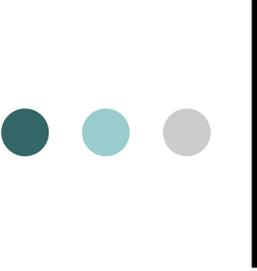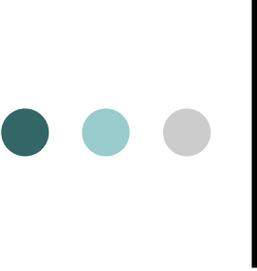# Government Team

Results Map and
Purchasing Strategies
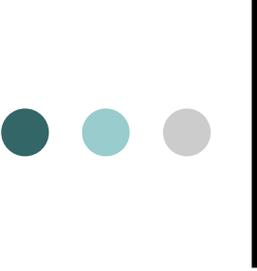January 12, 2007

Government Team

- Government Team Members
  - Mario Alvarado, Business Development & Procurement Services
  - Carla Brewer, Equipment and Building Services *(Returning Member)*
  - James Childers, Strategic Customer Service *(Facilitator)*
  - Josh Hathaway, Office of Environmental Quality
  - Oliver Johnson, Human Resources *(Returning Member)*
  - Barbara Kindig, Park and Recreation *(Co-Lead)*
  - Debby Krenrich, Park and Recreation
  - Danielle McClelland, Public Information Office *(Co-Lead)*
  - Janice Moss, City Attorney's Office
  - Janice Peters, Sanitation
  - Danny Soliz, Park and Recreation
  - Trina Stokes, Office of Financial Services
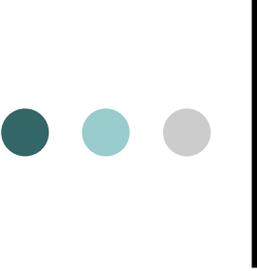
Government Team

- The Result we are seeking:

  City Government that is customer-focused, accountable, and effective – providing a good value
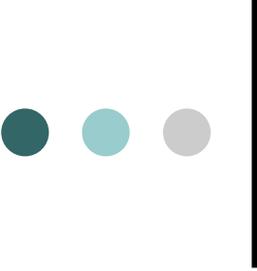
Government Team

○ Indicator Targets

| Indicator	Current	Target
Customer satisfaction with city services (external and internal)	According to the 2006 City of Dallas Citizen Survey, 42% of citizens rate the quality of services provided by the City as Good to Excellent.	By 2010, improve the percentage of citizens rating the quality of city services as Good to Excellent from 42% to 50%.
City's General Obligation (GO) bond rating	The Current GO bond rating for the City is Aa1 (Moody's) and AA+ (Standard and Poor's).	Maintain the City's financial position (Aa1 Moody's, AA+ Standards & Poor's) over the next five years to 2012.
Value of city government	According to the 2006 City of Dallas Citizen Survey, 36% of citizens surveyed agree or strongly agree that they receive good value for their tax dollars.	By 2010, improve the percentage of citizens rating that they somewhat agree or strongly agree that they receive good value for their tax dollars from 36% to 42%.

Government Team

- Trends Related to Government
  - Technology Trends
    - Integrated and seamless technology systems
      - Enterprise Resource Planning
    - E-Government
      - Web-based citizen services and kiosks
      - Using direct communication with citizens utilizing technology

Government Team

○ Trends Related to Government
- Workforce Trends
  - Workforce development planning and compensation
  - Aging government workforce
    - Typically, government workforce is a decade older than civilian [Corporate] workforce[1]
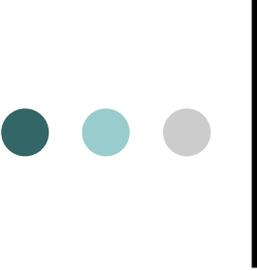
Government Team

○ Trends Related to Government
- Accountability Trends
  - Outsourcing and civilianization
  - "Rightsizing"
    - Matching resources to needs and priorities
  - Performance Management
    - Measuring how well we deliver results and services
    - Benchmarking
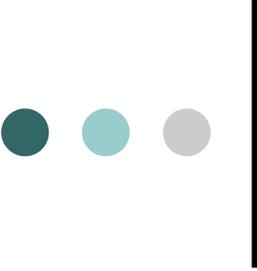
Government Team

○ Trends Related to Government

- Customer/Citizen Trends

  - Citizen disconnect from local government

  - Changing demographics

    - By 2020 Texas expected to be majority Hispanic[2]
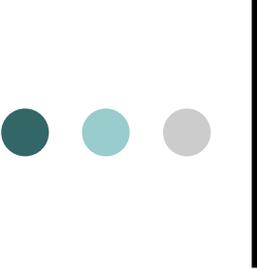
Government Team

- Gaps
  - Service Gaps
    - Capacity to Deliver Service
      - Needs Inventory (In excess of $7 Billion)[3]
      - Technology
    - Easy use Government
    - Customer Service[4]
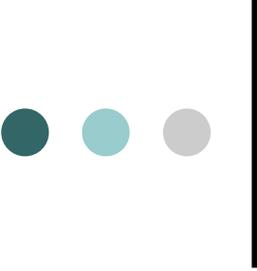
Government Team

○ Gaps
  ● Workforce Gaps
    • Employee attitudes/work values (Generation X, Generation Y)
    • Internal customer satisfaction
    • Investment in staff
    • Succession planning
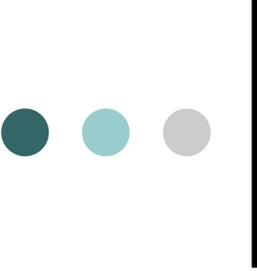
Government Team

○ Gaps

- Citizen Participation and Satisfaction
  - Lower than desired citizen satisfaction
  - Citizen empowerment and involvement
    - 39% of citizens surveyed responded that government welcomed citizen involvement[5]
    - 29% of citizens surveyed responded that city government listens[5]

FY 07-08 Results Map

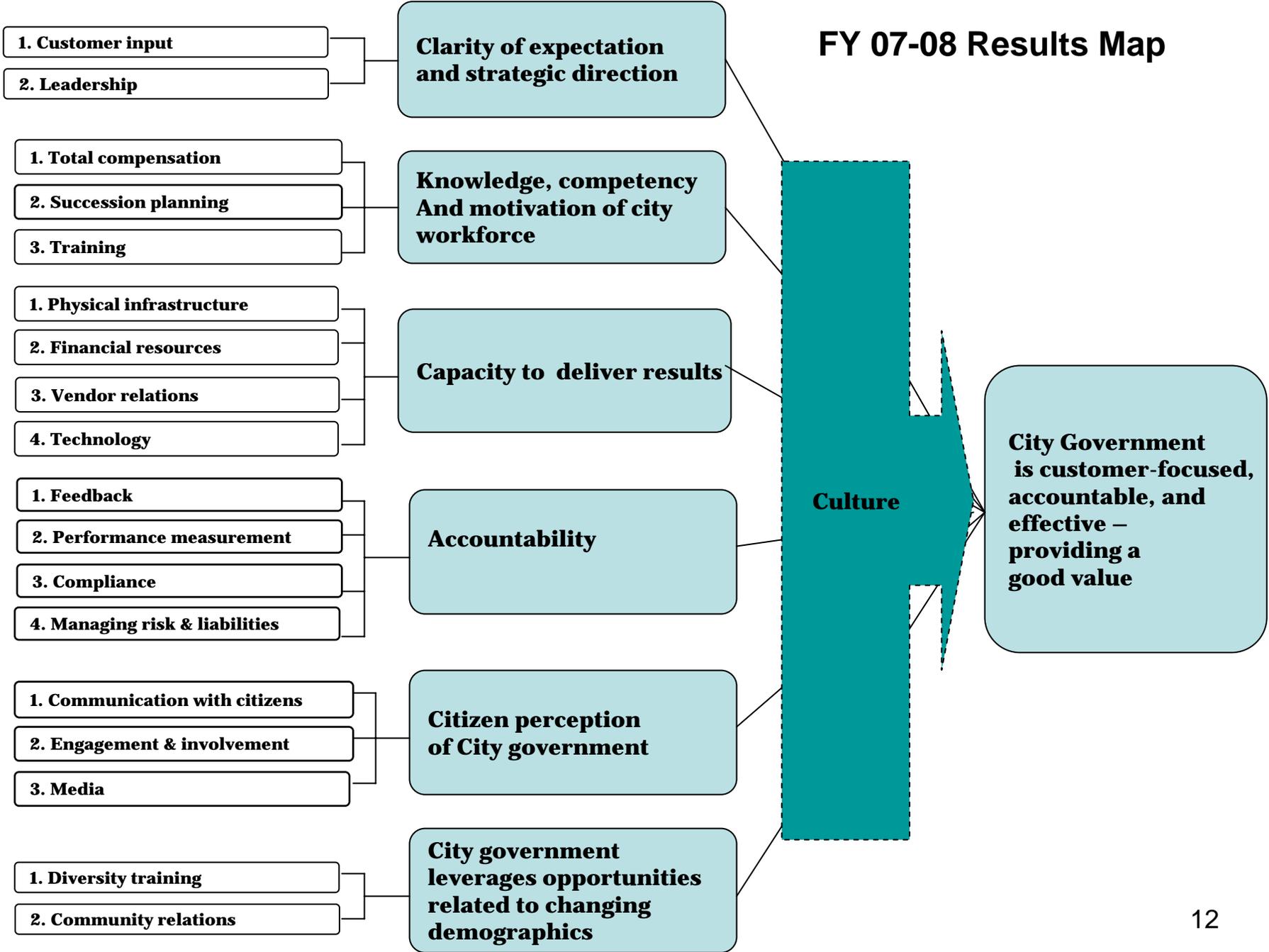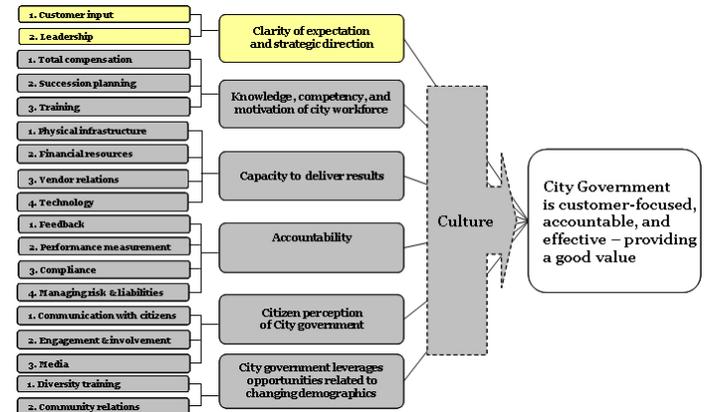| Inputs	Key Result Area
1. Customer input 2. Leadership	Clarity of expectation and strategic direction
1. Total compensation 2. Succession planning 3. Training	Knowledge, competency And motivation of city workforce
1. Physical infrastructure 2. Financial resources 3. Vendor relations 4. Technology	Capacity to deliver results
1. Feedback 2. Performance measurement 3. Compliance 4. Managing risk & liabilities	Accountability
1. Communication with citizens 2. Engagement & involvement 3. Media	Citizen perception of City government
1. Diversity training 2. Community relations	City government leverages opportunities related to changing demographics

Culture

City Government is customer-focused, accountable, and effective – providing a good value

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Purchasing Strategy # 1: Establish a clear direction for city government.
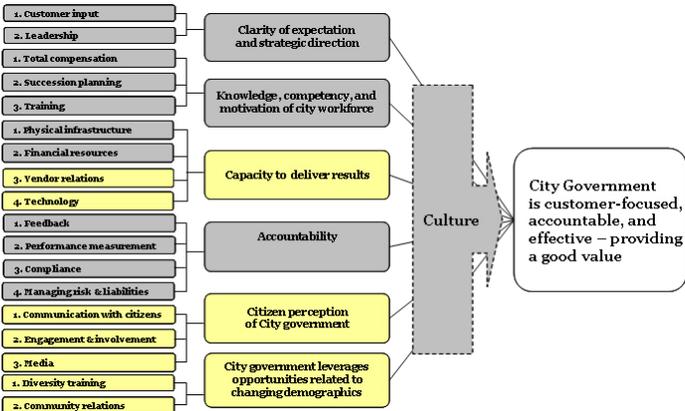

KFA 4	Staff Accountability
Result 8	Government
Strategy 1	Establish a clear direction for city government
Sub-strategy 4.8.1.1	Change development regulations to support the vision of forwardDallas! and Strategic Engagement
Sub-strategy 4.8.1.2	Reduce hassle and improve customer service while maintaining necessary safeguards in the permitting and licensing processes
Sub-strategy 4.8.1.3	Develop effective land use policies, for example: land bank, real estate services and long range planning

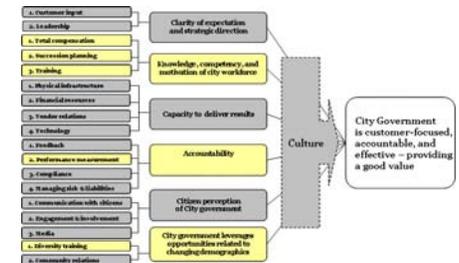# Purchasing Strategy # 2: Engage internal and external customers to build cooperation, trust, and support.

KFA 4	Staff Accountability
Result 8	Government
Strategy 2	Engage internal and external customers to build cooperation, trust, and support
Sub-strategy 4.8.2.1	Conduct customer surveys to gauge performance, expectations, and priorities
Sub-strategy 4.8.2.2	Implement outreach programs (examples: Customer Service Initiative & Service Area Coordination program)
Sub-strategy 4.8.2.3	Foster increased interaction and involvement with the community
Sub-strategy 4.8.2.4	Establish and follow service-level agreements

Purchasing Strategy # 3: Deliver accurate, consistent, timely, and easily accessible information to internal and external customers.
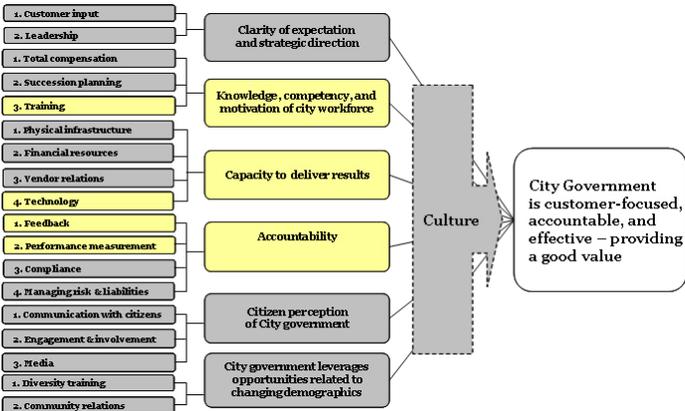

KFA 4	**Staff Accountability**
Result 8	**Government**
Strategy 3	**Deliver accurate, consistent, timely, and easily accessible information to internal and external customers**
Sub-strategy 4.8.3.1	Utilize new or enhanced technology
Sub-strategy 4.8.3.2	Maximize the availability of city information using the Intra- and Internet
Sub-strategy 4.8.3.3	Capitalize use of local and national media outlets
Sub-strategy 4.8.3.4	Proactively tell our good stories

Purchasing Strategy # 4: Build a sustainable workforce that is customer-focused, creative, technologically savvy, results oriented, and reflects the diversity of the city.

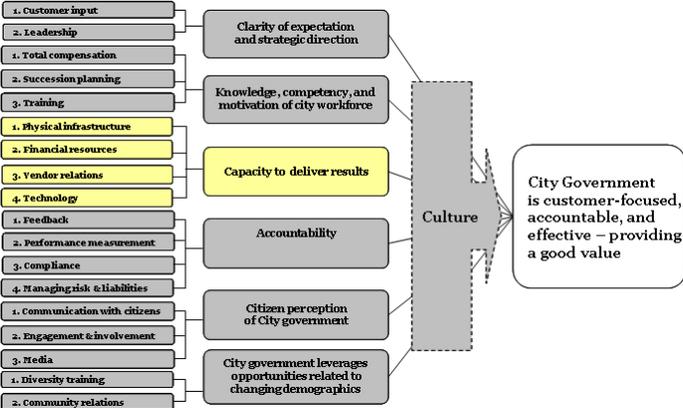| KFA 4	Staff Accountability
Result 8	**Government**
Strategy 4	**Build a sustainable workforce that is customer-focused, creative, technologically savvy, results oriented, and reflects the diversity of the city**
Sub-strategy 4.8.4.1	Consolidate and streamline the hiring process
Sub-strategy 4.8.4.2	Target recruiting to hire based on aptitude as well as attitude
Sub-strategy 4.8.4.3	Invest in staff training and development
Sub-strategy 4.8.4.4	Continue the performance-based reward system
Sub-strategy 4.8.4.5	Enhance employee recognition programs
Sub-strategy 4.8.4.6	Implement succession planning with particular attention to management positions

Purchasing Strategy # 5: Work to ensure effective and efficient administrative processes throughout city government.

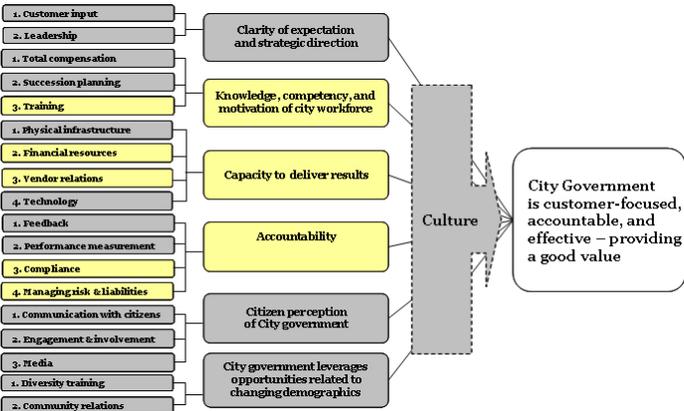| KFA 4	Staff Accountability
Result 8	Government
Strategy 5	Work to ensure effective and efficient administrative processes throughout city government
Sub-strategy 4.8.5.1	Provide high quality, timely information to decision-makers
Sub-strategy 4.8.5.2	Use technology to manage the flow of information
Sub-strategy 4.8.5.3	Institute electronic and print records management

Purchasing Strategy # 6: Ensure appropriate capacity (buildings, equipment, vehicles, technology) is available to respond to service demands, to anticipate future needs, and to maintain an economically sustainable operation.

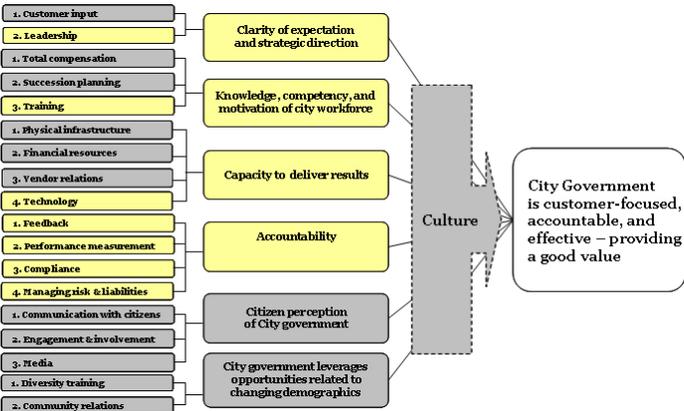|	KFA 4	Staff Accountability
	Result 8	Government
	Strategy 6	Ensure appropriate capacity (buildings, equipment, vehicles, technology) is available to respond to service demands, to anticipate future needs, and to maintain an economically sustainable operation
Sub-strategy 4.8.6.1		Assess needs
Sub-strategy 4.8.6.2		Buy smart
Sub-strategy 4.8.6.3		Meet maintenance and replacement schedules

# Purchasing Strategy # 7: Efficiently procure goods and services to enable effective delivery of results.

KFA 4	Staff Accountability
Result 8	**Government**
Strategy 7	**Efficiently procure goods and services to enable effective delivery of results**
Sub-strategy 4.8.7.1	Utilize performance-based contract management to ensure the city gets what it pays for
Sub-strategy 4.8.7.2	Continue process reviews and internal and external customer feedback
Sub-strategy 4.8.7.3	Buy "green" or environmentally friendly products and services
Sub-strategy 4.8.7.4	Demonstrate flexibility in the procurement process

Purchasing Strategy # 8: Promote compliance with legal requirements and professional standards to safeguard city resources.

KFA 4	Staff Accountability
Result 8	Government
Strategy 8	Promote compliance with legal requirements and professional standards
Sub-strategy 4.8.8.1	Automate and streamline compliance
Sub-strategy 4.8.8.2	Provide recognition and education programs that promote compliance
Sub-strategy 4.8.8.3	Review departmental processes
Sub-strategy 4.8.8.4	Respond to issues raised from customer feedback
Sub-strategy 4.8.8.5	Periodically review and update codes

# Purchasing Strategy # 9: Reasonably protect, project, and manage expenditures, revenues, and risks.
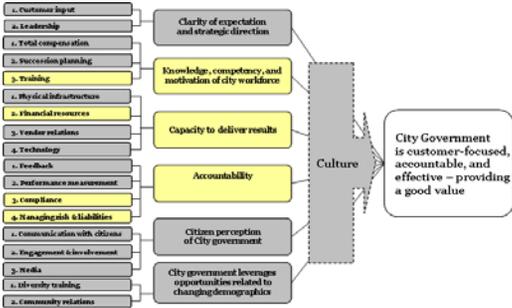
KFA 4	Staff Accountability
Result 8	**Government**
Strategy 9	**Reasonably protect, project, and manage expenditures, revenues, and risks**
Sub-strategy 4.8.9.1	Balance short and long-term needs and liabilities
Sub-strategy 4.8.9.2	Develop and generate revenue
Sub-strategy 4.8.9.3	Formulate pricing appropriate for full cost recovery
Sub-strategy 4.8.9.4	Maintain and manage costs
Sub-strategy 4.8.9.5	Assess risk and liabilities
Sub-strategy 4.8.9.6	Promote workplace safety
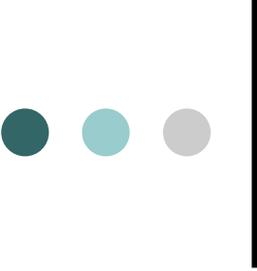
Purchasing Strategies – Special Considerations

KFA 4	Staff Accountability
Result 8	Government
	Special Considerations
Scalability	
Cross-departmental and intergovernmental collaboration	
Timely and efficient response to customers	
Interaction and involvement with the community and other stakeholders	
Combination of cost efficiency and high level of service	
Technology	
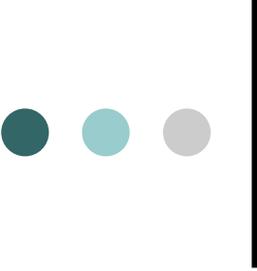
Summary

- The Government Team's Results Map and nine purchasing strategies will insure bids that will help achieve our desired result of providing City Government that is customer-focused, accountable, and effective – providing a good value to its citizens.
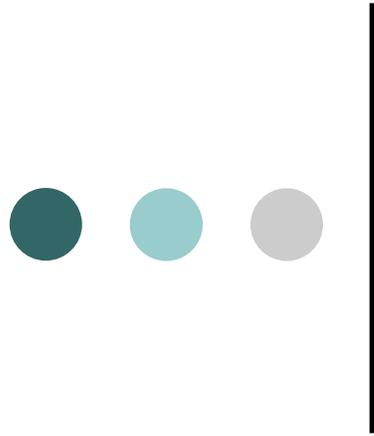
Appendix
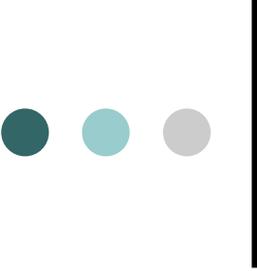
References

1. Nelson Rockefeller Institute of Government, SUNY, July 2002
2. Texas State Data Center at A&M University
3. Capital Bond Program Briefing, June 2006
4. Customer Service: A Measure of Staff Accountability - Council Briefing, August 3, 2005
5. 2006 Dallas Citizen Survey

FY 06-07 Results Map

1. Customer input

2. Leadership

Clarity of expectation and strategic direction

1. Total compensation

2. Succession planning

3. Training

Knowledge, competency and motivation of city workforce

1. Physical infrastructure

2. Financial resources

3. Vendor relations

4. Technology

Capacity to deliver results

1. Feedback

2. Performance measurement

3. Compliance

4. Managing risk & liabilities

Accountability

1. Communication with citizens

2. Engagement & involvement

3. Media

Citizen perception of City government

Culture

City Government is customer-focused, accountable, and effective – providing a good value

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