

**DECEMBER 5, 2018 CITY COUNCIL BRIEFING AGENDA
CERTIFICATION**

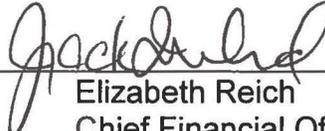
This certification is given pursuant to Chapter XI, Section 9 of the City Charter for the City Council Briefing Agenda dated December 5, 2018. We hereby certify, as to those contracts, agreements, or other obligations on this Agenda authorized by the City Council for which expenditures of money by the 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.



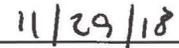
T.C. Broadnax
City Manager



Date



Elizabeth Reich
Chief Financial Officer

Date

RECEIVED

2018 NOV 29 PM 4: 06

City of Dallas

CITY SECRETARY
DALLAS, TEXAS

*1500 Marilla Street
Dallas, Texas 75201*



COUNCIL BRIEFING AGENDA

December 5, 2018

(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.

If you need interpretation in Spanish language, please contact the City Secretary's Office at 214-670-3738 with a 48 hour advance notice.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-3738 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.

Si necesita interpretación en idioma español, por favor comuníquese con la oficina de la Secretaría del Ayuntamiento al 214-670-3738 con notificación de 48 horas antes.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-3738 (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.

Handgun Prohibition Notice for Meetings of Governmental Entities

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

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

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

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

9:00 a.m. Invocation and Pledge of Allegiance 6ES

Special Presentations

Open Microphone Speakers

VOTING AGENDA 6ES

1. 18-1420 Approval of Minutes of the November 6, 2018 City Council Meeting and the November 20, 2018 Special Called City Council Meeting
2. 18-1421 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)

BRIEFINGS 6ES

A. City of Dallas Fleet Management Study

B. HUD Consolidated Plan for FY 2019-20 through FY 2023-24

Lunch

Closed Session 6ES

Attorney Briefings (Sec. 551.071 T.O.M.A.)

- Three Expo Events, L.L.C. v. City of Dallas, Texas, No. 17-10632.
- Davis S. Martin, et al. v. City of Dallas, Cause No. 1-95-506 and George G. Parker, et al. v. City of Dallas, Cause No. 1-95-107, in the 382nd District of Rockwall County, Texas.
- DCS v. Force Multiplier Solutions, et al., Cause No. DC-18-09831.

Personnel (Sec. 551.074 T.O.M.A.)

- Discussion regarding the search for, criteria, and qualifications of the City Attorney.

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.

EXECUTIVE SESSION NOTICE

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

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



City of Dallas

1500 Marilla Street
Dallas, Texas 75201

Agenda Information Sheet

File #: 18-1420

Item #: 1.

SUBJECT

Approval of Minutes of the November 6, 2018 City Council Meeting and the November 20, 2018 Special Called City Council Meeting



Agenda Information Sheet

File #: 18-1421

Item #: 2.

AGENDA DATE: December 5, 2018

DEPARTMENT: City Secretary

COUNCIL DISTRICT(S): N/A

SUBJECT

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)

Memorandum



CITY OF DALLAS

DATE November 30, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **City of Dallas Fleet Management Study**

On December 5, Donzell Gipson, Interim Director of Equipment and Fleet Management, will brief the City Council on the City of Dallas Fleet Management Study conducted by the firm Alvarez and Marsal. The briefing is attached for your review; it will provide an overview of the consultant's findings and recommendations including a status update on the implementation of process improvements.

The complete fleet management study can be found at the following link:

<https://dallascityhall.com/departments/budget/financialtransparency/DCH%20Documents/FMS.pdf>

If you have any questions or concerns, please contact Donzell Gipson at 214-671-5131 or via email.


M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (I)
Carol A. Smith, City Auditor (I)
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Majed A. Al-Ghafry, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Directors and Assistant Directors



City of Dallas Fleet Management Study

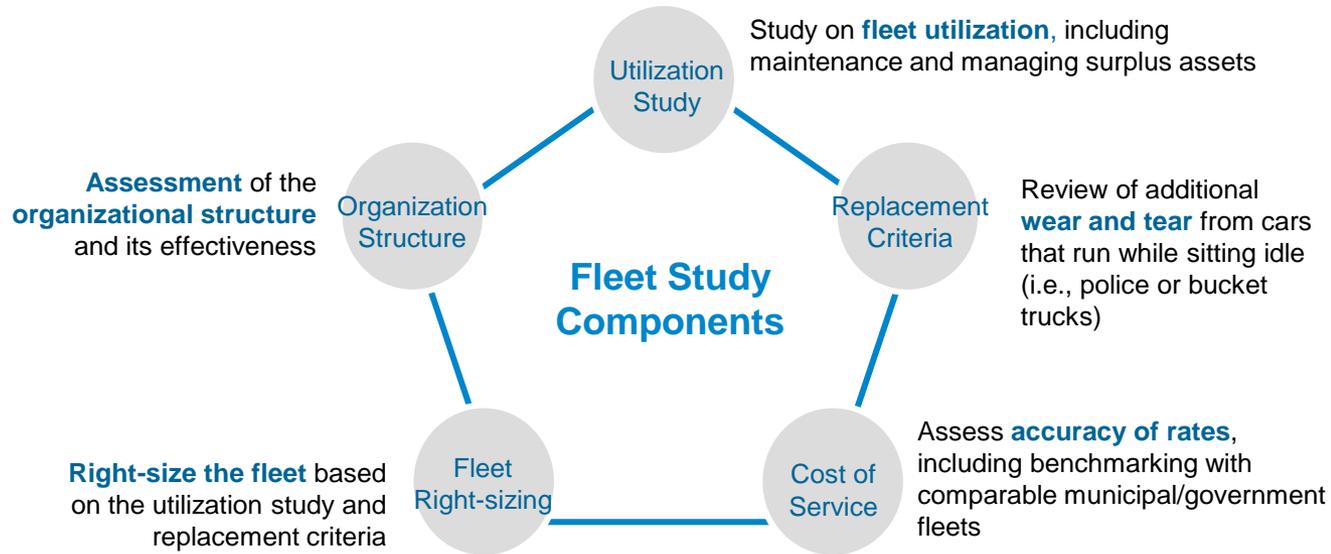
City Council Executive Summary
December 5, 2018

ALVAREZ & MARSAL

EXECUTIVE SUMMARY - PROJECT OVERVIEW

The Fleet Study, conducted from May to July 2017, reviewed five key areas: *Cost of Service, Utilization, Replacement Criteria, Organizational Assessment, and Right-sizing.*

- This report contains observations and recommendations made by Alvarez & Marsal (A&M) for the City of Dallas (City) 2018 Fleet Management Study (Fleet Study). The Fleet Study included five categories of review including:



- The objective of the Fleet Study was to assess the operational efficiency of the City’s fleet management and operations in Equipment & Fleet Management (EFM) and other Departments that own and/or maintain vehicles, including:

Aviation (AVI)	Fire & Rescue (DFR)	Parks & Recreation (PKR)	Police (DPD)
Public Works (PBW)	Sanitation (SAN)	Storm Water Management (DWU)	Water Utilities (DWU)

EXECUTIVE SUMMARY - PROJECT OVERVIEW

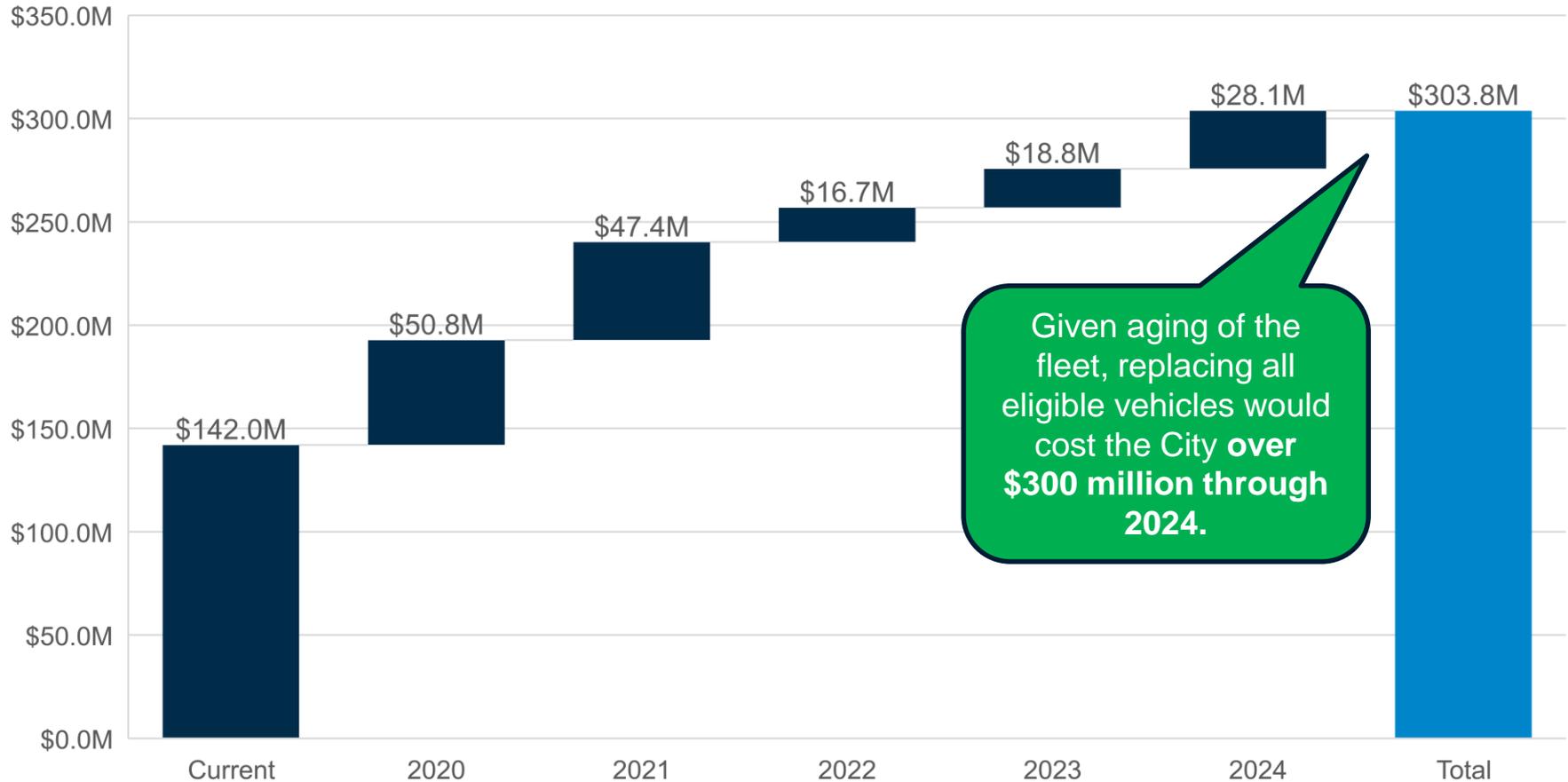
Observations developed through benchmarking research, data analysis and interviews with department leadership and staff, informed A&M's recommendations for efficiency initiatives.

- **The City of Dallas is within benchmark ranges for age, mileage, maintenance, and utilization.**
 - Dallas' average vehicle age is 8.6 years, compared to a nationwide average of 7.9 and a Federal civilian average of 9.4.
 - Average annual mileage of 9,088, is in line with the nationwide average of 9,338 and Federal civilian average of 10,176.
 - Average annual maintenance cost is \$8,903/vehicle, compared to \$8,616 nationwide and \$9,113 for Federal civilian.
 - With 47 vehicle/mechanic (actual headcount) in EFM, slightly higher than benchmarks of 55 – 60 vehicles/mechanic.
 - About 32 percent of total fleet is driven less than 5,000 miles per year, compared to 37% for the best in class benchmark.
- **The City is challenged by high vehicle downtime, low preventative maintenance compliance, and the need for improved workflow.**
 - Departments experience high vehicle downtime which impacts their ability to operate effectively
 - Data quality issues prevent robust analysis and limit the City's ability to produce accurate reporting to support decision making
 - Vendor selection and management is not aligned to drive ongoing parts fulfillment and outsourcing of repair services
 - Maintenance facility infrastructure and processes lead to inefficient workflow which constrains operations
 - Inconsistent administration of vehicle replacement drives high late-stage maintenance costs and reduces revenue potential when vehicles are surplus.
- **There are several solutions proposed to improve operations.**
 - Improve data quality through regular reporting and enhanced coordination between the Departments and EFM.
 - Streamline maintenance facility workflow, through expanding dedicated bays and vehicle maintenance scheduling.
 - Enhance communication between EFM and customer departments to ensure mechanics repair vehicles effectively and department staff retrieve completed vehicles from maintenance facilities in a timely manner.
 - Establish a permanent Fleet Oversight Committee for input on vehicle acquisition, replacement criteria, and fleet right-sizing.
 - Consider consolidating fleet management operations within EFM to streamline maintenance and administrative processes.

REPLACEMENT CRITERIA – REPLACEMENT UNDER CURRENT STANDARDS

In 2019, 1,911 vehicles will be eligible for replacement using the current criteria, with a total cost of \$142.0 million. The City faces over \$300 million in replacement over the next five years.

Projected Replacement Cost



NOTE: The projection reflects constant dollar projects without inflation or additional growth estimated included.

REPLACEMENT CRITERIA – REPLACEMENT UNDER CURRENT STANDARDS

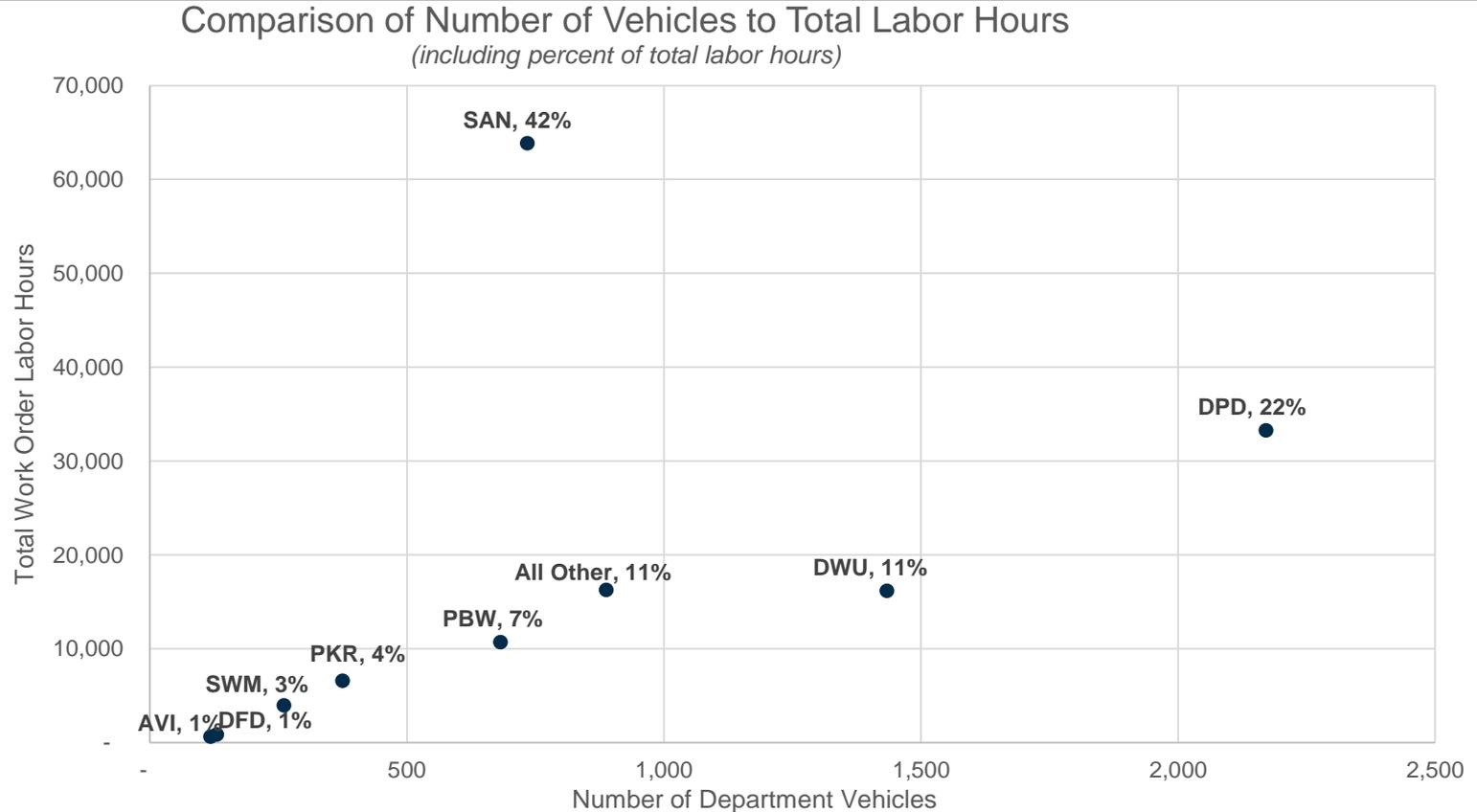
Of the \$303.8 million required to replace all eligible vehicles under the current criteria, over \$80 million is driven by DFD, with another \$120 million driven by SAN and DWU, combined.

Department	Annual Cost for Replacement Eligible Vehicles						
	2019	2020	2021	2022	2023	2024	Total
Enterprise Fund							
AVI	1,205,398	906,580	377,035	613,720	149,580	216,014	3,468,326
DWU	22,760,316	11,973,917	7,284,957	2,936,976	2,794,734	5,271,307	53,022,209
DWU - Storm Water	5,407,424	3,185,694	2,612,421	203,584	512,126	555,552	12,476,801
SAN	25,473,132	7,713,672	10,259,681	3,050,779	3,117,745	3,600,500	53,215,510
Total Enterprise Fund	54,846,270	23,779,864	20,534,094	6,805,059	6,574,186	9,643,373	122,182,847
General Fund							
DFD - EFM Maintained	756,836	265,924	251,399	375,052	108,359	172,441	1,930,010
DFD - DFD Maintained	43,563,852	713,825	16,005,440	3,563,227	8,975,617	13,660,733	86,482,693
DPD	14,060,457	1,485,292	1,755,134	714,016	656,756	733,968	19,405,623
EFM	5,033,849	1,641,547	920,119	549,877	349,095	601,555	9,096,042
PBW	13,463,416	11,447,052	3,553,192	1,094,368	953,508	1,387,654	31,899,189
PKR	6,745,356	7,089,815	2,505,907	1,462,195	689,515	604,466	19,097,253
All Other	3,518,157	4,350,926	1,889,764	2,121,267	528,918	1,261,820	13,670,852
Total General Fund	87,141,921	26,994,379	26,880,955	9,880,002	12,261,769	18,422,637	181,581,663
Total	141,988,191	50,774,244	47,415,050	16,685,061	18,835,954	28,066,010	303,764,510

NOTE: The projection reflects constant dollar projects without inflation or additional growth estimated included.

FLEET MANAGEMENT WORKLOAD – TOTAL LABOR HOURS BY DEPARTMENT

While SAN has the sixth highest number of vehicles, closed work orders represent the highest total labor hours and hours per vehicle. This is likely driven by vehicle complexity.

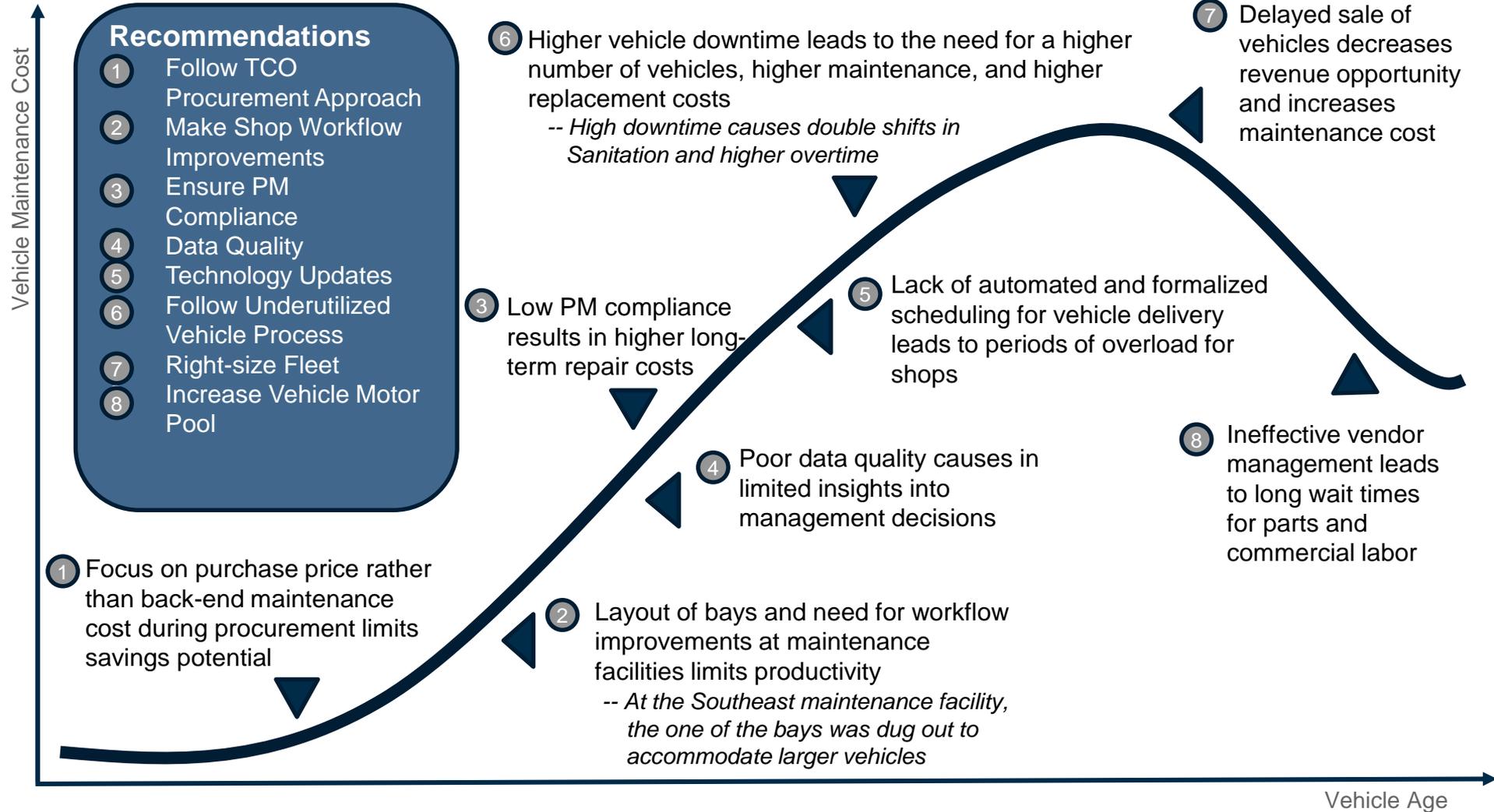


	AVI	DFD	DPD	DWU	PBW	PKR	SAN	SWM	All Other	Total
Total Vehicles	130	118	2,171	1,434	682	375	734	261	888	6,793
Percentage of Vehicles	1.9%	1.7%	32.0%	21.1%	10.0%	5.5%	10.8%	3.8%	13.1%	100.0%
Total Labor Hours	861	652	33,285	16,196	10,723	6,608	63,864	3,980	16,270	152,437
Percentage of Labor Hours	0.6%	0.4%	21.8%	10.6%	7.0%	4.3%	41.9%	2.6%	10.7%	100.0%
Labor Hours per Vehicle	6.6	5.5	15.3	11.3	15.7	17.6	87.0	15.2	18.3	22.4

NOTE: DFD includes only vehicles managed by EFM

EXECUTIVE SUMMARY – DOWNSTREAM CONSEQUENCES

A&M's recommendations are designed to address challenges across the vehicle lifecycle that lead to financial and operational inefficiencies and drive higher overall maintenance costs.



EXECUTIVE SUMMARY – ESTIMATED INVESTMENT AND IMPACT

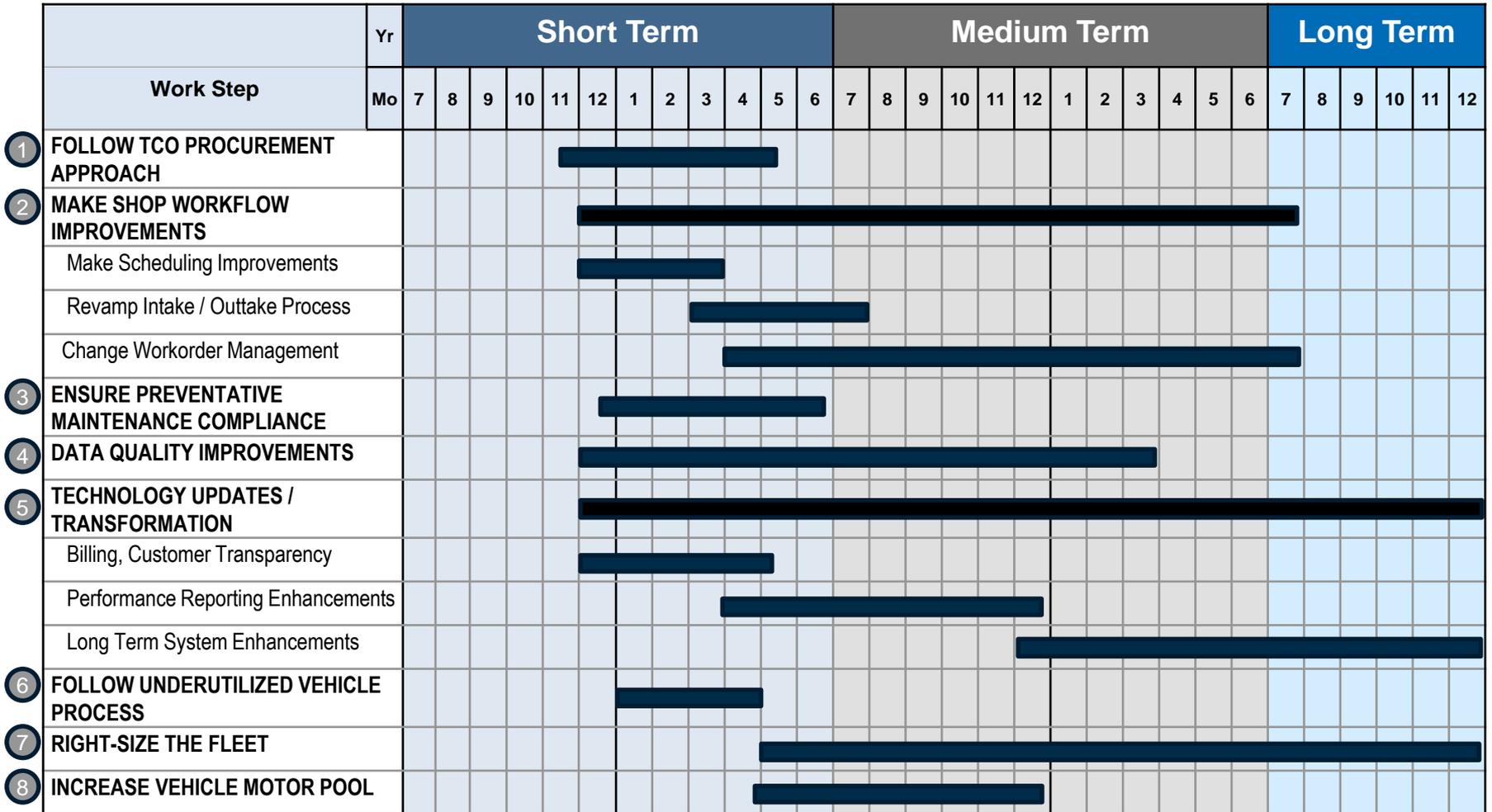
A&M estimated One-Time Investment of \$2 million to 3 million to generate Annual Impact of \$9 million to \$12 million.**

	Est. One-Time Investment		Est. Annual Impact**	
	(Dollars)		(Dollars)	
	Low	High	Low	High
1 Follow TCO Procurement Approach	\$ 160,000	\$260,000	\$ 175,000	\$ 350,000
2 Make Shop Workflow Improvements	850,000	1,120,000	520,000	1,040,000
3 Ensure PM Compliance	100,000	150,000	290,000	510,000
4 Data Quality Improvements	150,000	230,000	-	-
5 Technology Updates / Transformation	230,000	310,000	160,000	210,000
6 Follow Underutilized Vehicle Process	60,000	90,000	3,660,000	4,870,000
7 Right-size Fleet	140,000	240,000	2,100,000	2,790,000
8 Increase Vehicle Motor Pool	50,000	70,000	2,360,000	3,140,000
Total	\$ 1,740,000	\$ 2,470,000	\$ 9,265,000	\$ 12,910,000
Cost Savings - General Fund			910,385	1,550,125
Cost Savings - Enterprise Funds			666,023	1,134,047
Cost Avoidance - General Fund			3,767,441	5,010,696
Cost Avoidance - Enterprise Funds			3,921,151	5,215,131

**Note: Investment and savings ranges shown above reflect estimates of impacts of A&M recommendations.

EXECUTIVE SUMMARY – IMPLEMENTATION PLAN

The eight key improvement areas require a 24+ month implementation plan



EXECUTIVE SUMMARY – KEY ACTION ITEMS

Key next steps the City must take to improve fleet management fall into five categories – *Establish PMO and Governance Structure, Organizational Changes, Data and Technology, Shop Workflow Improvements, and Agency Communications*

Establish PMO & Governance

- ✓ Establish Project Management Office
- ✓ Establish Fleet Advisory Board
- ✓ Establish Risk Management and Procurement Working Groups

Organizational Changes

- ✓ Conduct staffing and pay scale assessments
- ✓ Hire Service Advisors, Service Technicians, and a Data Quality Analyst
- ✓ Conduct Total Cost of Ownership strategic sourcing exercise to improve pricing and vendor management

Data & Technology

- ✓ Conduct an M5 system assessment to enhance system use and capabilities
- ✓ Require tracking of all assets in M5 to improve data integrity
- ✓ Activate key M5 modules to enhance capabilities and improve coordination with other systems

Shop Workflow Improvements

- ✓ Enhance shop layout and workflow to reduce downtime and increase vehicle availability
- ✓ Restructure work order management and establish quality control function
- ✓ Refresh equipment and infrastructure to drive more efficient vehicle processing and repair

Department Communication

- ✓ Simplify and automate the billing procedures for increased transparency and customer service
- ✓ Incentivize PM compliance and proper user maintenance reduce non-target repair costs
- ✓ Engage departments in regular reporting and analysis of fleet management data

EXECUTIVE SUMMARY – MAINTAINING THE MOMENTUM

The City should engage in four rapid assessments to continue the process of transforming fleet management, and make informed decisions on how to proceed.

Focus Area	Purpose	Timeframe
Procurement / Strategic Sourcing	Evaluate pain points and develop the Citywide requirements analysis to drive procurement for fleet operations	60 days
Billing / Transparency	Revise the City's billing process and integrate the process with M5 to increase transparency and accuracy of billing based on services received by each department.	90 days
Right-sizing	Develop utilization thresholds for each vehicle category and individually review each vehicle that falls below the threshold.	180 days
Mechanic Pay / Compensation	Evaluate the current mechanic compensation structure against the market to ensure that wages and other benefits are competitive and allow the City to attract and retain the best talent.	30 days

ALVAREZ & MARSAL

© Copyright 2015. Alvarez & Marsal Holdings, LLC. All rights reserved. ALVAREZ & MARSAL®,
A_i® and A&M® are trademarks of Alvarez & Marsal Holdings, LLC.

www.alvarezandmarsal.com

City of Dallas Fleet Management Study

**City Council Briefing
December 5, 2018**

**Donzell Gipson, Interim Director
Equipment and Fleet Management
City of Dallas**

**Eric Kuhns, Assistant Director
Equipment and Fleet Management
City of Dallas**

Purpose/Presentation Overview

- Address consultant recommendations from the Fleet Efficiency Study
- Provide overview and status update on process improvements for Fleet Services
- Upcoming Agenda Items
- Next Steps



What We Learned From the Study

- How little fleet governance we had and what that has cost/caused
- The consultant's approach was an efficient way to align data across departments
- The City did not have an existing enterprise view or sustainable fleet strategy



Process Improvements

- Organizational Assessment
- Follow Total Cost of Ownership (TCO) Approach
- Make Shop Workflow Improvements
- Utilization, Right Sizing, and Motor Pool
- Technology and Data Quality

16



Organizational Assessment

Consultant Observations	Completed	In-Progress	Next Steps
Hiring			
1. Develop “Temp” to “Hire” Program	√		
2. 15+ hired and assigned to work at various City service centers	√		
Training			
3. Modernize Training Program by increasing hands on instruction and utilizing free training opportunities from existing vendors		√	
Employee Compensation			
4. Address tool/boot allowance and certification pay		√	
5. Engage Human Resources in the City-wide Compensation Study			√

Follow TCO Procurement Approach

Consultant Recommendation	Completed	In-Progress	Next Steps
Fleet Governance			
1. Establish a Fleet Advisory Board to establish standards		√	
2. Ensure (PM) periodic maintenance compliance		√	
3. Centralize decision making on fleet purchases		√	
Vehicle Procurement			
4. Evaluate the total cost of ownership versus short term initial purchase or operational reliance on rental equipment	√		
5. Determine the most cost effective funding mechanism for fleet purchases	√		
Enhance Outsource Contracting Options			
6. Work with Office of Procurement Services for better specifications and timely execution of contracts		√	

Make Workshop Flow Improvements

Consultant Recommendation	Completed	In-Progress	Next Steps
Scheduling Improvements			
1. Staff realignment by shift and service center	✓		
2. Add 3rd shift at the NW Service Center for Sanitation Services Vehicle maintenance	✓		
Shop Infrastructure/Equipment			
3. Purchase new shop equipment to increase safety, productivity and diagnostic capabilities		✓	
Revamp Intake/Outtake Process			
4. Hire (6) Service Advisors to engage customers and perform better quality control		✓	
Change Workorder Management			
5. Maintenance Triage to better address customer needs and improve turnaround time		✓	

19

Underutilization, Right Sizing & Motor Pool

Consultant Recommendation	Completed	In-Progress	Next Steps
Underutilization			
1. Identify potential surplus vehicles			√
2. Validate mileage, use, and hours in operation of vehicles with low annual mileage as criteria for low utilization			√
Right Sizing			
3. Identify options to share vehicles			√
4. Determine requirements based on operational needs		√	
5. Develop business rules to earn authorizations to validate requirements for fleet purchases or retention of their fleet			√
Increase Motor Pool			
6. Identify city facilities for expansion of motor pool		√	

Technology & Data Quality

Consultant Recommendation	Completed	In-Progress	Next Steps
Maximize Use of the Fleet Management System (M5)			
1. Enforce requirement to track all vehicles and equipment in M5		√	
2. Evaluate implementation of M5 system modules currently not in use		√	
3. Integrate with Risk Management System (Origami) on accident data			√
4. Offer refresher and on-going M5 training tailored to individual roles		√	
Assign staff support to monitor data quality			
5. Hire/Train incumbent to fill role of Data Quality Senior Analyst		√	
Simplify and automate billing			
6. Identify top disparities in lease rates and actual work order totals for transparency and customer service		√	

Upcoming Agenda Items

- The December 12, 2018 City Council Agenda includes 1st phase of FY18-19 fleet purchase
- Working with DPD, CIS and City Attorney on changes to tow response for City Fleet
- City to operate as Vehicle Registration agent for Dallas County
- Working with Cedar Valley College on MOU to secure necessary training

22



Next Steps

Short Term

- Continue discussions with departments about potential underutilized vehicles and right-sizing their assigned fleet
- Expand the motor pool system to increase vehicle utilization thru sharing

Long Term

- Review funding strategy to address replacement eligible vehicles during future budget cycles

23



Fleet Services Update

(Dallas Fleet Management Efficiency Study)

City Council Briefing
December 5, 2018

Donzell Gipson, Interim Director
Equipment and Fleet Management
City of Dallas

Eric Kuhns, Assistant Director
Equipment and Fleet Management
City of Dallas

Memorandum



CITY OF DALLAS

DATE November 30, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **HUD Consolidated Plan for FY 2019-20 through FY 2023-24**

On December 5, Chan Williams, Assistant Director of the Office of Budget, will brief the City Council on the HUD Consolidated Plan for FY 2019-20 through 2023-24. The briefing is attached for your review.

If you have any questions or concerns, please contact Chan Williams, Assistant Director, Office of Budget at 214-670-5544 or via email.

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

Attachment

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (I)
Carol A. Smith, City Auditor (I)
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Majed A. Al-Ghafry, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Directors and Assistant Directors

HUD Consolidated Plan for FY 2019-20 through FY 2023-24

**City Council Briefing
December 5, 2018**

**Elizabeth Reich
Chief Financial Officer**

**Jack Ireland, Director
Office of Budget**

**Chan Williams, Assistant Director
Office of Budget**



Purpose

- Review recommendations for developing the City's new 5-year Consolidated Plan for FY 2019-20 through FY 2023-24
- Review next steps and schedule



Background

- U.S. Department of Housing and Urban Development (HUD) offers numerous federal programs for community development and affordable housing
- City of Dallas receives four grants from HUD on an annual basis as part of Consolidated Plan program
 - To be eligible for these funds a city must have population 50,000 or more
 - Allocation of funding is formula based including latest 10-year census data and 5-year American Community Survey data



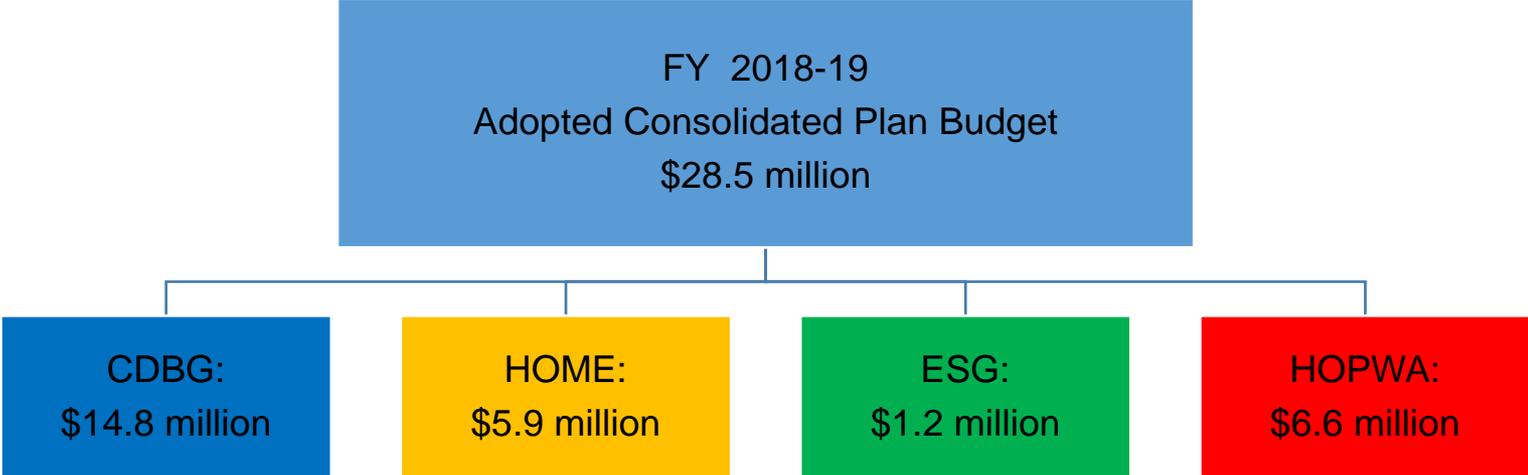
Background

- Four distinct formula grants of the Consolidated Plan include:
 - Community Development Block Grant (CDBG)
 - HOME Investment Partnerships Program (HOME)
 - Emergency Solutions Grant (ESG)
 - Housing Opportunities for Persons with AIDS (HOPWA)



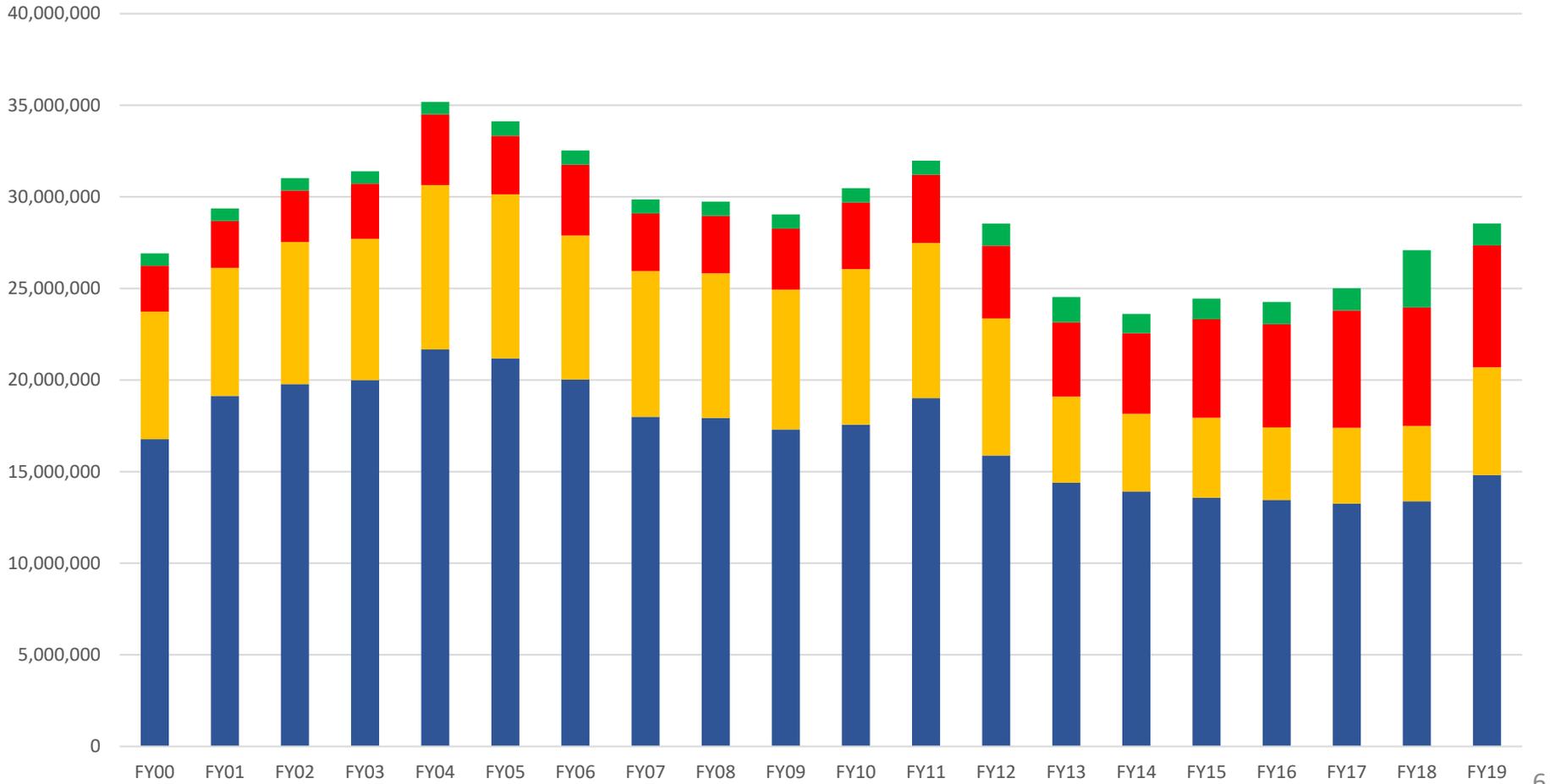
FY 2018-19 Consolidated Plan Funds

- In the current year, City will receive \$28.5 million from HUD as part of Consolidated Plan budget that Council approved on June 27, 2018



Funding History

■ CDBG ■ HOME ■ HOPWA ■ ESG



Consolidated Plan Requirements

- In order to continue receiving these funds, new 5-year Consolidated Plan must be developed and submitted to HUD in August 2019
 - Current plan expires at end of current fiscal year
- New 5-year Consolidated Plan will cover FY 2019-20 through FY 2023-24
- First year Action Plan (annual budget) will be due to HUD at same time as 5-year plan



Consolidated Plan Requirements

- Consolidated Plan is a comprehensive analysis and strategic plan that identifies community needs, prioritizes those needs, and details how they will be addressed
 - Needs currently identified include: affordable housing, homeless services, poverty, economic development, and public improvements/infrastructure
- Must promote fair housing opportunities to citizens of Dallas regardless of race, color, religion, national origin, disability, familial status or sexual orientation



Consolidated Plan Requirements

- Requirements for development and submission of the Consolidated Plan are found at 24 CFR, Part 91
- HUD designed an online template to ensure all elements of the regulations are addressed
- Template sets a baseline for HUD's expectations and includes a quality check
 - Includes a combination of data tables and narrative sets
 - City has option of adding additional content in the form of maps, pictures, text boxes, and tables
- Grantees must use the Consolidated Plan template



Consolidated Plan Requirements

- HUD template is divided into six sections:
 1. Executive Summary
 2. The Process
 3. Needs Assessment
 4. Housing Market Analysis
 5. Strategic Plan
 6. First Year Action Plan

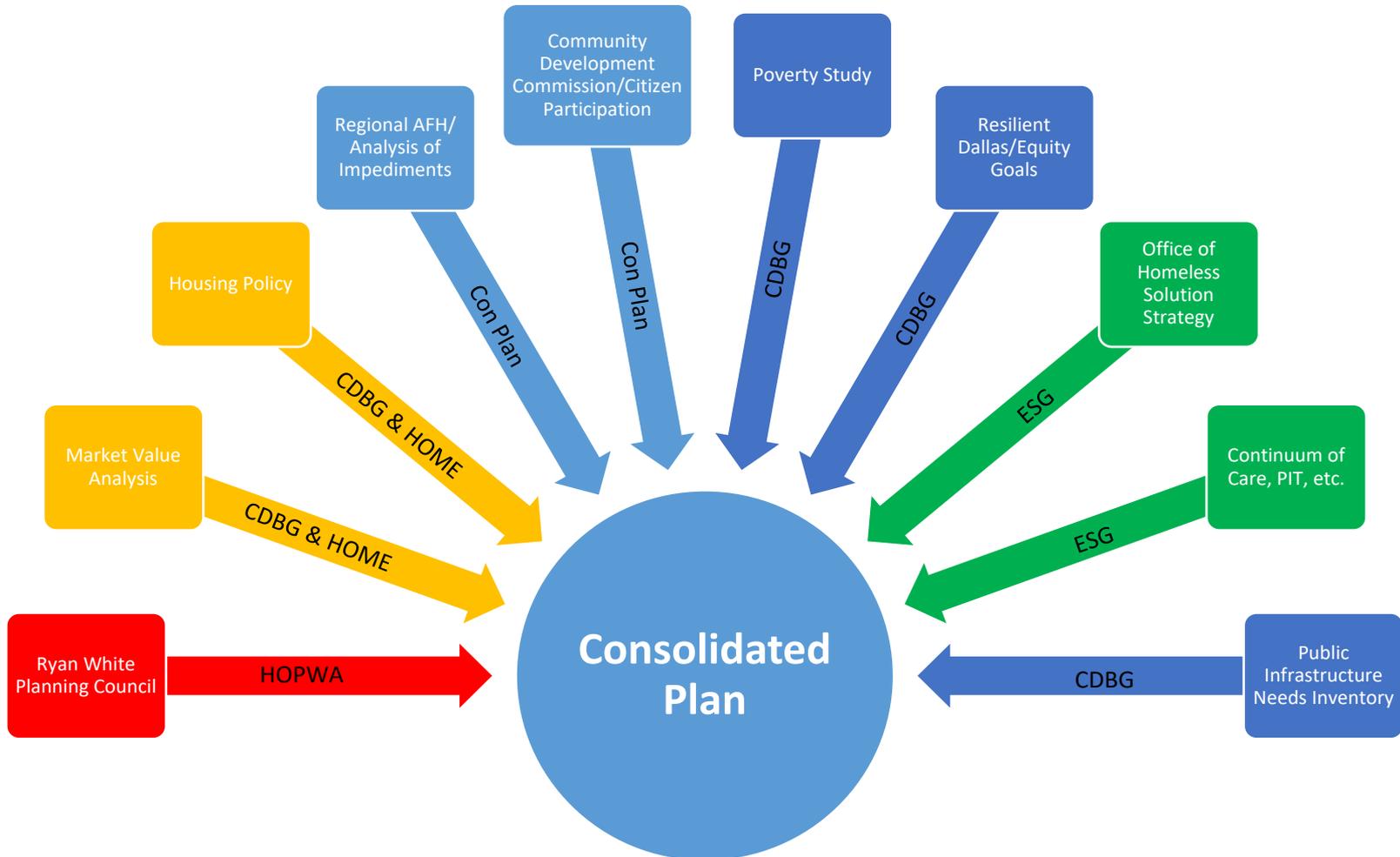


City's Approach to Strategic Plan for HUD Funds

- Our approach for developing 5-year Consolidated Plan is primarily to use existing systems and build off of work that has already been accomplished
 - Existing systems include the Continuum of Care, Ryan White Planning Council, etc.
 - Existing strategies and policies have already been accomplished and include Housing Policy, Poverty Study, etc.
- 5-year plan will consolidate all of these into one document according to HUD's prescribed requirements



City's Approach to Strategic Plan for HUD Funds



City's Approach for CDBG

- CDBG is the most flexible of the four Consolidated Plan grants, with more eligible categories for programs and services to multiple target populations
- Past 5-year average
 - Public Services – 15% (maximum allowed)
 - Housing – 50% to 55%
 - Public Facilities and Improvements – 10% to 15%
 - Fair Housing, Planning and Program Oversight – 20% (maximum allowed)



City's Approach for CDBG

- On September 7, 2016 the Mayor's Task Force on Poverty presented its findings and recommendations to the City Council
- Study identified nine drivers of poverty in Dallas:
 1. Sharp decline in median income and the declining share of middle income households
 2. Lack of affordable transportation
 3. Lack of home ownership/high rental percentage/single family rentals
 4. Neighborhoods of concentrated poverty
 5. High number of housing with children living in poverty
 6. Lack of educational attainment
 7. High percentage of limited English-proficiency residents
 8. High teen birth rates
 9. High poverty rates for single women heads of households with children



City's Approach for CDBG

- Recommendations from the Poverty Task Force included changing the focus of the CDBG program to an emphasis on alleviating poverty, with efforts to shift the narrative related to the working poor
- Under the CDBG, Public Services Category – **recommend** using funds to address the drivers of poverty, with focus on reducing and/or eliminating barriers to work
 - Regulations limit the amount of funds allowed for programs and services no more than 15%



City's Approach for CDBG

- Current public service programs are primarily administered by City staff
- For the Public Services category, **recommend** the following for the new 5-year Consolidated Plan
 - 50% of funds to be awarded to nonprofit agencies through a competitive proposal process that addresses the drivers of poverty with focus on reducing and/or eliminating barriers to work
 - 50% of funds for City administered programs including After-School Program and Childcare Program which help eliminate barriers to work for parents
 - Commit to transferring current expenses for Community Courts and Senior Programs from CDBG to the General Fund in FY 2019-20



City's Approach for CDBG

- On March 12, 2017, the City Council Housing Committee established three goals for the development of a comprehensive strategy for housing:
 - 1) Create and maintain available and affordable housing throughout Dallas
 - 2) Promote greater fair housing choices
 - 3) Overcome patterns of segregation and concentrations of poverty through incentives and requirements
- On May 9, 2018, the City Council adopted the City's first Comprehensive Housing Policy



City's Approach for CDBG

- Comprehensive Housing Policy provides for the creation and preservation of housing throughout Dallas
 - Housing shortage of 20,000 units in Dallas
- Under the CDBG, Housing Category – recommend using funds to create new homeowners through the homebuyer assistance program; and preservation of existing housing through rehabilitation and/or reconstruction of single-family and multi-family units



City's Approach for CDBG

- On November 6, 2018 the University of Texas at Arlington presented findings and recommendations related to its fair housing assessment to the City Council
- Study found that from 1990 to 2016, the number of racially or ethnically-concentrated areas of poverty (R/ECAPs) census tracts in the city increased from 18 to 36
 - HUD defines a census tract as R/ECAP as having a non-white population of 50% or more; and a poverty rate of 40% or more
 - Poverty rate is based on the number of individuals living at or below the poverty line within a given census tract



City's Approach for CDBG

- In addition to being economically distressed, other identifying characteristics of R/ECAPs include need for infrastructure improvements and relatively weak real estate market
- Resilient Dallas Strategy (transmitted to Council on September 21, 2018) also includes goal of investing in neighborhood infrastructure to revitalize historically underserved neighborhoods
- For CDBG, Public Improvements – **recommend** using funds for public facilities and infrastructure needs in eligible areas, specifically R/ECAPs



City's Approach for CDBG

- As a recipient of HUD funds, the City is required to administer programs and activities relating to housing and urban development in a manner that affirmatively furthers the Fair Housing Act
- Fair Housing Act prohibits discrimination based on:
 - Race
 - Color
 - Religion
 - Sex
 - Familial Status
 - National Origin
 - Disability



City's Approach for CDBG

- Fair Housing activities are included as part of the CDBG capped category for planning, program administration, oversight and monitoring
 - Regulations limit the amount of funds allowed for this category to no more than 20%
- Grant funds are highly regulated and require extensive monitoring
- For CDBG, Planning and Program Oversight category - **recommend** using funds for fair housing, planning and program administration to the maximum 20% allowed



City's Approach for HOME

- HOME funds must be used for housing activities, such as
 - Rehabilitation or reconstruction
 - New construction
 - Financial assistance for homebuyer assistance and tenant based rental assistance
- Minimum 15% of funds must be set-aside for community housing development organizations (CHDOs)
- Up to 10% of funds may be used for Program Administration and Oversight
- **Recommend** use of HOME funds consistent with the City's Comprehensive Housing Policy, and include using maximum 10% allowed for program administration and minimum 15% set-aside for CHDOs



City's Approach for ESG

- ESG funds must be used to prevent homelessness and to assist those already homeless
 - Regulations require consultation with the Continuum of Care
 - Up to 7.5% of funds may be used for Program Administration and Oversight
- On August 1, 2018 the City Council was briefed on the Office of Homeless Solution's (OHS) proposed four-track strategy plan
- **Recommend** use of ESG funds consistent with the OHS Strategy Plan, and include using the maximum 7.5% allowed for program administration



City's Approach for HOPWA

- HOPWA funds must be used to provide housing and supportive services to individuals (and/or family members) who have a medical diagnosis and are low-income
 - Up to 3% of funds may be used for Program Administration and Oversight
- Funding allocations have historically been made consistent with priorities established by the Ryan White Planning Council of the Dallas Area (RWPC) and with needs identified in the RWPC Comprehensive HIV Needs Assessment



City's Approach for HOPWA

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



Summary of Recommended Strategies

- A. Recommend** use of CDBG Public Service funds to address the drivers of poverty, with focus on reducing and/or eliminating barriers to work
- 50% of funds to be awarded to nonprofit agencies through a competitive proposal process
 - 50% of funds for City administered programs including After-School Program and Childcare Program
 - Commit to transferring current expenses for Community Courts and Senior Programs from CDBG to the General Fund in FY 2019-20
- B. Recommend** use of CDBG Housing funds to create new homeowners through the homebuyer assistance program; and preservation of existing housing through rehabilitation and/or reconstruction of single-family and multi-family units
- C. Recommend** use of CDBG funds for public facilities and infrastructure needs in eligible areas, specifically R/ECAPs
- D. Recommend** use of CDBG funds for fair housing, planning and program administration to the maximum 20% allowed



Summary of Recommended Strategies

- E. Recommend** use of HOME funds consistent with the City's Comprehensive Housing Policy, and include using maximum 10% allowed for program administration and minimum 15% set-aside for CHDOs
- F. Recommend** use of ESG funds consistent with the OHS Strategy Plan, and include using the maximum 7.5% allowed for program administration
- G. Recommend** using HOPWA funds consistent with priorities established by the Ryan White Planning Council of the Dallas Area (RWPC) and with needs identified in the RWPC Comprehensive HIV Needs Assessment, and using the maximum 3% allowed for program administration



Next Steps and Schedule

- December 6 – CDC meeting
- January 2019 – Citizen feedback at community meetings
- January 9 – City Council initial approval of 5-year plan
- Feb 2019 through June 2019 – Annual budget development process
- May 2019 – City Council preliminary approval of 5-year Consolidated Plan and year-one Action Plan (annual budget)



Next Steps and Schedule

- May through June 2019 – 30-day citizen comment period and public hearing
- June 2019 – Final approval of 5-year Consolidated Plan and year-one Action Plan (annual budget)
- August 2019 – submit plans to HUD



HUD Consolidated Plan for FY 2019-20 through FY 2023-24

**City Council Briefing
December 5, 2018**

**Elizabeth Reich
Chief Financial Officer**

**Jack Ireland, Director
Office of Budget**

**Chan Williams, Assistant Director
Office of Budget**

