

Memorandum



CITY OF DALLAS

DATE May 13, 2016

TO Honorable Members of the Arts, Culture and Libraries Committee: Monica R. Alonzo (Chair),
Mark Clayton (Vice Chair), Carolyn King Arnold, Jennifer S. Gates, Scott Griggs, Erik Wilson

SUBJECT Cultural and Library Facilities Bond Program Technical
Criteria and Policy for Prioritizing

On Monday, May 16, 2016, the Arts, Culture & Libraries Committee will be briefed on Cultural and Library Facilities Bond Program Technical Criteria and Policy for Prioritizing. The briefing materials are attached for your review.

Please feel free to contact me if you have questions or need additional information.

A handwritten signature in cursive script, appearing to read 'Jill Jordan'.

Jill A. Jordan P.E.
Assistant City Manager

Attachment

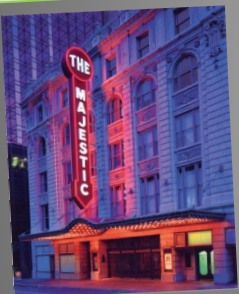
c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Christopher D. Bowers, Interim City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager

Eric D. Campbell, Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



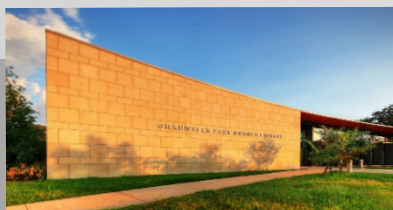
CULTURAL AND LIBRARY FACILITIES

BOND PROGRAM TECHNICAL CRITERIA AND POLICY FOR PRIORITIZING
ARTS, CULTURE AND LIBRARIES COMMITTEE – MAY 16, 2016



PURPOSE

- Provide information on the proposed **technical criteria** and **policy for prioritizing facility projects** for the 2017 bond program
- The same technical criteria will be utilized for all capital projects by:
 - Public Works
 - Equipment and Building Services
 - Park and Recreation



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TECHNICAL CRITERIA AND POLICY

The technical criteria serves as a tool to assist in evaluating the priority for:

- Performing **Major Maintenance**
- **Renovating or replacing** existing facilities
- Constructing **New** Facilities

The prioritization process is **a two-step process and includes** the operating department, Public Works, and Equipment and Building Services (EBS)



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PRIORITIZATION PROCESS

The first part of the two-step process:

Identify potential projects with help of operating departments and EBS through:

- A review of existing Master Plans
- Current operational needs to deliver services
- **Facility condition assessment (FCA) and review of maintenance work orders—process led by EBS**



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FIRST STEP CONTINUED- FCA

Proposed Path Forward

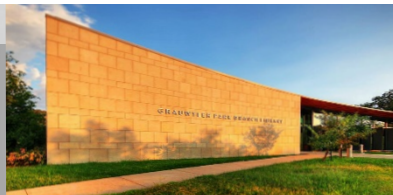
An effective strategy to address current deferred maintenance backlog and reduce its growth requires two critical components

1. Inventory and comprehensive baseline of needs (facility condition assessment)
2. Maintenance management system

These two form the foundation for a true maintenance and operations strategy (annual operating budgets and future capital programs without regard to funding mechanism)



City Hall's Critical Power System was at "end of life" in 2012 - parts are increasingly difficult to find



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Proposed Computerized Maintenance Management System (CMMS)



The second of two foundational components of an effective maintenance strategy is the CMMS

- New CMMS is more than a work order system and provides
 - ❑ Lifecycle management resources to improve the effectiveness of maintenance and help reduce operating costs
 - ❑ Preventive maintenance capabilities to improve operating efficiency of buildings
 - ❑ Condition-based tools to identify building issues before they escalate and require more expensive repairs

➤ CMMS would replace the current obsolete work order system and is part of an enterprise-wide initiative to be briefed later this Spring

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FIRST STEP CONTINUED- FCA

Building System Categories

Building Envelope

- + Roof Membrane
- + Foundations
- + Exterior Windows
- + Exterior Walls
- + Exterior Doors
- + Structure
- + Floor Deck

Building Interior

- Interior Walls
- Interior Doors
- Floor Coverings
- Exterior Doors
- Ceilings
- Elevators
- Food Service Equipment
- Stairs
- Interior Finishes

HVAC

- Equipment
- Ductwork
- Piping
- Controls

Electrical

- Equipment
- Power Distribution
- Interior Lighting
- Exterior Lighting
- Fire Alarm
- Security

Plumbing

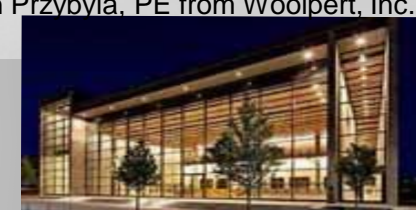
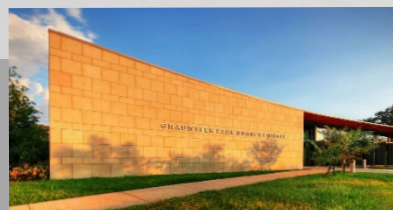
- Equipment
- Fixtures and Hardware
- Domestic Water
- Drain, Waste and Vent Systems
- Storm Drains

Fire Protection

- Equipment
- Sprinkler Systems
- Stand Pipes

Site

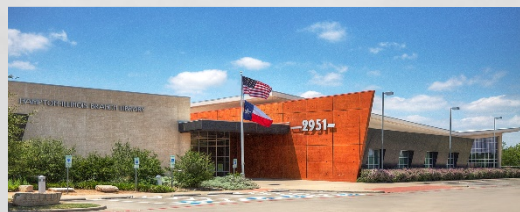
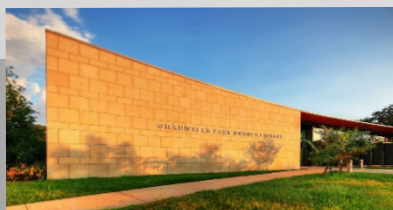
- Landscaping
- Walkways
- Parking and Roadways
- Lighting
- Utilities



Graphic by John Przybyla, PE from Woolpert, Inc..

FIRST STEP CONTINUED- FCA

- In Summary, FCA is a process to:
 - **Provide thorough information** about all current building deficiencies, from structure to systems and components
 - **Estimate** the costs associated with renewal, repair, and code compliance.
 - **Measure** the actual as well as the required condition of a constructed asset
 - **Determine the actions** needed to maintain that asset at its required standard
- Preliminary data from FCA will be available in October



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SECOND STEP-

Bond Program Prioritization Process

The second part of the two-step process:

Rank projects using proposed **Technical Criteria** and input from the operating department

- Different categories of projects have different criteria



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CATEGORIES OF FACILITY PROJECTS

- **Major Maintenance**

- Provides for the continued operations of facilities
- Involves replacement or major repair of a single building system beyond regular, normal maintenance, for example:
 - New Roofing system or new HVAC System
 - Replacement or modernization of elevators/escalators
 - Replacement of bathroom fixtures, or addition of ramps to meet ADA/TAS requirements



Photo #47: Water damaged finishes at theatre concourse



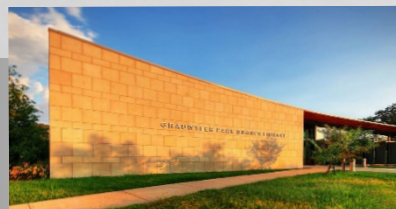
Photo #48: Water damaged finishes in theatre



Photo #36: Clean and re-point exterior brick veneer mortar and paint tube steel structure



Photo #27: Curtain Wall sealant damage



CATEGORIES OF FACILITY PROJECTS- CONT.

- **Renovation or replacement involves:**

- **Renovation-**

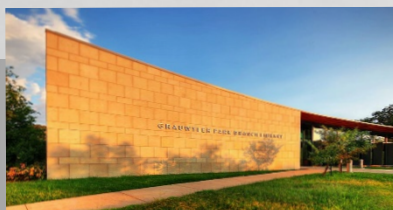
- Major remodeling of a building involving replacement of multiple systems
- Extends useful life by 20 years

- **Replacement-**

- A complete new building to replace an existing one
- Renovation cost exceeds 75% of replacement cost (not applicable to historic structures)

- **New Construction involves:**

- New programs or services
- New service boundary
- Relocation from existing lease space



TECHNICAL CRITERIA

#	Criteria summary- not all criteria apply to all facilities	Major Maintenance	Renovation/ Replacement	New Construction	Max. Points
1	Priority level (1=100 pts, 2=50 pts or 3=25 pts)	X	X		100
2	Improves/reduce O+M costs	X	X		50
3	Design Status	X	X	X	25
4	Impact on Facility Condition Index (FCI)	X	X		50
5	Functionality of Facility		X		50
6	Location Characteristics		X		25
7	Current Master Plan		X	X	25
8	Leverage Funds / Funding Match		X	X	25
9	Economic Stimulant / Neighborhood Plus		X	X	25
10	Site Acquisition Status		X	X	25
11	Service Demand		X	X	25
12	Prior Phase Complete			X	25
	Total Maximum Points	225	425	175	



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CRITERIA DESCRIPTION

1. Priority Level – utilizes data from FCA

- Facility and systems conditions are categorized in one of five priorities:
 - Priority 1- Currently Critical (Immediate)
 - Priority 2- Potentially Critical (Year 1)
 - Priority 3- Necessary/Not Yet Critical (Years 2-5)
 - Priority 4- Recommended (Years 6-10)
 - Priority 5- Long Term Requirement (Beyond 10 years)
- **Only projects in Priorities 1-3 are ranked for possible inclusion on a bond program**



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PRIORITY LEVEL GRADING POLICY

- **Priority 1:** Building System failure
 - The facility is closed or facing imminent closure, and closure impacts service delivery
- **Priority 2 :** High risk of Building System failure/Opportunities for Reducing O+M Expenses
 - Probable, obsolete system, requires extreme O+M
 - Code violation/update required with potential life safety concerns
 - Energy efficiency retrofits
- **Priority 3:** Moderate risk of Building System failure
 - Approaching end of useful life



CRITERIA DESCRIPTION- CONT.

2. Improves O+M

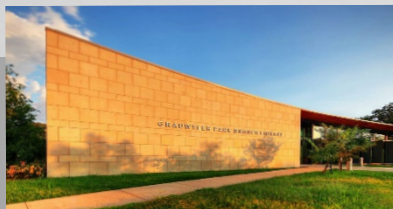
- Such as energy or water efficiency updates

3. Design Status:

- Project consultant selected, project in design, or project is ready for bids

4. Impact on FCI

- **Facility Condition Index (FCI)** is compiled for each building and represents a ratio of the cumulative costs of identified deficiencies to the replacement cost of the building
- **FCI will be compiled as part of the FCA project underway**



CRITERIA DESCRIPTION- CONT.

5. Functionality of Facility:

- Meets Service delivery criteria (i.e. adequate layout, technology)
- Can be modified to meet service delivery needs
- Has adequate capacity

6. Location Characteristics:

- Centrally located for services delivery
- Compatible land use
- Adequate site for expansion/parking
- Co-location opportunities (ex. Library/Cultural facility, Library/DISD School)



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CRITERIA DESCRIPTION- CONT.

7. Facilities Master Plans:

- **Provide a comprehensive evaluation of the existing facilities and identify future needs**
 - Library Master Plan was adopted in 2001
 - Cultural Facilities Community Cultural Plan was adopted in 2001
 - Kalita Humphreys Theatre Master Plan completed in 2010
- **Require annual review to reaffirm needs and priorities:**
 - Citizen priorities
 - Change in physical condition of facilities
 - Shifts in demographics or service demand boundaries
 - Need to maintain current cost estimates
 - Policy or program changes
 - Funding opportunities
 - Technological or operational changes
 - Major maintenance priorities
- **New permanent facilities are planned to meet program needs for a projected 30-40 years, or longer**



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CRITERIA DESCRIPTION- CONT.

8. Leverage Funds / Funding Match:

- Project leverages other funds such as grants
- Project has matching funds (i.e. Friends of the Library matching funds for Central Library)

9. Economic Stimulant / Neighborhood Plus:

- Project will promote economic growth
- Project fills a service gap

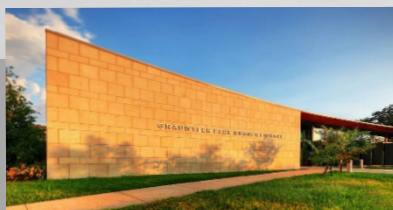
10. Site Acquisition Status:

- Site identified, in negotiation or acquired

11. Service Demand:

- Shifts in demographics or service demand boundaries
- Customer input

12. Prior Phase Complete



NEXT STEPS

- Obtain approval of Technical Criteria
- Prioritize and rank capital needs
- Receive first round of public comment in October 2016

