

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

DALLAS CITY COUNCIL COMMITTEE AGENDA

RECEIVED

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CITY SECRETARY
DALLAS, TEXAS

MONDAY, JANUARY 7, 2019
CITY HALL
COUNCIL BRIEFING ROOM, 6ES
1500 MARILLA STREET
DALLAS, TEXAS 75201
2:00 P.M. – 3:30 P.M.

Chair, Councilmember Jennifer S. Gates
Vice-Chair, Councilmember Scott Griggs
Councilmember Sandy Greyson
Councilmember Lee M. Kleinman
Councilmember Philip T. Kingston
Councilmember Tennell Atkins
Councilmember Kevin Felder

Call to Order

1. Consideration of Minutes from the December 3, 2018 Government Performance & Financial Management Committee meeting
2. Consideration of Upcoming Agenda Items for January 9, 2019 City Council Meeting

BRIEFINGS

3. Kay Bailey Hutchison Convention Center
Dallas (KBHCCD) Management Agreement

Rosa Fleming, Interim Director
Convention and Event Services

Peter Zingoni, Vice President,
Spectra

John Gonzalez
General Manager Candidate
Spectra
4. Open Records Request Center Update

Biliera Johnson
City Secretary

FYI

5. Budget Accountability Report – November 2018

Adjourn



Jennifer S. Gates, Chair
Government Performance & Financial Management Committee

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

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex. Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex. Govt. Code §551.089]

Handgun Prohibition Notice for Meetings of Governmental Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

Meeting Record

Meeting Date: December 3, 2018

Convened: 2:07 pm

Adjourned: 3:26 pm

Committee Members Present:

Jennifer S. Gates, Chair
Sandy Greyson
Lee Kleinman

Scott Griggs, Vice Chair
Philip T. Kingston
Kevin Felder

Tennell Atkins

Committee Members Absent:

Other Council Members Present:

Staff Present:

Elizabeth Reich
Anne Lockyer
Robert Coalter
Chris Caso
Robert L. Sims
Kelly High

Barbara McAninch
Bill Finch
Mike Frosch
Kent Austin
Juanita Ortiz

Carol A. Smith
Adelia Gonzalez
Zarin Gracey
Jack Ireland
Maura Pothier

Terry Lowery
Carolyn Williamson
J.J. Knechtel
Marlisa Griffin
Filicia Hernandez

Connie Tankersley
Sheri Kowalski
Theresa A. Hampden
Donzell Gipson
Eric Kuhns

AGENDA:

Call to Order

1. Consideration of the November 5, 2018 Minutes

Presenter(s): N/A

Information Only:

Action Taken/Committee Recommendation(s): Approved

A motion was made to approve the November 5, 2018 minutes. The motion passed unanimously.

Motion made by: Tennell Atkins

Motion seconded by: Lee Kleinman

2. Consideration of the Upcoming Agenda Items for December 12, 2018 City Council Meeting

Presenter(s): N/A

Information Only: X

Action Taken/Committee Recommendation(s):

There were questions about the low M/WBE participation on Item 59 (3.89 percent) and the good faith efforts made by the city to reach out to minority vendors. Staff provided information on the competitors and clarified procedural rules.

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

Meeting Record

Briefings

3. **Office of Budget: FY 2017-18 End-of-Year Report**

Presenter(s): Jack Ireland, Director, and La Toya Jackson, Assistant Director, *Office of Budget*

Information Only: X

Action Taken/Committee Recommendation(s):

Jack Ireland and La Toya Jackson presented their quarterly report featuring information regarding the end of Fiscal Year 18, as well as Dallas 365 and Budget Initiative Tracker updates.

There were questions about re-examining performance metrics like the number of narcotics arrests. Staff has replaced that particular measure for FY 19. Committee members also addressed confusion between grades of check mark and caution in Dallas 365. Staff explained the 5 percent threshold for "on target" and highlighted the legend attached to the Dallas 365 Report. Committee members also expressed displeasure at the effectiveness of the panhandling initiative; staff clarified that the Budget Initiative Tracker tracks progress, not performance.

4. **Upcoming General Obligation Bond Sale Series 2019A**

Presenter(s): Robert P. Coalter, Assistant Director, *City Controller's Office*

Information Only:

Action Taken/Committee Recommendation(s):

Bob Coalter presented a briefing regarding the upcoming General Obligation Bond Sale Series 2019A.

There were questions about why the sale was being conducted in April. Staff responded that the back pay lawsuit will not be settled until February; also, the CAFR will not be ready until March. There was a question whether voters had opined on this sale; staff responded that voters opined in the 2006, 2012, and 2017 bond elections.

A motion was made to move the item forward with recommendation of approval. The motion passed unanimously.

Motion made by: Philip Kingston

Motion seconded by: Kevin Felder

5. **Upcoming General Obligation Bond Sale Series 2019B**

Presenter(s): Robert P. Coalter, Assistant Director, *City Controller's Office*

Information Only:

Action Taken/Committee Recommendation(s):

Bob Coalter talked about the second set of bonds to be sold in the upcoming General Bond Sale, Series 2019B, which will finance the settlement of the back pay lawsuit.

There were questions regarding the official printing of the statements. A committee member asked if voters had opined on this sale. Staff responded that they had not, but committee members noted that the City Council took a public vote and unanimously approved the issuance.

A motion was made to move the item forward with recommendation of approval. The motion passed.

Motion made by: Tennell Atkins

Motion seconded by: Scott Griggs

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

Meeting Record

6. **Customer Relationship Management System**

Presenter(s): Margaret Wright, Director, 3-1-1

Information Only: X

Action Taken/Committee Recommendation(s):

Margaret Wright talked about the CRM system implementation and 3-1-1 performance and challenges.

There were questions from the committee about call recording, staffing levels, and the interactions between 3-1-1 and external utilities.

FYI

7. **Update on Service Order Utilization**

Presenter(s): N/A

Information Only: X

Action Taken/Committee Recommendation(s):

Adjourn

Jennifer S. Gates, Chair
Government Performance & Financial Management



Agenda Information Sheet

File #: 19-49

Item #: 19.

STRATEGIC PRIORITY: Government Performance and Financial Management

AGENDA DATE: January 9, 2019

COUNCIL DISTRICT(S): N/A

DEPARTMENT: Office of Budget

EXECUTIVE: Elizabeth Reich

SUBJECT

Authorize initial support of the new Five-Year Consolidated Plan, covering the period of FY 2019-20 through FY 2023-24 for the four U.S. Department of Housing and Urban Development grant funds: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS as prescribed by federal regulations - Financing: No cost consideration to the City

BACKGROUND

The City of Dallas receives four distinct grants from the U.S. Department of Housing and Urban Development (HUD) on an annual basis for community development and affordable housing. The four grants include: Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

In order to receive these funds, the City is required to develop and submit a Consolidated Plan to HUD. The current Five-Year Consolidated Plan expires on September 30, 2019. The new Five-Year Consolidated Plan for the period of FY 2019-20 through FY 2023-24 is due to HUD in August 2019.

A Consolidated Plan is a comprehensive analysis and strategic plan that identifies community needs, prioritizes those needs, and proposes details of how they will be addressed. Needs currently identified in the City of Dallas include: affordable housing, homelessness, poverty, public improvements/infrastructure, and economic development.

To ensure collection of required information and all elements of the Consolidated Plan regulations are addressed, HUD designed a template that grantees must use to develop their plan. The template is divided into six sections: Executive Summary; the Process; Needs Assessment; Housing Market Analysis; Strategic Plan; and First-Year Action Plan (the annual budget). The City recognizes the need for the goals and strategies in the new 5-year Consolidated Plan to align with existing systems, strategies, and policies to ensure consistency among them and a baseline for a strategic approach

for implementation to address identified needs. Existing systems include the Continuum of Care and Ryan White Planning Council of the Dallas Area. Existing strategies and policies have already been developed including the Comprehensive Housing Policy and Poverty Study, etc. The process is outlined in the City's Citizen Participation Plan. Research, findings and recommendations from documents such as the Comprehensive Housing Policy, Poverty Study, Homeless Solutions Strategy, and the assessment of fair housing study provide information and data for the various needs assessments and housing market analysis required by HUD's template. Incorporation of these existing systems, strategies, and policies to tell one comprehensive story of the City's needs and plans to address those needs further the goals and requirements of the Consolidated Plan. As a result, the approach for developing the strategic plan section of the Consolidated Plan is recommended as follows:

- A. Use of CDBG Public Service funds to address the drivers of poverty, with focus on reducing and/or eliminating barriers to work:
 - 50 percent of funds to be awarded to nonprofit agencies through a competitive proposal process
 - 50 percent of funds for City administered programs including After-School Program and Childcare Program
 - Commit to transferring current expenses for Community Courts and Senior Programs from CDBG to the General Fund in FY 2019-20
- B. Use of CDBG Housing funds consistent with the City's Comprehensive Housing Policy to create new homeowners through the homebuyer assistance program; and preservation of existing housing through rehabilitation and/or reconstruction of single-family and multi-family units
- C. Use of CDBG funds for public facilities and infrastructure needs in eligible areas, specifically including racially or ethnically concentrated areas of poverty
- D. Use of CDBG funds for fair housing, planning, and program administration to the maximum 20 percent allowed
- E. Use of HOME funds consistent with the City's Comprehensive Housing Policy, and include using maximum 10 percent allowed for program administration and minimum 15 percent set-aside for CHDOs
- F. Use of ESG funds, in consultation with the Continuum of Care, consistent with the Office of Homeless Solutions Strategy Plan, and include using the maximum 7.5 percent allowed for program administration
- G. Use of HOPWA funds consistent with priorities established by the Ryan White Planning Council of the Dallas Area (RWPC) and with needs identified in the RWPC Comprehensive HIV Needs Assessment, and using the maximum 3 percent allowed for program administration

There will be opportunity for additional community input at public meetings in January 2019. Preliminary approval of the new Five-Year Consolidated Plan is scheduled in May 2019 and final approval in June 2019.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

On November 6, 2018, City Council was briefed on the HUD Consolidated Plan for FY 2019-20 through FY 2023-24.

On December 5, 2018, City Council was briefed on the HUD Consolidated Plan for FY 2019-20 through FY 2023-24.

FISCAL INFORMATION

No cost consideration to the City.

January 9, 2019

WHEREAS, the City of Dallas receives four distinct grants from the U.S. Department of Housing and Urban Development (HUD) on an annual basis for community development and affordable housing; and

WHEREAS, the four grants include: Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA); and

WHEREAS, in order to receive these funds, the City is required to develop and submit a Consolidated Plan to HUD; and

WHEREAS, the current Five-Year Consolidated Plan expires on September 30, 2019; and

WHEREAS, a new Five-Year Consolidated Plan for the period of FY 2019-20 through FY 2023-24 is due to HUD in August 2019; and

WHEREAS, a Consolidated Plan is a comprehensive analysis and strategic plan that identifies community needs, prioritizes those needs, and proposes details of how they will be addressed; and

WHEREAS, needs currently identified in the City of Dallas include: affordable housing, homelessness, poverty, public improvements/infrastructure and economic development; and

WHEREAS, the City recognizes the need for the goals and strategies in the new Five-Year Consolidated Plan to align with existing systems, strategies and policies to ensure consistency among them and a baseline for a strategic approach for implementation to address identified needs; and

WHEREAS, existing systems include the Continuum of Care and Ryan White Planning Council of the Dallas Area; and

WHEREAS, existing strategies and policies have already been developed, including the Comprehensive Housing Policy and Poverty Study; and

WHEREAS, the incorporation of existing systems, strategies and policies tell one comprehensive story of the City's needs and further the goals of the Consolidated Plan.

Now, Therefore,

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

SECTION 1. That the City Council authorizes initial support of the new Five-Year Consolidated Plan, covering the period of FY 2019-20 through FY 2023-24 for the four U.S. Department of Housing and Urban Development grant funds: Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) as prescribed by federal regulations.

SECTION 2. That the approach for developing the strategic plan for the new Five-Year Consolidated Plan be as follows:

- A. Use of CDBG Public Service funds to address the drivers of poverty, with focus on reducing and/or eliminating barriers to work:
 - 50% of funds to be awarded to nonprofit agencies through a competitive proposal process
 - 50% of funds for City administered programs including After-School Program and Childcare Program
 - Commit to transferring current expenses for Community Courts and Senior Programs from CDBG to the General Fund in FY 2019-20
- B. Use of CDBG Housing funds consistent with the City's Comprehensive Housing Policy to create new homeowners through the homebuyer assistance program; and preservation of existing housing through rehabilitation and/or reconstruction of single-family and multi-family units
- C. Use of CDBG funds for public facilities and infrastructure needs in eligible areas, specifically including racially or ethnically concentrated areas of poverty
- D. Use of CDBG funds for fair housing, planning and program administration to the maximum 20% allowed
- E. Use of HOME funds consistent with the City's Comprehensive Housing Policy, and include using maximum 10% allowed for program administration and minimum 15% set-aside for CHDOs
- F. Use of ESG funds, in consultation with the Continuum of Care, consistent with the Office of Homeless Solutions Strategy Plan, and include using the maximum 7.5% allowed for program administration

January 9, 2019

SECTION 2. (continued)

- G. Use of HOPWA funds consistent with priorities established by the Ryan White Planning Council of the Dallas Area (RWPC) and with needs identified in the RWPC Comprehensive HIV Needs Assessment, and using the maximum 3% allowed for program administration

SECTION 3. That the new Five-Year Consolidated Plan will cover FY 2019-20 through FY 2023-24.

SECTION 4. 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.



Agenda Information Sheet

File #: 18-1348

Item #: 22.

STRATEGIC PRIORITY: Government Performance and Financial Management

AGENDA DATE: January 9, 2019

COUNCIL DISTRICT(S): All

DEPARTMENT: Office of Procurement Services

EXECUTIVE: Elizabeth Reich

SUBJECT

Authorize a three-year service price agreement for wet well, pump stations, and stormwater drain pipe inspections and cleaning services for the Dallas Water Utilities Department - Pipeline Video Inspection LLC dba AIMS Companies, most advantageous proposer of two - Not to exceed \$4,733,000.00 - Financing: Stormwater Drainage Management Fund

BACKGROUND

This action does not encumber funds; the purpose of a service price agreement is to establish firm pricing for services, for a specific term, which are ordered on an as needed basis.

This service price agreement will provide wet well, pump stations, and stormwater drain pipe inspections and cleaning services for the Dallas Water Utilities Department (DWU). The intent of this agreement is to augment City staff services in the inspection, assessment, and maintenance of the City's storm drain system. Contracted services include video inspections, condition assessments, removal of debris and cleaning of wet wells, pump stations/lift, manholes, boxes, storm drain pipes, and gravity pressure pipes. Periodically these items collect sand, gravel, and other debris which is carried from the streets along with rain water. In addition to debris, a buildup of concrete, calcification, other chemical sediments, or ingrown roots can affect the storm system. Services under this agreement extends the life of the storm drainage system. The City has approximately 1,800 miles of storm drain pipe, approximately 50 wet wells at levee stations, and approximately 3 wet wells at street stations.

A six member committee from the following departments reviewed and evaluated the qualifications:

- Dallas Water Utilities Department (3)
- Department of Convention and Event Services (1)
- Office of Business Diversity (1)*
- Office of Procurement Services (1)*

*The Office of Procurement Services only evaluated cost and the Office of Business Diversity only evaluated the Business Inclusion and Development Plan.

The committee selected the successful respondent on the basis of demonstrated competence and qualifications under the following criteria:

- Cost 30 points
- Experience 45 points
- Approach 10 points
- Business Inclusion and Development Plan 15 points

As part of the solicitation process and in an effort to increase competition, the Office of Procurement Services used its procurement system to send out 1,024 email bid notifications to vendors registered under respective commodities. To further increase competition, the Office of Procurement Services uses historical solicitation information, the internet, and vendor contact information obtained from user departments to contact additional vendors by phone. Additionally, in an effort to secure more bids, the Office of Business Diversity sent notifications to 25 chambers of commerce and advocacy groups to ensure maximum vendor outreach.

On November 10, 2015, City Council authorized the wage floor rate of \$10.94, by Resolution No. 15-2141; the selected vendors meet this requirement.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

The Government Performance & Financial Management Committee will receive this item for consideration on January 7, 2019.

FISCAL INFORMATION

Stormwater Drainage Management Fund - \$4,733,000.00

FY 2018-19 - \$1,577,666.66

FY 2019-20 - \$1,577,666.66

FY 2020-21 - \$1,577,666.68

M/WBE INFORMATION

In accordance with the City’s Business Inclusion and Development Plan adopted on October 22, 2008, by Resolution No. 08-2826, as amended, the M/WBE participation on this contract is as follows:

Contract Amount	Category	M/WBE Goal	M/WBE %	M/WBE \$
\$4,733,000.00	Other Services	23.80%	55.39%	\$2,621,375.00
• This contract exceeds the M/WBE goal.				

PROCUREMENT INFORMATION

Method of Evaluation for Award Type:

Request for Competitive Sealed Proposal	<ul style="list-style-type: none"> • Utilized for high technology procurements, insurance procurements, and other goods and services • Recommended offeror whose proposal is most advantageous to the City, considering the relative importance of price, and other evaluation factors stated in the specifications • Always involves a team evaluation • Allows for negotiation on contract terms, including price
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The Office of Procurement Services received the following proposals from solicitation number BMZ1811. We opened them on June 1, 2018. We recommend the City Council award this service price agreement in its entirety to the most advantageous proposer.

*Denotes successful proposer

<u>Proposers</u>	<u>Address</u>	<u>Score</u>	<u>Amount</u>
*Pipeline Video Inspection LLC dba AIMS Companies	3808 Knapp Rd. Pearland, TX 77581	83.25	\$4,733,000.00
Ace Pipe Cleaning Inc.	6601 Universal Ave. Kansas City, MO 64088	77.75	\$6,027,900.00

OWNER

Pipeline Video Inspection LLC dba AIMS Companies

Chris Mihaletoks, President
 Kent Ford, Vice President
 Chris Barton, Chief Executive Officer

January 9, 2019

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

SECTION 1. That the City Manager is hereby authorized to execute a service price agreement with Pipeline Video Inspection LLC dba AIMS Companies (VS0000080946), approved as to form by the City Attorney, for wet well, pump stations, and stormwater drain pipe inspections and cleaning services for the Dallas Water Utilities Department, for a term of three years, in an amount not to exceed \$4,733,000.00. If the service was bid or proposed on an as needed, unit price basis for performance of specified tasks, payment to Pipeline Video Inspection LLC dba AIMS Companies shall be based only on the amount of the services directed to be performed by the City and properly performed by Pipeline Video Inspection LLC dba AIMS Companies under the contract.

SECTION 2. That the Chief Financial Officer is hereby authorized to disburse funds in an amount not to exceed \$4,733,000.00 to Pipeline Video Inspection LLC dba AIMS Companies from Service Contract No. DWU-2019-00008560.

SECTION 3. 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.



Agenda Information Sheet

File #: 18-1267

Item #: 23.

STRATEGIC PRIORITY: Government Performance and Financial Management

AGENDA DATE: January 9, 2019

COUNCIL DISTRICT(S): All

DEPARTMENT: Office of Procurement Services

EXECUTIVE: Elizabeth Reich

SUBJECT

Authorize a three-year service contract for upgrades, training, maintenance, and support of the recreation management system for the Park and Recreation Department - Vermont Systems, Inc., sole source - Not to exceed \$159,882.99 - Financing: Recreation Program Fund (subject to appropriations)

BACKGROUND

This service contract will allow for upgrades, training, maintenance, and support of the recreation management system to address the changing needs of the Park and Recreation Department (PKR).

The recreation management system tracks program registrations, athletic fields, and building reservations at 43 recreation centers. The system manages user accounts and memberships which are used to track program attendance and usage. The system also has a point of sale module for handling ticket, food, and merchandise sales at all aquatic facilities including Bahama Beach and Southern Skates. Following are examples of transactions processed by PKR in FY 2017-2018 utilizing the current system:

- 157,863 total visit records for all aquatic facilities
- 19,123 total visit records for Southern Skates
- 28,764 reservations

The maintenance and support will provide 24/7 phone support and future releases of the software.

On November 10, 2015, City Council authorized the wage floor rate of \$11.15, by Resolution No. 15-2141; the selected vendor meets this requirement.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

On December 6, 2018, the Park and Recreation Board authorized the three-year service contract with Vermont Systems, Inc.

The Government Performance & Financial Management Committee will receive this item for consideration on January 7, 2019.

FISCAL INFORMATION

Recreation Program Fund - \$159,882.99 (subject to appropriations)

FY 2018-19 \$77,805.00

FY 2019-20 \$40,709.60 (subject to appropriations)

FY 2020-21 \$41,368.39 (subject to appropriations)

M/WBE INFORMATION

In accordance with the City’s Business Inclusion and Development Plan adopted on October 22, 2008, by Resolution No. 08-2826, as amended, the M/WBE participation on this contract is as follows:

Contract Amount	Category	M/WBE Goal	M/WBE %	M/WBE \$
\$159,882.99	Other Services	N/A	N/A	N/A
<ul style="list-style-type: none"> • M/WBE Goal Waived 				
Vermont Systems, Inc will provide upgrades, training, maintenance, and support of the recreation management system and is the sole source provider. No sub-contracting opportunities are available.				

PROCUREMENT INFORMATION

Method of Evaluation for Award Type:

Sole Source	<ul style="list-style-type: none"> • Utilized for procurements where functional requirements can only be satisfied by one vendor, such as those where patents, copyrights or monopolies exists • Exempted from competitive bidding process • Reviewed by Procurement Services to ensure the procurement meets at least one general exception as stated in the Texas Local Government Code
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Bidder

Address

Amount

Vermont Systems, Inc.

12 Market Place
Essex Junction, VT 05452

\$159,882.99

Note: The Office of Procurement Services conducted a sole source review and found no exceptions.

OWNER

Vermont Systems, Inc.

Giles Wiley, President
John Wiley, Vice President

January 9, 2019

WHEREAS, on August 2, 2013, Administrative Action No. 13-6064 authorized an amendment to provide for fifteen additional user licenses and related annual maintenance fees with Vermont System, Inc., in an amount not to exceed \$6,120.00, from \$220,400.00 to \$226,520.00; and

WHEREAS, on October 25, 2013, Administrative Action No.13-6716 authorized an amendment to provide for a week of Administrative Training and the addition of an Activity Registration Brochure Interface Module with Vermont Systems, Inc., in an amount not to exceed \$7,710.00, from \$226,520.00 to \$234,230.00; and

WHEREAS, on February 2, 2014, Administrative Action No. 14-5485 authorized an amendment to provide for the creation of three custom reports for the RecTrac system with Vermont Systems, Inc., in an amount not to exceed \$3,000.00, from \$234,230.00 to \$237,230.00; and

WHEREAS, on March 28, 2014, Administrative Action No. 14-5665 authorized an amendment to provide web design group professional services to update existing style sheets with Vermont Systems, Inc., in an amount not to exceed \$3,000.00, from \$237,230.00 to \$240,230.00; and

WHEREAS, on January 27, 2015, Administrative Action No. 15-5318 authorized an amendment to provide training, on-site support, additional one-on-one support for system upgrades and the installation and configuration of a Mucso Light Control Interface with Vermont Systems, Inc., in an amount not to exceed \$9,905.00, from \$240,230.00 to \$250,135.00; and

WHEREAS, on October 2, 2015, Administrative Action No. 15-6847 authorized an amendment to provide a custom report for automating monthly contract fee instructor documentation with Vermont Systems, Inc., in an amount not to exceed \$1,000.00, from \$250,135.00 to \$251,135.00; and

WHEREAS, on January 5, 2017, Administrative Action No. 17-5126 authorized an amendment to provide software support and implementation of the RecTrac 3.1 upgrade with Vermont Systems, Inc., in an amount not to exceed \$14,810.00, from \$251,135.00 to \$265,945.00; and

WHEREAS, on March 21, 2017, Administrative Action No. 17-5785 authorized a twelve-month extension to the original term of the service contract for maintenance and support services with Vermont Systems, Inc. from October 1, 2016 through September 30, 2017.

January 9, 2019

Now, Therefore,

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

SECTION 1. That the City Manager is hereby authorized to execute a service contract with Vermont Systems, Inc. (VS0000055159), approved as to form by the City Attorney, for upgrades, training, maintenance, and support of the recreation management system for the Park and Recreation Department for a term of three years, in an amount not to exceed \$159,882.99. If the service was bid or proposed on an as needed, unit price basis for performance of specified tasks, payment to Vermont Systems, Inc. shall be based only on the amount of the services directed to be performed by the City and properly performed by Vermont Systems, Inc. under the contract.

SECTION 2. That the Chief Financial Officer is hereby authorized to disburse funds in an amount not to exceed \$159,882.99 (subject to appropriations) to Vermont Systems, Inc. from Master Agreement Service Contract No. PKR-2018-00007765.

SECTION 3. 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.



Agenda Information Sheet

File #: 18-1250

Item #: 25.

STRATEGIC PRIORITY: Government Performance and Financial Management

AGENDA DATE: January 9, 2019

COUNCIL DISTRICT(S): All

DEPARTMENT: Office of Procurement Services

EXECUTIVE: Elizabeth Reich

SUBJECT

Authorize **(1)** an acquisition contract for the purchase of point of sale computer hardware equipment for the Park and Recreation Department in the amount of \$124,509.26; and **(2)** a five-year service contract for maintenance and support of point of sale computer hardware equipment in the amount of \$25,335.00 - NewBold Corporation, most advantageous proposer of two - Total not to exceed \$149,844.26 - Financing: Recreation Program Fund (subject to annual appropriations)

BACKGROUND

These contracts will allow for the purchase of point of sale computer hardware equipment, maintenance, and support for the Park and Recreation Department (PKR). The computer hardware equipment will include items such as thermal receipt printers, cash drawers, identification card hardware, and touch screen computers.

The equipment will be used to replace existing point of sale equipment at Bahama Beach and for the six new PKR aquatic facilities.

This procurement will allow for the continued support of the recreation management system (RecTrac) which tracks program registrations, athletic fields, and building reservations at various locations within the City including 43 recreation centers, Bahama Beach, and Southern Skates. The system manages user accounts and memberships which are used to track program attendance and usage. The system utilizes a point of sale module for handling ticket, food, and merchandise sales at all aquatic facilities. The following are examples of transactions processed by PKR in FY 2017-2018 utilizing the current system:

- 157,863 total visit records for all aquatic facilities
- 19,123 total visit records for Southern Skates
- 28,764 reservations

The maintenance and support of this hardware equipment will be between the operating hours of 7:00 a.m. - 10:00 p.m., Monday - Sunday.

A six member committee from the following departments reviewed and evaluated the qualifications:

- Office of Housing and Neighborhood Revitalization (1)
- Department of Communication and Information Services (2)
- Park and Recreation Department (2)
- Office of Procurement Services (1)*

*The Office of Procurement Services only evaluated cost.

The committee selected the successful respondent on the basis of demonstrated competence and qualifications under the following criteria:

- Cost 35 points
- Capability, expertise and training 25 points
- Functional match 20 points
- Technical match 20 points

As part of the solicitation process and in an effort to increase competition, the Office of Procurement Services used its procurement system to send out 1,027 email bid notifications to vendors registered under respective commodities. To further increase competition, the Office of Procurement Services uses historical solicitation information, the internet, and vendor contact information obtained from user departments to contact additional vendors by phone. Additionally, in an effort to secure more bids, the Office of Business Diversity sent notifications to 25 chambers of commerce and advocacy groups to ensure maximum vendor outreach.

On November 10, 2015, City Council authorized the wage floor rate of \$11.15, by Resolution No. 15-2141; the selected vendor meets this requirement.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

On December 6, 2018, the Park and Recreation Board authorized an acquisition contract and a five-year service contract with NewBold Corporation.

The Government Performance & Financial Management Committee will receive this item for consideration on January 7, 2019.

FISCAL INFORMATION

Recreation Program Fund - \$149,844.26 (subject to annual appropriations)

FY 2018/19 \$129,576.26

FY 2019/20 \$5,067.00 (subject to annual appropriations)

FY 2020/21 \$5,067.00 (subject to annual appropriations)

FY 2021/22 \$5,067.00 (subject to annual appropriations)
 FY 2022/23 \$5,067.00 (subject to annual appropriations)

M/WBE INFORMATION

In accordance with the City’s Business Inclusion and Development Plan adopted on October 22, 2008, by Resolution No. 08-2826, as amended, the M/WBE participation on this contract is as follows:

Contract Amount	Category	M/WBE Goal	M/WBE %	M/WBE \$
\$149,844.26	Other Services	23.80%	0.00%	\$0.00
• This contract does not meet the M/WBE goal, but complies with good faith efforts.				

PROCUREMENT INFORMATION

Method of Evaluation for Award Type:

Request for Competitive Sealed Proposal	<ul style="list-style-type: none"> • Utilized for high technology procurements, insurance procurements, and other goods and services • Recommended offeror whose proposal is most advantageous to the City, considering the relative importance of price, and other evaluation factors stated in the specifications • Always involves a team evaluation • Allows for negotiation on contract terms, including price
---	---

The Office of Procurement Services received the following proposals from solicitation number BUZ1820. We opened them on July 12, 2018. We recommend the City Council award this service contract in its entirety to the most advantageous proposer.

*Denotes successful proposer

<u>Proposers</u>	<u>Address</u>	<u>Score</u>	<u>Amount</u>
*NewBold Corporation	450 Weaver St. Rocky Mount, VA 24151	76.00	\$149,844.26
Tactura Network Solutions LLC	5057 Keller Springs Rd. Suite 300 Addison, TX 75001	62.16	\$350,616.38

OWNER

NewBold Corporation

Keith Howerin, President
 Tom Deisenroth, Vice President

January 9, 2019

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

SECTION 1. That the City Manager is hereby authorized to execute **(1)** an acquisition contract for the purchase of point of sale computer hardware equipment for the Park and Recreation Department in the amount of \$124,509.26; and **(2)** a five-year service contract for maintenance and support of the point of sale computer hardware equipment in the amount of \$25,335.00 with NewBold Corporation (520328), approved as to form by the City Attorney, in a total amount not to exceed \$149,844.26. If the service was bid or proposed on an as needed, unit price basis for performance of specified tasks, payment to NewBold Corporation shall be based only on the amount of the services directed to be performed by the City and properly performed by NewBold Corporation under the contract.

SECTION 2. That the Chief Financial Officer is hereby authorized to disburse funds in an amount not to exceed \$149,844.26 (subject to annual appropriations) to NewBold Corporation from Master Agreement Service Contract No. PKR-2019-00008270.

SECTION 3. 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



CITY OF DALLAS

DATE January 3, 2019

Honorable Members of the Government Performance & Financial Management
TO Committee: Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson,
Lee M. Kleinman, Philip T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Management Agreement**

On Monday, January 7, Interim Director of Convention and Event Services Rosa Fleming and representatives from Spectra will brief the Government Performance & Financial Management committee on the proposed Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Management Agreement. The presentation is attached for your review.

Please let me know if you need additional information.

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

Joey Zapata
Assistant City Manager

Attachment

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Carol Smith, City Auditor (Interim)
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge

Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Assistant City Manager & Chief of Resilience
Directors and Assistant Directors

Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Management Agreement

**Government Performance and Finance
Management Committee
January 7, 2019**

**Rosa Fleming, Interim Director
Convention & Event Services
City of Dallas**



Presentation Overview

- Purpose
- Background
- Procurement Timeline and Process
- Contract Summary
- Spectra Venue Management
- Next Steps



Purpose

- Brief the Government Performance & Financial Management (GPFM) Committee on the recommended private management company for the Kay Bailey Hutchison Convention Center Dallas (KBHCCD)



Background

Convention & Event Services (CES) has procured proposals for a private Management Company to:

- **Manage** event and facility operations/maintenance contracts
- **Increase** revenues generated through sales, marketing and event bookings at the KBHCCD by maximizing nationwide relationships
- **Reduce** expenses related to, and streamline the efficiency of, facility operations at the convention center
- **Assist** with the assessment, planning and implementation of facility-related and capital projects to increase the marketability and competitiveness of the KBHCCD

4



Background (cont.)

CES Overview

- Enterprise department with an FY 2018-19 budget of \$109m
- Hosts an average of 100 events annually with definite bookings scheduled through 2026
- Goal of funding \$28m in facility improvements by 2020
- Portfolio includes event-generated revenue and annually increasing Hotel Occupancy and Alcohol/Beverage tax revenue

Revenue Source	FY18 Actuals	FY19 Budgeted % Change	FY20 Proposed % Change
Events	\$29,275,552	1% ↓	1% ↑
Hotel Occupancy	\$61,153,178	7% ↑	6% ↑
Alcohol/Beverage	\$13,322,973	9% ↑	10% ↑

Background (cont.)

CES - Revenue Description

- Major **event revenue** sources include communications, facility/equipment rental, food and beverage, electrical, parking and audio-visual (AV)
 - Food and beverage accounts for just under 50 percent of event revenue
- **Overall CES revenue** includes
 - 7 percent Hotel Occupancy Tax (HOT) collected from hotels citywide
 - 67.4 percent retained by CES to support operations and capital improvements as required by bond ordinance
 - 14 percent Alcohol and Beverage tax collected from gross citywide sales of beer, wine, mixed drinks, ice and non-alcoholic mixers
 - 23 percent of CES overall revenue derives from event-related food and beverage, space rental and electrical charges



Background (cont.)

Revenue Enhancement Goals

Kay Bailey Hutchison Convention Center - Facility Management & Operations Services Pro Forma Operating Statement of Revenue and Expenses					
	FY 15-16 Actuals	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Adopted Budget	FY 19-20 Proposed
Revenues Less Expenses	(\$7,663,589)	(\$8,144,034)	(\$8,990,097)	(\$10,815,881)	(\$8,665,316)
3 year average			(8,265,907)		

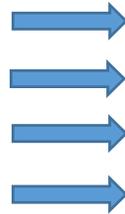
- Historically, KBHCCD has ended the year with an expense overrun of ~\$8m before the application of Hotel Occupancy and Alcohol/Beverage tax revenue
- Manager expected to reduce the overall gap by increasing **Event Revenue**
- Manager anticipates closing the gap by ~\$3.9m in Year 1 by increasing revenues and gaining efficiencies in operating expenses

7

Background (cont.)

Current CES Structure

- Sales
- Client Services
- Marketing & Communications
- KBHCCD Contracts
 - Facility Maintenance
 - Facility Operations
 - Food/Beverage
 - Security
- Other Contracts & Leases
- Capital Improvements
- Management Systems
- Finance / Contract Compliance



Management Company Assumes

- Sales
- Client Services
- Marketing & Communications
- KBHCCD Contracts
 - Facility Maintenance
 - Facility Operations
 - Food/Beverage
 - Security

Procurement Timeline and Process

Jan – Apr 2018	<ul style="list-style-type: none">• City drafted Request for Competitively Sealed Proposals (RFCSP)• City engaged CSL International to review the draft and assist with procurement and contract negotiations
May 2018	<ul style="list-style-type: none">• Office of Procurement Services (OPS) issued the RFCSP• OPS conducted a two-day pre-proposal meeting with 19 individuals in attendance (representing nine companies)
Jul – Oct 2018	<ul style="list-style-type: none">• City received responses from Spectra Venue Management and SMG• City evaluated both companies to determine the most advantageous proposal
Nov – Dec 2018	<ul style="list-style-type: none">• City entered into contract negotiations with the highest ranked vendor

Evaluation Team

- A diverse team of City executives evaluated the proposals
- The financial and BID criterion were reviewed and evaluated by the Office of Procurement Services in consultation with CSL International and the Office of Business Diversity, respectively
- Evaluation committee members:
 - Director, Bond Office
 - Director, Building Services Department
 - Assistant Director, Office of Economic Development
 - Assistant Director, Office of Cultural Affairs
 - Assistant Director, Convention & Event Services
 - Assistant Director, Housing & Neighborhood Revitalization

Procurement Evaluation Criterion

- Financial Considerations = 23 points
- Qualifications & Experience = 23 points
- Project Approach = 39 points
- Business Inclusion & Development Plan (BID) = 15 points



Summary of Evaluation

- The evaluation team assessed each proposer's responsiveness to the published evaluation criteria, tabulated the scores and ranked the proposals, with the top rank going to the proposal with the highest score
- Spectra was deemed the most advantageous proposer with 85.06 points

Team Evaluation Summary

Proposer	Financial (23 pts)	Qualifications & Experience (23 pts)	Project Approach (39 pts)	B.I.D (15 pts)	Final Score	Rank
Spectra	22.39	20	32.67	10	85.06	1
SMG	20.41	17	30	12	80.41	2

Fee Comparison

Annual Fee Component	Spectra	SMG
Base Management Fee	\$200,000	\$300,000
Incentive Fees		
Max Quantitative Incentive (Based on revenue improvement)	12.5%	17.5%
Max Qualitative Incentive	\$100,000	\$150,000
Total Base + Incentive Fee Cap*	\$500,000	\$675,000

*Based on fee caps proposed by the proposers

KBHCCD Contract Summary



Responsibilities of Parties - Operations

CES	Spectra
Appropriation, financial oversight and monitoring of Management Contract	Sales and marketing of KBHCCD and its outdoor spaces
Monitoring, financial oversight, and maintenance of other contracts, leases and relationships	Day-to-day facility management and facility repairs \$25k or less
Office of Special Events (OSE)	Facility operations, maintenance, security and food/beverage contract management
Maintains financial, contract compliance and management and OSE staff	Interviews and potentially makes job offers to all remaining operations staff

Responsibilities of Parties - Capital

CES	Spectra
Develop campus-based master plan	Provide capital facility assessment during contract transition period
Execute and manage all capital improvement projects facility-wide	Assist with planning and prioritization of master plan through the submittal of an annually revised five-year capital plan
Maintains capital project management staff	Maintains appropriate staff to liaise and consult with CES capital project management staff

Contract Overview

Contract Term	Five years with two potential five year extensions
Staffing	Interview / potential to hire CES existing staff
Fee Structure	Management Fee / Performance-Based Incentive Fee
Revenue	Financial control remains with City (CES / Controller's Office)
Operating Expenses	Account City-owned / CES monitored and maintained / Spectra serves as signatory for expenses
Performance Metrics	Qualitative and Financial
Facility Ownership	City-owned

Contract Terms – Staff Impact

- Manager agreed to begin human resource activities upon City Council approval of contract (“Effective Date”)
 - Manager will conduct interviews with existing CES staff and make employment offers
 - CES has 136 budgeted positions
 - ~28 positions will remain under the new CES organizational structure
 - Remaining positions will be interviewed by the Manager
 - Manager is contractually obligated to pay all employees, including contract labor, a minimum of \$11.15 per hour, in accordance with the wage floor threshold in place on the contract Effective Date
- Any employee not hired or electing not to transition to the Manager will be assisted by CES, Human Resources, Civil Service and the Employee Retirement Fund Manager

19



Contract Terms – Fee Structure

- **Total management fee plus incentives paid to Manager not to exceed \$500k**
 - Manager paid a monthly management fee not to exceed \$200k annually
 - Qualitative Performance Incentive not to exceed \$100k
 - Financial Performance Incentive not to exceed \$200k
 - Should annual appropriation, revenues and other funding sources prove insufficient to cover expenses, Manager may request an additional appropriation from City, but City is not obligated to approve

Contract Terms – Flow of Funds

- Bond Counsel and the City Controller's Office approved the structure for the flow of funds to ensure compliance with bond covenants
- Structure will include segregation of revenues and expenses
- Operating account established by City for Manager's use
- Manager to establish separate bank account for receipt of Management Fee and Incentive Fees



Contract Terms - Transition

- Manager will have a minimum 45-day transition period beginning on the contract approval date (“Effective Date”)
 - Transition costs not to exceed \$200k with Manager contributing \$100k of those costs

Activity	Timeline
Human Resources – Staff transition	Within 30 days of Effective Date
Finance & Administration	Within 30 days of Effective Date
Operations Set-Up	Immediately
Marketing & Public Relations	Immediately
Advertising	Immediately
Events	Immediately

Contract Terms – Incentive Fees

City requested a five-year pro forma from proposers:

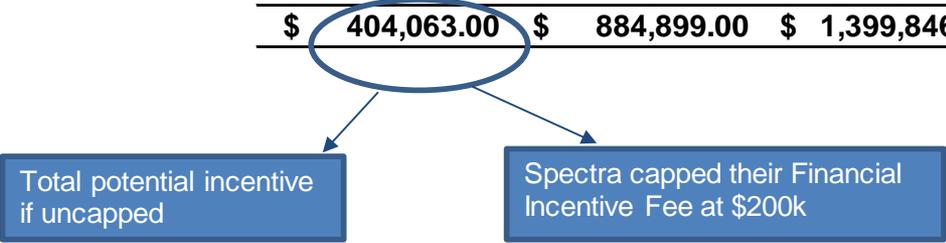
- **Goal = increase revenue over the five-year term**
 - \$200k of \$300k incentive tied to revenue improvement benchmark based on a three-year KBHCCD event revenue average
 - Incentive evaluation begins immediately after 45-day transition
 - Benchmark resets October 1, 2022 based on three-year KBHCCD event revenue average from actuals for FY19, FY20 and FY21
 - Benchmark reset again at contract renewal

23

Contract Terms – Incentive Fees

Financial Incentive Metrics

		FY19	FY20	FY21	Benchmark Reset	
					FY22	FY23
Spectra Revenues (Per Pro Forma)		\$ 33,107,507.00	\$ 36,954,188.00	\$ 41,073,771.00	\$ 43,127,460.00	\$ 44,421,283.00
Benchmark		\$ 29,275,000.00	\$ 29,275,000.00	\$ 29,275,000.00		
New Benchmark					\$ 37,045,155.00	\$ 40,385,140.00
Variance to Benchmark		\$ 3,832,507.00	\$ 7,679,188.00	\$ 11,798,771.00	\$ 6,082,304.00	\$ 4,036,143.00
Achieve Revenue Budget	\$20,000	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Up to \$500,000 over	6.0%	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
\$500,000 -\$1,000,000	7.0%	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
\$1,000,000-\$1,500,000	8.0%	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
\$1,500,000-\$2,000,000	10.0%	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Over \$2,000,000	12.5%	\$ 229,063.00	\$ 709,899.00	\$ 1,224,846.00	\$ 510,288.00	\$ 254,518.00
		\$ 404,063.00	\$ 884,899.00	\$ 1,399,846.00	\$ 685,288.00	\$ 429,518.00



Contract Terms – Incentive Fees

Qualitative Incentive Fee not to exceed \$100k

\$70k of incentive determined by:

- 90% benchmarked score on an independently-administered, industry-standard customer service evaluation of planners, exhibitors and attendees (up to \$45k)
- Building maintenance benchmarks based on scheduled routine and preventive maintenance, and the impact on maintenance improvement to client satisfaction and cost savings (up to \$25k)

\$30k of incentive determined by:

- Additional benchmarks related to budget management, marketing and partnership development, revenue enhancement and energy-use reduction initiatives

Contract Terms – Incentive Fees

Qualitative Incentive Metrics

A. CUSTOMER SERVICE CRITERIA

Criteria	Incentive	% of Total	Benchmark
1 Independently Administered Customer Service Evaluations*	\$ 45,000	45%	90%
2 Quality of Maintenance of Key Building Assets	\$ 25,000	25%	4 points
Potential Total	\$ 70,000	70%	

*1 - Independently Administered Customer Service Evaluations = Survey of Planners, Attendees, and Exhibitors

EVALUATION / RATING SCALE		Rating Percentage				
		Less than 50% / No Incentive	50 - 80% / No Incentive	80-85% / 20% Incentive	86 - 89% / 60% Incentive	90%+ / 100% Incentive
Independently Administered Customer Service Evaluations						
1	Independently Administered Customer Service Evaluations	\$ -	\$ -	\$ 15,000	\$ 27,000	\$ 45,000
	Subtotal	\$ -	\$ -	\$ 15,000	\$ 27,000	\$ 45,000
Quality of Maintenance of Key Building Assets						
		Poor - 0% 1 point	Fair - 0% 2 points	Average - 20% 3 points	Good - 60% 4 points	Excellent - 100% 5 points
2	Quality of Maintenance of Key Building Assets	\$ -	\$ -	\$ 5,000	\$ 15,000	\$ 25,000
	Subtotal	\$ -	\$ -	\$ 5,000	\$ 15,000	\$ 25,000

Contract Terms – Incentive Fees

Qualitative Incentive Metrics (cont.)

B. Additional Qualitative Criteria	Incentive	Percentage	Evaluation
1 Implementation of New Budget Management Initiatives	\$ 10,000	10%	By Director
2 Creation of Cooperative Marketing & Partnerships	\$ 5,000	5%	By Director
3 Implementation of New Revenue Enhancement Initiatives	\$ 10,000	10%	By Director
4 Implementation of Energy Use Reduction Initiatives	\$ 5,000	5%	By Director
Subtotal	\$ 30,000	30%	

Contract Terms – Contracts

All existing, non-Citywide facility maintenance, operation, and service contracts at KBHCCD will be assigned to the Manager as outlined below:

Contract	Award	Commencement	Expiration
Ace Parking	Revenue	1-Feb-11	31-Jan-19
Centerplate	\$ 4,750,000.00	26-Feb-13	30-Nov-22
Schneider Electric	\$ 738,892.00	21-Apr-17	21-Apr-20
Smart City Networks	Revenue	1-Apr-17	31-Mar-27
EMR Elevator	\$ 15,391,000.00	23-Apr-14	22-Apr-20
West Coast Escalator Cleaning	\$ 305,600.00	10-Jan-18	9-Jan-20
Chem-Aqua	\$ 107,916.00	1-Dec-16	30-Nov-21
Johnson Controls	\$ 1,561,950.00	12-Jan-13	11-Nov-19
Gehr Power Systems	\$ 921,010.00	10-Jan-18	9-Jan-21
Members Building Maintenance – Janitorial	\$ 22,497,860.20	28-Oct-15	27-Oct-20
Members Building Maintenance – Event Set-up	\$ 3,644,805.00	24-Feb-16	23-Feb-21
Midpoint Int'l dba Clean River	\$ 177,768.75	28-Mar-18	27-Mar-21

Contract Terms - Capital

- CES acting as a capital department
- CES staff will manage capital improvement projects
- CES will coordinate and consult with the Manager and other partners on the implementation of a Master Plan that includes the activation of outdoor spaces
- Manager will provide an initial facility assessment during the transition period and will coordinate with KBHCCD staff monthly to update the assessment
- Manager will be directly responsible for facility repairs and improvements estimated at \$25k and below



WHY SPECTRA



KAY BAILEY HUTCHISON
CONVENTION CENTER DALLAS



SPECTRA

- INDUSTRY RELATIONSHIPS
- CUSTOMIZED SALES & MARKETING PLAN
- OPERATIONAL EFFICIENCIES
- CUSTOMIZED TRAINING & CUSTOMER SERVICE PROGRAMS
- PARTNERSHIP SALES
- COMPREHENSIVE SUPPORT







172
PROPERTIES

44
CONVENTION
CENTERS



SPECTRA



INDUSTRY RELATIONSHIPS



DUKE ENERGY CONVENTION CENTER CINCINNATI, OH

\$7.5 Million

RETURNED THROUGHOUT OUR
12-YEAR PARTNERSHIP

104% CVB ROOM
NIGHTS

50.9%

INCLUSION RATE
2017

\$164.84

AVERAGE DAILY RATE

21 Spectra
GPS Events

BOOKED SINCE
2015

19%

REDUCTION IN
OPERATING COSTS

4.7/5

AVERAGE
CUSTOMER
SURVEY RESULTS

ATLANTIC CITY CONVENTION CENTER ATLANTIC CITY, NJ

31%

ELECTRICITY USED
PRODUCED FROM COUNTRY'S
LARGEST SOLAR ARRAY

\$121 M

ECONOMIC IMPACT
ON CITY

10%

INCREASE IN NET
INCOME IN 2017

23%

INCREASE IN
EVENT DAYS IN
2017

4.61/5

AVERAGE
CUSTOMER
SURVEY RESULTS

MIAMI BEACH CONVENTION CENTER MIAMI BEACH, FL

\$620M

RENOVATION

\$1M

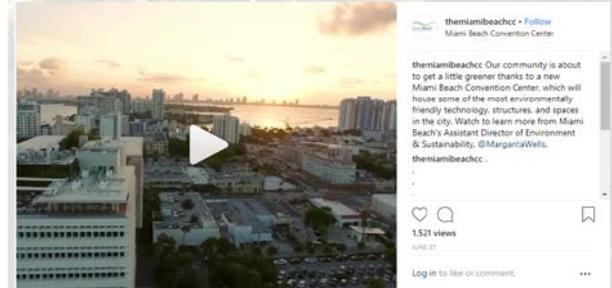
EXPENSE SAVINGS
UPON TAKEOVER

LOCAL

CONNECTIVITY
CAMPAIGN

\$600K+

SHORT-TERM
BUSINESS BOOKED
IN YEAR ONE



**President
JOHN WENTZELL**



**SVP Convention Centers
DAVE ANDERSON**



ON-SITE GM & MANAGEMENT TEAM



**KAY BAILEY HUTCHISON
CONVENTION CENTER DALLAS**



MARKETING & GROUP SALES	BUSINESS DEVELOPMENT	FINANCE & PAYROLL
BOX OFFICE	ONBOARDING/ CLIENT EXP.	LEGAL & RISK MANAGEMENT
TRAINING	HUMAN RESOURCES	FOOD SERVICES
BOOKING	PURCHASING	OPERATIONS & SECURITY
CORPORATE PARTNERSHIPS	PUBLIC RELATIONS	INFORMATION TECHNOLOGY

TRANSITION

DEDICATED
DEPARTMENT

CUSTOMIZED 90-
DAY PLAN

SUBJECT MATTER
EXPERT SUPPORT

PROVEN PROCESS

- AWARD NOTIFICATION KICKOFF
- SEAMLESS TRANSITION
- ONGOING SATISFACTION

30+
CLIENTS IN THE
PAST 2 YEARS

9 OUT OF 10
CLIENT
SATISFACTION
SURVEY RESULTS



HUMAN RESOURCES

DIVERSE HIRING PRACTICES



BEST IN CLASS TOTAL REWARDS



HEALTH



RETIREMENT



LIFE



WELLNESS



TRAINING & RESOURCES

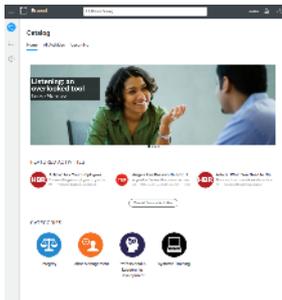
LEARNING
MANAGEMENT
SYSTEM

LEADERSHIP
INSTITUTE &
MENTOR
PROGRAM

CUSTOMER
SERVICE

EMPLOYEE
SURVEY

EXCELLENCE
AWARDS



 **LEADERSHIP
INSTITUTE**
BY SPECTRA

9 MONTH PROGRAM

- **25% Promotions**
- **45% Diverse**

**GREAT
EXPERIENCE**
greet • relate • explore • address • thank



**SPECTRA
VOICE**



MAXIMIZING FACILITY REVENUE & ECONOMIC IMPACT

VISIT DALLAS
COLLABORATION

VISIT  **DALLAS**[®]



- SINGLE MESSAGE TO THE MARKET
- COMMON GOALS
- PRIME DATE MAXIMIZATION
- ADDITIONAL LEAD GENERATION
- PER ATTENDEE SPEND INCREASE
- ECONOMIC IMPACT WINDFALL

YEAR 1 RESULTS

\$1.2M

INCREASE IN
EVENT REVENUE

116 Events

INCLUDING 22
CONVENTION/TRADESHOWS



CORPORATE & INDUSTRY EXPOSURE

COLLABORATIVE EFFORT
WITH VISITDALLAS



TARGETED TRADESHOWS

ADVERTISING AND EDITORIAL

GPS DATABASE & MONTHLY CALLS

IAEE Expo! Expo!



OPERATIONS & FACILITY MAINTENANCE

**CORPORATE OPERATIONS &
SECURITY**

**NEW CLIENT OPERATIONAL
AUDIT & MANUAL**

**TECHNOLOGY
IMPROVEMENTS**

**CAPITAL PLANNING &
RENOVATION EXPERIENCE**

OPERATING PERFORMANCE

SUSTAINABILITY



HISTORY OF INCLUSION SUCCESS



Duke Energy Convention Center
Cincinnati

32% 50.9%

PARTICIPATION GOAL ACTUAL 2017 INCLUSION RATE



GREATER RICHMOND
CONVENTION CENTER
WHERE VIRGINIA MEETS THE WORLD

56%

2017 INCLUSION RATE



Next Steps

- Receive City Council feedback
- With GPFM Committee's direction CES would seek to schedule City Council action for February 13, 2019



Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Management Agreement Contract

**Government Performance
and Financial Management
January 7, 2019**

**Rosa Fleming, Interim Director
Convention & Event Services
City of Dallas**



Memorandum



CITY OF DALLAS

DATE January 4, 2019

Honorable Members of the Government Performance & Financial Management Committee:
TO Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson, Lee M. Kleinman, Philip
T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Open Records Request Center Update**

On Monday, January 7, 2019, you will be provided an update on the Open Records Request Center. The presentation is attached for your review.

Please let me know if you need additional information.

A handwritten signature in blue ink, appearing to read 'Billerae Johnson', written over the typed name and title.

Billerae Johnson
City Secretary

[Attachment]

C: Honorable Mayor and Members of the City Council
T. C. Broadnax, City Manager
Chris Caso, City Attorney(I)
Carol A. Smith, City Auditor(I)
Judge Preston Robinson, Administrative Judge
Directors and Assistant Directors

Kimberly Tolbert, Chief of Staff to the City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Majed A. Al-Ghafry, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager

Open Records Request Center Update

**Government Performance & Financial Management
Committee**

January 7, 2019

**Bilierae Johnson, City Secretary
City Secretary's Office**



Presentation Overview

- Background on Open Records Request(s)
- Initial identified challenges
- Improvements to identified challenges
- Historical and statistical data
- Continued improvements
- Questions



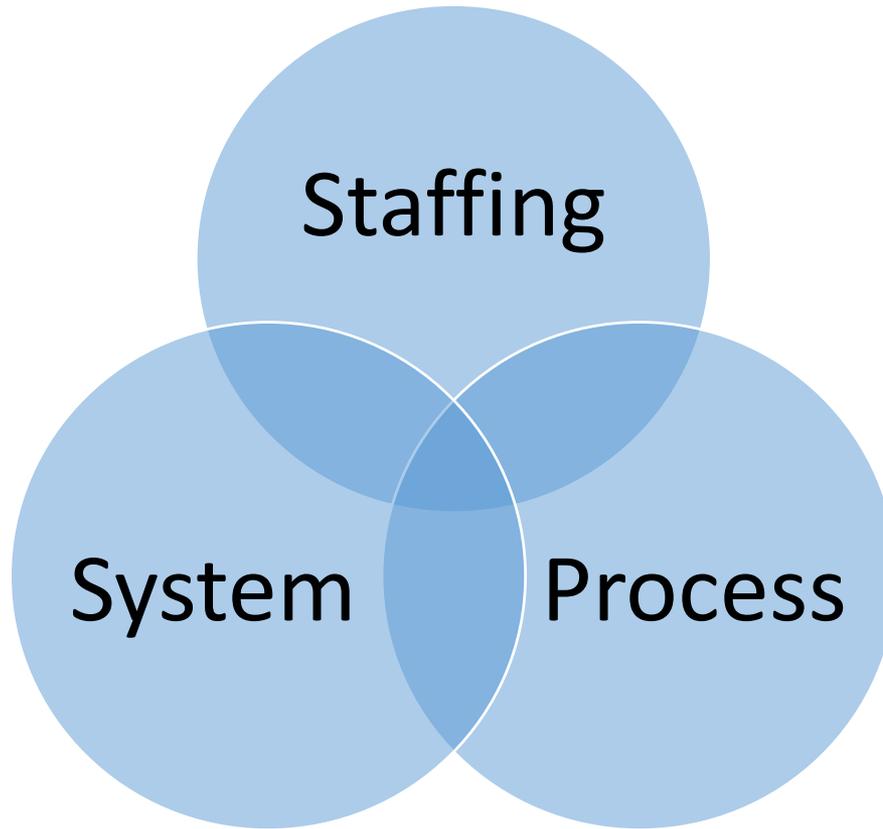
Background: Open Records Request(s)

The Dallas City Council, on October 11, 2017 via Resolution 17-1608, transferred oversight responsibility for the City's Open Records Request (ORR) from the City Manager to the City Secretary

- Oversight for all ORRs with exception of DPD
- Each department or managing services division has an Open Records Coordinator
- Five departmental dedicated FTEs
- Two city departments assist the Open Records Request Center (ORC)
 - City Attorney's Office
 - Communication & Information Systems

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Initial Challenges Identified:



Initial Identified Challenges: STAFFING

- Receipt and dissemination of ORRs to department is limited to two dedicated staff (housed in PIO); resulting incompletion of requests assigned to departments or overlooked (non-responded) requests
- No back-up staff when either one of the two dedicated staff was out-of-office; resulting in 50% of work operations being halted
- Entry level staff served as ORR Coordinator; resulting in unfamiliarity of departmental records

Initial Identified Challenges : SYSTEM

- Lack of an electronic document management system
- GovQA Web System (implemented in 2016)
 - Not utilized by all departments
 - Inactive features
 - Lack of training
- Documents redacted by hand

Open Records Center

Open Records Center

HOME

SUBMIT A REQUEST

VIEW FAQs

VIEW MY REQUESTS

OPEN RECORDS SEARCH

FAQs [See All FAQs](#)

What will the charges be?

How long will a Public Information Act Request take?

Why does the City Attorney's Office receive a copy of my request?

How do I make a request?

How do I request Lien Pay-Off Statements?

Login

If you have used this service previously, please log in. If this is your first online request, please create an account and provide as much contact information as possible. You will be able to track the progress of your request by logging in to your account.

Login

Email Address*

Password*

Submit

If you don't know or have forgotten your password, click here.

First time users, please click below:
[Create Account](#)

By logging in, you agree to GovQA's [Privacy Policy](#) and [Terms of Use](#).

Initial Identified Challenges: PROCESS

- No Standard Operating Procedure to process ORRs
- Two dedicated FTEs responsible for oversight of all ORRs with exception of DPD
- A centralized inbox was used to house all phases of a request; including a new request, a responsive record(s), clarification, cost estimate and any communication(s) from internal and external customers.
- Relied on a color coded system to manage and track requests

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Initial Identified Challenges: PROCESS (cont'd)

- No direct communication
 - All communication(s) on a request was sent to the centralized inbox and not to a designated coordinator
- Siloed interdepartmental coordination
- High profile requests received priority
 - Routine requests only received a response when the requestor called or emailed for follow-up; which resulted in varying response times

Initial Identified Challenges: PROCESS_(cont'd)

- Public unaware of various methods to request records/documents
- Review of requested emails were handled by only one staff member
- No system-generated cost estimate invoice existed; requesters were sent a manually computed 'cost letter' of charges
- Cash, checks or money orders were only accepted in-person or by mail.



Improvements to Identified Challenges: STAFFING (cont'd)

- 5 FTEs in the Open Records Center; resulting in better monitoring and response of open records requests
- Implemented back-up plan when a staff member is out of the office; resulting in no work operations being halted
- Higher level staff (coordinators, manager and executive) serves as ORR Coordinator; resulting in better knowledge of departmental records

Other Department Assistance:

- City Attorney's Office
- Communication & Information System

Improvements to Identified Challenges: STAFFING (cont'd)

Administrative Support
Open Records Intake (GovQA, Mail, In-Person, Email, Fax)
 Filing/Indexing/Retention
 Payment Notification
 Accounts Payables

Open Records Manager

Convention and Event Services
 Court & Detention Services - Courts
 Court & Detention Services - Marshal's Office
 Dallas Water Utilities
 Fair Housing & Human Rights
 Judiciary
 Communication and Information Services
 Office of Business Diversity
 Office of Homeless Solutions
 Office of Community Care
 Planning & Urban Design
 Public Works
 Aviation / Transportation Regulation

GovQA System Support
 Administrative duties
 *Provide assistance to assign departments

Open Records Coordinator

Employees' Retirement
 Building Services
 Library
 Office of Cultural Affairs
 Office of Emergency Management
 Office of Environmental Quality
 Office of Strategic Partnership & Government Affairs
 Office of Fleet Management
 Environmental Site Assessments
 Property Condition Assessments
 Bond Office
 Office of Procurement Services
 *Provide assistance to assign departments

Open Records Coordinator

City Attorney's Office
 City Auditor's Office
 City Controller's Office
 City Manager's Office
 City Secretary's Office
 Civil Service
 Council Office
 Human Resources
 Office of Strategic Partnerships & Government Affairs
 Mayor's Office
 Office of Budget
 Office of Ethics & Compliance
 Public Affairs and Outreach
 Risk Management
 Welcoming Communities and Immigrant Affairs
 Office of Economic Development
 Housing & Neighborhood Revitalization
 Park & Recreation
 Transportation
 *Provide assistance to assign departments

Open Records Coordinator

Code Compliance
 311
 Dallas Animal Services
 DFD (Fire Dispatch - ESA) Initial Response
 DFR (Financial Services) Initial Response
 DFR (Fire Prevention) Initial Response
 DFR (Training and Maintenance) Initial Response
 DFR (Unknown) Initial Response
 DFR (Arson)
 DFR (Communications)
 DFR (Internal Affairs) Initial Response
 Sanitation Services
 Sustainable Development and Construction (Building Inspection)
 *Provide assistance to assign departments



Improvements to Identified Challenges: SYSTEM

- Require all coordinators to utilize the GovQA system
 - Acknowledge of receipt of request
 - Date/time stamped notes of status on all requests, including completion
 - System generated reminders of request deadlines
 - Tracking of an ORR to ensure accountability
- Open Records Request Coordinators Training
 - 1st ORR training: April 3rd, 6th – 88 attendees
 - 2nd ORR training: November 7th – 107 attendees
 - In conjunction with the Attorney General's Office
 - Conducted 7 individual department trainings
- Developed training and reference materials

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City of Dallas

Improvements to Identified Challenges: PROCESS

- Developed ORR Standard Operating Procedures
 - Including roles and responsibilities, indexing procedures, Internal Controls, retention and cash handling (receivables and payables)

Note:

Initial draft of ORR Standard Operating Procedures were reviewed and edited by the City Attorney's Office

ORR Standard Operating Procedures are currently being reviewed by the City Auditor's Office (audit of Open Records Request Center in progress)

Improvements to Identified Challenges: PROCESS (cont'd)

- ORC staff assigns request(s) to applicable departments and requires an acknowledgement of receipt within 48 hours
 - New requests
 - Liaison between requester and city staff
 - Correspondence with internal and external customers
- Departmental coordinators must enter all status information on their request(s) into GovQA
 - Clarifications
 - Time Extensions
 - Scheduling of Inspections
 - Cost Estimates and Invoices
- Departmental coordinators must upload all releasable responsive records into GovQA
- ORC staff performs a quality control check on all responsive records and releases to the customer and public (when applicable)
 - Manage requests to ensure compliance with the Public Information Act including meeting all deadlines set forth by the State of Texas
- ORC is a liaison between city staff and City Attorney's Office. The ORC is mostly responsible for sending correspondence to the Attorney General's Office and notifying of intention to request a ruling to withhold records
- Custodians of emails are responsible for reviewing their own emails for responsive, non-responsive, and possible exemptions from disclosure (when applicable)
 - Provide training and guidance to all departmental coordinators on compliance, costs, and procedures associated with responding to requests for public information.

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Historical and Statistical Data

- Top 5 Departments with ORRs
 - Dallas Fire Rescue
 - Arson Reports
 - Fire Inspections
 - Sprinkler Plan/Permits
 - Dispatch Reports
 - List of Burned Structures
 - Code Compliance
 - General Code Inspection Records
 - Multi-tenant Inspections
 - Health Inspections
 - Environmental Assessments
 - Property Assessments
 - Sustainable Development and Construction
 - Variance information
 - Building Code Violations/Permits
 - Environmental Assessments
 - Property Assessments
 - Office of Environment Quality
 - Environmental Assessments
 - Dallas Water Utilities (includes former Trinity Watershed Management Department)
 - Water Disconnect Report
 - Historical Bill Information

Historical and Statistical Data (cont'd)

Time Period	Requests
January 1, 2018 – December 31, 2018	11,522
January 1, 2017 – December 31, 2017	10,570
January 1, 2016 – December 31, 2016 (switched from Motorola to GovQA Oct. 2016)	11,108 (est.)

Number of Request(s) Closed <u>w/in</u> 10 Days	Number / (%)	*Number of Request(s) Closed <u>after</u> 10 Days	Number / (%)
2018	8,247 (71.58%)	2018	3,275 (28.42%)
2017	5,836 (55.21%)	2017	4,734 (44.79%)
2016	3,695 (33.26%)	2016	7,413 (66.74%)

*Average Days Request(s) Open	Days
2018	11.51
2017	21.04
2016	27.58

*Includes ORRs that were sent to the State Attorney General's Office for a ruling/opinion, clarifications, time-extensions, and waiting for payments.

Continued Improvements

- Transparency Reports (*implemented February 2018*)
 - Mayor/City Council – weekly report of significant requests
 - City Manager’s Office - weekly report of all requests for the period
- Publication of Released Request(s) (*implemented August 2018*)
 - Request(s) responses that do not contain confidential or information exempt from disclosure
- Launch “For the Record” (*February 2019*)
 - Periodic educational announcements to city staff and departmental coordinators regarding the Public Information Act (PIA) and the City’s open records process
- Launch Live Chat (*March 2019*)
 - Customer service initiative to provide online assistance on how to locate and access published city records and documents (**Pilot days/times: Tuesday–Friday, 9am-1pm**)
- Release automated redactions (GovQA) feature (*March 2019*)
 - Technological tool to make the redaction of confidential information less time consuming and labor intensive

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Questions



Open Records Request Center Update

**Government Performance & Financial Management
Committee**

January 7, 2019

**Bilierae Johnson, City Secretary
City Secretary's Office**



Memorandum



CITY OF DALLAS

DATE January 4, 2019

Honorable Members of the Government Performance & Financial Management
TO Committee: Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson,
Lee M. Kleinman, Philip T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Budget Accountability Report**

Attached is the Budget Accountability Report (BAR) based on information through November 30, 2018. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

If you have questions, please contact Jack Ireland, Director in the Office of Budget.

A handwritten signature in blue ink, appearing to read 'Elizabeth Reich'.

for
M. Elizabeth Reich
Chief Financial Officer

Attachment

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Carol Smith, City Auditor (Interim)
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge

Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager & Chief of Resilience
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

FY 2018-19

AS OF NOVEMBER 30, 2018



GENERAL FUND OVERVIEW

As of November 30, 2018

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$182,017,646	\$0
Revenues	1,365,966,274	1,366,121,406	105,567,312	1,369,187,546	3,066,140
Expenditures	1,365,966,274	1,366,121,406	185,814,190	1,364,566,123	(1,555,283)
Ending Fund Balance	\$182,017,646	\$182,017,646		\$186,639,068	\$4,621,422

SUMMARY

The General Fund overview provides a summary of financial activity through November 30, 2018. The Adopted Budget reflects the budget adopted by City Council on September 18, 2018, effective October 1 through September 30. The Amended Budget column reflects City Council approved transfers between funds and programs and approved use of contingency.

Fund Balance. The summary includes fund balance with the year-end (YE) revenue and expenditure forecasts. As of November 30, 2018, the YE forecast beginning fund balance represents the FY 2017-18 unaudited unassigned projected ending fund balance and does not reflect anticipated additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019.

Revenues. Through November 30, 2018, General Fund revenues are projected to be \$3,066,000 over budget. This is primarily due to forecast increase in interest revenue based on current trends.

Expenditures. Through November 30, 2018, General Fund expenditures are projected to be below budget by \$1,555,000. At this point in the fiscal year, most departments are forecast to be at budget. Some departments are under budget as a result of vacancies.

Amendments. The General Fund budget was amended on:

- November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for services for the District 4 runoff election.

GENERAL FUND REVENUES

As of November 30, 2018

Revenue Category	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$34,654,986	\$727,886,279	\$0
Sales Tax	311,645,016	311,645,016	25,049,631	311,645,016	0
Franchise and Other	107,331,079	107,331,079	29,130,701	107,331,079	0
Charges for Service	90,113,065	90,113,065	10,441,073	90,646,524	533,459
Fines and Forfeitures	35,182,894	35,182,894	3,511,308	35,461,565	278,671
Operating Transfers In ¹	69,446,677	69,601,809	0	69,601,809	0
Intergovernmental	8,969,361	8,969,361	200,673	8,969,361	0
Miscellaneous	8,264,404	8,264,404	1,205,095	8,897,448	633,044
Licenses and Permits	4,809,215	4,809,215	719,514	4,809,215	0
Interest ²	2,318,284	2,318,284	654,331	3,939,250	1,620,966
Total Revenue	\$1,365,966,274	\$1,366,121,406	\$105,567,312	\$1,369,187,546	\$3,066,140

VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

1 Operating Transfers In. The revenue budget for Operating Transfer In was amended on November 14, 2018, by resolution #18-1641 for services related to the District 4 runoff election.

2 Interest. Interest revenue is forecast to be \$1,621,000 over budget based on current trends.

GENERAL FUND EXPENDITURES

As of November 30, 2018

Expenditure By Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services	\$22,729,907	\$22,729,907	\$4,458,521	\$22,729,907	\$0
City Attorney's Office	18,348,876	18,348,876	2,261,658	18,348,876	0
City Auditor's Office	3,367,314	3,367,314	382,663	3,269,588	(97,726)
City Controller's Office	6,768,899	6,768,899	855,409	6,768,899	0
Independent Audit	917,892	917,892	0	917,892	0
City Manager's Office	2,787,305	2,787,305	303,917	2,772,885	(14,420)
City Secretary ¹	4,350,544	4,505,676	485,925	4,505,676	0
Civil Service	3,241,621	3,241,621	366,189	3,241,621	0
Code Compliance	31,635,395	31,635,395	4,082,488	31,635,395	0
Court Services	23,314,074	23,314,074	1,910,479	23,314,074	0
Jail Contract	8,908,016	8,908,016	742,335	8,908,016	0
Dallas Animal Services	14,878,667	14,878,667	2,494,361	14,839,242	(39,425)
Dallas Fire-Rescue	294,483,209	294,483,209	43,783,833	293,831,953	(651,256)
Dallas Police Department	486,752,691	486,752,691	69,465,238	486,752,691	0
Housing and Neighborhood Services	4,213,724	4,213,724	263,683	4,213,724	0
Human Resources	7,005,071	7,005,071	754,451	7,005,071	0
Judiciary	3,446,356	3,446,356	480,929	3,378,872	(67,484)
Library	34,138,717	34,138,717	4,697,380	33,986,305	(152,412)
Office of Management Services					
311 Customer Service	4,495,891	4,495,891	1,181,851	4,424,119	(71,772)
Council Agenda Office	219,414	219,414	29,797	218,565	(849)
Fair Housing	998,436	998,436	37,898	998,436	0
Office of Innovation	603,668	603,668	111	540,625	(63,043)
Office of Strategic Partnerships	1,053,433	1,053,433	128,050	1,039,445	(13,988)
Office of Business Diversity	894,165	894,165	110,939	886,920	(7,245)
Office of Community Care	5,375,877	5,375,877	650,037	5,375,877	0
Office of Emergency Management	877,113	877,113	91,593	877,113	0
Office of Environmental Quality	2,734,360	2,734,360	792,911	2,708,096	(26,264)
Office of Homeless Solutions	11,546,393	11,546,393	697,586	11,546,393	0
Public Affairs and Outreach ²	2,098,745	2,098,745	135,163	2,001,350	(97,395)
Welcoming Communities	623,124	623,124	59,150	623,124	0
Mayor and City Council	4,989,530	4,989,530	596,779	4,989,530	0
Non-Departmental	92,727,295	92,727,295	2,536,756	92,727,295	0
Office of Budget	3,796,050	3,796,050	445,254	3,796,050	0
Office of Cultural Affairs	19,973,188	19,973,188	4,350,951	19,973,188	0
Office of Economic Development	4,972,909	4,972,909	591,178	4,972,784	(125)
Park and Recreation	98,542,371	98,542,371	16,056,883	98,542,371	0
Planning and Urban Design ³	3,171,871	3,171,871	523,869	2,919,993	(251,878)
Procurement Services	2,443,038	2,443,038	320,303	2,443,038	0
Public Works	75,856,653	75,856,653	12,486,639	75,856,653	(0)
Sustainable Development	2,194,525	2,194,525	499,063	2,194,525	0
Transportation	47,219,419	47,219,419	5,701,974	47,219,419	0
Total Departments	\$1,358,695,746	\$1,358,850,878	\$185,814,190	\$1,357,295,595	(\$1,555,281)
Liability/Claim Fund Transfer	2,751,145	2,751,145	0	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve	2,200,000	2,200,000	0	2,200,000	0
Total Expenditures	\$1,365,966,274	\$1,366,121,406	\$185,814,190	\$1,364,566,123	(\$1,555,281)

VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, departments with an amended budget, and for departments with YE forecast projected to exceed budget.

1 City Secretary. City Secretary Office's budget was increased by \$155,000 on November 14, 2018, by resolution #18-1641 for services related to the District 4 runoff election.

2 Public Affairs and Outreach. Public Affairs and Outreach expenditures are forecast to be \$97,000 under budget due to salary savings from seven vacant positions.

3 Planning and Urban Design. Planning and Urban Design expenditures are forecast to be \$252,000 under budget due to salary savings from six vacant positions.

ENTERPRISE FUNDS

As of November 30, 2018

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
AVIATION					
Beginning Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0
Total Revenues	144,132,819	144,132,819	22,842,309	144,132,819	0
Total Expenditures	144,132,819	144,132,819	19,155,586	144,132,819	0
Ending Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0

CONVENTION AND EVENT SERVICES					
Beginning Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0
Total Revenues	108,647,915	108,647,915	10,396,205	108,647,915	0
Total Expenditures	108,647,915	108,647,915	5,625,830	108,647,915	0
Ending Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0

MUNICIPAL RADIO					
Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,205,492	\$0
Total Revenues	2,178,813	2,178,813	339,915	2,178,813	0
Total Expenditures	2,076,728	2,076,728	564,133	2,076,728	0
Ending Fund Balance	\$1,307,577	\$1,307,577		\$1,307,577	\$0

Note: FY 2018-19 budget reflects revenue in excess of expenses.

SANITATION SERVICES					
Beginning Fund Balance	\$29,641,449	\$29,641,449		\$29,641,449	\$0
Total Revenues	112,653,465	112,653,465	20,732,905	112,661,455	7,990
Total Expenditures	112,653,465	112,653,465	9,098,145	112,653,465	0
Ending Fund Balance	\$29,641,449	\$29,641,449		\$29,649,439	\$7,990

STORM DRAINAGE MANAGEMENT- DALLAS WATER UTILITIES					
Beginning Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0
Total Revenues	58,436,837	58,436,837	10,301,538	58,436,837	0
Total Expenditures	58,436,837	58,436,837	4,323,923	58,436,837	0
Ending Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION					
Beginning Fund Balance	\$43,833,830	\$43,833,830		\$43,833,830	\$0
Total Revenues	33,143,848	33,143,848	7,156,069	33,143,848	0
Total Expenditures	34,571,119	34,571,119	4,889,627	34,571,119	0
Ending Fund Balance	\$42,406,559	\$42,406,559		\$42,406,559	\$0

Note: FY 2018-19 budget reflects planned use of fund balance.

WATER UTILITIES¹					
Beginning Fund Balance	\$118,325,578	\$118,325,578		\$118,325,578	\$0
Total Revenues	665,005,577	665,005,577	99,959,470	653,788,018	(11,217,559)
Total Expenditures	665,491,395	665,491,395	84,327,731	660,902,637	(4,588,758)
Ending Fund Balance	\$117,839,760	\$117,839,760		\$111,210,959	(\$6,628,801)

Note: FY 2018-19 budget reflects planned use of fund balance.

INTERNAL SERVICE FUNDS

As of November 30, 2018

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
INFORMATION TECHNOLOGY					
Beginning Fund Balance	\$10,887,991	\$10,887,991		\$10,887,991	\$0
Total Revenues	69,434,657	69,434,657	4,604,239	69,434,657	0
Total Expenditures	77,011,403	77,011,403	6,622,655	76,690,494	(320,909)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$3,632,154	\$320,909

Note: FY 2018-19 budget reflects planned use of fund balance.

RADIO SERVICES

Beginning Fund Balance	\$2,800,576	\$2,800,576		\$2,800,576	\$0
Total Revenues	5,917,772	5,917,772	27,125	5,911,641	(6,131)
Total Expenditures	8,651,413	8,651,413	2,187,565	8,636,647	(14,766)
Ending Fund Balance	\$66,935	\$66,935		\$75,570	\$8,635

Note: FY 2018-19 budget reflects planned use of fund balance.

EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$7,254,000	\$0
Total Revenues	54,412,850	54,412,850	150,382	54,413,103	253
Total Expenditures	54,912,850	54,912,850	3,011,054	54,912,850	0
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,754,253	\$253

Note: FY 2018-19 budget reflects planned use of fund balance.

EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,682,143	\$0
Total Revenues	2,593,790	2,593,790	332,560	2,600,490	6,700
Total Expenditures	2,137,496	2,137,496	266,343	2,136,367	(1,129)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,146,266	\$7,829

Note: FY 2018-19 budget reflects revenue in excess of expenses.

OTHER FUNDS

As of November 30, 2018

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	\$7,852,062	\$7,852,062		\$7,852,062	\$0
Total Revenues	12,018,812	12,018,812	1,782,375	12,018,812	0
Total Expenditures	15,176,553	15,176,553	2,397,816	15,154,832	(21,721)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$4,716,042	\$21,721

Note: FY 2018-19 budget reflects planned use of fund balance.

DEBT SERVICE

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$32,549,163	\$0
Total Revenues	289,189,656	289,189,656	10,920,885	289,189,656	0
Total Expenditures	296,200,044	296,200,044	0	296,200,044	0
Ending Fund Balance	\$25,538,775	\$25,538,775		\$25,538,775	\$0

Note: FY 2018-19 budget reflects planned use of fund balance.

EMPLOYEE BENEFITS

City Contributions	\$94,862,835	\$94,862,835	13,708,567	\$94,862,835	\$0
Employee Contributions	36,126,244	36,126,244	6,205,630	36,126,244	0
Retiree	31,963,243	31,963,243	2,650,811	31,963,243	0
Other	0	0	76,939	0	0
Total Revenues	162,952,322	162,952,322	22,641,947	162,952,322	0
Total Expenditures	\$160,083,133	\$160,083,133	\$16,591,219	\$160,083,133	\$0

Note: FY 2018-19 budget reflects revenue in excess of expenses. The FY 2018-19 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported claims (IBNR).

RISK MANAGEMENT

Worker's Compensation	\$13,701,708	\$13,701,708	\$884,302	\$13,701,708	\$0
Third Party Liability	10,227,315	10,227,315	56,644	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	(550)	3,029,284	0
Interest and Other	749,900	749,900		749,900	0
Total Revenues	27,708,207	27,708,207	940,396	27,708,207	0
Total Expenditures	\$34,166,607	\$34,166,607	\$3,152,950	\$34,166,607	\$0

Note: FY 2018-19 budget reflects planned use of fund balance. The FY 2018-19 YE forecast reflect claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (Worker's Compensation/Liability/Property Insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summary includes the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2018, YE forecast beginning fund balance represents the FY 2017-18 unaudited projected ending fund balance and does not reflect additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, funds with YE forecast projected to exceed budget, and funds with projected use of fund balance.

1 Water Utilities. Water Utilities' (DWU) revenues are projected to be \$11,218,000 lower than budget due to (1) wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement which will be offset by use of fund balance, and (2) due to decreased consumption resulting from wetter than normal Fall weather. Expenditures are projected to be \$4,589,000 lower than budget primarily due to a decreased capital construction transfer to offset the weather-related revenue reduction.

FY 2018-19 DALLAS 365

How to read the Dallas 365 report:

The Dallas 365 initiative aligns 35 key performance measures to our six strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included, if available. Several measures are new for FY 2018-19, so actual performance data is not available (N/A) for last year.

An annual target has been established for each measure. The annual target is then broken down into a year-to-date (YTD) target, which represents October 1 through the current reporting period. Each month, we will compare the YTD target with the YTD actual performance reported by the responsible department and assign a YTD status based on how well actual performance compares to the target.

Measures are designated "on target" (green) if actual YTD performance is within 5 percent of the YTD target. Measures with actual YTD performance within 6 to 20 percent of the YTD target are designated in "caution" (yellow) status. If actual YTD performance is more than 20 percent from the YTD target, the measure is designated as "needs improvement" (red). For most measures, high values indicate positive performance, but for a few measures, the reverse is true. These measures are noted with an asterisk and include measures numbered 6, 8, 13 and 22. Two asterisks (**) are listed in the YTD Actual column if data was not available for a measure by the publication date, and the YTD status reflects "needs improvement" (red).

Summary		
✔	On-target (YTD actual performance is within 5 percent of YTD target)	22
⚠	Caution (YTD actual performance is within 6 to 20 percent of YTD target)	4
✘	Needs Improvement (YTD actual performance is more than 20 percent of YTD target)	9

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Public Safety						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	86.11%	90.00%	90.00%	86.93%	✔
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	52.57%	✘
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	47.75%	✘
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	94.91%	✔
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	76.95%	✔
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	127.83	117.30	✔

Mobility Solutions, Infrastructure, and Sustainability						
7	Percentage of annual bond appropriation awarded (Bond Program)	N/A	90.00%	90.00%	**	✘
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.75	✔
9	Percentage compliance with state and federal standards and regulations for drinking water (Dallas Water Utilities)	100.00%	100.00%	100.00%	100.00%	✔
10	Number of street lane miles resurfaced (Public Works)	208.34	197	32.83	11.32	✘
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	100.00%	✔
12	Percentage of streets with a Pavement Condition Index rating of C or better (Public Works)	N/A	77.40%	77.40%	77.40%	✔
13	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)*	12.83	11	11	12.53	⚠
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.64%	⚠
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.50%	✔

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Economic and Neighborhood Vitality						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	834	1,050	✓
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	14	6	✗
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	6,650	1,108	11	✗
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	88.00%	✓
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.82%	✓

Human and Social Needs						
21	Number of seniors served (Community Care)	1,833	4,500	750	1,997	✓
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	15.85	✓
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	90.95%	✓

Quality of Life						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	1,666	452	✗
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	90.00%	!
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✓
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	80.45%	✓
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	-11.42%	✗
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	1,236,667	1,758,298	✓
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	4,167	6,072	✓
31	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	N/A	50.00%	50.00%	48.00%	✓
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	61.00%	✓

Government Performance and Financial Management						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	33.39%	✗
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.16%	✓
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	45.04%	!

FY 2018-19 Budget Initiative Tracker

How to read the Budget Initiative Tracker report:

The Budget Initiative Tracker reports on 44 activities that were included in the FY 2018-19 and FY 2019-20 biennial budget. For each of the initiatives included in this report, you will find the initiative number, title, brief description, status icon, and a brief explanation of the current status. At the end of each brief description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative. The responsible department also designates if the initiative is “complete” (blue circle), “on track” (green check mark), “caution/behind” (yellow exclamation mark), or “cancelled” (red x).

This report includes data from October 1, 2018 through November 30, 2018.

Summary		
•	Number of Complete Initiatives	2
✓	Number of On Track Initiatives	42
!	Number of Caution/Behind Initiatives	0
X	Number of Cancelled Initiatives	0

Description of Initiative

Current Status

Public Safety			
1	Police and Fire Uniform Pay: Increasing pay for police officers and firefighters (1) effective in October 2018 in accordance with the three-year Meet and Confer agreement, which calls for double-step pay increases of approximately 10 percent, adding a 2 percent top step, and increasing starting pay to \$51,688, and (2) effective in January 2019 in accordance with the City Council budget amendment to increase pay by three percent across the board, to a minimum of \$60,000. (Police and Fire-Rescue)	✓	Uniform pay increases based on the current Meet and Confer agreement went into effect October 2018. On December 23, 2018, City Council authorized the City Manager to enter into an Amended Meet and Confer agreement so that additional uniform pay increases can go into effect January 2019.
2	Number of Police Officers: Recruiting new police officers to bring the number of sworn employees at the end of FY 2018-19 to 3,050. (Police)	✓	As of December 12, 2018, 41 police officers have been hired. The department is projected to hire an additional 214 officers this fiscal year for a final sworn strength of 3,050.
3	Number of Firefighters: Recruiting new firefighters to bring the number of sworn employees at the end of FY 2018-19 to 1,942. (Fire-Rescue)	✓	Dallas Fire-Rescue hired 65 recruits for the Fall 2018 class. Training began late November 2018. It is anticipated that the Fall class will enter the field in June 2019. Dallas Fire-Rescue has planned to hire an additional 65 recruits in June 2019, for a grand total of 130 planned new hires for FY 2018-19. The summer hiring class-size is contingent upon realized attrition through the year to ensure that we arrive to a sworn strength of 1,942 members at the end of the fiscal year.
4	Police and Fire Uniform Pension: Contributing \$156.8 million, up \$6.1 million from the current year, to the Dallas Police and Fire Pension System to ensure a secure retirement for our first responders. (Police and Fire-Rescue)	✓	The City pension contributions are being made in compliance with HB 3158 approved by the State Legislature in 2017.

Description of Initiative

Current Status

5	Security of City Facilities: Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs. (Court and Detention Services)	✓	Building Security merged with Court and Detention Services (CTS) on October 1, 2018. CTS is collaborating with the U.S. Department of Homeland Security to conduct security risk assessments at City Hall and the Central Library and train City staff beginning mid-December 2018. Additionally, staff drafted a Request for Competitive Sealed Proposals (RFCSP) for a security consultant to develop a Citywide security standard and evaluate security services and plans. The RFCSP is tentatively scheduled to be advertised in January 2019.
6	School Crossing Guards: Investing more than \$5 million in a school crossing guard program to protect Dallas students. (Court and Detention Services)	✓	All City Management Services, Inc. (new School Crossing Guard Program vendor) took over the daily management of this program on August 1, 2018. Since the beginning of the 2018-19 school year, school crossing guard services are being provided to approximately 150 elementary schools within Dallas city limits.
7	P-25 Radio System: Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (Communication and Information Services)	✓	The system design review, Motorola factory build, and quality assurance test were completed successfully. All equipment from the factory test was disassembled and shipped to Dallas, and radio site preparation in Dallas is underway.
8	Firefighter Safety: Protecting the safety of Fire-Rescue officers by replacing all self-contained breathing apparatus (SCBA) in phases and providing a second set of personal protective equipment (PPE) to allow for cleaning equipment between fires. (Fire-Rescue)	✓	Fire-Rescue met with the Office of Procurement Services to begin discussing the specification process to purchase the second set of PPEs and replace all SCBAs.
9	911 Operations Center: Furthering the City's investment in the 911 emergency system with additional technology and expanded backup capacity. (Communication and Information Services)	✓	Communication and Information Services (CIS) has installed Text-to-911 with the "go-live" date anticipated in early 2019, and CIS has ordered equipment for the backup CAD system. The vendor is finalizing the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site.

Mobility Solutions, Infrastructure, and Sustainability

10	Street Condition: Investing more than \$125 million of bonds and cash to improve the driving condition of city streets. (Public Works)	✓	FY 2018-19 funding will provide approximately 820 lane miles of maintenance and improvements by the end of the fiscal year. In-house crews began working on the FY 2018-19 workplan in October 2018. In November 2018, work orders were issued for bond resurfacing projects scheduled for 2019, and work orders will be issued in December 2018 for the General Fund work plan maintenance. The preservation (micro/slurry sealants) contract will advertise in January 2018 with a contract award projected to go to City Council for consideration in March 2019.
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Description of Initiative

Current Status

11	Intersection Safety: Leveraging \$10 million of federal Highway Safety Improvement Program (HSIP) funds with approximately \$2 million in City funds to improve safety at high-crash locations. (Transportation)	✓	Dallas was awarded more than anticipated - \$11.3 million in federal HSIP funds. The City plans to still invest \$2 million of City funds on these high-crash location safety improvements.
12	Alley Access: Creating a \$1.8 million cross-departmental pilot program to improve alley access for residents and utilities. (Sanitation, Water Utilities, and Public Works)	✓	The Public Works department is taking the lead on this pilot program and is currently putting the specifications together in preparation for the advertisement for bids.
13	Bike Lanes: Expanding bike lanes and improving mobility by increasing the current \$500,000 budget by \$500,000 per year for each of the next three years to achieve a \$2 million per year investment starting in FY 2020-21. (Transportation)	✓	Using the \$1 million allocated in the FY 2018-19 budget, Transportation is working on projects in the Central Business District, including Akard, Cadiz, and Canton streets, as well as on Zang Blvd. and Union Trail. An upcoming project at Monroe Dr. and Merrell Rd. will connect a Dallas County trail project near the Walnut Hill/Denton DART station.
14	OneWater Consolidation: Combining water, wastewater, and stormwater into one utility to provide comprehensive management of Dallas' valuable water resources. (Water Utilities)	✓	DWU's organizational chart has been revised to include the stormwater utility. Logistical changes are in process, as staff is relocated to align the organization with new functional needs. A scope is being developed to assess current stormwater and flood control functions and provide a path to more sustainable operations and procedures.
15	Environmental Plan: Completing an environmental plan that includes solutions to address climate change by using \$500,000 available revenue received from the previous plastic bag ordinance and fee. (Office of Environmental Quality)	✓	A RFQ for a comprehensive environmental action and climate action plan was issued September 20, 2018. The consulting firm AECOM Technical Services, Inc. was selected in accordance with City procurement guidelines. The project will be briefed to the Quality of Life Committee on January 14, 2019, and is tentatively scheduled for the January 23, 2019, City Council agenda for contract authorization.
16	Traffic Signals: Repairing traffic signals by 1) responding to traffic signal knockdowns and underground cable repairs and 2) replacing broken vehicle detectors at 40 traffic signals across the city. (Transportation)	✓	This initiative is funded in FY 2019-20, the second year of the biennial.
17	City Facility Major Maintenance: Repairing City-owned facilities through a \$7 million deferred maintenance program. (Building Services)	✓	Building Services has expended \$1.01 million of \$1.27 million in projects planned so far, including repairs at DFR Complex, Maintenance Building C roof replacement, replacement of the Hensley Field Operations fire alarm system, and glass replacement at City Hall. Four additional contracts are pending City Council consideration on January 9, 2019.
18	Neighborhood Drainage: Implementing a new stormwater program dedicated to neighborhood drainage, which will focus efforts on neighborhood outreach and preventing flooding in local streets. (Water Utilities)	✓	The FY 2019-20 budget includes funding for personnel, equipment, and contracts for increased neighborhood drainage maintenance. In preparation, the former Trinity Watershed Management work groups are being reorganized into two Stormwater Operations divisions: Dallas Floodway and Neighborhood Drainage. The Sr. Program Manager position for Neighborhood Drainage is being reclassified and will be advertised and filled in the next few months.

Description of Initiative

Current Status

Economic and Neighborhood Vitality		
19	Property Tax Rate: Reducing the property tax rate by 0.37¢, making FY 2018-19 the third consecutive year with a tax rate reduction. (Office of Budget)	<ul style="list-style-type: none"> • City Council approved a 0.37¢ property tax reduction on September 18, 2018. Dallas County Tax Office distributed property tax bills and will collect revenue on behalf of the City.
20	Housing Policy: Implementing the Comprehensive Housing Policy approved by City Council in May 2018 to create and preserve housing throughout the city. (Housing and Neighborhood Revitalization)	<ul style="list-style-type: none"> ✓ Staff is operating the Housing Improvement and Preservation Program (HIPP), Dallas Homebuyer Assistance Program (DHAP), and development programs authorized by City Council as part of the Comprehensive Housing Policy. City Council approved the transfer of \$7 million in unencumbered Tax Increment Financing (TIF) funds to the Housing Trust Fund on December 12, 2018, and referred incentive zoning back to the Economic Development and Housing Committee. All Housing Task Force subcommittees are meeting regularly; in Q1, the Task Force will consider neighborhood empowerment zones, low-income housing tax credits (LIHTC), and Housing Trust Fund strategies.
21	Stabilization and Emerging Market Areas: Targeting \$1 million to historically underserved areas at risk of displacement because of changing market conditions, as well as areas in need of intensive environmental enhancements, master planning, and formalized neighborhood organizations. (Housing and Neighborhood Revitalization)	<ul style="list-style-type: none"> ✓ Staff plans to brief the Economic Development and Housing Committee on April 15, 2019, on a proposed neighborhood revitalization/redevelopment strategy that includes the \$1 million in funds.
22	One-Stop Permitting: Offering an online one-stop shop for residents and businesses to submit construction plans to the City. (Sustainable Development and Construction)	<ul style="list-style-type: none"> ✓ Phase 1 of the software was implemented October 1, 2018, and is functioning for our customers. Phase 2 will be implemented in FY 2018-19 with enhanced features to improve efficiency.
23	Historic Resource Survey: Devoting \$100,000 to conduct a historic resource survey with private partners. (Sustainable Development and Construction)	<ul style="list-style-type: none"> ✓ Staff submitted a request for \$50,000 to the Texas Historical Commission (THC) in November 2018, with an expected award date in early 2019. Preservation Dallas and members of the former Preservation Solutions Committee have committed to raising matching funds by February 2019, although no money has been committed to date. Staff will determine the project scope based on funds awarded by THC and raised by these outside entities and release a RFQ to conduct the survey by February. Staff anticipates work will begin in April or May 2019.

Description of Initiative

Current Status

Human and Social Needs		
24	Homelessness Programs: Addressing homelessness holistically, including \$2.3 million for strengthening the homeless response system, providing improved supportive housing for chronically homeless seniors, leveraging innovative and collaborative “shovel-ready” projects for affordable housing units, funding a master lease program, and developing a landlord incentive program. (Office of Homeless Solutions)	<p>✓</p> <p>OHS is working with the Office of Procurement Services to release several RFCSPs for projects in January, including strengthening the homeless response system, workforce sustainability, supportive housing for seniors, and the landlord subsidized leasing program with the goal of implementing in early spring. OHS has also streamlined its processes to support efficient implementation and accurate performance monitoring.</p>
25	End Panhandling Now: Increasing funding for the End Panhandling Now initiative to \$415,000 and continuing public education on ways to effectively assist those in need. (Office of Community Care)	<p>✓</p> <p>The City has four full-time resources dedicated to anti-panhandling initiatives. Since October 1, staff has engaged 27 clients throughout the city. Major themes from these engagements have been a desire for quick money, unwillingness to go to a shelter (in some cases because couples cannot go together), and the belief that they are not eligible for services due to criminal background. Additionally, a social media campaign, targeting potential contributors, was launched in September with over 3.2 million impressions through November 30.</p>
26	Citizenship Programs: Committing \$175,000 to partner with nonprofit organizations to offer civil legal services and promote citizenship to immigrants. (Office of Welcoming Communities and Immigrant Affairs)	<p>✓</p> <p>Specifications for civil legal services and citizenship grants have been drafted, and staff expects to release the Requests for Proposals (RFPs) in January or February 2019.</p>
27	Equity: Creating an Office of Equity and Human Rights (OEHR) to promote equity as one of the City’s core values and focus on fair housing. (Office of Equity and Human Rights)	<p>✓</p> <p>OEHR is working on initiatives to promote equity in Dallas, including a partnership with the Government Alliance on Race and Equity, which City Council approved in November 2018.</p>
28	Fresh Start Re-entry Program: Increasing funding by \$235,000 for the “Fresh Start” re-entry program to support the transition of formerly incarcerated individuals into the community. (Office of Community Care)	<p>✓</p> <p>Community Care is hiring and onboarding staff to support new programming elements. Staff is also working with Human Resources and departmental leadership to identify internal job opportunities for formerly incarcerated individuals. Additionally, staff has been meeting with community organizations that provide services to formerly incarcerated individuals to identify partnership opportunities.</p>

Quality of Life		
29	Fair Park: Transitioning Fair Park’s daily operation from City management to Fair Park First, a nonprofit subcontracting with a private management company to expand fundraising opportunities, improve operations, and make capital improvements. (Park and Recreation)	<p>✓</p> <p>City Council approved the contract with Fair Park First on October 24, 2018, with the management transition effective January 1, 2019.</p>
30	Dangerous Animals: Allocating \$410,000 to mobilize a team in Dallas Animal Services dedicated to dealing with aggressive and dangerous animals and preemptively reducing bites. (Dallas Animal Services)	<p>✓</p> <p>Dallas Animal Services has deployed a team of four officers and a supervisor specifically focused on impounding aggressive and dangerous loose dogs in high-risk areas, with the intention of reducing potential bites. These areas are patrolled using the bite map compiled from previously recorded bites in the area.</p>

Description of Initiative

Current Status

31	Neighborhood Code Representatives: Adding \$650,000 for seven Neighborhood Code Representatives (NCR), further improving outreach efforts and providing more liaisons to address community issues. (Code Compliance)	✓	Applications for the NCR positions are open through December 29, 2018. Interviews will take place from late January through mid-February, pending civil service results, with start dates in late February.
32	Library RFID: Implementing a \$2 million Radio Frequency Identification (RFID) system throughout our library system to improve security and better manage our materials and assets. (Library)	✓	Communication and Information Services has approved the project specifications drafted by the Library department. Procurement Services will perform the final review, and staff anticipates advertising the project as a competitively sealed bid in early January.
33	Aquatic Spraygrounds: Expediting the opening of six spraygrounds for summer 2019. (Park & Recreation)	✓	Three family aquatic centers (Crawford, Fretz and Samuel Grand) opened in August of FY 2017-18. An additional three family aquatic centers (including spraygrounds) are on schedule to open for the 2019 Summer Season, for a total of six aquatic centers that opened between 2018-2019. The three expedited facilities for 2019 are Lake Highlands North, Kidd Springs, and Tietze Neighborhood family aquatic centers.
34	Park and ISD Partnerships: Partnering with school districts to offer more green spaces and parks. (Park and Recreation)	✓	Currently, 25 DISD and 7 RISD schools are open to the public after hours and on weekends, increasing the percentage of residents within half a mile of a park by 2% (to 60% from 58%). For FY 2018-19, Park and Recreation is currently looking at additional opportunities and partnerships to increase the percentage to 63% (3% increase from last fiscal year).
35	WellMed Senior Programs: Investing in programs for all ages by partnering with the nonprofit WellMed Charitable Foundation to open a new health and wellness center for residents age 60 and older. (Park and Recreation)	✓	The WellMed Charitable Foundation Senior Activity Center at Redbird Square opened December 6, 2018. The center is designed to keep adults age 60 or older healthy and active at no cost to participants.
36	Cultural Plan: Adopting the Dallas Cultural Plan 2018. (Office of Cultural Affairs)	•	City Council unanimously adopted the Dallas Cultural Plan 2018 and an updated Cultural Policy on November 28, 2018. Implementation of key initiatives began immediately after adoption.

Government Performance and Financial Management

37	Off-Site City Council Meetings: Expanding opportunities for residents and Council to engage by hosting mobile City Council meetings. (Mayor and City Council)	✓	The Mayor and City Council will host three off-site agenda meetings during FY 2018-19: February 13, May 8, and August 14.
38	Council District Offices: Expanding opportunities for residents and Council to engage by expanding the district office program with the addition of a new office in District 5. (Mayor and City Council)	✓	The City Council opened four district offices in FY 2017-18 and plans to open a fifth by the end of January at the Beckley-Saner Recreation Center in District 4.

Description of Initiative

Current Status

39	<p>Census 2020: Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee. (Office of Strategic Partnerships and Government Affairs)</p>	✓	<p>OSPGA is working with the Complete Count Committee to develop an outreach plan for Census 2020 and plans to conduct quarterly meetings to discuss solutions for accurately measuring hard-to-count areas of Dallas. The office is also preparing a fundraising budget and collaborating with Dallas County and surrounding cities to promote and fundraise for the Census, as well as share strategies throughout the region. Lastly, staff is identifying new partners to include in the National Census Bureau's strategic workshop planned for Spring 2019.</p>
40	<p>Office of Innovation: Establishing an Office of Innovation, which will lead City staff in efforts to improve service, increase efficiency, and be more responsive to community input. (Office of Innovation)</p>	✓	<p>The Office of Innovation is established, and the new Chief Innovation Officer will begin in January.</p>
41	<p>ADA Compliance: Investing \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan that enhances the City's ADA compliance and addresses accessibility issues in City facilities. (Office of Equity and Human Rights)</p>	✓	<p>OEHR has identified a vendor under a state price agreement and is finalizing the scope of work with City departments. Staff anticipates submitting the contract for City Council consideration in June 2019.</p>
42	<p>A&D Study: Conducting a minority business study to inform decision makers on how the City can better support small and local businesses. (Office of Business Diversity)</p>	✓	<p>MGT Consulting Group (MGT) began Phase 1 of the Availability and Disparity (A&D) Study with a project initiation meeting on November 12, 2018, where MGT provided information regarding the project scope, milestones, deliverables, and schedule. MGT has conducted additional meetings with staff regarding procurement policies and procedures, as well as data management and systems. Public engagement meetings are scheduled to begin in January 2019.</p>
43	<p>Compensation Study: Complete a comprehensive study of the City's position classification and compensation systems. (Human Resources)</p>	✓	<p>HR staff completed the project specifications, which include three distinct phases: Job Architecture, Compensation Strategy, and Market Survey. Procurement Services will be involved in the review of Phase I - Job Architecture, and staff anticipates vendor selection for this phase in mid-January 2019.</p>
44	<p>WorkDay HR/Payroll System: Implementing a new human resource and payroll system and evaluating an additional module for uniformed employee scheduling. (Communication and Information Services)</p>	✓	<p>Payroll, compensation, benefits, time tracking, absence, recruiting and talent management functionalities have been designed and configured. These functions were unit-tested in November, and end-to end functional testing will occur January through March. Data conversion from legacy systems (Lawson, Kronos, IDS, NeoGov) is an ongoing activity as staff continues to work in those systems. Parallel payroll systems testing is scheduled to take place March through May with a go-live date of July 2019.</p>

Office of Budget
1500 Marilla Street
Dallas, TX 75201

214.670.3659

financialtransparency@dallascityhall.com

