

Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Taking Care of Business – September 24, 2020**

Encampment Resolution Schedule September 21-25, 2020

The Office of Homeless Solutions (OHS) has scheduled the following sites for homeless encampment resolution the week of September 21-25th.

Several new locations have been added for service after previous recurring encampment locations have been vacated due to repetitive service. All new sites will be included in OHS' strategy of repetitive cleaning of the known areas of the City with concentrations of encampments. Repetitive service to concentrations of encampments is a recognized strategy to ending the recurrence of encampments and to encourage encampment residents to accept shelter and services.

The OHS Street Outreach teams have continued to engage with individuals to provide notice of clean-up and connect to resources and shelter. OHS Community Mobilization will meet with stakeholders to determine long-term sustainability of encampment sites and will provide periodic updates. Please direct any questions to Kevin Oden, Interim Director of Office of Homeless Solutions.

New Updates

Sustainable Development and Construction to Host Community Meetings on Accessory Dwelling Units

The Sustainable Development and Construction Department will host two virtual community meetings on [October 6, 2020](#) from 6PM to 7:30PM and [October 7, 2020](#) from 12PM to 1:30PM via WebEx to discuss Accessory Dwelling Units (ADUs). The discussion will include what ADUs are, how and where you can currently build one, and feedback on what people think about them being allowed to be built in neighborhoods. The City Plan Commission, through its Zoning Ordinance Advisory Committee, is reviewing allowing accessory dwelling units in all neighborhoods throughout the city. ADUs are quite often known as granny flats, garage apartments, back houses, or mother-in-law quarters, and are located on the same lot as the main house. A flyer for the meeting is attached. Please share the flyer with your neighborhood contacts. For more information, please contact Kris Sweekard, Director of Sustainable Development and Construction.

New Procurement Opportunities

The Office of Procurement Services (OPS) is excited to announce the following new contract opportunities.

More information can be found on the City's [electronic bid portal](#):

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Opportunity No.	Opportunity Name
CIZ1946	Beltwood Pump Station Replacement, by Dallas Water Utilities
BQ20-00011819	Animal Bedding Wood Shavings
BQ20-00014463	Court Reporting, Deposition, and Transcription Services
BYZ20-00014572	Department Workflow Evaluation and Staffing Study
BQ20-00014370	Emergency Road Flares
BL20-00013656	High Capacity Alternative Daily Cover Spray Application Unit
BKZ20-00014360	Workers Compensation Certified Network

For citywide opportunities for the current quarter, we invite you to review the [Procurement Quarterly](#), published on the OPS [website](#).

Please be advised that once an opportunity is advertised, it is considered an open procurement until the City Council awards the contract. The Code of Ethics prohibits communication between councilmembers and vendors/ suppliers on open procurements. Should you have any questions, please contact Chhunny Chhean, Director of Procurement Services.

[Stay on Guard, Dallas](#)

Dallas is launching its Stay on Guard campaign against COVID-19 Wednesday, September 30 with a virtual premiere media event at 12 noon across City government access and social media channels. Testimonials are still being accepted and participation by all Council Members in English or Spanish is encouraged. Email stayonguard@dallascityhall.com for talking points or assistance if you would like to record a testimonial.

[Comp-U-Dopt Laptop Lottery](#)

The Office of Community Care is partnering with Comp-U-Dopt and TXU to provide 250 free laptops to Dallas families with at least 1 elementary, middle or high school student that do not already have a computer in the home. Interested residents can visit www.compudopt.org/dallas to register to participate in the laptop lottery. Recipients will be selected from the registered clients using a lottery process. Those selected to receive computers will be contacted with directions on how to obtain the computer once registration is closed and recipients have been selected. Registration does not guarantee receipt of a computer. For more information, contact Office of Community Care Director, Jessica Galleshaw.

[Dallas Love Field Earns Two More Awards](#)

The awards continued rolling in this week for Dallas Love Field as it earned first place for large airports in the J.D. Power and Associates North American Airport Satisfaction Study

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and also was inducted into Airports Council International World Director General's Roll of Excellence.

For the second-straight year, DAL took the top spot in the J.D. Power and Associates North American Airport Satisfaction Study. Love Field scored 844 out of a possible 1000 points in a methodology that examines six aspects of the airport customer experience. In five of those six categories, Love Field was ranked first among large airports. The airport improved its score by 18 points from a year ago.

By winning the Airport Service Quality Award for the second year in a row and earning five ASQ honors over a 10-year period, DAL was inducted into the ACI World Director General's Roll of Excellence. Love Field is one of just 55 airports worldwide to earn the distinction since the Roll of Excellence's inception in 2011. DAL is one of only seven airports to receive induction this year. If you have any questions, please contact Director of Aviation Mark Duebner at mark.duebner@dallascityhall.com.

Homeless Solutions Encampment Service Request Dashboard

The Office of Homeless Solutions and the Geographic Information Systems (GIS) Division within the Information Technology Systems (ITS) Department have collaborated to create a live dashboard which shows the status of service requests related to Homeless Encampments. The dashboard pulls data each day from existing service requests including service request status, comments, location and length of time open. The dashboard can be filtered by Council District for tracking the progress of encampment resolution efforts. If you have any questions about the dashboard please contact Kevin Oden, Interim Director, Office of Homeless Solutions. Councilmembers, Staff and Residents can access the dashboard using the following link:
<https://dallasgis.maps.arcgis.com/apps/opsdashboard/index.html#/ccd41f0d795f407a94ae17e2c27bf073>

City of Dallas ranks #4 in Texas and #54 in the nation in the 2020 New American Economy Cities Index:

The New American Economy (NAE) Cities Index tracks where U.S. cities stand in their integration efforts to provide insight on how local communities can maximize the potential of their immigrant populations for the well-being of all residents. Cities that do well in the Index tend to have higher levels of equity and well-being for all their residents, regardless of where they were born. Areas where the City of Dallas has received positive scores and distinction include government leadership (5 out of 5 – a perfect score), community (4 out of 5), and legal support (4 out of 5). The City of Dallas was recognized for policy development in creating legal defense systems and for promoting naturalization. Areas where the City of Dallas needs to improve are socioeconomic livability (housing, healthcare, education) and civic participation. The Office of Welcoming Communities and Immigrant Affairs is using this important data tool to inform the City's resilience strategies that remove language barriers to housing opportunities, workforce training, and health resources, and is working closely with community partners to increase civic participation. More information about the City of Dallas' NAE Index scores can be found

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[here](#). If you have any questions, please reach out to Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, at christina.dasilva@dallascityhall.com.

Community Police Oversight Board (CPOB) Update

On September 8, 2020 the CPOB held its monthly meeting. A large part of the meeting was dedicated to CPOB members hearing from ranking members of the Dallas Police Department regarding the After Action report produced by DPD in response to the protest that involved the incident on the Margaret Hunt Hill Bridge. Prior to the meeting, CPOB members sent questions to DPD in the hopes that DPD would come to the meeting with many answers researched and prepared which would maximize discussion time with the Board. CPOB members had a robust discussion and are figuring out next steps based on the answers from DPD to their questions. The CPOB will keep the Mayor and Members of City Council updated on follow-up. The CPOB also heard from the Community Empowerment Project (CDEP). This is an exciting data activism project in which citizens of Dallas participated in a series of workshops that teach data analysis skills to people impacted by policing how to tell their story with data and work to transform policing in their community. It was launched in February 2020 by The Leadership Conference Education Fund. The Community Data Empowerment Project also gives people the skills to have data-driven insight and understand what is happening with policing in their community. The CPOB Data and Technology Subcommittee and the Office of Community Police oversight are excited to work with CDEP to see how the finding from the various projects can be helpful in policy development for DPD. Finally, the CPOB sent a letter to the Mayor and City Council on September 17th regarding its recommendation “that the Dallas Police Department cease arrests for the possession of small quantities of marijuana and issues a class C citation”. This was a follow-up from their August monthly meeting. Please contact Tonya McClary, Director of the Office of Community Police Oversight, at tonya.mcclary@dallascityhall.com.

Look Ahead

City Council Briefings

October 7, 2020

- Community Transformation Roadmap
- 2021 City Calendar
- Community Police Oversight Board Mid-Year Report

October 21, 2020

- Convention Center Master Plan Update

November 4, 2020

- Infrastructure Management Plan

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Media Inquiries

As of September 21, 2020, the City has received media requests from various news outlets regarding the following topics:

- Nextdoor use
- City Hall evacuated
- COVID-19 testing contract
- Letter Thought to Contain Unknown Substance Sends HazMat to City Hall
- Alternatives to DFR Peak Demand Rescue Response Model Being Considered
- Continued Police Involvement in Mental Health Responses Questioned
- Three Displaced After Resident Sets Fire to Townhome Complex
- Off-Duty DFR Member Dies in Traffic Accident
- DFR Members Deployed to South Texas to Assist in Tropical Strom Beta Aftermath
- DFR Reports 135 Total Members Having Tested Positive for COVID-19

Please see the attached document compiling information provided to the media outlets for September 15, 2020 – September 21, 2020 for your reference. Should you have any questions or concerns, please contact Kimberly Bizer Tolbert, Chief of Staff.



T.C. Broadnax
City Manager

c:

Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Encampment Resolution Schedule September 21-25, 2020

LOCATION	DIVISION
Monday, September 21st	
7401 Samuell Blvd	South
I-30 @ St Francis	South
I-30 @ Hunnicutt	South
2600 Hickory St	South
2600 Dawson St	South
1800 South Blvd	South
FRANKFORD AND GIBBONS	North
75/ N CENTRAL EXPRESSWAY AND FOREST LANE	North
75/ N CENTRAL EXPRESSWAY AND 635/ LYNDON B JOHNSON (Under Bridge)	North
75/ N CENTRAL EXPRESSWAY AND 635/ LYNDON B JOHNSON (Wooded Area)	North
Tuesday, September 22nd	
1500 South Harwood	South
E R L Thornton & Munger	South
E R L Thornton & Peak	South
2500 Main	South
2500 Commerce	South
2600 Canton	South
2700 Taylor	South
675/ LYNDON B JOHNSON AND WALNUT HILL LANE	North
ROYAL LANE AT MANDERVILLE DRIVE	North
75/N CENTRAL EXPRESSWAY AT ROYAL LANE	North
E NORTHWEST HIGHWAY AND SHILOH RD	North
635/ LYNDON B JOHNSON AND TI BOULEVARD	North
Wednesday, September 23rd	
5600 S Lamar St	South
2300 COOMBS Street	South
1500 South Harwood St	South
2300 S Cesar Chavez Blvd	South
2600 Hickory	South
2600 Dawson Avenue	South
2600 Louise Avenue	South
35/STEMMONS AT ROYAL LANE	North
35/STEMMONS AT WALNUT HILL LANE	North
35/STEMMONS AT MOCKINGBIRD LANE	North
35/STEMMONS AT MEDICAL DISTRICT DRIVE	North
WEST NORTHWEST HIGHWAY AND DENTON DRIVE	North
635/LYNDON B JOHNSON AT JOSEY LANE	North

635/LYNDON B JOHNSON AT WEBB CHAPEL ROAD	North
35/ N STEMMONS FREEWAY AT EMPIRE CENTRAL	North
183/ JOHN WEST CARPENTER AT REGAL ROW	North
183/ JOHN WEST CARPENTER AT MOCKINGBIRD LANE	North
Thursday, September 24th	
Highway 67 & Polk	South
Highway 67 & Pentagon Parkway	South
E R L Thornton & Munger	South
2600 Canton	South
2700 Taylor	South
2326 HARCOURT STREET	North
Friday, September 25th	
45/CENTRAL AT PACIFIC AVENUE (Northbound)	North
WOODALL RODGERS AT FIELD STREET	North
WOODALL RODGERS SERVICE ROAD-SOUTHBOUND AT 45/CENTRAL	North



Join us for a conversation about ACCESSORY DWELLING UNITS

ADUs are quite often known as granny flats, garage apartments, back houses, or mother-in-law quarters, and are located on the same lot as the main house.

The CITY OF DALLAS' SUSTAINABLE DEVELOPMENT AND CONSTRUCTION DEPARTMENT

Is hosting two virtual community meetings...

*learn about accessory dwelling units - where you can build one –
let us know what you think about ADUs in all neighborhoods*

October 6, 2020 - 6:00 to 7:30 pm

Click on the link below to attend the meeting via videoconference

[https://dallascityhall.webex.com/dallascityhall/onstage/g.php
?MTID=ebe845f32e51f498c1d377665f8d9b6d8](https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=ebe845f32e51f498c1d377665f8d9b6d8)

Or via teleconference by calling (408) 418-9388
Event number (access code): 146 735 4522

October 7, 2020 – 12:00 to 1:30 pm

Click on the link below to attend the meeting via videoconference

[https://dallascityhall.webex.com/dallascityhall/onstage/g
.php?MTID=edc2d05edf28049ad22298568156e76b0](https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=edc2d05edf28049ad22298568156e76b0)

Or via teleconference by calling (408) 418-9388
Event number (access code): 146 540 3958



FOR MORE INFORMATION PLEASE VISIT

[https://dallascityhall.com/departments/sustainabledevelopment/planning
/Pages/Accessory_Dwelling_Units.aspx](https://dallascityhall.com/departments/sustainabledevelopment/planning/Pages/Accessory_Dwelling_Units.aspx)

Erica Greene @ 214.671.7930

Acompáñenos para una conversación sobre UNIDADES DE VIVIENDAS ADICIONALES



ADUs (por sus siglas en inglés) son muy a menudo conocidos como apartamentos de abuelitos, apartamentos de garaje, casas traseras o cuartos de suegra, que se encuentran en la misma parte de la casa principal.

LA CIUDAD DE DALLAS DEPARTAMENTO DE DESARROLLO Y CONSTRUCCIÓN SOSTENIBLE

Está organizando dos reuniones comunitarias virtuales...

aprenda sobre las unidades de vivienda adicionales (ADUs por sus siglas en inglés) - donde puede construir uno - háganos saber lo que piensa acerca de los ADUs (por sus siglas en inglés) en todos los vecindarios



El 6 de Octubre de 2020 - 6:00 to 7:30 pm

Haga clic en el siguiente enlace para asistir a la reunión vía videoconferencia

[https://dallascityhall.webex.com/dallascityhall/onstage/g.php
?MTID=ebe845f32e51f498c1d377665f8d9b6d8](https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=ebe845f32e51f498c1d377665f8d9b6d8)

O vía teleconferencia llamando al (408) 418-9388

Número de evento (código de acceso): 146 735 4522

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.php?MTID=edc2d05edf28049ad22298568156e76b0](https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=edc2d05edf28049ad22298568156e76b0)

O vía teleconferencia llamando al (408) 418-9388

Número de evento (código de acceso): 146 540 3958



PARA MÁS INFORMACIÓN POR FAVOR VISITE

[https://dallascityhall.com/departments/sustainabledevelopment/planning
/Pages/Accessory_Dwelling_Units.aspx](https://dallascityhall.com/departments/sustainabledevelopment/planning/Pages/Accessory_Dwelling_Units.aspx)

Erica Greene @ 214.671.7930



Partnering Together to Power Online Learning With Free Computers



Register for a chance at a free computer!

Through a shared commitment to enhance educational opportunities and to meet the critical needs of the communities they serve, TXU Energy and WFAA are proud to partner with Comp-U-Dopt and the City of Dallas to provide 250 computers to Dallas families with a student enrolled in elementary, middle, or high school. Learn how to register below!

To Qualify:

Families must have at least one elementary, middle, or high school student, reside within the City of Dallas, and be without access to a working computer at home. (Devices provided by the school should not be counted, as they are not owned by the family). The computers are completely free and yours to keep if you're selected.

To Participate:

Visit www.compuadopt.org/dallas and complete the registration form. Comp-U-Dopt will send a text message to the phone number you entered if you are selected to receive a computer. Please note recipients will be randomly selected; not everyone who registers will receive a computer. Limit one per household.

Computer Distribution:

Families who are randomly selected will receive an access code to pick up your computer. Please look for a text message with available dates and times to pick up your computer.

Questions? Please send an email to info@compuadopt.org or call 713-426-2330 for more information.

Communications, Outreach & Marketing
Media Requests
Sept. 15 – Sept. 21

Date Submitted: 9/15/2020

Topic: D Magazine/Nextdoor

Inquiry: <https://www.dmagazine.com/frontburner/2020/09/the-problem-with-politics-on-nextdoor-and-inside-city-hall/>

Submitted By: Catherine Cuellar

Media Entity: D Magazine

Date Submitted: 9/20/2020

Topic: Inside Texas Politics/Y'allitics

Inquiry: CM Bazaldua to discuss marijuana taping 9/18 and airing 9/20

Submitted By: Catherine Cuellar

Media Entity: Inside Texas Politics/Y'allitics

Date Submitted: 9/15/2020

Topic: WFAA - City Hall evacuated

Inquiry: Lourdes Vazquez with WFAA asked about an evacuation at City Hall. The City let her know that DFR's HazMat team is checking out a letter, with an unknown substance, that was opened by someone in City Hall. DFR later provided an update.

Submitted By: Roxana Rubio & Jason Evans (Dallas Fire-Rescue)

Media Entity: Lourdes Vazquez (WFAA)

Date Submitted: 9/18/2020

Topic: DMN - COVID-19 testing contract

Inquiry: Holly Hacker with DMN asked if the City has awarded a contract for requested bids on COVID-19 testing and the status of the City's contract with Honu. The City provided the following information: The contract has not yet been awarded as we are still working with Dr. Huang with Dallas County Health and Human Services for concurrence. The Honu contract is still paused.

Submitted By: Roxana Rubio (Office of Emergency Management)

Media Entity: Holly Hacker (DMN)

Date Submitted: 09/18/20

Topic: FOX 4 inquired about Arboretum capacity limit based on the Governor's announcement on Sept 17 regarding an increase in capacity limits for various venues. Terry Lendecker with the Arboretum responded with the following info: "While we have been given approval to increase the number of attendees allowed in to the garden to 75% capacity we have made the decision internally to remain at 50% and continue to monitor the garden. We feel with cooler weather and the opening of our Fall Festival, Autumn at the Arboretum, we will see higher attendance numbers coming closer to the 50% mark."

Submitted By: Demeshia Jackson (Park & Recreation)

Media Entity: Lori Brown (FOX 4)



CITY OF DALLAS

Dallas Fire-Rescue Department
Media Requests: September 15th – 21st, 2020.

Tuesday, September 15th: All the local news desks – Can you please provide information on a white substance that was delivered to Dallas City Hall?

City Response - At 16:40, Dallas Fire-Rescue's Hazardous Materials (HazMat) Team was dispatched to a 911 call at Dallas City Hall, located at 1500 Marilla Street, after an employee opened a letter they believed to have an unknown substance in/on it.

The department will not be releasing any details about the letter. However, HazMat examined and ran tests on it, and found no trace of a substance of any kind; and it was therefore determined to be non-hazardous.

The employee who opened the letter was isolated, and checked out by DFR medics, but exhibited no signs of a hazardous exposure.

The letter has been transferred into the custody of law enforcement, and DFR is in the process of clearing the scene.

Wednesday, September 16th: NBC 5 (Ken Kalthoff) - On August 2nd there was a public safety briefing with DFR consultants that recommended hiring 30 civilian paramedics for peak hours. Chief Artis said he was working on another approach to peak hours. I am following up on this issue today.. I'm talking with Jim McDade who says the study was flawed and the recommendation extreme, but there is a need. Says \$1.5 million was cut for Fire OT in this new budget that could have paid for peak hour paramedics. Can I do a zoom today with Chief Artis?? What is the latest on this issue of peak hour ambulance service??

City Response - With the overall matter still being subject to budget deliberations, Chief Artis has declined to interview on the topic.

However, as I'm sure you've seen, Chief Artis did offer possible Workload, Performance and Resource Allocation and Deployment alternatives, in his Comments section, that you are more than welcome to reference in your story.

The story aired on Thursday, 9/17, at the following link:

<https://www.nbcdfw.com/news/local/dallas-paramedic-staffing-concerns/2445811/>

Saturday, September 19th: **Dallas Morning News (Nic Garcia and Brooklynn Cooper)** – As the result of an interview that the RIGHT Care team did with the DMN on August 11th, the followings story, questioning the continued involvement of police officers to behavioral health emergencies, was published:

<https://www.dallasnews.com/news/public-health/2020/09/18/dallas-plans-to-expand-right-care-program-for-mental-health-crises-should-police-still-be-involved/>

Sunday, September 20th: **All local media outlets** - What info can you share on the early morning 2 alarm fire at 7215 Holly Hill Dr?

City Response - On Sunday, September 20th, at 04:05, Dallas Fire-Rescue units were dispatched to a 911 call for a structure fire at the Holly Hill Townhomes, located at 7215 Holly Hill Drive, near the Vickery Meadow area of Dallas.

When firefighters arrived at the two-story townhome complex, they observed flames coming through the roof of one of the buildings. Thankfully, all residents had self-evacuated prior to DFR arrival; allowing first responders to focus their attention on fire suppression efforts. Attack teams moved in with handlines for an offensive fire attack, and despite the transmission of a second-alarm response, were able to knock it down in less than an hour.

There were no injuries reported as a result of the fire. Among the six townhomes in the building of origin, only residents from three of them (2 Adult Females and 1 Adult Male) required assistance from the American Red Cross.

Fire Investigators determined that the fire was incendiary in nature, and began when one of the residents, for unspecified reasons, admittedly ignited common combustibles inside of his townhome. After igniting the materials, he fled to a nearby convenient store where he called 911 and reportedly admitted to the act. The resident was arrested at the scene and will be charged with felony 1 arson.

Monday, September 21st: **Sent the following information out to all the local media outlets:**

Hearts are heavy today, as [Dallas Fire-Rescue](#) mourns the untimely, off-duty, passing of our Brother, Driver Engineer, Ceasar Rios. Ceasar had been with the department for nearly 10 years, and leaves behind friends and family who'll miss him dearly; including his Brother, Henry Rios, who also works for the department.

It goes without saying that this is a tragic loss for our department, especially for those who worked closest with him; but we can all rest assured that during his young life he blessed countless others while serving the citizen of the [City of Dallas - City Hall](#).

Let us keep his family, and each other, in our thoughts and prayers. And may we all find solace in knowing that Ceasar left this world while living out his life-long dream of providing #service to others.

The incident that led to his death is under investigation.

#ServiceFirst #GoneTooSoon #thoughtsandprayers #condolences #heavyhearts

<https://www.facebook.com/340809029275626/posts/3469128286443669/>

Note – Office Rios died in a traffic accident, while off-duty, in the State of Nebraska. DFR was notified about this his passing on Monday, September 21st, at approximately 2:00 a.m.

Monday, September 21st: **Fox 4 (Allison Harris) and NBC 5 (Karen Ballesteros) –**
Are Dallas firefighters planning to deploy to South Texas?

City Response - Dallas Fire Rescue currently has 18 members deployed (on Sunday, September 20th) in support of Tropical Storm Beta. TXTF-2 has mobilized a Type 3 team and has 11 DFD members rostered. TXTF-1 has mobilized a boat squad consisting of 6 DFD members. One additional member has been deployed with TXTF-1 to supervise the boat squads. The members are staged in Victoria, Tx awaiting landfall. The storm is suspected to cause 5-8 inches of rain with local pockets of up to 10 inches. The team will stage in Victoria overnight and may move further east tomorrow.

Monday, September 21st: **Sent the following out to all local media outlets –**

As of September 18th, @DallasFireRes_q is reporting that a total of 135 #firefighters and civilian employees have tested positive for #COVID19. 124 have fully recovered and returned to work, and 18 are in #quarantine for on and off-duty exposures.
@CityOfDallas #FlattenTheCurve

https://twitter.com/DallasFireRes_q/status/1308439350783475712?s=19

Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council
SUBJECT Office of Data Analytics and Business Intelligence

To continue our organizational pursuit of data driven excellence, I am excited to announce the selection of **Dr. Brita Andercheck** to serve as the Director of the new Office of Data Analytics and Business Intelligence (DBI). The purpose of DBI is both to harness the City's data to enhance essential service delivery and to affect systemic policies which directly impact the residents of Dallas, including but not limited to inequities resulting from policy decisions and outcomes of budget allocations. This office will report to the Chief Financial Officer.

Data Analytics and Business Intelligence will provide critical data insight to support informed decision-making throughout the organization. Their charge is also to discover, manage, and maintain the City's data in a way that improves usability, transparency, and openness. The Office of Data Analytics and Business Intelligence will become effective October 1, 2020.

Dr. Andercheck has served as an Assistant Director in Transportation since 2018. During her time in Transportation, Dr. Andercheck built the administrative foundation of the newly formed department, including establishment of a Data Analytics Team; creation of an equity-and-needs based-tool (Priority Improvement Zones) that received Federal recognition; and forming the infrastructure response and execution plan following City's EF3 Tornado Response in October 2019.

Dr. Andercheck is an expert in advanced statistical modeling and predictive analytics, including structural equation modeling, mixture models, latent class analysis, multi-level models, and multivariate regression analysis. Her research using advanced statistical modeling and focusing on issues of stratification, race, and gender has appeared in multiple peer reviewed journals and received media coverage on six continents. Prior to joining the City of Dallas, Dr. Andercheck served on the Faculty at Southern Methodist University. Dr. Andercheck earned a bachelor's degree in Political Science and History from Southern Methodist University, a master's degree in Government from Georgetown University, a master's degree in Sociology from Baylor University, and a Doctor of Philosophy degree from Baylor University in Sociology.

A handwritten signature in black ink, appearing to read "T.C. Broadnax".

T.C. Broadnax
City Manager

c:

Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Memorandum



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CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Office of Economic Development – New Interim Director**

As of September 22, Courtney Pogue resigned as the Director of Economic Development. Courtney started with the City back in 2017 with over 20 years' experience as an economic development practitioner. Courtney's largest contributions included attracting Uber to Dallas for their largest administrative building outside of San Francisco, securing Nokia's North American HQ move to Dallas, and supported the redevelopment efforts for Redbird Mall in southern Dallas. We wish Courtney the best as he will be returning to the private sector as a commercial real estate professional and economic development consultant.

In the Interim, we will be appointing Robin Bentley as the new Director of Economic Development effective October 1. Robin currently serves as Assistant Director of the Office of Economic Development. She has worked in that capacity for three years and prior to that worked as an Assistant City Attorney for four years. As an Assistant City Attorney Robin served as the deputy section head of the Economic and Community Development division. She provided legal counsel to the Department of Housing and Neighborhood Revitalization, the Office of Fair Housing and Human Rights, and the Office of Economic Development.

In the Office of Economic Development Robin led the business development team. She has overseen impactful developments such as the relocation of the Nokia headquarters to Cypress Waters, the location of Kroger's robotic grocery distribution center in the Inland Port, and the selection of Deep Ellum for Uber Technologies' new corporate office, the last of which was a finalist for Business Facilities Magazine's 2019 Economic Development Deal of the Year.

Robin has more than 15 years of experience in real estate finance and community development. She has expertise in negotiating and closing complex development transactions utilizing local, state, and federal funding sources and incentive programs. Robin is a certified Housing Development Finance Professional and a certified Economic Development Finance Professional. She is a graduate of Baylor University and the University of Texas School of Law.

A handwritten signature of T.C. Broadnax.

T.C. Broadnax
City Manager

c:
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager

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Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development & Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Alequresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Census 2020 Update**

Late Thursday evening, a federal court ordered an extension for the 2020 Census count. The date for operations to be complete had been scheduled for September 30, 2020. A lawsuit led by the National Urban League was filed to push the deadline back. U.S. District Judge Lucy Koh (Northern District of California) has ruled in favor of the extension, providing for an October 31, 2020 completion date.

News reports suggest the Department of Justice will appeal, although nothing official has been filed.

Link to motion: <https://bit.ly/3cCfchJ>

Link to news article about the update: <https://n.pr/3mQJgLk>

Prior to Judge Koh's ruling, efforts were underway to count down the final seven (7) days of the 2020 Census. To kick off the last week of outreach and awareness, Alpha Business Images (ABI) provided City Council with Census t-shirts to wear at Wednesday's City Council meeting.

As of September 18, the City of Dallas response rate is 58.40%. With the deadline pushed back to October 31, there is a little over a month to continue pushing for a complete count. City of Dallas Census staff will continue to engage departments, members of the Complete Count Committee, and volunteers to further outreach and awareness.

Your support and participation in ensuring a complete 2020 Census count is much appreciated. We can't do this without the City Council and are inviting you to continue to assist with the effort over the next few weeks in the following ways:

- Remind residents that it is even easier to fill out the 2020 Census: ***text icount2020 to 313131***
- Share the social media posts that city staff emails you each week – created by the city's census vendor alpha business
- Rally your local businesses and non-profits to help get the word out
- Encourage your Complete Count Committee members or volunteers to contact city staff to distribute materials in neighborhoods
- Post in your constituent newsletter reminding residents about the 2020 Census and the new deadline, October 31

DATE September 25, 2020
SUBJECT **Census 2020 Update**

- Ask your Complete Count Committee members, volunteers, and residents to encourage neighbors online, by phone or through in-person canvassing to fill out the census

We will continue provide weekly Census updates to the City Council until the end of Census 2020. Please contact me if you have any questions.



Kimberly Bizer Tolbert
Chief of Staff to the City Manager

c: T.C Broadnax, City Manager
Chris Caso, City Attorney
Bilerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager
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M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT Updated Organizational Chart and New Executive Leadership Team Assignments

To ensure the continued success of each City Council Member and support the critical and unique needs of your respective City Council districts, the City Manager's Office will continue to provide Executive Team Liaison Assignments. Attached I have included the updated City organizational chart which will reflect a few changes to the liaison and committee assignments. My executive team members are each assigned to two City Council Members to serve as liaisons. The intent is to (1) provide direct access regarding important issues; (2) serve as a communication link between the City Council and staff departments, as appropriate; (3) provide support and coordination of staff for community meetings and special events, and (4) to ensure action items are recorded and prioritized to the City Manager's Office, as necessary.

The following table provides the updated list of executive liaison assignments:

District	Council Member	ACM/Chief
1	West	Dr. Eric A. Johnson
2	Mayor Pro Tem Medrano	Kimberly Bazor Tolbert
3	Thomas	Liz Cedillo-Pereira
4	Arnold	Liz Cedillo-Pereira
5	Resendez	Jon Fortune
6	Narvaez	Majed Al-Ghafry
7	Bazaldua	Joey Zapata
8	Atkins	Dr. Eric A. Johnson
9	Blackmon	Joey Zapata
10	Deputy Mayor Pro Tem McGough	Kimberly Bazor Tolbert
11	Kleinman	Majed Al-Ghafry
12	Mendelsohn	Elizabeth Reich
13	Gates	Elizabeth Reich
14	Blewett	Jon Fortune
15	Mayor Johnson	T.C. Broadnax

DATE
SUBJECT

September 25, 2020

Updated Organizational Chart and Executive Team Liaison Assignments

Please do not hesitate to reach out to your executive liaison directly, as needed. They will also reach out to you to develop ongoing communication and appropriate follow up on your specific action items and departmental requests.

Below is the updated City Council Committee Assignments as reflected by the updated organizational chart.

City Council Committee	ACM/Chief Primary
Economic Development	Dr. Eric A. Johnson
Environment and Sustainability	Joey Zapata
Government Performance and Financial Management	Elizabeth Reich
Housing & Homelessness Solutions	Dr. Eric A. Johnson
Public Safety	Jon Fortune
Quality of Life, Arts and Culture	Joey Zapata
Transportation and Infrastructure	Majed Al-Ghafry
Workforce, Education, and Equity	Liz Cedillo-Pereira
Ad Hoc Committee on COVID-19 Recovery and Assistance	Liz Cedillo-Pereira
Ad Hoc Committee on Judicial Nominations	Jon Fortune
Ad Hoc Committee on Legislative Affairs	Kimberly Bizer Tolbert

As always, feel free to contact me or Kimberly Bizer Tolbert, Chief of Staff, to address your immediate concerns.

Thanks in advance for your support of the executive liaison structure and our new organizational chart.



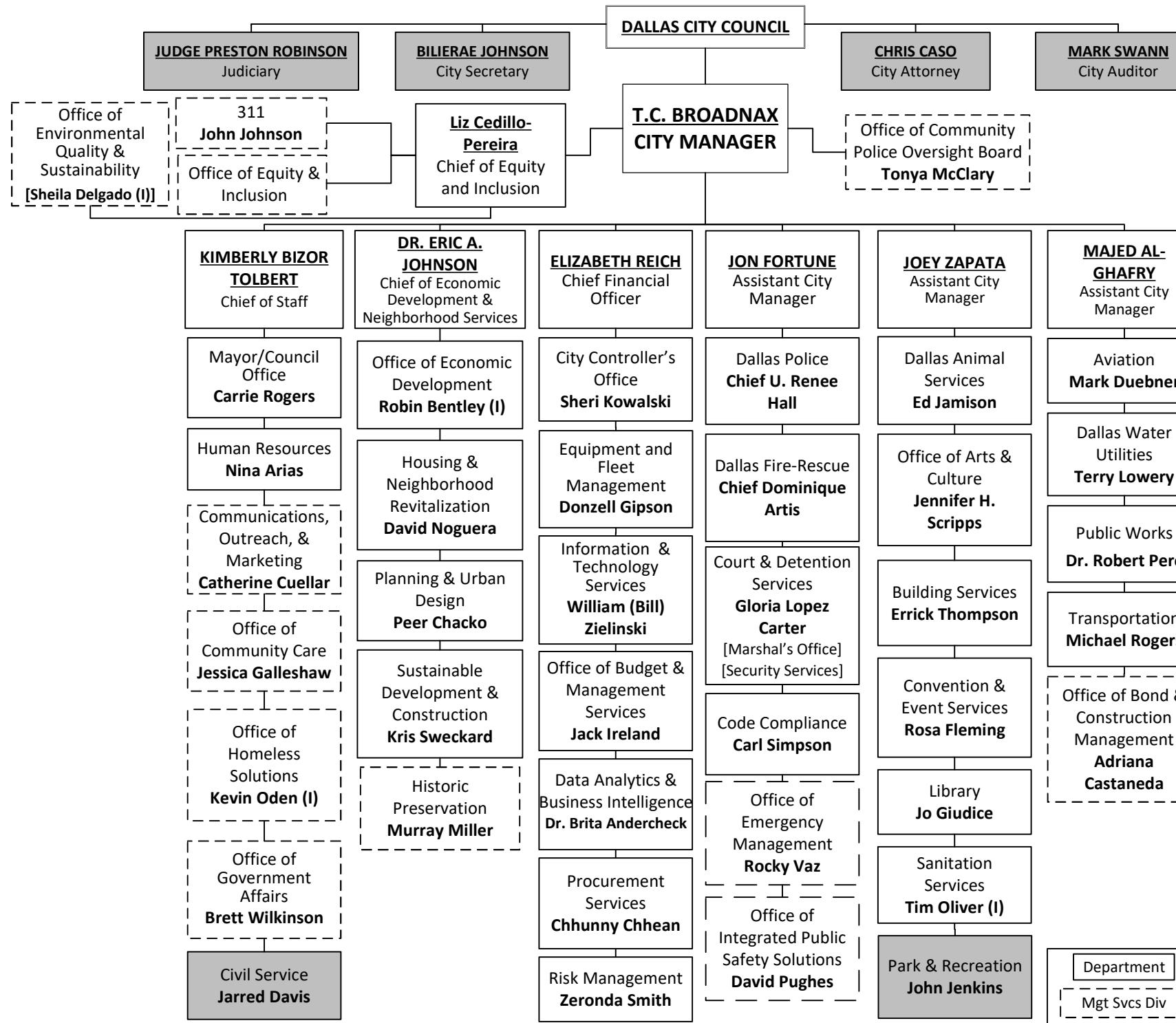
T.C. Broadnax
City Manager

c: Chris Caso, City Attorney
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Directors and Assistant Directors



City of Dallas
October 2020



Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT Dallas Area Rapid Transit Bus Service Plan

In October 2019, Dallas Area Rapid Transit (DART) began the two-year process of re-envisioning their bus network to provide services that align how people use transit today. The new bus network is being branded as "DARTzoom: A New Bus Network." From the City of Dallas' standpoint, the redesigned bus system should effectively address the transit concerns documented by the University of Texas-Arlington study report entitled, "Transportation Equity and Access to Opportunity for Transit-Dependent Populations in Dallas." Our entire public transportation network needs to be efficient, frequent, and reliable as DART's bus network is critical to Dallas residents' ability to get to employment centers, medical appointments, and other essential services. This blank-slate re-design is necessary to address our communities' concerns.

DART hired a leading transit planning and policy consulting firm, Jarrett Walker + Associates (JWA), to conduct the public and stakeholder outreach process and design the new bus network. To date, JWA has completed a Choices Report analyzing the current service and ridership, conducted workshops with DART and municipal staff, and started the first round of public involvement. The agency postponed in-person events due to COVID-19 precautions but began holding web-based meetings in late April, with over 200 participants. A project website, <https://dartzoom.org/>, contains a survey, reports, and other resources. Nearly 600 people completed the survey as of June 2020.

With input from riders, employers, municipal stakeholders and community leaders, the DART Board will need to solidify its priorities between the extremes of either pursuing high ridership routes or providing broad coverage of the bus network. JWA and DART staff intend to present a final draft bus network plan for the DART board and public consideration in Spring 2021. DART is still evaluating the impact of the COVID-19 pandemic on the financial plan, but the decrease in revenue will affect resources available for the new bus network. Upon approval of the plan by the DART Board in 2021, the transit agency could begin executing the first phase of the DARTzoom Bus Service Plan as early as January 2022. DART staff will implement as many recommendations as possible with available financial resources.

Coverage vs. Ridership

A critical step in the bus network re-envisioning process is for DART to hear from the City about our position on coverage vs. ridership. In simplistic terms, *coverage* allows a transit agency to spread out services so that every street has a bus, with longer waits for service but shorter walks to service availability. Conversely, *ridership* focuses on the busiest areas, where waits for service are short but walks to bus services are longer. The two

DATE
SUBJECT

September 25, 2020

DART Bus Service Plan

figures below are examples of ridership and coverage. Each figure is showing a sample bus network with the same number of busses within that network.

Maximum Ridership

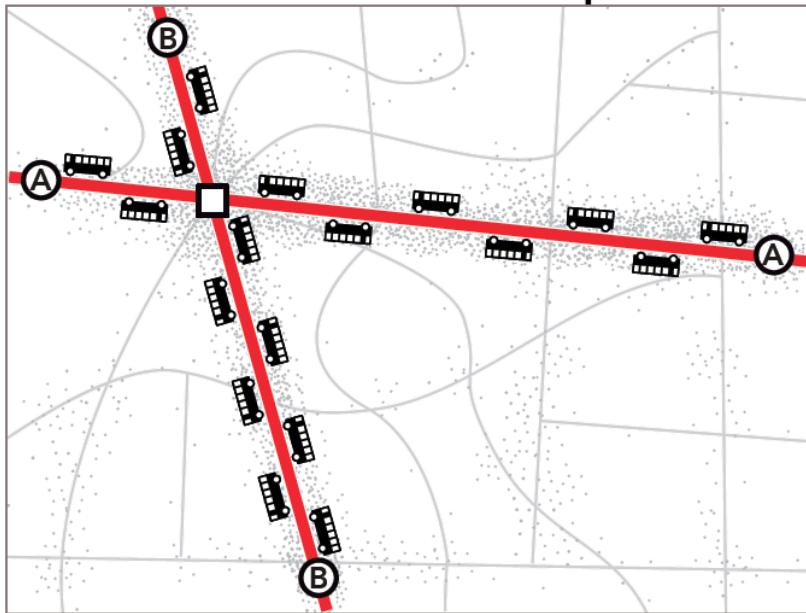


Figure 1.

Maximum Coverage

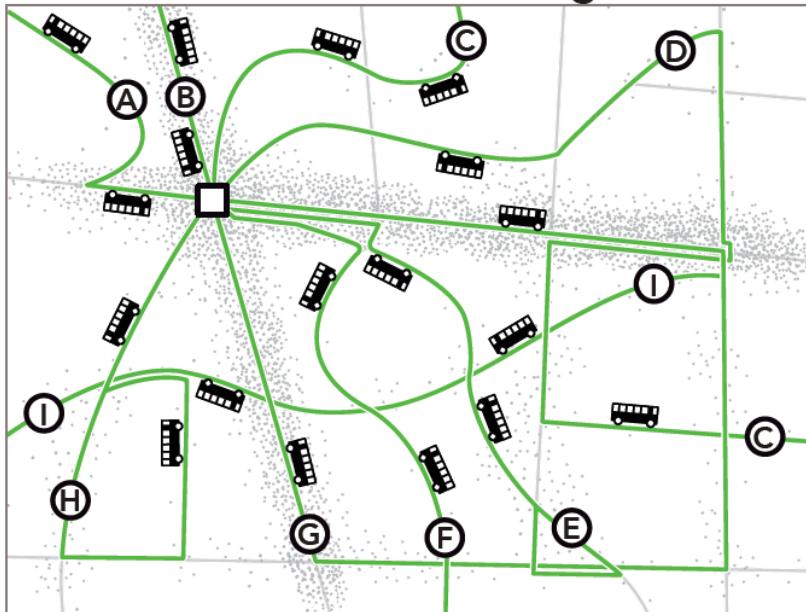


Figure 2.

DATE September 25, 2020
SUBJECT **DART Bus Service Plan**

The existing DART bus network is split at a 55% coverage and 45% ridership. DART is proposing to increase the current ridership percentage to provide greater frequency of the bus system. The tradeoff to this shift will be more citizens located furthest away from a bus stop. However, the overall trip time may decrease from an individual's home to their destination. Attached you will find a presentation that DART staff made at the September 22, 2020 DART Board meeting. The Department of Transportation would like to further discuss these concepts with City Council at the October 19, 2020 Transportation and Infrastructure Committee (TRNI) meeting. Feedback received from the TRNI Committee will be vital to informing DART of the City's priorities for Public Transportation.

If you have any questions or need additional information, please contact Michael Rogers, Director of the Department of Transportation, at michael.rogers@dallascityhall.com.



Majed Al-Ghafry, P.E.
Assistant City Manager

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
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Kimberly Bizor Tolbert, Chief of Staff to the City Manager
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Directors and Assistant Directors



DARTzoom Bus Network Redesign: Ridership/Coverage Balance

Committee-of-the-Whole
September 22, 2020

Rob Smith, AVP Service Planning & Scheduling



Today's Briefing

- The Board continues to consider a policy decision driving the next phase of the bus network redesign work: the appropriate balance between ridership and coverage
- The Planning Committee discussed this issue at the September 8, 2020 meeting
- Committee members indicated a preference for the middle four of the potential ridership/coverage ratios: 80/20, 75/25, 70/30, or 65/35





Network Coverage Splits

High Ridership Concept



85% towards ridership, 15% towards coverage

High Coverage Concept



60% towards ridership, 40% towards coverage



Existing DART Network: 55% – 45%

80/20

- ≈35% of routes operate 20 minutes or better
- ≈54% of residents within $\frac{1}{2}$ -mile of service
- Basic GoLink

75/25

- ≈29% of routes operate 20 minutes or better
- ≈59% of residents within $\frac{1}{2}$ -mile of service
- More GoLink

70/30

- ≈24% of routes operate 20 minutes or better
- ≈63% of residents within $\frac{1}{2}$ -mile of service
- More GoLink

65/35

- ≈18% of routes operate 20 minutes or better
- ≈68% of residents within $\frac{1}{2}$ -mile of service
- Expanded GoLink

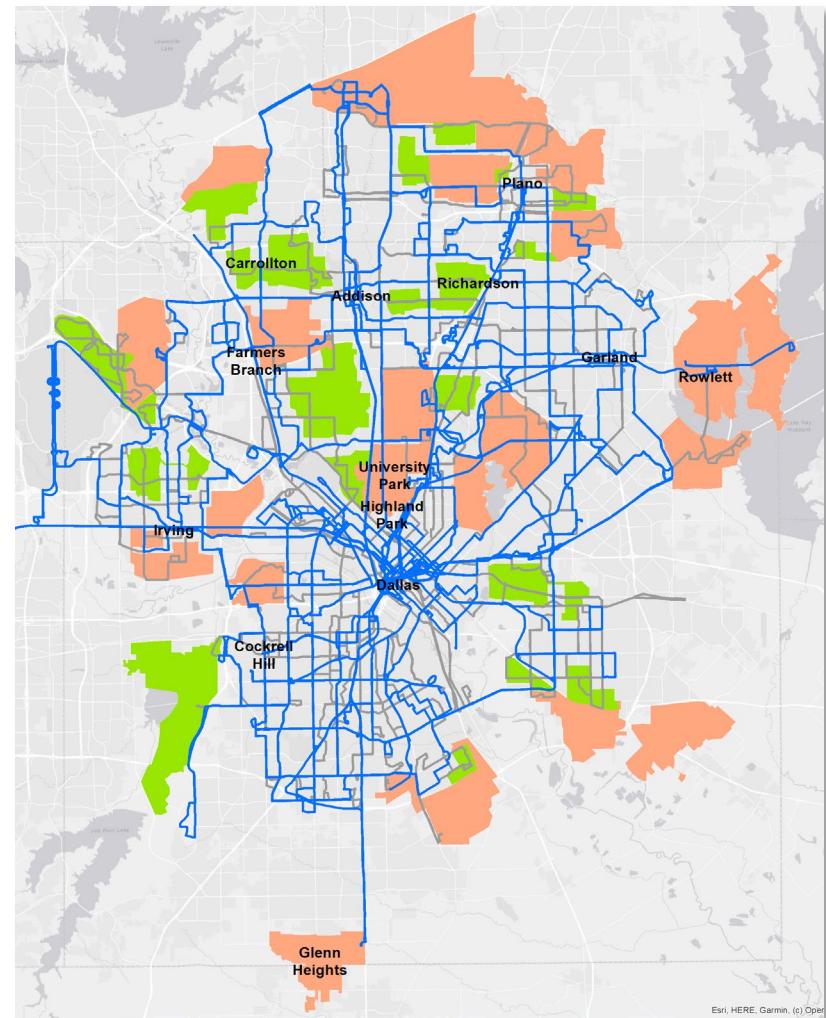
Questions About Impacts of Different Levels

- During the Planning Committee discussion, we were asked to develop an analysis showing the impact by DART City for the different ridership/coverage ratios
- We did not have either the time or resources available to fully perform this level of analysis by DART City
- We have prepared some maps by quadrant to describe what this may look like, particularly using strategies to fill in coverage while preserving as many frequency improvements as possible



Ridership with Expanded GoLink

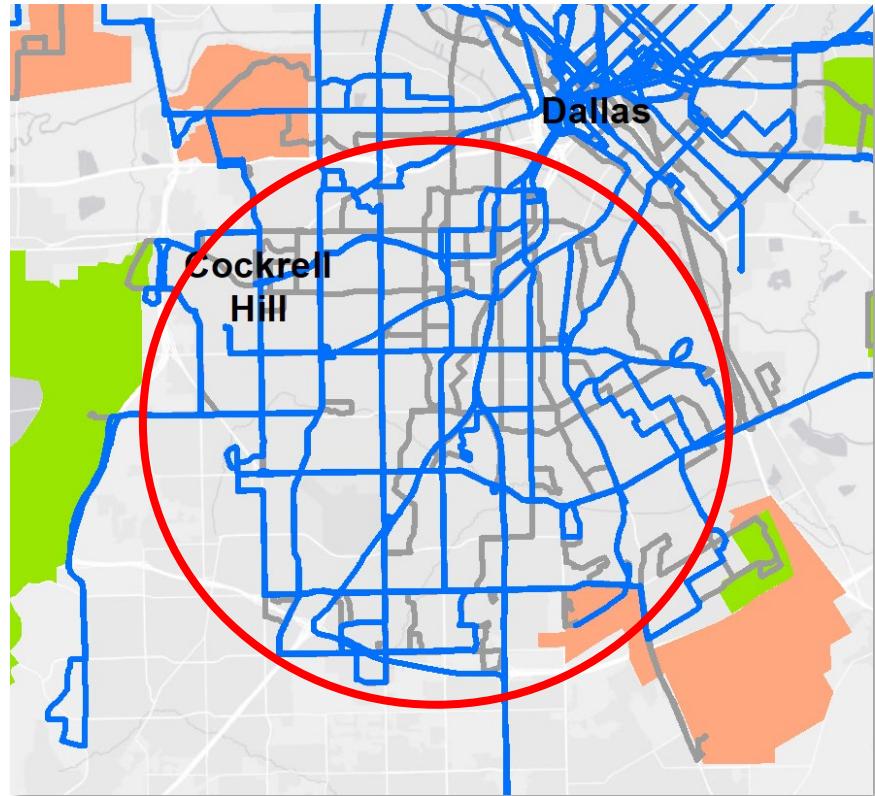
- At the last meeting, we presented a scenario that combines the ridership concept and greatly expanded GoLink service to fill in ridership network gaps
- The expanded GoLink services depicted here represent just under 5% of system operating cost
- This scenario could be seen as close to 80/20 if accompanied by somewhat fewer frequency adjustments than in the ridership concept – perhaps ≈35% of routes operating every 20 minutes or better midday



Esri, HERE, Garmin, (c) Open

Ridership with Expanded GoLink

- But as we pointed out at the Planning Committee, the ridership concept includes coverage losses in areas like Oak Cliff that may be greater than ideal
- Due to closer route spacings, these are not areas where GoLink service is likely to be successful, and potential ridership could exceed what would be cost-effective
- Other areas with similar impacts: North Central Dallas, and parts of Garland and Richardson



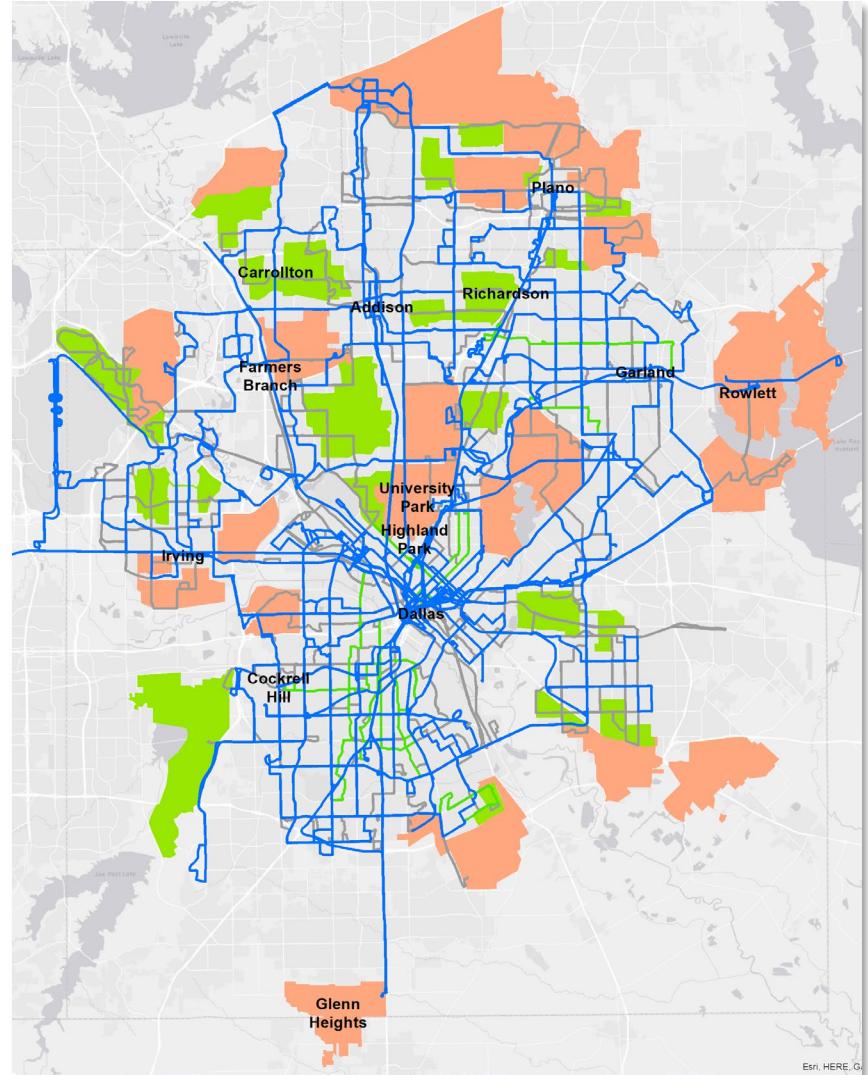
Potential Hybrid Approach: Modified Ridership with Expanded GoLink

- We have prepared a scenario that fills in some of the larger ridership network gaps with fixed-route service in areas where GoLink service will not make sense
- The goal: to create a scenario that offers nearly as much overall coverage access as the current network but preserves resources for a higher level of frequency improvements
- We would note, however, that while this hybrid scenario almost matches the current network in providing service access within $\frac{1}{2}$ -mile, there are fewer routes, and for a number of customers their walks to service will be longer – it is not exactly the same as the current network
- This scenario fits between 70/30 and 75/25 on the ridership/coverage scale



Hybrid Approach

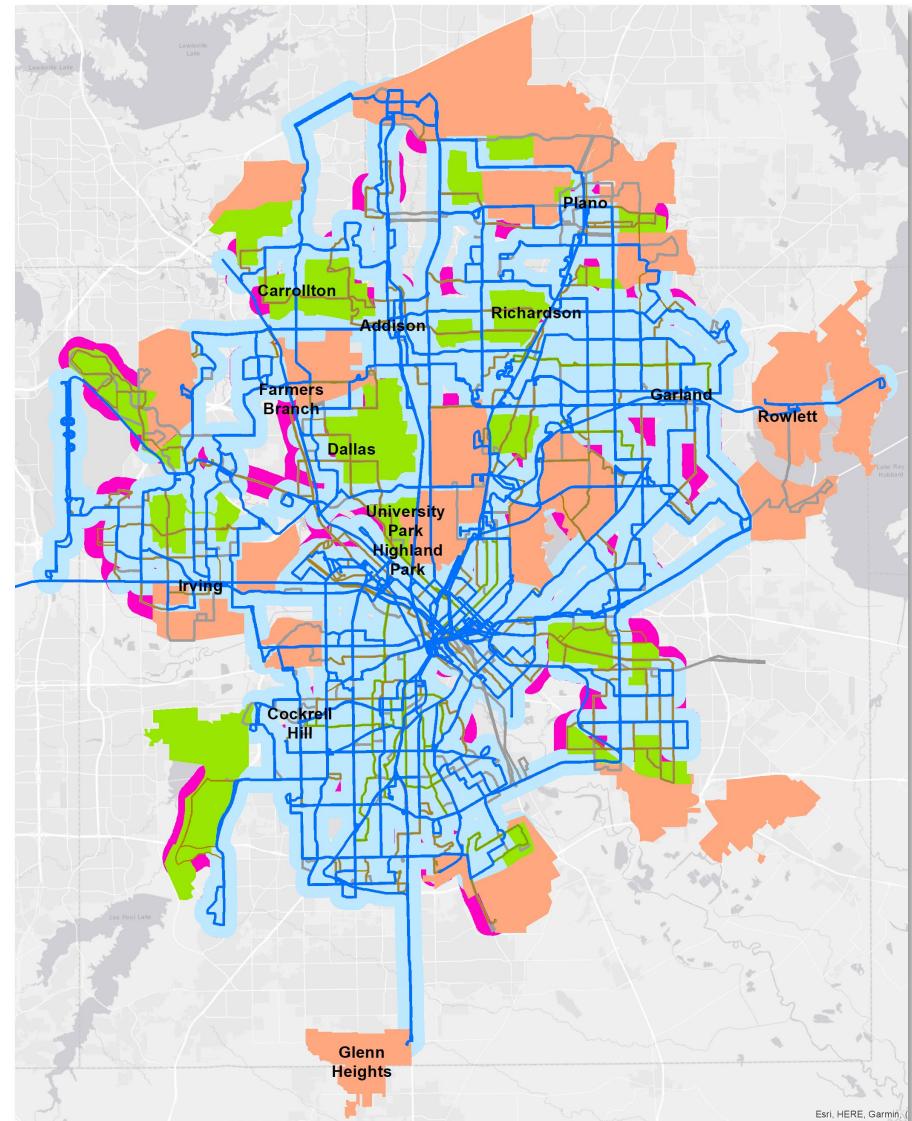
- 11 routes from the coverage concept would fill areas where GoLink would not be the preferred option, at an estimated cost of about \$12 million/year, or about 7% of system operating cost
- To fit within funding availability, there would be fewer frequency adjustments than in the ridership concept
- About 25-30% of routes would operate every 20 minutes or better midday, compared to 41% for the 85/15 ridership concept



Expanded fixed-route coverage in GREEN

Hybrid Approach

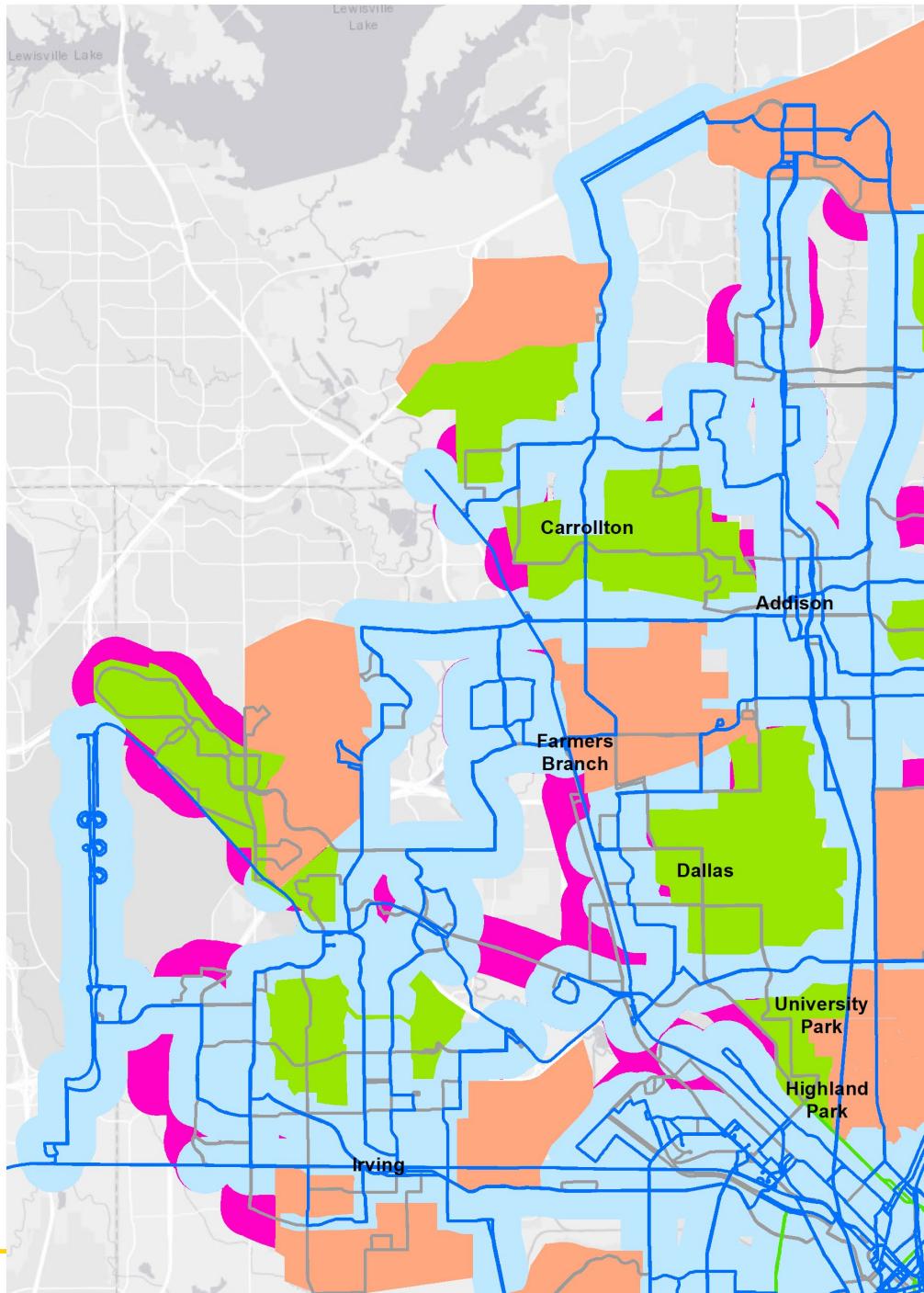
- This scenario offers nearly as much coverage as the coverage concept
- The map at the right highlights areas that would not have coverage in this scenario relative to the coverage concept
- Most of these areas are relatively undeveloped, or generate few riders in the current system
- We believe this is a viable 70/30 or 75/25 option with little negative overall coverage impact
- The following slides break this map into sectors



Areas with less coverage compared to coverage concept in ROSE

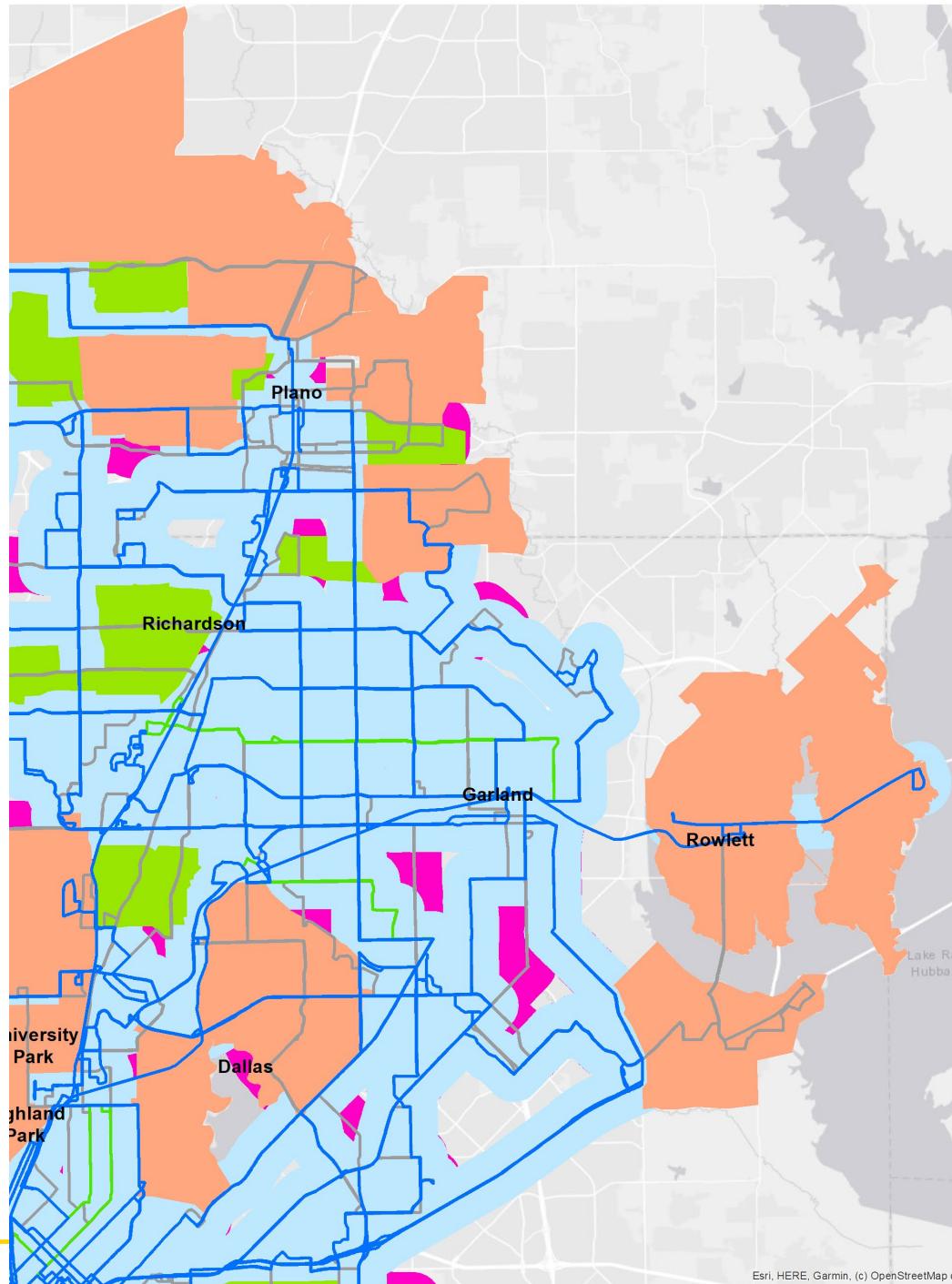
NW Sector Impacts

- This sector includes most of Irving, Carrollton, Farmers Branch, Addison, and parts of Plano, Dallas, University Park, and Highland Park
- Areas with less coverage compared to coverage concept in ROSE



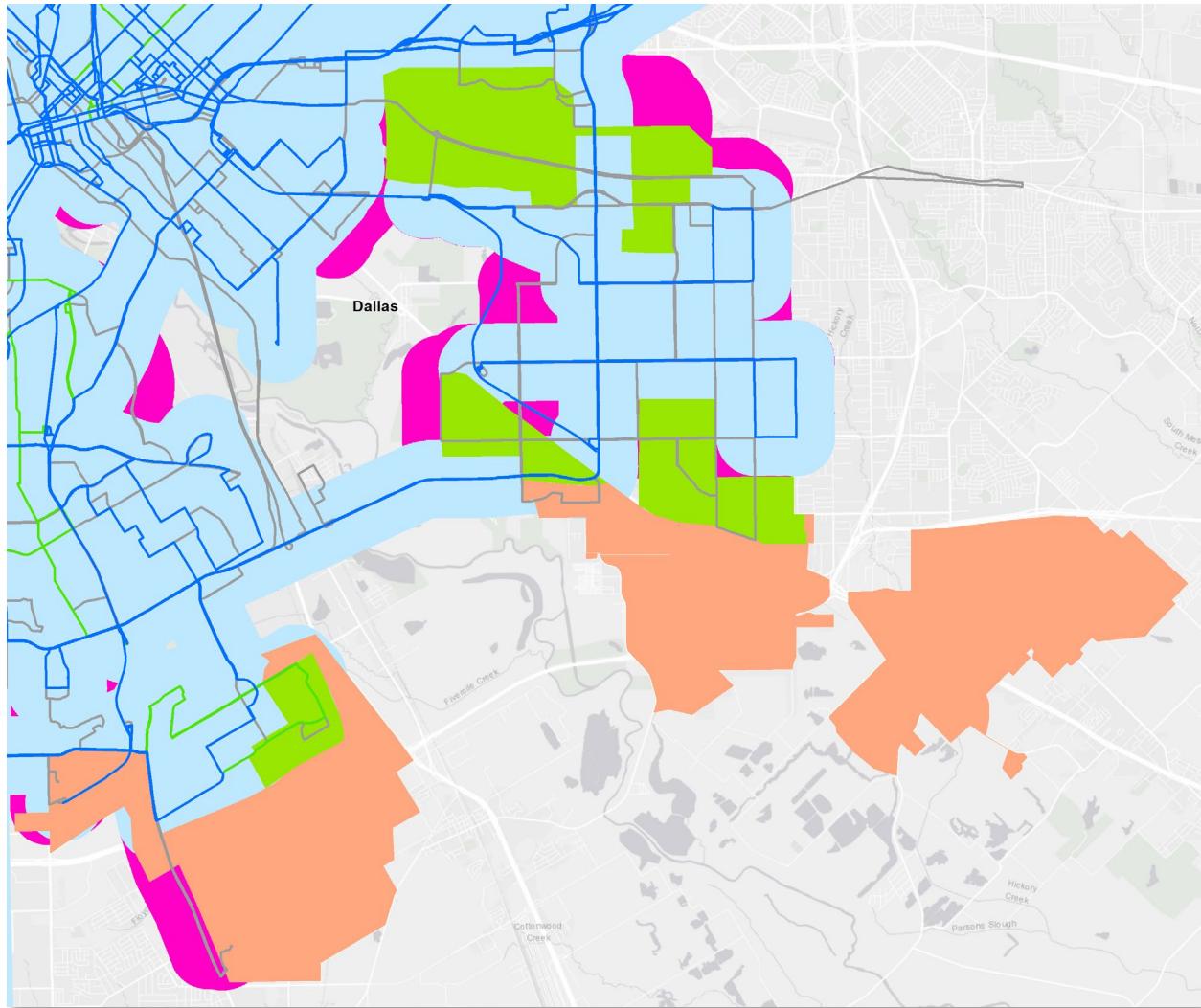
NE Sector Impacts

- This sector includes most of Plano, Richardson, Garland, and Rowlett, plus parts of Dallas, Highland Park, and University Park
- Areas with less coverage compared to coverage concept in ROSE



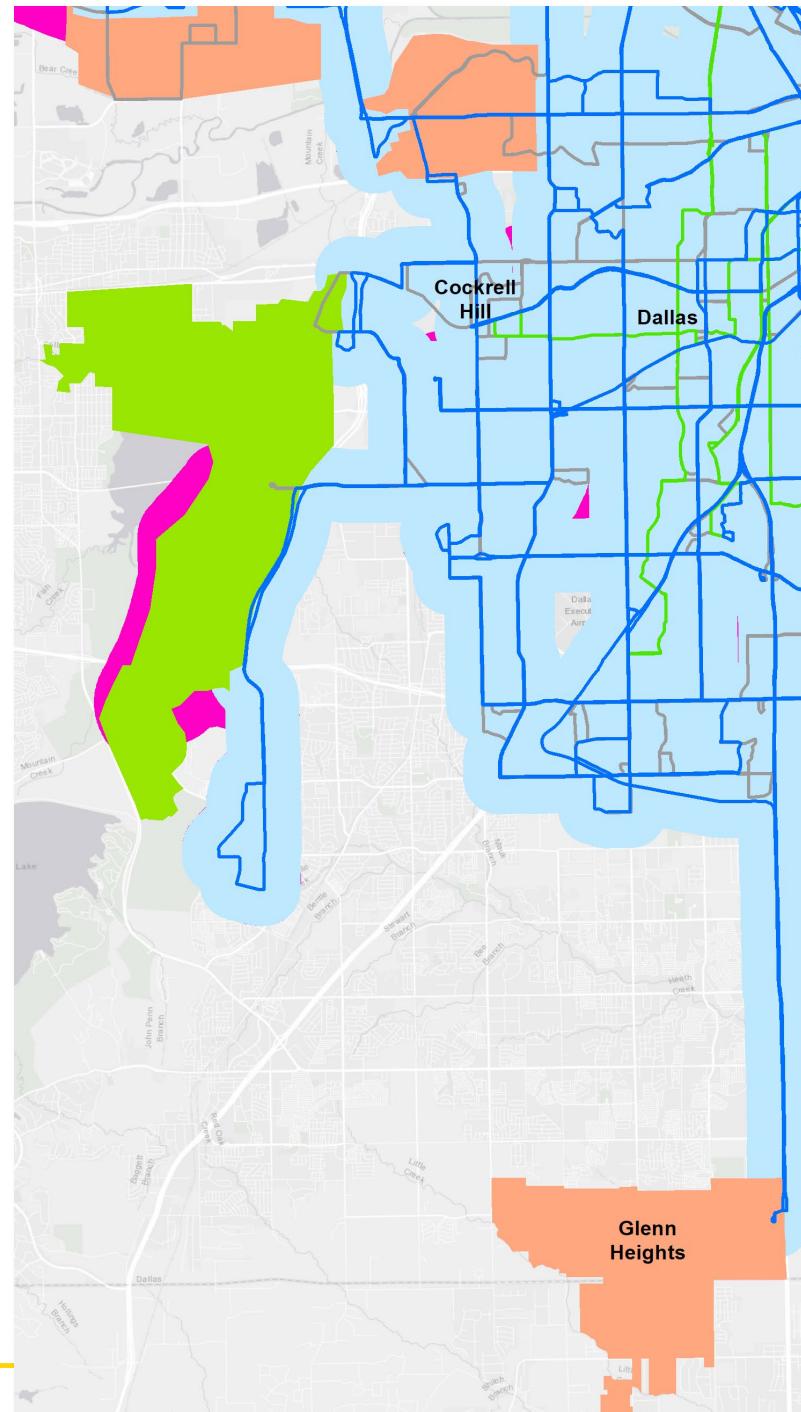
SE Sector Impacts

- This sector includes the SE part of Dallas
- Areas with less coverage compared to coverage concept in ROSE



SW Sector Impacts

- This sector includes parts of Irving, plus Cockrell Hill, Glenn Heights, and the SW sector of Dallas
- Areas with less coverage compared to coverage concept in ROSE



Impacts of Frequency Improvements

- At the Planning Committee meeting, Mr. Kennedy described and shared an analysis of the potential numbers of people impacted by frequency improvements (or reductions) in the ridership and coverage concepts
- Staff expanded his analysis to break out the numbers into estimates for each 5% gradation in ridership/coverage ratios
- In the process of the work, we found and corrected a typo in the Choices Report, which incorrectly indicated the number of low-income residents in the Service Area as 2.7 million (actual number is 724,000)
- We have provided the full version of the analysis in the form of a Board memo, with the Weekday midday tables included here
- This analysis does not reflect the hybrid network presented earlier



Impacts of Frequency Improvements

Residents

Residents	85/15	80/20	75/25	70/30	65/35	60/40
Weekday Midday	85/15	80/20	75/25	70/30	65/35	60/40
15 or better	189,000	156,600	124,200	91,800	59,400	27,000
20 or better	270,000	216,000	162,000	108,000	54,000	0
30 or better	432,000	351,000	270,000	189,000	108,000	27,000
Any	-513,000	-383,400	-253,800	-124,200	5,400	135,000

Increase or Decrease in Persons Impacted Compared to Existing Network

*Hybrid and expanded GoLink networks presented earlier today are not included
in these calculations*

Impacts of Frequency Improvements

Jobs, Travel Demands

Jobs	85/15	80/20	75/25	70/30	65/35	60/40
Weekday Midday	85/15	80/20	75/25	70/30	65/35	60/40
15 or better	160,000	128,000	96,000	64,000	32,000	0
20 or better	200,000	164,000	128,000	92,000	56,000	20,000
30 or better	380,000	312,000	244,000	176,000	108,000	40,000
Any	-240,000	-176,000	-112,000	-48,000	16,000	80,000

Travel Demands	85/15	80/20	75/25	70/30	65/35	60/40
Weekday Peak	85/15	80/20	75/25	70/30	65/35	60/40
15 or better	439,300	401,100	362,900	324,700	286,500	248,300
20 or better	210,100	171,900	133,700	95,500	57,300	19,100
30 or better	-133,700	-145,160	-156,620	-168,080	-179,540	-191,000
Any	-401,100	-305,600	-210,100	-114,600	-19,100	76,400

Travel origins and destinations for all trips, all modes

Hybrid and expanded GoLink networks presented earlier today are not included in these calculations



Impacts of Frequency Improvements

Low Income Residents, Persons of Color

Low Income Weekday Midday	85/15	80/20	75/25	70/30	65/35	60/40
15 or better	57,920	47,784	37,648	27,512	17,376	7,240
20 or better	101,360	81,088	60,816	40,544	20,272	0
30 or better	108,600	89,776	70,952	52,128	33,304	14,480
Any	-108,600	-82,536	-56,472	-30,408	-4,344	21,720

Persons of Color Weekday Midday	85/15	80/20	75/25	70/30	65/35	60/40
15 or better	103,200	82,560	61,920	41,280	20,640	0
20 or better	206,400	165,120	123,840	82,560	41,280	0
30 or better	292,400	240,800	189,200	137,600	86,000	34,400
Any	-292,400	-220,160	-147,920	-75,680	-3,440	68,800

Hybrid and expanded GoLink networks presented earlier today are not included in these calculations



Notes about Impact Analysis

- When reading through the full set of tables in the Agenda Report, the Weekday peak tables do not appear to make sense
- For example, the change in impact to residents for the ridership network is 675,000 for 15-minute or better service, but only 297,000 for 20-minute or better service
- This is counter-intuitive, as one would naturally expect more impact from the 20-minute or better service, which includes all of the 15-minute routes
- But this analysis looks at the difference between the ridership or coverage concept and the existing network
- And the ridership and coverage concepts have almost no routes with 20-minute peak operation, leading to this anomalous result



Notes about Impact Analysis

- In fact, the tables demonstrate one characteristic of both the ridership and coverage networks compared to the current network
- As drawn, improvements in frequency for ridership and coverage are much greater during off-peak periods
- The percentage of routes operating 30 minutes or better during Weekday peak periods actually declines for both the ridership and coverage networks (56% existing vs. 47% coverage/49% ridership)
- During Weekday midday, however, this 30 minute or better percentage improves, particularly under the ridership concept (29% existing vs. 30% coverage/45% ridership)





Network Coverage Splits with Hybrid Approach

High Ridership Concept

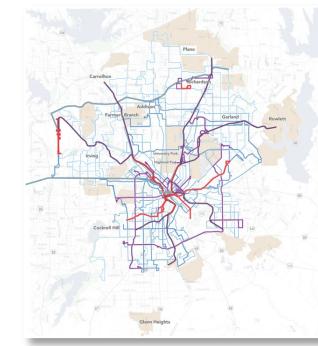


85% towards ridership, 15% towards coverage

Hybrid 7x/2x

- ≈25-30% of routes operate 20 minutes or better
- ≈65-70% of residents within $\frac{1}{2}$ -mile of service
- Expanded GoLink

High Coverage Concept



60% towards ridership, 40% towards coverage



Existing DART Network: 55% – 45%

80/20

- ≈35% of routes operate 20 minutes or better
- ≈54% of residents within $\frac{1}{2}$ -mile of service
- Basic GoLink

75/25

- ≈29% of routes operate 20 minutes or better
- ≈59% of residents within $\frac{1}{2}$ -mile of service
- More GoLink

70/30

- ≈24% of routes operate 20 minutes or better
- ≈63% of residents within $\frac{1}{2}$ -mile of service
- More GoLink

65/35

- ≈18% of routes operate 20 minutes or better
- ≈68% of residents within $\frac{1}{2}$ -mile of service
- Expanded GoLink

Potential Board Recommendation and Timeline

- We are looking for a Board recommendation in sufficient time to prepare for the next network design retreat, currently planned for November 2020
- To maintain that schedule, we would need final Board action no later than October 6, 2020
- The schedule is designed to allow sufficient time to prepare a draft bus network plan for Board review at the beginning of 2021



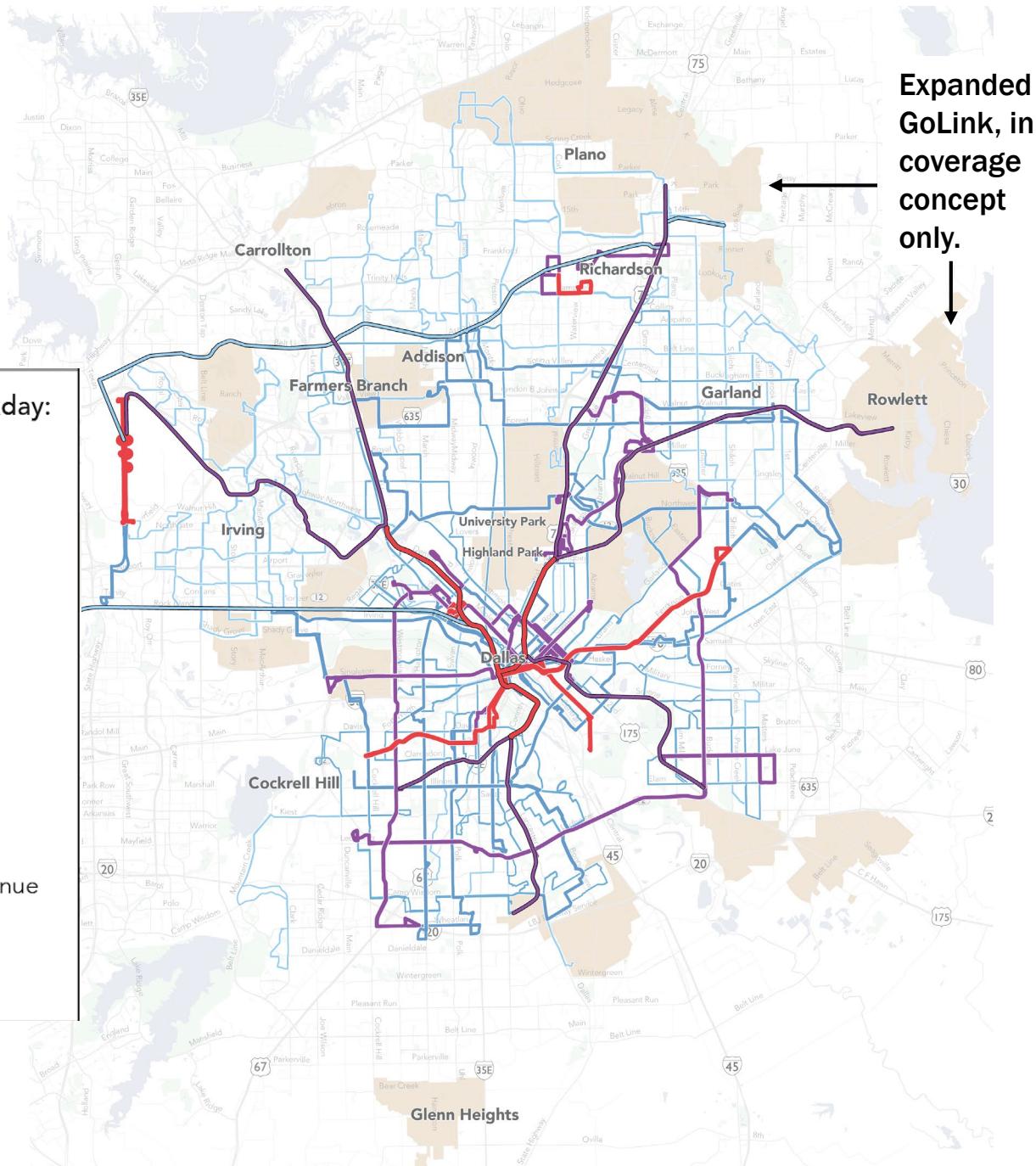


DART.org

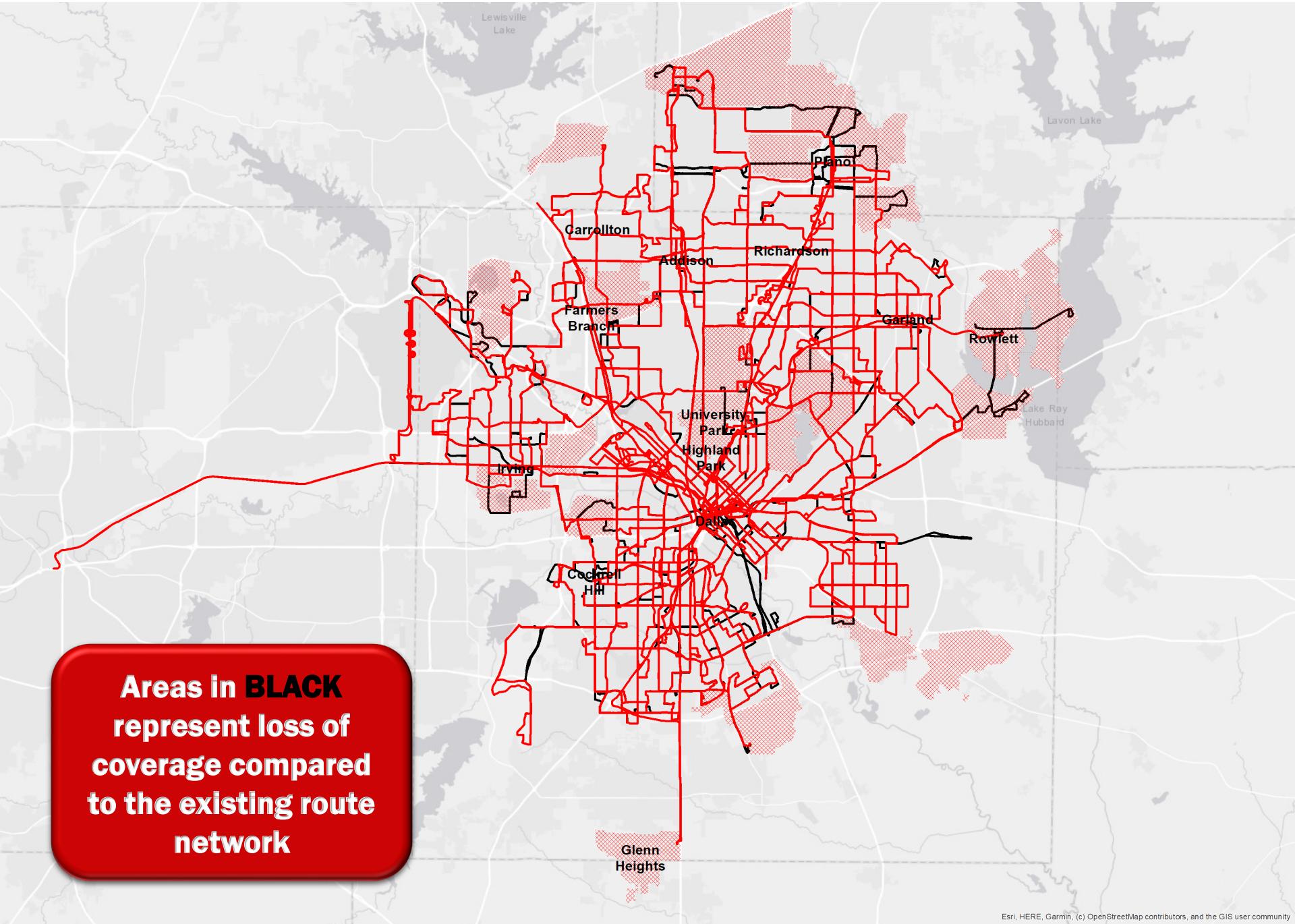
Coverage Concept

Frequency at noon on a weekday:

- 705 15 min or better
- 524 16 - 20 min
- 110 21 - 30 min
- 360 31 - 45 min
- 106 46 - 60 min
- 208 Rush hour or certain times only
- GoLink Zone
- Light rail and commuter rail
- — 110 111 Route branches continue at lower frequency
- T Transit Center



Coverage Concept vs. Existing Network

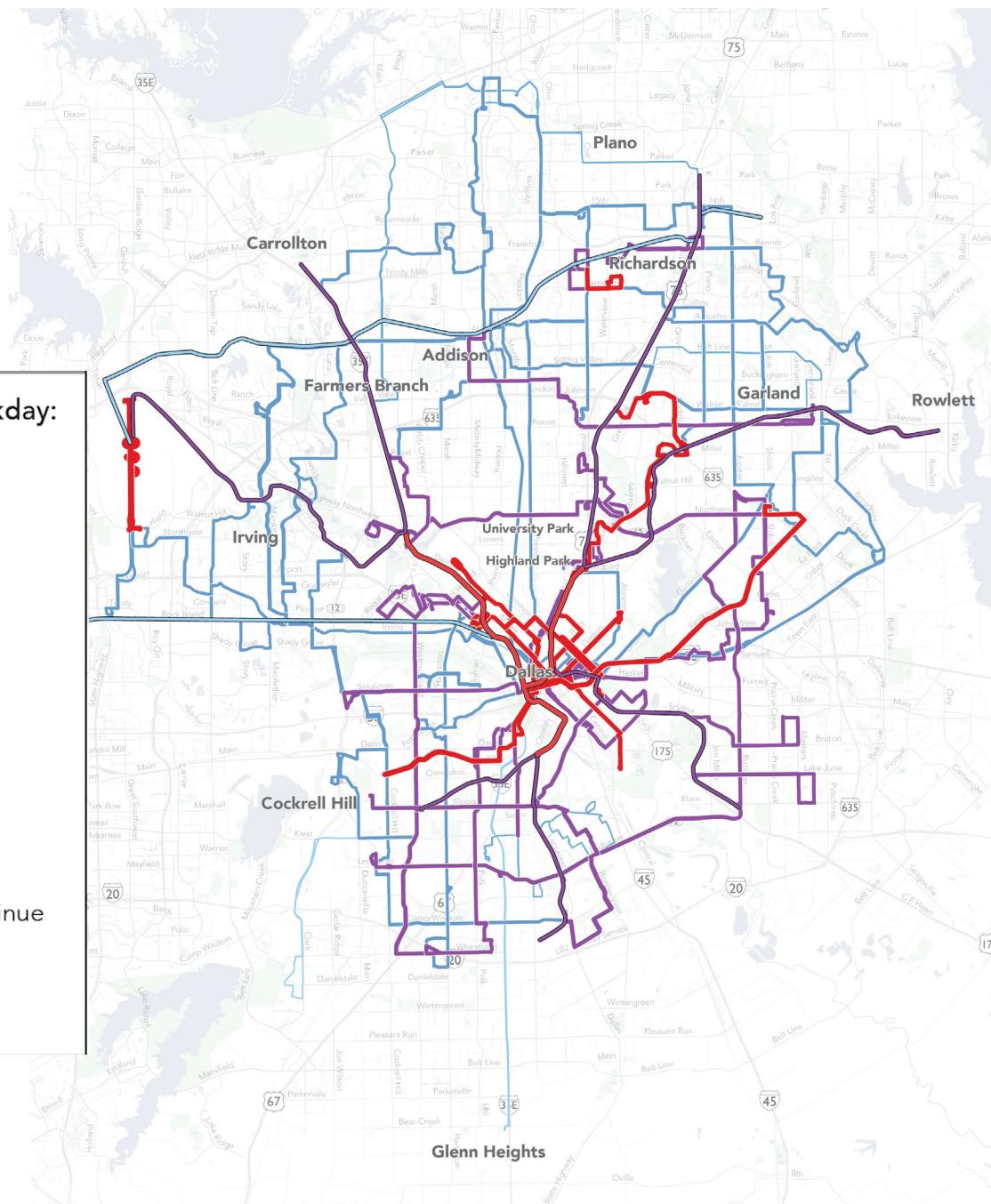


Areas in BLACK
represent loss of
coverage compared
to the existing route
network

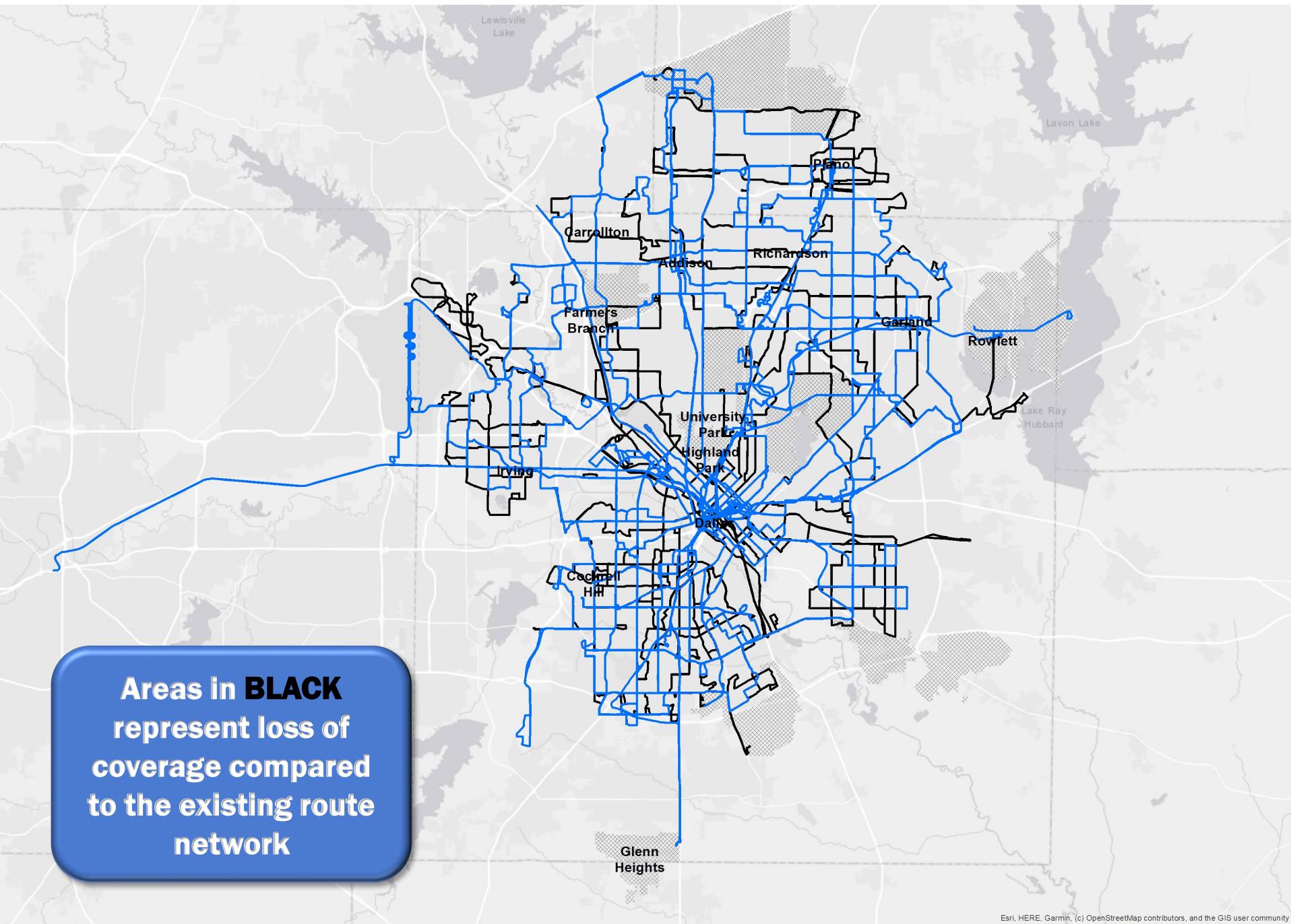
Ridership Concept

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- 208 Rush hour or certain times only
- GoLink Zone
- Light rail and commuter rail
- — 110 111 Route branches continue at lower frequency
- T Transit Center



Ridership Concept vs. Existing Network



Areas in **BLACK represent loss of coverage compared to the existing route network**

Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Reopening**

After a nearly seven-month closure due to COVID-19, the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) is prepared to reopen in mid-October for two events designed to test and evaluate the safety protocols outlined in its Global BioRisk Advisory Council (GBAC) accreditation received earlier this month.

Dallas was the first city to commit to the GBAC process which evaluates facilities in 20 key areas. The process to receive accreditation was exhaustive and required Spectra Venue Management (Spectra) and Convention and Event Services (CES) to develop a comprehensive plan aligned with these 20 GBAC requirements and to certify that the KBHCCD has the proper systems and protocols in place to safely reopen. CES, Spectra and VisitDallas will use the results of these two October events to refine the KBHCCD reopening plan and GBAC accredited protocols before hosting a more diverse selection of larger, publicly attended events.

The Mecum Auto Auction event was restructured and is scheduled for October 15-17 for approximately 2,000 registered attendees over three days. The Together Again Forum is scheduled for October 23rd and is a GBAC accredited event specifically designed to assist major convention centers with the reopening process by allowing them to host a controlled hybrid event. The event brings together approximately 750 show management, facility management and service providers to discuss and demonstrate health and safety related products and protocols. Mecum Auto Auction representatives will be invited to the Forum to discuss their experiences in the KBHCCD.

As the host of the Forum, Dallas will be presented as a city that has put in the hard work necessary to safely welcome back general public events using protocols that respond to the current COVID-19 environment, and incorporate adaptive processes that respond to the ever-changing environment as we move forward. Dallas is only the second city to host this event, making us well-positioned to develop post-event marketing that increases Dallas' competitiveness post-pandemic.

At this time, there are five additional events scheduled between November and December, with 58 other events scheduled for the remainder of FY21. This falls short of the average 100 events hosted in a typical KBHCCD year, but CES continues to receive inquiries regarding future bookings. As the public health and safety of Dallas citizens and KBHCCD visitors will always prevail, changes in the KBHCCD schedule may be made if data shows that COVID-19 numbers are increasing.

If you have additional questions, or require further information, please contact me or Rosa Fleming, Director of CES.

A handwritten signature in blue ink that reads "Joey Zapata".

Joey Zapata
Assistant City Manager

DATE September 25, 2020
SUBJECT **Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Reopening**

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Alequresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 25, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **S&P Global Ratings Affirmed 'AA-' Rating and Stable Outlook for City of Dallas General Obligation Bonds – RATING ACTION**

Today, S&P Global Ratings (S&P) assigned its 'AA-' credit rating and stable outlook to the anticipated General Obligation Refunding and Improvement Bonds, Series 2020A, General Obligation Refunding Bonds, Taxable Series 2020B, and Equipment Acquisition Contractual Obligation Notes, Series 2020B, and affirmed the City's 'AA-' credit rating and stable outlook on outstanding general obligation bonds. S&P previously affirmed the City's rating on April 7, 2020.

With continued restrictions of the COVID-19 pandemic, S&P states that, "Dallas faces hurdles in fiscal 2021 as the COVID-19 pandemic remains a negative influence on the economy and some revenue streams," noting that despite unknown long-term effects of the pandemic and facing high fixed costs, the City's "stable financial performance, very strong reserve and liquidity position, and very strong fiscal management practices provide a cushion and counteract the negative effects of the pandemic."

According to S&P, the general obligation rating reflects, "the strength of Dallas' local economy and tax base, which are grounded in solid population growth and commercial and residential development in the past decade." The rating agency also continues to view the City's management as "very strong" with financial policies that are, "are strong, well embedded, and likely sustainable." The report also states that S&P views the City's liquidity and "budgetary flexibility" as "very strong," noting that in FY 2019, the City added to the year-end available reserve balance and has, "exceptional access to external liquidity if necessary."

The rating decision by S&P is a continued reflection of the prudent decision making and efforts of the City as we continue to provide equitable and sustainable services to the citizen and stakeholders of Dallas. Attached is the rating action report provided by S&P today.

DATE September 25, 2020

SUBJECT **S&P Global Ratings Affirmed 'AA-' Rating and Stable Outlook for City of Dallas General Obligation Bonds – RATING ACTION**

Please let me know if you need additional information.

*Sheila P. Kowalski
bor*

M. Elizabeth Reich
Chief Financial Officer

Attachment

cc:	T.C. Broadnax, City Manager Chris Caso, City Attorney Mark Swann, City Auditor Bilierae Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Chief of Staff Majed A. Al-Ghafry, Assistant City Manager	Jon Fortune, Assistant City Manager Joey Zapata, Assistant City Manager Nadia Chandler Hardy, Assistant City Manager Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services Laila Alequresh, Chief Innovation Officer M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion Directors and Assistant Directors
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RatingsDirect®

Summary:

Dallas, Texas; General Obligation

Primary Credit Analyst:

Andy A Hobbs, Farmers Branch + 1 (972) 367 3345; Andy.Hobbs@spglobal.com

Secondary Contact:

Todd D Kanaster, ASA, FCA, MAAA, Centennial + 1 (303) 721 4490; Todd.Kanaster@spglobal.com

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Summary:

Dallas, Texas; General Obligation

Credit Profile		
US\$190.07 mil GO rfdg & imp bnds ser 2020A due 02/15/2041		
<i>Long Term Rating</i>	AA-/Stable	New
US\$77.63 mil GO rfdg bnds ser 2020B due 02/15/2024		
<i>Long Term Rating</i>	AA-/Stable	New
US\$25.02 mil eqt acquisition contractual oblig ser 2020 due 02/15/2026		
<i>Long Term Rating</i>	AA-/Stable	New

Rating Action

S&P Global Ratings assigned its 'AA-' rating to the City of Dallas' anticipated \$190 million series 2020 general obligation (GO) refunding and improvement bonds, \$77.6 million series 2020 taxable GO refunding bonds, and \$25 million series 2020 equipment acquisition contractual obligations. At the same time, S&P Global Ratings affirmed its 'AA-' long-term and underlying ratings on Dallas' GO bonds outstanding. The outlook is stable.

The bonds and contractual obligations all constitute direct obligations of the city, payable from the proceeds of a continuing, direct annual ad valorem tax, within the limits prescribed by law, on all taxable property within the city. We view the limited-tax GO debt pledge on par with the city's general creditworthiness. The ad valorem taxes are not levied on a narrower or distinctly different tax base, and there are no limitations on the fungibility of resources available for the payment of debt service.

Proceeds from the sales will refund existing debt for net present value savings and finance projects throughout the city, including public works updates, and finance equipment purchases.

Credit overview

The long-term rating reflects the strength of Dallas' local economy and tax base, which are grounded in solid population growth and commercial and residential development in the past decade. In fiscal 2020, the city recorded a stable fiscal performance through cost-saving measures and cuts in discretionary spending to maintain budget stability in the face of a difficult revenue environment. Dallas faces hurdles in fiscal 2021 as the COVID-19 pandemic remains a negative influence on the economy and some revenue streams. While its stable financial performance, very strong reserve and liquidity position, and very strong fiscal management practices provide a cushion and counteract the negative effects of the pandemic, the city faces high fixed costs and a weak funded status of its pension plans. Long-term effects of the pandemic will depend on the severity of the impact. (For more information, see "U.S. Economic Update: A Recovery At Risk As COVID-19 Surges," published July 22, 2020, on RatingsDirect.) Future credit reviews will focus on what influence the current situation has on the city as well as its ability to respond in a timely and appropriate fashion to ensure maintenance of ample reserves.

The rating reflects our assessment of the city's:

- Strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Weak budgetary performance, with an operating surplus in the general fund and break-even operating results at the total governmental fund level in fiscal 2019;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2019 of 21% of operating expenditures;
- Very strong liquidity, with total government available cash at 59.5% of total governmental fund expenditures and 3.7x governmental debt service, and access to external liquidity we consider exceptional;
- Very weak debt and contingent liability profile, with debt service carrying charges at 16.0% of expenditures and net direct debt that is 167.5% of total governmental fund revenue, as well as a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

Environmental, social, and governance factors

Our analysis of these risks encompasses our review of current environmental, social, and governance risks. We acknowledge the ongoing pandemic and potential negative impacts it might have on various aspects of the city's creditworthiness. Absent COVID-19, we believe the social risks to be in line with the sector standard. We have also analyzed the environmental risks and have determined that they are in line with our view of the sector standard. Despite a very strong management framework, we believe that the city's governance risks are elevated compared with the sector standard given the large and growing unfunded pension liabilities, persistent underfunding of annual contributions, and pension reforms must be enacted by the state legislature.

Stable Outlook

Downside scenario

If Dallas' debt service, pension, and OPEB carrying charge increase to a level we view as unsustainable and weaken the city's financial metrics or performance, we could lower the rating. In addition, if weakness or deterioration in budgetary flexibility, performance, or liquidity is realized due to the pandemic or otherwise, we could lower the rating.

Upside scenario

Should the city's debt profile improve significantly and the large and rising pension liabilities moderate, we could raise the rating.

Credit Opinion

Strong economy

We consider Dallas' economy strong. The city, with an estimated population of 1.3 million, is located in Collin, Dallas, and Denton counties in the Dallas-Fort Worth-Arlington, TX MSA, which we consider broad and diverse. The city has projected per capita effective buying income of 95.7% of the national level and per capita market value of \$104,148. Overall, the city's market value grew by 7.8% over the past year to \$140.2 billion in 2020. The weighted-average

unemployment rate of the counties was 3.5% in 2019.

Despite the ongoing pandemic, and its negative impacts on the economy, we believe steady growth in market value and population should support near-term stability.

Dallas is the hub of business in North Texas. The region is home to 42 Fortune 1000 companies, 16 of which are located in Dallas, including two Fortune 500 companies. The city is centrally located in the U.S. and is a draw for tourism and conventions alike. Sustained annual increases in market value, population growth, and in-migration, and positive employment metrics continue to bolster Dallas' local economy and further ground the city as a major economic hub in the country. Dallas and the greater metro area remain a desirable location for new business as well as for relocations of corporate headquarters. The strong economic expansion is represented in robust annual market value growth since 2011.

The pandemic has affected economic metrics, most notably unemployment. The estimated unemployment rate for Dallas County in July 2020 was 8.1%, more than double the 3.7% rate in July 2019, but down from peak unemployment of 13% in April 2020. The modest decline from April represents businesses slowly opening up after the state-mandated shutdown. However, data indicate travel and tourism will likely remain a pressured sector for an extended period.

Officials note major construction and development projects continue in the area. Amazon has announced it is expanding its corporate offices in Dallas with potentially 600 new technology jobs. Kehe Distributors LLC, a national food distributor, has announced a new 995,000-square-foot facility to be constructed in south Dallas. FedEx is also expanding operations with the leasing of a new distribution center, also in southern Dallas County.

Very strong management

We view the city's management as very strong, with strong financial policies and practices under our FMA methodology, indicating financial practices are strong, well embedded, and likely sustainable.

Dallas uses multiyear trends of certified property tax values, historical sales tax revenue trends, and other revenue stream data, as well as outside sources to formulate the budget. It uses a third party for sales tax projections and other economic forecasts to further inform budget preparation and planning. Management provides monthly reports to city council and produces a year-end report that reflects expenditures, concurrent with publishing a comprehensive annual financial report. City council can amend the budget at any time. City staff prepares and presents long-range financial forecasts for the general and debt service funds, which are presented to council during the budget development process or during bond program development. Council does not formally adopt these forecasts, but uses them as a financial planning tool in policy deliberations. The city maintains an inventory of capital needs that is updated annually. A formal facility condition assessment is conducted and presented to council. The assessment is being used to better plan for long-term maintenance and replacement needs. Dallas has historically used a multiyear capital bond program to fund infrastructure improvements. Management also reports investment results quarterly to council, and it reviews the investment policy annually. The city's financial management performance criteria (FMPC) establish guidelines and targets for operating programs and cash-and-debt management, including minimum reserves, debt ratios, and restrictions on debt use and issuance. The FMPC is part of the budget development process, at year-end, and is part of GO bond program development. The city adheres to a reserve policy of 40 days of expenditures. It has

also developed Dallas 365, which comprises 35 performance measures organized by six key strategic priorities that it tracks and reports on to better inform decision-making throughout the year.

Weak budgetary performance

Dallas' budgetary performance is weak in our opinion. The city had surplus operating results in the general fund of 2.7% of expenditures, and balanced results across all governmental funds of 0.3% in fiscal 2019. General fund operating results of the city have been stable over the past three years, with a result of 1.7% in 2018 and 3.3% in 2017. Weakening our view of budgetary performance is the city's deferral of significant expenditures, which we think inflates the budgetary result ratios.

Taken into consideration in the city's overall performance was the full cost of the actuarially determined contribution (ADC) for pension costs, as well as event risk associated with the pandemic.

Solid fiscal performance in 2019 was the result of increasing revenue streams. Dallas also benefits from producing a balanced budget for a two-year cycle and has historically benefitted from positive budget variances. Audited results of general fund revenues were primarily derived from property taxes (52% of total general fund revenues) and sales taxes (24%). Both revenue streams increased substantially in 2019, which aided stable performance. Before transfers, general fund revenues outpaced expenditures by \$30.2 million.

For fiscal 2020, the city anticipates generally stable results despite the negative impacts of the pandemic. Sales tax collections are projected to decline about 1.3% from 2019. Modest annual declines are, in part, offset by positive collections in the first half of the fiscal year. Cuts in expenditures, including a hiring freeze and discretionary spending cuts, resulted in a reduction in general fund expenditures for the year. Dallas benefitted from approximately \$234 million in CARES Act funding, which offset additional costs associated with the pandemic. For 2020, general fund revenues are forecast to be \$30.6 million higher than expenses, which indicates strong performance for the year.

The city has a balanced biennial budget (proposed for fiscal years 2021 and 2022) that focuses on long-term fiscal sustainability. The budget reflects austerity measures, given a great deal of uncertainty about the impacts of the pandemic. For 2021, Dallas projects a reduction in sales tax collections by 9% to \$296 million, and a reduction in new building permit counts. However, the property tax base rose 5% for fiscal 2021 and the city has budgeted for 3.5% annual growth in total market value in the near term. Future credit reviews will focus on the city's ability to manage difficult revenue situations and implement midyear course corrections to ensure it maintains budget performance stability.

Very strong budgetary flexibility

Dallas's budgetary flexibility is very strong, in our view, with an available fund balance in fiscal 2019 of 21% of operating expenditures, or \$271.3 million.

In fiscal 2019, the city added to year-end available reserve balance, which is what we consider very strong and exceeds the financial policy requirement of 40 days of general fund operating expenditures. The addition continues a trend of growth in available reserves on a dollar basis as well as on a percentage of expenditures basis. For fiscal 2020, the city expects general fund balance will increase, based on year-end projections, albeit modestly.

Very strong liquidity

In our opinion, Dallas's liquidity is very strong, with total government available cash at 59.5% of total governmental fund expenditures and 3.7x governmental debt service in 2019. In our view, the city has exceptional access to external liquidity if necessary.

Dallas' exceptional access to external liquidity is demonstrated by the city's frequent bond issuances, secured by various revenue streams, over the past 15 years. Given year-to-date budget performance trends, we do not expect deterioration in liquidity in the near term. We acknowledge the difficult revenue climate associated with the pandemic, and expect certain pledged revenues will be reduced. Future credit reviews will focus on the city's ability to maintain ample liquidity across funds.

Very weak debt and contingent liability profile

In our view, Dallas's debt and contingent liability profile is very weak. Total governmental fund debt service is 16.0% of total governmental fund expenditures, and net direct debt is 167.5% of total governmental fund revenue.

Dallas' fixed costs, including debt and pension costs, amounted to 29.7% of expenditures for fiscal 2019, which affects our overall view of the debt and liability profile. We expect the city will continue to issue bonds for general infrastructure improvements should assessed value growth support such issuances. Incorporated in the debt profile are the city's contingent liabilities to make up any shortfalls in debt service coverage for both the Dallas Convention Center Hotel revenue bonds and the Downtown Dallas Development Authority tax increment revenue bonds. The city also maintains a commercial paper program through JPMorgan Chase Bank N.A. The notes have a total program authorization of \$350 million. Liquidity support is provided by JPMorgan Chase Bank through a revolving credit agreement, which extends to Nov. 27, 2020.

Pension and other postemployment benefits

In our opinion, a credit weakness is Dallas' large pension and OPEB obligation, without a plan in place that we think will sufficiently address the obligation. The city's combined required pension and actual OPEB contributions totaled 13.6% of total governmental fund expenditures in 2019. Of that amount, 12.8% represented required contributions to pension obligations, and 0.8% represented OPEB payments. The city made 88% of its annual required pension contribution in 2019. The funded ratio of the largest pension plan (based on liability) is 45.4%.

We consider the high contributions, as well as continued contribution shortfalls when compared to the ADC, to be a credit weakness. Dallas' combined total pension and OPEB contributions for fiscal 2019 were 12.3% of governmental expenditures (11.5% for pension alone).

- Despite significant structural changes to the pension plans, we anticipate the city's pension obligations will remain a source of pressure for Dallas.
- Pension contribution rates fixed by statute are high and still insufficient.
- OPEB is small and closed to new participants, and thus, represents a comparatively small, and diminishing, problem for the city.

Dallas provides benefits to its employees primarily via the following defined-benefit retirement plans, as of fiscal 2019:

- Employees' Retirement Fund (ERF): 59% funded using a 5.98% discount rate, with a net pension liability of \$2.3 billion;
- Dallas Police and Fire Pension System (Combined Plan): 45% funded using a 7.25% discount rate, with a net pension liability of \$2.5 billion; and
- OPEB: 0% funded, with a net OPEB liability of \$0.6 billion.

We consider the funded levels of both pension plans to be poor. ERF assumed a 7.75% asset return and the Combined Plan assumed 7.25%, both of which we consider as acceptance of a very high level of market risk. We understand that this assumed return will be lowered to 7.25% for ERF and to 7.0% for the Combined Plan, which is comparatively less risk, though the change will lead to lower funded levels. The ERF discount rate is lower than the assumed return due to a projected asset depletion date under Governmental Accounting Standards Board calculations.

The relatively recent changes to Dallas' pension plans are an improvement to funding discipline, but we expect it will be several years until funding progress materially improves. Last year, the city paid 73% and 97% of the ADC for ERF and the Combined Plan. The 2019 ADC for both plans is calculated using an open period that we view negatively, a 30-year length that we view negatively, and a level percent of payroll basis (2.75% for ERF and 2.75% for the Combined Plan) that defers contributions to the future. These contributions were not only well below our minimum funding progress metric guideline, but also below static funding, which indicates increasing unfunded liabilities if all assumptions are met. Furthermore, the Combined Plan is expected to have supplemental contributions expire by fiscal 2025, though there is an actuarial review scheduled. This funding discipline is weak and is likely to be insufficient, leading to deteriorating funded levels for the foreseeable future.

The OPEB plan is funded on a pay-as-you-go basis and discontinued offering subsidized retiree health care for employees hired after Jan. 1, 2010.

Strong institutional framework

The institutional framework score for Texas municipalities is strong.

Related Research

- Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

Ratings Detail (As Of September 25, 2020)		
Dallas GO		
<i>Long Term Rating</i>	AA-/Stable	Affirmed
Dallas comb tax and rev certs of oblig ser 2020 due 02/15/2030		
<i>Long Term Rating</i>	AA-/Stable	Affirmed
Dallas taxable GO (AGM) (SEC MKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (AGM)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed

Ratings Detail (As Of September 25, 2020) (cont.)

Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SECMKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed
Dallas GO (BAM) (SEC MKT)		
<i>Unenhanced Rating</i>	AA-(SPUR)/Stable	Affirmed

Many issues are enhanced by bond insurance.

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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Memorandum



DATE September 25, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Dallas Love Field Selected to ACI Roll of Excellence**

Dallas Love Field has been chosen for the Airports Council International (ACI) World Director General's Roll of Excellence.

ACI World is the global trade representative of the world's airports and represents airport interests with governments and the International Civil Aviation Organization. ACI-North America, its regional office in Washington, D.C., serves as the voice of U.S. airports.

The Roll of Excellence recognizes airports who have earned at least five Airport Service Quality (ASQ) awards in the past 10 years. DAL was the 2018 and 2019 first-place recipient for North American Airports with 15-25 million passengers per year.

DAL ranked in the top three in 2015, 2016 and 2017. The Airport Service Quality Program is the gold standard in measuring airport customer satisfaction and is based on live surveys of customers in the terminal.

Since 2011, 55 airports worldwide have been inducted into the Roll of Excellence. DAL is one of just seven to earn the honor this year.

In lieu of the annual awards ceremony at the ACI Customer Experience Global Summit, the airport will be virtually recognized during ASQ Customer Experience Week at the end of October.

If you have any questions, feel free to contact me at 214-670-6077.

A handwritten signature in blue ink, appearing to read "Mark Duebner".

Mark Duebner
Director of Aviation

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
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Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors