

# Memorandum



CITY OF DALLAS

DATE January 10, 2014

TO Honorable Members of the Quality of Life & Environment Committee:  
Dwayne R. Caraway (Chair), Sandy Greyson (Vice Chair), Adam Medrano,  
Rick Callahan, Carolyn R. Davis, Lee M. Kleinman

SUBJECT Follow Up Discussion: Next Step in Strategic Planning: Best Practices in Quality of Life & Environment

On Monday December 9, 2013, the Budget for Outcomes Team for Clean, Healthy Environment briefed you on best practices in Quality of Life & Environment. Their briefing covered proposed index cities and a draft SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis.

The Quality of Life & Environment Committee requested that the item appear on the January 13<sup>th</sup> meeting agenda so that questions and comments can be submitted to the team. The December 9<sup>th</sup> briefing material is attached.

Please let me know if you have any questions.

A handwritten signature in black ink, appearing to read 'Joey Zapata'.

Joey Zapata  
Assistant City Manager

Attachment

Cc: Honorable Mayor and Member of the City Council  
A.C. Gonzalez, Interim City Manager  
Warren M.S. Ernst, City Attorney  
Daniel F. Solis, Administrative Judge  
Rosa A. Rios, City Secretary  
Craig D. Kinton, City Auditor  
Ryan S. Evans, Interim First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Forest E. Turner, Assistant City Manager  
Charles M. Cato, Interim Assistant City Manager  
Theresa O'Donnell, Interim Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Frank Libro, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor and Council

# Next Step in Strategic Planning: Best Practices in Quality of Life & Environment



Photo Credit: Justin Treveen

# TEAM MEMBERS

- ❑ Peter Bratt, *Intergovernmental Services*
- ❑ Haroon Abdoh, *Public Works*
- ❑ Bobby Cano, *Office of Financial Services*
- ❑ Victoria Chittam, *Office of Financial Services*
- ❑ Holly Holt, *Dallas Water Utilities*
- ❑ Sheneice Hughes, *Aviation*
- ❑ Charles Langley, *Sanitation*
- ❑ Kim Mackey, *Office of Environmental Quality*
- ❑ Esmeralda Martinez, *Dallas Water Utilities*
- ❑ Than Nguyen, *Trinity Watershed Management*
- ❑ Maureen Milligan, *City Attorney's Office*
- ❑ Frank Rodriguez, *Intergovernmental Services*



# OVERVIEW

Clean Healthy Environment (CHE) KFA Team preliminary work for the FY14-15 Budgeting for Outcomes process includes:

- Review of the 2013 Community Survey
- Index cities
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) for City of Dallas
- Model best practices

# 2013 COMMUNITY SURVEY

- The 2013 Community Survey was 6<sup>th</sup> survey conducted by City of Dallas since 2005
- Significant improvements in:
  - Dallas as a place to live (increased by 6% since 2011 survey)
    - 82% of residents surveyed felt Dallas was an “excellent” (29%) or “good” (53%) place to live
  - Overall quality of life in Dallas (increased by 6%)
- City residents highly rated key services such as solid waste services (75% excellent/good), sewer services (67%), storm drainage (62%), and drinking water (55%)

# 2013 COMMUNITY SURVEY

- Citizens also indicated areas that were opportunities for improvement
  - 1) Maintenance of infrastructure
  - 2) Code enforcement
  - 3) Drinking water

# INDEX CITIES

The CHE Team conducted research to identify the following index cities

- Austin
- New York City
- Houston
- Phoenix
- Portland
- San Antonio
- Sacramento

# INDEX CITIES

- **Austin**

- Population: 842,592 (2012)
- America's Healthiest City Rank (USA Today): 11
- Bike Friendly City Ranking (Bicycling Magazine): 11
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 6
- Overall Best Cities (Bloomberg/Businessweek): 12
- Green City Index (Economist Intelligence Unit): Not Ranked

- **New York City**

- Population: 8,336,697
- America's Healthiest City Rank (USA Today): 24 (out of 50 largest cities)
- Bike Friendly City Ranking (Bicycling Magazine): 8 (out of 50 largest cities)
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 3 (out of 34 largest cities)
- Overall Best Cities (Bloomberg/Businessweek): 14 (out of 50 largest cities)
- Green City Index (Economist Intelligence Unit): 3 (out of 27 largest cities)



# INDEX CITIES

## •Houston

- Population: 2,160,821
- America's Healthiest City Rank (USA Today): 43
- Bike Friendly City Ranking (Bicycling Magazine): Not Ranked
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 13
- Overall Best Cities (Bloomberg/Businessweek): 35
- Green City Index (Economist Intelligence Unit): 16

## • Phoenix

- Population: 1,488,750
- America's Healthiest City Rank (USA Today): 33
- Bike Friendly City Ranking (Bicycling Magazine): 15
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 15
- Overall Best Cities (Bloomberg/Businessweek): 49
- Green City Index (Economist Intelligence Unit): 24

# INDEX CITIES

- **Portland**

- Population: 587,865
- America's Healthiest City Rank (USA Today): 3
- Bike Friendly City Ranking (Bicycling Magazine): 47
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 2
- Overall Best Cities (Bloomberg/Businessweek): 5
- Green City Index (Economist Intelligence Unit): Not Ranked

- **San Antonio**

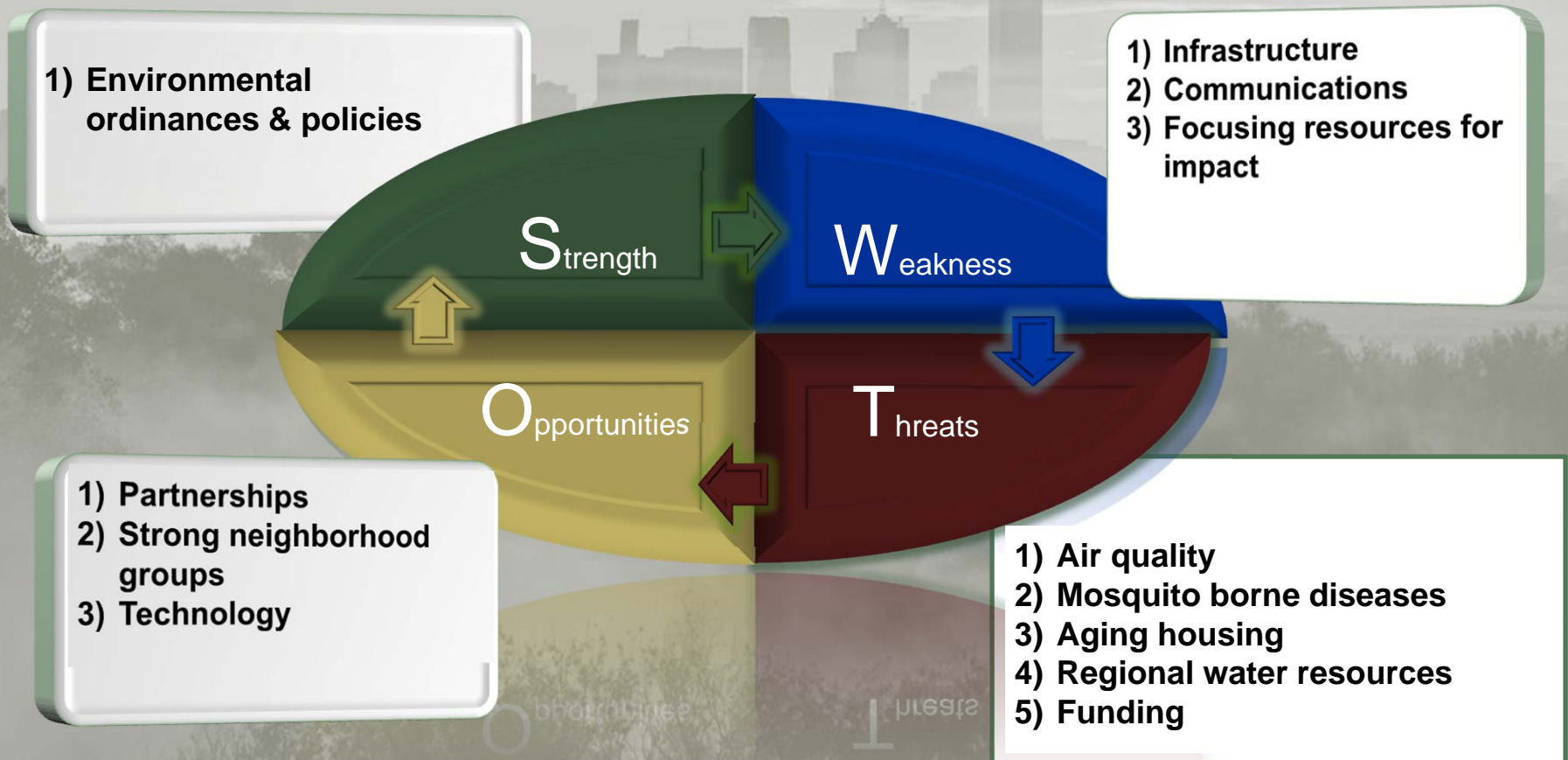
- Population: 1,382,951
- America's Healthiest City Rank (USA Today): 48
- Bike Friendly City Ranking (Bicycling Magazine): 47
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 16
- Overall Best Cities (Bloomberg/Businessweek): 40
- Green City Index (Economist Intelligence Unit): Not Ranked

# INDEX CITIES

- **Sacramento**

- Population: 475,516
- America's Healthiest City Rank (USA Today): 7
- Bike Friendly City Ranking (Bicycling Magazine): 25
- Best Cities in Energy Savings Rank (American Council for an Energy Efficient Economy): 18
- Overall Best Cities (Bloomberg/Businessweek): 24
- Green City Index (Economist Intelligence Unit): 15

# SWOT Analysis



# **STRENGTHS: Environmental Policies**

**Dallas is guided by internal policies and guidelines**

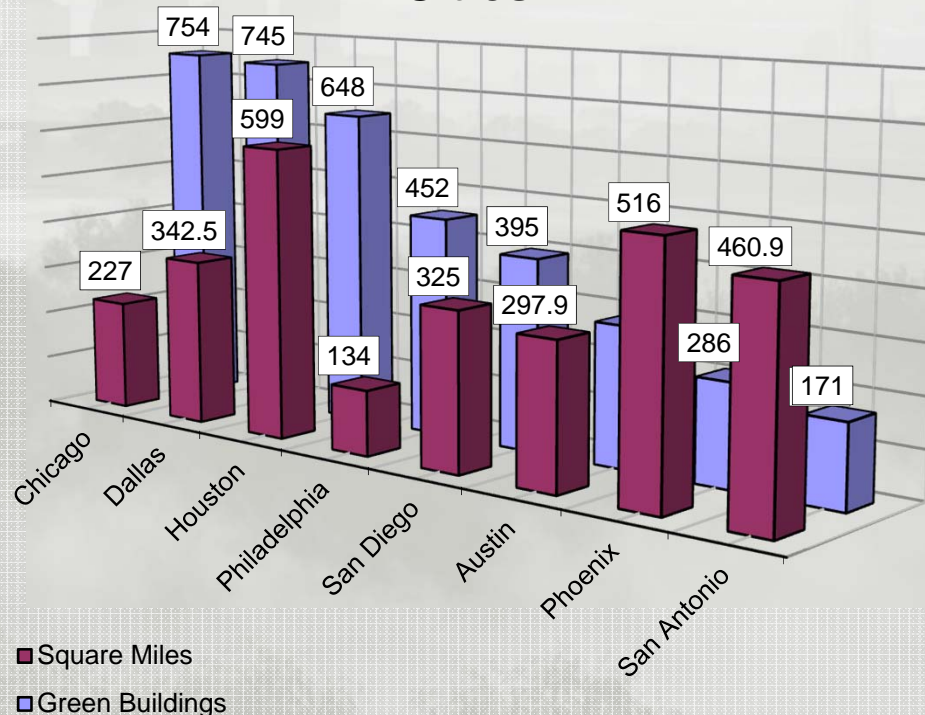
- City of Dallas Environmental Policy
- Ozone Action Plan
- Green Purchasing Initiative

# STRENGTHS: Environmental Policies

Dallas is

- **1<sup>st</sup>** in the number green buildings per capita when compared to our index cities
- **3<sup>rd</sup>** in green buildings per square mile when compared to our index cities
- Has the highest number of LEED certified buildings
- **13<sup>th</sup>** nationally in energy efficient use for local government operations

**Green Buildings:  
How Dallas Compares to Other  
Cities**

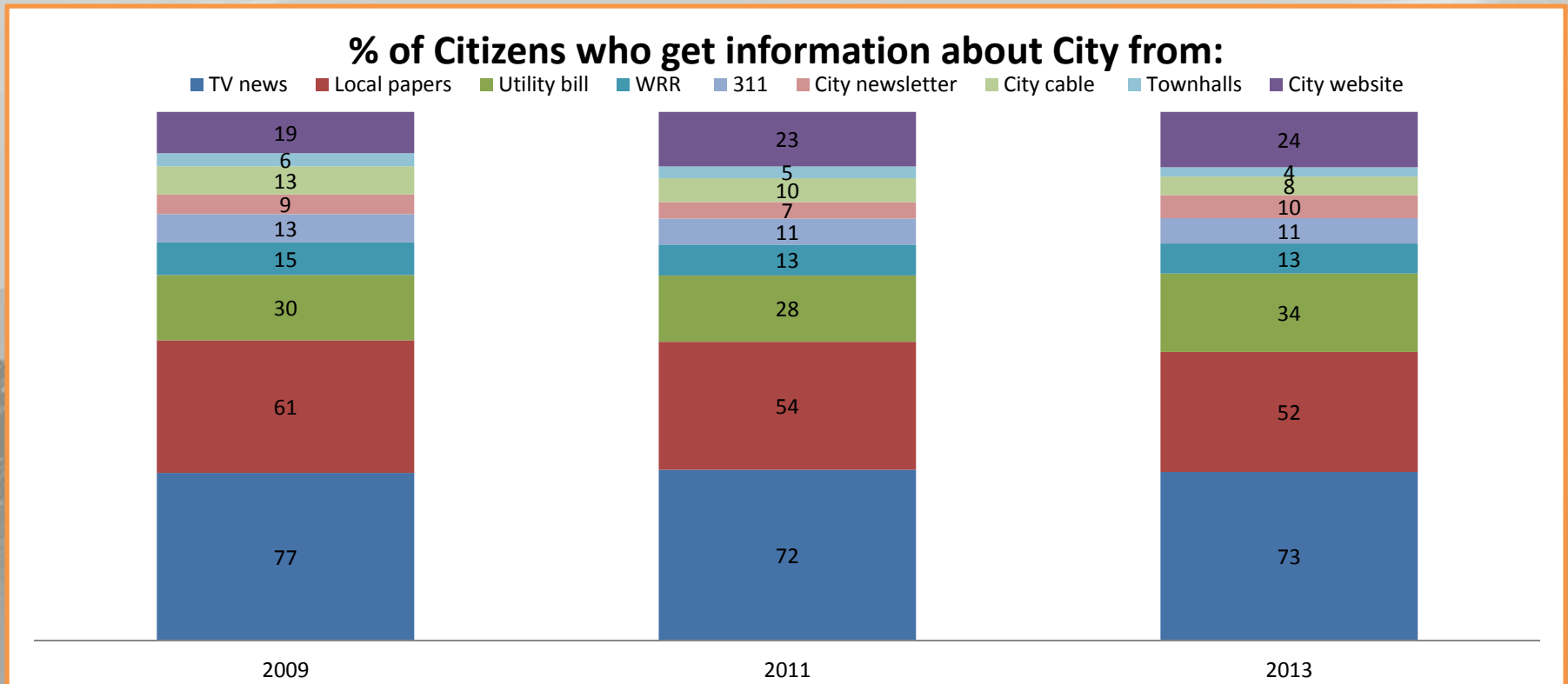


# WEAKNESS: Infrastructure

- Dallas has an aging traffic signal infrastructure
- Almost 80% of the traffic signal infrastructure is past the industry standard for useful life
- A robust system can reduce accidents, enhance mobility and improve the quality of life for Dallas citizens
- A long-term traffic signal infrastructure maintenance program is being considered



# WEAKNESS: Communications



- Top news sources in 2013:
  - Local TV news (73%)
  - Local newspapers (52%)
  - Utility bill (34%)
  - City website (24%)

- Changes from 2009 to 2013:
  - City cable (-38.5%)
  - Website (26.3%)
  - Local newspaper (-14.8%)



# WEAKNESS:

## Focusing Resources for Impact

- Dallas' land area is large and needs for key city services continues to grow
- Some quality of life problems are widely distributed throughout the city
  - Vacant Land
  - Blighted Housing
- City already targets some city services strategically
  - DPD TAAG

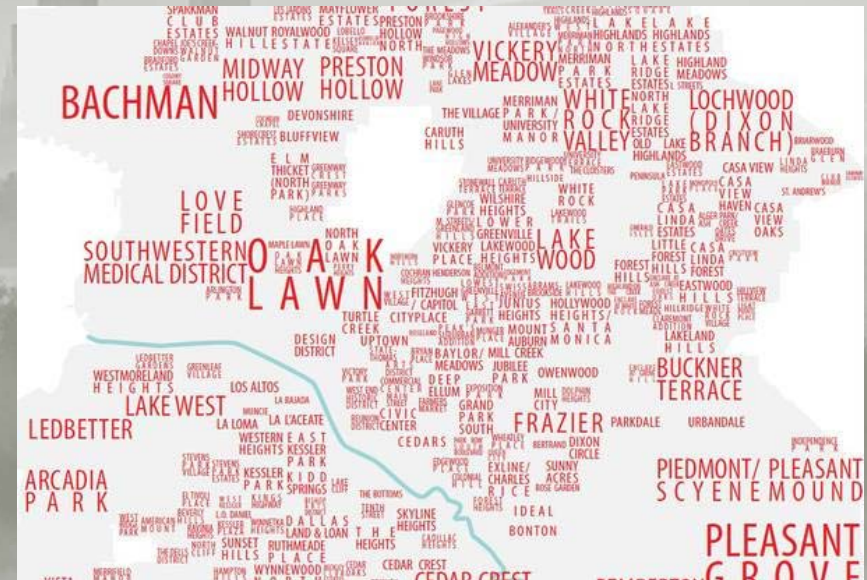
# OPPORTUNITY: Partnerships

- City of Dallas further benefits from partnerships with other municipalities, private, non-profit organizations
  - Examples
    - Klyde Warren Park
    - AT&T Performance Arts Center
    - Downtown Parks Master Plan/Belo Foundation

# OPPORTUNITY: Strong Neighborhood Groups

City can partner with neighborhood groups to:

- Identify and inventory vacant/blighted properties
- Clean and maintain vacant lots and structures
- Engage in community-based planning efforts
- Leverage private funds for public good
- Provide identifying information on absentee landlords and illegal dumpers
- Advocate for legislative changes



Graphic: Preservation Dallas

# OPPORTUNITY: Technology

- Dallas has opportunities for greater technology effectiveness
  - Demand-responding parking pricing
  - Networked street lights and parking
  - Traffic management
  - Smart utilities
  - Online civic involvement

# THREATS: Air Quality

- Ozone is a respiratory irritant and can also have adverse affects on cardiovascular health
- 8% of the population in the D-FW non-attainment region has asthma
- 23.6% of the population has cardiovascular illness
- 4% of the population has COPD
- Employers may not want to move to an area where their workers and family will become unhealthy
- Emergency room visits for respiratory complications reduces worker productivity and can result in lost wages

# THREATS: Mosquito Borne Illnesses

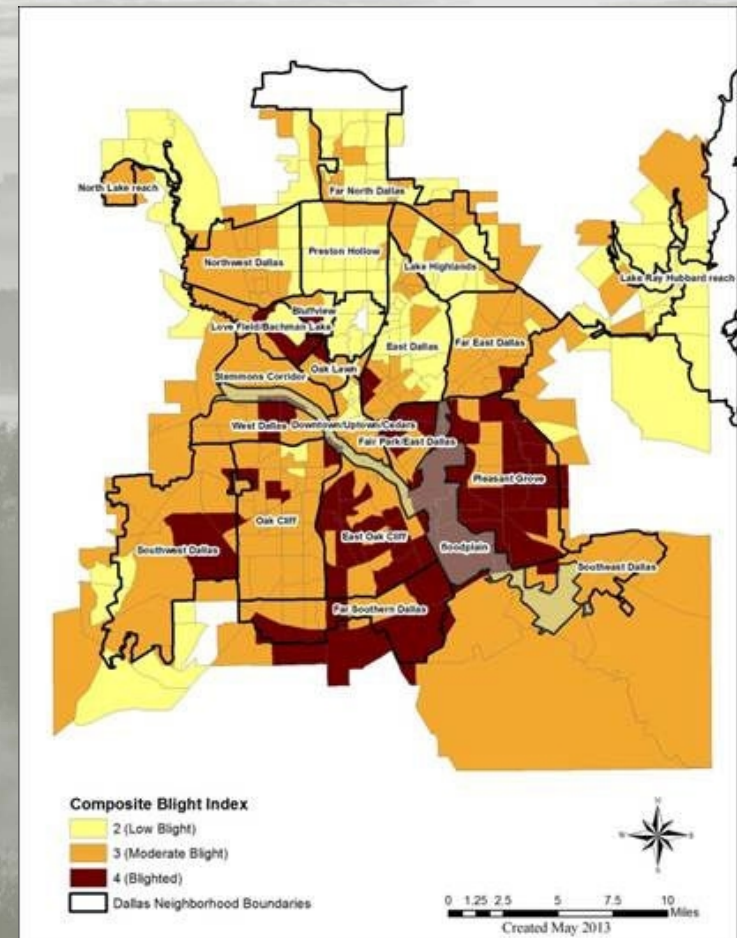
- Arboviral Encephalitides
  - Eastern equine encephalitis (EEE)
  - Western equine encephalitis (WEE)
  - St. Louis encephalitis (SLE)
  - La Crosse (LAC) encephalitis,
  - West Nile virus (WNV)
- Dengue Fever
- Malaria
- Yellow Fever



# THREATS: Aging Housing/Blight

A 2013 study by DFW Habitat for Humanity and UT-Dallas found:

- Blight drains city resources and dollars while its harms residents with drug activity and reduced property values
- Over four years, Dallas demolished nearly 1600 residential and commercial properties
- Over the past two years, Dallas filed \$10 million in liens against properties, collecting about \$1.5 million
- The median property value for homes in high-blight areas is \$79,600, compared to \$236,050 in low-blight areas



# THREATS:

## Regional Water Resources

- Texas continues to struggle with the long-term impact of drought
- Estimated costs are more than \$5.2 billion in agricultural losses and \$250 million in wildfire devastation in 2011
- Current drought may be similar to the 1950s drought and this weather pattern may stick around until 2020



# THREATS:

## Regional Water Resources

- Dallas has responded by being proactive
- Instituted twice a week watering restrictions in 2012
- Promotes conservation and reuse
- Since the beginning of Dallas' water system in 1878, the challenge has been finding an adequate, dependable water supply
- According to the State of Texas, the impact of DFW region running out of water would result in:
  - Reduced regional population of 797,000
  - Loss of 547,000 jobs
  - Income decline of \$49.7 billion

# THREATS: Funding

- Significant cuts to Transportation Funding at the Federal and State level, leaving the City with responsibility of taking up costs
- Property and sales tax revenue
  - FY14 property tax base is 3.6% FY09
  - Moderate sales tax revenue growth is expected in near future
  - New construction appraised values in FY14 is still below FY08 peak

# BEST PRACTICES

## Air Quality

### New York City

- Programs for upgrading HVAC systems in public and private buildings
- Lower retirement age for fleet vehicles
- Ground-level air monitors to evaluate air pollution hot spots



### Philadelphia

- Air Quality Improvement Fund established in 2006
- financed by fines, penalties, air permits
- Emergency generator and fire pump testing restrictions
- Dry cleaning regulations



# BEST PRACTICES Communications

## Philadelphia

- Award winning interacting programs
  - Philly311 (Call Center)
  - PhillyStat (Performance Analysis)
  - PhillyRising (Crime)



# BEST PRACTICES Communications

## Chicago

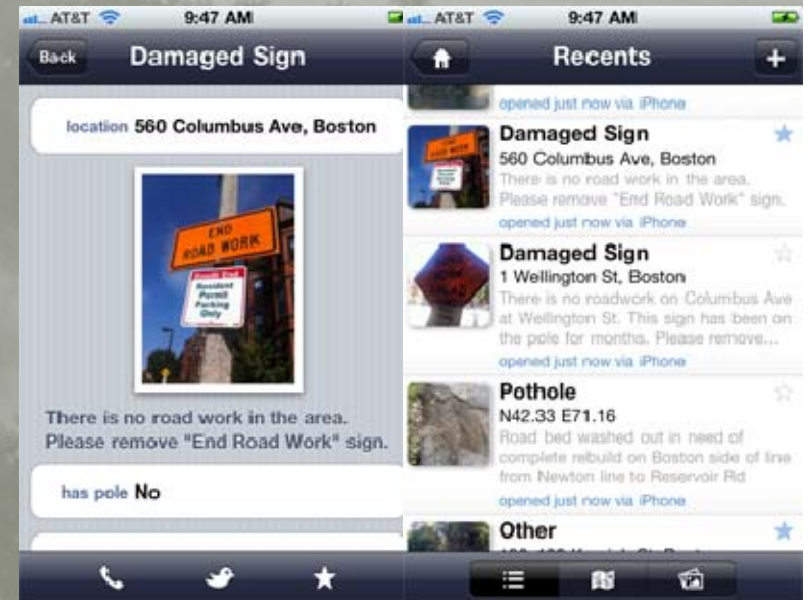
- Is expanding and updating its mobile, social media and online technology to increase communication/interaction with residents

City's engagement with residents on social media

	Office of the Mayor	Chicago Police Department	Chicago Park District	Chicago Transit Authority
Facebook	11,498 likes	37,119 likes	13,012 likes	10,069 likes
Twitter	28,206 followers	14,789 followers	14,543 followers	25,513 followers

## Boston

- Is expanding and updating its mobile, social media, and online technology to increase communication/interaction with residents through a new Open Government Portal, mobile apps (Street Bumps) and hired a "Data Scientist"



# BEST PRACTICES

## Infrastructure Replacement

### Seattle

- Green Stormwater Infrastructure (GSI) – aims to address stormwater needs in a more sustainable, aesthetically pleasing and cost effective approach

### San Diego

- In 2014 announced a five-year plan will be developed to address infrastructure backlog

### Houston & Fort Worth

- Infrastructure/bond program management & tracking systems

# BEST PRACTICES

## Using Resources Strategically

### Richmond

- Neighborhoods in Bloom targets six neighborhoods with additional revitalization resources and enhanced

### Houston

- “Healthy Pets Healthy Streets” is a city and advocacy group partnership that targets specific neighborhoods with large stray animal populations

### San Antonio

- Progressive animal control initiative that seeks to enhance community and owner responsibility

# BEST PRACTICES: Strong Neighborhood Groups

## Fort Worth & San Antonio

- Code Ranger Program builds neighborhood partnerships with code officers
- Focus on training citizen volunteers

## Cleveland

- Code Enforcement Partnership empowers community organizations to educate property owners on code compliance
- Neighborhood organizations, churches, and community development corporations (CDCs) receive training from city code officers



# BEST PRACTICES: Technology

## New York City

- Sensors along 23 crucial intersections adjust traffic light patterns to keep optimal traffic flow

## Seattle

- Uses Eparking data to adjust parking rates on a neighborhood level annually

# SUMMARY

- With municipal leadership, regional collaboration, environmental initiatives, and community involvement, the City of Dallas will remain a national leader in ensuring a sustainable community

# QUESTIONS?