

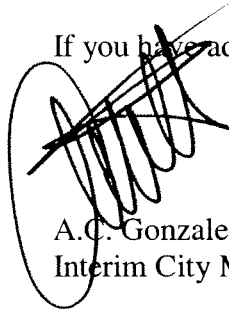
Memorandum



DATE September 27, 2013
TO The Honorable Mayor and Members of the City Council
SUBJECT Overview of Strategic Planning

On Wednesday, October 2, 2013, the City Council will be briefed on an Overview of Strategic Planning. Briefing materials are attached for your review.

If you have additional questions, please feel free to contact me.



A.C. Gonzalez
Interim City Manager

c: Warren M. S. Ernst, Interim City Attorney
Judge Daniel F. Solis, Administrative Judge
Rosa A. Rios, City Secretary
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager
Jill A. Jordan, P. E., Assistant City Manager
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
Jeanne Chipperfield, Chief Financial Officer
Frank Librio, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor and Council

Overview of Strategic Planning



OCTOBER 2, 2013



Purpose of Briefing

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Provide an overview of:

- **Components of Strategic Plan**
- **Tools Used in Strategic Planning**
- **Initiatives**

Moving Forward

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- **Hearing ideas and concerns**
 - Current budget year
 - Planning for FY15
- **Refining ideas**
 - Individually
 - Council committees
 - Full Council
- **Establishing terms**

Strategic Planning Overview

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Budgeting for
Outcomes

Strategic
Planning

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.)

Historical Perspective of Strategic Planning

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- Done in various forms and efforts since at least the 1960's
- 2000, Strategic Plan began current framework
 - Mission
 - Vision
 - 6 of 9 values
- 2004
 - 5 KFAs developed by Council
 - 3 other values added
 - Strategy maps

Historical Perspective of Strategic Planning

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- 2007, KFAs revisited; current KFAs created
- Strategic Plan integrated with budgeting process
 - Budgeting for Outcomes
 - Customer Service Initiative
 - Accountability Initiatives
 - ICMA Benchmarking
 - ISO Certification
 - ZIP (Lean Six Sigma)
 - City University
 - forwardDallas! adelanteDallas!
 - Various other special focus plans

Strategic Planning

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- **Defined as:**
 - Process for organizations to set and achieve its goals
 - or
 - Process by which an organization establishes a favorable position to use its strengths and to take advantage of opportunities
- **Timeframe can vary from 3 to 5 years to 100 years**

Components of Strategic Plan

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Mission

An organization's statement of purpose which clarifies its primary purpose and the nature and scope of its product or service offering.

Dallas' Mission: To enhance the vitality and quality of life for all in the Dallas Community

Components of Strategic Plan

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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.

Dallas' Vision: The City That Works: Diverse, Vibrant, Progressive

Components of Strategic Plan

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Values

Provide 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.

Dallas' Values: Accountability, Commitment, Customer Service, Environmental Stewardship, Innovation, Integrity, Leadership, Sensitivity, and Teamwork

Have you observed an employee or a co-worker exhibit a behavior that supports one of the City of Dallas' Core Values? If so, show your appreciation by writing a specific statement of thanks, expressing how the behavior or action demonstrates one of the values and impacts other employees, customers or City operations.

Accountability Environmental Stewardship Leadership
 Commitment Innovation Sensitivity
 Customer Service Integrity Teamwork

Upon completion, return this W.O.W. Card to your W.O.W. Card Coordinator who will give the card to the employee's supervisor for presentation.

Observer's Name and Department

Date Witnessed

(Name of employee)

WOW Card (Witnessed Outstanding Work)



City Value	Plan	N	S	U	O	A
Innovation / Commitment Looks for and implements opportunities to make improvements or to introduce solutions that result in greater effectiveness or efficiency. Works hard. Drives for results. Volunteers readily. Is dedicated to public service.						
Leadership Builds voluntary cooperation through credibility, expertise, influence and persuasion. Generates excitement, enthusiasm and commitment for the team's mission. Aware of people's strengths. Has courage to do what's right. Motivates others.						
Accountability / Integrity Accept personal responsibility for quality and timeliness of work. Acknowledges and corrects mistakes. Carries their share of the workload. Does not blame others. Is honest and ethical in all dealings. Avoids inappropriate situations. Upholds City's values during good and bad times. Engenders trust. Promotes and adheres to City's codes of ethics and conduct, including adherence to compliance requirements.						
Teamwork Works well with people from diverse backgrounds toward common or project goals. Creates strong morale and spirit on the team. Has effective relationships with coworkers. Critiques ideas, not people.						
Customer Service / Quality Focus Customer focused. Understands and meets customer expectations. Responds quickly to customer needs. Gains customers trust and respect. Is alert to service and quality defects.						
Sensitivity Aware of and sensitive to what other people are feeling or what others need or want. Treats all people with dignity and respect. Always approachable; never rude. Is at ease with people at all levels. Does not belittle the opinions or work of other people, regardless of their status or position. Promotes and deals effectively with a diverse workforce. Is sensitive to the makeup of the community. Easy to get along with.						

Employee Performance Appraisal

Components of Strategic Plan

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Council's Key Focus Areas

Align the City's efforts and resources to accomplish goals and make positive progress for the citizens of Dallas

Public Safety; Economic Vibrancy; Clean, Healthy Environment; Culture, Arts & Recreation; Educational Enhancements; E3 Government



Key Focus Area
Public Safety



Key Focus Area
Economic Vibrancy



Key Focus Area
Clean, Healthy Environment



Key Focus Area
Culture, Arts & Recreation



Key Focus Area
Educational Enhancements



Key Focus Area
Efficient, Effective,
Economic Government

Components of Strategic Plan

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Goals

Describe an organization's general intentions – abstract, intangible and are not measurable.

Signify the condition or state that the organization is striving to achieve.

Strategic Goal Example: Enhance public safety to ensure people feel safe and secure where they live, work, and play

Components of Strategic Plan

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Objectives

- Describe an organization's specific intentions about what it expects to achieve
- Should be SMART- specific, measureable, actionable, realistic, and time bound

Objective Examples: Increase crime prevention efforts

Improve Dallas' standing among safest large cities (1M population) from 7th to 5th by 2015

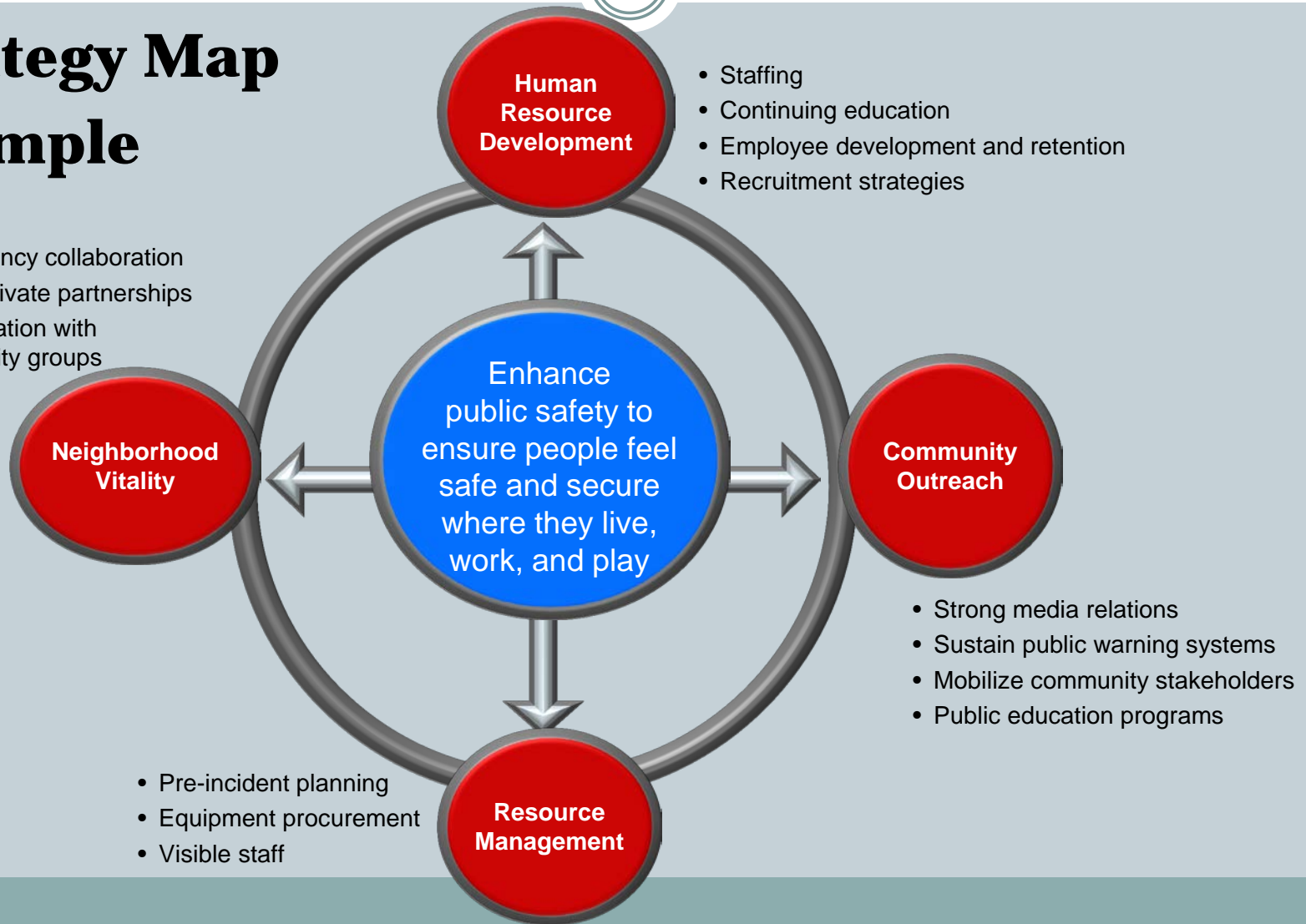
Note: See Appendix for full list of Council objectives

Components of Strategic Plan

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Strategy Map Example

- Inter-agency collaboration
- Public-private partnerships
- Collaboration with community groups



Components of Strategic Plan

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Strategy

A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem

Example:

Community Outreach

Enhance community outreach by increasing involvement, communication, and education.

Components of Strategic Plan

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Tactics

- Means by which a strategy is carried out
- Can be a new service, program, action, or task

Example: Create additional crime watch groups

Tools Used in Strategic Planning

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Examples of tools:

- **SWOT Analysis**
- **Performance metrics**
- **Customer service initiatives, including**
 - Surveys to provide qualitative input data
 - Incentives and programs for driving employee behavior

Tools Used in Strategic Planning

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SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Tools Used in Strategic Planning

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Types of Performance metrics

- Input measures resources
- Output measures activities
- Efficiency measures cost per item or time per item
- Effectiveness measures results
- Community Indicators
 - Relate back to vision statement
 - Report overall state of community; not directly impacted by staff activities

Performance Measurement and Reporting

ISO efforts

ICMA Benchmarking

Tools Used in Strategic Planning

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Customer service initiatives examples

- 311 App and customer survey feature
- Citizen and Customer satisfaction surveys
- Business survey
- Customer service training
- Service performance reports
- Customer service logo and pledge
- WOWie Awards, WOW cards, recognition programs
- CSI (Customer Service Initiative) Teams

Initiatives

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- Energize
- Innovate
- Engage

Initiatives

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Energize

- **Enhance people planning**
 - New rounds of Customer service training initiatives
 - Hiring/recruiting/performance management system reviews
 - Expansion of Employee Advisory Council groups
- **Focus on infrastructure needs**
 - Streets condition status
 - Maintenance needs awareness
 - Public/private partnerships
- **Relaunch ZIP teams**

Initiatives

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Innovate

- Identify best practices
- Take advantage of paradigm shifts/new technologies
- Rethink service delivery/administrative models
 - Outsourcing
 - Aquatics master plan (possibly spray parks) instead of fill and drain pools
 - Complete streets planning integration (bikes, iSWM, streetcars, etc)
 - Civilianization in DPD
 - Neighborhood resiliency/fighting blight
 - Community paramedics/emergency medical response prevention

Initiatives

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Engage

- Smart Cities Program
- Big Data
- Open Data
- Invite community and business input
 - Shared cars and bikes
 - 10/70/20 efforts
 - Virtual Townhall meetings
- Social media
 - DallasCityNewsroom.com *
 - Launch of new emergency management website
 - Most social media friendly police department

* See Appendix 2 for additional information on DallasCityNewsroom.com

Next Steps

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- **Staff will:**
 - Identify index cities for each Council committee
 - Identify best practices of index cities
 - Conduct a high level SWOT analysis
 - Update Council on initiatives' progress
- **Council retreat in January**
 - Planning for FY15 and beyond

Appendix 1

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Current Strategic Council Goals and Objectives by KFA

Strategic Goal: Public Safety

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Enhance public safety to ensure people feel safe and secure where they live, work, and play

Strategic Objectives: Public Safety

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- Improve Dallas' standing among safest large cities (1M population) from 7th to 5th by reducing crime
- Increase level of confidence in public safety
- Increase crime prevention efforts

Strategic Goal: Economic Vibrancy

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A vibrant, sustainable economy offering diverse business opportunities, thriving neighborhoods, premier attractions, reliable city services, and quality infrastructure.

Strategic Objectives: Economic Vibrancy

31

- Continue to pursue new and expanded manufacturing facilities in Southern Dallas business parks and pursue a major job generator
- Continue to focus on 10 opportunity areas and pursue additional retail
- Executive Airport Development (Area Development)
- Implement a Development Process Improvement Strategy
- Optimize mixed-income neighborhoods and develop innovative funding strategies
- Further develop affordable housing downtown
- Implement bond programs approved by voters

Strategic Objectives: Economic Vibrancy

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- Advance strategic transportation projects
- Certify, with FEMA, that the levees provide 100-year protection by the end of 2013
- Continue to build a strong partnership with the Corps of Engineers and complete the Dallas Floodway Environmental Impact Statement by mid- 2014
- Aggressively pursue federal funding for the Trinity River Corridor Project
- Open the Texas Horse Park by the end of 2014
- Continue to promote events in the Trinity and educate the public about the Trinity River Corridor Project

Strategic Goal: Clean, Healthy Environment

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**Dallas, a sustainable community with a clean,
healthy environment**

Strategic Objectives: Clean, Healthy Environment

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- Reduce chronic homelessness
- Bring the citywide Complete Streets vision to reality, including implementation of the bike plan
- Present a plan for Council adoption for how to make Dallas a healthier, safer, and cleaner city
- Study energy recapture opportunities in water, wastewater, solid waste operations, and other city assets
- Green Initiatives

Strategic Objectives: Clean, Healthy Environment

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- **Improve the quality of air**
- **Make Dallas a more enjoyable place to live**
- **Protect and enhance Dallas' natural environment**
- **Produce a cleaner city by addressing neighborhood nuisance issues**
- **Oversee and seek improvements to those city departments and programs that most directly affect neighborhood quality of life**

Strategic Goal: Culture, Arts & Recreation

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Dallas citizens and visitors enjoy and experience the benefits of a vibrant, innovative, and diverse cultural, arts and recreational opportunities...

Strategic Objectives: Culture, Arts & Recreation

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- Continue to develop Fair Park as a successful, year-round venue
- Continue “world class” downtown venue
- Pass an ordinance creating a Tourism Public Improvement District to market Dallas
- Research and identify a catalog of long-term funding mechanisms for supporting Arts and Culture
- Research and evaluate potential for artist housing

Strategic Goal: Educational Enhancements

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Recognizing that Education is the foundation for achieving prosperity, health and well-being, the City of Dallas supports lifelong learning opportunities through various partnerships to benefit the community.

Strategic Objectives: Educational Enhancements

39

- **Complete the Library Master Plan**
- **Standardize Programs Across Libraries**
- **Support Development of a Law School in Downtown Dallas**

Strategic Goal: E3 Government

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The City of Dallas will provide Efficient, Effective, and Economical government to meet the needs of its citizens in the present and future

Strategic Objectives: E3 Government

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- **Maintain Business Inclusion and Development Program while never compromising its integrity**
- **Easily and fairly get goods and services donated**
- **Enhance the culture of ethics at City Hall**
- **Schedule presentations to broaden perspectives, enable the exchange of ideas, and increase knowledge of City's issues**
- **Examine planning for the budget on a longer timeframe**

Appendix 2

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- **DallasCityNewsroom.com**
 - Civic Media Feed: to engage, enlighten and empower citizens to become connected with their city
 - Focuses on City news, events and information
 - Integrates Dallas City News Network (DCNN) making it easier to view public meetings and special events live or on-demand
 - Integrates all Dallas City Hall's social media channels
 - Features short videos highlighting events, initiatives, and people
 - ✦ **The FEED (OCA, Library, special events, Mayor & council district news)**
 - ✦ **Firehouse FEED (DFR stories)**
 - ✦ **Chatting with the Chiefs (DPD stories)**
 - ✦ **Dallas Film Classics (Dallas Municipal Archives)**
 - ✦ **Special videos and segments**