

Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **October 11, 2017 Agenda Item No. 16 – Open Records Request**

As requested by the Government Performance and Financial Management Committee at its September 5, 2017 meeting, we have placed on the October 11, 2017 City Council Voting Agenda item number 16 for individual consideration, a resolution to transfer oversight and responsibility for the City's Open Records Request (ORR) function from the City Manager to the City Secretary with final design and implementation of a newly centralized ORR Center to be coordinated with the appointment of the new City Secretary. For your review prior to the October 11, 2017 meeting, we are providing the following items:

- Attachment #1 - agenda information sheet and resolution that provides the background information specific to the item
- Attachment #2 - presentation from the Government Performance and Financial Management Committee on September 5, 2017

Should you have questions or concerns, please contact Chief of Staff Kimberly Bizer Tolbert.

A handwritten signature in black ink, appearing to read 'T.C. Broadnax'.

T.C. Broadnax
City Manager

c: Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Biliera Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jo M. (Jody) Puckett, Assistant City Manager (Interim)

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

STRATEGIC PRIORITY: Government Performance and Financial Management
AGENDA DATE: October 11, 2017
COUNCIL DISTRICT(S): All
DEPARTMENT: Public Affairs and Outreach
CMO: Kimberly Bizer Tolbert, 670-3302
MAPSCO: N/A

SUBJECT

A resolution to transfer oversight responsibility for the City's Open Records Request (ORR) function from the City Manager's Office to the City Secretary's Office with final design and implementation of a newly centralized ORR Center to be coordinated with the appointment of the new City Secretary - Financing: No cost consideration to the City

BACKGROUND

The City's Open Records Request (ORR) function is currently housed within the Public Information Office (PIO), a management services division reporting directly to the City Manager's Office (CMO). Under the PIO, requests for public information (ORRs), with the exception of ORRs for Dallas Police Department (DPD) information, are managed, monitored and tracked in order to ensure that the City complies with the requirements of the Texas Public Information Act (TPIA).

Two full-time PIO staff are currently assigned to the ORR function, which is coordinating the gathering of requested information with City departments, the City Attorney's Office, City Secretary's Office and Communication and Information Services (CIS), in addition to managing the ORR web portal, GovQA.

PIO serves to enhance transparency and educate the community about City news, events, and various services across the entire organization. As part of the FY 2017-18 budget, PIO's name was changed to Public Affairs and Outreach to further expand their focus on existing services such as audio/visual production and social media relations to new areas such as community outreach and engagement, digital communications, internal communications programs, and strategic and crisis communications.

With the intended new direction for PIO, the City Manager formed a working group in May 2017 to determine opportunities for improvement and develop alignment recommendations specific to the ORR process. The working group, which was comprised of representatives from internal stakeholders such as the City Attorney's Office, City Secretary's Office, Dallas Police Department, and Communication and Information

October 11, 2017

WHEREAS, the city remains committed to enhancing transparency and improving its service to the citizens of Dallas; and

WHEREAS, the city wishes to move its Open Records Request function to the City Secretary's Office to provide a central point of contact for the city and to increase efficiencies for the process, with the appointment of the new City Secretary and to develop standard operating procedures and improve training for city employees and city officials;

WHEREAS, on September 20, 2017, the city council passed Ordinance No. 30651, the operating and capital budget appropriations ordinance, for fiscal year 2017-18;

WHEREAS, the city wishes to transfer two FTE positions and appropriations from Public Affairs and Outreach to the City Secretary's Office, with the final design and implementation of the new ORR Center to be coordinated with the appointment of the new City Secretary.

NOW, THEREFORE,

BE IT RESOLVED BY THE DALLAS CITY COUNCIL:

Section 1. That oversight responsibility for the City's Open Records Request function shall be transferred from the City Manager's Office to the City Secretary's Office, with final design and implementation of a newly centralized Open Records Request Center to be coordinated with the appointment of the new City Secretary.

Section 2. That the city manager is hereby authorized to decrease the department of management services appropriations in an amount not to exceed \$265,366 from \$26,611,693 to \$26,346,327 in Fund 0001, Dept. MGT, Unit 1128, various object codes.

Section 3. That the city manager is hereby authorized to increase the city secretary's office department appropriations in an amount not to exceed \$265,366 from \$2,223,547 to \$2,488,913 in Fund 0001, Dept. SEC, Unit 1364, various object codes.

Section 4. That the city manager is hereby authorized to transfer positions from the department of management services, Fund 001, Dept. MGT, Unit 1128 to the city secretary's office, Fund 0001, Dept. SEC, Unit 1364.

Section 5. That this resolution shall take effect in coordination with the appointment of the new City Secretary, in accordance with the provisions of the Dallas City Charter, and it is accordingly so resolved.

Services, identified three challenges: (1) an unstructured process across the organization, (2) staffing capacity to handle requests and (3) an underutilized processing system.

Following the identification of challenges and opportunities, the working group analyzed the current ORR alignment against best-practices of top five council-manager cities and large Texas cities and found that the function primarily resides in the City Secretary or Clerk's Office in alignment with their role as official record holders. The City of San Antonio's ORR functions currently reside within the City Manager's Office purview but are also undergoing an analysis to restructure and realign ORR functions with the City Secretary's Office (CSO).

The working group determined that a centralized ORR Center in the CSO would enable the City to respond to ORRs in the most efficient and transparent manner possible. At this time, the two full-time PIO staff currently assigned to the ORR function will be transferred to the CSO. Additional staff from other departments may be co-located within the new ORR Center pending final design and implementation by the newly-appointed City Secretary.

Additionally, the working group recommended the development of a standard operating procedures manual and training materials, annual training facilitated by the Attorney General's Office for city employees and public officials, additional in-house training for the City's Departmental Open Records Coordinators, more consistent and effective use of GovQA, launching a series of public service announcements to inform the public on how to submit an ORR, and finally an evaluation of the City's website to determine the types of information that can be posted and made available online.

In addition to the alignment of functions under the CSO, the transfer of the ORR process would create a central point of contact for the community who visit City Hall online and in person and reduce the need to be sent to various offices. Currently, an individual's first stop at City Hall when seeking records is the CSO but is then redirected to the PIO on another floor to submit a request. The transfer would further the City's commitment to putting service first.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

This item was briefed at the Government Performance and Finance Committee meeting on September 5, 2017.

FISCAL INFORMATION

No cost consideration to the City.

Public Information and Open Records Requests Overview

**Government Performance
and Financial Management
Committee**

September 5, 2017

**Kimberly Bizer Tolbert
Chief of Staff**



City of Dallas

Overview

- Background
 - Current Public Information Office
 - New Public Affairs and Outreach
- Open Records Request Working Group
 - Challenges Identified
 - Opportunities for Improvement
- Best Practices
 - Public Information Offices
 - Open Records Requests
- Recommendations
- Next Steps

Background: Public Information Office

Primary Focus

Social media
& media
relations

Website
management

Audio/Visual
Production

Open
Records
Requests

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New Public Affairs and Outreach

Community outreach & civic engagement

Digital communications strategy

Social media & media relations

Web content, creative and graphic design

Audio/Visual Production

Open Records Requests

New Focus Areas

Existing Focus Areas

For Discussion

Internal communications program

Strategic and crisis communications

Speaker's Bureau

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Background: Open Records Requests

- Housed within current Public Information Office (PIO)
- Two dedicated FTEs
- Oversight for all ORRs with exception of DPD
- Each department or managing services division has an Open Records Coordinator

Ways to Submit an ORR



Email



Postal Mail



Online Form



In Person

ORR Historical Data

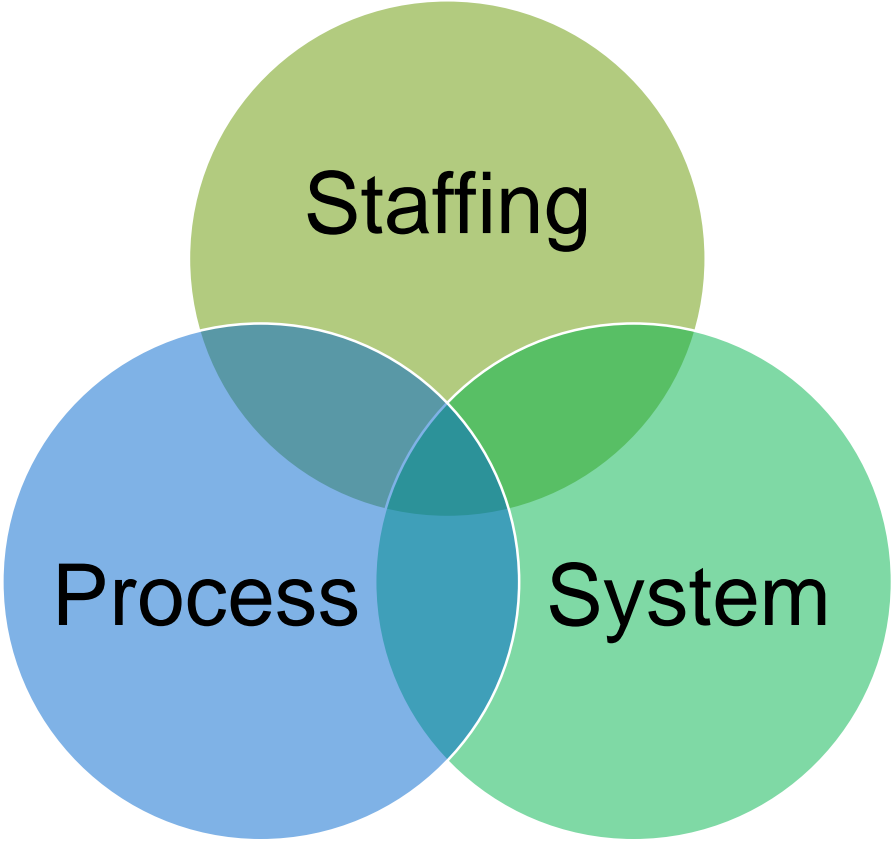
- Top 5 Departments with ORRs
 - Dallas Fire Rescue
 - Code Compliance
 - Sustainable Development and Construction
 - Trinity Watershed Management
 - Office of Environmental Quality

Time Period	Requests (est.)
January 1, 2017 – August 2017	11,964
January 2016 – December 2016	15,700

ORR Working Group

- Formed in May 2017 comprised of representatives from:
 - City Attorney's Office
 - City Secretary's Office
 - Public Information Office (ORR Staff)
 - Communications and Information Services
 - Courts and Detention Services
 - Mayor and City Council Office
 - Dallas Police Department
- Analyze current staffing, system, process, and opportunities for improvement
- Develop alignment recommendation

Challenges Identified:

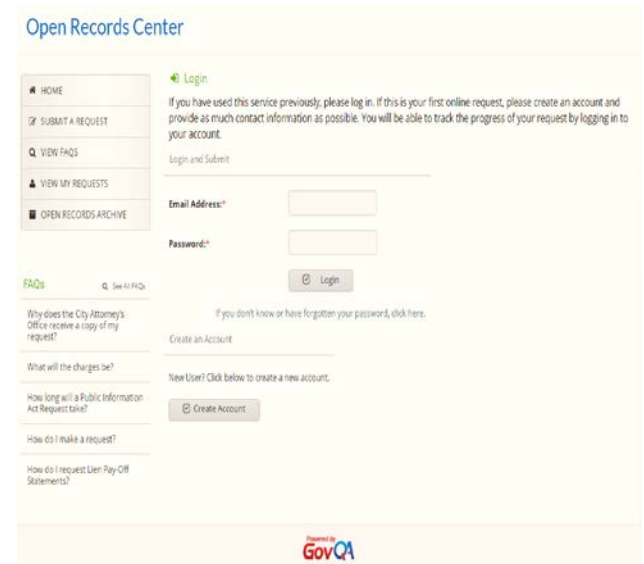


Challenges: Staffing

- Entry level staff serve as ORR Coordinator
- Time commitment is not reflected in Performance Management and Position Descriptions
- High turn-over
- Receipt and dissemination of ORR's to departments is limited to two dedicated staff housed in PIO

Challenges: System

- Lack of an electronic document management system
- GovQA Web System
 - Implemented in October 2016
 - Not utilized by all departments
 - Inactive features
 - Additional cost for various features
 - Lack of training



Challenges: Process

- City lacks a Standard Operating Procedure to process ORR's
- Documents redacted by hand
- Public is unaware of various methods to request records/documents
- Siloed interdepartmental coordination
- Lack of training for ORR process and Public Information Act
- Varying response times

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Opportunities for Improvement

- Develop and implement Administrative Directive and standard operating procedures manual
- Develop training materials and host mandatory GovQA training and annual refresher training
- Host Attorney General's Office to provide training specific to the Public Information Act (provide annually)
- Launch PSA materials to inform public on ORR process (In the Know)
- Conduct website audit

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ORR Alignment Best Practices

City	Oversight Department	Reports To
Phoenix, AZ	Communications Office	City Manager
San Antonio, TX	Government and Public Affairs	City Manager
Dallas, TX	Public Information Office	City Manager
San Jose, CA	City Clerk's Office	Mayor and City Council
Austin, TX	City Attorney's Office	City Manager
Charlotte, NC	Communications Office	City Manager
Fort Worth, TX	City Secretary's Office	Mayor and City Council
Houston, TX	City Secretary's Office	Mayor

Public Information Office

Best Practices (Council-Manager Form of Government)

City	Department Name	Reports To
Phoenix, AZ	Communications Office	City Manager
San Antonio, TX	Government and Public Affairs**	City Manager
Dallas, TX	Public Information Office	City Manager
San Jose, CA	Communication and Public Outreach	City Manager
Austin, TX	Communications and Public Information Office	City Manager
Charlotte, NC	Communications Office	City Manager

*** Includes Intergovernmental and Military Affairs*

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Recommendations

- Create a centralized ORR Center
 - Serve as one-stop shop for internal and external users
 - Efficient coordination between CMO & CAO
 - Reduce barriers for communication
- Co-locate CIS and ORR staff in centralized ORR Center
 - CIS Staff: (7)
 - 5 Senior Security Analysts
 - 1 Senior IT Engineers
 - 1 Senior IT Manager
 - ORR Staff (2)
 - 1 Manager
 - 1 Coordinator
 - City Attorney's Office
 - 1 Paralegal

Recommendations Cont'd

- Transfer oversight of ORR Center to City Secretary's Office
 - Better align with their role as official record keeper for the City
 - Greater coordination with CMO and CAO
 - May require an ordinance change
- Maintain new Public Affairs and Outreach as Management Services division reporting to the City Manager

Next Steps

- Receive feedback from Government Performance and Financial Management Committee
- Convene smaller working group to focus on transition plan in coordination with timeline for hiring of city secretary



Public Information and Open Records Requests Overview

Government Performance
and Financial Management

September 5, 2017

Kimberly Bizer Tolbert
Chief of Staff



City of Dallas

Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Transportation Funding Opportunities in the Dallas-Fort Worth Region**

On Monday, October 9, 2017, Michael Morris, Director of Transportation at the North Central Texas Council of Governments (NCTCOG) will brief the Mobility Solutions, Infrastructure and Sustainability Committee (MSISC) on upcoming transportation funding opportunities in a briefing titled "*Big Projects in Texas and the Dallas-Fort Worth Region.*" These projects are scheduled to be on the Regional Transportation Council (RTC) agenda on October 12, 2017 as an action item.

By way of background, the Texas Transportation Commission (TTC) initially allocated funding in its 10-year Unified Transportation Program using formula allocations that honored longstanding commitments for fair share funding to the major urban areas. However, since the legislature has not provided additional tools to finance large projects (e.g. Comprehensive Development Agreement authority), the TTC is now carving out up to \$12 billion in funding during the next 10 years for several mega-projects around the state. Houston (I-45) and Austin (I-35) have large projects apparently lined up for this funding, and the DFW region will need to select projects for funding, as well.

As a result, TTC Commissioner Vic Vandergriff and Michael Morris led a discussion at the September RTC meeting on how the DFW region can position itself to secure about one-third of these funds. NCTCOG staff and the local TxDOT districts have identified three large projects that could be recommended for this funding. One of the projects would be to rebuild I-820 in Fort Worth, while the other two would be primarily in the City of Dallas: (1) \$800 million to complete funding for the I-635 LBJ East project, and (2) \$1.66 billion focused on the Lower Stemmons/Mixmaster-Canyon/I-45 corridors.

Upon conclusion of the MSISC and RTC meetings, I will provide the City Council with a summary of the discussion and an update on next steps recommended by both groups.

A handwritten signature in blue ink, appearing to read 'Majed A. Al-Ghafry'.

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

DATE **October 6, 2017**
SUBJECT **Upcoming Transportation Funding Opportunities in the Dallas-Fort Worth Region**

C: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Biliera Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
Jo M. (Jody) Puckett, Assistant City Manager (Interim)

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Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT Mill Creek / Peaks Branch / State-Thomas Drainage Relief Tunnel Project Update

The Mill Creek, Peaks Branch, and State-Thomas drainage areas include approximately 520 acres of land, 2,200 properties (property values represent approximately \$4B). These areas are currently estimated to have flood protection to the 2-year flood level and have historically and more recently last year, experienced various levels of neighborhood flooding. The first studies for these areas began in the 1970s.

The project was initially funded in the 2006 Bond Program and following flooding in 2006, 2007, and 2009, the City began exploring alternatives to provide additional flood protection sooner. As a result, the current project was fully funded in the 2012 Bond Program for a total project budget of \$319M.

The project provides 100-year flood protection through a 5-mile, 30 foot diameter, drainage relief tunnel for the lower areas of the Mill Creek (around Baylor Hospital), Peaks Branch (south of Buckner Park), East Peaks Branch (around Fair Park area), and State-Thomas area in Uptown. The attachment provides a line drawing of the tunnel. The City has expended and contracted for approximately \$69M for design, construction related services, easements and other project tasks.

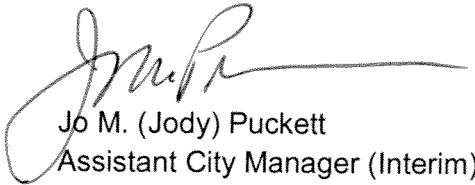
On September 8, 2017, the City received construction bids for the Mill Creek / Peaks Branch / State-Thomas Drainage Relief Tunnel Project. The preliminary low bidder has been identified and staff is currently performing due diligence. Additionally, staff has received a bid protest from one of the bidders and is preparing a response. For your awareness, information below provides the companies and prices submitted for the low bid construction procurement:

Southland Mole JV	\$206,700,000
Michels Tunneling	\$224,870,637
C. M. C. di Ravenna	\$237,072,871

Due diligence is anticipated to be completed by October. At that time, the City Auditors Office will complete the attestation that has been coordinated. It is anticipated that the award will be scheduled for your consideration on the December 13, 2017, City Council Agenda. Construction should begin in January 2018. The project is estimated to take approximately 5 years to complete.

DATE October 6, 2017
SUBJECT Mill Creek / Peaks Branch / State-Thomas Drainage Relief Tunnel Project Update

Please let me know if you have any questions.

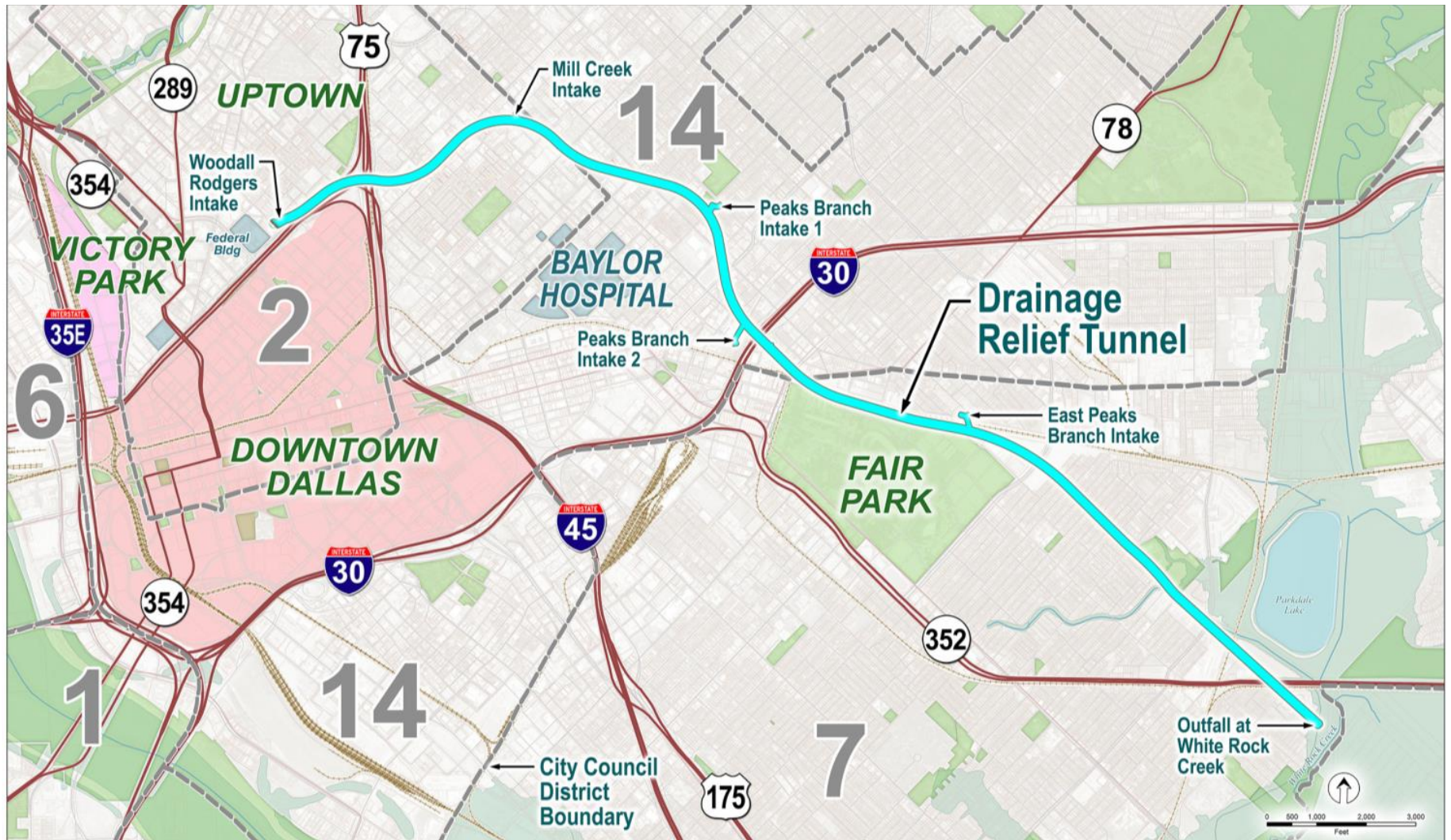


Jo M. (Jody) Puckett
Assistant City Manager (Interim)

[Attachment]

c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
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Billerae Johnson, City Secretary (Interim)
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Directors and Assistant Directors



Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **Additional Information on DWU Billing and Payments**

This memo is to expand on the discussion regarding Item #4 on the September 27, 2017 City Council agenda, particularly the use of paperless billing and online payment options.

DWU offers online payment and paperless billing options as a convenient service for our customers. As a reminder, paperless billing customers choose to receive their invoices online, while any customer, paper or paperless, may choose to pay online. We believe this provides the best customer experience and positively impacts the City's relationship with residents.

We are always looking for ways to be more cost-effective, which is why the new annual contract cost is \$530,000, as compared to the current annual cost of \$920,000, for paper, envelopes, inserts, document composition and printing, maintenance of equipment and labor (postage costs remain the same). In addition to these services, the new contract will include online quality control, envelope tracking, multi-colored printing, and a secure hosted web portal to manage ad-hoc letter/forms and messages, all for a lower cost of \$0.55 per invoice/notice under the new contract, as compared to the current cost of \$0.67 per invoice/notice.

Please note all retail customers, including paperless customers, pay the costs associated with the total billing process. These costs include printing, mailing, inserts, notifications, postage, bank fees and credit card fees.

Since 2013, when Dallas Water Utilities (DWU) launched the "Go Green. Go Paperless." initiative, the paperless adoption rate has increased an average of 10% annually. DWU advertises the initiative through bill inserts and invoices and by passing out "green" shopping bags at City events and community meetings. Customer service representatives also promote paperless adoption over the phone during their interactions with customers. Throughout the next few months, DWU also plans to work with the Public Information Office to promote paperless billing through social media and contact WRR to discuss radio spots advertising the initiative.

Regarding the question about a single consolidated billing statement for multiple accounts, this would require an automated meter reading infrastructure where the meter reading date is the same for all meters associated with one customer, regardless of location. Under our current manual meter reading option, DWU staff read meters in

DATE October 6, 2017
SUBJECT Additional Information on DWU Billing and Payments, Page 2 of 2

different areas every business day and invoices are generated and sent to the customer on that date. We cannot hold invoices, then combine them once all properties are read.

DWU has approximately 7,000 meters on fixed network (collectors receive information from meters in an area) and 16,000 meters on mobile (drive-by) network and is looking to expand the fixed network citywide. We continue to work with customers with multiple accounts to set up paperless billing and online payments, providing them with faster access to invoices and reducing processing time.

Please let me know if you have any additional questions.



Majed A. Al-Ghafry
Assistant City Manager

c: T.C. Broadnax, City Manager
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Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO The Honorable Mayor and Members of the City Council

SUBJECT **2017 Tax Appraisal Roll - Real Property Tax Value by Council District**

In response to a request to provide more detail on property tax value, I have attached estimates of real property tax value by council district. City of Dallas GIS Services generated the estimates utilizing 2017 parcel data furnished by Dallas, Collin, Denton, and Rockwall appraisal districts. The data do not include business personal property; therefore, the real property tax value total of \$104 billion is less than the 2017 published tax value of \$118 billion.

Please let me know if you need additional information.

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

M. Elizabeth Reich
Chief Financial Officer

Attachment

c: T.C. Broadnax, City Manager
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**City of Dallas 2017 Real Property Tax Value Estimates
Data Originated from 2017 Tax Appraisal Roll**

Council District	Count Real Property Tax Records	% Tax Records	Real Property City Tax Value	% Tax Value
1	21,795	6.33%	\$2,975,506,456	2.86%
2	21,745	6.31%	\$9,812,985,964	9.42%
3	24,896	7.23%	\$3,170,240,242	3.04%
4	29,532	8.57%	\$1,280,563,759	1.23%
5	23,306	6.76%	\$1,286,561,113	1.24%
6	24,604	7.14%	\$7,322,494,721	7.03%
7	28,021	8.13%	\$2,388,562,186	2.29%
8	27,454	7.97%	\$2,168,870,466	2.08%
9	26,766	7.77%	\$6,732,263,938	6.47%
10	21,063	6.11%	\$5,857,079,196	5.62%
11	19,802	5.75%	\$11,403,357,520	10.95%
12	18,965	5.50%	\$7,729,546,903	7.42%
13	27,815	8.07%	\$19,046,005,978	18.29%
14	28,797	8.36%	\$22,956,714,569	22.05%
Totals	344,561	100.00%	\$104,130,753,008	100.00%

Appraisal as of January 01, 2017

The above listed data includes real property only. Business Personal Property is not included.

The above listed estimates were generated by utilizing 2017 tax parcel data furnished by the Dallas, Collin, Denton and Rockwall Appraisal Districts. A process of linking this data to appraisal district GIS data is then performed. Standard methods of spatial analysis are then utilized to determine the values by location. Although these listed values are believed to be the most accurate measurements that can be furnished considering the available data and resources it is impossible to guarantee 100% accuracy considering the variables involved. When applied to the values, whatever those values may ultimately be, the percentages are believed to be a good and acceptable statistical representation of the percent of value of each district. Due to rounding, some columns and rows may appear not to balance.

'This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.'
Texas Government Code § 2051.102

City of Dallas GIS Services

For Reference Only. Information was compiled using best available data.
This report has not been reviewed or approved by a Certified Auditor or Accountant.
These values are subject to revision and may not match other reports.

Memorandum



CITY OF DALLAS

DATE October 6, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **City License Applications**

Attached is a list of the most recent Dance Hall and/or Sexual Oriented Business applications received for the week of September 25-29, 2017 by the Strategic Deployment Bureau Licensing Squad of the Dallas Police Department.

Please have your staff contact Sergeant Lisette Rivera, #7947 at (214) 670-4811 and/or by email at lisette.rivera@dpd.ci.dallas.tx.us should you need further information.

A handwritten signature in black ink that reads "Jon Fortune".

Jon Fortune
Assistant City Manager

[Attachment]

cc: T.C. Broadnax, City Manager
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Weekly License Application Report

September 25, 2017 - September 29, 2017

<i>BEAT</i>	<i>DIST.</i>	<i>NAME OF BUSINESS</i>	<i>ADDRESS</i>	<i>LICENSE</i>	<i>STATUS</i>	<i>LATE HOUR</i>	<i>DATE</i>	<i>APPLICANT</i>
111	2	EL RUIDOSA NIGHT CLUB	3320 SAMUELL BOULEVARD	DH-CLASS A	RENEWAL	NO	9/27/2017	PADILLA, JOSE
514	2	LA ZONA ROSA	1676 REGAL ROW	SOB-CABARET	RENEWAL	NO	9/27/2017	HARTSTEIN, GARY J.
534	6	BUCKS WILD	11327 REEDER ROAD	SOB-CABARET	RENEWAL	NO	9/27/2017	WISE, CURTIS B.
533	6	BUCK'S CABARET	2150 CALIFORNIA CROSSING	SOB-CABARET	RENEWAL	NO	9/27/2017	MOHNEY, JASON C.H.

License Definitions: ***DH - Class "A" -Dance Hall - Dancing Permitted 3 Days Or More A Week***
DH - Class "B" Dance Hall - Dancing Permitted Less Than Three Days a Week
DH - Class "C" Dance Hall - Dancing Scheduled One Day At A Time
DH - Class "E" Dance Hall - Dancing Permitted Seven Days A Week for Persons Age 14 through Age 18 Only
LH - Late Hours Permit - Can Operate A Dance Hall Until 4:00
BH - Billiard Hall - Billiards Are Played
***SOB - Sexually Oriented Business - Adult Arcade / Adult Book/Video Store / Adult Cabaret / Adult
Adult Theater / Escort Agency / Nude Model Studio***