

Memorandum



CITY OF DALLAS

DATE March 27, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT FY 2015-16 Budget Workshop #4: Update of Sunset Review

Attached are materials for the Wednesday, April 1st budget workshop. The materials provide an update on the current status of the Sunset Review process that was initiated this fiscal year. The process is providing a "deeper dive" and review of seven departments' services and budgets.

The observations and opportunities identified in the briefing will be further reviewed over the upcoming months to determine possible budget impact for FY 2015-16. Council will be provided additional updates this spring.

Please let me know if you need additional information.


Jeanne Chipperfield,
Chief Financial Officer

c: A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager

Joey Zapata, Assistant City Manager
Mark McDaniel, Assistant City Manager
Eric D. Campbell, Assistant City Manager
Forest E. Turner, Chief Wellness Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager

FY 2015-16 Budget Workshop #4: Update of Sunset Review

Dallas City Council
April 1, 2015



Outline

- Discuss new initiative being implemented to provide a “deep-dive” into departmental budgets
- Provide first update of departments being reviewed in FY 2014-15 and identify potential opportunities
 - 1) **Code Compliance** (Quality of Life & Environment Committee)
 - 2) **311-Operations** (Quality of Life & Environment Committee)
 - 3) **Police** (Public Safety Committee)
 - 4) **Court Services** (Public Safety Committee)
 - 5) **Judiciary** (Public Safety Committee)
 - 6) **City Attorney’s Office** (Public Safety Committee)
 - 7) **Office of Emergency Management (OEM)** (Public Safety Committee)
- Outline next steps and lessons learned

Sunset Review Process

New Initiative

- New initiative is being implemented beginning in FY 2014-15 to improve fiscal responsibility
- New initiative will provide a more in-depth review of all City departments on a 5-year rotating basis
- Process is a modified version of Sunset Review process utilized by State of Texas
- Goal is to identify potential opportunities to:
 - Improve service delivery
 - Positively impact the annual operating budget through reduced costs and/or increased revenues

Process Comparisons

State of Texas	City of Dallas
Established 1977	Began 2014
Advisory Commission – 10 from state legislature + 2 from public	City Manager’s Office
Director, 25 policy analyst, 5 support staff	Existing staff from budget office and cross-departmental teams
20-30 agencies per year (12 year rotation)	7-10 departments/offices per year (5 year rotation)
20 month process (i.e. Sept 2013 to May 2015)	Phase 1: 5 month process (Nov – March) Phase 2: 4 month process (April – July)
Separate from budget process	Separate from budget process
Agencies submit Self-Evaluation Reports	Departments submit Self-Evaluation Reports
Review completed by agency staff	Review completed by cross-departmental teams
Recommendations to State Legislature	Recommendations to City Council

5-Year Schedule

FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Police	Equipment and Building Services	Fire	Mayor and City Council	Aviation
Courts	Public Works	Cultural Affairs and WRR	City Auditor	Economic Development
Judiciary	Street Services	Library	City Manager	Housing
City Attorney	Trinity Watershed Management	Park and Recreation	City Secretary	Fair Housing
Code Compliance	Environmental Quality	Civil Service	City Controller	Planning and Neighbor. Vitality
Emergency Management	Sanitation	Human Resources	Communication and Information Services	Sustainable Develop. and Construction
311 Operations	Water Utilities	Employee Benefits	Financial Services	Convention Center
		Risk Management	Purchasing	
			Public Information	
			Intergovernmental Services	
			City Attorney	

Year 1 Departments/Offices

Dept/Office	Director/ACM/ Officer	# of Services in FY15	# of Cost Centers	# of Activities	FY15 GF Dollars
Police	David Brown Eric Campbell	12	46	97	\$438,059,929
Courts	Gloria Carter Eric Campbell	5	9	7	\$20,184,916
Judiciary	Daniel Solis	4	4	4	\$3,695,256
City Attorney*	Warren Ernst	2	2	45	\$4,940,768
Code Compliance	Kris Sweckard Joey Zapata	5	24	22	\$35,382,605
Emergency Management	Rocky Vaz Eric Campbell	1	2	5	\$639,116
311 Operations	Margaret Wright Jill Jordan	1	1	6	\$2,081,450
		30	88	186	\$504,984,040 (25% of FY15)

*Note: City Attorney's Office only includes services that impact public safety and/or code enforcement.

Self-Evaluation Report

- Sunset Review process begins with each department providing a complete, accurate, and thoughtful self-evaluation report which includes the following sections:
 - 1) Purpose and activities – department overview and sub-division of department into services and into activities
 - 2) Source of funds and revenues – description of all funds used for operation of department
 - 3) Expenditures – 3 year history of budget vs. actual for line item budget of every cost center within the department
 - 4) Personnel – current staffing level, 3 year history of FTE usage, and detailed organization chart listing positions for span of control review

Self-Evaluation Report

- Department self-evaluation reports continued
 - 5) Performance – 3 year history of performance measures including target and actual performance
 - 6) Stakeholders – identification of customers and partners
 - 7) Technology and equipment – identification of current assets, uses, and needs
 - 8) Other – prior briefings, audits, performance reports, SWOT analysis, ISO reviews, etc.

Review Teams

- Cross-departmental teams were established to review department Self-Evaluation Reports
- Teams consisted of staff from other operational departments, Financial Services, Center for Performance Excellence, and Communication & Information Services
- Time allotted for team review was limited to 8 weeks
- During review period some areas of Self-Evaluation Report were reviewed in detail while other areas were reviewed at a high level as time allowed

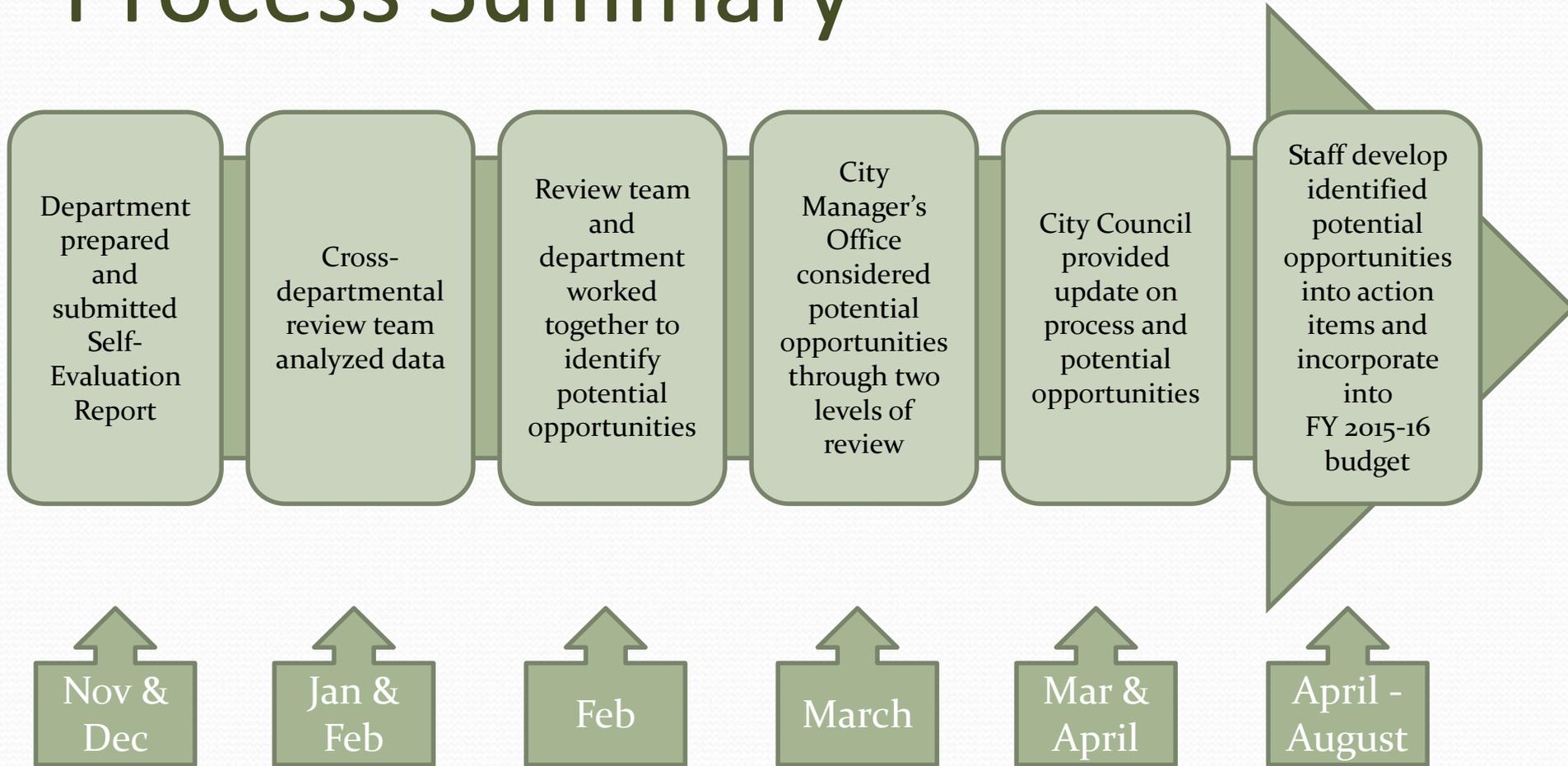
Review Teams

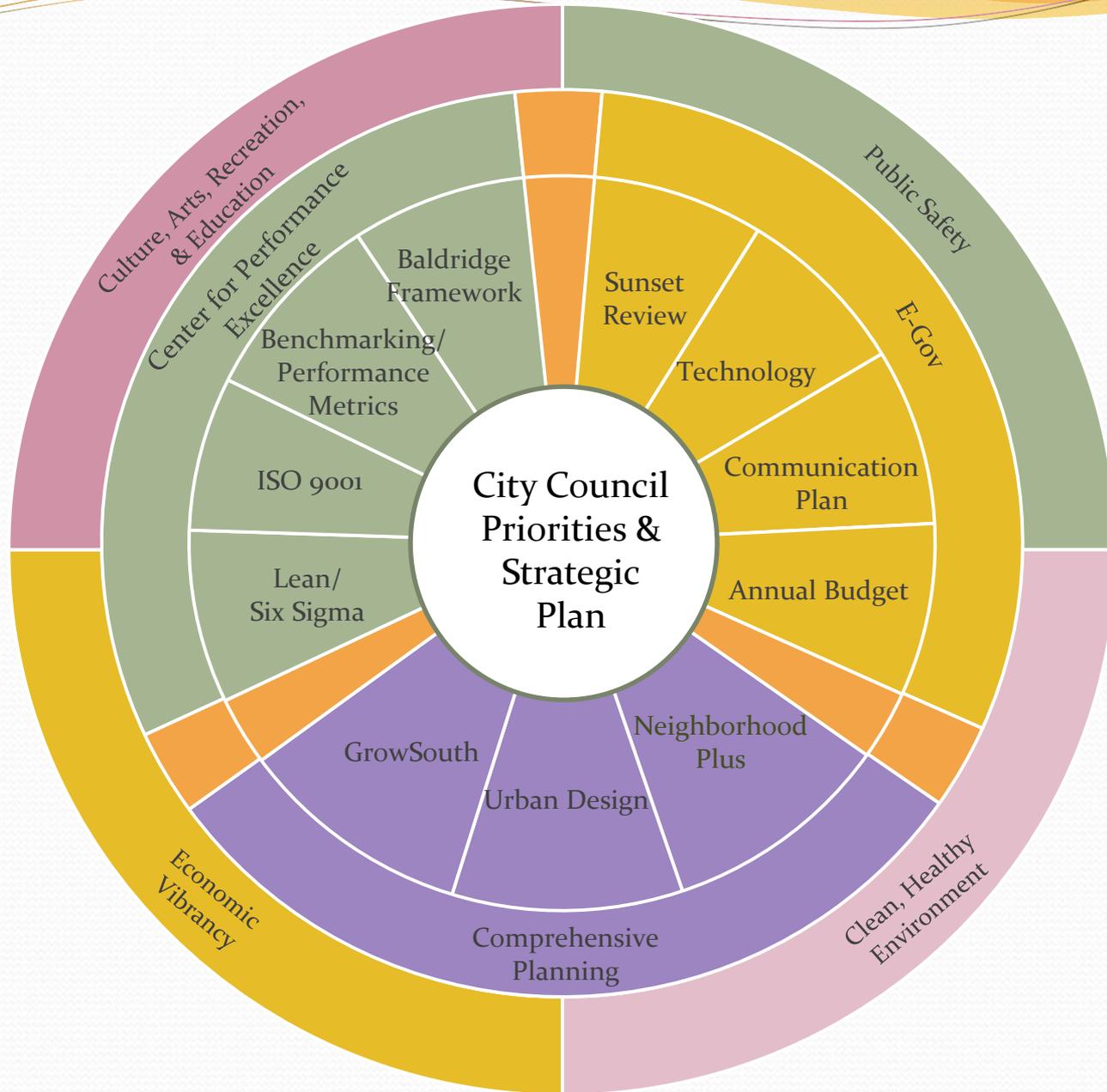
- Review process included meetings with departments, observation and analysis of department Self-Evaluation Reports, research, requests for additional information, activity ranking, and development of list of observations and potential opportunities
- Potential opportunities are areas identified through the 1st phase for further research and analysis in 2nd phase of Sunset Review (April – July)
 - 19 – Code Compliance
 - 8 – 311 Operations
 - 18 – Police
 - 10 – Court Services
 - 6 – Judiciary
 - 6 – Attorney’s Office
 - 5 – OEM

Types of Potential Opportunities

- Reassign services between departments to improve oversight, gain efficiencies, or realize cost savings
- Consolidate services
- Address span of control concerns
- Optimize staffing levels
- Reduce or reallocate line-item or object code budgets
- Consider outsourcing or privatization
- Modify performance measures
- Identify processes to be evaluated by the Center for Performance Excellence using Lean/Six Sigma process improvement

Process Summary





Code Compliance

Code – Overview

- FY 2014-15 budget is \$35.4m, includes 468 FTE, and 5 services
- Code Compliance enforces over 900 City ordinances and addresses approximately 300,000 service requests annually
- Code Compliance services include:
 - Neighborhood Code Compliance Services
 - Neighborhood Nuisance Abatement
 - Dallas Animal Services (DAS)
 - Consumer Health
 - Regulation and Enforcement of For Hire Transportation

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>1) Department is consistently under-budget on spending. Over the last 3 years, savings have been:</p> <ul style="list-style-type: none">•FY12 - \$250,000 (0.9%)•FY13 - \$567,000 (1.8%)•FY14 - \$1.1m (3.3%) <p>This occurs with some divisions such as Neighborhood Code Compliance being under-budget and more than offsetting units that are over-budget such as Dallas Animal Services. Savings in a given division are typically from salaries. This has allowed divisions with unbudgeted needs to cover additional costs such as medical/surgical supplies at DAS.</p>	<p>For FY16 budget, adjust department and division budgets to reflect actual spending over last 3 years including increases in some areas and decreases in others, with net reduction.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>2) Salaries and benefit budget expenses are routinely below budget with savings of:</p> <ul style="list-style-type: none">•FY12 - \$545,000 (2.4%)•FY13 - \$1.5m (6.1%)•FY14 - \$2.0m (7.9%) <p>Currently, there are 76 vacancies (including Inspectors, Animal Service Officers and Laborers) within the department.</p> <p>Historically, some salary savings have been used to offset other unbudgeted costs within department.</p>	<p>Reevaluate the hiring process within the department to reduce the number of vacancies and resulting unspent funds.</p> <p>For FY16, utilize a more appropriate vacancy rate when developing the budget and reduce FTEs and salary budget.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>3) Department staff have identified over 900 ordinances that are included in the scope of work of the department.</p> <p>With various City reorganizations, Code Compliance has grown with transfer of Transportation Regulation from Public Works and mosquito abatement and food inspection when Environmental and Health Services was consolidated.</p> <p>Additionally, staff identified services within Dallas Code Compliance that are components of non-Code departments within other cities. The size and scope of Dallas Code Compliance may be too expansive.</p>	<p>Establish a team (or hire consultant) and process to review all 900+ ordinances to determine:</p> <ul style="list-style-type: none">•If they are still pertinent and important for the City to enforce,•If the ordinance is still needed then determine if modifications will improve enforcement,•If each ordinance should be enforced within Code Compliance or another City department. <p>For example, downtown vacant buildings, home repair, electronic repair and wood vendor permits may no longer be necessary.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>4) Special Collections unit within DWU collects numerous revenues on behalf of various departments. In FY10, Code reassigned 8 existing positions and established a new Revenue and Collections unit within Code Compliance to focus on growing registration and fee requirements of the department.</p>	<p>A Code Compliance team with support from Lean/Six Sigma will evaluate pros and cons of consolidating this unit into Special Collections.</p>
<p>5) Non-owner occupied registrations are low, resulting in revenue being consistently under-budget. Enforcement is conducted on complaints received on properties and efforts to identify rental homes are limited.</p>	<p>Code Compliance with support from Lean/Six Sigma will continue to review process of identifying non-owner occupied structures and proactively seek registration.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>6) Nuisance Abatement (mow clean) process addresses high weeds and is performed by contractors and/or by city staff depending upon whether or not the lot requires mowing only or if the lot requires removal of debris first. About 34,000 lots were mowed and cleaned last year.</p> <p>Process can result in delays in cleaning properties, and requires additional staff work to verify contractor work. Additionally, there may be duplication of paperwork and cost associated with placing liens.</p>	<p>Code Compliance with support from Lean/Six Sigma will review the Nuisance Abatement process and develop a plan to improve and streamline.</p>
<p>7) Org Chart for the department shows differing spans of control with some managers having as few as 1 or 2 direct reports.</p>	<p>Review Org Chart with Human Resources and develop recommendations for span of control.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>8) As DPD has learned that one of most significant impacts on crime is pro-active policing and community engagement, likewise Code Compliance will benefit from more community engagement and public outreach. Additionally, consultant performing citizen survey identified community outreach as a means to improve customer satisfaction within Code Compliance.</p> <p>Currently neighborhood code representatives are used to attend neighborhood meetings and educate citizens on code issues. Approximately 200 community meetings are attended throughout the City with most occurring monthly.</p>	<p>During FY16 budget process, consider allocating resources for pro-active code efforts and community engagement.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>9) Inspection of food establishments is done by both staff and contractors, yet only staff are authorized to enforce ordinances.</p>	<p>Code Compliance with support from Lean/Six Sigma will evaluate the use of private vendors in the food inspection process.</p>
<p>10) Currently, Food Inspection conducts routine inspections every six months even if an establishment consistently has high scores.</p> <p>About 6,200 to 6,500 food establishments exist within City and require inspection. Over 13,000 inspections were conducted in FY14 including routine, follow-up, and complaint-driven inspections. The department currently utilizes 26 sanitarians for this service.</p>	<p>Code Compliance with support from Lean/Six Sigma will research the pros and cons of conducting food inspections annually and/or through a risk based approach.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>11) Currently, Transportation Regulation issues licenses and permits to 426 companies, 6,030 vehicles and 6,205 drivers that operate in the City of Dallas. This division was previously part of Public Works and Transportation.</p> <p>In other cities, Transportation Regulation is a component of the Police Department, a parking authority, or a Transportation Department but typically not Code Compliance. This activity is not currently provided 24/7, and inspectors do not have ability to pursue or impound vehicles.</p>	<p>A cross-departmental team with support from Lean/Six Sigma will consider whether Code Compliance is the most appropriate home department for Transportation Regulation.</p> <p>Transfer of this activity to a different department would allow Code Compliance to focus more on neighborhood issues.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>12) Dallas Animal Services has significant amount of public support and partners. Other non-profit entities are involved in various animal services activities that are duplicate of DAS.</p>	<p>Code Compliance with support from Lean/Six Sigma will evaluate opportunity for public-private partnership and/or outsourcing of activities within DAS that are duplicate of other providers. Possibilities may include adoption, pet registration, education/marketing, spay/neuter services, veterinary services, etc.</p>
<p>13) Based on org chart, Dallas Animal Services appears to have its own administrative section that may be a duplication of the department's centralized administration.</p>	<p>Further review the activities of both DAS administration and Code Compliance administration to ensure that duplications are eliminated.</p>
<p>14) Dallas Animal Services has positions involved in call taking while the City has 311 consolidated for purpose of handling calls and service requests.</p>	<p>Review the actual type of calls handled and determine if the work can be reassigned/consolidated into 311.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>15) 362 units of fleet are assigned to department including sedans, trucks, vans, trailers, dump trucks, rotobooms, etc. Department has 2 positions dedicated to managing Code fleet.</p> <p>The department also leases 28 units for an annual cost of \$0.5m.</p>	<p>A team from Code Compliance and EBS with support from Lean/Six Sigma will review each of the 28 leased units to determine if the need can be met through City owned equipment rather than through leasing equipment at an additional cost.</p>
<p>16) Illegal Dumping is a serious issue in areas of the City and involves several departments including Code Compliance, City Marshal's Office, Sanitation, Street Services, and Trinity Watershed Management.</p>	<p>A cross-departmental team with support from Lean/Six Sigma will review current process for handling illegal dumping and identify strategies to improve the process, including how technology such as cameras or drones could be utilized.</p>

Code – Observations & Potential Opportunities

Observation	Potential Opportunity
17) Code Compliance received 25,760 service requests related to loose animal complaints in FY14.	Through the FY16 budget process, consider allocating additional resources including funding and staff to be dedicated to address loose dog issues.
18) Mosquito Abatement is an intergovernmental effort between the City, County and the State. The City currently sets traps within the City while the County sets traps in unincorporated areas and small cities. Samples are sent to both the County and State for testing. Additionally, other cities have their own mosquito abatement efforts.	Code Compliance with support from Lean/Six Sigma will review current process and arrangements to determine if a regional approach or other alternatives could improve the processes.
19) Many of the performance measures of the department are counts and output based.	With assistance from Center for Performance Excellence, the department will develop more outcome and effectiveness based measures.

311-Operations

311 – Overview

- FY 2014-15 budget is \$2.1m, includes 104 FTE, and 1 service
- As a division of Management Services Department, 311 Customer Service Center provides direct access to
 - 311: Information plus intake for non-emergency service requests
 - Water Customer Service: Billing & payment, start/stop service
 - Court Services: Information about ticket payment, court dates
 - Radio Dispatch: Dispatch field crews for urgent services (main breaks, traffic signals out, aggressive dogs, etc.)
- Center handles over 1 million calls per year and submits approximately 210,000 service requests to city departments

311 – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>1) Most call taking activities have been centralized into 311. However, some call taking centers remain within other City departments such as:</p> <p>Aviation – 8 positions Housing-WIC – 22 positions Building Inspection – 4 positions DPD-Auto pound – positions TBD Code-Animal Services – positions TBD</p>	<p>A 311 team with support from Lean/Six Sigma will review types of calls handled by the different work groups and explore the possibility of consolidating all call center related activities from other departments into 311.</p>
<p>2) A 2007 consulting study addressed span of control and supported 1 supervisor to 8 call takers. Over time as 311 call center has changed, the span of control has broadened to 1 supervisor to 13 call takers. This broader span of control does not allow supervisors the time needed for tasks such as coaching and training.</p>	<p>Reevaluate current span of control compared to the reduced span of control recommended in the 2007 study and determine if adjustments are appropriate.</p>

311 – Observations & Potential Opportunities

Observation	Potential Opportunity
3) Surrounding suburbs and communities do not currently have 311 Centers.	A 311 team with support from Lean/Six Sigma will research the possibility of assisting neighboring municipalities with call center activities and contracting with them for Dallas 311 Center to handle non-emergency calls and generate revenue.
4) It has been proven cost effective, in private companies, to outsource their call centers. However, a 2011 outsourcing review determined that the City's 311 was more cost effective than outsourcing. City should again research the benefits and costs of outsourcing 311.	Continue process of updating the 2011 outsourcing review. Evaluate the pros and cons, and cost of outsourcing the 311 call center.
5) 311 Call Center is not appropriately staffed to perform the citizen engagement activity which includes TalkDallas.com.	This citizen engagement function is in the process of being transferred to the Public Information Office.

311 – Observations & Potential Opportunities

Observation	Potential Opportunity
6) The current online service request system is not customer friendly and lacks more up-to-date functionality. For example, there are more than 250 service types for citizens to choose from when entering a request. Current contract expires in 2017, and a new RFCSP will begin being developed in 2015.	Through RFCSP process ensure that the online service request system addresses customer and staff concerns.
7) Current space is inadequate; there are ventilation problems and no opportunity for reconfiguration or to expand if additional services are provided.	Collaborate with Equipment and Building Services department to determine if a more adequate space for a call center currently exists. Additionally consider expansion of the current work from home opportunities for call takers.
8) 311 tracks and gathers a significant amount of data that spans multiple departments.	With assistance from Center for Performance Excellence, identify means of expanding the use of predictive analytics. Use service request and call center data to collaborate with service departments to anticipate resident needs and improve service delivery. Develop appropriate metric to track this activity.

Police Department

Police – Overview

- FY 2014-15 budget is \$438.1m, includes 4,280 FTEs, and 12 services
- Dallas Police Department is charged with reducing crime, providing a safe city for citizens of Dallas, and ensuring timely responses for calls of service
- In FY 2013-14, field patrol officers responded to an average of 27,000 emergency calls per month

Police – Overview

- Police services include:
 - Academy and in-service training
 - Administrative support
 - Community outreach
 - Criminal investigations
 - Field Patrol
 - Intelligence
 - Investigation of vice related crimes
 - Investigation of narcotic related crimes
 - Operational support
 - Recruiting and personnel service
 - Special operations
 - Juvenile case managers/first offender program

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>1) DPD's largest expenditure is personnel and accounts for \$399.6m or over 91% of DPD's budget. The cost of uniform employees is greater than the cost of civilian employees. Sworn personnel are responsible for several activities that could be effectively performed by civilians at a lower cost.</p> <ul style="list-style-type: none">•Crime Scene – 25 uniform, 50 civilian•Auto Pound – 12 uniform, 34 civilian•Special Events – 4 uniform• Applicant processing – 35 uniform, 8 civilian•Facilities – 11 uniform, 5 civilian•Fleet – 2 uniform, 1 civilian•Planning and research – under further review	<p>For FY15, DPD civilianized several positions and opportunity exists to further those efforts and reduce personnel costs by utilizing civilian employees instead of uniform employees in certain positions when feasible.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>2) Department has increased use of technology and equipment in crime fighting efforts and will continue to explore additional ways in which technology can be utilized. Technology aiding in crime fighting include 108 surveillance cameras, 24 bait cars, 30 automated license plate readers, etc. Currently, the increased use of technology has not reduced the use of personnel.</p>	<p>A DPD team with support from Lean/Six Sigma will determine the effects of use of technology on staffing requirements and establish “officer equivalents” for various types of equipment and technology.</p>
<p>3) Certain activities performed in DPD are a duplication of services within other DPD units or in other departments.</p> <ul style="list-style-type: none"> •Tactical planning and special events planning both within DPD have similar and possible duplicate activities. •Quartermaster function exists in both DPD and DFR, as well as similar activities in other departments. •Facilities management and fleet management are activities within Equipment and Building Services. 	<p>A cross-department team with support from Lean/Six Sigma will further review these activities to determine if actual duplication exists and determine if consolidation is feasible.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>4) DPD has oversight of activities that do not fall within the scope of the core functions of the department. These activities may be more appropriately assigned to a different department within the City.</p> <ul style="list-style-type: none">• Crisis Intervention• Parking Enforcement• Safelight Automated Red Light Enforcement	<p>A cross-departmental team with support from Lean/Six Sigma will review these activities and determine if reassignment to another City department is appropriate.</p>
<p>5) DPD has oversight of the below activities that have opportunity to be outsourced or provided by a private vendor.</p> <ul style="list-style-type: none">• Auto Pound• Property Room• Psychological Services• Internal Affairs	<p>A DPD team with support from Lean/Six Sigma will review these activities and determine if request for proposals should be issued for possible outsourcing the activity.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>6) Mounted unit is currently staffed with 1 Sergeant, 12 Mounted Patrol Officers, and 1 Office Assistant with a budget of \$2.0m. The unit is used in instances when crowd control is necessary such as parades and State Fair. Additionally, 75% of unit’s time is spent on patrol activities.</p> <p>Dallas County Sheriff’s Department also has a volunteer mounted unit.</p>	<p>A DPD team with support from Lean/Six Sigma will review this unit to determine if (a) personnel within the unit can be reduced and allocated to another unit (b) civilian employees can be used for tasks such as facility maintenance and horse care, and (c) partnering with other jurisdictions such as Dallas County is feasible.</p>
<p>7) Helicopter unit is currently staffed with 1 Lieutenant, 2 Sergeants, and 14 Sr. Corporals (pilots), and 2 mechanics. This unit currently has two helicopters and a budget of about \$2.4m .</p> <p>Texas Department of Public Safety also has a helicopter unit, but most area jurisdictions do not. DPD has assisted others as needed.</p>	<p>A DPD team with support from Lean/Six Sigma will review this activity to determine if a regional approach to aerial operations, contracting out service to support others, or privatization is appropriate. Additionally, review of different technology such as drones will be reviewed.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>8) Personnel Services Division within DPD has 49 uniform and 18 civilian employees with a budget of over \$8m. The division includes recruiting, applicant processing, background checks, employee relations, safety team, and psychological services. The unit grew through years when the size of DPD force was growing but did not downsize as hiring for DPD has declined.</p>	<p>DPD Personnel Services unit will be reviewed by the City's Human Resources department to determine the appropriate size based on the needs of the department and industry standards.</p>
<p>9) Police department has a large fleet of vehicles including 986 marked squad cars, 460 unmarked vehicles, and 83 leased vehicles.</p> <p>\$4m to \$7m is spent annually to purchase new and/or replacement vehicles. Also, DPD spends about \$7.5m annually for fleet maintenance, and about \$0.8m annually to lease outside vehicles/equipment.</p>	<p>A DPD team with support from Lean/Six Sigma will review the fleet's current size, mix, own vs. lease, etc. and develop a recommendation to optimize the DPD fleet.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>10) DPD provides 9 months of training to new recruits including 3 months of basic training and 6 months of training specific to Dallas policies and procedures. The length of time Dallas recruits spends in the initial training has grown over time.</p> <p>Most surrounding jurisdictions outsource the 3 months of basic training as required of all Law Enforcement Officers (LEOs).</p>	<p>A DPD team with support of Lean/Six Sigma will evaluate (a) outsourcing DPD’s initial 3 months of basic training, (b) shortening the current requirement for 6 additional months of training, and (c) the opportunity to partner with other jurisdictions by contracting with others to provide their 3 months of basic training and generate revenue.</p>
<p>11) The City spends a significant amount of time and resources training recruits to become certified LEOs. On average, 33 officers resign each year with less than 3 years of service. Reasons for resignations are unspecified.</p>	<p>Explore the option of contractually obligating recruits to serve a minimum period with DPD after academy training or be required to compensate the City for the training.</p>
<p>12) Several metrics tracked by DPD are at 100% performance over last 3 years. Measures should be further reviewed to determine appropriate metrics for the department.</p>	<p>With assistance from Center for Performance Excellence, DPD will develop additional quality performance metrics.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>13) DPD has about 3,500 sworn officers with salary and benefits budget for FY15 of \$366.1m. The cost of DPD sworn salaries accounts for 84% of DPD’s budget and continues to drive the budget larger every year. Compensation grows as eligible officers receive 5% annual step pay increases. Historically step pay did not drive the cost as quickly.</p>	<p>Work with Human Resources Department to benchmark DPD uniform compensation with other jurisdictions and determine if annual 5% step increases for eligible employees is appropriate.</p>
<p>14) DPD officers respond to higher priority calls first, regardless of the order they are received. This often means that it takes more time to respond to lower priority, quality of life calls.</p>	<p>Evaluate transferring quality of life calls to the City Marshal’s Office.</p>
<p>15) Based on organization chart, several units have one lieutenant supervising only one sergeant who supervises the rest of the staff within the unit. In these instances the span of control is limited in comparison to other units.</p>	<p>Review org chart with Human Resources and develop recommendations for a more appropriate span of control.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>16) The 3 per 1000 metric has been the standard by which the City determines the appropriate staffing level for police officers. In the original calculations, officers in desk jobs were counted when those duties could have been provided by a civilian. This metric also does not account for the increased use of technology.</p>	<p>A DPD team with support from Lean/Six Sigma will evaluate and benchmark the 3:1000 metric for staffing and develop a recommendation for future staffing metrics.</p>
<p>17) The City currently has a \$3.8m contract with the County to provide forensics testing of evidence. These services could be provided at a lower cost from outside providers.</p>	<p>Work with County to renegotiate the contract at a lower rate or rebid the contract.</p>

Police – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>18) Alarm application process includes issuing permits, assessing fees, and collecting payments.</p> <p>DPD is responsible for enforcing code requirements related to alarms, communicating with alarm monitoring companies and dispatching patrol units to alarm locations. DWU Special Collections works with DPD to process alarm permit applications; issue, renew, and revoke permits; and send bills for excessive false alarms and process any related payments.</p>	<p>Evaluate collection practices related to security alarm permits and false alarms to potentially increase revenue.</p>

Court Services

Courts – Overview

- FY 2014-15 budget is \$20.2m, includes 178 FTE, and 5 services
 - Lew Sterrett Jail Contract comprises approximately \$8m (40%) of Courts total budget
- Courts oversees operation of Municipal Court including scheduling up to 2,500 cases a week, supporting 8 fully-operational courtrooms, handling collection of \$14m in fines/fees, and managing jail contract
- Courts also includes Dallas City Marshal's office which oversees warrant enforcement, operation of City Detention Center, and Illegal Dump Team

Courts – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>1) Municipal Court Services consistently has large amount of salary savings from vacant positions (>\$400,000 last 3 years).</p> <p>Court Services has reduced staffing by 11 in FY14 and 7 in FY15. Current proposal is to reduce 8 more positions for savings of \$0.6m for FY16. This will represent a 21% reduction in staffing during this time.</p>	<p>Continue to adjust staffing levels by reducing vacant positions commensurate with decline in citation levels.</p>
<p>2) Since FY11, new citation counts are down 33% and the number of final dispositions by municipal court judges has declined by 51%. The number of fully-operational court rooms was reduced from 11 to 8 in October 2014.</p>	<p>A Courts, Judiciary, and City Attorney team with support of Lean/Six Sigma will evaluate the number of court rooms needed to meet the current case load and develop a recommended staffing level based on current needs.</p>

Courts – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>3) Since FY10, the clearance rate for warrants written has averaged 11.8%/year. In FY14, about 64,000 were written and only about 7,200 were cleared during the year. Currently there are 9 marshal positions (2 vacant) assigned to warrant enforcement.</p>	<p>Through the FY16 budget process, consider adding additional resources to Marshal's Office to improve warrant enforcement.</p>
<p>4) Lag time between when a citation is written and when it reaches the Court can take several days. Review and approval time at Jack Evans Police Headquarters extends time delay.</p>	<p>Police and Courts with support from Lean/Six Sigma will review the e-Citation process and determine if delays between when citation is written and when it reaches Court can be reduced.</p>
<p>5) Inconsistent plea deals occur. Defendants paying their ticket at the window pay one fine, but defendants who plea before a judge often pay a reduced fine, regardless of the age of the citation.</p>	<p>Explore possibility (including legal review) of a tiered rate structure to encourage quick resolution of tickets.</p>

Courts – Observations & Potential Opportunities

Observation	Potential Opportunity
6) Defendants appearing before the Court may have additional outstanding citations besides those on the docket.	Identify means of reviewing docket in advance to ensure that all citations of each defendant are addressed at one time. For example, utilize Incode or a bailiff to cross-check the dockets as they are scheduled against database of outstanding citations to address all citations at once versus waiting for the others to enter warrant status.
7) Illegal Dumping is a serious issue in areas of the City and involves several departments including Code Compliance, City Marshal's Office, Sanitation, Street Services, and Trinity Watershed Management.	A cross-departmental team with support from Lean/Six Sigma will review current process for handling illegal dumping and identify strategies to improve the process, including how technology such as cameras or drones could be utilized.
8) Review of org chart showed some instances of varying spans of control within department.	Review org chart with Human Resources and develop recommendations for span of control.

Courts – Observations & Potential Opportunities

Observation	Potential Opportunity
9) Marshal's Office serves a multi-function law enforcement role. Marshals are licensed peace officers and responsible for wide range of tasks: pursuing persons with outstanding warrants (including during warrant round-up), confirming warrants for other law enforcement agencies, filing illegal dumping cases for prosecution, and operation of the City Detention Center.	Explore possibility of having quality of life calls transferred to and responded to by Marshal's Office.
10) Many of the performance measures of the department are counts and output based.	With assistance from Center for Performance Excellence, the department will develop more outcome and effectiveness based measures.

Judiciary

Judiciary – Overview

- FY 2014-15 budget is \$3.6m, includes 40 FTE, and 4 services
- Judiciary provides fair and impartial trials (both jury and non-jury), serves as magistrate in the issuance of search warrants and arrest warrants, and conducts arraignments and preliminary hearings
- Judiciary also includes three Community Courts and Civil Adjudication Court
- Budget includes funding for bailiffs that provide security and maintain order in the court

Judiciary – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>1) Since FY11, new citation counts are down 33% and the number of final dispositions by municipal court judges has declined by 51%. In FY14, the administrative judge disposed of 38% of cases alone. Salaries have also been under budget between \$189K and \$536K over the last 3 years. The number of fully-operational court rooms was reduced from 11 to 8 in October 2014.</p>	<p>A Courts, Judiciary, and City Attorney team with support of Lean/Six Sigma will evaluate the number of court rooms needed to meet the current case load and develop a recommended staffing level based on current needs.</p>
<p>2) Current scheduling of all bailiffs through the week plus over weekend hours is causing the City to incur overtime cost.</p>	<p>Review current bailiff scheduling compared to needs of the Judiciary, and consider use of flex scheduling in order to reduce or eliminate overtime.</p>
<p>3) Court security costs are not fully offset by court security fees which is part of the citation fee. Currently about 18% of cost of bailiffs is reimbursed from the Court Security Fund. Citation count has declined by 33%. There have been no reduction to cost of court security during this time period.</p>	<p>Judiciary team with support from Lean/Six Sigma will evaluate court security needs and current funding strategy.</p>

Judiciary – Observations & Potential Opportunities

Observation	Potential Opportunity
4) Transporting prisoners to Low Sterrett that have pending city offenses (misdemeanors) causes them to be counted towards the City's jail contract expense.	A Judiciary team with support of Lean/Six Sigma will explore possibility of utilizing alternative means to magistrate prisoners at Detention Center (video magistration, using a full-time judge during the day and associate judge overnight, expansion of community court, etc.) as a means of clearing their city offenses before transport to Low Sterrett or prevent them from being transported all together.
5) Hearing officer for red light camera and parking violations is housed with Public Works at Oak Cliff Municipal Center but the appellate arm is in the Municipal Court.	Evaluate the cost and benefit of relocating hearing officer into Judiciary services at 2014 Main Street.
6) Lack of metrics creates difficulty gauging the work of the Municipal Court and enable residents to see value from the department. Many of the current measures are counts or output measures.	With the assistance of Center for Performance Excellence, develop non-quota metrics that are more outcome and effective based.

City Attorney's Office

Attorney – Overview

- FY 2014-15 budget is \$15.1m, includes 144 FTE, and 6 services
- For Sunset Review, only 2 services totaling \$4.9m reviewed this year including Neighborhood Integrity & Advocacy and Police Legal Liaison & Prosecution
 - Primary activities include: Code Litigation, Community Court, Community Prosecution, Municipal Prosecution, and Police Legal Liaison
- Other 4 service areas within City Attorney's Office will be reviewed during FY 2017-18

Attorney – Observations & Potential Opportunities

Observation	Potential Opportunity
1) Since FY11, new citation counts are down 33% and the number of final dispositions by municipal court judges has declined by 51%. The number of fully-operational court rooms was reduced from 11 to 8 in October 2014.	A Courts, Judiciary, and City Attorney team with support of Lean/Six Sigma will evaluate the number of court rooms needed to meet the current case load and develop a recommended staffing level based on current needs.
2) Some personnel are not efficiently allocated across services. Some services have vacancies yet function efficiently while other services would benefit from increased staffing to address the workload.	Department will review current staffing levels between units and reallocate resources between services to meet work load demands.
3) In FY14, DPD received 17,000 open records request. Of those, almost 6,000 required review by the Police Legal Liaison division. These requests can vary from a simple email to hours of dash camera videos. As DPD increases technology use, the number and complexity of open record requests are likely to increase.	Explore the option of outsourcing some legal instruction provided to DPD recruits to a Texas Commission on Law Enforcement approved vendor. This would free attorneys within this section to work on other duties within the Police Department, including open records requests.

Attorney – Observations & Potential Opportunities

Observation	Potential Opportunity
<p>4) When collecting evidence, attorneys are required to work with many different departments that each have their own system of collecting and storing evidence. Quality of evidence collected and stored varies greatly by department and impacts outcome of the case.</p> <p>Interview with attorneys indicated this to be a department –wide concern not just limited to the services being reviewed in FY 2014-15 Sunset process.</p>	<p>City Attorney’s Office with support from Lean/Six Sigma will review evidence collection practices and develop a common, standardized process for all departments to use; and further review opportunity to ensure that City Attorney’s Office receives consistent and complete information from various departments of the City.</p>

Attorney – Observations & Potential Opportunities

Observation	Potential Opportunity
5) Review of department's Self Evaluation Report revealed limited number of quality performance measures that reflect the work of the City Attorney's Office.	With assistance from staff in Center for Performance Excellence, quality performance measures will be established that fully capture the scope, outcome and effectiveness of the department.
6) The department expends resources providing community outreach events which is not a core activity of legal department.	Evaluate the value of these activities and how they assist the City Attorney's Office in meeting their mission/goals.

Office of Emergency Management

OEM – Overview

- FY 2014-15 budget is \$0.6m, includes 6 FTE, and 1 service
- As a division of Management Services Department, Office of Emergency Management (OEM) works before, during, and after emergencies to minimize impacts on the community by coordinating with local, regional and federal government partners, private sector and community stakeholders to advocate for planning, response, recovery, and mitigation
- Office of Emergency Management oversees and manages implementation of over \$6 million Department of Homeland Security grant projects.

OEM – Observations & Potential Opportunities

Observation	Potential Opportunity
1) Repair costs are being incurred for equipment that is nearing end of useful life (\$50K annually).	Review opportunities to improve Emergency Operations Center by investing in technology system enhancements.
2) OEM has the expertise to facilitate emergency management functions to meet state and federal regulations for other city departments.	Pilot a centralized city program to coordinate dam and levee Emergency Action Plan (EAP) updates and trainings.
3) For pre-planned special events, costs associated with having police and fire personnel are full cost recovered through permit fees paid for by the event organizers. However, costs associated with activating the Emergency Operations Center (EOC) for these same events are not full cost recovered.	Review the possibility of recovering all costs associated with activating the EOC for pre-planned special events.

OEM – Observations & Potential Opportunities

Observation	Potential Opportunity
4) Many efforts of OEM are regional and not limited to the City of Dallas jurisdiction such as severe weather, medical outbreaks, etc. Other jurisdictions also incur costs and have their own emergency operation centers (EOC).	A cross-departmental team with support from Lean/Six Sigma will evaluate the possibility of consolidating EOC within a regional center.
5) Many of the performance measures of the department are counts and output based.	With assistance from Center for Performance Excellence, the department will develop more outcome and effectiveness based measures.

Next Steps and Lessons Learned

Next Steps

- Following update briefing to City Council on April 1, the 2nd phase of Sunset Review will begin
 - Potential opportunities will be assigned to various staff from either OFS, CPE, HR, or responsible department
 - Staff will further evaluate the potential opportunity and develop an appropriate action plan including a timeline and an estimate of how the item may impact the budget
 - City Council will be provided additional updates on May 20 and/or June 24 on potential opportunities that will be incorporated into FY 2015-16 budget
- In May 2015, the second year Sunset Review will kick-off in order to allow departments and review teams more time to identify potential opportunities to impact the FY 2016-17 budget

Lessons Learned

- Sunset Review process provided a mechanism for more in-depth review of departments
- Multi-disciplined and objective review was possible by using cross-departmental teams
 - Provided an opportunity for team members to participate in and contribute to improving the organization
- Process provides a cycle of continuous improvement
- Process generates a pipeline of projects for the Center for Performance Excellence

Lessons Learned

- As process evolves, improvements to Sunset Review will include:
 - Refine scope of review
 - Gather more specific information; such as staff's use of time, additional cost data, etc.
 - Use larger teams with more subject matter experts
 - Provide more time for departments to complete the Self-Evaluation Report
 - Provide more time for review teams to analyze/evaluate data and develop potential opportunities
 - Consider bringing outside help on specialized areas

Questions and Comments

Appendix

- ✓ Service descriptions
- ✓ Expenditure history

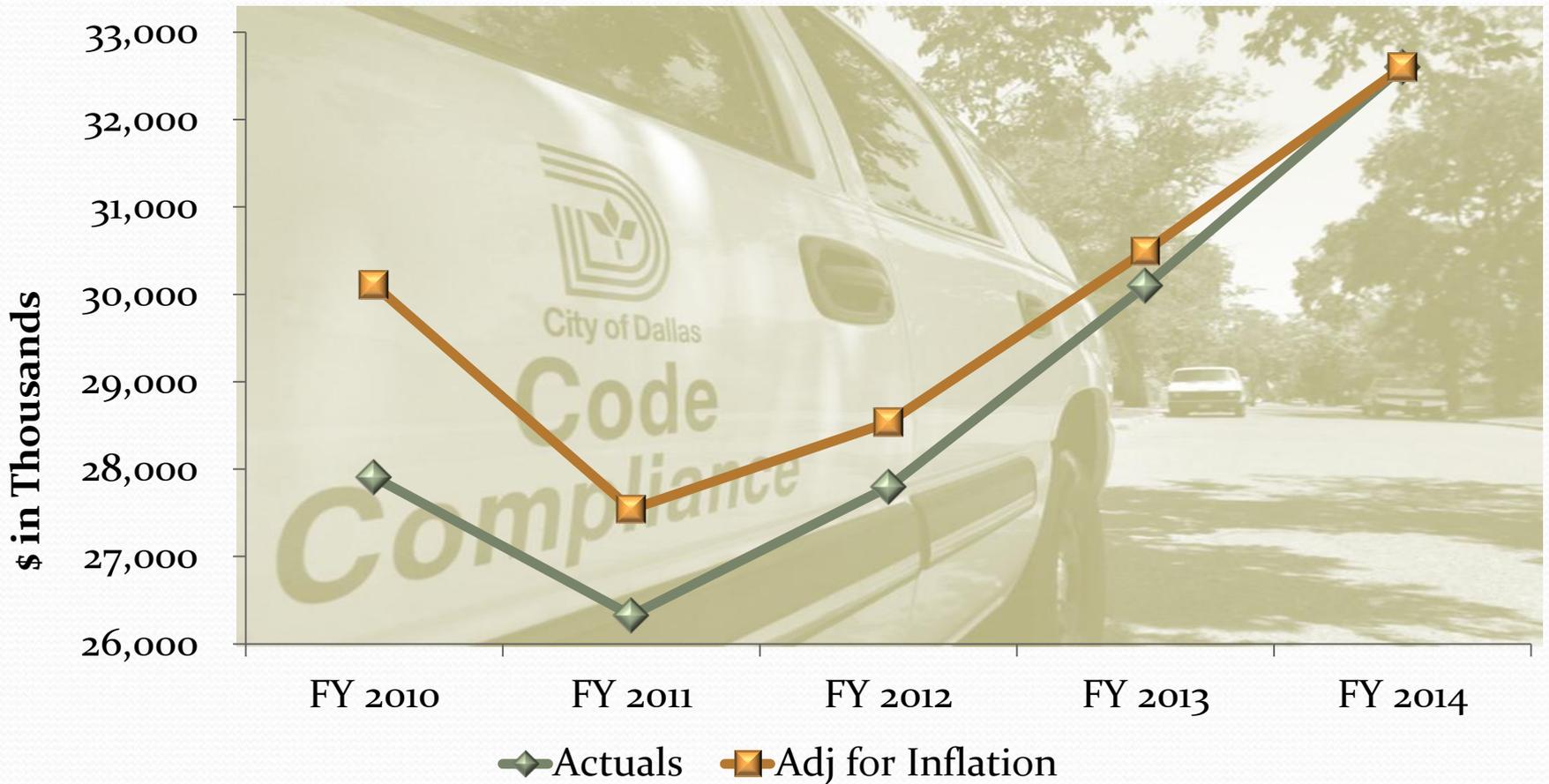
Code – Services

Service	Description
Regulation and Enforcement of For Hire Transportation	Regulates and enforces ordinances related to for-hire transportation services. This service is responsible for granting operating authority to taxicabs, limousines, shuttles, private ambulance services, emergency wreckers, vehicle tow operators, carriages, pedicabs, and vehicle immobilization services.
Dallas Animal Services (DAS)	Provides for the care and control of animals and the management of a shelter facility with an increased focus on public safety and quality of life for Dallas' residents. Personnel respond to animal attacks and address numerous other animal related service requests daily.
Neighborhood Code Compliance Services	Fosters safe, healthy and clean neighborhoods through public education, community outreach programs, and enforcement of the City Code related to property standards for all residential, multi-tenant and commercial properties in Dallas. The Division is responsible for seven Neighborhood Code Districts as well as specialized units, including Demolition, Multi-Tenant Inspection Team, Consumer Protection, Community Prosecution and Boarding Homes.

Code – Services

Service	Description
Neighborhood Nuisance Abatement	Brings properties with code violations into compliance after all enforcement options have been exhausted. In order to most efficiently foster a clean and healthy environment, abatement crews utilize a quality management system to remove high weeds/grass, litter, obstructions, graffiti, tires and debris resulting from illegal dumping.
Consumer Health	Committed to enhancing the health and safety of the citizens of Dallas. The Consumer Health Division contains two specialized programs that work to ensure all residents and visitors have access to food that is safe through the efforts of the Food Protection/Education unit and protection from waterborne diseases through the efforts of the Mosquito Abatement unit.

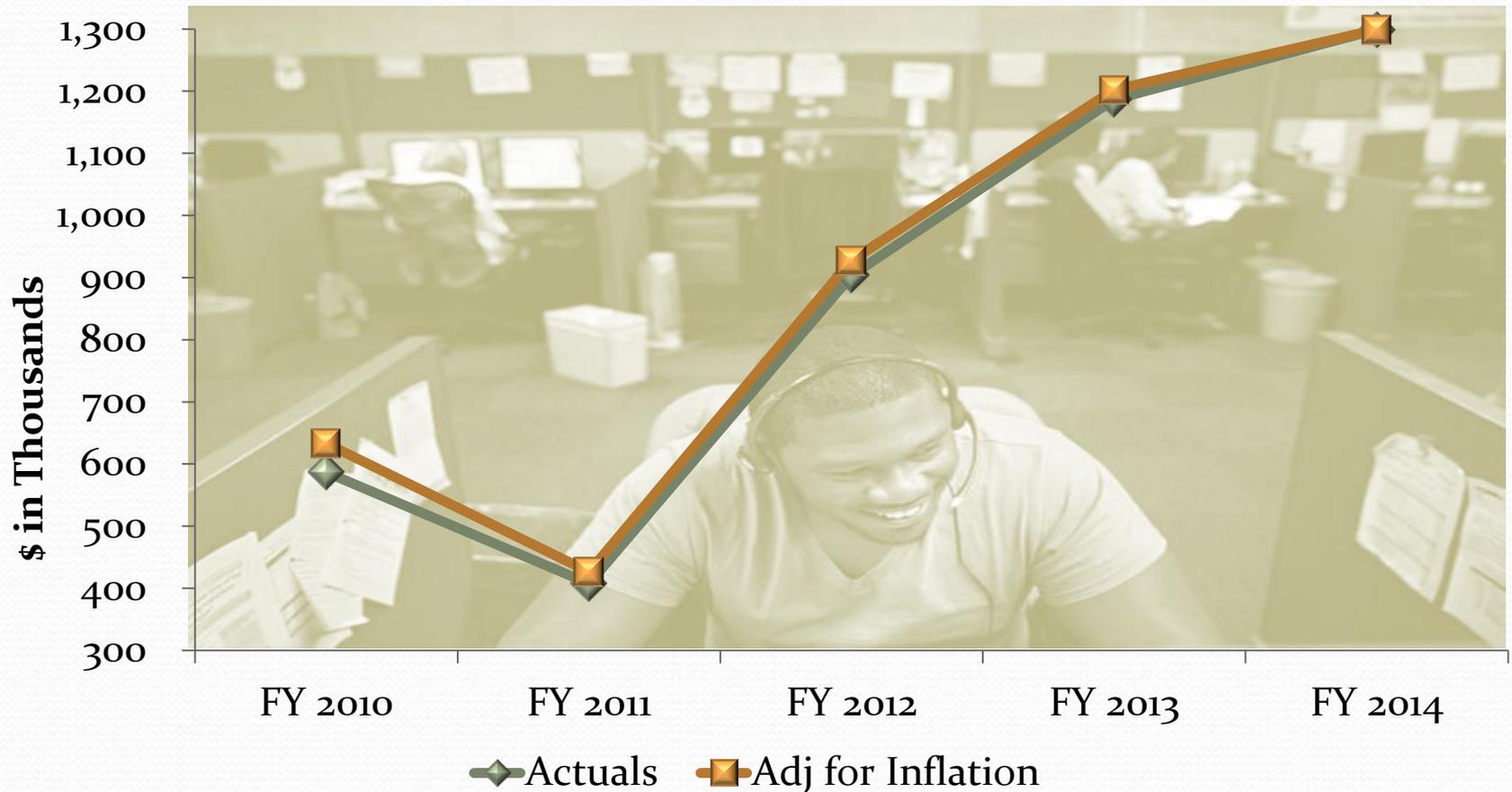
Code – Expenditure History



311 – Services

Service	Description
311 Customer Service Center	Provides 24/7 direct access for residents requesting City services, information, water billing assistance, and Court & Detention Services information. 311 also provides immediate dispatch of City field crews for urgent services (such as traffic light outages, water main breaks, hazardous potholes).

311 – Expenditure History



Police – Services

Service	Description
Police Academy and In-service Training	Police Academy and In-Service Training provides a complete 36 and one half weeks basic training for new recruits and year round in-service training for tenured officers. The Firearms Training Center conducts weapons training and annual weapon certifications for all sworn members of the department. The unit also conducts the Citizen's Police Academy.
Police Administrative Support	Police Administrative Support provides clothing & equipment for over 4,000 employees; management of Police Headquarters including power, janitorial, security & parking garage costs; management & tracking of general fund budget, grant budgets, red light camera contract costs and payments to the State of Texas; filing of criminal cases and distribution of court notices & subpoenas; and includes all departmental programming costs for computer aided dispatch, networks, & information systems.
Police Community Outreach	Police Community Outreach serves as a liaison between the police department, its employees and the community by establishing and maintaining a positive relationship. Community Outreach provides safety and educational programs such as 10-70-20, Chief on the Beat, and Coffee with Cops. The unit also consists of Crisis Intervention, which provides advocacy services to citizens experiencing neglect or mental illness.

Police – Services

Service	Description
Police Criminal Investigations	Police Criminal Investigations provides investigation for all crimes related to the following: homicide; assault; sexual assault; robbery; kidnapping; property and financial theft; domestic violence; offenses involving juveniles; and gang activity.
Police Field Patrol	Police Field Patrol is the primary responder for police service calls for the 1.2 million+ citizens of Dallas. The Patrol watches are the primary responders for citizen calls for service. The Neighborhood Police Patrol is a proactive and community-oriented policing group that serves as the primary liaison between neighborhoods and the police department.
Police Intelligence	Police Intelligence is responsible for providing the Police Department, City Hall, outside agencies and the citizens of Dallas with accurate and timely information to keep them informed on matters of general crime activity, organized crime, business fraud, terrorism and public disturbances.

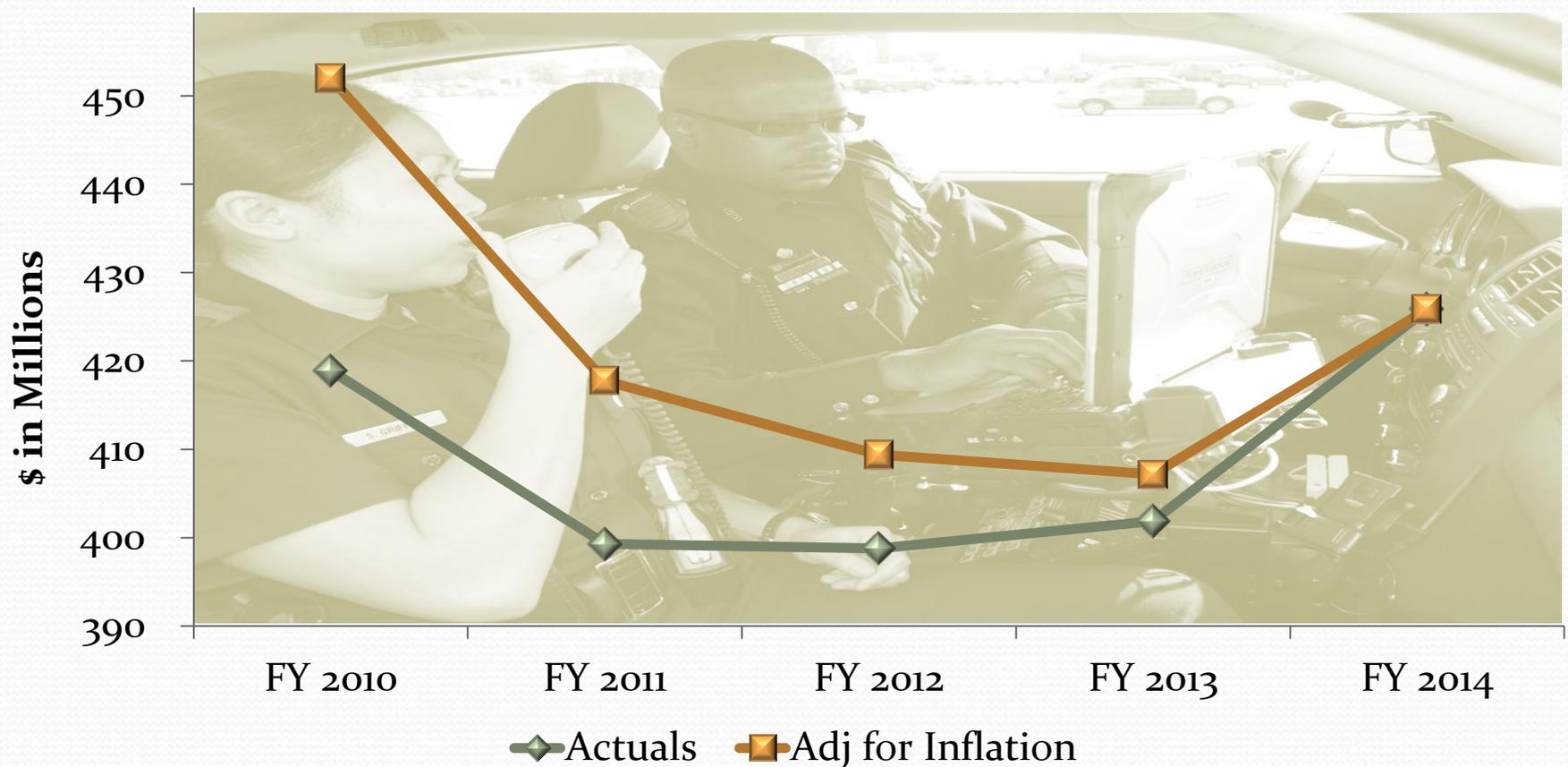
Police – Services

Service	Description
Police Investigation of Vice Related Crimes	Police Investigation of Vice Related Crimes involving prostitution, gambling, and obscenity offenses. Vice related offenses can often be associated with theft, robbery, sexual assault and murder; therefore, combating vice related crimes is an essential part of police operations.
Police Investigations of Narcotics Related Crimes	Police Investigations of Narcotics Related Crimes involving the illegal selling, buying and possession of dangerous drugs or narcotics.
Police Operational Support	Police Operational Support manages the operation of the 911 emergency call center and computer aided dispatch, vehicle impoundment, confirmation of adult arrests through detention services, investigation and storage of property used for evidence and returning recovered property to the lawful owner.

Police – Services

Service	Description
Police Recruiting and Personnel Service	Police Recruiting and Personnel Services are responsible for recruiting and completing background investigations for all police and civilian applicants for employment with the police department.
Police Special Operations	Police Special Operations provides support for patrol activities by responding to emergency calls using special weapons and tactics, assisting patrol calls from an aerial perspective, enforcing vehicle and traffic laws, providing security at Love Field Airport and a visible presence at events.
Juvenile Case Managers/First Offender Program	The Juvenile Case Managers Program (JCM) combats the high rate of truancy that exists in the City of Dallas and significantly contributes to the number of incidences of juvenile crime, juvenile violence, and juvenile gang activity occurring during school hours. The First Offender Program (FOP) reduces the recidivism rate among juveniles by providing counseling and educational programs to juvenile offenders before their first conviction.

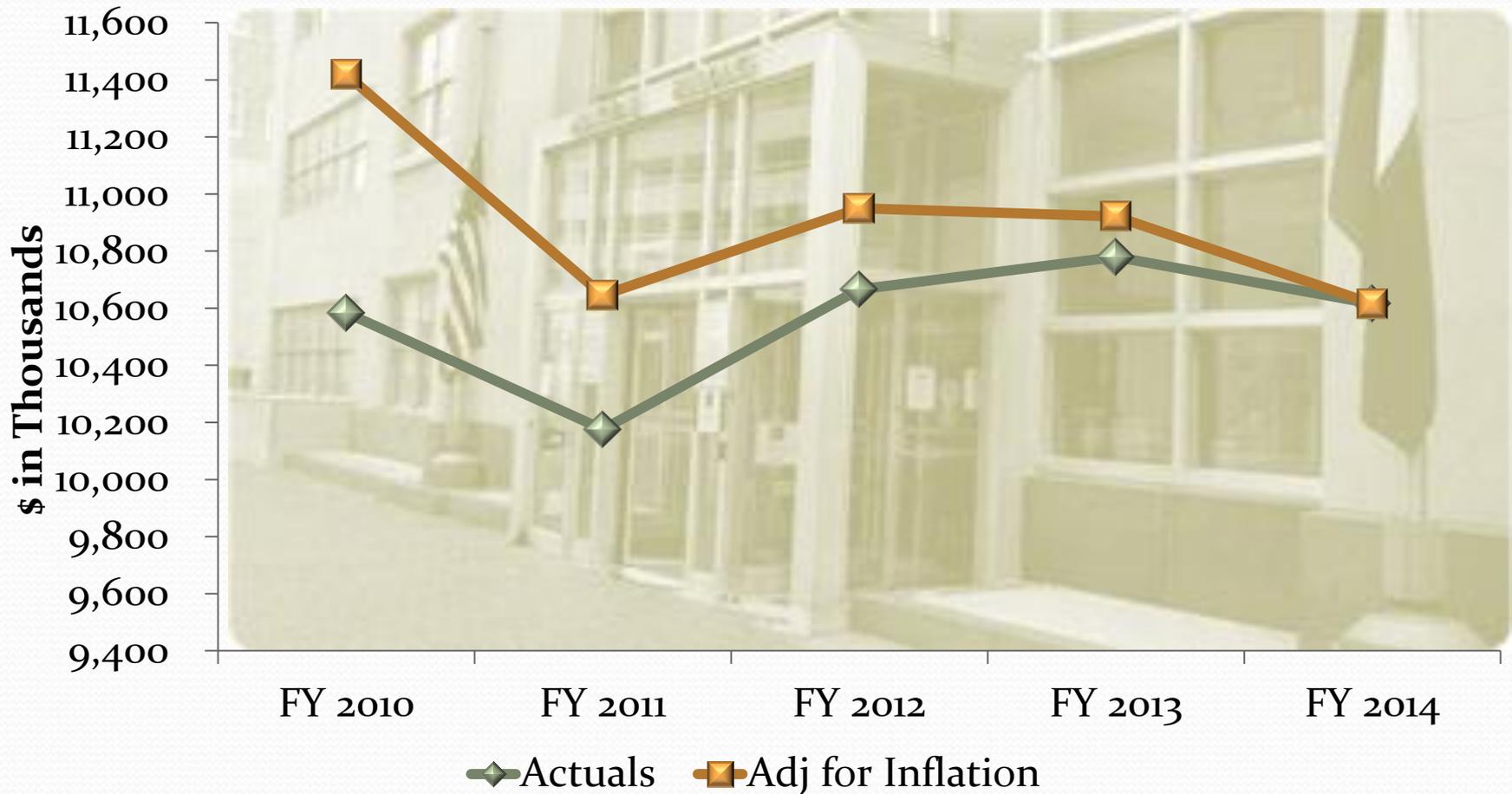
Police – Expenditure History



Courts – Services

Service	Description
Municipal Court Services	Includes preparing court dockets, supporting courtroom operations, managing records, and collection of over \$14m of fines and fees
Dallas City Marshal	Warrant enforcement/confirmation, prisoner transfer/processing, and participation in warrant round-up
City Detention Center	Temporary housing for prisoners arrested for public intoxication or outstanding Class C warrants. CDC has averaged approximately 19,000 prisoners annually over the past 5 years (of which more than 50% are for public intoxication)
Illegal Dump Team	Monitors chronic dumpsites, files criminal cases, patrols the Trinity River Corridor, and enforces Ordinances including scrap tire violations. IDT was separated from Code in 2002 to focus on enforcement and prosecution efforts including handling first responder calls for illegal dumping and making on-view arrests
Lew Sterrett Jail Contract	Contract with Dallas County for housing persons arrested for violating City Ordinances and State Law

Courts Expenditure History

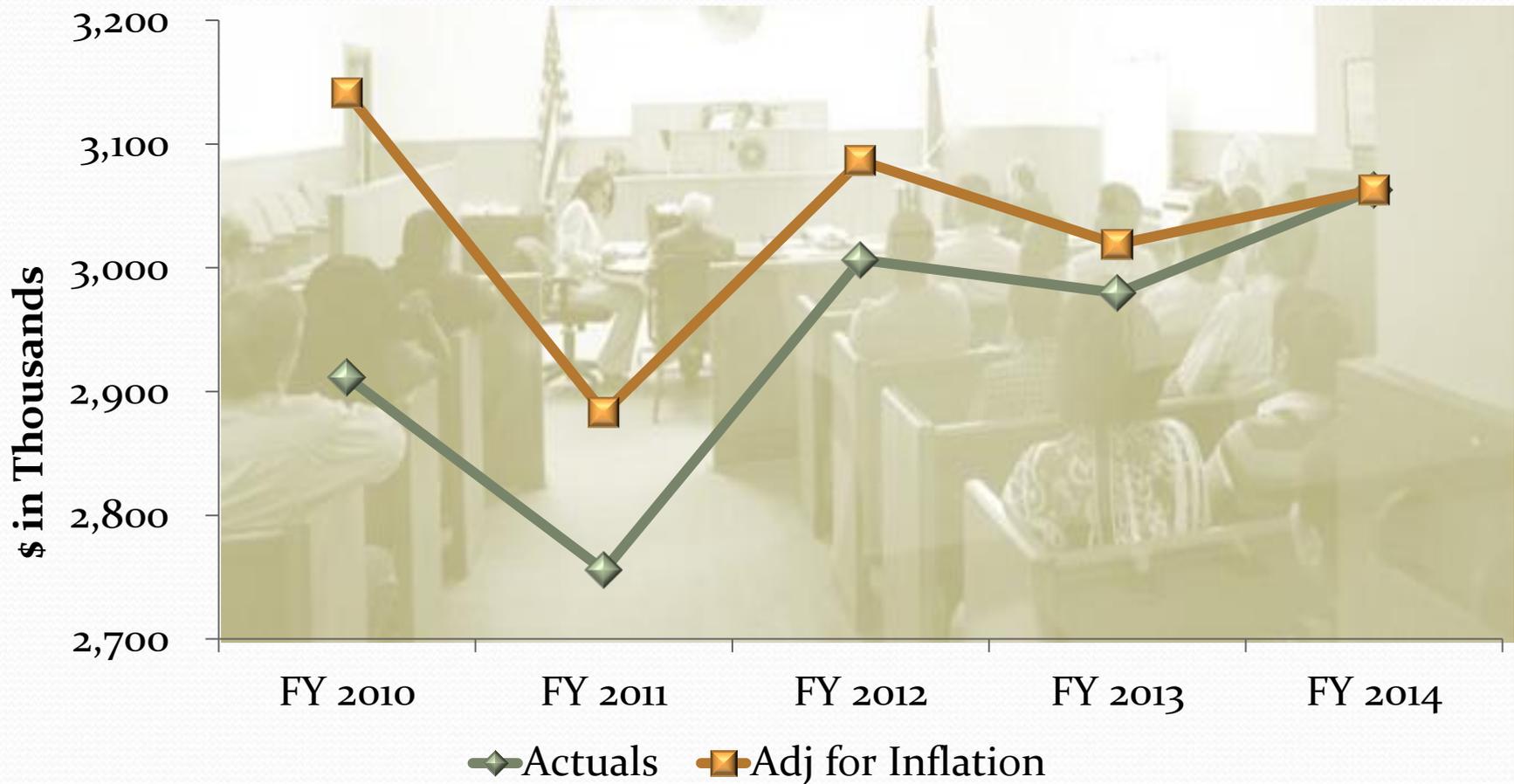


Note: Expenses reflected do not include Low Sterrett jail contract

Judiciary – Services

Service	Description
Municipal Judges/Cases Docketed	Provides fair and impartial trials (both jury and non-jury trials), serves as magistrate in the issuance of search warrants and arrest warrants, and conducts arraignments and preliminary hearings. City currently appoints 12 full-time and 18 associate Municipal Court Judges.
Civil Adjudication Court	Hears civil cases under which administrative penalties may be imposed for property code violations and provides an appellate process for red light camera and parking violations from an order of the hearing officer.
Community Court	Serves as an alternative to supplement normal case processing in the Municipal Court to prevent recidivism amongst quality of life offenders and serve as a hub for delivery of services to fully address range of treatment, health, housing, education, and other social service needs.
Court Security	Provides funding for bailiffs which are responsible for calling the dockets, administering security checks, maintaining security inside and outside the courtroom, and protecting the safety of observers, participants, and other court officials.

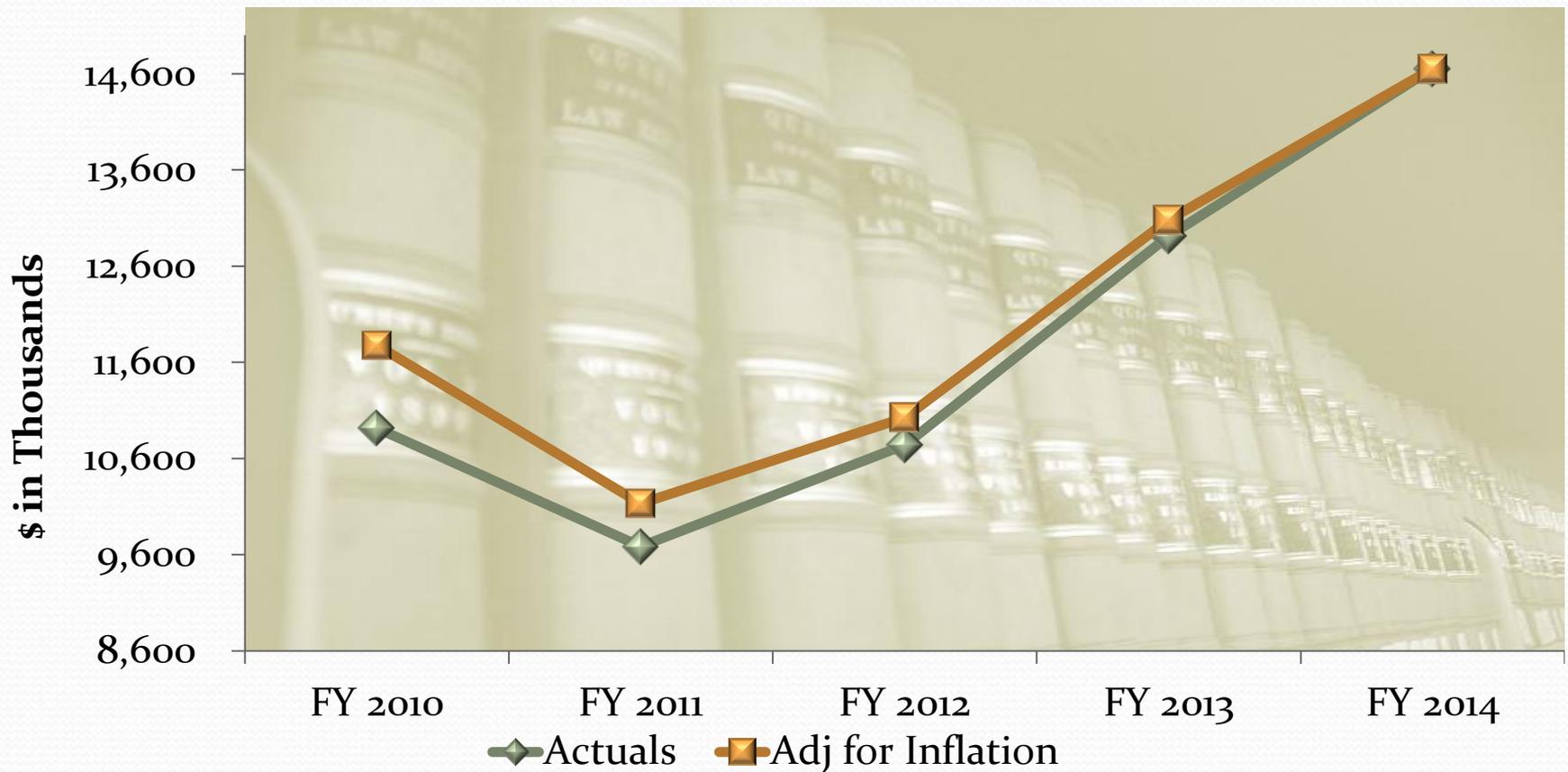
Judiciary Expenditure History



Attorney – Services

Service	Description
Police Legal Liaison & Prosecution	Police Legal Liaison & Prosecution serves as general legal counsel to the Dallas Police Department and prosecutes all Class C misdemeanors in the municipal courts and handles related criminal law matters in the municipal, magistrate and community courts.
Neighborhood Integrity and Advocacy (Legal Services)	Neighborhood Integrity and Advocacy (Legal Services) provides legal services to support the enforcement of code and zoning laws, criminal nuisance laws and fair housing laws. This service also engages in community advocacy and service coordination.
Litigation	To be reviewed in FY 2017-18.
General Counsel	To be reviewed in FY 2017-18.
DFW International Airport Legal Counsel	To be reviewed in FY 2017-18.
Environmental Enforcement, Compliance, and Support (Legal Services)	To be reviewed in FY 2017-18.

Attorney – Expenditure History



OEM – Services

Service	Description
Emergency Management Operations	Responsible for coordinating the response for all departments to large-scale incidents and staffing the Emergency Operations Center during significant emergencies. OEM is also responsible for writing and maintaining emergency plans and procedures, managing a multitude of emergency response programs and projects including severe weather, hazardous materials, pandemic flu, other public health programs, disaster exercises, and public outreach programs.

OEM – Expenditure History

