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CITY SECRETARY
DALLAS, TEXAS



COUNCIL BRIEFING AGENDA

November 7, 2012

Date

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

General Information

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

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

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

Rules of Courtesy

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

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

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

Informacion General

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

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

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

Reglas de Cortesia

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

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

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

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, NOVEMBER 7, 2012
CITY HALL
1500 MARILLA
DALLAS, TEXAS 75201
9:00 A.M.

9:00 am Invocation and Pledge of Allegiance 6ES

 Special Presentations

 Open Microphone Speakers

VOTING AGENDA 6ES

1. Approval of Minutes of the October 3, 2012 City Council Meeting and the Corrected Minutes of the May 2, 2012 City Council Meeting
2. Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

Briefings 6ES

- A. City of Dallas Legislative Program for the 83rd Session of the Texas Legislature
- B. Texas Horse Park Project Update

Lunch

- C. FY 2012-13 Strategic Plan Recommendations

Closed Session 6ES

Attorney Briefings (Sec. 551.071 T.O.M.A.)

- City of Dallas v. Carolyn McClain et al., Cause No. cc-11-04102-e
- National Solid Wastes Management Association et al. v. City of Dallas et al., Civil Action No. 3:11-cv-03200-0
- Legal issues regarding gas drilling and production.

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, NOVEMBER 7, 2012

Open Microphone Speakers

6ES

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

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

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

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

PUBLIC MEETINGS FOR NOVEMBER 1 - NOVEMBER 15, 2012

Tuesday, November 6, 2012

Civil Service Board (*Cancelled*)
10:00 a.m.
City Hall, Suite 1C-South

Memorandum



CITY OF DALLAS

DATE November 2, 2012

TO The Honorable Mayor Mike Rawlings and Members of the Dallas City Council

SUBJECT City's Legislative Program for the 83rd Session of the Texas Legislature

On Wednesday, November 7, 2012, you will be briefed on the proposed state legislative program for the 83rd Session of the Texas Legislature. Attached are the briefing materials for your review prior to Wednesday's discussion.

Please contact me if you have any questions.

A handwritten signature in black ink, appearing to read 'Mary K. Suhm'.

Mary K. Suhm
City Manager

c: A.C. Gonzalez, First Assistant City Manager
Ryan S. Evans, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Rosa A. Rios, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
Stephanie Cooper, Assistant to the City Manager

**CITY OF DALLAS
LEGISLATIVE PROGRAM
FOR THE
83RD SESSION OF THE TEXAS LEGISLATURE**



City of Dallas

Briefing to the Dallas City Council
November 7, 2012

Purpose of Briefing

- 83rd Session of the Texas Legislature Forecast
- Issues of importance to the City of Dallas
- Milestone dates of the 83rd Session



General Principles

- Support legislation to uphold home-rule authority and provision of services to Dallas residents
- Oppose legislation that diminishes home-rule authority
- Oppose legislation that diminishes resources or the City's ability to serve its residents



Public Safety



- ❑ Secure \$1 million annually for Texas Task Force 2
- ❑ Restore the \$200 fine for driving a vehicle without a license plate
- ❑ Reinstate Law Enforcement Officers Standards and Education funds
- ❑ Increase penalty for graffiti repeat offenders and for those suspects who flee on foot and enter into a building without consent of owner
- ❑ Create an on-premises consumption only license to allow for better regulation of the premises
- ❑ Require completion of a social service program for multiple convictions of public intoxication or disorderly conduct



Economic Vibrancy



- Support permitting of unique reservoir sites
- Support a funding method for the State Water Plan that targets regional resources/contributions toward regional priorities/projects
- Eliminate unreasonable restrictions on the voluntary transfer of surface water
- Reform Property Assessed Clean Energy (PACE) legislation
- Allow municipalities to take equity interest, capped at their investment, in economic development projects
- Support funding options for transportation improvements and flexibility in contracting methods



Clean, Healthy Environment



- Maintain Homeless Housing Services Program funding
- Amend the Low Income Housing Tax Credit program and the Urban Land Bank Program Act to enhance provision of affordable housing
- Allow municipalities to enforce animal control ordinances through civil penalties and quasi-judicial hearings
- Increase penalties for illegal dumping



E3 Government



- Oppose State pre-emption of municipal authority in the regulation of payday lenders, unless proposed legislation provides adequate protections from aggressive and harmful lending practices
- Create a statutory right to withhold date of birth information from required public disclosure
- Protect exception of confidential attorney-client communications and factual portion of policy discussions from required public disclosure
- Allow multiple awards under the Professional Services Procurement Act
- Protect local sales and use taxes and maintain fairness to main street vendors



Culture, Arts & Recreation



- Eliminate interlibrary loan services as criterion for state accreditation of public libraries
- Foster a competitive Texas Film Incentives Program
- Promote development of film studios and media production



Educational Enhancements

- Support funding, certification, and residential housing initiatives for UNT campuses



Opportunities for Collaboration

- Identify opportunities to collaborate with stakeholder and partner organizations, such as:
 - Advisory Boards & Commissions
 - Associations
 - Business Groups
 - Governmental Entities
 - Transportation Organizations



Milestone dates for the 83rd Session of the Texas Legislature

Important dates:

- November 14th – City Council consideration and vote
- January 8, 2013 – 83rd Regular Session Convenes
- March 6, 2013 – City of Dallas/Dallas Regional Chamber Legislative Reception in Austin
- May 27, 2013 – 83rd Regular Session Ends



QUESTIONS?



APPENDIX



Council Resolution

for November 14, 2012

WHEREAS, the Eighty-Third Session of the Texas State Legislature will convene in January 2013; and

WHEREAS, many legislative issues affecting local government will be considered; and

WHEREAS, the City of Dallas has historically adopted a legislative program for consideration by the Legislature;

NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS;

SECTION 1. That the 2013 State Legislative Program for the City of Dallas is adopted.

SECTION 2. That the City Attorney is directed to communicate the items included in the state legislative program, a copy of which is attached as **Exhibit A**, to members of the Texas Legislature.

SECTION 3. That the City Attorney is directed to support legislation that upholds the City of Dallas' home-rule authority, as well as oppose legislation that diminishes resources or home-rule authority.

SECTION 4. That for those issues that arise during or prior to the Session for which there is no official City position and there is insufficient time to convene a meeting of the Legislative Ad Hoc Committee or the City Council, the Chair of the Legislative Ad Hoc Committee is authorized to represent and protect the interests of the City.

SECTION 5. That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas and it is accordingly so resolved.



Memorandum



DATE November 2, 2012

TO Honorable Mayor and Members of the City Council

SUBJECT **Texas Horse Park Project Update**

On Wednesday, November 7th, the City Council will be briefed on the proposed Texas Horse Park Project. The briefing materials are attached for your review.

Please contact me if you have questions.



Jill A. Jordan, P.E.
Assistant City Manager



THE TRINITY
DALLAS

Attachments

Cc: Mary K. Suhm, City Manager
A. C. Gonzalez, First Assistant City Manager
Ryan S. Evans, Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Elizabeth Fernandez, P.E., Director, Trinity Watershed Management
Sarah Standifer, Assistant Director, Trinity Watershed Management
Barbara Kindig, (I) Director, Park and Recreation Department
Thomas P. Perkins, Jr., City Attorney
Rosa A. Rios, City Secretary
Frank Libro, Public Information Office
Stephanie Cooper, Assistant to the City Manager - Council

Texas Horse Park

Project Update



Dallas City Council

November 7, 2012

City of Dallas

Trinity Watershed Management Department, Trinity River Corridor Project Office



Purpose of Briefing

- The purpose of the briefing is to outline the new proposal for non-profits to operate at the Texas Horse Park, with the City utilizing 2006 bond funds for the development
 - Equest
 - River Ranch Educational Charities
 - SMU (future)
 - Texas Horse Park Foundation for financial support of the facility

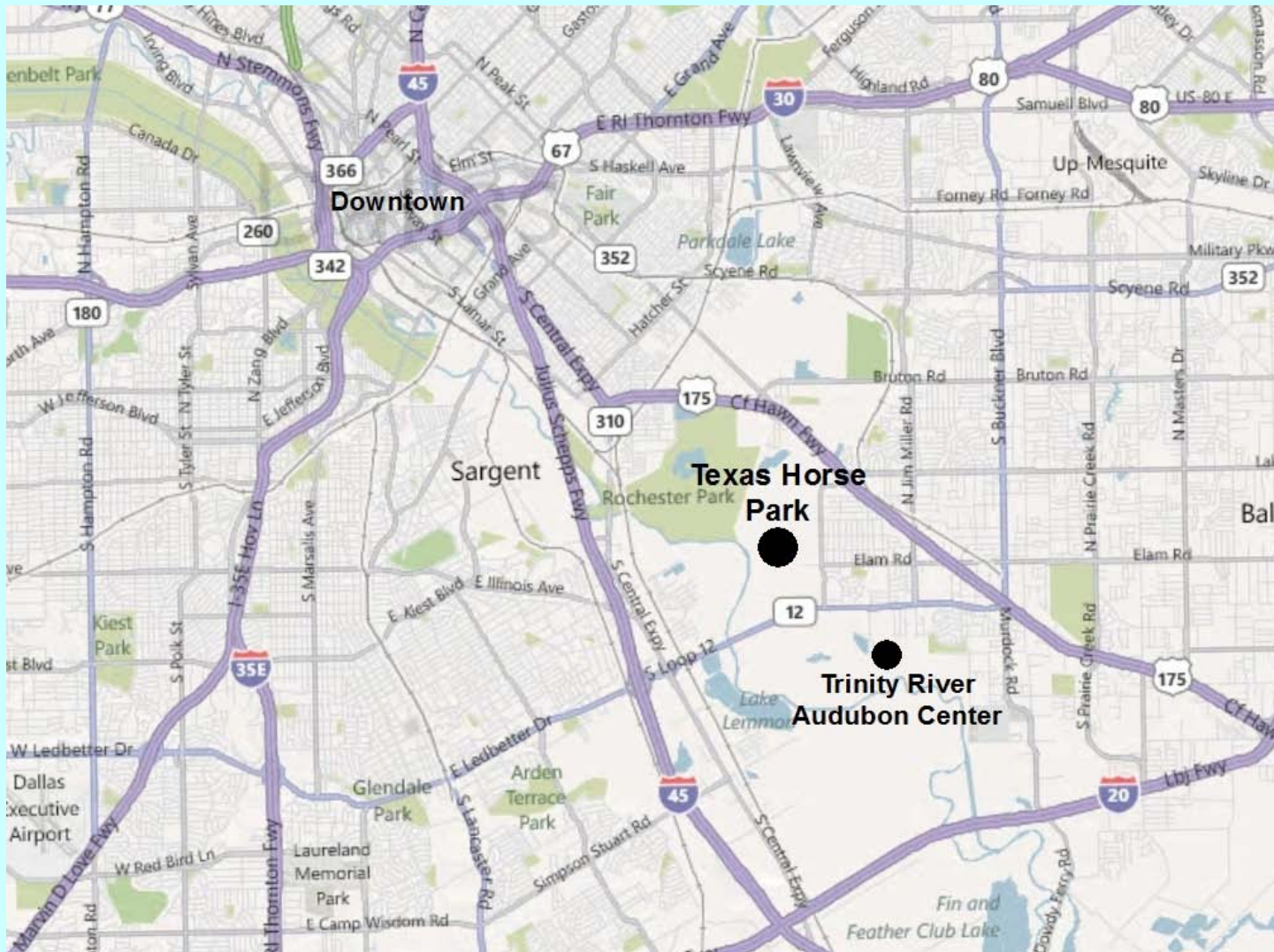


Briefing Information

- Information provided in this document:
 - Texas Horse Park location
 - Texas Horse Park mission statement
 - Project history
 - Background
 - Recommendations for partnerships / programs
 - Components and plan for the Texas Horse Park
 - Proposed deal points with non-profit partners
 - Proposed schedule
 - Next steps



Location of Texas Horse Park



City of Dallas
Trinity Watershed Management Department, Trinity River Corridor Project Office

Texas Horse Park

Mission and Vision Statements

Mission

- The Texas Horse Park is an equestrian facility developed in partnership with the community for education, recreation, competition and conservation

Vision

- Building upon the rich equestrian traditions of Texas, the United States and the world, the overall goal of the City of Dallas is to operate an equestrian center that provides:
 - Education, conservation, therapeutic and recreational opportunities
 - Local and national equestrian events
 - Programs for at-risk youth and the broader community
 - Ongoing positive economic impact
 - Alternative energy systems to help preserve the Trinity River ecosystem (examples: wind, solar, geothermal, and biomass energy)

Project History

- The 2006 Bond Program includes \$12M for Texas Horse Park
- The Texas Horse Park Master Plan, completed in 2007, included a show/event facility as the first phase and Community Outreach component in a later phase



Project History - 2012

- Feb. 2012** City Council was briefed on proposed Request for Proposal (RFP) process for a private operator for the Texas Horse Park
- Feb. 2012** City issued RFP for private operator
- May 2012** City received one proposal, which was non-responsive



Project History - 2012

- Sept. 2012** City received letters of interest from three non-profit entities to provide programs and services at the Texas Horse Park
- Sept.-Oct.** City staff has worked with the three entities on dealpoints for the development and operations of Texas Horse Park
- Oct. 2012** Equest and River Ranch Educational Charities are ready to enter into agreements to provide programs at Texas Horse Park
- Oct. 2012** SMU expressed an interest in a future agreement

New Proposal for Texas Horse Park

- The community services component would be the focus of the first phase
- The site will be master-planned to allow:
 - A future facility for SMU
 - A future equestrian show event venue



Equest

- Equest's mission is to empower, enrich and educate through horses
- Equest provides equine-assisted therapy and rehabilitation for children and adults with physical, cognitive, emotional and learning disabilities



Equest

- Equest provides therapeutic sports riding classes to over 150 clients every week in Wylie, Texas
- After being the first therapeutic riding program in Texas founded in 1981, Equest Therapeutic Horsemanship has become one of the largest non-profit therapeutic riding centers in the state



Equest

- Equest's program has become an industry leader in equine assisted therapy
- Equest was the first therapeutic riding center in the U.S. to provide an instructor training course that earned certification for content and quality by Professional Association of Therapeutic Horsemanship International (PATH)



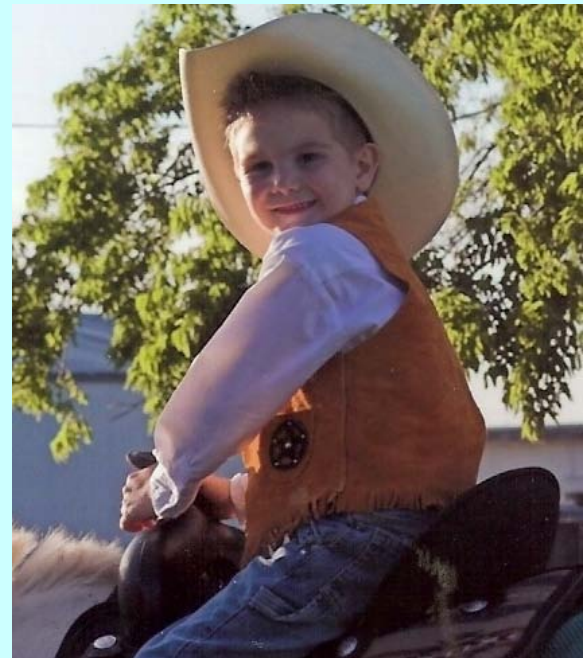
River Ranch Educational Charities

- River Ranch Educational Charities provides nature and ranch experiences for underprivileged families, free of charge
- River Ranch will cater to Dallas residents and convention goers, providing horseback riding activities and special events at market rates. Revenues from these activities are used to fund programs for the underprivileged community



River Ranch Educational Charities

- River Ranch proposes to provide the following services:
 - Trail rides
 - Events
 - Riding lessons and camps
 - Boarding
 - Senior activities



SMU (Future)

- SMU's official Equestrian Team competes in a rigorous schedule with other universities
- In-state and out-of-state colleges would compete at the Texas Horse Park during SMU home events
- SMU's home practice and competition facilities are currently out of Dallas city limits
- SMU is considering Texas Horse Park as the future site for their equestrian program



Project Benefits

- Promote the development of a multi-disciplinary equestrian facility as a component of the Trinity River Corridor Project
- Establish inner-city and educational outreach programs
- Promote therapeutic riding
- Benefit the City of Dallas and its citizens economically, educationally, culturally, recreationally, and ecologically



Project Benefits – continued

- Provide recreational and event facilities that will attract Dallas area residents and visitors
- Provides business and job opportunities
- Host events



Texas Horse Park – Target Market

- Dallas children and families, tourists, conventioneers, and corporations
- Therapeutic riders
- Recreational equine boarders and riders
- Community outreach
- Collegiate athletics
- Veterans



Recommendations

- Enter into separate Development and Operations agreements with:
 - Equest
 - River Ranch Educational Charities
 - SMU (future)
- Cancel current agreement with Texas Horse Park, Inc. (THPI) and enter into new agreement whereby THPI serves as a support organization (foundation) for Texas Horse Park



Recommendations

- The City would utilize \$12M in the 2006 bond funds for design and construction of the first phase of development of the Texas Horse Park
- The non-profits would provide community services and maintenance as their rent



General Points of the Development and Operations Agreements

- City of Dallas (City) will retain ownership of the premises and all improvements
- City will provide oversight of the non-profits and coordinate schedules
- City will not provide subsidies to the non-profit partners to support their operating costs



General Points – continued

- Equest and River Ranch would provide major maintenance of the facilities
- River Ranch would maintain the shared areas of the site
- Non-profit entities can make future capital improvements subject to City approval
- City will have the right to reserve the event facilities up to six dates per year, at no charge



Dealpoints - Equest

- The term of the agreement would be 5 years with five 5-year renewal options
- Equest would utilize facilities that the City constructs from the 2006 Bond Funds for the Texas Horse Park
- The City would not provide subsidies for Equest's operating costs



Dealpoints - Equest

- Equest would provide community services in exchange for rent:
 - A minimum of 75% of their services would be for Dallas residents
 - Equest would endeavor to host Special Olympics and other similar events, including charity fundraising events at the Texas Horse Park
 - Provide on-going up-keep and major maintenance of the facilities they are utilizing



Dealpoints – River Ranch Educational Charities

- The term of the agreement would be 20 years with two 5-year options for renewal
- River Ranch Educational Charities (River Ranch) will utilize facilities that the City constructs from the 2006 Bond Funds for Texas Horse Park
- The City will not provide subsidies for River Ranch's operational costs



Dealpoints – River Ranch Educational Charities

- River Ranch will provide free and discounted programs for children with special needs, underprivileged children and adults:
 - Minimum of 25% of all summer camp participants to be City of Dallas residents meeting low income eligibility
 - Minimum of 10% of all riding lessons and trail rides will be for Dallas residents meeting low-income eligibility



Dealpoints – River Ranch Educational Charities

- Free and discounted programs - continued
 - Volunteer Dallas! – Coordinate volunteers for trail clean-up in exchange for trail or pony rides
 - Events on the third Thursday of each month will be designated as free to the community, including the following:
 - Birthday Parties (up to patio capacities with prior registration)
 - Free Trail Rides (up to a set amount with prior registration)
 - Free Pony rides (first come/first serve basis)

Dealpoints – River Ranch Educational Charities

- River Ranch will provide “market-based” services that will provide the funding for their community services:
 - Trail rides
 - Summer camps
 - Events, such as children’s birthday parties with pony rides, corporate parties, and convention friendly activities
 - Boarding
 - Horse riding lessons
 - Special events



Dealpoints – River Ranch Educational Charities

- River Ranch will utilize net revenues from their operations to maintain the Texas Horse Park (THP) site, make capital improvements to THP and provide programs for community service
- River Ranch will construct and maintain equestrian trails
- River Ranch will be allowed to plant and harvest crops on the THP site and other appropriate sites within the Trinity River corridor for feed for horses



Dealpoints – River Ranch Educational Charities

- River Ranch will market the Texas Horse Park, with support from the City
- River Ranch will provide major maintenance of the facilities they utilize and any shared facilities
- City will have the right to reserve the event facilities up to six dates per year, at no charge



Dealpoints - SMU

- The City would reserve a location at the Texas Horse Park site for SMU for future development
- City would negotiate the agreement with SMU to utilize the site in the future



Dealpoints - Texas Horse Park Foundation

- The original agreement with Texas Horse Park, Inc. will be terminated
- The City will enter into a new agreement with Texas Horse Park Foundation



Dealpoints - Texas Horse Park Foundation

- Monies being held by THP Foundation for capital improvements for Equest will be used for construction of the Equest related facilities
- Remaining funds will be held for a period of up to five years to assist with operating costs should River Ranch or Equest need that assistance
- All funds remaining after that time can be used for capital improvements at THP



Dealpoints - Texas Horse Park Foundation

- Texas Horse Park Foundation will be dedicated to raising funds to support operating costs for the community service components of Texas Horse Park and the maintenance and possible expansion of the Texas Horse Park



City Operational / Ongoing Costs

- The City has NO responsibility for giving River Ranch or Equest any operational or maintenance subsidies
- The City will need to have a staff member review contract requirements, such as proof of insurance, and handle any scheduling coordination issues



Project Components

- It is anticipated that the following components can be funded with the \$12M in 2006 Bond Funds:
 - Two covered arenas
 - Two outdoor arenas
 - 60 stalls, with tack rooms, wash and dry racks
 - Fenced pastures and round pens
 - Office/support areas
 - Camp activity center
 - Pavilion and barbeque area
 - Site work and infrastructure



Texas Horse Park Site



Texas Horse Park



Texas Horse Park – Concept Plan



Proposed Schedule

The scheduling goals are:

- Council approval of proposed agreements with non-profits in December 2012
- Begin construction in summer of 2013
- Begin temporary operations by summer of 2013
- Begin permanent operations in late spring/summer of 2014

Next Steps

- Approval of agreements with the three non-profit entities
- Continue negotiations with SMU
- Review design contract alternatives



Texas Horse Park Project Update



Dallas City Council

November 7, 2012

City of Dallas

Trinity Watershed Management Department, Trinity River Corridor Project Office



Memorandum



DATE November 2, 2012

TO The Honorable Mayor and Members of the City Council

SUBJECT FY13 Strategic Plan Presentation

On Wednesday, November 7, 2012, the City Council will be briefed on the City of Dallas' FY13 Strategic Plan. Briefing materials are attached for your review.

If you have additional questions, please feel free to contact me.



Jill A. Jordan, P.E.
Assistant City Manager

c: Mary K. Suhm, City Manager
Thomas P. Perkins, Jr., City Attorney
Rosa A. Rios, City Secretary
Craig D. Kinton, City Auditor
Daniel Solis, Administrative Judge
A.C. Gonzalez, First Assistant City Manager
Ryan S. Evans, Assistant City Manager
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Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Edward Scott, Director, Controller's Office
Frank Libro, Public Information Office
Stephanie Cooper, Assistant to the City Manager

FY 2012-13
STRATEGIC PLAN
RECOMMENDATIONS

CITY COUNCIL BRIEFING

November 7, 2012

Briefing Outline

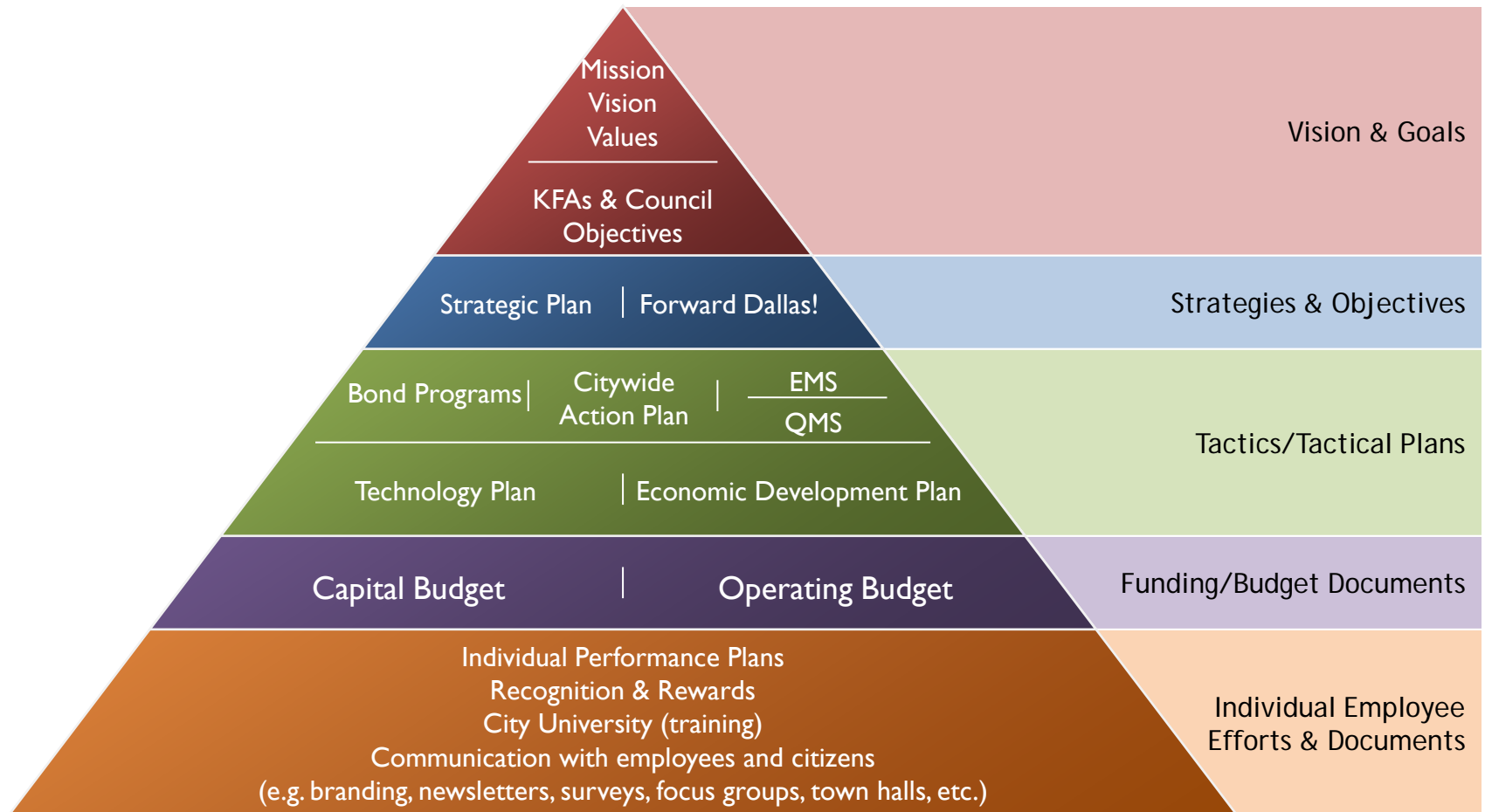
- ❑ Strategic Planning Overview
- ❑ FY 2013 Objectives and Recommended Activities by Key Focus Area
- ❑ Highlights of FY 2013 Strategic Plan Recommended Activities

Strategic Planning Overview

Strategic Planning Overview

- Active Management Tool
 - ▣ Mechanism for stimulating disciplined thought
 - ▣ Provides focus for an organization
- Continuous (Improvement) Process
 - ▣ Does not end with a document called a strategic plan, but
 - ▣ Challenges organizations to define performance by how well they anticipate, rather than react to, changing conditions

Strategic Planning Overview



Strategic Planning Overview

How do we strategically align the City's work activities to achieve the desired objectives?



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FY 2013 Strategic Plan Objectives & Recommended Activities

Public Safety

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (PS)

- **Objective 1:** Improve Dallas' standing among safest large cities (1 million population) from 7th to 5th by reducing crime
- **Objective 2:** Increase confidence in Public Safety
- **Objective 3:** Increase crime prevention efforts

FY 2012-13
KFA Objectives

FY 2012-13
Recommended Activities

Objective 1: Improve Dallas' standing among safest large cities (1 million population) from 7th to 5th

Revise to read: Improve Dallas' standing among safest large cities (1 million population) from 7th to 5th by reducing crime

Committee: Public Safety

Continue review and analysis of 27 hot spots (TAAG areas) for crime reduction and allocation of resources

Implement crime initiatives to combat emerging crime trends:

- *Continue Crime Task Force - Operations will target known criminals*
- *Implement follow-up initiative to Violent Crime Task Force utilizing a combination of covert and uniformed officers focusing on known and impact offenders*
- *Extend Chief on the Beat program into additional Council Districts as a follow-up to the first year's efforts*
- *Continue use of Strategic Deployment resources to combat emerging crime trends*

Complete vendor demos for surveillance cameras; select vendor and deploy technology bundles in the top nine TAAG areas; expand program as funding becomes available

Continue to expand youth outreach efforts:

- *Increase PAL programming*
- *Recruit additional youth to Explorer Program*
- *Create additional partnerships with existing youth programs when feasible*
- *Hold at least 3 Junior Police Academy events*

Continue to have four (4) officers assigned to Farmers' Market District to combat crime near Farmers' Market/Bridge

Conduct community meetings with Farmers' Market District stakeholders on a monthly basis

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 2: Increase level of confidence in Public Safety</p> <p>Committee: Public Safety</p>	<p><i>Respond to 82% of Police Priority One calls in 8 minutes or less</i></p> <hr/> <p><i>Achieve Fire response time (1st Company) of 5:20 minutes for 90% of calls (NFPA standard)</i></p> <hr/> <p><i>Continue the implementation of paramedic engine program to achieve EMS response time of 9 minutes or less for 90% of calls (NFPA standard)</i></p> <hr/> <p><i>Track average time to answer for 911 Call Center</i></p>
<p>Objective 3: Increase crime prevention efforts</p> <p>Committee: Public Safety</p>	<p>Implement initiatives for crime prevention:</p> <ul style="list-style-type: none"> • <i>Continue operation of Community Policing 2.0 with 9 rotations scheduled during FY 2012/2013 - Focus on acquisition and deployment of technology packages in identified hot spots to include video cameras and “bait” style equipment</i> • <i>Continue liaison with Crime Watch Executive Board</i> • <i>Increase the number of active crime watches by 20% by end of FY15</i> • <i>Implement Chief on the Beat in Central Division</i> • <i>Conduct Chief on the Beat in (5) neighborhoods to be identified</i> • <i>Continue to increase public trust by disseminating real time information through social media out to the community by 20%; post an average 65 posts per month and increase social media followers by 20%</i>

FY 2012-13
KFA Objectives

FY 2012-13
Recommended Activities

Objective 3: Increase crime prevention efforts
(continued)

Committee: Public Safety

Increase community partnerships in public safety initiatives

Expand 10-70-20 program based on survey responses to:

- *Increase the number of 10-70-20 sites implemented by 30%*
- *Expand the number of Community Needs Assessment contacts and 10-70-20 meetings by 30%*
- *Increase the number of educational programs to effectively deal with crime and quality of life issues in the community by 40%*

- *Conduct Sergeant leadership training with Caruth Police Institute (CPI) in October 2012 and January 2013 and then as needed if additional promotions are made*

- *Partner with area universities (DBU, UNT & UTD) to provide select programs for advanced degrees for Dallas Police supervisors*
- *Provide training for 12 majors in graduate level classes*
- *Hold 5 classes for sergeants, lieutenants, or non-sworn supervisory preparation*

- *Continue support of the award winning Reduce Auto Theft in Texas (RATT) program*

- *Increase participation in the Police Athletic League through partnerships with cultural and arts organizations to serve an average of 1,500 youth per month*

- *Continue to make anti-bullying presentations at schools, after school programs, etc.*

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 3: Increase crime prevention efforts (continued)

Committee: Public Safety

Increase community partnerships in public safety initiatives (continued)

Continue to increase public trust by disseminating real time information through social media to the community through:

- *Utilizing devices (iPads) that will give the ability to monitor and conduct social media functions onsite*
- *Continue to cross train PIOs and other members of the department to expand their knowledge and use of social media*
- *Continue to increase public knowledge (bumper stickers, Spanish Facebook, PSAs, etc.)*
- *Increase number of social media followers by 20%*

Economic Vibrancy

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (EV)

- **Objective 1:** Continue to pursue new and expanded manufacturing facilities in Southern Dallas business parks and pursue major job generator
- **Objective 2:** Continue to focus on 10 opportunity areas and pursue additional retail
- **Objective 3:** Executive Airport Development (Area Development)
- **Objective 4:** Implement a Development Process Improvement Strategy
- **Objective 5:** Optimize mixed income neighborhoods and develop innovative funding strategies

FY 2013 Objectives (EV)

continued

- **Objective 6:** Further develop affordable housing downtown
- **Objective 7:** Implement bond programs approved by voters
- **Objective 8:** Advance strategic transportation projects
- **Objective 9:** Certify, with FEMA, that the levees provide 100-year projection by the end of 2013

FY 2013 Objectives (EV)

continued

- ❑ **Objective 10:** Continue to build a strong partnership with the Corps of Engineers and complete the Dallas Floodway Environmental Impact Statement by mid-2014
- ❑ **Objective 11:** Aggressively pursue federal funding for the Trinity River Corridor Project
- ❑ **Objective 12:** Open the Texas Horse Park by the end of 2014
- ❑ **Objective 13:** Continue to promote events in the Trinity and educate the public about the Trinity River Corridor Project

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 1: Continue to pursue new and expanded manufacturing facilities in Southern Dallas business parks and pursue major job generator</p> <p>Committee: Economic Development</p>	<p><i>Move forward with bond funding of infrastructure improvements to create “shovel ready” sites for vertical development at Inland Port</i></p> <ul style="list-style-type: none"> • <i>Secure \$35M in vertical project commitments</i> • <i>Authorize \$12M in infrastructure funding</i> <hr/> <p><i>Add another 100,000 s.f. manufacturing facility</i></p>
<p>Objective 2: Continue to focus on 10 opportunity areas and pursue additional retail</p> <p>Committee: Economic Development</p>	<p><i>Recommend additional \$200M annual increase in property value in 10 opportunity areas</i></p> <hr/> <p><i>Increase real property tax base value in Southern Dallas focus areas by 50% in 4 years and 100% in 8 years</i></p> <hr/> <p><i>Target public investment that encourages private development in neighborhoods and corridors (i.e. Deep Ellum, Victory, West Dallas/Singleton, Fort Worth Ave, Davis, Bishop/Jefferson, Lancaster, South Lamar, Skillman, UNT)</i></p> <hr/> <p><i>Implement land use planning for Galleria/Valley View citywide megasite redevelopment</i></p>

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 3: Executive Airport Development (Area Development)</p> <p>Committee: Economic Development</p>	<p><i>Complete Executive Airport Master Plan Update by May 2013</i></p> <hr/> <p><i>Rebrand Executive Airport to serve as a catalyst for local economic development:</i></p> <ul style="list-style-type: none"> • <i>Complete RFP for PR and Advertising (Q1 FY13)</i> • <i>Schedule construction for security gate enhancements, airport fencing, Taxilane Romeo, and perimeter road (Q2 FY13)</i> • <i>Host special events and promote airport through marketing (Q3 FY12)</i> • <i>Launch website by June 2013</i>
<p>Objective 4: Implement a Development Process Improvement Strategy</p> <p>Committee: Economic Development</p>	<p><i>Evaluate opportunities for additional B.I. ZIP processes</i></p>
<p>Objective 5: Optimize mixed income neighborhoods and develop innovative funding strategies</p> <p>Committee: Housing</p>	<p><i>Work with developers to plan, design, and produce Bryan Place type model housing. Complete plan by August 2013</i></p> <hr/> <p><i>Work to develop 600 new affordable housing units by end of FY 2016</i></p> <hr/> <p><i>Continue production of housing newsletter and toolkit; produce annual newsletter to be distributed to 500 organizations and individuals</i></p>

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 6: Further develop affordable housing downtown</p> <p>Committee: Housing</p>	<p><i>Complete construction of Atmos and Continental complexes in 2013</i></p>
<p>Objective 7: Develop the Bond Program for a Nov 2012 election</p> <p><i>Revise to read: Implement bond programs approved by voters</i></p> <p>Committee: Transportation & Environment</p>	<p><i>Continue to implement the previous bond program; assuming the 2012 bond program passes, develop the initial bond program schedule and begin implementation</i></p>
<p>Objective 8: Advance strategic transportation projects</p> <p>Committee: Transportation & Environment</p>	<p><i>SOC Light Rail Extension: Construction is anticipated for late Spring 2013 with completion in late 2016. Continue to work with DART on coordination of roadway crossings at Camp Wisdom and a Memorandum of Understanding (MOU) for Red Bird Lane</i></p> <p><i>LBJ 635 Project: Monitor project progress to ensure completion of construction on frontage roads and bridges by 2013</i></p> <p><i>S.M. Wright: Support efforts to complete design plans by 2014 to downsize S.M. Wright; complete plans by year-end 2013 for Trinity Parkway Phase I (IH-45 connector); work with partner agencies on a jobs program</i></p>

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 8: Advance strategic transportation projects (continued)

Committee: Transportation & Environment

IH-35E/IH-30 Horseshoe: Support TxDOT and their design-build team's detailed design and construction activities to complete project by early 2017

Streetcar System: Complete the McKinney Avenue Trolley loop extension to the Downtown transit plaza by Dec 2013; initiate revenue service of a modern streetcar line from Downtown to Oak Cliff Methodist Hospital by mid 2014

Love Field Modernization Program: Open first 12 new gates, the new ticketing wing and baggage screening matrix by April 2013

Love Field Transit Connector: Continue discussions relative to Love Field transit connector to the Inwood DART Station including the Southwest Medical District Partners, DART and NCTCOG to develop integrated local transit serving the internal circulation needs of the medical district

183 Managed Lanes Project: Continue to work with TxDOT during the procurement of services to complete construction of S.H. 183. Request for qualifications due from interested firms by October 29, 2012

DART Rail Stations along the Lancaster Corridor & Westmoreland Station: Continue to work with DART and community stakeholders to identify funding to renovate the LRT stations

Wishbone project at IH20: Continue to work with TxDOT to identify funding to improve access to Southwest Center Mall from IH-20

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 8: Advance strategic transportation projects (continued)</p> <p>Committee: Transportation & Environment</p>	<p><i>I-35E Managed Lanes Project: Monitor project progress to ensure construction begins on schedule (May 2013), subject to FHWA approval</i></p>
<p>Objective 9: Finish the 100 year levee fixes by the end of 2012 and certify, with FEMA, that the levees provide 100 year protection by the end of 2013</p> <p><i>Revise to read: Certify, with FEMA, that the levees provide 100 year protection by the end of 2013</i></p> <p>Committee: Transportation & Environment</p>	<p><i>Complete construction of 100-year levee improvements and submit documentation to FEMA</i></p>
<p>Objective 10: Continue to build a strong partnership with the Corps of Engineers and complete the Dallas Floodway Environmental Impact Statement by 2015 mid-2014</p> <p>Committee: Transportation & Environment</p>	<p><i>Support the Corps efforts to complete the floodway EIS and coordinate the Phase I lakes plan with the Corps</i></p> <hr/> <p><i>Continue the construction of Baker Pump Station</i></p> <hr/> <p><i>Complete the Cell A construction contract on the Upper Chain of Wetlands</i></p>

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 11: Aggressively pursue federal funding for the Trinity River Corridor Project</p> <p>Committee: Trinity River Corridor Project</p>	<p><i>Continue to monitor funding opportunities and pending legislation at federal and state levels</i></p> <hr/> <p><i>Secure appropriations for the Dallas Floodway Extension Project and the Dallas Floodway Study</i></p>
<p>Objective 12: Open the Texas Horse Park by the end of 2013</p> <p>Revise to read: Open the Texas Horse Park by the end of 2014</p> <p>Committee: Trinity River Corridor Project</p>	<p><i>Initiate design for re-defined Texas Horse Park</i></p> <hr/> <p><i>Seek private operating partners and negotiate/execute development and use agreement(s)</i></p>
<p>Objective 13: Continue to promote events in the Trinity and educate the public about the Trinity River Corridor Project</p> <p>Committee: Trinity River Corridor Project</p>	<p><i>Complete construction of IH20 Gateway; begin construction of Continental Avenue and West Dallas Gateway</i></p> <hr/> <p><i>Begin construction of Joppa Gateway Park</i></p> <hr/> <p><i>Complete the standing wave</i></p> <hr/> <p><i>Open Trinity Trails Phase 2 as part of trail system</i></p> <hr/> <p><i>Continue development of Elm Fork Soccer Complex</i></p> <ul style="list-style-type: none"> • <i>Issue RFP for privatized management and operations of Elm Fork Athletic Complex</i> • <i>Complete construction late Summer 2013</i>

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 13: Continue to promote events in the Trinity and educate the public about the Trinity River Corridor Project (continued)</p> <p>Committee: Trinity River Corridor Project</p>	<p><i>Monitor and coordinate construction of Margaret McDermott bridge with TxDOT, including reviewing construction related field design changes</i></p>

Clean, Healthy Environment

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (CHE)

- **Objective 1:** Reduce chronic homelessness
- **Objective 2:** Bring the citywide Complete Streets vision to reality, including implementation of the bike plan
- **Objective 3:** Present a plan for Council adoption for how to make Dallas a healthier, safer, and cleaner city
- **Objective 4:** Study energy recapture opportunities in water, wastewater, solid waste operations, and other city assets
- **Objective 5:** Green Initiatives
- **Objective 6:** Improve the quality of air

FY 2013 Objectives (CHE)

continued

- **Objective 7:** Make Dallas a more enjoyable place to live
- **Objective 8:** Protect and enhance Dallas' natural environment
- **Objective 9:** Produce a cleaner city by addressing urban nuisance issues
- **Objective 10:** Oversee and seek improvements to those city departments and programs that most directly affect neighborhood quality of life

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 1: Reduce chronic homelessness

Committee: Housing

Reduce chronic homelessness by 3%

Continue to work with partners to develop permanent supportive housing opportunities (DHA, MDHA, The Bridge, and Low Income Tax Credit developers)

Objective 2: Bring the citywide Complete Streets vision to reality, including implementation of the bike plan

Committee: Transportation & Environment

Develop and adopt a Complete Streets Manual to establish design policies and standards integrating complete street and iSWM principles

Institute a monitoring program to assess the effectiveness of complete streets improvements

Identify sustainable funding strategies for the increased capital and long-term operation and maintenance costs for Complete Streets

Support ongoing Complete Streets implementation through already-funded capital improvement projects that can incorporate Complete Streets design elements

Amend the Thoroughfare Plan in support of identified projects, updates to existing technical manuals, and potential Development Code amendments

Implement bike lane markings as part of FY12-13 budget; consider adoption of a bike safety-related ordinance

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 3: Present a plan for Council adoption by June 2012 for how to make Dallas a healthier, safer, and cleaner city</p> <p><i>Revise to read: Present a plan for Council adoption for how to make Dallas a healthier, safer, and cleaner city</i></p> <p>Committee: Transportation & Environment</p>	<p><i>Adopt Sustainability Plan</i></p> <hr/> <p><i>Begin implementation of Sustainability Plan and monitor progress</i></p>
<p>Objective 4: Study energy recapture opportunities in water, wastewater, solid waste operations, and other city assets</p> <p>Committee: Transportation & Environment</p>	<p><i>Develop plan to make our assets generate money</i></p> <hr/> <p><i>Explore how the city could install a solar farm</i></p>
<p>Objective 5: Green initiatives</p> <p>Committee: Transportation & Environment</p>	<p><i>Reduce energy use 5% per year over 2007 data</i></p> <hr/> <p><i>Maintain 40% renewable energy purchase</i></p> <hr/> <p><i>Increase recycling rate to 37lbs per household by continuing the investment in recycling education and marketing</i></p> <hr/> <p><i>Increase the residential recycling participation rate by 4% from 70% to 74%</i></p>

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 5: Green initiatives (continued)</p> <p>Committee: Transportation & Environment</p>	<p><i>Host two household hazardous or medication recycling events</i></p>
	<p><i>Continue updates on Industrial/Commercial/Institutional water audit and rebate program; continue to provide Water Conservation Tips Box</i></p>
	<p><i>Work with NCTCOG on the review of International Green Construction Code (IgCC)</i></p>
	<p><i>Continue to pursue "Green Fleet"</i></p>
	<ul style="list-style-type: none"> <i>• Implement pilot program designed to test use of medium duty all-electric vehicles</i> <i>• Increase diversity of the Alternative Fuel Vehicle (AFV) fleet by purchasing additional hybrid electric vehicles</i>
<p>Objective 6: Improve the Quality of Air</p> <p>Committee: Transportation & Environment</p>	<p><i>Take a leadership role in regional coalitions which are working to reduce emissions contributing to ozone in the DFW area</i></p>
	<p><i>Look into forming a Local Government Corporation (LGC)</i></p>
	<p><i>Apply to be Retail Electric Provider (REP) as a local government corporation in FY 2012-13</i></p>

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 7: Make Dallas a more enjoyable place to live

Committee: Quality of Life

Make our urban streetscapes more walkable and lively (part of "Complete Streets") by revising our City Code to:

- Eliminate obstacles for businesses to provide outdoor planters and seating; awnings; and street furniture*
- Consider updates to Chapters 17 & 50 to support the Downtown 360 plan to address mobile vending (sidewalk kiosks, food carts, on-street food trucks)*
- Continue to support annual cycling event to promote cycling and pedestrian activities in the City*
- Continue support for major city festival*
- Continue to support urban acupuncture projects like Living Plaza*

Continue development of neighborhood parks through the implementation of 2006 Bond Program

Objective 8: Protect and enhance Dallas' natural environment

Committee: Quality of Life

Encourage urban tree canopy by revising Tree Preservation Ordinance

Hold inaugural Tree Planting Month event in January 2013

Brief Quality of Life in January 2013 on daylighting our creeks & springs

Conduct two city-wide neighborhood clean-up days

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 9: Produce a cleaner city by addressing urban nuisance issues

Committee: Quality of Life

Review current ordinances and best practices to improve operations related to:

- Consider updates to Chapter 7 A (Anti-Litter Regulations) and Chapter 42 (Solicitors) in Fall 2012 to address home solicitation regulations and permitting
- Continue proactive enforcement of bandit signs in addition to responding to service requests
- Enroll 10 groups to abate graffiti in specified geographic areas
- Increase educational outreach to youth and other residents utilizing *Dusty the Dumpster*, the Internet, and educational events to address litter prevention and abatement

Review initiatives and progress to achieve 7% overall reduction in top 3 Service Request types

Objective 10: Oversee and seek improvements to those city departments and programs that most directly affect neighborhood quality of life

Committee: Quality of Life

Code Compliance

Present Code Accountability Report 2.0 to Quality of Life in Fall 2012 for feedback and recommendations

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 10: Oversee and seek improvements to those city departments and programs that most directly affect neighborhood quality of life (continued)

Committee: Quality of Life

Park & Recreation

- *Launch a new Park & Recreation department website*
- *Initiate Park & Recreation department branding process*
- *Automate Park & Recreation volunteer management and tracking systems*

311 Call Center

Implement CRMS upgrade

Street Lighting

- *Continue monthly meetings with ONCOR to discuss street light maintenance issues*
- *Continue monthly survey of major thoroughfares for street light outages*

Animal Services

- *Expand community partnerships*
- *Implement outreach program to offer partner resources to communities*

Culture, Arts & Recreation

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (CAR)

- **Objective 1:** Continue to develop Fair Park as a successful, year-round venue
- **Objective 2:** Continue to grow “world class” downtown venue
- **Objective 3:** Implement Tourism Public Improvement District
- **Objective 4:** Research and identify a catalogue of long-term funding mechanisms for supporting Arts and Culture
- **Objective 5:** Research and evaluate potential for artist housing

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 1: Continue to develop Fair Park as a successful, year round venue</p> <p>Committee: Arts, Culture & Libraries</p>	<p><i>Seek and expand partnerships and opportunities for programs and management of vacant Fair Park museum facilities</i></p> <hr/> <p><i>Open Summer Park Place by May 2013</i></p> <hr/> <p><i>Maintain current uses and seek to expand events at Cotton Bowl</i></p> <hr/> <p><i>Continue implementation of Fair Park advertising plan; achieve a 5% revenue increase from rental and concession revenue</i></p>
<p>Objective 2: Continue to grow “world class” downtown venue</p> <p>Committee: Arts, Culture & Libraries</p>	<p><i>Continue to pursue privatization plan for Farmer's Market</i></p> <hr/> <p><i>Meet or exceed goal of 100 events at City Performance Hall in FY 2012-13</i></p> <hr/> <p>Strengthen connection between Dallas Arts District and other downtown cultural assets:</p> <ul style="list-style-type: none"> <i>• Publish Downtown Arts Guide to include all cultural venues and public art in the Central Business District by February 2013 including, but not limited to the City Performance Hall, Majestic Theater, Latino Cultural Center, 6th Floor Museum and Old Red Courthouse, Main Street Gardens and Perot Museum of Nature and Science</i> <hr/> <i>• Inventory existing signage for cultural venues and identify potential additions for wayfinding signage from the Dallas Arts District to other cultural venues by December 2013</i>

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 2: Continue to grow “world class” downtown venue (continued)

Committee: Arts, Culture & Libraries

Strengthen connection between Dallas Arts District and other downtown cultural assets:

- Identify funding from the 2012 Bond Program for a public art project that provides a visual connection from the Dallas Arts District to the Historic District (Majestic, Dallas Heritage Village, Main Street Gardens)

Open Klyde Warren Park in Fall 2012 – COMPLETE OCTOBER 2012

Continue implementation of Downtown 360 plan:

- Complete additional on-street downtown bike linkages including to Trinity Trail system via Trinity Trestle Trail, and to Bishop Arts District via Jefferson Viaduct
- Initiate construction of McKinney Avenue Trolley extension through Klyde Warren Deck Park to DART transit mall and modern streetcar linkage from Union Station to Methodist Hospital
- Work with DART to complete D2 Alternatives Analysis for second light rail alignment alternatives and streetcar extension alternatives

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 3: Pass an ordinance creating a Tourism Public Improvement District to market Dallas</p> <p><i>Revise to read: Implement Tourism Public Improvement District (PID)</i></p> <p>Committee: Arts, Culture & Libraries</p>	<p><i>Establish guidelines for PID funding disbursement</i></p> <hr/> <p><i>Collect and distribute PID funds</i></p>
<p>Objective 4: Research and identify a catalogue of long-term funding mechanisms for supporting Arts and Culture</p> <p>Committee: Arts, Culture & Libraries</p>	<p>Continue partnership with Big Thought with expansion of cultural center programs as noted below:</p> <ul style="list-style-type: none"> • <i>Increase number of students served by South Dallas Cultural Center's "Culture Out of School" program by 10%</i> • <i>Implement curriculum-based field trip program at the Latino Cultural Center</i> • <i>Expand Rondalla Guitar Program to a second session (maximum 15 students per session served due to space limitations)</i> <p><i>Establish a Cultural Affairs Commission "Sustainability Committee" to review public art maintenance needs</i></p>

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 5: Research and evaluate potential for artist housing

Committee: Arts, Culture & Libraries

Review Artspace research recommendations related to the creation of live/work artist space in Dallas by January 2013

Educational Enhancements

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (EE)

- **Objective 1:** Complete the Library Master Plan
- **Objective 2:** Standardize programs across libraries
- **Objective 3:** Support development of a public law school in downtown Dallas

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 1: Complete the Library Master Plan</p> <p>Committee: Culture, Arts and Library</p>	<p><i>Continue the vision of the Library as centers of community engagement through increased literacy-based programs to enhance the lives of our customers</i></p> <p>Complete 2006 bond program including:</p> <ul style="list-style-type: none"> • <i>Complete construction of Fretz Park Library by Spring 2014</i> • <i>Complete renovation of Polk Wisdom Library by Spring 2013</i> • <i>Begin construction of Highland Hills branch by Spring 2013</i> • <i>Complete design of Preston Royal branch</i> • <i>Complete design of Forest Green branch</i> • <i>Complete design of Park Forest branch</i> • <i>Complete design of 7th floor renovation</i>
<p>Objective 2: Standardize Programs Across Libraries</p> <p>Revise to read: <i>Increase participation in literacy programs)</i></p> <p>Committee: Culture, Arts and Library</p>	<p><i>Expand Every Child Ready to Read (ECRR) workshops to 20 additional DISD schools by June 2013</i></p> <p><i>Continue volunteer-based computer and financial literacy education programs</i></p> <p><i>Increase ESL/GED classes through additional community/corporate partnerships by August 2013; increase number of ESL and GED class locations from 9 to 11 locations and increase class attendance by 20%</i></p>

**FY 2012-13
KFA Objectives**

**FY 2012-13
Recommended Activities**

Objective 3: Support development of *public law* school in downtown Dallas

Complete construction of 2014 Main Street by February 2013

Committee: Economic Development

Award construction contract; begin renovations of 106 S. Harwood in early 2013

Efficient, Effective, and Economical Government

FY 2013 Strategic Plan

Objectives & Recommended Activities

FY 2013 Objectives (E3)

- **Objective 1:** Maintain Business Inclusion and Development program while never compromising its integrity
- **Objective 2:** Easily and fairly get goods & services donated
- **Objective 3:** Enhance the culture of ethics at City Hall
- **Objective 4:** Schedule presentations to broaden perspectives, enable the exchange of ideas, and increase knowledge of City's issues
- **Objective 5:** Examine planning for the budget on a longer timeframe

FY 2012-13 KFA Objectives	FY 2012-13 Recommended Activities
<p>Objective 1: Maintain Business Inclusion and Development program while never compromising its integrity</p> <p>Committee: Budget, Finance & Audit</p>	<p><i>Continue Business Inclusion and Development program and report effectiveness</i></p>
<p>Objective 2: Easily and fairly get goods & services donated</p> <p>Committee: Budget, Finance & Audit</p>	<p><i>Create donation policy within ethical boundaries</i></p>
<p>Objective 3: Enhance the culture of ethics at City Hall</p> <p>Committee: Budget, Finance & Audit</p>	<p><i>Implement employee ethics training program and monitor effectiveness</i></p> <hr/> <p><i>Implement financial transparency page on City's website</i></p>
<p>Objective 4: Schedule presentations to broaden perspectives, enable the exchange of ideas, and increase knowledge of City's issues</p> <p>Committee: Budget, Finance & Audit</p>	<p><i>Schedule 4 to 5 speakers to address Budget, Finance, and Audit Committee</i></p>

FY 2012-13 KFA Objectives	FY 2012-13 Recommendations
<p>Objective 5: Examine planning for the budget on a longer timeframe</p> <p>Committee: Budget, Finance & Audit</p>	<p><i>Provide updates on issues that have a long-term impact on the City's budget (legislative, legal, GASB, etc.) throughout the year</i></p>

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Highlights of FY 2013 Strategic Plan Recommended Activities

Public Safety

Highlights of FY 2013 Strategic Plan Recommended Activities

- Continue to review and expand TAAG areas for crime reduction
- Expand Chief On the Beat program to additional areas
- Increase number of crime watch organizations
- Enhance leadership training
- Continue to improve Fire & EMS response times

Economic Vibrancy

Highlights of FY 2013 Strategic Plan Recommended Activities

- Continue implementation of 2006 Bond Program
- Implement 2012 bond program, if passed by voters
- Increase real property tax base in Southern Dallas focus areas by 50% in 4 years and 100% in 8 years
- Complete Executive Airport Master Plan
- Continue development of Atmos and Continental projects
- Amend thoroughfare plan for implementation of Complete Streets

Clean, Healthy Environment

Highlights of FY 2013 Strategic Plan Recommended Activities

- Implement CMRS upgrade to streamline service request entry
- Expand Operation: Beautification to hold two city-wide clean-up events
- Continue to support annual cycling events to promote cycling
- Diversify alternative fuel vehicle fleet
- Increase household recycling rate
- Reduce homelessness by 3%

Culture, Arts & Recreation

Highlights of FY 2013 Strategic Plan Recommended Activities

- ❑ Complete Klyde Warren Park
- ❑ Open Summer Place Park
- ❑ Continue implementation of Downtown 360 Plan
- ❑ Maintain current uses and seek to expand events at Cotton Bowl
- ❑ Meet or exceed 100 events at City Performance Hall
- ❑ Establish a Cultural Affairs Commission Sustainability Committee to review public art maintenance needs

Educational Enhancements

Highlights of FY 2013 Strategic Plan Recommended Activities

- Continue implementation of 2006 Bond Program
 - Complete renovations of Polk Wisdom branch library
 - Complete construction of Fretz Park Library by Spring 2014
 - Begin construction of Highland Hills branch by Spring 2013
- Expand ECRR workshops to 20 additional DISD schools by June 2013

Efficient, Effective, and Economical Government

Highlights of FY 2013 Strategic Plan Recommended Activities

- Continue BID program and report effectiveness
- Implement ethics training for City employees
- Create financial transparency page on City's website
- Schedule 4 to 5 speakers for Budget, Finance & Audit Committee
- Maintain Bond rating

QUESTIONS

Appendix A

FY 2012 Strategic Plan Highlights

Public Safety

FY 2012 Strategic Plan Highlights

- 9th consecutive year of crime reduction
 - ▣ From FY 11 to FY 12, overall crime decreased by 10%
- Implemented Community Policing 2.0
 - ▣ 17 rotations completed in FY 12
- Implemented Chief on the Beat
 - ▣ Held 6 events in FY 12
- Increased number of social media followers
 - ▣ 25,602 social media followers in FY 12
- Increased number of crime watch organizations
 - ▣ Over 220 new crime watch organizations created in FY 12 for a total of 997 organizations

Economic Vibrancy

FY 2012 Strategic Plan Highlights

- Opened Margaret Hunt Hill bridge
- Prepared 2012 Bond Election for \$642 million
- Completed Inland Port Infrastructure Study
- Relocation of TRT Holdings, Inc. to Dallas at Old Parkland site; headquarters under construction
- Secured L'Oreal distribution facility within IIPOD at Ridge Business Center
- Secured new Cummins' International manufacturing facility at Mountain Creek Business Park
- Completed plans for Executive Airport infrastructure upgrades
- Completed 15 ZIP processes for improved performance in Building Inspection

Clean, Healthy Environment

FY 2012 Strategic Plan Highlights

- ❑ Developed and distributed two housing newsletters to 250 people and organizations
- ❑ Constructed 107 affordable units in Atmos Phase 1
- ❑ Achieved a recycling rate of 69.12%
- ❑ Initiated Operation: Beautification city-wide clean-ups with 22 participating neighborhood organizations
- ❑ Conducted over 7,900 proactive service requests for bandit sign enforcement in Code Compliance
- ❑ Increased live release rate from 22% to 35% in Animal Services
- ❑ Achieved a 19% reduction in chronic homelessness

Culture, Arts & Recreation

FY 2012 Strategic Plan Highlights

- Opened Belo Garden Park May, 2012
- Hosted 43 new events at Fair Park
- Opened City Performance Hall September 2012
- Completed curriculum-based field trip program for Latino Cultural Center which served 2,874 students
- Created Tourism Public Improvement District

Educational Enhancements

FY 2012 Strategic Plan Highlights

- Opened White Rock Hills Branch Library June 2012
- Began Construction for Polk Wisdom Branch library
- Completed land acquisition for Park Forest Branch library
- Continued Every Child Ready to Read; Life & Work skills literacy programs; and financial literacy programs
 - Over 3,000 people attended ESL, GED, and other literacy programs in FY12
- Initiated and implemented new ESL, GED, and computer classes at libraries
 - 626 ESL, GED, and computer classes held in FY 12

Efficient, Effective & Economical Government

FY 2012 Strategic Plan Highlights

- Initiated employee ethics program
- Maintained Aa1 Bond rating
- Provided speakers to Budget, Finance, and Audit Committee