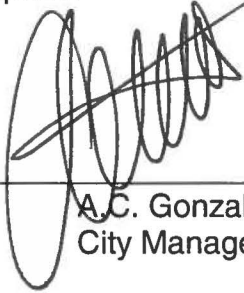


**DECEMBER 3, 2014 CITY COUNCIL BRIEFING AGENDA
CERTIFICATION**

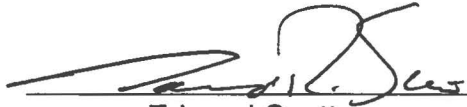
This certification is given pursuant to Chapter XI, Section 9 of the City Charter for the City Council Briefing Agenda dated December 3, 2014. We hereby certify, as to those contracts, agreements, or other obligations on this Agenda authorized by the City Council for which expenditures of money by the City are required, that all of the money required for those contracts, agreements, and other obligations is in the City treasury to the credit of the fund or funds from which the money is to be drawn, as required and permitted by the City Charter, and that the money is not appropriated for any other purpose.



A.C. Gonzalez
City Manager

11/21/14

Date



Edward Scott
City Controller

11/21/14

Date

RECEIVED

2014 NOV 26 PM 2: 55

CITY SECRETARY
DALLAS, TEXAS



COUNCIL BRIEFING AGENDA

December 3, 2014

Date

(For General Information and Rules of Courtesy, Please See Opposite Side.)
(La Información General Y Reglas De Cortesía Que Deben Observarse
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne en el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, DECEMBER 3, 2014
CITY HALL
1500 MARILLA
DALLAS, TEXAS 75201
9:00 A.M.

9:00 am Invocation and Pledge of Allegiance 6ES

 Special Presentations

 Open Microphone Speakers

VOTING AGENDA 6ES

1. Approval of Minutes of the November 18, 2014 City Council Meeting
2. Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

BRIEFINGS 6ES

- A. PIO Communications Plan
- B. Current Year Street Maintenance Plan

Lunch

- C. FY2015-16 Budget Outlook
- D. City Manager Update (CuSP Report)
 - Customer Service Strategic Plan

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, DECEMBER 3, 2014

- Closed Session 6ES
Attorney Briefings (Sec. 551.071 T.O.M.A.)
- Big Hart Ministries Association Inc. et al v. City of Dallas, et al., Cause No. 3:07-CV-00216 and legal issues relating to section 17-1.6 of the Dallas City Code.
 - City of Dallas v. Curl Floor Equipment and Supply, Inc., et al., Cause No. CC-13-05800-B.
 - Petition of the City of Dallas for review of a decision by Sabine River Authority to set water rates, Public Utility Commission Docket No. 43674.

Open Microphone Speakers 6ES

The above schedule represents an estimate of the order for the indicated briefings and is subject to change at any time. Current agenda information may be obtained by calling (214) 670-3100 during working hours.

Note: An expression of preference or a preliminary vote may be taken by the Council on any of the briefing items.

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. Contemplated or pending litigation, or matters where legal advice is requested of the City Attorney. Section 551.071 of the Texas Open Meetings Act.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.
4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.
5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.
6. Deliberations regarding economic development negotiations. Section 551.087 of the Texas Open Meetings Act.

PUBLIC MEETINGS FOR DECEMBER 1 - DECEMBER 15, 2014

Tuesday, December 2, 2014

Civil Service Board (**No board meeting**)

9:30 a.m.

City Hall, Suite 1C-South

Memorandum



CITY OF DALLAS

DATE November 26, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **PIO Communications Plan**

On Wednesday, December 3, 2014, the City Council will be briefed on the PIO Communications Plan by Sana Syed, Public Information Officer. The materials are attached for your review.

If you have any questions, please let me know.

A handwritten signature in blue ink, appearing to read 'A.C. Gonzalez', written over a circular stamp or mark.

A.C. Gonzalez
City Manager

c: 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
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council

DALLAS



PROJECT

CITY OF DALLAS PIO COMMUNICATIONS PLAN

PART I ONE YEAR PLAN

PART II TWO-YEAR GOALS

What We Plan to Do

- * **Connect** with people wherever they are, however they best receive information
- * **Be proactive**, not reactive
- * **Share** our stories in engaging, creative ways
- * **Enhance** use of public access channels, website, radio station, social media and traditional media



Our Values

3T'S

TRANSPARENCY

Being open, accountable and honest when we share information with citizens

TIMELINESS

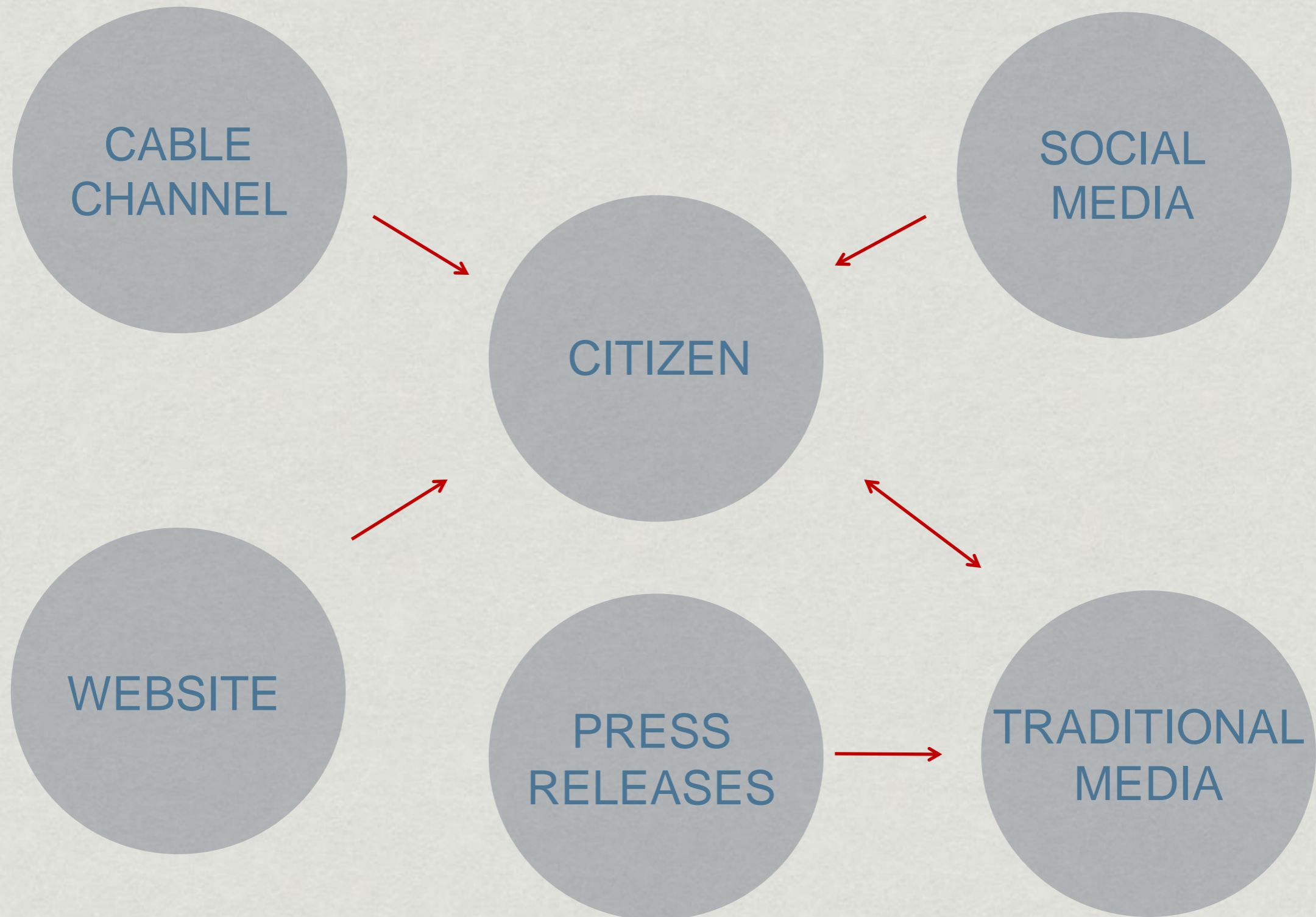
Recent events have higher value to the public

TRUTHFULNESS

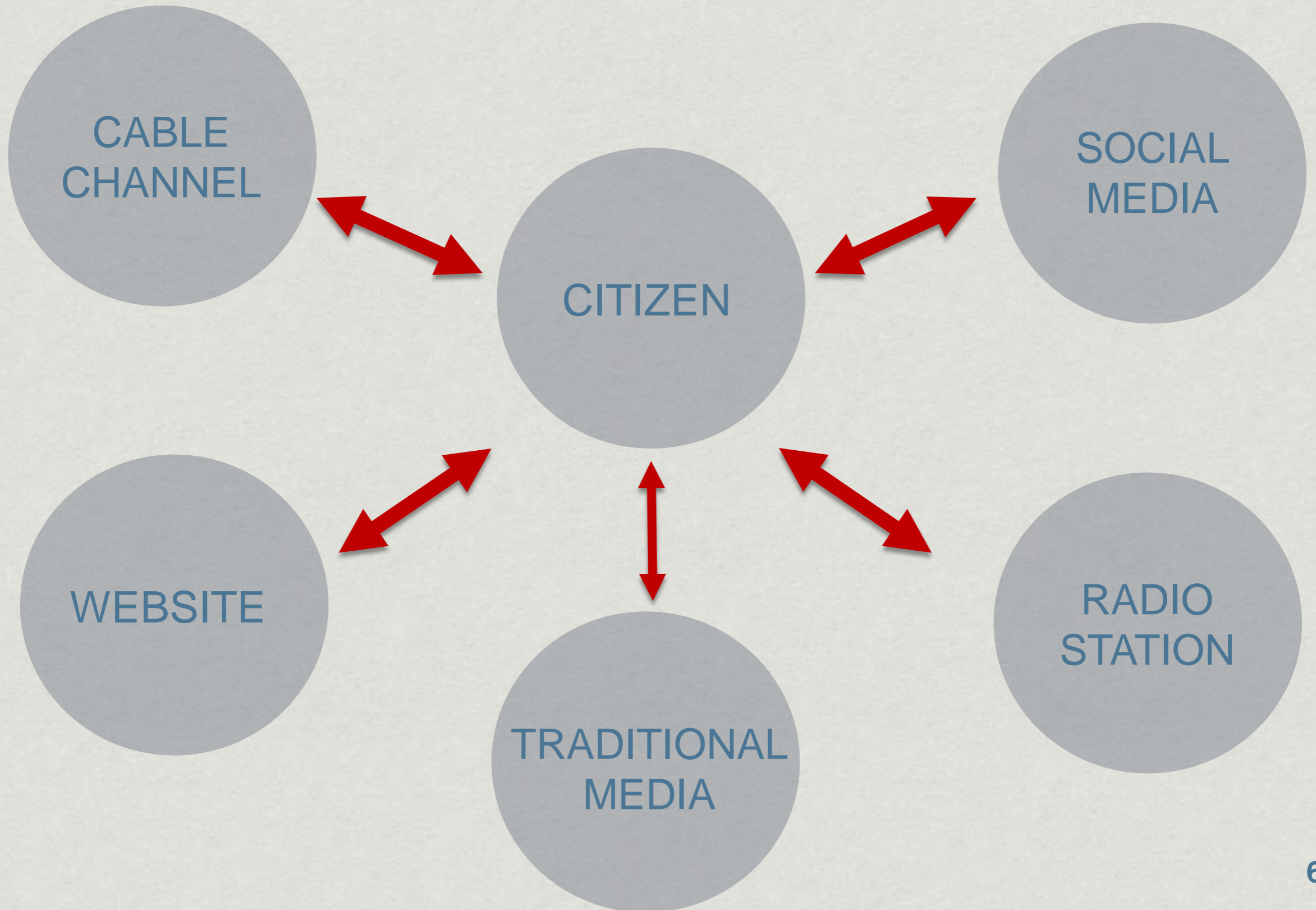
Shows our virtue and commitment to citizens

ONE YEAR PLAN

PIO COMMUNICATIONS ECOSYSTEM TODAY



PROPOSED ECOSYSTEM



October Activities

1,459 ORRs



67 FB Posts
557 Tweets



26 Videos



32 Releases

Press Releases

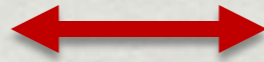
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26 Articles



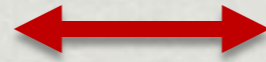
Cable Channels



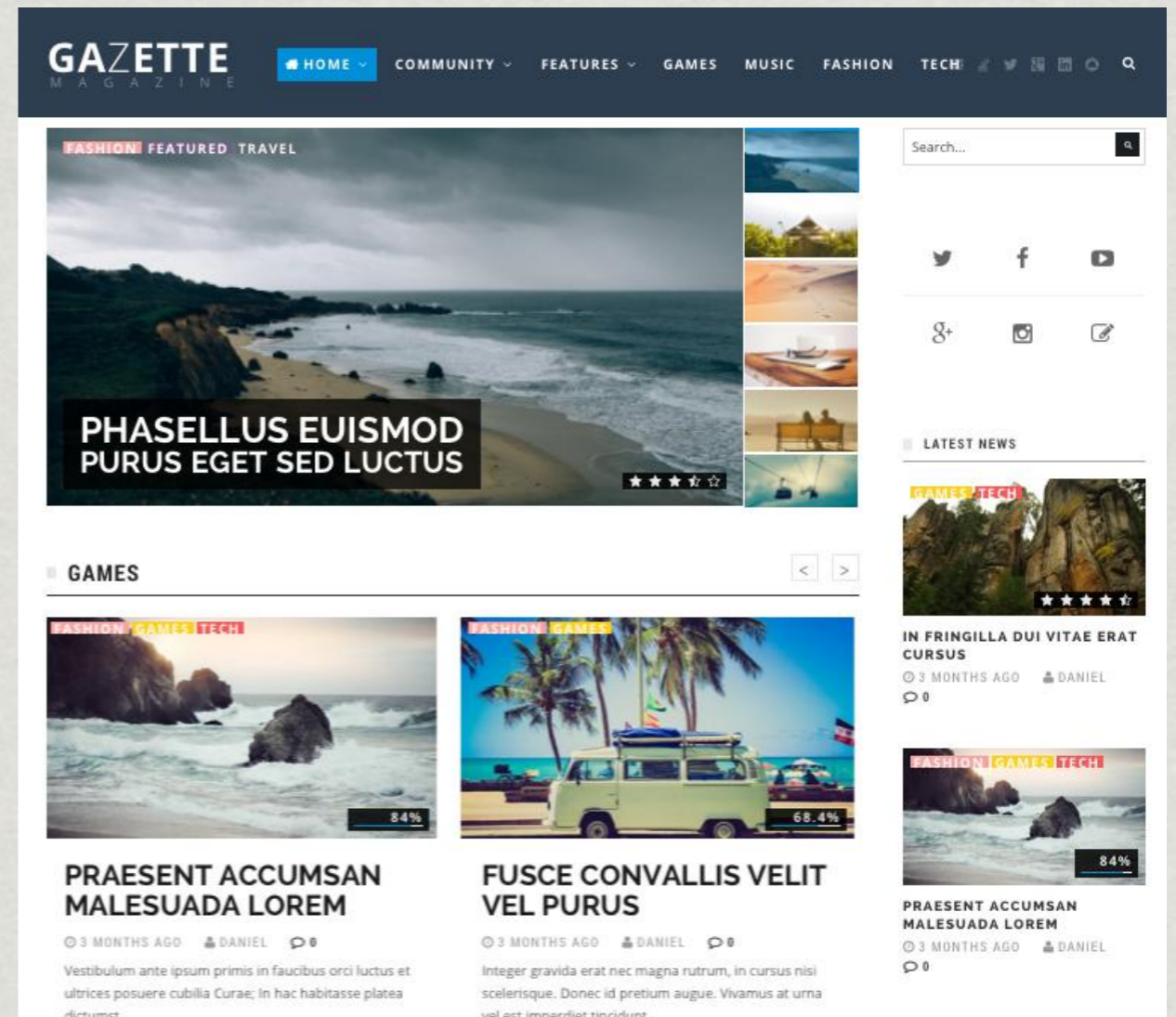
- Four channels
 - Meetings
 - Community News
 - Education
 - Events
- Equipment Upgrades
 - Chamber, Briefing Room, L2 Studio



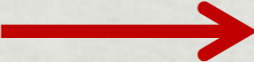
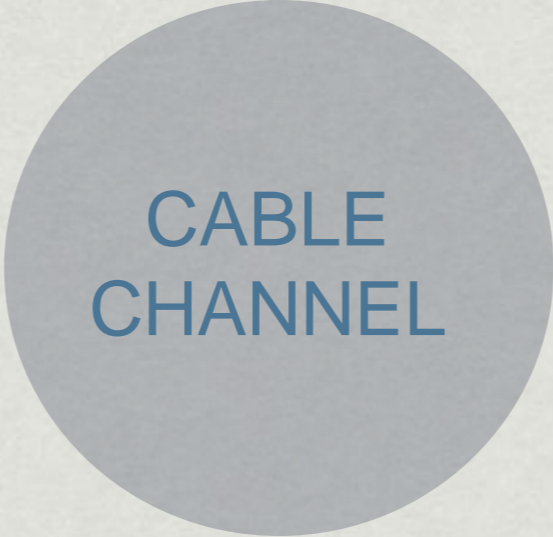
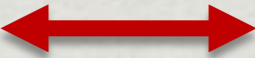
Website



- New WordPress website to showcase articles, photos and videos
- Allows for comments, surveys
- Connects public to stories related to city news and events
- Provides content to share on social media



Social Media

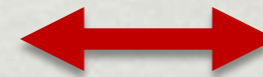
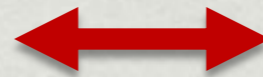
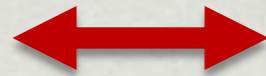


CABLE
CHANNELS

WEBSITE

RADIO
STATION

SOCIAL
MEDIA



Council Meetings
Committee Meetings
Tele-Town Halls
All A.C.CESS
Talk Dallas
Educational Programming
Community Videos
Articles
Photography
Music



Sharing Our Stories

Regional

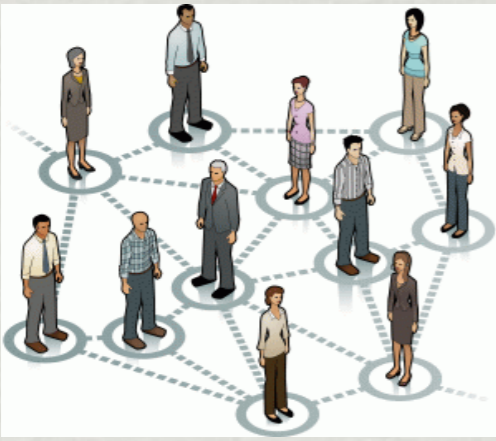
National

International

It is crucial to find stories that would appeal to audiences of different backgrounds, in different cities.

We will be able to showcase Dallas in a positive light to different audiences when we regularly start sharing those stories.

TWO-YEAR GOALS



50% - Increase social media reach



25 - videos and articles monthly



5-10 Positive Dallas stories on traditional media outlets every month



1 – new studio space in the Dallas Public Library



1 - Communications and Policy Institute

Studio Construction

Est. Completion Date:12/31/2015

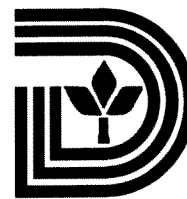
- L1 Studio Space – Dallas Public Library
- Three studios
 - City Programming
 - Roundtable Discussions
 - Educational Programming
- Outreach already made to DISD, Parkland Hospital, DART and DCCCD

The Communications & Policy Institute

- The country's first center for education and research focused on communications and urban policy, specifically related to Dallas
- Potential partners: SMU, UTD, UNT, TCU, UTA, George Bush Presidential Library, Federal Reserve Bank of Dallas, Poynter Institute, NYU
- Studio, instructor lab/research area
- Proposed launch date: August 2016

Questions?

Memorandum



CITY OF DALLAS

DATE November 26, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **Current Year Street Maintenance Plan**

On Wednesday, December 3, 2014, the City Council will be briefed on the 2015 Annual Maintenance Plan for the Department of Street Services. The briefing materials are attached for your review.

Please let me know if you have any questions or need additional information


for Mark McDaniel
Assistant City Manager

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
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council

CURRENT YEAR STREET MAINTENANCE PLAN

Dallas City Council
December 3, 2014

Current Year Funding

- Council approved \$36M for street maintenance in FY 2015
- Routine Maintenance – Keep safe
 - Pothole repair
 - Level ups
- Preventive Maintenance – Strategic and Proactive
 - Slurry Seal
 - Micro Surfacing
 - Full-Depth Asphalt Repairs
- Major Maintenance – Targeted and Proactive
 - Asphalt Rehabilitation
 - Asphalt Restoration
 - Concrete Partial Reconstruction

Current cost per treatment

- Slurry Seal
 - \$13,000/lane mile
- Micro Surfacing
 - \$19,000/lane mile
- Full-Depth Asphalt
 - \$35,000/lane mile
- Concrete Partial Reconstruction
 - \$102,800/lane mile
- Asphalt Rehabilitation
 - \$167,000/lane mile
- Asphalt Restoration
 - \$186,000/lane mile

Slurry Seal/Micro Surfacing
for "B" and "C" rated streets



**Full-Depth
Asphalt Repair**
for "C" rated
streets



**Asphalt
Restoration**
for "E" rated streets



**Asphalt
Rehabilitation**
for "D" rated streets

Current Year Funding

- Included an increase of \$4M for major maintenance to high traffic streets
 - Targeted additional lane miles for Concrete Partial Reconstruction
 - Largest maintenance category
 - Extends the service life
 - Most cost effective – defers significant capital costs



Concrete Partial Reconstruction
for "C" rated (and some "D" rated) streets

Annual Selection Process for Candidate Streets

- STEP 1: Public Works pavement evaluation
 - Pavement Condition Index (PCI)
 - Surface type
 - Street class
 - Length of time in current state
 - Effects of traffic use (**additional focus on high traffic streets**)
 - Effects of weather/climate
 - Effects of various soil compositions
 - Develop preliminary candidate list
 - Determine project limits
- STEP 2: Street Services (STS) candidate evaluation
 - Coordination with utilities and other City departments
 - Consideration of upcoming capital projects
 - Review project commitments
 - Consideration for project extensions

Annual Selection Process for Candidate Streets

- STEP 3: Field evaluations to verify
 - Acceptable candidates
 - Recommended treatment
 - Final project limits
- STEP 4: Select projects
 - Get Council Districts (CD) not yet at 80% up to or very near 80%
 - Address CDs in most jeopardy of sliding below 80%
 - Position the City to reach 87% citywide
 - Final list is sorted by CD and treatment

Results of Selection Process

FY 2014 - 2015 Maintenance Lane Miles / \$M per CD

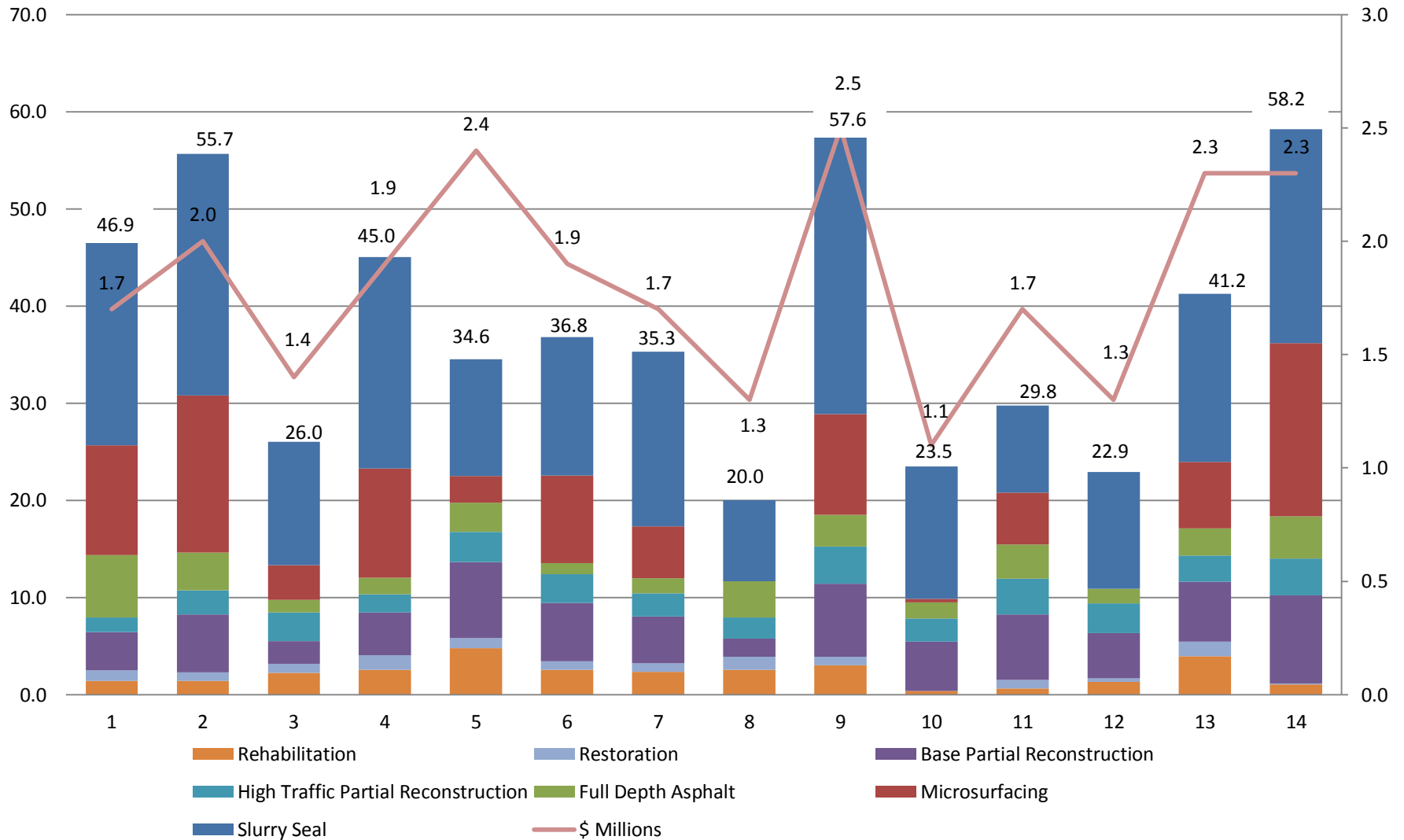


Table 1 – Lane Mile Allocation and Condition Rating Impact

Council District	Total Lane Miles of Street in CD	Lane Miles Maintenance Treatment FY 2015	Estimated Cost Maintenance Treatment FY 2015 (\$M)	Projected % Satisfactory Rating Impact After Treatment
1	750	46.9	1.7	0.4
2	926	55.7	2.0	0.3
3	990	26.0	1.4	0.3
4	923	45.0	1.9	0.4
5	693	34.6	2.4	0.6
6	1069	36.8	1.9	0.3
7	860	35.3	1.7	0.4
8	876	20.0	1.3	0.5
9	897	57.6	2.5	0.4
10	729	23.5	1.1	0.1
11	618	29.8	1.7	0.3
12	623	22.9	1.3	0.5
13	1008	41.2	2.3	0.3
14	740	58.2	2.3	0.2
CW	11,702	533.5	25.5	0.4

Next Steps

- December 10th City Council Agenda
 - Amend the existing 36-month master paving contract (administered by DWU)
 - Reduce time-frame to complete projects
 - Take advantage of last year's favorable pricing
 - Existing DWU contract = \$31.5M
 - \$7.9M amendment of which:
 - \$5.1M = Street Services Concrete Partial Reconstruction program
 - \$4.0M [High Traffic Streets]
 - \$1.1M [Standard/Base Streets]



Street and alley repairs by the Dallas Water Utilities are associated with pipeline replacement. For asphalt streets the City policy requires that an entire lane be reconstructed at the location for where the pipeline is replaced. From joint to joint for concrete streets.

Next Steps (continued)

- Underway Now
 - Develop a multi-year street repair maintenance plan with funding options (FY 2015)
 - Begin the procurement process of the next master paving contract (FY 2015)
 - Further refine the street condition rating and selection process (FY 2015)
 - Update of Needs Inventory for potential bond election (FY 2017)

Appendix

Rating	Description	PCI
A	<p data-bbox="1039 197 1228 234">Excellent</p> <p data-bbox="768 248 1495 329">Pavements that have no distress (mostly new or newly rehabilitated surfaces)</p>	100-85
B	<p data-bbox="1078 434 1190 471">Good</p> <p data-bbox="790 482 1476 611">Very good ride quality - Can benefit from preventive maintenance (slurry seal or similar)</p>	85-70
C	<p data-bbox="1093 668 1174 705">Fair</p> <p data-bbox="591 719 1760 845">Acceptable ride quality, though road surfaces are becoming worn - Slurry, micro surfacing, concrete partial reconstruction or similar will prevent rapid deterioration</p>	70-45
Poor		
D	<p data-bbox="846 939 1421 976">Marginally acceptable ride quality -</p> <p data-bbox="537 991 1731 1059">Micro surfacing or concrete partial reconstruction, resurfacing or asphalt rehabilitation is needed to slow further deterioration</p>	45-35
E	<p data-bbox="1031 1119 1236 1156">Very Poor</p> <p data-bbox="620 1170 1649 1253">Pavement has extensive distress and requires partial or full reconstruction or asphalt restoration</p>	< 35



Satisfactory

Unsatisfactory



Slurry Seal/Micro Surfacing for "B" and "C" rated streets (Street Services)



Full-Depth Asphalt Repair for "C" rated streets (Street Services)



Slurry Seal - This treatment for CONCRETE STREETS WITH ASPHALT SURFACE consists of a ¼-inch layer of sand and fine stone mixed with asphalt emulsion. This seals and smooths the surface and conceals scars from previous repairs. It is used predominately for residential roads with curb and gutter. The work is outsourced to a specialized contractor – after Street Services performs preparation work (such as minor base repair and crack sealing). **Life:** 5-7 years.

Micro Surfacing – A treatment for CONCRETE STREETS WITH ASPHALT SURFACE which places a ¼-inch layer of crushed stone mixed with asphalt emulsion. This seals and smooths the surface and conceals scars from previous repairs. It is used predominately for higher-traffic-volume streets with curb and gutter. It is more expensive than slurry seal, but cures more quickly. This work is outsourced to a specialized contractor – after Streets Services prepares the site (doing minor base repair and crack sealing, curb & gutter repair). **Life:** 5-7 years.

Full-depth Asphalt Repair - A treatment for ASPHALT STREETS to repair the surface and base failures. Repairs are typically larger than a pothole, but smaller than either Street Resurfacing or Street Rehabilitation projects. After the failed area is cut square and removed, a new base is placed and compacted and an asphalt surface is put in place. **Life:** 5-7 years.

Concrete Partial Reconstruction for "C" rated (and some "D" rated) streets (Street Services)



Concrete Partial Reconstruction - This is a method used on CONCRETE STREETS. It is **removal and replacement of large, failed sections**, including breakout and removal of old pavement, repair of any base failures, and placing new concrete. To be a candidate for this repair, residential and thoroughfare streets must have less than 25% of failed area. **Life:** 10-12 years.

**Asphalt
Rehabilitation** for "D"
rated streets
(Street Services)



**Asphalt
Restoration** for "E"
rated streets
(Street Services)



Asphalt Rehabilitation - A treatment for ASPHALT STREETS when a large portion of the surface and the base have deteriorated to an unsatisfactory level. It includes the full-depth repair of base failures, followed by a chip seal, and a new two-inch layer of hot mix asphalt placed over the entire treated segment. Candidate streets are predominately residential asphalt surfaced streets without curb and gutter. **Life:** 10-12 years.

Asphalt Restoration - A treatment for ASPHALT STREETS when the entire surface and the base have deteriorated to an unsatisfactory level. It includes rebuilding the entire base by recycling the old base and surface materials into a new base, followed by a chip seal, and new two-inch layer of hot mix asphalt placed over the entire treated segment. Candidate streets are predominately residential asphalt surfaced streets without curb and gutter. **Life:** 18-20 years.

Asphalt Resurfacing of Pavement for "D" rated streets (Public Works)



Asphalt Re-Surfacing – This treatment removes the entire asphalt surface, and pulverizes and recycles the old material with new asphalt binder. The new asphalt surface is then placed over the entire surface, compacted, and smoothed to a proper finish. Curb and gutter repair, if needed, is accomplished with the re-surfacing efforts. **Life:** 15-20 years (with maintenance).

Concrete Full Reconstruction for "E" rated streets (Public Works)



Concrete Reconstruction - This process is the removal of an existing street with extensive failures and/or badly deteriorated condition. In the process, the pavement is broken and removed (and often recycled), as is the base. Drainage concerns are addressed with this process. The sub-base may be reconditioned as needed, then a new base is placed and compacted. The new concrete surface pavement is then placed, as shown above. The construction work is outsourced under bond-issued funding. **Life:** 20-50 years (with maintenance).

Maintenance Treatment Types

- **Slurry Seal** - preventive maintenance for good/fair asphalt residential
- **Micro Surfacing** - preventive maintenance for good/fair asphalt thoroughfares
- **Full-Depth Asphalt Repair** - localized repairs of surface and base failures
- **Asphalt Rehabilitation** - localized repairs of base and full surface replacement
- **Asphalt Restoration** - full replacement of surface and base
- **Concrete Partial Reconstruction** - localized repairs of surface and base failures

Memorandum



CITY OF DALLAS

DATE November 26, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **FY 2015-16 Budget Outlook**

On Wednesday, December 3, 2014, the City Council will be briefed on the FY 2015-16 Budget Outlook. The materials are attached for your review.

If you have any questions, please let me know.


A.C. Gonzalez
City Manager

c: 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
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



FY 2015-16 Budget Outlook

City Council Briefing
December 3, 2014



Purpose of Briefing

- Recap FY 2014-15 adopted budget
- Discuss early considerations for FY 2015-16 budget
- Review changes in budget development process
- Provide first look at FY 2015-16 general fund
- Provide long-range general fund financial forecast
- Review schedule for developing budget
- Receive City Council input, comments, and questions

FY 2014-15 budget was balanced and adopted by City Council on September 17, 2014

Expenditures	FY 2013-14 Amended Budget	FY 2014-15 Adopted Budget	% Change
General Fund	\$1,130,580,755	\$1,166,685,000	3.19%
Aviation	66,852,583	86,544,784	29.46%
Convention and Event Services	75,606,836	77,345,050	2.30%
Municipal Radio	2,379,435	2,061,761	-13.35%
Storm Water Drainage Management	55,011,250	53,598,761	-2.57%
Sustainable Development and Construction	25,262,223	26,838,534	6.24%
Water Utilities	595,314,797	614,521,177	3.23%
Debt Service	234,511,248	229,908,362	-1.96%
Total Operating Budget	\$2,185,519,127	\$2,257,503,429	3.29%
Capital Budget	672,632,404	549,373,799	-18.32%
Total Budget	\$2,858,151,531	\$2,806,877,228	-1.79%

Early Considerations for FY 2015-16 Budget



Early Considerations for FY 2015-16 Budget

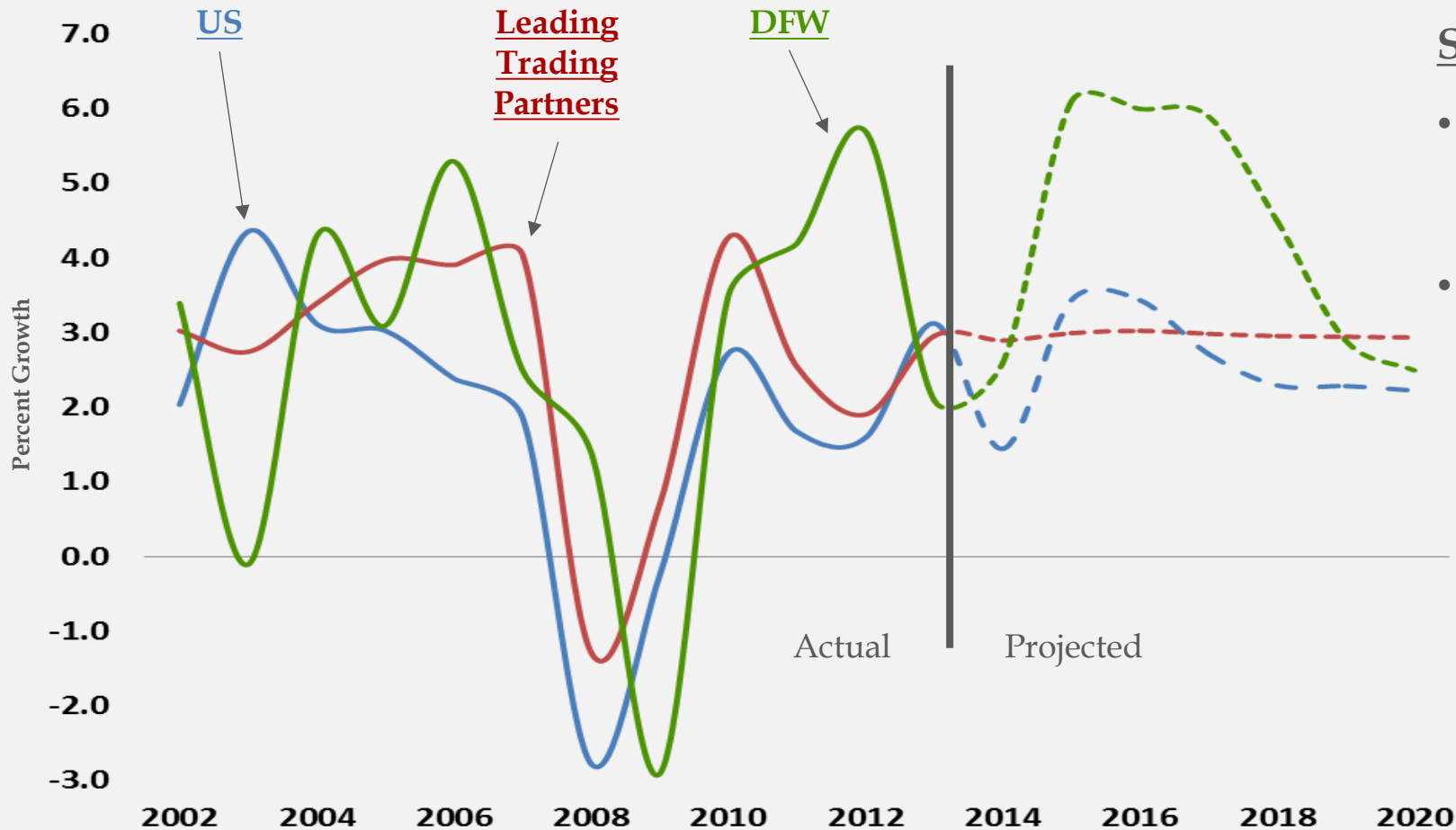
- Budget process is dynamic and requires understanding following types of information:
 - Economic outlook
 - Citizens' priorities (briefed to Council October 28)
 - Strategic direction of City Council including goals and objectives (briefed to Council November 18)

Economic Outlook

- Overview of economic outlook for City of Dallas and DFW metroplex
 - Since 2001, DFW average growth has outpaced US growth
 - Dallas has consistently outperformed nation's unemployment rate for nearly last 7 years
 - Business diversity and job mix helps Dallas through economic downturns
 - DFW ranks 6th in nation in both total office space inventory and in percentage of total office space inventory under construction

International, National, and Local Economic Growth

Real GDP in US, Leading Trading Partners, & DFW MSA



Since 2001

- DFW average growth has outpaced US growth (2.7% versus 1.9%)
- A diverse industry mix and a notably higher concentration than nation of high end service occupations have helped stabilize DFW economy and fueled faster economic recovery.

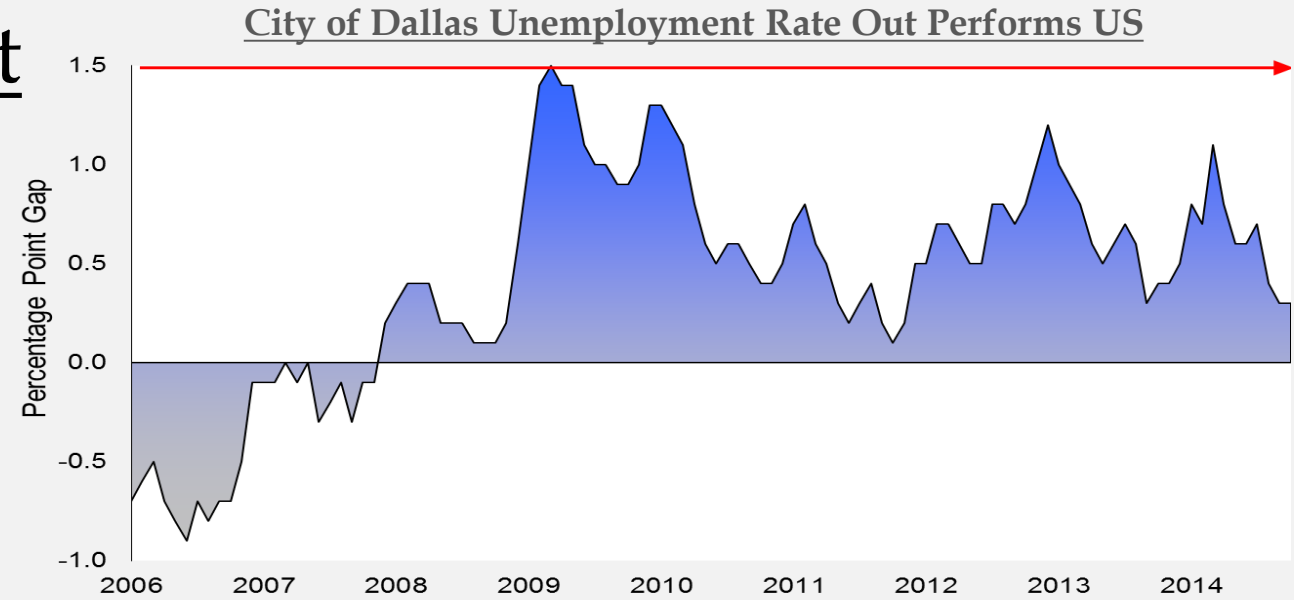
Sources: Congressional Budget Office; Bureau of Economic Analysis; Consensus Economics (projections made before July 30); Moody's Analytics.

NOTE: US leading trading partner GDP is calculated using an average of the rates of growth of their real GDPs, weighted by their shares of U.S. exports. The trading partners included in the average are Australia, Brazil, Canada, China, Hong Kong, Japan, Mexico, Singapore, South Korea, Switzerland, Taiwan, the United Kingdom, and the countries of the Euro zone.

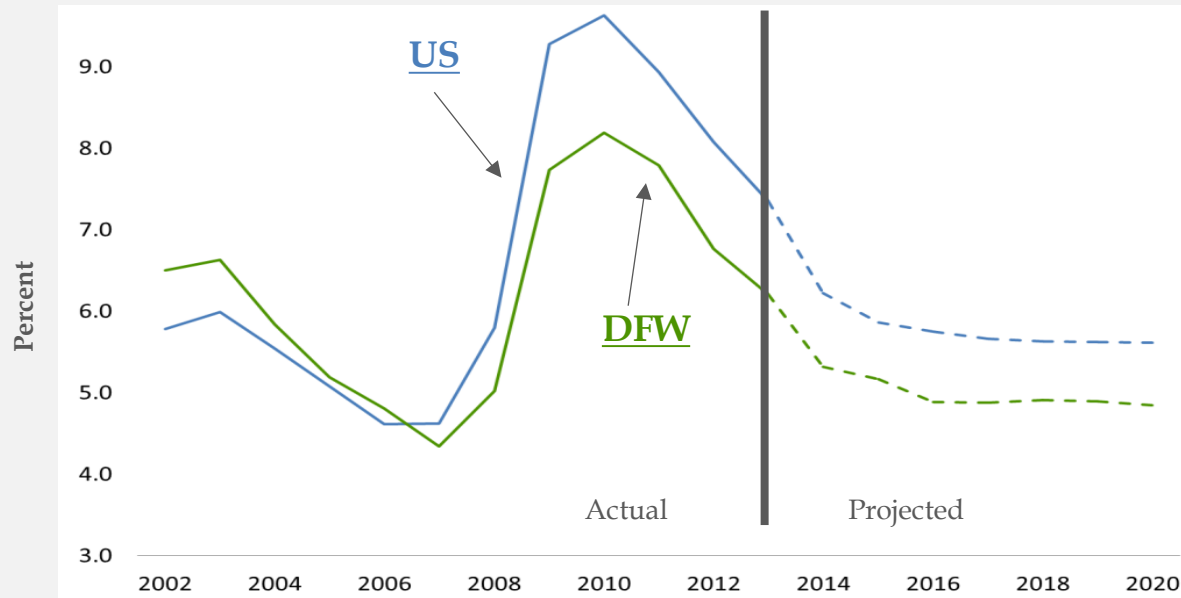
National and Local Employment

Minding the Gap

- Chart on right presents differences between City of Dallas and US unemployment rates. When Dallas outperforms US, it is reflected as a positive value.
- Dallas has consistently outperformed nation's unemployment rate for nearly last 7 years.
- Average "gap" difference between City and national unemployment rate has been 0.6 percentage points since December 2007.



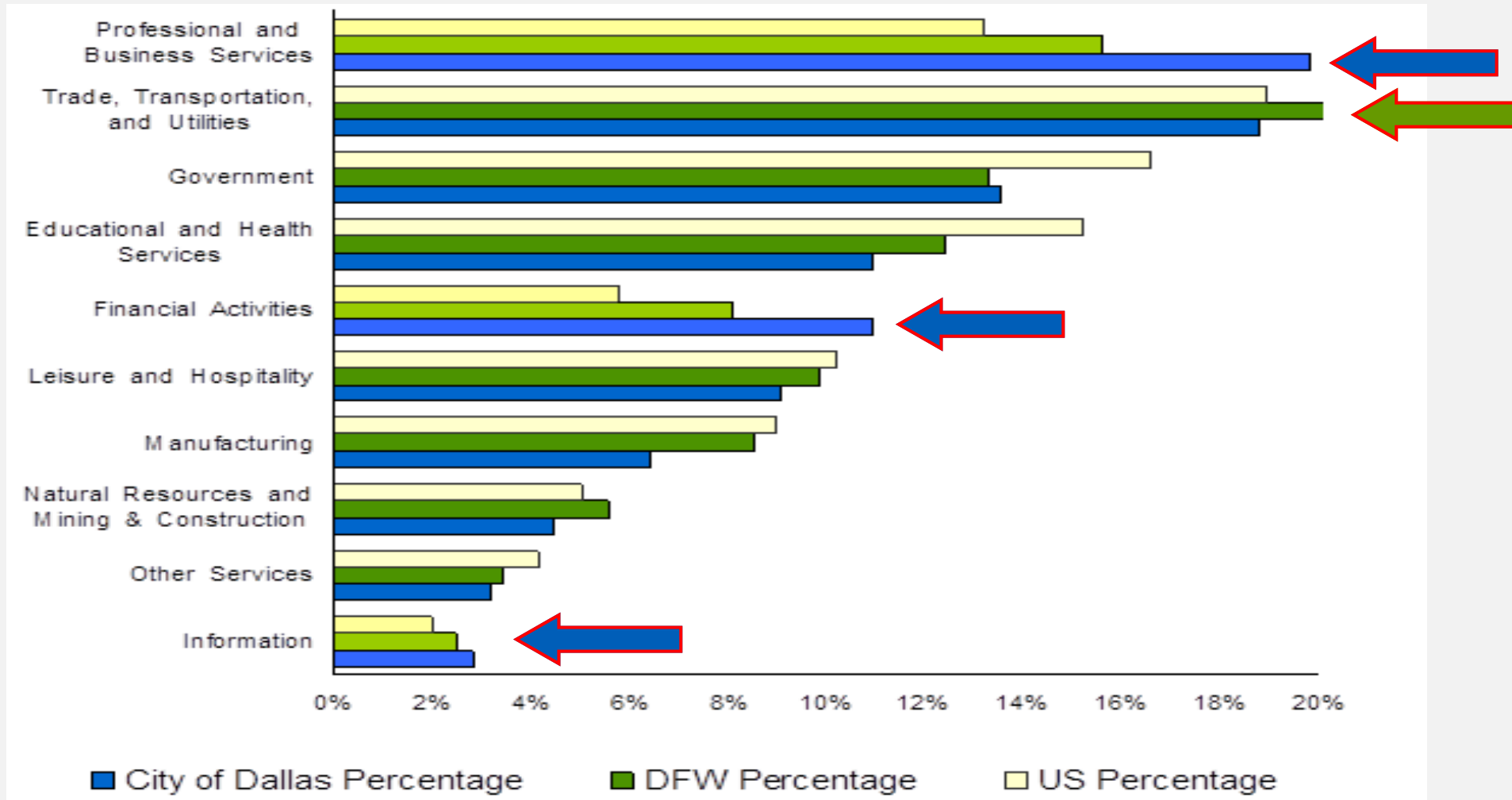
Unemployment Rate in US vs DFW MSA



Projected Unemployment

- DFW unemployment rate fell below national in 2007. This trend has continued, despite a regional net in-migration amount of more than 428,000 people since 2007.
- Projections of both US and DFW rates shows City's rate averaging one percentage point below nation's through 2020.
- Especially noteworthy is continued unemployment rate improvement while labor force participation in DFW increases.

Comparative Local Business Diversity: Industry Mix and Jobs

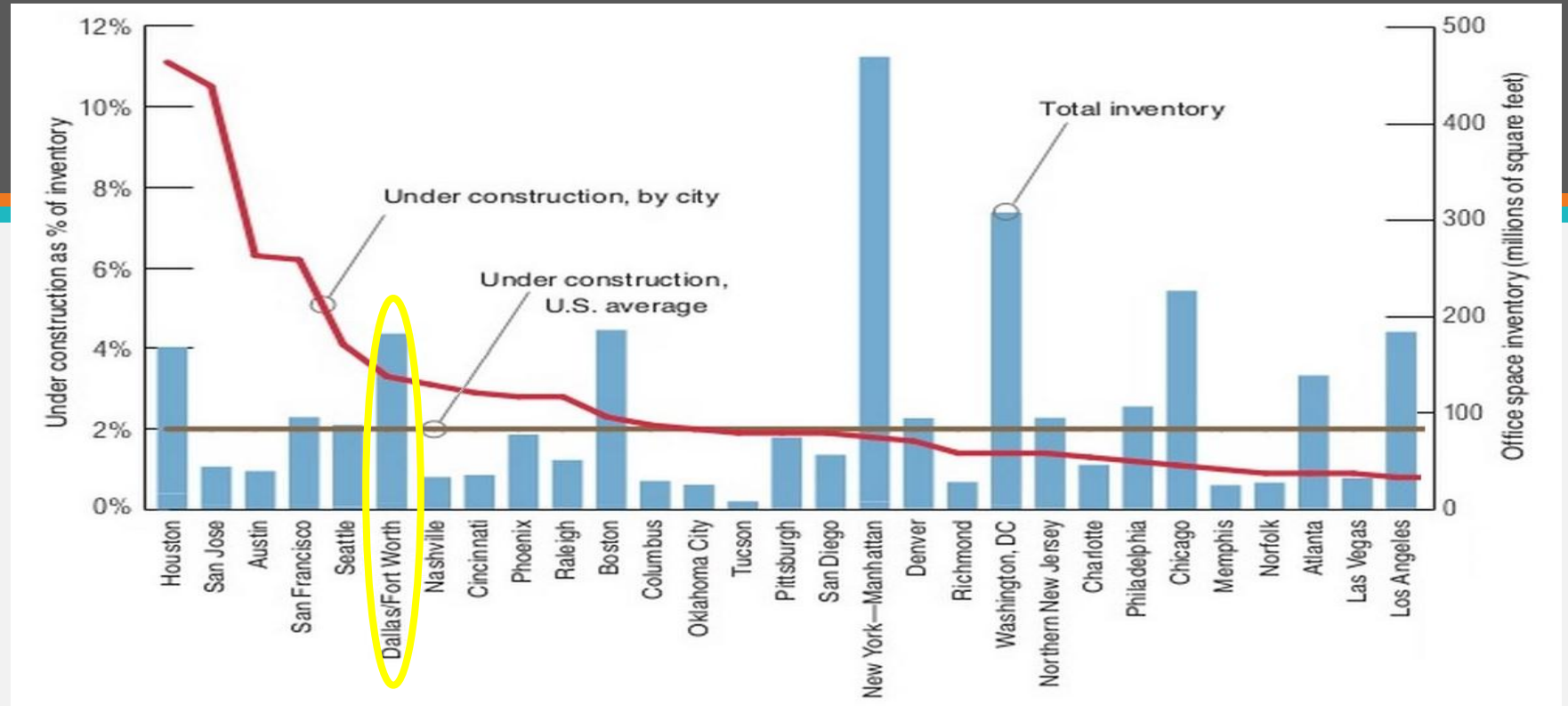


Area Industry Mix Compared to DFW and the Nation (Jobs)

City of Dallas and greater DFW region have a notably higher concentration than nation of high-end service occupations: professional services, finance and information.

Comparative Local Real Estate

Office Space Under Construction as a Percentage of Total Inventory, 2Q 2014



- DFW ranks 6th in nation in both total office space inventory and in percentage of total office space inventory under construction.
- DFW MSA ranks first among MSAs with a population greater than 6.5 million in percentage of total office space inventory under construction.
- Economic growth in North Texas is leading to an increase in office space construction, both in greater downtown Dallas and in surrounding city and suburbs.

Concerns not Currently Reflected in Economic Forecasts and Projections

- Global energy market uncertainty (international response to fracking)
- Greater volatility in global commodity pricing
- Effect of raising federal funds rate on financial markets
- Wealth/income gap
- Global political instability

Citizen
Engagement &
Strategic
Planning/Direction



Citizen Involvement in FY 2014-15 Budget

- As part of FY 2014-15 budget development, citizen involvement included 4,165 individuals
 - Public hearings at Dallas City Hall - 42 citizens
 - Three budget public hearings on March 26, May 28, and August 27 - 37
 - Two tax rate public hearings on September 3 and 10 - 5
 - Citizen survey - 1,040 citizens
 - TalkDallas.com on-line survey from May 12 to June 8 - 1,040
 - Town hall meetings - 3,083 citizens
 - 37 traditional town hall meetings from August 12 to August 28 - 1,010
 - 7 virtual town hall meetings from August 12 to August 28 - 2,073
- However, only 7.2% of residents report they attend City meetings according to information provided by ETC Institute

Citizen Input for FY 2015-16 Budget Development

- City contracted with ETC Institute to conduct city-wide survey through late Spring and early Summer 2014
- Consultant briefed City Council on results on October 28
- 1,523 surveys completed with at least 100 from each council district
 - Response rate exceeded 30% in each district
 - Randomly selected sample of households throughout City
- 95% confidence level with margin of error +/- 2.5% overall

Citizen Input through Spring/Summer 2014 Survey (October 28 briefing)

- Overall satisfaction with City services is 15% above the national average for large US cities
- The City is maintaining current service levels
- Overall satisfaction with city services is similar in most areas of the City
- Dallas rated above the national average for large U.S. cities in all areas of customer service that were assessed on the survey
- Although the City is generally heading in the right direction, there are opportunities for improvement

Citizen Input through Spring/Summer 2014 Survey

- Survey gauged both citizen rating for importance and citizen rating for satisfaction for major categories of City services
- Following 2 slides were provided by consultant and show ranking of those services based on importance and satisfaction

Importance-Satisfaction Rating

City of Dallas

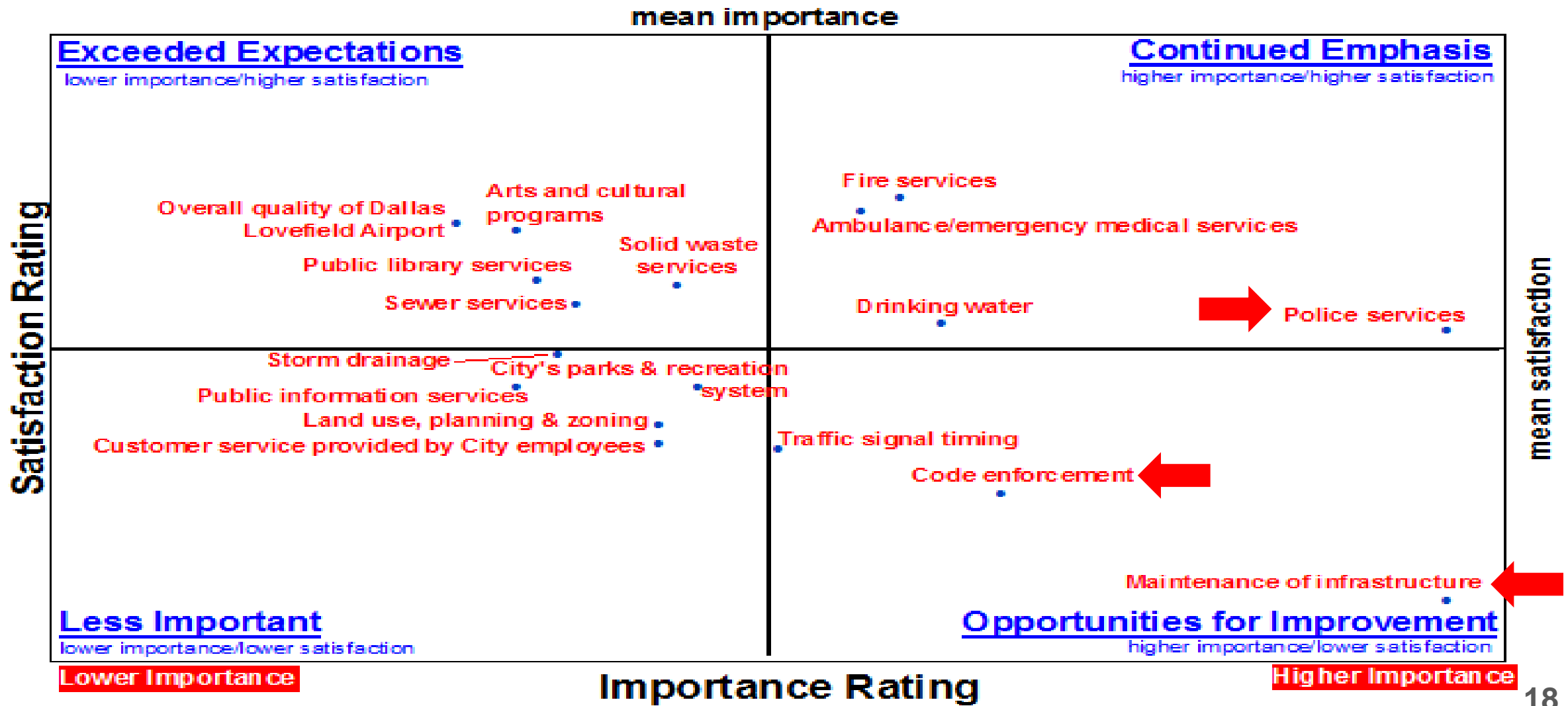
Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Maintenance of infrastructure	53%	2	25%	17	0.3975	1
<u>High Priority (IS .10-.20)</u>						
Code enforcement	31%	3	42%	16	0.1798	2
Police services	53%	1	68%	9	0.1696	3
Traffic signal timing	20%	7	49%	15	0.1020	4
<u>Medium Priority (IS <.10)</u>						
Drinking water	28%	4	69%	8	0.0868	5
Customer service provided by City employees	14%	10	50%	14	0.0700	6
Land use, planning and zoning	14%	11	53%	13	0.0658	7
The City's parks and recreation system	16%	8	59%	12	0.0656	8
Solid waste services	15%	9	75%	6	0.0375	9
Storm drainage	9%	13	64%	10	0.0324	10
Ambulance/emergency medical services	24%	6	87%	2	0.0312	11
Public information services	7%	15	59%	11	0.0287	12
Fire services	26%	5	89%	1	0.0286	13
Sewer services	10%	12	72%	7	0.0280	14
Public library services	8%	14	76%	5	0.0192	15
Arts and cultural programs	7%	15	84%	4	0.0112	16
Overall quality of Dallas Lovefield Airport	4%	17	85%	3	0.0060	17

Overall priorities:

2014 City of Dallas DirectionFinder Importance-Satisfaction Assessment Matrix -Major Categories of City Services-

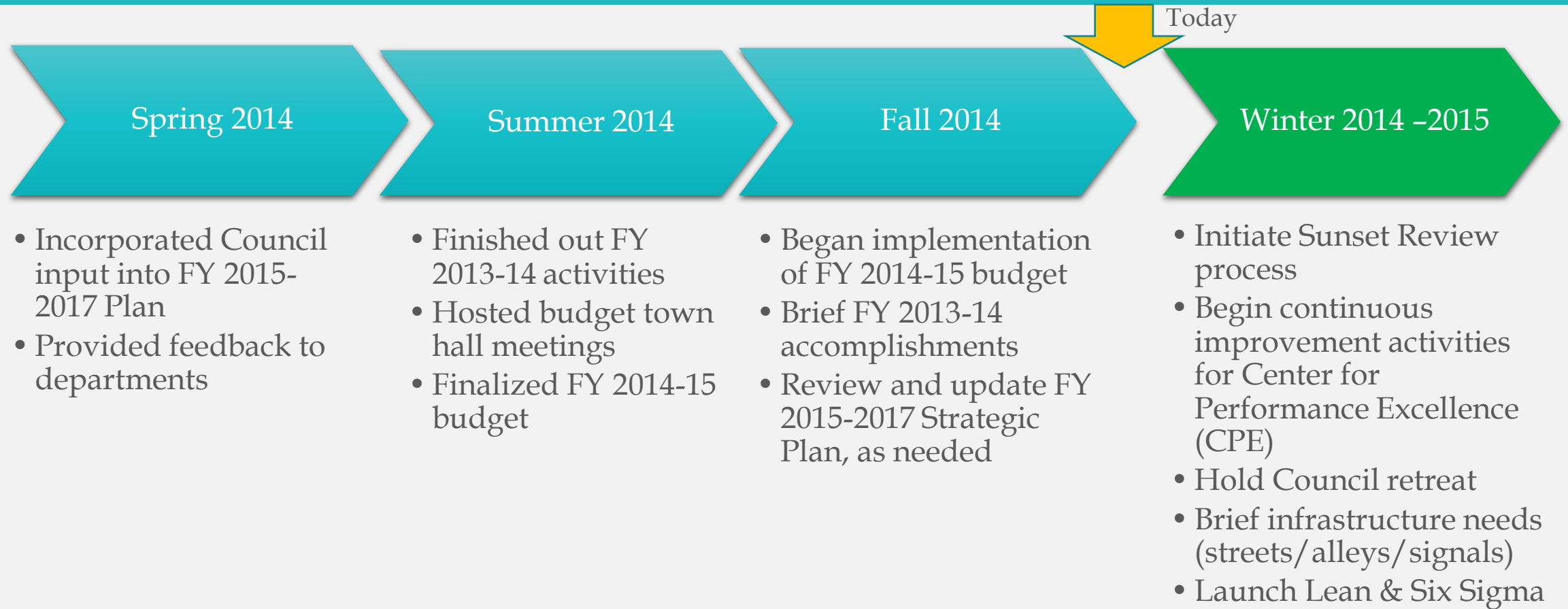
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Strategic Planning Overview (November 18 Briefing)



FY 2015-17 Strategic Plan (November 18 Briefing)



FY 2015-17 Strategic Plan (November 18 Briefing)



Spring 2015

- Brief Council on Sunset Review results
- Launch Business Planning
- Host CPE Advisory Board Spring meeting
- Gather early community input on budget
- Tie performance metrics to budget
- Brief FY 2015-16 budget updates

Summer 2015

- Conduct enhanced citizen engagement on budget
- Incorporate community needs into budget
- Finalize FY 2015-16 budget

Fall 2015

- Begin implementation of FY 2015-16 budget
- Conduct business and community surveys
- Host CPE Fall meeting
- Brief FY 2014-15 accomplishments

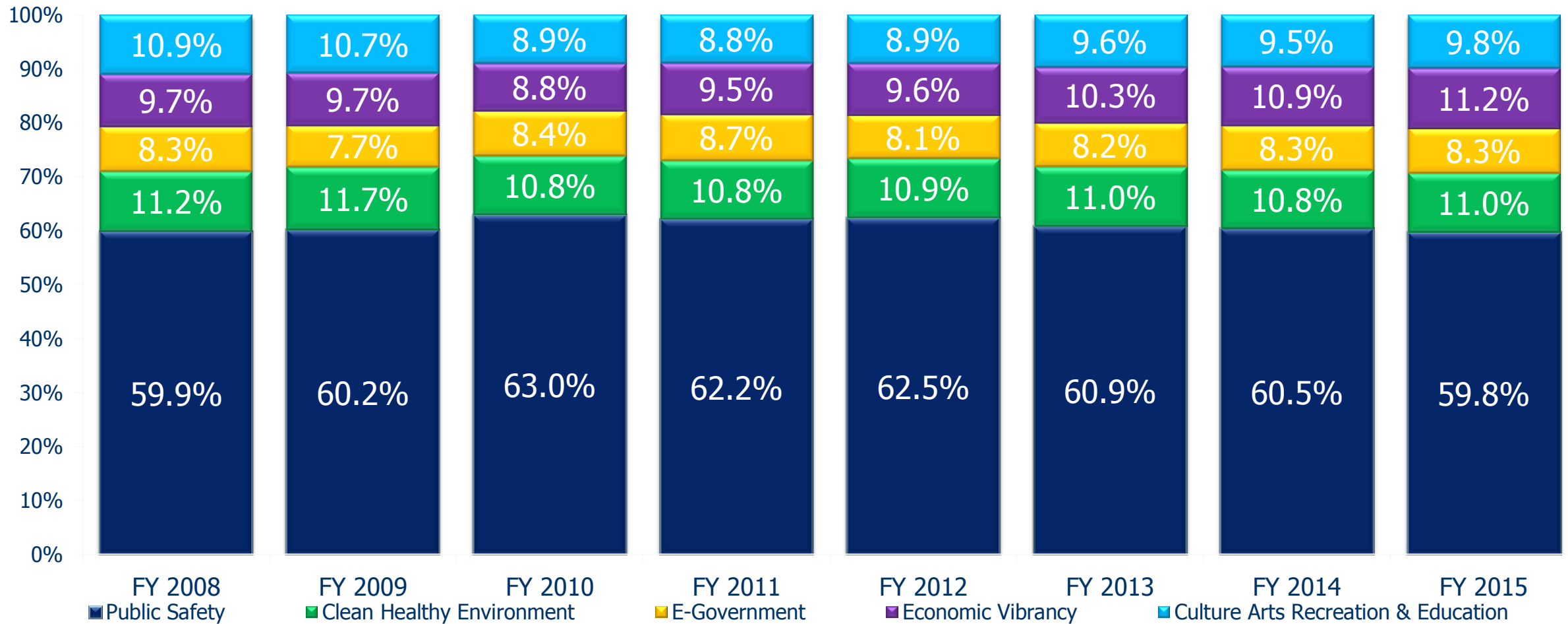
Strategic Direction of City Council

- Past and current strategic plans of City have provided guidance for development of City's annual operating budgets
- “Budgeting for Outcomes” approach has been used for budget development since FY 2005-06 and has provided more focus on results than in past
- Current Key Focus Areas (KFA) have been used since development of FY 2007-08 and have provided consistency for comparison over time

Strategic Direction of City Council

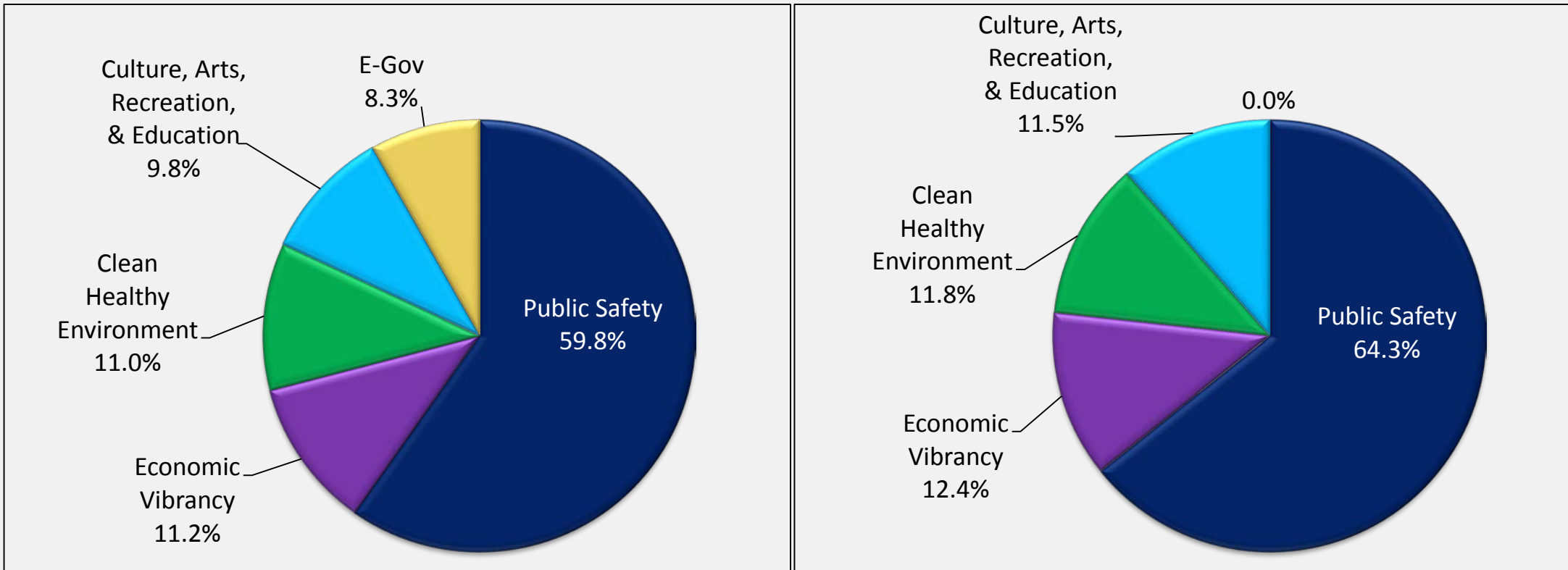
- Current KFA goals include following and are subject to Council change/refinement (goal descriptions are carried-over from prior years):
 - 1) Public Safety – enhance public safety to ensure people feel safe and secure where they live, work, and play
 - 2) Economic Vibrancy – grow a sustainable economy by job creation, private investment in the region, a broadened tax base, sustainable neighborhoods, and livability and quality of the built environment
 - 3) Clean Healthy Environment – Dallas, a sustainable community with a clean, healthy environment
 - 4) Culture, Arts, Recreation, and Education – support lifelong opportunities for Dallas residents and visitors in education, culture, recreation and art that contribute to Dallas’ prosperity, health and well-being
 - 5) E-Government – provide excellent government services to meet the needs of the City
- Annual budget focuses efforts and dollars towards 5 KFAs
 - FY 2014-15 general fund budget includes 148 services and 498 performance measures that are aligned to 5 KFAs

History of General Fund Expenses: by Key Focus Area



FY 2014-15 General Fund Expenses: By Key Focus Area

- Services within E-Gov support services of other 4 KFAs
- Following is representation E-Gov costs allocated to other KFAs based on most recent cost allocation plan and includes estimates/assumptions



Key Focus Areas		Department		Citizen Ranking		Other Challenges	Increase/Maintain/Decrease Funding or Comments
Public Safety	64.3%	Police	40.5%	Police	3		
		Fire	21.0%	EMS Fire	11 13	Public health	
		Courts	1.9%				
		Other	0.9%			Technology needs	
Economic Vibrancy	12.4%	Streets & Street Lighting	7.6%	Infrastructure Traffic signal	1 4	Capital needs inventory	
		TIF	1.8%				
		Fair Park	1.0%				
		Public Works & Trinity Watershed	1.0%	Infrastructure Storm drainage	1 10	Capital needs inventory	
		Other	1.0%	Land use/Planning	7	Poverty, Neighborhoods, Economic growth, Technology needs	
Clean Healthy Environment	11.8%	Sanitation	7.0%	Solid waste	9		
		Code	3.4%	Code Enforcement	2		
		Housing	1.2%				
		Other	0.2%			Technology needs	
Culture, Arts, Recreation, and Education	11.5%	Park & Recreation	6.9%	Park/Recreation	8	Public education	
		Library	3.0%	Library	15	Public education	
		OCA	1.6%	Arts/Culture	16		
		Other	0.0%			Technology needs	

Matrix is to help organize thoughts such as which KFAs, departments, or services to increase, maintain, or decrease funding; and where potential “new” unallocated resources are most needed.

Strategic Direction of City Council

- As part of January 15 and 16 council/staff planning retreat, discussion may include:
 - Additional review of economic outlook for Dallas
 - Ways to improve citizen engagement
 - Council feedback on metrics
 - Council prioritization of services for budget

Changes in Process



Changes in Budget Process

- As already noted, changes to budget process include:
 - More focus on citizen input through use of citizen survey briefed to City Council in October
 - Earlier and more specific involvement of City Council through prioritization exercises and through council/staff planning retreat January 15-16
- To achieve a more in-depth review of departmental budgets, a process modeled after State of Texas Sunset review is being implemented
 - However, Dallas implementation of Sunset review is being done by existing staff over 5 month period while State process spans 17 months by an agency dedicated to Sunset process

Sunset Review Process Overview

- Sunset review process is underway and will serve as very in-depth review of departments on a 5-year rotating schedule
- FY 2015-16 review focused on 7 departments
 - Dallas Police Department
 - Code Compliance Services
 - Court & Detention Services
 - Judiciary
 - 311
 - Office of Emergency Management
 - City Attorney's Office (public safety related services)
- Review process runs parallel to budget process and is not in-lieu of budget process for these departments

Sunset Review Process Overview

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

Sunset Review Process Overview

- Most important to Sunset review process is complete, accurate, and thoughtful self-evaluation report by each department including following areas
 - 1) Purpose and activities
 - 2) Source of funds and revenues
 - 3) Expenditures
 - 4) Personnel
 - 5) Performance
 - 6) Stakeholders
 - 7) Technology and equipment
 - 8) Other: SWOT analysis, audits, studies, briefings, etc.

Sunset Review Process Overview

- Following completion of self-evaluation reports by departments, cross departmental teams will review reports and make recommendations
- Recommendations will be presented to Council committees in March 2015, and to full Council on April 1
 - Some recommendations may be for immediate implementation, and others may be incorporated into FY 2015-16 budget development

Changes in Budget Process

- Other changes being considered for budget process include:
 - Eliminate KFA ranking sheets that have been misinterpreted as a recommendation instead of part of on-going development process
 - Provide more information on departmental budgets earlier in process, rather than reports just by KFA
 - Re-organize budget document to focus on departmental budgets instead of solely by KFA

First Look at FY 2015-16 General Fund Budget



FY 2015-16 First Outlook

- An outlook into FY 2015-16 is forecasting revenue and expense changes 22 months into future (Oct 1, 2015 through Sep 30, 2016)
- Information is very preliminary and will change as more information becomes available through budget development process
- All numbers will change between first outlook and next August when budget for FY 2015-16 will be recommended
- First outlook into FY 2015-16 forecasts following:
 - Revenue increase: \$32.8m
 - Expense increase: \$64.0m
 - Variance/Gap: (\$31.2m)

Revenue Forecast

- Economic analysis has been conducted by City's Office of Economic Development utilizing several input variables from a variety of economic sources
- Long-range forecasting provides range of possible outcomes from pessimistic to optimistic
 - Forecasts will change as more information becomes available

Fiscal Year	Property Base Values			Sales Tax Revenue		
	Pessimistic	Base	Optimistic	Pessimistic	Base	Optimistic
FY 2015-16	3.17%	4.56%	5.99%	0.5%	4.5%	7.2%
FY 2016-17	3.94%	5.00%	6.18%	1.8%	3.4%	3.2%
FY 2017-18	4.84%	4.65%	5.35%	1.3%	2.4%	2.9%
FY 2018-19	5.08%	5.38%	6.44%	0.6%	2.3%	3.2%
FY 2019-20	5.11%	5.64%	6.69%	0.3%	2.2%	3.0%

Tax Base History & Forecast

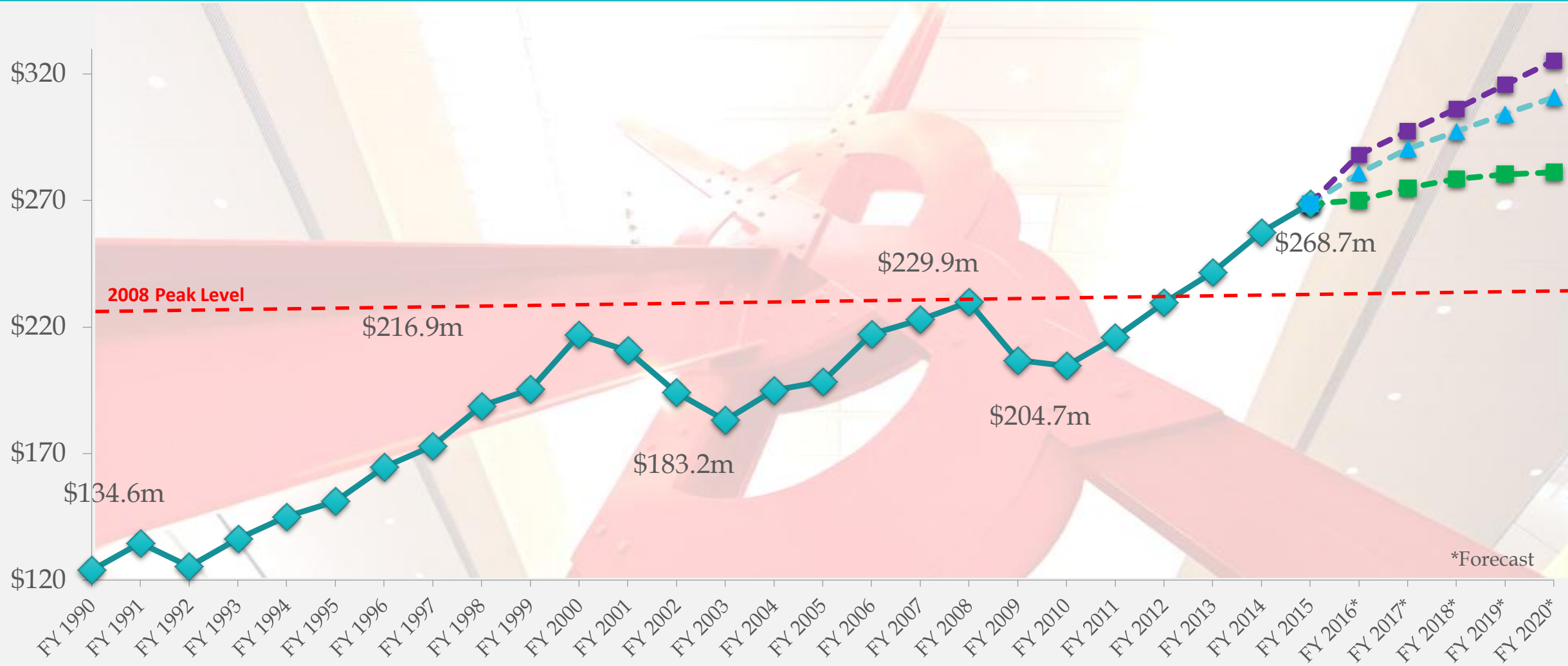
(Total Certified Value in \$ Billions)



Note: Forecasts are very preliminary and **will** change through budget development process.

Sales Tax Revenue History & Forecast

(\$ in millions)



Note: Forecasts are very preliminary and **will** change through budget development process.

FY 2015-16 Revenue Forecast

Preliminary revenue adjustments anticipated for FY 2015-16	Dollars
Property Tax – current growth assumptions range from 3.17% to 5.99% growth; base assumption is 4.56% growth	+ \$23.4m
Sales Tax – current growth assumptions range from 0.5% to 7.2% growth; base assumption is 4.5% growth	+ \$12.2m
Other general fund revenues – decline in non-recurring revenues offset by increase in Court revenue	- \$2.8m
Preliminary revenue adjustments for FY 2015-16	+ \$32.8m

Note: Forecasts are very preliminary and **will** change through budget development process.

FY 2015-16 Expense Forecast

Preliminary expense adjustments anticipated for FY 2015-16	Dollars
Meet and Confer – police and fire pay increases include (1) full-year funding for 4% across-the-board pay on 4/1/15; (2) full-year funding for FY 2014-15 step pay increase; and (3) partial-year funding for FY 2015-16 step pay increase	+ \$24.4m
Civilian employee pay adjustments include (1) full-year funding for average 3% merit on 1/1/15 is \$1.7m; and (2) average 3% merit for FY 2015-16 is \$7.0m	+ \$8.7m
Uniform and civilian employee/retiree health benefit cost increases (assumes 5% cost increases)	+ \$6.9m
Tax Increment Financing cost increase as property values within TIF districts increase	+ \$1.0m
Library increases include (1) full-year funding for expanded hours in FY 2014-15; and (2) full-year implementation of 2 nd of 2 year plan for expanded services	+ \$4.1m
Master lease cost increases required to pay debt for equipment and technology enhancements added for FY 2014-15 (no additional equipment or technology purchases assumed at this point for FY 2015-16)	+ \$3.4m

Note: Forecasts are very preliminary and **will** change through budget development process.

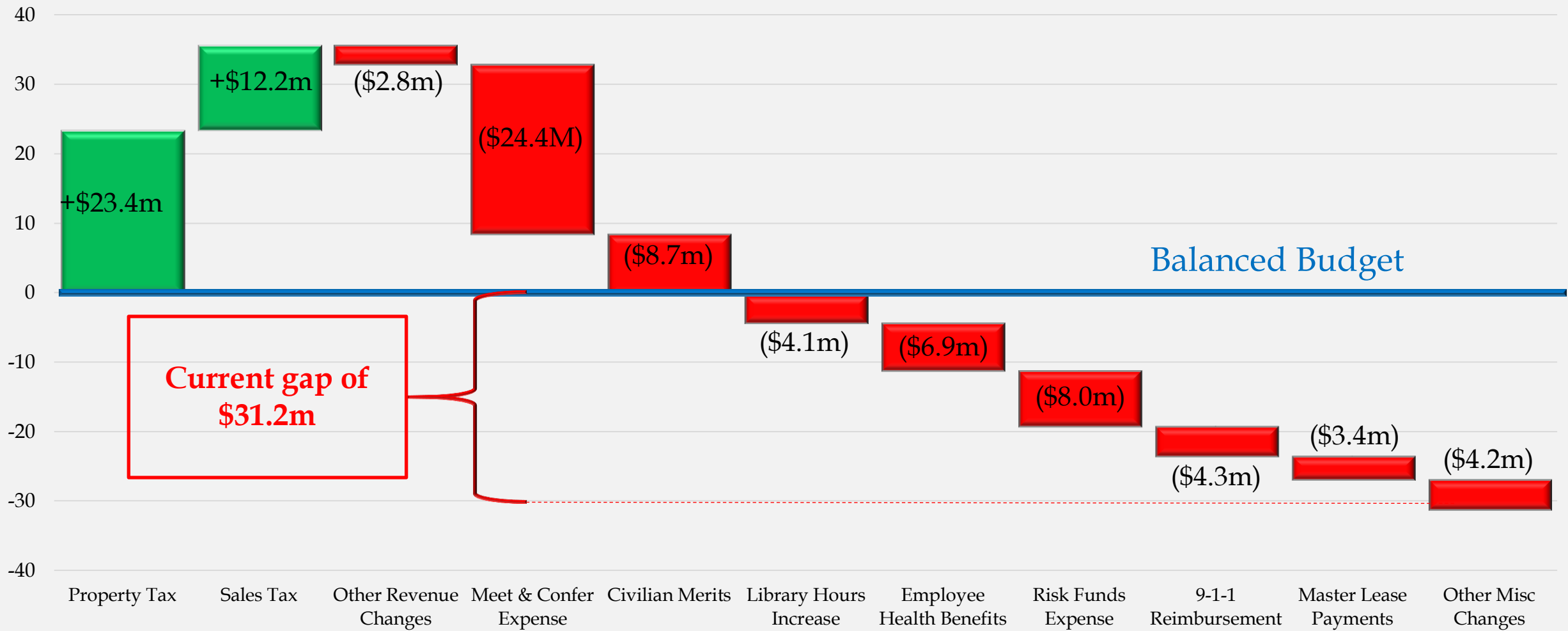
FY 2015-16 Expense Forecast

Preliminary expense adjustments anticipated for FY 2015-16	Dollars
FY 2015-16 funding requirements for liability, worker's compensation, and property insurance are expected to increase due to less prior year surplus being available	+ \$8.0m
Prior year surplus is not anticipated to be available to reimburse police and fire expenses from 911 Fund, therefore, cost increases will be necessary in FY 2015-16	+ \$4.3m
O&M cost required in FY 2015-16 for projects being placed in-service	+ \$1.8m
Net increase of other adjustments for costs deferred and/or one-time savings budgeted in FY 2014-15	+ \$1.4m
Preliminary expense adjustments for FY 2015-16	+ \$64.0m

Note: Forecasts are very preliminary and **will** change through budget development process.

FY 2015-16 First Outlook

(\$ in millions)



Note: Forecasts are very preliminary and **will** change through budget development process.

FY 2015-16 First Outlook

- Current outlook forecasts expenditures for FY 2015-16 to be \$31.2m more than forecast revenues
- Other challenges exist and have not been included at this time (examples include):
 - Information technology needs
 - Additional plans to address poverty
 - Capital needs inventory for infrastructure such as streets, alleys, signals, etc.
 - Maintenance and needs of City facilities
 - Additional plans to further economic development initiatives
 - Strategy for addressing public education

Long-Range General Fund Financial Forecast



Long-Range General Fund Financial Forecast

- Long-range forecast is financial planning tool designed to give an early look at revenues and expenses in future years
- Forecast is projection and does not reflect what general fund budget will actually be in any given future year
- Forecast is based on preliminary assumptions about growth in revenues and expenses

Long-Range General Fund Financial Forecast - Assumptions

- Long-range forecast model does include assumptions for:
 - Continued growth in property values and sales tax revenues based on economic analysis
 - Maintaining all FY 2014-15 service levels
 - Exception - fully fund 2-year plan to expand library services
 - Current meet and confer agreement with police and fire uniform employees; and continue step pay increases annually after current agreement
 - Current civilian merit; and provide annual merit increases in future years
 - Cost increases for employee/retiree health benefits
 - Costs associated with completed capital projects coming into service
 - Inflation costs for certain supplies and materials such as fuel and electricity
 - Increases for internal services such as information technology and fleet maintenance

Long-Range General Fund Financial Forecast - Assumptions

- Long-range forecast model does not include assumptions for:
 - Changes in property tax rate
 - Future meet & confer agreements for police and fire
 - Service enhancements such as increases to animal services, recreation center hours, cultural contracts, etc.
 - Impact of potential 2017 bond program
 - Changes resulting from State or Federal legislation on City

Long-Range General Fund Financial Forecast

	FY 2014-15 Current Year	FY 2015-16 Forecast	FY 2016-17 Forecast	FY 2017-18 Forecast
General Fund Revenue	\$1,166.7m	\$1,199.5m	\$1,225.7m	\$1,256.5m
General Fund Expense	\$1,166.7m	\$1,230.7m	\$1,266.8m	\$1,299.1m
Variance/Gap	\$0	(\$31.2m)	(\$41.1m)	(\$42.6m)

Note: Forecasts are very preliminary and **will** change.

Schedule for FY 2015-16 Budget Development



Budget Schedule

October 28	Brief City Council on citizen survey
November 18	Brief City Council on FY 2013-14 Strategic Plan
November 19	Staff budget workshop led by Gov-Lab of NYU
December 3	Brief City Council: first outlook for FY 2015-16 budget
January 15-16	Council/staff planning session
February 4	Budget Workshop
March 23	Brief Public Safety Committee and Quality of Life Committee on Sunset Review
March 25	Budget Public Hearing
April 1	Brief City Council on Sunset Review
May 20	Budget Workshop
May 27	Budget Public Hearing
June 24	Budget Workshop
July 24	Appraisal Districts certify 2015 tax roll for FY 2015-16

Budget Schedule

August 7	Deliver City Manager's recommended budget to council members
August 11	Budget Workshop: City Manager's recommended budget
August 11 to Sept 3	Town hall meetings
August 19	Budget Workshop
August 26	Budget Public Hearing
September 2	Budget Workshop
September 2	Tax Rate Public Hearing #1 (if necessary)
September 9	Adopt Budget on First Reading
September 16	Budget Workshop: Council Amendments
September 16	Tax Rate Public Hearing #2 (if necessary)
September 23	Adopt Budget on Second Reading and Adopt Tax Rate
October 1	Begin FY 2015-16

City Council input, comments, and questions



Memorandum



CITY OF DALLAS

DATE November 26, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **City Manager Update (CuSP Report)**

On Wednesday, December 3, 2014, I will be briefing the Council on the following topic during my update to the Council:

- Customer Service Strategic Plan

Briefing materials are attached for your review. If you have any questions, please let me know.



A.C. Gonzalez
City Manager

c: Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
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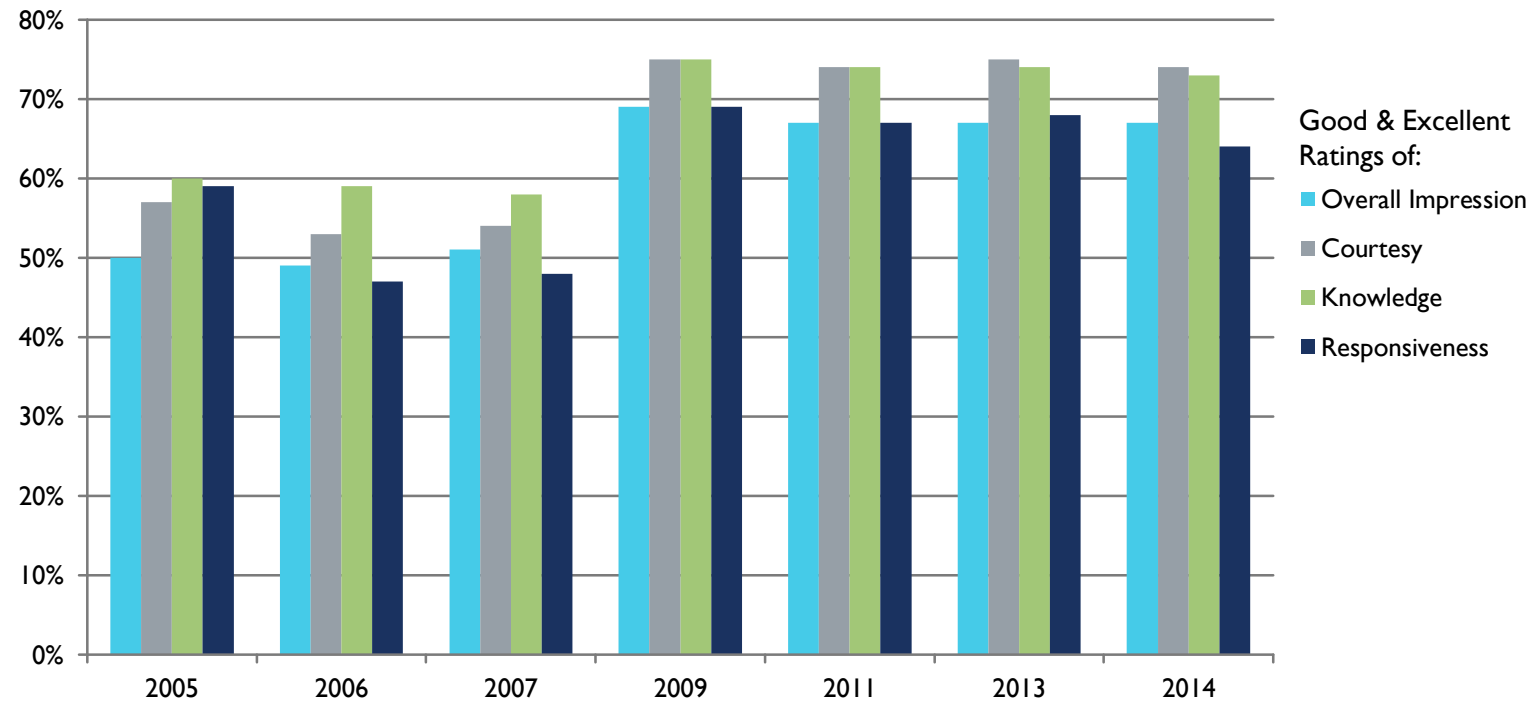
CuSP REPORT

DECEMBER 3, 2014

CUSTOMER SERVICE STRATEGIC PLAN

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- The City of Dallas began an initiative to improve customer service in 2005
- Community Survey results reflect progress, but we are focused on getting to the next level



Community Survey Data from 2005-2014

WHERE ARE WE HEADED?

- Guiding Principles: 3Rs of Service
 - Respectful
 - Responsive
 - Resourceful
- Objective: In the 2018 Community Survey, 75% of respondents will rate City employees' customer service as good or excellent

STRATEGIES

- Infuse the organization with a commitment to customer service
- Capture the voice of the customer and incorporate customer feedback to improve City services and meet customer expectations; respond timely to customer concerns
- Be accountable for organizational and individual performance
- Communicate clearly and be transparent in sharing City information
- Make it easy to do business with the City

TOPIC LEADERS

- The “new” Center for Performance Excellence (CPE) will take the lead on the Customer Service Strategic Plan (CSSP)
- All City employees will be responsible for knowing their customer and providing the best possible service
- Department leaders will be accountable for customer focus in the “new” department level business planning

PROGRESS TO DATE

- Conducted research on other public and private sector organizations' customer service approach
 - Southwest Airlines, DART, Oncor, The Container Store, Sewell Automotive, City of Philadelphia, Nordstrom
- Conducted SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses on the City's customer service from several perspectives
- Developed draft Customer Service Strategic Plan

EXAMPLES OF PLAN COMPONENTS

- Update Customer Service training that is role-specific (field employees, administrative staff, managers/supervisors, etc.)
- Implement Baldrige framework that includes criteria on Customer Focus
- Improve external communication
 - Redesign City website
 - Make additional information available on Open Data Portal
- Develop internal communication plan
- Establish Employee Advisory Councils (EACs) for all departments to increase communication and employee awareness of City initiatives
- Implement Lean Six Sigma training and process review, focusing first on customer-facing processes to improve the customer experience

NEXT STEPS

- Begin Customer Journey Mapping sessions for public facing services to understand the customer experience and identify improvements
- Implement process improvement and critical thinking training
- Create interactive data visualization via the Dallas Open Data Portal
- Development departmental business plans including customer service goals
- Refresh Customer Service training
- Enhance employee appreciation programs