

# Memorandum



CITY OF DALLAS

DATE September 14, 2007

TO Honorable Mayor and Members of the City Council

SUBJECT September 19<sup>th</sup>, FY 2007-08 Budget Amendments Workshop

The City Council's September 19<sup>th</sup> agenda includes an item to continue discussion of amendments (if necessary). In the event discussion and straw votes are not concluded during the initial session on September 17<sup>th</sup>, additional materials will be provided.

Should you have any questions, please contact me.

  
Mary K. Suhm  
City Manager

c: Ryan S. Evans, First Assistant City Manager  
Deborah Watkins, City Secretary  
Tom P. Perkins, Jr., City Attorney  
Craig Kinton, City Auditor  
Judge Jay E. Robinson  
Ramon F. Miguez, P.E., Assistant City Manager  
Charles W. Daniels, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
Dave Cook, Chief Financial Officer  
Maria Alicia Garcia, Director, Office of Financial Services  
Chandra Marshall-Henson, Assistant to the City Manager

# Memorandum



CITY OF DALLAS

DATE September 14, 2007

TO The Honorable Mayor Tom Leppert and  
Members of the Dallas City Council

SUBJECT Results of the 2007 Citizen Survey

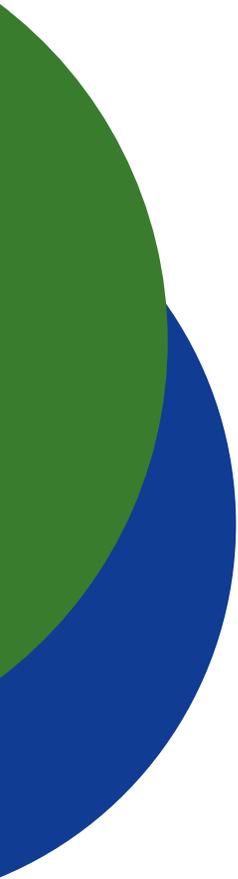
On September 19, 2007 the City Council will be briefed on results of the 2007 Citizen Survey and how the Citizen Survey relates to staff's commitment to continuous improvement and accountability for the quality of our customer service. Topics will include ratings of services, characteristics of general government and quality of life issues

Please find attached materials in preparation for next Wednesday's briefing, and do not hesitate to contact me should you have any questions.

A handwritten signature in cursive script that reads "Mary".

Mary K. Suhm  
City Manager

C: Ryan S. Evans, First Assistant City Manager  
Charles W. Daniels, Assistant City Manager  
A. C. Gonzalez, Assistant City Manager  
Jill A. Jordan, PE, Assistant City Manager  
Ramon F. Miguez, PE, Assistant City Manager  
David K. Cook, Chief Financial Officer  
Deborah A. Watkins, City Secretary  
Thomas P. Perkins, City Attorney  
Craig Kinton, City Auditor  
Judge Jay Robinson  
Frank Libro, Public Information Office



# Continuous Improvement: Checking in with our Customers

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## Results of the 2007 Citizen Survey

Presented to the Dallas City Council  
September 19, 2007



# Purpose

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- To present results of the 2007 Citizen Survey, and
- To discuss how the Citizen Survey relates to staff's commitment to continuous improvement and accountability for the quality of our customer service.

# Background

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- In 2005 the new City Manager faced two significant challenges:
  - Overcoming poor public perception of the City, and
  - Uniting an organization that provides a huge array of services - from sanitation to saving lives - behind a common guiding principle
  
- CMO formulated a single solution to both challenges:

***Promote and recognize quality customer service***

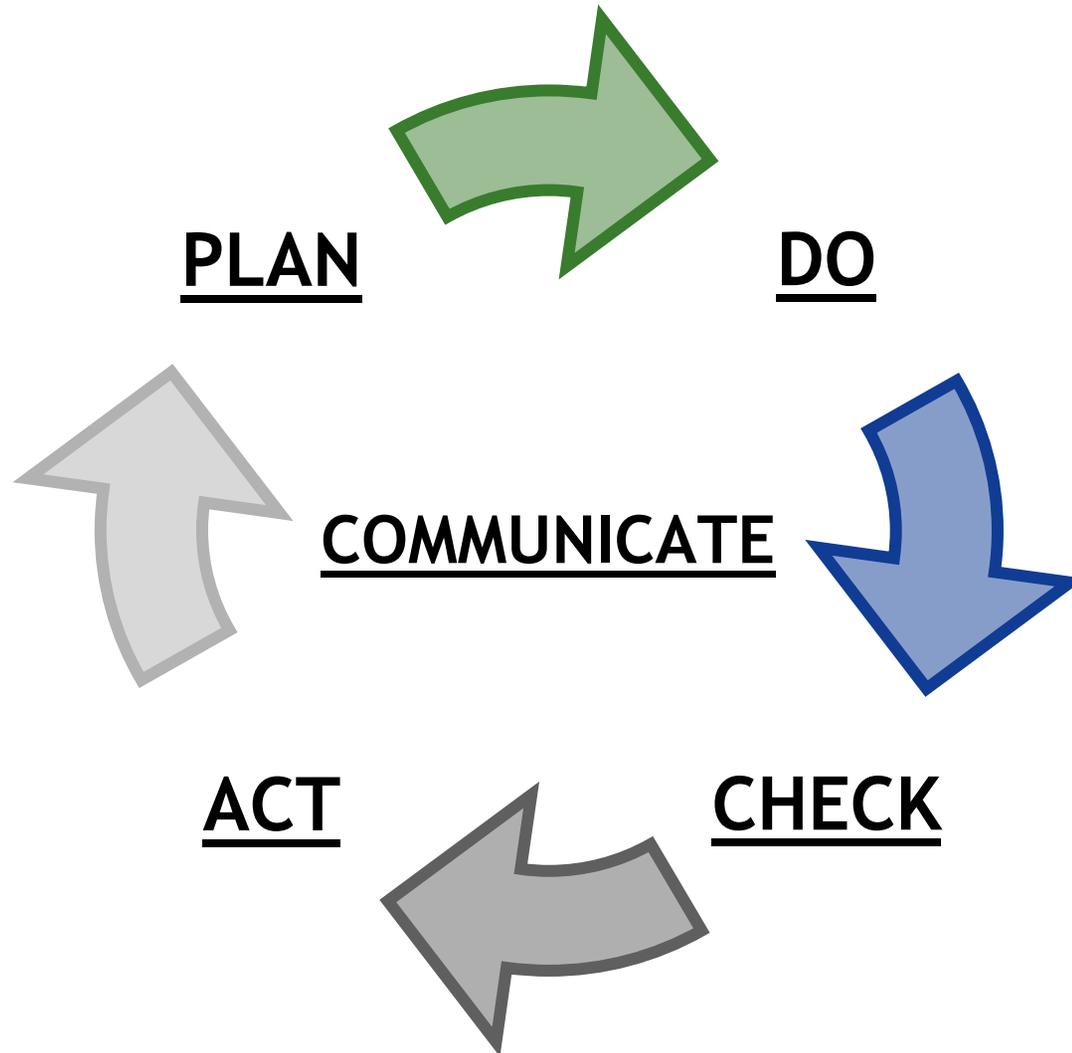
# Background

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- As part of the quality customer service strategy, CMO created Strategic Customer Services to:
  - Develop a new customer service culture, now spearheaded by CSI Dallas (Customer Service Initiative run by staff volunteers);
  - Assist departments in becoming accountable for continuously improving service delivery;
  - Make improvements to the 311 Service Request (SR) System; and
  - Improve interdepartmental coordination by assigning customer service reps to community projects (Service Area Coordination Team)

# Continuous Improvement Model

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# Continuous Improvement Model

## Strategic Customer Services Functions



### PLAN

Citywide Strategic and Tactical Planning

### DO

CSI Dallas; Service Area Coordination Team;  
311 Configuration

### CHECK

Citywide Performance Measurement,  
Benchmarking Project, Quality Assurance  
program and Action Plan updates

### ACT

Process Improvement projects

### COMMUNICATE

Customer Feedback and Performance Reporting

# Communication with Customers

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- The City communicates with customers through a variety of channels, including:
  - person-to-person (by phone, Town Halls, community events, at City facilities)
  - print (newsletters, newspaper and water bill inserts, billboards);
  - broadcast (cable, radio); and
  - digital (emails, Internet);
- Communication channels are typically one-way
- Continuous improvement in customer satisfaction would suggest that two-way communication is preferred

# Communication with Customers

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- Feedback tools for both internal and external customers recently tested include:
  - Various departmental and programmatic feedback tools
  - Annual citywide service quality survey (Citizen Survey)
  - 311 Mystery Shopper program and monthly Customer Experience survey
  - Employee engagement survey
  - Internal services survey
  - Focus groups

# Citizen Survey - Background

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- Annual citywide service quality survey:
  - Recommended by the McKinsey Report (2004)
  - Validated as a best practice by the CSI Dallas Customer Feedback tactical team study (2006)
  
- Partnership with ICMA and the National Research Center, Inc. (NRC) resulted in the development of the City of Dallas Citizen Survey:
  - Provides a high-level overview of customer opinions
  - Provides standard and statistically valid results

# Citizen Survey - Administration

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- In spring, NRC mails out 8,400 surveys (600 per Council district) in both English and Spanish to randomly selected households
  
- Questions cover customers':
  - Attitudes about living in Dallas;
  - Perception of government and service quality; and
  - Demographic information

# Citizen Survey - Administration

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- In 2007, 1,192 residents mailed in a completed survey (12% in Spanish) resulting in a +/- 3% margin of error at a 95% confidence interval
- In comparing scores from year to year, only changes of 3 or more points in either direction on a 100-point scale are considered 'statistically significant' (not simply due to chance)

# Citizen Survey - Scoring

- Most survey questions are scored on a scale of excellent-good-fair-poor and then converted to a 100-point scale.

Example: “How do you rate Dallas as a place to live”

<i>Response Option</i>	<i>Percent Response</i>		<i>Scale Value</i>		<i>Average Rating</i>
Excellent	12%	X	100	=	12
Good	52%	X	67	=	35
Fair	31%	X	33	=	10
Poor	5%	X	0	=	0
<b>Total</b>			<b>100%</b>		<b>57</b>



# Citizen Survey - Results Overview

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- 2007 results show a trend of improved customer satisfaction, consistent with the continuous improvement model and customer service initiative:
  - 48% rated the overall quality of City services as good or excellent up from 41% in 2005
  - 22 of 42 of the City services rated (52%) improved over the benchmark year of 2005
  - 13 of 26 quality of life issues rated (50%) improved over the benchmark year of 2005
  - No City service nor quality of life issues declined in customer perception over the benchmark year of 2005

# Citizen Survey - Highest Rated

## Highest rated services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>	<i>% rated good or excellent</i>
Shopping opportunities	74	NSC	83%
Fire services	69	NSC	83%
Ambulance/EMS services	66	NSC	77%
WRR 101.1 classical music programming**	66	n/a	66%
Public library services	62	NSC	68%

\*NSC = No significant change

\*\*New question for 2007



# Citizen Survey - Lowest Rated

## Lowest rated services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>	<i>% rated good or excellent</i>
Ease of bicycle travel	33	+5	29%
Code enforcement	33	+4	28%
Crime prevention	32	+4	25%
Alley maintenance	31	+3	27%
Sidewalk maintenance	31	NSC	26%
Street repair	25	+4	21%

\*NSC = No significant change

**Note:** 5 of the 6 lowest rated services/issues showed improvement over the benchmark year of 2005.



# Citizen Survey - Most Improved

## Most improved services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>	<i>% rated good or excellent</i>
Recycling	48	+12	53%
Job opportunities	52	+11	56%
Opportunities to attend cultural activities	60	+6	69%
Economic Development	46	+6	45%
311 services	53	+5	54%
Appearance of recreation centers/facilities	50	+5	48%
Dallas as a place to retire	40	+5	39%



# Citizen Survey - Other Results

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- Economic indicators: perception has improved substantially over the past two years

<i>Economic Indicator</i>	<i>% rated good or excellent</i>	<i>Change from '05</i>
Dallas as a place to do business	72%	+18
Job opportunities	56%	+15

# Citizen Survey - Other Results

- Perceived problems: residents were asked to rate whether issues faced by cities across the country were a ‘major problem’ in Dallas

<i>Top 5 Perceived Problems</i>	<i>% response ‘major problem’</i>	<i>Change from ‘05*</i>
Drugs	77%	NSC
Crime	66%	-6
Traffic congestion	51%	NSC
Unsupervised youth	51%	NSC
Homelessness	48%	-8

\*NSC = No significant change

# Citizen Survey - Other Results

- Safety ratings: perception of crime as ‘major problem’ is down from 72% in 2005 to 66% in 2007. However, feelings of safety have not declined (or not changed) in the following areas:

<i>Safety Indicator</i>	<i>% rated very or somewhat safe</i>	<i>Change from '05*</i>
In neighborhood - daytime	70%	-6
Downtown - daytime	62%	NSC
Parks - daytime	61%	NSC
Safe from fire	47%	-5
In neighborhood - after dark	37%	NSC
Safe from violent crime	20%	-6
Downtown - after dark	15%	-4
Safe from property crime	15%	-5
Parks - after dark	9%	NSC

\*NSC = No significant change

# Citizen Survey - Other Results

- Comparison data: Results show a trend of improvement against other local governments since 2005, although the majority City service ratings and quality of life items continue to fall below average

<i>Rating Category</i>	<i>Items in this category</i>	<i>% in this category</i>	<i>% in this category ('05)</i>
Above average score	11	14.9%	2.9%
Similar to the average score	7	9.5%	4.3%
Below average score	56	75.6%	92.8%
<b>Total</b>	<b>74</b>	<b>100%</b>	<b>100%</b>

# Citizen Survey - Other Results

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- Comparison data: Items with above average ratings:
  - Dallas as a place to work
  - Opportunities to attend cultural events
  - Shopping opportunities
  - Job opportunities
  - Ease of bus travel in Dallas
  - Snow removal
  - Amount of public parking
  - Bus/transit services
  - Storm drainage
  - Land use, planning and zoning
  - Economic development

# Citizen Survey - Other Results

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- Comparison data: Items with average ratings:
  - Overall quality of new development in Dallas
  - Ease of car travel
  - Fire services
  - Traffic signal
  - Drinking water
  - Sewer services
  - Services to low-income people

# Citizen Survey - Use of Results

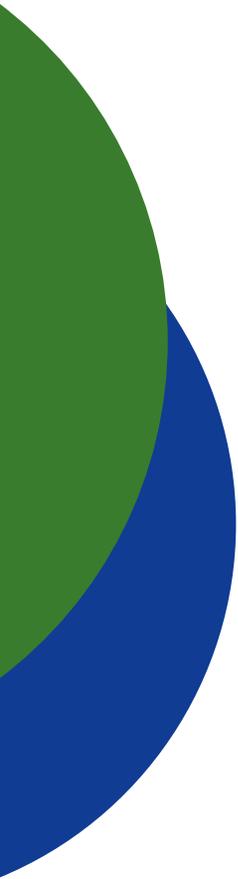
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- Citizen Survey results are used for a variety of purposes, including:
  - Indicators of customer service for citywide performance measures initiative
  - Comparison with jurisdictions that belong to ICMA's Center for Performance Measurement (benchmarking project)
  - Indicators of progress for achieving Council goals through the annual budget and strategic plan
  - Source of process improvement projects (e.g. Sanitation's "Too Good to Throw Away" program)
  - Focus group topics (e.g. Streets/SCS focus groups on the quality of residential streets)

# Citizen Survey - Reports

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- The following reports can be found on Strategic Customer Services webpage at [http://www.dallascityhall.com/scs/citizen\\_survey.html](http://www.dallascityhall.com/scs/citizen_survey.html):
  - Report of Results
  - Normative Comparisons
  - Geographic Comparisons
  - Demographic Comparisons
  - 2005 and 2006 versions of the above
  
- SCS has also partnered with CIS to create an interactive website that will allow users to select variables of interest (anticipated completion - September 2007)



# Appendix

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Ratings of City services, quality of life and general government issues by Council Key Focus Areas (KFAs)

# Citizen Survey - By Council KFA

## Public Safety

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Fire services	69	NSC
Ambulance/EMS services	66	NSC
Fire prevention and education	51	NSC
Police services	46	NSC
Municipal courts	44	NSC
Traffic enforcement	42	NSC
Crime prevention	32	+4

\*NSC = No significant change



# Citizen Survey - By Council KFA

## Economic Vibrancy

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Shopping opportunities	74	NSC
Dallas as a place to work**	58	NSC
Bus/transit services	54	NSC
Overall quality of new development in Dallas**	54	NSC
Job opportunities	52	+11
Ease of rail travel	49	NSC
Ease of bus travel	48	NSC
Overall image/reputation of Dallas	47	+3
Economic development	46	+6
Ease of car travel	43	+4

\*NSC = No significant change

\*\*Question first asked in 2006



# Citizen Survey - By Council KFA

## Economic Vibrancy (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Access to affordable quality housing	42	NSC
Traffic signal timing	41	NSC
Amount of public parking	39	+3
Land use, planning and zoning	39	+4
Street lighting	36	NSC
Ease of walking	35	+4
Ease of bicycle travel	33	+5
Alley maintenance	31	+3
Sidewalk maintenance**	31	NSC
Street repair	25	+4

\*NSC = No significant change

\*\*Question first asked in 2006



# Citizen Survey - By Council KFA

## Clean, Healthy Environment

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Garbage collection	58	+3
Access to affordable quality food**	57	NSC
Dallas as a place to live	57	NSC
Sewer services	52	NSC
Bulk trash pickup	50	+4
Appearance of recreation centers/facilities	50	+5
Appearance/maintenance of parks	49	NSC
Overall appearance of Dallas	49	+4
Snow removal	49	NSC
Drinking water	49	+3

\*NSC = No significant change

\*\*Question first asked in 2006



# Citizen Survey - By Council KFA

## Clean, Healthy Environment (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Neighborhood as a place to live	48	NSC
Recycling	48	+12
Health services	46	+3
Storm drainage	44	NSC
Openness and acceptance	42	NSC
Access to affordable quality health care	41	NSC
Services to seniors	41	NSC
Dallas as a place to retire	40	+5
Sense of community	40	+3
Access to affordable quality child care	38	+3

\*NSC = No significant change



# Citizen Survey - By Council KFA

## Clean, Healthy Environment (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Air quality	36	NSC
Animal control	36	NSC
Services to low income people	34	NSC
Street cleaning	34	+4
Code enforcement	33	+4

\*NSC = No significant change



# Citizen Survey - By Council KFA

## Culture, Arts and Recreation

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>
WRR 101.1 FM classical music programming*	66	n/a
Appearance of arts and cultural centers/ facilities*	60	n/a
Opportunities to attend cultural events	60	+6
Accessibility of arts and cultural centers/ facilities*	56	n/a
Arts and cultural programs*	56	n/a
Accessibility of parks	55	+4
Accessibility of recreation centers/facilities	52	+4
Recreational opportunities	52	+5

\*New question for 2007



# Citizen Survey - By Council KFA

## Culture, Arts and Recreation (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>
City parks	52	+4
Recreation programs or classes	50	+3
Recreation centers/ facilities	49	+4
Range/variety of recreation programs or classes	47	+3
Services to youth	37	+3



# Citizen Survey - By Council KFA

## Education

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Public library services	62	NSC
Variety of library materials	59	NSC
Educational opportunities**	56	NSC
Dallas as a place to raise children	43	+3
Public schools	39	+3

\*NSC = No significant change

\*\*Question first asked in 2006



# Citizen Survey - By Council KFA

## Efficient, Effective, Economical (E<sup>3</sup>) Government

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
WRR 101.1 FM broadcast of Council meetings**	59	n/a
311 services	53	+5
Dallas welcomes citizen involvement	53	NSC
Rating of City employee: Knowledge	53	NSC
Rating of City employee: Courtesy	52	NSC
Overall quality of life	51	+3
Pleased with the overall direction the City is taking	51	+4
I receive good value for the taxes paid	50	NSC
Public information services	49	NSC

\*NSC = No significant change

\*\*New question for 2007



# Citizen Survey - By Council KFA

Efficient, Effective, Economical (E<sup>3</sup>) Government (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Rating of City employee: Overall impression	49	NSC
Overall quality of City services	47	+4
The City government listens to citizens	46	NSC
Rating of City employee: Responsiveness	46	NSC
Cable Television	43	NSC

\*NSC = No significant change



# Memorandum



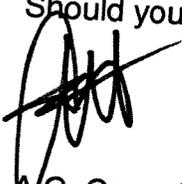
DATE September 14, 2007

TO The Honorable Mayor and Members of the City Council

SUBJECT **International Inland Port of Dallas: Converting Vision to Reality**

At your September 19, 2007 council meeting, you will be briefed on the International Inland Port of Dallas: Converting Vision to Reality. A copy of that briefing is attached.

Should you have any questions, please contact me at (214) 670-3314.



A.C. Gonzalez  
Assistant City Manager

C: The Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Deborah Watkins, City Secretary  
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David Cook, Chief Financial Officer  
Jerry Killingsworth, Director, Housing Department  
Karl Zavitkovsky, Director, Office of Economic Development  
Hammond Perot, Assistant Director, Office of Economic Development  
Verna Martin, Assistant Director, Office of Economic Development  
Chandra Marshall-Henson, Assistant to the City Manager

# International Inland Port of Dallas (IIPOD): Converting Vision to Reality

September 19, 2007



Office of Economic  
Development  
[WWW.DALLAS-EDD.ORG](http://WWW.DALLAS-EDD.ORG)



# Purpose

- ❑ To describe the IIPOD vision
- ❑ To show how changing global trade patterns create opportunities
- ❑ To outline key components of IIPOD
- ❑ To review the Urban Land Institute's (ULI) Advisory Panel recommendations
- ❑ To discuss status of current initiatives
- ❑ To recommend a strategic approach and next steps

# The Vision

- ❑ **IPOD is successfully developed into:**
  - A third phase of regional intermodal development (building off of DFW Airport and Alliance) that is a key driver in making Dallas the nation's premier logistics and distribution center
  - A catalyst for Southern Sector investment, job growth and development of sustainable communities, increasing city-wide tax base

**IPOD**

International Inland  
Port of Dallas



# Changing Global Trade Patterns Create Opportunities

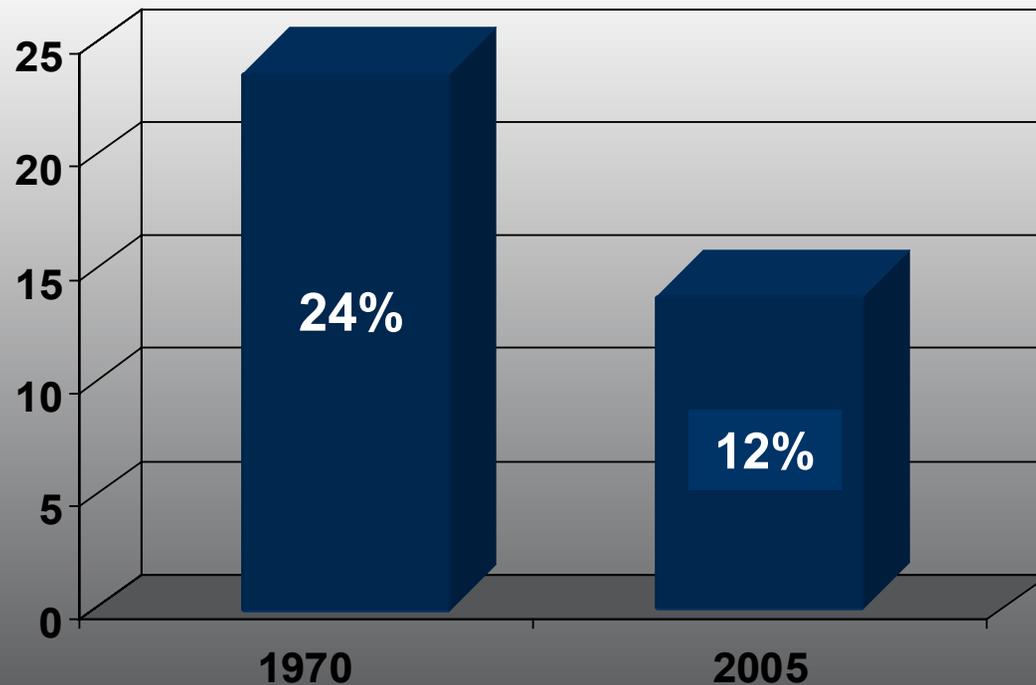
# Globalization Impact on U.S.

Shift Away from Manufacturing to Services

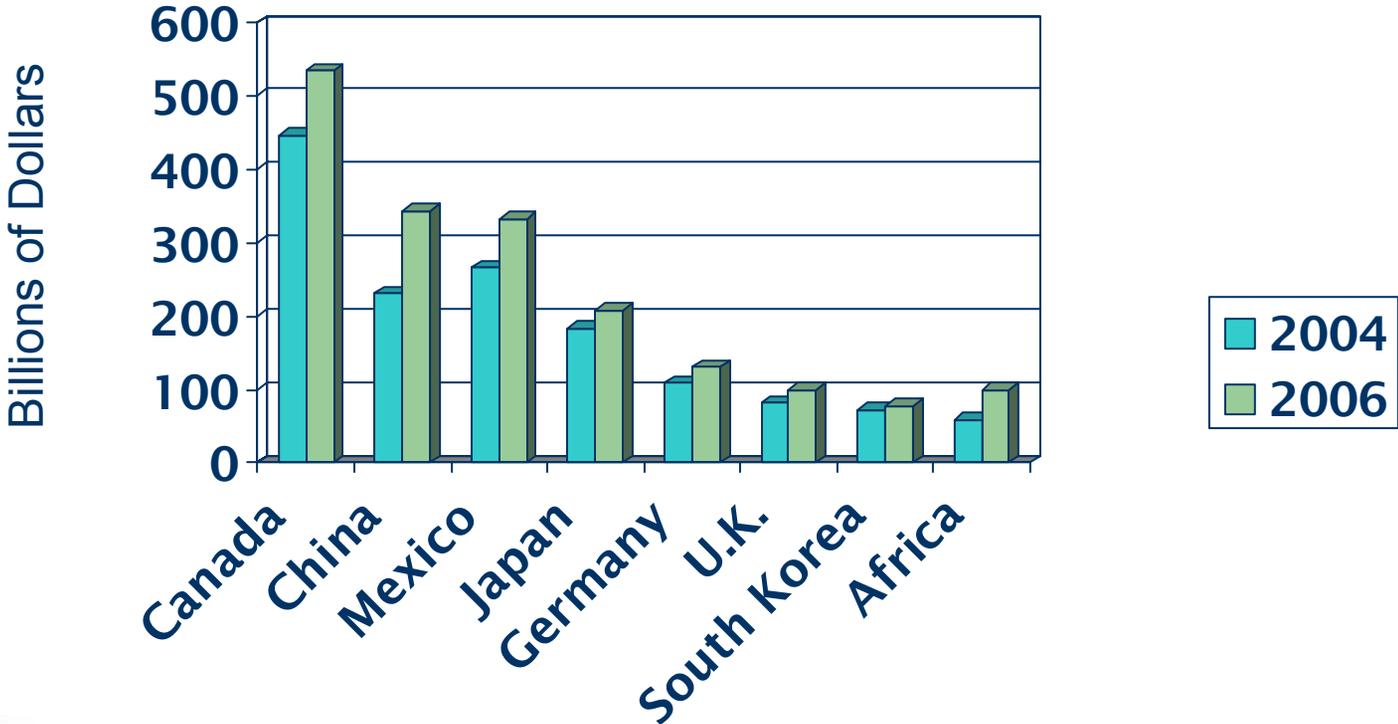
Lower Production Costs Abroad

More Efficient International Trade Markets

**MFG As %  
of U.S.  
Economy**



# Growth in Trade with U.S. Trade Partners



# Key Trade Facts

- ❑ Over one third of goods to the U.S. originate in the Pacific Rim. This has grown 91% over 10 years.
  - China is the leading source of Pacific Rim imports, overtaking Japan (led in 2001)
- ❑ The fastest growing region is Latin America, with a growth rate of 177% over the past 10 years.
- ❑ Dallas is positioned to benefit from both of these growth regions, through service from the West Coast ports and the Port of Houston.

# Trade Moves in U.S. From West to East



- ❑ Products are shipped via ocean container from Asia to USA
- ❑ Containers clear U.S. Customs at the Port of Los Angeles/Long Beach
- ❑ Delays in clearance at congested ports
- ❑ Results in delays and damaged/missing products

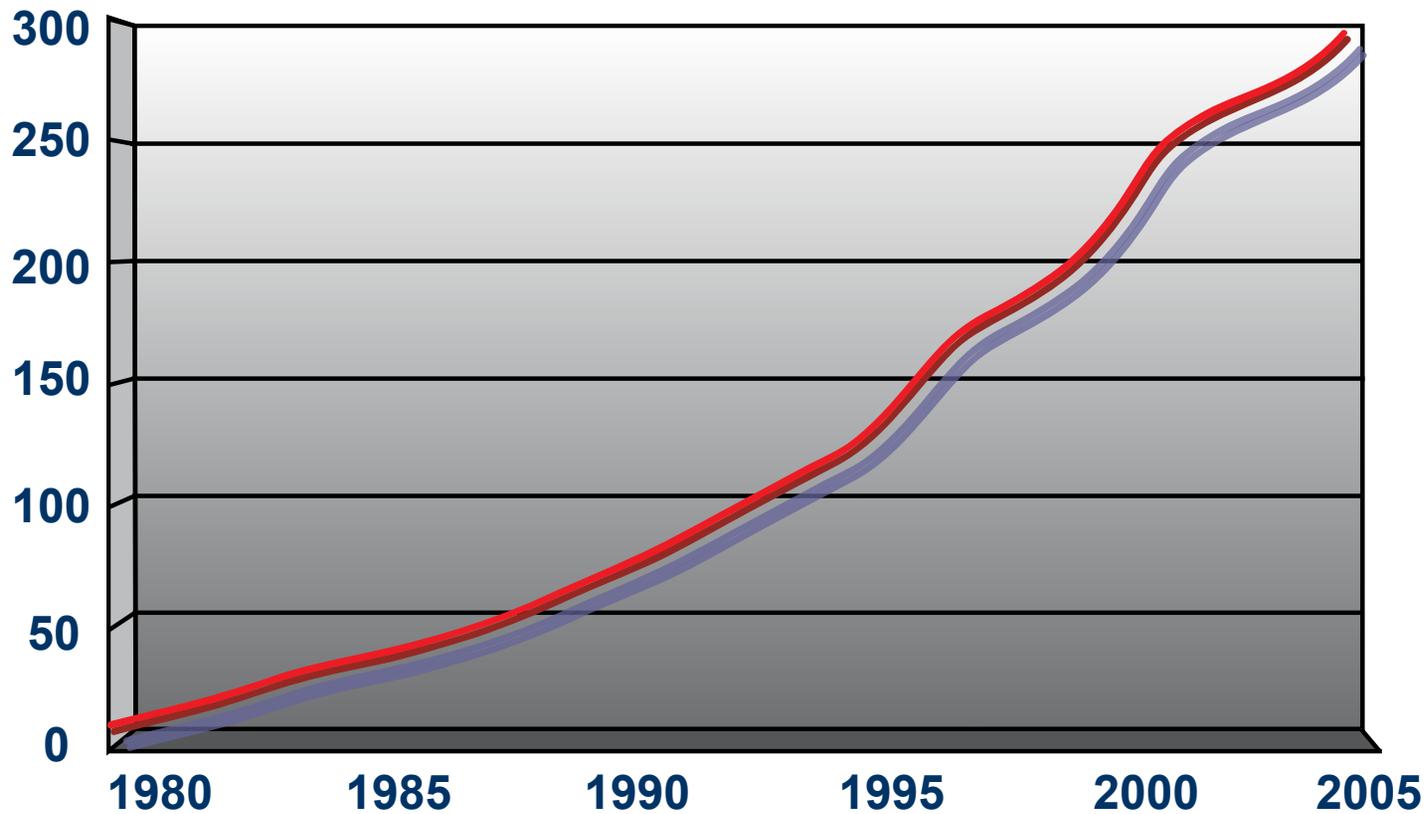
# Logistical Trends

- ❑ Use of Larger Ships
- ❑ Limited Expansion Capacity of L.A./L.B. Ports
- ❑ Increasing Use of Rail
- ❑ Improvement in Inventory Control Techniques & Shipping Technologies
- ❑ Emergence of Large Distribution Centers



# World-Wide Container Traffic

Million TEU\*



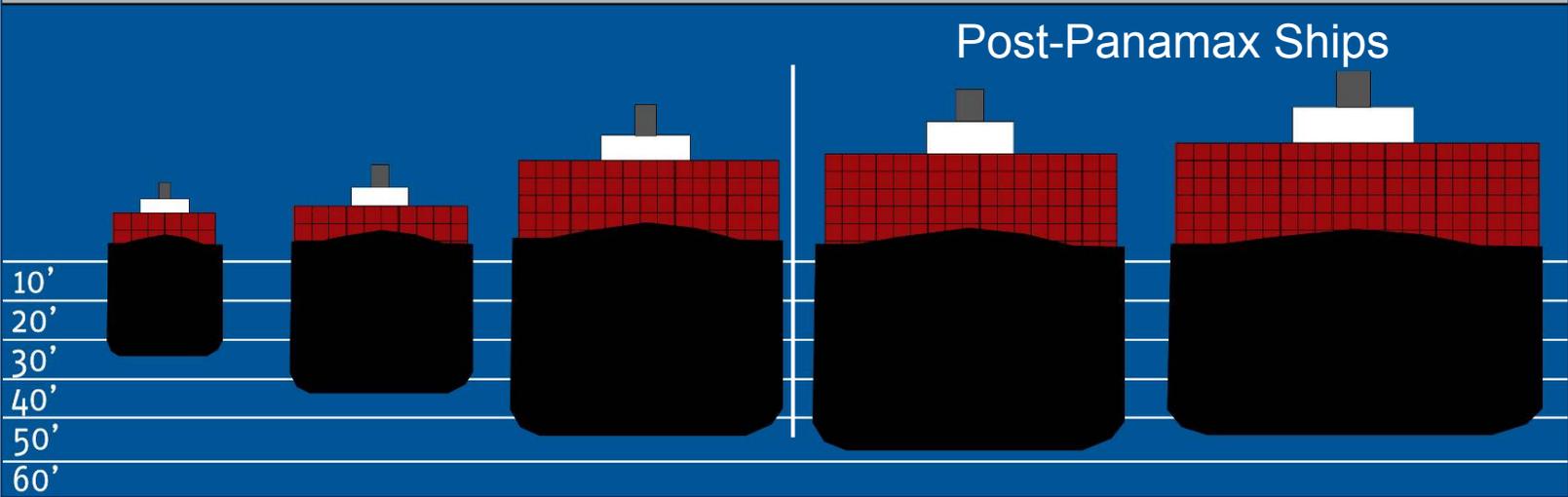
City of Dallas

Office of Economic  
Development  
[WWW.DALLAS-EDD.ORG](http://WWW.DALLAS-EDD.ORG)

\*TEU: Twenty-foot Equivalent Unit

# Growth in Ships

Pre-1970	1970-1985	1985-2000	2000-2010	Post-2010
1,700 TEUs	2,300 TEUs	4,800 TEUs	8,000+ TEUs	13,000+ TEUs
<10 Boxes Wide	10 Boxes Wide	13-16 Boxes Wide	17 Boxes Wide	21 Boxes Wide
<30' Draft	33' Draft	44' Draft	48' Draft	44' Draft
450' Length	620' Length	900' Length	1,150' Length	1,350' Length



# The Panama Canal and Port of Houston

- ❑ In October of 2006, Panamanians voted to expand the Panama Canal.
  - Estimated cost of \$5.25 billion with completion in 2014.
  - Expansion will allow ships with up to 12,000 TEUs to use the canal
- ❑ The U.S. is the primary origin and destination of goods shipped through the Panama Canal
- ❑ Houston is the primary container port in Texas and handled 1.6 M TEU's in 2006
  - This number is expected to grow more than 25% annually with the expansion of the Panama Canal
  - Houston does not face the same congestion and delay issues as the Ports of L.A. and Long Beach

# U.S. Container Movement



# Logistical Strengths of the Region

- ❑ The DFW region has the third lowest distribution costs of the top 50 U.S. consumer markets, trailing only Louisville and Memphis
- ❑ More than 600 motor carriers and 100 freight forwarders operate out of the region
- ❑ The two largest FTZs cover more than 9600 acres.
- ❑ More than 640 million feet of warehouse space, with another 6 million under construction
- ❑ 2<sup>nd</sup> lowest price per square foot in major metropolitan cities
- ❑ Good weather provides year-round rail access

# Growth at Alliance

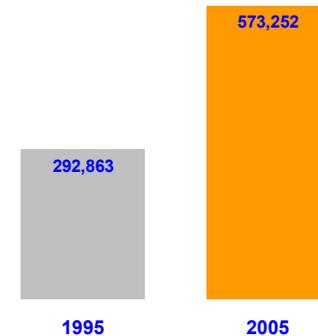


Alliance, 1993  
(above) and today  
(right)



# Growth at Alliance

- ❑ Intermodal lifts have increased 96% since 1995
- ❑ 41% of business is international (increase of 31% in 2006)

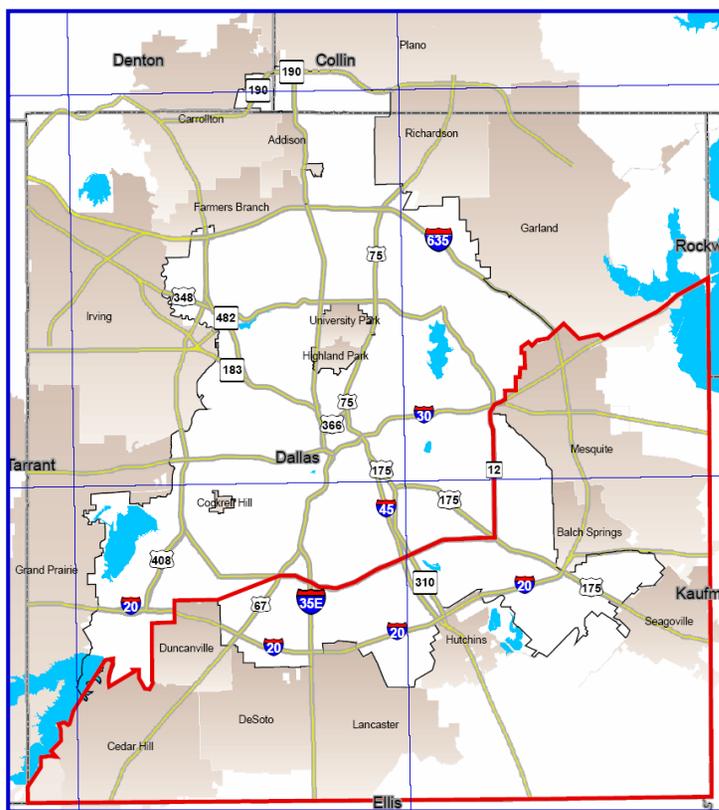


Intermodal lifts at Alliance

- ❑ Overall, there are 24,000 employees at AllianceTexas, 140 corporate residents and 24.4 million sq. ft. office space
- ❑ \$5.76 billion was invested for a **\$26 billion** economic impact

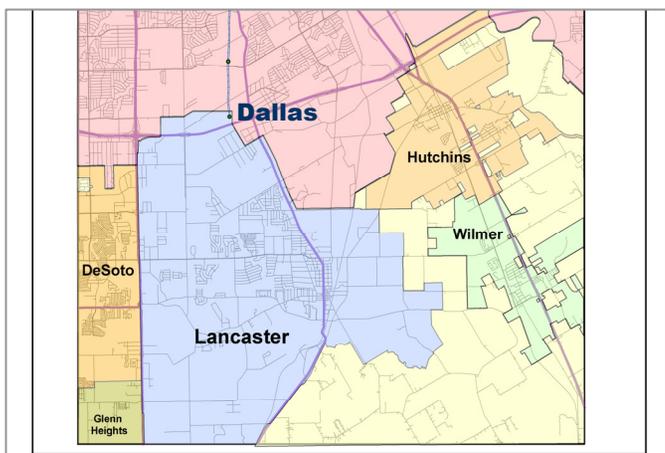
# Components of IIPOD

# Map of IPOD Communities



- Impact area covers 234,000 acres and encompasses 12 municipalities.
- Located in Southern Dallas County, at confluence of I-35, 45, 20 and future Loop 9

# Components of IIPOD

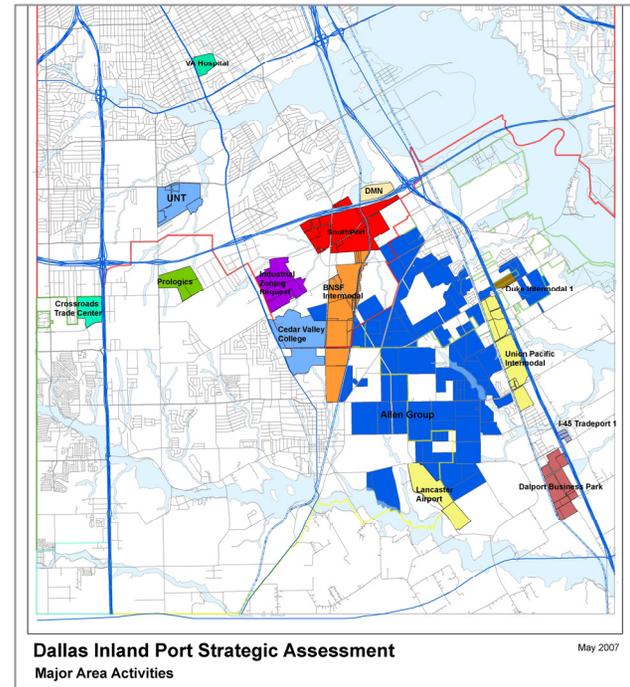


The “Box” Area

- ❑ Third phase of comprehensive regional intermodal development (complementing DFW and Alliance)
- ❑ Initial development anticipated to focus on the “box” area south of I-20.

# Development in IIPOD Area

- ❑ Serviced by one of UP's largest rail intermodals and future BNSF intermodal within 2 miles
- ❑ Centered around the 6000 acre Dallas Logistics Hub (Allen Group), approximately 25% of which falls within Dallas City limits. Other major developers include: Prologis, Trammell Crow, Duke, First Industrial and Hillwood
- ❑ 7 projects planned or under construction. Allen's first two projects in Southport break ground in 3<sup>rd</sup> Quarter
- ❑ Estimate 7000 new direct jobs for Dallas and 30,000 total jobs in "box" area over 20 year period. Additional 30,000 indirect jobs.



# ULI Advisory Services Panel

# ULI Advisory Services Panel

- ❑ The Urban Land Institute (ULI) is an independent non-profit education and research organization with 30,000+ members worldwide
  - Represents entire spectrum of land use and real estate development disciplines
- ❑ In June of 2006, a seven member ULI Advisory Services Panel spent five days in Dallas looking at the Inland Port concept.
- ❑ Results of visit included a presentation and written report which currently serve as the framework for IIPOD.

# ULI Advisory Services Panel: Overview of Findings

## ❑ Conclusions:

- Southern Dallas County is a prime trade corridor location
- Dallas-Fort Worth is already a major trade hub with tremendous long-term development potential
- Key success factors are: regional cooperation, establishment and expansion of strategic partnerships with other corridor cities, states and ports

## ❑ Challenges include

- Need local water/sewer distribution infrastructure
- Inadequate arterial and local roads
- Ozone non-attainment area
- Multiple jurisdictions need to deal with area-wide issues

# ULI's Recommendations

- ❑ Key recommendations include the following:
  - Develop a comprehensive master plan
  - Address environmental issues
  - Organize area municipalities through Interlocal Agreements
  - Create a communications program
  - Increase rail opportunities and connections
  - Leverage public sector funding to improve infrastructure

# ULI's Key Recommendations

- ❑ Develop a comprehensive Master Plan (in progress)
  - Encourage uniform building codes among municipal jurisdictions
  - Create compatible zoning and subdivision regulations
  - Explore ways to expedite building plan review/approval and building inspections
  - Engage experienced planning and urban design team
  - Include development regulations and capital improvement program in implementation plan
  - Focus on sustainability to realize long-term development potential
- ❑ Address environmental issues (in progress)
  - Engage environmental stakeholders
  - Set reasonable and cost effective environmental standards/expectations

# ULI's Key Recommendations

- ❑ Organize area municipalities through Interlocal Agreements (in progress)
  - Formalize and broaden existing interlocal agreements within IIPOD coalition
  - Form a non-profit trade corridor development organization to create a unified voice
  - Include all key stakeholders
  - Pool resources
- ❑ Create a communications program (in progress)
  - Work closely with all interested parties and keep public informed and involved
  - Continue leadership involvement in ROTCC

# ULI's Key Recommendations

- ❑ Increase rail opportunities and connections (in beginning stages)
- ❑ Leverage public sector funding to improve infrastructure (in progress)
  - Prioritize infrastructure investments
  - Municipal airport in Lancaster and Mesquite should focus on general aviation and corporate uses as there is significant excess capacity at both Alliance and DFW

# Current Initiatives Status

# Current Initiative Status

## □ Master Planning Process

- Key ULI recommendation is initiation of comprehensive master planning process to maximize long term development and create sustainable communities
- Hired consultant to develop scope of work and first steps of master planning process
- Ready to move forward with RFQ and RFP
- Will require Council approval and local match funding from IIPOD municipalities and stakeholders.

# Current Initiative Status

- ❑ Environmental Stakeholder Engagement
  - Environmental Working Group created to ensure impact area properly treated in State Implementation Plan and local environmental concerns are addressed
    - Representatives from U.S. EPA, State, Cities, COG, environmental groups, and developers.
  - ROTCC
    - MOUs with EPA regions 4 and 6 and Southeast Diesel Collaborative to implement green and safe international trade corridor.

# Current Initiative Status

## □ Governance

- Collaborative agreements in place with Cedar Hill, DeSoto, Duncanville, Lancaster and Mesquite, Dallas County, Balch Springs, Hutchins and Seagoville
- Plans to create a professionally staffed, stakeholder funded non-profit for the purpose of fundraising, outreach, promotion and marketing on hold pending interlocals and other funding needs assessment.

## □ Communication and Outreach

- ROTCC holds quarterly meetings throughout the U.S. for educational purposes
- IIPOD coalition meetings quarterly involving all targeted communities

# Current Initiative Status

## ❑ Rail Issues

- Ongoing discussions with Port of Houston, Harris County and Laredo regarding efficient short haul rail to Southern Dallas County
  - Contact made with UP and BNSF (little current interest) as well as short haul rail lines
- Preliminary conversations with Mexican cities of Monterrey and Guanajuato

## ❑ Public Infrastructure Support

- \$35 million of 2006 bond issue targeted for strategic infrastructure development in IIPOD “box” with focus on potential BNSF intermodal site. Matching funds from state and federal sources total \$25+ million

# Current Initiative Status

- ❑ IIPOD Project Development
  - 7 projects planned or under construction
  - Allen's first two projects in Southport (860,000 sq. ft) break ground in 3<sup>rd</sup> Quarter 07.
- ❑ BNSF Intermodal
  - Signed Letter of Intent between BNSF and Allen Group; due diligence process underway
  - Pending approval by DART and "T" for additional BNSF trackage rights.
- ❑ Foreign Trade Zone Expansion
  - Supported foreign trade zone expansion application prepared by Ernst and Young for DFW Airport Board endorsement
  - Federal government approval expected 2<sup>nd</sup> Quarter 2008.

# Current Initiative Status

## □ Agile Port System

- The physical design, business processes and operational characteristics that increase the velocity of intermodal cargo moving through ports and terminals
- MOU's with Maritime Administration, Port of Houston, Panama Canal Authority, Inland Port of Guanajuato and Mexican West Coast ports
- Visits and discussions with various Mexican cities who are developing similar inland port concepts
- Developing a RFQ proposal for an Agile Port feasibility analysis to better assess the value proposition (will require Council approval)

# Current Initiative Status

- ❑ Enhanced security thru technology
  - In discussions with two groups regarding pilot programs to use different types of technology to augment container security
- ❑ Workforce Training
  - Working with COG on workforce training issues
  - Ongoing discussions with UNT, UTD, Paul Quinn and Cedar Valley Community College

# Potential Challenges

# Potential Challenges

- ❑ Regional project with regional sensitivities but the City also needs to achieve benefits
- ❑ Alliance views IIPOD as a threat
- ❑ Infrastructure costs are substantial

# Recommended Next Steps

# Recommended Next Steps

- ❑ Engage Mayor's task force on Southern Sector Economic Opportunities to ensure alignment of priorities
- ❑ Renew and expand interlocal agreements with IIPOD cities and Dallas County
- ❑ Implement public infrastructure investment ('06 bonds) to support recruitment of BNSF rail intermodal
  - \$35 million allocated (\$4.75 M in June and \$18 M in November)

# Recommended Next Steps

- ❑ Promote Construction of new projects within the City of Dallas sector of IIPOD
  - Goal: 1 M sq ft of new industrial space in FY07-08.
- ❑ Promote Public/Private funding of IIPOD master planning process and Agile Port feasibility analysis
  - Estimated City of Dallas funding participation (Master plan \$200k, Agile Port study \$150K) earmarked in PPP but subject to Council approval
  - Prepare RFQs and RFPs for council approval
- ❑ Continue to promote expansion of the FTZ
  - Final federal approval expected within 8 months

# Recommended Next Steps

- ❑ Actively explore upgrading cargo rail service between the Port of Houston, Laredo, selective Mexican cities with state and private sector
  - Longer term initiative with high priority for the region
- ❑ Explore the implementation of a 501(c)6 organization for fundraising, marketing and potential oversight of IIPOD.

# Appendix A: Comprehensive Master Plan

- ❑ **Two Strategic Initiatives:**
  - **Support Ongoing Activities –adequate and consistent services to support current needs**
  - **Strategic Vision – to develop opportunities and guide regional actions**

# Comprehensive Master Plan

- ❑ Create a Strategic Vision
  - Create a shared vision for the area that reflects each jurisdiction's goals
  - Identify new project opportunities consistent with current activities and defined goals
  - Identify human capital needs
  - Create an environment for outcomes that are:
    - Economically efficient
    - Aesthetically pleasing
    - Environmentally sensitive and sustainable

# Strategic Vision Components

- ❑ Strategic vision has 6 components:
  - The Vision
  - Prosperous Economy
  - Livable Community
  - Healthy Environment
  - Opportunity and Equity
  - Implementation, Long-term Coordination & Monitoring

# Master Plan Next Steps and Timing

- ❑ Create a Strategic Leadership Team – Stakeholders/Project Champions from multiple jurisdictions and interests
  - Market project
  - Assist in fundraising
  - Oversee project and contract
- ❑ Brief council members and mayor/ Council Committees/ Dallas Council
- ❑ Brief all jurisdictions/stakeholders
- ❑ Secure funding
  - Up to \$1.5 million
- ❑ Process RFQ/RFP
- ❑ Six month timeline

# Memorandum



DATE September 14, 2007

TO The Honorable Mayor and Members of the City Council

SUBJECT City of Dallas Grant Activities Briefing

On Wednesday, September 19<sup>th</sup>, you will be briefed on City of Dallas Grant Activities. Attached are the briefing materials for your review prior to Wednesday's discussion.

Please contact me if you have any questions.



Mary K. Suhm  
City Manager

c: Deborah Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig Kinton, City Auditor  
Ryan S. Evans, First Assistant City Manager  
Charles W. Daniels, Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Ramon F. Miguez, P.E., Assistant City Manager  
Dave Cook, Chief Financial Officer  
Frank Libro, Public Information Office  
Chandra Marshall-Henson, Assistant to the City Manager

# City of Dallas Grant Activities

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Briefing to the Dallas City Council

September 19, 2007

Office of Intergovernmental Services





# Purpose of Briefing

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To review the City's grant related activities including an overview of the role of the Office of Intergovernmental Services; the process for identification and solicitation of funding opportunities; how the City compares to other similar municipalities; examples of grants in the FY07-08 proposed budget; and opportunities for on-going improvement to secure grant funds for the City of Dallas.



# Briefing Outline

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## Office of Intergovernmental Services (IGS) Overview

- Mission
- Services
  - Intergovernmental Affairs
  - Fund Development

## Grant Activities

- Key Participants
- Process
- Benchmarking – How Does Dallas Compare?
- Grants from all Sources FY05 and FY06
- Grants in the FY07-08 Budget
- Continuous Improvement



# Office of Intergovernmental Services (IGS) Overview

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## Mission

To advance the City's strategic priorities through developing intergovernmental partnerships and serving as the primary point of contact for the City to local, regional, state and federal levels of government and other independent agencies

# Office of Intergovernmental Services (IGS) Overview

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## **Intergovernmental Affairs:**

- Serves as the primary point of contact between the City and other governmental entities and agencies
- Maintains a communication network of policy makers and organizations to influence legislative initiatives
- Provides research to the Mayor and City Council, the City Manager's Office, the City Attorney's Office, and City Departments on legislative matters pertinent to the City
- Coordinates with state and federal lobbyists to develop and implement the City's state and federal legislative agendas

# Office of Intergovernmental Services (IGS) Overview

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## Fund Development:

- Serves as a centralized resource to City Departments and provides technical expertise for the City's grant seeking activities to ensure all funding requests link to City goals and to provide a coordinated effort on City funding requests
- Identifies potential public and private funding opportunities to maximize acquiring and leveraging outside resources
- Solicits funding for City programs and activities, public/private partnerships and non-profit agencies
- Develops and maintains relationships with funding agencies
- Tracks and reports on competitive grants received by the City



# Key Participants in the Grant Process

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- Mayor and City Council
- City Manager's Office (CMO)
- City Attorney's Office (CAO)
- Office of Intergovernmental Services (IGS)
- State and Federal Lobbyists
- Office of Financial Services (OFS)
- City Departments
- Local, State and Federal Elected Officials
- Program Partners
- Public and Private Funding Agencies



# Types of Grants

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## **Formula Grants**

Allocations based on statistical data that indicates need or specific condition, such as the extent of poverty, population, inadequacy of housing supply, or number of cases of AIDS.

## **Competitive Grants**

Government or private funds for which the City must compete against other agencies, including other cities, counties, non-profits, and faith based organizations.

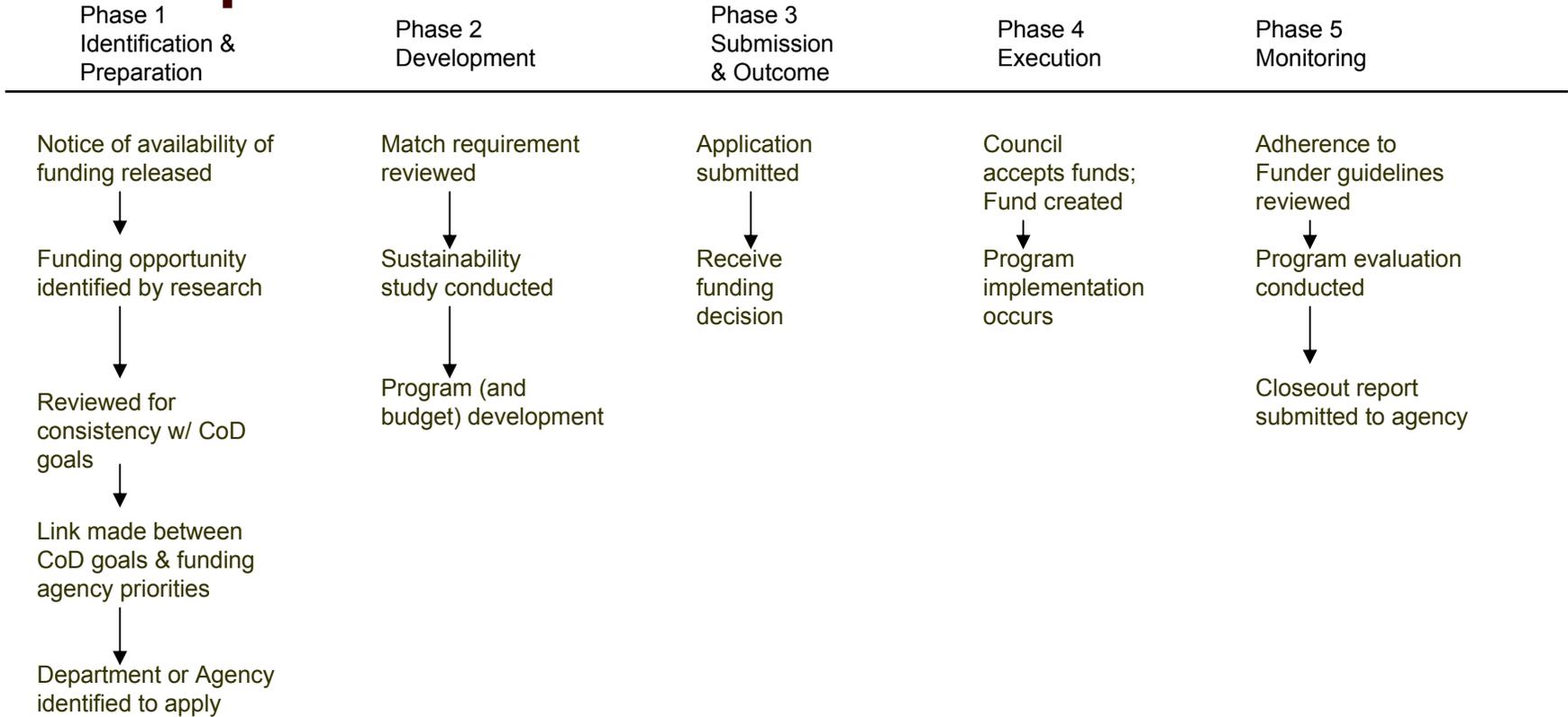
## **Combination Grants**

A type of competitive grant. A formula is used to determine eligibility and then the City competes against other “eligible jurisdictions” for funds.

## **Appropriations Requests**

Also a competitive grant. Funding identified in federal appropriations legislation by a Senator or Member of Congress for a specific purpose. Once awarded, these funds follow the federal department’s grant process.

# Competitive Grant Process



# Phase 1- Identification and Preparation

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- Identify needs and funding opportunities
- Determine if needs and/or funding opportunities are consistent with City Council adopted strategic priorities and goals
- Determine if there is an appropriate link between the City's needs and the mission or area of interest of the funding agency
- Determine if the City is the best organization to undertake the program/service
- Coordination of solicitation to ensure that multiple City departments are not seeking funds from a single source at the same time

*Key Participants: City Council, IGS, City Department, Funding Agency, State and Federal Lobbyists*



# Phase 2 - Development

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- Determine in-kind/match requirement
- Determine the sustainability of the program/activity after grant funding ends
- Develop program plan and budget according to funding guidelines

*Key Participants: IGS, City Department, Program Partners, CMO*

# Phase 3 - Submission and Outcome

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- Submit application to funding agency
- Receive funding decision

## If denied:

- inform City Department, Program Partners, and CMO of denial
- contact funding agency to seek reviewers' notes or other feedback on merits/weaknesses of proposal
- evaluate and consider resubmission

## If approved:

- inform City Department, Program Partners, CMO, CAO, and OFS of award
- continue to Phase 4

*Key Participants: IGS, City Department, Program Partners, Local, State and Federal Lobbyists, Funding Agency*



# Phase 4 - Execution

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- Seek Council approval to accept funds including:
  - Establishing fund with OFS
  - Reviewing contracts with CAO
- Implement Program

*Key Participants: City Council, City Department, CAO, CMO, OFS*



# Phase 5 - Monitoring

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- Monitor to ensure compliance with funding guidelines – failure to comply with guidelines can jeopardize the City's ability to receive continued or future funding
- Evaluate program
- Submit close out report to funding agency

*Key Participants: City Department, OFS, Funding Agency*

# Benchmarking – How Does Dallas Compare to Other Cities?

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To which cities are we comparing ourselves?

- Phoenix, San Antonio, San Diego, San Jose

Why did we choose these cities?

- These cities are comparable to Dallas as they are all close to 1 million in population with similar geography and governmental structure

How did we select the categories of funding?

- We used “major” federal funding sources, or only those programs funded at \$100 million or more for nationwide distribution

What do the numbers tell us?

- Dallas compared favorably to benchmark cities in federal grant funding secured for FY05 and FY06
- All Cities selectively pursued federal funding according to their priorities

# Federal Funds Benchmarking FY05

	DALLAS	PHOENIX	SAN ANTONIO	SAN DIEGO	SAN JOSE
<u>Formula Grant Programs</u>					
CDBG	\$20,475,665	\$19,258,051	\$16,484,127	\$17,282,982	\$11,476,479
HOME	\$8,471,506	\$7,023,260	\$7,000,703	\$9,009,931	\$4,642,637
HOPWA	\$3,867,000	\$1,391,000	\$960,000	\$2,527,000	\$736,000
Emergency Shelter	\$774,810	\$743,320	\$635,638	\$667,873	\$444,240
Byrne Justice Assistance	\$2,393,527	\$1,845,696	\$1,117,297	\$957,751	\$750,048
<i>Total Formula</i>	<b>\$35,982,508</b>	<b>\$30,261,327</b>	<b>\$26,197,765</b>	<b>\$30,445,537</b>	<b>\$18,049,404</b>
<u>Major Competitive Grant Programs</u>					
EDA	\$0	\$0	\$3,300,000	\$0	\$2,000,000
Assistance to Firefighters	\$1,650,000	\$1,248,000	\$138,072	\$0	\$0
SAFER Firefighter Hiring	\$0	\$0	\$0	\$0	\$0
Urban Area Security Initiative	\$13,891,234	\$9,996,463	\$5,973,524	\$14,784,191	\$33,226,729
Lead Hazard Reduction	\$0	\$3,000,000	\$0	\$7,000,000	\$0
Homeless Assistance	\$11,354,501	\$20,043,200	\$5,477,622	\$8,301,608	\$9,360,889
<i>Total Competitive</i>	<b>\$26,895,735</b>	<b>\$34,287,663</b>	<b>\$14,889,218</b>	<b>\$30,085,799</b>	<b>\$44,587,618</b>
<u>Appropriations Grant Programs</u>					
EPA Discretionary	\$0	\$0	\$650,000	\$0	\$750,000
HUD EDI	\$644,000	\$150,000	\$0	\$0	\$169,750
Byrne Discretionary	\$0	\$0	\$0	\$500,000	\$0
COPS	\$350,000	\$500,000	\$0	\$0	\$0
Juvenile Justice	\$0	\$0	\$0	\$0	\$250,000
Army Corps of Engineers	\$13,450,000	\$14,478,000	\$1,625,000	\$0	\$0
Transportation Appropriations	\$14,550,000	\$2,500,000	\$1,300,000	\$6,450,000	\$500,000
<i>Total Appropriations</i>	<b>\$28,994,000</b>	<b>\$17,628,000</b>	<b>\$3,575,000</b>	<b>\$6,950,000</b>	<b>\$1,669,750</b>
<b>Total FY2005</b>	<b>\$91,872,243</b>	<b>\$82,176,990</b>	<b>\$44,661,983</b>	<b>\$67,481,336</b>	<b>\$64,306,772</b>

Data is from federal sources to assure common fiscal year information. "Major sources" are those programs funded at \$100 million or more at the federal level. Because city responsibilities and functions vary, programs in the following areas have not been included: transit, airports, public hospitals, job training and education.

# Federal Funds Benchmarking FY06

	DALLAS	PHOENIX	SAN ANTONIO	SAN DIEGO	SAN JOSE
<u>Formula Grant Programs</u>					
CDBG	\$18,409,809	\$17,355,676	\$14,846,217	\$15,506,862	\$10,313,709
HOME	\$7,960,845	\$6,616,268	\$6,611,797	\$8,514,694	\$4,355,567
HOPWA	\$3,141,000	\$1,433,000	\$971,000	\$2,549,000	\$738,000
Emergency Shelter	\$770,245	\$740,699	\$634,008	\$664,740	\$441,400
Byrne Justice Assistance	\$1,404,761	\$1,022,169	\$638,843	\$574,893	\$396,632
<i>Total Formula</i>	<b>\$31,686,660</b>	<b>\$27,167,812</b>	<b>\$23,701,865</b>	<b>\$27,810,189</b>	<b>\$16,245,308</b>
<u>Major Competitive Grant Programs</u>					
EDA	\$0	\$0	\$0	\$0	\$0
Assistance to Firefighters	\$0	\$0	\$465,209	\$567,352	\$0
SAFER Firefighter Hiring	\$0	\$0	\$0	\$0	\$0
Urban Area Security Initiative	\$13,830,000	\$3,920,000	\$4,460,000	\$7,990,000	\$28,320,000
Lead Hazard Reduction	\$0	\$0	\$0	\$0	\$0
Homeless Assistance	\$11,820,908	\$20,126,941	\$5,614,659	\$7,786,557	\$9,345,250
<i>Total Competitive</i>	<b>\$25,650,908</b>	<b>\$24,046,941</b>	<b>\$10,539,868</b>	<b>\$16,343,909</b>	<b>\$37,665,250</b>
<u>Appropriations Grant Programs</u>					
EPA Discretionary	\$0	\$0	\$0	\$0	\$0
HUD EDI	\$350,000	\$0	\$0	\$0	\$150,000
Byrne Discretionary	\$0	\$0	\$0	\$200,000	\$400,000
COPS	\$300,000	\$500,000	\$0	\$100,000	\$0
Juvenile Justice	\$0	\$0	\$200,000	\$0	\$0
Army Corps of Engineers	\$12,050,000	\$8,230,000	\$2,730,000	\$0	\$0
Transportation Appropriations	\$0	\$700,000	\$2,500,000	\$1,000,000	\$0
SAFETEA-LU	\$100,200,000	\$13,600,000	\$13,500,000	\$55,040,000	\$28,600,000
<i>Total Appropriations</i>	<b>\$112,900,000</b>	<b>\$23,030,000</b>	<b>\$18,930,000</b>	<b>\$56,340,000</b>	<b>\$29,150,000</b>
<b>Total FY2006</b>	<b>\$170,237,568</b>	<b>\$74,244,753</b>	<b>\$53,171,733</b>	<b>\$100,494,098</b>	<b>\$83,060,558</b>

Data is from federal sources to assure common fiscal year information. "Major sources" are those programs funded at \$100 million or more at the federal level. Because city responsibilities and functions vary, programs in the following areas have not been included: transit, airports, public hospitals, job training and education.

# City of Dallas Grant Funding from all Sources FY05 and FY06

	FY05	FY06
<u>Federal Grant Programs</u>		
Formula	\$35,982,508	\$31,686,660
Major Competitive	\$26,895,735	\$25,650,908
Appropriations	\$28,994,000	\$112,900,000
<i>Total Federal</i>	<b>\$91,872,243</b>	<b>\$170,237,568</b>
<u>Other Grant Programs</u>		
Minor Federal Competitive	\$4,771,424	\$5,251,992
State	\$1,224,161	\$2,006,727
Private	\$1,711,000	\$17,612,500
<i>Total Other</i>	<b>\$7,706,585</b>	<b>\$24,871,219</b>
<b>Total</b>	<b>\$99,578,828</b>	<b>\$195,108,787</b>

# FY07-08 Budget Highlights

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## PUBLIC SAFETY

- \$4,000,000 - Fusion Center (Records Management System), Urban Area Security Initiative (UASI)
- \$500,000 - Upgrades to DPD's vehicle scheduling software, Justice Assistance Grant (JAG)
- \$450,000 – 45 thermal imagers, UASI
- \$600,000 – Equipment for high-rise firefighting, UASI
- \$300,000 – Hazmat satellite station, UASI
- \$400,000 – Communication equipment & training of Urban Search and Rescue (USAR) Team, UASI
- \$400,000 – Reverse 911 system, UASI
- \$200,000 – Community Emergency Response Team (CERT) trainings for approximately 20 teams, UASI



# FY07-08 Budget Highlights

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## CLEAN, HEALTHY ENVIRONMENT

- \$855,000 - New Freedom Transportation Program for seniors and disabled individuals, Department of Transportation
- \$200,000 - Prisoner Reentry Initiatives, JAG
- \$200,000 – Dallas Sustainable Skylines Initiative, Environmental Protection Agency (EPA)
- \$560,000 - Community Courts Program, JAG

## EDUCATION

- \$8,000,000 - Dallas Arts Learning Initiative (DALI), Wallace Foundation
- \$173,400 – Middle School After-School Programs in the Park & Recreation Department, Department of Education



# FY07-08 Budget Highlights

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## ECONOMIC VIBRANCY

- \$150,000 –Farmer’s Market Renovations, Housing and Urban Development (HUD) Economic Development Initiative
- \$350,000 - Fair Park Entertainment District, HUD Economic Development Initiative

## CULTURE, ARTS AND RECREATION

- \$75,000 - Children’s programming at the new North Park Public Library branch, Atmos Energy
- \$62,000 - Office of Cultural Affairs, Texas Commission on the Arts



# Continuous Improvement

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- Sponsoring a Process Improvement Pilot Project to evaluate and improve upon the fund development functions
- Conducting strategic planning with City Departments to address City Council established priorities through grant requests
- Focusing on a city-wide approach to grant requests by engaging several departments on coordinated grant applications to public and private funding sources



# Briefing Summary

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- The City of Dallas has a comprehensive strategic program to identify and secure grant funding from public and private sources
- The Mayor and City Council play an important role in the City's grant process
- Dallas continues to identify ways to improve seeking and securing grant funds

## Memorandum



DATE September 14, 2007

TO HONORABLE MAYOR AND  
MEMBERS OF THE CITY COUNCIL

SUBJECT TEXAS OPEN GOVERNMENT TRAINING – SEPTEMBER 19, 2007

On Wednesday, September 19, 2007, the final item on the City Council Briefing agenda will be Texas Open Government Training for all newly elected City Councilmembers and other City officials who have not completed the training. Re-elected councilmembers are not required to attend the training, but are welcome to attend to refresh their knowledge of the law.

Section 551.005 and 552.012 of the Government Code, effective January 1, 2006, requires each elected or appointed public official who is a member of a governmental body to receive training in the requirements of the Opening Meetings and Public Information Act. The public official must complete the training not later than the 90<sup>th</sup> day after taking the oath of office.

A DVD, provided by the Texas State Attorney General's Office, which is approximately two hours long includes instruction in the following subjects:

- general background of the legal requirements for open meetings, open records and public information;
- applicability of the chapters to governmental bodies;
- procedures and requirements regarding quorums, notice, recordkeeping, complying with a request for information under the chapters
- procedures and requirements for holding an open meeting and for holding a closed meeting;
- role of the attorney general; and
- penalties and other consequences for failure to comply with the chapters.

You shall be provided a certificate of completion by the City Secretary's Office when the training course is completed. The City Secretary shall maintain and make available for public inspection the record of its members' completion of the training.

Each member of the council and appointed official will be provided an Open Meetings and Public Information Handbook at the beginning of the training.

TEXAS OPEN GOVERNMENT TRAINING – SEPTEMBER 19, 2007  
September 14, 2007  
Page 2

The City Secretary's Office official files indicate the following newly appointed councilmembers have received the open government training as appointed officials and do not have to attend the training on September 19<sup>th</sup>.

<u>Councilmember</u>	<u>Open Meeting</u>	<u>Open Records</u>
Jerry Allen	January 24, 2006	(must attend training)
David Neumann	April 12, 2006	April 12, 2006
Sheffield Kadane	April 17, 2006	April 17, 2006

If you have questions, please give me a call.

  
DEBORAH WATKINS  
City Secretary

- C: Mary K. Suhm, City Manager
- Thomas P. Perkins, City Attorney
- Craig Kinton, City Auditor
- Judge Jay Robinson, Administrative Municipal Judge
- Ryan S. Evans, First Assistant City Manager
- Chris Bowers, First Assistant City Attorney
- Rosa Rios, Assistant City Secretary
- Charles W. Daniels, Assistant City Manager
- A. C. Gonzalez, Assistant City Manager
- Jill A. Jordan, P.E., Assistant City Manager
- Ramon F. Miguez, P.E., Assistant City Manager
- Dave K. Cook, Chief Financial Officer
- Jesus Toscano, Assistant City Attorney
- Gwen Satterthwaite, Assistant City Attorney
- Chandra Marshall-Henson, Assistant to the City Manager