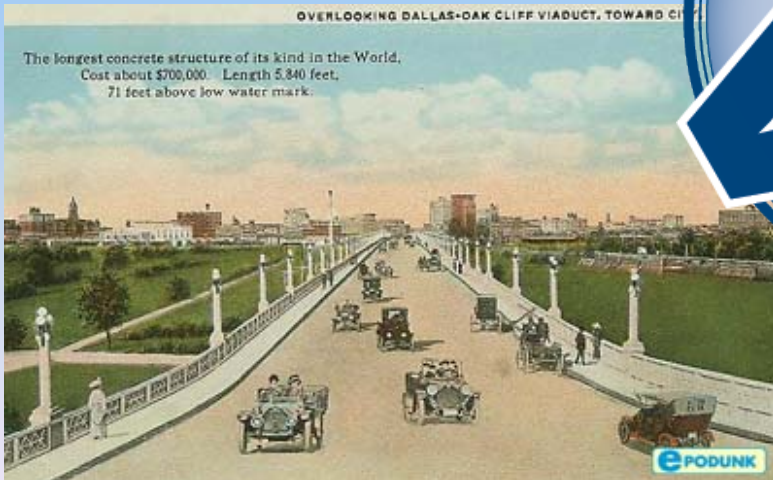


APWA Accreditation: Bridging DCPW to the Future



★ EFFECTIVENESS ★ PARTNERSHIPS ★ TECHNOLOGY ★ PREPARATION ★ PEOPLE

Today's Presentation Outline

- History
- DCPW Strategic Approaches
- APWA Rejuvenating Dallas County Public Works Goals
- APWA Rejuvenating Dallas County Mobility
- Dallas County APWA Accreditation Process and Planning



Background/History



DALLAS COUNTY



County Judge

Clay Lewis Jenkins

Commissioner Dist 1

Dr. Theresa M. Daniel



Commissioner Dist 2

Mike Cantrell



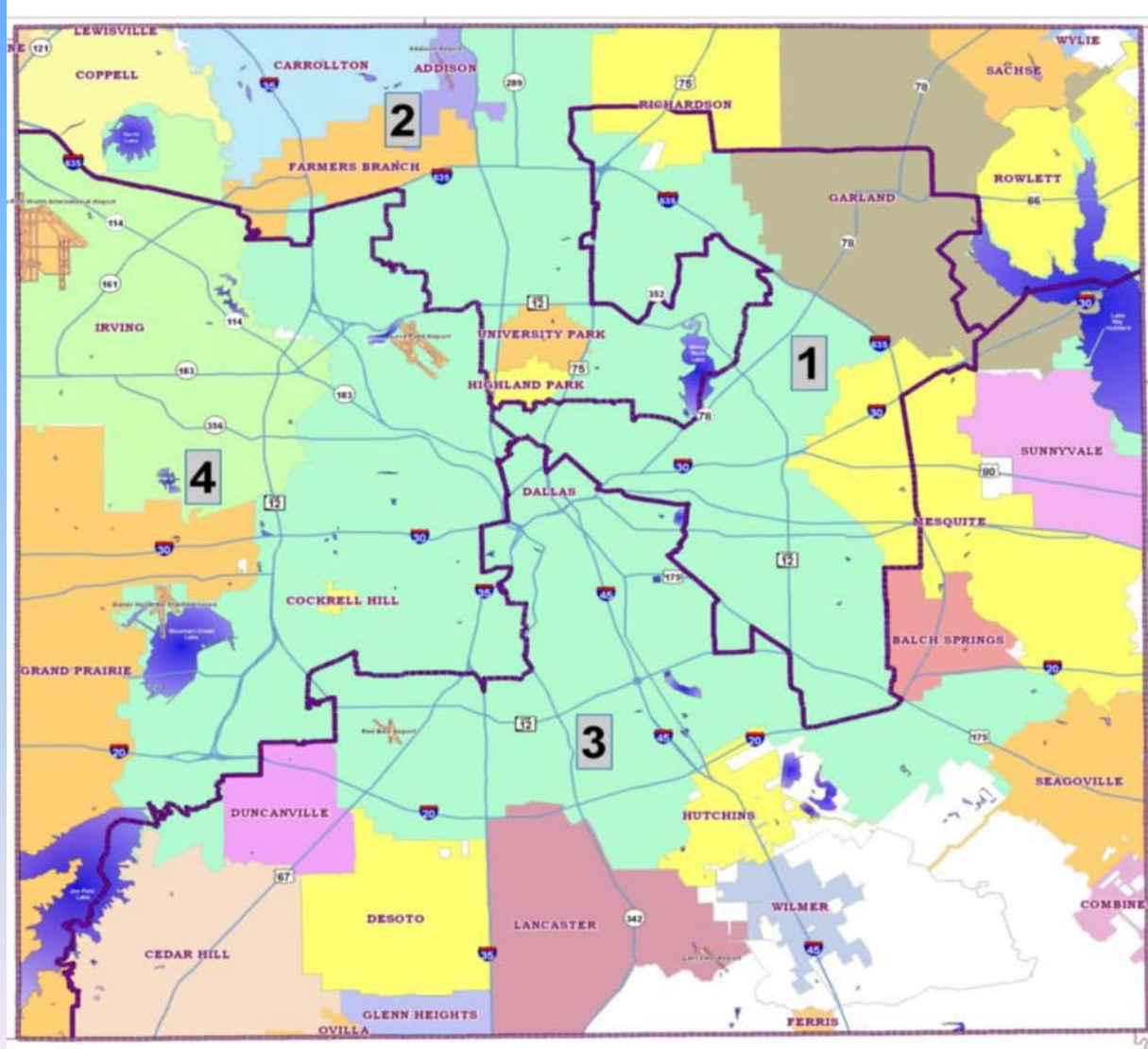
Commissioner Dist 3

John Wiley Price



Commissioner Dist 4

Dr. Elba Garcia



Dallas County Administrative Goals

- Operates as a model governmental entity.
- Is a healthy community.
- Is a proactive regional partner.
- Is safe, secure, and prepared.
- Is the destination of choice for businesses and residents.
- Accreditation helps ensure we meet those goals
- Efficient and effective



PUBLIC WORKS STRATEGIC WORKSHOP - 9/16/16 Dallas County Administrative Objectives

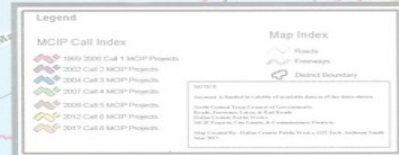
| | <i>Dallas County Obj.</i> | <i>PW Modified Obj.</i> | <i>PW Goal</i> | <i>Description</i> |
|---|---|---|---|--|
| 1 | Update Countywide Organizational Chart | Update Public Works Organizational Chart based on Departmental Reorganization Objectives | Invest in People | Public Works embarked on a journey to start reorganization in 2012 to meet the growing needs to provide not only project delivery initiatives but to also review services objectives for the department |
| 2 | Develop Proposal for Improving Employee Compensation | Develop Division processes and procedures for conducting training and programs for department and divisions | Invest in People | Public Works has been innovated in providing training opportunities for all employees. A process and procedures on reviewing professional development as well as meeting requirements of informing staff of county policy and practices need to be set in place. |
| 3 | Improve appearance of all County facilities and ensure compatibility with surrounding neighborhoods | Improve neighborhoods and communities through planning and project development enhancements | Revolutionize Effectiveness; Revitalize Partnerships | Public Works has worked through partnering with interagency to improve the surrounding communities through Context Sensitive Solutions (CSS). Since the beginning of the MCIP and through the foreclosure process, public works continued to develop more than just roads and bridges. |
| 4 | Establish New Space Standards for All County Offices | Continue the modifications to current and future Public Works facilities | Revolutionize Effectiveness | With the additional staff and the potential move to the Record Bldgs., an opportunity continues to TRAF and develop a plan for efficiency in facilitations for staff and operations. |
| 5 | Develop Options for Enhancing the County's M/WBE Program | Develop and enhance reporting of P5 Systems through procedures and processes such as Title VI | Rev Effectiveness; Rev.Partnership | The P5 Systems has enhanced effectiveness in project delivery. Through new initiatives such as Title VI PW is required to record and report in order to provide standards that have County wide significance. |
| 6 | Update , Improve , Maintain and Make Readily Available an Online Collection of All County Policies | Update ,Improve, Maintain and Make Readily available all online and webpage PW information and outreach | Rev Effectiveness; Leverage Technology | PW webpage as well as online develop needs to be updated and maintained in order to provide accurate information for usage by partners and stakeholders. |

Transition from Bond to MCIP

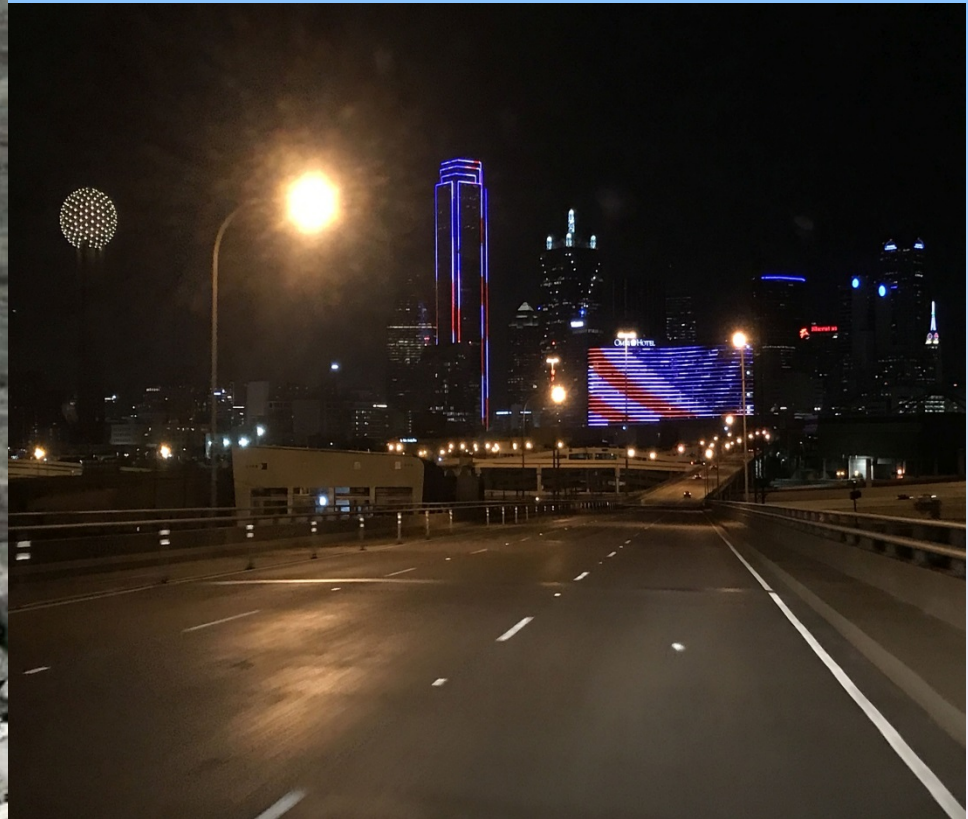
- Last Bond Program in 1991
- Court decision in late 1990s to shift to pay as you go
- DCPW strategic approaches:
 - Strategic Plan and annual strategic meeting
 - Guiding Coalition
 - Round Table
 - Development of P5 System
 - Partnering meetings

What is The MCIP?

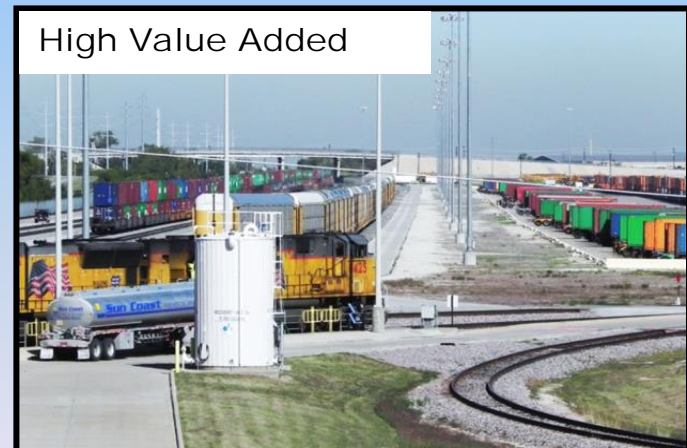
- Major Capital Improvement Program (MCIP)
- Partnership program with Cities
- Dallas County funds up to 50% of eligible project costs
- Selected through Call for Projects
- Currently 6th Call (2014)
- From 1999-2020: Over \$600M County funding has leveraged a total of over \$1.6B in transportation infrastructure improvements across Dallas County



DCPW Evolving Strategic Approaches



Public Work's Mission/Vision



History of DCPW Strategic Planning Meetings



Annual Strategic Planning Workshop

- ❑ Successful Strategic Transformation, since 1998
- ❑ One day of vision-driven thinking
- ❑ Translating Mission, Vision and Values into Strategic Objectives and Tactical Plans
- ❑ Brainstorming, Forming, Prioritizing
- ❑ Establish direction for the coming year
- ❑ Guiding Coalition
- ❑ Progress on Strategic Action Items
- ❑ APWA Accreditation Program



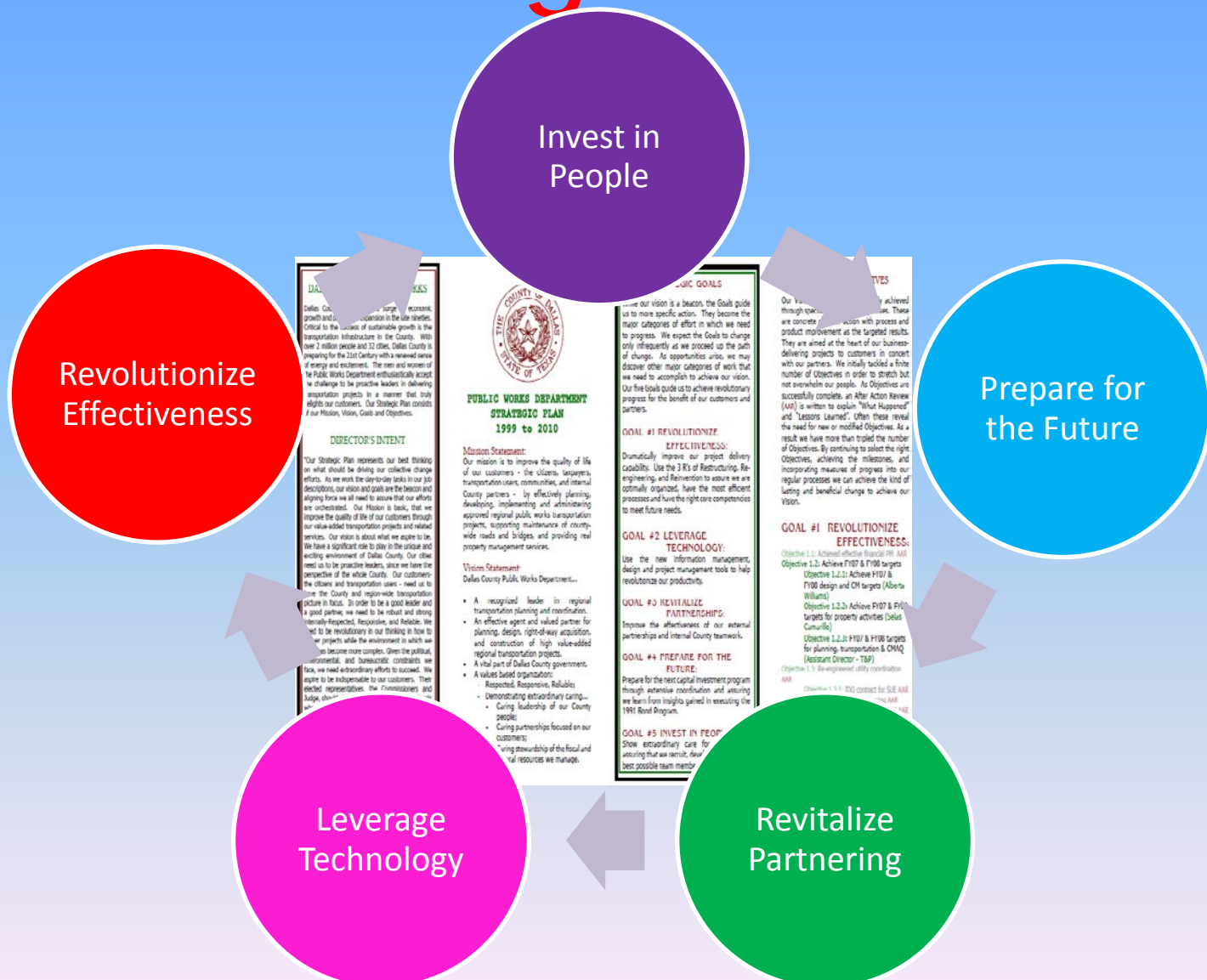
Overview of DCPW Strategic Plan Meetings 1998-2017

- Progress from 1998 thru 2000 - BEGINNINGS
 - 1st Theme: Strength through Revolution & Learning
 - 2nd Theme: Strength through Diversity and Cohesion
- Progress from 2001 thru 2003 – BUILDING BUSINESS MODEL -FROM GOOD TO GREAT
 - 3rd Theme: Strength through Effective Program and Business Operations Planning
 - 4th Theme: Building from good to great & sustaining execution excellence thru true application of business plan
 - 5th Theme: Integrating “New Look” objectives to continue and document our transformation journey, show extraordinary care for our people
- Progress from 2004 thru 2006 – EFFECTIVE BUSINESS UNITS & PLANS
 - 6th Theme: “Business Units”
 - 7th Theme: “Business Plan”
 - 8th Theme: “What we would do & be if we had no barriers”
- Progress from 2007 thru 2009 - APWA
 - 9th Theme: Should we embark on APWA Accreditation Journey?
 - 10th Theme: APWA Self Assessment Guide, Process Guide
 - 11th Theme: Ongoing Strategic Emphasis –APWA Accreditation Journey

Overview of DCPW Strategic Plan Meetings 1998-2017

- Progress in Recent Years – INTERNAL PARTNERING (IDCI)
 - FY11 Playing our Aces – 12th THEME
 - FY12 Taking Care of Business – 13th THEME
 - FY13 Back to the Future – 14th THEME
 - FY14 Level 5- Service Leadership – 15th THEME
 - FY15 RESET: Rebuilding Effective Services CONNECTIONS Through Internal Partnering – 16th THEME
 - FY16 “Building Effective Habits for Public Works Processes and Principles” - 17th THEME
 - *FY17 “DALLAS COUNTY STRONG IS PUBLIC WORKS STRONG”*
 - #PublicWorksStrong- 18th Theme*

DCPW Strategic Plan & Goals



Dallas County Public Works Strategic Goals

- GOAL # 1 **REVOLUTIONIZE EFFECTIVENESS**: Dramatically improve our project delivery capability. Use the 3 R's of Restructuring, Reengineering, and Reinvention to assure we are optimally organized, have the most efficient processes and have the right core competencies to meet future needs.
- GOAL #2 **LEVERAGE TECHNOLOGY**: Use the new information management, design and project management tools to help revolutionize our productivity.
- GOAL #3 **REVITALIZE PARTNERSHIPS**: Improve the effectiveness of our external partnerships and internal County teamwork.
- GOAL #4 **PREPARE FOR THE FUTURE**: Prepare for the next capital investment program through extensive coordination and assuring we learn from insights gained in executing the 1991 Bond Program.
- GOAL #5 **INVEST IN PEOPLE**: Show extraordinary care for our people, assuring that we recruit, develop and retain the best possible team members for Public Works.

APWA Rejuvenating Dallas County Public Works Goals



Revolutionize Effectiveness

- Documentation
- Shorter learning curve
- More transparent
- More respected, responsive, reliable
- More effective when communicating
- Ongoing commitment

5 Phase Project Delivery

- **Phase I - Planning & Preliminary Design**
 - ❑ Project definition
 - ❑ Preliminary design
- **Phase II - Primary Design**
- **Phase III - Design**
 - ❑ Design completion
 - ❑ ROW initiation
- **Phase IV - ROW**
 - ❑ ROW completion
 - ❑ Utility adjustment
- **Phase V - Project Delivery**
 - ❑ Construction
 - ❑ Project Close out



Revolutionary Project Delivery

Strategic Partnering

- Agency Partnering
- City Partnering

Tactical Partnering

- Construction Partnering
- Design Partnering
- Utility Partnering

PARTNERING RELATIONSHIPS
Trust, Commitment, Shared Vision

AAR's

- "Lessons Learned"
- What happened?
 - What did we learn?
 - What would we change?

"Pretty Good Practices"

After Action Reviews

COUNTY
CITY
LOCAL AGENCY
FED / STATE AGENCY

"Bureaucracy"

ICI Negotiations

Dealpoints,
Project Lead
Interrelated Departments
Stakeholders

Phase I
Planning & Preliminary Design

Phase II
Primary Design

Phase III
Design Completion & Right of Way (ROW)

Phase IV
ROW & UTILITY

Phase V
CONSTRUCTION

Project Delivery

Planning

CALL FOR PROJECTS

Preliminary Design

PRELIMINARY DESIGN CHARTER

PROJECT SELECTION

SUE UTILITY REVIEW

NEIGHBORHOOD MEETINGS

Preliminary Design

Preliminary Design

ROW Acquisition

ROW REVIEW BOARD

ROW DOCS COMPLETED

ROW ACQUISITION COMPLETED

CONSULTANT EVALUATIONS

PREPARED ROW DOC

UTILITY MTGS. & COORDINATION w US-WAY

SUE COMPLETED REVIEW PLANS

RISK ASSESSMENT PLANNING

WARRANTY PERIOD

UTILITY PARTNERING "NEXT LEVEL" OARR

FIELD REVIEW OF UTILITIES IN CONSTRUCTION MEETING

PROJECT SPECIFIC - FUNDING AGREEMENTS (PSA) SCOPING

UTILITY DESIGN COMPLETION & COORDINATION

ROW ACQUISITION COMMENCES

CONSTRUCTION PRECON PARTNERING MEETING

CONSTRUCTION COMMENCES

PARTNERING MEETINGS

CONSTRUCTION COMPLETED/FINALIZED

CONTRACTOR EVALUATIONS

FIELD REVIEW OF UTILITIES IN CONSTRUCTION MEETING

ROW Acquisition

Preliminary Design

Design Partnering Meeting

DESIGN TEAM KICKOFF
• Scoping Sheets
• Consultant Contract

OVER SHOULDER REVIEWS

DESIGN PARTNERING MEETING

EMINENT DOMAIN PROCESSES

PSE FINALIZED

TASK FORCE MTG/ SCOPING

CONCEPTUAL CHARTER

CSS - Context Sensitive Solutions
Effective Public Involvement

RISK ASSESSMENT

Preliminary Design

"Lawyers"

Master Agreements - Partnering & PM Principles
PSA, Permits, Specifications,
Code Regulations, Financing

PROPERTY OWNERS
STAKEHOLDERS
BUSINESSES
NEIGHBORHOOD DEVELOPMENT

P5 - Project Review Board



- Project Review Board is an actual quarterly meeting at which:
 1. Project delivery progress is tracked
 2. Financial progress is tracked.
 3. Compare actual costs with forecast



Leveraging Technology

- Digital Assessment Tool will be used and organized
- Project tracking
- Data Tracking
- Communicate better
- Web presence improved
- Structure for projects in the future

DCPW Survey Crew using GPS

Leveraging technology to improve efficiency



Trimble R6
"Rover"



Revitalize Partnering

- Respected, Responsive and Reliable
- Ability to be a part of important network of APWA agencies
- Help Self Assessment Team
- Conferences/presentations
- Training
- Leading in APWA

MCIP as a Regional Partnership

Partnering = Trust + Commitment + Shared Vision

LEVERAGE \$\$\$\$ FOR MAJOR IMPACT

Interagency Partners

Cities of Dallas County and ...



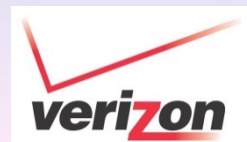
PARTNERSHIP FUNDING PROGRAMS (typically 80/20)

- RTR
- NCTCOG SD
- STP-MM
- CMAQ
- LAQ
- SECO
- TIGER
- FASTLANE
- TAP
- CETRZ

Interdepartmental Partners

CDBG, District Attorney, Elections, Environmental Health, Road & Bridge Districts, Trails & Preserve Program, Tax Office, Sheriff's Office, Emergency Management

Utility Partnering



MCIP/NCTCOG/TxDOT Partnership Projects



- Pleasant Run Overpass
 - Completed in 2014
 - Federally Funded, TxDOT
 - Total Project Cost - \$12 Million



- Wintergreen overpass
 - Completed in 2010
 - Locally Funded, NCTCOG
 - Total Project Cost - \$7 Million

Invest in People

- Leadership development
- Better preparation of Personal Performance Objectives
- Enhancing career development
- Recruiting
- Opportunities for Training

Invest in People

Quarterly Town Hall Meetings



Employee Recognition



Annual SAME Infrastructure Forum



Annual Strategic Planning Meeting



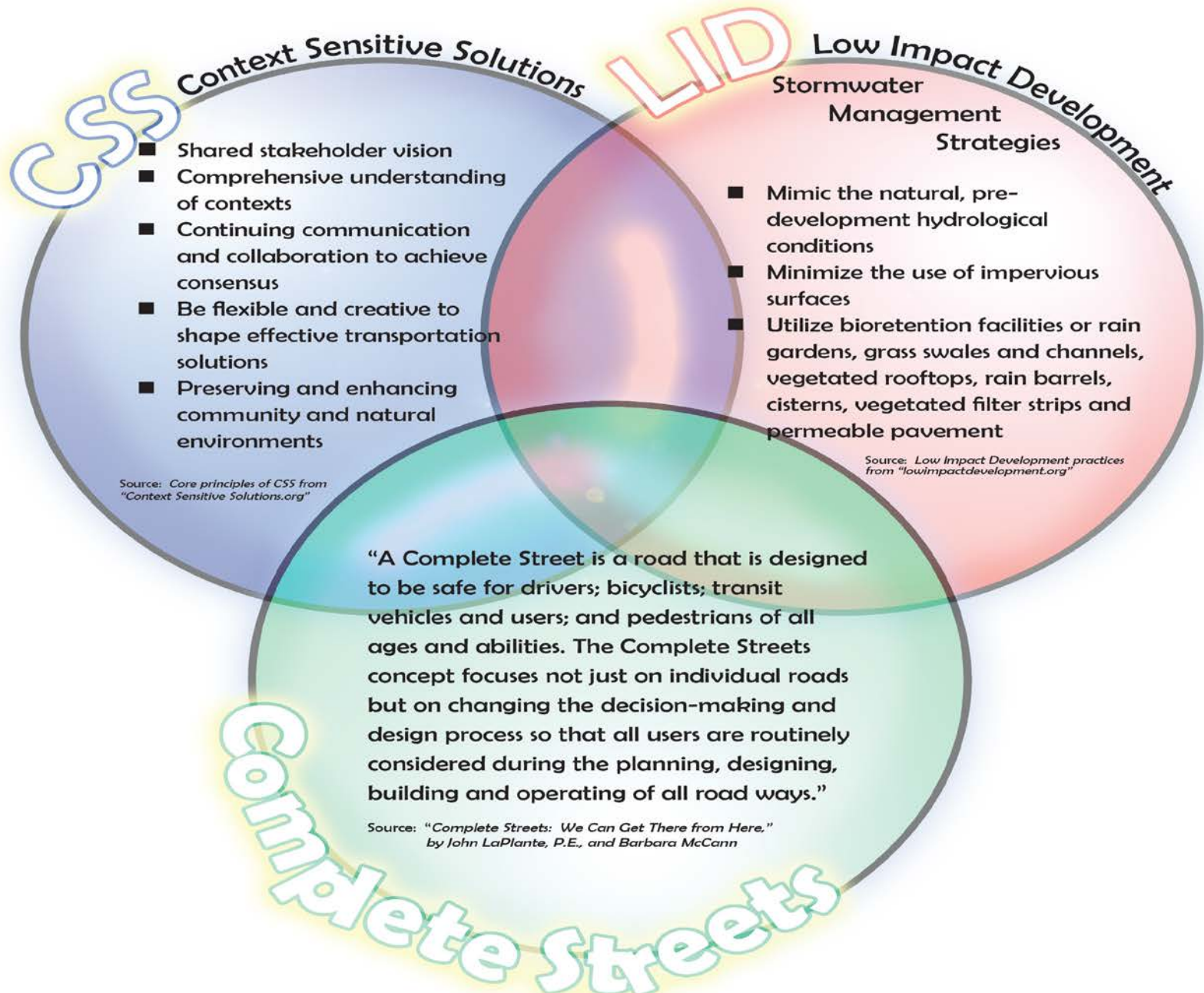
Staff Development Leadership

- Accreditation offers a technique of conveying and instilling the important drivers for staff
- The process' impacts are be immediate but can also have critical longer term benefits to reinforce values and missions during the “ups and downs” of department activities
- Future leaders and stakeholders can build on success and not have to reinvent the wheel

Prepare for the Future

- Prepare for MCIP 7th call and future calls for projects
- Future commissioner courts
- Updating policies and procedures
- Preparing for future staff direction
- Next Generation of Leaders

The Future of Transportation



APWA Rejuvenating Dallas County Mobility



Time for a new approach: Dallas County Mobility Plan

- Recent requests for County Mobility-Thoroughfare designation
- Status of Regional Thoroughfare Plan
- A collaborative effort between Dallas County and the Cities of Dallas County
- Collaboration with Regional Transportation Agencies
 - DART, TxDOT, NCTCOG
- Mobility Plan will address issues such as Population Growth and Congestion
- Process
 - Collect Data
 - Analyze Demographics and Data
 - Develop the Mobility Plan



Schedule

- ✓ 2017: Winter (Early 2017):
 - ✓ SAME Infrastructure Forum Dec. 2016
 - *Complete Data Collection – 90%*
 - ✓ Complete Roadway Segment ID Task
 - Begin Analysis – Model Runs
 - Spring:
 - ✓ SEATA Presentation – April 2017
 - Complete Analysis
 - ✓ Complete Thoroughfare Designation Task
 - Summer:
 - ✓ Mobility Plan Workshop – June 29th
 - ✓ Review with each Commissioner- July/August
 - ✓ Complete Initial Phase
 - ✓ Finalize Scope for Next Phase
 - Winter:
 - ✓ Phase 1 Complete
 - ✓ Initiate Phase 2 of Mobility Plan
- 2018: Summer:
- Mobility Plan Review Workshop Phase 2
- Fall:
- Commissioner Court Briefing
 - Finish Phase 2 of Mobility Plan
- 2019:
- 7th Call for Projects



An aerial architectural rendering of a proposed infrastructure project in Dallas. The image shows a multi-lane highway with several cars. A new bridge with a prominent white arch and stay cables spans the highway. To the left of the bridge, there is a circular park area with a pond, trees, and a paved walkway. In the background, a large, modern building with a flat roof and a central tower is visible, surrounded by other urban structures and parking lots.

Dallas County APWA Accreditation Process and Planning (Preliminary Concept, Subject to Change)

DRAFT ONLY

PRELIMINARY, SUBJECT TO CHANGE

AUGUST 29, 2017

Dallas County Accreditation Work So Far...

- Initial efforts started in late 2000's
- Reinforces directives from the 2017-2021 Dallas County Administrative Plan
- Continuous involvement with APWA
- Recent Orlando PWX participation
- Established Accreditation Manager position
- Coordination with other accredited agencies and applicants

Texas APWA Accredited Agencies



| Agency Name | Status |
|--|-------------|
| Arlington (City of), TX, Department of Public Works n Transportation | Accredited |
| Austin (City of), TX Department of Public Works | Accredited |
| College Station (City of), TX, Department of Public Works | Accredited |
| College Station (City of), TX, Department of Water Services | Accredited |
| Flower Mound (Town of), TX, Department of Infrastructure Services | Accredited |
| Fort Worth (City of), TX, Department of Public Works n Transportation | Accredited |
| Houston (City of), TX, Department of Public Works | Accredited |
| Little Elm (Town of), TX Department of Public Works | Accredited |
| Plano (City of) , TX, Department of Public Works, Fleet Svs n Sustainability n Environmental Srvc. | Accredited |
| Rowlett (City of), TX, Departments of Public Works and Development Services | Accredited |
| Frisco (City of), TX Public Works Department | Applicant |
| Leon Valley (City of), TX | Applicant |
| Pharr (City of), TX Department of Public Utilities | Applicant |
| University Park (City of), TX Public Works Department | Applicant |
| West University Place (City of), TX Public Works Department | Applicant |
| Haltom City (City of), TX, Department of Public Works | Provisional |

National APWA Accredited Agencies



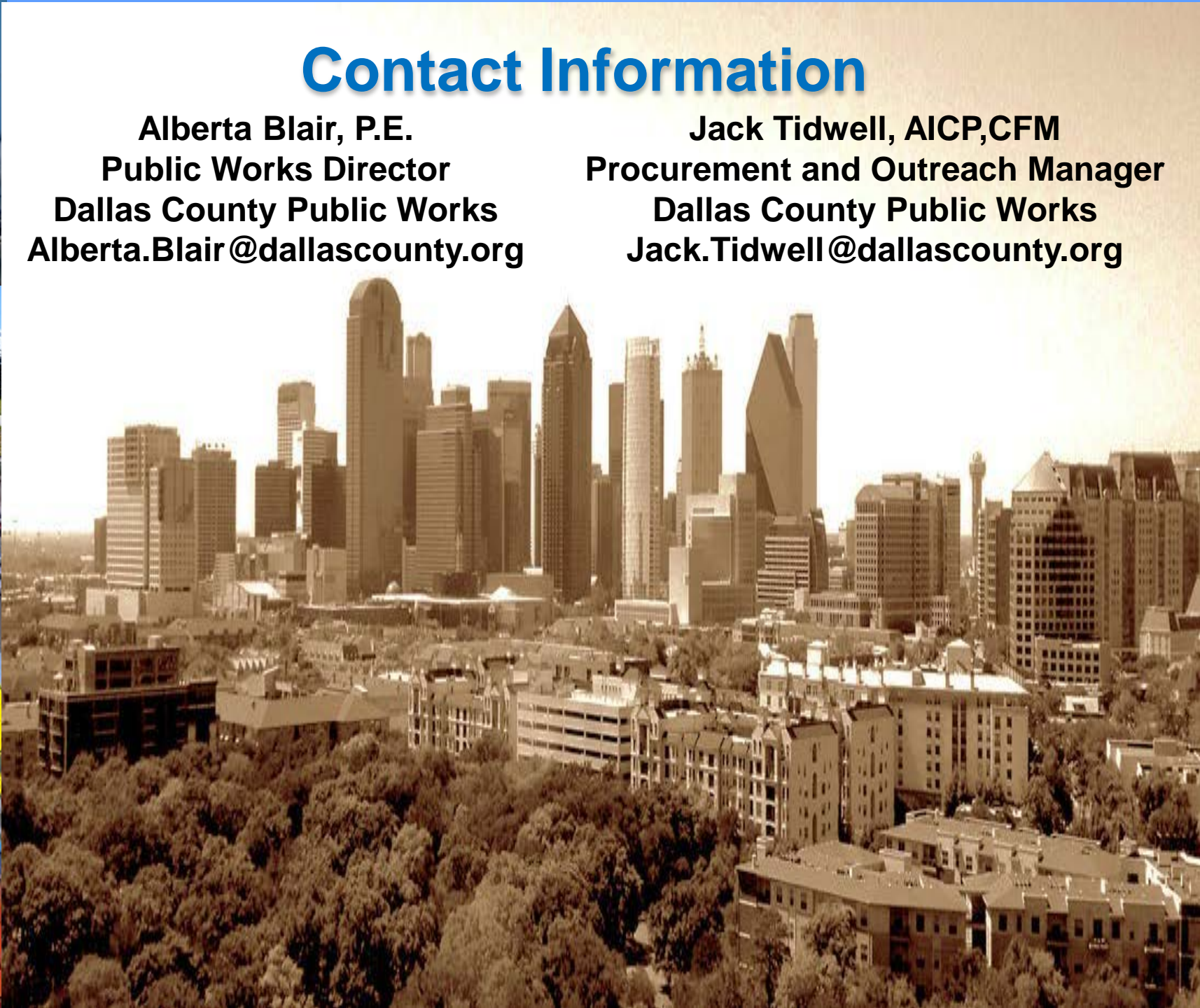
172 Total
129 Accredited
34 Applicant
9 Provisional

| Agency Name | Status |
|---|-------------|
| Orange County, CA, Departments of Public Works n Engineering | Accredited |
| Alameda County, CA, Agency for the Public Works | Accredited |
| Hillsborough County, FL, Department of Public Works | Accredited |
| Allegheny County, PA, Department of Public Works | Accredited |
| Fairfax County, VA Department of Public Works n Environmental Svcs | Accredited |
| Fulton County, GA, Department of Public Works | Provisional |
| San Francisco (City n County), CA, Department of Public Works | Accredited |
| Pierce County, WA, Department of Public Works n Utilities | Accredited |
| Miami Beach (City of), FL, Department of Public Works | Accredited |
| Tacoma (City of), WA Departments of Public Works n Environmental Services | Accredited |
| Tucson (City of), AZ, Department of Transportation | Provisional |
| Kansas City (City of), MO Public Works Department | Applicant |
| | |
| | |

Contact Information

Alberta Blair, P.E.
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Dallas County Public Works
Alberta.Blair@dallascounty.org

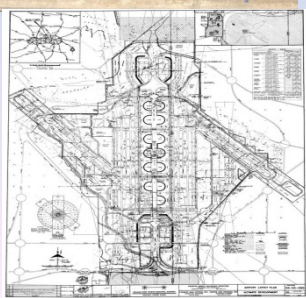
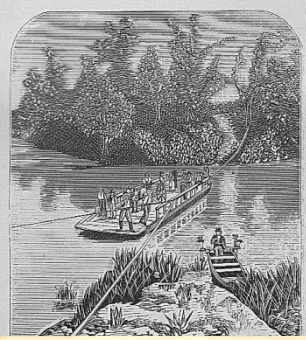
Jack Tidwell, AICP,CFM
Procurement and Outreach Manager
Dallas County Public Works
Jack.Tidwell@dallascounty.org



Thank You!!

Important Incentives

- ~~NCTx and Dallas County has grown as a vibrant place where people want to be and do things~~
- ~~DCPW has evolved over time and become an important part of that character~~
- ~~Current history of creativity in program and project delivery deserve to be recognized; truly outstanding projects and partnerships; i.e. CDC and transpo. projects~~
- ~~Great APWA reputation aids general understanding and respect on the part of general public~~
- ~~Recognize the efforts needed to accredit and maintain are needed all the time~~



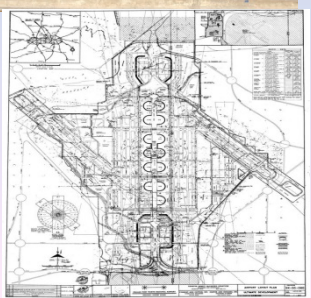
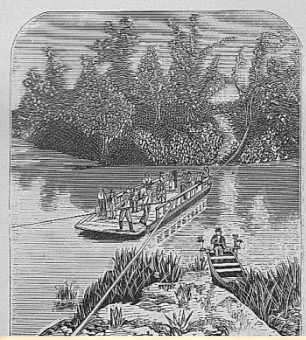
Goals for the Future

- ~~DCPW wants to build its capability as a partner with the County's and Region's leaders~~
- ~~To add to the advantages of the Dallas County and build onto the "draw" of North Texas region~~
- ~~Acknowledge the role of DCPW in the important ongoing work and educate elected officials and public~~
- ~~To reinforce staff participation and investment with ongoing discussion~~
- ~~Become better implementors of County Funding Programs~~
- ~~Incorporate the achievement in as many programs, briefings and projects as possible to educate decision makers of today and tomorrow~~



APWA Accreditation reminds us...

- We need to document process and programs
- We need to share lessons learned; with elected officials and the general public
- We need to prepare for the future and inevitable challenges that are coming
- We need to train our replacements>> future leaders
- We need to think about our impact as public servants & professionals to the overall success of our communities
- APWA offers the process to help stay committed to this process



White Rock Lake Bridge so of Mockingbird



Houston Street Viaduct



Jefferson Street Viaduct

- Our Mission is to improve the quality of life of our customers by *effectively planning, developing, implementing and administering approved regional transportation projects.*
- We envision ourselves becoming a recognized leader in regional transportation planning and coordination, an effective agent and valued partner for our cities, and a vital part of Dallas County government. Our values are centered on being *Respected, Responsive & Reliable* in all our relationships.

MCIP/NCTCOG/TxDOT Partnership Projects



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White Rock Lake Bridge south of Mockingbird Lane

Dallas County APWA Accreditation Process and Planning



Public Works Strategic Goals

Goals – Broad overview of what you want to accomplish



Enterprise GIS

- Hardware
- Core Software
- Data
- Programming
- Staff

