

Memorandum



CITY OF DALLAS

DATE July 19, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **R.E.A.L Impact: 100-Day Plan**

As we forge ahead to a new era of resetting and moving forward, I have developed the attached 'R.E.A.L Impact: 100-Day Plan' which demonstrates a commitment to focusing on greater accountability, partnerships, and transparency. This plan will help us move forward through the end of the fiscal year to tackle many of the high-priority focus areas of the City Council:

- Development Services
- Public Safety
- Homeless and Housing Solutions
- Technology, Data Analytics, and Business Intelligence
- Communications and Engagement

We are committed to streamlining the process, continuing efforts to keep our residents safe, reduce homelessness, improve our technology, and increase communications and community engagement. Over the next several months, we will make sure that these areas have ongoing attention in the biennial budget that is presented to the Dallas City Council in August.

I look forward to sharing the R.E.A.L. Impact we will make to improve the lives of Dallas residents in ways that are responsible, equitable, accountable, and legitimate.

A handwritten signature in black ink, appearing to read 'T.C. Broadnax', written over a circular stamp or seal.

T.C. Broadnax
City Manager

c: Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors



City of Dallas

R.E.A.L. Impact (100-Day Plan)

Development Services

Permitting

- DS1. Acquire a new facility for Development Services to implement a “one-stop shop” experience for builders, developers, and residents. The facility will include other City-related functions that complement the business development process such as economic development, housing, water, small business center, and the utility partners among others.
- DS2. Establish conflict resolution procedures to ensure permits are completed after a maximum three rounds of review. Permits that lag as a result of the applicant/permittees lack of activity, will be removed from the system after 60 days, and the applicant will be notified at least 7 days before and after such action.
- DS3. Establish a comprehensive checklist for project permitting requirements and establish protocol for complete submittal intake requirements.
- DS4. Create easy-to-navigate and clear flow charts for the different permit types and make available on department website.

Call Center

- DS5. Activate and staff a call center with live teams from 8am – 4:30 pm to log calls and enhance tracking activities. Add “special service” channels and options for customers on weekends and for expedited services.

Customer Experience

- DS6. Implement feedback surveys to track customer satisfaction with services provided and collect data to proactively address customer complaints and resolutions.

Communications

- DS7. Create and implement a communication plan to share the department’s performance among other pertinent information; includes the launch of a dashboard, newsletter, and use of social media platforms.

Technology

- DS8. Complete ProjectDox updates to the 9.2 software with training for internal and external stakeholders, including ongoing troubleshooting of technology issues.
- DS9. Finalize the scope of work for the new land use management system to replace the existing POSSE system.



City of Dallas

R.E.A.L. Impact (100-Day Plan)

Public Safety

Meet and Confer

PS1. Conduct timely negotiations to ensure successful concurrence and completion of pending issues.

Promoters Ordinance

PS2. Adopt an ordinance to improve the public's safety at large events by requiring venue operators and promoters to establish plans for crowd management and security and require promoters to register with the City.

911 Call Center Technology/Data

Implement Next Generation 911 (NG911)

PS3. Continue the installation of voice and multimedia communications infrastructure that allows the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel.

Promote Use of On-line Reporting

PS4. Increase community awareness and utilization of online crime reporting to reduce call volumes in the 911 Call Center and enable call takers and dispatchers to focus on higher priority calls.

Towing Management

PS5. Develop and implement plan for the new internet-based towing management system to improve efficiency of the 911 Call Center service desk in the processing of requests for tows to meet the needs of field personnel and the oversight and management of tracking private tows.

911 Call Center Staffing, Monitoring, and Facility Improvement

PS6. Continue to monitor vacancy rates and call volumes in the 911 Call Center to ensure that necessary measures are implemented to adequately recruit and hire call takers to ensure appropriate levels of staffing.

PS7. Conduct an evaluation and assessment of the existing training facility for 911 Call Takers and Dispatchers to identify future facility needs.



City of Dallas

R.E.A.L. Impact (100-Day Plan)

Homelessness and Housing Solutions

Outreach and Engagement

H1. Expand the City's partnership with The Bridge, to provide enhanced outreach and engagement with unsheltered individuals in addition to the Dallas R.E.A.L. Time Rapid Rehousing encampment decommissioning process.

Housing

H2. Develop and present proposed scopes of services for the recent acquisitions of hotel and hospital sites to address housing needs and wrap around services for unsheltered individuals that integrates feedback received from community engagement and outreach sessions.

Youth Project

H3. Present findings from recent Request for Information related to a proposed unsheltered youth project with a focus on LGBTQ, including a draft Request for Proposal.

Homeless Action Response Team

H4. Develop and implement a "Homeless Action Response Team(s)" (H.A.R.T.) concept, that focuses on case management, to address problematic encampment areas and issues across all quadrants of the city as they arise with a quick, decisive, and focused model.

Pro-Teams

H5. Expand the "Pro Teams" from Code Compliance Services that will be focused on day-to-day trash and debris removal in neighborhoods, dumping, hot spot, and homeless encampments areas across the city.

Partnerships

H6. Finalize an agreement with the Texas Department of Transportation to proactively address trash, debris, and other hazardous conditions near bridges and underpasses.

Technology, Data Analytics, and Business Intelligence

TD1. Launch the Domestic Violence dashboard for the Mayor's Domestic Violence and Human Trafficking Advisory Council.

TD2. Develop and implement a recruitment resource guide and metric-driven internal reporting tool that creates a seamless, and collaborative process between Human



City of Dallas

R.E.A.L. Impact (100-Day Plan)

Resources and Civil Service for all city departments with the full-cycle talent acquisition process.

- TD3. Complete the phased implementation of cybersecurity enhancements to transition the City of Dallas from the dallascityhall.com to the dallas.gov.
- TD4. Enhance technology across all departments through continued strategic advancement of improvement projects and the allocation of resources through the biennial budgetary process including the following examples:
- 1) Initiate a major upgrade to the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML),
 - 2) Transition City departments to the newly launched P25 Public Safety Radio System providing full redundancy, greater city-wide coverage, the ability to transmit voice and data, advanced in-building coverage, and greater interoperability with regional partners,
 - 3) Continue adding advanced features to the City's new Enterprise Contact Center to allow 311 and other department call centers to take advantage of enhanced Interactive Voice Response (IVR) features, and expanded language services for City residents.

Communications and Engagement

Outreach and Marketing

- CE1. Publish Request for Proposal and receive responses for comprehensive third-party firm to support communications and marketing needs for economic development policy, city services, and council district-related activities.
- CE2. Complete full activation of Fair Park Multi-Media Studio by creating original content and programming that tells the city's story, advances programs and initiatives, and highlights overall performance around the strategic priorities of the City Council.
- CE3. Implement City Manager-led listening sessions to engage businesses and residents to address issues and work collaboratively toward solutions.