

Changes Legend	
Standard Print	No Changes.
Bold, Blue Print	Modified this slightly in order to be more specific.
Bold, Orange Print	New measure or initiative.
Initiatives Completed	Initiatives completed

Goal 4: Well-Managed City	
Provide professional management that is accountable, efficient, and transparent.	
Outcome Measures	
<ul style="list-style-type: none"> Resident Satisfaction Rating Employee Satisfaction Rating 	<ul style="list-style-type: none"> Per Capita Tax Burden Fiscal Wellness Index (debt ratio, bond rating and fund balance)
Objectives and Measures	Initiatives
<p>Objective: Provide Seamless Services</p> <p>Measures:</p> <ul style="list-style-type: none"> Percent of residents that are satisfied or very satisfied with the accuracy of information received by City employees Percent of residents that are satisfied or very satisfied with the resolution of an issue or concern Percent of Durham One Call complaints that are resolved within the set benchmark Resident Satisfaction with Service Delivery Percent increase of number of calls to Durham One Call 	<ul style="list-style-type: none"> Promote increased use of Durham One call through education, promotions, etc. to streamline and enhance residents' experiences with the City departments Establish criteria for prioritizing processes for improvement and develop a system for tracking results Develop the systems, processes, and structures to ensure accountability for the strategic plan Create and implement technology that supports the strategic plan Determine feasibility to implement citywide fiber optic network
<p>Objective: Promote Strong Financial Management</p> <p>Measures:</p> <ul style="list-style-type: none"> Quarterly Financial Report results (Percent of Revenues Projected at Year-End Compared to Budget and Percent of Departments within Budget) Percent of Fees Collected 	<ul style="list-style-type: none"> Coordinate the development of multi-year financial plans for all enterprise funds Develop a strategy to fund the Capital Improvement Plan

<ul style="list-style-type: none"> • Number of Significant Material Findings in Internal and External Audits • Percent of Revenue from Property Tax, Sales Tax, and State Shared Revenues and Fees for Services • Percent of performance measures at or above target 	<ul style="list-style-type: none"> • Develop a tool for tracking performance measures • Develop revenue diversification model • Review and update the Multi-Year Financial Plan and the CIP to align resources and priorities • Identify and prioritize CIP needs • Increase the use of data and best practices to achieve operational excellence
<p>Objective: Align Resources with City Priorities</p> <p>Measures:</p> <ul style="list-style-type: none"> • Percent/Number of City Departments with Strategic Plans and Performance Measures Aligned with the City's Strategic Plan • Percent of new funding that is tied to plan initiatives 	<ul style="list-style-type: none"> • Identify and analyze key organizational processes to ensure alignment with organizational priorities • Use performance and benchmarking data to improve low performing areas and ensure operational excellence and use of best practices • Increase and diversify resident engagement
<p>Objective: Establish an Exceptional, Diverse, Engaged and Healthy Workforce</p> <p>Measures:</p> <ul style="list-style-type: none"> • Employee Turnover Rate • Employee Satisfaction Rating on Biennial Employee Opinion Survey • Employee Engagement Index • EEOC Statistics 	<ul style="list-style-type: none"> • Implement Culture of Service certification program • Develop and Deploy a Comprehensive Employee Wellness Program • Maximize employee development through training opportunities (Joint City-County Initiative)

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| | <ul style="list-style-type: none">• Develop a citywide Communication Strategy using the Intranet as the communication hub• Develop recruitment strategies to address EEOC deficiencies• Establish Joint City-County Habitat for Humanity partnership (<u>Joint City-County Initiative</u>) |
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