



STRATEGIC DIRECTION

CITY OF SOUTHLAKE
ADOPTED BUDGET 2023

It's good to be in Southlake! And we are always working to make it better. The continued quality and success of this community does not happen without the diligent effort of a committed team of residents, businesses, community leaders, and staff. Years of consistent planning and strategic thinking has brought Southlake where it is today.

Since 2005, the City Council has worked closely with staff to adopt a Strategic Management System (SMS) based on the Balanced Scorecard framework. The SMS was developed to help the City direct its own destiny rather than allow future events to do so. Through sound business principles embodied in the SMS, the City is able to more effectively provide services to the citizens of Southlake, increasing both efficiency and customer satisfaction. Ultimately, it guides the way the City does business and helps us determine how we should invest our time and resources. In the budget process, the SMS allows for increased transparency and accountability, providing the City a framework for demonstrating results.

BALANCED SCORECARD AND SOUTHLAKE'S STRATEGIC MANAGEMENT SYSTEM

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. In short, it is a tool that organizations use to ensure that their work meets the goals of the organization in a measurable way, i.e. "You said... we did..." It connects organizational strategy to the work people do on a day-to-day basis.

The graphic at the right illustrates the Balanced Scorecard approach and the following pages of this section demonstrate how Southlake has aligned its SMS with this framework.

Components of the Strategic Management System include the Vision, Mission, Values, Perspectives, Focus Areas, Strategy Map, Performance Measures and Implementation Plans. Each element of the SMS is critical to the success of the organization and helps us evaluate and communicate our performance.



VISION

The City's vision statement outlines what we strive to be. The vision statement, adopted by City Council in 2005, reads:

SOUTHLAKE IS A VIBRANT, ATTRACTIVE, SAFE, HEALTHY AND FISCALLY SOUND COMMUNITY WE OFFER QUALITY NEIGHBORHOODS AND A HIGH STANDARD OF LIVING, WITH ABUNDANT OPPORTUNITIES FOR LEARNING, SHOPPING, WORKING, RECREATION AND ENJOYMENT OF OPEN SPACES.

Upholding such a statement is a task that requires effort on multiple levels. The SMS will help ensure that the Vision of the City remains true in the years to come.

MISSION

The mission statement describes what must be done to achieve the adopted vision. City Council has adopted the following mission statement for the City:

THE MISSION OF THE CITY OF SOUTHLAKE IS TO PROVIDE MUNICIPAL SERVICES THAT SUPPORT THE HIGHEST QUALITY OF LIFE FOR OUR RESIDENTS, A SUPPORTIVE ENVIRONMENT FOR LOCAL BUSINESSES, AND UNIQUE AND SPECIAL EXPERIENCES FOR VISITORS.

VALUES

Underlying the SMS and driving how the City accomplishes its work are our corporate values. These are the principles that we hold important and standards by which the organization operates. These values, as adopted by the City Council, form the cornerstones of the SMS and are designed to guide City staff in their day to day work and the Council as it conducts its business:

INTEGRITY

Being worthy of the public's trust in all things. We deal honestly and respectfully with each other and the public at all times. **Do the right thing.**

INNOVATION

Valuing progressive thinking, creativity, flexibility and adaptability in service delivery. **Think outside the box.**

ACCOUNTABILITY

Taking personal responsibility for our actions or inaction while putting the interests of the taxpayer first. **Own it.**

EXCELLENCE

Behaving responsively in our delivery of service to the public. Our work is characterized by its quality and by the diligence with which it is carried out. We proactively seek to solve problems in advance. **Go above and beyond.**

TEAMWORK

Recognizing the importance of working together to meet our citizen's needs, communicating clearly, sharing resources and information freely. **Work together.**

PERSPECTIVES

A Perspective is a view of an organization from a specific vantage point. Four basic perspectives are traditionally used to encompass a Balanced Scorecard organization's activities. The City's business model, which encompasses mission, vision, and strategy, utilizes the four Balanced Scorecard Perspectives as a framework:

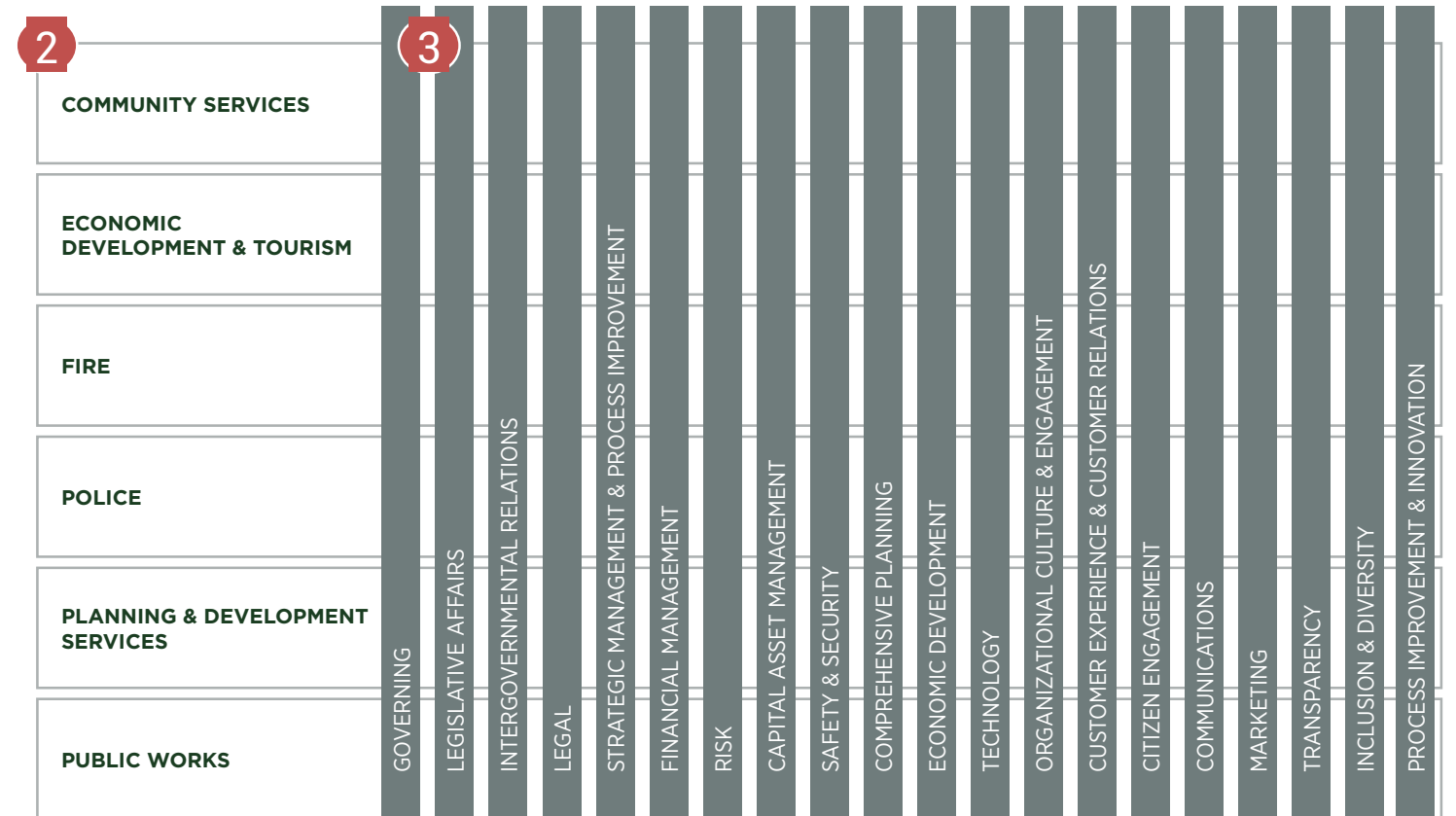
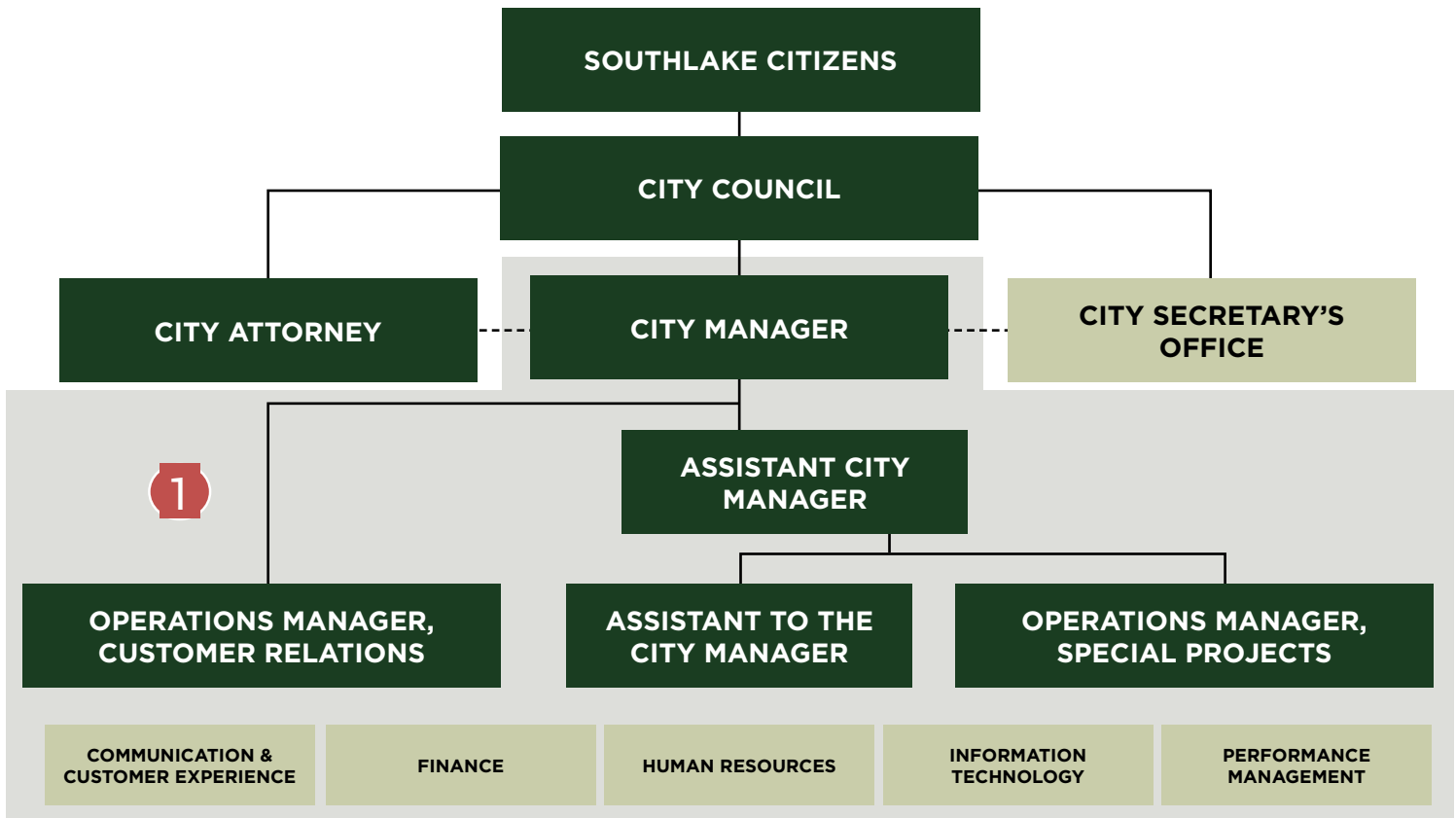
SERVE OUR CUSTOMERS

MANAGE THE BUSINESS

PROVIDE FINANCIAL STEWARDSHIP

PROMOTE LEARNING & GROWTH

Organizational Structure



1 CORPORATE TEAM

2 CITY DEPARTMENTS

3 CORPORATE FUNCTIONAL AREAS

FOCUS AREAS

The focus areas were established by City Council as thematic goals to set the direction for our organization and to provide clarity for implementation plans. These are key areas in which we must excel in order to achieve our mission and vision, and deliver value to customers. Currently, there are six strategic focus areas and each is described below.

	SAFETY & SECURITY	The establishment and maintenance of protective measures and policies that reduce danger, risk or injury to individuals who live, work or visit the City of Southlake and their property.
	MOBILITY	The efficient movement of pedestrians and vehicles from place to place within Southlake through means such as roads, sidewalks, and trails.
	INFRASTRUCTURE	Capital assets that provide City services within Southlake such as parks, buildings, water, sewer, drainage systems, sidewalks and roadway systems.
	QUALITY DEVELOPMENT	The skillful preparation and thoughtful execution of plans and policies ensuring an attractive, safe, financially viable and sustainable community for Southlake residents and businesses.
	PARTNERSHIPS & VOLUNTEERISM	The active promotion of alliances through community involvement focused on giving time, energies, or talents to individuals and groups for the enrichment of the Southlake community and its strategic affiliations.
	PERFORMANCE MANAGEMENT & SERVICE DELIVERY	The formalized, results-oriented method used to apply best management practices and fact-based decision making to measure, monitor, and improve performance toward meeting strategic objectives, providing services, and enhancing accountability.

CORPORATE OBJECTIVES AND CRITICAL BUSINESS OUTCOMES

Objectives are strategy components; continuous improvement activities that must be done to be successful. Objectives are the building blocks of strategy and define the organization’s strategic intent. Good objectives are action-oriented statements, are easy to understand, represent continuous improvement potential and are usually not ‘one-off’ projects or activities. The City has identified twenty Corporate Objectives (pictured on the previous page) across the four perspectives.

The City has also identified six Critical Business Outcomes which are short-term, one to three year priorities. In contrast to Corporate Objectives, these outcomes are less strategic and more action-oriented.

LEADERSHIP STRUCTURE

Some may notice that our organizational structure (shown on the previous page) looks quite different than other organizations. Traditionally each city department reports directly to the City Manager or an Assistant City Manager—and this was the practice in Southlake for many years. As part of the City’s ongoing strategic evolution to get the best possible results for our citizens, we restructured our organizational framework in 2016 to provide a more focused leadership approach.



Under our revised framework, the City Manager, Assistant City Manager, Assistant to the City Manager, Chief Financial Officer, Human Resources Director, Deputy Director of Public Relations, Operations Manager - Customer Service, and Operations Manager - Special Projects serve as the Corporate Team. Each team member is responsible for a set of corporate functional areas. The Corporate Team continually scans the horizon and provides strategic direction and oversight to departments, primarily identifying and planning for high-risk initiatives and helping the organization become ready for the future. Under this framework, Department Directors are responsible for the high-quality management of operating their departments on a day-to-day basis. The Corporate Team works with departments to advance their corporate functional areas of responsibility, and Departments work with the Corporate Team as needed on city-wide high-risk initiatives. This two-way flow of information enhances collaboration between departments, emphasizes the focus on risk, and optimizes the value of the City's Executive Team for our residents, businesses, and visitors.

STRATEGY MAP

In order to set the course for the work we do each year, we utilize a document called a Strategy Map. The Strategy Map captures the City's strategy in a single diagram and identifies those things that are necessary to achieve the mission. The City's adopted Strategy Map (pictured opposite) includes the Mission, Values, and Focus Areas, and it incorporates four Perspectives, five Critical Business Outcomes, and twenty-two Corporate Objectives.

Our Strategy Map tells the story of not only what our strategic focus is but also how we intend to meet those goals. For example, if you look at the "Provide Financial Stewardship" Perspective, you will see that the City intends to do this by adhering to financial management principles and budget, investing to provide and maintain high-quality public assets, achieving fiscal wellness standards and establishing and maintaining effective internal controls. You'll note that each of these objectives is referenced by a letter and number. These references can be found throughout this document, demonstrating the continued focus on connecting the City's strategy to its operations.

One additional step the City has taken to further connect its strategy with its operations is to work with each Department to create a departmental strategy map. These maps demonstrate each Department's core services which are organized by the same perspectives as the City's Strategy Map. Furthermore, each core service is connected to a Corporate Objective and all departments have their own Critical Business Outcomes that support those shown on the City's map. See the City Department Overview section to view these departmental maps.

PERFORMANCE MEASURES

Performance measures hold departments accountable. By updating and maintaining performance measures, citizens receive information about City services annually. Because performance measures are determined according to the Strategy Map, it becomes evident how each department aligns with City goals, and how well departments are meeting the expectations set by the Strategy Map.

The City uses "Key Accountability Indicators," (KAIs) to measure performance. These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured, gets done.

The City primarily monitors performance through city-wide and individual department scorecards. These are developed using the perspectives from the City's strategy. The city-wide scorecard is shown later in this section and department scorecards are shown in the City Department Overview section. The measures shown include the current reporting period and two previous periods, as well as a target. The targets established on the scorecards are typically "stretch" goals, or targets that the city is working to achieve. In FY 2022 and continuing into FY 2023, staff is working to revise the city-wide and department scorecards to improve measures so that they can be used to make better business decisions.

Engagement Index

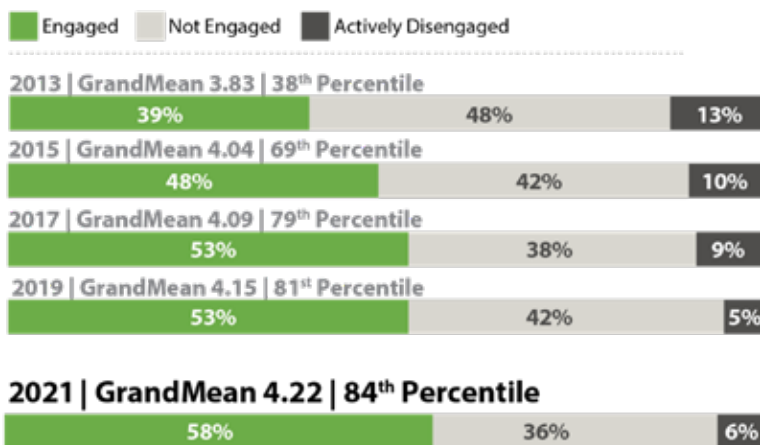


Figure 1: Employee engagement survey results 2013 - 2021.

In addition to monitoring these performance measures, the City of Southlake also desires the opinion of its citizens. Every two years Southlake undertakes a broad citizen survey designed to measure government performance and gauge the current and future needs of residents. This survey is an incredibly useful tool within the strategic management system, and it allows City services to be tailored based upon citizen attitudes.

The City of Southlake not only surveys its citizens, but also its employees. We believe strong employee engagement is a critical component of high-performance management and service delivery. Every two years, Southlake conducts an employee engagement survey, which is created and administered by research and consulting firm Gallup. The Gallup Organization defines engaged employees as those who are involved in and enthusiastic about his or her work. Engaged employees are 100% committed to their roles and contribute to the organization in a positive manner. Since our first survey in 2013, the City’s engaged workforce has increased from 39% to 53%, moving us from the 38th percentile to the 81st percentile in comparison to other organizations who have taken the survey.

Southlake’s performance measures are continually evolving. As we have improved our ability to gather and mine data about our work, we have been able to add performance measures to the departmental business plans as a gauge of success. These departmental measures are reported on each department’s scorecard, then feed into the city-wide scorecard to give an overall picture of the City’s performance. As the City continues to develop these scorecards, measurement units, data sources, and targets will be refined. Through quarterly performance reviews, departmental performance is documented. Trends are also tracked over time through department dashboards which are currently under development. The city-wide scorecard is presented later in this section and departmental scorecards are provided in the City Department Overview section of this budget document.

In 2021, the International City/County Management Association recognized the City’s performance measurement work, awarding Southlake with a Certificate of Achievement in Performance Management for the fifth consecutive year. As one of the 56 jurisdictions recognized nationwide, this certificate is awarded to organizations who foster a performance culture by utilizing data to manage performance and make decisions.



IMPLEMENTATION PLANS

The next elements of the SMS are implementation plans. These plans are developed by departments and divisions to identify clear actions, timing, and resources needed to demonstrate that the strategy is being successfully implemented.

The first level of implementation plans includes our long range comprehensive plan, such as Southlake 2035. Southlake 2035 is the comprehensive master plan that includes all elements (master plans) of the City’s planning efforts, such as land use, parks, trails, thoroughfares, community facilities, etc.



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
Certificate of Distinction
is presented to

Southlake, Texas

for exemplifying the standards established by the International City/County Management Association in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

Presented in conjunction with the
107th ICMA Annual Conference

October 4, 2021

Marc A. Ott
ICMA Executive Director

James Malloy
ICMA President



Note: As of the publishing of this document, ICMA had not opened applications for the 2022 Certificate in Performance Management.

Staff has set up a real-time data tracking and visualization system to ensure proper implementation of each plan’s priorities.

Operationally, each department maintains the status information on items for which they are assigned responsibility. Accountability is established through regular reporting to the City Council as well as Boards and Commissions who oversee projects related to plan elements. The second level of implementation plans includes our departmental business plans. Departments prepare their business plans following an analysis of their department’s strengths, weaknesses, opportunities and threats and with the goal of implementing best practices associated with the services they provide. These plans are prepared biennially each spring and are the basis for budget submittal. Additionally, departments prepare annual work plans which articulate both the connection to the business plan as well as clearly outlining what the department is planning to do, how they are planning to do it and when they project the work will be complete.

SOUTHLAKE’S STRATEGIC DEVELOPMENT / BUDGET CYCLE

Establishing a link between a City’s strategy and budget is fundamental to effective public budgeting. Southlake works hard to connect the SMS to the budget process. Incorporating the Strategy Map into resource allocation decisions ensures the City budget reflects the priorities of City Council. The illustration below depicts the annual process of developing the City’s budget in conjunction with the Strategic Management System.

The budget process, like the Strategy Map, connects each department to the organization as a whole. At the micro level, City departments work to provide quality services to the citizens of Southlake. At the macro level, departments use the Strategy Map to make budgetary requests so that these services can be performed. As the Budget Cycle illustration indicates (below), the process never ceases. At the beginning of each fiscal year, in October, we conduct or review the results from the most recent citizen survey, this aids staff in focusing its work for the coming year. Then a meeting with City Council in January provides an opportunity to review the strategic direction, followed by the creation of departmental business plans in April and budget development in August. In order for funding to be allocated, departments must follow the Strategy Map to align requests with the goals, mission, and vision of Southlake.

Strategic planning plays an integral role in the development of each year’s budget and ensures the City’s ability to meet the needs of a growing community. To be effective, the City must direct resources to those areas most essential to the community’s priorities. The aim of the City’s Strategic Management System, with its many integrated parts, does just that.



CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
1	1.1	Achieve the highest standards of safety & security (C1) 2								
	1.1.1	Percent citizens rating the City's performance in achieving the highest standards in safety and security ("Excellent" or "Very Good")	79%	79%	84%	>	95%	%	Citizen Survey	Biennial
	1.1.2	UCR Part 1 Nonviolent Crimes per 1,000 residents	2.7	2.6	2.4	<	TBD	#/1000	Police Department	Quarterly
	1.1.3	UCR Part 1 Violent Crimes per 1,000 residents	0.5	0.9	0.6	<	TBD	#/1000	Police Department	Quarterly
	1.1.4	Dollar value to dollar loss (fire)	92.96%	93.42%	93.42%	>	80%	%	Fire Dept Scorecard	Monthly
	1.1.5	Response Time (Fire - Travel Time)	357	348	329	<	390	sec	Fire Dept Scorecard	Monthly
	1.1.6	Percent citizens who are satisfied with the City's performance in preparing the city for emergencies ("Very Satisfied" or "Somewhat Satisfied")	76%	83%	79%	>	95%	%	Citizen Survey	Biennial
	1.1.7	Q12 Survey: Q02 - I have the materials and equipment I need to do my work right	4.55	4.41	4.48	> or =	4.50	#	Employee Engagement Survey (City-wide)	Biennial
	1.1.8	Q12 Survey: Q10 - I have a best friend at work	3.47	3.70	3.73	> or =	4.50	#	Employee Engagement Survey (City-wide)	Biennial

Serve Our Customers

1 BALANCED SCORECARD PERSPECTIVES 2 CORPORATE OBJECTIVES 3 PERFORMANCE MEASURES

CITY OF SOUTHLAKE CITY-WIDE SCORECARD										
		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Serve Our Customers	1.2	Provide travel convenience within City and region (C2)								
	1.2.1	Percent of citizens rating the City's performance in providing travel convenience within the City ("Excellent" or "Very Good")	23%	33%	43%	>	95%	%	Citizen Survey	Biennial
	1.2.2	Percent of citizens who are satisfied with the provision of pedestrian pathways ("Very Satisfied" or "Somewhat Satisfied")	60%	60%	67%	>	90%	%	Citizen Survey	Biennial
	1.3	Provide attractive & unique spaces for enjoyment of personal interests (C3)								
	1.3.1	Percent of citizens rating the City's performance in providing attractive and unique spaces for the enjoyment of personal interests ("Excellent" or "Very Good")	70%	66%	70%	>	95%	%	Citizen Survey	Biennial
	1.3.2	Percent of citizens who associate beautiful parks and open spaces with their image of Southlake (rating of 5 or better)	91%	81%	84%	>	75%	%	Citizen Survey	Biennial
	1.4	Attract & keep top-tier businesses to drive a dynamic & sustainable economic environment (C4)								
	1.4.1	% change in commercial square footage from prior year	1.52%	1.31%	1.55%	=	↻	Positive trend	Planning Master Indicator Data File	Annual

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Serve Our Customers	1.4.2	% change in total permitted dollar value related to new commercial from prior year	3.37%	3.20%	6.12%	=	📈	Positive trend	Planning Master Indicator Data File	Annual
	1.4.3	% growth in Total Sales Tax Revenue (General Fund, SPDC, CCPD, & CEDC)	-2%	4%	1%	=	📈	Positive trend	Master Indicator File	Annual
	1.4.4	Southlake retail occupancy rate	94.3%	93.6%	93.2%	>	92%	%	COSTAR	Quarterly
	1.4.5	Southlake office occupancy rate	82.0%	79.7%	82.2%	>	85%	%	COSTAR	Quarterly
	1.5	Promote opportunities for partnerships & volunteer involvement (C5)								
	1.5.1	Percent of citizens rating the City's performance in promoting opportunities for partnerships and volunteer involvement ("Excellent" or "Very Good")	65%	61%	65%	> or =	95%	%	Citizen Survey	Biennial
	1.5.2	Estimated dollar value of total volunteer activity	\$752,821	\$258,229	\$457,113	📈	Positive trend	\$	Volgistics / HR	Annual (April)
	1.5.3	NEW TBD: Volunteer Satisfaction Measures	TBD	TBD	TBD	TBD	TBD	%	Volunteer Satisfaction Survey (new)	Annual
	1.5.4	Percent of citizens rating Republic Services' performance in collecting residential solid waste ("Excellent" or "Very Good")	86%	83%	89%	>	85%	%	Citizen Survey	Biennial

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Serve Our Customers	1.5.5	Percent of citizens rating Republic Services' performance in collecting residential recycling ("Excellent" or "Very Good")	87%	84%	88%	>	85%	%	Citizen Survey	Biennial
	1.6	Enhance sense of community by providing excellent customer service and citizen engagement opportunities (C6)								
	1.6.1	Percent of citizens agreeing completely or somewhat that employee represented City in a positive manner	83%	83%	89%	>	90%	%	Citizen Survey	Biennial
	1.6.2	Percent of citizens agreeing completely or somewhat that employee listened and was warm and sincere	83%	83%	84%	>	90%	%	Citizen Survey	Biennial
	1.6.3	Percent of citizens agreeing completely or somewhat that employees returned calls within a reasonable amount of time	74%	69%	72%	>	90%	%	Citizen Survey	Biennial
	1.6.4	Percent of citizens agreeing completely or somewhat that employee showed pride and concern for the quality of work	76%	79%	81%	>	90%	%	Citizen Survey	Biennial

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Serve Our Customers	1.6.5	Percent average reduction in gap between importance and satisfaction for identified Citizen Survey gap issues	-3%	-5%	-11%	>	-6%	%	Citizen Survey	Biennial
	1.6.6	During their time living in Southlake, percent of citizens believing that, as a community in which to live, Southlake has improved	59%	59%	43%	>	75%	%	Citizen Survey	Biennial
	1.6.7	Vote participation in last municipal election as a percentage of eligible voters	87%	43%	42%	>	20%	%	Elections Administrator	Annual (May)
	1.6.8	Implement comprehensive customer request management program	TBD	TBD	TBD	=	Successful implementation	n/a	n/a	Annual
	1.6.9	Q12 Survey: Q09 - My coworkers are committed to doing quality work	4.25	4.24	4.29	≥	4.50	#	Employee Engagement Survey (City-wide)	Biennial
	2.1	Achieve best-in-class status in all City disciplines (B1)								

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Manage the Business	2.1.1	Obtain Balanced Scorecard Hall of Fame designation	TBD	TBD	TBD	=	Successful implementation	n/a	n/a	Annual
	2.1.2	Pavement Quality Index (PQI) Street Rating	81.0	82.6	80.6	≥	7.8	#	Annual Paving Assessment	Annual (August)
	2.1.3	Q12 Survey: Q06 - There is someone at work who encourages my development	4.06%	4.18	4.24	≥	4.50	#	Employee Engagement Survey (City-wide)	Biennial
	2.2	Collaborate with select partners to implement service solutions (B2)								
	2.2.1	TBD - measure for collaborative service delivery	TBD	TBD	TBD	TBD	TBD	TBD	ICMA	Annual
	2.3	Enhance resident quality of life & business vitality through tourism (B3)								
	2.3.1	% change in hotel occupancy tax revenue	-46%	74.1%	76.9%	>	3%	%	EDT Master Indicator File	Annual
	2.4	Provide high quality services through sustainable business practices (B4)								
	2.4.1	Bond Rating	AAA	AAA	AAA	=	AAA	Rating	Rating Agencies: Fitch / S&P	Annual (April)
	2.4.2	Financial Management Assessment	Strong	Strong	Strong	=	Strong	Rating	S&P	Annual (April)
2.5	Enhance service delivery through continual process improvement (B5)									

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Manage the Business	2.5.1	NEW TBD: Six Sigma outcomes (meeting project goal(s))	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
	3.1	Adhere to financial management principles & budget (F1)								
Provide Financial Stewardship	3.1.1	Operating expenditures, budget vs actual	96%	94%	96%	=	98-100%	%	ACFR	Annual (March)
	3.1.2	% invoices paid within 30 days in accordance with Prompt Payment Act	100.0%	100.0%	100.0%	>	94%	%	Finance	Quarterly
	3.1.3	Unreserved General Fund balance as a % of Operating Expenditures	32.79%	36.51%	39.95%	>	24%	%	ACFR	Annual (March)
	3.1.4	Debt as a % of total assessed valuation	0.58%	0.44%	0.34%	<	2.00%	%	Annual Budget	Annual (August)
	3.2	Invest to provide & maintain high quality public assets (F2)								
	3.2.1	NEW TBD: Maintenance expenditures per unit of asset	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	3.3	Achieve fiscal wellness standards (F3)								
	3.3.2	NEW TBD: Program prioritization	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	3.4	Establish & maintain effective internal controls (F4)								
	3.4.1	# audit findings	0	0	0	=	0	#	Audit	Annual (March)
3.4.2	# verified fraud incidents	0	0	0	=	0	#	Finance	Annual (TBD)	
3.4.3	Webb Analysis - TBD (Pcard, Findings)	TBD	TBD	TBD	TBD	TBD	TBD	CMO / Finance	TBD	

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Promote Learning & Growth	4.1	Ensure our people understand the strategy & how they contribute to it (L1)								
	4.1.1	Q12 Survey: Q08 - The mission or purpose of my organization makes me feel my job is significant	4.50	4.23	4.27	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.2	Enhance leadership capabilities to deliver results (L2)								
	4.2.1	Q12 Survey: Q11 - In the last six months, someone at work has talked to me about my progress.	3.73	3.94	3.94	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.2.2	Leadership training program evaluation overall satisfaction score	100%	97%	97%	>	90%	%	Human Resources	Annual
	4.2.3	Average City-wide Performance Evaluation Score	4.24	4.26	4.27	> or =	4.5	#	NEOGOV	Annual (TBD)
	4.3	Attract, develop & retain a skilled workforce (L3)								
	4.3.1	Voluntary turnover rate	10.8%	13.2%	12.1%	<	8.0%	%	Human Resources	Annual (October for Prior Fiscal Year)
	4.3.2	Benefits as % of total compensation	30.70%	29.70%	29.10%	<	30%	%	Human Resources / Finance	Annual (after audit completion)
	4.3.3	Desired market position	60th Percentile	60th Percentile	70th Percentile	=	70th Percentile	%	Human Resources	Biennial
	4.3.4	Q12 Survey: Q03 - At work, I have the opportunity to do what I do best every day.	4.27	4.29	4.35	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial

CITY OF SOUTHLAKE CITY-WIDE SCORECARD

		Previous Measurement Period	Previous Measurement Period	Current	Measurement	Target	Unit	Data Source	Timing	
Promote Learning & Growth	4.3.5	<i>Q12 Survey: Q12 - This last year, I have had opportunities at work to learn and grow.</i>	4.20	4.33	4.29	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.4	Recognize & reward high performers (L4)								
	4.4.1	<i>Q12 Survey: Q04 - In the last seven days, I have received recognition or praise for doing good work</i>	3.67	3.70	3.87	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.4.2	<i>Promotion Rate</i>	37%	18%	27%	> or =	20.0%	%	Human Resources	Annual (September)
	4.4.3	<i>NEW TBD: Pay for Performance</i>	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	4.5	Empower informed decision-making at all levels in the organization (L5)								
	4.5.1	<i>Q12 Survey: Q07 - At work, my opinions seem to count.</i>	3.87	3.89	4.07	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.6	Foster positive Employee Engagement(L6)								
	4.6.1	<i>Q12 Survey: Q00 - How satisfied are you with the City of Southlake as a place to work?</i>	4.19	4.24	4.18	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.6.2	<i>Q12 Survey: Q01 - I know what is expected of me at work</i>	4.55	4.52	4.58	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.6.3	<i>Q12 Survey: Q05 - My supervisor, or someone at work, seems to care about me as a person</i>	4.32	4.40	4.47	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial
	4.6.4	<i>Q12 Survey City-wide Grand Mean</i>	4.09	4.15	4.22	> or =	4.5	#	Employee Engagement Survey (City-wide)	Biennial

