

A decorative graphic on the left side of the slide consists of several spheres of varying shades of gray and black, each mounted on a thin, dark vertical stick. The sticks are of different heights and are connected at the bottom by a horizontal line. The spheres are arranged in a way that they appear to be part of a larger, abstract structure.

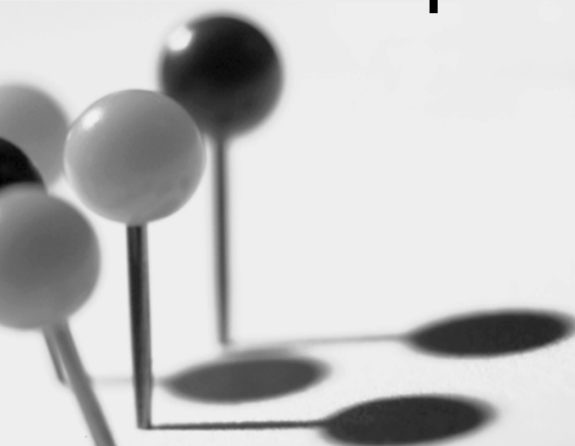
McKinsey Recommendations for Code Compliance and Economic Development

Status Report

Dallas City Council Briefing
April 20, 2005

PURPOSE

To provide the City Council a status report on implementation of the McKinsey recommendations for improving Code Compliance business processes and Economic Development procedures and processes.



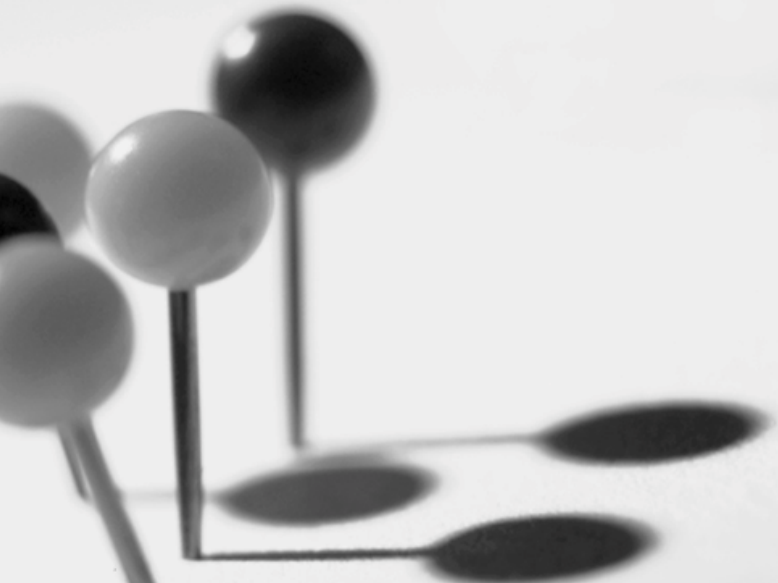
OVERVIEW

The items in bold highlight McKinsey's recommendations on the steps the City should take to improve its effectiveness.

The items listed below entail the actions we are taking to improve effectiveness, how we are doing it and the status of the action.



Code Compliance



Issue 1: Complete fixes to 311 system to ensure every request gets assigned to an inspector

Short term fixes

- Eliminated backlog of unassigned cases in November 2004 by manually assigning them
- Reduced unassigned cases from 100 to 15 per day
- Currently handling any unassigned cases manually and on a daily basis

Long term fixes

- Automated fix for unassigned cases should be in place by November 2005
- Assuring Code Quality Service delivery via staff training by:
 - Identifying known user errors and teaching corrective actions
 - Implementing Standard Operating Procedures (SOP) for consistency of data entry
 - Administering a competency test to gauge inspector's understanding of the 311 system and the SOP
 - Efforts to achieve all the above began last December and all scheduled training/testing are expected to be completed in April 2005

Issue 2: Provide citizens with updates on progress for certain cases

Ensure that call takers provide citizens a completion date for each service request based on the Service Level Agreement

- 32 Code Service Requests (SRs) and 5 Animal Services SRs now provide Estimated Response Time (ERT) as well as Service Level Agreement (SLA) (31 additional citywide SRs, also provide ERTs & SLAs)
- The remaining 56 Code SRs and 9 Animal Services SRs are scheduled for reconfiguration in August 2005

Alter 311 procedures to provide intermediate updates for SRs that will require a significant length of time to resolve

- Code will provide updates to citizens who wish to be contacted and provide contact information for SRs with SLAs in excess of 100 days
- Updates will be provided at 90 day intervals and will begin as soon as CIS has completed the automation of this process by July 2005

Issue 2: Provide citizens with updates on progress for certain cases (cont.)

Rewrite Code Compliance email confirmation message to include a phone contact

- Effective May 2, 2005, Code's email confirmation message will direct customers to contact the Quality Assurance staff at 214-948-4176, if additional information is needed

By July 2005, CIS will produce monthly reports on the top twenty most requested services (see Attachment C) sorted by service area that will be available on the City's Website



Issue 3: Ensure that Code managers can get useful performance data from the 311 database

Conduct mandatory training on the 311 desktop and mobile data terminal for all code inspectors and animal services officers twice a year

- The first mandatory training was held in March 2005 and the second is scheduled for September 2005
- Training will continue in subsequent years

Ease data accessibility by automating the daily field activities log

- CIS is working on report automation which is expected to be completed by November 2005

Continue to conduct field audits to ensure compliance with Standard Operating Procedures

- Inspectors began training on the new audit procedures on March 21, 2005

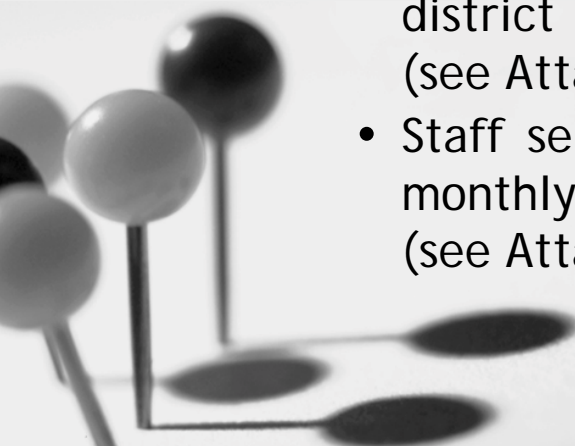
Issue 4: Hold the department accountable for its effectiveness in resolving code cases

Add effectiveness measures to current activity-based performance management system

- The Department has implemented performance logs to measure and evaluate the number of field inspections and animal services responses performed daily, weekly and monthly

Ensure accountability and effectiveness by finalizing a list of metrics to use at each level

- List of metrics to use at each level identified as accountability measures that are a part of the director's, district managers', and each inspector's performance plan (see Attachment D)
- Staff selected indicators for Management Focus that charts monthly performance on overdue cases and meeting SLAs (see Attachment E)



Issue 4: Hold the department accountable for its effectiveness in resolving code cases (cont.)

Build standard reports that can easily be updated over time to determine and report staff performance

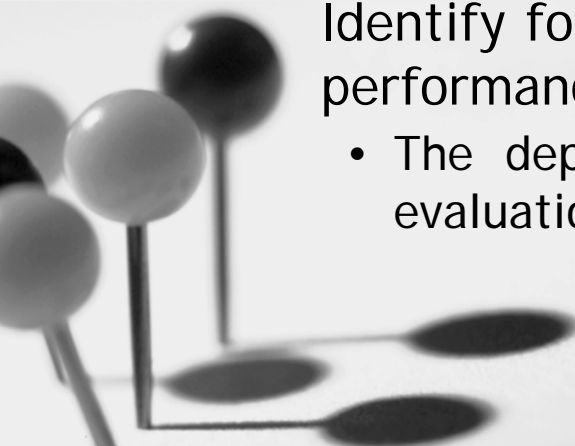
- CIS is developing and testing various reports via COGNOS software (list reports) (See Attachment F)
- Reports to be finalized by the end of July 2005

Identify resources required to manage needed improvements

- Three positions added (March 30, 2005) to Training/Safety/311 System unit to form a Code Compliance Quality Assurance Team

Identify formal rewards and consequences linked to individual performance

- The department goals have been linked to new performance evaluation plans for all Code staff in December 2004



Issue 4: Hold the department accountable for its effectiveness in resolving code cases (cont.)

Clearly communicate performance reporting changes to all department personnel

- The department has communicated the FY 04/05 performance goals to all department personnel in December 2004

Update individual performance plans to reflect new approach

- Review Period is December 1, 2004 - September 2005
- Communicated revised performance plan and SOPs to employees in December 2004
- Performance plans were instituted for all employees city-wide



Issue 5: Regularly conduct surveys to measure citizen satisfaction with quality of life

Institute annual Code Summit of key citizens and neighborhood associations to obtain feedback of Code's operations and service delivery

- Code Summit is scheduled for September 2005

Determine citizen satisfaction by conducting:

- 311 web service questionnaire went on line December 1, 2004
- Citizen responses will be evaluated each month to identify needed improvements
 - As of March 28, 2005, 488 feedback responses have been submitted
 - 268 respondents provided ideas for improving City services
 - An average of 122 citizens per month are providing feedback
 - Responses/recommendations are forwarded to the appropriate department directors for their review, analysis, resolution plans
 - Feedback highlights attached (See Attachment G)



Issue 5: Regularly conduct surveys to measure citizen satisfaction with quality of life (cont.)

Determine citizen satisfaction by conducting (continued):

- National Citizen Survey (ICMA Survey)
 - Notification cards mailed February 22, 2005
 - As of April 8, 2005, 754 out of 8,400 notification cards returned undeliverable
 - First wave of surveys mailed March 1, 2005
 - Second wave of surveys mailed March 8, 2005
 - Deadline for submitting completed surveys was extended to April 11, 2005
 - As of April 12, 2005, 22.7% of the surveys have been received from participants



Issue 5: Regularly conduct surveys to measure citizen satisfaction with quality of life (cont.)

Routinely request feedback from 5% of citizens submitting service requests each quarter

- Contact customers who provided contact information and obtain feedback related to their experience from creation to resolution of an SR closed the previous quarter
- On April 1, 2005 staff began capturing feedback and to date have attempted to contact 303 customers
 - 193 telephone calls: 70 contacted, 39 participated
 - 87 mail-outs: 7 responses as of April 14, 2005
 - 23 emails: 2 responses as of April 14, 2005
- Feedback highlights attached (See Attachment H)
- Volunteers will help with obtaining some feedback responses

Issue 5: Regularly conduct surveys to measure citizen satisfaction with quality of life (cont.)

Conduct monthly “mystery shopper” primarily of Code Services

- Mystery Shopper Objectives:
 - To help assess how well we are serving our customers
 - Use program results as a tool for improving customer service
 - Identify areas where we are providing good customer service and where we may need training
- Mystery Shoppers will be community volunteers, student interns, and city staff who will make inquiries about existing SRs, create new SRs to request city services, where city services may be needed, and monitor them from creation to resolution
- An estimated 25 open SRs created the prior month will be included in the program plus any new ones created by a mystery shopper the prior month
- Program scheduled to begin on April 25, 2005

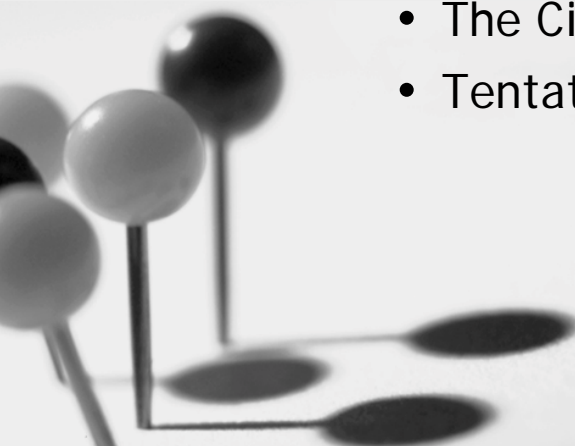
Issue 6: Reinstate a service coordination team concept to resolve neighborhood problems that require multi-department coordination

- Service Coordination staff committee completed program design on December 4, 2004 (see Attachment I)
- Committee identified funding & resources needed to implement service coordination teams in all service areas, completed December 4, 2004
- Preliminary service area boundaries are aligned with the six Police Divisions
- Further efforts are underway to define boundaries based on census tracts in order to ensure consistent reporting of city services
- The Civil Service Register was mailed April 12, 2005; afterwards the interview process will begin
- The Service Coordination Team program will begin on July 1, 2005

Issue 7: Increase coordination between City Attorney's Office and Code Department

Enhance coordination between the City Attorney's office and Code Compliance by beginning monthly meetings to identify inter-departmental issues, resolve overlap of responsibilities and Chapter 54 issues

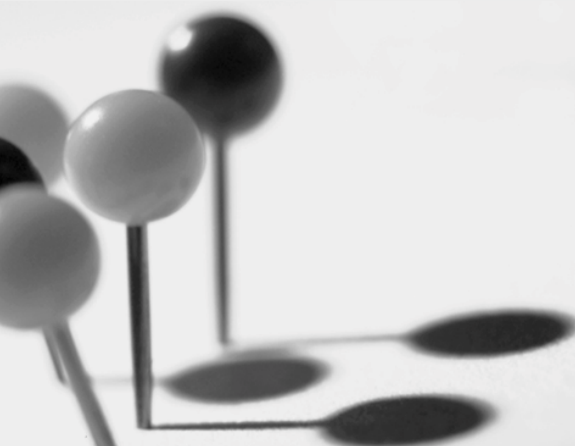
- The City Attorney's Office (CAO) and Department of Code Compliance have continued to dialogue on issues of mutual concern. For example, for the past 3 months, staff continues to work on Civil Adjudication process and other items
- The Civil Adjudication ordinance passed on March 9, 2005
- Tentative implementation for program: Summer 2005



Issue 7: Increase coordination between City Attorney's Office and Code Department (cont.)

Identify inter-departmental equipment needs, training needs and designating threshold for transferring cases

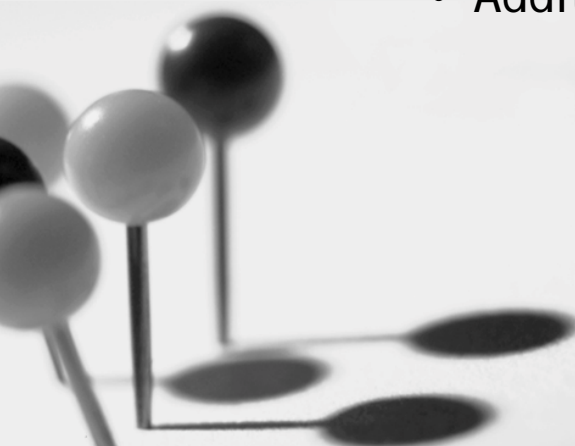
- On April 7, 2005, met with CAO to triage all open structural cases for adjudication based on level of severity
- A standing meeting has been established each Thursday @ 4:30 p.m. with CAO, Judiciary, Court Services and Housing for the implementation of Civil Adjudication process



Issue 8: Once department is fully staffed and trained, actively manage the flow of requests from Council to staff

Continue to train and encourage Council staff to voluntarily use the 311 system

- CRMS refresher training provided to 75% of Mayor, Council Assistants & Secretary staff in 2004
- 100% of the staff will be scheduled for 311 system upgrade training (3.10v) prior to the June 2005 conversion
- Additional training will be provided as needed



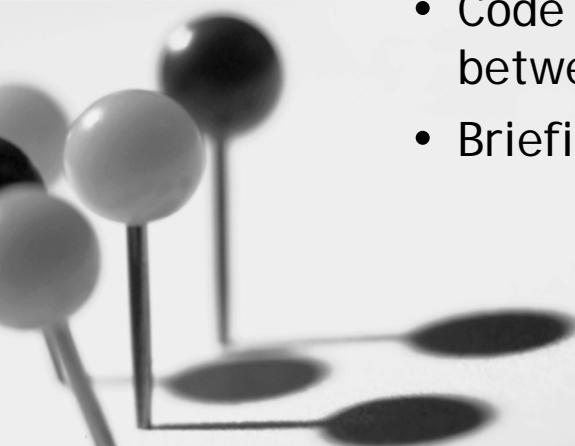
Issue 8: Once department is fully staffed and trained, actively manage the flow of requests from Council to staff (cont.)

Fully hire and train new Code staff

- Completed hiring as of October 2004
- The Department has filled all 55 positions
- Training to be completed by June 2005

Brief Code staff, 311 Call Takers, Council Assistants and City Manager's Office on the ground rules

- Code staff briefed via Computer Competency classes held between January - March 2005
- Briefings will continue through September 2005 and beyond



Issue 8: Once department is fully staffed and trained, actively manage the flow of requests from Council to staff (cont.)

Develop a public information campaign on how to use 311

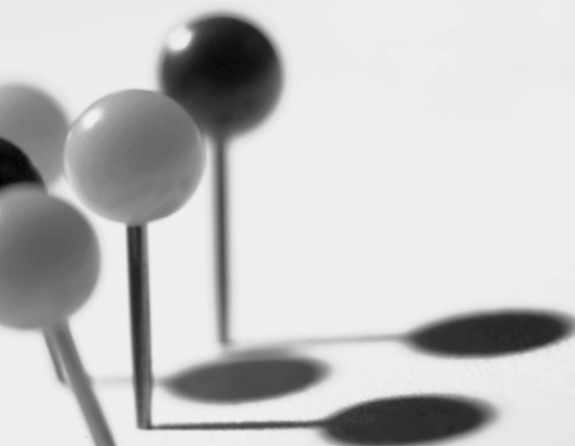
- Preliminary planning with City's Public Information Officer to began April 2005
- Effective November 2005, 311 Service will be enhanced via new Web portal
 - Online service status checking
 - Enhanced navigation
 - New Interactive Service Request Center: make and track Service Requests and provide performance information
 - Citizen feedback through integrated polls and surveys



Issue 8: Once department is fully staffed and trained, actively manage the flow of requests from Council to staff (cont.)

The level of overdue service requests (cases exceeding Service Level Agreement) is lower by an estimated 94% compared to the level in October 2004

- In October 2004, Code had 85,765 overdue Service Requests
- As of April 11, 2005, Code had 5,244 overdue Service Requests
- Currently, for all Code service requests created between October 1, 2004 and March 31, 2005, 2.8% are overdue



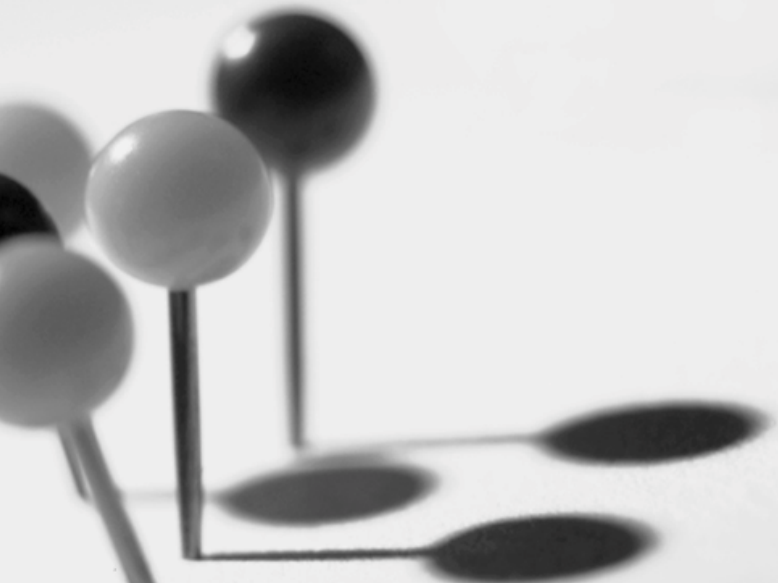
Issue 8: Once department is fully staffed and trained, actively manage the flow of requests from Council to staff (cont.)

When 90% of all cases created have been completed within SLA, City Hall staff will use 311

- Staff is working with CIS to identify the data being captured associated with ERTs, reinspections, updating, and SLAs
- Reports will be developed using COGNOS/Crystal/SQL or other reporting software
- Implement standardized flow of request from council to staff
- A detailed flowchart was completed on March 31, 2005 (see Attachment J)



Economic Development



Issue 1: Finish writing the economic development plan

Staff submitted initial working draft to Stakeholder Task Force in January 2005 (*Task Force created according to McKinsey recommendation number 5.*)

Final draft anticipated in late April pending additional input on suggested priorities by stakeholders

- Task Force priorities focus on: Downtown, Southern Dallas, Small Business & Retention, Retail, and Logistics and Transportation

Proposed Strategic Economic Development Plan to be presented in May 2005



Issue 2: Create an annual process for planning and performance tracking

Three program systems need to be synchronized:

- Individual Performance Plans with mid-year review
 - Plans developed for existing staff in December 2004
 - New hires by second week of employment
- Management Focus Indicators:
 - Indicators selected to reflect anticipated strategic plan components, but are at program level - based on current budget categories
- Strategic Plan Measure: Outcomes (economic); Milestones (programmatic); Performance (geographic)

Staff will likely revise individual plans and Management Focus to reflect the strategic plan when it is approved by the Council

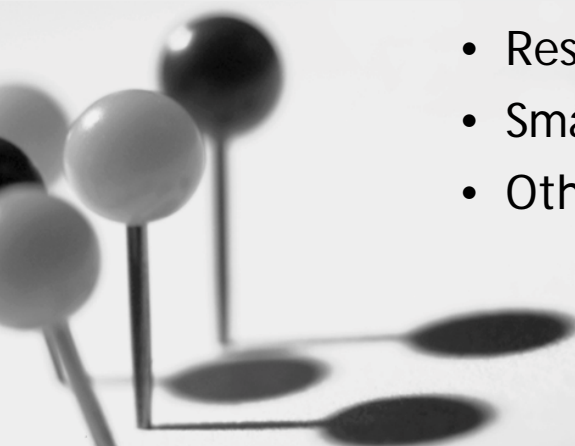
Issue 3: Standardize and streamline the incentive approval process

Council adopted revised Public/Private Partnership Program criteria in December 2004

Council adopted Tax Increment Financing District criteria in February 2005

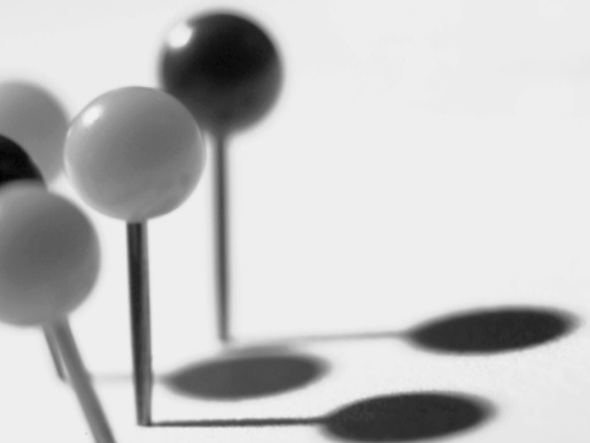
Recommendations for other programs after adoption of strategic plan:

- Incentive approval process
- Research agenda
- Small businesses
- Others as needed



Issue 4: Align entire Council committee structure with City priorities; start by creating an Economic Development Priority Committee

Council approved creation of new Economic Development priority committee April 2005 to be effective August 2005



Issue 5: Form Stakeholder Task Forces for Southern Sector and Downtown to obtain external input into the City's Economic Development plan

Stakeholder Task Force created in December 2004

- Initial meeting in January 2005
- Four subsequent Task Force meetings (by April 20) with numerous subcommittee meetings held to date

Task Force chose to maintain City-wide focus with Downtown and Southern Dallas subcommittees

- Reflects a desire to produce a “plan for Dallas, not numerous little plans.”

Upon completion of plan, Task Force to be downsized and maintained for quarterly meetings and review/comment on annual report

Issue 6: **Modify the Economic Development staff organization structure**

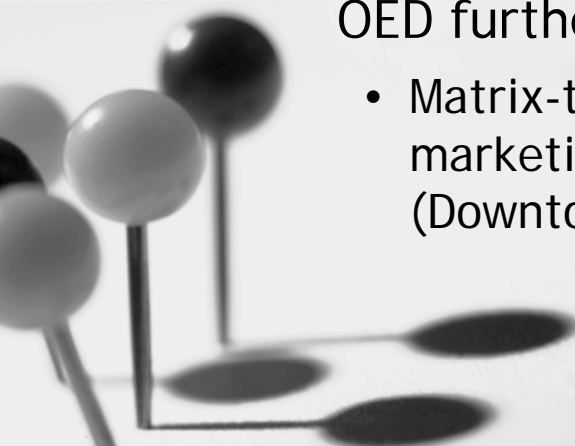
Summer 2004: Economic Development Division realigned within Development Services - included enhanced funding and new City Council priorities

December 2004: Office of Economic Development (OED) created

Early May 2005: New Director of Economic Development to begin

OED further realigned pending strategic plan approval:

- Matrix-type model with functional (administration, research, marketing, business development) and geographic teams (Downtown and Southern Dallas)



Issue 7: Fundamentally change certain behaviors and interactions for Council and Mayor and for staff

Strategic planning effort with stakeholder input to evaluate roles recommended by McKinsey:

- Mayor and City Council: High level policy approval
- Council approved City Manager discretion for retail grants under new retail incentive program early 2005
- Other delegations of Council authority to be presented to Council subsequent to adoption of strategic plan

Stakeholder Task Force: regular external input and confirmation of City priorities

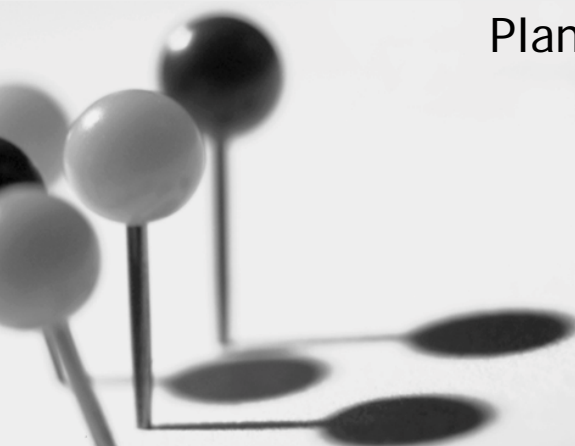
CMO and Office of Economic Development: Program and project implementation

Issue 7: Fundamentally change certain behaviors and interactions for Council and Mayor and for staff (cont.)

Strategic plan that provides for more program and geographic focus will strengthen staff accountability

Recommendations to be presented to City Council B&C Committee with performance monitoring and evaluation schedule after adoption of Strategic Plan

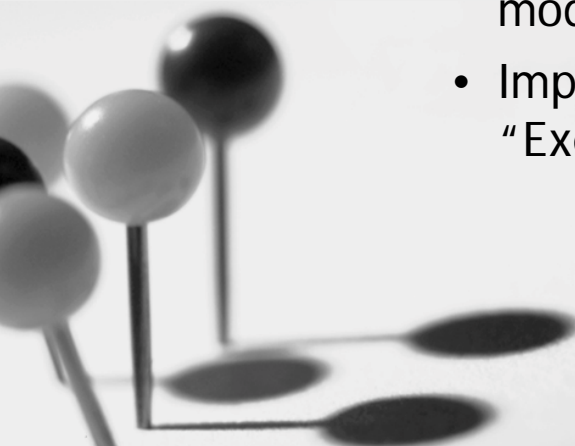
- First annual report produced December 2005 to evaluate roles and performance of relevant groups and Strategic Plan implementation



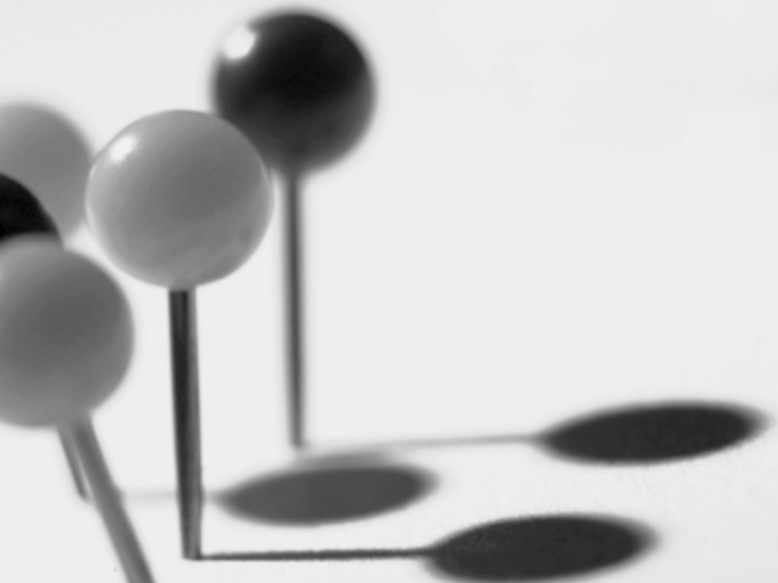
Downtown: Reassess vision and explore management options to implement (internal or external)

On April 6, 2005, City Council was briefed on an expanded development commitment for Downtown Elements included:

- Establish new “Connection TIF” with Mercantile Complex as catalyst project
- Consolidate City Center TIF and Connection TIF Boards with CDA Executive Committee
- Form the Downtown Dallas Development Authority - a modified Local Government Corporation
- Implement internal management approach with new “Executive Director”



Appendix



Attachment G: 311 Web Services Feedback Highlights

Feedback highlights (items rated 80% or higher):

- 91% rated entering information on the site as “easy” or “acceptable”
- 80% took less than 5 minutes to enter their service request
- 84% were “extremely satisfied,” “very satisfied,” or “satisfied” with the website
- 87% had used the site during the past 12 months

Sample suggestions:

- Online status of Service Requests
- Check on active building permits on construction projects
- Timely posting of restaurant scores
- More frequently asked questions for city services on the city’s website
- Service Request classification should not be the customers job
- Receive follow-up from staff

Attachment H: Closed Service Request Customer Satisfaction Summary: 1st Quarter FY04-05

1. How would you rate your satisfaction with the way you were treated when you contacted us?

87% of the respondents are very satisfied to satisfied in the way in which they were treated when they contacted the city.

2. Please rate the length of time it took to resolve your concern.

50% rate the length of time it took to resolve their concern as being a reasonable amount of time, however 35% said it took too long.

3. If you elected to be contacted, were you notified within the time period indicated for your service request?

31% of our customers who asked to be contacted were notified but 47% who wanted a response were not notified.

4. If there were delays, were you informed of delays associated with completing the service request?

50% of the customers were not informed of delays associated with completing service requests.

Attachment H: Closed Service Request Customer Satisfaction Summary: 1st Quarter FY04-05

5. How satisfied are you with the resolution of your service request?

Once the service requests were completed 63% of the customers reported being very satisfied to satisfied.

6. Overall, how would you rate your experience with the City of Dallas Service Request system?

68% of the customers rated their experience with the Service Request system from excellent to good.

7. Would you use the city's 311 Service Request system to request information or a service in the future?

83% would use the city's 311 Service Request system again.

8. Would you refer anyone to use the city's 311 Service Request system?

78% would refer others to use the 311 Service Request system.