



CITY OF FORT WAYNE

Thomas C. Henry, Mayor



Over the next several weeks, I will unveil the recently developed Strategic Plan of the City of Fort Wayne. This was a combined effort of dedicated public servants from all levels of the City organization. That plan represents a shared vision that will take us to a new level of high performance and delivery of quality services and has served as the focus for the 2009 City Budget.

Over the last eight years, the City of Fort Wayne developed the foundation necessary for a culture of excellence that became a national model of efficiency, effectiveness and quality customer service. Building on that foundation requires an on-going commitment to continuous improvement and a collective desire to find new ways of serving our citizens and customers better, while making this community the best place in which to live, raise families and do business.

With those goals in mind, the strategic priorities of the City of Fort Wayne are to:

1. Be an outstanding place to work, operating as a trustworthy, transparent organization that drives continuous improvement and high performance (**P**erform).
2. Maintain a pro-investment environment that drives innovation through proactive leadership and strategic partnerships (**I**nnovate); and
3. Provide responsive, high quality and courteous customer service (**E**ngage).

In short, the new vision is reflected as: *Striving to: **Perform** with pride and honor; **Innovate** to fuel community investment; and **Engage** our customers.*

Our Strategic Plan establishes (1) a framework that clearly defines the goals that will help us achieve our strategic priorities, (2) a method to keep each of us collectively and individually working toward those same objectives, (3) an opportunity to remove barriers that are impeding us from excelling, and (4) a way for us to measure our successes and celebrate our achievements.

The City of Fort Wayne's 2009 Budget was prepared consistent with and in support of the City's Strategic Plan. I thank all of you who will commit your efforts toward making this new vision a reality. Together, there is no limit to what we can accomplish!

Sincerely,

A handwritten signature in black ink that reads "Thomas C. Henry".

Thomas C. Henry, Mayor

PERFORM • INNOVATE • ENGAGE

Executive Summary

The variety of services that the City of Fort Wayne provides to its citizens is a critical component of our quality of life and economic vitality. City services have a direct impact on employment, industry, economic development, community development, education, entertainment, health, and safety, and many other facets of community life.

Over the years the City of Fort Wayne has been faced with a growing demand to improve its organizational performance to provide services that are better, and are delivered faster and more economically. In response the City has endeavored over the last eight years to improve the effectiveness and efficiency of service delivery by improving its processes and employee knowledge and skills.

Overall the City's organizational performance improvement efforts have been successful at obtaining the desired results. The City now faces a bigger challenge of making sure those improvements are sustained to continue driving results in support of the City's Vision, Mission, and Values.

To meet this challenge, the City of Fort Wayne, under the direction of Mayor Tom Henry in February 2008, set out to build the City Strategic Plan. The Strategic Plan encompasses the City's overall game plan for realizing its preferred future. It defines how the City will drive, coordinate, sustain, and align organizational performance toward its Vision, Mission and Values. The execution of the plan is supported by a well defined implementation work plan/schedule.

The plan is intended to be cascaded throughout the City. Each Department, Division, and Employee should be able to identify with and contribute to the successful accomplishment of the desired outcomes.

The plan is also intended to be a living document. Therefore, periodic evaluation is needed so that goals, measures, targets, and initiatives can be adjusted, as necessary to changing conditions. In this way a continuous process of growth and adaptation allows the organization to thrive and reach new heights.

Mission & Values

Mission

(The City's Overarching Purpose or Reason for Existing)

The City of FW is committed to being responsive, open and resourceful in providing its citizens with professional and creative services focusing on continuous improvement and high performance.

(Adopted by Mayor 3-26-08)

Values

(Guiding Principles intended to shape City Employees' decisions & behaviors while carrying out Mission and pursuing Vision)

Customer Focused Priority (Engage...)

- Engaging
- Respectful
- Accountable

Pro-Investment Focused Priority (Innovate...)

- Innovative
- Pro-Active Leadership
- Strategic Partnerships

High Performance Focused Priority (Perform...)

- Enthusiastic
- Integrity
- Outcome-Based Driven

(Adopted by Mayor on 3-26-08; Revised on 5-9-08)

Vision & Strategic Priorities

Vision

(The City's Preferred Future for the City of FW)

Fort Wayne offers a vibrant and livable community with creative opportunities and innovative partnerships, where residents, families and businesses can grow and succeed.

(Adopted by Mayor on 5-5-08)

Strategic Priorities

*(The City's Roadmap to achieving its Vision;
Taglines for remembering the priorities are in parenthesis)*



The City of FW respects the dignity of its citizens and provides responsive, high quality, and courteous programs & services to its residents, businesses, and visitors through consistent customer engagement.

The City of FW is committed to maintaining a pro-investment environment that drives innovation through pro-active leadership and strategic partnerships.

The City of FW is an outstanding place to work operating as a trustworthy, transparent, accountable, and outcome-based organization driving continuous improvement and high performance.

The 3 Broad Strategic Priority Areas were adopted by Mayor on 3-7-08;

The descriptor statements of the priority areas were created by the Mayor on 3-26-08 and then revised by the Strategic Planning Team (Division Heads) on 5-1-08

City's Strategic Priority Summaries

Customer Strategic Priority

Reflects how the City will execute its Customer Focused Priority. As indicated in the map, the City of Fort Wayne will hire employees and provide on-going training to deliver excellent customer service every day, monitor the delivery of these services and create strategic relationships. As a public servant, each employee has a responsibility to be courteous, efficient and professional by providing follow through in every interaction. Through the evaluation of these services, the City will be able to provide measurable improvements for every constituency.

Pro-Investment Strategic Priority

Reflects how the City will execute its Pro-Investment Focused Priority. The City of FW is committed to maintaining a pro-investment environment that drives innovation through pro-active leadership and strategic partnerships. Pro-investment means:

- Adding value to real estate;
- Creating more and higher paying jobs;
- Creating an economic condition and climate that inspires confidence for private investors.

We can achieve a pro-investment environment by focusing on three perspectives: the customer perspective, the internal process perspective and the learning and growth perspective.

As indicated on the map, the City of Fort Wayne will excel at pro-investment solutions to drive customer satisfaction, aggressively promote investments and align to the regional economic development strategies. These goals are furthered by streamlining internal processes into a one-stop shop process, leveraging relationships and improving communication internally and externally. The entire strategic priority will be achieved by bolstering learning and growth on the employee level with improved hiring processes, making data available across the organization and recognizing individuals.

High Performance Strategic Priority

Reflects how the City will execute its High Performance Focused Priority. As indicated on the map, the City of Fort Wayne will establish a performance improvement management & measurement system that will monitor, improve, & report results. Results from the performance management system will enable the City to determine what workforce performance improvements are needed to close gaps between high and low performers and what reward and recognition efforts are needed to fuel performance within work areas. Furthermore, the system will enable the City to measure targeted employee satisfaction and align performance evaluation to high performance strategy to promote a high performance environment with internal communication.