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Memorandum

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CITY SECRETARY
DALLAS, TEXAS



CITY OF DALLAS

DATE July 4, 2024

TO Jack Ireland, Chief Financial Officer

SUBJECT **Dallas 365 Performance Measures**

In response to feedback requested by the GPFM committee regarding Dallas 365 Performance Measures, I propose that we revamp the current structure surrounding our current plan. We should discontinue these outdated metrics/tasks and rebuild a more effective and efficient performance measurement structure that reflects how we want our city to function. It is my hope these revamped metrics will guide our efforts and reflect our commitment to delivering exceptional city services. However, our current 365 performance measures lack effectiveness and alignment with a plan. It's time for us to transition to a new phase of work.

As a council, I believe we should focus on these items during our fall retreat:

Re-evaluation: Identify areas where improvements are needed to align with our strategic goals then assess the structure surrounding our current plan. Adjust as needed.

Discontinuation of Outdated Metrics: Retire outdated metrics that no longer serve our purpose and streamline our performance measures will enhance efficiency.

Rebuilding for Effectiveness: Create a robust and prudent performance measurement structure with all our direct reports. This should reflect our commitment to exceptional city services and support our vision.

During our annual retreat along with our budget development process, the council should review and update any and all performance measures included in Dallas 365. Currently, we have aligned 35 measures with our eight strategic priority areas. These measures are tracked and reported monthly through the Budget Accountability Report (BAR). And they must all work together with clear focus and understanding.

To enhance our effectiveness, I propose that we collect new baseline data from each individual department as well as our customers to create our new metrics. This will allow us to move away from performance metrics proposed by former City Manager and move to metrics which more closely align with what is expected by our residents and customers. This will ensure that our performance measures accurately reflect our progress and align with expectations.

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Let us work collaboratively to create a comprehensive and meaningful set of performance measures that truly reflect the diverse functions of our city departments and align with performance metrics of our direct reports.

If you have any questions, please contact my office at 214-671-8916.

Sincerely,

A handwritten signature in black ink, appearing to read "Paula", written in a cursive style.

Paula Blackmon
Councilmember, District 9