

# Creating and Communicating Strategic Direction of the City of Waco via Core Values and Strategic Goals



## Case Study: Kodak

“The right lessons from Kodak are subtle. Companies often see the disruptive forces affecting their industry. They frequently divert sufficient resources to participate in emerging markets. Their failure is usually an inability to truly embrace the new business models the disruptive change opens up. Kodak created a digital camera, invested in the technology, and even understood that photos would be shared online. **Where they failed was in realizing that online photo sharing *was* the new business**, not just a way to expand the printing business.” Scott D. Anthony



“We can’t keep doing to same things  
the same way and expect  
different results.”



How would the City Council like to see the City of Waco evolve over the next five years?



# Strategic Map



# Objectives of the 2020 Strategic Planning Session

- Provide an opportunity for open and collaborative City Council dialog about the important current high priority issues and challenges facing the City of Waco in light of the progress achieved over the prior year, continuing strategic initiatives, and the priorities of the City Council.
- Encouraging teamwork and collaboration among members of the Council and between Council and their appointed city staff.
- Create appropriate the community vision and organizational mission statements.
- Active involvement of the management team in the discussion of future community priorities and organizational needs.
- Development and documentation of an updated set of specific strategic goals.



# What is a Core Value?

*At the heart of every organization's culture are commonly shared values. None is right or wrong, but organizations need to decide which values they will emphasize. Based on City of Waco employee feedback, these are the recommended common values:*



**Service Excellence.** Provide high quality customer service to each other and to all citizens. Emphasize and reward achievements and results.

**Invest in People.** Emphasize job opportunities, Provide job appropriate training and development for all employees. Promote wellness. Reward and recognize employees.

**Trust the Team.** Emphasize and reward collaboration and communication. Show mutual respect to each other.

**Do the Right Thing-** Always promote fiscal responsibility, honesty, integrity, and equity.

**Innovation and Continuous Improvement.** Create strategies, encourage experimentation, operational excellence, best practices, and new ways to enable all departments to serve each other and the community better.

# What is a Strategic Goal?

*A strategic goal is a long-term, “big picture” objective for a business, rather than a short-term tactic that addresses a current problem or challenge. Strategies help the business improve the way it operates and set new goals, as opposed to goals that simply improve or fix what the company is already doing.*



# Current State

- Current City of Waco Values and Strategic Intents were created in the 1990's.
- Not many employees are aware of them (embedded in Budget book).
- They are wordy and not user friendly.



# Current City of Waco Core Values

## Values

Equal Access to All Services and Benefits

Customer/Regulation Friendly in all Actions  
and Interactions by the City of Waco

Think and Act Systemically to Build a Healthy  
Community



# Current City of Waco Strategic Intents

## **Strategic Intent I**

High Quality Economical City Services and Facilities

## **Strategic Intent II**

Aggressively Competitive Economic and Community Development

## **Strategic Intent III**

Safe, Environmentally Sound, Pedestrian Friendly Community

## **Strategic Intent IV**

Improving Housing Options, Opportunities and Conditions

## **Strategic Intent V**

Enviably Culture and Quality of Life

## **Strategic Intent VI**

Effective Policy and Administration – Insure that each proposed City policy provides every citizen with equal access to all services, benefits and amenities

## **Strategic Intent VII**

Market Waco Internally and Externally



# Current City Council 2019 Budget Priorities

Public Safety  
Code Enforcement  
Infrastructure  
Employee Compensation  
Equitable practices  
Strategic economic development



# Roadmap

- ✓ Review Current City of Waco Strategic Intentions and Core Values.
- ✓ Review and incorporate best practices from other cities.
- ✓ Review recent “Wellness, Safety, and Respect” initiative as it relates to updated Core Values.
- ✓ Draft updated Core Values and hold focus groups to engage employees for feedback.
  - Engage City Council to review/update Core Values/Strategic Goals.
  - Incorporate updated Core Values and Strategic Goals into more focused programs and processes.
  - Align all City Mgr./ City Council initiatives to updated Core Values and Strategic Goals.

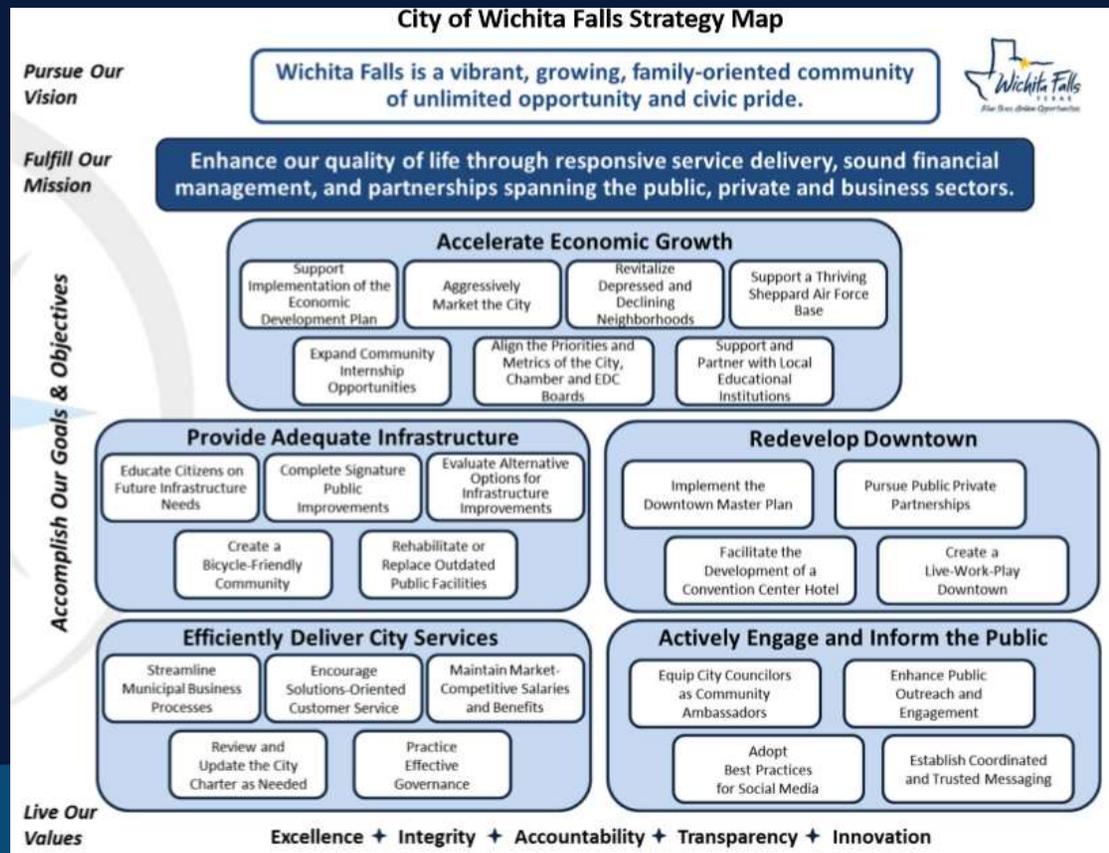
# Best Practice Examples



# City of Wichita Falls



# Strategic Map



# City of McKinney



# City of McKinney Strategic Goals

## McKinney First: City Council Goals and Strategies

Status	Goal
 	Direction for Strategic & Economic Growth
 	Operational Excellence
 	Maximize the Development Potential of the McKinney National Airport
 	Financially Sound Government
 	Enhance the Quality of Life in McKinney
 	Safe & Secure Community

# City of McKinney Strategic Initiatives

<b>CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH.....</b>	<b>3</b>
1A: Establish regional and infrastructure incentives to increase economic growth	
1B: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism	
1C: Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space	
1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)	
1E: Increase community involvement and participation within local government/community	
<b>CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE.....</b>	<b>6</b>
2A: Implement performance management practices that include developing and training staff and board/commission members	
2B: Balance available resources to accommodate the growth and maintenance needs of the city	
2C: Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture	
2D: Continuously review and update McKinney ethics policies for the City Council and staff	
2E: Continuously provide a high level of customer service to our citizens	
<b>CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT... </b>	<b>9</b>
3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation	
3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence	
3C: Improve communication and marketing the value of McKinney National Airport to the city and region	
3D: Continually maintain national recognition for excellence in Fixed Base Operations	
<b>CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT.....</b>	<b>10</b>
4A: Provide funding and organizational framework to ensure continual economic improvements	
4B: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees	
4C: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's	
4D: Create financial plans for future growth as well as future maintenance	
<b>CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY.....</b>	<b>12</b>
5A: Create affordable recreational and cultural arts activities for all ages throughout the city	
5B: Develop parks strategy to preserve green space for future park land	
5C: Continue to market and highlight McKinney as a unique destination for residents and visitors alike	
5D: Promote reinvestment activities in McKinney's historic downtown that balance preservation of historic character and current market needs	
5E: Develop sustainable quality of life improvements within the City of McKinney	
5F: Maximize partnerships between the City of McKinney and private industry	
<b>CITY COUNCIL GOAL 6: SAFE &amp; SECURE COMMUNITY.....</b>	<b>15</b>
6A: Maintain meaningful public safety performance measures	
6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification	
6C: Pursue and maintain low crime rates in comparison to other communities	
6D: Continually increase operational efficiency in public safety departments	
6E: Engage in proactive and formal community outreach to the citizens of McKinney	

# City of Temple



# City of Temple Strategic Plan

The Strategic Plan is our overarching guiding plan for the City of Temple and serves as a management tool that helps the organization align its leadership, resources, and operations in support of achieving the City's vision of making Temple a place you love to call home.

The City's vision, mission, values, and strategic focus areas for fiscal years 2020 through 2025 are identified in the Strategic Plan. The Plan also identifies the specific goals, commitments, and initiatives that City Council and staff will address over the next six years.

The Strategic Plan sets our direction for the future and will guide the City's multi-year Business Plan for 2020-2025. It is through the multi-year planning process that the City's Strategic Plan will be put into action, adding further detail to each strategic goal about accountability, timing, and resourcing. On an ongoing basis, the City will report on the execution of the Strategic Plan, demonstrate the progress being made each year, and show how this work is making a difference in the community.

## Focus Areas



High-Performing  
Organization



Places and  
Spaces



Public  
Safety



Infrastructure  
and Utilities

# City of Temple Mission and Values

## STRATEGIC PLAN FRAMEWORK

VISION	MISSION	CORE VALUES
Temple – a place you love to call home.	Exceptional service without exception.	Organizational values guide behavior, whether stated or unstated, and are observed when the workforce is at its best.

## CORE VALUES

The City of Temple is committed to a culture of performance excellence that is grounded in the values of:



### COMMITMENT

We are engaged and dedicated to our mission.



### INNOVATION

We encourage creative thoughts and are open to new ideas.



### INTEGRITY

We are ethical, respectful, and trustworthy in our actions.



### ACCOUNTABILITY

We honor our commitments, take ownership of our work, and are fiscally responsible.



### COLLABORATION

We rely on teamwork and open communication to accomplish our purpose.



# City of Temple Strategic Goals

## Our Goals:

<p>1 An organization committed to performance excellence.</p>	<p>2 Community leaders with a bold vision and intentional direction.</p>	<p>3 Talented and dedicated employees who have a heart for service.</p>
<p>4 An open, responsive, and accountable government.</p>	<p>5 A City that supports well-managed growth and development to promote a thriving economy.</p>	<p>6 Beautiful spaces and unique experiences.</p>
<p>7 Neighborhoods where people love to live.</p>	<p>8 Infrastructure and systems that support exceptional services and community growth.</p>	<p>9 A safe and healthy community.</p>

# City of Frisco



# City of Frisco Strategic Goals

## CITY COUNCIL STRATEGIC FOCUS AREAS

1. Long Term Financial Health
2. Public Health and Safety
3. Community Infrastructure
4. Unique Sustainable City
5. Excellence in City Government
6. Leisure and Culture
7. Civic Involvement



# City of Frisco Initiatives

## City Council's Top Ten Priorities for 2019

- Traffic – Innovations and Performance Measures
- Performing Arts Center
- Legislative Advocacy
- Downtown Infrastructure
- Parks - Play Frisco Roll Out
- Re-invest Frisco (including Frisco Junction and Frisco Square)
- Grand Park
- Library
- Corporate and Business Growth
- North Quadrant of City



# City of Frisco Core Values

## Core Values

### The City of Frisco supports five 'core' values:

- **Integrity:** Integrity is honesty, trustworthiness, ethical behavior and always doing the right thing. Integrity matters because we are entrusted with building and maintaining our community. Integrity is the foundation of all other core values.
- **Outstanding Customer Service:** We work to deliver the highest quality services to our residents, customers, and visitors. We strive to understand the needs of citizens and treat everyone fairly, consistently and responsively.
- **Fiscal Responsibility:** We are entrusted to use city resources efficiently and transparently. We are committed to our taxpayers realizing a good value for their investment. We demonstrate good stewardship of financial resources.
- **Operational Excellence:** We strive for the efficient, effective and innovative utilization of city resources. We value meaningful and measurable results.
- **Our Employees:** We support, develop, and reward the contributions, diversity and talents of all employees.



EMPLOYEES IN MOTION

Frisco employees are recognized through the C.O.R.E. Recognition program, which is based on the city's core values.

Throughout the year, employees are nominated by their peers for demonstrating the city's core values, and for providing over-and-above customer service.

### Resident feedback is welcome!

- [Click here to nominate a Frisco employee](#) for providing outstanding customer service.

# City of Dallas



# City of Dallas Strategic Goals

## STRATEGIC SERVICE

Developed by the City Council and City Manager, the City's six strategic priorities will guide the work of staff during the next biennium:

- **Public Safety:** Enhance the welfare and general protection of residents, visitors, and businesses in Dallas.
- **Mobility Solutions, Infrastructure, and Sustainability:** Design, build, and maintain the underlying structures necessary to support Dallas' residents.
- **Economic and Neighborhood Vitality:** Strengthen and grow the business community while planning and strengthening the long-term vitality of Dallas neighborhoods by expanding housing options and creating job opportunities.
- **Human and Social Needs:** Provide services and programs to meet basic human needs by focusing on prevention or resolution of systemic problems.
- **Quality of Life:** Provide opportunities that enhance the standard of health, comfort, and happiness of Dallas residents.
- **Government Performance and Financial Management:** Ensure that internal operations are conducted in a manner that promotes our core values of empathy, ethics, excellence, and equity.

# City of Dallas Initiatives

## FY 2019-20 MAJOR INVESTMENTS SUPPORTING THE CITY'S SIX STRATEGIC PRIORITIES

### *Public Safety*

- Recruit and retain police officers and firefighters through a new pay structure based on an annual market survey of 17 comparison cities and set aside funds to hire or retain additional police officers or for recommendations from the DPD staffing analysis
- Secure the future of our first responders by contributing \$162 million to the Dallas Police and Fire Pension System, \$5.2 million more than last year
- Establish a team of civilian crime intelligence analysts who will analyze imaging and data in real time to proactively implement crime-fighting strategies
- Protect our first responders by purchasing a second set of personal protective equipment and a complete replacement of self-contained breathing apparatus for firefighters and replacing body-worn cameras for police officers
- Strengthen relationships between the community and police department through the Office of Community Police Oversight

### *Mobility Solutions, Infrastructure, and Sustainability*

- Conserve resources and maintain infrastructure by devoting \$140.8 million for installation and rehabilitation of about 80 miles of water and wastewater mains
- Prevent flooding in local streets through the neighborhood drainage program, focusing on erosion control and channel repairs
- Ensure City facilities stay safe and functional through major maintenance of roofs, HVAC, and other building systems and reduce future costs through an enhanced preventive maintenance program
- Improve the pavement condition of 710 lane miles of streets and alleys by investing \$32.8 million in bonds and \$52.7 million in cash
- Promote safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections, retiming 250 traffic signals, and installing 21 LED Dynamic Message Signs around Fair Park

### *Economic and Neighborhood Vitality*

- Further affordable housing throughout the city as prescribed in the Comprehensive Housing Policy through the 2020 Notice of Funding Availability
- Update the City's Comprehensive Plan to incorporate more recent policy initiatives and encourage strategic land development while promoting equity, sustainability, and neighborhood revitalization
- Stimulate small businesses and startups in high-opportunity areas through training and other workforce development services
- Broaden investment in minority- and women-owned businesses based in Dallas through capacity-building resources and training

- Spur new development in the 19 Tax Increment Financing (TIF) districts throughout the city by reinvesting \$85 million in property tax revenue

### *Human and Social Needs*

- Provide tax relief to residents over 65 or with a disability by increasing the property tax exemption to \$100,000 from \$90,000
- Advance equity and inclusion in City government and across Dallas by understanding historical and deeply ingrained policies and practices and engaging the community to address present-day challenges
- Partner with nonprofit and other community agencies to deliver services designed to address the nine drivers of poverty, including eliminating barriers to work
- Offer temporary shelter to individuals experiencing homelessness during extreme hot and cold weather or for up to 90 days through a pay-to-stay initiative
- Develop a neighborhood grant program to maximize resources for reclaiming and repurposing chronic homeless encampments

### *Quality of Life*

- Boost recreational programming for teenage residents with a focus on arts and culture, community service, health and wellness, leadership and life skills, and technology
- Engage residents in the Community Clean! initiative to reduce illegal dumping, litter, and high weeds in focus neighborhoods through regular community-led cleanups
- Expand Internet access, a basic 21<sup>st</sup>-century need for education and employment, to more residents by making mobile hot spots available for checkout at high-opportunity libraries
- Augment overnight animal service response by scheduling officers to be on duty seven nights a week instead of four
- Create pop-up cultural centers to bring cultural activities to areas of the city without easy access to arts programming

### *Government Performance and Financial Management*

- Cultivate the use of data analytics and evidence-based decision making throughout the City under the leadership of the Office of Innovation
- Take a big-picture approach to technology projects by prioritizing proposals through the IT Governance Committee
- Drive operational efficiency, reduce overall costs, and improve delivery of City services through timely replacement and preventive maintenance of fleet vehicles
- Centralize monitoring of vendor performance to ensure contracts are completed on time, within budget, and fulfill the terms of the agreement
- Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program

# City of Dallas Core Values

## Empathy

We demonstrate compassion by listening and understanding. Our Empathy goal is to never get too busy or lose sight of why we are here; SERVICE!

## Ethics

We believe in being transparent, open and honest. As public servants, we are held to a higher standard and must always strive to do the right thing. Our Ethics goal is to equate Public Service to Public Trust.

## Excellence

We are committed to continuous improvement. Our qualities of Excellence include seeking best practices, becoming experts in our fields, and having the courage to get work executed. Our Excellence goal is to make a POSITIVE impact in the community.

## Equity

We understand the diverse needs of the community we serve. Our Equity goal is to ensure everyone has access to opportunities necessary to satisfy their essential needs.



# Next Steps

- City Council to draft and approve City of Waco Strategic Goals February 11, 2020 Retreat.
- Align Priorities for 2021 Budget cycle to the newly defined goals/values – April 2020.
- Begin implementing systems/programs/processes that support values/goals- April 2020.



# Strategic Goal Setting Working Session



# Current or Previous Initiative Priorities for Waco City Council (Working Draft)

Tourism

Short Term Rentals

Workforce Development

Job Creation

Health

Quality of Life, Arts and Culture

Renewable Energy

Education/ Pre K Readiness

Affordable Housing

Homelessness

Equitable Practices

Infrastructure/ Street improvements

Regional Partnerships

Financial Security for our citizens

Citizen Transparency

Strategic Economic Development



# Mapping of Priority Initiatives to Potential Goals (Working Draft)

Goals	Initiatives
Quality of Life	Arts & Culture
Economic & Neighborhood Vitality	Affordable Housing, Financial Security, Strategic Economic Development
Human and Social Needs	Homelessness, Workforce Development, Job Creation, Education, Pre K Readiness, Public Safety, Regional Partnerships
Infrastructure & Sustainability	Street and Infrastructure Improvements, Renewable Energy
Tourism	Short Term Rentals
Operational Excellence & Financial Accountability	Citizen Transparency, Equitable Practices