

**SEPTEMBER 2, 2015 CITY COUNCIL BRIEFING AGENDA  
CERTIFICATION**

This certification is given pursuant to Chapter XI, Section 9 of the City Charter for the City Council Briefing Agenda dated September 2, 2015. We hereby certify, as to those contracts, agreements, or other obligations on this Agenda authorized by the City Council for which expenditures of money by the City are required, that all of the money required for those contracts, agreements, and other obligations is in the City treasury to the credit of the fund or funds from which the money is to be drawn, as required and permitted by the City Charter, and that the money is not appropriated for any other purpose.

  
\_\_\_\_\_  
A.C. Gonzalez  
City Manager

8.28.15  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Foni Jeanne Chipperfield  
Chief Financial Officer

8/28/15  
\_\_\_\_\_  
Date



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CITY SECRETARY  
DALLAS, TEXAS



# COUNCIL BRIEFING AGENDA

September 2, 2015

Date

(For General Information and Rules of Courtesy, Please See Opposite Side.)  
(La Información General Y Reglas De Cortesía Que Deben Observarse  
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

## General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act.

**The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

## Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

## Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas está comprometida a cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

## Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal.

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que esté presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que esté presidiendo la sesión a tomar acción." Según la sección 3.3(c) de las reglas de procedimientos del Ayuntamiento.



AGENDA  
CITY COUNCIL BRIEFING MEETING  
WEDNESDAY, SEPTEMBER 2, 2015  
CITY HALL  
1500 MARILLA  
DALLAS, TEXAS 75201  
9:00 A.M.

9:00 am      Invocation and Pledge of Allegiance      6ES

                Special Presentations

                Open Microphone Speakers

VOTING AGENDA      6ES

1.      Approval of Minutes of the August 19, 2015 City Council Meeting
2.      Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

PUBLIC HEARINGS AND RELATED ACTIONS

**Office of Financial Services**

3.      A public hearing to receive comments on the proposed \$0.7970/\$100 property tax rate for the 2015-16 fiscal year - Financing: No cost consideration to the City

BRIEFINGS      6ES

FY 2015-16 Budget Workshop # 9

- A.      Dallas Animal Services Budget & Metrics
- B.      CARE Key Focus Area: Office of Cultural Affairs FY 15-16 Outlook
- C.      CARE Key Focus Area: Dallas Public Library FY 15-16 Outlook
- D.      CARE Key Focus Area: Park and Recreation
- E.      Overview of Full-Time Equivalents
- F.      "Wage Floor" Discussion
- G.      \$24.4m Reduction Option

Lunch

- H.      Aquatics Master Plan Update

AGENDA  
CITY COUNCIL BRIEFING MEETING  
WEDNESDAY, SEPTEMBER 2, 2015

Closed Session 6ES  
Attorney Briefings (Sec. 551.071 T.O.M.A.)  
- City of Dallas v. D.R. Horton - Texas, Ltd., Appellee., Cause No. 05-14-01414-  
CV.

Open Microphone Speakers 6ES

The above schedule represents an estimate of the order for the indicated briefings and is subject to change at any time. Current agenda information may be obtained by calling (214) 670-3100 during working hours.

Note: An expression of preference or a preliminary vote may be taken by the Council on any of the briefing items.

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

1. Contemplated or pending litigation, or matters where legal advice is requested of the City Attorney. Section 551.071 of the Texas Open Meetings Act.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.
4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.
5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.
6. Deliberations regarding economic development negotiations. Section 551.087 of the Texas Open Meetings Act.



## AGENDA ITEM # 3

**KEY FOCUS AREA:** E-Gov

**AGENDA DATE:** September 2, 2015

**COUNCIL DISTRICT(S):** N/A

**DEPARTMENT:** Office of Financial Services

**CMO:** Jeanne Chipperfield, 670-7804

**MAPSCO:** N/A

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### **SUBJECT**

A public hearing to receive comments on the proposed \$0.7970/\$100 property tax rate for the 2015-16 fiscal year - Financing: No cost consideration to the City

### **BACKGROUND**

The City Manager's recommended FY 2015-16 budget includes a tax rate of \$0.7970/\$100. On August 19, 2015, Council voted to consider a tax rate not to exceed \$0.7970/\$100. To set a property tax rate above the FY 2015-16 calculated effective rate of \$0.7599/\$100, State law requires two special public hearings on the tax rate.

### **PRIOR ACTION/REVIEW (Council, Boards, Commissions)**

City Council held a Budget Workshop on August 11, 2015.

City Council was briefed on the proposed tax rate at a Budget Workshop on August 19, 2015.

City Council authorized two public hearings on August 19, 2015; to be held on September 2, 2015 and September 16, 2015.

### **FISCAL INFORMATION**

No cost consideration to the City.

# Memorandum



DATE August 28, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **Dallas Animal Services: Budgets & Metrics**

On Wednesday, September 2, 2015, as part of the FY 2015-16 Budget Workshop #9, the City Council will be briefed on Dallas Animal Services Budget & Metrics. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.

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

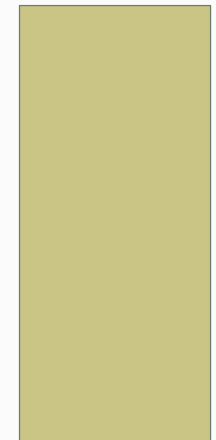
Joey Zapata  
Assistant City Manager

## Attachment

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# DALLAS ANIMAL SERVICES BUDGET & METRICS

DALLAS CITY COUNCIL  
SEPTEMBER 2, 2015



# PURPOSE

- Provide Overview of Dallas Animal Services
- Review Dallas Animal Services budget and metrics
  - Loose dog strategies and results
  - Data driven enforcement and education
  - Staffing
  - Proposed FY15-16 budget

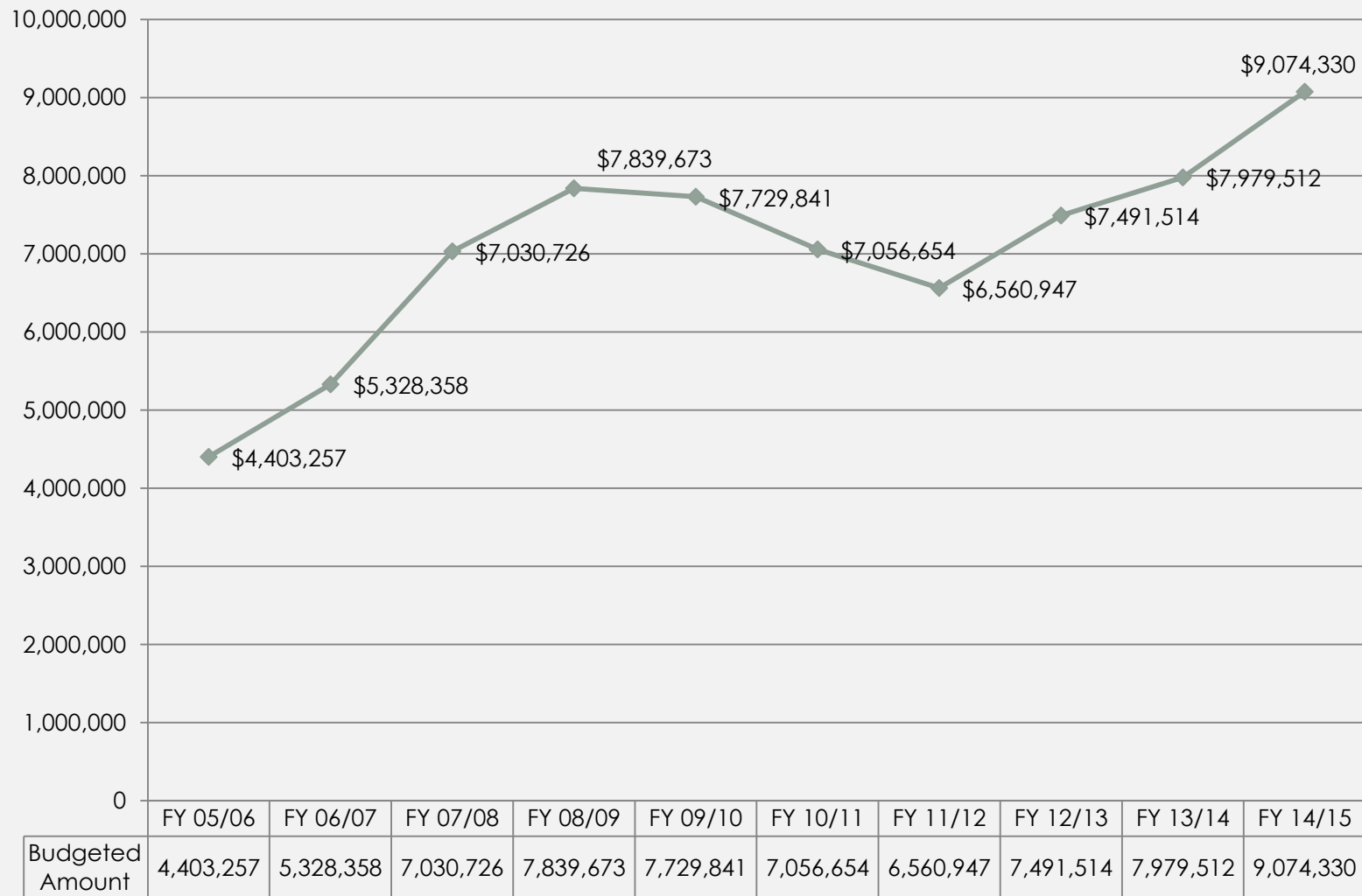


# OVERVIEW

SHELTER SERVICES  
MEDICAL SERVICES

FIELD SERVICES  
CUSTOMER SERVICES

# 10-YEAR BUDGET HISTORY



# SHELTER SERVICES

- Services Provided
  - Daily cleaning of 646 cages
  - Daily animal care of 600-650 animals
- Customer service
  - 190 people per day



# FIELD SERVICES

- Services Provided
  - Call response 24/7
  - Over 50,000 service requests
  - Emergency services response
  - Investigations and prosecutions
  - Community meetings & outreach
  - Euthanasia



# MEDICAL SERVICES

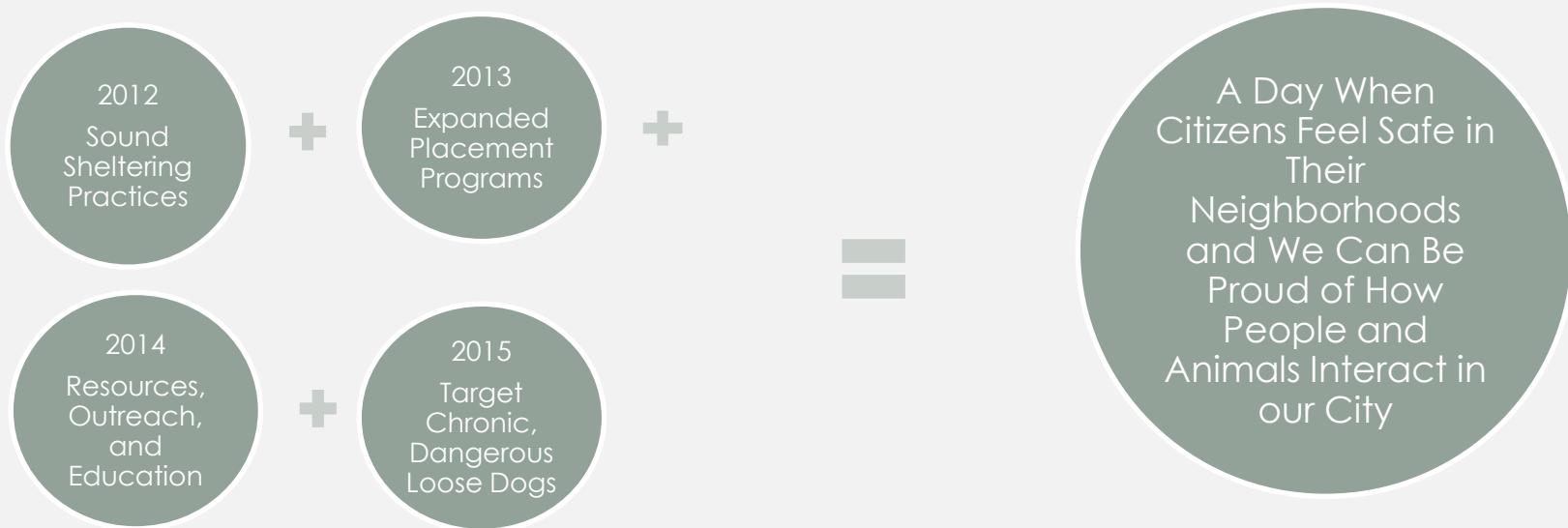
- Services Provided
  - Exams and vaccinations
    - Average of 200 exams daily
  - Average of 26 neutering surgeries per day (up from 9.6 in 2011)



# CUSTOMER SERVICE

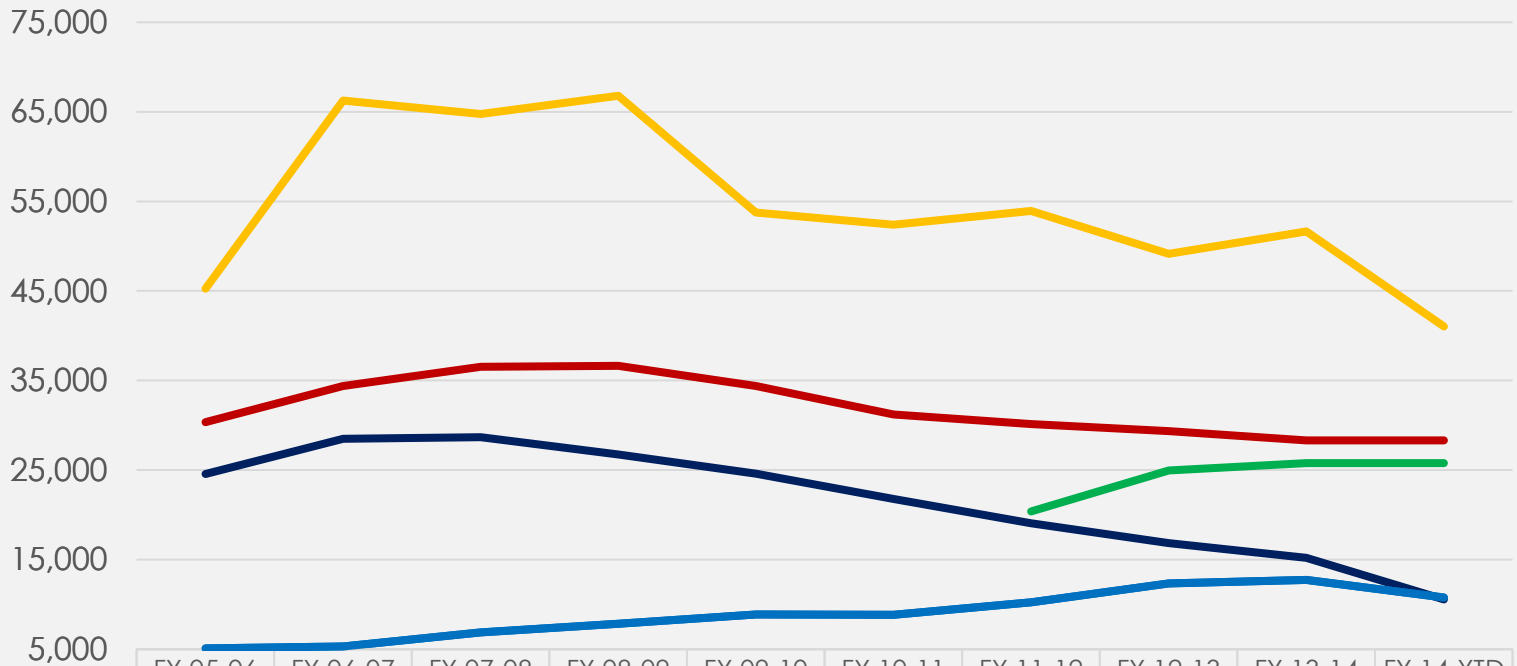
- Services Provided
  - Answer 6 phone lines/ 250 calls daily average
  - Respond to compliance citations
  - Teach over 300 Responsible Pet Owner Classes annually
  - Social Media reaching nearly 34,000 followers
  - External funding opportunities and partnerships
  - Coordinate Animal Advisory Commission, events & meetings
  - Community relations and volunteers

# EQUATION FOR IMPROVEMENT



*"The path to a day when the City is not killing animals for a lack of space and homes requires a multifaceted approach that balances resources, tools and service both in the shelter and our communities"*  
(Mary Spencer, Animal Advisory Commission Chair)

# KEY METRICS



	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-YTD
Intakes	30,337	34,377	36,531	36,634	34,399	31,192	30,144	29,333	28,326	24,069
Euthanized	24,573	28,479	28,671	26,742	24,598	21,763	19,041	16,821	15,195	10,559
Live Release	5,064	5,283	6,875	7,842	8,881	8,833	10,223	12,334	12,729	10,773
Service Request	45,258	66,261	64,759	66,800	53,773	52,402	53,952	49,162	51,646	41,025
Loose Dog SRs						20,385	24,951	25,721	25,760	16,257



# A LOOK AT STRAY & LOOSE ANIMALS IN DALLAS

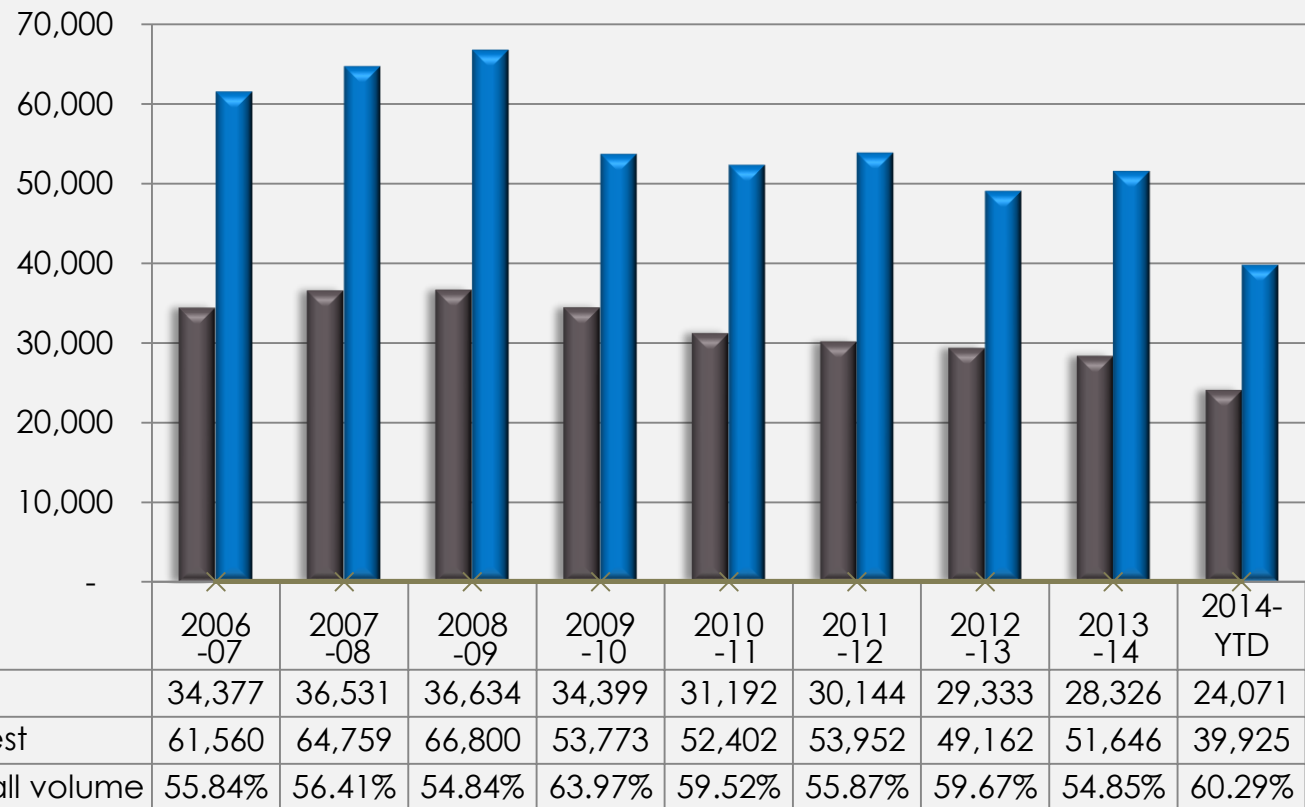
*“There are an estimated 50,000 stray dogs in Dallas. They roam singly or in packs through the poor parts of town and the outskirts of the city.”*

**Texas Monthly, Oct 1975**

*“Dallas Fights to Solve Stray Dog Problem. Dallas Animal Services workers catch more than 20,000 dogs every year. That doesn’t begin to solve the problem of a city still overrun by strays.”*

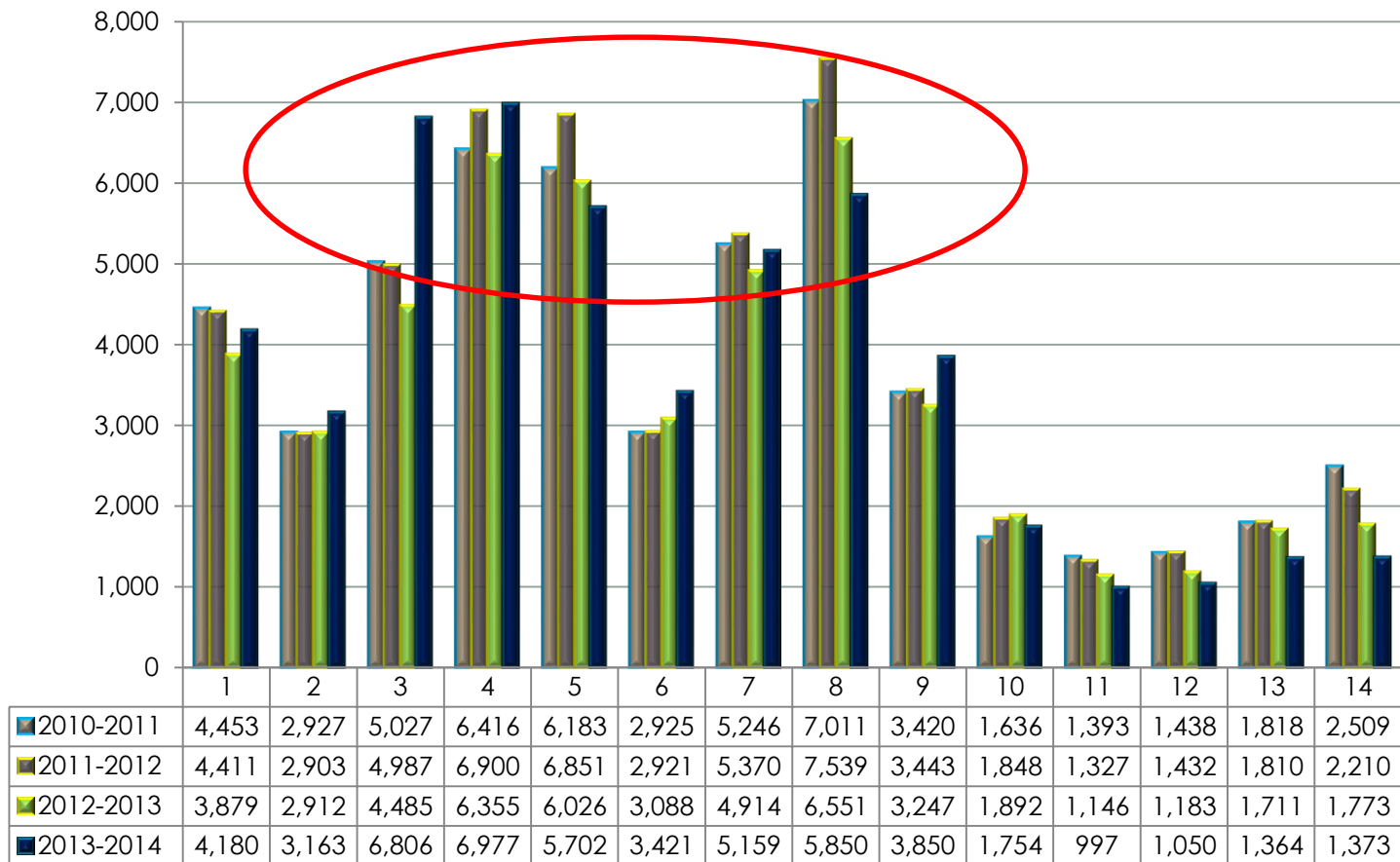
**D Magazine, July 2007**

# INTAKES AS A PERCENTAGE OF SERVICE REQUEST VOLUME



# SERVICE REQUEST VOLUME BY COUNCIL DISTRICTS

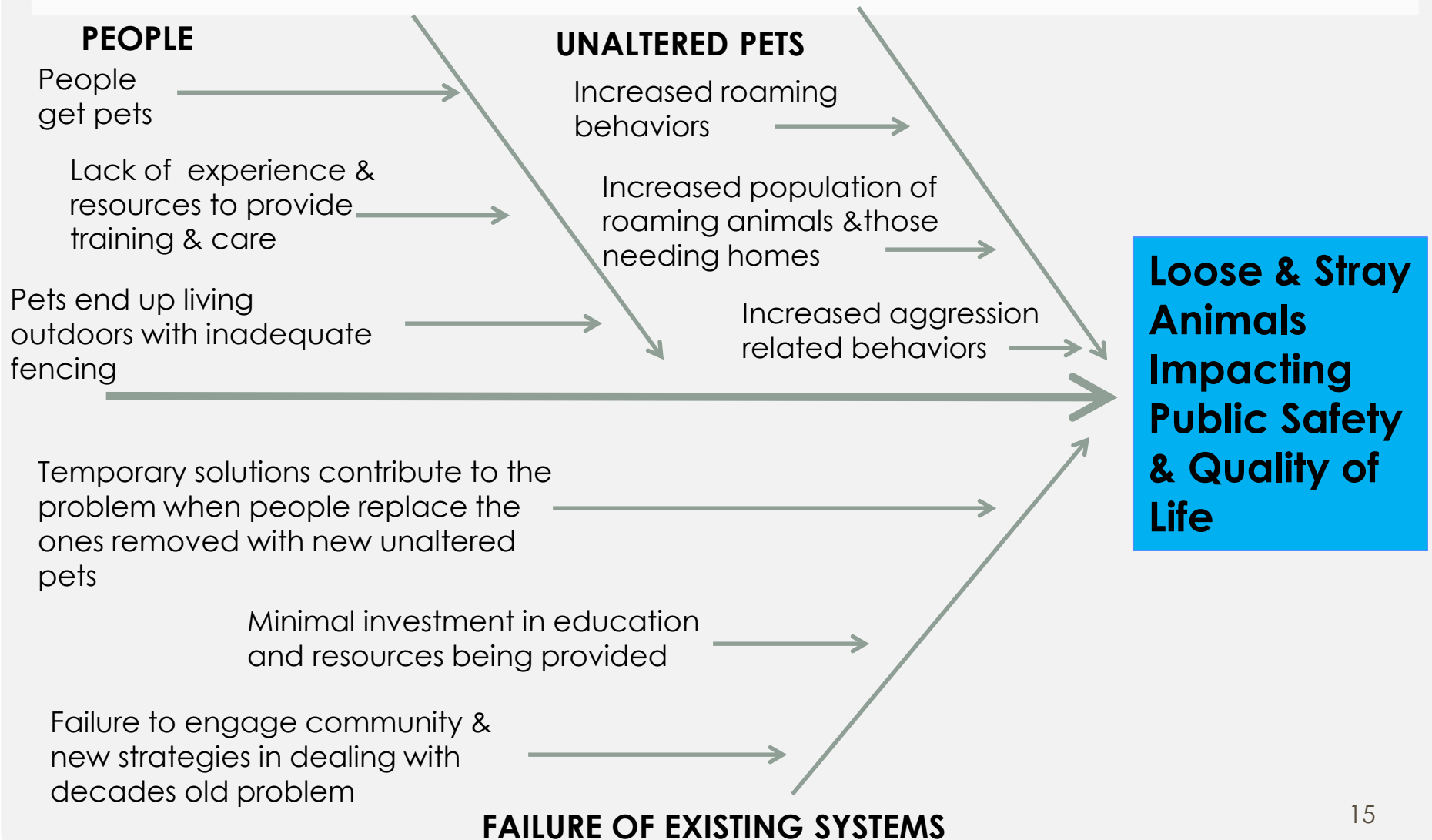
**Service Request Volume by Council Districts**



# IDENTIFYING THE TARGET

- Analyzing service requests by zip code shows that the following two zip codes have the highest volume and account for 23% of the total loose dog service requests
  - 75216
  - 75217
- Both of these zip codes are in Southern Dallas, encompassing Council Districts 4, 5, 7, and 8

# CAUSES OF LOOSE DOGS



# LOOSE DOG STRATEGIES

# IMPLEMENTED LOOSE DOG STRATEGIES

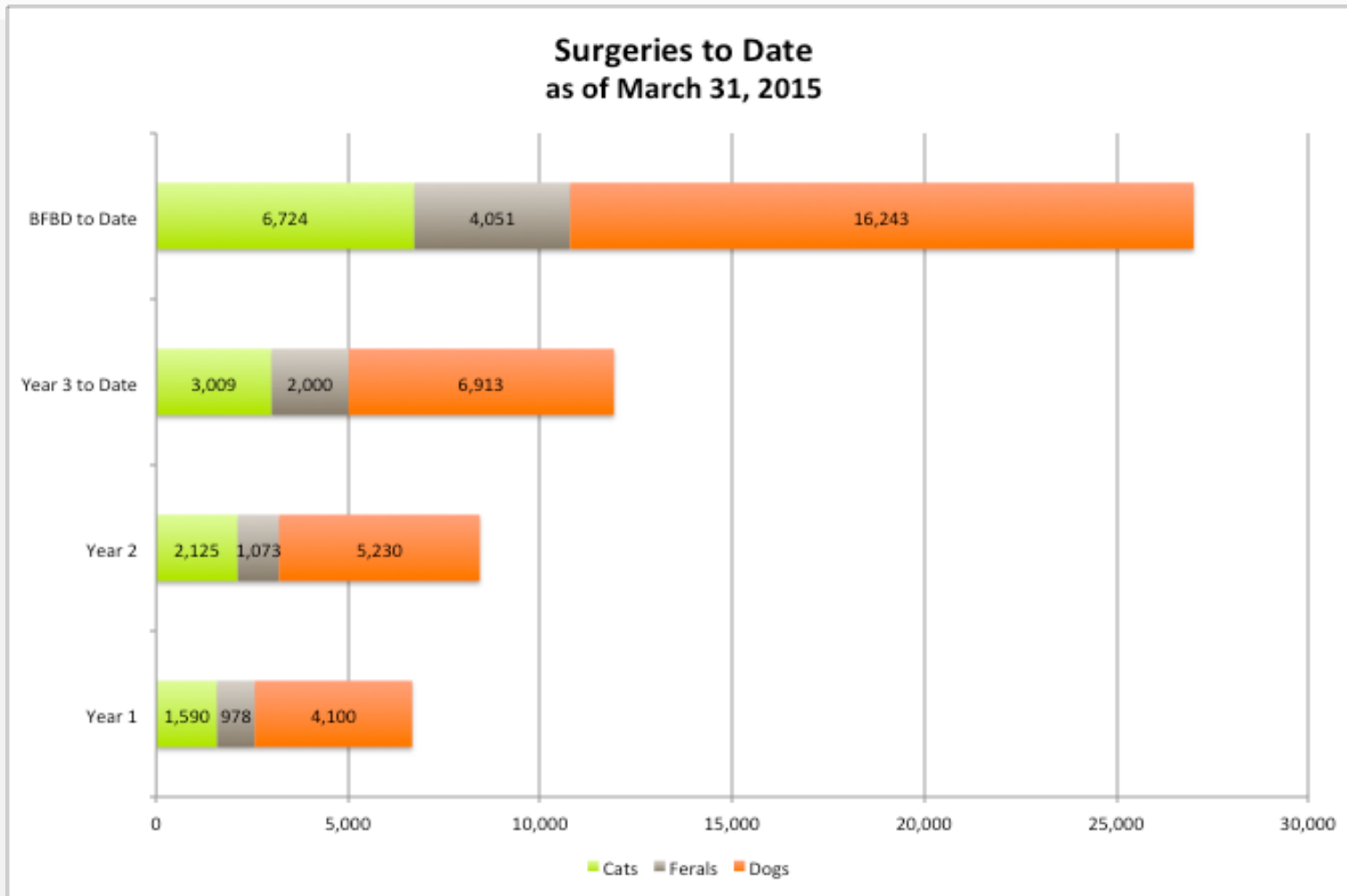
- Created “loose owned” call type to provide targeted response to approximately 50% of loose dog calls
- Enhanced call priority response structure for emergencies
- Implemented the Pets For Life program and received \$110K in grants to support data analysis and education/outreach in pilot area
- Secured \$5,000 private funding to turn vans into rolling billboards to increase visibility in community
- Engaged residents in the field to better understand needs and take actions specific to issues

# LAUNCHED STRATEGIC PARTNERSHIPS

- Dallas Companion Animal Project
  - Provides training, resources, outreach, and services
- Big Fix for Big D funded by The Dallas Foundation
  - Over 26,000 free spay/neuter surgeries
- Pets for Life funded by Humane Society of United States and PetSmart Charities
  - Targeted outreach efforts for 75216
- PetSmart Everyday Adoption Center (EAC)
  - Off-site adoption facility at Coit & Campbell

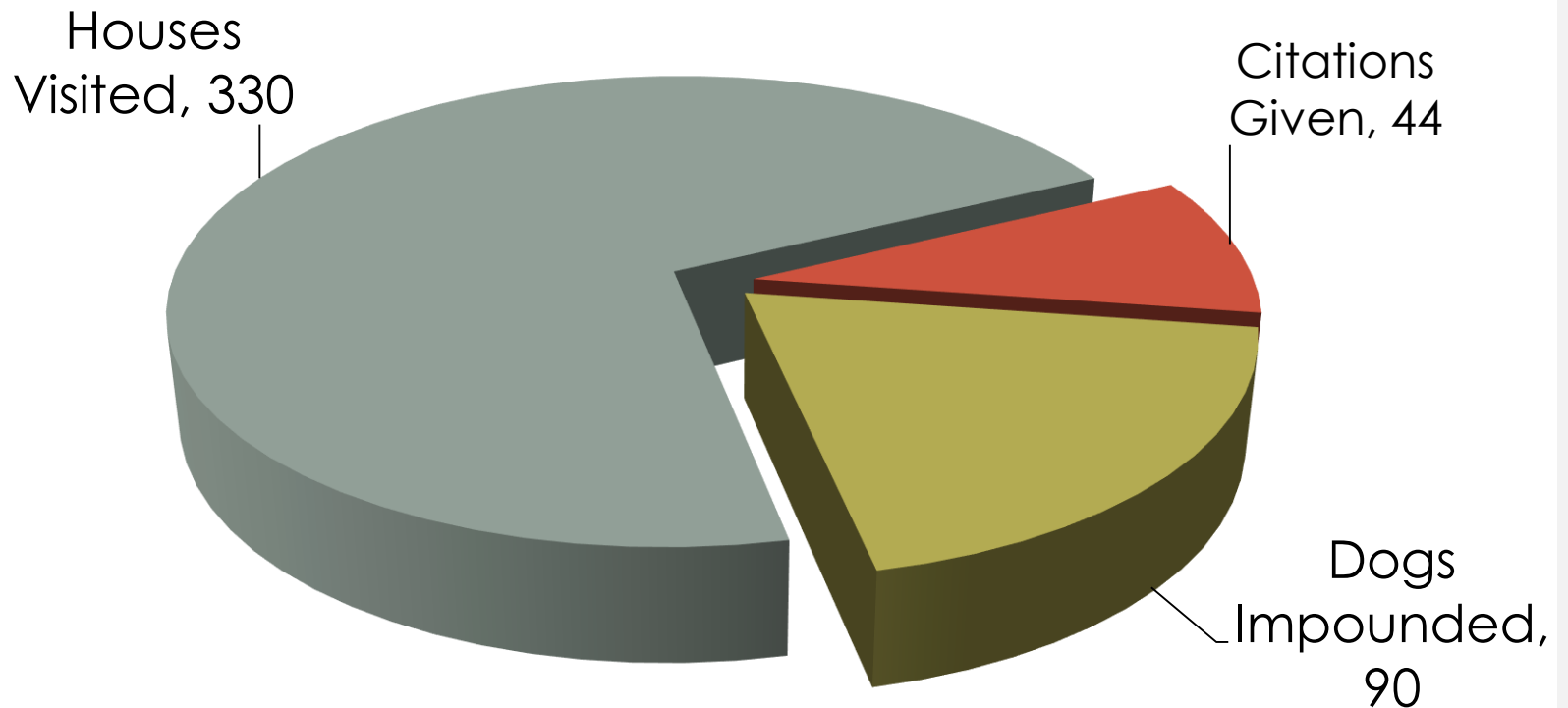


# BIG FIX FOR BIG D PARTNERSHIP RESULTS



FY 2011-2014 DAS part of the BFBD partnership that tripled spay/neuter surgeries in 3 years

# SMART SWEEP SAMPLE OUTCOME ANALYSIS OVER THE PAST YEAR



Sustainable Change Includes a Balance of Outreach, Enforcement  
and Removing Loose Animals

# ANIMAL SERVICES CITATIONS

Fiscal Year	2010/11	2011/12	2012/13	2013/14	2014/15 YTD
Service Requests	52,740	54,132	49,386	48,351	36,363
Citations	1,335	786	1,815	1,281	1,746
Citations % of SRs	2.53%	1.45%	3.68%	2.64%	4.80%

# DANGEROUS DOGS

- The dangerous dog process is initiated by citizens that have encountered an incident resulting in injury or an act that causes a person to reasonably fear for their safety
- Dogs deemed dangerous by the city must be kept in accordance with regulations set by the State and City Code
  - Maintain \$100,000 liability insurance policy
  - All dogs deemed dangerous must be neutered
  - Must wear collar and tags at all times and maintain a posted sign on the property

# DANGEROUS DOG

<b>Counts</b>	<b>FY 2013 – 2014</b>	<b>FY 2014-15 YTD</b>
<b>Hearings</b>	<b>20</b>	<b>15</b>
Dogs Deemed Dangerous	9	10
Dogs Deemed Non-Dangerous	8	2
Animals Euthanized Voluntarily	1	1
Animals Euthanized by Judicial Order	2	0
Appeals Overturned	1	0
Animals Removed from City	0	5
Animals at Large	0	1
Dangerous Dogs Involved in an Attack	0	0
Affidavits Withdrawn	1	2
<b>Hearings Pending</b>		<b>6</b>

**NOTE:** The total number of schedule hearings is less than the total number of dogs deemed dangerous, non-dangerous, and euthanized due to the number of dogs per hearing.

# FY14-15 UPDATE

# BUDGET MEASURES

Measure	FY14-15 Budget	FY14-15 Estimate
Percent of reduction in loose animal service requests	0%	4%
Live release rate	47%	50%

# PROGRESS ON FIELD ISSUES

- Initiated Smart Sweeps to create sustainable results through resource allocation, education and enforcement
- Issued 35 laptops to Officers with mobile connectivity to provide increased efficiencies in call volume/response times and case access
- Created “loose owned” call type to target effective call response on loose animal issues providing a capacity to resolve an additional 435 calls in just one month for southern Dallas
- Modified state and city codes to provide opportunities for more efficient call response



# PROGRESS ON FIELD ISSUES (CONTINUED)

- Secured over \$3,500,000 in private funding to apply the community policing model of animal control
- Ongoing work on data and reporting efficiencies
  - By end of calendar year, will be able to link together service requests all the way through outcome
  - Enhancing existing collection and reporting of location data
- Pets for Life and Officer Outreach Program provided absent pet resources for the 40% of residents living below poverty level with limited access to necessary resources

# FY14-15 BUDGET AMENDMENT RESULTS

- **Fill 23 of 32 Vacant Positions (to include 10 ASO)**
  - Amendment funded partial-year hires for 23 vacancies
  - 15 Hires Completed FYTD, including 5 Animal Services Officers (ASO)
  - 8 of these vacancies will be filled by end of year, including 5 Sr. ASO
  - Attrition continues to impact overall vacancies
- **Routine Maintenance**
  - Conducted facility maintenance such as cages & HVAC
  - Play yards resurfacing project in process
  - Mowing contract in place
- **Prioritize Response Times for Aggressive Animals**
  - Call priority list revised with a focus on improving response times to public safety calls – SLR completion rate of 98%
- **Provide Emergency Generator**
  - Installation of generator hook up and service contract in place

# 2014/15 BUDGET AMENDMENT RESULTS (CONTINUED)

- **Leverage Public Private Partnerships**

- Moody Foundation grant for digital x-ray machine
- Pets for Life grant year 2 for 75216
- Completed BFBD Project with over 26,000 free surgeries
- Leveraged DCAP grant to fund additional spay/neuter, behavior and promotional work
- Secured funding to pilot new van wraps
- Providing low cost vaccine clinics at DAS
- Providing twice monthly free spay/neuter clinics at DAS

- **Loose Animal Strategies**

- Created loose owned call type
- Launched additional call types on 311 mobile app
- Launched several technology projects to enhance “reach “ into community
- Nextdoor website / smartphone app
- Finding Rover smartphone app
- Outfitted vehicles with mobile technology
- Launched SMART Sweeps
- Received donated radios for improved communications

# FY15-16 BUDGET ENHANCEMENT

# 2015/16 ENHANCEMENT BID SUMMARY

## **FIELD SPECIFIC STAFFING DETAIL**

### Southern Dallas Manager (1)

- A dedicated territory manager to steer initiatives specific to southern Dallas
- Currently DAS has one manager citywide for 5 day a week coverage for 84 hours of weekly coverage

### Southern Dallas Outreach Coordinators (2)

- Dedicated southeast and southwest coordinators to work on targeted tactical initiatives and responsive customer service and attend community meetings
- Currently DAS has one supervisor per shift citywide and responsible for the performance of an average of 15 employees

### Customer Care Agents (2)

- To provide dedicated and responsive customer service and council response while maximizing Officer in field hours

### Dedicated Southern Dallas Animal Control Officers (4)

- Providing dedicated southeast and southwest district officers, will expedite call response and build community relationships through responsive customer service
- Currently 7 Officers are Citywide per shift, the bid provides more officers responding to calls in southern Dallas, decreasing response times

# RESOURCE ALLOCATION TO CREATE A TARGETED FOCUS ON SERVICE DELIVERY

## CURRENT (9)

Field Services Citywide  
Manager (1)

Citywide Supervisor (1)

Citywide Officers (7)

## PROPOSED (18)

Citywide Field Services  
Manager (1)

Targeted Southern Dallas Field  
Manager (1)

Citywide Supervisor (1)

Targeted Southern Dallas  
Coordinators (2)

Citywide Officers (7)

Targeted Southern Dallas  
Neighborhood Officers (4)

Customer Care Agents (2)

# SOUTHERN DALLAS ENHANCEMENT RESULTS

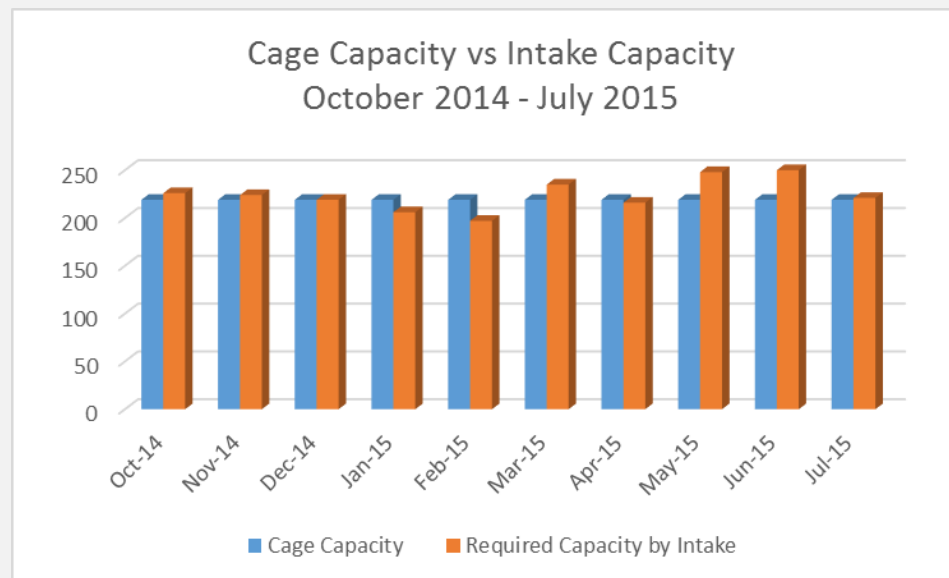
- Staffing Results
  - Dedicated team hyper-focused on Southern Dallas specific issues in individual areas to reduce loose dog calls in 75216 and 75217 by 10%
  - Geographic deployment of resources to decrease response times
  - Dedicated team working with DPD, Code, VISTA staff and Crime Watch/HOA volunteers
- Compliance Results
  - Ability to apply systematic techniques to address immediate conditions and situations surrounding animal issues
- Community Engagement Results
  - Ability to create a presence and relationships within Southern Dallas residents with the DAS team
    - Mirrors other successful models
    - Provides dedicated resources to a decade old problem for results
  - Dedicated team & resources to empower neighborhoods to create sustainable change to improve the quality of life!

# ADDITIONAL OPTIONS



# OPTIONS FOR ANIMAL ADVISORY COMMITTEE AND COMMUNITY DISCUSSION

- Capacity for intake
  - Current space for intake of dogs is fully utilized
    - Over recent 10-month period, a total of 33 kennels were available



- Legislative change to shorten mandated length of stays
  - 4-day stray hold, 11-day owned animal hold

# OPTIONS FOR ANIMAL ADVISORY COMMITTEE AND COMMUNITY DISCUSSION

- Increase intake capacity
  - Reconfigure space
    - Eliminate cat space and convert to dog kennels
  - Build a second shelter or addition to current shelter
  - Hire a Foster Coordinator and corresponding veterinary staff to send animals to DAS fosters
- Reduce the number of intakes
  - Implement intake counseling services to reduce number of owner surrenders
  - No longer accept owner surrenders
  - No longer accept cats
  - Mandatory Trap/Neuter/Release (TNR) with no hold period for participating cats
  - Legislative change to eliminate hold period on underage animals

# Memorandum



DATE August 28, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **CARE Key Focus Area: Office of Cultural Affairs FY 15-16 Outlook**

On Wednesday, September 2, 2015, as part of the FY 2015-16 Budget Workshop #9, which will highlight the Culture, Arts, Recreation, and Education (CARE) Key Focus Area, the City Council will be briefed on Office of Cultural Affairs FY 15-16 Outlook. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.



Joey Zapata  
Assistant City Manager

## Attachment

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
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Elsa Cantu, Assistant to the City Manager – Mayor & Council

## CARE Key Focus Area:



Office of Cultural Affairs  
CITY OF DALLAS

## FY15-16 Outlook

City Council Briefing Meeting

September 2, 2015



# OCA Programs & Facilities

- Cultural Contracts Services
  - COP – Cultural Organizations Program (33 orgs.)
    - Organizations with budgets over \$100,000
  - CPP – Cultural Projects Program (38 orgs.)
    - Small and emerging groups as well as festivals and other projects
  - CPP-SP – Cultural Projects Program – Special Projects (11 projects in FY 14-15)
    - New program focusing on individual artists and special projects
  - CAP – Community Artists Program (25 artists/ 110 host organizations in FY 14-15)
    - Outreach arm of OCA – sends ethnic and culturally specific artists and organizations out into the community to provide cultural activities and events at neighborhood locations



# OCA Programs & Facilities



- Cultural Centers & Venues
  - 7 Cultural Centers managed by OCA
  - 15 additional City-owned buildings
- Public Art (270 pieces in collection; 7-8 new pieces each year)
  - New commissions as part of Public Art Program
  - Maintenance and Conservation
- WRR Radio
  - 24 hour commercial classical radio station with 100 mile signal

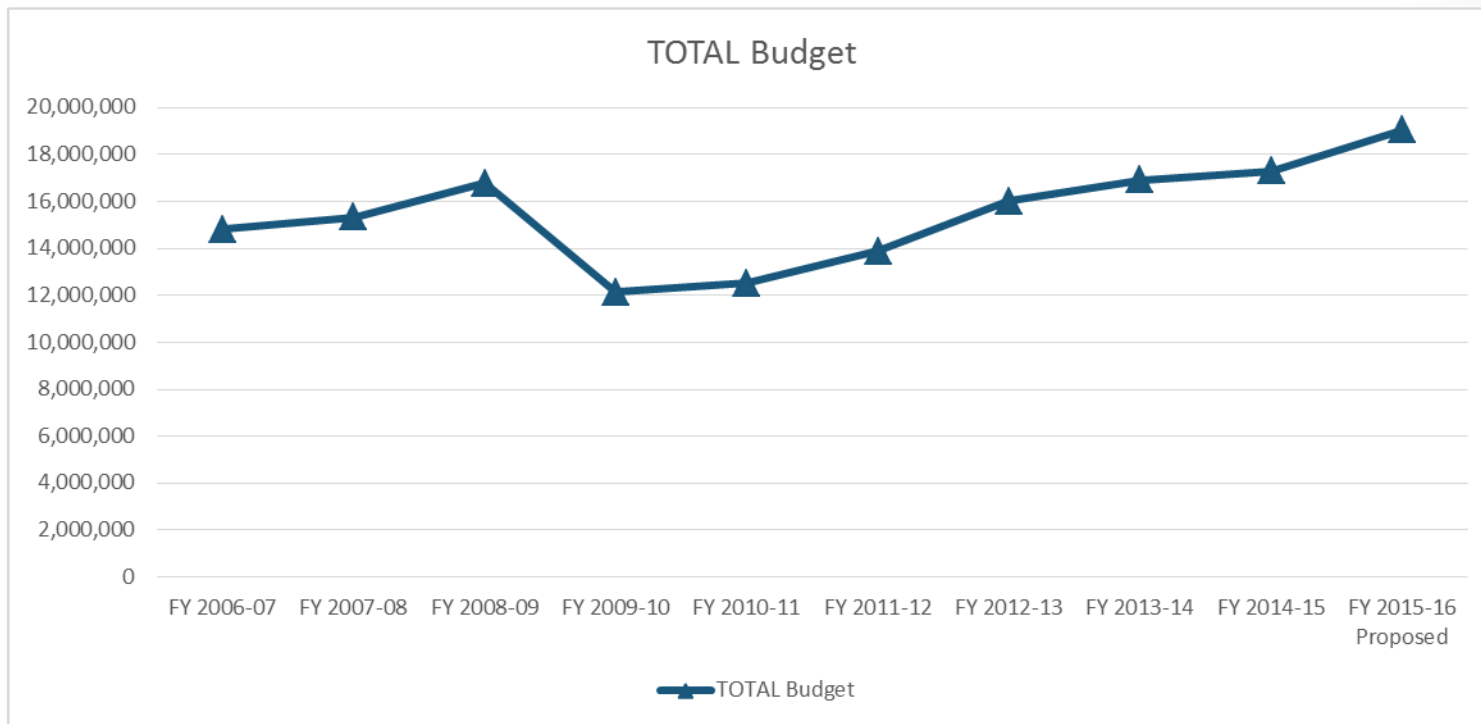
# Proposed General Fund Budget Summary

	FY14-15 Budget	FY15-16 Proposed
City Owned Cultural Venues	\$11,973,635	\$11,974,670
Cultural Services Contracts	\$5,124,021	\$6,609,238
Public Art	\$456,429	\$456,429

- Proposed FY 2015-16 Cultural Services Contracts includes allocation of new Hotel Occupancy Tax (HOT) funding, pending Council approval
- Pending budget approval and allocation of funding, all current services will be offered at an increased level in FY15-16



# 10 Year Funding History

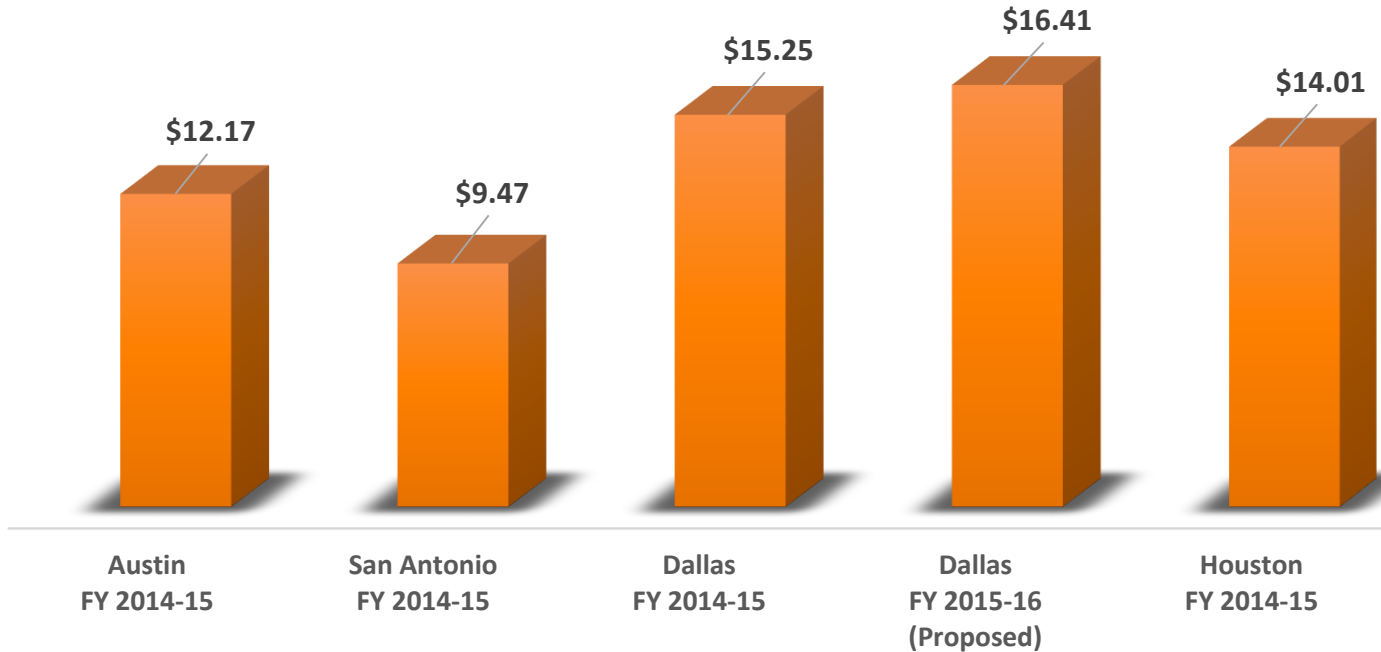


	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16 Proposed
<b>Total Budget</b>	\$14,805,702	\$15,332,688	\$16,780,615	\$12,141,405	\$12,530,796	\$13,895,488	\$16,025,449	\$16,916,039	\$17,287,656	\$19,040,338



# Comparison of Local Government Support

## Support Per Capita



	Austin FY 2014-15	San Antonio FY 2014-15	Dallas FY 2014-15*	Dallas FY 2015-16* (Proposed)	Houston FY 2014-15
<b>General Fund</b>	\$0	\$950,302	\$18,482,092	\$18,568,345	\$0
<b>HOT Allocation</b>	\$8,011,041	\$9,674,018	\$0	\$1,400,000	\$16,679,500
<b>Grants/Other</b>	\$3,101,907	\$2,982,248	\$1,059,000	\$1,059,000	\$14,700,000
<b>Total Support</b>	<b>\$11,112,948</b>	<b>\$13,606,568</b>	<b>\$19,541,092</b>	<b>\$21,027,345</b>	<b>\$31,379,500</b>

\* General Fund includes OCA budget and EBS support of cultural facilities, grants/other includes funding from Texas Commission on the Arts and the Tourism PID

# FY 14-15 Highlights: Cultural Centers and Venues



- 25<sup>th</sup> Anniversary year for the Meyerson Symphony Center including the Dallas Symphony 's collaborative project Soluna at Meyerson, Latino Cultural Center, City Performance Hall and other Arts District venues
- Usage at Majestic Theater has grown 73% since 2012 – est. 135 events in FY15-16
- Festival of Independent Theaters at the Bath House Cultural Center (now in its 17<sup>th</sup> year) had the largest number of new theater companies participating including the premier of a new play written by a Booker T. Washington student
- City Performance Hall hosted “Street Requiem” – a collaboration between Credo Ensemble, The Stewpot and the Dallas Street Choir
- Latino Cultural Center presented the exhibit Transformation of Thought – a 30-year retrospective of the work of Dallas artist Viola Delgado
- Oak Cliff Cultural Center continued its successful partnership with Cara Mia Theater company to offer its “School of Yes” summer camp
- South Dallas Cultural Center commissioned, produced and presented the premier of a new play by local playwright Jonathan Norton about civil rights activist Medgar Evers – earned a finalist place in Eugene O’Neil Playwrights Conference

# FY 14-15 Highlights: Cultural Services Contracts



- With funded FY14-15 restorations, the majority of small and mid-sized organizations in COP and CPP are at or above the funding level prior to the FY09-10 budget cuts
- COP and CPP organizations have been able to expand programming with the increased funding
- Community Artists Program has reinstated residency programs and workshops including new senior programs in South Dallas and youth programs in Pleasant Grove
- Initiated the CPP-Special Support Grant for individual artists and small organizations which has gotten enthusiastic response

# FY 14-15 Highlights:

## Cultural Services Contracts

- 76% of the organizations funded through the Cultural Contracts Program are organizations with operating budgets under \$1 million
- 79% of the organizations funded through the Cultural Contracts Program provide cultural services to youth, in-school and after-school
- On average, City support represents 3.4% of the overall revenue mix of the organizations funded in Cultural Contracts Program (COP and CPP) (ranges from .08% to 25%)



# FY 14-15 Highlights:

## Public Art



### Major Projects

- Octavio Medellin windows saved from the Gaston Ave Lutheran Church have been restored and installed at Dallas Love Field Ticketing Hall and the Dallas City Performance Hall



# FY 14-15 Highlights: Public Art

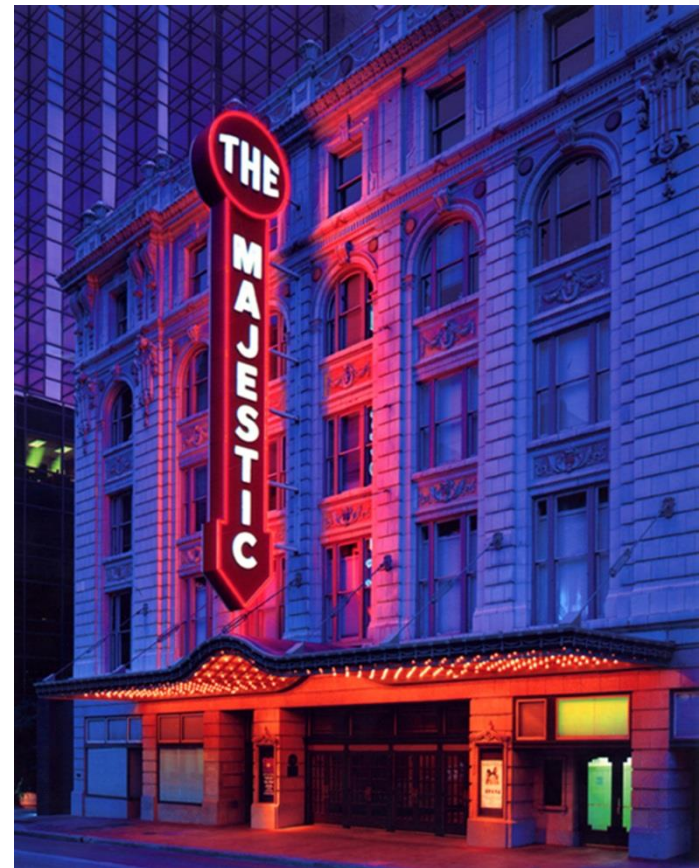
- Artwork installed at Dallas Love Field, Bexar Street Police Department, Texas Horse Park, Fire Station #32, Arboretum and Fretz Park Branch Library



- Original restored Pegasus sculpture installed at Omni Hotel
- Collaboration with the Park Department on the re-design of Robert Irwin's Portal Slice for a new Carpenter Park Plan
- Collection and Conservation Manager position hired

# FY 15-16 Budget Highlights: City-Owned Cultural Venues

- Continue funding indirect support for facility maintenance and utility expenses for Dallas Black Dance Theatre, Dallas Summer Musicals, and Sammons Center for the Arts (\$566,000)
- Fully fund agreement with AT&T Performing Arts Center for utilities and ordinary repair and maintenance (\$2,500,000)
- Continue current funding levels for Cultural Centers and Center programming
  - Personnel expenses at Bath House, City Performance Hall, Latino Cultural Center, Oak Cliff Cultural Center, Majestic Theater, Meyerson Symphony Center and South Dallas Cultural Center (\$3,029,283)
  - Custodial and security contracts (\$1,176,999)
- Continue funding utility costs for all other city-owned and managed cultural venues (\$3,056,207)



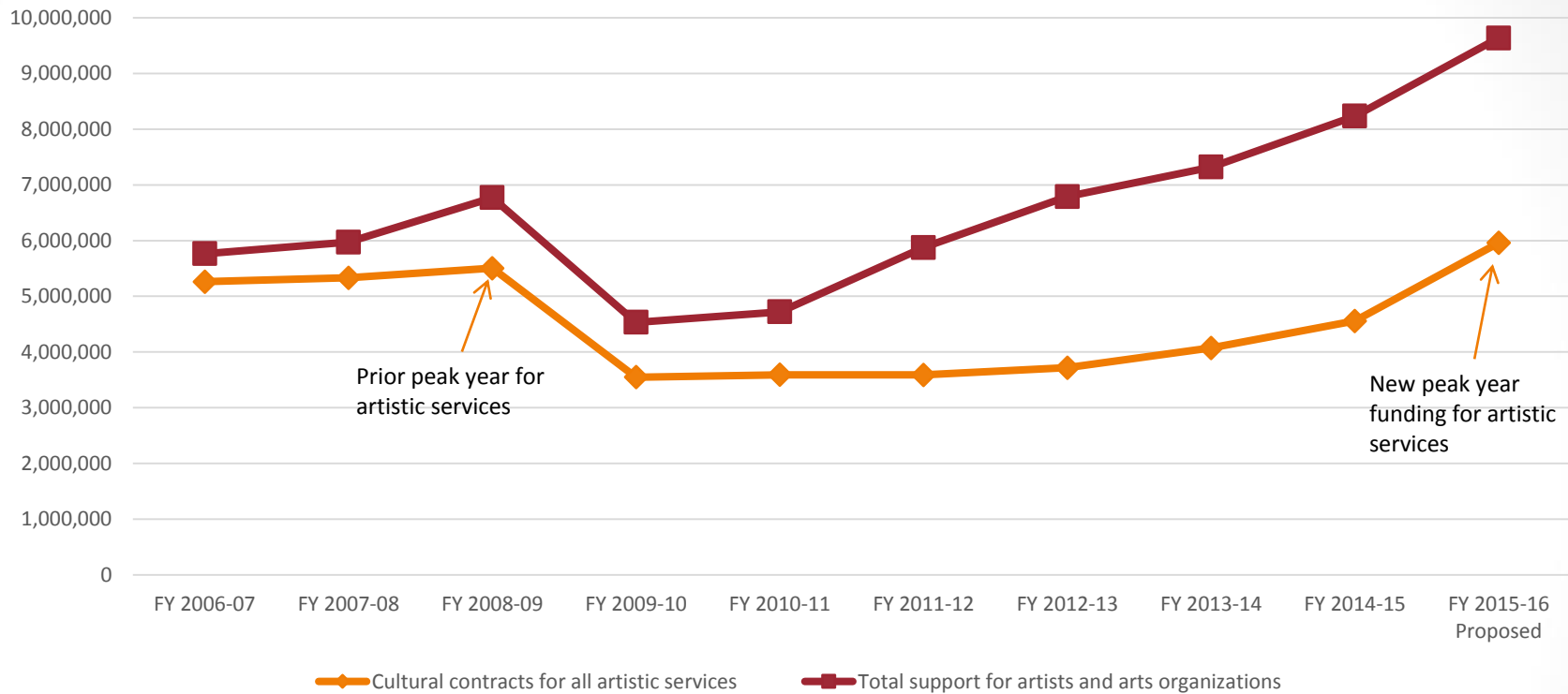
# FY 15-16 Budget Highlights : Cultural Services Contracts

- As proposed, FY 15-16 would be an all time high for funding for cultural contracts for artistic services - \$5.95 million – with total support for artists and arts organizations at \$9.63 million
- Proposed additional \$1.4 million in funding from the Hotel Occupancy tax would be allocated by Cultural Affairs Commission and potentially:
  - Restore organizations that have not yet returned to or exceeded prior peak year (FY08-09) funding
  - Add additional funding for Cultural Projects program and Community Artists program
    - Target new and emerging arts organizations
    - Expand the successful residencies and longer term Community Artist programs developed at MLK Center and in Pleasant Grove
  - Add additional funding for new initiatives including programs focused on marketing, sustainability, cultural equity and youth/children's programming





# 10 Year Funding History



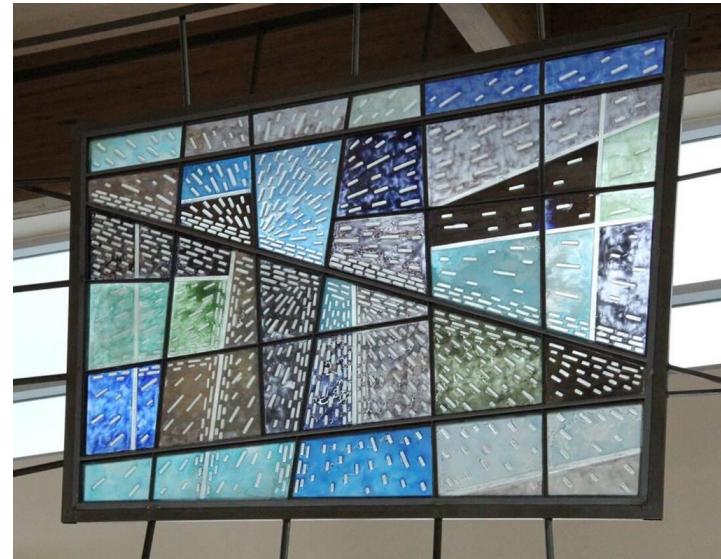
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16 Proposed
Cultural contracts for all artistic services	\$5,262,641	\$5,330,812	\$5,503,819	\$3,548,700	\$3,593,730	\$3,589,172	\$3,717,982	\$4,072,982	\$4,557,982	\$5,957,982
Total support for artists and arts organizations	\$5,766,026	\$5,970,692	\$6,771,265	\$4,532,594	\$4,721,140	\$5,874,257	\$6,788,632	\$7,318,861	\$8,233,121	\$9,633,121

\* "Total Support" includes funding for artistic/professional services in COP, the other Cultural Contracts programs, Latino, Bath House, South Dallas and Oak Cliff Cultural Centers, public art maintenance, and maintenance/operations support for ATPAC, Dallas Black Dance Theatre, Dallas Summer Musicals and Sammons Center for the Arts.

# FY15-16 Budget Highlights : Public Art

## Major Projects Planned for FY 15-16

- *2012 Streets*
  - South Lamar Streetscape which includes 10 permanent public art projects (9 of which are eligible for emerging artists,) and 2 temporary public art works
  - West Dallas Veterans Tribute Park
  - Triangle Park in West Dallas
- Dallas Love Field Phase II
  - Relocation and restoration of historic Spirit of Flights sculpture from 1960 by Charles Umlauf
  - Relocation of Alexander Liberman's large-scale sculpture
  - Initiation of 4 new major public art commissions
- Dallas Water Utilities & Sanitation
  - Planning for new public art commissions
  - & projects in support of the mission of Dallas Water Utilities and Sanitation Services
- Conservation and Maintenance Projects
  - Conduct conservation and maintenance on priority public art projects assessed in FY 15



# Departmental Accomplishments

- Attendance at arts and cultural events is estimated to reach **5.5 million** in FY14-15 and is projected to grow in FY15-16
  - Of this number, 4.5 million (82%) are attendees to events in city-owned cultural venues or outreach by our facilities partners
  - More than 2.8 million were free admissions
  - In FY15-16 the four neighborhood Cultural Centers are estimated to reach attendance numbers of over 125,000
  - The Meyerson, Majestic and Dallas City Performance Hall are projected to grow to over 415,000 in attendance
  - The City's investment in the arts leverages an additional **\$141 million** in private sector funds for the arts (philanthropic support, sponsorships, earned revenue, and other support)



# FY15-16 Department Wide Projects

- Strategic Planning and Policy Review
  - Departmental Strategic Plan
  - Review of Cultural Policy
  - Begin a Cultural Master Planning Process
- Expand “Small Business Administration” type support for our artists and arts groups
  - Shared space and resources
  - New funding opportunities
  - Staff guidance and assistance to artists and arts organizations
- Amplify Collaborations and Partnerships
  - “Amplifier Workshops” with TACA
  - Black Box Theaters at Libraries
  - “Pop up” Cultural Centers



# Memorandum



CITY OF DALLAS

DATE August 28, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **CARE Key Focus Area: Dallas Public Library FY 15-16 Outlook**

On Wednesday, September 2, 2015, as part of the FY 2015-16 Budget Workshop #9, which will highlight the Culture, Arts, Recreation, and Education (CARE) Key Focus Area, the City Council will be briefed on Dallas Public Library FY 15-16 Outlook. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink, which appears to read 'Joey Zapata'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Joey Zapata  
Assistant City Manager

## Attachment

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# CARE Key Focus Area: Dallas Public Library FY 15-16

## Outlook

City Council Briefing Meeting  
September 02, 2015



# Dallas Public Library

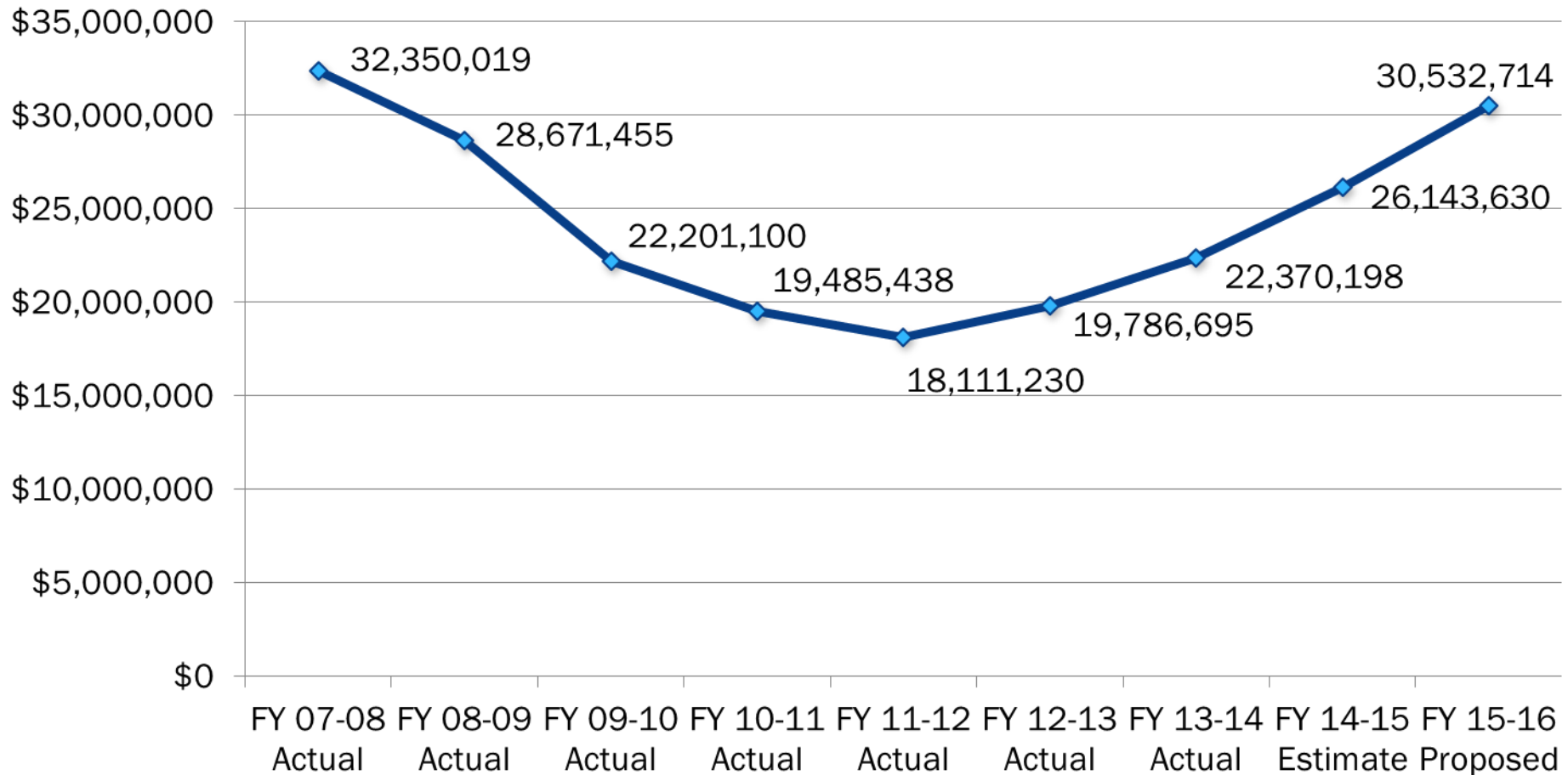
- ∞ The Mission of the Dallas Public Library is to *link resources and customers to enhance lives*. The Library is committed to inform, entertain, enrich, and to foster the learning process by facilitating access to its collections, services, and facilities to all members of the community. All service efforts will focus on customer expectations and needs.
- J. Erik Jonsson Central Library
  - Bookmarks in NorthPark Center
  - 27 Branch locations
  - 2 Bookmobiles
  - Virtual Library – [www.dallaslibrary.org](http://www.dallaslibrary.org)
    - Downloadable books, magazines and audiobooks
    - Educational databases
    - Online Library card account management

# Purpose

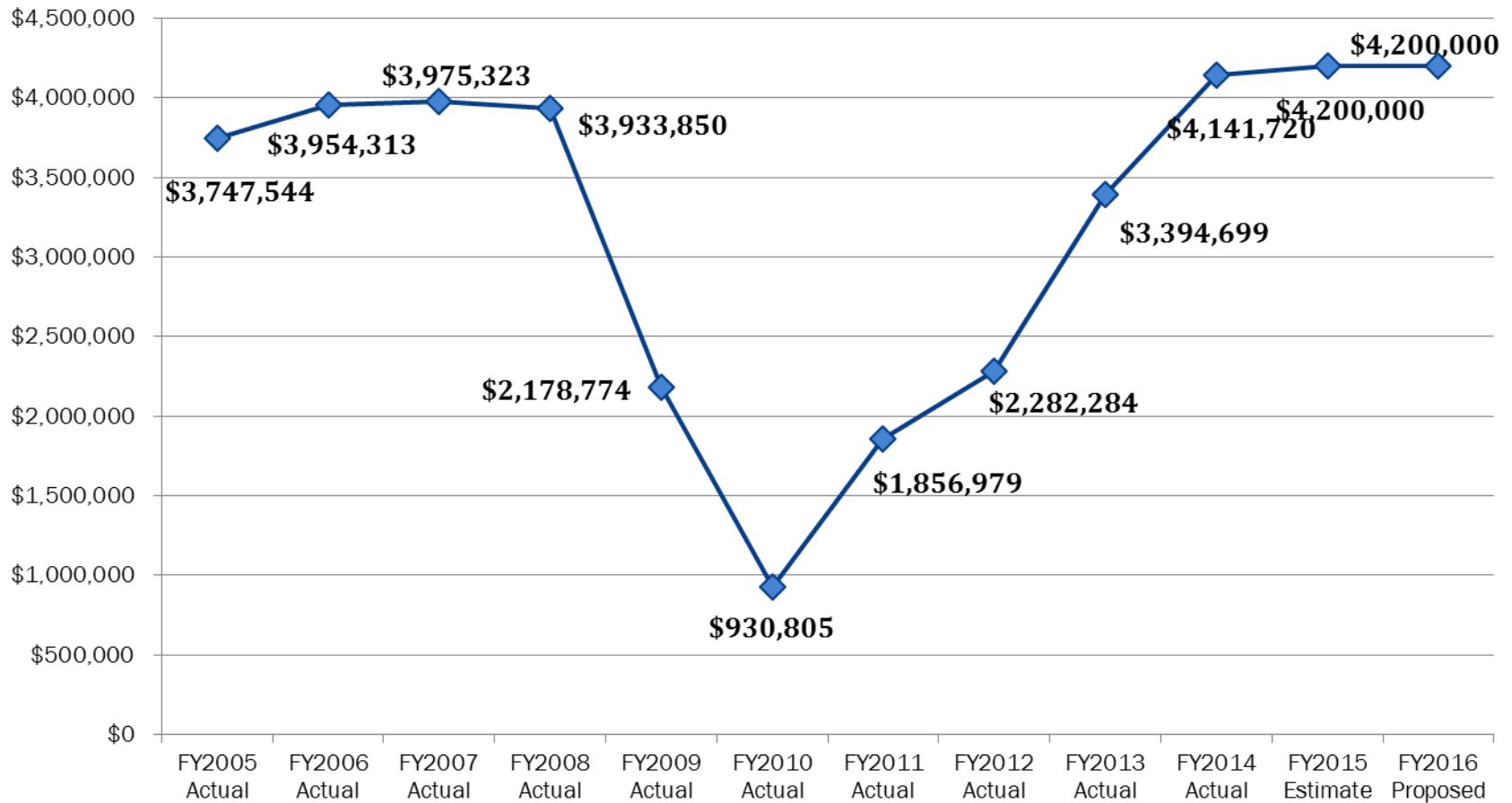
- ∞ Provide an overview of:
  - Library's budget history
  - Proposed FY16 budget
  - Library hours



# Library Budget History



# Library Materials Budget History



# Library Hours



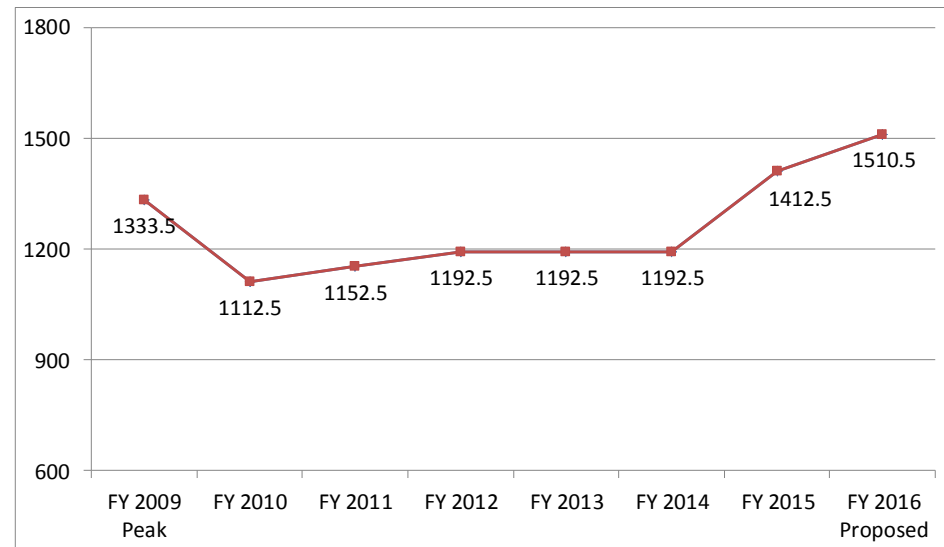
## Number of Library locations open per day

	Total Sites	SUN	MON	TUE	WED	THU	FRI	SAT
FY 2008 - Peak	27	11	27	26	27	15	16	27
FY 2014	29	2	3	28	29	29	29	29
FY 2015 - Current	29	14	15	28	29	29	29	29

### Notes:

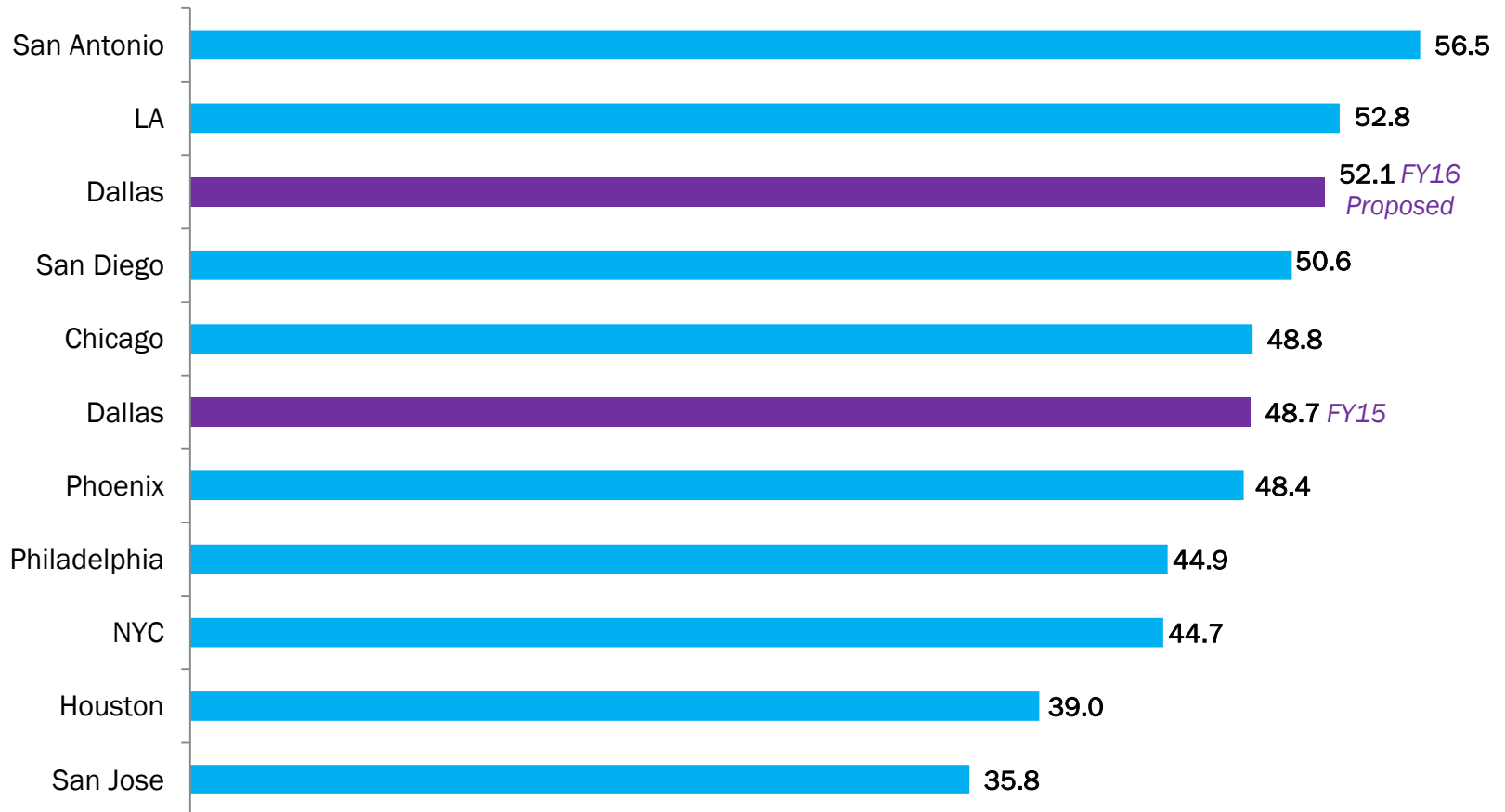
- 29 sites in FY 2015 include 1 central, 25 branches, 2 DISD co-locations, and 1 NorthPark Center
- New sites (not replacements) opened since 2008 include Prairie Creek and White Rock Hills
- During FY 2015 Fretz Park is closed for renovation until fall of 2015

## Total hours open per week



# Peer City Hours Comparison

Average weekly hours per facility in ten largest cities

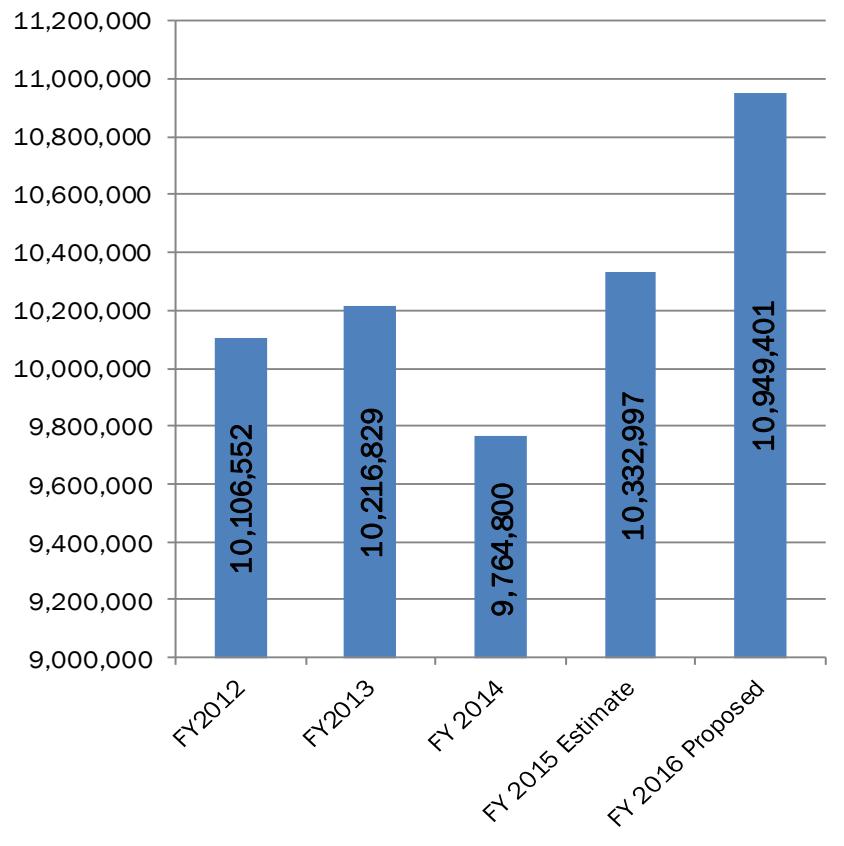


# Library Budget Services

- Library has three services
  - Library Materials and Collection Management
  - Library Operations and Public Service
  - Literacy Initiatives, Education & Community Engagement

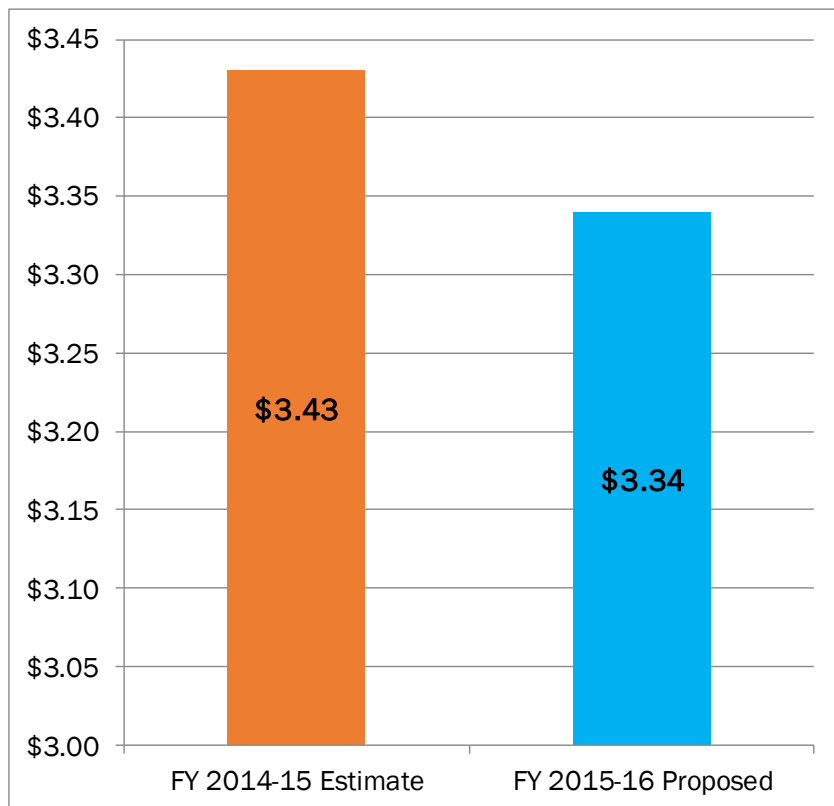
# Library Materials and Collection Management

🌀 Total number of library materials used annually



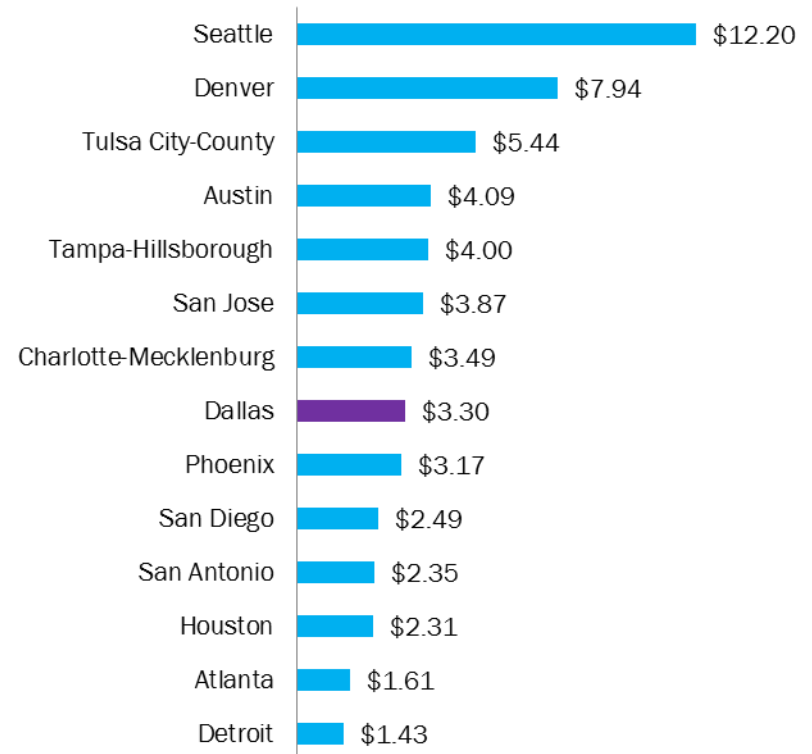
# Library Materials and Collection Management

## Materials expenditure per capita



## Comparison to other cities

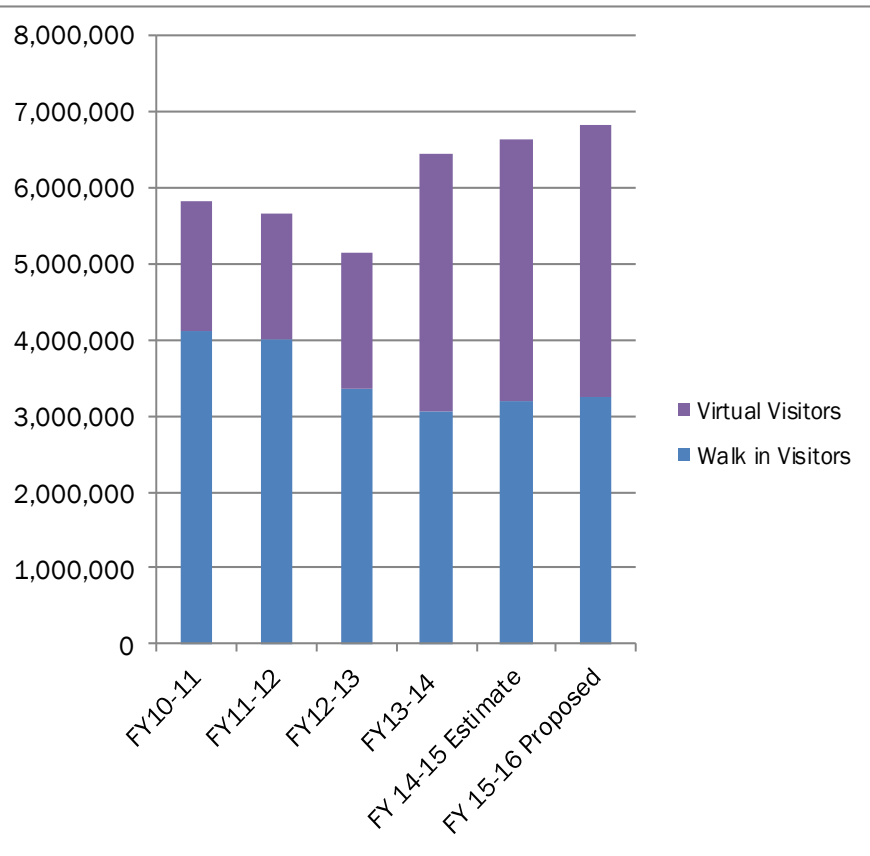
### Materials Expenditures per Capita FY2014





# Library Operations and Public Service

## Number of visitors (in-person and virtual)





# Engaging the Community





# Empowering the Staff



# Library... Today and Tomorrow

## ☞ **Adapt to the changing needs of our communities**

- Literacy Centers @ Dallas West and Bachman Lake Branches
- Sammons Small Business Center – 5<sup>th</sup> floor/Central Library
- GED Testing Center – Opened with scholarships for test takers
- Upgraded community space @ the new Highland Hills Branch
- Strategic Planning process let my CivicTechnologies is currently underway

## ☞ **Create an experience**

- Digital resources with interactive features
- Adult education combined with family interaction

## ☞ **Educational opportunities – both informal and formal learning**

- GED/ESL classes
- Mango Languages and other online learning opportunities

## ☞ **Grow current partnerships and seek new ones**

- Etsy, Office of Economic Development, Perot Museum of Nature and Science, City of Learning, SMU, Equal Heart, Atmos Energy, MoneyGram, Metro Dallas Homeless Alliance

## ☞ **Facility & technology enhancements**

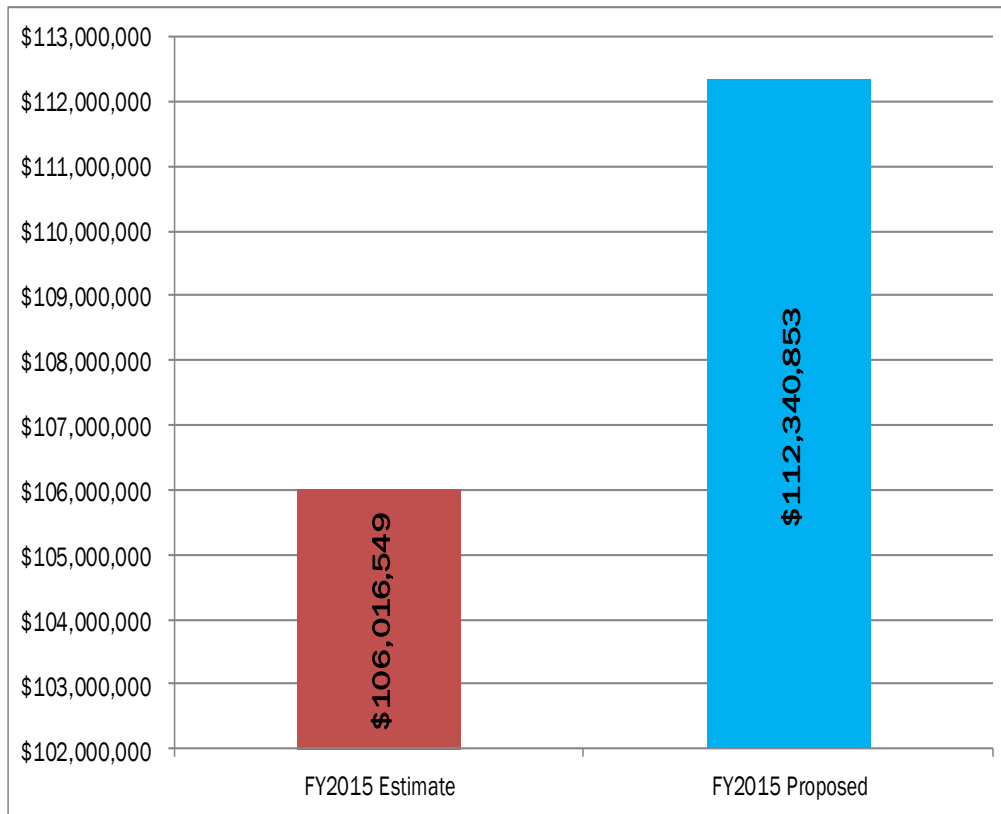
- Fretz Park Branch Library – renovation expected to be complete in fall 2015
- Texas/Dallas History & Archives (7<sup>th</sup> floor, Central) under renovation, completion expected in spring 2016
- Increased bandwidth capacity to 100mbps at all locations
- New public computers at all branches, Central installation starting in September
- Scanner/Copier kiosks at all locations

# Appendix



# Library Materials and Collection Management

## Value of materials circulated



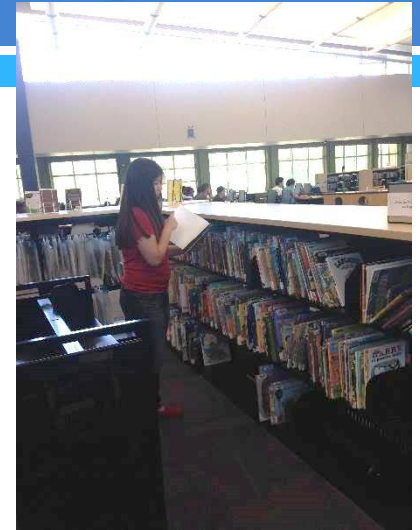
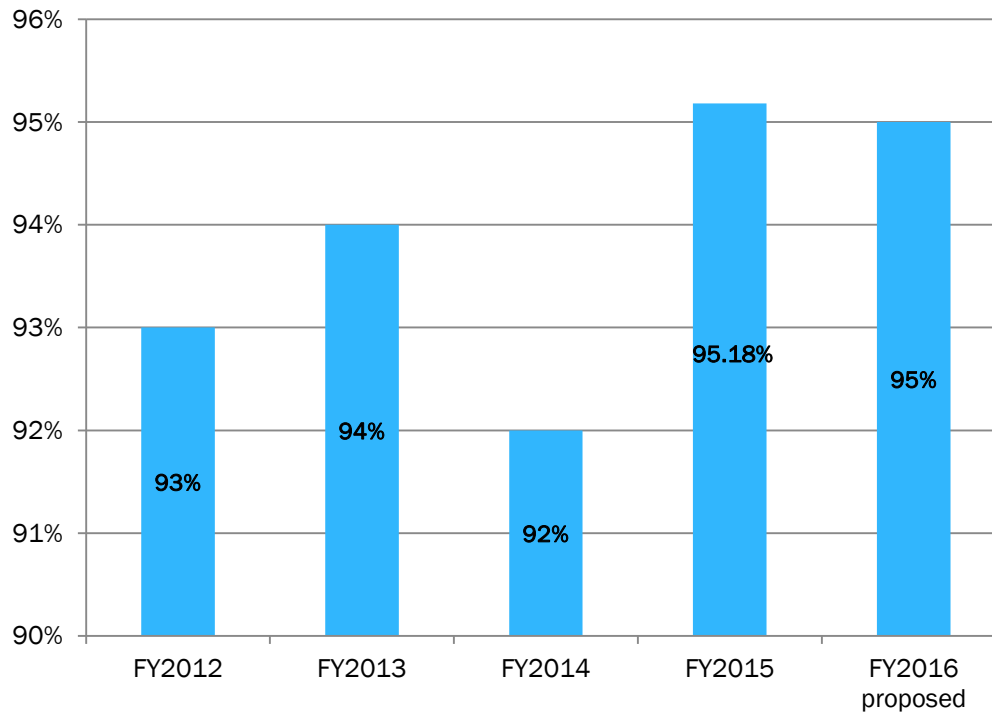
## Library materials include:

- Books + e-books + audiobooks
- DVDs & Blu-Rays
- Music CDs
- Online databases (over 100 resources available from home 24/7)
- Historic photographs
- Archives
- Sheet Music
- Patent & Trademark Collection
- Government Documents
- Genealogy



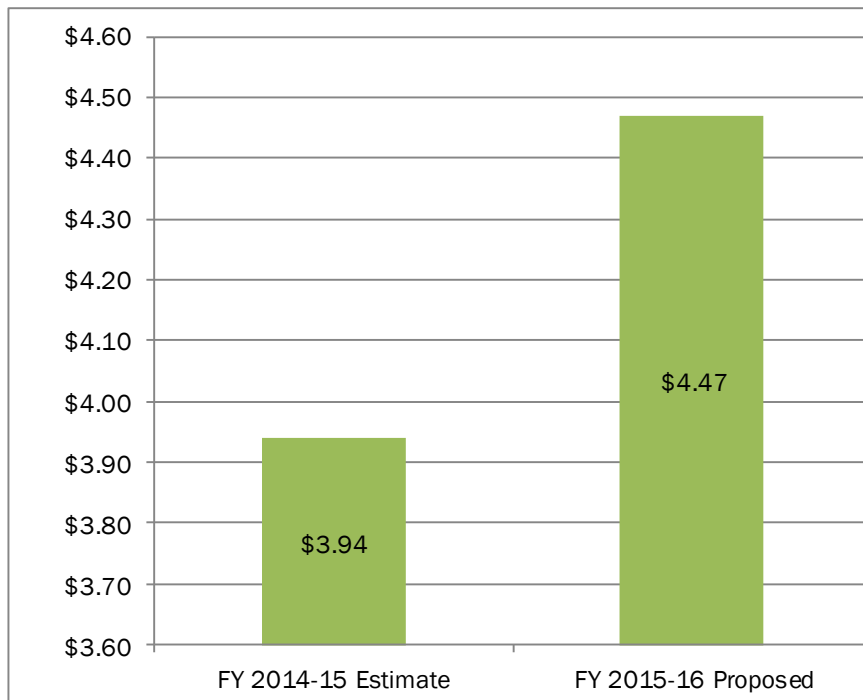
# Library Materials and Collection Management

Customers rating overall variety of materials as "excellent" or "good" (internal survey)

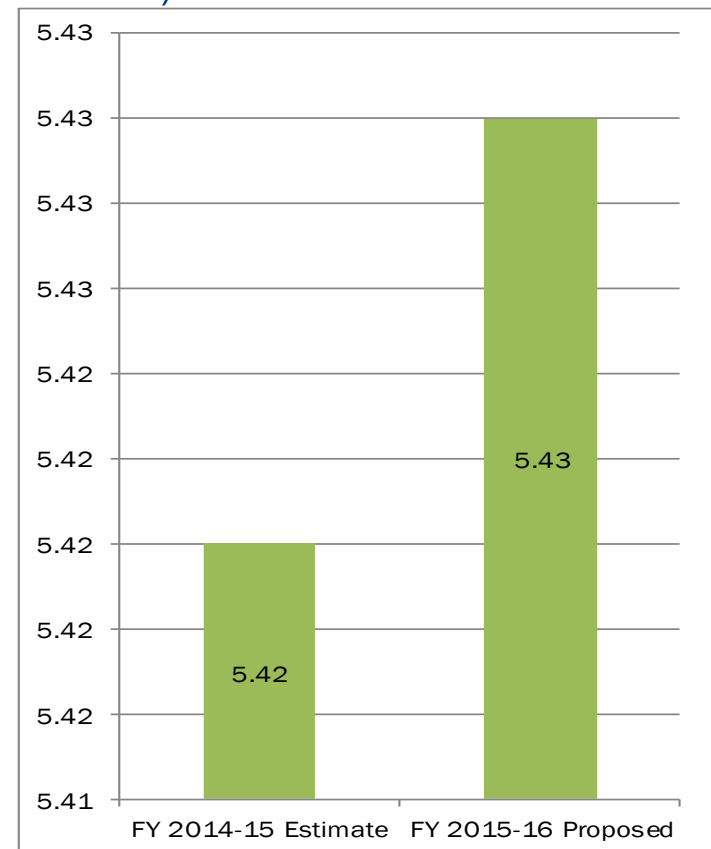


# Library Operations and Public Service

## 🌀 Cost per visit (in-person and virtual)

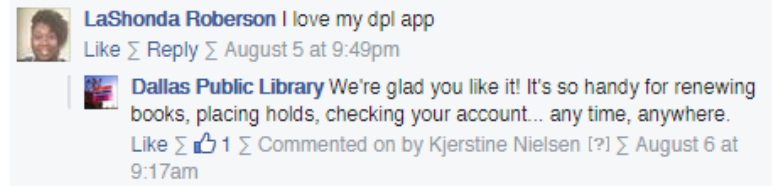
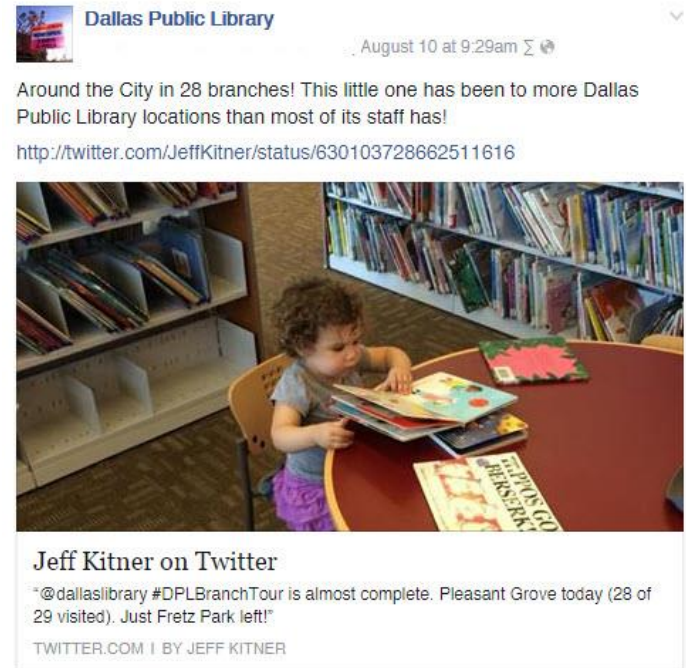
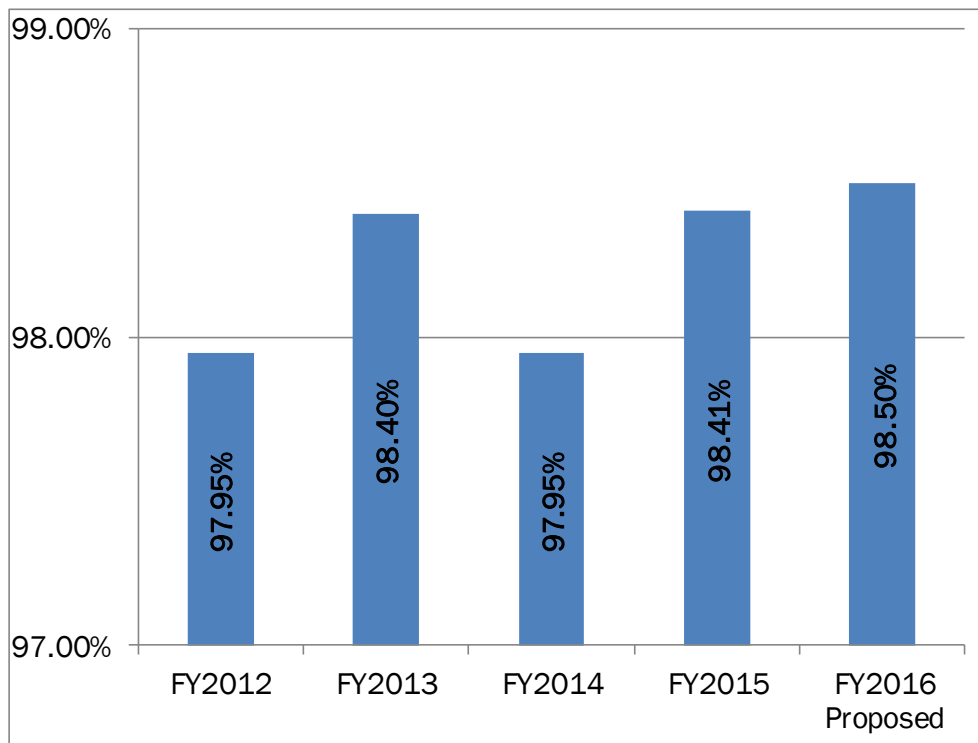


## 🌀 Visits per capita (in-person and virtual)



# Library Operations and Public Service

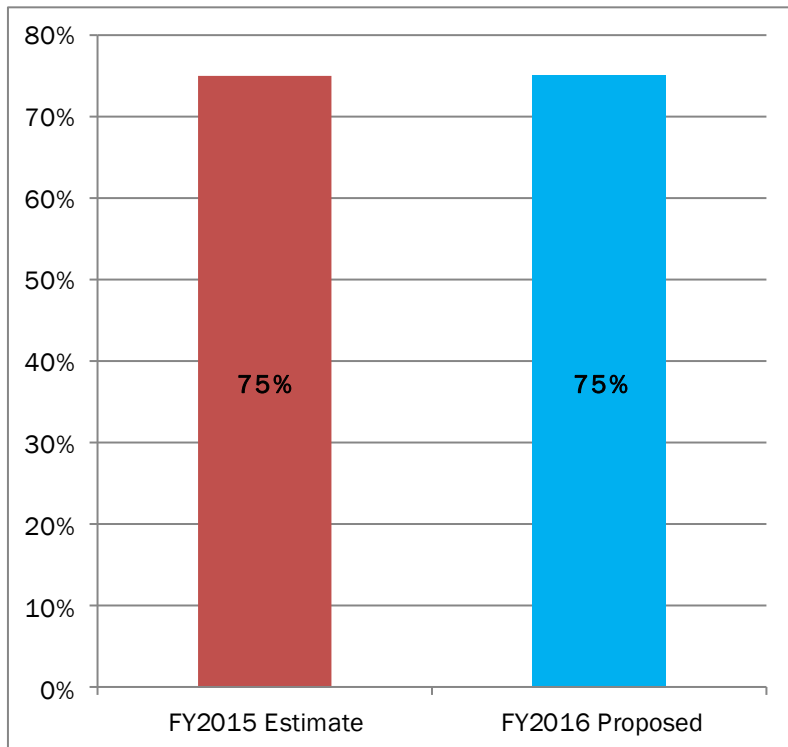
Customers rating overall quality of service as "excellent" or "good" (internal survey)





# Literacy Initiatives, Education & Community Engagement

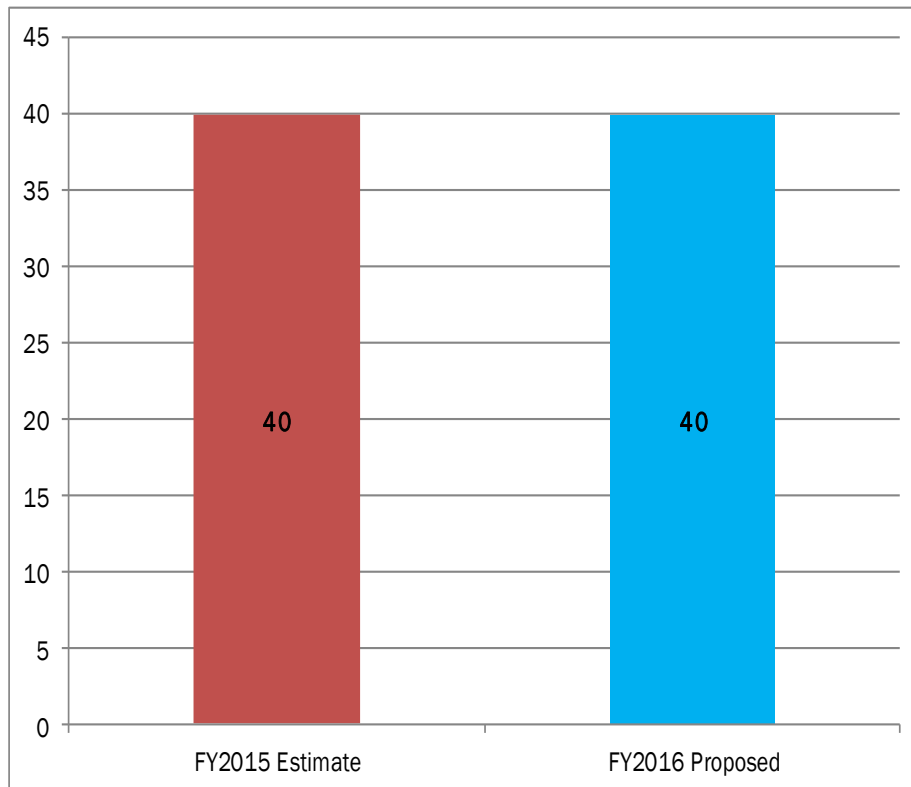
- Percent of library ESL students whose post-test scores indicate improvement in English proficiency upon completing an ESL class



# Literacy Initiatives, Education & Community Engagement

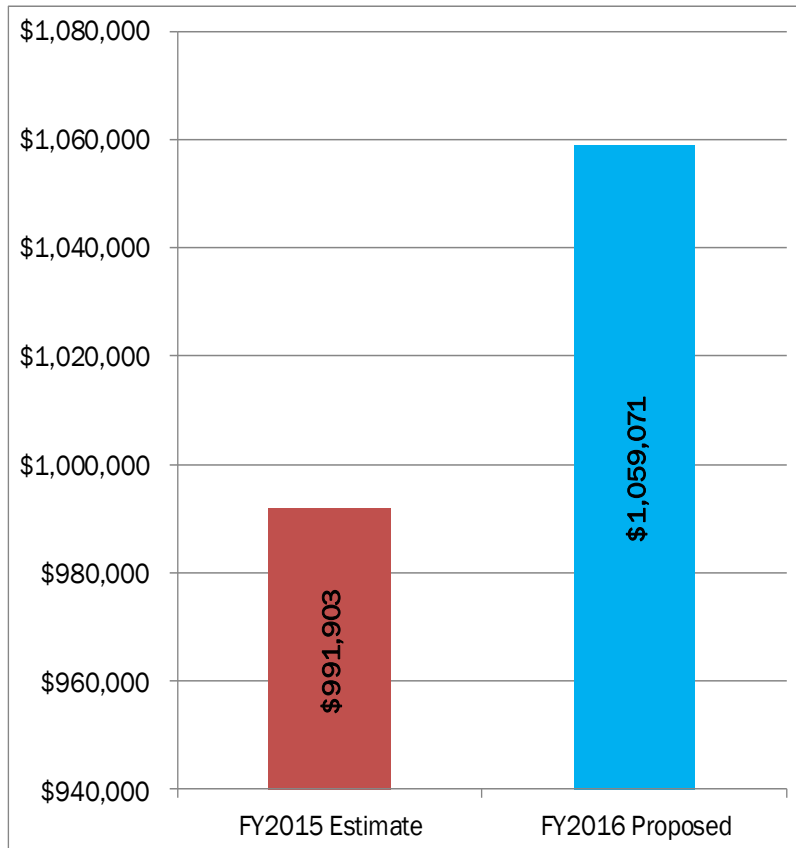


Number of library GED students who successfully pass all four of the official GED subject tests and receive their GED certificate



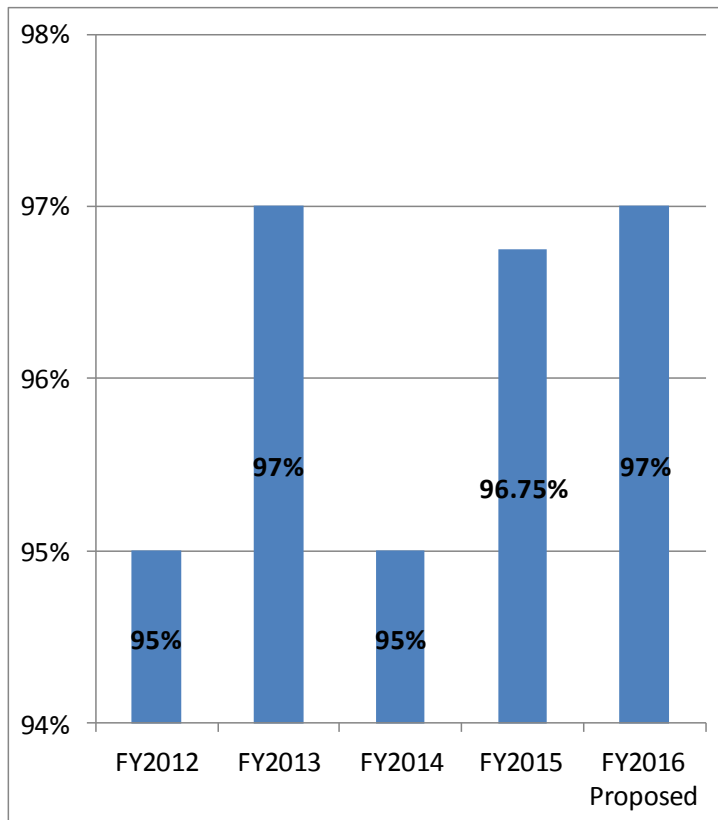
# Literacy Initiatives, Education & Community Engagement

## Cost savings of volunteer hours (new measure)



# Literacy Initiatives, Education & Community Engagement

Customers rating overall quality of programs/events as "excellent" or "good" (internal survey)





# Memorandum



DATE August 28, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT **CARE Key Focus Area: Park and Recreation Briefing**

On Wednesday, September 2, 2015, the City Council will be briefed on the CARE Key Focus Area: Park and Recreation. The briefing materials are attached for your review.

Please let me know if you have any questions or need additional information.



Willis C. Winters, FAIA, Director  
Park and Recreation Department

## Attachments

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
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Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council



# CARE Key Focus Area: Park and Recreation

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FY 2015-16 Budget Summary

City Council Briefing  
September 2, 2015



# Park and Recreation Department

## Service Details

### Park Land Maintained

- Maintains over 22,000 acres of parkland including 380 parks and 144 miles of hike and bike trails

### Leisure Venue Management

- Provides contract and compliance management for visitor destinations including Dallas Arboretum, Cedar Ridge Preserve, Texas Discovery Garden, Dallas Zoo, Trinity River Audubon Center and Klyde Warren Park
- Manages outdoor programs and concession contracts

### Recreation Services

- Operates 42 recreation centers which provide a wide variety of programs for seniors, adults and youth
- Youth Services provides outreach programming at schools including after-school programs and athletic leagues

### Operation & Maintenance of Fair Park

- Manages 277-acre tourist destination providing over 1,000 special events annually

### Golf and Tennis

- Operates and maintains six golf courses and five tennis centers

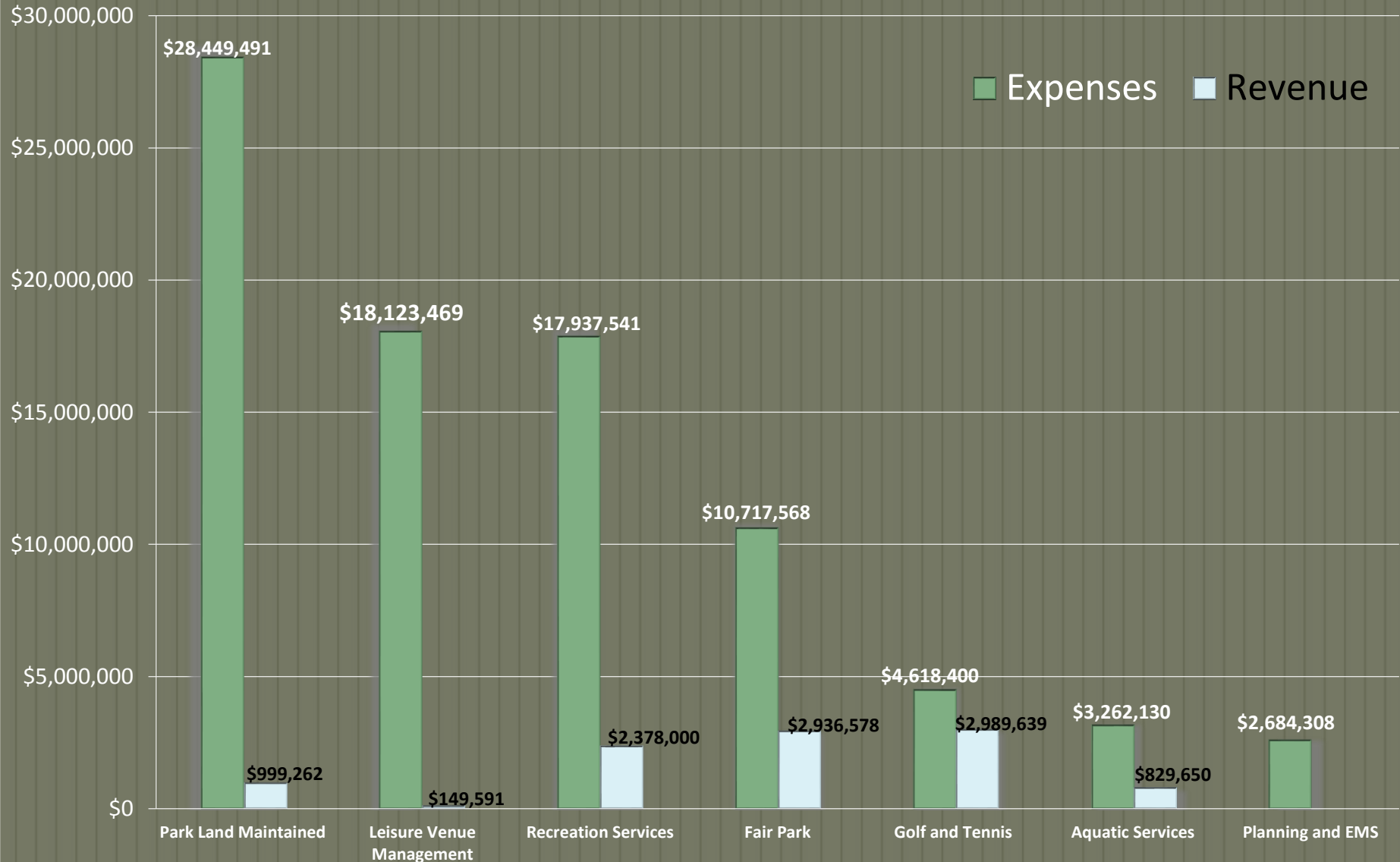
### Aquatic Services

- Operates 17 community swimming pools, Bahama Beach Waterpark and Bachman indoor pool

### Planning, Design and Construction & EMS and Environmental Compliance

- Manages the Department's environmental compliance program and capital program including land acquisition, facility planning, design and construction projects

# FY 15-16 Proposed Operating Budget & Revenue by Service





# Park and Recreation Department

## FY 2014-15 Accomplishments

- Welcomed an estimated 1,300,000 visitors to Recreation Centers and Youth Services programs - up from 1,078,190 in FY 2013-14
- Increased attendance at Bahama Beach and community pools by 17.9%
- Installed 26 People Counters across 10 trails
- Hosted and programmed 74 Esplanade events and activities at Fair Park attracting 512,000 visitors
- Mowed 234,538 acres of Park Land
- Hosted job fair attracting 3,000 applicants
- Completed Texas Horse Park
- Completed renovations to White Rock Lake Dog Park at Mockingbird Point
- Completed Cummings and Pleasant Oaks recreation centers renovations
- Completed South Central Park pavilion and sprayground
- Increased volunteer hours by 24% department-wide with a total volunteer hour value of over \$4.8M

# Park and Recreation Department Service Level Summaries



# Park Land Maintained Budget Highlights

FY 2014-15 Budget

\$26,933,753

FY 2015-16 Proposed

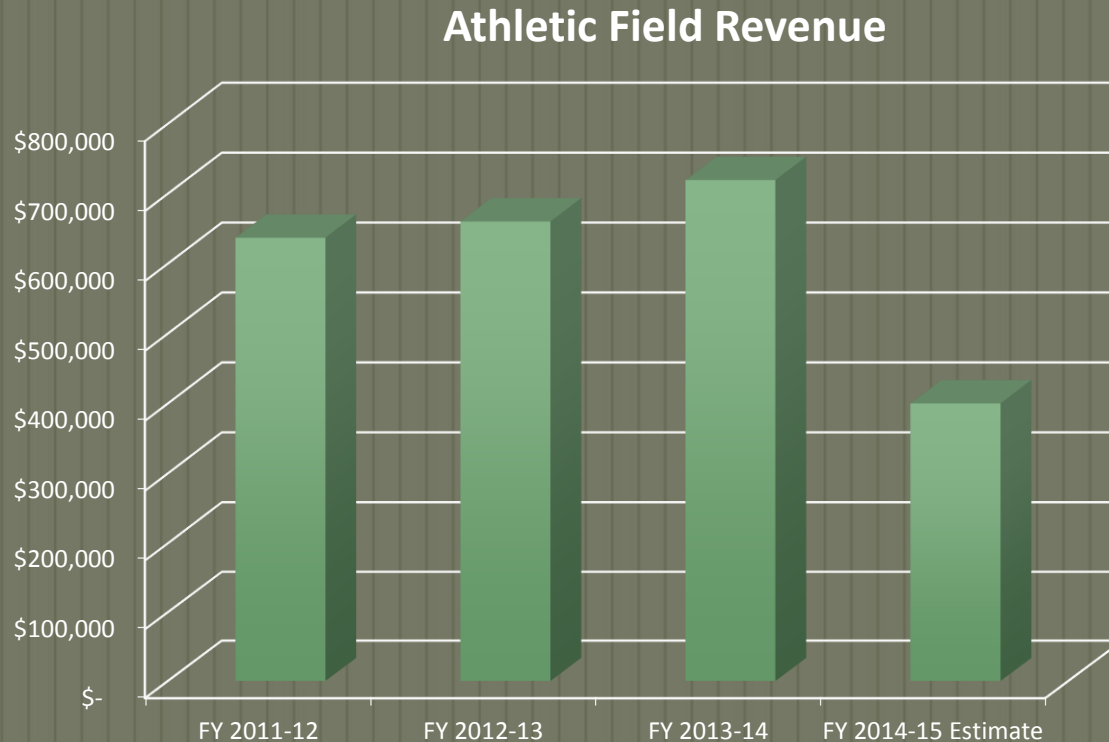
\$28,449,491

## FY 2015-16 Proposed

- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA, internal service allocations and reimbursements
- Increase includes O&M funding for new, renovated or expanded facilities
- Service levels remain consistent with FY 2014-15



# Park Land Maintained Service Performance



- Athletic field revenues continue to increase year over year
- FY 2014-15 is an exception due to excessive rain, flooding and damage
- Other facilities damaged and/or temporarily closed include Luna Vista Golf Course, Keeton Golf Course and Elm Fork Gun Range

# Park Land Maintained Metrics / Benchmarks

## Peer City Comparisons

Agency	Acres	FTEs	Budget	Acres Managed Per FTE	Funding Per Acre
Dallas Park and Recreation	22,991	418.7	\$29,434,665	54.9	\$1,280
Phoenix Parks and Recreation	45,350*	619.1	\$59,104,053	73.3	\$1,303
Austin Parks and Recreation	13,154	308.75	\$30,029,392	42.6	\$2,283

\* Includes 33,000 acres of desert preserves.

# Park Land Maintained

## Performance Measures

Performance Measure	FY 2014-15 Budget	FY 2014-15 Estimate	FY 2015-16 Proposed
Annual value of volunteer hours for parks	\$187,200	\$195,000	\$203,000
Average frequency of grounds maintenance per park (in days). Includes mowing and horticulture.	10.0	11.8	10.0
Average minimum litter pick-up and removal cycles per week	4.0	4.0	4.0

# Leisure Venue Management Budget Highlights

FY 2014-15 Budget

\$17,780,631

FY 2015-16 Proposed

\$18,123,469

FY 2015-16 Proposed

- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations
- Funding includes increase to some partner stipends and an adjustment to the contractually obligated DZM management fee



# Leisure Venue Management

## Metrics / Benchmarks

### Leisure Venue Attendance

Venue	FY 2011-12 Attendance	FY 2012-13 Attendance	FY 2013-14 Attendance	FY 2014-15 through July 2015
Dallas Zoo and Children's Aquarium at Fair Park	1,001,435	1,078,335	1,251,005	964,061
Dallas Arboretum	756,221	870,991	1,021,093	990,927
Texas Discovery Garden	102,564	131,634	96,994	83,623
Trinity River Audubon Center	36,700	36,854	55,696	57,399
<b>TOTAL ATTENDANCE</b>	1,896,920	2,117,814	2,424,788	2,096,010



# Leisure Venue Management Performance Measures

Performance Measure	FY 2014-15 Budget	FY 2014-15 Estimate	FY 2015-16 Proposed
Annual number of daily visits to partnership programs/facilities including the Dallas Arboretum, Texas Discovery Garden, Cedar Ridge Preserve, Trinity River Audubon Center, Dallas Zoo and Children's Aquarium at Fair Park	2,599,332	2,598,811	2,651,319
Average stipend/management fee dollar allocated per visitor (DZM, DABS, TDG, CPR, TRAC)	\$5.70	\$5.70	\$5.63
Percent of survey respondents who rate overall visitor experience as good to excellent (DZM, DABS, TDG, CRP, TRAC)	85%	84%	87%

# Recreation Services Budget Highlights

FY 2014-15 Budget

\$17,041,513

FY 2015-16 Proposed

\$17,937,541

FY 2015-16 Proposed

- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations
- Increase includes partial-year funding to re-establish a Senior Programs Division.



# Recreation Services

## Service Performance

### Dallas Park and Recreation Department/DISD Youth Sports Partnership

Year	Elementary Schools	Secondary Schools	# of Teams	Participants
2011-2012	48	N/A	115	1,875
2012-2013	54	N/A	158	2,390
2013-2014	68	12	256	3,745
2014-2015	78	22	290	4,095

### Mayors Youth Fitness Initiative (MyFi)

Year	Locations	Summer Participation	After School Participation	Total
2011-2012	14	2,601	284	2,885
2012-2013	32	3,098	1,110	4,208
2013-2014	48	3,073	1,264	4,337
2014-2015	52	3,983	1,658	5,641

### Dallas Park and Recreation / Dallas Police Athletic League Partnership

Year	TAAG Areas	Summer Participation	School Year Participation	Total
2013-2014	6	3,961	10,194	14,155
2014-2015	11	4,268	14,994	19,262

# Recreation Services

## Metrics / Benchmarks

Measure	Actuals	NRPA Benchmark
Percent increase in visitors annually	20.6%	N/A
Total Operating Expenditure per visitor	\$13.10	\$15.37

## Performance Measures

Performance Measure	FY 2014-15 Budget	FY 2014-15 Estimate	FY 2015-16 Proposed
Percent of survey respondents who rate Community Development Block Grant After School programs as satisfactory or above	87.5%	88.1%	90.25%
Percent increase in enrollees annually	10.0%	10.02%	3.07%
Average operating expenditure per recreation center visitor	\$13.10	\$13.07	\$13.39

# Operation & Maintenance of Fair Park

## Budget Highlights

FY 2014-15 Budget

\$10,391,643

FY 2015-16 Proposed

\$10,717,568

### FY 2015-16 Proposed

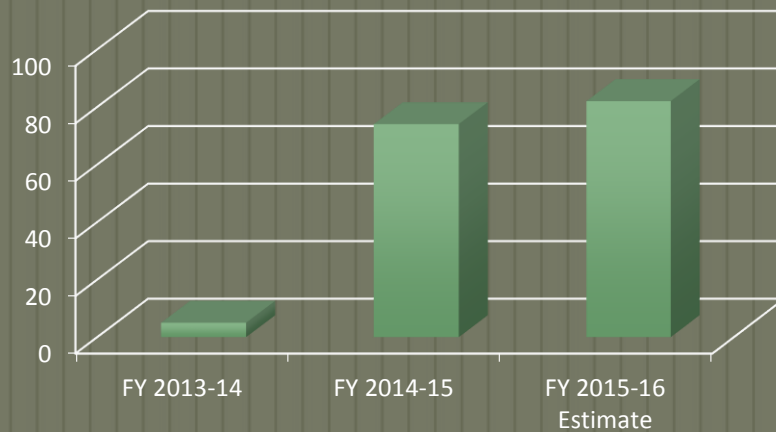
- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations. Increase also includes O&M funding for new, renovated or expanded facilities. Service levels remain consistent with FY 2014-15.



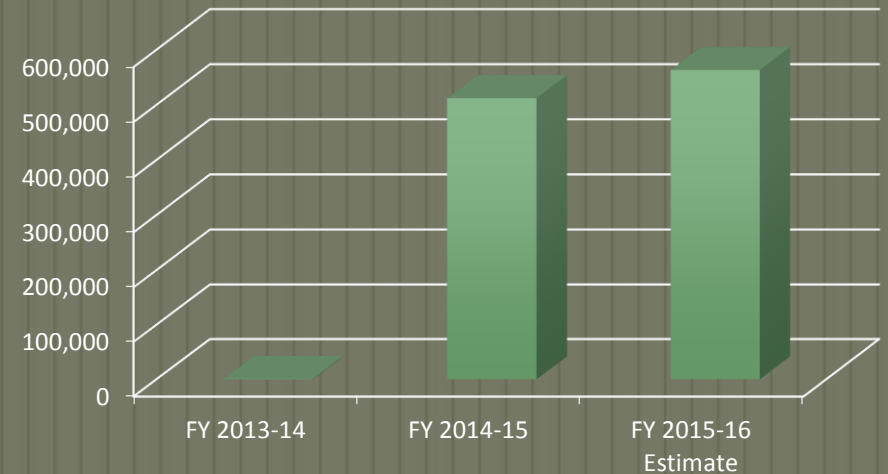
# Operation & Maintenance of Fair Park

## Service Performance

### Esplanade Events



### Esplanade Event Attendance



- Esplanade events and attendance continue to increase year over year

# Operation & Maintenance of Fair Park

## Metrics / Benchmarks

### Venue Attendance Comparison

Venue	Attendance
Fair Park	5,200,000
SeaWorld Florida	5,100,000
American Museum of Natural History - New York	5,000,000
Millennium Park - Chicago	4,700,000

# Operation & Maintenance of Fair Park

## Performance Measures

<b>Performance Measure</b>	<b>FY 2014-15 Budget</b>	<b>FY 2014-15 Estimate</b>	<b>FY 2015-16 Proposed</b>
Annual value of volunteer hours for Fair Park	\$247,080	\$535,174	\$545,000
Percent of Fair Park lessees rating facilities and service quality as good to excellent	85.0%	88.0%	90.0%
Total number of annual events and activities (FY 2015-16 new measure)	675	927	1,000



# Golf and Tennis Budget Highlights

FY 2014-15 Budget

\$4,156,751

FY 2015-16 Proposed

\$4,618,400

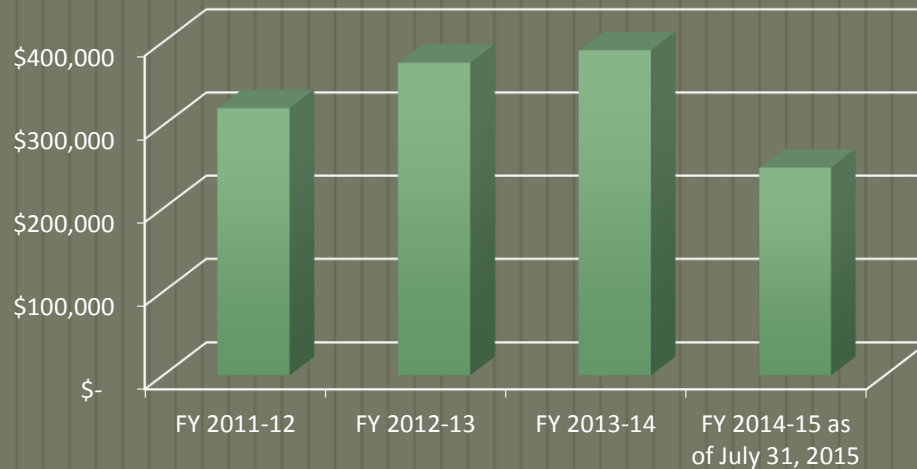
## FY 2015-16 Proposed

- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations
- Increase includes funding for tennis center amenities and security
- Service levels remain consistent with FY 2014-15



# Golf and Tennis Service Performance

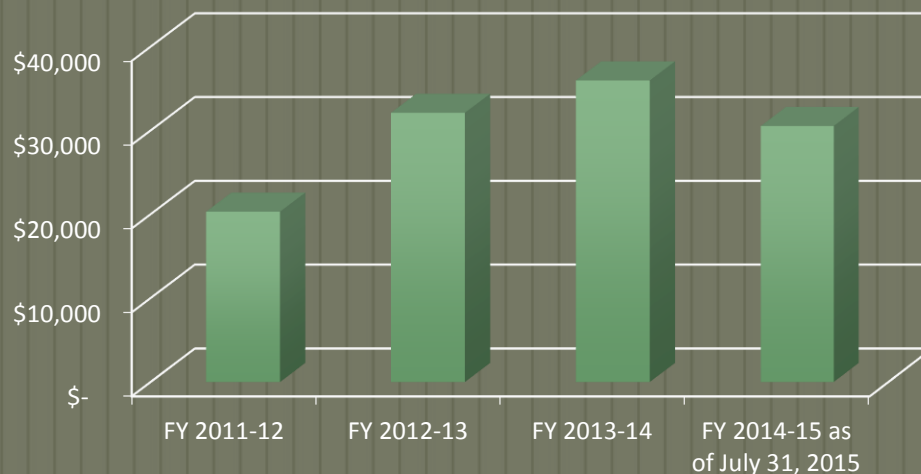
## Sr. Green Fee Revenues



- Sr. Green Fee revenues and Jr. Green Fee revenues continue to increase year over year

\* FY2014-15 may reflect a decrease due to flooded golf courses

## Jr. Green Fee Revenues



# Golf and Tennis Metrics / Benchmarks

## DFW Municipal Golf Course Rounds Comparison

City	# of Courses	Total Rounds Calendar Year 2014
Dallas	6	227,053
Arlington	5	119,108
Ft. Worth	6	142,313

# Golf and Tennis

## Performance Measures

Performance Measure	FY 2014-15 Budget	FY 2014-15 Estimate	FY 2015-16 Proposed
Percent of participants rating service as good or higher in customer survey	98%	90%	93%
Average amount of revenue generated per participant visit	\$8.63	\$9.45	\$9.97
Annual number of daily visits to programs or facilities	314,048	288,925	300,000

# Aquatic Services Budget Highlights

FY 2014-15 Budget

\$3,090,380

FY 2015-16 Proposed

\$3,262,130

## FY 2015-16 Proposed

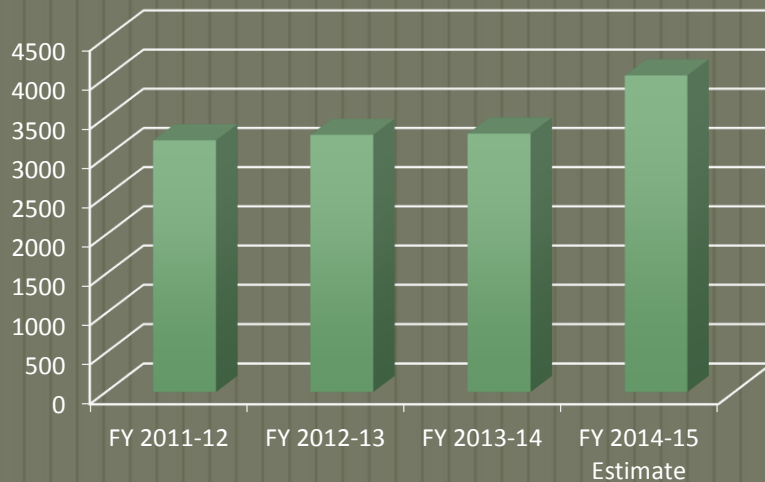
- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations
- Service levels remain consistent with FY 2014-15



# Aquatic Services

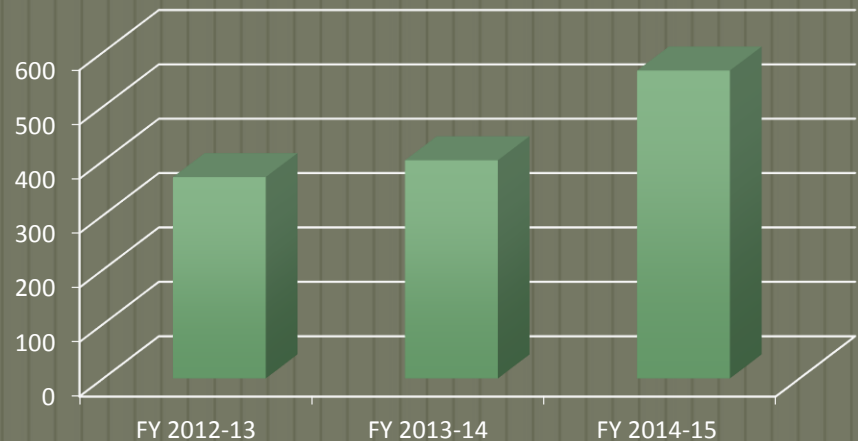
## Service Performance

### Swim Lesson Sessions



- Swim lesson sessions have continued to increase year over year

### Scholarships Awarded



- Awarded 566 swim lesson scholarships in FY 2014-15

# Aquatic Services

## Metrics / Benchmarks

### Admission Price Comparison

Venue	General Admission	Jr. Admission	Season Pass
Bahama Beach Water Park - Dallas	\$13.00	\$9.00	\$50.00
Hawaiian Falls Water Park - Garland	\$26.99	\$19.99	\$94.99
NRH2O Water Park - North Richland Hills	\$26.99	\$20.99	\$89.99
Six Flags Hurricane Harbor - Arlington	\$27.99	N/A	\$76.99

# Aquatic Services

## Performance Measures

<b>Performance Measure</b>	<b>FY 2014-15 Budget</b>	<b>FY 2014-15 Estimate</b>	<b>FY 2015-16 Proposed</b>
Annual number of daily visits to programs or facilities	189,280	188,373	189,659
Percent of customers rating aquatic facilities service as good or excellent	85%	85.2%	87%
Cost per visitor to Bahama Beach	\$5.50	\$5.06	\$5.45



# Planning, Design and Construction & EMS and Environmental Compliance Budget Highlights

FY 2014-15 Budget

\$2,481,967

FY 2015-16 Proposed

\$2,684,308

FY 2015-16 Proposed

- Increase to FY 2015-16 proposed budget includes adjustments to merit, pension, health benefits, FICA and internal service allocations



# Planning, Design and Construction & EMS and Environmental Compliance Performance Measures

Performance Measure	FY 2014-15 Budget	FY 2014-15 Estimate	FY 2015-16 Proposed
Percentage increase in number of compliance assessments and/or inspections performed	5.0%	5.0%	7.0%
Percent of 2006 Capital Bond Program budget expended	90.0%	95.0%	98.0%
Number of park development and facility improvement projects completed	50	100	75



# CARE Key Focus Area: Park and Recreation

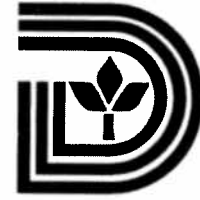
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FY 2015-16 Budget Summary

City Council Briefing  
September 2, 2015



# Memorandum



CITY OF DALLAS

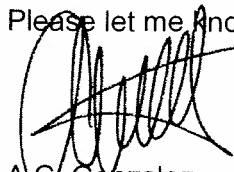
DATE August 28, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT FY 2015-16 Budget Workshop #9: Overview of Full-Time Equivalents

On Wednesday, September 2, 2015, the City Council will be briefed on an Overview of Full-Time Equivalents. The briefing is attached for your review.

Please let me know if you need additional information.



A.C. Gonzalez  
City Manager

c: Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager

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



# FY 2015-16 Budget Workshop #9: Overview of Full-Time Equivalents

City Council Briefing – September 2, 2015

# Purpose of Briefing

- Based on questions asked by Council members, additional information is provided about Full-Time Equivalents (FTEs)
  - What an FTE is and what an FTE is not
  - Explanation related to accuracy of forecasting FTEs (within 2% of FY15 budget)
  - Salary budget savings from FTE under-utilization may be used to pay for other types of labor or to address other budget over-runs or unbudgeted expenses
- Staff focuses on providing quality services, accomplishing work, meeting objectives, response times, within allocated expense budget, with less focus on FTEs
  - Managing to the “bottom line” of allocated expense budget is goal

# Full-Time Equivalents

- FTEs are tool used by staff to measure number of hours paid to employees from appropriated dollars
- Approximately 77% of budget is for personnel, therefore, FTEs are used to count hours paid to employees
  - Employees include civilian and uniform; and full-time, part-time, seasonal, and City temporary help classifications
- FTEs are used to describe number of hours paid to employees within fiscal year
  - FTE equals 2,080 hours of paid time
  - 40 hours per week x 52 weeks per year = 2,080 hours (1 FTE)
  - 2,808 hours per year for uniform fire fighting personnel due to their work schedules

# Full-Time Equivalents

- FTEs are measurement of hours paid, but there are different types of FTEs
  - Regular FTE includes an employee's 2,080 hours of paid time per year and includes vacation, sick leave, holiday, etc.
  - Salaried employees FTE count does not include work performed over and above 80 hours per pay-period since additional hours worked are unpaid
  - An overtime FTE represents actual hours worked at overtime rate and does not include vacation, sick leave, holiday, etc.
- FTEs do not measure salary dollars paid
  - An FTE does not account for change in pay during course of year
  - An FTE does not account for change in person filling a position, for example when more senior, higher paid employee leaves and position is filled with new, lower paid employee

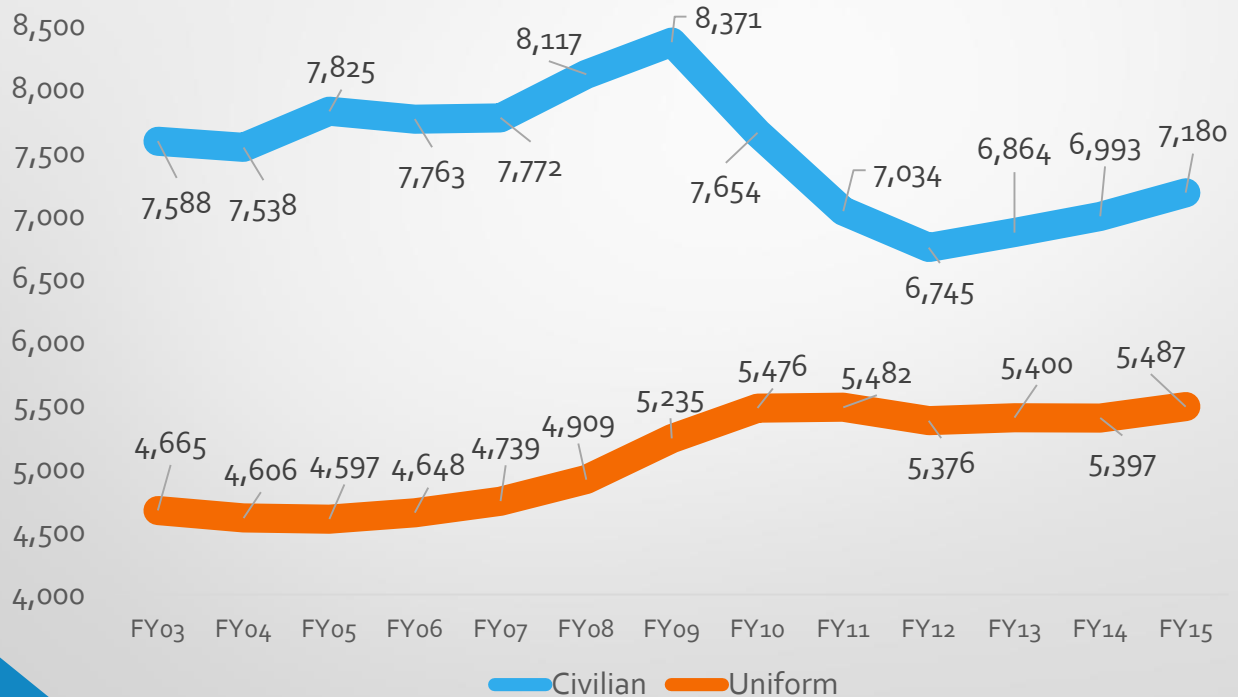


# Full-Time Equivalents

- FTE is not same as position or headcount
  - FTE is 2,080 hours of paid time per year
  - Position is specific job with an assigned position identification number (for example, Coordinator III, PM00135)
  - Headcount is number of employees on payroll on any given day or time that count is calculated (changes daily)
- Following chart has been used to show trend over time related to headcount
  - Data used is from two pension funds as of December 31<sup>st</sup> of each year and includes only “pension-eligible” employees in all City fund
  - “Pension-eligible” employees are a sub-set of all employees

# Historical Active Personnel Headcount (All City Funds as of Dec 31<sup>st</sup> of each year)

Source: Employee Retirement Fund and Police & Fire Pension System



# All City Funds FTEs

- FY16 budget document indicates approximately 14,300 FTE for **all City funds** and for all FTE types including regular, over-time, temporary (City only), and day labor
- 120.3 FTEs are proposed to be added to FY16 budget above FY15 budget level

FY15 Budget	FY15 Estimate	FY16 Proposed	Variance FY15 Budget to FY15 Estimate	Variance FY15 Estimate to FY16 Proposed	Variance FY15 Budget to FY16 Proposed
A	B	C	B-A	C-B	C-A
14,197.0	13,541.4	14,317.3	(655.6)	775.9	120.3

# General Fund FTEs

- Focus of budget discussion has been General Fund
- Below table includes only General Fund for further discussion
  - Budget figures presented as dollars in millions

FY15 Budget	FY15 Estimate	FY16 Proposed	Variance FY15 Budget to FY15 Estimate	Variance FY15 Estimate to FY16 Proposed	Variance FY15 Budget to FY16 Proposed
A	B	C	B-A	C-B	C-A
11,070.1	10,650.3	11,170.6	(419.8)	520.3	100.5
\$1,170	\$1,169	\$1,145	\$1	(\$24)	(\$25)

General Fund Departments	FY15 FTE Budget	FY15 FTE Estimate	FY16 FTE Proposed Budget	Variance for FY16 Proposed to FY15 Estimate
Building Services	265.40	258.90	255.50	-3.40
Business Dev and Procurement	32.00	30.60	31.70	1.10
City Attorney's Office	151.00	145.50	152.90	7.40
City Auditor	23.10	22.40	25.00	2.60
City Controller's Office	59.80	53.10	51.70	-1.40
City Manager's Office	14.00	14.00	14.00	0.00
City Secretary's Office	17.00	17.00	18.00	1.00
Civil Service	25.00	23.70	25.00	1.30
Code Compliance	450.50	399.00	449.10	50.10
Court and Detention Services	175.50	168.90	178.00	9.10
Fire Rescue	2,109.60	2,066.60	2,117.50	50.90
Housing / Community Services	61.40	56.10	60.50	4.40
Human Resources	43.00	41.70	46.20	4.50
Judiciary	40.10	36.10	39.10	3.00
Library	350.00	320.60	391.00	70.40
Management Services	180.70	178.00	186.30	8.30
Mayor and City Council	35.50	39.00	35.50	-3.50
Non-Departmental	1.00	1.00	0.00	-1.00
Office of Cultural Affairs	71.30	65.30	69.10	3.80
Office of Economic Development	45.50	36.30	46.00	9.70
Office of Financial Services	28.00	26.70	27.70	1.00
Park and Recreation	937.50	835.30	949.70	114.40
Planning and Urban Design	29.30	28.10	40.20	12.10
Police	4,240.00	4,246.40	4,282.70	36.30
Public Works	168.00	140.80	164.60	23.80
Sanitation Services	861.40	793.80	861.40	67.60
Streets Services	598.30	558.30	591.20	32.90
Streets Services- Lights	1.00	1.00	4.00	3.00
Sustainable Dev and Construction	37.60	34.30	40.50	6.20
Trinity Watershed Management	17.60	11.80	16.50	4.70
<b>General Fund Total</b>	<b>11,070.10</b>	<b>10,650.30</b>	<b>11,170.60</b>	<b>520.30</b>

# Full-Time Equivalents

- Departments frequently use other methods of providing labor to accomplish work when not enough permanent employees are available
- Some alternative labor hours count towards FTEs and others do not, such as:
  - Comp time work performed by salaried employees
  - Use of contract labor/services including day labor
  - Use of contracted temporary help
- For FY15 estimate, a few departments did not include City-employed temporary staff as part of their FTE calculation when it should have been reported in budget document

# Full-Time Equivalents

- Due to focus by Council on under-utilization of FTEs in FY15, departments provided additional information
  - Additional 67.12 FTE of City temporary labor
  - Equivalent of 97.22 FTE of day labor provided from contracts
  - Equivalent of 82.33 FTE of contract temporary labor
  - Total = 246.7 additional FTEs estimated for FY15 General Fund

# Full-Time Equivalents

- If slide 8 is adjusted by 246.7 for these additional FTEs and equivalents used in FY15, variances change as shown below
  - Budget figures are presented with dollars in millions

FY15 Budget	FY15 Estimate	FY16 Proposed	Variance FY15 Budget to FY15 Estimate	Variance FY15 Estimate to FY16 Proposed	Variance FY15 Budget to FY16 Proposed
A	B	C	B-A	C-B	C-A
11,070.1	10,650.3 <u>+246.7</u> 10,897.0	11,170.6	<del>(419.8)</del> (173.1)	<del>520.3</del> 273.6	100.5
\$1,170	\$1,169	\$1,145	\$1	(\$24)	(\$25)



# Use of Salary Savings

- Departments are focused on providing service within allocated budget/dollars regardless of FTE utilization
- As a course of business, savings in one area (such as salaries) are used to offset other required expenditures
- Common expenditures experienced in FY15 have included:
  - Unplanned building and ground maintenance
  - Additional security at facilities
  - Replacement/purchase of equipment and technology to improve operations
  - Increased demands resulting from emergency incidents within city

# FY16 Proposed FTE Adds

- As noted previously, FY16 proposed General Fund budget includes an increase of approximately 100 FTE above FY16 budget
  - 7.5 FTE added for 15 positions in animal services to address loose dogs
  - 12 FTE added for marshals to enforce warrants
  - 10.4 FTE added for paramedics and Mobile Community Health Program
  - 41.0 FTE added for second of 2-year plan in Library Services
  - 5.3 FTE added to begin senior services division within Park and Recreation
  - 10.9 FTE added in Planning and Urban Design including for Neighborhood Plus
  - 22.5 FTE for 30 new Public Safety Officers to allow for redeployment of uniform police officers

# Summary

- Annual operating budget allocates dollars for delivery of services
- FTEs provide an indication of number of hours paid for City labor used in service delivery
- Other labor options are available to accomplish work when FTEs are not utilized
- Savings from salaries are used to provide for unbudgeted expenses or other cost over-runs
- To enhance and expand programs and activities in FY16 within General Fund, additional 100.5 FTEs are required

# Next Steps

- Through FTE review exercise, staff has questioned use of FTEs as appropriate indicator of staffing levels
- Through Fall 2015, staff will identify other options and seek BFA Committees input for future years budgeting
- New budget development and monitoring software project is underway and expected to have “go-live” date in Feb 2016
  - This will give staff further opportunity to improve upon reporting of staffing levels



# Comments & Questions



# Appendix

# Full-Time Equivalents

- Each year, focus of departments is to accomplish work and deliver services within budgeted dollar allocation, in a timely, quality manner
  - Work is accomplished through variety of different methods including employees, contract labor, contract services, technology, equipment, etc.
  - Getting work done is main focus, not FTE utilization
- Delivery of service must continue whether or not departments are utilizing FTEs
- High turnover and length of hiring process result in under-utilization of FTEs
  - Turnover rate has been from 12% to over 16% since 2011 for civilians and about 4% to 5% for uniform during same time period
  - Currently, applications are being reviewed for 250 civilian positions within Civil Service

# Analysis of FTE Utilization and Turnover





# Memorandum



CITY OF DALLAS

DATE August 28, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT FY 2015-16 Budget Workshop #9: "Wage Floor" Discussion

On Wednesday, September 2, 2015, the City Council will be briefed on a "Wage Floor" Discussion. The briefing is attached for your review.

Please let me know if you need additional information.

  
Jeanne Chipperfield  
Chief Financial Officer

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
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Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager



# **“Wage Floor” Discussion**

City Council Briefing September 2, 2015

# Purpose

- Provide available policy options associated with implementing a wage floor
- Present Council with research surrounding wage floors in Texas
- Provide fiscal impact of mandating minimum wage floor, or “living wage” on City contracts
- Provide a potential path forward for Council consideration

# Definition

- Living Wage - a wage that is high enough to maintain a normal standard of living
- Due to subjective nature of “living wage,” the term “wage floor” is used for this briefing and is assumed to be \$10.37 per hour, as discussed by Council at the August 3, 2015 briefing

# What are the City's options?

- Council can establish a wage floor policy on contracts awarded by the City (excluding construction)
  - Request for Bid or Proposal process can be utilized to contract for impacted services (named option 1 throughout remainder of briefing)
- Establish evaluation criteria for proposal that consider vendor's approach to employee pay rates and any other employee considerations legally permissible (named option 2 throughout remainder of briefing)
- Council can encourage private businesses to participate as was suggested by the Mayor's Task Force on Poverty in 2014
- Council can advocate for raising the minimum wage as part of the City's legislative agenda (State/Federal)
- Council cannot implement a wage floor for private businesses in the city of Dallas
  - Tex. Labor Code § 62.0515(a) prohibits the City from establishing a minimum wage in private employment (other than wages under a public contract)



# Presented to Council on August 20, 2014 - Take Leadership Role in Minimum Wage



MAYOR'S TASK FORCE ON POVERTY

Detailed Description: Establish a City employee and City of Dallas' contractors' employees hourly rate of \$10.25 per hour adjusted to inflation. Encourage other government and private employers to follow this trend.

## WHO'S HELPED BY RAISING THE MINIMUM WAGE?



Note: Statistics describe civilian workers, ages 16+, that would be affected by an increase in the federal minimum wage to \$10.10 over three years, as explained in *Raising the federal minimum wage to \$10.10 would give working families, and the overall economy, a much-needed boost*. The median age of affected workers is 31 years old. Visit [epi.org/issues/minimum-wage](http://epi.org/issues/minimum-wage) for more details.

ECONOMIC POLICY INSTITUTE

# Wage Floor Pros and Cons

## Pros

- Provides workers the opportunity to meet their basic needs
- Increased wages spur economic growth
- Less reliance on government services
- Lower employee turn-over improves service delivery
- Higher wages are associated with greater business investment in employee training, productivity, absenteeism and turnover

## Cons

- May limit competition due to increased labor cost; cost increases are passed along to City/citizens
- Increased record-keeping and level of transparency may discourage potential vendors from competing
- Beneficiaries of increased pay may not be Dallas residents

# Other Government's Policies

- Researched 10 largest Texas cities, by population:
  - Austin currently utilizes a wage floor on defined direct service contracts
  - Houston, San Antonio, Fort Worth, El Paso, Arlington, Corpus Christi, Plano and Laredo have not implemented a wage floor on contracts
- Bexar County has publicly stated it is implementing a wage floor effective October 1, 2015
  - Contract floor - \$11.47/hr, Employee floor \$13/hr
  - To date, no formal policy or ordinance is publicly available
- City of New Orleans will implement a “living wage” effective January 1, 2016
  - Covers all contracts over \$25k and other city financial assistance projects over \$100k - contract floor - \$10.55/hr



# City of Austin's "Living Wage" Policy

- City Council passed a resolution on May 9, 2002
  - Purchasing policy amended in November 2008 to include "living wage" (\$11.39/hr)
- The "living wage" provision applies when all of the following requirements are met. The work:
  - requires labor or work from a similar job classification as a city of Austin employee and the contract employee works 40 hrs. per week;
  - is performed on city property or on city vehicles;
  - is performed on a city contract as a prime contractor; and
  - is for procurement of services that are competitively solicited by the city of Austin;
  - is not a construction project
- Only applies to competitive procurements – Bid and Proposals
  - Emergency and cooperative/inter-local agreements are not applicable

# City of Austin's "Living Wage" Policy (cont'd)

- Austin is currently reviewing its resolution to clarify the language such as:
  - Modifying language to include applicable contract employee, sub-contract, part-time and full-time employees
  - Remove the 40 hr week reference
  - Remove requirement of city job classification similar to service contracting
  - Plan to bring revised resolution to council by the end of the calendar year

# Option 1 – Establish Wage Floor Policy for Defined Contracts

- Every defined contract would have a minimum hourly wage floor for employees directly assigned to work on City contracts
- Compliance and enforcement would be included in the City's contracting language
- Provides Council with a policy option to directly impact salaries of contract employees

# Option 1 - Policy Guidelines

- Policy needs to be written in such a way that:
  - it will be clear to the City's vendors how the wage floor will apply to their contract(s) with the City;
  - it will minimize paperwork/data collection on vendor's part; and
  - the City can ensure compliance with the wage floor

# Key Questions

- What type of contracts will be included?
  - Service contracts – recommended
  - Manufactured products (Goods) – not recommended

## Key Questions (cont'd)

- Who does wage floor apply to?
  - Recommend wage floor be applied to employees, including sub-contractors, directly assigned to the City's contract
  - Possible definitions of assigned work:
    - “work performed under the contract”
    - “employees who provide the deliverables defined in the contract”

## Key Questions (cont'd)

- What level of monitoring and enforcement is expected?
  - Affidavit during contract execution
  - Signage posted at contractor locations
  - City has right to audit payroll upon request – consistent w/Love Field concession
  - Penalties for infraction or non-compliance w/policy is a breach of contract
  - Creation of compliance role within a city department



## Key Questions (cont'd)

- What metric/index should the City use to determine the wage floor?
- Massachusetts Institute of Technology (MIT) publishes a living wage calculator by county
  - <http://livingwage.mit.edu/counties/48113>
  - \$10.37 per hour is their calculated 2014 Living Wage for a single adult with no dependents
- U.S. Department of Health and Human Services Federal Poverty Guidelines
  - Published annually
  - \$9.66 per hour is the 2015 Federal poverty guideline for a family of 3
- \$10.37 was discussed and approved by City Council as a wage floor during the recent (August 12<sup>th</sup>, 2015) airport concession contract amendment



# Potential Fiscal Impact

- The estimated fiscal impact presented to Council on August 3, 2015 included the fully burdened impact over a number of years
- Applying the 43.03% differential on the contracts anticipated to be renewed next fiscal year, would cost the City an estimated \$3 million in FY16, based on contracts assumed to have employees in the lower end of the pay scale
  - Impact was calculated using direct service contracts such as janitorial, grounds maintenance and temporary labor contracts
  - The estimated \$12 million dollar increase will be phased in over a five-year fiscal year period as contracts are renewed

	<b>FY 2016</b>	<b>FY2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Estimated Increase	\$3M	\$11.9M	\$12.2M	\$12.3M	\$12.7M
Estimated Impacted Employee (FTE)*	429	1,704	1,747	1,761	1,818

\*Calculated based on the estimated contract increase divided by hourly differential (43.03% + FICA or \$3.358/hr) divided by 2080 (full-time equivalent)

# Option 2 – Modify Evaluation Criteria for Proposals

- Create a new criteria to specifically address
  - Dallas Workforce Impact – Evaluated based on the proposers ability to demonstrate their approach to employee pay rates and any other employee considerations legally permissible
  - Will be enforced by contract terms
  - Parameters will need to be established
- City uses a 100 point scale for proposal evaluation purposes today
  - EXAMPLE of sample evaluation criterion
    - 30 points – Cost
    - 30 points – Planned Approach
    - 25 points – Experience and Capabilities
    - 15 points – Business Inclusion and Development
    - ?? Points - Dallas Workforce Impact

# Current Labor Contract 90 Day Outlook

- The 90 day outlook is included on the following pages. In summary, we have a total of 11 labor contracts in varying stages as follow:
  - 2 contracts – Advertised to the vending community – OPEN
    - (2)Grounds Maintenance
  - 4 contracts – Evaluation phase - CLOSED
    - Event Set-up - Convention Center
    - Janitorial Services – Convention Center
    - Central Utility Plan Maintenance – Love Field
    - Yard Waste Grinding – Sanitation
  - 5 contracts – Specification development - not advertised to community
    - (4)Grounds Maintenance
    - (1)Janitorial Service

# Upcoming Labor Contracts – Advertised/Evaluation Phase

Description	Solicitation Type	Term (years)	Approx. Contract Amount	Status	Billing Structure	Anticipated Council Date	Comments
Grounds, Maintenance - PKR, EBS, AVI	Bid	4	\$3.3M	Advertised	Per location	Nov-Dec 2015	
Grounds, Maintenance - Litter Pickup for Parks	Bid	4	\$8.7M	Advertised	Per location	Nov-Dec 2015	
Event Set-up at Kay Bailey Hutchison Convention Center	Bid	5	\$2.9M	Evaluation	Per Hour	10/14/2015	Bidder stated minimum employee pay \$9/hr
Janitorial Services at Kay Bailey Hutchison Convention Center	Proposal	5	\$22M	Evaluation	Per Hour	10/14/2015	Proposer stated minimum employee pay \$8-9/hr
Central Utility Plant Maintenance for Love Field (to include facility inspections, maintenance and repairs)	Proposal	4	\$0.3M	Evaluation	Monthly Maintenance	10/14/2015	Minimum hourly rates exceeds \$10.37/hr
Yard Waste Grinding	Bid	3	\$1.7M	Evaluation	Finished Product	10/14/2015	Minimum hourly rates exceeds \$10.37/hr

# Upcoming Labor Contracts – Specification Development

Description	Solicitation Type	Term (years)	Approx. Contract Amount	Anticipated Advertisement	Billing Structure	Anticipated Council Date
Grounds Maintenance – TXDOT Properties	Bid	3	\$9,000,000	30 days	Per Location	Jan-16
Grounds Maintenance - DPD	Bid	3	\$275,000	30 days	Per Location	Jan-16
Grounds Maintenance - DFD, HOU, STS	Bid	3	\$150,000	60 days	Per Location	Feb-16
Grounds Maintenance/Levees - Hensley Field, SAN	Bid	3	\$1,065,000	60 days	Per Location	Feb-16
Janitorial Service - OCA	Bid	3	\$3,000,000	90 days	Per Location	Mar-16

# Proposed Schedule

- September –November 2015
  - Hold stakeholder meetings with both advocacy groups and the vending community to ensure policy goals are viable, measurable and ultimately meet the intended goals of the City Council
  - Provide vendor input to gain consensus on available reporting, compliance requirements and goals
- November-December 2015
  - Take the lessons learned from other agencies, stakeholder input and work with City Attorney's Office on a draft resolution
  - Provide stakeholder input and draft resolution to the Quality of Life Committee for review and recommendations within the next 90 days
  - Intent is to implement wage floor as of January 1, 2016

- Feedback and discussion of options



# Memorandum



CITY OF DALLAS


DATE August 28, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT FY 2015-16 Budget Workshop #9: \$24.4m Reduction Option

On Wednesday, September 2, 2015, the City Council will be briefed on a \$24.4m Reduction Option. The briefing is attached for your review.

Please let me know if you need additional information.



A.C. Gonzalez  
City Manager

c: Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager

Joey Zapata, Assistant City Manager  
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Eric D. Campbell, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager





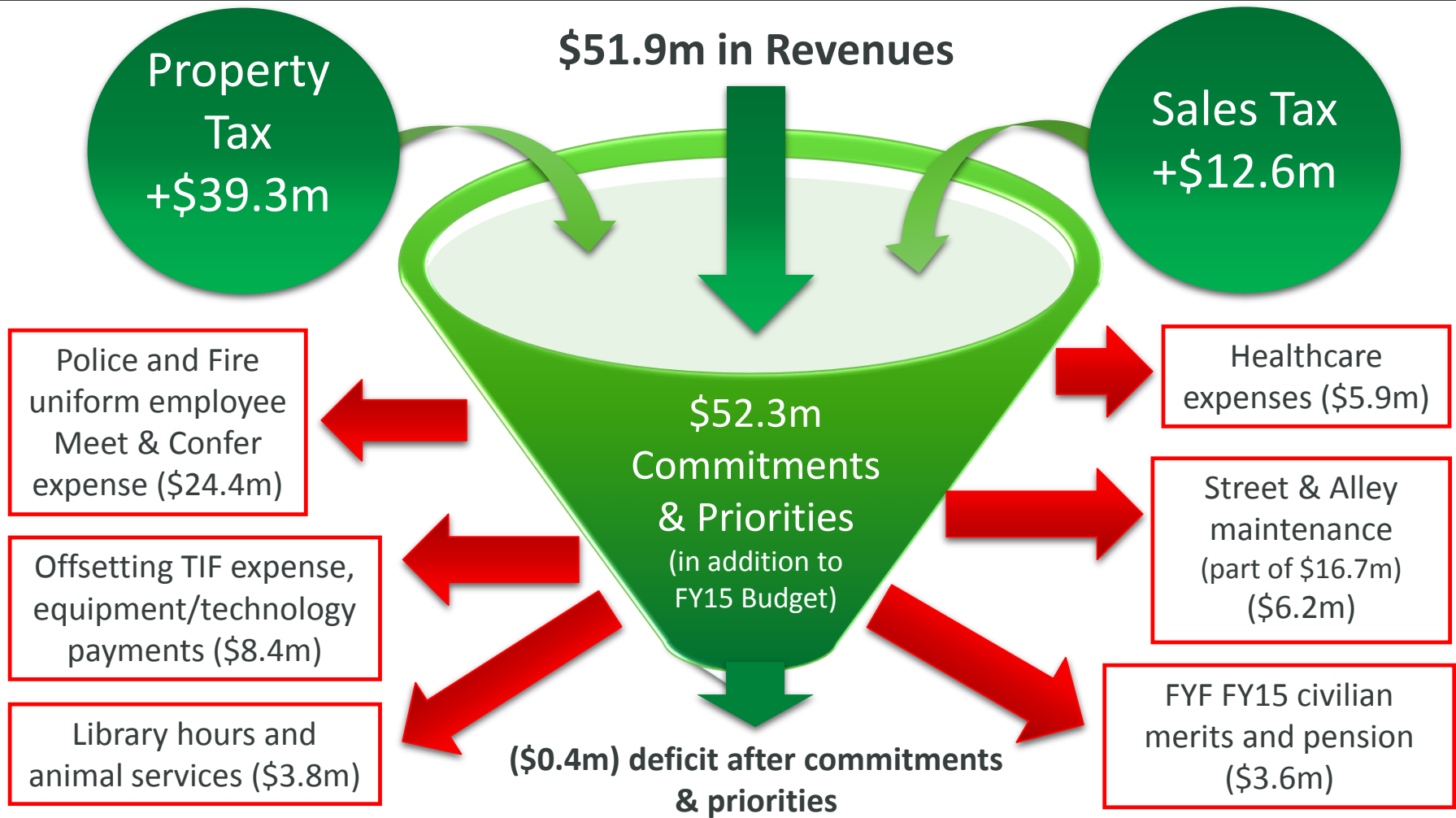
# FY 2015-16 Budget Workshop #9: \$24.4m Reduction Option

City Council Briefing  
Wednesday September 2, 2015

# Overview

- On August 11<sup>th</sup>, City Manager proposed a balanced budget for FY16 totaling \$3.1 billion
- Proposed budget was developed to address on-going commitments and focus on Council priorities that had been identified:
  1. Technology
  2. Citizen top priorities (from survey): maintenance of infrastructure, code compliance, and police
  3. Culture, Arts, Recreation, and Education (CARE) Key Focus Area (KFA)
  4. Cost reductions and efficiencies

# FY16 General Fund Major Revenue and Expense Challenge



# Council Feedback

- Since August 11<sup>th</sup> presentation of City Manager's proposed budget for FY16, Council members have expressed interest in amending proposed budget, including:
  - Elimination of \$3.0m of fund balance for Street and Alley Maintenance
  - Addition of \$7.3m for Street and Alley Maintenance to stop degradation
  - Reduction of property tax rate by \$0.0144 which is \$14.1m of revenue
- Today's briefing provides additional information on above three areas and provides reduction options/impacts totaling \$24.4m

# Street and Alley Funding

- City Council was briefed in April 2015 on condition of streets and alleys
- April briefing included 10-year financial plan to bring system up to 87% satisfaction rating
  - Plan requires 20% increase in street funding and 30% increase in alley funding annually to reach target
  - Additionally, requires 65% of potential \$1 billion 2017 bond program and 65% of potential \$1 billion 2023 bond program to be allocated to streets
  - 10-year plan acknowledged further street degradation would occur prior to implementing 2017 bond program
- April briefing concluded that additional \$16.7m would be needed in FY16 budget

## Use of Fund Balance

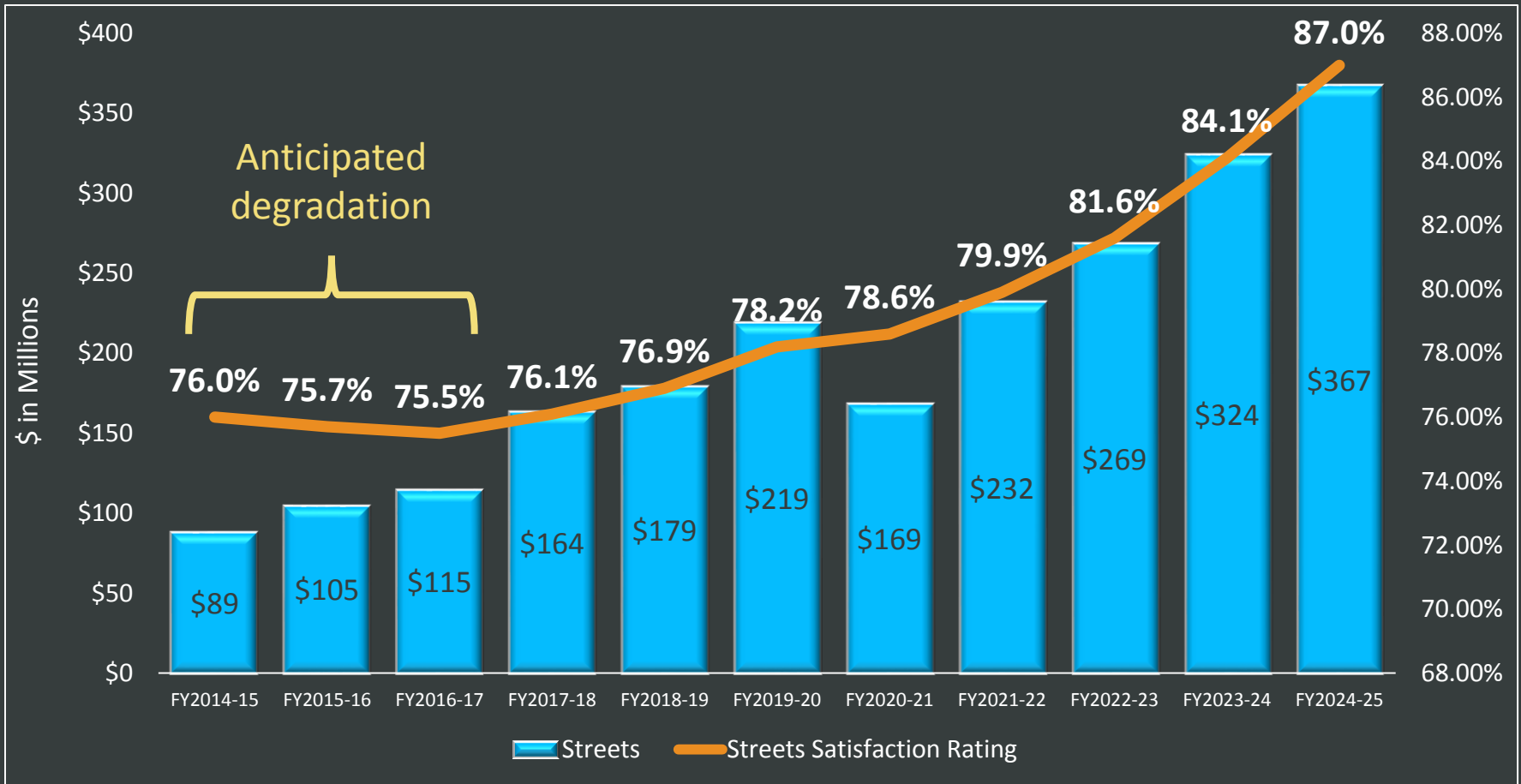
- An amendment to FMPC was proposed to BFA Committee on August 17<sup>th</sup> that would allow use of up to \$3m for one-time capital investment in transportation and/or City facility improvements as long as prior year's ending balance increased by at least 5% and as long as 30-day minimum is maintained
- BFA Committee did not recommend use of \$3.0m from fund balance
- See appendix for more detail

# Street and Alley Funding

## Degradation of Condition

- As noted earlier, 10-year funding strategy acknowledges continued degradation until implementation of future bond program
  - 2.4% annual decline was assumed
  - \$16.7m in proposed budget addresses 87% of decline
- 0% degradation will require extra \$7.3m in funding for FY16 in addition to \$16.7m in proposed budget

# 10 Year Model – Street Expenditures & Impact on Satisfaction Rating (“All-In” Scenario)





# Street and Alley Funding

- In order to fund street and alley improvements in FY16 at a level that will stop degradation and **not** use any of FY14 ending fund balance, \$10.3m funding must be identified

Eliminate use of General Fund FY14 ending fund balance	\$3.0m
Additional funding necessary to have 0% degradation	\$7.3m
Total of additional funds needed	\$10.3m

# Tax Rate Reduction

- During August 19<sup>th</sup> Council briefing on tax rate requirements, several Council members expressed interest in reducing property tax rate and suggested tax rate should be lowered equivalent of \$14.1m
- Property tax revenue of \$14.1m is equal to \$0.0144 tax rate
  - This reduction would lower tax rate by \$0.0144 from proposed rate of \$0.7970 to \$0.7826
- Reduction of property tax rate and revenue will require expenditure reductions of \$14.1m in order to maintain balanced budget

# Tax Rate Change Impact

FY16 residential value is 44.3% and commercial/BPP value is 55.7%. Of the residential, 59.3% is homestead property. Below table shows impact on homestead tax payer.

Tax Rate Change per \$100 Valuation	Revenue Impact	Annual Tax Bill Impact	
		\$100K home with Homestead Exemption	\$218K home (Certified Avg. Value of Homestead)
\$0.01	\$9,786,112	\$8.00	\$17.41
\$0.0144	\$14,092,002	\$11.52	\$25.07
\$0.02	\$19,572,225	\$16.00	\$34.82
\$0.03	\$29,358,337	\$24.00	\$52.22
\$0.0371	\$36,311,370	\$29.68	\$64.59

# Reduction Options and Impacts

Item	Fiscal Impact
Elimination of one-time transfer of \$3m from FY14 ending balance from \$16.7m proposed budget for street and alley improvements	\$3.0m
Addition of funds for street and alley improvement for 0% degradation in FY16	\$7.3m
Reduction of property tax rate by \$0.0144	\$14.1m
Expenditure Reductions necessary to FY16 Proposed Budget	\$24.4m

# Reduction Options and Impacts

- Data available during budget development was used to make FY16 projections
  - Since that time, additional data for commodities market has indicated that City's expense for fuel will be lower in FY16 than projected in proposed budget
  - Potential savings to General Fund for FY16 - \$1.58m
- Tax Increment Financing (TIF) district transfers are determined by City's tax rate
  - Reducing tax rate by \$0.0144 will reduce City's transfer to TIF funds by \$658,522

# Reduction Options and Impacts

- New initiatives in FY16 proposed budget and services which may have lesser or not immediate impact were also reviewed for reduction
- Reductions in this area include initiatives such as:
  - Neighborhood Plus - \$750,000 – Eliminate funding added to Neighborhood Plus program for FY16
  - Park mowing contractual services - \$1.2m – reduce mowing cycles from average of 10 days to average of 14 days
  - Major maintenance of City facilities - \$2.3m – reduce major maintenance repairs at City buildings such as DMA, City Hall garage, and libraries
    - Current needs inventory indicates major maintenance needs in excess of \$167m
    - Continued deferral of major maintenance will lead to more costly repairs later

# Reduction Options and Impacts

- Reductions continued:
  - Underground storage tank removal - \$0.3m – UST removal program will cease and potentially have future impact with TCEQ and EPA
  - Public Safety Officers - \$0.9m – Cancel plan to hire 30 civilians that would allow for redeployment of uniform officers to call-answering duties
- Reduction options outlined on previous two slides equal \$7.7m

# Reduction Options and Impacts

- Following slides identify expense reduction options equal to \$16.7m and impacts identified by departments
- Most reductions are calculated for each department based on variance in FY15 FTE estimate and FY16 proposed FTEs
  - Calculation is based on suggestion that FTE variances represent increases in staffing beyond needed levels
  - Cuts are proportionately allocated based on departmental FTE variances
  - City Auditor's Office excluded from consideration



General Fund Departments	FY15 FTE Budget	FY15 FTE Estimate	FY16 FTE Proposed Budget	Variance for Proposed to FY15 Estimate	FY16 % of Total After Adjustments	Number of FTE to cut by Department	Dollar Cut based on Department Average Salary
Building Services (EBS)	265.40	258.90	255.50	-3.40	0.0%	0.0	0.0
Business Dev and Procurement	32.00	30.60	31.70	1.10	0.3%	0.9	55,469
City Attorney's Office	151.00	145.50	152.90	7.40	1.7%	5.9	537,052
<del>City Auditor</del>	<del>23.10</del>	<del>22.40</del>	<del>25.00</del>	<del>2.60</del>	<del>0.6%</del>	<del>2.1</del>	<del>225,833</del>
City Controller's Office	59.80	53.10	51.70	-1.40	0.0%	0.0	0.0
City Manager's Office	14.00	14.00	14.00	0.00	0.0%	0.0	0.0
City Secretary's Office	17.00	17.00	18.00	1.00	0.2%	0.8	59,075
Civil Service	25.00	23.70	25.00	1.30	0.3%	1.0	80,341
Code Compliance	450.50	399.00	449.10	50.10	11.8%	40.3	2,208,257
Court and Detention Services	175.50	168.90	178.00	9.10	2.2%	7.3	356,311
Fire Rescue	2,109.60	2,066.60	2,117.50	50.90	12.0%	40.9	2,205,789
Housing / Community Services	61.40	56.10	60.50	4.40	1.0%	3.5	233,845
Human Resources	43.00	41.70	46.20	4.50	1.1%	3.6	253,870
Judiciary	40.10	36.10	39.10	3.00	0.7%	2.4	180,532
Library	350.00	320.60	391.00	70.40	16.6%	56.6	2,350,867
Management Services	180.70	178.00	186.30	8.30	2.0%	6.7	392,191
Mayor and City Council	35.50	39.00	35.50	-3.50	0.0%	0.0	0.0
Non-Departmental	1.00	1.00	0.00	-1.00	0.0%	0.0	0.0
Office of Cultural Affairs	71.30	65.30	69.10	3.80	0.9%	3.1	111,074
Office of Economic Development	45.50	36.30	46.00	9.70	2.3%	7.8	684,087
Office of Financial Services	28.00	26.70	27.70	1.00	0.2%	0.8	67,526
Park and Recreation	937.50	835.30	949.70	114.40	25.3%	85.9	2,823,561
Planning and Urban Design	29.30	28.10	40.20	12.10	0.7%	2.5	200,068
Police	4,240.00	4,246.40	4,282.70	36.30	3.3%	11.1	553,055
Public Works	168.00	140.80	164.60	23.80	5.6%	19.1	1,475,216
Sanitation Services	861.40	793.80	861.40	67.60	0.0%	0.0	0.0
Streets Services	598.30	558.30	591.20	32.90	7.8%	26.5	1,241,278
Streets Services- Lights	1.00	1.00	4.00	3.00	0.7%	2.4	113,186
Sustainable Dev and Construction	37.60	34.30	40.50	6.20	1.5%	5.0	354,736
Trinity Watershed Management	17.60	11.80	16.50	4.70	1.1%	3.8	161,334
<b>General Fund Total</b>	<b>11,070.10</b>	<b>10,650.30</b>	<b>11,170.60</b>	<b>520.30</b>	<b>100.00%</b>	<b>340.00</b>	<b>\$16,924,554</b>

# Reduction Options and Impacts

Department	Reduction	Option and Impact
Purchasing	\$55,469	Eliminate 1 Buyer position that will impede City's ability to solicit small dollar (<\$50k) procurements. Work will be allocated from centralized Purchasing office back to departments. Decentralization will eliminate controls, benefits, and potentially lead to higher costs. (1 RIF)
City Attorney	\$537,052	Special projects such as blight remediation and DPFP System pension analysis would be delayed or not supported. New community prosecutor for multi-family would not be added. New northeast community court would not be opened. Training of police recruits in academy would be reduced. (3 RIFs)
City Secretary	\$59,075	Reduce record storage contact by bringing approximately 30,000 boxes, currently in storage, in-house (approximately \$2/box).
Civil Service	\$80,341	Reduce funding for Police Job Analysis project which will lead to continuation of using outdated promotional and entry-level exams. This could lead to potential litigation.
Code	\$2,208,257	Reduce demolition by 75% resulting in 222 less structures being demolished. Reduce number of lots mowed and cleaned by 34% (12,000) by eliminating mowing contract. Eliminate towing and certified notices for junk motor vehicle enforcement.

# Reduction Options and Impacts

Department	Reduction	Option and Impact
Courts	\$356,311	Potential to increase revenue and reduce two additional clerk positions from two courtrooms. This further reduces already assumed cuts identified through Sunset Review and FY16 proposed budget without testing reductions already being proposed.
Fire	\$2,205,789	Hire 57 instead of the planned 80 new recruits hired each fiscal year to keep up with attrition. Falling behind in hiring for attrition will lead to increased overtime in FY17 and subsequent years until hiring is caught up.
Police	\$535,055	Reduction to overtime proposed in FY16 to address violent crime.
Housing	\$233,845	Reduce funding for emergency home repair for Seniors program
Human Resources	\$253,870	Reduce tuition reimbursement program, DART bus pass subsidy for employees and delay hiring.
Library	\$2,350,867	Eliminate year 2 of 2-year plan to expand library hours and do not hire planned staff to provide the enhanced library services. Delay technology upgrades. Delay purchase of laptops for branches that are needed to facilitate computer classes.

# Reduction Options and Impacts

Department	Reduction	Option and Impact
Mgmt Services	\$392,191	Delay hiring 5 positions which will impact internal control review assistance and data analytics, delay implementation of contaminated soil management program, and reduce funding for siren maintenance.
Judiciary	\$180,532	Reduce funding for associate judges and bailiffs. This further reduces cuts already included in FY16 budget resulting from Sunset Review.
OCA	\$111,074	Reduce funding to Cultural Organizations Program (COP), which provides operational support to established organizations with budgets of \$100,000 or higher. Reduction would be offset by a portion of new Hotel Occupancy Tax allocation, resulting in less HOT funding for new initiatives and other cultural programs.
Economic Develop.	\$684,087	Eliminate City's North Texas Commission Membership. Eliminate Earned Income Tax Credit program. Reduction of Coordinator position would negatively affect international business initiatives (1 RIF), and eliminate two positions or 40% of Business Expansion and Retention Program.
Financial Services	\$67,526	Eliminate senior budget analyst position impacting departments ability to provide analysis and timely response to CMO/Council. (1 RIF)

# Reduction Options and Impacts

Department	Reduction	Option and Impact
Parks	\$2,823,561	Eliminate horticulture program, decrease litter pick-up cycles, reduce pool schedule from 10 weeks to 8 weeks per summer and reduce hours open during each week, reduce recreation center operating hours by a total of 10,920 hours, reduce after-school program by 50%, eliminate subsidized summer camp, eliminate trades positions that repair/maintain park system, reduce programming at Fair Park including year-round Esplanade, and fountains. (Eliminate 59.9 FTEs, 29 RIFs)
Public Works	\$1,475,216	Due to most positions in Public Works being reimbursed from bond funds, only non-reimbursable work can be reduced, which then falls to only a few programs. For these programs, a reduction of 19 FTE's would mean that the street condition assessment program would be eliminated, response time for air pollution complaints would increase, the energy saving program for City facilities would cease thereby causing increased energy consumption and higher utility costs, and the tracking/liaison work on State and Federal projects within the city would be reduced. (19 RIFs) - Red light camera, parking and school bus stop arm citations will need to be transferred to and resolved in municipal courts for those cited and wishing to contest their citation.

# Reduction Options and Impacts

Department	Reduction	Option and Impact
Planning & Urban Design	\$200,068	Eliminate Neighborhood Plus program (3 RIFS)
Streets	\$1,241,278	A reduction of 20.7 FTEs will reduce the amount of planned work on street maintenance projects that otherwise would have been done by increasing the use of overtime or contracted out work.
Street Lights	\$113,186	Reduce maintenance and repairs at Klyde Warren Park Tunnel.
Sustainable Develop.	\$354,736	Eliminate proposed enhancements to Historic Preservation section needed to implement recommendations of Historic Preservation Task Force and eliminate two positions that would delay initiatives on code amendments and Planned Development Districts. (3 RIFs)
Trinity	\$161,334	Eliminate 3.5 FTEs which will reduce city hosted activities and proactive programming within the Corridor from Royal to IH20 and citizen interaction, elimination of programmed lighting at MLK/Cedar Crest, and routine maintenance cycles.
<b>Total</b>	<b>\$16,698,721</b>	<b>60 Reduction-in-Force (RIF)</b>

# Summary

- Council feedback indicates desire for amendments to proposed budget
  - Elimination of \$3.0m of fund balance for Street and Alley Maintenance
  - Addition of \$7.3m for Street and Alley Maintenance to stop degradation
  - Reduction of property tax rate by \$0.0144 which is \$14.1m of revenue
- Reduction of \$24.4m is **not** recommended due to impact on existing service delivery and need for enhanced services in FY16
- \$1.58m reduction from fuel savings is supported

# Next Steps

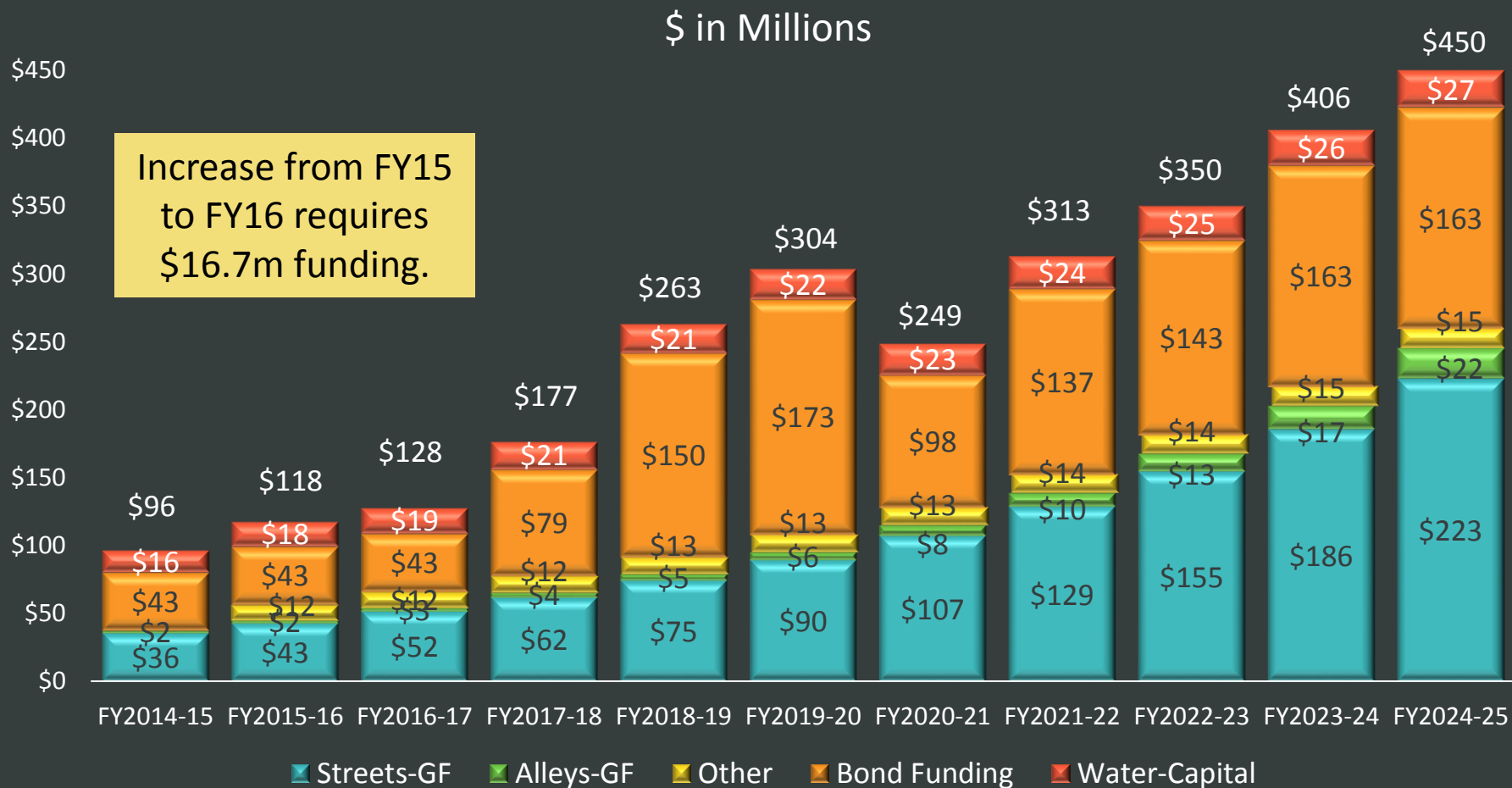
Date	Activity
Wednesday, Sept 9	First Reading of Appropriation Ordinances for FY16
Thursday, Sept 10	Balanced budget amendments are due to City Manager so they can be distributed to full Council following day
Friday, Sept 11	Publish Appropriation Ordinances in newspaper
Wednesday, Sept 16	Second tax rate public hearing
Wednesday, Sept 16	Council amendment workshop and straw votes
Tuesday, Sept 22 (7 a.m.)	Adopt Appropriation Ordinances (including any amendments approved through straw votes) and set Tax Rate
Thursday, Oct 1	Begin fiscal year 2015-2016



# Questions & Discussion

# Appendix

# Street and Alley Funding 10-Year Model-Funding (“All-In” Scenario)



# Street and Alley Funding (Proposed Budget)

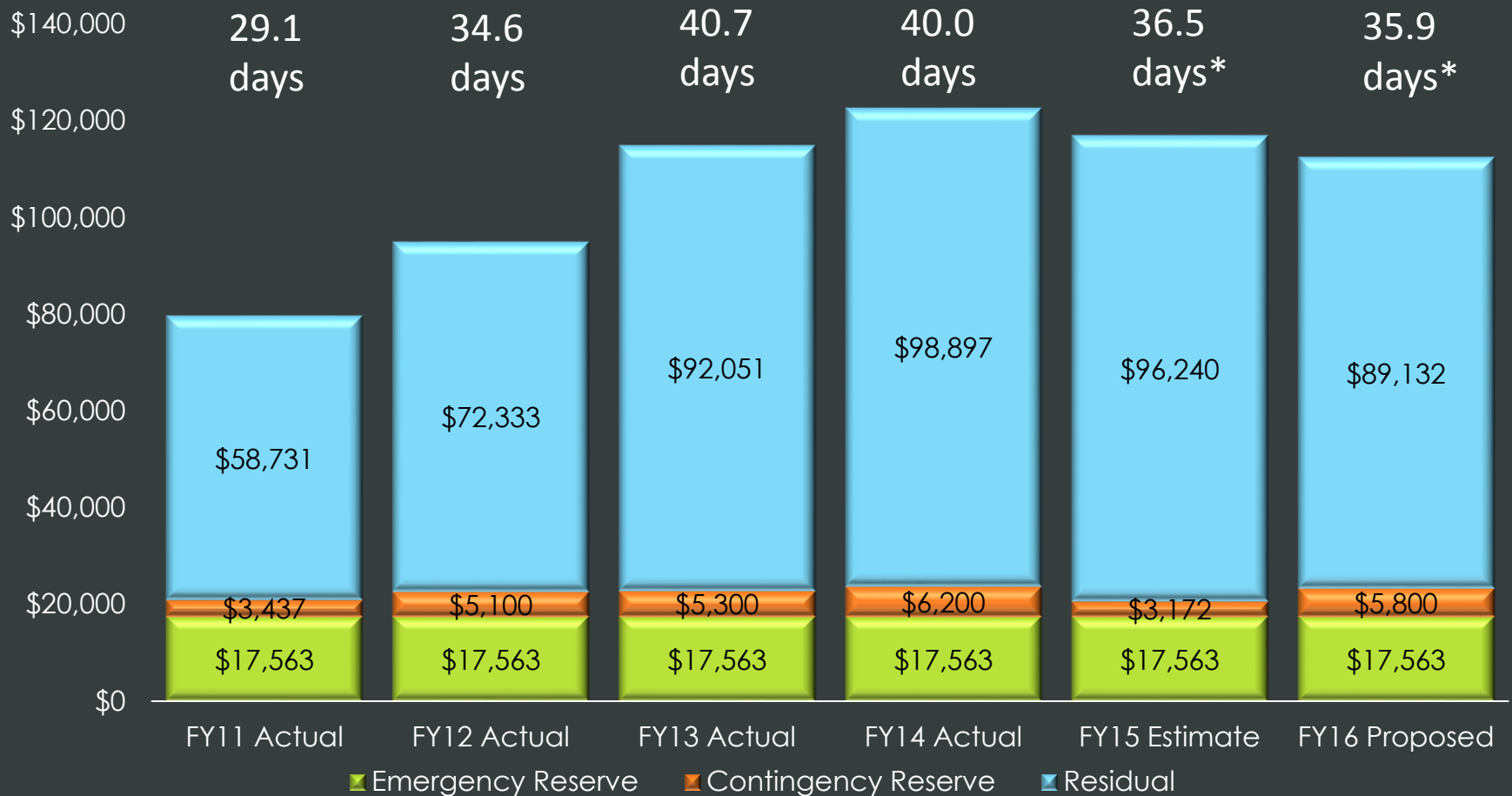
Sources of Funds:	
Property tax revenue above 6.5% growth	\$6.2m
DWU street rental increase from 5% to 6%	5.1m
One-time transfer of excess FY14 General Fund ending balance	3.0m
Establish 1% Sanitation franchise fee (phase to 4% over 4 years)	0.7m
Miscellaneous one-time funds	1.7m
<b>Subtotal Sources of Funds</b>	<b>\$16.7m</b>
Uses of Funds:	
Street Maintenance	\$16.2m
Alley Maintenance	\$0.5m
<b>Subtotal Uses of Funds</b>	<b>\$16.7m</b>
Street and Alley Improvement Fund	\$16.7m
Street Services General Fund Maintenance Budget	\$37.6m
2006 and 2012 Bond Projects (for Streets & Alleys)	\$59.5m
<b>Total FY16 Street &amp; Alley Improvement Budget</b>	<b>\$113.8m</b>

# Use of Fund Balance

- \$3.0m one-time transfer of FY14 excess ending balance was proposed as one of sources of funds for street and alleys
- Currently, City's Financial Management Performance Criteria (FMPC) requires unassigned fund balance to be no less than 30 days of General Fund operating expenditures
  - No criteria currently exists for use of fund balance in excess of 30-day minimum
- Since FY14 ending balance had grown by 6.74% or \$7.75m above FY13 balance, and since 35.9 days is proposed to be maintained in FY16, \$3.0m is included in FY16 budget for street and alley improvements (pending Council approval of FMPC amendment)

# Use of Fund Balance

## Reserve Levels (\$ in Thousands)



Notes: FY15 estimate includes Council approved uses of Contingency Reserve throughout FY15 and assumes \$3.0m to be used for streets and alleys as part of FY16 budget. Reduction from FY15 estimate to FY16 proposed is due to transfer of \$7m of balance to establish 30-day reserve fund for Sanitation Enterprise Fund.

# Memorandum



DATE August 28, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT **Aquatics Master Plan Update Briefing**

On Wednesday, September 2, 2015, the Dallas City Council will be briefed on the Aquatics Master Plan Update. The briefing materials are attached for your review.

Please let me know if you have any questions or need additional information.



Willis C. Winters, FAIA, Director  
Park and Recreation Department

## Attachments

c: A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
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Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# Aquatics Master Plan Update

Dallas City Council

September 2, 2015





# Purpose of Briefing

- June 17, 2015 City Council approved professional services contract for 2015 Aquatics Master Plan Update
  - Council requested a briefing in advance of public input meetings
- Provide history of Dallas Aquatics
- Provide information on existing pools in the Dallas park system
- Provide findings for *2012 Aquatics Facilities Master Plan*
- Provide scope of work for *Aquatics Facilities Master Plan 2015 Update*
- Discuss data and preliminary recommendations for the *Aquatics Facilities Master Plan 2015 Update*
- Solicit feedback on the preliminary findings
- Next Steps

# Dallas Aquatics Background

## 1920 -1990

- First pool built in 1921 at Lake Cliff Park and removed in 1958
  - Replaced by Kidd Springs pool
- Tietze and Grauwyler pools were built in 1947
- By 1980 City operated over 80 pools – mostly small neighborhood wading pools
- Between 1980 and 1990 pool attendance dropped from 310,000 to 141,000
- Decreases in pool operational funding resulted in pool closings and shorter pool seasons



Lake Cliff Park

Courtesy of the Dallas Municipal Archives

# Dallas Aquatics Background

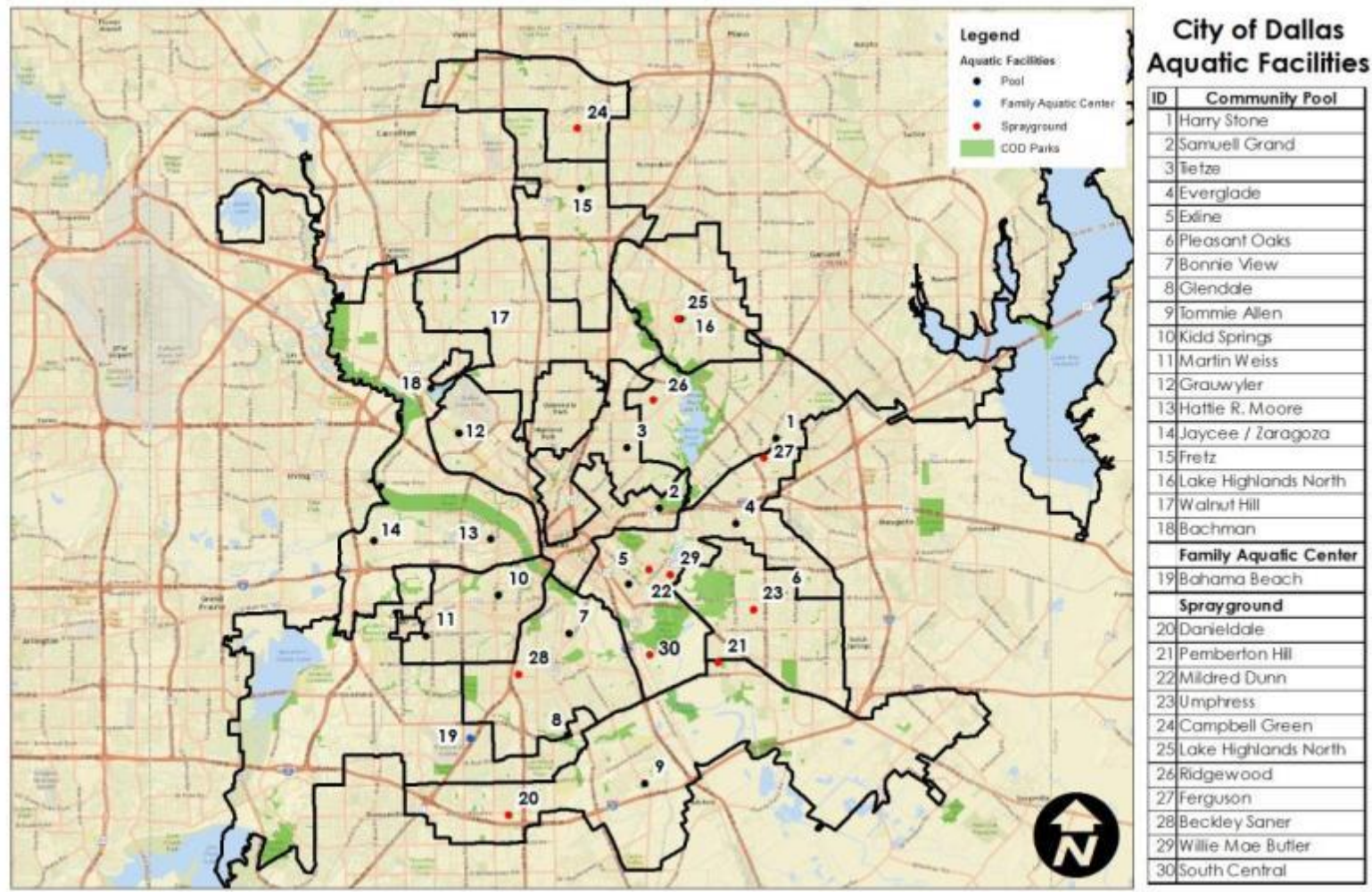
## 1990 - Present

- By 2000 all wading pools closed due to low attendance and new state health and safety codes
- 2001 Aquatics Plan recommended
  - Six regional aquatic facilities
  - Multiple spraygrounds
- Progress from the 2001 Plan to date:
  - Bahama Beach – opened 2005
  - Eleven spraygrounds – opened 2001 to 2015
- Average community pool attendance in the previous 3 years has been 104,000

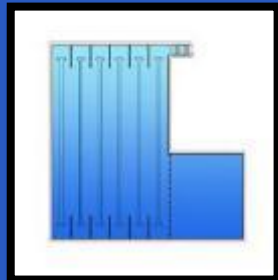




# Existing Aquatic Facilities



82'-105' Length



82' Length

# Existing Pools

Annual attendance in 2014 and age of pools:

<u>Park Site</u>	<u>2014 Attendance</u>	<u>Daily Average Attendance</u>	<u>Year Built</u>
Bonnie View	1,542	31	1963
Everglade	3,227	54	1975
Exline	1,871	37	1957
Fretz (swim lessons, only)	3,959	NA	1970
Glendale	2,604	50	1949
Grauwyler	1,326	25	1947
H. R. Moore	2,630	41	1974
Harry Stone	8,780	113	1958
Jaycee Zaragoza	2,416	47	1974
Kidd Springs	12,742	138	1958
Lake Highlands North	15,576	203	1970
Martin Weiss	10,471	140	1953
Pleasant Oaks	7,775	116	1958
Samuell Grand	8,978	153	1953
Tietze	10,397	123	1947
Tommie Allen	3,365	66	1970
Walnut Hill	<u>7,052</u>	121	1954
<b>Total:</b>	<b>104,711</b>		

# Existing Pools

Annual attendance in 2014 and age of pools:

<u>Park Site</u>	<u>2014 Attendance</u>	<u>Daily Average Attendance</u>	<u>Year Built</u>
Bachman Indoor Pool	24,504	82	1980
Bahama Beach Aquatic Center	50,543	743	2005



# Existing Pools

- 2014 O&M Costs, Revenues, and Cost Recovery:

<u>Park Site</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Cost Recovery</u>
Bonnie View	\$ 2,129	\$ 67,948	3.13%
Everglade	\$ 6,044	\$ 48,067	12.57%
Exline	\$ 2,517	\$ 38,518	6.53%
Fretz	\$ 16,099	\$ 44,617	36.08%
Glendale	\$ 3,416	\$ 59,390	5.75%
Grauwylor	\$ 2,025	\$ 27,093	7.47%
H. R. Moore	\$ 4,298	\$ 51,305	8.38%
Harry Stone	\$ 19,857	\$ 35,508	55.92%
Jaycee Zaragoza	\$ 4,381	\$ 88,257	4.96%
Kidd Springs	\$ 26,791	\$ 61,784	43.36%
Lake Highlands North	\$ 34,283	\$ 55,737	61.51%
Martin Weiss	\$ 22,893	\$ 82,434	27.77%
Pleasant Oaks	\$ 17,704	\$ 42,107	42.05%
Samuell Grand	\$ 14,712	\$ 68,893	21.36%
Tietze	\$ 26,967	\$ 57,358	47.01%
Tommie Allen	\$ 5,533	\$ 61,867	8.94%
Walnut Hill	\$ 13,984	\$ 38,317	36.50%
Subtotal:	\$223,633	\$ 929,200	
Aquatics Coordination / Pool Mechanics:		\$ 254,156	
<b>Total:</b>		<b>\$1,183,356</b>	<b>18.90%</b>
Cost per visit			\$9.31

# Bahama Beach Aquatic Center

Revenues, O&M Costs, and Cost Recovery:

<u>Year</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Cost Recovery</u>	<u>Attendance</u>
• 2012	\$ 599,778	\$ 816,377	73.47%	55,345
• 2013	\$ 617,820	\$ 923,462	66.90%	50,953
• 2014	\$ 579,662	\$ 834,477	69.46%	50,543

Note: Bahama Beach is larger than the Regional Family Aquatic Center that was proposed in the 2012 Aquatic Master Plan





# Existing Pools

- Pools range in age from 40 to 68 years old and are past the end of their useful life
- Pools are physically and functionally obsolete
- Pools are programmatically outdated
- Pools do not have features and attractions that are popular with today's users, such as zero-depth entries, interactive play areas, and geysers
- Pool system is geographically inefficient
  - Overlapping service areas
  - Gaps in service areas



# Recent Progress

- May 11, 2013 Referendum for the sale of park land that included Elgin B. Robertson (EBR) Park was approved by the voters
- May 16, 2013 Park and Recreation Board adopted:
  - 2012 Aquatics Master Plan (MP)
  - Resolution to use proceeds from EBR land sale for Aquatics MP
- May 15, 2015 Elgin B. Robertson land sale was closed in the amount of \$31.8M

# 2012 Aquatics Facilities Master Plan

- Evaluated the current aquatic system
  - 17 community pools – physically and functionally obsolete
- Reviewed aquatic user groups
  - Recreation, instruction, competition, and wellness
- Reviewed national aquatic trends
  - **Bigger, better and fewer facilities for increased public attendance and operational sustainability**
- Developed master planning options





# Summary of Considered 2012 Master Plan Options

- **Baseline – Replace existing pools**
  - \$57,800,000 investment
  - Does not meet current aquatic trends
  - Actual system attendance = 104,711
  - Attendance will not change substantially if pools are replaced with the same model
- **Option 1 – 10 Community Family Aquatic Centers (FACs)**
  - \$55,000,000 investment
  - Reduces operational subsidy
  - Potential system attendance = 250,000
- **Option 2 – 6 Regional FACs**
  - \$52,200,000 investment
  - Lowest operational subsidy
  - Potential system attendance = 270,000



# Facility Type: Community FAC



## Features:

- 3,500–5,500 square feet of water
- Open flume slide
- Tot slide
- Zero entry beach
- Interactive play feature
- Raindrop feature
- Interactive geysers
- 4 lap lanes (lessons, lap swim, swim teams, aerobics)
- Bath house / concession building
- Filtration building
- Shade structures

Cost per pool: \$5.5M

(Total project cost, not including land acquisition in 2015 dollars)

Service area: 4-mile radius

Average attendance: 25,000



# Facility Type: Regional FAC

## Features:

- 7,500–9,500 square feet of water
- Open and closed flume slide
- Tot slide
- Zero entry beach
- Tot pool/pad
- Group pavilions
- Lazy river
- Raindrop
- Shade structures
- Interactive play feature
- Interactive floor geysers
- Bath house / concession building
- Filtration building
- 8 lap lanes to accommodate swim meets

Cost per pool: \$8.7M

(Total project cost, not including land acquisition in 2015 dollars)

Service area: 6-mile radius

Average attendance: 45,000





# 2012 Master Plan Adopted Option

- Option 3: “Hybrid” option – 3 regional FACs (including Bahama Beach), 5 community FACs, and 2

- 
- The map displays the Dallas metropolitan area with various facilities marked. A legend box on the right side of the map provides the following information:
- REGIONAL FACILITIES**
    - 12. NORTH
    - 13. CENTRAL
    - 14. SOUTH
  - COMMUNITY FACILITIES**
    - 15. SITE A
    - 16. SITE B
    - 17. SITE C
    - 18. SITE D
    - 19. SITE E
  - NEW SPLASH PADS**
    - 20. KLEBERG RYLIE
    - 21. PARK IN THE WOODS
    - 22. SOUTH CENTRAL PARK
- The map shows the locations of these facilities across the region, with major highways like I-75, I-35, and I-20 visible. The facilities are numbered 12 through 22, corresponding to the legend.



# Family Aquatic Center



Meade Park Family Aquatic Center in  
Charlottesville, Virginia






# Scope for 2015 Master Plan Update

- Review and document changes in demographic data
- Update recommendations on the types of aquatic facilities
  - Aquatics Master Plan to provide impact to the greatest number of users in the shortest period of time
- Recommend locations for new aquatic facilities based on site considerations and public input
- Evaluate conceptual plans for site suitability for recommended facilities
- Prepare master plan for phased approach for future improvements at Bahama Beach
- Prepare probable project costs for new aquatics facilities
- Conduct four public input meetings
- Provide analysis of financial performance for new facilities

# Work Performed To Date

- Notice to Proceed to consultant to begin contract work was issued on July 15, 2015
- Consultant has performed following work to date:
  - Updated data from the 2012 Aquatic Facilities Master Plan
  - Updated cost estimates to 2015 dollars
  - Developed proposed site selection criteria
  - Developed preliminary recommendations for the Master Plan
- The value of the work performed so far:
  - Allows for the evaluation of potential aquatic center locations
  - Allows for preparation for public input meetings

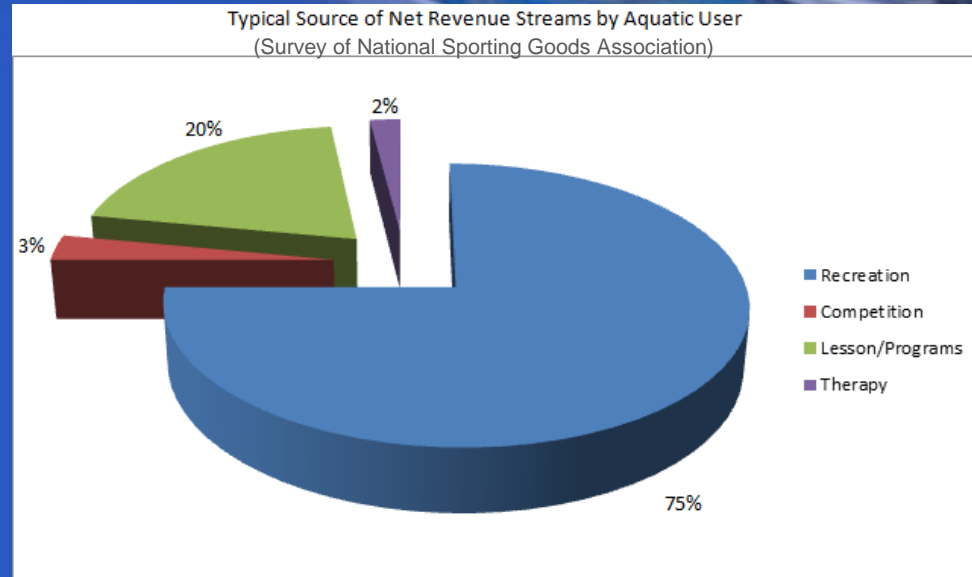


# 2015 Aquatics Plan Considerations and Updates

Aquatic Trends  
Planning Criteria  
Demographics  
Existing Pool Usage  
Site Evaluations

# Types of Aquatic Programming

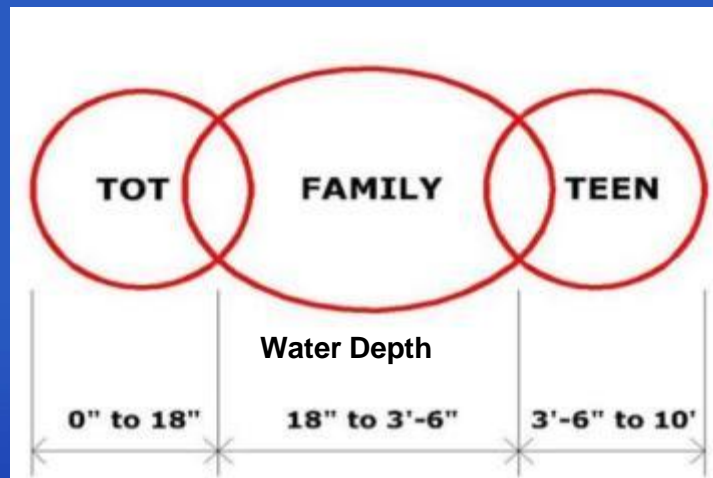
- Recreation 75%
- Instructional 20%
- Competition 3%
- Wellness and Therapy 2%





# Recreation

- Tots
- Families
- Teens
- Young Adults / Seniors
- The “Family Aquatic Center” Concept



# Texas Family Aquatic Centers

*(Survey of 15 Texas Facilities)*

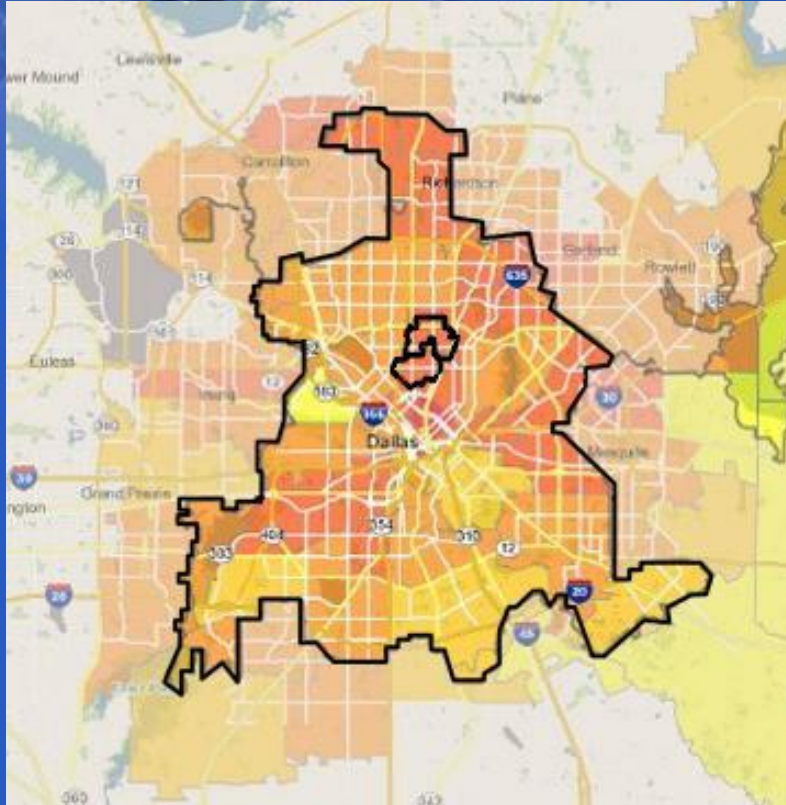
- Typical admission \$5 - \$8
  - Typical non-resident adult admission \$6
  - Average child admission \$3 - \$4
  - Child 3 and under/seniors – typically free
- Average number of staff (one shift) 15-20
- Average season attendance 25,000
  - High season attendance 55,000
  - Low season attendance 15,000
- Average cost recovery rate 80–90%





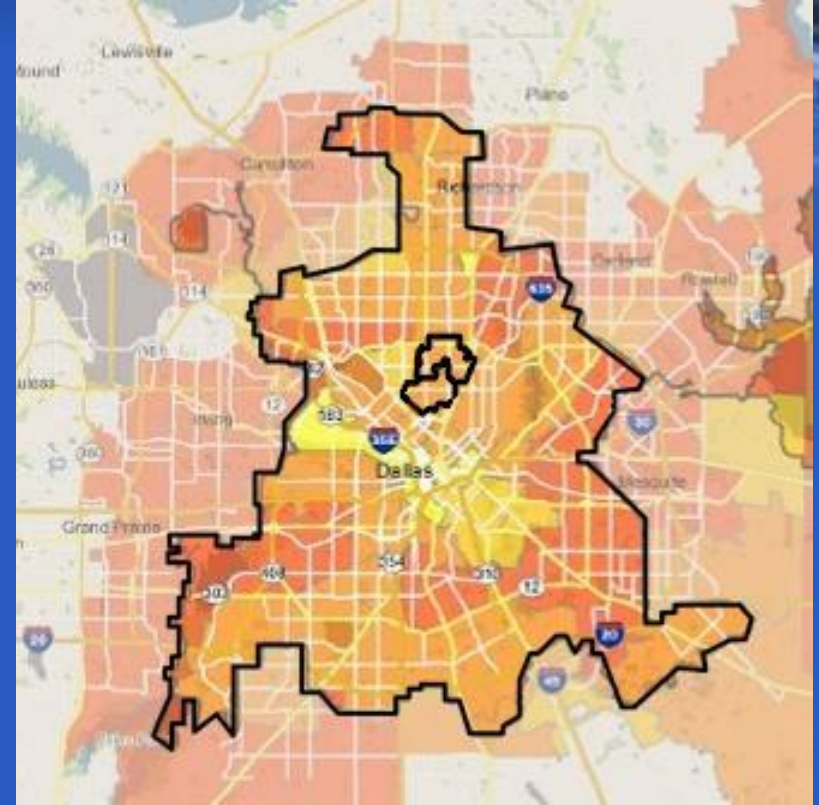
# Population Density

## General Population



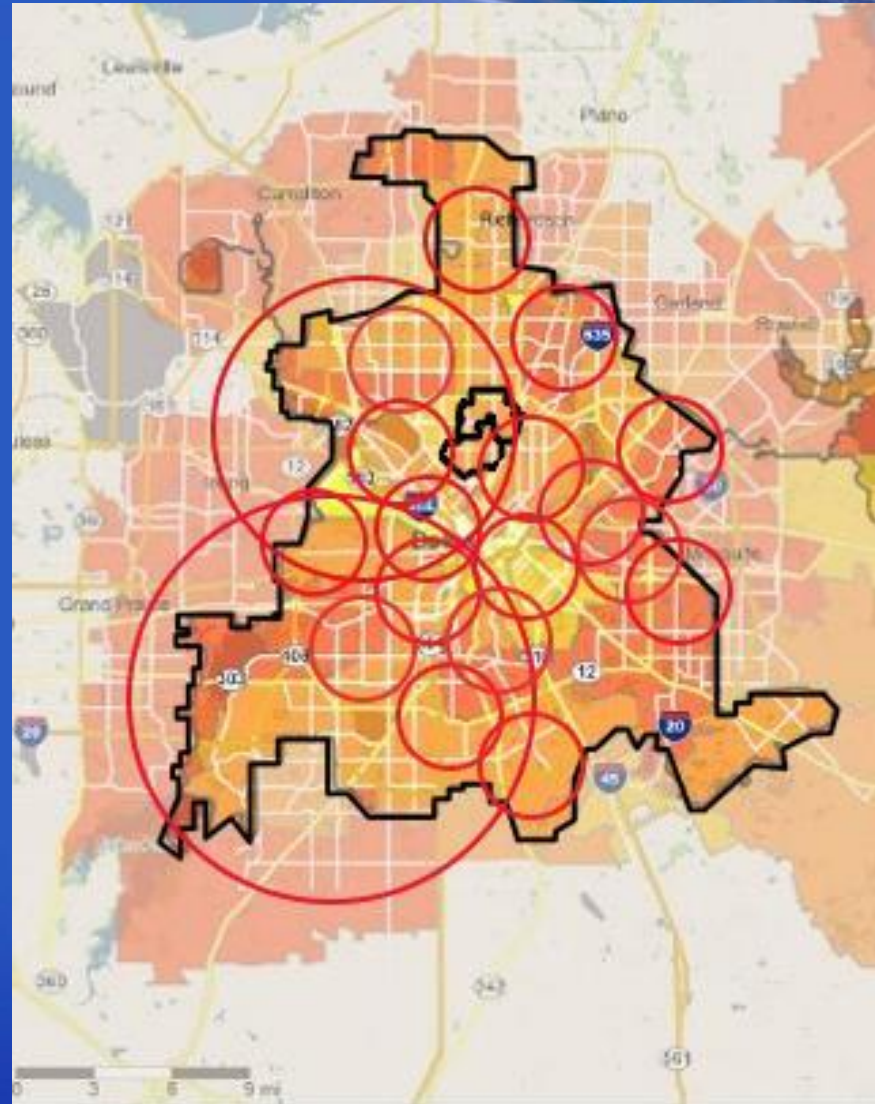
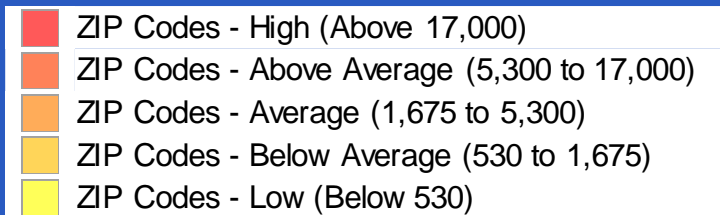
- ZIP Codes - High (Above 10,875)
- ZIP Codes - Above Average (4,400 to 10,875)
- ZIP Codes - Average (1,775 to 4,400)
- ZIP Codes - Below Average (720 to 1,775)
- ZIP Codes - Low (Below 720)

## Households With Children Under 18



- ZIP Codes - High (Above 17,000)
- ZIP Codes - Above Average (5,300 to 17,000)
- ZIP Codes - Average (1,675 to 5,300)
- ZIP Codes - Below Average (530 to 1,675)
- ZIP Codes - Low (Below 530)

# Existing Pools with Population Map of Households Under 18





# Recent Park Board Input

- Provide Equal Level of Service (North, Central, South)
- Consider Population Density and Median Age Groups
- No “Cookie Cutter” Solutions
- Consider Highly Supported Existing Pools
- Consider Vegetation, Topography, Site Character
- Don’t Remove Existing Pools Until Impact of New Family Aquatic Centers on Usage is Known
- Start with Facilities that Will Serve the Greatest Number of Users in Phase One
- Consider Maintenance Needs of Existing Pools While Plan is Being Implemented

A background image of a swimming pool with people. The pool is blue, and there are several people in the water and on the pool deck. The image is slightly blurred and has a blue tint.

# Additional Planning Guidelines

- Stretch funds by avoiding land acquisition costs
- Incorporate Bahama Beach and Bachman indoor pool into the overall plan
- Provide diverse and unique aquatic facilities
- Primary focus - upgrade the City's outdoor recreation pool system
- Plan should be operationally sustainable
- Build on existing strengths (support/revenue)



# Master Plan 2015 Update

## Step One

Financial Impacts of Bahama  
Beach and Bachman Indoor  
Were Added into the Updated  
Preliminary Plan

# Bahama Beach Water Park

2014

- Expenses: \$834,477
- Revenue: \$579,662
- Attendance: 50,543
- Cost Recovery: 69.46%
- Admission: \$9 - \$15

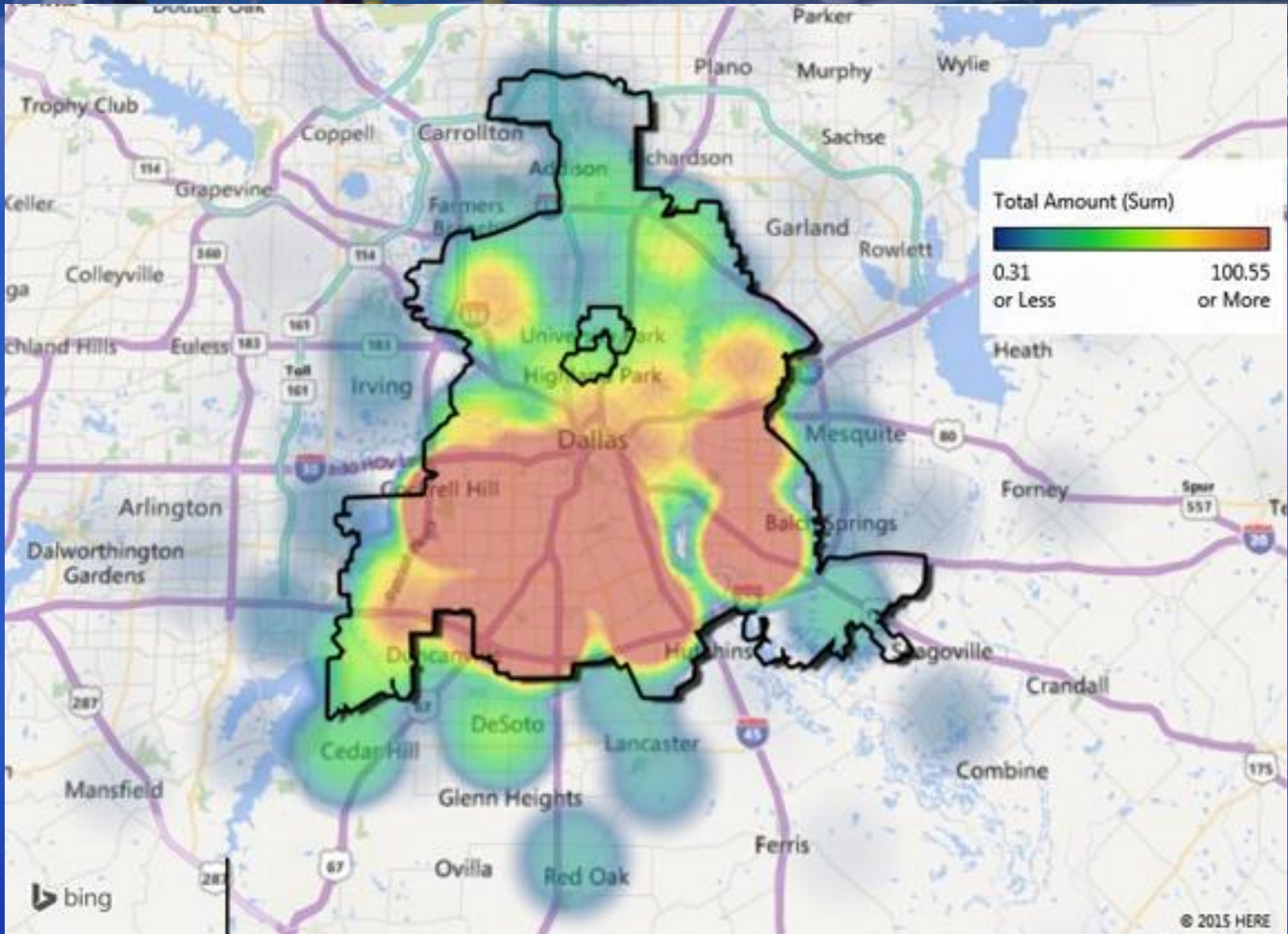


## Recommendation

*Continue to Maintain and Invest in Bahama Beach  
to Help Offset Higher Subsidy Smaller Aquatic Facilities*



# Bahama Beach City-Wide Draw



# Bachman Indoor

2014

- Expenses: \$161,991
- Revenue: \$ 70,787
- Attendance: 24,504
- Cost recovery: 44%
- Admission: \$ 3



## Recommendations

- *Continue to maintain and invest in Bachman indoor pool as a city-wide wellness and program facility*
- *Contingent upon the current maintenance facility relocation - consider Bachman Lake Park for an additional Regional Family Aquatic Center*

A background image of a swimming pool with several people. In the foreground, a person is sitting on the edge of the pool. In the background, other people are standing or sitting in the water. The pool has a curved edge and a blue interior.

# Master Plan 2015 Update

## Step Two

Group Existing Pools into Three  
Geographic Regions  
(North, Central, and South)  
+/- 350,000 to 400,000 Population Each



# Existing Aquatic Facilities 2015

## North

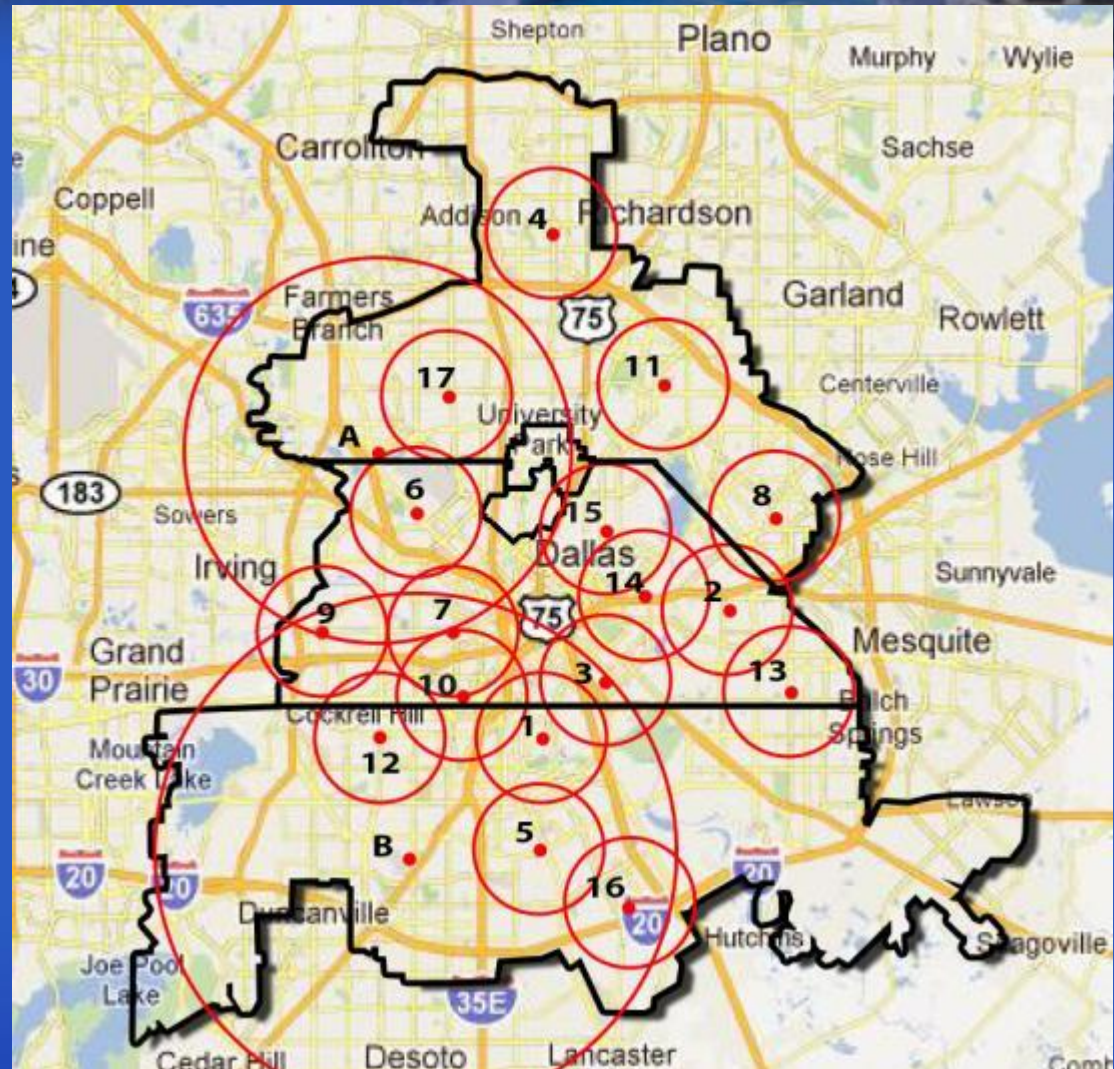
- Bachman Indoor (A)
- Lake Highlands North (11)
- Harry Stone (8)
- Walnut Hill (17)

## Central

- Kidd Springs (10)
- Tietze (15)
- Samuell Grand (14)
- Pleasant Oaks (13)
- Everglade (2)
- Grauwyler (6)
- Jaycee Zaragoza (9)
- H.R. Moore (7)
- Exline (3)

## South

- Bahama Beach (B)
- Martin Weiss (12)
- Tommie Allen (16)
- Glendale (5)
- Bonnie View (1)





# Master Plan 2015 Update

## Step Three

Develop a Preliminary Update to the  
2012 Aquatics Plan Considering an  
Equal Level of Service for the Three  
Regions of Equal Population  
(350,000-400,000) –  
North, Central and South



## **Current Approved 2012 Plan**

- 3 Regional Family Aquatic Centers
- 5 Community Family Aquatic Centers

## **2015 Preliminary Updated Plan**

- 3 Regional Family Aquatic Centers
- 3 Community Family Aquatic Centers
- 3 Neighborhood Family Aquatic Centers



A background image of a swimming pool with several people. In the foreground, a person is sitting on the edge of the pool. In the background, other people are standing and swimming. The pool has a curved edge and a circular section on the right.

# Master Plan 2015 Update

## Step Four

Update the Proposed Site Selection Criteria  
by Facility Type  
(Regional, Community and Neighborhood)

# Site Selection Criteria From 2012 Approved Master Plan

- Preference given to existing park sites
- Adequate developable area on site
- Potential users (census data)
- Proximity to other public aquatic facilities
- Accessibility (auto, bus, train, etc.)
- Adjacent to other public facilities (parking, recreation centers, sports fields, schools)

# Additional Proposed Site Selection Criteria

- **Regional Family Aquatic Center (RFAC)**
  - 4 Acres for Pool/Bathhouse and Parking
  - 100-Car or More Parking (Existing or Space to Add)
  - Easy Public Access (DART, Autos, Bicycles)
  - Minimize Overlap with Other Area Providers
- **Community Family Aquatic Center (CFAC)**
  - 3 Acres for Pool/Bathhouse and Parking
  - 50-Car Parking
  - Easy Public Access (DART, Autos, Bicycles)
  - No Overlap with Other CFAC Facilities
  - High Public Usage/Support
- **Neighborhood Family Aquatic Center (NFAC)**
  - 2 Acres for Pool/Bathhouse
  - Only ADA Parking Required
  - High Public Usage/Support

*Note: All Selected Sites Should Minimize Removal of Trees and Existing Recreation Facilities* 38

A background image of a swimming pool at night. Several people are visible in the pool, and a slide is visible in the background. The text is overlaid on this image.

# Master Plan 2015 Update

## Step Five

### Evaluate the Pools by Usage



# Pool Usage

POOL	PAID ATTENDANCE (2014)	EXPENSE RECOVERY PERCENTAGE
<b><u>North Sector</u></b>		
Bachman Indoor	24,504	44%
Lake Highlands	10,162	62%
Walnut Hill	6,052	37%
Harry Stone	5,627	56%
Fretz	N/A (Lessons only)	36%
Midtown	New Potential Site	N.A.
<b><u>Central Sector</u></b>		
Samuell Grand	7,645	42%
Kidd Springs	6,913	43%
Tietze	6,179	47%
Pleasant Oaks	5,803	48%
Everglade	2,716	13%
Jaycee Zaragoza	2,372	5%
H.R. Moore	2,029	8%
Exline	1,871	7%
Grauwylar	1,229	7%
<b><u>South Sector</u></b>		
Bahama Beach	50,543	74%
Martin Weiss	7,005	28%
Tommie Allen	3,283	9%
Glendale	2,524	6%
Bonnie View	1,542	3%
Crawford	New Potential Site	N.A.
Singing Hills	New Potential Site	N.A.

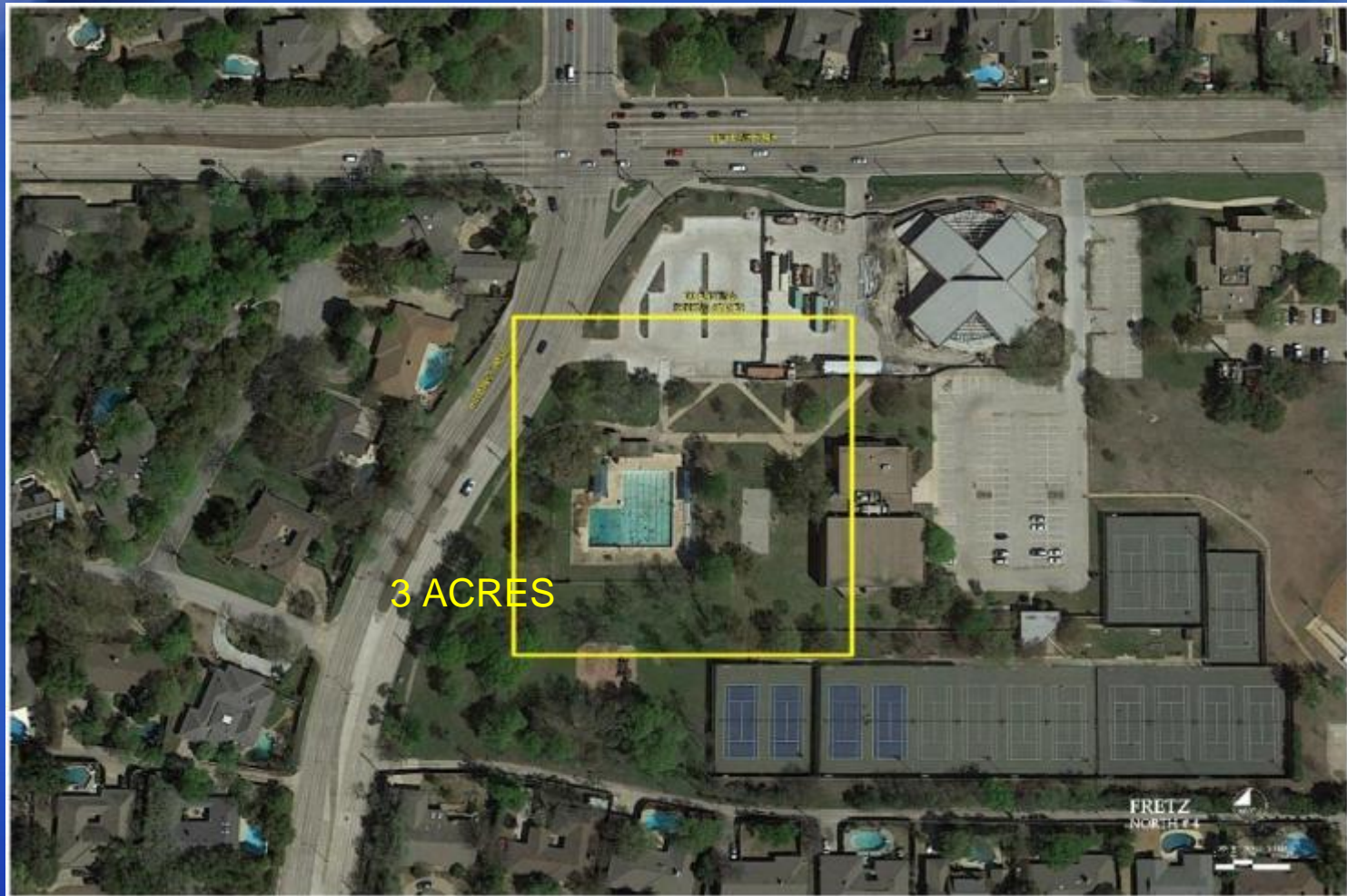


# Master Plan 2015 Update

## Step Six

Evaluate Potential Sites for  
Suitability of Regional,  
Community and Neighborhood  
Family Aquatic Centers (FACs)

# Fretz (North Regional FAC)





# Samuell Grand (Central Regional FAC)



# Crawford (South Regional FAC)





# Preliminary Recommendations for Regional FAC Sites

## North

- **Fretz**
- Bachman (future)

## Central

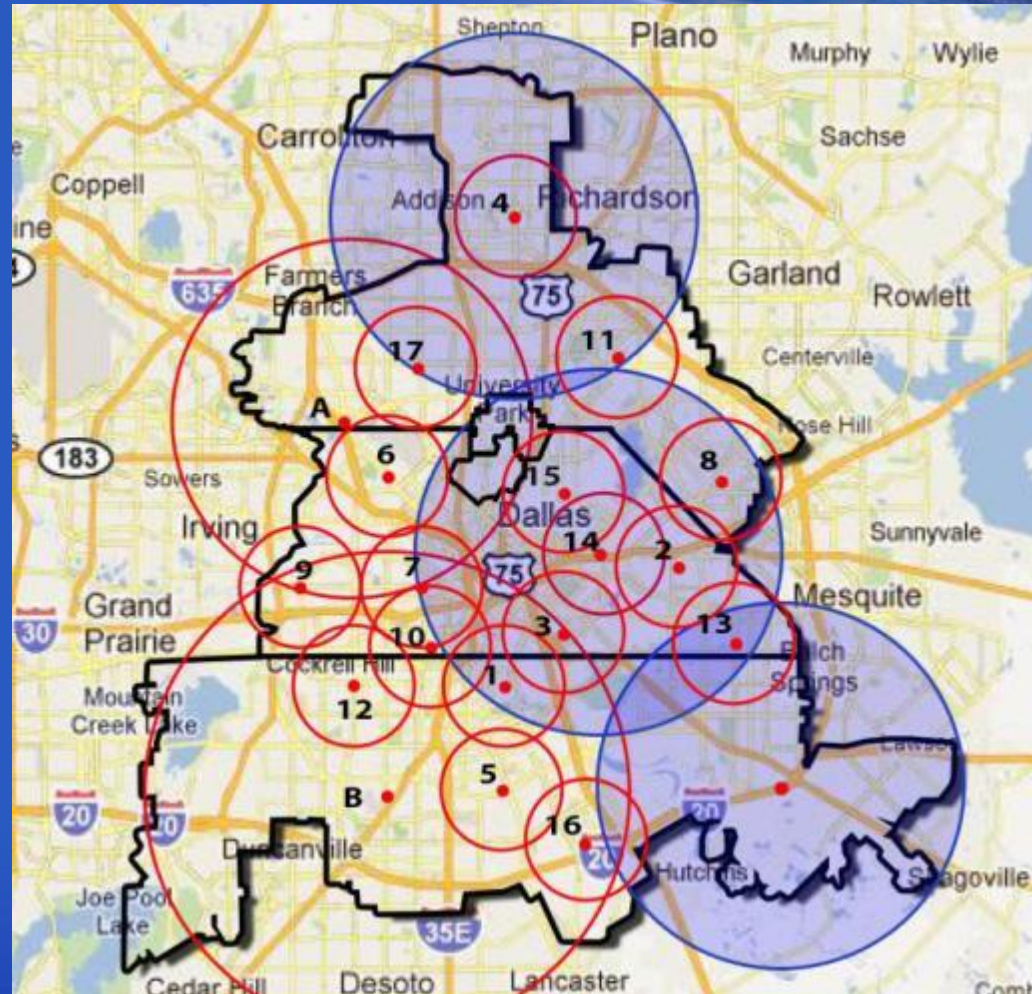
- **Samuell Grand**

## South

- **Crawford**

## Existing City-Wide

- Bachman Indoor
- Bahama Beach



# Lake Highlands North (North Community FAC)



Note: Developing a Community FAC at this site may require removing 1 or 2 soccer fields



# Midtown (North Community FAC – Possible Future Facility)





# Kidd Springs (Central Community FAC)



# Singing Hills (South Community FAC)





# Preliminary Recommendations for Community FAC Sites

## North

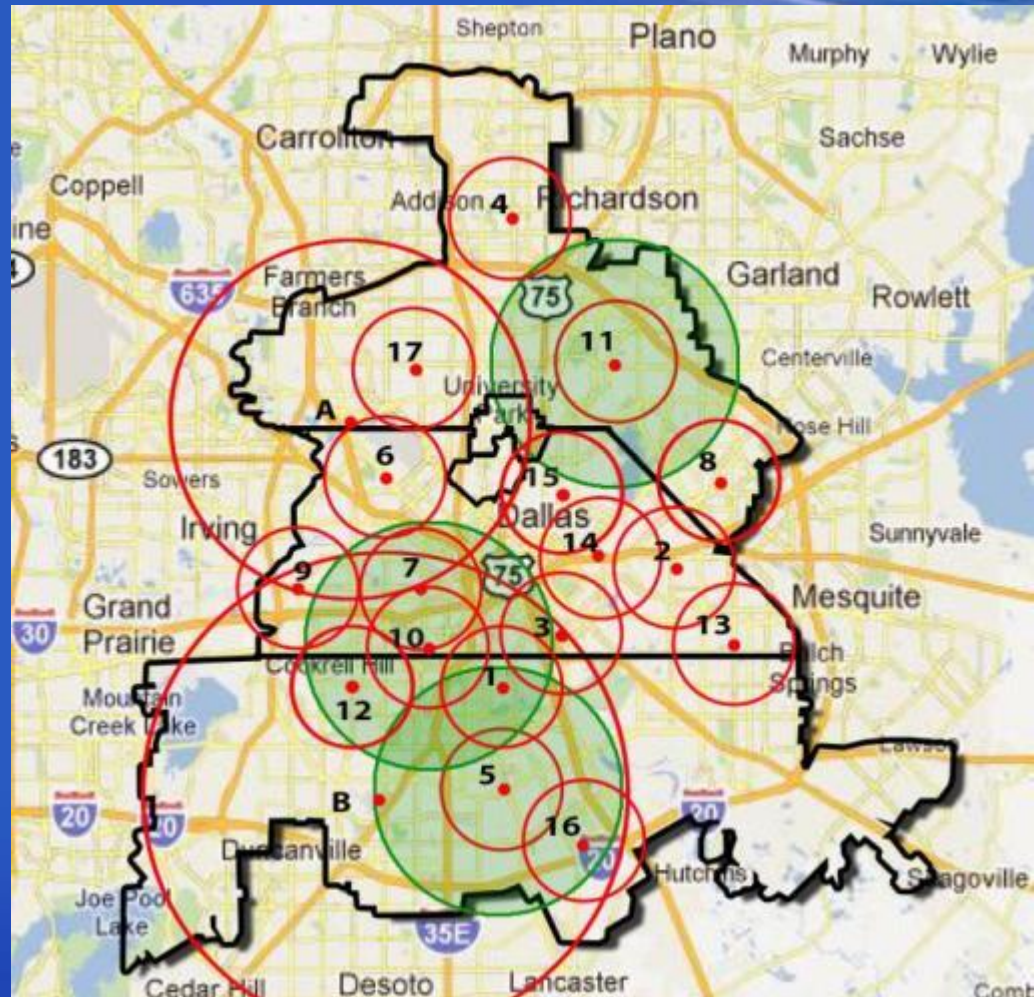
- **Lake Highlands**
- Midtown (Future)

## Central

- **Kidd Springs**

## South

- **Singing Hills**



# Harry Stone (North Neighborhood FAC)





# Tietze (Central Neighborhood FAC)





# Martin Weiss (South Neighborhood FAC)



# Preliminary Recommendations for Neighborhood FAC Sites

## North

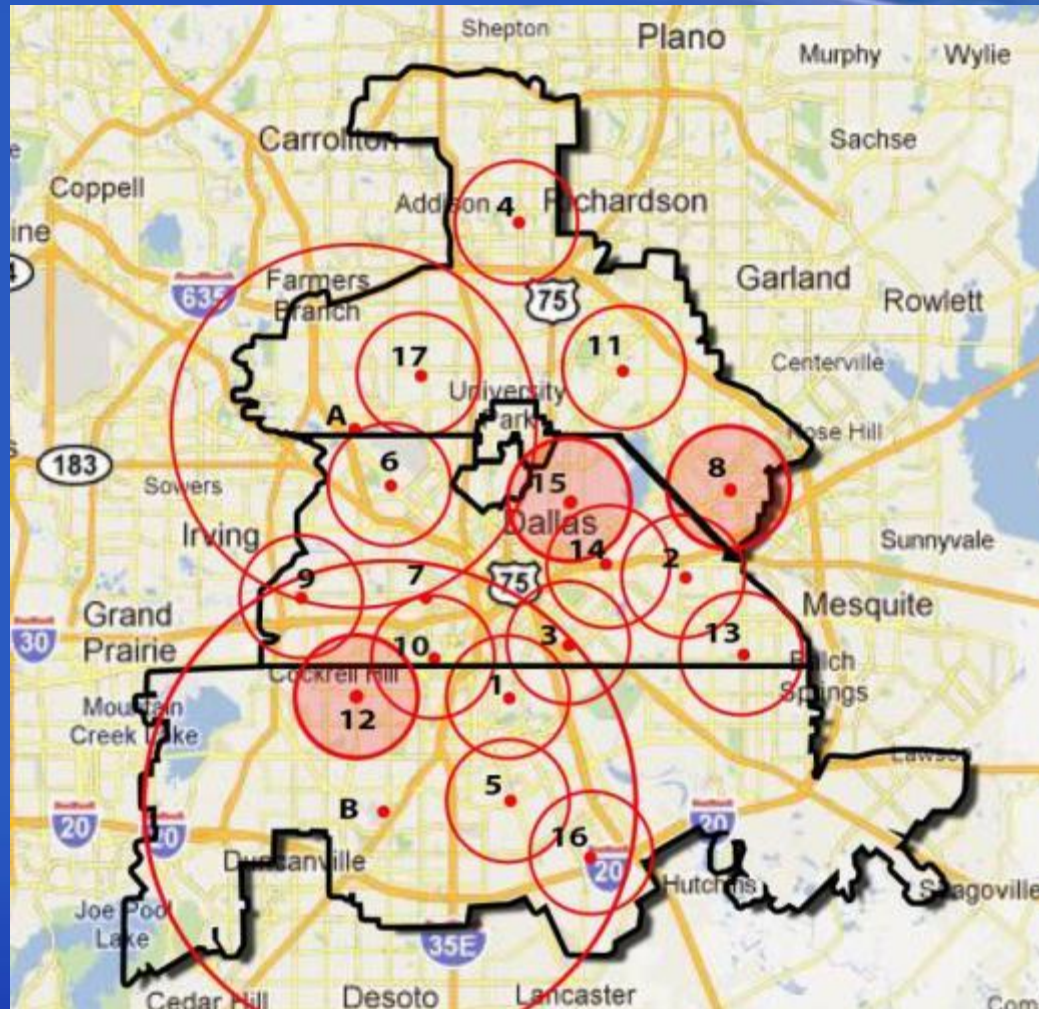
- **Harry Stone**

## Central

- **Tietze**

## South

- **Martin Weiss**







# Preliminary Recommendations for the 2015 Aquatic Master Plan

**North – One Each (RFAC, CFAC, NFAC)**

**Central – One Each (RFAC, CFAC, NFAC)**

**South – One Each (RFAC, CFAC, NFAC)**

Future consideration for Bachman Regional FAC and Midtown  
Community FAC

# Preliminary Recommendations

- These preliminary recommendations were supported by the Park and Recreation Board Recreation Facilities Strategic Planning Committee on August 25, 2015
- Recommendations, including feedback from the City Council briefing today, will be presented to the full Park and Recreation Board on Thursday, September 3, 2015



# Summary of Preliminary Recommendations

- Total project cost: \$52,800,000
- Total estimated attendance: 410,000
- Total revenue: \$2,555,000
- Total expenses: \$3,112,000
- Annual subsidy: (\$556,000)
- Recovery rate: 82%





# Recommended Initial Phase of Development

## Complete 3 RFACs

– Fretz	\$ 6,500,000
– Samuell Grand	\$ 7,500,000
– Crawford	\$ 8,700,000

## Complete 1 CFAC

– Kidd Springs	\$ 4,500,000
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## Complete 1 NFAC

– Tietze	\$ 3,500,000
----------	--------------

Reserve for inflation and adds to existing facilities	<u>\$ 1,100,000</u>
--	---------------------

**Project Cost: \$31,800,000\***

\* Funding from Elgin B. Robertson land sale proceeds



# Recommended Future Phase Development

- Complete 2 CFACs – Total project cost \$10,000,000 (in 2015 dollars)
- Complete 2 NFACs – Total project cost \$8,000,000 (in 2015 dollars)
- Continue to invest in Bahama Beach, Bachman indoor pool, and spraygrounds as needed
- Consider a future additional RFAC at Bachman Lake
- Consider a future additional Aquatic Facility at Midtown Park

# Next Steps

- Brief the Park and Recreation Board on preliminary recommendations and seek input on September 3, 2015
- Seek input at public meetings
- Finalize types and locations of new facilities to be recommended for the 2015 Master Plan Update based on Council, Park Board and public input
- Seek Park and Recreation Board approval for the 2015 Master Plan Update, including specific site locations
- Brief Council on the 2015 Master Plan Update



# Next Steps - continued

- Depending on the construction procurement method selected, the design and construction of the first aquatic facility will take approximately 30 months once the Master Plan Update is approved.
  - Schedule includes consultant selection; fee negotiation; design contract award; design; public input; platting (if necessary); construction procurement and award; construction; and make-ready

# Aquatic Facilities Master Plan Update

Dallas City Council

September 2, 2015



A background image of a swimming pool at night. The pool is illuminated with blue lights. In the foreground, a person is sitting on the edge of the pool. In the background, there is a slide and other people swimming. The word "Appendix" is written in large white letters in the center of the image.

# Appendix



# Tentative Locations/Dates for Public Input Meetings

## Locations

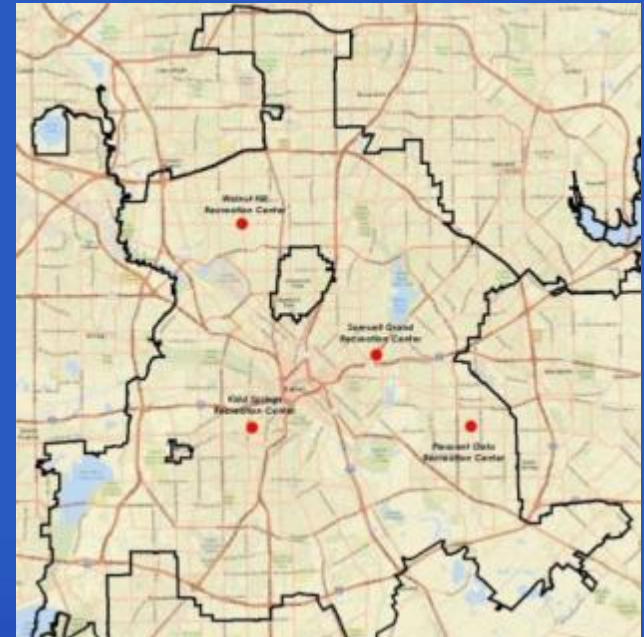
- Pleasant Oaks Recreation Center
- Walnut Hill Recreation Center
- Kidd Springs Recreation Center
- Samuell Grand Recreation Center

## Date

Sept. 21, 2015  
Sept. 22, 2015  
Sept. 23, 2015  
Sept. 24, 2015

## Notification plan

- Dallas Morning News
- El Extra
- Dallas Examiner
- People Newspaper
- Park and Recreation website
- Social Media
- E-mails to the pool user database
- City Councilmembers' e-mail notifications





# Sprayground Locations

## Location

## Year Opened

Umpress Park	2001
Danieldale Park	2001
Pemberton Hill Park	2001
Mildred Dunn Park	2001
Lake Highlands North Park	2006
Campbell Green Park	2006
Ridgewood Park	2006
Ferguson Park	2009
Beckley Saner Park	2013
Willie Mae Butler Park	2013
South Central Park	August 2015





# Public Art Program

- City of Dallas Code, Chapter 2, Article X. Public Art Program:
  - Beginning January 1, 1989, all appropriations for city capital improvement projects, shall include:
    - 1.5 percent of the total capital improvement appropriation, or
    - 0.75 percent of the total appropriation for a project that is exclusively for street, storm drainage, utility, or sidewalk improvements
  - Funds are used for design services of artists, for the selection, acquisition, commissioning, and display of artworks, and for administration of the public art projects.

# Public Art Program

- A plan for the use of the 1-1/2% for public art will be developed as part of the Phase 1 implementation strategy
  - 1-1/2% of \$31.8M equals \$477,000
  - Selection of artist(s) will be initiated to design/install artwork at locations designated in the Phase I Implementation