

# Memorandum



DATE December 6, 2019

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT Budget Accountability Report – September 2019

The FY 2018-19 Budget Accountability Report (BAR) based on information through September 30, 2019, is attached for your review. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single year-end report, which we will also provide to the Government Performance and Financial Management Committee on December 10. Please note we will reissue the end-of-year FFR with updated actuals when the Comprehensive Annual Financial Report is completed and published in early 2020.

If you have any questions, please contact Jack Ireland, Director in the Office of Budget.

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

M. Elizabeth Reich  
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
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  
Joey Zapata, Assistant City Manager  
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer  
Michael Mendoza, 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

A photograph of Dallas City Hall, featuring its distinctive curved glass facade and a row of flagpoles flying the American, Texas, and Dallas city flags against a blue sky with white clouds.

**SEPTEMBER 2019**

# **BUDGET ACCOUNTABILITY REPORT**

**PREPARED BY THE  
OFFICE OF BUDGET**

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	!	✓
Municipal Radio	✗	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	!
Sustainable Development and Construction	✗	✓
Dallas Water Utilities	!	!
Information Technology	✓	✓
Radio Services	✓	✗
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✗
9-1-1 System Operations	✓	✗
Debt Service	✓	✓

✓ YE forecast within 5% of budget

! YE forecast within 6-10% of budget

✗ YE forecast more than 10% from budget  
or no forecast provided

### Dallas 365



On Target



Not on Target

### Budget Initiative Tracker



Completed



In Progress

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through September 30, 2019, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2018, effective October 1 through September 30. The Amended Budget column reflects City Council-approved transfers between funds and programs, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-Date (YTD) Actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the Year-End (YE) Forecast, which projects anticipated revenues and expenditures as of September 30, 2019. The variance is the difference between the FY 2018-19 Amended Budget and the YE Forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$207,908,478	\$25,890,832
Revenues	1,365,966,274	1,369,851,406	1,338,733,027	1,372,688,127	2,836,721
Expenditures	1,365,966,274	1,369,601,406	1,331,362,639	1,356,038,144	(13,563,265)
Ending Fund Balance	\$182,017,646	\$182,267,646		\$224,558,461	\$42,290,818

The General Fund overview provides a summary of financial activity through September 30, 2019.

**Fund Balance.** The summary includes fund balance with the YE revenue and expenditure forecasts. The YE forecast beginning fund balance represents the FY 2017-18 audited unassigned ending fund balance and includes FY 2017-18 YE savings.

**Revenues.** Through September 30, 2019, General Fund revenues are projected to be \$2,836,000 over budget. This is primarily due to forecasted increases in sales tax collections, Safelight camera revenues, and interest revenues, offset partially by a reduction in anticipated Ambulance Services Supplemental Payment Program revenue.

**Expenditures.** Through September 30, 2019, General Fund expenditures are projected to be under budget by \$13,487,000. Departments are under budget primarily because of salary savings from vacant positions, Safelight and ambulance billing contract savings, and lower-than-anticipated costs associated with the school crossing guard program and the Citywide security assessment approved by City Council on May 22.

**Amendments.** The General Fund budget was amended on:

- November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for the District 4 runoff election.
- February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery.
- April 24, 2019, by ordinance #31779 for mid-year appropriation ordinance adjustments consisting of a \$75,000 increase to Civil Service (CVS), \$80,700 increase to City Controller's Office (CCO), \$150,000 decrease to Court and Detention Services (CTS), \$100,000 decrease to Library (LIB), \$73,520 decrease to Non-Departmental, \$150,710 increase to 311 Customer Service (311), \$142,110 increase to Office of Homeless Solutions (OHS), \$125,000 decrease to Public Affairs and Outreach (PAO), \$250,000 increase to Dallas Police Department (DPD) from Contingency Reserve, and a \$500,000 increase to Park and Recreation (PKR) from Contingency Reserve.

(continued on page 4)

## VARIANCE NOTES

- May 15, 2019, by resolution #19-0737 in the amount of \$1,250,000 for the citywide runoff election
- September 11, 2019, by ordinance #31308 for end-of-year appropriation ordinance adjustments consisting of a \$695,000 increase to Building Services (BSD), \$50,000 decrease to City Attorney's Office (CAO), \$15,000 decrease to City Auditor's Office (AUD), \$450,000 decrease to CTS, \$130,000 decrease to Dallas Animal Services (DAS), \$290,000 decrease to Dallas Fire-Rescue (DFR), \$1,950,000 increase to DPD, \$15,000 decrease to Housing and Neighborhood Revitalization (HOU), \$180,000 decrease to Human Resources (HR), \$700,000 decrease to LIB, \$75,000 decrease to the Office of Equity and Human Rights, \$970,000 increase to the Office of Strategic Partnerships and Governmental Affairs (OSPGA), \$80,000 decrease to PAO, \$50,000 decrease to Mayor and City Council (MCC), \$1,266,000 decrease to Non-Departmental, \$100,000 decrease to the Office of Budget (BMS), \$142,000 increase to the Office of Cultural Affairs (OCA), \$384,000 increase to PKR, \$200,000 decrease to Planning and Urban Design (PUD), \$40,000 decrease to Public Works (PBW), and a \$500,000 increase to Transportation (TRN).

## Financial Forecast Report

# GENERAL FUND REVENUE

Revenue Category <sup>1</sup>	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$728,310,111	\$728,785,111	\$898,832
Sales Tax <sup>2</sup>	311,645,016	311,645,016	313,460,750	313,460,750	1,815,734
Franchise and Other	133,347,988	133,347,988	116,289,382	135,617,208	2,269,220
Charges for Service <sup>3</sup>	110,146,088	110,146,088	96,836,850	102,349,313	(7,796,775)
Fines and Forfeitures	34,244,958	34,244,958	27,194,056	35,632,761	1,387,803
Operating Transfers In <sup>4</sup>	24,823,767	27,708,899	24,092,615	24,122,899	(3,586,000)
Intergovernmental	9,563,291	9,563,291	10,190,018	10,190,018	626,727
Miscellaneous <sup>5</sup>	6,320,104	6,320,104	7,940,856	7,999,414	1,679,310
Licenses and Permits	5,670,499	5,670,499	6,563,305	6,665,570	995,071
Interest <sup>6</sup>	2,318,284	3,318,284	7,855,084	7,865,084	4,546,800
Total Revenue	\$1,365,966,274	\$1,369,851,406	\$1,338,733,027	\$1,372,688,127	\$2,836,721

## VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

**1 Revenue Category.** Beginning with the December 2018 BAR, revenue categories have been restated to match the City's Chart of Accounts.

**2 Sales Tax.** Sales tax revenues are forecast to be \$1,815,000 over budget due to increased collections. Over the most recent 12 months, sales tax receipts have increased by 2.6 percent. On September 30, the City received a notice from the Texas Comptroller of Public Accounts of \$5,200,000 in overpayment in local sales tax between July 2014 and July 2017. Additionally, the City had entered multi-year repayment plans with the Comptroller for \$3,800,000 in prior overpayments. To avoid reductions of monthly revenue for the next three years (when sales tax returns might be lower), the City selected a one-time repayment option in which the Comptroller deducted \$5,200,000 from the City's revenue for August 2019 and \$3,800,000 for September 2019. The City now has no outstanding payments due.

**3 Charges for Service.** Charges for Service are forecast to be \$7,796,000 under budget primarily as a result of a \$10,657,000 reduction in anticipated Ambulance Services Supplemental Payment Program revenues, partially offset by a \$1,167,000 reduction in contractor fees.

**4 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for the District 4 runoff election; on February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery; on April 24, 2019, by ordinance #31179 in the amount of \$750,000 for the police staffing study and evening youth programs in PKR; and on May 15, 2019 by resolution #19-0737 in the amount of \$1,250,000 for the citywide runoff election. Revenue is forecast to be \$3,194,000 under budget due to deferral of inter-fund transfers.

**5 Miscellaneous.** Miscellaneous revenues are forecast to be \$1,679,000 over budget primarily due to facility rental fees and sale of non-taxable City surplus property.

**6 Interest.** Interest revenue is forecast to be \$4,546,000 over budget based on current trends and actual collections. The revenue budget for Interest was amended on September 11, 2019, by ordinance #31308 to appropriate excess revenue.

## Financial Forecast Report

# GENERAL FUND EXPENDITURES

Expenditure Category	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,344,527	\$239,035,672	\$222,217,144	\$221,920,516	(\$17,115,156)
Civilian Overtime	6,660,128	6,678,021	11,398,516	11,400,645	4,722,624
Civilian Pension	35,070,258	34,843,847	32,100,034	31,955,540	(2,888,307)
Uniform Pay	423,709,510	422,155,961	418,483,001	418,434,945	(3,721,016)
Uniform Overtime	39,354,268	40,554,268	45,688,896	45,688,179	5,133,911
Uniform Pension	159,002,901	159,002,901	155,582,086	158,986,494	(16,407)
Health Benefits	68,816,185	68,780,215	59,269,636	68,768,538	(11,677)
Workers Comp	10,508,446	10,508,446	10,525,559	10,540,191	31,745
Other Personnel Services	12,666,100	12,002,208	12,003,792	12,405,651	403,443
Total Personnel Services <sup>1</sup>	997,132,323	993,561,538	967,268,664	980,100,699	(13,460,839)
Supplies <sup>2</sup>	77,884,269	78,269,736	76,756,767	80,158,435	1,888,699
Contractual Services <sup>3</sup>	366,535,382	370,072,640	332,278,853	367,404,978	(2,667,664)
Capital Outlay <sup>4</sup>	13,617,618	16,815,928	13,430,912	14,998,068	(1,817,860)
Reimbursements <sup>5</sup>	(89,203,318)	(89,118,436)	(58,372,556)	(86,624,036)	2,494,400
Total Expenditures	\$1,365,966,274	\$1,369,601,406	\$1,331,362,639	\$1,356,038,144	(\$13,563,264)

## VARIANCE NOTES

**1 Personnel Services.** Current YE civilian pay forecast is \$17,115,000 under budget primarily due to vacancy savings that fully offset the \$4,722,000 overrun in overtime. Uniform overtime YE forecast assumes \$4,267,000 in overtime for DPD and \$866,000 for DFR, partially offset by \$3,721,000 in vacancy savings. Uniform pension YE forecast equals budget and includes the \$156,819,000 contribution required to fund the police and fire pension as enacted by the Texas Legislature through HB 3158 and additional funding for supplemental pension.

**2 Supplies.** Current YE forecast is \$1,888,000 over budget primarily due to greater-than-budgeted OCA gas and furniture expenses, greater-than-anticipated usage of medical-surgical supplies by DAS, unbudgeted furniture expenses in CCO, and increased costs related to repair of fire apparatus. The overage is partially offset by lower-than-anticipated electricity charges by TRN and decreased need for materials for street repair by PBW due to the lack of snow and ice events.

**3 Contractual Services.** Contractual Services are \$2,667,000 under budget due to reduced contractor fees associated with the Ambulance Services Supplemental Payment Program and the Safelight program and lower-than-anticipated costs associated with the school crossing guard program and the Citywide security assessment approved by City Council on May 22.

**4 Capital Outlay.** Current YE forecast is \$1,817,000 under budget due to the elimination of payouts by PBW and PKR to the Office of the Bond Program due to delays in Bond Program implementation. This savings is partially offset by overages due to traffic signal replacement, signal improvements and storm damage repair, replacement of five ambulances as a result of wrecks, and the purchase of vehicles/heavy equipment for CCS, CTS, and PKR. Appropriations were adjusted by \$3,698,000 for the purchase of vehicles/heavy equipment for CCS, DFR, HOU, PBW, PKR, and TRN.

## VARIANCE NOTES

**5 Reimbursements.** General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current YE forecasts are \$2,494,000 under budget due to lower forecasts for TIF reimbursements to the Office of Economic Development (ECO) and lower reimbursements to OEQS, partially offset by reimbursements to HR for implementation of Workday, DPD overtime reimbursements from confiscated funds, increased reimbursements to DFR from Aviation for hours worked at Dallas Love Field, and PBW reimbursements from the Bond Program.

## Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure by Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services <sup>1</sup>	\$22,729,907	23,425,201	\$23,364,931	\$23,415,335	(\$9,866)
City Attorney's Office <sup>2</sup>	18,348,876	18,298,876	17,282,653	17,865,988	(432,888)
City Auditor's Office <sup>3</sup>	3,367,314	3,352,314	2,819,638	2,894,220	(458,094)
City Controller's Office <sup>4</sup>	6,768,899	6,917,984	6,973,811	6,675,402	(242,582)
Independent Audit	917,892	917,892	917,892	917,892	0
City Manager's Office	2,787,305	2,823,827	2,702,919	2,772,342	(51,485)
City Secretary <sup>5</sup>	4,350,544	5,755,676	5,289,203	5,468,365	(287,311)
Civil Service <sup>6</sup>	3,241,621	3,316,621	3,082,019	3,131,383	(185,238)
Code Compliance <sup>7</sup>	31,635,395	31,635,395	29,600,267	30,651,997	(983,398)
Court and Detention Services <sup>8</sup>	23,314,074	22,714,074	19,646,462	20,884,925	(1,829,149)
Jail Contract	8,908,016	8,908,016	8,908,016	8,908,016	0
Dallas Animal Services <sup>9</sup>	14,878,667	14,748,667	14,256,971	14,743,932	(4,735)
Dallas Fire-Rescue <sup>10</sup>	294,483,209	294,193,209	285,929,468	293,755,734	(437,475)
Dallas Police Department <sup>11</sup>	486,752,691	488,952,541	488,634,334	487,776,799	(1,175,742)
Housing and Neighborhood Revitalization <sup>12</sup>	4,213,724	4,198,724	4,184,805	4,198,559	(165)
Human Resources <sup>13</sup>	7,005,071	6,825,071	6,884,282	6,482,681	(342,390)
Judiciary	3,446,356	3,706,181	3,640,652	3,685,709	(20,472)
Library <sup>14</sup>	34,138,717	33,338,717	32,373,447	32,843,017	(495,700)
Office of Management Services					
311 Customer Service <sup>15</sup>	4,495,891	4,713,915	4,110,471	4,696,785	(17,130)
Council Agenda Office	219,414	219,414	218,886	219,092	(322)
Office of Equity and Human Rights <sup>16</sup>	998,436	923,436	836,894	1,081,783	158,347
Office of Innovation <sup>17</sup>	603,668	603,668	405,352	412,672	(190,996)
Office of Strategic Partnerships <sup>18</sup>	1,053,433	2,023,433	2,009,757	2,010,810	(12,623)
Office of Business Diversity	894,165	894,165	820,391	845,235	(48,930)
Office of Community Care	5,375,877	5,375,877	5,374,179	5,210,203	(165,674)
Office of Emergency Management	877,113	877,113	751,683	855,577	(21,536)
Office of Environmental Quality	2,734,360	2,734,360	4,143,826	2,646,923	(87,437)
Office of Homeless Solutions <sup>19</sup>	11,546,393	11,688,503	11,081,591	11,542,396	(146,107)
Public Affairs and Outreach <sup>20</sup>	2,098,745	1,893,745	1,596,756	1,687,492	(206,253)
Welcoming Communities <sup>21</sup>	623,124	627,529	642,573	644,753	17,224
Mayor and City Council <sup>22</sup>	4,989,530	4,939,530	4,802,244	4,893,061	(46,469)
Non-Departmental <sup>23</sup>	92,727,295	91,388,065	83,773,346	89,626,756	(1,761,309)
Office of Budget <sup>24</sup>	3,796,050	3,696,050	3,505,690	3,587,985	(108,065)
Office of Cultural Affairs <sup>25</sup>	19,973,188	20,594,754	21,745,812	20,526,540	(68,214)
Office of Economic Development	4,972,909	4,972,909	5,189,825	4,966,301	(6,608)
Park and Recreation <sup>26</sup>	98,542,371	99,426,371	98,680,839	99,426,371	(0)
Planning and Urban Design <sup>27</sup>	3,171,871	2,971,871	2,715,926	2,705,424	(266,447)
Procurement Services	2,443,038	2,622,104	2,545,492	2,570,851	(51,253)
Public Works <sup>28</sup>	75,856,653	75,816,653	70,123,185	72,339,913	(3,476,740)
Sustainable Development <sup>29</sup>	2,194,525	2,194,525	2,245,370	2,094,494	(100,031)
Transportation <sup>30</sup>	47,219,419	47,719,419	44,799,635	47,719,419	0
Total Departments	\$1,358,695,746	\$1,362,946,395	\$1,328,611,494	\$1,349,383,133	(\$13,563,265)
Liability/Claim Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve <sup>31</sup>	2,200,000	1,584,483	0	1,584,483	0
Total Expenditures	\$1,365,966,274	\$1,369,601,406	\$1,331,362,639	\$1,356,038,144	(\$13,563,265)

## VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

**1 Building Services.** BSD's budget was increased by \$695,000 on September 11, 2019, by ordinance #31308 for repairs to facilities in the Arts and Central districts, City Hall, Martin Weiss Recreation Center, and Thanksgiving Square, as well as increased usage of pest control, dumpster rentals, and landscaping activities at City Hall.

**2 City Attorney's Office.** CAO's budget was decreased by \$50,000 on September 11, 2019, by ordinance #31308.

**3 City Auditor's Office.** AUD's budget was decreased by \$15,000 on September 11, 2019, by ordinance #31308. AUD is forecast to be \$458,000 under budget due to salary savings and savings from professional services.

**4 City Controller's Office.** CCO's budget was increased by \$80,700 on April 24, 2019, by ordinance #31179 for technology upgrades and Certified Accounts Payable Professional certification, training, and membership dues. CCO is forecast to be \$242,000 under budget due to salary savings and additional reimbursements for Workday implementation services.

**5 City Secretary.** The City Secretary budget was increased by \$155,000 on November 14, 2018, by resolution #18-1641 for the District 4 runoff election and by \$1,250,000 on May 15, 2019, by resolution #19-0737 for the citywide runoff election.

**6 Civil Service.** CVS' budget was increased by \$75,000 on April 24, 2019, by ordinance #31179 for installation of a new secure card key entry system, computer equipment for DPD and DFR testing, and updates to the Civil Service board room. CVS is forecast to be \$185,000 under budget due to salary savings.

**7 Code Compliance.** Savings projected in the March BAR are being used to purchase equipment for the Community Clean! initiative, approved on May 22, 2019, by resolution #19-0829.

**8 Court and Detention Services.** CTS' budget was decreased by \$150,000 on April 24, 2019, by ordinance #31179 and by \$450,000 on September 11, 2019, by ordinance #31308. CTS is forecast to be \$1,800,000 under budget due to salary savings and lower-than-anticipated costs for the Citywide security assessment approved by City Council on May 22.

**9 Dallas Animal Services.** DAS' budget was decreased by \$130,000 on September 11, 2019, by ordinance #31308.

**10 Dallas Fire-Rescue.** DFR's budget was decreased by \$290,000 on September 11, 2019, by ordinance #31308.

**11 Dallas Police Department.** DPD's budget was increased by \$250,000 on April 24, 2019, by ordinance #31179 for a uniform staffing study and by \$1,950,000 on September 11, 2019, by ordinance #31308. DPD is forecast to be \$1,175,000 under budget due to salary savings.

**12 Housing and Neighborhood Revitalization.** HOU's budget was decreased by \$15,000 on September 11, 2019, by ordinance #31308.

**13 Human Resources.** HR's budget was decreased by \$180,000 on September 11, 2019, by ordinance #31308.

**14 Library.** LIB's budget was decreased by \$100,000 on April 24, 2019, by ordinance #31179 and by \$700,000 on September 11, 2019, by ordinance #31308.

## VARIANCE NOTES

**15 311 Customer Service.** 311's budget was increased by \$150,710 on April 24, 2019, by ordinance #31179 for reclassification of positions and the use of temporary employees.

**16 Office of Equity and Human Rights.** The Office of Equity and Human Rights (OEHR) budget was decreased by \$75,000 on September 11, 2019, by ordinance #31308. OEHR is forecast to be \$158,000 over budget due to termination pay and a contract with the Government Alliance on Race and Equity (GARE) for Citywide equity training.

**17 Office of Innovation.** Expenditures are forecast to be \$160,000 under budget primarily due to vacancies, offset by professional services contracts.

**18 Office of Strategic Partnerships and Governmental Affairs.** OSPGA's budget was decreased by \$30,000 and increased by \$1,000,000 on September 11, 2019, by ordinance #31308 to fund a contract with Dallas County for work related to the 2020 Census.

**19 Office of Homeless Solutions.** OHS' budget was increased by \$142,110 on April 24, 2019, by ordinance #31179 for temporary staff hired to implement the Continuum of Care.

**20 Public Affairs and Outreach.** PAO's budget was decreased by \$125,000 on April 24, 2019, by ordinance #31179 and by \$80,000 on September 11, 2019, by ordinance #31308. Expenditures are forecast to be \$206,000 under budget due to hiring delays for vacant positions and lower costs associated with off-site City Council meetings.

**21 Welcoming Communities and Immigrant Affairs.** WCIA is forecast to be \$17,000 over budget due to the promotion of the Director to Chief of Equity and Inclusion.

**22 Mayor and City Council.** MCC's budget was decreased by \$50,000 on September 11, 2019, by ordinance #31308.

**23 Non-Departmental.** The Non-Departmental budget was decreased by \$73,520 on April 24, 2019, by ordinance #31179 and by \$1,266,000 on September 11, 2019, by ordinance #31308.

**24 Office of Budget.** BMS' budget was decreased by \$100,000 on September 11, 2019, by ordinance #31308.

**25 Office of Cultural Affairs.** OCA's budget was increased by \$480,000 on February 13, 2019, by resolution #19-0296 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery, and by \$142,000 on September 11, 2019, by ordinance #31308 for an unbudgeted contractual payment to Dallas Summer Musicals at Fair Park.

**26 Park and Recreation.** PKR's budget was increased by \$500,000 on April 24, 2019, by ordinance #31179 to develop and expand youth programs during evenings and weekends, and by \$384,000 on September 11, 2019, by ordinance #31308 for weather-related damage to PKR facilities.

**27 Planning and Urban Design.** PUD's budget was decreased by \$200,000 on September 11, 2019, by ordinance #31308. Expenditures are forecast to be \$266,000 under budget due to salary savings.

**28 Public Works.** PBW's budget was decreased by \$40,000 on September 11, 2019, by ordinance #31308. PBW is forecast to be \$3,500,000 under budget due to salary savings and the completion of alley maintenance without the use of contractors, partially offset by upgrades to the Oak Cliff Municipal Center.

**29 Sustainable Development and Construction.** DEV is forecast to be \$100,000 under budget due to contract-related expenses for the historic preservation survey.

## VARIANCE NOTES

**30 Transportation.** TRN's budget was increased by \$500,000 on September 11, 2019, by ordinance #31308 for expenses related to the strategic mobility plan approved on February 13, 2019, by resolution #19-0297.

**31 Salary and Benefit Reserve.** Salary and Benefit Reserve funds totaling \$616,000 were allocated to CCO (\$68,000), City Manager's Office (\$37,000), Judiciary (\$260,000), 311 (\$67,000), Procurement Services (\$179,000), and WCIA (\$4,500) for personnel-related expenditures, primarily vacation and sick termination payments, and City Council-approved increases to municipal judges' salaries.

## Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>AVIATION<sup>1</sup></b>					
Beginning Fund Balance	\$14,216,560	\$14,216,560		\$5,570,308	(\$8,646,252)
Total Revenues	144,132,819	154,991,423	145,077,479	154,852,557	(138,866)
Total Expenditures	144,132,819	154,991,423	143,112,111	151,523,356	(3,468,067)
Ending Fund Balance	\$14,216,560	\$14,216,560		\$8,899,509	(\$5,317,051)

**CONVENTION AND EVENT SERVICES<sup>2</sup>**

Beginning Fund Balance	\$33,234,399	\$33,234,399		\$39,186,345	\$5,951,946
Total Revenues	108,647,915	110,064,831	108,537,070	116,581,398	6,516,567
Total Expenditures	108,647,915	110,064,831	90,189,409	110,064,831	0
Ending Fund Balance	\$33,234,399	\$33,234,399		\$45,702,912	\$12,468,513

**MUNICIPAL RADIO<sup>3</sup>**

Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,055,872	(\$149,620)
Total Revenues	2,178,813	2,178,813	1,872,711	1,872,711	(306,102)
Total Expenditures	2,076,728	2,076,728	1,928,275	1,992,996	(83,732)
Ending Fund Balance	\$1,307,577	\$1,307,577		\$935,587	(\$371,990)

Note: FY 2018-19 budget reflects revenue in excess of expenses.

**SANITATION SERVICES<sup>4</sup>**

Beginning Fund Balance	\$29,641,449	\$29,641,449		\$24,416,494	(\$5,224,955)
Total Revenues	112,653,465	118,831,605	121,968,776	120,801,476	1,969,871
Total Expenditures	112,653,465	118,831,605	114,204,965	118,831,605	0
Ending Fund Balance	\$29,641,449	\$29,641,449		\$26,386,365	(\$3,255,084)

**STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES<sup>5</sup>**

Beginning Fund Balance	\$7,928,950	\$7,928,950		\$12,692,716	\$4,763,766
Total Revenues	58,436,837	58,436,837	61,099,913	58,452,982	16,145
Total Expenditures	58,436,837	65,436,837	59,233,484	61,506,985	(3,929,852)
Ending Fund Balance	\$7,928,950	\$928,950		\$9,638,713	\$8,709,763

**SUSTAINABLE DEVELOPMENT AND CONSTRUCTION<sup>6</sup>**

Beginning Fund Balance	\$43,833,830	\$43,833,830		\$47,568,451	\$3,734,621
Total Revenues	33,143,848	33,143,848	37,015,571	38,215,494	5,071,646
Total Expenditures	34,571,119	34,571,119	33,904,380	34,506,724	(64,395)
Ending Fund Balance	\$42,406,559	\$42,406,559		\$51,277,221	\$8,870,662

Note: FY 2018-19 budget reflects planned use of fund balance.

**WATER UTILITIES<sup>7</sup>**

Beginning Fund Balance	\$118,325,578	\$118,325,578		\$145,368,915	\$27,043,337
Total Revenues	665,005,577	665,005,577	621,166,049	621,362,736	(43,642,841)
Total Expenditures	665,491,395	665,491,395	584,900,723	629,584,634	(35,906,761)
Ending Fund Balance	\$117,839,760	\$117,839,760		\$137,147,016	\$19,307,256

Note: FY 2018-19 budget reflects planned use of fund balance.

## Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>INFORMATION TECHNOLOGY</b>					
Beginning Fund Balance	\$10,887,991	\$10,887,991		\$11,210,496	\$322,505
Total Revenues	69,434,657	69,434,657	64,811,627	68,384,325	(1,050,332)
Total Expenditures	77,011,403	77,011,403	75,788,231	76,668,901	(342,502)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$2,925,920	(\$385,325)

Note: FY 2018-19 budget reflects planned use of fund balance.

**RADIO SERVICES<sup>8</sup>**

Beginning Fund Balance	\$2,800,576	\$2,800,576		\$3,086,522	\$285,946
Total Revenues	5,917,772	5,917,772	5,086,417	5,935,537	17,765
Total Expenditures	8,651,413	8,651,413	7,594,237	7,662,870	(988,543)
Ending Fund Balance	\$66,935	\$66,935		\$1,359,189	\$1,292,254

Note: FY 2018-19 budget reflects planned use of fund balance.

**EQUIPMENT AND FLEET MANAGEMENT<sup>9</sup>**

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$6,862,856	(\$391,144)
Total Revenues	54,412,850	56,165,629	21,540,860	54,399,350	(1,766,279)
Total Expenditures	54,912,850	56,665,629	52,678,767	54,899,350	(1,766,279)
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,362,855	(\$391,145)

Note: FY 2018-19 budget reflects planned use of fund balance.

**EXPRESS BUSINESS CENTER<sup>10</sup>**

Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,793,339	\$111,196
Total Revenues	2,593,790	2,593,790	2,503,254	2,503,271	(90,519)
Total Expenditures	2,137,496	2,137,496	1,864,906	1,917,663	(219,833)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,378,947	\$240,510

Note: FY 2018-19 budget reflects revenue in excess of expenses.

Financial Forecast Report

# OTHER FUNDS

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>9-1-1 SYSTEM OPERATIONS<sup>11</sup></b>					
Beginning Fund Balance	\$7,852,062	\$7,852,062		\$10,243,774	\$2,391,712
Total Revenues	12,018,812	12,018,812	11,995,745	12,329,932	311,120
Total Expenditures	15,176,553	15,176,553	11,564,974	13,159,929	(2,016,624)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$9,413,777	\$4,719,456

Note: FY 2018-19 budget reflects planned use of fund balance.

#### DEBT SERVICE<sup>12</sup>

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$28,898,633	(\$3,650,530)
Total Revenues	289,189,656	289,189,656	289,427,784	289,927,784	738,128
Total Expenditures	296,200,044	296,200,044	280,201,780	284,645,942	(11,554,102)
Ending Fund Balance	\$25,538,775	\$25,538,775		\$34,180,475	\$8,641,700

Note: FY 2018-19 budget reflects planned use of fund balance.

#### EMPLOYEE BENEFITS<sup>13</sup>

City Contributions	\$94,862,835	\$94,862,835	92,146,546	\$95,597,379	\$734,544
Employee Contributions	36,126,244	36,126,244	44,232,934	44,232,934	8,106,690
Retiree	31,963,243	31,963,243	29,872,548	31,655,541	(307,702)
Other	0	0	414,426	414,426	414,426
Total Revenues	162,952,322	162,952,322	166,666,454	171,900,280	8,947,958
Total Expenditures	\$160,083,133	\$160,083,133	\$155,231,418	\$161,397,492	\$1,314,359

Note: FY 2018-19 budget reflects revenue in excess of expenses. FY 2018-19 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

#### RISK MANAGEMENT

Worker's Compensation	\$13,701,708	\$13,701,708	\$15,284,213	\$15,284,213	\$1,582,505
Third Party Liability	10,227,315	10,227,315	6,555,681	9,306,826	(920,489)
Purchased Insurance	3,029,284	3,029,284	3,096,989	3,096,989	67,705
Interest and Other	749,900	749,900	749,747	749,747	(153)
Total Revenues	27,708,207	27,708,207	25,686,630	28,437,775	729,568
Total Expenditures	\$34,166,607	\$34,166,607	\$20,608,623	\$25,474,553	(\$8,692,054)

Note: FY 2018-19 budget reflects planned use of fund balance. FY 2018-19 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (Worker's Compensation/Liability/Property Insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. The YE forecast beginning fund balance represents the FY 2017-18 audited ending fund balance and any additional YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** The Aviation budget was increased by \$10,859,000 on April 24, 2019, by ordinance #31179 to accrue revenues to service a fall 2019 payment on the Series 2017 Bonds and for the purchase of IT storage infrastructure, offset by \$10,859,000 in increased revenues.

**2 Convention Center.** The Convention Center budget was increased by \$1,417,000 on September 11, 2019, by ordinance #31308 for expenses associated with transitioning operations to management company Spectra, which are fully offset by revenues from operations. Revenues are forecast to be \$5,099,000 over budget due to higher-than-anticipated hotel occupancy taxes.

**3 Municipal Radio.** Revenues are forecast to be \$306,000 under budget due to decreased local ad sales. Expenses are forecast to be \$83,000 under budget due to salary savings.

**4 Sanitation Services.** The Sanitation Services (SAN) budget was increased by \$1,504,000 on April 24, 2019, by ordinance #31179 for increased equipment maintenance charges from aging fleet, increased landfill operating expenses associated with higher-than-normal rain in the fall, increased use of temporary help, and infrastructure repair at various SAN facilities. The budget was also increased by \$4,674,000 on September 11, 2019, by ordinance #31308 for storm-related damage and cleanup, fully offset by revenues from stronger-than-anticipated landfill cash customers and residential revenues.

**5 Storm Drainage Management.** The Storm Drainage Management (SDM) budget was increased by \$7,000,000 on September 11, 2019, by ordinance #31308 for the transfer of funds to the SDM Capital Construction Fund for capital projects and repairs. Expenditures are forecast to be \$3,929,000 under budget due to salary savings.

**6 Sustainable Development and Construction.** Revenues are forecast to be \$5,071,000 over budget due to an increase in permit activity and development review for single-family, multi-family, and schools.

**7 Water Utilities.** Revenues are forecast to be \$43,642,000 under budget due to wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement, offset by fund balance, and decreased water consumption. Expenditures are projected to be \$35,906,000 under budget primarily due to a decreased capital construction transfer to offset the consumption-related revenue reduction.

**8 Radio Services.** Expenditures are forecast to be \$988,000 under budget due to lower Master Lease payments and a decreased need for year-end inventory for the City's radio shop.

**9 Equipment and Fleet Management.** The Equipment and Fleet Management (EFM) budget was increased by \$1,250,000 on April 24, 2019, by ordinance #31179 for overtime to support SAN fleet maintenance, cost increases for automotive parts, non-emergency wrecker price agreement, and anticipated new costs associated with the use of emergency wrecker services. The budget was also increased by \$503,000 on September 11, 2019, by ordinance #31308 for overtime maintenance and increased body work for DPD vehicles. Expenditures are forecast to be \$1,766,000 under budget due to lower-than-anticipated fuel costs and a reduction in the use of outside labor for repairs.

## VARIANCE NOTES

**10 Express Business Center.** Revenues are forecast to be \$219,000 under budget primarily due to a decrease in the usage of postage and copy center services, partially offset by a buyout of the City's Canon copiers as part of a new copier contract.

**11 9-1-1 System Operations.** Expenditures are forecast to be \$2,017,000 under budget due to funding computer-aided dispatch (CAD) system maintenance through alternative IT sources.

**12 Debt Service.** Expenditures are \$11,554,000 under budget due to delayed issuance of new debt from November 2018 to May 2019, resulting in reduced interest costs during FY 2018-19.

**13 Employee Benefits.** Expenditures are forecast to be \$1,314,000 over budget due to higher-than-anticipated voluntary benefit expenses, offset by employee health benefit contributions.

## Financial Forecast Report

# 2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$123,454,446	\$72,460,888	\$39,734,198	\$11,259,361
Park and Recreation Facilities [B]	261,807,000	154,687,417	43,062,697	38,251,739	73,372,981
Fair Park [C]	50,000,000	27,570,000	4,088,843	14,621,003	8,860,153
Flood Protection and Storm Drainage [D]	48,750,000	18,021,854	1,001,616	3,291,140	13,729,098
Library Facilities [E]	15,589,000	14,089,000	1,037,340	11,815,381	1,236,279
Cultural and Performing Arts Facilities [F]	14,235,000	12,562,060	495,094	1,487,782	10,579,184
Public Safety Facilities [G]	32,081,000	29,511,956	4,296,948	2,594,772	22,620,237
City Facilities [H]	18,157,000	13,382,418	1,086,472	4,013,017	8,282,929
Economic Development [I]	55,400,000	19,462,200	1,304,463	11,012,200	7,145,537
Homeless Assistance Facilities [J]	20,000,000	2,000,000	3,200	15,344	1,981,457
Total	\$1,050,000,000	\$414,741,351	\$128,837,560	\$126,836,575	\$159,067,216

Note: The table above reflects expenditures and encumbrances recorded in the City's financial system of record. It does not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our six strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included, if available. Several measures are new for FY 2018-19, so actual performance data is not available (N/A) for last year.

An annual target has been established for each measure. The annual target is then broken down into a year-to-date (YTD) target, which represents October 1 through the current reporting period. Each month, we will compare the YTD target with the YTD actual performance reported by the responsible department and assign a YTD status based on how well actual performance compares to the target.

For this year-end report, measures are designated "on target" (green) if actual performance is within 5 percent of the FY 2018-19 target. If actual performance is 6 percent or more from the FY 2018-19 target, the measure is designated as "not on target" (red). Variance notes are provided for each measure that is not on target.

For most measures, high values indicate positive performance, but for a few measures, the reverse is true. These measures are noted with an asterisk and include measures numbered 6, 8, 13 and 22.



#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Public Safety</b>						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	86.11%	90.00%	90.00%	84.26%	✗
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	51.26%	✗
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	52.07%	✗
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	93.22%	✓
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	84.68%	✓
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	767	688.32	✓
<b>Mobility Solutions, Infrastructure, &amp; Sustainability</b>						
7	Percentage of annual bond appropriation committed (Bond Program)	N/A	90.00%	90.00%	70.00%	✗
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.58	✓
9	Percentage compliance with state and federal standards and regulations for drinking water (Dallas Water Utilities)	100.00%	100.00%	100.00%	100.00%	✓
10	Number of street lane miles resurfaced (Public Works)	208.34	197	197.00	211.00	✓
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	91.92%	✗
12	Percentage of streets with a Pavement Condition Index rating of C or better (Public Works)	N/A	77.40%	77.40%	77.40%	✓

# DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Mobility Solutions (cont.)</b>						
13	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)*	12.83	11	11	13.76	✖
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.93%	✖
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.00%	✓
<b>Economic &amp; Neighborhood Vitality</b>						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	5,000	6,001	✓
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	81	21	✖
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	1,500	1,500	320	✖
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	86.58%	✓
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.37%	✓
<b>Human &amp; Social Needs</b>						
21	Number of seniors served (Community Care)	1,833	4,500	4,500	7,890	✓
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	18.77	✓
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	92.16%	✓
<b>Quality of Life</b>						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	10,000	9,044	✖
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	87.00%	✖
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✓
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	85.10%	✓
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	16.31%	✖
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	7,420,000	11,539,270	✓
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	25,000	25,004	✓
31	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	N/A	50.00%	50.00%	59.70%	✓
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	69.00%	✓

# DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Government Performance &amp; Financial Management</b>						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	57.98%	✖
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.54%	✓
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	50.30%	✓

## VARIANCE NOTES

**#1.** Emergency calls for service continue to increase, while the number of fire apparatus available to respond are fixed. Recent procedural changes focused on members' safety have impacted apparatus availability and time spent on location. Additionally, response times have increased due to equipment from Stations 19 and 46 being displaced.

**#2.** Due to high EMS service demand/call volume and finite emergency resources. Units are often deployed from more distant fire stations to serve areas experiencing simultaneous 911 calls for EMS service.

**#3.** Due to lack of staff. An emphasis on recruiting, changes to Civil Service rules, and increased starting pay should lead to increased staffing and improved response times in FY 2019-20.

**#7.** Due to complexity in consultant negotiations, which impacted construction schedules. Staff expects an increase in construction awards by mid-FY 2019-20 and will expedite projects where feasible. Also, City Council approved additional staff in FY 2019-20 to meet the five-year implementation schedule.

**#11.** Due to severe weather cleanup after the June 9 storm. Maintenance staff were redirected to respond to more than 1,600 calls regarding downed trees during June and July. Routine pothole response began improving in August and reached 94% in September, but it was not high enough to bring the year-end average on target.

**#13.** Due to severe weather cleanup after the June 9 storm. Sanitation Services shifted focus to storm debris collection, resulting in staffing and equipment shortages. Normal bulk and brush collection resumed in August, and missed collections dropped in August and September, but not enough to bring the year-end average on target.

**#14.** Due to increased refuse tonnage (+7.7%) primarily generated by the June 9 storm, which increased the total volume of all waste collected and drove the recycling diversion rate down.

**#17.** DHAP loans are driven by developer production. If new unit production is down, so are DHAP loans.

**#18.** New housing unit production was slowed due to department reorganization. Thirty staff had to be hired and trained on departmental activities.

**#24.** Due to system conversion, which interrupted service request data retrieval. Inspectors completed nearly 5,000 inspections in the fourth quarter alone, and performance should remain high in FY 2019-20, but it was not high enough to bring the year-end average on target.

**#25.** Due to system conversion, which interrupted service request data retrieval. Performance has improved since January and should continue to increase in FY 2019-20, but it was not high enough to bring the year-end average on target.

## VARIANCE NOTES

**#28.** Field impoundments for dogs exceeded the annual target at 19.7%, but this measure includes cats and wildlife, which are impounded only if injured, ill, or orphaned. For cats, this number decreased (-6.4%), and for wildlife, the increase was smaller than anticipated (13.7%). These are positive signs, indicating less disease in the local population.

**#33.** Attrition in agents trained to process calls has slowed, and performance improved throughout FY 2018-19, but not enough to bring the year-end average on target.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 44 activities included in the FY 2018-19 and FY 2019-20 biennial budget. For each initiative included in this report, you will find the initiative number, title, description, and status. At the end of each description, the responsible department is listed. In prior reports, the responsible department provided a status for the initiative and indicated whether the initiative was “complete” (blue circle), “on target” (green check mark), “caution” (yellow exclamation mark), or “canceled” (red x). For this year-end report, initiatives are marked as either “complete” (blue circle) or “in progress” (yellow half circle). While most initiatives could be completed in a single fiscal year, several will require additional time because of the scope and term of the project. We will continue to report on these initiatives in the FY 2019-20 BAR.



## In the Spotlight



The Dallas Police Department and Dallas Fire-Rescue exceeded their forecasts for FY 2018-19. DPD ended the fiscal year with a total sworn strength of 3,067, surpassing the planned strength of 3,050. DFR ended the fiscal year with a total uniform headcount of 1,966, compared to the original forecast of 1,942.

## Budget Initiative Tracker

# PUBLIC SAFETY

### 1 Police & Fire Uniform Pay

**INITIATIVE** Increasing pay for police officers and firefighters (1) effective in October 2018 in accordance with the three-year Meet and Confer agreement, which calls for double-step pay increases of approximately 10 percent, adding a 2 percent top step, and increasing starting pay to \$51,688, and (2) effective in January 2019 in accordance with the City Council budget amendment to increase pay by three percent across the board, to a minimum of \$60,000. (Police and Fire-Rescue)

**STATUS** Uniform pay increases based on the Meet and Confer agreement went into effect October 2018. On December 23, 2018, City Council authorized the City Manager to enter an Amended Meet and Confer agreement for additional uniform pay increases effective in January 2019.

### 2 Number of Police Officers

**INITIATIVE** Recruiting new police officers to bring the number of sworn employees at the end of FY 2018-19 to 3,050. (Police)

**STATUS** DPD ended the fiscal year with a total sworn strength of 3,067, surpassing the planned strength of 3,050.

### 3 Number of Firefighters

**INITIATIVE** Recruiting new firefighters to bring the number of sworn employees at the end of FY 2018-19 to 1,942. (Fire-Rescue)

**STATUS** Dallas Fire-Rescue ended the fiscal year with a total uniform headcount of 1,966, compared to the original goal of 1,942.

### 4 Police and Fire Uniform Pension

**INITIATIVE** Contributing \$156.8 million, up \$6.1 million from the current year, to the Dallas Police and Fire Pension System to ensure a secure retirement for our first responders. (Police and Fire-Rescue)

**STATUS** The City pension contributions are being made in compliance with HB 3158 approved by the state legislature in 2017.

### 5 Security of City Facilities

**INITIATIVE** Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs. (Court and Detention Services)

**STATUS** City Council approved a one-year contract for \$111,850 on May 22 for a security assessment of City facilities and development of a Citywide security strategy, including recommendations for staffing and equipment enhancements. The vendor began the assessment of City facilities and operations in late August, and the Marshal's Office anticipates a report by January 2020.

### 6 School Crossing Guards

**INITIATIVE** Investing more than \$5 million in a school crossing guard program to protect Dallas students. (Court and Detention Services)

**STATUS** All City Management Services, Inc. (ACMS) provided crossing guard services to nearly 160 elementary schools within Dallas city limits in 2019. This included staffing 276 warranted intersections with about 387 crossing guards. The City also received about \$1 million from Dallas County from the child safety fee on car registrations.

### 7 P-25 Radio System

**INITIATIVE** Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (Communication and Information Services)

**STATUS** The project team has completed analysis of various radio towers that may have been impacted by potential land reuse plans. Alternative plans are fully underway for 3131 Dawson St. and Hensley Field. All other sites have been verified. The new go-live date is September 2021, about nine months later than originally estimated.

### 8 Firefighter Safety

**INITIATIVE** Protecting the safety of DFR officers by replacing all self-contained breathing apparatus (SCBA) in phases and providing a second set of personal protective equipment (PPE) to allow for cleaning equipment between fires. (Fire-Rescue)

**STATUS** Specifications for the second set of PPEs and SCBA replacements had to be updated to include gloves and hoods. DFR anticipates submitting the master agreement award for City Council consideration in December and ordering equipment in January.

### 9 911 Operations Center

**INITIATIVE** Furthering the City's investment in the 911 emergency system with additional technology and expanded backup capacity. (Communication and Information Services)

**STATUS** CIS anticipates completion of the Dual Production Public Safety Answering Point (PSAP) solution for the backup site by the end of December, and the backup CAD system is targeted to be complete by February 2020.

## Budget Initiative Tracker

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## 10 Street Conditions

**INITIATIVE** Investing more than \$125 million of bonds and cash to improve the driving condition of city streets. (Public Works)

**STATUS** Public Works completed resurfacing, maintenance, and improvement projects on all 822 lane miles budgeted for FY 2018-19.

## 11 Intersection Safety

**INITIATIVE** Leveraging \$10 million of federal Highway Safety Improvement Program (HSIP) funds with approximately \$2 million in City funds to improve safety at high-crash locations. (Transportation)

**STATUS** City Council approved the first Local Project Advanced Funding Agreement (LPAFA) with TxDOT on June 26 and four additional LPAs on September 25 to leverage the full \$10 million.

## 12 Alley Access

**INITIATIVE** Creating a \$1.8 million cross-departmental pilot program to improve alley access for residents and utilities. (Sanitation, Water Utilities, and Public Works)

**STATUS** As of September 30, Public Works has completed maintenance on 90 unimproved alleys (10.3 miles), exceeding its goal of 80.

## 13 Bike Lanes

**INITIATIVE** Expanding bike lanes and improving mobility by increasing the current \$500,000 budget by \$500,000 per year for each of the next three years to achieve a \$2 million per year investment starting in FY 2020-21. (Transportation)

**STATUS** More than \$500,000 in projects were completed this year, including safety lighting in Deep Ellum, procurement of bike lane sweepers, restriping, and installation of a flexible barrier separating the bike lanes from vehicular traffic on Sylvan Bridge. \$456,000 was transferred to a multi-year fund on September 11, 2019, so work can be completed in FY 2019-20.

## 14 OneWater Consolidation

**INITIATIVE** Combining water, wastewater, and stormwater into one utility to provide comprehensive management of Dallas' valuable water resources. (Water Utilities)

**STATUS** Business functions among the water, wastewater, and stormwater programs have been combined and staff relocated accordingly. DWU has consolidated and standardized process to improve customer service and efficiency. Additionally, the department has integrated stormwater fleet and materials management into its procedures while maintaining separate revenues and assets.

## 15 Environmental Plan

**INITIATIVE** Completing an environmental plan that includes solutions to address climate change by using \$500,000 available revenue received from the previous plastic bag ordinance and fee. (Office of Environmental Quality)

**STATUS** OEQS is on track to produce a draft CECAP by the end of the calendar year with adoption prior to April 2020. Residents and other stakeholders can find updates on the plan at OEQS' new website, [www.dallasclimateaction.com](http://www.dallasclimateaction.com).

## 16 Traffic Signals

**INITIATIVE** Repairing traffic signals by 1) responding to traffic signal knockdowns and underground cable repairs and 2) replacing broken vehicle detectors at 40 traffic signals across the city. (Transportation)

**STATUS** This initiative is funded in FY 2019-20, the second year of the biennial.

## 17 City Facility Major Maintenance

**INITIATIVE** Repairing City-owned facilities through a \$7 million deferred maintenance program. (Building Services)

**STATUS** Of the \$6 million allocated for general City facilities, nearly \$5.8 million in projects are complete as of year-end.

The remaining \$1 million allocated for deferred maintenance is for cultural facilities. As of year-end, more than \$730,000 in projects at City-owned cultural facilities and more than \$200,000 in projects at other cultural facilities are complete.

## 18 Neighborhood Drainage

**INITIATIVE** Implementing a new stormwater program dedicated to neighborhood drainage, which will focus efforts on neighborhood outreach and preventing flooding in local streets. (Water Utilities)

**STATUS** DWU's FY 2019-20 budget for increased neighborhood drainage maintenance was approved, establishing 32 positions for the newly designated Neighborhood Drainage Division.

## Budget Initiative Tracker

# ECONOMIC & NEIGHBORHOOD VITALITY

### **19 Property Tax Rate**

**INITIATIVE** Reducing the property tax rate by 0.37¢, making FY 2018-19 the third consecutive year with a tax rate reduction. (Office of Budget)

**STATUS** City Council approved a 0.37¢ property tax reduction on September 18, 2018. Dallas County Tax Office distributed property tax bills and will collect revenue on behalf of the City.

### **20 Housing Policy**

**INITIATIVE** Implementing the Comprehensive Housing Policy approved by City Council in May 2018 to create and preserve housing throughout the city. (Housing and Neighborhood Revitalization)

**STATUS** In FY 2018-19, City Council amended the Comprehensive Housing Policy (CHP) to (1) add a Land Transfer program to facilitate the sale of tax-foreclosed and City-owned lots for affordable housing and other redevelopment activities, (2) improve the application and review process for low-income housing tax credits, and (3) better align the Home Improvement and Preservation Program and Dallas Homebuyer Assistance Program with market conditions. The Housing Policy Task Force continues to meet to provide stakeholder input that informs ongoing implementation of the CHP.

### **21 Stabilization and Emerging Market Areas**

**INITIATIVE** Targeting \$1 million to historically underserved areas at risk of displacement because of changing market conditions, as well as areas in need of intensive environmental enhancements, master planning, and formalized neighborhood organizations. (Housing and Neighborhood Revitalization)

**STATUS** On September 25, City Council approved \$200,000 for the Title Clearing and Clouded Title Prevention Pilot Program, which will help income-eligible homeowners address title issues with their property and repair their home.

An additional \$400,000 was allocated to home repair for eligible homeowners. The final \$400,000 was allocated to purchase equipment for Code Compliance's Community Clean! initiative, which will engage residents in emerging markets to reduce instances and mitigate the impacts of illegal dumping, litter, and high weeds.

### **22 One-Stop Permitting**

**INITIATIVE** Offering an online one-stop shop for residents and businesses to submit construction plans to the City. (Sustainable Development and Construction)

**STATUS** The Electronic Plan Review System went live October 1, 2018, and is functioning for customers. The department plans to implement a second phase of the project to enhance certain software features in FY 2019-20.

### **23 Historic Resource Survey**

**INITIATIVE** Devoting \$100,000 to conduct a historic resource survey with private partners. (Sustainable Development and Construction)

**STATUS** To take advantage of additional funding from Preservation Dallas, staff is executing a new solicitation with a revised scope. Since this project will now be awarded in FY 2019-20, the FY 2018-19 General Fund dollars have lapsed, and Sustainable Development enterprise funds will be used instead.

## Budget Initiative Tracker

# HUMAN & SOCIAL NEEDS

**24 Homelessness Programs**

**INITIATIVE** Addressing homelessness holistically, including \$2.3 million for strengthening the homeless response system, providing improved supportive housing for chronically homeless seniors, leveraging innovative and collaborative “shovel-ready” projects for affordable housing units, and developing a landlord subsidized leasing program. (Office of Homeless Solutions)

**STATUS** City Council approved all contracts on June 26, and OHS has implemented the associated programs to strengthen the homeless response system and increase landlord participation in the landlord subsidized leasing program (track 3 of the Homeless Solutions Strategy). In addition to the leasing program, initiatives include the Dallas Connector Project, case management at The Family Place, and senior supportive housing through Catholic Charities.

**25 End Panhandling Now**

**INITIATIVE** Increasing funding for the End Panhandling Now initiative to \$415,000 and continuing public education on ways to effectively assist those in need. (Office of Community Care)

**STATUS** The Office of Community Care will continue to work with the Office of Homeless Solutions to improve services and referral coordination to best meet the needs of panhandling clients. In FY 2018-19, staff engaged 205 clients (out of 800 attempts), about half of which led to program referrals. The “change” ad campaign resulted in more than 25 million impressions across billboards, bus and rail ads, and streaming radio.

**26 Citizenship Programs**

**INITIATIVE** Committing \$175,000 to partner with nonprofit organizations to offer civil legal services and promote citizenship to immigrants. (Office of Welcoming Communities and Immigrant Affairs)

**STATUS** All contracts have been executed, and the identified nonprofits will begin offering civil legal and citizenship services in FY 2019-20.

**27 Equity**

**INITIATIVE** Creating an Office of Equity and Human Rights (OEHR) to promote equity as one of the City's core values and focus on fair housing. (Office of Equity and Human Rights)

**STATUS** The Office of Equity has been created and fully staffed. Equity Core Team members received about 38 hours of professional development on advancing racial equity from the Government Alliance on Race and Equity consultants and Office of Equity staff. The Office of Equity and GARE have also provided technical assistance to team members as they conduct equity pilot projects in various areas. The Office of Equity will use information from the pilot projects to develop a Racial Equity Action Framework in FY 2019-20.

**28 FreshStart Re-Entry Program**

**INITIATIVE** Increasing funding by \$235,000 for the FreshStart re-entry program to support the transition of formerly incarcerated individuals into the community. (Office of Community Care)

**STATUS** In FY 2018-19, the Office of Community Care designed the FreshStart employment initiative in collaboration with HR and other City departments. OCC now offers screening and referral services, hosts hiring fairs, and coordinates with local community organizations and Workforce Solutions to match candidates with positions that fit their skills and interests. In this first year, OCC fully staffed and trained the program team and placed 25 candidates in full-time positions with nine City departments since hiring began in May.

## Budget Initiative Tracker

# QUALITY OF LIFE

**29 Fair Park**

**INITIATIVE** Transitioning Fair Park's daily operation from City management to Fair Park First, a nonprofit subcontracting with a private management company to expand fundraising opportunities, improve operations, and make capital improvements. (Park and Recreation)

**STATUS** Since the transition in January, Fair Park First (FPF) has hosted 472 events, for a total of 1,029 event days and an estimated attendance of 619,498 visitors.

**30 Dangerous Animals**

**INITIATIVE** Allocating \$410,000 to mobilize a team in Dallas Animal Services dedicated to dealing with aggressive and dangerous animals and preemptively reducing bites. (Dallas Animal Services)

**STATUS** As of year-end, Dallas Animal Services (DAS) reduced the number of loose and loose-owned dog bites by 10% (63 bites) from FY 2017-18 and brought in a record-breaking 20,341 dogs from the field (a 20% increase from last year).

**31 Neighborhood Code Representatives**

**INITIATIVE** Adding \$650,000 for seven Neighborhood Code Representatives (NCR), further improving outreach efforts and providing more liaisons to address community issues. (Code Compliance)

**STATUS** All seven NCR positions have been filled, and staff have started working in neighborhoods to engage and educate residents and address various issues they face.

**32 Library RFID**

**INITIATIVE** Implementing a \$2 million Radio Frequency Identification (RFID) system throughout our library system to improve security and better manage our materials and assets. (Library)

**STATUS** City Council approved a five-year turnkey acquisition and service price agreement on June 26 for the purchase of an RFID system. Library and the awarded vendor, mk Solutions, are implementing RFID at all locations.

**33 Aquatic Facilities**

**INITIATIVE** Expediting the opening of three aquatic facilities for summer 2019. (Park & Recreation)

**STATUS** The Lake Highlands North, Kidd Springs, and Tietze aquatic facilities opened for the 2019 summer season with total attendance of 86,174.

**34 Park and ISD Partnerships**

**INITIATIVE** Partnering with school districts to offer more green spaces and parks. (Park and Recreation)

**STATUS** The Trust for Public Land released its official report on the percentage of residents within a 1/2-mile (10-minute walk) of a park or green space in May. As a result of the DISD and RISD partnerships, the percentage increased to 69%, exceeding the anticipated target of 63%.

**35 WellMed Senior Programs**

**INITIATIVE** Investing in programs for all ages by partnering with the nonprofit WellMed Charitable Foundation to open a new health and wellness center for residents age 60 and older. (Park and Recreation)

**STATUS** The WellMed Charitable Foundation Senior Activity Center at Redbird Square opened in December 2018. Since then, it has logged 77,267 check-ins, offered 2,758 senior programs, recorded 11,308 program hours, and issued 3,199 memberships.

**36 Cultural Plan**

**INITIATIVE** Adopting the Dallas Cultural Plan 2018. (Office of Cultural Affairs)

**STATUS** City Council unanimously adopted the Dallas Cultural Plan 2018 and an updated Cultural Policy on November 28, 2018. Implementation of key initiatives began immediately after adoption.

## Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

### **37 Off-Site City Council Meetings**

**INITIATIVE** Expanding opportunities for residents and Council to engage by hosting mobile City Council meetings. (Mayor and City Council)

**STATUS** The third off-site meeting took place August 14 at Lake Highlands North Recreation Center. City Council voted to eliminate funding for off-site meetings in FY 2019-20.

### **38 Council District Offices**

**INITIATIVE** Expanding opportunities for residents and Council to engage by expanding the district office program. (Mayor and City Council)

**STATUS** The District 10 community office opened April 12 at the Northeast Service Center. City Council now has six district offices, representing seven districts.

### **39 Census 2020**

**INITIATIVE** Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee. (Office of Strategic Partnerships and Government Affairs)

**STATUS** OSPGA presented the Census 2020 Strategic Plan to City Council on Sept. 18. On Sept. 25, City Council approved an interlocal agreement with Dallas County and \$1 million in City funding to procure professional services to support regional outreach efforts.

### **40 Office of Innovation**

**INITIATIVE** Establishing an Office of Innovation, which will lead City staff in efforts to improve service, increase efficiency, and be more responsive to community input. (Office of Innovation)

**STATUS** The Office of Innovation hired the City's first Data Scientist and Service Design Strategist. The former will spearhead better analysis and use of City data, while the latter will apply design thinking and an equity lens to City programs.

### **41 ADA Compliance**

**INITIATIVE** Investing \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan that enhances the City's ADA compliance and addresses accessibility issues in City facilities. (Office of Equity and Human Rights)

**STATUS** City Council approved a contract with Kimley-Horn on September 25 to develop an ADA self-evaluation and transition plan. The first facility review is scheduled for November.

### **42 Availability & Disparity (A&D) Study**

**INITIATIVE** Conducting a minority business study to inform decision makers on how the City can better support small and local businesses. (Office of Business Diversity)

**STATUS** Phase 1 of the A&D study was completed July 31. Phase 2 of the study, including benchmark comparisons, availability analysis, a workforce study, and additional public engagement meetings, began August 1. The study is on target to be completed within nine months (June 2020).

### **43 Compensation Study**

**INITIATIVE** Complete a comprehensive study of the City's position classification and compensation systems. (Human Resources)

**STATUS** Public Sector Personnel Consultants kicked off the Classification and Compensation Study in early October, and it will take eight to 12 months to complete (October 2020).

### **44 Workday HR/Payroll System**

**INITIATIVE** Implementing a new human resource and payroll system and evaluating an additional module for uniformed employee scheduling. (Communication and Information Services)

**STATUS** The system is tentatively scheduled to go live in spring 2020.

