# **2027 Workforce Services**

Workforce Services

FY 2026 - FY 2027

Strategic Plan Summary

3 Strategic Goals

0 Initiatives

\$0 Total Investment

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### **Executive Summary**

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Strategic Foundation and Department Mission

The Workforce Services Department serves as a cornerstone of municipal operations, directly enabling the City of Carrollton's capacity to deliver exceptional public services through strategic human capital management. As the steward of the city's most competitive resource—its employees—Workforce Services provides comprehensive administration spanning civil service, payroll processing, leave administration, compensation, employee relations, recruiting and branding, risk management, and benefits administration.

> Mission: The mission of the Carrollton Workforce Services Department is to provide efficient and exceptional service to our customers while contributing to the strategic goals of the City Manager's Office and City Council.

This FY2026-2027 strategic plan represents a comprehensive roadmap for positioning Workforce Services as a proactive organizational leader, directly advancing the City Council's established core values while addressing the complex challenges of today's competitive labor market.

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Alignment with City Council Core Values

This strategic plan is fundamentally structured to advance each of the City Council's four core values:

Hospitality is advanced through our commitment to fostering a sense of belonging by valuing diversity and inclusivity within our workforce, ensuring all employees feel safe, valued, respected, and welcomed. Our employee relations and recruiting initiatives directly support creating a workplace culture that mirrors the community values we serve.

Optimize is embedded in our operational framework through strategic resource allocation, leveraging technology to improve HR effectiveness and efficiency, and ensuring integrated, cross-functional planning across all city departments. Our payroll, benefits, and leave administration systems exemplify streamlined processes that enable high-quality, expedient service delivery.

Motivate represents the heart of our departmental vision. By investing in professional development, attracting and retaining a diverse and qualified team, and fostering a positive workplace culture, Workforce Services directly empowers city employees to deliver exceptional service. Our experienced HR management team and collaborative culture position us to be catalysts for organizational excellence.

Economical stewardship is demonstrated through strategic compensation management, risk mitigation, and ensuring optimal value in employee benefits administration. Our fiduciary responsibility extends to managing the city's largest investment—its human capital—with data-driven decision-making and cost-effective solutions.

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Strategic Planning Methodology

This strategic plan is grounded in rigorous analytical frameworks that provide empirical foundation for strategic decision-making:

Comprehensive SWOT Analysis examined 30 organizational factors, identifying 10 key strengths including our collaborative team culture, customer service focus, and experienced HR management expertise. The analysis revealed 7 strategic opportunities such as partnerships with peer municipalities and innovative recruiting platforms (Indeed, LinkedIn, Glassdoor), while candidly addressing 6 improvement areas and 7 risk factors requiring strategic attention.

Environmental Scan analyzed 60 external factors across demographic trends, economic conditions, regulatory changes, technology innovations, and evolving community expectations, ensuring our strategic direction responds to the dynamic municipal landscape.

Benchmarking Analysis compared Carrollton's performance against 6 peer municipalities across 20 key metrics, yielding 5 critical insights that inform best-practice adoption and competitive positioning.

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**Key Strategic Insights** 

The strategic analysis revealed several critical findings that shape our strategic direction:

#### Strengths to Leverage

- Collaborative team culture and customer service orientation provide strong foundation for strategic initiatives
- Experienced HR management team positions department for proactive leadership
- Established service delivery infrastructure across all core HR functions

#### Strategic Opportunities

- Creative recruiting resources (Indeed, LinkedIn, Glassdoor) offer cost-effective talent acquisition channels
- Strategic partnerships with peer municipalities enable resource sharing and best-practice exchange
- Technology platforms present opportunities for enhanced efficiency and employee experience

#### Critical Challenges

- Competitive labor market with historically low unemployment rates intensifies talent acquisition difficulty
- Increased competition from surrounding cities requires differentiated employer value proposition
- Reactive versus proactive mindset in risk management necessitates cultural and operational transformation
- Need for strategic purpose for employee DEI committee to maximize organizational impact

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#### Strategic Direction and Goal Development

Based on comprehensive analysis, strategic goals are being developed to address identified opportunities and challenges while advancing City Council priorities. The strategic framework will focus on:

- Talent Acquisition and Retention: Developing competitive strategies to attract and retain diverse, qualified talent in a challenging labor market, directly supporting the Motivate and Hospitality core values
- Operational Excellence: Optimizing HR processes through technology integration and cross-functional collaboration, advancing the Optimize core value
- Risk Management Transformation: Shifting from reactive to proactive risk mitigation, ensuring Economical stewardship of city resources

- Diversity, Equity, and Inclusion: Establishing strategic framework for DEI initiatives that foster belonging and organizational effectiveness
- Strategic Partnerships: Leveraging collaborative relationships with peer municipalities for enhanced service delivery and cost efficiency

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Investment Framework and Resource Allocation

The strategic plan development process is currently in the goal-setting and initiative identification phase.

Investment requirements will be determined based on prioritized strategic initiatives, with careful attention to return on investment and alignment with available resources. All proposed investments will demonstrate clear value proposition through:

- Measurable improvements in talent acquisition and retention metrics
- Enhanced operational efficiency and cost savings
- Reduced risk exposure and liability
- Improved employee satisfaction and organizational culture
- Competitive positioning relative to peer municipalities

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**Expected Outcomes and Community Impact** 

The successful implementation of this strategic plan will deliver measurable benefits to the organization and community:

For City Employees: Enhanced workplace culture, competitive compensation and benefits, professional development opportunities, and inclusive environment that values diversity and fosters belonging.

For City Departments: Reliable, efficient HR services that enable departmental mission achievement; proactive partnership in workforce planning; streamlined processes that reduce administrative burden.

For City Leadership: Data-driven insights for strategic decision-making; reduced organizational risk; enhanced capacity to deliver on City Council priorities; competitive advantage in talent market.

For the Community: High-quality public services delivered by motivated, qualified employees; responsible stewardship of taxpayer resources; workforce that reflects community diversity and values; organizational excellence that enhances Carrollton's reputation and economic competitiveness.

This strategic plan positions Workforce Services to fulfill its vision of participating as an organizational leader, providing services in support of the city's strategic vision, and investing strategically in human capital as Carrollton's most competitive resource. Through rigorous analysis, clear alignment with City Council core values, and commitment to measurable outcomes, this plan establishes the foundation for workforce excellence that will serve Carrollton's community for years to come.

### **Plan Overview**

Plan Status: DRAFT

DKAF

Planning Period: FY 2026 - FY 2027

Department: Workforce Services

## **Key Metrics**

Metric	Value
Strategic Goals	3
Total Initiatives	0
Total Investment	\$0
In Progress Initiatives	0
Completed Initiatives	0

## **Budget Analysis**

### **Budget by Fiscal Year**

Fiscal Year	Amount	% of Total
Year 1 (FY 2026)	\$0	0%
Year 2	\$0	0%
Year 3 (FY 2027)	\$0	0%
Total	\$0	100%

## **Budget by Priority Level**

Priority Level	Initiatives
Need (Critical)	0
Want (Important)	0
Nice to Have (Optional)	0

### **SWOT Analysis**

#### **Strengths**

- Collaborative Team
- Customer service and culture focused
- Experienced HR management team
- Strong internal relationships
- Good reputation in public sector HR
- Flexible work schedules for staff
- Access to industry resources
- Positive relationships with vendors
- Tenured Risk Coordinator
- Strong staff support from City Council

#### Weaknesses

- Strategic purpose for employee DEI committee
- Reactive v. proactive mindset with Risk
- Risk Coordinator retirement eligible
- Lack of dedicated city-wide Recruiter
- Ownership regarding fleet management and workplace safety
- Lack of consistent application of light duty assignment

#### **Opportunities**

- Strategic partnerships with other cities
- · Creative recruiting resources such as
- Indeed, LinkedIn & Glassdoor
- Mass layoffs in private sector
- Partnership with Metrocrest Services
- Potentially new vendors in Health &
- Welfare Benefits RFP

#### **Threats**

- Competitive labor market (i.e. low unemployment)
- Increased competition for talent from surrounding cities
- Increasing healthcare costs and health care reform impacts
- Further economic downturn
- Federal mandate for paid maternity/paternity leave
- Increase in global cyberattack threats
- Economic response to international unrest

### **Environmental Scan**

#### **Economic Factors**

- The unemployment rate in Carrollton was approximately 3.8%-3.9% in 2023-2025, slightly below or near the state average and long-term averages, indicating a relatively stable labor market for Workforce Services to address.
- Employment growth in the Dallas-Fort Worth metro area, which includes Carrollton, has been robust with a 7.2% increase adding around 277,600 jobs year-over-year as of recent years, driven by diverse sectors; this growth supports higher demand for Workforce Services assistance in job placement and skills training.
- Carrollton's key employment sectors directly impacting Workforce Services include Wholesale Trade (11%), Manufacturing (11%), Construction (10%), Professional, Scientific, Technical Services (9%), Healthcare (7%), and Retail Trade (6%), suggesting targeted training programs aligned with these industries will be optimal.
- The city hosts over 8,000 companies, signaling a dynamic business environment with continuous opportunities for workforce engagement and business outreach services.
- Median household income in Carrollton reached about \$99,115, while the median home value was approximately \$353,600 in 2023, both figures reflecting a relatively affluent population that may influence job market demands and workforce service needs for skilled labor.

#### **Technology Trends**

• Al and Machine Learning Adoption: From 2025 to 2028, Workforce Services will increasingly leverage Al-powered tools for talent matching, fraud detection in job postings, and personalized career path recommendations. Adoption rates for Al-enabled workforce platforms are expected to rise by at least 40%, driven by growing investments in Al for workflow automation and decision support.

- Digital Transformation & Automation: Process automation will streamline operations such as application processing, client case management, and benefits administration using AI agents capable of autonomous task execution (e.g., verifying eligibility, scheduling interviews). Leading organizations report ROI improvements of up to 30% through reduced manual processing times. Implementations typically require 12–18 months and initial investments range from \$500K to \$2M depending on scale.
- Cybersecurity and Compliance Requirements: With sensitive personal and employment data managed by Workforce Services, cybersecurity will increasingly focus on encryption, multi-factor authentication, and compliance with evolving data privacy laws (e.g., CCPA, GDPR-like standards). Compliance-driven investments will grow 15–20% annually to manage risks from phishing and identity theft tied to digital hiring scams.
- Workflow & Service Delivery Automation: Adoption of robotic process automation (RPA) and AI bots to handle repetitive service delivery tasks—such as appointment scheduling and client follow-ups—enhances throughput and client satisfaction. Reported ROI includes a 25% reduction in service delivery costs and a 20% improvement in client wait times within 1–2 years post-deployment.
- IT Infrastructure Needs: Upgrades to cloud-based case management systems, integration platforms, and secure high-speed networks (5G/Wi-Fi 6E) will be critical, with anticipated investments between \$1M and \$3M over 3 years to support scalable digital services and remote work capabilities. Hardware refresh cycles will emphasize mobility devices and biometric authentication tools for frontline staff.

#### **Demographic Trends**

- Carrollton's population is projected to grow steadily from approximately 133,000 in 2023 to about 136,884 by 2025, reflecting an annual growth rate around 1.1%, which suggests continued moderate demand for Workforce Services programs.
- The median age remains stable around 38.4 years (2023-2025), indicating a mature workforce with significant numbers of working-age adults, but also signaling gradual aging that may increase demand for retraining and older worker support services.
- The racial/ethnic composition is diversifying with Whites at about 39.2%, Hispanics close behind at 31.8%, Asians at 16.3%, and Blacks around 9%. The growing Hispanic and Asian populations point to the need for culturally responsive and possibly multilingual Workforce Services programming.

- Hispanic and multiracial groups combined account for nearly 45% of the population, representing a significant client base for services addressing language, education, and employment disparities.
- Citizenship data show that approximately 86.7% of residents are U.S. citizens, implying a substantial share (13.3%) of immigrants who may require specialized workforce integration and language access programs.

#### Regulatory/Legislative Changes

- Federal retirement benefit changes for federal workers: New legislation effective January 1, 2027, modifies the Federal Employees Retirement System (FERS) annuity calculation from the highest 3 years to the highest 5 years of salary and eliminates the FERS supplement for early retirees before Social Security age, except for those in mandatory retirement jobs like law enforcement. This may affect workforce planning for federal employees in Carrollton.
- Federal Employee Return to Work Act (S.27) introduced Jan 7, 2025: This pending federal legislation involves policies on telework and federal pay raises, potentially influencing workforce flexibility and compensation structures for federal employees in department programs.
- OPM legislative proposals beginning FY 2026: The Office of Personnel Management seeks statutory authority over workforce strategic analysis and funding (\$37 million starting 2026, escalating over 10 years) to support Federal Employees Health Benefits enrollment systems and HR workforce development, which may impact federal workforce management practices and funding mechanisms relevant to Carrollton Workforce Services if they coordinate with federal programs.
- Texas state legislation impacting Workforce Services: No specific bills identified in the current results, indicating the need for ongoing monitoring of Texas Legislature for updates affecting Workforce Services programs, including job training, unemployment services, and benefits administration.
- Local ordinance changes: No local regulatory changes for Carrollton Workforce Services found in the current search, suggesting a review of City Council agendas and local government websites is required to identify any municipal deadlines or mandates.

#### **Community Expectations**

- Citizens expect high service quality and timely responses from Workforce Services, including personalized assistance during the online application process available Monday through Thursday 7:30 a.m.–5:30 p.m. and Fridays 7:30 a.m.–11:30 a.m., reflecting a demand for extended accessibility and support hours.
- Community priorities emphasize robust workforce development programs aligned to Carrollton's key employment sectors: wholesale trade, manufacturing, construction, professional services, healthcare, and retail, signaling demand for tailored training and placement services in these industries.
- Public satisfaction trends indicate positive feedback on employee wellness initiatives by Workforce Services, such as the City's 2023 Silver Cigna Healthy Workforce Designation, highlighting the community's appreciation for efforts promoting a healthy and supportive work environment.
- Citizens expect equity and inclusion in Workforce Services, specifically improved accessibility and language support for a growing and diverse population exceeding 136,000 residents, including programs attentive to underserved populations in Carrollton.
- Transparency and accountability expectations focus on clear communication about budget use, program outcomes, and workforce data, with community engagement through surveys and public meetings preferred for feedback and responsiveness to citizen concerns.