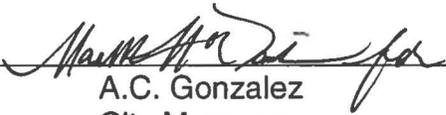
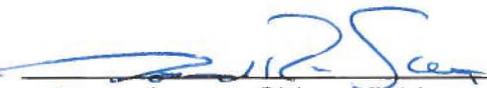


**NOVEMBER 18, 2015 CITY COUNCIL BRIEFING AGENDA  
CERTIFICATION**

This certification is given pursuant to Chapter XI, Section 9 of the City Charter for the City Council Briefing Agenda dated November 18, 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

  
Date

  
FOR Jeanne Chipperfield  
Chief Financial Officer

  
Date



RECEIVED

2015 NOV 13 PM 4: 04

CITY SECRETARY  
DALLAS, TEXAS



# COUNCIL BRIEFING AGENDA

November 18, 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, NOVEMBER 18, 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 November 3, 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)

ITEM FOR INDIVIDUAL CONSIDERATION

**Intergovernmental Services**

3.      Approve an amendment and extension of the American Airlines Ground Lease Agreement between Dallas Fort Worth International Airport Board and American Airlines, Inc. to facilitate American's new corporate headquarters - Financing: No cost consideration to the City

BRIEFINGS      6ES

- A.      The Future of Fair Park
- B.      Urban Design Program for Dallas

Lunch

- C.      Business Inclusion and Development Program Overview

AGENDA  
CITY COUNCIL BRIEFING MEETING  
WEDNESDAY, NOVEMBER 18, 2015

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.



**KEY FOCUS AREA:** Economic Vibrancy  
**AGENDA DATE:** November 18, 2015  
**COUNCIL DISTRICT(S):** Outside City Limits  
**DEPARTMENT:** Intergovernmental Services  
**CMO:** A. C. Gonzalez, 670-3297  
**MAPSCO:** N/A

---

**SUBJECT**

Approve an amendment and extension of the American Airlines Ground Lease Agreement between Dallas Fort Worth International Airport Board and American Airlines, Inc. to facilitate American’s new corporate headquarters – Financing: No cost consideration to the City

**BACKGROUND**

On October 29, 2015, the Dallas Fort Worth International Airport Board (DFW Board) unanimously approved the execution of an Amended and Restated American Airlines Ground Lease Agreement (Lease) between the DFW Board and American Airlines, Inc. (American). The leased premises are depicted in the map contained in the attached DFW Board Resolution and largely comprise property originally leased by American under two separate transactions, one in 1972 and the other in 1978. American desires to construct a new corporate headquarters on the property depicted in the map as Tract 3. Tracts 1 and 2 will continue to be used for American’s training facilities. The area comprising approximately 17.781 acres of property to the west of American Boulevard will be removed from the leased premises and returned to the airport.

The initial term of the Lease will expire December 31, 2043 and the term will be further extended to December 31, 2114. Rent through December 31, 2043 will continue to be \$15,000.00 per year. Rent thereafter for the remainder of the extended term will be prepaid as a lump sum. The net present value of the fair market rental value during that period has been determined to be \$14 Million. American will receive a \$2 Million rent credit to compensate it for costs paid to Sabre to take back a portion of the leased premises that previously had been assigned to Sabre. In addition, American will receive another \$2 Million rent credit to cover American’s costs to demolish current improvements on the property that had been assigned to Sabre. Therefore, American will prepay a total of \$10 Million as rent for the extended term.

## **BACKGROUND** (Continued)

Upon expiration or termination of the Lease, the airport, at its option, will have the right to accept the improvements or to require that American, at its expense, remove the improvements. All indemnifications by American, including environmental indemnifications, will inure to the benefit of the airport and the Cities of Fort Worth and Dallas. The 1968 Contract and Agreement between the Cities of Fort Worth and Dallas requires that the City Councils of both cities must approve any leases executed by the DFW Board with terms in excess of 40 years.

The DFW Board desires and recommends approval of the Lease by the Cities of Fort Worth and Dallas.

Attached is Exhibit A, which includes a copy of the DFW Board's resolution approving the Lease and recommending it to the Cities of Fort Worth and Dallas for their approvals and a map.

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

Information about this item was provided by DFW International Airport to the Transportation and Trinity River Project Committee on November 9, 2015.

## **FISCAL INFORMATION**

No cost consideration to the City.

November 18, 2015

**WHEREAS**, on October 29, 2015, the Dallas Fort Worth International Airport Board (DFW Board) unanimously approved the execution of an Amended and Restated American Airlines Ground Lease Agreement (Lease) between the DFW Board and American Airlines, Inc. (American) covering leased premises largely comprised of property originally leased by American under two separate transactions, one in 1972 and the other in 1978, said leased premises being shown on the map included in Exhibit A; and

**WHEREAS**, American desires to (i) construct a new corporate headquarters on the property depicted in the map as Tract 3; (ii) continue to use Tracts 1 and 2 for American's training facilities and (iii) remove from the leased premises and return to the airport, the area comprising approximately 17.781 acres of property to the west of American Boulevard; and

**WHEREAS**, the Lease provides or will provide for terms and conditions deemed appropriate by the DFW Board and the owner cities; and

**WHEREAS**, the 1968 Contract and Agreement between the Cities of Fort Worth and Dallas requires that the City Councils of both cities must approve any leases executed by the DFW Board with terms in excess of 40 years; and

**WHEREAS**, the DFW Board desires and recommends approval of the Lease by the Cities of Ft. Worth and Dallas, believing same to be in the best interest of the airport;

**NOW, THEREFORE,**

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

**SECTION 1.** That, at the request and on the recommendation of the Dallas Fort Worth International Airport Board, the Dallas City Council does approve the DFW Board entering into an Amended and Restated American Airlines Ground Lease Agreement (Lease) between the DFW Board and American Airlines, Inc. (American) and covering lease premises shown on the map attached hereto in Exhibit A, pursuant to Dallas Fort Worth International Airport Board Resolution No. 2015-11-237 dated October 29, 2015.

**SECTION 2.** That the Lease will provide that American will (i) construct a new corporate headquarters on the property depicted in the map as Tract 3; (ii) continue to use Tracts 1 and 2 for American's training facilities and (iii) remove from the leased premises and return to the airport the area comprising approximately 17.781 acres of property to the west of American Boulevard.

November 18, 2015

**SECTION 3.** That the Lease will provide for terms and conditions deemed appropriate by the DFW Board, including but not limited to:

- (a) The initial term of the Lease will expire December 31, 2043 and the term will be further extended to December 31, 2114.
- (b) Rent through December 31, 2043 will continue to be \$15,000.00 per year. Rent thereafter for the remainder of the extended term will be prepaid as a lump sum. The net present value of the fair market rental value during that period is determined to be \$14 Million.
- (c) American will receive a \$2 Million rent credit to compensate it for costs paid to Sabre to take back a portion of the leased premises that previously had been assigned to Sabre.
- (d) In addition, American will receive another \$2 Million rent credit to cover American's costs to demolish current improvements on the property that had been assigned to Sabre. Therefore, American will prepay a total of \$10 Million as rent for the extended term.
- (e) Upon expiration or termination of the Lease, the airport, at its option, will have the right to accept the improvements or to require that American, at its expense remove the improvements.
- (f) All indemnifications by American, including environmental indemnifications, will inure to the benefit of the airport and the Cities of Fort Worth and Dallas. Such other provisions deemed advisable, necessary or convenient by the DFW Board and/or the Cities of Fort Worth and/or Dallas.

**SECTION 4.** That the approval contained in this resolution is further conditioned upon similar approval of the Lease by the City Council of the City of Fort Worth.

**SECTION 5.** That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so resolved.

**DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD  
OFFICIAL BOARD ACTION/RESOLUTION**

<b>Date</b> 10/29/2015	<b>Committee</b> Full Board	<b>Subject</b> Amendment and Extension of American Airlines Special Facilities Agreement	<b>Resolution #</b> 2015-11-237
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**Action**

That the Airport Board (i) approve an amendment and extension of the American Airlines Special Facilities Agreement, (ii) recommend approval of such amendment and extension to the Cities of Dallas and Fort Worth, and (iii) authorize the Chief Executive Officer or designee to execute such amendment and extension following approval by the Cities of Dallas and Fort Worth.

**History**

- In 1978, American Airlines, Inc. ("American") leased from DFW Airport approximately 287 acres of land and facilities at the southwest corner of the intersection of Texas State Highway 360 and Texas State Highway 183, for use as both corporate headquarters and training facility (the "HQ/Training Property"). The HQ/Training Property is entirely within the city limits of the City of Fort Worth, Texas. American had already been in possession of most of the HQ/Training Property prior to the 1978 deal. A portion of the HQ/Training Property had previously been leased by Fort Worth to American as part of Greater Southwest International Airport, and other portions of it had previously been owned by American or third parties. In the 1978 deal, DFW Airport purchased all of the HQ/Training Property, and leased it back to American by incorporating it into American's 1972 freight and maintenance facility lease (the "Special Facilities Agreement"). The freight and maintenance facility is no longer part of the Special Facilities Agreement, and the HQ/Training Property is now the only land remaining under the Special Facilities Agreement.
- As part of the 1978 deal, DFW Airport and the Cities of Dallas and Fort Worth issued bonds to finance the purchase of the land, as well as certain improvements to the land, and American paid net rent to cover the debt service until fully paid.
- The Special Facilities Agreement (including American's extension options) is set to expire as to part of the HQ/Training Property in the year 2039, and is set to expire as to the remainder of the HQ/Training Property in the year 2043. American pays \$15,000 per annum in ground rent on the entire premises.
- In 1996, American assigned the HQ part of the HQ/Training Property to Sabre (the "Sabre Property"). DFW Airport consented to the assignment, but did not release American from its obligations under the lease.

**Description**

- American now desires to build a new corporate headquarters on the site of the old one, with some minor modifications to the boundaries of the property. An area of approximately 18 acres to the west of American Boulevard will be removed from the Special Facilities Agreement and returned to DFW Airport, and the remainder of the premises will be divided into four tracts, as shown on Exhibit A attached hereto. Tracts 1 and 2 will continue to be used for American's training facilities, and the new headquarters will be located on Tract 3. The precise boundary between Tract 2 and Tract 3 may be modified within the cross-hatched area once the development is complete.

**D/S/M/WBE Information**

- N/A - Not subject to the goal per the Board's MWBE/ACDBE Policy due to the nature of the procurement. American Airlines buildout and American Airlines as consideration for Fort Worth Tax Incentives will follow Fort Worth's MWBE program. ACDBE is not applicable since they will not operate any concessions on the property.

**Schedule/Term**

See Description.

Contract #	Agreement #	Purchase Order #	Action Amount	Revised Amount
			\$0	\$0
For Information contact	Fund	Project #	External Funding Source	Amount
John Terrell 3-4655				\$0

**Description Continued**

- This action will revise the initial term of the Special Facilities Agreement so that it expires as to the entire premises at the end of 2043, and this action will authorize a further extension for American until December 31, 2114.
- Rent until the end of 2043 will continue to be \$15,000 per annum. Rent for the extended term from the end of 2043 until the end of 2114 will be prepaid as a lump sum. The net present value of the fair market rental value during that period of time has been determined to be Fourteen Million Dollars (\$14,000,000).
- American will receive a Two Million Dollar (\$2,000,000) rent credit to compensate American for the costs paid to Sabre to reassign the Sabre Property back to American, as well as an additional Two Million Dollar (\$2,000,000) rent credit to cover American's costs to demolish the current improvements on the Sabre Property. Therefore, American will pay a total of Ten Million Dollars (\$10,000,000) to DFW Airport for the extended term.
- American will have a right to terminate the extended term on six months' notice, either as to the entire premises, or as to individual tracts. If American returns an individual tract, they must return the entire tract, so that DFW Airport will not be left with parcels that cannot be developed. If American terminates the Special Facilities Agreement as to the entire premises or as to individual tracts, none of the prepaid rent will be refunded.
- At the expiration or termination of the Special Facilities Agreement, DFW, at its option, shall have the right to accept the improvements in an as-is condition or have AA, at its expense, remove the improvements.
- All indemnifications, including environmental indemnifications, will inure to the benefit of DFW Airport and the Owner Cities.

Additional Attachments: **Y**

**BE IT RESOLVED BY THE DALLAS-FORT WORTH INTERNATIONAL AIRPORT BOARD**

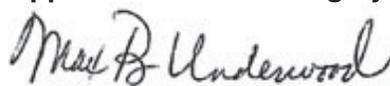
That the Airport Board (i) approve an amendment and extension of the American Airlines Special Facilities Agreement, (ii) recommend approval of such amendment and extension to the Cities of Dallas and Fort Worth, and (iii) authorize the Chief Executive Officer or designee to execute such amendment and extension following approval by the Cities of Dallas and Fort Worth.

**Approved as to Form by**



Rodriguez, Elaine  
Legal Counsel  
Oct 28, 2015 9:35 am

**Approved as to Funding by**



Underwood, Max  
VP Finance  
Finance  
Oct 26, 2015 5:22 pm

**Approved as to M/WBE by**



Lee, Tamela  
VP Business Diversity & Dev  
Business Diversity and  
Development  
Oct 28, 2015 9:29 am

**SIGNATURE REQUIRED FOR APPROVAL**

**Approved by**



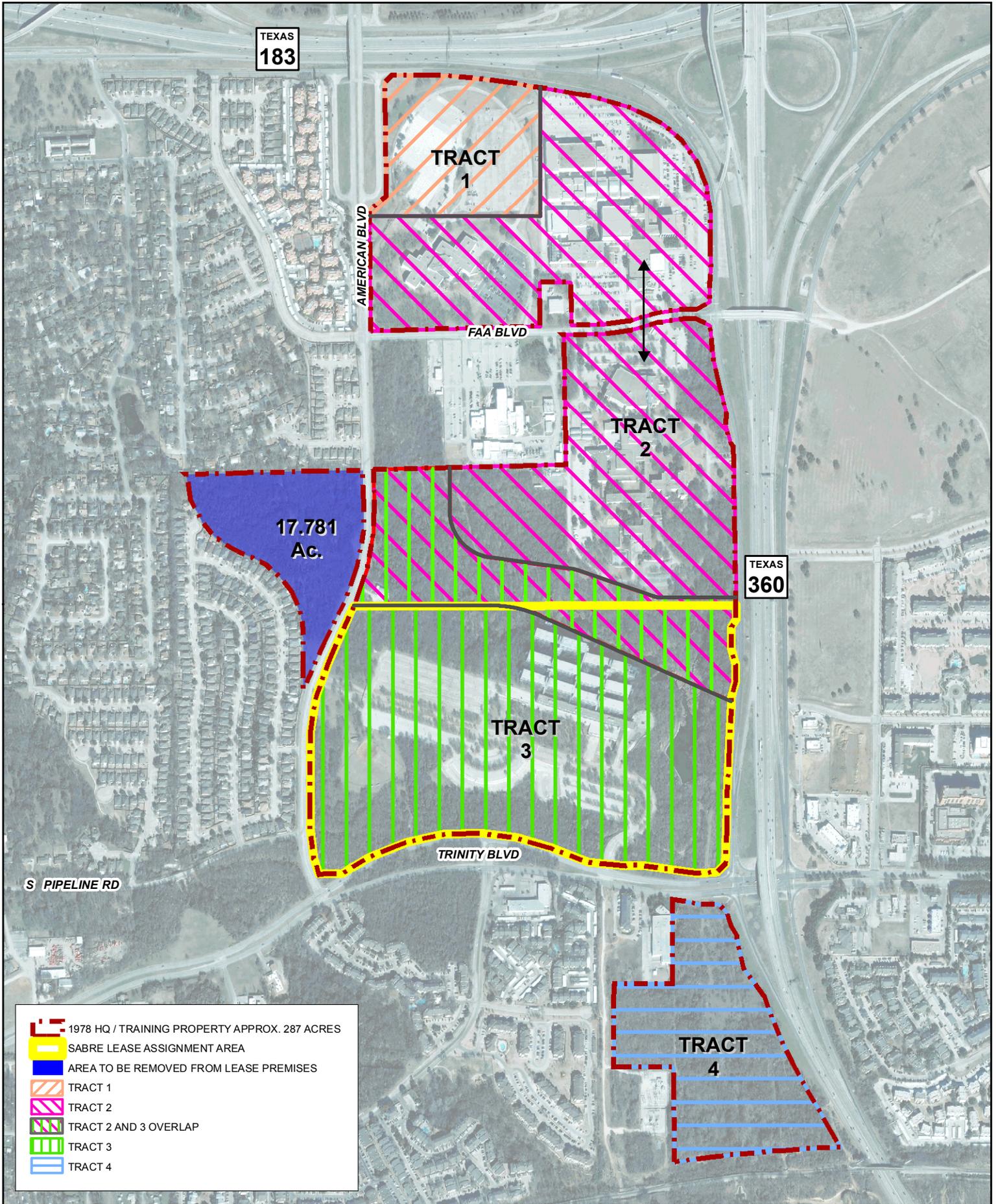
Department Head  
Commercial Development  
Oct 26, 2015 3:39 pm



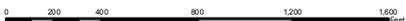
**Chief Executive Officer**

Oct 29, 2015 3:02 pm

Date



- 1978 HQ / TRAINING PROPERTY APPROX. 287 ACRES
- SABRE LEASE ASSIGNMENT AREA
- AREA TO BE REMOVED FROM LEASE PREMISES
- TRACT 1
- TRACT 2
- TRACT 2 AND 3 OVERLAP
- TRACT 3
- TRACT 4



# Memorandum



CITY OF DALLAS

DATE November 13, 2015

TO Honorable Members of the City Council

SUBJECT The Future of Fair Park briefing

On Wednesday, November 18, 2015, the City Council will be briefed on The Future of Fair Park. The briefing materials are attached for your review.

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

A handwritten signature in black ink, appearing to read 'Michael S. Rawlings'.

Michael S. Rawlings  
Mayor

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  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# THE FUTURE OF FAIR PARK

*Fair Park - The “Crown Jewel” of the region...an under-utilized asset **with great potential***

**DALLAS CITY COUNCIL BRIEFING  
NOVEMBER 18, 2015**

**Walter J. Humann**

# PRESENTATION AGENDA

- OBJECTIVES
- ASSETS - The “GEMS” OF FAIR PARK
- PROBLEMS - The “FLAWS” IN THOSE GEMS
- PERCEIVED PROBLEMS - “THE MYTHS”
- RECOMMENDATIONS
- NEXT STEPS
- Q & A - COMMENTS - SUGGESTIONS
- CLOSING REMARKS

# FAIR PARK OBJECTIVES

- **Provide Great Experience for Visitors - Weekdays, Weekends, Evenings – Year Round**
- **Provide Excellent Employment Opportunities**
- **Attain Full Potential – Preserve Successes**
- **Gain Broad Community Support**
- **Resolve Fair Park’s Current Problems**
- **Long Term - Financial Strength & Quality**
- **Help Adjacent Neighborhoods Improve**

# The Assets of Fair Park

- **Talented, Staff –** Over 350 F.T., 3,500 P.T. Employees
- **One of Nation's Largest Parks – 277 Acres**
- **Cultural, Historical, Museum, Entertainment & Sports Venue**
- **Home of the Largest State Fair in America –**  
Fair since 1886,
- **Variety of Multi-Purpose Buildings**

# The Assets of Fair Park

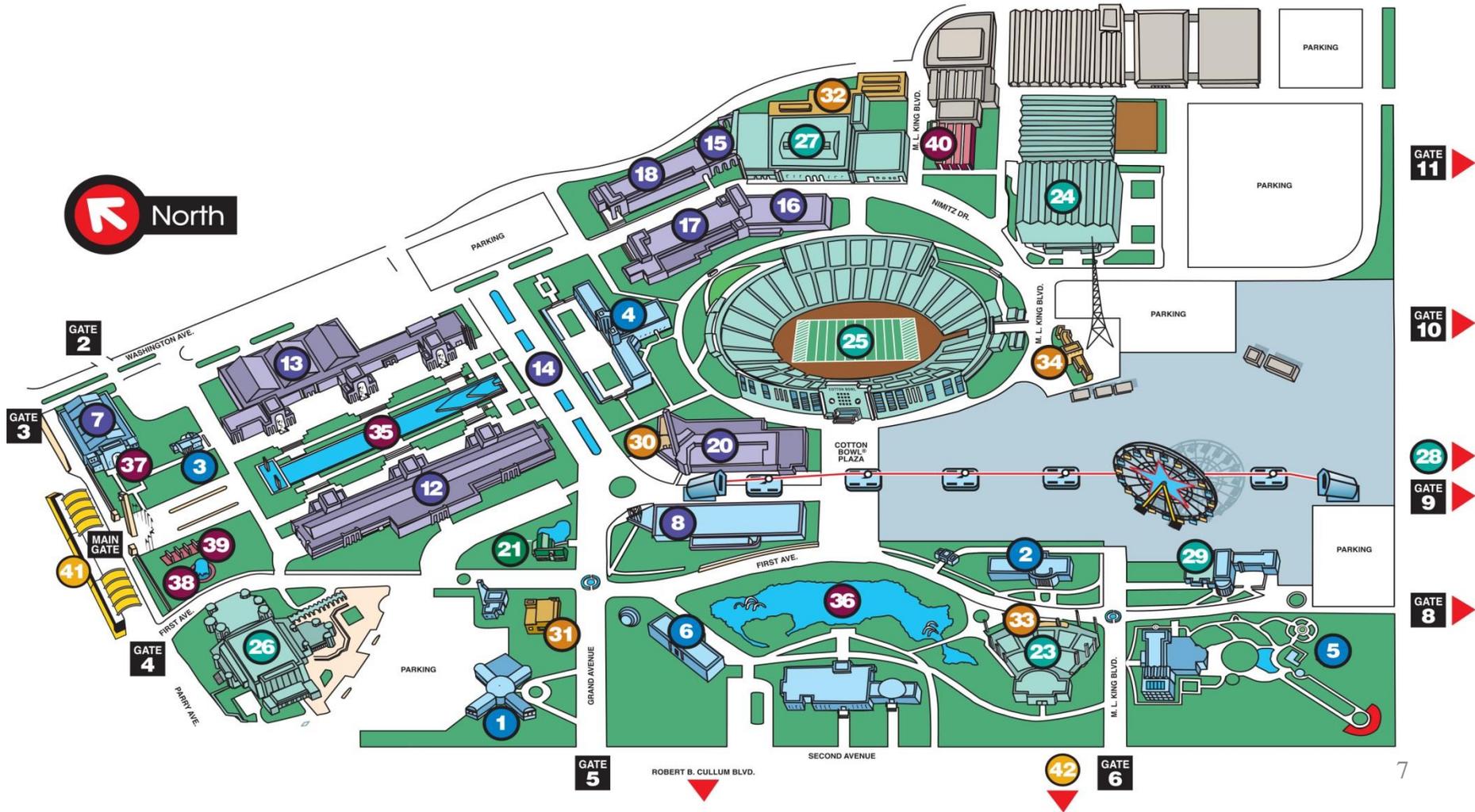
- **National Historic Landmark** - Art Deco Building Architecture built for the 1936 Texas Centennial Exposition. Largest Art Deco Structures in Nation
- **Part of Dynamic North Texas** — *The Economist article*
- **Abundance of Unique Venues and Grounds to Increase the current 6,000,000 +/- Visitors**
- **Potentially a \$1.0+ Billion enterprise.**

# \$ 1.0 Billion Potential Value of Park

- **277 Acres of Prime Land**
- **Improvements** – 1,000,000 sq.ft., water features, parking for 100,000+ visitors, streets, Midway complex, landscaping, art deco
- **Center of Employment** – Full Time = 350, Part Time = 3,500
- **Contributions of Sales and Use Taxes**
- **Convention and Visitors Impact**
- **Potential to Improve Adjacent Neighborhoods**
- **On-Going Business Activity of Fair Park Resident Institutions & Park Events Operating in the Area**

# FAIR PARK, TX

*One fun thing leads to another.*



# Map of Fair Park



# REAL PROBLEMS

- 1. Poor to Very Poor Condition of Buildings**
- 2. Too little “green in park”, too many parking lots - asphalt & concrete.**
- 3. Lack of Significant, Sustained Funding Operating & Capex – Public & Private Funds.**
- 4. Lack of Management Structure to Manage \$1+ billion enterprise with a coherent vision.**

# REAL PROBLEMS - Continued

- 5. Lack of Fair Park Marketing, Communication, Public Relations, Government Relations**
- 6. Key Museums have moved out – not coming back while Numerous Events Relocated Elsewhere**
- 7. Lack support from region's leadership**
- 8. Perceived Problems – “Myths”**
  - (a) Unsafe (b) Inaccessible (c) Dirty**
  - (d) Surrounding areas (e) Fair Park = State Fair of Texas**

# POOR CONDITION OF ASSETS

- **Fair Park buildings are almost 80 years old.**
- **Examples of deterioration - Hall of State, Esplanade Walls, Food and Fabric Bldg.**
- **2011 Study - Documented \$103 million is needed just to correct major problems.**
- **2014 Task Force - Estimated \$494 million to Fix Properties**

# Examples of Building Decay



**HALL OF STATE BUILDING – FAIR PARK'S PREMIER BLDG**

# Examples of Building Decay



**BUILDINGS ALONG ESPLANADE**

# Examples of Building Decay

- Food and Fiber Building



- Side Wall of Art Deco Building



# FINANCIAL PROBLEMS

- **Declining and Sub-Par Financial Support**

Operating funds and CAPEX funding for Fair Park and for its institutions.  
Economics Changed when SFT split from Fair Park Management in 1987

- **Operating/Capex – City to Fair Park Dept.**

Operating Subsidy paid in past 10 years-\$9 to \$11.5 mm/yr.

CAPEX Contribution paid in past 20 years - \$2 - 3 mm/yr.

- **Little Philanthropic Support is the Result**

- **Little Prospect for County, Suburbs, Texas or U.S.  
Funding in the Near Term If City Does Not Help**

# Operating Financial Needs

- **Present City Funding Does Even Cover Adequate Maintenance for Comparable Buildings**
- **Maintenance Periodic Replacement –**
  - **Buildings – 1 mm sf x \$10/sf**
  - **Parking Lots, Roads & Pathways –**
  - **Fountains, Lagoons**
- **Security**
- **Utilities**
- **Events Planning, Implementation**
- **Marketing**
- **Operations**
- **General & Administrative Costs**

# MANAGEMENT PROBLEMS

- **There Is No Unified Management Structure To Manage Fair Park, A Multi-Faceted Enterprise**
- **Multiple Layers Are Required To Get Approvals**
- **Fair Park Institutions and Other Fair Park Entities Are Not Working As A Single, Cohesive Team.**
- **“Mess” Chart in 2001 - Still True Today**

# Multiple Entities Involved in Fair Park

**Dallas City Council**

**Parks & Rec Department**

**Fair Park Dept. - Dallas Landmark Comm.**

**Other City of Dallas Departments/Rules/Regs.**



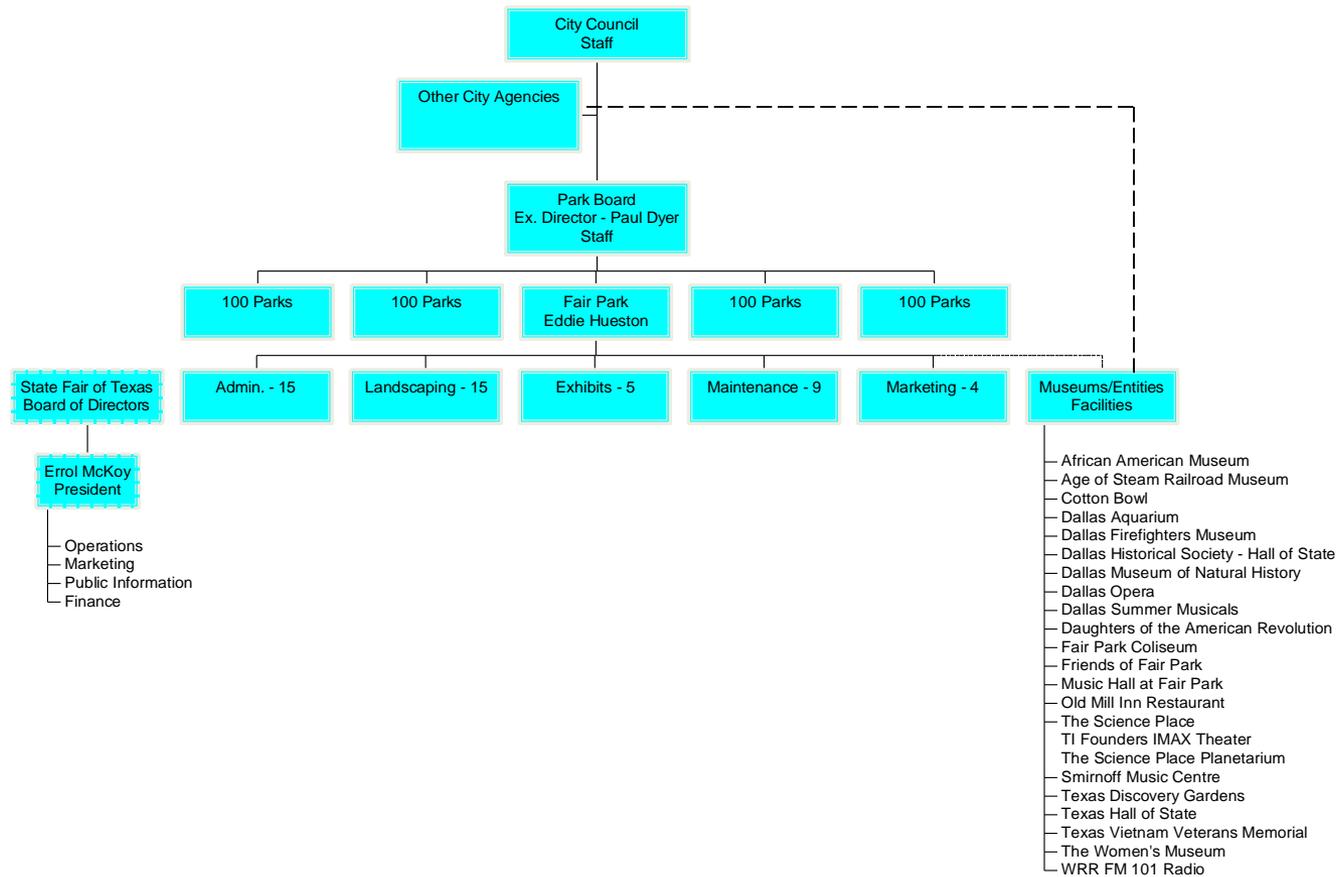
**Fair Park**

**Resident Institutions – Events – Other**

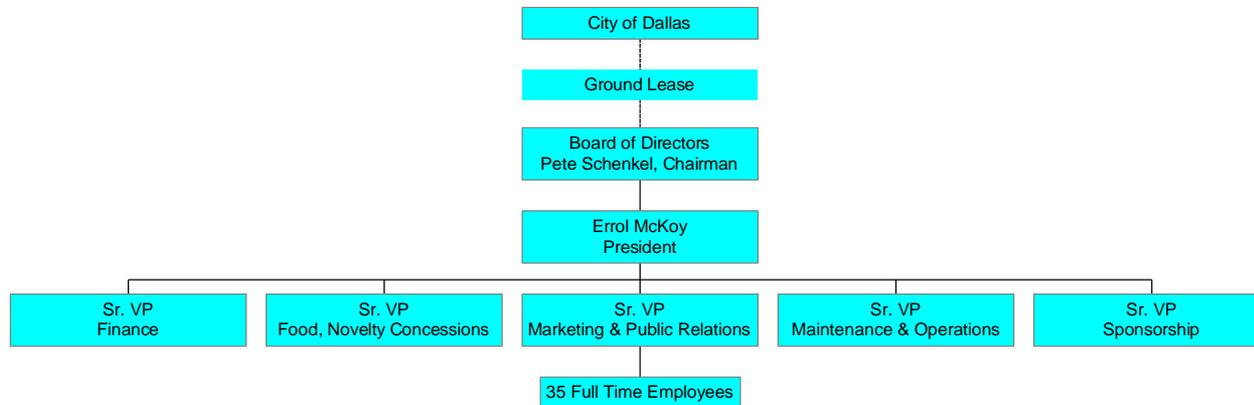
**Institutions Have Management Agreements with Extensions  
thru Years 2049, 2045, 2028, 2025.**

# 2001 Organizational Structure

## Same Structure Today



# State Fair of Texas. Inc.



- Non-profit Corporation created in 1987
- Lease Grounds from City of Dallas for 3.5 months
- Controls all operations, maintenance, spending
- Separated from Fair Park operations

## EXAMPLE OF COMPLEX DECISION & ACTIVITY MATRIX FOR THE SCIENCE PLACE

ACTIVITY/DECISION	TSP	City of Dallas									
		Cul Affairs Comm.	Dallas Park Dept	Fair Park Office	State Fair	City Mgr. Office	City Council	City Bldg Operations	Public Works	Landmark Comm.	Police Fire, Other
Selection of Board	X										
Financial Support											
Operational	X	X				X	X		X		
Capital	X		X	X							
Bond Funding	X		X	X			X				
Pricing of Product/ Discounts	X	X									
Maintenance											
Inside building											
Paint walls	X			X						X	
Utilities	X			X				X			
HVAC				X				X			
Remodel	X			X							
Outside Building											
Roof			X	X				X			
Landscaping				X				X			
Banners/signs	X									X	
Remodel	X		X	X		X	X		X	X	
Legal / Insurance	X					X					
Parking	X		X	X	X						
Advertising	X			X	X						
Fence Issues	X			X	X						
Event Scheduling Coordination	X			X	X						
Master Planning	X		X	X	X	X	X				
Security/Fire/Safety	X										X
Other											

# VISION PROBLEMS

- **Fair Park Master Plans –Mostly Physical Plans**
  - 2000 Renaissance Plan – All Parks Plan
  - 2003 Hargraves Master Plan – Fair Park Only
  - 2014 Mayor’s Fair Park Task Force
  - 2014 *DiMambro/Don Williams Alternatives*
  - *HR&A Economic & Benchmarking Dallas Parks.*
- **No Plan Dealt With How To Pay For Plans !**
- **What is Fair Park in 10 years? 20 Years?**
- **How do you measure Success?**

# MARKETING, COMMUNICATIONS P.R. & GOV'T RELATIONS PROBLEMS

- Little Overall, Aggressive Marketing Efforts Devoted to Entire Fair Park as a Single Entity
- Public Relations & Governmental Relations – Lacking these Vital Functions
- Competition now HUGE from Other Venues.
- Resident Institutions Do Limited Advertising
- Communication & Actions Needed to Dispel “Myths”.

# PERCEIVED PROBLEMS –“MYTHS”

**There are Significant Myths, but all can be real “market barriers”.**

1. Fair Park is not safe – especially at night
2. Fair Park is not accessible
3. Fair Park is not clean
4. Fair Park is surrounded by some pockets of urban blight and decay
5. Fair Park Is Essentially The State Fair & Two Cotton Bowl Games

# REALITY-Park Is Safe

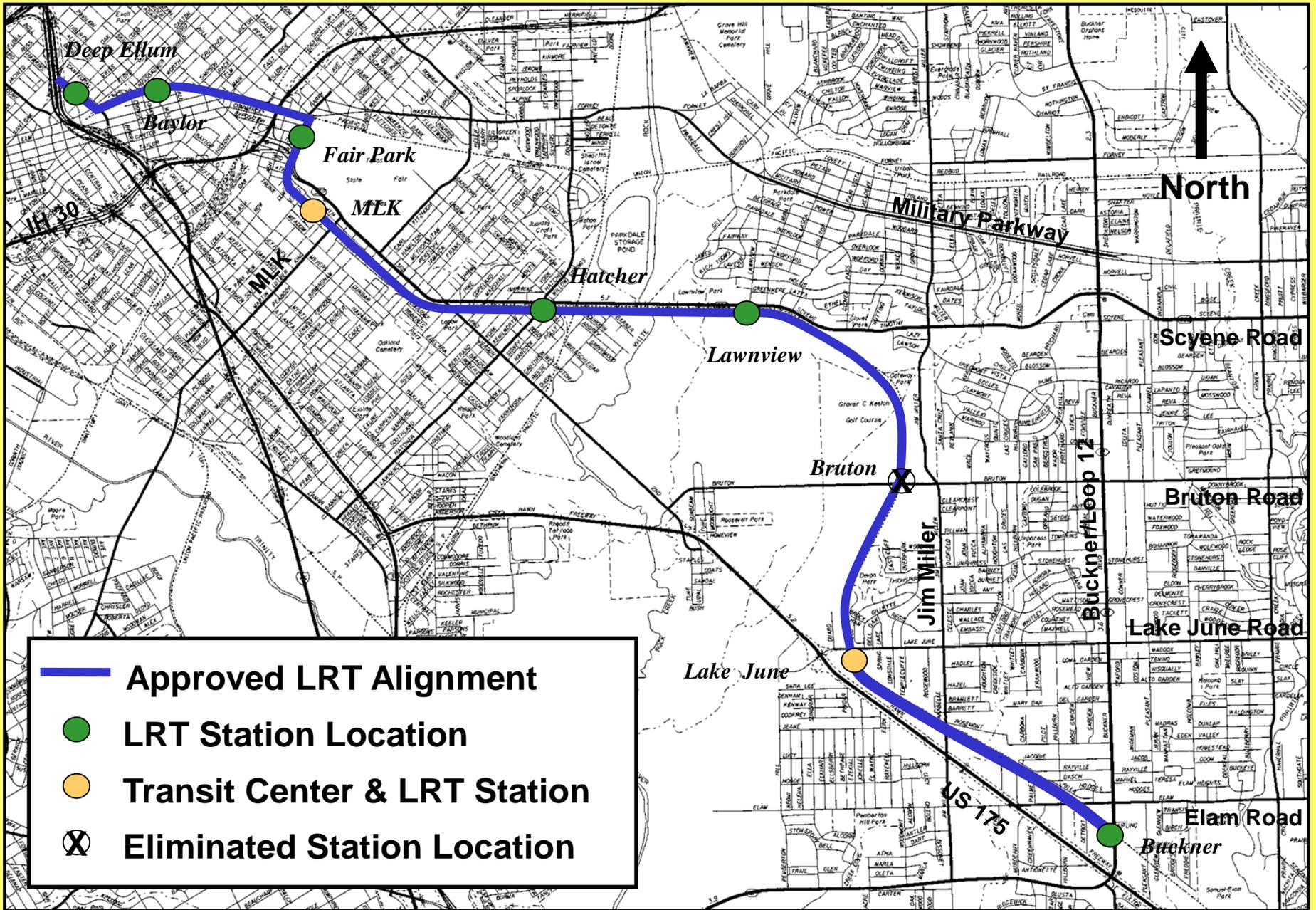
- Inside Fair Park is safer than Prominent Shopping Centers (2015 Dallas Police “Beat Report” on Fair Park.)
- Public information, better lighting, video cameras, DSM actions can to change negative perception
- Safety concerns decline when visitor activity increases – 6 Million plus visitors each year.
- Excellent Support by Police in the Park.
- Must Dispel Myth or Fair Park Will Continue Having Difficulty In Gaining More Visitors, Events, & Resident Institutions.

# REALITY - PARK IS “ACCESSIBLE”

- Fair Park Centrally Located in DFW
- Excellent Highway access – I-30, I-45 & N.C.E
- DART Has Two Stations – Growing Popularity

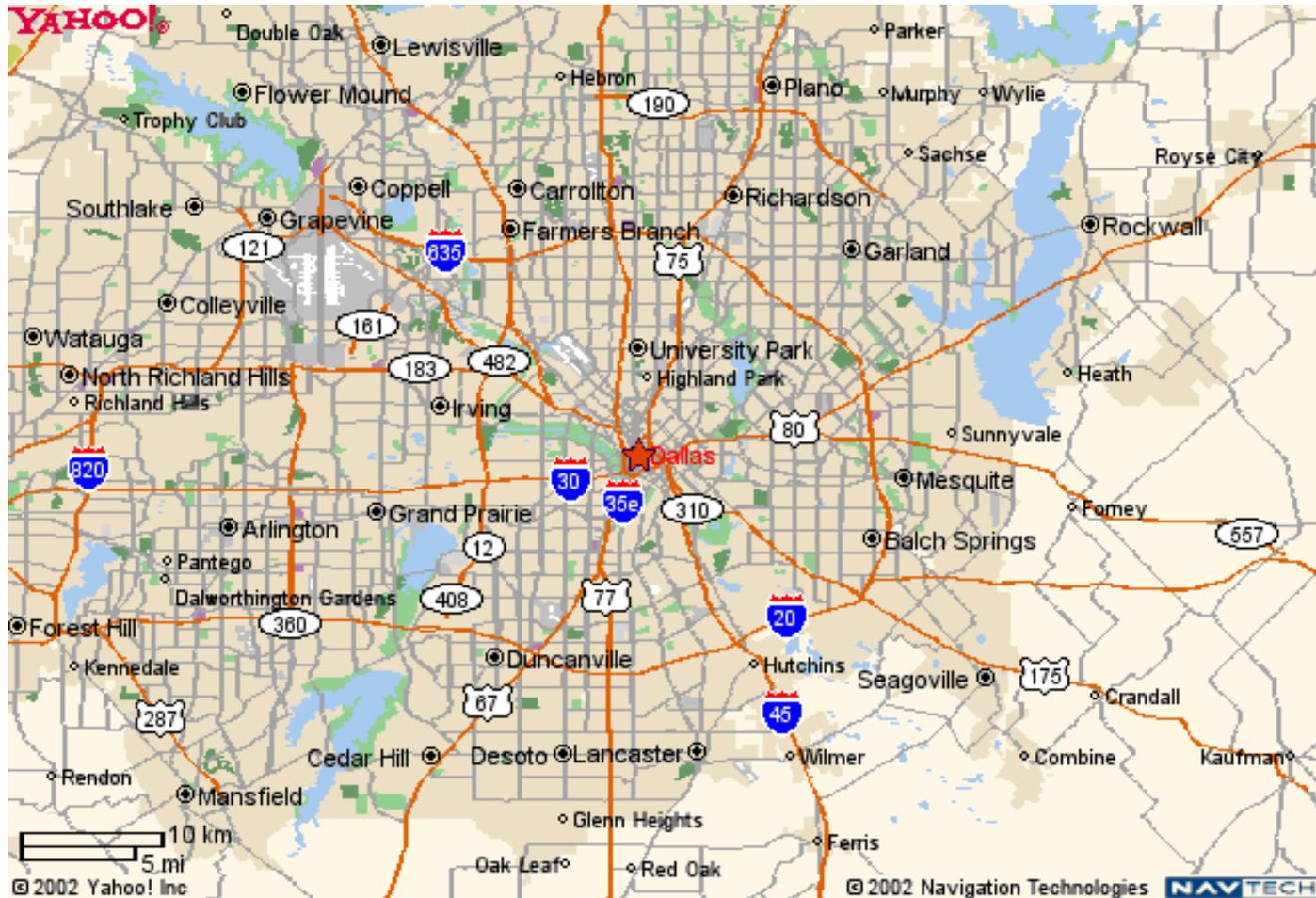
# REALITY – CAN BE MORE ACCESSIBLE

- Improve Signage, Maps and Remote, Changeable Message Boards - NCE
- Improve Traffic Routing & Control
- Instruction to/from Fair Park and for Parking
- Improve Vehicle & Personal Entrances
- Provide A People Mover Within Fair Park
  - North Park
  - SW Medical School Shuttle
  - SMU



**Southeast Corridor LRT Alignment and Station Location Vicinities**

# ACCESSIBILITY





# REALITY - PARK IS “CLEAN”

- Fair Park has beautiful landscaping – lacks attention after State Fair closes.
- Needs - Restoration of the art deco buildings, “coal town” look, cheap looking ground paving material, other improvements needed including more, clean and modern restrooms.
- The reflecting pond and other features have a “timeless” architecture look, but must be kept clean.

# REALITY - PARK SURROUNDINGS HAVE BEEN GREATLY IMPROVED

- Cullum Blvd & MLK have been upgraded
- Jubilee Project –Revitalized immediate north
- Frazier Cts., Mill City --- City & DISD Have Provided More Improvements
- Commitment and Improvements in Fair Park will help adjacent neighborhoods.
- Public, Non-Profit and Private Entities MUST address urban blight & unemployment in selected areas around Fair Park

# REALITY – A LOT GOING ON AT FAIR PARK BESIDES THE STATE FAIR

- While 3,000,000 +/- Visitors come to the State Fair...
- About 3,000,000 +/- visitors also come to over 1,000 separate, Non-State Fair events every year. Can and should double/triple that number – has Capacity
- Most Resident Institutions at Fair Park Have at least 100,000 +/- Visitors Each Year
  - Dallas Music Hall (DSM), Gexa/Live Nation, Hall of State,
  - African American Museum, Texas Discovery Gardens,
  - Children’s Aquarium, Old Mill Inn, Resident Institutions

# RECOMMENDATIONS TO DRAMATICALLY CHANGE FAIR PARK

1. VISION
2. LEGAL
3. PHYSICAL ASSETS
4. FINANCIAL
5. MANAGEMENT
6. MARKETING
7. DISPEL “MYTHS” OR PERCEIVED PROBLEMS

# VISION FOR FAIR PARK

- Develop a Consensus Vision and Secure Funding to Attain That Vision
- Fair Park Vision Should Be To: Entertain, Enlighten, Educate, Stimulate, Create, and Provide a Place for Quite Enjoyment at Reasonable Costs Every Day - Year Round
- Get busy attacking “low hanging fruit”
- There are a myriad of tasks to address which will help Fair Park
- Don't overly “contemplate your navel”

# LEGAL

- Patterned after Zoo and Arboretum - A new, 501(c)(3) non-profit Entity would be formed ***“Fair Park Texas Foundation”***
- **City and Fair Park Texas Foundation** would sign a **Management Agreement** by May, 2016
- Fair Park would not be “Privatized”. Dallas will own all assets; Foundation will manage assets.
- Agreement Elements in a Term Sheet – T.B.E.
- Transaction would streamline and assign Resident Institution Management Contracts

# LEGAL – TERM SHEET ELEMENTS

- Parks & Rec Dept. and Dallas City Council Would Approve the Long-Term, Management Agreement
- The City Would Pay An Annual Fee to the Foundation in exchange for its management of the Entire Fair Park
- All Current Contracts and Management Agreements between the City and Fair Park Entities would be Assigned to the Foundation

# LEGAL – TERM SHEET ELEMENTS

- The Operations of the Foundation and the Institutions Operating in Fair Park would be transparent.
- An Independent, Outside Auditor Would Be Hired by the Foundation and Approved by the City Council. (The Foundation would also have an Internal Audit Function.)
- The Auditor Would Make Periodic Reports to the Foundation Board, Parks & Rec. Bd, & City Council

# LEGAL – TERM SHEET ELEMENTS

- The Foundation Would be Governed by a 9 to 15 Board of Trustees. Trustees Serve – Pro Bono.
- Trustees Would Elect the Chair, CEO and Officers
- The Board will be a strong, diverse, active members. (*Suggestions would be welcome.*)
- The Initial Board would be approved by the Parks & Rec. Department and the Dallas City Council

# LEGAL – TERM SHEET ELEMENTS

- No “Political Appointments” to the Board
- But there would be broad, diverse Advisory Board –  
Parks & Rec Chair or Director., Community Reps (MLK,MC, JUB), Resident Institutions Chair or Director,  
Experts
- Initial Chairman and CEO would also be presented at the time that Board approval is requested.
- Thereafter, Trustees would be elected to staggered, 3-year terms by the FPTF Board.

# PHYSICAL ASSET IMPROVEMENTS

- Prioritize Capex “To-Do” List with available funds.  
**See Financial Recommendations to Meet Needs.**
- Utilize historical buildings for rented functions – but must improve buildings first.
- Create additional green space by moving some parking – dual use and some underground. No above ground since they are visual barriers.
- Create additional water & light features

# PHYSICAL ASSET IMPROVEMENTS

- Explore geothermal and solar energy sources to save utility costs. (DISD experience)
- Improve Access Corridors – Fitzhugh & 1<sup>st</sup>/2<sup>nd</sup> Avenue Entrance – DART Entrance
- Lower I-30 and install Entry “Deck Feature”
- Recruit Pro Bono Technical Support – Architects, Engineers, Operating Volunteers

# FINANCIAL

- Need a Management Fee from City Rising to \$25 MM to \$35 MM – Ramp up from 2017 - 2020
- Need \$125 to \$175 MM in the next several Capital Bond Programs for Specific Improvements
- In the interim,
  - Use Operating Personnel to start attacking problems
  - Use Operating Surplus – to fix some problems.
  - Volunteers and Contributed In-Kind Help
- Assets are 80 years olds – Meant to last maybe 20 years.
- Shape up Assets BEFORE BI-CENTENNIAL – 20 yrs.

# FINANCIAL

- Develop “Dashboard” Statistics
- Collect “hard” data on attendance, events
- Establish Independent, External Audit for FPTF and City of Dallas and Internal Audit Dept. to monitor F.P. Subsidiary Institutions
- Develop new accounting and control system for FPTF and insure reporting from Fair Park Resident Institutions
- Early years, use existing surpluses to augment Bond funds

# PROPOSED MGT. ORGANIZATION

- Dedicated, Talented Staff in Fair Park – Engage them
- “Flatten” the Organization Chart
- Use Volunteer Teams to help each key area.
- See Organization Chart
  - Eliminate Complex, Time Consuming Approval Chain
  - Obtain Help from Existing Fair Park Organizations
  - Add New Employees over time – especially in Operations, Maintenance and Marketing/Communications
  - Initial Chair and CEO will work without compensation, if elected. In three years hire compensated CEO. Hard to recruit until we “Turn the Queen Mary”.



# EXPANDED EVENTS/ACTIVITIES

Education – DCCC – Skills Training – Culinary arts, other trades

Sports and Athletic Facilities – Parking Lots - YMCA

New Business Incubator Space – Menlo Park.

Sports venues – Soccer, skating, skate board, jogging, other.

Arts and Crafts Facilities for Emerging Artists

Music & Dance & Light & Sound Festivals

Quiet Enjoyment – Facilities for Picnics, Walks, Dogs

Water Features – Laser shows, additional lagoon

# MARKETING

- “Market” Fair Park as a Single Entity – its events, activities, and the “park” a place of quiet enjoyment.
- Use Social Media extensively
- Ask for pro bono help
- Policy Issue – Fair Park as an amenity for citizens or as a money making enterprise, or a blend?
- Develop Public and Governmental Relations to change attitudes and obtain support.
- Target Markets – General public, People attending Events and Activities, Potential Donors, Adjacent Communities

# “DEVELOPMENT”

- Utilize Parks & Rec. Dept. plus others for Planning, Design, and Construction Assistance – Near Term
- Note, high % of funding must go to Fixing the Assets; remaining % to new projects (the “Sizzle”)
- Develop Fund Raising Organization.
- Develop Fair Park Ambassadors, Information Kiosks, Digital Maps

# SOLVE PERCEIVED PROBLEMS WITH ACTION AND COMMUNICATION

- UNSAFE – Security, Video Cameras, Horse Patrols, Careful Marketing Program, Visitors
- ACCESS – Signage, Maps, Preferred Access Corridors, Phone App, New Entrances - Traffic
- CLEAN –Increase maintenance after State Fair.
- HELP SURROUNDING NEIGHBORHOODS - Jobs Program, Public/Private efforts, Adopt a Business, Fair Park Institutions Outreach
- FAIR PARK MORE THAN STATE FAIR – Expand Marketing Materials; Publicize Event Calendar.

# ACTION STEPS

- **First Phase**
  - This Council Briefing
  - City asked to pay to help Transition to Foundation; Otherwise Funds would have to be raised for legal and other services to develop Mgt. Agreement.
  - WJH offers to serve w/o pay as a consultant starting NOW to help Fair Park address some of its problems ASAP as well as aid the transition and closing by May, 2016

# ACTION STEPS – Continued

- **Second Phase**

- Negotiate Management Agreement
- Recruit Board Members
- Human Resources Transition details - Current Employee careers most important
- Risk Management/Insurance Transition details
- Operational Details – Who Does What
- Operating Procedures under a New Management Environment...What can and cannot be done without “Red Tape”

# ACTION STEPS – Continued

- **Third Phase** – Parks & Rec Board Approves Initial Board and Management Agreement
- **Fourth Phase** – City Council Approves Initial Board and Management Agreement
- **Final Phase** - Fair Park Texas Foundation Begins Operations. Initial Board Is Elected; New Board Elects Initial Chair and CEO.  
(Subject to financial viability, WJH volunteers to serve as Initial Chair and CEO without pay for up to three years; then the new, compensated CEO would be hired.)

**Q & A**

**COMMENTS**

**SUGGESTIONS**

# **CLOSING REMARKS**

# Fair Park 1936



# Fair Park Today

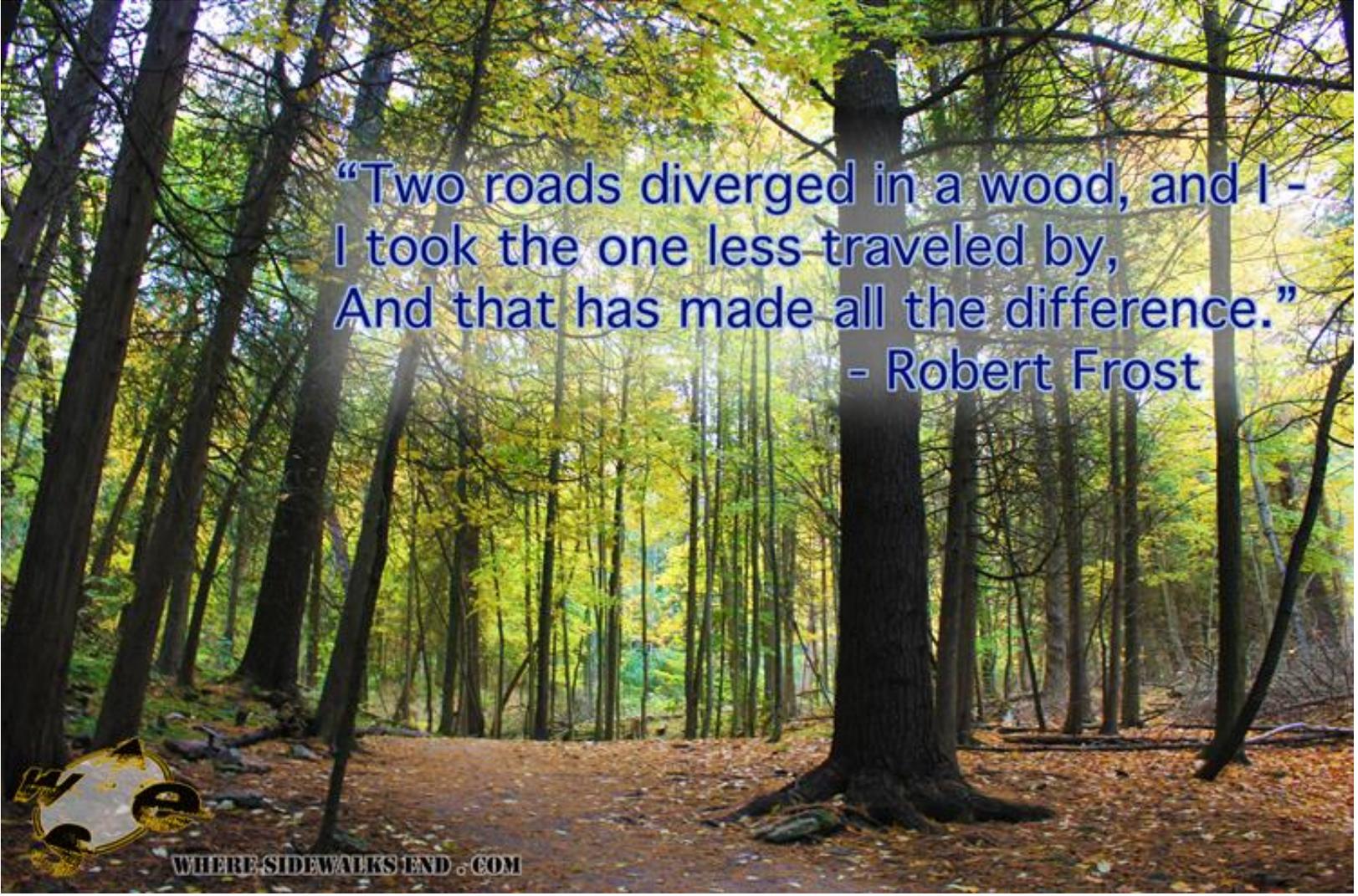


# Fair Park's Future?

## We are at a "Fork" in the Road



# ROBERT FROST'S POEM



“Two roads diverged in a wood, and I -  
I took the one less traveled by,  
And that has made all the difference.”  
- Robert Frost

# One Path – Maintain Status Quo

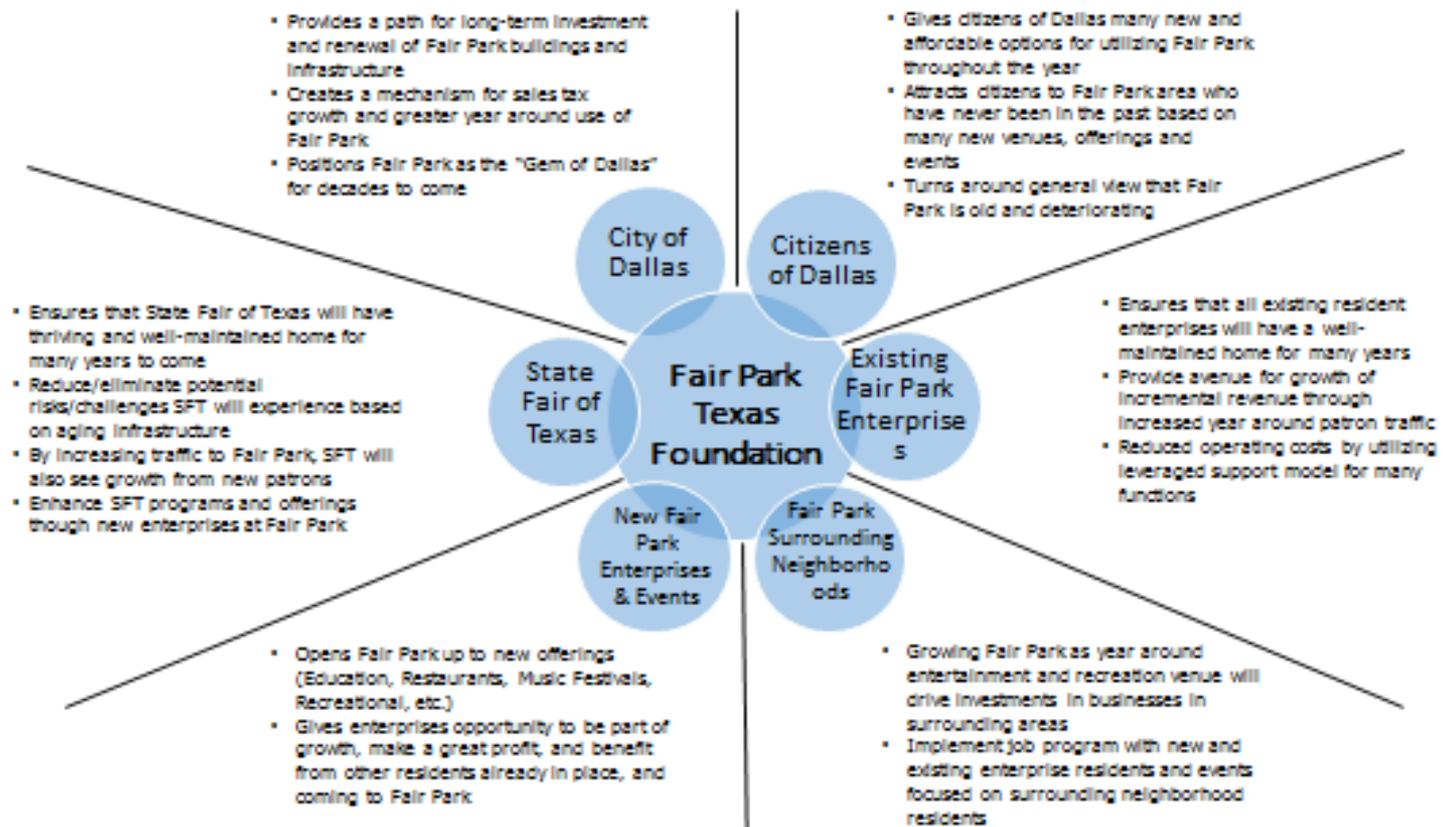
- Lacking Funds, Physical Assets Continue Decline
- Harder to Attract New Events and Activities and Retain Existing Events in light of Competition.
- Fair Park, the largest Public Asset in South Dallas/Fair Park Area, Provides No “Lift” to the Adjacent Communities; Development Stalls.
- State Fair of Texas is a Four Week “Oasis”, in an otherwise “Desert” Year
- Bi-Centennial Celebration Moves to A, H or S.A.

# Less Traveled Path – Revitalize Park It Will Make All The Difference

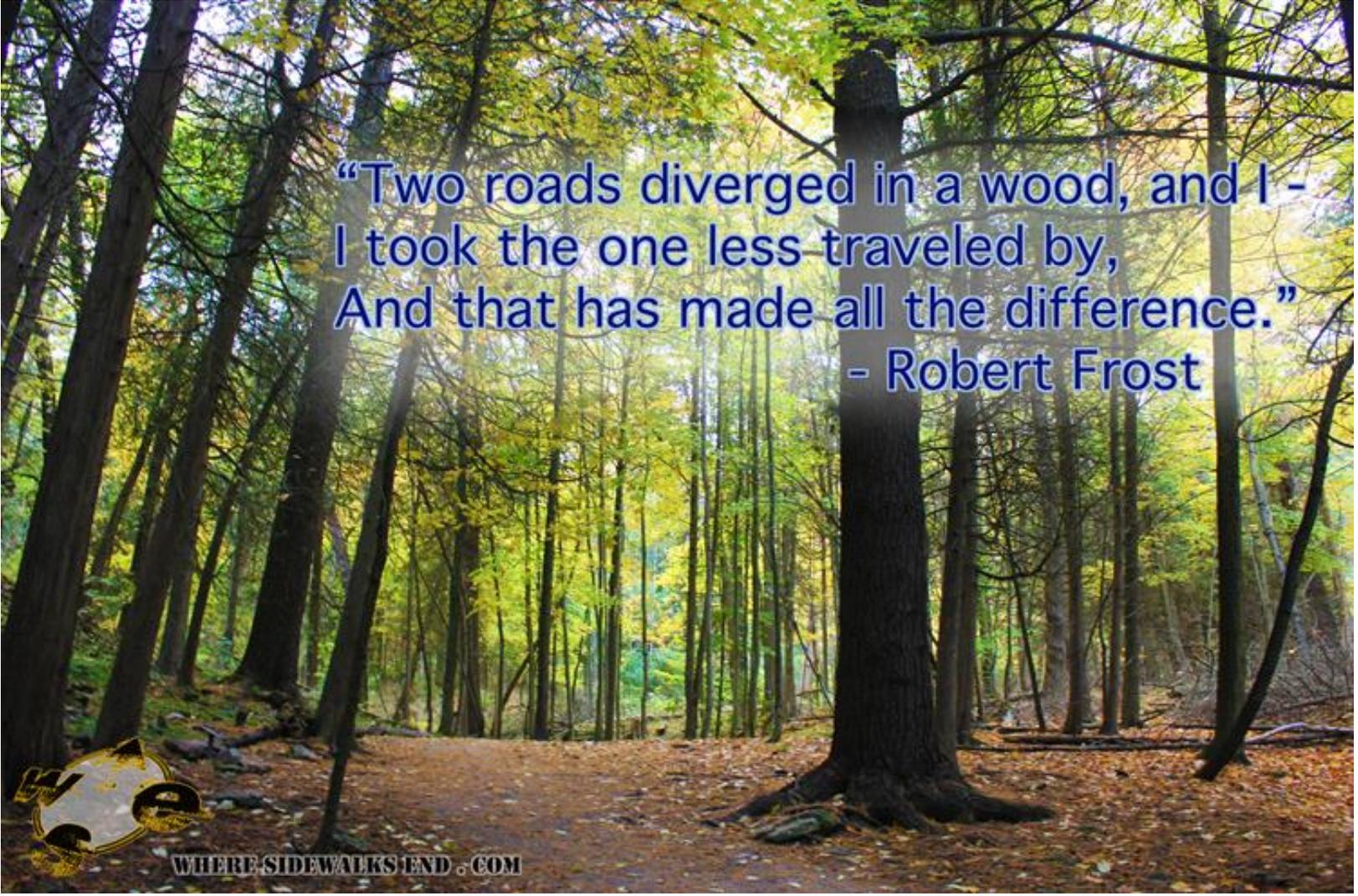
- Fair Park Becomes One Of World's Premier Parks
- State Fair of Texas Remains the Best and Largest Fair in the Nation.
- Other Events, Activities, and Uses - Provided Increased Time and Space to Operate-Thrive Grow
- Private Funding Ultimately Augments and Exceeds City of Dallas support.
- Major National Events Choose Fair Park As Venue
- Bi-Centennial Celebration Held in Dallas-June,2036

# Returns on the Requested Investment by City of Dallas

## Fair Park Texas Foundation – Value Proposition



# WHICH ROAD WILL IT BE?



“Two roads diverged in a wood, and I -  
I took the one less traveled by,  
And that has made all the difference.”  
- Robert Frost

WHERE SIDEWALKS END .COM

# Memorandum



CITY OF DALLAS

DATE November 13, 2015  
TO The Honorable Mayor and Members of the City Council  
SUBJECT Urban Design Program for Dallas

On Wednesday, November 18, 2015 you will be briefed on the Urban Design Program for Dallas. Attached you will find the briefing materials for your review.

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

A handwritten signature in blue ink that reads "Jill Jordan".

Jill A. Jordan, P.E.  
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  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Alan E. Sims, Chief of Neighborhood Plus  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

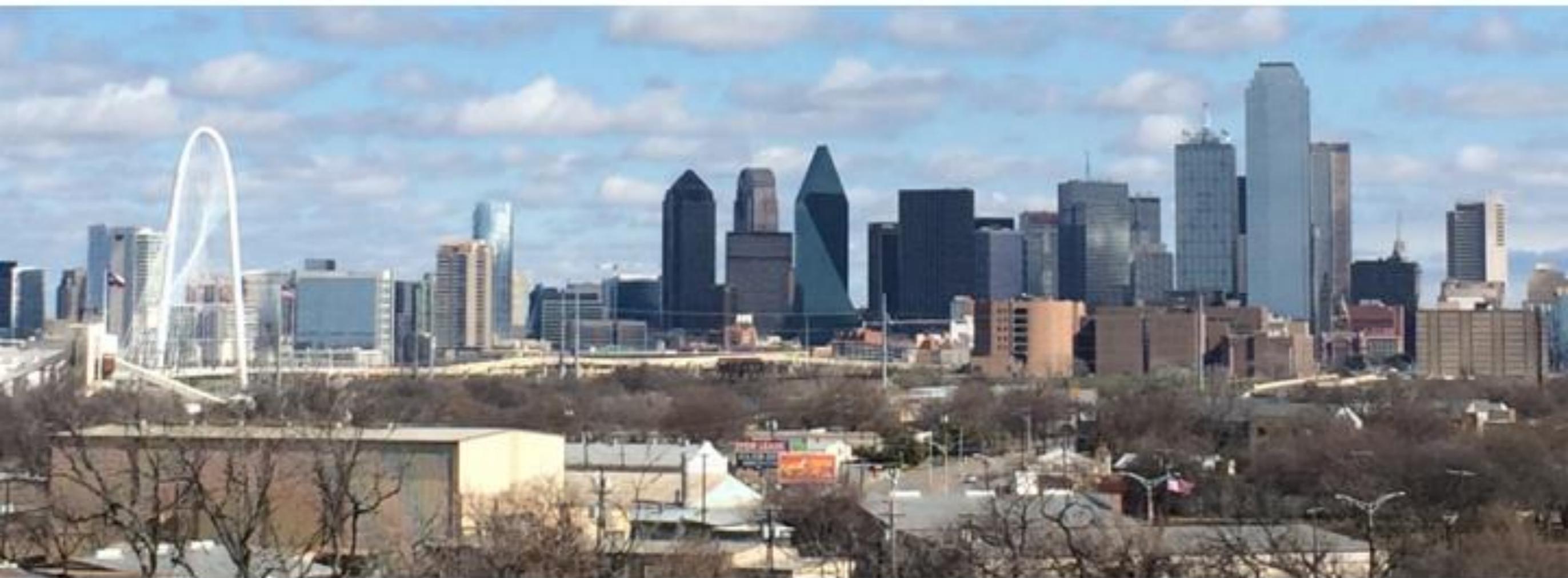


# Urban Design Program for Dallas

Achieving the next level of livability for all Dallas' citizens

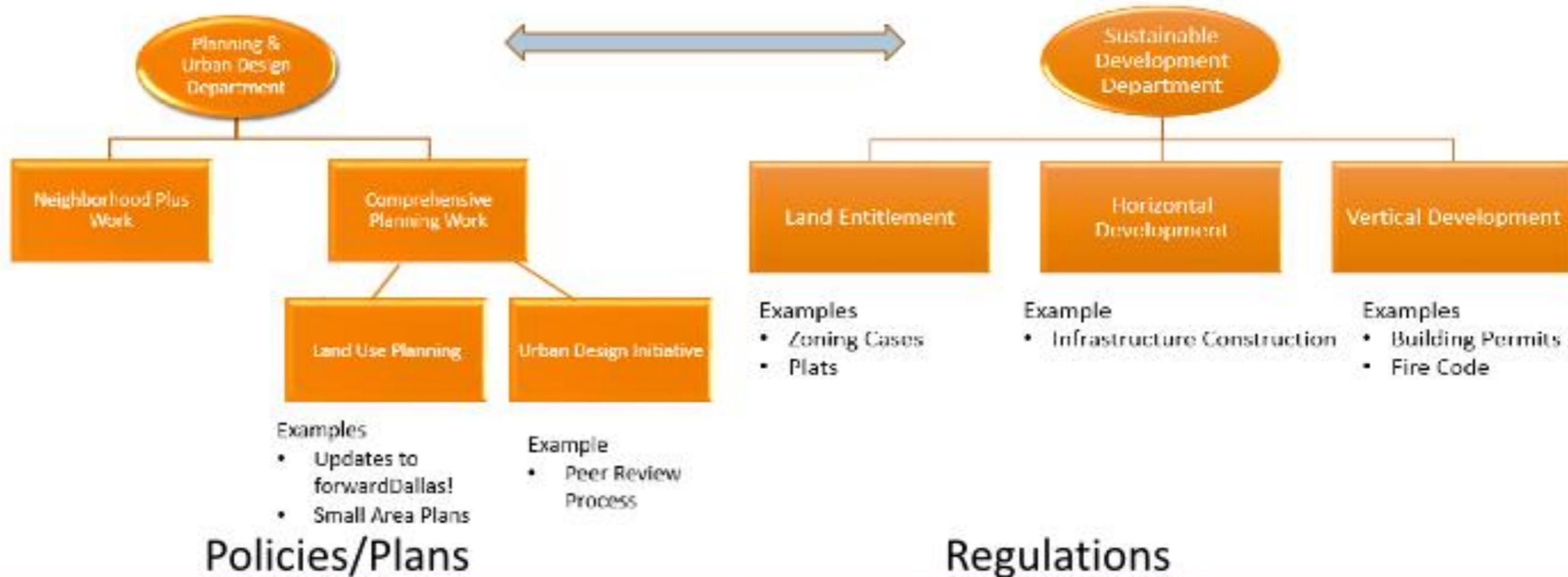
## Introduce the **Urban Design Program for Dallas**

- What is urban design?
- Existing policy and practice
- Program objectives and organization
- 2015/2016 work activities



## Purpose

# Organizational Relationship



**Urban design** is about making **connections** between people and places, **movement** and **urban form**, nature and the **built fabric**. Urban design draws together the many strands of **place-making**, **environmental stewardship**, **social equity** and **economic viability** into the creation of places with **distinct beauty** and **identity** serving the **diverse expectations** of users. *(Source: [Urbandesign.org](http://Urbandesign.org))*



## What is urban design?

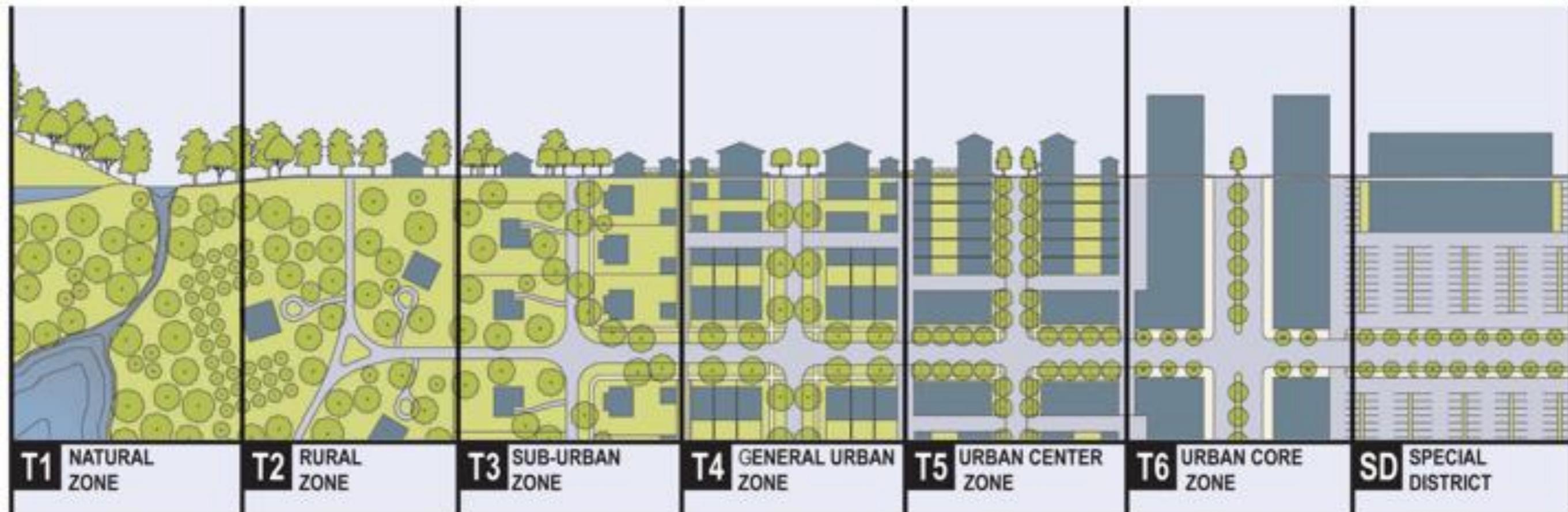
**Urban design** is an inter-disciplinary subject that integrates the built environment professions, including **urban planning, landscape architecture, architecture, and civil & municipal engineering.** *(Source: Wikipedia)*



## What is urban design?

**Urban design is the art of creating and shaping cities and towns & villages.**

*(Source: Wikipedia)*



**What is urban design?**



## Why it matters? [streets]



*Source: Landscape Architecture Foundation*

## Why it matters? [public space]

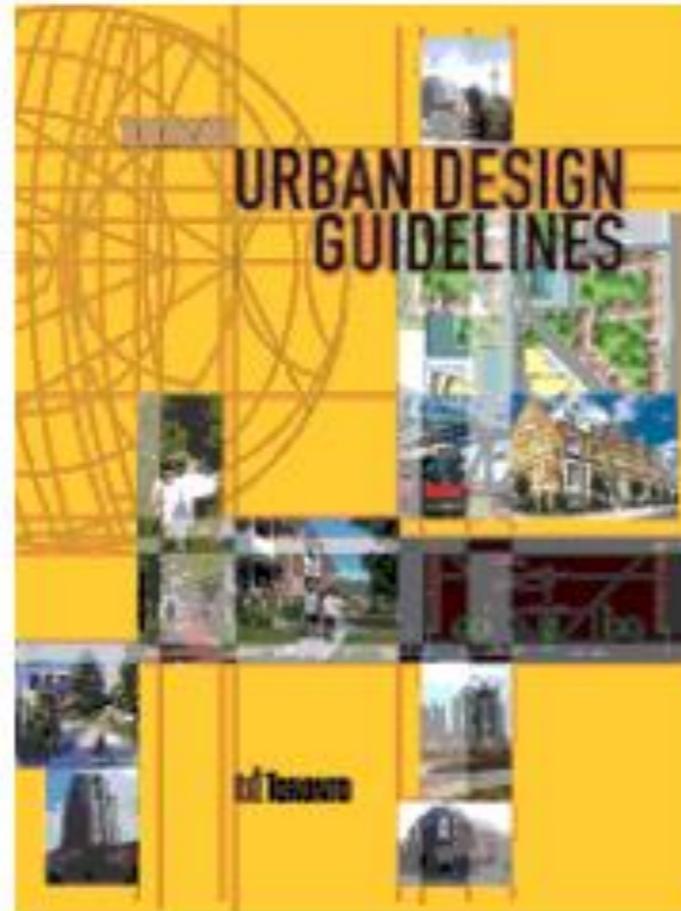


## Why it matters? [buildings]

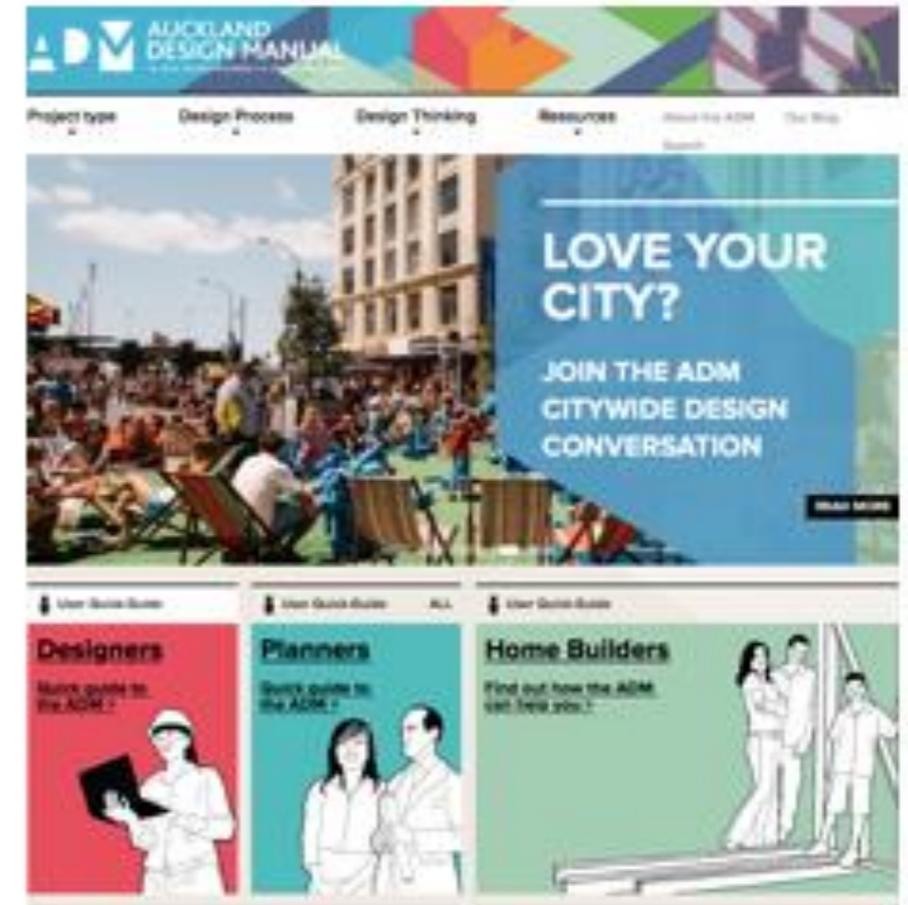
Cities today are continually working toward better urban design performance.



Los Angeles



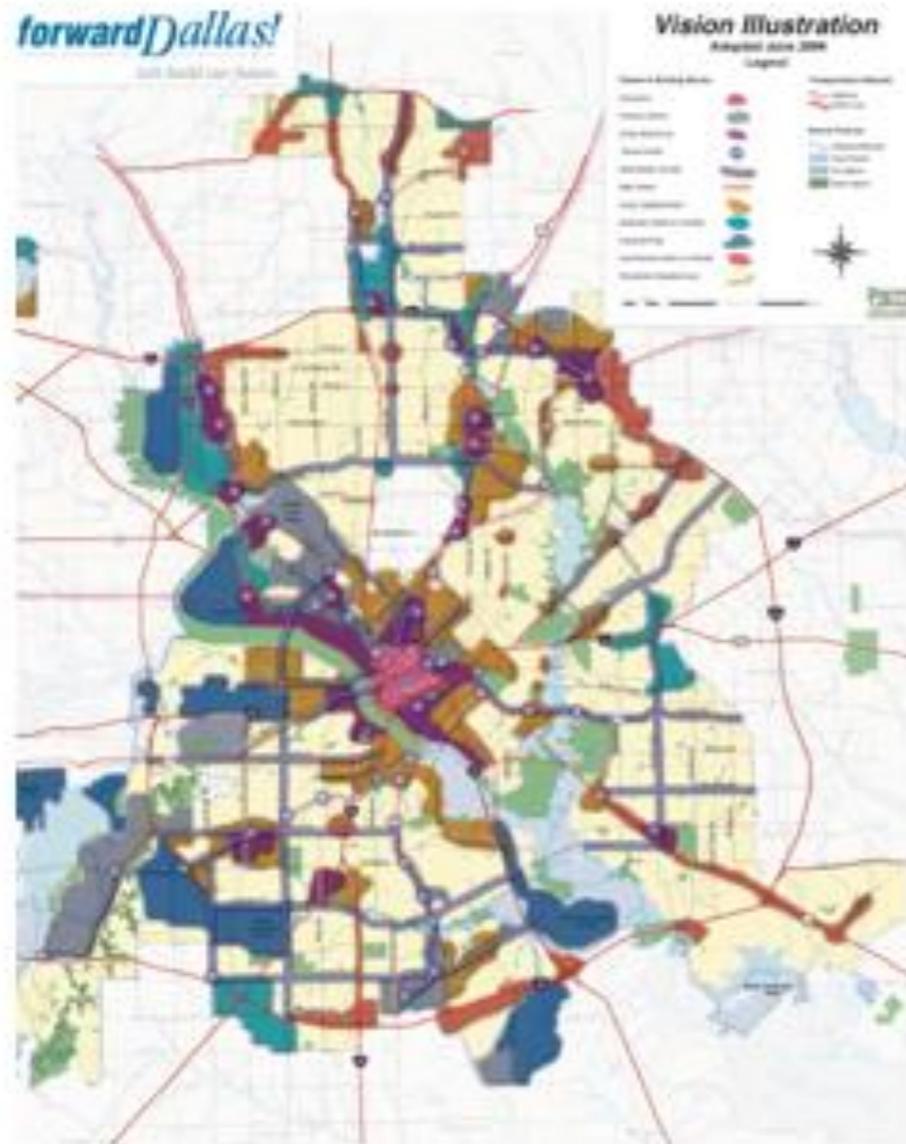
Toronto



Auckland

## Contemporary programs

# forwardDallas! Urban Design Element + Area Plans + Planned Development Districts + TIF District Design Guidelines + Bike Plan + Parks Masterplan + Paving Design Manual + Drainage Design Manual + Building Codes + Others



**ARTICLE 193.**  
**PD 193.**  
**Oak Lawn Special Purpose District**

**PART I.**  
**GENERAL REGULATIONS.**

**SEC. 51P-193.001. LEGISLATIVE HISTORY.**

PD 193 was established by Ordinance No. 18180, passed by the Dallas City Council on February 8, 1985. Ordinance No. 18180 amended Ordinance No. 10962, Chapter 51 of the Dallas City Code, as amended. On September 9, 1992, Ordinance No. 18180 was repealed, and PD 193 was re-established by Ordinance No. 21416. Ordinance No. 21416 amended Ordinance No. 10962, Chapter 51 of the Dallas City Code, as amended. On October 27, 1993, Ordinance No. 21416 was repealed, and PD 193 was re-established by Ordinance No. 21859. Ordinance No. 21859 amended Ordinance No. 10962, Chapter 51 of the Dallas City Code, as amended. Subsequently, Ordinance No. 21859 was amended by Ordinance No. 22721, passed by the Dallas City Council on April 18, 1996; Ordinance No. 22724, passed by the Dallas City Council on April 18, 1996; Ordinance No. 23254, passed by the Dallas City Council on September 10, 1997; Ordinance No. 23642, passed by the Dallas City Council on September 9, 1998; Ordinance No. 23644, passed by the Dallas City Council on September 9, 1998; Ordinance No. 24346, passed by the Dallas City Council on August 23, 2000; Ordinance No. 24347, passed by the Dallas City Council on August 23, 2000; Ordinance No. 24728, passed by the Dallas City Council on September 26, 2001; Ordinance No. 24896, passed by the Dallas City Council on April 18, 2002; and Ordinance No. 25243, passed by the Dallas City Council on May 14, 2003. Ordinance No. 22721 rezoned property located along Cole Avenue, between Hall and Lemmon Avenues, from PD 213 to PD 193. Ordinance No. 22724 rezoned property located south of Oak Lawn Avenue, between the Dallas North Tollway and Maple Avenue, from PD 193 to PD 77. Ordinance No. 23254 rezoned property located at the south corner of Wycliff Avenue and Cedar Springs Road from PD 172 to PD 193. Ordinance No. 23642 rezoned property located south of Oak Lawn Avenue and west of Maple Avenue from PD 193 and PD 77 to PD 518. Ordinance No. 23644 replaced Exhibit A attached to Ordinance No. 21859, as amended. Ordinance No. 24346 rezoned property located east of Sammons Freeway and south of Woodall Rodgers Freeway from PD 193 to PD 582. Ordinance No. 24347 replaced Exhibit A attached to Ordinance No. 21859, as amended. Ordinance No. 24896 rezoned property located on the northwest corner of Buena Vista Street and North Haskell Street from PD 193 to PD 305. (Ord. Nos. 10962, 18180, 21416, 21859, 22721, 22724, 23254, 23642, 23644, 24346, 24347, 24728, 24896, 25243, 25267)

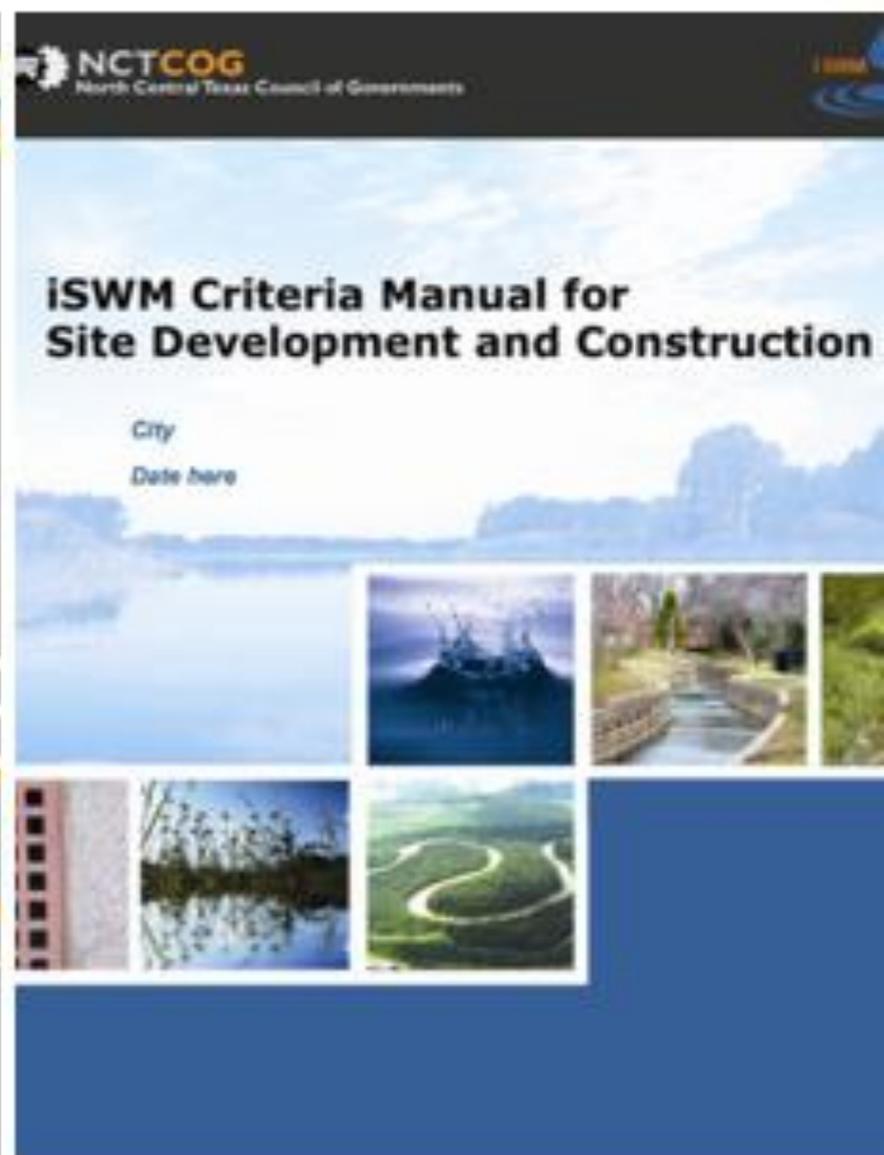
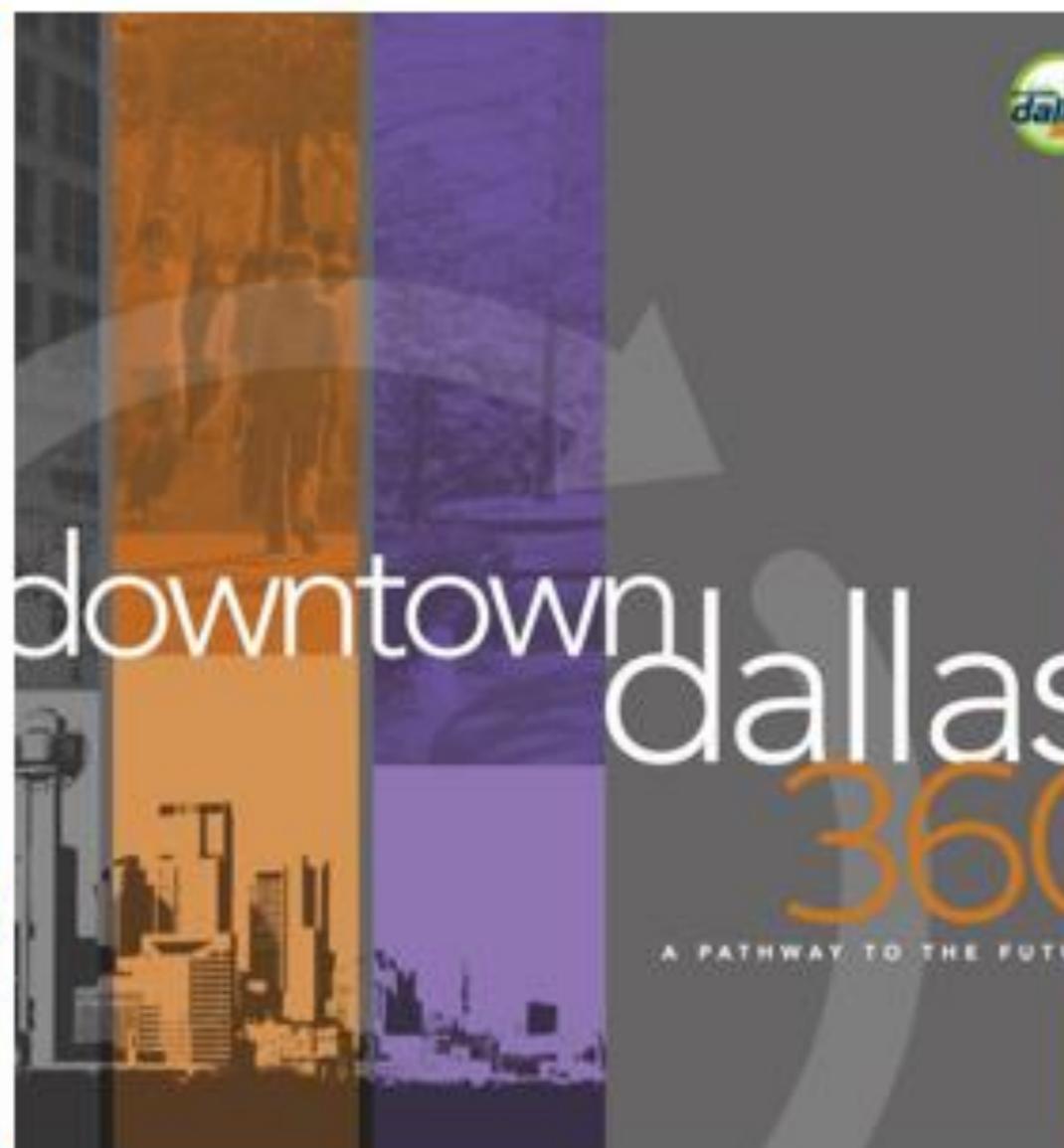
**SEC. 51P-193.002. PROPERTY LOCATION AND SIZE.**

PD 193 is established on property generally bounded by Woodall Rodgers Freeway, North Central Expressway, the Missouri, Kansas, and Texas Railroad, the city limits of the City of Highland Park, Burdick Avenue, Inwood Road, Denton Drive Cut-off, Maple Avenue, Cedar Springs Branch Creek, Harry Hines Boulevard, Oak Lawn Avenue, and Sammons Freeway but excluding existing PD's within these boundaries. The size of PD 193 is approximately 2619.92 acres. (Ord. Nos. 21859, 22721, 22724, 23254, 23642, 24346, 24896, 25267, 26776)

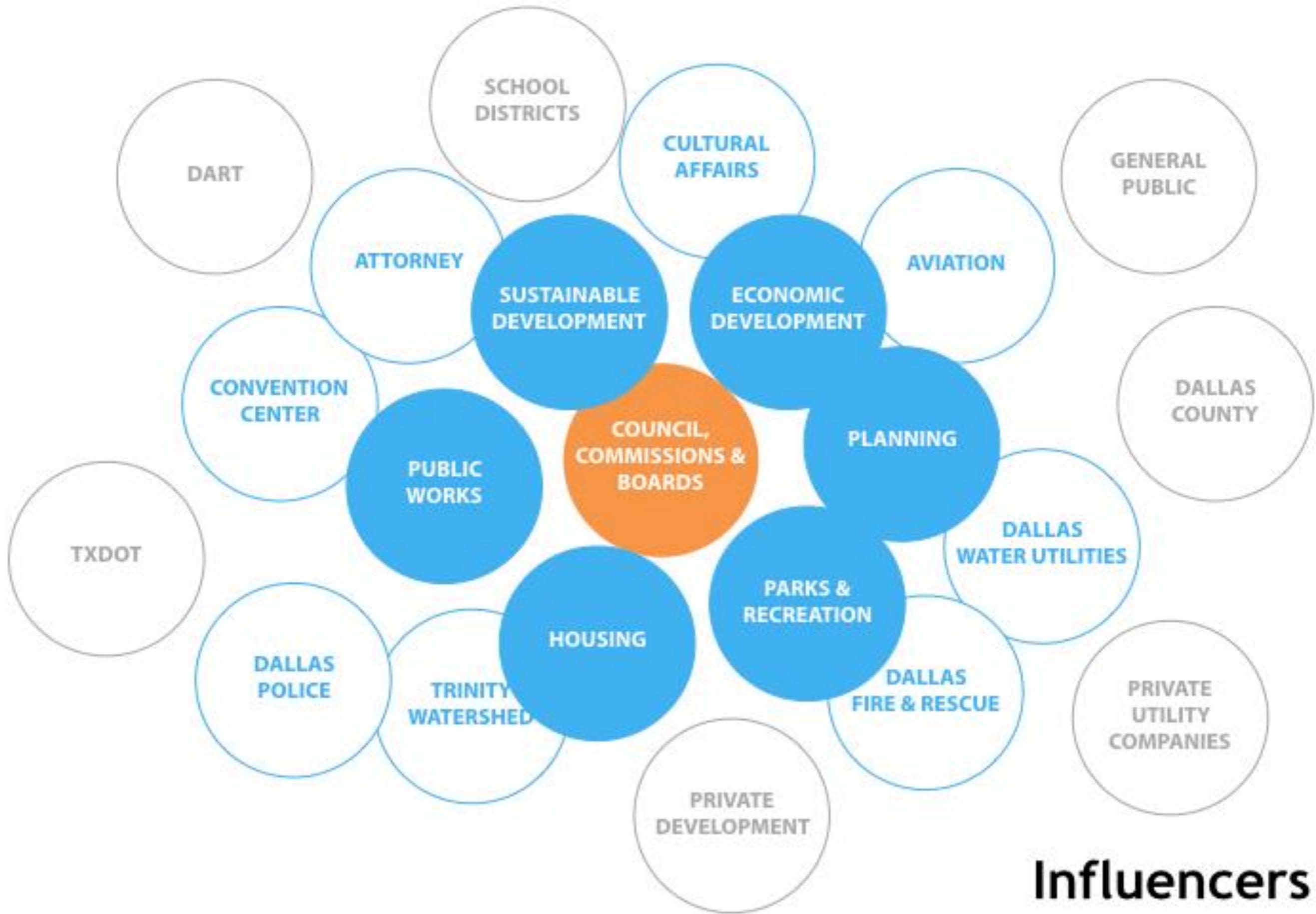


## Existing policy

# Complete Streets Manual + Downtown Dallas 360 + Low Impact Development Manual (iSWM)



## Current efforts

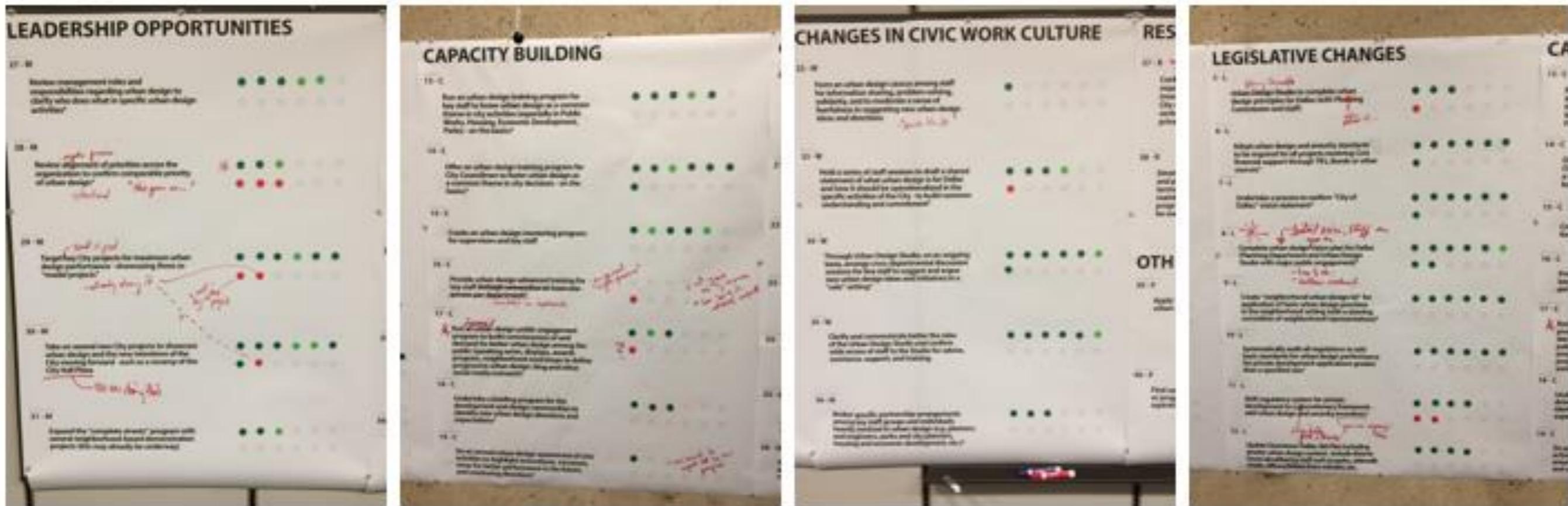


# Influencers



## Conflicting performance

2014/2015 multi-departmental activity occurred resulting in [1] a better understanding of current practices + [2] staff ideas generated for better urban design performance + [3] organized work programs + and [4] prioritized activities



# Internal Discovery

## Coordinating Action

Coordinate the diverse activities of the City to improve consistency of urban design performance.

## Developing Policy

Define how Dallas should be designed moving forward and develop clearer policies to articulate that urban design vision.

## Building Understanding

Conduct outreach and communication activities engaging the public, development and design professionals, and staff about urban design.

## Confirming Requirements

Codify policy and ensure that both private and public projects are complementary.

*\*see appendix for detail work activity*

# Categories of Work

Category	Activity	Phase
Building Understanding	Undertake a strong urban design communication and outreach program – with a Toolkit, formal launch, presentation series, displays, an awards program and social media.	Phase 2
Building Understanding	Develop an ongoing briefing program for City Council, Boards, Commissions, partner agencies, professional associations, citizens and city staff.	Phase 2
Building Understanding	Add an urban design component to key civic projects and make sure urban design is a known factor.	Phase 2
Building Understanding	Use new City projects as showcases for urban design excellence.	All Phases
Developing Policy	Define what urban design means in Dallas.	Phase 1
Developing Policy	Develop an urban design vision statement.	Phase 1
Developing Policy	Complete a set of overall urban design principles for Dallas.	Phase 1
Developing Policy	Develop urban design guidelines for Dallas.	Phase 1 & 2
Developing Policy	Develop a well-researched business case for consistently financing urban design and public realm activities, including capital and maintenance.	Phase 2

*\*see appendix for detail work activity*

## Sample Work Activities



## Urban Design Program Team

engagement will be continuous with increased activity for definition of UD vision, principles & guidelines + development of policy recommendations + adoption of potential policy & regulatory changes

sample methods will include public meetings & workshops + digital media including website & social media channels + presentations to community, professional, development



## Public Engagement

## **December 2015**

City Council Briefing - Complete Streets

Award a Consultant Contract for Revising the Paving & Drainage Design Manuals and providing urban design support

## **2016**

Urban Design Definition & Vision for Dallas

Urban Design Principles

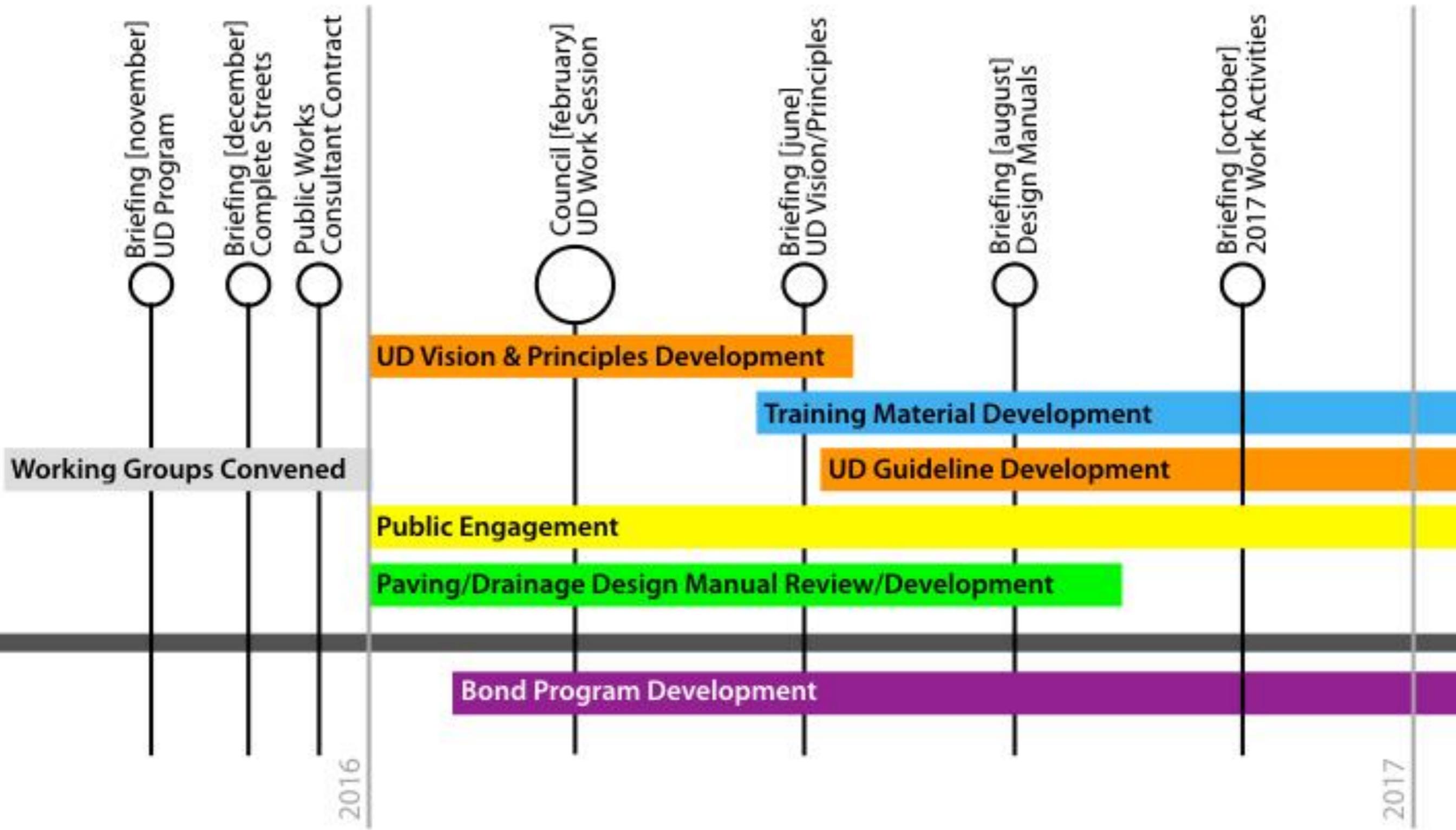
Urban Design Guidelines

Updated Paving Design Manual

Updated Drainage Design Manual

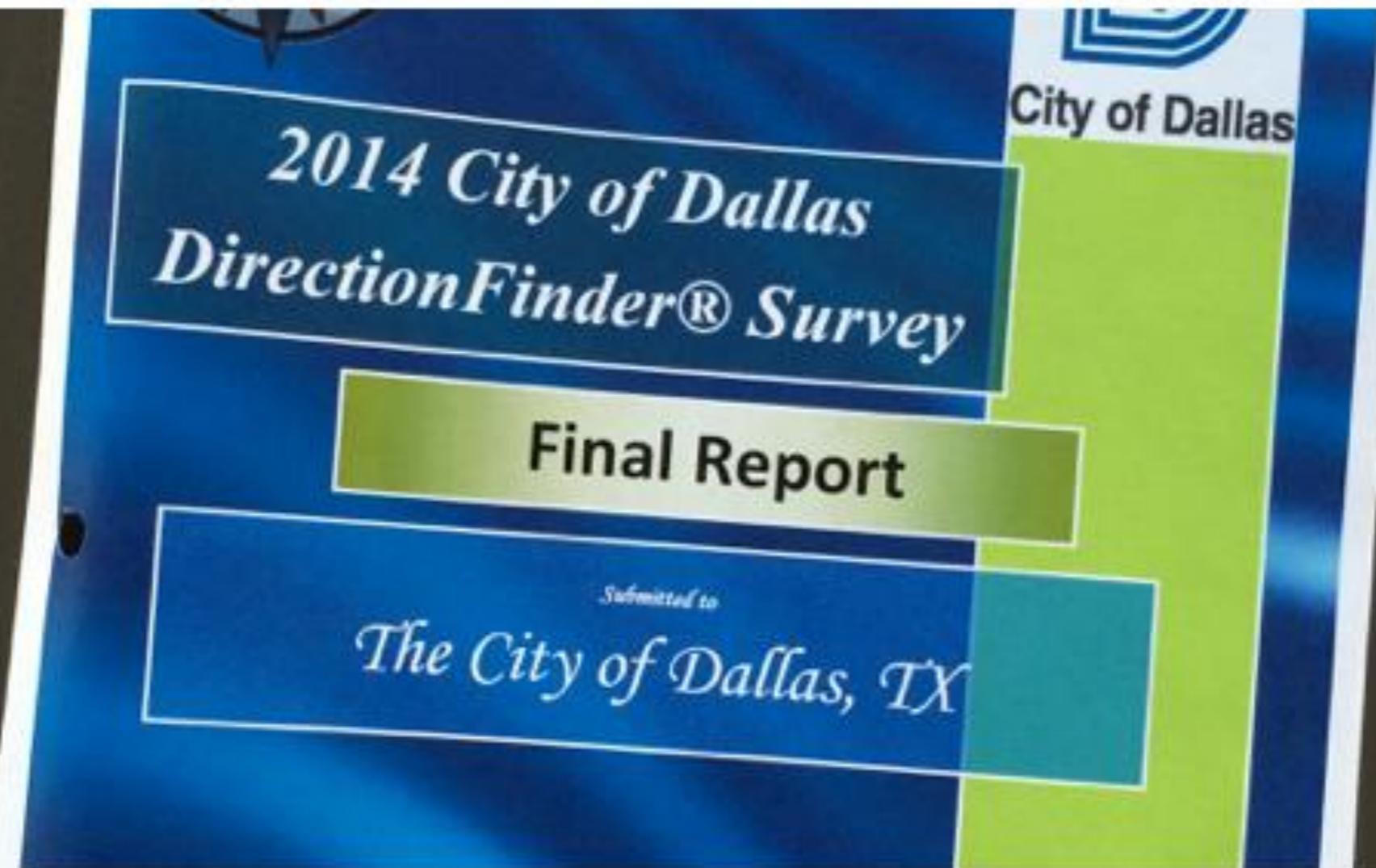
Recommendations for amending forwardDallas!

# **Deliverables for Action**



# Timeline for Work

- Overall quality of life in Dallas - Citizens survey
- Overall quality of new development in Dallas - Citizens survey
- Overall quality of public engagement - Event based surveys
- Customer satisfaction with Peer Review process - Customer surveys



## Metrics



## Discussion

**Urban Design Program for Dallas**

November 13, 2015

**Work Activities**

Phase 1 is 2016 and Phase 2 is post 2016

<b>Category</b>	<b>Activity</b>	<b>Phase</b>
Coordinating Action	Appoint a Urban Design Lead and associated Implementation Management/Working Committees of city staff to guide the change process	Completed
Coordinating Action	Start to triage and coordinate significant public and private projects to secure consistent urban design performance.	Phase 1
Coordinating Action	Review and clarify the role of the Consulting Design Director.	Phase 1
Coordinating Action	Review and clarify the role and responsibilities of urban design peer review (Urban Design Advisory Panel).	Phase 1
Coordinating Action	Develop urban design partnerships with other organizations and governments for better urban design coordination and implementation of projects.	Phase 1
Coordinating Action	Implement matrix management across departments for staff involved in urban design to report to their home department and the Urban Design Lead on identified major projects where urban design should be a priority.	Phase 2
Coordinating Action	Review and better articulate urban design roles and responsibilities of management and build into job specifications.	Phase 2
Coordinating Action	Include urban design performance in individual staff performance reviews.	Phase 1
Coordinating Action	Include urban design in succession planning.	Phase 2
Coordinating Action	Digitize all policies and area plans for easy customer access.	Phase 1
Coordinating Action	Consider "smart city" technologies in all urban design activities as these become available.	Phase 1
Building Understanding	Develop a training program for management and staff to increase awareness of urban design.	Phase 1
Building Understanding	Develop an urban design information program for City Council and schedule recurring activities/briefings to ensure their involvement and awareness of urban design issues.	Phase 1
Building Understanding	Complete an urban design briefing for the development and the design communities.	Phase 1
Building Understanding	Form an informal urban design "caucus" of City staff from all departments who are involved in urban design for on-going discussion and problem solving on urban design – meeting on a quarterly basis.	Phase 1

<b>Category</b>	<b>Activity</b>	<b>Phase</b>
Building Understanding	Undertake a strong urban design communication and outreach program – with a Toolkit, formal launch, presentation series, displays, an awards program and social media.	Phase 2
Building Understanding	Develop an urban design mentoring program for staff.	Phase 2
Building Understanding	Initiate an Annual Report to City Council on the progress of urban design.	Phase 2
Building Understanding	Initiate an Annual Report for the development and the design communities on the progress of urban design.	Phase 2
Building Understanding	Host an annual workshop for the public and staff about urban design and initiate an Annual Report for the public on the progress of urban design.	Phase 2
Building Understanding	Develop an ongoing briefing program for City Council, Boards, Commissions, partner agencies, professional associations, citizens and city staff.	Phase 2
Building Understanding	Add an urban design component to key civic projects and make sure urban design is a known factor.	Phase 2
Building Understanding	Use new City projects as showcases for urban design excellence.	All Phases
Developing Policy	Define what urban design means in Dallas.	Phase 1
Developing Policy	Develop an urban design vision statement.	Phase 1
Developing Policy	Complete a set of overall urban design principles for Dallas.	Phase 1
Developing Policy	Develop urban design guidelines for Dallas.	Phase 1 & 2
Developing Policy	Develop a well-researched business case for consistently financing urban design and public realm activities, including capital and maintenance.	Phase 2
Developing Policy	Update the “Dallas 360 Plan” to incorporate a fuller urban design agenda.	Phase 1
Developing Policy	Develop neighborhood urban design implementation kits for local use to enhance the quality of local places.	Phase 2
Developing Policy	Create a dedicated staff team to audit obsolete regulations that work against good urban design performance.	Phase 2
Developing Policy	Amend forwardDallas! as needed to fully integrate and prioritize urban design within planning of the city.	Phase 2
Execute Requirements	Review and confirm urban design standards for projects enjoying City funding or subsidies.	Phase 2
Execute Requirements	Add urban design performance specifications in projects subject to Bond Issues.	Phase 2
Execute Requirements	Start an ongoing program to add urban design performance specifications to all regulations including zoning.	Phase 2

# Memorandum



CITY OF DALLAS

DATE November 13, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT Business Inclusion and Development Program Overview

On November 18, 2015, the City Council will be briefed on a Business Inclusion and Development Program Overview. The briefing material is attached for your review.

Please contact me 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  
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  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# Business Inclusion and Development Program Overview

City Council Briefing  
Wednesday, November 18, 2015



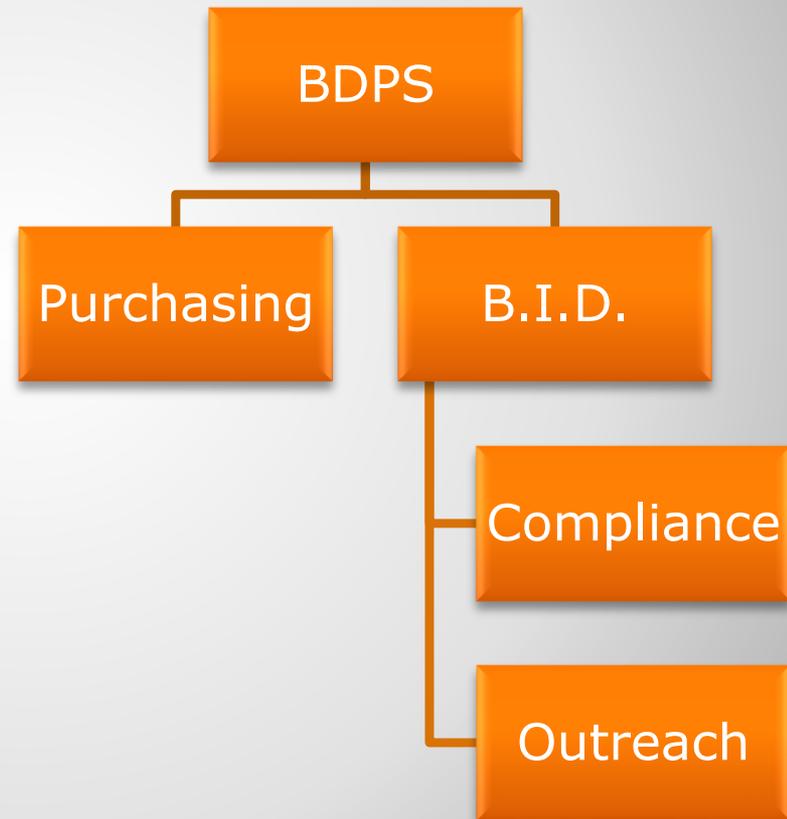
# Outline

- I. Program structure overview
- II. Outreach efforts and strategy
- III. Current Business Inclusion and Development (B.I.D.) program

# Business Development and Procurement Services

The Business Inclusion and Development (B.I.D.) Program has two divisions:

- ResourceLink (Vendor Outreach)
  - Recruit, educate, and assist the vending community
  - Consists of two staff
- B.I.D. (Compliance)
  - Ensure efforts are made to gain minority participation
  - Monitors, maintains, and reports M/WBE participation throughout the life of the contract
  - Consists of four staff



## Resourcelink Team (Outreach)

- Connects vendors to resources to do business with the City
- Provides training and informational seminars
- Compiles scope specific M/WBE subcontractor lists to assist primes
- Recruits vendors to compete for City contracts



# Resourcelink Team (Outreach)

- FY 14-15 RLT:
  - Conducted 19 training sessions
  - Held 230 one-on-one meetings
  - Hosted 6 vendor orientation meetings
  - Represented the City at 75 events
- Recent Events
  - Business Opportunities Forum
  - M/WBE Interest Meeting for the Millcreek Tunneling project



## Efforts to Increase Competition and Participation

### Business Industry Group (B.I.G.) Opportunities Initiative

- Determine registered vendor's capabilities by industry
- Analyze City spend by industry
- Reach out to industry specific organizations and associations
  - Facilitate certification process for minority business owners
  - Share industry specific contracting opportunities

Complements existing partnerships with the chambers and advocacy groups

## Program Focus

- Direct City spend - goods/services/construction
- Other spend such as
  - Tax Increment Financing (TIFs) projects
  - Integrated Pipeline Project
  - Omni Hotel – construction and operations

# Business Inclusion and Development

## POLICY

It is the policy of the City of Dallas to:

- Involve Minority and Women-Owned Business Enterprises (M/WBEs) to the greatest extent feasible on City contracts
- Encourage growth and development of M/WBEs
- Not discriminate on the basis of race, color, religion, national origin, or sex in the award and performance of contracts

*Resolution in Appendix*

# Business Inclusion and Development

## BACKGROUND

- In 2001, the City commissioned Mason Tillman to conduct an Availability and Disparity study
  - Reviewed contract expenditure data from 1997 to 2000
  - Found disparity in prime contracting in all categories for M/WBEs
  - Found disparity in construction sub-contracting for African American and Asian American only
  - Revenue contracts not included in the study
- In 2003, the City commissioned Mason Tillman to conduct a “But For” study
  - Determined that without M/WBE goals participation would be lower
- In 2004, Council renewed the Good Faith Effort (GFE) program and adopted the GFE plan

# Business Inclusion and Development

## BACKGROUND (continued)

- On October 22, 2008 the City Council adopted the following amendments to the City's GFE plan:
  - Allocated 15 evaluation points (with multiple criteria) on proposals estimated to be in excess of \$250K
  - Changed name to Business Inclusion and Development (B.I.D.) Plan

*Note: State law does not allow contracts to be awarded to prime contractors on basis of race, religion, color, sex or national origin (Texas Civil Practice and Remedies Code 106.001) Therefore, goals are set for the use of M/WBE subcontractors.*

# Business Inclusion and Development

## PROCESS

M/WBE participation is monitored, maintained, and reported throughout the life of the contract for all expenditure contracts

### Pre-Bid/Proposal Conference

- M/WBE policy reviewed
- Preliminary M/WBE subcontractor list distributed
- Questions answered
- Sign-in sheet posted

### Compliance Phase

- Documented efforts to meet goal reviewed
- M/WBEs called to verify prime's efforts
- M/WBE participation compared to B.I.D. evaluation (if applicable)

### Sub-Contractors Confirmed

- Sub-contractor's M/WBE certification verified
- M/WBE sub-contractors utilization is confirmed

### Post Award

- Reporting
- Provide prime and sub-contractor assistance

# Business Inclusion and Development

## PROCESS

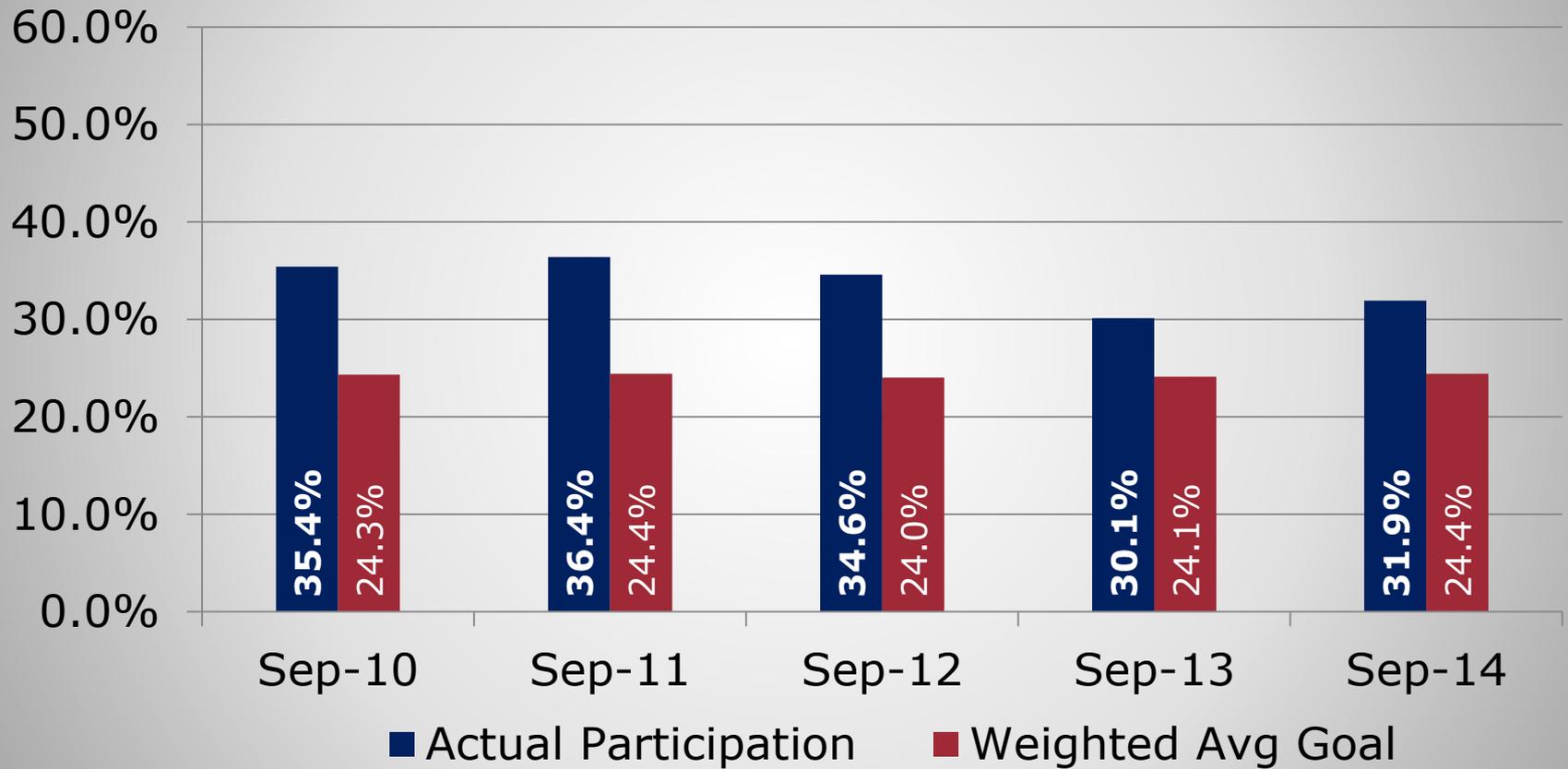
- Staff evaluates the proposal and allocates the 15 points for M/WBE participation for all proposals over \$250K (if applicable)
  - FY 14-15, 16% of all solicitations reviewed by compliance staff included the 15 point evaluation; remaining 84% were awarded as low-bid contracts
- Participation is monitored, maintained, and reported throughout the life of the contract

# Business Inclusion and Development

## GOALS

- Construction = 25.00%
- Architecture and Engineering = 25.66%
- Professional Services = 36.30%
- Other Services = 23.80%
- Goods = 18.00%
- No goals established for revenue contracts, however, federal regulations permit goals for Airport Concession Disadvantaged Business Enterprise (ACDBE) program
- Currently the City has 15 revenue contracts or 2.5% of all contracts
  - 6 are currently covered under the ACDBE program, leaving 9 or 1.5% that are not included in the B.I.D. policy

# Total M/WBE Historical Performance



# Appendix

October 22, 2008

**WHEREAS**, on the August 20, 2008 the City Council was briefed on recommended amendments to the City's Good Faith Effort (GFE) Plan; and,

**WHEREAS**, among the amendments being recommended are: (1) changing the name from GFE Plan to Business Inclusion and Development (BID) Plan to reflect both inclusion and development of Minority and Women-Owned Business Enterprise (M/WBE) firms, (2) granting evaluation points to encourage meaningful inclusion of M/WBE firms in response to the evaluation of proposals including best value bids estimated to be in excess of \$250,000 and, (3) encouraging bidders and proposers on City projects to create joint ventures, when feasible, to increase capacity and build stronger and larger M/WBE firms in the market; and,

**WHEREAS**, it is in the best interest of the City of Dallas to adopt the recommended amendments to the GFE plan;

**NOW, THEREFORE,**

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

**SECTION 1.** That the proposed amendments to the City's Good Faith Effort Plan, attached hereto as Exhibit B - BID Plan, are hereby adopted.

**SECTION 2.** That the Good Faith Effort Plan is hereby renamed the "Business Inclusion and Development (BID) Plan."

**SECTION 3.** That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas and it is accordingly so resolved.

**DISTRIBUTION:**

City Manager's Office  
City Attorney's Office  
Business Development and Procurement Services

APPROVED BY  
CITY COUNCIL

OCT 22 2008

  
City Secretary

**Exhibit B****City of Dallas****Business Inclusion and Development Plan****Policy Statement**

It is the policy of the City of Dallas to involve Minority and Women-Owned Business Enterprises (M/WBEs) to the greatest extent feasible on the City's construction, procurement and professional services contracts. It is the policy of the City of Dallas to encourage the growth and development of M/WBEs that can successfully compete for contracting opportunities. The City and its contractors shall not discriminate on the basis of race, color, religion, national origin, or sex in the award and performance of contracts. In consideration of this policy, the City of Dallas has adopted the Business Inclusion and Development (BID) Plan for all City of Dallas contracts.

**Scope of BID Plan**

The BID Plan shall apply to all contracts for the purchase of goods or services over \$50,000 with special emphasis on those contracts with first tier subcontracting opportunities. The provision of the BID Plan takes precedence over any departmental plans or procedures in conflict herewith, except for specific requirements mandated by the terms or conditions of agreements in force between the City and the Federal Government or the State of Texas that require different procedures than those described in the BID Plan.

**Objectives**

The objectives of the BID Plan are to:

- promote inclusion of M/WBEs by providing equal opportunity for participating in City construction, procurement and professional services contracts
- provide procedures for monitoring compliance with M/WBE requirements

## Exhibit B

**Administration of the BID Plan**

The City Manager will take all usual and legal administrative actions necessary to implement the BID Plan and is ultimately responsible for the administration of the BID Plan.

The City Manager is designated to serve as the City's M/WBE Liaison Officer for the BID Plan. The Liaison Officer is responsible for implementing, coordinating and managing the BID Plan. The M/WBE Liaison Officer has appointed Business Development and Procurement Services (BDPS) to be responsible for the following:

- Developing, managing, implementing, and evaluating the BID Plan
- Disseminating information related to business opportunities
- Maintaining and providing a directory of certified and registered City of Dallas M/WBE vendors
- Tracking and monitoring M/WBE participation including subcontractor utilization with emphasis on subcontractors utilization post council award
- Granting evaluation points to encourage a meaningful inclusion of M/WBE participation in response to proposals including best value bids estimated to be in excess of \$250,000.
- Advising prospective contractors/proposers on Business Inclusion and Development compliance requirements
- Communicating M/WBE goals and BID compliance requirements
- Maintaining and submitting accurate and current reports on M/WBE performance
- Providing opportunities for networking among contractors and firms

**Procedures to Ensure Equal Opportunity**

BDPS will facilitate participation of M/WBEs in construction, procurement and professional services contracts. To ensure compliance with the BID Plan, at a minimum, BDPS will:

- Conduct outreach functions to communicate contracting and procurement opportunities and procedures
- Provide bonding, financing, and technical assistance services
- Explain Business Inclusion and Development compliance procedures

- Encourage prime and subcontracting relationships
- Communicate the City's M/WBE goals and Business Inclusion and Development requirements
- Maintain and distribute a directory of certified and registered M/WBEs
- Review Business Inclusion and Development documentation to ensure compliance with the BID Plan

#### **Certification of M/WBEs**

The City of Dallas is a member of the North Central Texas Regional Certification Agency (NCTRCA), DFW Minority Business Council, and Women Business Council-Southwest. The agencies certify M/WBE ownership and control and provide M/WBE certification service for the City of Dallas.

The City reserves the right to accept M/WBE certifications issued by other certifying organizations or agencies that use the same essential criteria for certification.

#### **Other Provisions**

In addition to this goal-based policy, it is the preference of the City of Dallas for the workforce of its contractors to be reflective of the diversity of the citizens of the City of Dallas. In accordance with Chapter 15 B of the Dallas City Code, awardees of construction contracts involving the expenditure of more than \$10,000 and awardees for the procurement of goods and services involving an expenditure of more than \$50,000 are required to incorporate an equal employment opportunity clause which provides that the contractor shall not discriminate against any employer or applicant for employees because of race, age, color, sex, sexual orientation or national origin. The City reserves the right to request a contractor's affirmative action plan or equal opportunity plan. In addition, if the contractor plans to hire additional staff to complete the contract, the City reserves the right to request a local hiring plan.

The BID Plan or the diverse workforce preference is not to be construed to require the City of Dallas to award a contract to anyone other than the lowest responsible bidder, best value, or most advantageous proposer. The BID Plan is also not to be construed to require contractors/proposers to award subcontracts/sub-proposals to or make significant material purchases from M/WBEs who do not submit the lowest responsible sub-bid.

Before award of a contract, the City of Dallas will require bidders/proposers to document good faith efforts to meet established goals.

Failure to adequately document a good faith effort to obtain M/WBE participation may result in award to the next-lowest bidder or advantageous proposer.

Failure to utilize M/WBEs listed in Business Inclusion and Development forms without proper documentation to explain the change will be considered in future awards.

The City Manager's Office is responsible for procedures and processes related to the administration of this Plan.

**BID Plan Goals**

Construction:	25.00%
Architectural & Engineering:	25.66%
Other Professional Services:	36.30%
Other Services:	23.80%
Goods:	18.00%