

Proposed FY 05/06
City Manager's Performance Plan
and its Integration with
Strategic Planning

November 16th, 2005



Objectives of this Briefing

- I. Describe the Current Use of the Performance Appraisal System.
- II. Recommend a Performance Plan for the City Manager for FY 05/06.
- III. Outline Current & Upcoming Efforts Related to Strategic Planning, Staff Accountability, and Customer Service.
- IV. Explain the Interrelationships Between These Planning Efforts.



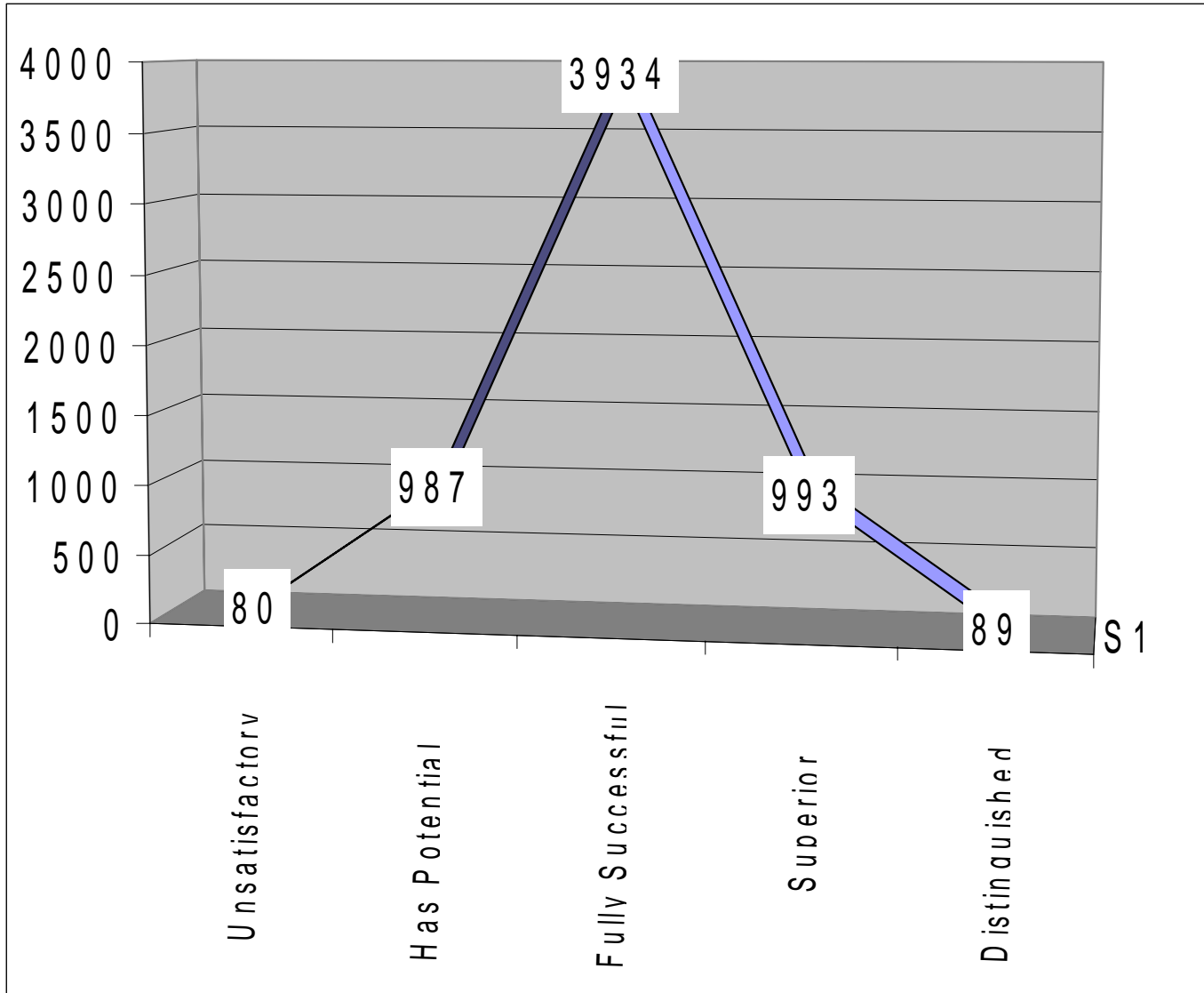
Part I

Current Use of the Performance Appraisal System

The City's Performance Appraisal System

- The new performance appraisal system was implemented in FY04/05 from the ACM level down.
- From November 2004 to February 2005, the performance appraisal and employee management training was provided by Dick Grote to 1,000 managers and supervisors.
- Among the civilian staff, 6,083 employees were evaluated. The Police and Fire continue to maintain their existing performance appraisal system.
- The goal to achieve the "Bell Curve Result" was accomplished. It reveals that the City does not have the **"Everyone is Above Average Syndrome"**.

Performance Appraisal Results - 2005



Employee Feedback on the process

- In September 2005, the Human Resources Department surveyed employees, with 1,324 responses.
- A clear majority of the survey participants responded favorably to the Employee Performance Appraisal Process, including the appraisal form and each phase of the process.
- The rating response ranged from **56% to 85%** favorable regarding the **Performance Planning** and **Performance Review Phases** of the process.
- Survey results suggest that more training and coaching are needed to increase the number of supervisors **conducting performance discussions** throughout the year and **providing feedback** or **demonstrating ways to improve** employee performance.



The Performance Appraisal Form

- It is actually a family of similar forms that have slight variations between the forms of the 4 employee classes to better reflect job requirements:
 1. Managers & Supervisors, including Executives
 2. Professionals
 3. Administrative Staff
 4. Operations / Field personnel

Parts of the Appraisal Form

Included Components of the Plan

Plans For:	Job Responsibilities	Projects and Goals	Job Competencies	Competencies in Fulfilling the City's Values
Managers	X	X	X	X
Professionals	X	X	X	X
Administrative	X	-	X	X
Operations	X	-	X	X

Refinements in the FY 05/06 Appraisal Form & Process

- Integrate the Performance Appraisal Process with the City's Strategic Plan, Customer Service, Performance Measurement program and other such processes and initiatives.
- Demonstrate Leadership By Example by expanding use of the appraisal form to the City Manager.
- Adjust the employee competencies on the form to reflect the City's established values.
- Cascade initiatives and goals from City Manager's plan down the ranks to all civilian employees.



Part II

City Manager's Proposed FY 05/06 Performance Plan



CITY OF DALLAS

**Performance Management Plan for
Mary Suhm
City Manager**

FY 05/06

Employee Name:	Employee No.
Title:	Department:
Appraiser:	Reviewer:

Purpose: (Check one)

Performance Plan for Period: 10/01/05- 9/30/06

Annual Performance Evaluation for Period:

INSTRUCTIONS FOR USING THE CITY OF DALLAS PERFORMANCE APPRAISAL FORM

This performance management form is for two purposes: 1) for the performance planning discussion covering the period October 1, 2005 through September 30, 2006, and 2) for the final performance appraisal at the end of the year covering the period October 1, 2005 through September 30, 2006. The instructions for each participant are below:

Instructions for PERFORMANCE PLANNING:

Supervisor Responsibilities	Employee Responsibilities
<p>Before the Meeting:</p> <ol style="list-style-type: none"> Review your work unit's or department's goals. Identify the key job responsibilities (Part 1) that he or she needs to meet in the upcoming appraisal period. Determine the areas where you feel the individual should set goals (Part 2). Review the job competencies (Part 3) and the City of Dallas competencies (Part 4) and determine which are most important in the individual's specific position. Review all of the competencies and determine whether any of them represent development needs. Determine what you consider to be fully successful performance in each area. <p>During the Meeting:</p> <ol style="list-style-type: none"> Give the employee a copy of this form and ask him or her to take the meeting notes. Discuss and come to an understanding with the individual on the key job responsibilities, goals, critical competencies, and measures of successful performance. 	<p>Before the Meeting:</p> <ol style="list-style-type: none"> Review your work unit's or department's goals. Determine your key job responsibilities. Determine the goals you are going to set and achieve. Review the City of Dallas and job-specific competencies and determine how they apply to your job. Think about what you consider to be fully successful performance in each area. <p>During the Meeting:</p> <ol style="list-style-type: none"> Discuss and come to an understanding with your manager on the key job responsibilities, goals, critical competencies, and measures of fully successful performance. Make full notes on a copy of this performance appraisal form. Sign the bottom of this instruction sheet to confirm understanding of performance expectations. Make a copy of this form with your notes for your manager. Keep the original for yourself.

Instructions for PERFORMANCE ASSESSMENT

Supervisor Responsibilities	Employee Responsibilities
<ol style="list-style-type: none"> Review the original list of key job responsibilities and competencies. Prepare a preliminary assessment of the employee's performance over the appraisal period. Review the individual's list of accomplishments and achievements. Prepare your final assessment of the employee's performance. Write the official performance appraisal using a blank copy of the appraisal form. Review the appraisal with your supervisor. Revise as required. Determine any revisions needed to employee's key job responsibilities for the next appraisal period. Prepare for the performance review meeting. 	<ol style="list-style-type: none"> Review your personal performance over the year. Prepare a list of your major accomplishments or achievements over the past 6 months and send it to your appraiser. Consider any revisions needed to your key job responsibilities for the next performance appraisal cycle. Prepare for the performance review meeting.

I have reviewed and discussed the key job responsibilities (Parts 1 and 2) and competencies (Parts 3 & 4) with my supervisor for the period beginning October 1, 2005 and ending September 30, 2006.

Employee Signature

Date

Part 1: What's My Job?

Key Job Responsibilities represent the major components of an individual's job. They are straightforward statements of the most important responsibilities or accountabilities of a position. They describe what the job-holder is expected to do.

Key Job Responsibilities are best stated in simple verb/noun format: load trucks, manage budget, assure customer satisfaction, train operators, develop plans, fill potholes, etc. Few jobs have more than a half-dozen Key Job Responsibilities.

If you come up with more, you're probably listing minor tasks and duties that are performed in order to accomplish a key responsibility.

In the following section, list the most important responsibilities or critical accountabilities for this position. For each responsibility, describe the employee's performance and assess the overall quality of performance. Provide specific examples. Use additional sheets if necessary.

<p><i>Responsibility 1: Set the city's strategic day to day agenda to support Council's Key Focus areas for the fiscal year , near term (1-2 years out), medium term (3-5 years) and long term and oversee the implementation of these strategic actions.</i></p> <p>Appraiser Comments:</p>
APPRAISAL: Unsatisfactory 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Outstanding
<p><i>Responsibility 2: Provide leadership direction and oversight of the City's budget development and expenditures, including compliance with MWBE goals.</i></p> <p>Appraiser Comments:</p>
APPRAISAL: Unsatisfactory 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Outstanding
<p><i>Responsibility 3: Ensure that City staff delivers quality customer service in all its services.</i></p> <p>Appraiser Comments:</p>
APPRAISAL: Unsatisfactory 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Outstanding
<p><i>Responsibility 4: Effectively represent the City to multiple audiences through proactive, two-way communication and responsive listening.</i></p> <p>Appraiser Comments:</p>
APPRAISAL: Unsatisfactory 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Outstanding
<p><i>Responsibility 5: Provide leadership oversight of the City's efforts to develop and maintain an excellent, diverse workforce.</i></p> <p>Appraiser Comments:</p>
APPRAISAL: Unsatisfactory 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Outstanding

Part 2: What are My Projects and Goals?

Goals and major projects represent those elements that go beyond the core responsibilities that might be included in an individual's job description. Goals are often transformational and long-term; they represent more than just the things listed in a job description.

Many people in an organization also take on special projects or assignments over the course of a year in addition to their spe-

cific job description duties. This part provides for the assessment and recognition of these contributions.

The employee and the manager will use the following section to identify and assess the individual's major projects and goals during the upcoming appraisal period. Unlike key job responsibilities, goals and major projects change frequently during the year. Be sure to update this section regularly.

Project / Goal: Implement the <i>Price of Government</i> budgeting technique as part of the development of the FY 06/07 budget, which includes the development of the City's strategic plan.	
Anticipated outcomes and measures: 1. Prepare the 06/07 budget using <i>The Price of Government</i> methodology. 2. Guide the evolution of a strategic plan for the City through POG, CLUP, etc. and present it to Council for possible adoption. Measures: % of actual (all funds) expended to adopted budget and % of actual revenues collected to adopted budget Expected Completion Date: 1. 9/30/06 2. 2 nd quarter Results achieved:	Status: <input type="checkbox"/> Not started <input type="checkbox"/> On track <input type="checkbox"/> Ahead <input type="checkbox"/> Behind <input type="checkbox"/> Completed <input type="checkbox"/> Abandoned Appraiser comments:
APPRAISAL: Failed to meet expectations 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Greatly exceeded expectations	
Project / Goal: Institute a cultural change process to instill quality customer service as a fundamental competency of city employees through development and implementation of a customer service plan	
Anticipated outcomes and measures: Develop a citywide customer service plan that differentiates customer strategies by Key Focus Areas and begin implementation to meet first year milestones. Measure: From the ICMA National Citizen Survey, the rating citizens gave for "Pleased with the overall direction the City is taking." Expected Completion Date: Plan to Council 2nd quarter Results achieved:	Status: <input type="checkbox"/> Not started <input type="checkbox"/> On track <input type="checkbox"/> Ahead <input type="checkbox"/> Behind <input type="checkbox"/> Completed <input type="checkbox"/> Abandoned Appraiser comments:
APPRAISAL: Failed to meet expectations 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Greatly exceeded expectations	
Project / Goal: Continue legislative and partnering opportunities to enhance the City's efforts on major projects and issues, including the Trinity, LBJ, etc	
Anticipated outcomes and measures: Begin development of the City's next legislative agenda for the State legislative cycle and continue efforts to raise funds for the Trinity and other projects. Measure: \$ raised/committed from federal, grant and private sources Expected Completion Date: 9/30/06 Results achieved:	Status: <input type="checkbox"/> Not started <input type="checkbox"/> On track <input type="checkbox"/> Ahead <input type="checkbox"/> Behind <input type="checkbox"/> Completed <input type="checkbox"/> Abandoned Appraiser comments:
APPRAISAL: Failed to meet expectations 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Greatly exceeded expectations	
Project / Goal: Promote staff accountability by incorporating into City employees' performance plans their individual and team performance on their Action Plan milestones, performance measures for City services, and citizen ratings of the quality of City services.	

Anticipated outcomes and measures:

1. A bell shaped curve of performance appraisal results for 2006,
2. % of city employees with performance plans for 05/06 and the % those that include evaluation of customer service performance and actual performance against planned performance measures for each of the city's 399 services,
3. % of planned versus actual training conducted as part of City University
4. Development of a formal citywide succession management program
5. % improvement in service delivery from the 05 to 06 ICMA national citizen survey ratings for city services and benchmarking program

Expected Completion Date: For the above items-

1. By 2nd quarter
2. By 2nd quarter
3. 9/30/06
4. 9/30/06
5. 7/30/06

Results achieved:

Status: Not started On track Ahead
 Behind Completed Abandoned

Appraiser comments:

APPRAISAL: Failed to meet expectations 1 2 3 4 5 Greatly exceeded expectations

Part 3: How Should I Do My Job?

For employees in supervisory, managerial, and executive positions with the City of Dallas, there are certain skills, behaviors or competencies that are critical to success. These competencies are listed below.

For each one, read the description and use the 1 – 5 scale to indicate how often the individual demonstrates an ideal level of performance.

FREQUENCY OF IDEAL PERFORMANCE						
Sometimes	1	2	3	4	5	Always

COMPETENCY	APPRAISAL 1 - 5
<p>Impact / Influence Can persuade others to accept his/her point of view. Skilled at planning and implementing ideas to increase the chances of acceptance. Anticipates objections and plans how to overcome them. Understands group dynamics and is skilled working with groups as well as individuals. Involves others in activities or decisions to ensure their support. Others seek her/his ideas and opinions. Able to influence key decision makers. Skilled Negotiator.</p>	
<p>Execution Plans and manages group's work to meet or exceed performance objectives. Breaks down work into appropriate steps. Adjusts for changed conditions. Delegates effectively without abdicating responsibility trusting others to perform. Drives for results. Knows and practices TQM/re-engineering processes, and continuous improvement of services. Has business acumen. Demonstrates organizational agility in developing and running organizations and systems. Can organize and marshal resources to accomplish goals. Finds synergies.</p>	
<p>Judgment / Problem Solving Makes good decisions. Solves problems and makes decisions in a timely manner. Applies policies correctly. Spots and fixes bottlenecks. Looks beyond the obvious and doesn't stop at the first answer. Seeks advice from people who have been successful in solving similar problems. Notices discrepancies and inconsistencies in available information. Uses common sense. Understands the impact of decisions. Seeks solutions acceptable to all. Willing to make decisions in difficult or ambiguous situations, when information is limited or time is critical. Most decisions turn out to be correct. Sought out for his/her advice.</p>	
<p>Strategic Planning Sees clearly and reacts to trends and future conditions. Future oriented. Thinks globally. Understands the larger context of city operations. Poses future scenarios. Evaluates organizational risks and opportunities. Sets goals, priorities, and performance measures and milestones and anticipates future consequences. Plans for the future and adjusts plans as conditions change during plan implementation phase.</p>	
<p>People Management / Motivating Subordinates and Others Sets and communicates clear performance standards that are specific and measurable. Hires the best people available and selects strong subordinates. Alert to changes in employee behavior patterns and encourages them to seek help where appropriate: compassionate. Holds employees accountable and takes corrective action when necessary. Actively works to promote high performers and eliminate non-contributors. Shares ownership and visibility. Helps those new in job. Knows what motivates each subordinate. Provides challenging assignments and opportunities for achievement. Grooms subordinates for advancement. Treats employees fairly. Provides regular feedback on performance and results achieved. Acknowledges and thanks people for their contributions.</p>	
<p>Learning / Continuous Improvement Actively acquires new skills and competencies. Shares knowledge, skills, tools and methods with others to help them solve problems and improve performance. Seeks feedback and treats negative feedback and experiences as learning opportunities. Seeks information and ideas from many places. Looks for better ways to perform routine parts of job. Open to suggestions and new ideas. Learns quickly. Experiments. Initiates personal changes to reflect changing conditions or new job demands. Committed to self development. Knows her/his own strengths and weaknesses and seeks to improve self.</p>	
<p>Job Knowledge / Technical Skills Has the knowledge and skills to do his/her job at a high level of accomplishment. Serves as a resource to others. Makes good suggestions about ways to improve. Makes active efforts to stay up-to-date. Requires minimal supervision. Uses/manages time well. Has sufficient knowledge to perform quality work. Completes assignments with limited or appropriate assistance. Spends time on what is important.</p>	

Communication Skills

Presents ideas effectively in formal and informal situations. Conveys thoughts clearly and concisely. Listens actively, patiently, and attentively; asks good questions. Communicates well in writing. Keeps Council, staff, and the public informed as appropriate. Shares complete and accurate information with others at the appropriate time. Messages have the desired effect. Engages in two-way communication. Can change communication tactics midstream when original approach is not working.

COMMENTS AND EXAMPLES OF PERFORMANCE IN THE AREA OF JOB-SPECIFIC COMPETENCIES:

Part 4: What Performance related to the City's values Does the city expect of me?

All employees of the City of Dallas are expected to demonstrate excellence in fulfilling and living up to the City's nine values.

In the initial performance planning meeting, the employee and his/her manager will jointly review each of the City of Dallas competencies listed below and the descriptions of ideal performance. They will jointly identify the various elements of each

competency that are the most critical for success in the employee's job, as well as any parts of the description that do not apply. At the time of the performance review, the manager should use the following five-point scale to describe how often the individual performed at an ideal level in each competency area:

FREQUENCY OF IDEAL PERFORMANCE					
Sometimes	1	2	3	4	5 Always

COMPETENCY IN FULFILLING THE CITY'S VALUES	APPRAISAL 1 - 5
<p>Innovation Looks for and implements opportunities to make improvements or to introduce solutions that result in greater effectiveness or efficiency. Seeks information and ideas from many sources. Open to new ideas. Creative. Willing to change and take calculated risks. Encourages new ideas from others. Has good judgment about which creative ideas will work.</p>	
<p>Commitment Works hard. Drives for results. Displays a high energy level. Self-starter; doesn't wait to be told to take action. Is proactive in developing strategies in response to organizational issues, priorities, and goals. Willingly puts in extra effort in crisis situations. Displays an obvious sense of urgency. Does more than what is normally required. Volunteers readily. Persistent. Dedicated to public service. Action oriented. Shows initiative. Seizes opportunities.</p>	
<p>Environmental Stewardship / Protection of Assets Ensures that staff performs work in a manner that protects the environment, prevents pollution, minimizes wastes, and is in compliance with environmental regulations. Promotes beyond compliance practices, including recycling, reuse, reduction in the use or quantity of hazardous materials, sustainable and green design, conservation, and use of cleaner technologies. Seeks to continually improve environmental performance. Ensures that employees use tools, equipment, vehicles and other City assets appropriately and takes timely action when preventive maintenance, repairs or other maintenance problems are needed.</p>	
<p>Leadership Gains the support of others towards fulfillment of a compelling vision. Builds voluntary cooperation through credibility, expertise, influence and persuasion. Generates excitement, enthusiasm, and commitment to the group's mission. Links and recognizes how the organization's goals and values to everyday work. Sees the potential in people, opportunities and events. Willing to change or abandon current practices and programs when necessary. Takes appropriate risks to improve performance, try something new, or reach a challenging goal. Communicates clear and demanding expectations. Has managerial courage. Can stand alone for what is right. Motivates others.</p>	
<p>Accountability Accepts personal responsibility for the quality and timeliness of her work. Acknowledges and corrects mistakes. Doesn't make excuses or blame others for errors or problems. Carries his/her fair share of the workload. Does what she/he commits to doing.</p>	
<p>Teamwork Works well with people from diverse backgrounds towards common or project goals. Creates strong morale and spirit on the team and a spirit of belonging to the team. Cooperative. Supportive of others. Shoulders his/her responsibilities. Has effective relationships with coworkers and others. Shares knowledge, resources and wins. Defines success in terms of the team's success not as individuals. Builds or participates on strong, effective teams. Resolves team conflicts. Critiques ideas not people as they propose ideas. Finds win/win solutions. Inter/intra-departmental teams on which he/she has participated this year: _____</p>	

<p>Customer / Quality Focus</p> <p>Customer focused. Understands and meets the customers' expectations. Identifies and responds quickly to customer needs. Gains customers' trust and respect. Actively seeks first hand customers' feedback on the services she/he provides. Encourages others to be on the alert for customer problems and service defects. Develops accurate measures to assess the quality of customer service. Quickly solves customer problems. Leaves a good impression with customers. Maintains effective relationships with customers.</p>	
<p>Sensitivity</p> <p>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.</p>	
<p>Integrity</p> <p>Honest and ethical in all dealings, such as being direct and truthful, keeping confidences, admitting mistakes in spite of the potential for negative consequences, presenting unpleasant or disagreeable facts in an appropriate manner, keeping promises, avoiding situations and associations that could be considered inappropriate or misrepresenting him/herself for personal gain. Upholds and models organization's values during both good and bad times. Engenders trust.</p>	

<p>COMMENTS AND EXAMPLES OF PERFORMANCE IN THE AREA OF CITY OF DALLAS CORE COMPETENCIES:</p>

PART 5: WHAT DID I DO BEST?

In the following section, list the individual's *three most important achievements* during the appraisal period:

- 1.
- 2.
- 3.

APPRAISER'S SUMMARY
[Use additional pages if necessary]

OVERALL PERFORMANCE APPRAISAL:
 Unsatisfactory Has Potential Fully Successful Superior Distinguished

EMPLOYEE'S COMMENTS (OPTIONAL BUT ENCOURAGED)
[Use additional pages if necessary]

Reviewer Signature: _____

Date: _____

Appraiser Signature: _____

Date: _____

Employee Signature: _____

Date: _____

(Employee signature indicates only that the individual has read and discussed the performance appraisal, not that the individual necessarily agrees with the supervisor's assessment.)

Submit a copy of this page to the Human Resources Department



Part III

Current and Upcoming Efforts
Related to Strategic Planning,
Staff Accountability, and
Customer Service

Current Efforts Related to Strategic Leadership

1. The ***Price of Government (POG)*** budgeting for outcomes and strategic planning process will begin this fall. One of its work products will be the development of the **City's Strategic Plan**.
2. The **FY 04/05 Action Plan** served as the Staff strategic plan, but the **FY 05/06 Action Plan** will be a bridge to the **POG** strategic plan. Thus its focus will be on departmental tactical activities in FY 05/06. It aligns major improvements to our regular operations and special projects with KFA's. Linked to Individual Performance Plans.
3. The **Comprehensive Land Use Plan** currently being prepared serves as the City's strategy for addressing the natural and built environment of the City. Management and planning for future developments, the City's thoroughfares and streets, and environment are included in this planning effort. Linked with individual Performance Plans.

Current Efforts Related to Strategic Leadership (continued)

4. The **Performance Measurements** efforts align every City service to a Key Focus Area to develop quantifiable and measurable information. Measures include:
- Inputs
 - Outputs
 - Efficiencies
 - Effectiveness
 - Community indicators

These measures capture the satisfaction levels of customer service, unit cost of services provided, productivity levels, quality, cycle time, etc. Linked to Individual Performance Plans.

5. The **Customer Service Plan** is under development for Council consideration this winter. It outlines a cultural change process to focus on quality customer service. Linked to individual Performance Plans.

The 05/06 Action Plan

- Serves as the City's interim Strategic Plan until the POG Strategic Plan is developed for 06/07.
- Covers a 3-5 year planning timeframe, but its focus is on FY 05/06 activities.
- The FY in the title of the Action Plan refers only to the year in which the plan was prepared, not the time period covered.
 - Example:

	<u>Time Period Covered</u>
FY 04/05 Action Plan	Oct. 04 – Sept. 07
FY 05/06 Action Plan	Oct. 05 – Sept. 08



The Action Plan includes the following:

- **Initiatives:** similar to the objectives in a traditional strategic plan. It's a group of planned activities that will support the planned Key Focus Areas and their associated Priorities and Components
- **Activities:** specific actions or processes that will have a specific purpose and will support the planned initiative to which they are linked
- **Long-term Target:** The outcome of the activity or what the activity is expected to accomplish toward the initiative it supports and the date by which that target should be reached (it should be 3 to 5 years from the current fiscal year)
- **Planned FY 05/06 Annual Measures:** the milestones or the quantifiable or measurable projected progress toward the Long-term Target during the fiscal year.

Contents of the Action Plan

- The Action Plan contains only a subset of activities being performed as part of City services.
- The Action Plan does not cover routine work performed under each service.
- Includes initiatives and activities, such as
 - On-going Activities and Projects from previous Action Plans
 - New programs
 - New special projects
 - Legislative proposals
 - New policy implementation
 - New public-private partnerships
 - Projects from executives' annual performance plans

Strategic Plan – Action Plan Terminology Equivalence

Traditional Strategic Plan

Action Plan

Goals	→	Key Focus Areas and Components
Objectives (Measurable)	→	Initiatives and Long-Term Targets (3 – 5 years in duration)
Strategies	→	Activities
Tactics	→	Steps
Actions	→	
Cost	→	Listed only if not already budgeted
Performance Measures	→	Annual Measures
Time frame	→	Time 3-5 years



Action Plan Documents

- Appendix 1 contains the FY 04-05 Summary and Action Plan.
- Appendix 2 has the FY 05-06 Introduction and Action Plan.



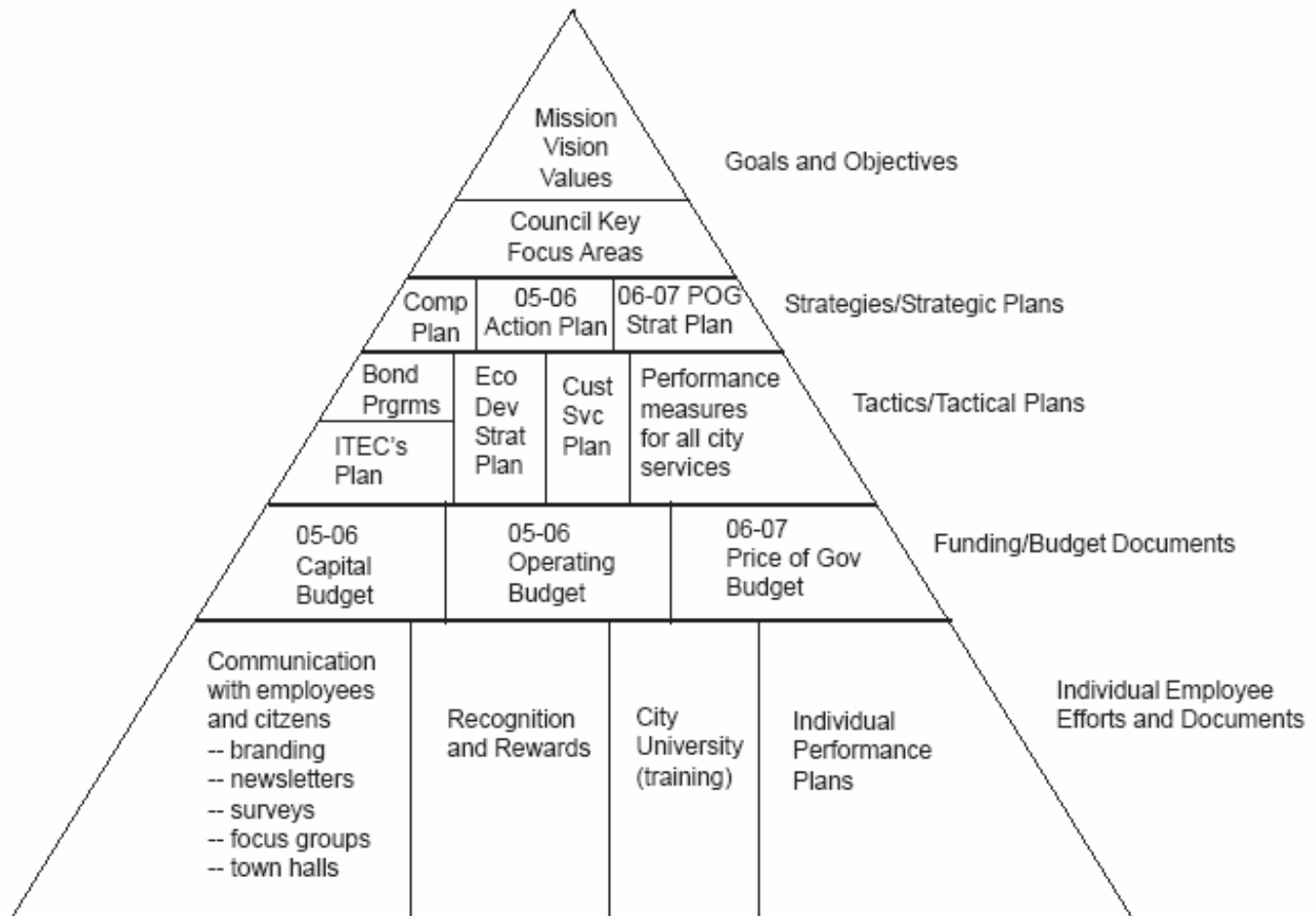
Part IV

The Interrelationships of Strategic Planning, Performance Appraisals, and other Planning Efforts

Recent History of Strategic Planning at the City

- 2000 – Staff develops the 2000 Strategic Plan, presents it to Council but no formal action is taken.
- January '04 – Council develops the 5 Key Focus Areas and associated components. The City Manager prepares his 03/04 performance plan.
- January '05 – Council reconfirms the 5 KFA and makes minor adjustments to the components.
- Oct. & Nov. '05 – City Manager proposes her 05/06 performance plan mirroring the plans used by all employees based on the 05/06 Action Plan.

How Strategic Planning Permeates the Organization



Relationship Between Strategic Planning and.....

<p>Council's Key Focus Areas and Components</p>	<p>Serve as the major goals that all City programs & services should support. Employees should be able to see how the work they do supports the public good, as described through the City's Strategic Plan and KFA's.</p>
<p><i>Price of Government</i> / Budgeting for Outcomes</p>	<p>Produces the City's Strategic Plan and budgets for FY 06/07.</p>
<p>Comprehensive Land Use Plan</p>	<p>A comprehensive land use plan is the traditional method that cities use to strategically manage their growth, development, public spaces and national environment. Cities deal with 1) programs/services/policies and 2) the physical environment. Thus, a strategic plan for a City must address both of these components. A traditional strategic plan typically used by business covers only the first component.</p>
<p>Departmental Strategic & Tactical Plans. Examples:</p> <ul style="list-style-type: none"> ○Bond Programs / Need Inventory ○Economic Development Strategic Plan 	<p>Should tie directly to and support the City's overall Strategic Plan. They provide greater detail than can be included in the overall plan.</p>

Relationship Between Strategic Planning and.....

<p>ITEC's Plans (Technology plans & equipment)</p>	<p>Develops the priorities or strategies for improving computer hardware, software, and communication systems for the City. These strategies are then included in the City's Strategic Plan.</p>
<p>Customer Service Plan</p>	<p>Will identify the actions needed to focus the organization on customer service. These actions will be included in the City's Strategic Plan.</p>
<p>Performance Measures for all Services</p>	<p>What gets measured, gets done in each of our 399 services. Measurements are selected strategically to show whether the City's expectations for efficient services and the Customer's expectations for quality, effective services are met. Performance measurements help to allocate resources, improve services, and promote staff accountability.</p>
<p>Individual Performance Plans</p>	<p>Every employee's performance plans will include requirements for:</p> <ol style="list-style-type: none"> 1. Accomplishing the tasks assigned in the Strategic Plan. 2. Meeting or exceeding performance measures. 3. Demonstrating the core competencies that the City expects from its employees. 4. Required training.
<p>City University (Staff Training)</p>	<p>The Strategic plan helps to identify the Key messages & concepts that staff needs to learn.</p>

Relationship Between Strategic Planning and.....

Recognition & Rewards Programs	The City's employee recognition, rewards, and compensation programs and policies should support the effective implementation of the City's strategic plan and the development of such programs should be included in the strategic plan.
Communication Plans/Methods / Techniques	The City's strategic plan should outline any new communication strategies or programs, and the existing communication plans should communicate the City's strategies.
Customer Surveys, such as ICMA National Citizen Survey	Provides data as to which strategic directions the City should take & whether citizens are satisfied with the progress.

Transition to the POG/ Budgeting For Outcomes Process

Components of a Strategic Plan	Current Status	Upcoming Actions
Vision for the City	Evolving as part of the City's Comprehensive Land Use Plan and POG budget process	Council to set this at its January planning retreat
Values	Being incorporated as competencies in all employees performance plans for FY 05/06	Council to confirm these at its January planning retreat
Mission of the City	Will evolve as part of the POG process	Council to set this by end of 05/06

Transition to the POG/ Budgeting For Outcomes Process

Environmental Scan of Internal Strengths and Weakness and External Opportunities and Threats	-	Will be updated as part of POG when the Cause and Effect Maps are prepared
Goals	1/04 Council selected its Key Focus Areas	Late '05/06 POG consultants will work with Council to refine/validate the KFA and Components
Objectives	Initiatives and Long Term Targets in the Action Plan	Becomes the requests services to which department will respond as part of POG and the basis of the '06/07 Strategic Plan
Strategies / Tactics / Costs/ Performance Measures / Time Frames	Information in the City's 05/06 Budget and Action Plan	Becomes the funded services in the POG budget for '06/07



Next Step

January 2006:

The Price of Government process develops the new strategic plan for FY 06/07 and beyond.



Appendix 1

FY 04/05 Action Plan

- Summary
- Action Plan Document

FY 04/05 Action Plan

- Covers a 3-5 year planning timeframe, but its focus is on FY 04/05 activities.
- The FY in the title of the Action Plan refers only to the year in which the plan was prepared, not the time period covered.
 - For example:

FY 04/05 Action Plan

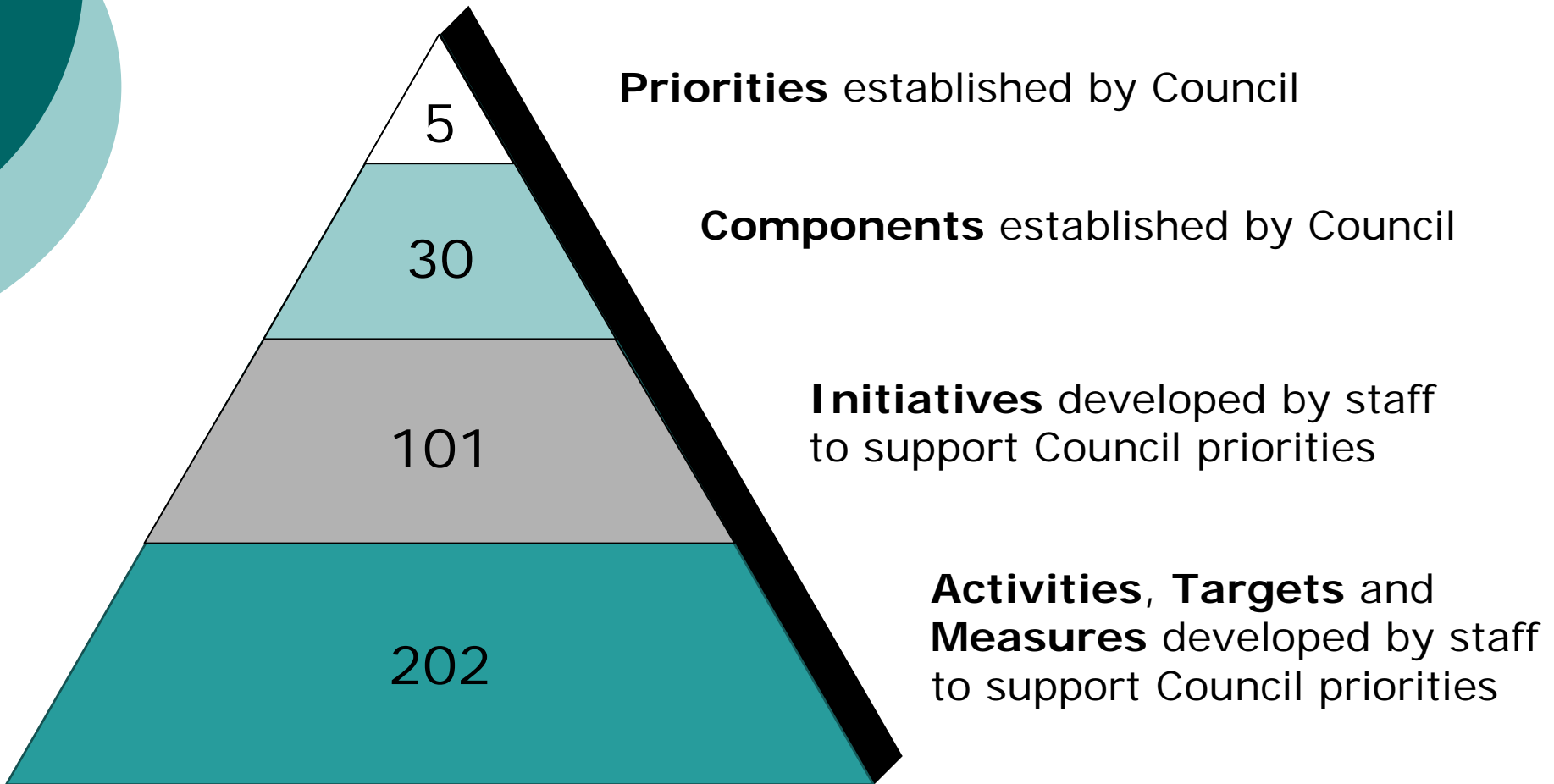
Time Period Covered

October 2004 –
September 2007

FY 04/05 Action Plan Contents

- **Initiatives:** similar to the objectives in a traditional strategic plan. It's a group of planned activities that will support the planned Key Focus Areas and their associated Priorities and Components
- **Activities:** specific actions or processes that will have a specific purpose and will support the planned initiative to which they are linked
- **Long-term Target:** The outcome of the activity or what the activity is expected to accomplish toward the initiative it supports and the date by which that target should be reached (it should be 3 to 5 years from the current fiscal year)
- **Planned FY 04/05 Annual Measures:** the milestones or the quantifiable or measurable projected progress toward the Long-term Target during the fiscal year.

FY 04/05 Action Plan Contents





FY 04/05 Action Plan Contents

- The Action Plan contains only a subset of activities being performed as part of City services.
- The Action Plan does not cover routine work performed under each service.
- Includes initiatives and activities, such as
 - On-going Activities and Projects from previous Action Plans
 - New programs
 - New special projects
 - Legislative proposals
 - New policy implementation
 - New public-private partnerships
 - Projects from executives' annual performance plans

FY 04/05 Action Plan Contents

Council Priorities	Council Components	ACM	Core Departments
Economic Development	<ul style="list-style-type: none"> Develop the Southern Sector, water, West Dallas, environmental initiatives. Redevelop Downtown, Fair Park, West Dallas, Convention Center and tourism and the Trinity River Corridor, including the Cedars and Bachman. Recruit and retain businesses (subsidy, incentives, private sector involvement, competition, etc.). Improve transit/transportation. 	Ryan Evans	<ul style="list-style-type: none"> Aviation Convention & Event Services Development Services Housing Fair Housing Public Works & Transportation Office of Economic Development
Staff Accountability	<ul style="list-style-type: none"> Create a user-friendly (Customer & Business) Government. Provide real leadership; improve staff morale. Institute specific measurable performance standard and evaluations. Provide better management. Reform Civil Service. 	Tomas Gonzalez	<ul style="list-style-type: none"> Efficiency Team Equipment & Building Services Human Resources Office of Environmental Quality Civil Service
Neighborhood Quality of Life	<ul style="list-style-type: none"> Strengthen city codes. Accelerate adoption process and enforcement. Create, rehabilitate and beautify infrastructure. Legislate good urban design and development standards for housing. Upgrade and enforce multi-family housing standards. Fix 311 and 911. Provide equitable and enhanced social, cultural, leisure and environmental programs. 	Ramon Miguez	<ul style="list-style-type: none"> Library Office of Cultural Affairs Sanitation Services Street Services Water Utilities Park and Recreation
Public Safety/ Homeland Security	<ul style="list-style-type: none"> Follow management efficiency study results. Reduce crime rate (5% to 15%). Increase number of sworn personnel. Improve crime prevention programs. (e.g. gang prevention). Improve community policing. Other. 	Charles Daniels	<ul style="list-style-type: none"> Code Compliance Court & Detention Services Dallas Fire-Rescue Dallas Police Department Environmental & Health Services Office of Emergency Management
Trinity River Corridor Project	<ul style="list-style-type: none"> Trinity Forest. Tell the story. Build the Equestrian Center. Build the Interpretive Center. Build the trails. Build the Trinity Parkway and other transportation components. Implement parks and lakes. Raise money. 	Jill Jordan	<ul style="list-style-type: none"> Trinity River Project Office



Priority 1: Economic Development

Highlights:

- Of the 29 stated measures:
 - 7% were partially completed,
 - 69% were fully completed, and
 - 24% were fully completed beyond expectations.

Priority 1: Economic Development

Major successes include:

- Initiation of \$66 million in private investment leveraged with 2003 Bond Program funding;
- Forest City agreement to redevelop the Mercantile Complex;
- Initiation of 4 new business project contracts with 225 jobs and \$59 million in private investment;
- Completion of a regional Family Aquatic Center in the Southern Sector resulting in 109 new jobs;
- Council approval of Comprehensive CBD Transportation Study;
- Council approval of Long Range Water Supply Plan and 5-Year Strategic Plan for water conservation; and
- \$1 million secured for continued renovation of the Central Library to increase Downtown visits.

Priority 2: Staff Accountability

Highlights:

- Of the 65 stated measures:
 - 12% were partially completed,
 - 68% were fully completed, and
 - 20% were fully completed beyond expectations.

Priority 2: Staff Accountability

Major successes include:

- Initiated service-oriented Budgeting for Outcomes process aligned with Key Focus Areas;
- Developed a citywide performance measurement system;
- Issued a citywide customer satisfaction survey;
- Implemented consolidated Housing and Building Inspection permitting system;
- Implemented a 14-day preventative maintenance schedule for City's fleet of vehicles;
- Opened Arcadia Park library with self-service check-out; and
- Implemented a quarterly "Wall of Honor" program for employees.



Priority 3: Neighborhood Quality of Life

Highlights:

- Of the 40 stated measures:
 - 5% were partially completed,
 - 70% were fully completed, and
 - 25% were fully completed beyond expectations.

Priority 3: Neighborhood Quality of Life

Major successes include:

- Council adoption of compatible Fire/Building Codes;
- Implementation of 2003 Bond Program resulting in:
 - 3 new Dallas Zoo exhibits;
 - 12 new playground designs;
 - 8 new picnic pavilion designs;
 - Progress on renovation designs for 5 historic resources;
 - Design or construction of 5 new or replacement libraries;
 - Design award for Phase II of the Latino Cultural Center;
 - Construction of South Dallas Cultural Center enhancements;
- Increased use of Central, branch and mobile library materials; and
- Implementation of a 311 customer feedback/quality assurance program.



Priority 4: Public Safety/Homeland Security

Highlights:

- Of the 29 stated measures:
 - 10% were partially completed,
 - 52% were fully completed, and
 - 38% were fully completed beyond expectations.

Priority 4:

Public Safety/Homeland Security

Major successes include:

- Completion of 5 Academy classes, use of military experience in lieu of college hours, and creation a Modified Lateral Entry Program (Efficiency Study recommendation) to increase sworn personnel;
- Reduction in auto thefts through use of innovative techniques;
- Completion of successful “Lock, Take and Hide” campaign;
- Registration of 1,778 volunteers for Crime Watch and Volunteers in Patrol;
- Completion of negotiations and Council approval for implementation of CAD System;
- Completion of pilot program to establish on-scene radio interoperability; and
- Completion of needs inventory for fire facilities.



Priority 5: Trinity River Corridor Project

Highlights:

- Of the 39 stated measures:
 - 23% were partially completed,
 - 69% were fully completed, and
 - 8% were fully completed beyond expectations.

Priority 5: Trinity River Corridor Project

Major successes include:

- \$90 million in federal funding for Project elements;
- Completion of Draft Parkway EIS;
- Completion of Wetland Cell D and awarding of contract for the Lower Chain of Wetlands.
- Completion of the Forest Management Plan, and acquisition of 250 acres for the Great Trinity Forest;
- Successful Levee-top Trail event, initiation of Wolf Pack Tree event, and planning for Margaret Hunt Hill Bridge dedication;
- 75% completion of Master Plan for Equestrian Center;
- Completion of management contract for Interpretive Center;
- 50% completion of design for Santa Fe Trestle Trail; and
- Completion of Master Plan for Whitewater Course.

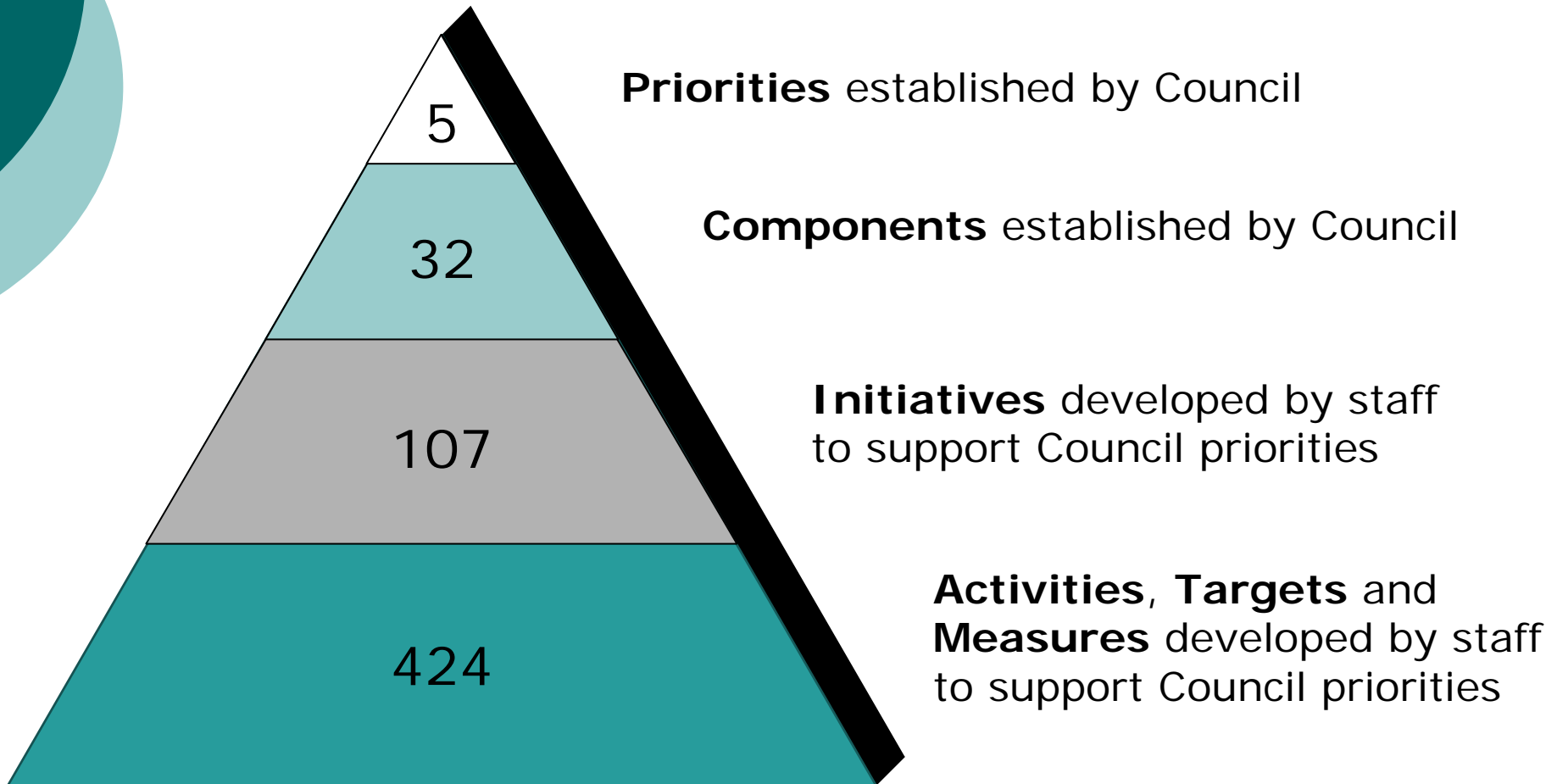


Appendix 2

FY 05/06 Action Plan

- Introduction
- Action Plan Document

FY05/06 Action Plan Elements



Priority 1: Economic Development

Highlights:

- Promote NAFTA development by:
 - Creating legal framework for Inland Port
 - Increase dues-paying membership of River of Trade Coalition
 - Increase federal caucus membership to expedite the project
- Continue to improve housing quality in southern sector through repairs/replacements, infrastructure funding, land banking and purchasing repetitive flood loss properties;
- Remediate/demolish structures in the Mercantile Complex;
- Promote Fair Park as a national tourist attraction through implementation of Comprehensive Development Plan
- Prepare Farmers Market Master Plan; and
- Strengthen partnerships through corporate recognition program, CMO/staff site visits, business climate surveys and increased coordination with area Chambers

Priority 2: Staff Accountability

Highlights:

- Implement the citywide Quality Customer Service curriculum for employees;
- Assess Spanish language capabilities and needs throughout the organization;
- Award contract to replace/outsource the water billing and collection system;
- Implement Price of Government budgeting for outcomes;
- Implement leadership training, identify employees with executive potential, develop a career path model and assess critical positions as part of a succession plan strategy; and
- Implement new web design with easier navigation and enhanced interactivity.

Priority 3:

Neighborhood Quality of Life

Highlights:

- Improve neighborhood quality through graffiti abatement;
- Initiate implementation of Parks Beautification Plan;
- Develop SRO strategy including program guidelines and funding requirements;
- Begin retrofit of inefficient plumbing and irrigation components to reduce city facility water consumption;
- Complete Phase II design of Latino Cultural Center;
- Complete West Love Field/Grauwyler Park Branch Library;
- Implement Multi-Family Ordinance through education and interaction with owners, managers and families;
- Improve communication, develop partnerships and identify community needs through Service Area Coordination program.

Priority 4:

Public Safety/Homeland Security

Highlights:

- Continue implementation of CAD system for 911 operations including hardware and software installation;
- Continue installing security lights at city parks;
- Recruit and train Community Emergency Response Teams;
- Implement pilot program to establish on-scene radio interoperability among automatic assistance and mutual aid jurisdictions;
- Continue to implement innovative strategies in increase sworn personnel levels; and
- Continue to implement innovative crime prevention programs to reduce crime in the areas of auto theft, prostitution and truancy.

Priority 5: Trinity River Corridor Project

Highlights:

- Continue to acquire land for the Great Trinity Forest and for wetland creation;
- Hold groundbreaking event and begin construction of the first Calatrava bridge (Margaret Hunt Hill Bridge);
- Initiate design of the Equestrian Center;
- Begin construction of the Interpretive Center;
- Complete the Texas Buckeye Trail;
- Begin design of Trinity Parkway, Trinity Lakes and Elm Fork Athletic Complex; and
- Continue to seek federal funding for project components, and Water Resources Development Act authorization.