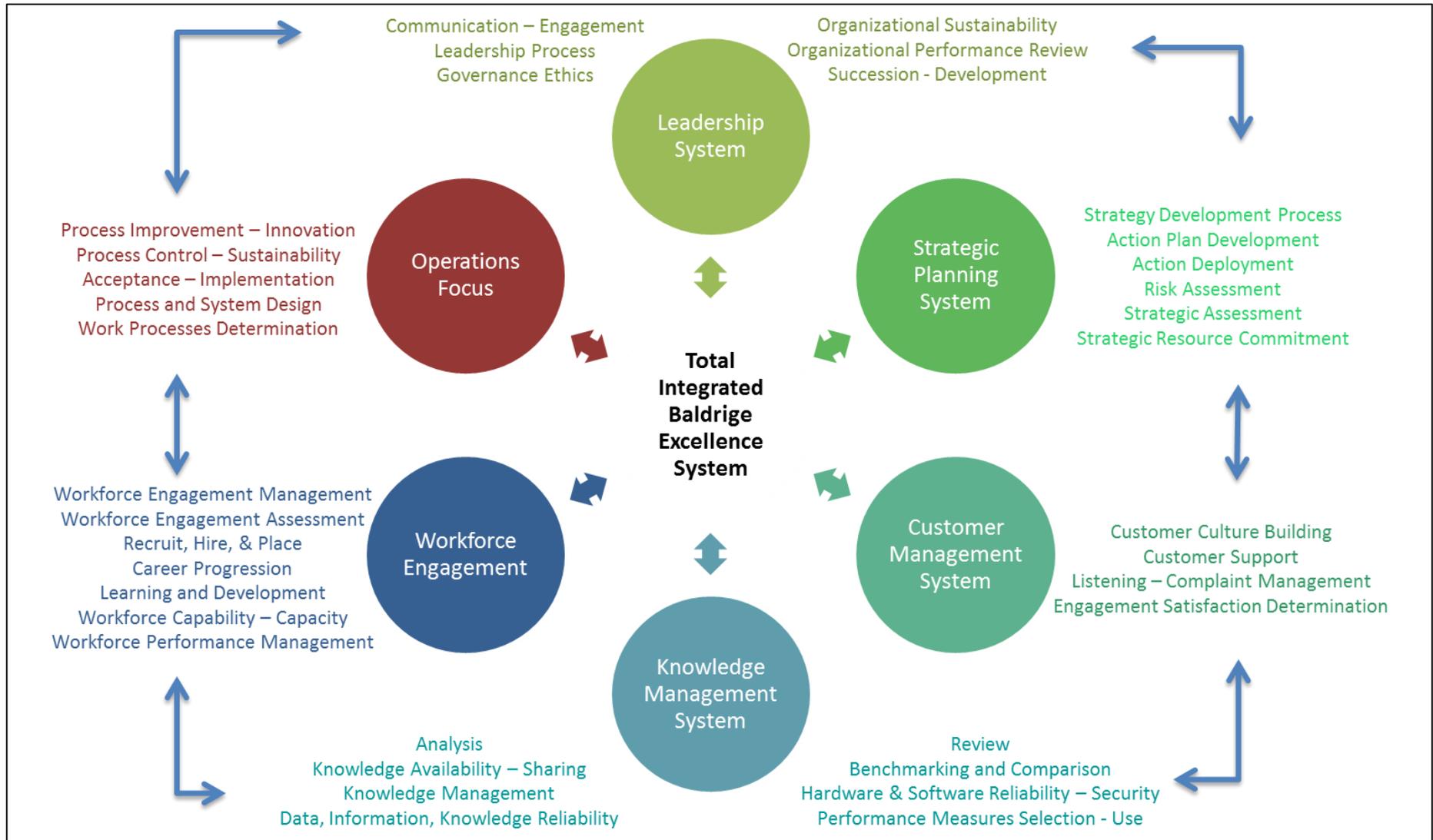


Part II: Departmental Performance Assessment

Baldrige Criteria

- Criteria 1** | Leadership (120 points)
- Criteria 2** | Strategy (85 points)
- Criteria 3** | Customer (85 points)
- Criteria 4** | Measurement, Analysis,
& Knowledge
Management
(90 points)
- Criteria 5** | Workforce (85 points)
- Criteria 6** | Operations (85 points)
- Criteria 7** | Results (450 points)

The Baldrige Criteria



Strategic Planning

Annual Strategic Planning Process

October

- CPE shares preliminary end of year information with PIO
- Departments submit Departmental Business Plans with end of year updates for completed fiscal year

November

- Departments provide and confirm objectives, strategies and work plan items for current fiscal year

December

- CPE presents end of year updates for completed fiscal year to Council
- Council confirms activities objectives, strategies and work plan items for current fiscal year

January

- CPE provides coaching/mentorship to departments based on Departmental Business Plan reviews

Annual Strategic Planning Process (Continued)

April

- Departments submit mid-year Departmental Business Plans with year to date updates

July

- Departments review year to date performance data
- Departments review and select additional measures and targets based on budget
- CPE reviews and edits proposed budget pages

August

- CPE provides coaching/mentorship to departments based on Departmental Business Plan reviews

September

- Departments prepare Departmental Business Plans for end of year submission
- Council adopts proposed budget

Quality Management Systems (ISO9001)

Implementation Status

Department	9001	Registration Date (9001)	14001	Registration Date (14001)	18001	Registration Date (18001)
AVI	✓	May-13	✓	Jun-08	P	
CVS Test Development & Validation	I					
CCS	✓	Dec-09	✓	Jun-08	✓	Nov-12
CIS Radio Shop	P		✓	Jun-08	P	
CES	✓	Nov-14	✓	Jun-08	✓	Dec-08
CTS	✓	Dec-08	✓	Jun-08	✓	Dec-08
BDPS	✓	May-10	NP		NP	
DFD	NP		✓	Jun-08	NP	
DPD	NP		✓	Jun-08	NP	
DWU	✓	Apr-12	✓	Jun-08	✓	Apr-12

Implementation Status

(Continued)

Department	9001	Registration Date (9001)	14001	Registration Date (14001)	18001	Registration Date (18001)
EBS	✓	Apr-08	✓	Jun-08	✓	Apr-09
HR/PER	✓	Apr-12	NP		NP	
HR Employee Relations	I					
LIB	✓	Dec-09	NP		✓	Jan-13
ORM	I		NP		NP	
PBW	I		✓	Jun-08	P	
PRK	P		✓	Jun-08	P	
SAN-Landfill	✓	Oct-10	✓	Jun-08	P	
STS	✓	Apr-07	✓	Jun-08	✓	Mar-14
SDC	P		NP		NP	
TWM	I		I		P	
TWM-Flood Control	✓	Jan-13	✓	Jun-08	P	

Complementing ISO w/Lean Six Sigma

Attribute	ISO	Lean Six Sigma
Scope	System approach	Focused process improvement
Goal	Continual improvement of the entire operational system	Provide the tool set and structured framework for continuous improvement (CI)
Engagement of Executive Management	Formal, periodic management review is required	Necessary for long-term success
Verification	The adequacy and effectiveness of the system is verified via formal internal and external audits	Verification and sustainment of improvements occurs in the Control phase
Process Improvement Method	The method of process improvement is left to the user to develop; a flawed process could be captured and recorded into the system	Well-defined toolbox for process improvement structured to follow DMAIC phases: Define, Measure, Analyze, Improve, & Control
Staff Training & Development	Implementers are trained initially. Then, ISO requires system-wide training needs analysis and formal training program	Implementers are trained as Green Belts and Black Belts. These individuals will provide the CI expertise to facilitate and support teams during process improvement projects. Blue Belt training is taught to the general employee population to raise awareness across the organization

Sunset Review

CPE's Role in Sunset Reviews

- Serve as review team members
- Act as subject matter experts
- Provide SWOT analysis
- Research industry leading performance measures
- Review stakeholders based on customer service needs
- Research best practices and benchmarking
- Ensure integration with business plans
- Seek process improvement opportunities

Sunset Review Timeline

FY 16	FY 17	FY 18	FY 19
Fire	Convention Center	Mayor and City Council	Aviation
Equipment	Cultural Affairs & WRR	City Auditor	Economic Development
Public Works	Library	City Manager	Housing
Street Services	Park and Recreation	City Secretary	Fair Housing
Trinity Watershed and Storm Water	Civil Service	City Controller	Planning and Neighborhood Vitality
Environmental Quality	Human Resources	Communication and Information Services	Sustainable Development and Construction
Sanitation	Employee Benefits	Financial Services	
Water Utilities	Risk Management	Purchasing	
		Public Information	
		Intergovernmental Services	

Continuity of Operations Plans (COOP)

Role of CPE in COOP

- CPE Staff member serves on Advisory Task Force
- Task Force helped plan Tornado Impact Incident at City Hall
- Plan addresses actions to be taken to “stand up” city services in event of catastrophic or natural disasters
- Completed plan will be submitted for Emergency Management national accreditation

Neighborhood Plus

Role of CPE in Neighborhood Plus

- Action plan components span several City departments
- CPE staff working to ensure Neighborhood Plus components aligned and included in departmental business plans
- CPE staff will work with Neighborhood Plus leaders to develop metrics to track progress toward program goals