

Memorandum

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2010 JAN -7 PM 4:18
CITY SECRETARY
DALLAS, TEXAS



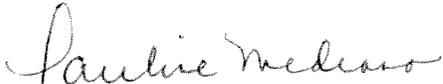
DATE January 7, 2010

TO Deborah A. Watkins
City Secretary

SUBJECT Quality of Life Committee Meeting Time Change

The Quality of Life Committee meeting scheduled for January 11, 2010 has changed meeting times. The Transportation and Environment Committee meeting will begin at 12:00 p.m. and the Quality of Life Committee meeting will begin at 2:00 p.m.

Please let me know if you have any questions.


Pauline Medrano
Chair

c: Quality of Life Committee Members
Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Deborah A. Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
Judge C. Victor Lander, Administrative Judge Municipal Court
Ryan S. Evans, First Assistant City Manager
Forest E. Turner, Assistant City Manager
A.C. Gonzalez, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
David K. Cook, Chief Financial Officer
Frank Libro, Public Information Office
Helena Stevens-Thompson, Assistant to the City Manager

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CITY SECRETARY
DALLAS, TEXAS



DATE: January 7, 2010

TO: Honorable Members of the Quality of Life Committee: Vonciel Jones Hill (Vice Chair), Carolyn R. Davis, Angela Hunt, Sheffie Kadane, David A. Neumann, Steve Salazar

SUBJECT: Quality of Life Committee Meeting

Monday, January 11, 2010, 2:00 p.m.

Dallas City Hall - 6ES, 1500 Marilla St., Dallas, TX 75201

The agenda for the meeting is as follows:

- | | |
|---|--|
| 1. Approval of December 14, 2009 minutes
(2:00 p.m. – 2:01 p.m.) | Pauline Medrano, Chair |
| 2. United 2020 Community Goals
(2:01 p.m. – 3:00 p.m.) | Gary Godsey, CEO
United Way |
| 3. McCommas Bluff Landfill
(3:00 p.m. – 4:00 p.m.) | Ron Smith, Assistant Director
Sanitation Services |
| 4. Adjourn
(4:00 p.m.) | Pauline Medrano, Chair |

Please let me know if you have any questions.



Pauline Medrano,
Chair

cc: Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Judge C. Victor Lander, Administrative Judge Municipal Court
Deborah A. Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
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Quality of Life Committee

Jill A. Jordan, P.E., Assistant City Manager
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Helena Stevens-Thompson, Assistant to the City Manager

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.

Quality of Life Council Committee

Meeting Record

(DRAFT)

Meeting Date: 12-14-2009

Convened: 12:00 p.m.

Adjourned: 1:23 p.m.

Pauline Medrano, Chair
Vonciel Jones Hill, Vice-chair
Sheffie Kadane
Steve Salazar
Carolyn R. Davis
David Neumann
Angela Hunt

Briefing Presenters:

-Eva Liggins, Strategic Customer Services
-James Childers, Code Compliance
-Brittany Burrell, City Manager's Office
-Sally Rodriguez, Park and Recreation
-Richard Brown, Dallas Fire Rescue

Special Guests:

Theresa Canales – Builders of Hope
Bill Hall – Dallas Habitat for Humanity

Staff Present:

Forest Turner, Travella King, Paul Dyer,
Jimmy Martin, Joey Zapata, Margaret
Wright, Katina Johnson, Lynetta Kidd,
Dave Cook, Kevin Acosta, Les Allen

AGENDA:

1. **Approval of October 26, 2009 minutes**

Presenter(s):

Information Only: _____

Action Taken/Committee Recommendation(s):

Motion to approve the October 26, 2009 minutes.

Motion made by: Sheffie Kadane
Item passed unanimously: __X__
Item failed unanimously: _____

Motion seconded by: Steve Salazar
Item passed on a divided vote: _____
Item failed on a divided vote: _____

2. **3-1-1 Mobile Squad**

Presenter(s): Eva Liggins

Information Only: __X__

Action Taken/Committee Recommendation(s):

The purpose of the 3-1-1 call center is to improve the quality of life for customers by providing the highest level of quality customer service. Five City departments teamed up to create the 3-1-1 Mobile Squad. The team obtained a 1997 Chevy Blazer from Equipment and Building Services, while Code Compliance and the Sanitation Department provided \$1,650 to wrap the vehicle with 3-1-1 information. The 3-1-1 Mobile Squad was then completed and implemented in July 2009. The squad is believed to be the first of its kind in the country and is equipped with two rugged laptops with air cards provided by Communication and Information Services, and two to three English and Spanish speaking call center representatives.

Benefits of the Mobile Squad include: neighborhood awareness of the 3-1-1 Customer Service Help Line, serves as a city-wide marketing tool to educate the public, allows 3-1-1

Quality of Life Council Committee

Meeting Record

(DRAFT)

representatives to interact face-to-face with citizens, and outreach to citizens at events. To request the 3-1-1 Mobile Squad at an event call 311 or e-mail Eva Liggins at eva.liggins@dallascityhall.com.

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

3. City of Dallas and Community Housing Development Organization Collaborative Efforts

Presenter(s): James Childers and Brittany Burrell

Information Only: X

Action Taken/Committee Recommendation(s):

The purpose of the briefing was to provide details about the ongoing collaborative efforts between the City of Dallas and area Community Housing Development Organizations (CHDO). A CHDO is a non-profit organization that provides decent affordable housing to low and moderate-income people. There are currently 18 certified CHDOs working in the City of Dallas. A majority of them focus on single family development with some providing special needs housing and multi-family rehabilitation. Since FY 04-05, 352 homes have been completed with assistance from the City.

In order for the CHDOs to be successful, they must collaborate with multiple City Departments. The Housing/Community Services Department is the frontline department that coordinates and communicates with the CHDOs to assist with accessing funding for projects. Currently, Housing/Community Services has \$18 million in development contracts out for the CHDOs and \$500,000 out in operating assistance for the groups. The department also provides predevelopment, construction, and sales and marketing assistance.

Code Compliance is committed to improving the quality of life of all residents by keeping lots targeted by CHDOs development ready. This benefits both parties because by building houses in the Southern Sector it reduces the number of vacant lots thus reducing high weeds, litter, and crime. This allows Code staff to focus its resources towards other areas of need.

In Spring 2009, a pilot program was started with participating CHDOs to collaborate with Code Compliance to assist with development efforts. Services provided by Code include property maintenance, lien removal, sweeps and expedited abatement, and responsible homeownership classes.

Next steps include working with existing CHDO partners to refine the current menu of services provided over the past year, continue working closely with Housing/Community Services to provide CHDOs assistance, utilize CHDOs to spread education on Code Compliance issues, and continue working with stakeholders to devise the best ways to serve neighborhoods in need.

Quality of Life Council Committee

Meeting Record

(DRAFT)

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

4. Hike and Bike Trails Emergency Locator System

Presenter(s): Sally Rodriguez and Richard Brown

Information Only: X

Action Taken/Committee Recommendation(s):

The purpose of the briefing is to provide background on the Trail Network Master Plan and review the need for an emergency locator system as well as the alternative processes for addressing trails.

The Trail Network Master Plan was adopted in March 2005. The 2003 and 2006 Bond Programs allocated \$31 million for 18 additional miles of trails funded, right-of-way acquisition, matching funds, site amenities, trail construction and reconstruction, and trail planning. An additional \$20 million was leveraged through various grant and partnership programs.

As trail usage has increased so has the need for emergency responses. Most of the trails are in railway and utility easements with limited street access. The Friends of the Katy Trail wanted to increase safety by placing Call Boxes along the trail, but call boxes require street addresses. So it was determined that a coordinated city effort was required to address this issue. The team determined that a unique "911" pole marker system was the best way to proceed.

The solution was to find a way to assign addresses to the pole markers. Each trail would be given initials to specify which trail and each pole marker would have an individual number. Park staff installed poles every 1/8th of a mile, Dallas Fire Rescue staff plotted each pole location on maps and each pole was assigned a unique number. The data was then entered in a shapefile in ArcView to include the closest trail access for vehicular traffic and foot traffic. Caution notes were also added to each of the linked dispatching coordinates. The markers have been in use for over a year and no issues have risen in finding locations.

White Rock Lake Trail was far more complicated than Katy Trail. Dallas Fire Rescue (DFR) staff used ArcView to plot the points along the trail using geo-referencing capabilities and latitude and longitude coordinates. Park staff used the map to install the poles and DFR confirmed the accuracy of caution notes and test runs to reduce confusion. Within the first two weeks there was a medical emergency on the trail, emergency responders were able to access the individual without delay, proving the system affective.

Next steps include: signage for White Rock Creek Trail and Bachman Lake Trail, working with adjacent cities whose trails will connect to Dallas' trail network, and looking at modifying the system to work in large parks for identifying areas within the park.

Quality of Life Council Committee

Meeting Record

(DRAFT)

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

Deputy Mayor Pro Tem Pauline Medrano, Chair
Quality of Life Committee

Memorandum



DATE January 7, 2010

TO Honorable Members of the Quality of Life Committee: Pauline Medrano (Chair),
Vonciel Jones Hill (Vice Chair), Carolyn R. Davis, Angela Hunt, Sheffie Kadane,
David A. Neumann, Steve Salazar

SUBJECT United 2020 Community Goals

On Monday, January 11, 2010, United Way representatives will brief you on the United 2020 Community Goals. The briefing material is attached for your review.

If you have questions or need additional information, please let me know.



Forest E. Turner
Assistant City Manager

cc: Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Deborah A. Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
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United 2020 Community Goals

City of Dallas Quality of Life Committee
January 11, 2010

Transformation of United Way



	From	To
Agenda	United Way's	Community's
United Way role	Funder	Multifaceted
Strategy	Fund direct services	Change community conditions
Resources	Money	Money, people, relationships, expertise and more
Partners	Agencies	Anyone who can play a role
“Give” definition	Donate to United Way	Invest in community
Operations	Two separate businesses	Fully aligned

Mission: Improve lives in our communities



Focus areas

Education

Income

Health

Call to action

Give

Advocate

Volunteer

Process



Collaborative teams draft goals, strategies and metrics
2009Q1 – 2009Q3

Blue Ribbon Commission revises and endorse goals
and strategies
2009Q4

Executive Committee and Board revise and accept
goals, strategies and metrics
2009Q4 – 2010Q1

United Way realigns funds allocation process and
resource development plans to support strategic plan
2009Q2 – 2010Q2

Organizations involved in goal setting (partial list)



Education	Income	Health
Big Thought	Central Dallas Ministries	American Cancer Society
Dallas ISD	Citi	American Red Cross
Dallas Concilio of Hispanic Service Organizations	Goodwill Industries of Dallas North Texas Commission	Dallas Children's Advocacy Center
Dallas County Community College District	Salvation Army DFW Metroplex Command	Dallas-Fort Worth Hospital Council
Good Street Baptist Child Development	Texas Dept. of Assistive and Rehabilitative Services	Martin Luther King, Jr. Family Clinic
Plano ISD	University of Texas at Dallas	Mosaic Family Services
St. Philip's School & Community Center	United Ways of Texas	Turtle Creek Manor
Vickery Meadow Youth Development Foundation	The Wilkinson Center	UCP of North Texas
Workforce Solutions Greater Dallas	YWCA	YMCA

Blue Ribbon Commission members



Joel Allison
Baylor Health Care System

Rafael Anchia
Haynes and Boone

Dr. Ronald Anderson
Parkland Health & Hosp. Sys,

Al Black
On-Target Supplies & Logistics

Brent Christopher
Communities Foundation of TX

Dr. David Daniel
UT Dallas

Dr. Mark DeHaven
UT Southwestern

Carolyn Dickson
O'Donnell Foundation

Christopher Durovich
Children's Medical Center

Phil Dyer
City of Plano

Kent Eastman
Capital One Bank

Ruben Esquivel
UT Southwestern

Linda Evans
The Meadows Foundation

Deb Gibbins
Frito-Lay

Gary Godsey
United Way

Douglas Hawthorne
Texas Health Resources

Dr. Frederick Haynes
Friendship-West Baptist Church

Linda Henrie
Mesquite ISD

Dr. Michael Hinojosa
Dallas ISD

Susan Hoff
United Way

Helen Holman
Helen Holman & Associates

Ralph Holmes
Aetna

Richard Holt
Bank of America

Mary Jalonick
The Dallas Foundation

Margaret Jordan
Dallas Medical Resource

Jan Langbein
Genesis Women's Shelter

Laurie Larrea
Workforce Slns. Greater Dallas

Dr. Wright Lassiter
DCCCD

Elise Longpree
Dallas Morning News

Stephen Love
DFW Hospital Council

Tom Luce
National Math & Science Init.

Ron Lutz
Genesis Physicians Group

Dr. Stephen Mansfield
Methodist Health System

Kevin March
Texas Instruments

Dr. Marcus Martin
Education Is Freedom

Clint McDonnough
Ernst & Young

Gerald McElvy
ExxonMobil Foundation

Anne Motsenbocker
JPMorgan Chase

Blaine Nelson
Deloitte

Amb. James Oberwetter
Dallas Regional Chamber

Dr. Dawson Orr
Highland Park ISD

Dr. Geoffrey Orsak
Southern Methodist University

Dr. Doug Otto
Plano ISD

Scott Ozanus
KPMG

Dr. Daniel Podolsky
UT Southwestern

Phil Ritter
DFW International Airport

Jennifer Sampson
United Way

Laura Sanford
AT&T Foundation

Robert Seward
Texas Assn. of School Boards

Rana Smith
United Way

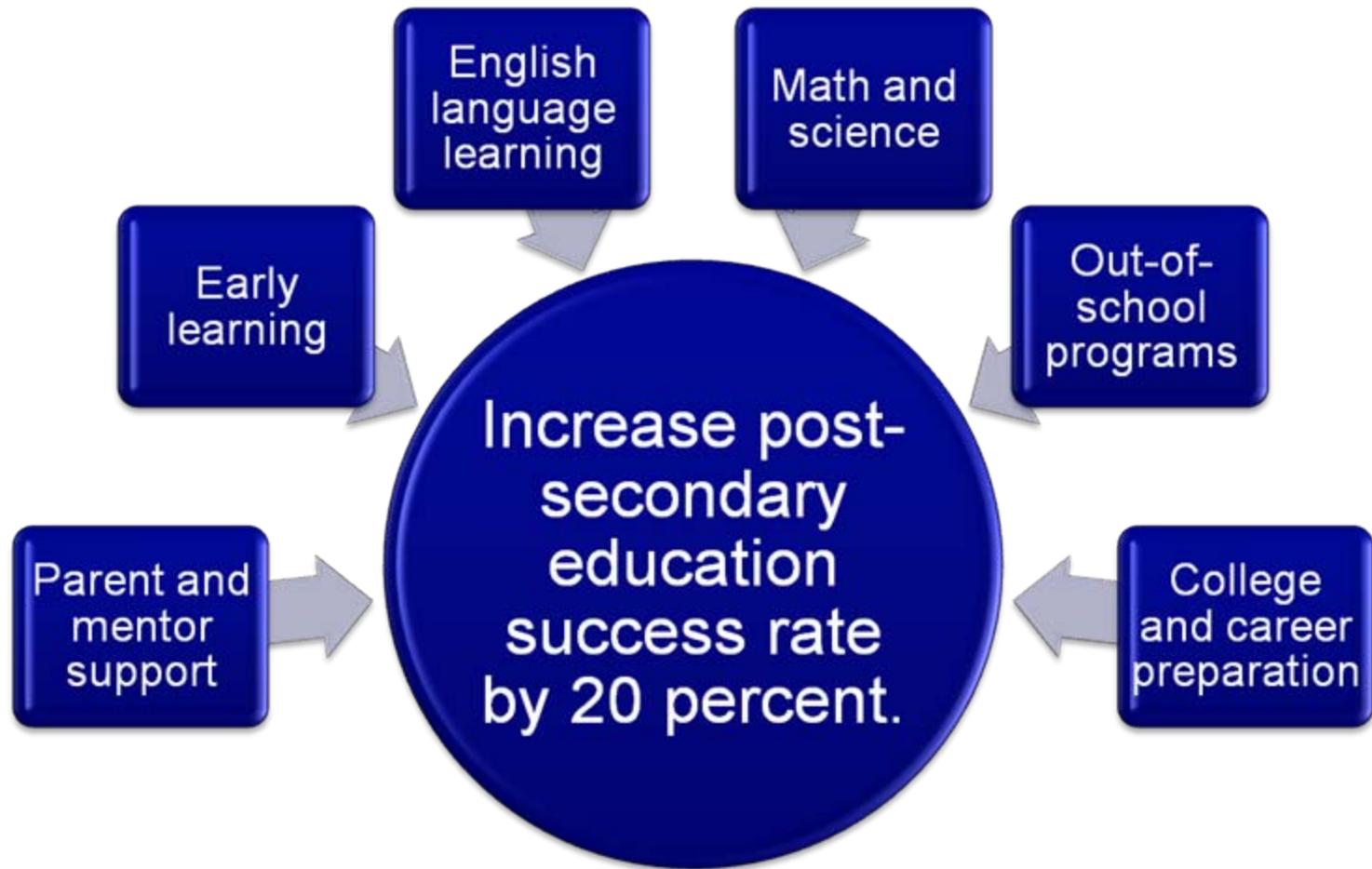
Wanda Smith
Head Start of Greater Dallas

Debbie Taylor
Citi N. Am. Comm. Relations

Don Williams
Found.Comm. Empowerment

Scott Wilson
KPMG

United 2020 Goals and Strategies: Education



United 2020 Goals and Strategies: Income



United 2020 Goals and Strategies: Health



1

Align legislative and public policy priorities

City of Dallas Key Focus Areas (KFA)	United Way public policy priorities
Clean Healthy Environment	<ul style="list-style-type: none">• Medicaid enrollment• CHIP enrollment• Eligibility process
Economic Vibrancy	<ul style="list-style-type: none">• EITC• Financial education• Job skills training
Educational Enhancement	<ul style="list-style-type: none">• Cross-continuum support

2

Leverage United 2020
metrics when:

Setting outcome goals in
Education, Income and Health

Funding programs

Questions?

City of Dallas Quality of Life Committee
January 11, 2010

UNITED WAY OF METROPOLITAN DALLAS REPORT TO THE BLUE RIBBON PANEL

STRATEGIC PLANNING OVERVIEW

United Way of Metropolitan Dallas (UWMD) is implementing a new, transformational Strategic Plan. Under the leadership of Strategic Planning Chair Deb Gibbins and guided with the help of other high-level volunteers and the assistance of Deloitte Consulting, the Strategic Plan reflects input from a wide range of UWMD stakeholders, insights gained from an external analysis of key trends in the nonprofit sector, and an internal assessment of UWMD organizational capabilities.

One of the key deliverables of the Strategic Plan is the creation of UWMD's Community Impact agenda for the coming decade: Goals for 2020. This agenda will focus community investment, public policy, advocacy and volunteer efforts on the impact areas of Education, Income and Health. The input and expertise of outstanding community content and thought leaders is being leveraged to define strategic goals around these three building blocks of a good life.

A driving force for UWMD's Strategic Plan is the determination to have a more enduring, systemic impact on the problems facing its 4-county service area: Dallas County, Collin County, Southern Denton County and Rockwall County. Based on the defined community goals chosen for Education, Income and Health, UWMD will seek to actively partner and collaborate with individuals and organizations across all sectors to catalyze and accelerate sustainable community changes that:

- significantly improve education outcomes in our region
- reduce the number of working families who lack financial stability
- increase the percentage of healthy young people and adults

THE BUILDING BLOCKS OF LIFE: EDUCATION, INCOME AND HEALTH

UWMD's vision is of a strong and thriving community – one which provides opportunities for people to realize their potential by having the basic building blocks of a good life: a quality education that leads to a stable job, enough income to support a family through retirement and good health. And yet these basic ingredients are increasingly beyond reach for more and more hard-working families. This is why UWMD's community impact agenda is based on these three, inter-related areas of focus.

Education is essential to getting and keeping a job with a livable wage and health benefits. An income adequate to pay for today's necessities and save for the future provides some sense of financial stability. Access to quality health care and a commitment to healthy behaviors keep children on track in school and adults productive at work. Remove any one of these building blocks and the stability of the other two are jeopardized.

To effect long-term change in these focused areas, UWMD will utilize a four-pronged approach:

1. Identify and select social issues and their underlying root causes within Education, Income and Health that have the most addressable needs.
2. Encourage collaborative partnerships to significantly address the identified underlying root causes.
3. Create game-changing impact by finding working solutions that are sustainable, scalable and measurable.
4. Advocate for public policy changes or enhancements.

EDUCATION, INCOME AND HEALTH COLLABORATIVE TEAMS

As input to the work of the Blue Ribbon Panel, and to provide an independent and transparent approach to defining its community impact agenda, UWMD solicited the guidance of community content experts in the three areas of Education, Income and Health. Under the leadership of Jennifer Sampson, Executive Vice President and Chief Operating Officer and Susan Hoff, Senior Vice President of Community Impact these experts were assembled into separate Collaborative Teams comprised of diverse agency and non-agency representatives. Recommendations for team members were solicited from UWMD board members, volunteers, community partners and staff. Each team has been meeting since June to provide analyses and recommendations for Blue Ribbon Panel review. Please see Attachments 1-3 for a listing of the volunteers who served on each Collaborative Team and the makeup of organizations represented.

PROCESS REVIEW

UWMD hired Helen Holman & Associates to provide consultation and facilitation services to the Collaborative Teams. The teams were supported by the UWMD Community Investment staff. Each team has met seven times, in three-hour meetings, from June to mid-September. Attachment 4 depicts the process roadmap the teams followed to accomplish their work, which included:

- identifying and prioritizing key needs and issues within each team's impact area
- reviewing and analyzing pertinent data across UWMD's 4-county service area: Dallas County; Collin County; Southern Denton County; and Rockwall County
- drafting one, ten-year community-wide goal for each team's impact area
- identifying systemic root causes related to each team's goal
- determining and prioritizing key strategies for reaching the team goal
- identifying metrics, baselines and long-term targets for each strategy

CRITERIA FOR GOALS, STRATEGIES AND METRICS

The Collaborative Teams were charged with developing bold, broad, defined goals which will require multi-sector community collaboration to reach the goals across the UWMD 4-county service area. They were further charged with developing S.M.A.R.T. strategies --- strategies that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic, with a ten-year **T**imeframe. Metrics were to be based on existing data already being collected by a reliable source, as UWMD doesn't want to incur additional expense or allocate community investment dollars to hire independent program evaluators. Progress will be evaluated at least annually; and UWMD will be nimble enough to "course correct" or re-balance metrics if new or changing community dynamics warrant the need to do so.

EDUCATION IMPACT AREA

Education Data Overview

The charts below depict 40 year population trend projections for the UWMD region.

YEAR	TOTAL	ANGLO	BLACK	HISPANIC	OTHER
2000	3,186,630	1,746,776	506,333	770,629	162,892
2005	3,532,972	1,827,443	547,588	959,995	197,946
2010	3,894,777	1,898,053	589,815	1,171,833	235,076
2015	4,273,481	1,960,193	630,331	1,409,492	273,465
2020	4,675,592	2,016,268	666,419	1,678,346	314,559
2025	5,117,418	2,069,513	699,492	1,988,088	360,325
2030	5,593,451	2,115,992	727,537	2,339,147	410,775
2035	6,096,868	2,153,880	751,519	2,726,288	465,181
2040	6,621,320	2,182,523	770,929	3,147,054	520,814

Year	Anglo	Black	Hispanic	Other
2000	54.82%	15.89%	24.18%	5.11%
2005	51.73%	15.50%	27.17%	5.60%
2010	48.73%	15.14%	30.09%	6.04%
2015	45.87%	14.75%	32.98%	6.40%
2020	43.12%	14.25%	35.90%	6.73%
2025	40.44%	13.67%	38.85%	7.04%
2030	37.83%	13.01%	41.82%	7.34%
2035	35.33%	12.33%	44.72%	7.63%
2040	32.96%	11.64%	47.53%	7.87%

Source: Population Estimates and Projections Program, Texas State Data Center, Office of the State Demographer, Institute for Demographic and Socioeconomic Research, The University of Texas at San Antonio, October 2006

Regional Population Trends/Achievement Gap

- According to US Census data, current population in the UWMD region is 3,730,857. According to the State Demographer, by 2020 the population is projected to be 4,675,592 (a 25% increase)
- Increasing young Hispanic population. (UWMD Needs Assessment, State Demographer, Brookings Institute, Williams Institute)
- Increasing levels of children living in poverty, especially in last year. (UWMD Needs Assessment)
- Disparity in educational attainment. Large achievement gap between low income and minority students and higher SES Caucasian students (UWMD Needs Assessment, TEA, Williams Institute)

Early Learning/School Preparation

- Data from Dallas ISD indicates that approximately 40% of pre-k (entry level) students are below “grade” level, as measured by the Texas Primary Reading Index/Tejas LEE.
- Less than 10% of child care/early learning programs across the UWMD region meet national accreditation standards.
- Longitudinal research (Perry Preschool, Abecedarian, Chicago Parent Child Centers) show a strong link between high quality early learning programs, parent education and ongoing student success.

Out of School Time

- Multiple studies, including an analysis conducted by Policy Studies Associates (2007), indicate that elementary and middle school students benefit both academically and socially from regular participation in high quality, organized out of school programs.
- The Dallas Afterschool Network research regarding the capacity of afterschool and summer programs across Dallas County indicates that current programs have space for only 36% of students who need out of school care. (DASN, 2008)

Academic, College and Career Preparation

- TEA data shows that only 40% of graduating seniors across the UWMD region are college-ready.
- District and state data indicate that success and on-time progression at the 8th and 9th grade levels are critical to high school graduation. (TEA)
- Strong evidence that education or certification beyond high school graduation is necessary for individuals to earn a living wage.
- Data shows that low income and minority students are generally not well prepared for college success, many must take remedial reading, writing, and math courses before they can begin college level courses and the majority drop out before attaining a 2 or 4 year degree. (TEA)

- UWMD regional school district officials (Dallas ISD and Plano ISD) contend that simply passing the TAKS test does not indicate adequate student preparation for ongoing public school success or for college and career success. They strongly recommend that districts focus preparing students to meet Commended Level in all subject areas.

Education Goals and Strategies
Approved by the Strategic Planning Committee
December 17, 2009

2020 Goal: To increase the post secondary education success rate.
 Metric: % College Ready Graduates – Scoring 2400 or Above on TAKS, Region 10 ESC
 Baseline: 40% of graduating 12th graders (N = 40,094 graduating 12 graders)
 Source: TEA, Class of 2007-2008
 Target: 60% of graduating 12th graders by 2020

Education Strategies

1. Students have support and encouragement for educational success from parents/ advocates, and mentors.
2. Ensure that pre-school children across the UWMD region have access to high quality, early learning programs.
3. Students have access to developmentally appropriate English Language Learning programs.
4. Students have access to high quality, enriching out of school programs which are aligned with school day curriculum
5. Students have access to age-appropriate math and science education.
6. Students access age appropriate college and career preparation.

Proposed Metrics and Targets
These will be finalized after analysis of new data sources

Strategy	Metric	Baseline	2020 Target
Students have support and encouragement for educational success from parents/ advocates, and mentors.	Parent Engagement/ Mentoring Programs Aligned with Goal and Strategies	New measure	20,000 complete UWMD-supported programs aligned with Goal and Strategies
Ensure that pre-school children across the UWMD region have access to high quality, early learning	# of children accredited programs.	6% of licensed programs (N= approx. 1300 licensed programs x .06 x 75 children) = 5,850 Source: NAEYC, 2009	20,280 children (20% increase in accredited programs)

programs.	% of students scoring “commended level” on 3 rd grade Reading TAKS	See attached	Minimum of 60% of students in largest 9 districts score “commended level” on 3 rd grade Reading TAKS
Students have access to developmentally appropriate English Language Learning programs.	% of students LEP	18% of Region 10 students LEP (N = 131,634)	Length of time students remain in LEP
Students have access to high quality, enriching out of school programs which are aligned with school day curriculum	# of out of school programs aligned with school day curriculum and % of students served	New Measure Programs available for 36% of Dallas County children who need out of school care (N= 145,828) Source: Dallas After School Network, 2008	Programs align with school day curriculum Programs available for 50% of children who need out of school care
Students have access to age-appropriate math and science education.	% of students in 9 largest districts scoring “commended level” on Math TAKS	See baseline data below	60% of students in 9 largest districts scoring “commended level” on Math TAKS 3 rd , 5 th , and 8 th grades
Students access age appropriate college and career preparation.	% of “college ready” (as defined by TEA) graduates, Region 10.	40% of graduating 12 graders across region	60% of graduating 12 graders.

% scored Commended level on TAKS – 2009

School District	3rd grade - Math	3rd grade - Reading	8th grade - Math	5th grade math
Dallas	29	34	18	38
Garland	47	55	21	48
Plano	57	65	46	63
Mesquite	35	39	21	42
Richardson	51	51	36	62
Lewisville	51	65	45	56
Irving	31	36	19	37

McKinney	56	65	38	57
Allen	58	69	46	64

% scored Commended level on TAKS – 2009

School District	3rd grade - Math	3rd grade - Reading	8th grade - Math
Dallas	29	34	18
Garland	47	55	21
Plano	57	65	46
Mesquite	35	39	21
Richardson	51	51	36
Lewisville	51	65	45
Irving	31	36	19
McKinney	56	65	38
Allen	58	69	46

Education Summary Notes

- The team’s original goal was “to increase college and career success.” It was later revised for two reasons: (1) no available, effective measure for “career-success” could be found; and (2) to better reflect that the ultimate goal is not limited to graduating high school and getting to college; rather, it should be completing at least two years of college or, for those who can’t go to college, completing a certification program.
- The strategies purposefully reflect the entire educational continuum from early childhood through post-secondary education.
- The definitions of “access” and “quality” encompass affordability, accessibility (location, transportation), capacity, and knowledge of resources.
- The 1st strategy was originally stated as “Parenting Education”.

Education Value Statements

The following items are important values, principles or considerations that the Education Collaborative Team would like to share with the Blue Ribbon Panel:

- The proposed strategies reflect the entire educational continuum because the team feels strongly that there is no one “tipping point” on said continuum.
- It will be critical to address the needs of the growing Hispanic population, as trends show the biggest increase in this demographic; this group will enter the system with lower income and education levels; many will be undocumented and speak little or no English.
- Parent education, involvement, interaction, engagement and support throughout the educational continuum are critical. Parents must feel safe, comfortable and welcomed. It will be important to offer culturally sensitive, inviting programs which

- To achieve these goals and strategies, UWMD will need to leverage community collaboration.
- Community awareness, ownership, advocacy, and investment are critically important; education must be a community priority. The community needs to understand what it really means/takes to be a successful student.
- The family unit should be seen as an education and advocacy hub.
- The vertical alignment of education programs and activities in schools - from elementary to middle to high school - is important.
- Some school districts are viewing the TAKS “Commended Level” versus “Recognized” or “Exemplary” status as the goal. It is important to note that under current definitions and standards, it is possible for a school or district to achieve a state accountability rating of “Exemplary” but to have 0% of its graduating seniors scoring at the “College Ready” level on the TAKS test.
- TEA/District/School standards and assessments are continually changing. UWMD will need to keep this in mind as it reviews progress toward the stated targets.
- Education programs funded by UWMD should be as inclusive as possible.

Education Public Policy Priorities

The Education Collaborative Team recommends the following public policy priorities for UWMD:

- Children need to be the community’s priority and reflected as such in local and state budgets.
- We need a standard definition for both “school ready” and “college ready.” What is really needed to be a successful student and to get to college?
- Through effective immigration reform we need to find ways to effectively capture the valuable human resources illegal immigrants bring to our country.
- Rather than recognizing schools by today’s “Exemplary” standard they should be recognized for the % of “College-Ready” graduates.

INCOME IMPACT AREA

Income Data Overview

The chart below depicts the number of individuals living below the poverty level across the UWMD region.

County	Total Population	# of individuals below poverty	% below poverty
Collin	725147	47135	6.5%

Dallas	2334176	396809	17.0%
Denton	598961	43125	7.2%
Rockwall	72573	3266	4.5%
Total	3730857	490335	13.1%

US Census, 2007.

Regional Population Trends

- Current population in the UWMD region, according to the US Census is 3,730,857. According to the State Demographer, by 2020 the population is projected to be 4,675,592 (a 25% increase).
- Increasing young Hispanic population. (UWMD Needs Assessment, Williams Institute, State Demographer, Brookings Institute)
- The Hispanic population generally has lower education and income levels.
- According to the 2007 US Census, single female headed households with children under the age of 18 comprise 9% of the total households across the region.
- The homeless population has remained fairly stable for the last 4 years (approximately 5,800 in Dallas and Collin Counties); however, the number appears to be increasing in 2009.

Income /Employment

- Because the “living wage” is not a national standard, there is variation as to what constitutes this number, depending on the data source. Therefore, it is difficult to determine what percentage of the population across the region is earning a “living wage”.
- Currently approximately 13% of individuals across the UWMD region live at or below the poverty level.
- Current unemployment rate for the region is approximately 7-9% (depending on county).
- There is a shortage of higher paying “blue collar”/technical jobs across the UWMD region.

Asset Building

- A small percentage of the number of individuals who are eligible for the earned income tax credit across the region actually filed for the credit in 2008. Low income workers can receive an average of \$2,500 in EITC each year.
- It is assumed that a high percentage of lower income families are “unbanked”, but there is no reliable data source to verify the exact percentage.
- It is assumed that lower income individuals have a low or nonexistent credit score, but there is no reliable data source to verify this. The overall credit score for the region is 670.
- Our region is way behind most of the nation in terms of savings programs.

Income Goal and Strategies
Approved by Strategic Planning Committee
December 17, 2009

2020 Goal: To move 250,000 more individuals out of poverty and keep them out.

Metric #1: Population across the UWMD region living at or below the poverty level.

Baseline: 13% (N=490,333)

Source: 2007 Census (2008 data will be released 9/22/09)

Income Strategies:

- 1. Collaborate and leverage our relationships with employers, public sector organizations, and the broader business community to help provide low-income individuals access to jobs.**
- 2. Ensure that individuals have the skills to be hired.**
- 3. Ensure that low-to-moderate income individuals participate in financial education programs to achieve increased assets and decreased liabilities.**

Proposed Metrics and Targets
 These will be finalized after analysis of new data sources

Strategy	Metrics	Baseline	2020 Target
Collaborate and leverage our relationships with employers, public sector organizations, and the broader business community to help provide low-income individuals access to jobs.	# of non- profit collaborations that lead to job creation	New measure: % of UWMD funding to collaborations whose efforts lead to job creation and employee development	To be determined through funds allocation process
	# small businesses	96,212 Source: BLS, Dallas, Collin, Denton Counties	120,265
	“blue collar”/ technical jobs employment share earning wages comparable to national average	Healthcare Practitioners – 4.1% Region/5.1% US Healthcare Support – 1.8% Region/2.6% US Food Prep/Service – 7.9% Region/8.3% US Building Grounds/Maintenance – 2.7% Region/3.3% US Production 7.5% Region/7.7% US Source: US Bureau of Labor Statistics 2006	Meet or exceed national average by 2020

Ensure that individuals have the skills to be hired.	# of individuals completing work training programs and maintaining employment for X period of time*	15,279 - 12,882 in UWMD funded programs 08-09 - 696 youth in TWC funded programs 08-09 - 1701 adults in TWC funded programs 08-09 Sources: UWMD; WorkSource Solutions Greater Dallas *new measure	300,000 (cumulative)
Ensure that low-to-moderate income individuals participate in financial education programs to achieve increased assets and decreased liabilities.	# of EITC-eligible individuals served through VITA sites # of people served through IDAs and other organized savings programs # of individuals completing financial education programs	5880 served Source: IRS Less than 48 people (one program) 3436 completed UWMD-funded programs Source:UWMD	400,000 served (cumulative) 5,000 (cumulative) 200,000 (cumulative)

Income Summary Notes

- The group feels it is very important to address both the poverty level and the living wage level within the goal. Both need to be part of the on-going local and national dialogue, especially given the gap between the two.
- There is not one consistent definition, metric or indicator for “living wage.” For purposes of this work, the group has elected to use the top end of EITC eligibility as the metric.

- Given current downward trending, the group feels that “maintaining” the current level of individuals earning a living wage is a positive goal; in fact, reversing the trend may be a stretch goal.
- Although there is no clear, reliable metric for “decreased liabilities,” the group feels strongly that it needs to be kept within the strategies in order to start an important dialogue.

Income Value Statements

The following items are important values, principles or considerations that the Income Collaborative Team would like to share with the Blue Ribbon Panel:

- It will be important to address the needs of the growing Hispanic population, as population trends show the biggest increase in this demographic; this group will enter the system with lower income and education levels; many will be undocumented and speak little or no English.
- We need to address the issues and challenges faced by “single female heads of households.” It will be important to move this segment of the population out of poverty.
- To move the needle we must utilize both advocacy and multi-sector community collaboration (neighborhoods; intra-agency; public-private partnerships; Better Business Bureau; etc.).
- To move the needle we must also focus on personal empowerment – i.e., transitioning individuals from services to self-sufficiency and personal accountability.
- Job re-entry training for ex-offenders is needed.
- The lack of blue collar jobs is a critical issue.
- There is a supply and demand imbalance.
- The middle class is disappearing.
- Immigration reform is necessary.
- Current economic trends will need to be continually evaluated.
- Income-related issues and job creation need more attention from city leaders (ex: business incentives for job creation).
- Despite the current economy, the future is expanding. We should generate hope and sell inspiration, not desperation.
- Let’s move away from a “blaming the victim” mentality.
- The community needs to be better educated on the economic issues facing individuals and families.

Income Public Policy Priorities

The Income Collaborative Team recommends the following public policy priorities for UWMD:

- City incentive programs for blue collar job creation

- Healthcare reform
- Personal empowerment; moving people from temporary assistance to personal accountability
- Immigration Reform
- Education Reform
- Redefining poverty and improving the living wage standard; closing the gap between poverty and living wage levels
- Raising the minimum wage
- Closing the gap between the poor and wealthy
- Predatory lending
- Streamlined EITC filing requirements
- Infrastructure needs such as transportation and child care assistance
- Supply and demand imbalance

HEALTH IMPACT AREA

Health Data Overview

Population Trends

- According to US Census data, current population in the UWMD region is 3,730,857. According to the State Demographer, by 2020 the population is projected to be 4,675,592 (a 25% increase)
- Increasing young Hispanic population. (UWMD Needs Assessment, State Demographer, Brookings Institute, Williams Institute)
- Increasing levels of children living in poverty, especially in last year. (UWMD Needs Assessment)

National Health Care Debate

- The current health care debate and pending health care reform may significantly change the conversation in the coming months.

Access to Care

- Data indicates that almost 25% of individuals across the region have no regular health care provider, and many depend on the emergency room for primary care.
- Only 37% of emergency care visits across the region are for true emergencies; 33% are for non-emergency (primary care) reasons.
- Low income individuals are much more likely to depend on the emergency room for primary care and often do not have access to routine health screenings.
- Access to mental health services and treatment for alcohol and drug addiction are not adequate for the population, particularly for low income individuals.

Vulnerable Populations

- There are segments of the population, including low income seniors, the disabled, and victims of child abuse and domestic violence that are particularly at risk for not receiving adequate health care and related services.

Healthy Behaviors

- A significant portion of chronic illnesses and premature death are related to preventable behaviors.
- The obesity rate in both children and adults is increasing at alarming rates.
- According to the CDC the greatest risk factors for premature death in Dallas are:
 - Few fruits/vegetables – 76.2%
 - No exercise – 27.8%
 - Obesity – 22.5%
 - High blood pressure – 25.1%
 - Smoking – 20%
 - Diabetes – 6.6%

Health Goal and Strategies
Approved by Strategic Planning Committee
December 17, 2009

2020 Goal: To improve health and quality of life across the UWMD region.

Health Strategies and Metrics:

1. Expand Access to Care

- % of population without a “medical home”
- CHIP Enrollment

2. Promote Healthy Lifestyles through Health Information, Education, and Programming

- Overweight and Obesity Rate
- Illicit Drug use and Alcohol Abuse
- Incidents of Family Violence (child, partner, and elder abuse)

3. Focus on Prevention and Early Intervention through Screening and Monitoring

- % of Well-Child visits in 1st years of life
- Prenatal Care

Proposed Targets

These will be finalized after analysis of new data sources

Strategy	Metric	Baseline, UWMD Region	2020 Target
Expand Access to Care	% of the population without a medical home (no usual source of care)	22.9% reported "no usual source of care" CDC, BRFSS, 2007-2008 (Dallas, Collin and Rockwall counties)	Align with Healthy People 2020 goal (TBD)
	CHIP Enrollment	66,043 or (15.5%) percent of the children 18 and under and below 200% Source: CHIP monthly enrollment report, Texas Health and Human Services Commission, Data as of Oct, 2009 and American Community Survey, U.S. Census Bureau, 2008 ratio of poverty by age	Enroll 100% of those who qualify
Promote Healthy Lifestyles through Health Information, Education and Programming	Overweight and Obesity Rate	Youth: 19.3% of Dallas ISD Students grades 9 through 12, who were >95% of weight (2007 YRBSS, CDC, students grades 9-12). Adult: 27.3% Respondents 18 years and older who had a BMI > 30 or greater (Source: CDC, BRFSS survey 2008)	reduce by 20%
	Past month illicit drug use and alcohol use	7.0% of Region 3a persons 12 years and older. 2004-2006 (Source: SAMHSA, Substate Estimates from the 2004-2006 National Surveys on Drug Use and Health)	Align with Goals for 2020
	Incidents of family violence	718.76 incidents per 100,000 (includes spouse, child, and elder abuse) Source:UWMD Needs Assessment 2008	reduce by 20%
Focus on Prevention and Early Intervention through Screening and Monitoring	% of Well-Child visits in the 3rd, 4th, 5th and 6th Years of Life	64.4% of CHIP enrollees (2007)(source Annual Quality of care Report Texas CHIP Quality of Care Measures, 2009)	100% of CHIP enrollees
	Prenatal care	56.1% prenatal care in the 1st trimester Dallas, Collin & Rockwall Source: TDSHS query system	100% begin prenatal care in the 1st trimester

Health Summary Notes

- Unlike the other two impact areas, there is no specific metric for the goal, itself (only for the strategies). The group felt that a goal that could be measured would be much too narrow in scope.
- The Health Team encountered several unique challenges and questions, the first being the intrinsically broad definition of health. In the context of setting goals and strategies, should health and health care be viewed according to the traditional medical model (sick care) or according to the public health model (community health; social determinants of health; quality of life). Secondly, the continuum of care encompasses a wide range of health strategies, including preventive care, primary care, tertiary care, intervention, chronic care, disease management, and so on. Is there any one tipping point along this continuum? Thirdly, “health” impacts an individual’s entire lifespan, beginning with pre-natal care through end of life care. Finally, the current health care debate and pending health care reform may significantly change the conversation in the coming months.
- The team’s original goal and strategies focused on leading health indicators (LHI) as defined by the national Healthy People 2010 agenda and applied locally. Of the 10 national LHIs, the group narrowed its focus to: overweight and obesity; substance abuse/use; mental health; violence and injury; and access. They also added disabilities and chronic conditions. While a sound approach, the resulting strategies were far too numerous; therefore, the group changed the focus to the three recurring priority themes of access, behavior and prevention.
- Childhood obesity rates may not currently be available at the county level but the issue is an important area of focus.
- The definition of “a medical home” for purposes of this document and discussion is “a usual source of care.”
- DFW Hospital Council is currently working on a set of regional leading health indicators. Healthy People 2020 national leading health indicators are also being developed. It will be important for UWMD to track both initiatives and confirm alignment.
- In ranking healthy behaviors, the group used the following criteria: ability to move the needle; # people touched; greatest need/gap.

Health Value Statements

The following items are important values, principles or considerations that the Health Collaborative Team would like to share with the Blue Ribbon Panel:

- While the entire continuum of care is important, prevention is a key tipping point.
- Community collaboration is essential for achieving the goals and strategies.
- Community empowerment is essential for achieving the goals and strategies.
- Community education and awareness are essential for achieving the goals and strategies.
- Individuals and families should have access to a comprehensive array of core health services.

- Given current and projected population demographics, there must be an even stronger focus on culturally and linguistically sensitive care.
- Caring for people with disabilities and chronic conditions is crucial and needs to remain in the conversation. (Note: Disabilities as defined by ADA)

Health Public Policy Priorities

The Health Collaborative Team recommends the following public policy priorities for UWMD:

- Access, healthy behaviors and prevention
- The uninsured
- Medicaid/Medicare reimbursement rates
- Statewide smoking ordinance
- Increasing funding for child abuse services at the State level
- Increasing funding for mental health services at the State level
- Regional Health Services

Memorandum



DATE January 7, 2010

TO Honorable Members of the Quality of Life Committee: Pauline Medrano (Chair), Vonciel Jones Hill (Vice Chair), Carolyn R. Davis, Angela Hunt, Sheffie Kadane, David A. Neumann, Steve Salazar

SUBJECT McCommas Bluff Landfill

On Monday, January 11, 2010, you will be briefed on the McCommas Bluff Landfill. The briefing material is attached for your review.

If you have questions or need additional information, please let me know.



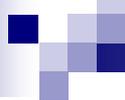
Ryan S. Evans
First Assistant City Manager

cc: Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Deborah A. Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
Judge C. Victor Lander, Administrative Judge Municipal Court
Forest E. Turner, Assistant City Manager
A.C. Gonzalez, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
David K. Cook, Chief Financial Officer
Frank Libro, Public Information Office
Helena Stevens-Thompson, Assistant to the City Manager

McCommas Bluff Landfill

Briefing for:
Quality of Life Committee
11 January 2010
Ron Smith, SAN Assistant Director





McCommas Bluff Landfill

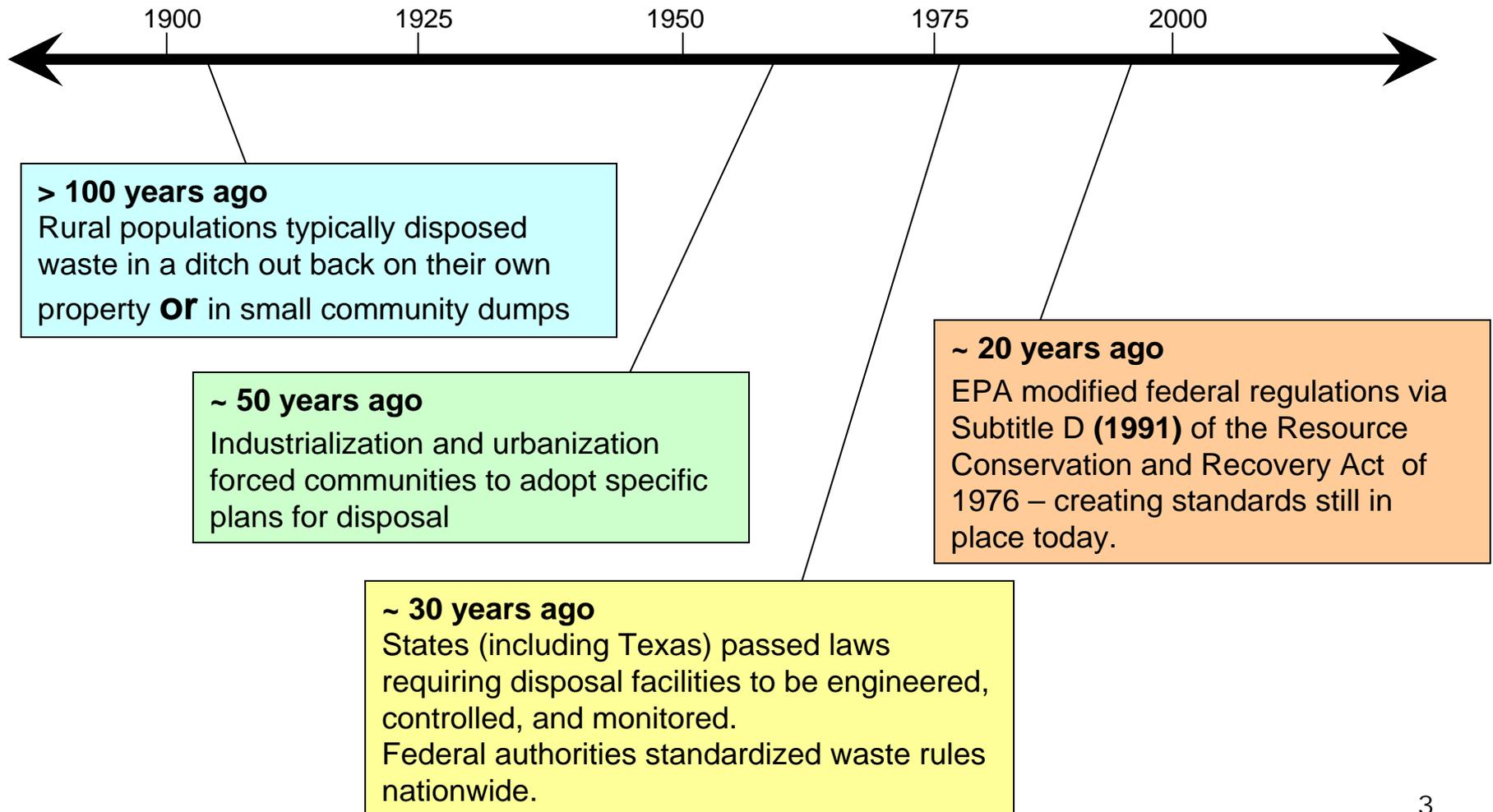
The landfill is a valuable city asset that meets a basic need of our citizens – the **safe** and **efficient** disposal of solid waste.

It is a large, on-going and developing site, well-planned and operated to last for many decades – possibly as long as Dallas needs disposal space.

This briefing will tell the story of how this landfill came to be, how we operate it, and where we're going in the future with it ... starting with a little history of waste disposal.

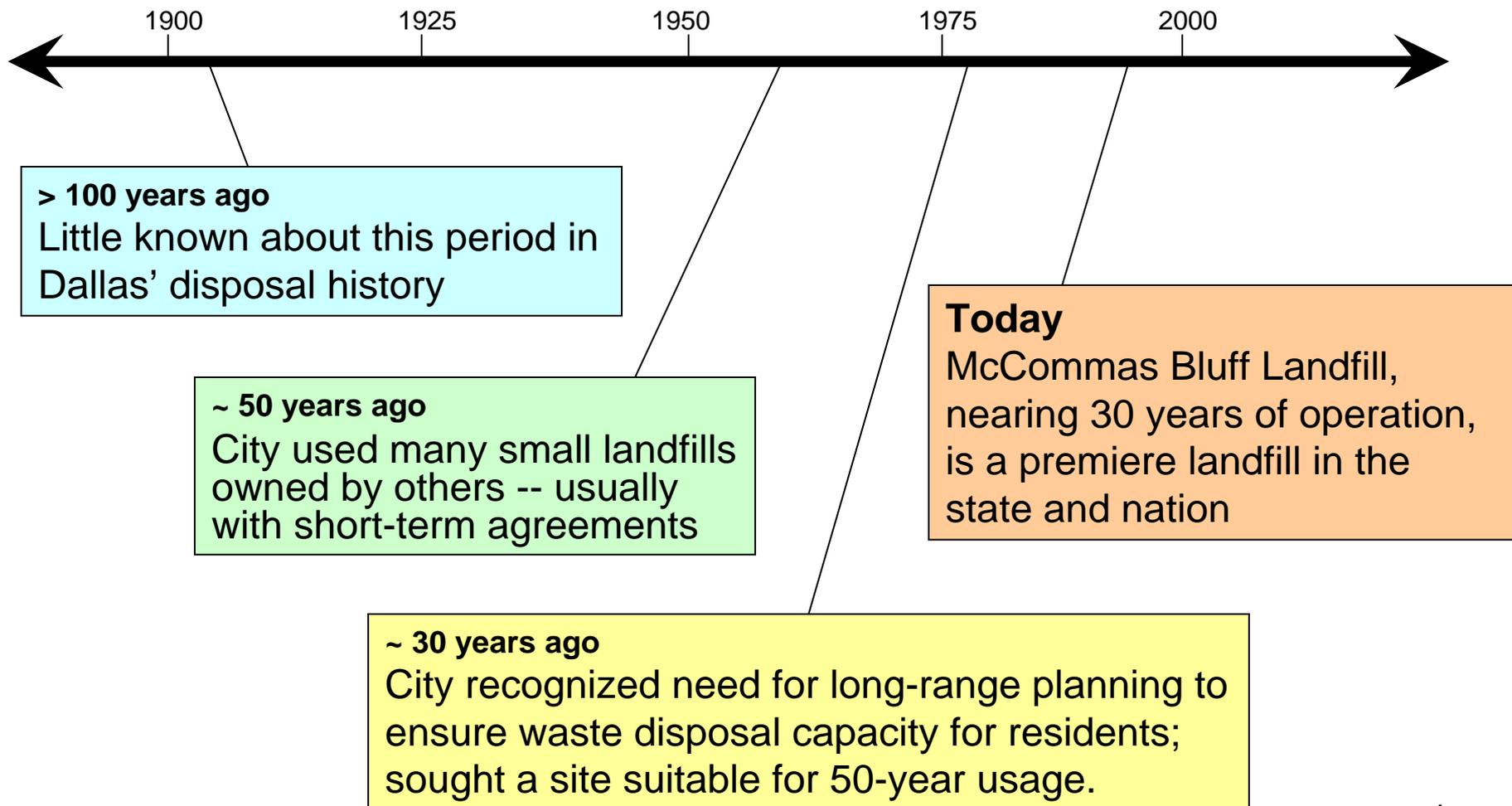
How We Got Here:

Waste disposal history in the U.S.



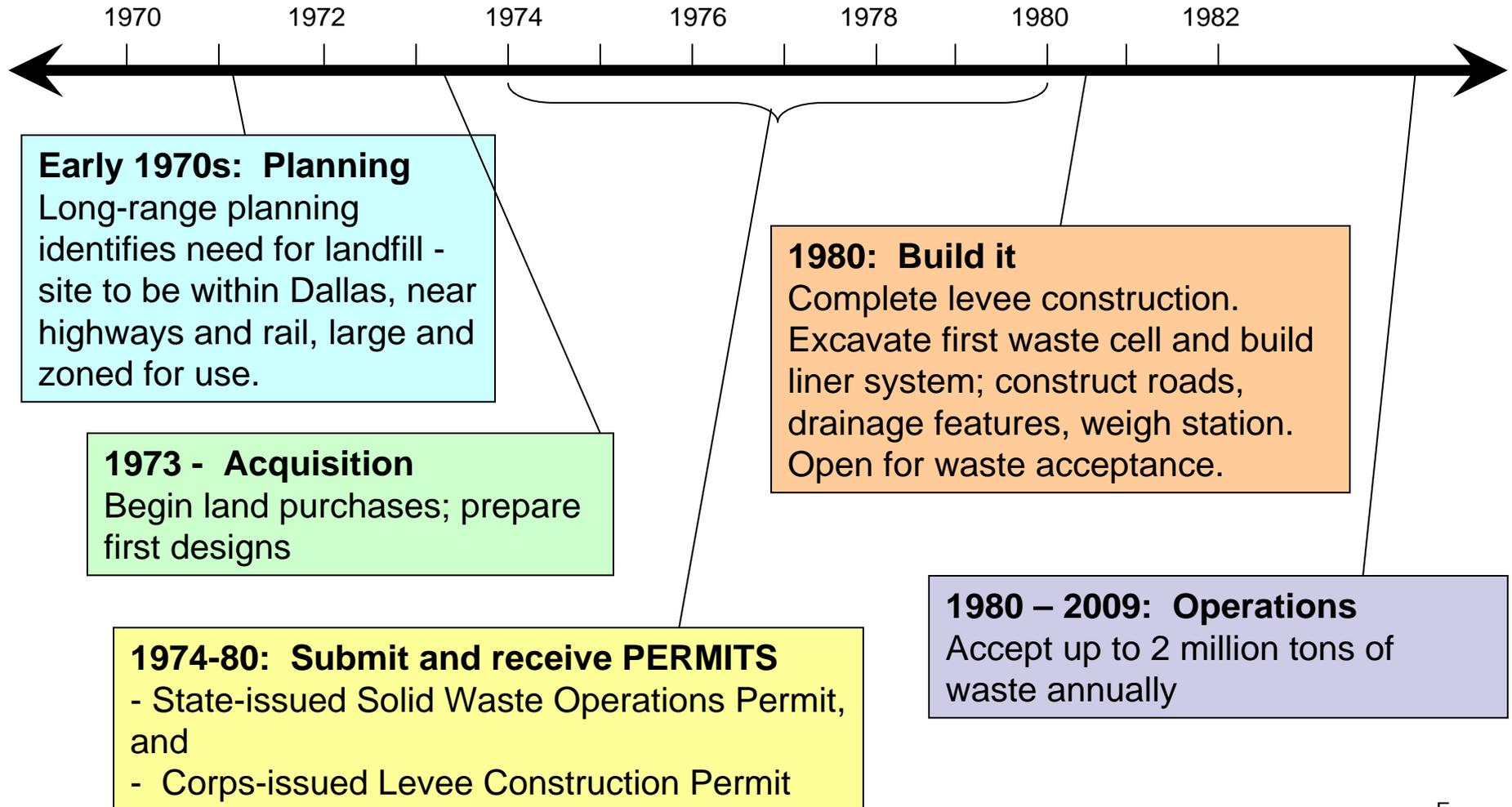
How We Got Here:

Waste disposal history *in Dallas*



How We Got Here:

The McCommas Bluff timeline



How We Got Here:

A landfill is not a “dump”

What makes a landfill different ?

Planning:

Landfills require long-range planning (similar to airports and & water supply)
Site selection, zoning, property acquisition are among the tasks requiring 3-10 years

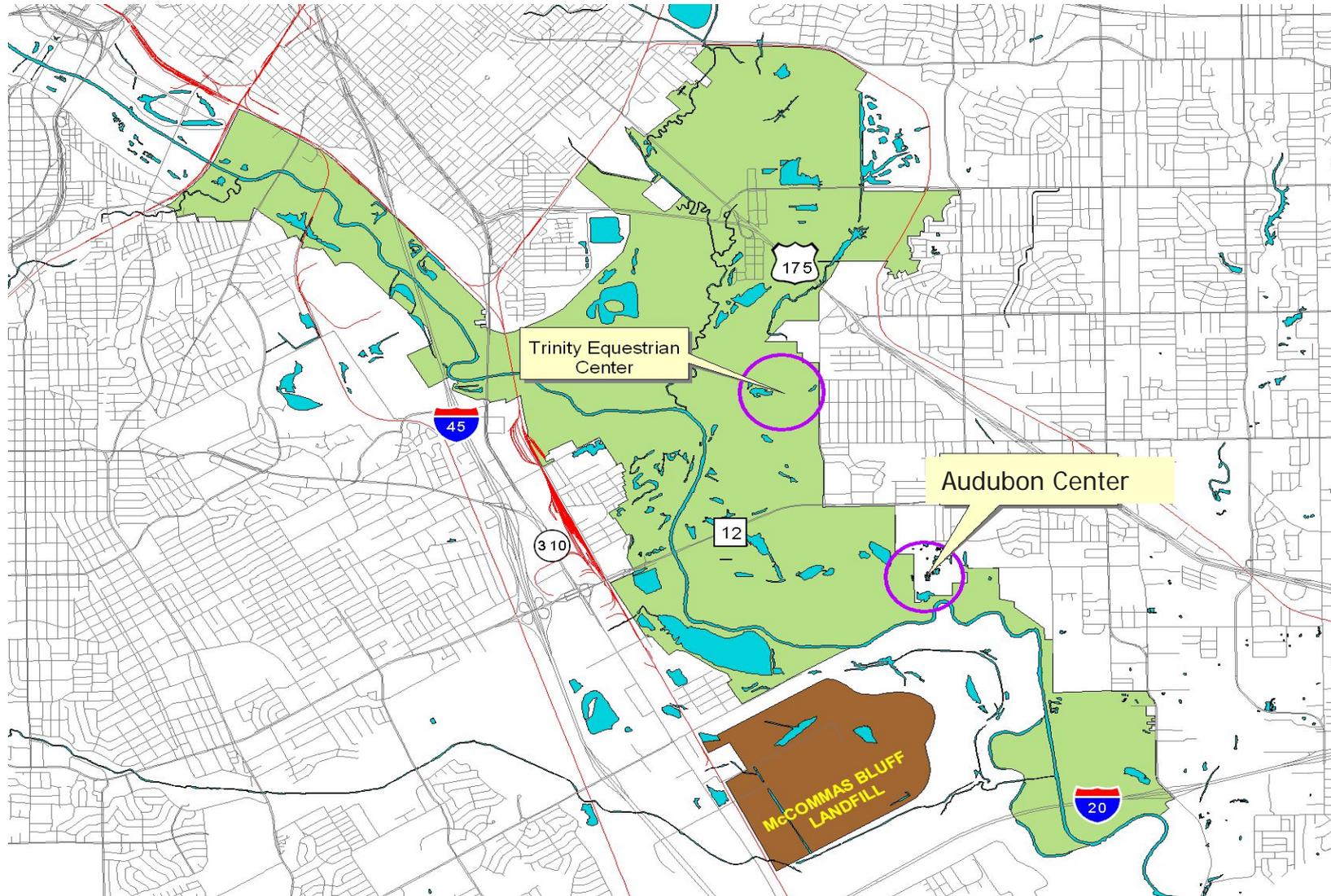
Engineering:

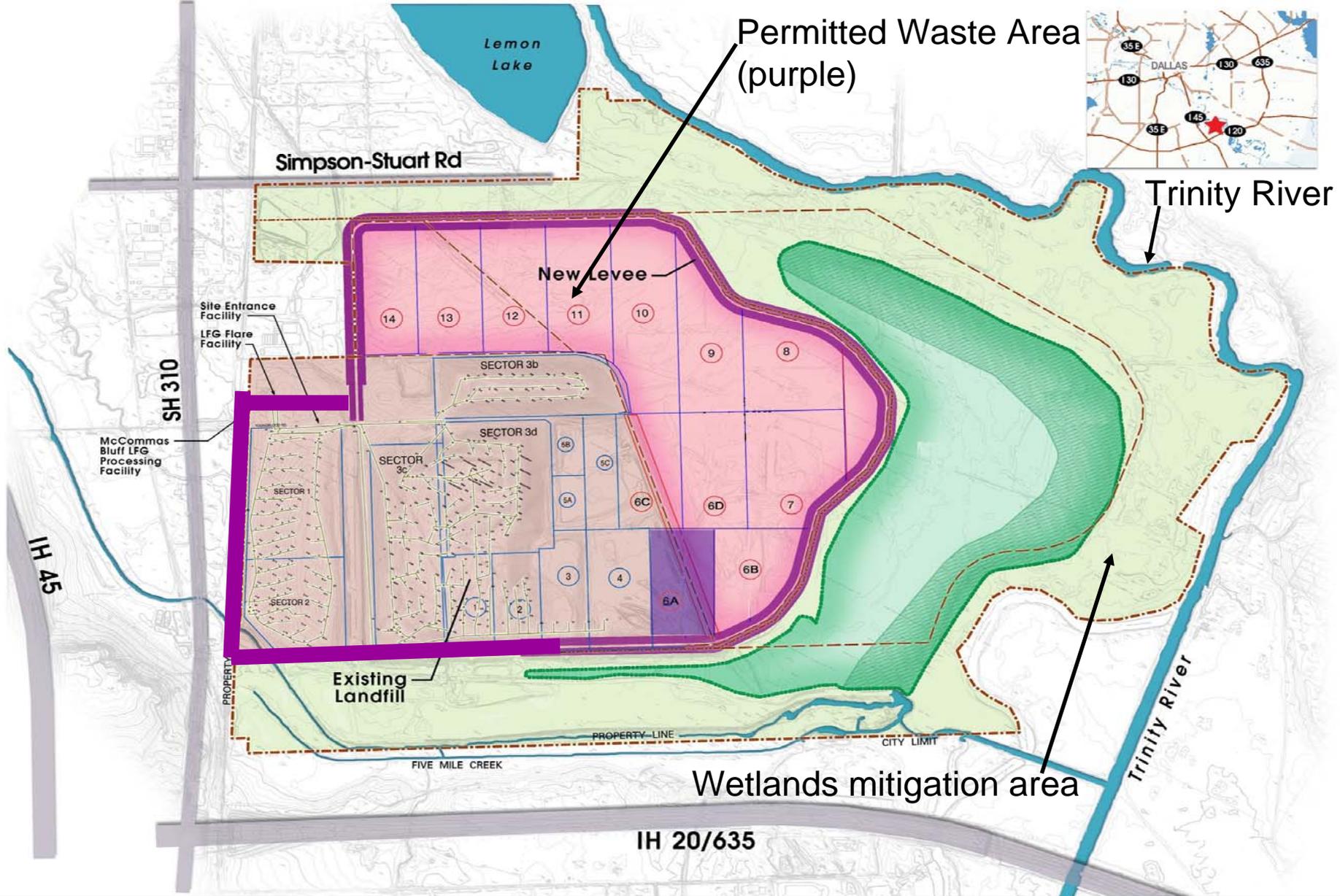
A landfill is an engineered facility – essentially, it’s one large Public Works project that spans decades of design, construction and operations ... building a series of waste cells, roads, drainage features, slopes and berms, pump systems, and so on

Rules:

Landfills must adhere to strict federal, state, and local solid waste rules and protocols; must conduct rigorous environmental monitoring tasks to maintain compliance, must pay significant fees to state agencies who verify proper operations

McCommas Bluff Landfill in the Trinity Corridor





What We Do Here:

Waste Disposal for our Residents

The primary purpose is to serve the disposal needs of Dallas residents:

- Residents generate about 600,000 tons of waste annually
- Landfill capacity can serve just that need for **120 years**
- New technologies should replace landfills within 50 years
- McCommas' surplus capacity can provide much needed disposal capacity for commercial customers
- So ... we use what we can and sell the rest !



What We Do Here:

Waste Disposal for Others

The secondary purpose is to serve any other disposal needs, as a business venture

- Commercial waste haulers need landfill disposal space
- Dallas fulfills commercial demand with surplus capacity



- FY09 usage from commercial haulers: 1.1M tons
- City balances commercial usage with residential needs – using an annual capacity review and evaluation
- Landfill revenues contribute to Dallas' financial stability
- Everybody wins!

What We Do Here:

Reuse and Recycle

Waste Diversion: Recycle it !

- **Concrete:** diverted, crushed, and reused (**25,000 tons per year**)
 - *Reuse as gravel substitute for landfill haul roads*
- **Brush:** diverted, ground, and reused (**15,000 tons per year**)
 - *Reuse as slope protection and wet-weather platform base*
- **Old Tires:** diverted to vendor (**500 tons per year**)
 - *Reuse as aggregate for biotech fluid dispersion system*
- **Glass, Plastic, Metals:** diverted to processor (**100 tons per year**)

Beneficial Reuse: Use it a second time !

- **Asphalt:** from street re-surfacing projects (**7,000 tons per year**)
 - *Reuse as gravel substitute for landfill haul roads*
- **Clean Soil:** from various contractor sources (**16,000 tons per year**)
 - *Reuse as soil cover, berms, haul road base*

What We Do Here:

Energy Recovery

Landfill Gas as a Renewable Energy

Dec 1994: City signs 30-year lease with EcoGas

Mid-1996: Initial gas wells installed, flare utilized
(well-field and flare cost: \$2.0M)

Jun 1998: Gas plant constructed to process gas
(plant financed using private funds at \$14.0M)

Today's Status

- *Dallas Clean Energy* is current lessee
- **5 million cubic feet** of landfill gas collected each day
 - Plans to triple that volume by 2014
- Gas plant “cleans” the gas and sells at market – a quantity that could heat 35,000 homes annually
- Dallas receives royalty on sales - \$1.2M annually, starting Dec 2008

What It Costs/Earns:

Landfill's FY10 Budget Summary

Expenses

Item	Expense
Labor	\$5.6 M
Equipment & Supplies	\$7.5 M
Utilities, Fees, etc.	\$4.6 M
Total:	\$17.7 M

Revenues

Source	Revenue
Commercial Hauler Fees	\$23.5 M
Commercial Hauler Franchises	\$2.5 M
Residents' Monthly Bills	\$5.8 M
Landfill Gas Sales	\$1.2 M
Total:	\$33.0 M

Net Contribution
to
General Fund

\$15.3 M

Portion of the residents' monthly Sanitation fee allocated to dispose of residential waste

What It Costs/*Earns*:

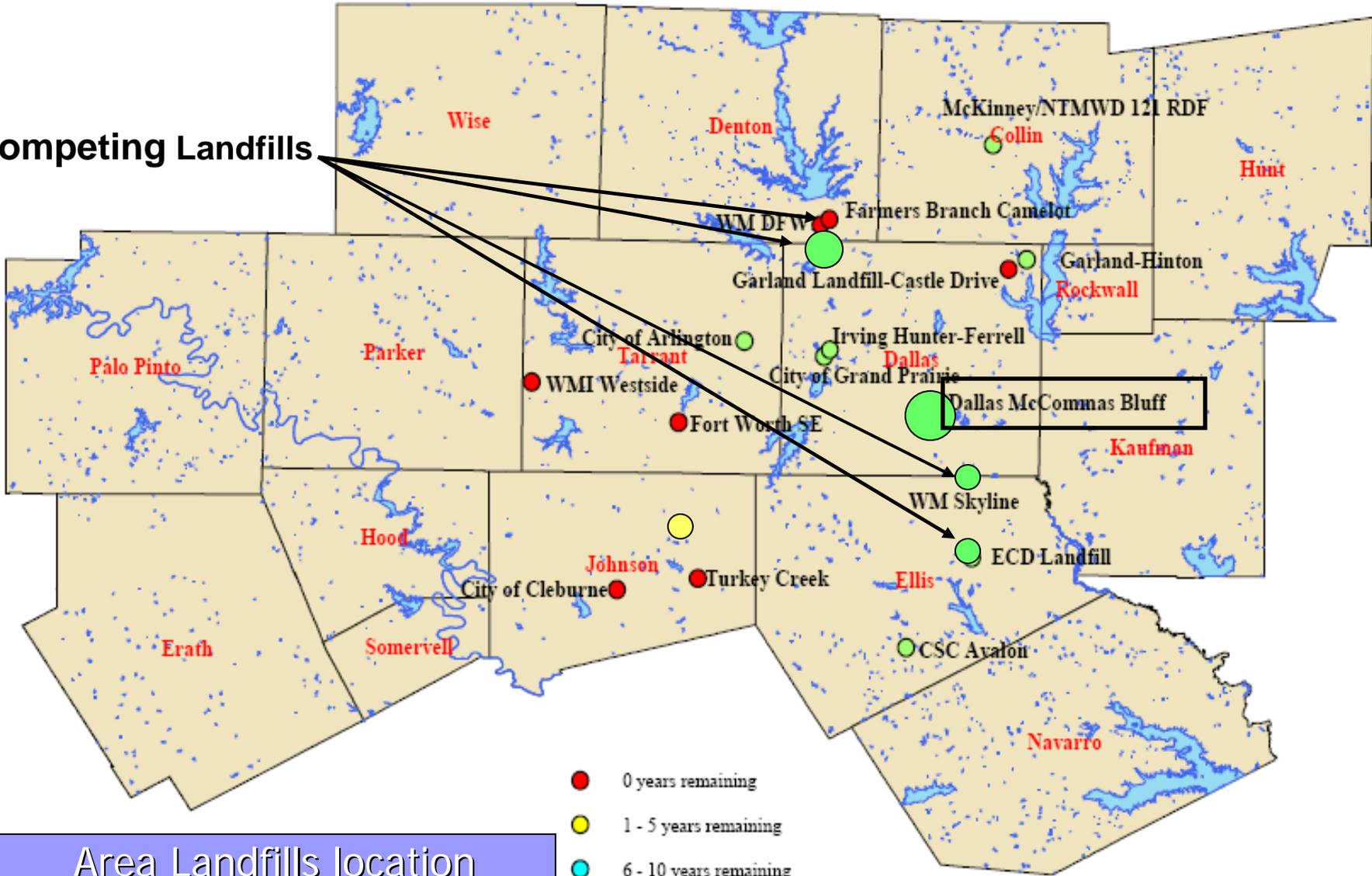
Landfill Market Analysis

- McCommas Bluff's **secondary** purpose – meet the needs of Dallas' commercial haulers, as a business venture
- Price the commodity (landfill waste space) based on market analysis
- Recognize that DFW area has ample waste capacity for the next 10 years – then dwindling capacity thereafter

Landfills with Competitive Range				
Site	Operator	Fee * (per ton)	Annual Tons	Est'd Life (years)
McCommas Bluff	City of Dallas	\$ 21.00	1,750,000	47
Skyline	Waste Mgmt	\$ 29.73	1,000,000	25
DFW Lewisville	Waste Mgmt	\$ 23.50	1,400,000	11
Farmers Branch	Republic Waste	\$ 25.50	350,000	14
121 Regional	Republic Waste	\$ 31.00	650,000	102
Hinton	City of Garland	\$ 35.00	450,000	39
Grand Prairie	City of Grand Prairie	\$ 36.00	200,000	35
Hunter Ferrell	City of Irving	\$ 40.00	175,000	44
ECD (Ellis County)	Republic Waste	\$ 24.00	130,000	230

* Highlighted fees indicate that Operator offers discounts (up to 30%)

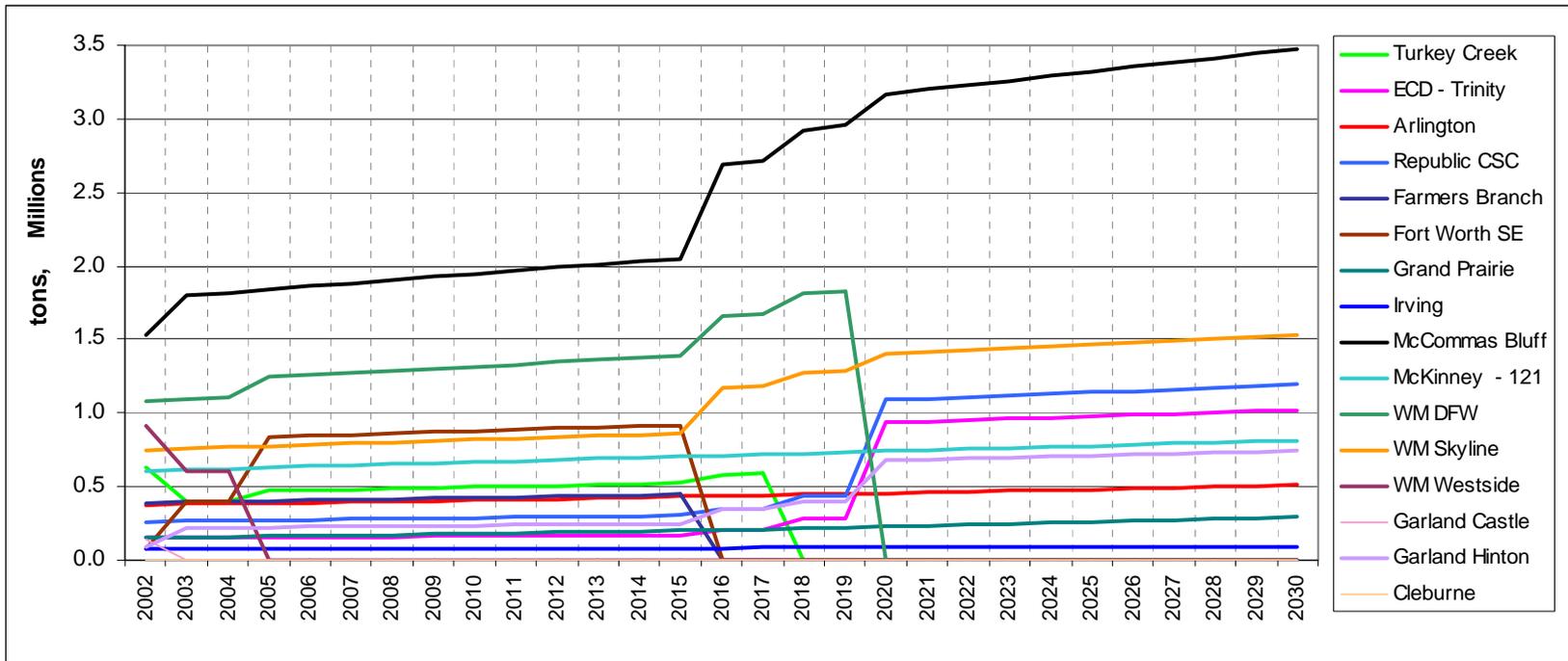
Competing Landfills



Area Landfills location and their remaining life
 2003 NCTCOG report

What It Costs/Earns:

Landfill Market Analysis



According to a NCTCOG study conducted in 2003, McCommas' capacity will be essential to meet the DFW area's waste disposal needs for the long-term.

What It Costs/*Earns*:

Landfill Revenues

- Dallas area disposal rates: \$15 and above
 - Most cities raise the fee to conserve landfill capacity
 - Some rates up to \$40/ton

- McCommas' Gate Rate: **\$21 / ton**
 - Ample capacity at this site
 - Competing landfills charge \$15-\$28
 - Dallas offers volume discounts via **disposal contracts**
 - Discount based on quantity and contract period
 - Rates range from \$17.16 to \$18.43 under contracts
 - Keeps revenue stream more predictable
 - 29% of commercial tonnage under contract



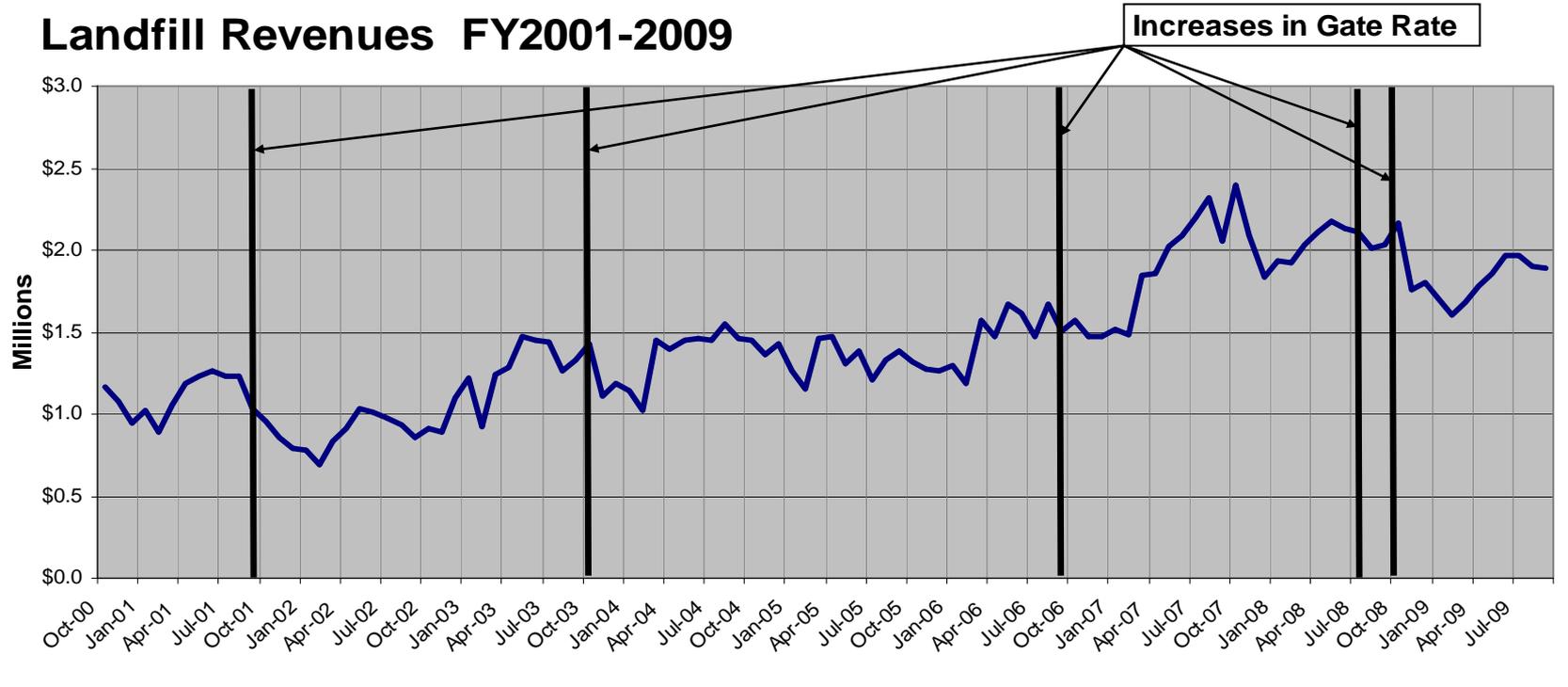
What It Costs/*Earns*:

Landfill Revenues

- Changing the landfill fee
 - Highly competitive marketplace
 - Four landfills within 30 miles of McCommas
 - Haulers switch from one site to another easily
 - McCommas advantages:
 - Readily accessible location
 - Well-managed site
 - Broad hours of operation

- Sensitivity of rate changes
 - McCommas acts as pricing anchor
 - Rate increase sets off loss of customer
 - Other sites adjust prices upward, subsequently
 - **Market-share recovery requires 6 months or so**

Landfill Revenues FY2001-2009



Notes:

- 1) Following a gate rate increase, landfill revenues fall for 4-6 months. Recovery to the previous revenue level requires as much as a year, depending on the local economy.
- 2) Other landfills respond to McCommas' rate increases by attracting commercial haulers with unchanged rates, and seek extended agreements to keep the revenue stream.
- 3) The City should secure more the commercial waste stream through disposal contracts (now at 29%) before hiking the gate rate.

Franchise Fees as a Revenue Source

- Prior to the franchise system the city utilized individual vehicle and container permits.
 - Proved to be labor intensive
 - Very time consuming to manage
- Transitioned to a Franchise system for all solid waste haulers January 2007
 - More efficient
 - More revenue



Franchise Fees



■ Background

- Change from “permit system” to “franchises” for efficiency, better oversight of haulers, and increased revenue
- Solid waste haulers operating in Dallas must have a franchise, effective 2007. Council awards individual franchises, with a term of 20 years plus four 5-year extensions (up to 40 years total)

■ First franchises awarded in Jan 2007

- 180 haulers now franchised; additional haulers awarded when identified and educated on the requirement
- **\$2.5M** in annual fees collected in FY09 (vs. \$1.6M using permit system)
- Many smaller haulers resisted the requirement
 - New system – needed to adjust bookkeeping and rates
 - Concerned about remaining competitive

■ SAN arranged for Auditor to audit franchisees, beginning after the first year’s reports from haulers

Franchise Fees, cont'd

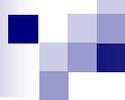
- Auditor followed up, as planned

- Audited nine waste haulers
- Representing 85% of revenue stream

- Auditor found:

- Haulers tried to follow ordinance properly for reporting and paying fees
- Seven underpaid; two overpaid
- Discrepancies were resolved – and SAN invoiced and collected the unpaid balances
- SAN and Auditor to continue audits to ensure accuracy of hauler payments to city





What the Future Holds:

Continuous improvement . . .

- Continue good stewardship of this valuable city resource

- Continue protecting the environment with prudent waste management

Innovate . . .

- Accelerate landfill gas production using Biotechnology techniques

- Increase recycling and diversion to retain surplus waste capacity for sale to commercial market

- Implement composting as additional diversion option

- Propose landfill capacity increase – for longer-term benefits to community

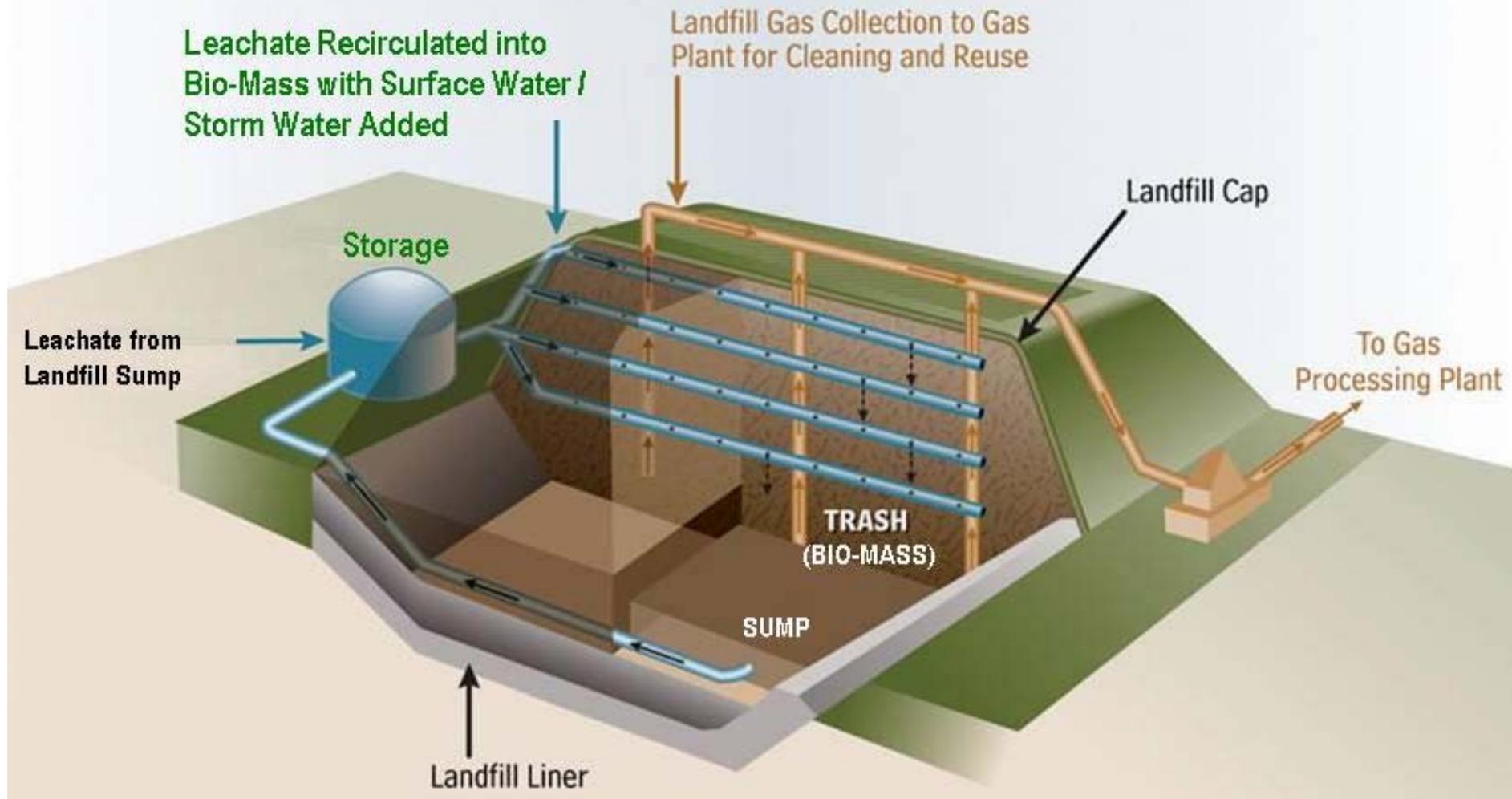
What the Future Holds:

Innovation.....

Landfill Biotechnology

- A means to optimize landfill capacity and gas production
 - First in the state of Texas
 - Add liquids to the waste to accelerate decomposition
 - Results in faster settlement
 - Can re-use the same waste space
 - Reduces need for new cell construction (\$4M every 2-3 years)
 - Accelerates gas production, generates gas royalties sooner
 - Becoming a model site for industry, researchers and regulators to gather and share information nationwide

What does Landfill Biotechnology look like?



Summary

- Landfill is a valuable asset because of its size, location and disposal capacity
- Landfill produces positive net revenue to General Fund of about \$10M -15M annually
 - Revenue is primarily from commercial haulers who pay market-based rate
- New technology is generating “green energy” and valuable reclaimed capacity

