

Memorandum



CITY OF DALLAS

DATE October 31, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **City Manager Update (CuSP Report)**

On Wednesday, November 5, 2014, I will be briefing the Council on the following topic during my update to the Council:

- Performance Excellence Initiative

Briefing materials are attached for your review. If you have any questions, please let me know.


A.C. Gonzalez
City Manager

c: 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
Mark McDaniel, 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

A map of the United States is shown in a light blue color against a darker blue background. A black star is placed in the state of Texas. A black arrow originates from the text below and points directly to the star.

DALLAS Center for Performance Excellence (CPE)

Setting New Standards for Local Government

PURPOSE

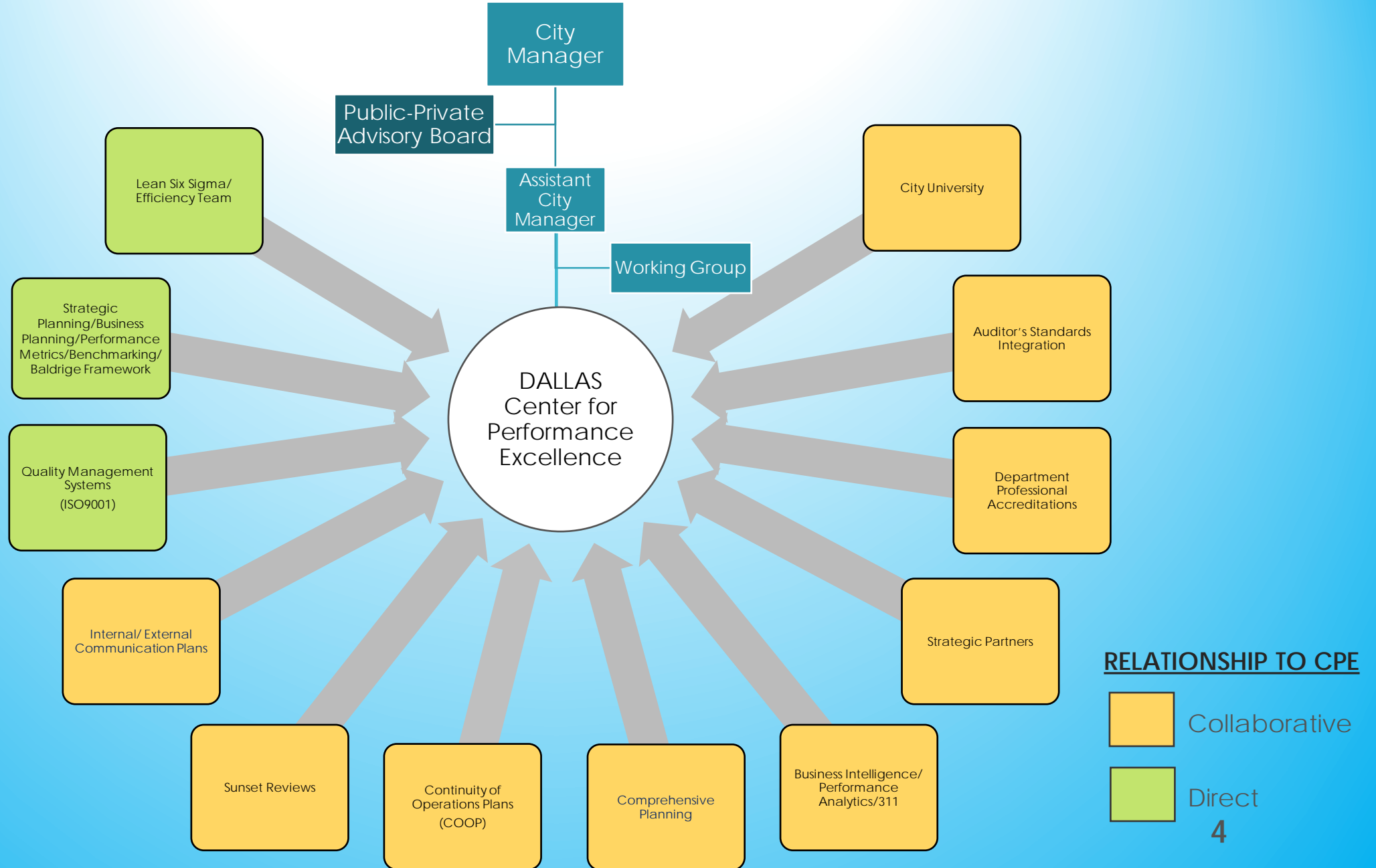
- To facilitate best-in-class levels of performance across the City of Dallas organization through an **integrated systems approach that achieves results.**
- To identify and **share best local government management research and improvement practices across the region, state and nation.**

A FRESH APPROACH



- Fostering **synergy through collaboration**, rather than segmented internal efforts
- Infusion of **new thoughts and ideas** borrowed from private business and industry
- A consulting resource for **empowerment**, rather than separate teams of compliance specialists
- “Daylighting” and sharing of **innovations and best practices** via use of a public-private advisory board

CONCEPTUAL FRAMEWORK



ROLE OF ADVISORY BOARD



- Comprised of national leaders in business, industry, academia, and civic organizations
- Meets twice annually
 - Planning meeting each Spring
 - Business meeting each Fall
- Hosts annual symposium featuring innovations in local government in conjunction with Fall business meeting
- Participates in regular virtual discussions related to best practices that may be transferrable to city management
- May participate individually as a Strategic Partner

ROLE OF WORKING GROUP



- Meets regularly to:
 - Provide recommendations to executive team regarding current and ongoing continuous improvement efforts, as well as launch or implementation of new improvement initiatives
- Prospective members:
 - Frank Camp, OEQ
 - Eric Campbell, ACM
 - Molly Carroll, HR
 - Charles Cato, Police
 - Jeanne Chipperfield, CFO
 - Bill Finch, CIS
 - Jack Ireland, Budget
 - Jill Jordan, ACM
 - Craig Kinton, City Auditor (ex-officio)
 - Theresa O'Donnell, P&NV
 - Cheryl Orr, OD
 - Jody Puckett, DWU
 - Zeronda Smith, Risk
 - Kris Swekard, Code
 - Sana Syed, PIO
 - Errick Thompson, EBS
 - Rocky Vaz, OEM
 - Dennis Ware, Streets
 - Willis Winters, Parks
 - Margaret Wright, 311
 - Joey Zapata, ACM
 - Tommy Tine, Fire

NEXT STEPS

- ✓ Complete organizational shifts to establish new CPE
- ✓ Convene Working Group to develop and finalize CPE proposed charter and tentative program calendar
- ✓ Launch new Lean Six Sigma programming
- ✓ Implement organization-wide business planning at the department level, to include key performance metrics and tactics for meeting Baldrige criteria
- ✓ Appoint CPE Advisory Board and convene first meeting

A stylized map of North America in shades of blue and white. A black star is located in the state of Texas. A black arrow points from the text below to the star.

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