

A MESSAGE FROM THE CITY MANAGER

Honorable Mayor and Council Members,



I am pleased to share the fiscal year (FY) 2019-20 *Service First* budget. The budget includes \$1.1 billion in total property tax revenue and \$325.6 million in sales tax revenue. At \$3.8 billion, the budget funds effective and equitable delivery of City services such as emergency response, clean water, trash pickup, road repair, libraries, and parks. It also invests in solving problems our community faces, such as homelessness, affordable housing, and poverty. Most importantly, it enables us to demonstrate what is important to our community.

Dallas residents prioritize public safety. In the most recent Community Survey, residents ranked crime prevention and police response time as the most important public safety services, and we have heard from the community that we need to hire more police officers. That's why the budget invests heavily in public safety and first responders. At 60.8 percent of the General Fund budget, our investment includes a new market-based pay structure with above-market pay for advanced certifications, additional funding for staffing, increased pension contributions, and significant new and replacement equipment.

Dallas residents prioritize clean and vibrant neighborhoods. By partnering with and investing in our neighborhoods, we will improve quality of life in Dallas. The new Community Clean! initiative educates and empowers residents to recognize and correct common code violations through regular community-led cleanup efforts. We will also create pop-up cultural centers to provide easy access to arts programming. Finally, we are enhancing overnight animal service response by scheduling officers to be on duty seven nights a week instead of four.

Dallas residents prioritize great streets and transportation. We are addressing major infrastructure needs by implementing the bond program voters approved in November 2017. The 2017 Bond Program will provide for \$1.05 billion in investments over five years in streets, flood protection, parks, and other City facilities. Additionally, we are investing millions of General Fund dollars in street, alley, and bridge repair, mobility improvements, and preventive maintenance for fleet and facilities.

Through this budget, we will continue to put service first to meet your needs with empathy, high ethical standards, a commitment to excellence, and a focus on equity. We have some of the best employees in Dallas—employees who serve because public service is an honorable calling. I look forward to working with them to continue to put our residents and service first.

In the Spirit of Excellence!

T.C. Broadnax, City Manager



EXECUTIVE SUMMARY

THE BIENNIAL BUDGET

The FY 2019-20 and FY 2020-21 biennial budget is focused on providing excellent public service to meet your needs with empathy, high ethical standards, a commitment to excellence, and a focus on equity. The adopted budget for the first year of the biennial is \$3.8 billion, while the planned budget for the second year increases to \$3.9 billion.

In developing this budget, we considered two significant factors: changes by the 86th Texas State Legislature that have reduced or restrained the City's revenue and cost considerations from a multi-year pay agreement for police officers and firefighters.

The property tax rate approved for FY 2019-20 is 77.66¢ per \$100 valuation, a slight decrease from the 77.67¢ approved for last fiscal year.

BIENNIAL BUDGET OVERVIEW

Per state law, the City Council adopts an annual budget; with our biennial budget approach, it can do so with the assurance the policies and services included can be sustained.

Expenditure	FY 2018-19 Budgeted (\$)	FY 2018-19 Amended (\$)	FY 2019-20 Budgeted (\$)	FY 2020-21 Planned (\$)
General Fund	\$1,365,966,274	\$1,368,601,406	\$1,438,089,000	\$1,488,242,000
Aviation	144,132,819	154,991,423	158,255,683	159,528,062
Convention and Event Services	108,647,915	108,647,915	114,358,254	114,436,726
Municipal Radio	2,076,728	2,076,728	2,067,782	2,140,534
Sanitation Services	112,653,465	114,157,465	122,129,201	131,413,418
Storm Drainage Management (Water Utilities)	58,436,837	58,436,837	60,936,837	63,678,995
Sustainable Development and Construction	34,571,119	34,571,119	34,550,990	35,364,689
Dallas Water Utilities	665,491,395	665,491,395	681,220,919	711,793,613
Debt Service	296,200,044	296,200,044	305,451,298	327,919,149
Total Operating Budget	2,788,176,596	2,803,174,332	2,917,059,964	3,034,517,186
General Purpose Capital	420,377,152	420,377,152	439,669,343	473,138,900
Enterprise Capital	377,646,036	377,646,036	432,770,756	405,948,935
Total Capital Budget	798,023,188	798,023,188	872,440,099	879,087,835
Total Budget	\$3,586,199,784	\$3,601,197,520	\$3,789,500,063	\$3,913,605,021

EXECUTIVE SUMMARY

STRATEGIC SERVICE

Developed by the City Council and City Manager, the City's six strategic priorities will guide the work of staff during the next biennium:

- **Public Safety:** Enhance the welfare and general protection of residents, visitors, and businesses in Dallas.
- **Mobility Solutions, Infrastructure, and Sustainability:** Design, build, and maintain the underlying structures necessary to support Dallas' residents.
- **Economic and Neighborhood Vitality:** Strengthen and grow the business community while planning and strengthening the long-term vitality of Dallas neighborhoods by expanding housing options and creating job opportunities.
- **Human and Social Needs:** Provide services and programs to meet basic human needs by focusing on prevention or resolution of systemic problems.
- **Quality of Life:** Provide opportunities that enhance the standard of health, comfort, and happiness of Dallas residents.
- **Government Performance and Financial Management:** Ensure that internal operations are conducted in a manner that promotes our core values of empathy, ethics, excellence, and equity.

TOTAL BUDGET BY STRATEGIC PRIORITY

Strategic Priority	FY 2019-20 Budget	FY 2020-21 Planned
Public Safety	\$884,375,837	\$913,716,529
Mobility Solutions, Infrastructure, and Sustainability	1,943,060,636	2,080,635,293
Economic and Neighborhood Vitality	279,091,056	302,669,738
Human and Social Needs	42,988,353	25,455,481
Quality of Life	473,636,913	428,451,186
Government Performance and Financial Management	166,347,268	162,676,793
Grand Total	\$3,789,500,063	\$3,913,605,021

GENERAL FUND BUDGET BY STRATEGIC PRIORITY

Strategic Priority	FY 2019-20 Budget	FY 2020-21 Planned
Public Safety	\$874,856,296	\$907,710,984
Mobility Solutions, Infrastructure, and Sustainability	145,586,930	147,527,016
Economic and Neighborhood Vitality	76,311,064	85,411,088
Human and Social Needs	22,076,075	22,528,209
Quality of Life	204,047,727	209,437,633
Government Performance and Financial Management	115,210,908	115,627,070
Grand Total	\$1,438,089,000	\$1,488,242,000

EXECUTIVE SUMMARY

FY 2019-20 MAJOR INVESTMENTS SUPPORTING THE CITY'S SIX STRATEGIC PRIORITIES

Public Safety

- Recruit and retain police officers and firefighters through a new pay structure based on an annual market survey of 17 comparison cities and set aside funds to hire or retain additional police officers or for recommendations from the DPD staffing analysis
- Secure the future of our first responders by contributing \$162 million to the Dallas Police and Fire Pension System, \$5.2 million more than last year
- Establish a team of civilian crime intelligence analysts who will analyze imaging and data in real time to proactively implement crime-fighting strategies
- Protect our first responders by purchasing a second set of personal protective equipment and a complete replacement of self-contained breathing apparatus for firefighters and replacing body-worn cameras for police officers
- Strengthen relationships between the community and police department through the Office of Community Police Oversight

Mobility Solutions, Infrastructure, and Sustainability

- Conserve resources and maintain infrastructure by devoting \$140.8 million for installation and rehabilitation of about 80 miles of water and wastewater mains
- Prevent flooding in local streets through the neighborhood drainage program, focusing on erosion control and channel repairs
- Ensure City facilities stay safe and functional through major maintenance of roofs, HVAC, and other building systems and reduce future costs through an enhanced preventive maintenance program
- Improve the pavement condition of 710 lane miles of streets and alleys by investing \$32.8 million in bonds and \$52.7 million in cash
- Promote safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections and retiming 250 traffic signals

Economic and Neighborhood Vitality

- Further affordable housing throughout the city as prescribed in the Comprehensive Housing Policy through the 2020 Notice of Funding Availability
- Update the City's Comprehensive Plan to incorporate more recent policy initiatives and encourage strategic land development while promoting equity, sustainability, and neighborhood revitalization
- Stimulate small businesses and startups in high-opportunity areas through training and other workforce development services
- Broaden investment in minority- and women-owned businesses based in Dallas through capacity-building resources and training
- Spur new development in the 19 Tax Increment Financing (TIF) districts throughout the city by reinvesting \$85 million in property tax revenue

EXECUTIVE SUMMARY

Human and Social Needs

- Provide tax relief to residents over 65 or with a disability by increasing the property tax exemption to \$100,000 from \$90,000
- Advance equity and inclusion in City government and across Dallas by understanding historical and deeply ingrained policies and practices and engaging the community to address present-day challenges
- Partner with nonprofit and other community agencies to deliver services designed to address the nine drivers of poverty, including eliminating barriers to work
- Offer temporary shelter to individuals experiencing homelessness during extreme hot and cold weather or for up to 90 days through a pay-to-stay initiative
- Develop a neighborhood grant program to maximize resources for reclaiming and repurposing chronic homeless encampments

Quality of Life

- Boost recreational programming for teenage residents with a focus on arts and culture, community service, health and wellness, leadership and life skills, and technology
- Engage residents in the Community Clean! initiative to reduce illegal dumping, litter, and high weeds in focus neighborhoods through regular community-led cleanups
- Expand Internet access, a basic 21st-century need for education and employment, to more residents by making mobile hot spots available for checkout at high-opportunity libraries
- Augment overnight animal service response by scheduling officers to be on duty seven nights a week instead of four
- Create pop-up cultural centers to bring cultural activities to areas of the city without easy access to arts programming

Government Performance and Financial Management

- Cultivate the use of data analytics and evidence-based decision making throughout the City under the leadership of the Office of Innovation
- Take a big-picture approach to technology projects by prioritizing proposals through the IT Governance Committee
- Drive operational efficiency, reduce overall costs, and improve delivery of City services through timely replacement and preventive maintenance of fleet vehicles
- Centralize monitoring of vendor performance to ensure contracts are completed on time, within budget, and fulfill the terms of the agreement
- Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program

EXECUTIVE SUMMARY

RESILIENT DALLAS

A growing number of Dallasites live on the edge of economic failure. The problems these residents grapple with are numerous and intertwined: low skills or language barriers limit employment opportunities, lack of health insurance often leads to poor health or medical emergencies, and lack of reliable transportation restricts access to jobs, education, and even healthy food. Dallas' biggest resilience challenge is not the devastation of a natural disaster. Rather, it is the economic vulnerability of Dallas' poor who struggle to provide for themselves and their families, weakening the community's resilience.

To address these challenges, the City developed the Resilient Dallas Strategy with financial and technical backing from 100 Resilient Cities—pioneered by the Rockefeller Foundation. The Strategy provides a roadmap to address Dallas' most pressing challenges and achieve improved outcomes for all residents. While much work remains to be done, Dallas is making steady progress toward addressing the long-held and systemic barriers to success that exist for many residents. The Resilient Dallas Strategy's seven goals, 20 initiatives, and 50 actions addressing self-sufficiency, equity in public policy, workforce development, quality of life issues, and environmental sustainability will make Dallas better able to handle short-term shocks and reduce the long-term stressors that jeopardize our future.

The City Council adopted the Resilient Dallas Strategy in August 2018. Since that time, the City and community partners have been busy implementing the initiatives and actions laid out in the plan. A few of our program successes appear below:

Activity	Completed
Adopted the Equity Policy	August 2018
Began planning process for Strategic Mobility Plan incorporating transportation equity	December 2018
Used an “equity lens” to develop the biennial budget	March 2019
Hired the City’s first Equity Officer	April 2019
Activated partners to provide short-term housing for many migrants based on planning activities by faith-based organizations, supported by the Office of Emergency Management	May 2019
Began activities to better use data, like acquisition and release of the PolicyMap data tool, to holistically view needs of communities	June 2019
Completed BreatheEasy Dallas assessment and State of the Dallas Urban Forest Report	June 2019

This year's budget includes funding for multiple initiatives that build on this foundation, from mobility efforts, to small business stimulus and workforce development, to an increased focus on equitable service delivery, which you'll see expanded in the section below. To read the full Strategy, visit www.100resilientcities.org/strategies/dallas/.

EXECUTIVE SUMMARY

BUDGETING FOR EQUITY

Beginning last year, the City sharpened its focus on advancing equity for all residents. Valuing equity means first understanding and acknowledging how historical and deeply ingrained practices and policies produced the inequitable conditions present today and then committing to provide the resources and services necessary to address them.

To that end, we created the Office of Equity and hired the City's first Equity Officer. On May 22, 2019, City Council adopted an Equity Resolution to demonstrate the City's commitment to ensuring equity in all policies, programs, services, and practices. The City also joined the Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity and advance opportunities for all. In partnership with GARE, the Office of Equity trained 200 executives and budget staff on advancing racial equity, and staff then began incorporating the GARE racial equity tool into the City's annual budgeting process.

As we introduce the budgeting for equity process, departments are asked to consider the impact of City programs and services on every resident of Dallas. This year, every department followed the budgeting for equity steps when submitting requests for budget enhancements and reductions. Additionally, the City Manager selected eight departments to participate in piloting the process to assess their current budgets, which were Code Compliance, Dallas Animal Services, Dallas Public Library, the Office of Community Care, the Office of Arts and Culture, the Office of Environmental Quality and Sustainability, the Office of Homeless Solutions, and Public Works.

These departments reviewed available service data from the last several years to determine whether we achieved the desired outcome for all residents. This review allowed departments to think strategically about their operations and service delivery models and begin making changes where needed using existing resources. You will see examples of the results of both efforts below and threaded throughout this Executive Summary.

- Empowering neighborhoods through the Community Clean! initiative
- Preserving civil rights history at the Juanita Craft Civil Rights House
- Expanding cultural opportunities through pop-up cultural centers
- Increasing equity in library services by eliminating overdue fines and making mobile hot spots available for checkout at high-opportunity branches
- Engaging teens aged 13-17 through summer and late-night programs
- Equipping entrepreneurs and small businesses, particularly minority- and women-owned businesses, to compete for business in the city
- Identifying data-driven interventions to improve air quality and public health
- Developing an equitable, effective, and sustainable action plan to fight climate change
- Assessing Public Works equipment staging and its impact on service request resolution

REVENUE

THE DALLAS ECONOMY CONTINUES TO THRIVE

With property values at an all-time high and robust sales tax receipts, the overall Dallas economy remains strong. Both the national and regional outlook indicate continued but slower growth.

PROPERTY TAXES

In FY 2019-20, total property tax revenue accounts for \$1.07 billion of budgeted revenue and supports both the General Fund (\$787.4 million) and the General Obligation Debt Service Fund (\$287.4 million).

Current year property taxes are based on: (1) exemptions allowed by state law and approved by the City Council, (2) the value of property as certified by the appraisal districts, and (3) the tax rate set by the City Council each September.

Residential property exemptions reduce the tax burden on property owners by exempting a portion of their property value from being taxed. Dallas homeowners receive a 20 percent homestead exemption, the maximum allowed by state law. Residents with disabilities and seniors age 65 and older who have a homestead exemption on the property they own receive an additional exemption of \$100,000 in value on their home, which City Council increased from \$90,000 on June 12, 2019. As a result, a senior whose home is valued at \$125,000 or less will pay no City taxes.

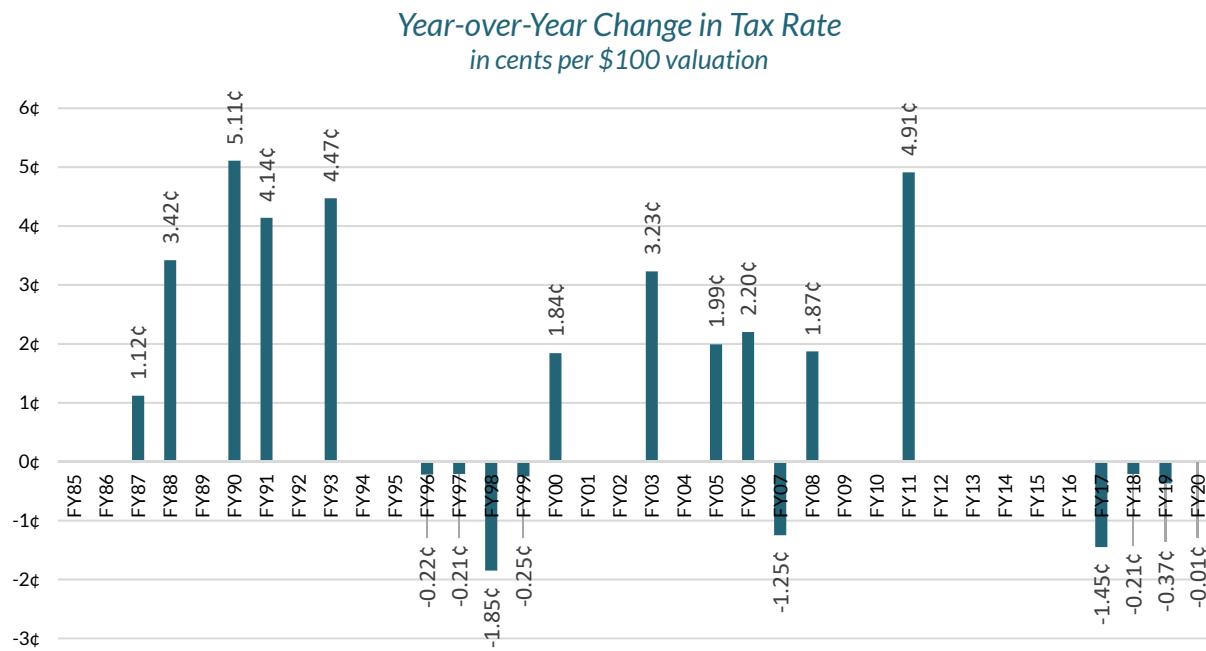


recession. We project values will continue to grow, but that growth will slow to 6.22 percent in FY 2020-21.

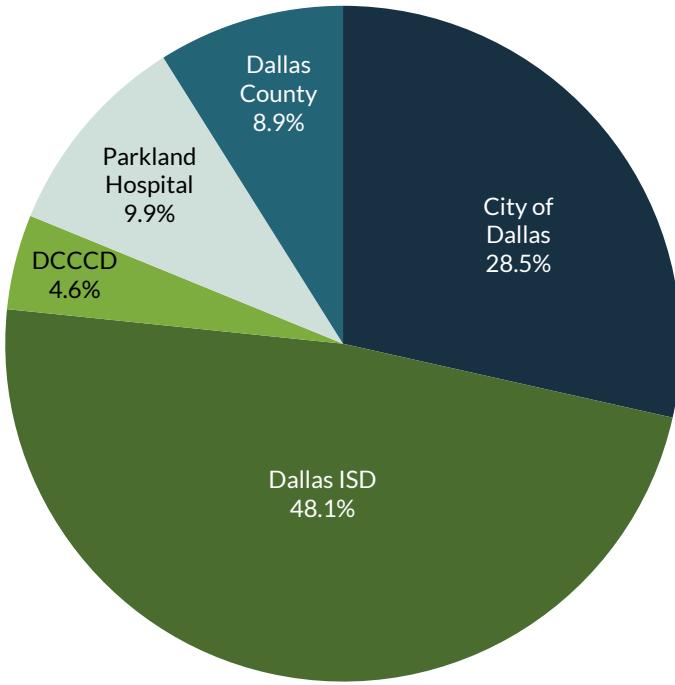
Property values continued to grow and were certified on July 25, 2019, by the four appraisal districts within which Dallas resides. The new value for FY 2019-20 is \$140.2 billion, 7.81 percent more than the certified value from July 25, 2018. July 2019 represents the eighth consecutive year of growth after three years of declining values during the

REVENUE

The FY 2019-20 budget includes a decrease in the property tax rate from 77.67¢ to 77.66¢ per \$100 of valuation, a 0.01¢ decrease. Combined with reductions in FY 2016-17, FY 2017-18 and FY 2018-19, the property tax rate will have decreased by 2.04¢ or 2.6 percent during this four-year period.



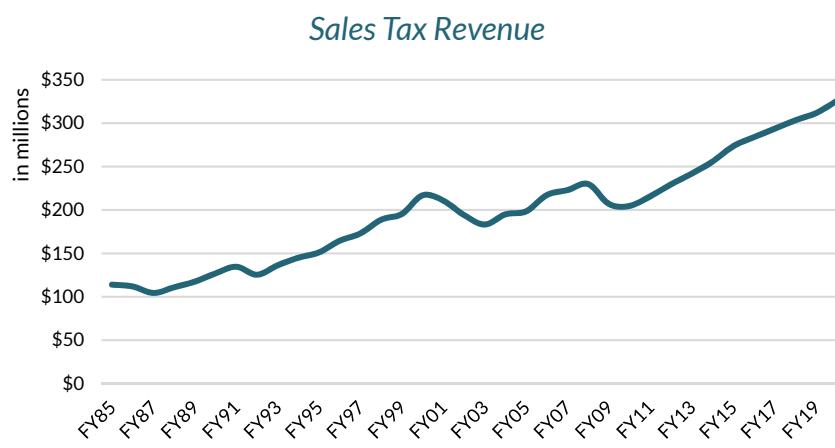
Property taxes are paid not only to the City of Dallas, but also to other jurisdictions, including the school district, Dallas County, Parkland Hospital, and the Dallas County Community College District (DCCCD). Each jurisdiction sets its own tax rate. The largest share of a Dallas homeowner's property taxes is for the school district. The graphic shows the share of your tax bill paid to each jurisdiction, assuming the property is located within Dallas County and Dallas Independent School District. Dallas extends to four counties and 18 school districts, so percentages may vary, depending on where your property is located.



REVENUE

SALES TAXES

Sales tax is 8.25 percent of taxable goods or services sold within the City limits. The tax is collected by the vendor at the point of sale and forwarded to the Texas Comptroller's office. Of the 8.25 percent, the state retains 6.25 percent, and distributes one percent to the City and one percent to Dallas Area Rapid Transit.



Sales tax receipts have grown for eight consecutive years. Since May 2010, sales tax current period collection has been up for 91 out of 96 consecutive months when compared to the same month for the previous year. This trend is a reversal of the 16-month decline

compared to the same month for the previous year which Dallas experienced during the recession.

We forecast growth will continue but is expected to soften in the near term. FY 2019-20 revenue is projected to increase to \$325.6 million, 4.5 percent more than the FY 2018-19 budget. Further, we project FY 2020-21 sales tax revenue will increase to \$333.4 million.

OTHER GENERAL FUND REVENUES

In total, General Fund revenues are expected to total \$1.44 billion for FY 2019-20 and are used to fund the various General Fund expenses. Property tax and sales tax revenues account for 77.4 percent of all General Fund revenues. Other revenues include franchise fees, fines and forfeitures, and service or use fees.

Franchise fees are charged to utilities that use the City's rights-of-way to provide their services. Utilities that pay franchise fees to the City include Oncor Electric, Atmos Energy, AT&T, and others. The state regulates franchise fees, and they are typically calculated as a percentage of the companies' gross receipts.

Fines and forfeitures are also revenues to the General Fund. Examples include municipal court fines, parking fines, and library fines. The City also charges for different types of services or activities provided, such as emergency ambulance, vital statistics, security alarm permits, and facility use.

REVENUE

Financial Management Performance Criterion #12 requires an annual review of selected fees and charges to determine whether we are recovering the full cost of services. We may then propose changes to achieve full cost recovery or based on other City objectives. This year, for example, we are proposing fee increases for (1) EMS transport for residents to \$1,868 from \$1,578 to achieve 100 percent cost recovery and (2) for dangerous or aggressive dog registrations to \$250 from \$50 to further offset costs. We are also reducing the adoption fees for dogs from \$85 to \$45 and cats from \$55 to \$15 to support our continued live release rate above 90 percent.

CHANGES IN STATE LAW

Beginning in FY 2020-21, the Texas Property Tax Reform and Transparency Act of 2019 (SB 2) will cap the City's ability to grow property tax revenue at 3.5 percent without seeking voter approval. Exceeding the cap will require an election on the November uniform election date. Previously, voters could petition for an election if the rate exceeded eight percent. SB 2 takes effect January 1, 2020, so it will not affect revenues in FY 2019-20. However, the City will likely be unable to take advantage of all growth in FY 2020-21 without voter approval and may even be required to reduce the property tax rate.

The Supreme Court decision in *South Dakota v. Wayfair, Inc.* in June 2018 determined states may charge tax on purchases from out-of-state sellers, even if the seller does not have a physical presence in the state. As a result, Texas passed House Bill 1525, which will require out-of-state internet retailers with at least \$500,000 in Texas sales in the prior 12 months to collect and remit local sales and use taxes. Sales tax collections have historically applied only to "brick and mortar" stores, not online sales, although many of the largest online retailers, including Amazon, already voluntarily collect Texas sales and use taxes. This bill is effective October 1, 2019, so it will affect revenues in both years of the biennial.

Currently, telecommunications providers pay a fixed rate to access the City's right-of-way, while cable TV providers pay franchise fees equal to five percent of gross receipts. Under SB 1152, effective January 1, 2020, companies that provide both telecommunications and cable TV services will be exempt from paying the lesser of these two fees. All telecommunications providers currently serving Dallas also provide cable TV services and pay both fees.

Effective June 1, 2019, the City may no longer operate its red-light camera program or issue citations for violations based on a photographic enforcement system. Citations issued prior to June 1 are still valid and must be paid. This change will reduce operational expenses, but these will be offset by lost revenue in both years.

REVENUE

CHARGES FOR SERVICES

Enterprise Funds are City operations that generate revenue through charges for the specific services they provide. Enterprise Funds are fully self-supporting and include: Aviation, Convention and Event Services, Municipal Radio, Sanitation Services (SAN), Storm Drainage Management (SDM), Sustainable Development and Construction, and Dallas Water Utilities (DWU). General tax dollars are not used to support the Enterprise Funds.

DWU is by far the largest Enterprise Fund of the City and has an operating and capital budget for FY 2019-20 totaling \$1.07 billion (\$997 million for DWU and \$76.5 million for SDM). Like most large utilities, rate increases are often required to operate and maintain the utility. However, last fiscal year, DWU was able to lower their rates because of the retail cost of service study and Sabine River Authority Settlement. This will continue in FY 2019-20, with the typical residential customer paying \$62.62 per month, less than they did in FY 2018-19. Rates will increase slightly in FY 2020-21 to \$63.25, which is primarily driven by capital investments in the water/wastewater system. Actual charges vary based on each household's consumption.

SDM Fund revenue is derived from stormwater fees assessed using measured impervious data for residential and non-residential accounts. The average residential fee is currently \$7.41 per month. In FY 2019-20, the average residential customer will see a monthly increase of \$0.33, and commercial customers will see an increase of \$0.09 per 1,000 square feet of impervious area. In FY 2020-21, the average residential customer will see a monthly increase of \$0.35, and commercial customers will see an increase of \$0.10 per 1,000 square feet of impervious area. The fee increase will enable the SDM Fund to address capital needs, fund equipment, and increase neighborhood drainage maintenance.

In FY 2019-20, SAN is increasing the residential fee by five percent or \$1.35 per month, from \$27.29 to \$28.64. SAN also estimates the residential fee will increase in FY 2020-21 by \$1.88 per month, from \$28.64 to \$30.52. The increases are related to employee compensation and health care increases, as well as increased equipment maintenance and replacement costs associated with aging fleet. Additionally, SAN will increase the gate rate at McCommas Bluff Landfill by 8.6 percent from \$26.25 to \$28.50 per ton effective October 1, 2019.

Please refer to the appendix for a detailed description of major revenue sources.

Typical Residential Monthly Bill

Dallas Water Utilities	Storm Drainage Management	Sanitation Services
<ul style="list-style-type: none">• FY19 = \$65.30• FY20 = \$62.62• FY21 = \$63.25	<ul style="list-style-type: none">• FY19 = \$7.41• FY20 = \$7.74• FY21 = \$8.09	<ul style="list-style-type: none">• FY19 = \$27.29• FY20 = \$28.64• FY21 = \$30.52



DALLAS 365

AT YOUR SERVICE

Through Dallas 365, we inform City Council, residents, businesses, and visitors about our progress on specific City programs and services. Dallas 365 is not just a public finance best practice—it provides transparency and accountability.

We selected 35 performance measures, including some from each of the six strategic priorities. While City departments track large amounts of data, we believe the measures we chose for Dallas 365 are most relevant to the public based on the results of our community survey and feedback from City Council during the last year. We report progress on these measures monthly.



To view the latest Dallas 365 report, go to dallas365.dallascityhall.com.

Public Safety

Department	Measure	Target
Dallas Fire-Rescue	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch	90%
Dallas Fire-Rescue	Percentage of EMS responses within nine minutes	90%
Dallas Police	Percentage of responses to Priority 1 calls within eight minutes	55%
Dallas Police	Percentage of 911 calls answered within 10 seconds	91%
Dallas Police	Homicide clearance rate	60%
Dallas Police	Crimes against persons (per 100,000 residents)	1,999

Mobility Solutions, Infrastructure, And Sustainability

Department	Measure	Target
Office of the Bond Program	Percentage of bond appropriation awarded	90%
Dallas Water Utilities	Average response time to emergency sewer calls (in minutes)	60
Dallas Water Utilities	Percentage of small diameter water and wastewater pipeline system repaired or replaced annually	0.9%
Dallas Water Utilities	Percentage compliance with state and federal water safety standards	100%
Public Works	Percentage of planned lane miles improved	100%
Public Works	Percentage of potholes repaired within three days	98%
Sanitation Services	Missed refuse and recycling collections per 10,000 collection points/service opportunities	11.50
Transportation	Percent of signal malfunction responses within 120 minutes	95%

DALLAS 365

Economic and Neighborhood Vitality

Department	Measure	Target
Office of Economic Development	Number of jobs created or retained through written commitment	5,000
Housing and Neighborhood Revitalization	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided	45
Housing and Neighborhood Revitalization	Total number of new housing units occupied	230
Sustainable Development and Construction	Percentage of single-family permits reviewed in three days	85%
Sustainable Development and Construction	Percentage of inspections performed same day as requested	98%

Human and Social Needs

Department	Measure	Target
Office of Community Care	Percentage of HIV/AIDS households with housing stability	95%
Office of Homeless Solutions	Percentage of repeat homeless encampment sites reclaimed/repurposed	15%
Office of Homeless Solutions	Percentage of unduplicated persons placed in permanent housing who remain housed after six months	85%

Quality of Life

Department	Measure	Target
Code Compliance	Number of single-family rental properties inspected (initial inspections and reinspections)	7,000
Code Compliance	Percentage of litter and high weed service requests closed on time	96%
Dallas Animal Services	DAS live release rate for dogs and cats	90%
Dallas Animal Services	Percentage decrease in dog bites year-to-year	5%
Dallas Public Library	Percentage increase of annual visits in person, online, and for programs	1.5%
Dallas Public Library	Percent of GED students who successfully pass the exam and earn their certificate	42%
Office of Arts and Culture	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000)	55%
Park and Recreation	Percentage of residents within ½ mile of a park	70%

DALLAS 365

Department	Measure	Target
Park and Recreation	Participation rate at late-night Teen Recreation (TRec) sites	60%

Government Performance and Financial Management

Department	Measure	Target
311 Customer Service Center	Percentage of 311 calls answered within 90 seconds	70%
City Controller's Office	Percentage of invoices paid within 30 days	96%
Equipment and Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule	68%
Office of Business Diversity	Percentage of dollars spent with local M/WBE businesses	50%



PUBLIC SAFETY

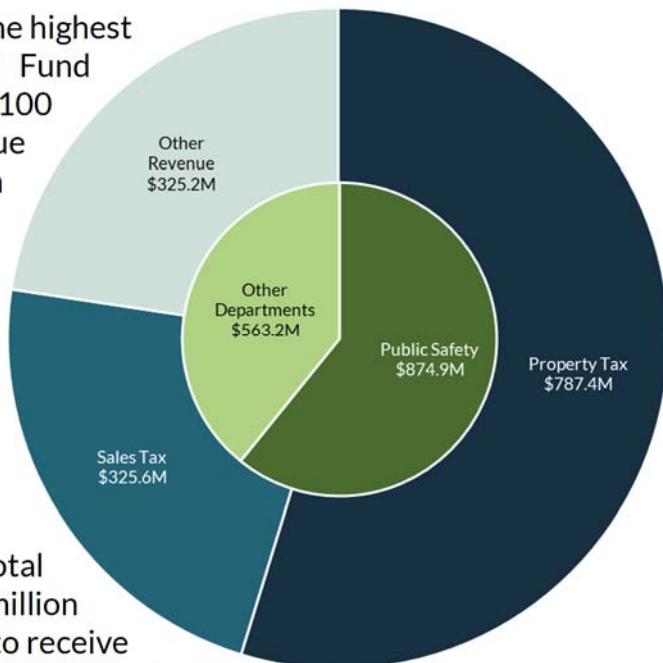
DALLAS RESIDENTS PRIORITIZE PUBLIC SAFETY

Budgets demonstrate our priorities, and as the City's largest expense, the safety of our residents and first responders is our top priority. In the 2018 Community Survey, residents ranked crime prevention and police response time as the most important public safety services, but only about 40 percent of residents rated those services "excellent" or "good." As a City, we are committed to taking the steps necessary for a safer city and delivering the equitable services our residents expect.

DEVOTING 61 PERCENT OF THE GENERAL FUND BUDGET TO KEEPING YOU SAFE

At \$874.9 million, public safety commands the highest percentage of the FY 2019-20 General Fund budget—60.8 percent. In fact, we will spend 100 percent of General Fund property tax revenue and 26.9 percent of sales tax revenue on public safety, including the Dallas Police Department (DPD), Dallas Fire-Rescue (DFR), and other core public safety services such as Municipal Courts, the Marshal's Office, the jail contract, and the Office of Emergency Management (OEM). DPD and DFR alone total \$834.7 million, or 58 percent, of the General Fund budget.

In the second year of the biennial, the total public safety budget increases to \$907.7 million (61.0 percent). DPD and DFR are budgeted to receive \$867.3 million, or 58.3 percent of the General Fund budget.



HIRING MORE POLICE OFFICERS AND FIREFIGHTERS

Staffing strategically

The City is strongly committed to hiring additional police officers in both years of the biennial budget. In DPD, the budget assumes a total sworn force of 3,053 by the end of FY 2019-20 and 3,064 by the end of FY 2020-21. In November 2018, DPD contracted with KPMG Management Consulting to complete a

PUBLIC SAFETY

staffing study, the results of which will be presented this year. We have set aside funds for additional officers if recruitment or retention initiatives enable DPD to hire or retain more than anticipated and/or the study identifies a need. DFR is budgeted to end FY 2019-20 with 1,981 firefighters, and they forecast dropping to 1,966 by FY 2020-21 through attrition.

Start of Fiscal Year	Sworn Police Officers	Sworn Fire-Rescue Officers
October 1, 2016 (actual)	3,338	1,908
October 1, 2017 (actual)	3,070	1,810
October 1, 2018 (actual)	3,028	1,939
October 1, 2019 (estimated)	3,034	1,981
October 1, 2020 (estimated)	3,053	1,966
October 1, 2021 (estimated)	3,064	1,966

Increasing pay for uniform employees

Based on the negotiated three-year Meet and Confer agreement, the City has budgeted more than \$80 million over the term of the agreement. Nearly \$42 million will be required in the upcoming biennial. Per the agreement, the City will conduct a salary survey of 17 comparable cities by March each year to determine starting base pay and top pay for police officers and firefighters. Other ranks will be indexed to our entry rank. This market-based pay structure is intended to improve recruitment and retention of officers. The agreement also calls for certification pay above the comparative average as an added incentive for the complexities of our large and diverse city.

Last year, the City Council directed us to raise the starting salary for police officers to \$60,000, which we did to increase recruitment. While the higher starting salary was helpful, it exacerbated other issues such as pay compression and left long-term officers at below-market rates. The new Meet and Confer agreement addresses these issues, and we committed to budgeting for it. We made the decision to reduce or eliminate several programs and not fund others, all while slightly lowering the property tax rate.

Securing our first responders' future

Lastly, this budget continues to fund the City's full contribution to the Dallas Police and Fire Pension System—\$162 million in FY 2019-20, an increase of \$5.2 million from FY 2018-19, and \$165 million in FY 2020-21.

PUBLIC SAFETY

ENHANCING COMMUNITY POLICE OVERSIGHT

DPD continues to implement best practices consistent with those promoted by the federal Task Force on 21st Century Policing to “promote effective crime reduction while building public trust.” To that end, DPD has been meeting with residents since October 2017 about concerns with police operations and conduct, specifically that the Citizens Police Review Board (CPRB) was an ineffective tool for building trust, strengthening accountability, and improving community relations. The CPRB was intended to provide residents with a way to communicate concerns with police behavior, but many residents were unaware the CPRB even existed. Others found the complaint process too difficult or expressed concerns with the independence and diversity of the board.

Based on their input, as well as feedback from police associations, DPD recommended changes to the board structure, changes to the complaint handling process, and creation of the Office of Community Police Oversight (OPO), independent from DPD and housed within the City Manager’s Office.

Residents can submit written complaints about police procedures or behavior to OPO, the Community Police Oversight Board (CPOB), or DPD. OPO will log all complaints and recommend one of three options for resolution: voluntary mediation, investigation by the officer’s division supervisor, or investigation by the Internal Affairs Division (IAD). OPO will coordinate mediation between the resident and DPD, and it may monitor IAD investigations. The police chief will report all case conclusions to OPO, the CPOB, and the individual who submitted the complaint. Once an internal investigation concludes, the CPOB may conduct its own independent investigation if needed and provide recommendations to the police chief.

DPD must notify the OPO director and the CPOB chair of all critical incidents—officer-involved shootings or incidents where the use of force results in serious bodily injury or death. The OPO director may monitor all critical incident investigations to ensure they are complete, impartial, and follow appropriate procedures. Before the investigation concludes, the director may also recommend action to the police chief.

City Council approved these changes in April 2019, and this budget fully funds the OPO. By encouraging ever-greater integrity in policing, Dallas will be a safer place to live, work, and play.

Project Safe Neighborhood

The DPD Project Safe Neighborhood (PSN) Task Force received one of two “Outstanding Overall Partnership” awards from the U.S. Department of Justice this year. PSN is a nationwide effort to reduce violent crime that combines traditional enforcement with community engagement to create sustainable, safe neighborhoods. As of April 2019, 10 months after the Task Force’s creation, the target neighborhoods in northeast Dallas experienced a 22% reduction in violent crime.

PUBLIC SAFETY

GOING HIGH-TECH TO FIGHT CRIME

DPD is creating a Real-Time Crime Center (RTCC) using advanced techniques to prevent, identify, and resolve complaints of criminal activity. This “virtual patrol” will increase DPD’s ability to allocate resources efficiently, provides more time for uniformed officers to focus on community-building activities, and decreases response time to high-priority incidents.

Eleven civilian Senior Crime Intelligence Analysts will form the backbone of the RTCC in FY 2019-20, and we will add another 11 analysts in FY 2020-21. These men and women will be highly trained professionals whose strength lies in their ability to pull information from many sources and piece together clues that help prevent and solve crimes.

Text for help

As of March 2019, residents can text 9-1-1 for help in emergencies. This is a potentially lifesaving service if residents are unable to speak because of a physical impairment or immediate danger.

As incidents are reported, analysts will assess all available resources within proximity of the call to provide additional information to responding officers. This could include descriptions of the scene, including suspects, through live camera feeds around the city. Analysts will also cross-check crime reports against video archives to determine if evidence exists that should be examined, downloaded, and prepared for investigators. These analysts are force multipliers for DPD, leveraging existing and future technologies to increase public safety.

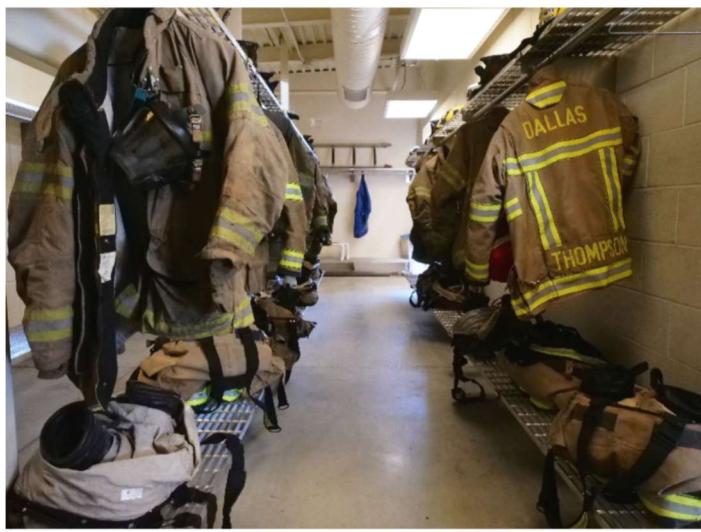
KEEPING FIRST RESPONDERS SAFE

Gearing up to fight fires

DFR is making significant investments in specialized equipment and training designed to achieve the best possible outcomes when responding to structure fires or other emergency events. To further enhance firefighter safety, the FY 2019-20 budget includes \$5.3 million for the purchase of a complete second set of personal protective equipment (PPE)—including coat, pants, hood, gloves, helmet, and boots—for each of our emergency response personnel. This protective gear reduces exposure to heat, electrical, and chemical hazards.

PUBLIC SAFETY

Firefighters are exposed to a variety of contaminants and known carcinogens when working to extinguish fires. We plan to minimize these effects with a full second set of equipment, which allows for more frequent cleanings and ensures our members have clean equipment on hand whenever the next call comes in. We are also investing \$9.6 million for a complete replacement of DFR's self-contained breathing apparatus (SCBA) devices, which provide breathable air in environments dangerous to life and health.



Credit: Public Affairs and Outreach

Protecting officers and the public

First responders are also using body-worn cameras more and more in the field, which can have multiple benefits. The technology is still new, but early research indicates body-worn cameras result in increased safety for officers and the public, more positive interactions with residents, and fewer complaints against officers. They can also provide additional, often critical information during investigations. To capitalize on these benefits, the City is expanding its investment in these devices for police officers (\$900,000), the Marshal's Office (\$72,000), and Dallas Animal Services officers (\$50,000), all under the direction of DPD to ensure a consistent deployment policy and operational procedures.

EXPANDING PUBLIC SAFETY PROGRAMS

Reducing EMS response times



Credit: Public Affairs and Outreach

As Dallas Love Field usage grows, so does its need for emergency services. Through a partnership with the Department of Aviation, Dallas Fire-Rescue will expand its services to create a full-time, on-site paramedic program at Love Field. The \$1.37 million program, fully funded by Aviation, will protect the more than 15 million passengers who travel through Love Field.

PUBLIC SAFETY

annually. The addition of nine paramedics means life-saving resources are immediately available to support medical emergencies and keep travelers moving.

The City is also investing \$212,000 to staff another ambulance at Fire Station 58 in Cypress Waters during peak demand hours (10 a.m. to 10 p.m.) seven days a week. The Cypress Waters population is growing as the area continues to attract retail, commercial, and residential development. An increasing population means an increased need for professionally trained first responders to cover the area. Similarly, the City is providing \$2.2 million in funding for a ladder truck and company at Fire Station 18 in the Central Business District to support that area's growing population. The City is proud to provide these services to residents as Dallas continues to develop.

Warning the public when severe weather hits

When severe weather passes through North Texas, we want Dallas residents to be prepared. Outdoor warning sirens are designed to alert people who are outside to seek indoor shelter and tune in to local weather stations or activate a weather radio for additional information. We currently have 162 sirens installed throughout the city, and we are investing \$176,000 to expand coverage with an additional six sirens in FY 2019-20, along with another \$50,000 for maintenance.

THE NUTS AND BOLTS OF PUBLIC SAFETY

Replacing squad cars and fire apparatus

We have included \$3.5 million in the FY 2019-20 General Fund budget to replace DPD squad cars. Another \$16.8 million in funding will allow for the replacement of fire engines, ladder trucks, rescue ambulances, general fleet vehicles, and wildland boosters at DFR. While this significant increase in fleet funding does not fully meet the need identified in the fleet efficiency study, it goes a long way to ensure our first responders have the equipment they need to respond to emergencies.



Credit: Public Affairs and Outreach

Protecting school children

In addition to DPD and DFR, other City departments work hard to make sure Dallas is a safe place to live, work, and play. For example, in FY 2018-19, Court and Detention Services (Courts) provided crossing guard services to about 150 elementary schools last school year at a cost of \$5 million. We will continue this program this year. To partially offset these costs, Dallas County approved a \$1.50 "child safety" fee on vehicle registrations, which

PUBLIC SAFETY

took effect January 1, 2019. We expect to receive \$1.9 million in revenue from this fee in FY 2019-20 and another \$1.9 million in FY 2020-21.

Supporting the criminal justice system

Courts is also spending nearly \$9.2 million on its contract with Dallas County to provide jail services at Lew Sterrett Justice Center, including jail administration, intake, and housing for approximately 18,000 individuals annually. To help control cost increases, we have begun using the City Detention Center at 1600 Chestnut St. for Class C misdemeanors. This will not only reduce costs but also enable police officers to return to patrol more quickly.

To ensure the future security of City facilities and programs for residents and staff, City Council approved a one-year consultant contract in May 2019 for a security assessment and development of a Citywide security strategy, including recommendations for staffing and equipment enhancements.

Finally, the City Council increased salaries for the administrative judge and full-time municipal judges to ensure we retain well-qualified individuals who will treat all residents fairly and impartially. This budget includes \$274,000 to fund those changes.



MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

RESIDENTS RANK INFRASTRUCTURE AS A TOP SERVICE PRIORITY

Dallas residents have repeatedly ranked infrastructure as the most important service the City provides, but the one with which they are least satisfied. The 2018 Community Survey results indicated the same. The biennial budget includes critical resources to improve streets, intersections, alleys, and traffic signals. The City is also increasing the amount of money we set aside to perform routine and preventive maintenance on City facilities.

DELIVERING CAPITAL PROJECT IMPROVEMENTS WITHIN FIVE YEARS

In November 2017, Dallas voters approved 10 bond propositions totaling \$1.05 billion and showed strong support for investing more in many City service areas, including infrastructure, parks, and cultural facilities. Residents expect the 2017 Bond Program to be implemented swiftly, and they expect the City to take additional steps to enhance our infrastructure.

Below is a summary of the investments we are making toward improving Dallas as part of the 2017 Bond Program. For more information, please visit dallasbond.com.

Proposition	Total Approved	Budget to Date	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned
Street and Transportation	\$533,981,000	\$123,454,448	\$126,236,324	\$186,996,263	\$97,293,967
Park and Recreation Facilities	261,807,000	154,687,417	73,626,076	21,165,507	12,328,000
Fair Park	50,000,000	27,570,000	1,250,000	10,660,000	10,520,000
Flood Protection and Storm Drainage	48,750,000	18,021,854	1,400,500	28,669,455	658,191
Library Facilities	15,589,000	14,089,000	1,500,000	0	0
Cultural and Performing Arts Facilities	14,235,000	12,562,060	1,277,060	0	395,880
Public Safety Facilities	32,081,000	29,511,956	1,065,000	151,000	1,353,042
City Facilities	18,157,000	13,382,418	695,000	3,360,179	719,403
Economic Development	55,400,000	19,462,200	3,550,000	16,400,000	15,987,800
Homeless Assistance Facilities	20,000,000	2,000,000	18,000,000	0	0
Total	\$1,050,000,000	\$414,741,353	\$228,599,960	\$267,402,404	\$139,256,283

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

IMPROVING STREETS AND ALLEYS

Investing \$86 million in bonds and cash to improve the condition of city streets

Dallas maintains almost 11,800 paved lane miles, most of which are heavily used and, in many cases, in poor condition. The City assigns a grade to its streets using a pavement condition index (PCI) that rates streets on a scale of A to E. In FY 2018-19, our average PCI rating was 65.1, or a C. While Public Works strives to maintain zero degradation, we must also prioritize limited resources to ensure good streets remain in good condition without neglecting poor or failing streets. To keep our streets functioning, the City will invest \$85.5 million in street maintenance and reconstruction projects this year, resulting in about 710 lane miles of improvements. Public Works will schedule projects strategically based on its Five-Year Infrastructure Management Program (IMP) and voter-approved bond programs. This program will balance the need to rebuild the lowest-rated roadways with the need to prevent degradation in higher-rated areas.

PCI Rating	Range
A	100-85
B	70-84.9
C	55-69.9
D	40-54.9
E	0-39.9

Maintaining streets equitably



During our equity review of Public Works, 311 data on street maintenance service requests revealed requests in north Dallas were not completed as timely, on average, as in other areas of the city. As a result, Public Works is reassessing its equipment staging practices. Currently, all equipment is stored at the Southeast Service Center facility in south Dallas, contributing to longer wait times for service request resolution. By redistributing existing equipment across service centers, we

anticipate significant reductions in travel time of equipment and employees, which will lead to faster and more equitable service delivery.

In addition to redistributing equipment, the IMP will help Public Works schedule street maintenance projects to maintain as many streets rated A-C as possible, while investing bond dollars in districts with more resurfacing and reconstruction needs. Public Works will also use a third party to review and validate PCI data and ensure optimal use of available funds.

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

To keep Dallasites moving, we are also dedicating \$1 million in FY 2019-20 to establish a bridge maintenance and repair program for the more than 600 City-owned and maintained bridges.

Repairing signals citywide

In the 2018 Community Survey, nearly 20 percent of respondents selected traffic signal timing as one of their top four priorities. To respond to this need, the budget allocates \$1.45 million to replace broken vehicle detectors at 40 traffic signals and \$700,000 to retime 250 signals across the city. These enhancements will help traffic flow more smoothly while reducing idle time for vehicles.

REDUCING NEIGHBORHOOD FLOODING

The primary focus of the neighborhood drainage program is to reduce neighborhood flooding and increase quality of life through proactive maintenance of stormwater pipes, channels and creeks, and floodway management areas. This year, Dallas Water Utilities (DWU) is investing \$2.5 million in the program, which will include increased efforts to repair minor erosion, as well as remove invasive species and replace them with natural, noninvasive species. The Closed-Circuit Television Video (CCTV) crew is another critical part of the team. Using professional-grade video equipment, the team can inspect clogged storm drains, pipes, and inlets to identify areas that need cleaning to prevent flooding in neighborhoods and on local streets. Overall, the division will focus on providing efficient, effective, and timely response to property owner calls.



Credit: Dallas Water Utilities

On a larger scale, work began in March 2018 on the \$218 million five-mile drainage relief tunnel that will provide 100-year-flood protection for the Mill Creek area around Baylor Hospital, Peaks Branch area south of Buckner Park, East Peaks Branch area around Fair Park, and the State-Thomas area in Uptown. The tunnel boring machine is currently being assembled on site and will begin mining the more than 30-foot-diameter tunnel in January 2020. Excavation should be completed in early 2021, and the concrete lining is estimated to be in place by fall 2022.

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

MAINTAINING MILES OF MAINS

DWU operates and maintains more than 9,000 miles of water and wastewater mains in its transmission, distribution, and collection systems. Proper planning, preventive maintenance,



Credit: Dallas Water Utilities

and timely replacement are crucial to reducing costs and ensuring reliable service delivery. That is why the FY 2019-20 budget includes \$140.8 million for installation and rehabilitation of nearly 80 miles of mains. Because of DWU's targeted pipeline replacement program, initiated 15 years ago, the City now experiences fewer main breaks, less water loss, and a reduction in the number of sanitary sewer overflows.

PURSUING ENVIRONMENTAL EQUITY

Increasing our resilience

The Office of Environmental Quality and Sustainability (OEQS) kicked off a massive effort in February 2019 to develop the City's Comprehensive Environmental & Climate Action Plan (CECAP), which will include strategies to mitigate the impacts of climate change on public health, City infrastructure, the economy, and the environment. Since April 2019, staff has hosted six public engagement meetings and attended 40 other community meetings. OEQS also completed a community survey and received more than 3,200 responses, ensuring the CECAP is both equitable and effective. The plan is on track for adoption by April 2020, just in time for the 50th anniversary of Earth Day. To stay up-to-date on the plan's development, visit www.dallasclimateaction.com.

Helping our residents breathe easier

Additionally, during the summer months, air quality and extreme heat conditions cause problems for many residents. In response, OEQS is developing Dallas' first Urban Forest Master Plan (UFMP) in partnership and with funding secured by the Texas Trees Foundation. The UFMP will use equity, health, and urban heat data to identify interventions that will improve the health of our most vulnerable populations. Another project, Breathe Easy Dallas, involves implementing nature-based solutions and other health interventions in association

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

with calibrated air quality monitors near Dallas schools. We will use the data collected to explore solutions to the leading cause of school absenteeism—asthma.

IMPROVING MANAGEMENT OF CITY FACILITIES

Major Maintenance

In the last year, the City has been busy making needed repairs at public City-owned facilities such as Harry Stone Recreation Center, Kalita Humphreys Theater, the Latino Cultural Center, Oak Cliff Cultural Center, and South Dallas Cultural Center, as well as ADA-compliant improvements at Dallas City Hall. Additional repairs were made at Fire Station #37, and we replaced the roof at the primary Sanitation Services facility to ensure uninterrupted service delivery.

Within Building Services, the City is continuing its gradual approach to increasing the City's cash investment in major maintenance and capital construction to address deferred maintenance of City facilities. In FY 2016-17, the City budgeted \$5 million for major maintenance, and we have increased this steadily each year. This budget includes \$7.5 million in FY 2019-20 and \$8 million in FY 2020-21. Paying for these expenses as we go (i.e. in cash) reduces the need to take on debt to make more costly repairs or replacements in the future.

Over the next biennium, the City will dedicate funds to replacements, retrofits, and major repairs of HVAC systems beyond their service life, roof replacements and major repairs, lighting and general facility renewal, and ADA improvements, among other things. We are also enhancing preventive maintenance of City facilities in FY 2020-21 to reduce future costs and system downtime, as well as extend their useful life.



ECONOMIC & NEIGHBORHOOD VITALITY

RESIDENTS VALUE ACCESS TO JOBS AND AFFORDABLE HOUSING

The Dallas-Fort Worth area is a fast-growing economy in a local market of 7.1 million residents. Whether you run a small business or major corporation, Dallas is globally connected and centrally located, making it the ideal location for business growth and success. However, only 55 percent of residents rated access to living-wage jobs as “good” or “excellent” on the 2018 Community Survey, and even fewer—35 percent—said the same about access to affordable quality housing.

PLANNING FOR THE FUTURE

The City’s comprehensive plan *forwardDallas!* (adopted in 2006) governs the development of the city and guides City Council action concerning land use and development, urban conservation and rehabilitation, transportation and housing, and expenditures for capital improvements. Thirteen years later, we are refreshing the plan to align it with current and future needs and integrating recent planning initiatives such as the Comprehensive Housing Policy, the Cultural Plan, and the Resilient Dallas Strategy. It will also incorporate recommendations from the Strategic Economic Development Plan and Strategic Mobility Plan set to be completed this year.

Ongoing neighborhood-based engagement in strategic planning and neighborhood revitalization will inform the *forwardDallas!* update and continue beyond the update process. With the help of external consultants, the refreshed comprehensive plan will establish scenario development tools and metrics to evaluate and monitor the impacts of citywide land use changes on long-term sustainability, equity, and quality of life.

One-Stop Permit Shop

Sustainable Development and Construction (DEV) dedicated \$1.35 million last year to modernizing its permit and document management systems. The Electronic Plan Review System allows staff from different disciplines to review the same plans concurrently, reducing processing times by more than 50 percent. Customers can also submit plans and revisions electronically, saving money and significantly reducing the wait time for reviewing and issuing a building permit. DEV has received nearly 800 projects through the new system, and customers have expressed high satisfaction with the website.

EQUIPPING ENTREPRENEURS AND SMALL BUSINESSES

Small businesses are the backbone of the American economy. In the Dallas-Fort Worth metropolitan area, 97 percent of businesses have fewer than 100 employees and are responsible for 64 percent of net new private-sector jobs. These small businesses also account for 42 percent of private payroll. Within Dallas County, nearly 45,000 businesses have fewer than 10 employees.

However, business ownership in Dallas is not equitable. Although the population is only 61 percent white and 49 percent male, 80 percent of small business owners are white and

ECONOMIC & NEIGHBORHOOD VITALITY

68 percent are men. In interviews with female owners and owners of color, they identified business planning, strategy and operations, customer acquisition and retention, financial analysis and control, and growth as their top needs.

The budget for FY 2019-20 includes funding for two new positions who will work with partner agencies to support and expand structured programs intended for prospective or current entrepreneurs and small business owners. We will place special emphasis on the challenges identified by business owners. With deliberate outreach and focused small business training, the City can support new small businesses and grow existing ones, which directly support and expand the Dallas economy.

BROADENING URBAN INVESTMENT TO LEVERAGE DALLAS

In addition to the initiative outlined above, the Office of Business Diversity (OBD) is expanding its efforts through the B.U.I.L.D. program—Broadening Urban Investment to Leverage Dallas—in partnership with the Office of Innovation (INO) and Office of Economic Development. Funded with \$2.5 million in bonds, B.U.I.L.D. is intended to build the capacity of Dallas-based minority- and women-owned businesses (M/WBEs) through technical assistance, training, and advocacy.

OBD plans to award a \$1.25 million grant to a community development financial institution (CDFI), which will then provide loans to entrepreneurs of color, emerging small businesses, and construction firms in need of mobilization funding (other programs may be defined based on the chosen CDFI). An additional \$750,000 will fund the Small Business Hub to help small businesses do business with the City and in Dallas at large. OBD will select up to 10 M/WBEs to complete a six- to eight-week training program, which will include access to INO's Innovation Lab, with the goal of serving up to 40 businesses annually.

Lastly, \$500,000 will be used to support the Business Service Organization grant fund, which will award grants to qualified organizations who will help assess and recruit M/WBEs for the Small Business Hub program. These efforts will help the City align its resources and existing initiatives to foster a stronger ecosystem for M/WBEs and entrepreneurs in Dallas.



ECONOMIC & NEIGHBORHOOD VITALITY

EXPLORING DALLAS LANDMARKS

Dallas is filled with a rich history that deserves to be preserved. As more development occurs within the city, it becomes increasingly important for developers and neighbors to understand design guidelines and ordinances related to historic areas.

The Historic Preservation team provides services related to current and potential historic districts and structures. To emphasize and elevate the importance of this work, we are moving the team from within the Sustainable Development and Construction department to its own division within Management Services reporting directly to the City Manager. The group will continue to focus on historic landmark designations, tax incentive programs for individuals and historic districts, and review of planned work on landmark structures.

HOUSING DALLAS



Credit: Public Affairs and Outreach

requiring developers to dedicate a portion of land for use as a park/green space or pay a fee.

In May 2018, the City Council adopted the Comprehensive Housing Policy to address citywide housing issues by creating and maintaining affordable housing throughout Dallas, promoting fair housing choices, and overcoming patterns of segregation and concentrations of poverty. The City Council has amended the policy several times since adoption, including adding the Land Transfer Program to incentivize the development of quality affordable housing by making City surplus or tax-foreclosed lots available to developers and an ordinance

This year, the Department of Housing and Neighborhood Revitalization (HOU) will continue to refine its programs to achieve the policy's primary goals, including advertising a second Notice of Funding Availability in 2020 to support development of mixed-income housing in focus areas across the city. Additionally, HOU will roll out a tiered home repair program based on applicants' financial need and the cost and scope of repairs. The \$4.5 million program is funded in part through Community Development Block Grant (CDBG) funds from the federal Department of Housing and Urban Development.

HOU will also continue the Dallas Homebuyer Assistance Program, which offers forgivable loans to first-time homebuyers to encourage long-term community stability. Lastly, we will

ECONOMIC & NEIGHBORHOOD VITALITY

roll out the pilot Tangled Title Program, being developed this year, to help low-income families access legal services to clear property titles and achieve homeownership.

INCENTIVIZING ECONOMIC INVESTMENTS

Tax increment financing (TIF) is an economic development tool Dallas uses to target investment in defined areas that face challenges to traditional development. As a TIF district grows, increases in property tax revenues from higher property values are paid into a special fund to finance additional improvements to the district. The City continues to receive the amount of property tax it received the year the TIF was created, plus a percentage of new tax revenue.



Credit: Office of Economic Development

The City currently has 19 active TIF districts—two others have sunset that contribute an estimated combined \$14 million to the General Fund each year. As of last fiscal year, TIF-funded projects have produced nearly 1,500 affordable housing units in Dallas and attracted more than 37,000 total new residential units. Additionally, more than 14 million square feet of commercial space has been built or redeveloped in these districts. To support this growth, the City is reinvesting \$85 million in TIF districts in FY 2019-20.

HUMAN & SOCIAL NEEDS

DALLAS RESIDENTS WANT THE BEST FOR THEIR NEIGHBORS

In the most recent Community Survey, 64 percent of residents rated homelessness as a “major” problem, more than any other issue, including infrastructure (58 percent). Additionally, 45 percent or fewer of residents rated services to youth, seniors, or low-income individuals as “good” or “excellent.” This budget emphasizes our commitment to reverse those trends.

FOCUSING ON SENIORS

Property tax exemptions subtract part of the appraised value of your home from the tax calculation. In June 2019, City Council increased the exemption for individuals 65 or older or with a disability to \$100,000 from \$90,000. Because homeowners are also eligible for a 20 percent homestead exemption, a senior whose home is valued at \$125,000 or less will pay no City taxes (other agencies may have different exemptions). This change will reduce the financial burden on seniors or individuals with disabilities who may live on a fixed income.



Credit: Office of Arts and Culture

Additionally, the Office of Community Care (OCC) serves thousands of older adults through specialized programs, including low- or no-cost dental care, transportation to medical appointments, and job training to help individuals find part-time employment. The Senior Services team also provides simple caseworker services, referrals, and service coordination to individuals as needed. We value the contributions our seniors make to our community and want them to remain active in Dallas for years to come.

TAKING A HOLISTIC APPROACH TO HOMELESSNESS

The local 2019 Point-In-Time (PIT) count revealed a nine percent overall increase in homelessness. Numerous factors contribute to these results, including decreased shelter capacity, a lack of available and affordable housing units, and an uncoordinated and underutilized homeless response system. The City Council and residents consistently rank homelessness as a top priority. In FY 2019-20, Dallas will continue investing in the homeless response system, incentivizing affordable housing development, and engaging the community in creative responses to homelessness.

HUMAN & SOCIAL NEEDS



Credit: Public Affairs and Outreach

Sheltering those in need

The pay-to-stay initiative is a partnership between the Office of Homeless Solutions (OHS) and Bridge Steps, Inc. (The Bridge) focused on connecting unsheltered individuals to emergency shelter and support services. Through these funds, The Bridge will provide access to 50 additional beds for individuals referred by staff from homeless encampments,

bringing the total number of available beds to 299. These unsheltered individuals will be given the opportunity to stay at The Bridge for up to 90 days. The City will pay \$12 per bed per night (up to \$200,000) to assist with program operations and to ensure supportive services such as food, case management, medical care, and workforce training are provided. This is in addition to the \$4.4 million the City already provides to The Bridge for operations.

During the 90-day period, our goal is to connect unsheltered individuals to a positive housing destination and provide tools and resources on the road to self-sufficiency. Positive housing outcomes include rapid rehousing, permanent supportive housing, transitional housing, a boarding or nursing home, family reunification, subsidized housing, and market-rate housing. We will measure program success by the number of participants who transition to permanent/supportive housing and/or find employment at living-wage jobs.

Additionally, to ensure unsheltered individuals and families remain safe during periods of inclement weather, the City will allow qualified private and nonprofit organizations to operate temporary inclement weather shelters during periods of extreme heat and cold in eligible facilities. OHS will determine eligibility and ensure shelter compliance with applicable building codes, public safety requirements, and neighborhood standards.

The goals of the program are to reduce the number of weather-related injuries, up to and including death, and provide resources for more permanent housing to individuals experiencing homelessness. In the first year, OHS will create a new temporary inclement weather shelter lodging use in Chapter 51a and a new City Code chapter to codify the program. OHS will provide \$200,000 in funding for the program in FY 2019-20 and anticipates serving 20 percent of unsheltered homeless individuals. This will increase to \$400,000 in FY 2020-21 to expand the reach of the initiative.

HUMAN & SOCIAL NEEDS

Revitalizing community spaces

In addition to emergency shelter initiatives, OHS is launching a Neighborhood Grant Reclamation Program (NGRP). The NGRP will provide a vehicle for community organizations, neighborhood groups, business associations, and faith-based organizations to revitalize sites formerly occupied by people experiencing homelessness and activating them for public use—transforming them into a community asset. Eligible reclamation projects will include landscaping and beautification, art installations, dog parks, playgrounds, community gardens, creative parking solutions, pocket parks, outdoor entertainment areas, water features, and recreational or fitness installations. With nearly \$300,000 in funding, OHS will provide grants of up to \$70,000 each to eligible entities through a competitive RFP process and track projects to ensure timely completion.



Credit: Office of Arts and Culture

PARTNERING FOR SUCCESS

Getting a Fresh Start

The Office of Community Care has begun hiring events for the Fresh Start program, which supports the return of formerly incarcerated individuals to the community. As of July 2019, 20 applicants have been hired in multiple departments, including Water Utilities, Public Works, and Building Services. Once participants become full-time employees, program caseworkers meet with them for at least six months to help ensure a successful transition.

OCC is partnering with nonprofit and community-based organizations to support programs that enable individuals to obtain and keep jobs with increased pay and stability, improved working conditions, and greater opportunity. Most importantly, the Overcoming Barriers to Work program will fund services that provide job training and career development to participants who face hurdles to employment, such as lack of transportation or child care. OCC has \$1 million in City and federal funds available for this initiative.

OCC is also expanding partnerships to help another vulnerable population—women, infants, and children—through the creation of mobile WIC centers. With a generous donation of four vans, OCC will be able to

expand the reach of the WIC program to achieve more equitable outcomes across the city. The team is analyzing data to identify WIC “deserts” and exploring partnerships with schools, high-density apartment complexes, community centers, recreation centers, libraries, and other locations where residents eligible for WIC may be unable to access existing services.

HUMAN & SOCIAL NEEDS

PROMOTING BETTER HEALTH

According to a 2018 study conducted by the Institute for Women's Policy Research, about 40 percent of workers (more than 300,000) in Dallas do not have access to paid sick leave. The study also indicated low-wage workers are far less likely to have paid sick leave than high-wage workers. Black and Latinx workers are less likely to have access to paid sick leave than White and Asian workers. Access to paid sick leave is particularly low in occupations that require frequent contact with the public, including restaurant and food service, child care, and personal care. The Earned Paid Sick Leave Ordinance, passed by City Council on April 24, 2019, will benefit not only low-wage families who previously did not have access to paid sick leave but also the public by promoting the health, safety, and welfare of residents.

To ensure effective implementation of the citywide ordinance, the Office of Fair Housing and Human Rights is hiring a Policy Manager to investigate alleged violations of the City's paid sick leave, fair housing, and human rights policies and ordinances. The position will also develop forms, documents, guides, and outreach materials to better support employers in implementing paid sick leave. Lastly, this individual will conduct research to support human rights and enhance housing opportunities for Dallas residents.

FINDING STRENGTH IN DIVERSITY



Credit: Office of Welcoming Communities and Immigrant Affairs

Through the Office of Welcoming Communities and Immigrant Affairs, we are working across sectors to establish a local welcoming framework to integrate and engage immigrants in all aspects of city life.

Dallas' diverse residents are our greatest asset, and our city is stronger when we honor everyone's contributions. As the city harnesses areas of opportunity, it also advances equity and inclusion in City government and across the Dallas community. By understanding historical and deeply ingrained policies and practices, the City seeks to engage the entire community to address present-day challenges.

QUALITY OF LIFE

RESIDENTS VALUE CLEAN, SAFE, AND VIBRANT NEIGHBORHOODS

More than 70 percent of Dallas residents rated their quality of life as “excellent” or “good” in the most recent Community Survey. It’s easy to see why—our neighbors come together in vibrant neighborhoods, support their homeless neighbors through enhanced services, and care for their four-legged friends. Dallas is also fortunate to have a dynamic library system, a park system where nearly 70 percent of residents are within a 10-minute walk, and an active cultural and arts scene.



Credit: Nkonyezi Nanyamka, 2018 Trinity River Photo Contest

EMPOWERING COMMUNITIES

By educating and empowering residents to recognize and correct common code violations, Code Compliance’s new \$1 million Community Clean! initiative will enhance quality of life and reduce the impact of illegal dumping, litter, and high weeds in focus neighborhoods. The department began piloting this program in FY 2018-19 and will continue this year by conducting quarterly

exercises with residents to identify

code violations and then schedule monthly community-led cleanup initiatives in these areas. Through this initiative, the City will foster positive relations with communities that previously experienced legal battles, liens, and forfeiture of property for minor violations.

To set neighborhoods up for success, Code Compliance is partnering with Sanitation Services to leverage the “call to haul” service for bulky item disposal. These neighborhoods will also have access to a community tool shed for cleanup efforts. The program will involve regular communication with residents about opportunities to collaborate with the City in achieving community compliance, as well as public recognition for outstanding volunteerism and community coordination.

YOUTH RECREATION

Through an investment of \$500,000, the Teen Recreation program (TRec) provides free specialized recreational programming for Dallas teens aged 13-17. TRec programs and activities will center around arts and culture, community engagement, health and wellness, leadership skills and development, and technology/STEM. TRec funding will support daily programming, 12 late-night recreation sites, and six summer camps, along with 24 part-time staff. A further \$500,000 is dedicated to after-school programming—it will allow more

QUALITY OF LIFE

students to attend for free in high-opportunity communities and support additional staff to maintain student-to-staff ratio compliance. The goal of these programs is simple: provide positive options for youth activities during out-of-school hours. These programs supplement the education received in the classroom and provides real-world practical application of that knowledge through hands-on experiences.

We are investing another \$975,000 to fund a youth access pass, which will allow Dallas residents aged five-17 to participate in enhanced youth programming for free, such as after-school sports, STEM programs, or golf, tennis, and swim lessons. This funding will allow Park and Recreation (PKR) to serve more than 30,000 additional youth not currently participating in out-of-school programs, as well as provide another 32 youth sports leagues annually and two citywide special events for youth. Additionally, it will support school-based program offerings to reach youth who might otherwise face barriers to participation.

GROWING PARKS AND GREEN SPACES

To increase access to green spaces, PKR partners with school districts to keep playgrounds open to the public after hours and on weekends. In FY 2018-19, we funded improvements at five DISD playgrounds to bring them up to PKR standards, which were finished in May 2019. Because of these partnerships, the percentage of residents who live within a 10-minute walk (1/2 mile) of a park or green space increased to 69 percent (from 61 percent last year), compared to the national average of 54 percent. In FY 2019-20, we plan to increase this funding by \$187,500.

Well and Vibrant

The Park and Recreation Department and WellMed Charitable Foundation partnered to open a new health and wellness center for senior adults at Redbird Square in December 2018. The Senior Activity Center is designed to keep adults age 60 or older healthy and active at no cost to participants. As of June 30, 2,606 seniors were registered participants at the center.

To maintain playing conditions of our tennis courts, this budget also funds resurfacing and patch work of 81 tennis courts within five tennis centers. This allows the City to uphold its commitment to have each court resurfaced at least once every three years.

The City's park system includes 397 parks and 158 miles of trails. Park rangers serve the public by patrolling parks to reduce unwanted behavior such as off-leash dogs, smoking, alcohol and drug use, unauthorized and inappropriate athletic field use, littering, and public lewdness. At current staffing levels, eight park rangers were able to make 10,171 park visits last year, which is about once every 14 days (per park). This budget expands the Park Ranger program by 11 positions over three years to increase these visits to once every seven days. Additionally, park rangers will begin a bicycle patrol for select trails.

QUALITY OF LIFE



Credit: Public Affairs and Outreach

nonprofits to help communities make four-legged friends welcome. For the past two years, Dallas Animal Services (DAS) has launched innovative programs and used industry best practices to maximize the numbers of lives saved at the shelter, the number of animals returned home to their owners, and the overall quality of life for pets in the shelter and in homes. With the launch of its Dallas90 campaign last November, DAS announced its intention to achieve a sustainable live release rate above 90 percent. The BETTER CITY FOR PETS™ certification demonstrates the success of those efforts.

Additionally, through partnerships and the hard work of dedicated DAS employees, the department has spayed and neutered approximately 37,000 animals in zip codes south of I-30. We see the results—nearly 20 percent of adult dogs entering the shelter in FY 2018-19 were already spayed or neutered, up from 12.5 percent in FY 2015-16.

One of the many benefits of spay/neuter programs is decreased aggressive behavior in pets, which leads to safer neighborhoods. Research also shows animals who undergo these procedures are less likely to roam, reducing the number of loose animals on Dallas streets and lowering the risk of injury to animals and humans in traffic accidents.

Animals also roam at night, creating a potential hazard for drivers and posing a danger to residents who may be outside at night. DAS is augmenting its overnight animal response by scheduling officers to be on duty seven nights a week instead of four, and they will focus on loose dog and bite hot spots.

Lastly, DAS is replacing its contracted veterinarian services with in-house veterinarians. With the nearly \$200,000 in savings from this efficiency, they can also provide in-house

CONTINUING TO IMPROVE DALLAS ANIMAL SERVICES

Dallas is one of the first cities in the country to receive an official BETTER CITY FOR PETS™ certification as part of the Mars Petcare BETTER CITIES FOR PETS™ program, showcasing our commitment to a pet-friendly community. The program works with local government, businesses, and

A Winning Strategy

DAS won first place in the Petco Foundation's Innovation Showdown in April 2019, receiving \$200,000 for its cutting-edge customer service application. The app is designed to streamline customer service in the shelter through indoor navigation, adoption queues, customer service video chat, advanced pet search, and more—all with the goal of sustaining DAS' live release rate, above 90% for the first time in its history.

QUALITY OF LIFE

treatment for heartworm-positive dogs, improving DAS' live release rate by an additional two percent.

ENHANCING DALLAS' ARTS COMMUNITY

Completing the Dallas Cultural Plan

On November 28, 2018, the Dallas City Council voted unanimously to adopt the Dallas Cultural Plan, an updated Cultural Policy, and an enabling ordinance. This new plan and its supporting policies are guiding the Office of Arts and Culture (OAC) and our partners to harness its arts and cultural strengths to address the city's challenges. The Dallas Cultural Plan affirms the City's commitment to supporting a vibrant arts and cultural ecosystem in collaboration with its artists, cultural organization, funders, and other partners.



Courtesy of the Dallas Museum of Art

OAC has already implemented several major initiatives of the plan, including renegotiation of leases at the Meyerson Symphony Center and Kalita Humphreys Theater and increased community engagement and support for artists through OAC on the Go, ArtsActivate 2020, and the Cultural Organizations Program (COP). African, Latinx, Asian, Arab, and Native American (ALAANA) artists and organizations also have more opportunities to teach, perform, and exhibit at host facilities in Dallas neighborhoods through the Community Artist Program. For more information on the plan, visit dallasculture.org.

Expanding cultural opportunities

In FY 2019-20, the City will invest \$376,000 to bring cultural activities and special events to areas of the City that don't normally have convenient access, increasing equity in service delivery using an asset-light model that puts "pop-up" festivals, performances, workshops, and camps into temporary spaces across Dallas. The main cost will be

artistic and professional services, such as space and stage rentals.

Preserving civil rights history

To further support OAC's vision of "an equitable, diverse, and connected community," the City is providing \$250,000 in match funding to restore the Juanita Craft Civil Rights House. OAC heard from the community that stories around Fair Park, South Dallas, and especially Juanita Craft have not been celebrated in the same way as other Dallas history, and residents

QUALITY OF LIFE

have a deep desire for Dallas to acknowledge the stories that shape our present. This historic site will honor the legacy of a pivotal figure in civil rights history and inspire future generations.

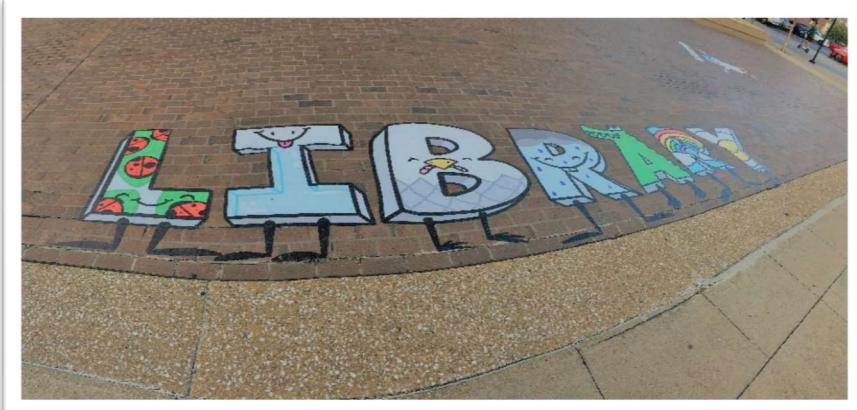
IMPROVING THE DALLAS PUBLIC LIBRARY

Improving library efficiency and protecting materials

We began Phase 1 of Dallas Public Library's (DPL) implementation of Radio Frequency Identification (RFID) in FY 2018-19, and we will implement the entire system by the end of FY 2019-20. This \$1.5 million investment will improve the security of library materials and save labor by more efficiently tracking materials throughout the library system. This increased efficiency will free up library personnel for other vital services provided to residents, such as outreach and programming.

Reaching the community

DPL branches are strategically placed throughout the city to serve residents as part of the neighborhood. To better meet the needs of our communities, DPL offers specialized programming for seniors, youth, and children, as well as additional programs, such as GED and English-language



learning (ELL) courses, in a secure and familiar learning environment. Additionally, DPL is purchasing 900 mobile hot spots, which residents will be able to check out to access Wi-Fi at home. Many members of the community do not have Internet access at home, a basic 21st-century need for education and employment. By making these hot spots available at targeted locations, we can work toward a more equitable outcome of consistent Internet access for all residents.

In April 2019, DPL identified 10 branch locations across Dallas where 50 percent or more of patrons were unable to check out materials because of fines. They overlaid that information with household poverty rates and found that we were restricting access to library materials in the lowest-income areas of the city, areas where the need for library resources was likely the highest. In May 2019, the City Council amended the City Code to eliminate overdue fines and lost card fees, so all Dallas residents can benefit from their local branch without an undue cost burden (replacement fees for lost items and processing fees still apply). This change will

QUALITY OF LIFE

result in a \$150,000 reduction in revenue for the City, which DPL will offset with staffing changes.

Opening new facilities

The City is adding more than \$1.1 million over the biennial to fund operations and maintenance at two libraries, bringing the total number of libraries to 30. The budget includes funding for the new Vickery Branch Library, scheduled to open November 2020, and for the replacement Forest Green Branch Library, scheduled to open April 2021. The original Forest Green branch opened in 1976 and was the smallest of all the Dallas libraries—the new state-of-the-art facility will continue to serve this community for years to come.

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

DALLAS IS SETTING THE STANDARD FOR SERVICE DELIVERY

In the last five Community Surveys, the City has outpaced the average satisfaction index for large U.S. communities by at least seven points, and 72 percent of residents rated the overall quality of life in Dallas as “excellent” or “good.” Resident satisfaction with our employees’ courtesy, knowledge, and responsiveness is also above the national average. But, we know we can do better—that’s why this year’s budget focuses on continuous improvement and innovation.

STRENGTHENING THE CULTURE OF ETHICS

Holding employees to a high ethical standard is important to the City because it’s important to our residents. The Code of Ethics 12A, Section 45, requires that all active City employees receive ethics training at least once every two years. To reach all employees successfully, the Office of Ethics & Compliance will create a new online training module for Council members, board and commission members, and employees.

To strengthen this culture of ethics, the Office is also creating the Values Ambassador Program. Values Ambassadors are full-time City employees from various departments who will devote four to six hours per month to reinforce the four values of service, including ethics. Through presentations and training at staff meetings and implementation of an employee recognition program, these employee-leaders will highlight and celebrate ethical behavior throughout the organization.

INVESTING IN OUR EMPLOYEES

Raising the minimum wage and lowering health benefit premiums

To ensure we attract and retain the best talent, we are raising starting pay in FY 2019-20 to \$13.00 per hour for full-time permanent City employees and to \$12.21 for part-time and temporary employees, \$0.50 per hour more than the MIT living wage. In FY 2020-21, starting pay for full-time permanent employees will increase to \$14.00 per hour. We will also continue providing merit raises to full-time employees, averaging three percent.



Credit: Public Affairs and Outreach

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

To provide all City employees with an equitable and affordable opportunity to participate in a quality health benefits program, we are introducing a tiered contribution plan. Monthly premium payments will vary based on an employee's annual salary, and employees earning less than \$66,000 a year will pay less in FY 2019-20 than they did in FY 2018-19. Employees earning more than \$66,000 will pay the same rate as they do under the current plan.

Additionally, this budget will increase survivor's benefits to \$75,000 from \$50,000. Every employee receives this life insurance coverage. Employees can purchase more but providing peace of mind to our employees and their families through this basic coverage is important to the City.

Finding up-and-coming talent

In FY 2018-19, Human Resources launched an undergraduate and graduate intern program to create a career pipeline into permanent professional-level positions in the City by employing interns with bachelor's and master's degrees to work on strategic projects throughout the city. Last year, this program was funded with vacancy savings, and because of its success, we are allocating \$150,000 in FY 2019-20 to fund 20 intern positions.

TAKING AN ENTERPRISE APPROACH TO INCREASE ACCOUNTABILITY

Celebrating Community Development

In May 2019, the National Community Development Association selected the City of Dallas as a John A. Sasso Award recipient. The award recognizes outstanding community engagement and outreach to promote the Community Development Block Grant and HOME Investment Partnerships programs during National Community Development Week. The Office of Budget's Grants Management division was specifically recognized for its best practices in this effort.

To increase accountability, transparency, and consistency in how the City manages its contracts, we are establishing a new contract management program under the oversight of the Chief Financial Officer. As part of the program, contracts for goods and services will be housed in a centralized system of record. Additionally, each department will identify a single point of contact responsible for its contracts who will take part in a new Contracting Officer Representative training program, including certifications to strengthen oversight skills. Other updates will include the creation of a new contract compliance team co-led by the Office of Procurement Services and City Controller's Office, contract compliance monitoring plans and audits, and automated reports to detect and resolve irregularities.

In addition, we are taking a big-picture approach to technology projects throughout the City by funneling all proposals through the IT Governance Board. This committee, composed of executive management, will review, prioritize, and schedule \$3 million in General Fund projects this year, balancing the needs of

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

multiple departments while ensuring access, security, and stability in the City's technology investments.

Ultimately, these efforts will serve the best interests of Dallas residents by ensuring we get what we pay for—contracts and projects completed accurately, on time, and within budget.

CRUNCHING THE NUMBERS

We strive to be an innovative organization that uses public resources efficiently and effectively. To that end, we plan to cultivate the use of data and evidence-based decision making throughout the City under the leadership of the Office of Innovation (INO). This year, we are adding three staff members to the office, for a total of eight. The team will be tasked with establishing a Citywide data analytics ecosystem and gathering, processing, analyzing, and sharing data across the organization and with the public.

These activities include the launch of a Data Academy for nearly 250 employees in data-centric roles across 18 departments, as well as providing technical assistance to departments without data analysts. The team will also build a community of practice and conduct analytics projects in alignment with City Council priorities. Additionally, Information and Technology Services (ITS) has been actively developing a Business Intelligence team and platform to help the City identify ways to leverage data in decision making and share data appropriately while maintaining security and privacy for the City and our residents. By partnering with the public, the City will become smarter, more efficient, and more effective in delivering services and programs to constituents.

REDUCING OUR ENERGY CONSUMPTION AND COSTS

City Council adopted a Green Energy Policy in April 2019 to demonstrate the City's commitment to clean and efficient energy use. The City already uses 100 percent renewable energy for all municipal operations, and Building Services recently updated its electricity contract, reducing energy costs by \$7.7 million for next year. To build on this success, Building Services is implementing an energy management system that will ensure we continually and intentionally assess energy use and opportunities for energy reduction.

Best Climate Practices

Dallas was one of five large cities to receive an honorable mention award at the U.S. Mayors' Climate Protection Awards in June 2019 for its Green Energy Policy.

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

OPTIMIZING OUR FLEET

In December 2018, Equipment and Fleet Management (EFM) presented recommendations from the fleet optimization study to City Council. The study assessed the efficiency of the City's fleet management and operations in EFM, as well as other departments that own or maintain vehicles. Among other findings, the study estimated the City would need \$300 million to replace all eligible fleet in the next five years. This budget provides \$55 million to meet those needs, primarily through the master lease program and use of equipment notes. Fleet replacement will include police squad cars, fire trucks, ambulances, sanitation collection equipment, and other general-purpose fleet. This increase in fleet health will enhance productivity in infrastructure repairs like traffic signals, roads, and alleys, upkeep of recreational facilities, and public safety.



Credit: Public Affairs and Outreach



ASKING ALL RESIDENTS TO PARTICIPATE IN CENSUS 2020

The City is asking all Dallas residents to participate in Census 2020. To do our part to assist in this important effort, the City has a dedicated coordinator providing administrative and logistic support to the Mayor's Complete Count Committee, a group of residents working with the City and the federal government on outreach

efforts to encourage local participation in the Census.

Census data helps us understand the characteristics of our community, from age to ethnicity to income and education levels. It also informs research such as the Equity Indicators project, which helps the public and policy makers understand where inequities exist within our community. Census data can be used to determine which areas of town need the most assistance and where the community is primed for growth. It also allows for expansion of services through proper planning—like parks, public safety, libraries, and social services. Further, census data is used to set federal funding levels for senior care, children's programming, and much more.

FIVE-YEAR FORECAST

GENERAL FUND

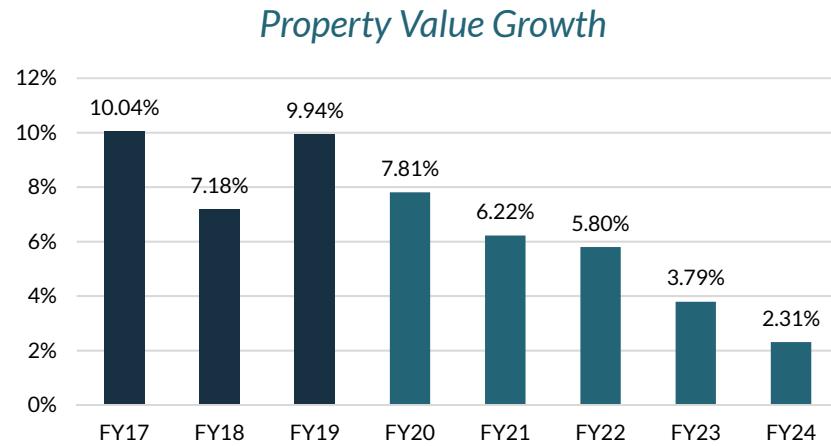
The Five-Year Forecast provides an early look at potential gaps between revenue and expenses. The forecast and biennial budget are financial planning tools to project the long-term fiscal sustainability of policy decisions. Many of the assumptions, projections, and cost estimates are based on early and preliminary information, and as such, will change in future years.

The City's financial position is directly linked to the local, national, and global economies. Overall, the national economy is expected to slow. Consumer spending continues to drive the overall economy, a factor likely bolstered by the 2017 tax cut, but offset slightly by the impact of U.S. tariffs and the foreign response. The Dallas area economy continues to outperform the nation, and continued overall growth is expected, although slowing for retail and real estate.

Revenue projections detailed below focus primarily on property and sales tax revenue, which account for 77.4 percent of General Fund revenue in FY 2019-20. The projections are based on an analysis of variables including job growth, wage growth, employment growth, housing supply, mortgage rates, and historical trends.

PROPERTY TAXES

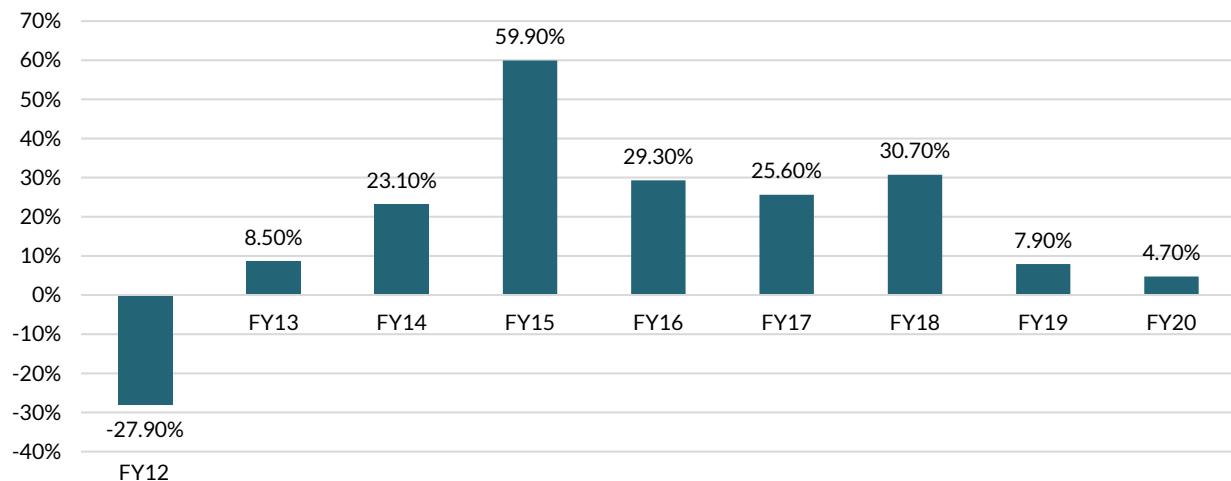
Property taxes are levied on net assessed value, which includes locally assessed real property, improvements, and personal property less exemptions. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, exemptions, legislative changes, and construction activity. Market and growth estimates are based on historical trends. Property tax values increased 7.81 percent in FY 2019-20 with significant growth in the commercial and residential categories.



New commercial and residential construction growth is expected to remain strong next year, with high-end multifamily and office construction continuing as the leading contributors. Compared year-over-year, new construction has grown an average of 23.7 percent since the decline in FY 2011-12. Modest new construction growth is expected in future years.

FIVE-YEAR FORECAST

New Construction Value Growth



Property tax revenue may be capped in FY 2020-21 because of the Texas Reform and Transparency Act of 2019 (Senate Bill 2), passed by the 86th Texas Legislature. The bill lowers the City property tax rollback rate (now called the “voter-approval” rate) to 3.5 percent, with an automatic election required to exceed that percentage. The growth rate excludes new construction from the 3.5 percent cap.

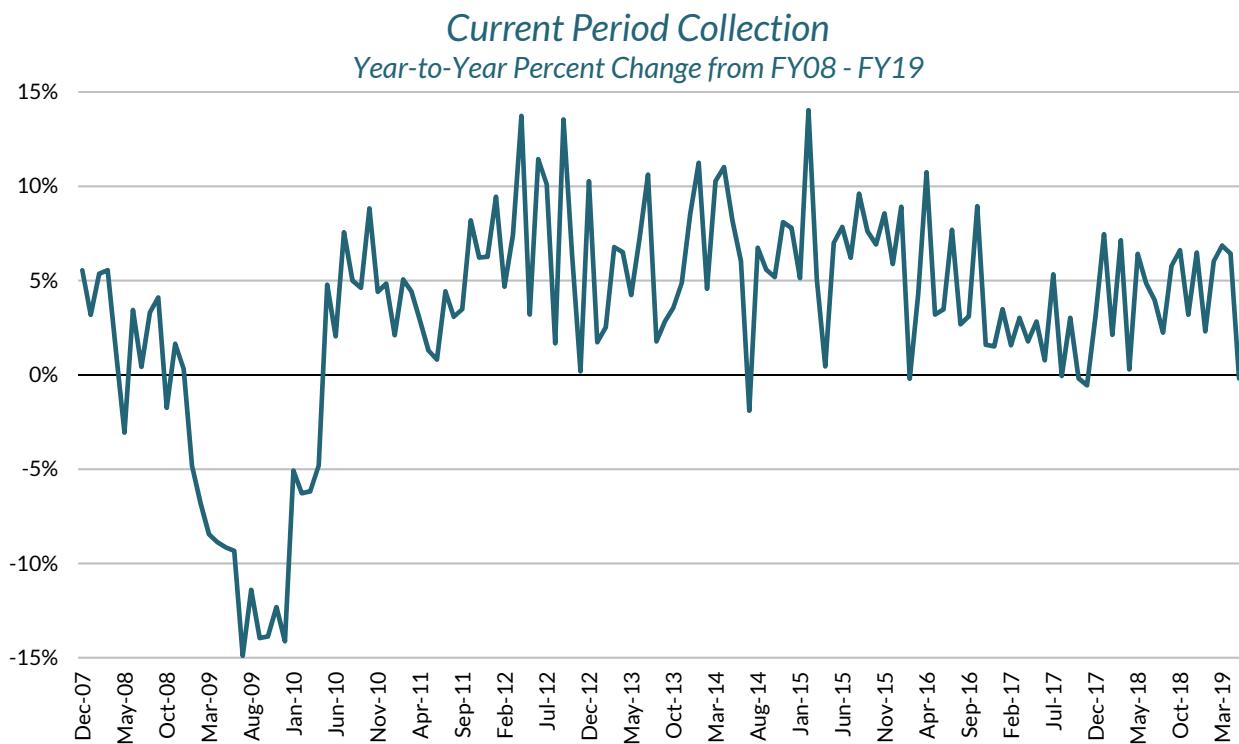
Today, cities are capped at eight percent growth and subject to a rollback election only if the adopted tax rate exceeds the cap and voters successfully petition for an election. Historically, the City has not adopted a tax rate above the eight percent rollback rate. The forecast assumes a modest 6.22 percent growth in FY 2020-21.

SALES TAX

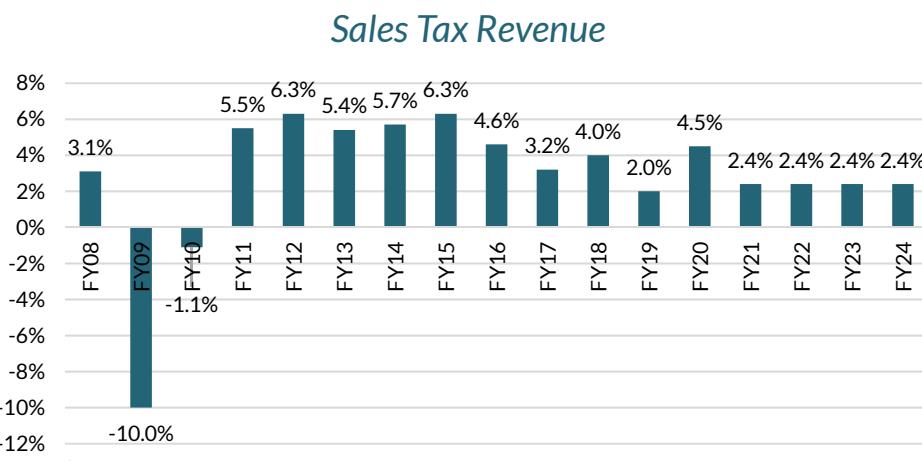
The City collects 8.25 percent on taxable goods or services sold within the city limits. Of the 8.25 percent collected, the state retains 6.25 percent and distributes one percent to the City and one percent to Dallas Area Rapid Transit (DART).

Sales tax revenue is the most volatile revenue the City’s General Fund collects. After declines in sales tax revenue from FY 2007-08 to FY 2009-10 due to the recession, year-over-year collections improved (starting in FY 2010-11), and collections have improved every year since. The chart below reflects month-over-month volatility.

FIVE-YEAR FORECAST



Actual receipts from the most recent 12 months are \$315.2 million, 4.5 percent more than the previous 12 months. The forecast assumes moderate sales tax growth of 2.4 percent during the forecast period.



OTHER REVENUE

Other revenue consists of revenues collected from various sources including franchise revenues, licenses and permits, intergovernmental, fines and forfeitures, charges for services, and miscellaneous. Franchise fees are charged to utilities that use the City's rights-of-way to provide their service. The fees are typically calculated as a percentage of the companies' gross receipts. Revenue projections for franchise fees are projected to grow

FIVE-YEAR FORECAST

one percent during the forecast period, and other revenues are forecast to remain flat with no variances projected.

EXPENDITURES

Expenditure projections focus on personnel services, supplies, contracts, and capital. Personnel services reflect projections for salaries, medical benefits, and retirement. Supplies and materials, services, and charges include costs required to support utilities, fuel, fleet, risk management, information technology, infrastructure, and contributions to outside agencies.

PERSONNEL SERVICES

Personnel services expenditure projections assume a constant level of staffing for civilian employees, and a three percent merit increase annually. Sworn salary projections are based on the negotiated three-year Meet and Confer agreement, which must still be approved by City Council. The agreement moves uniform staff to a market-based salary structure and raises the starting salary of a Police Officer/Firefighter to \$61,367 from \$60,000 annually and includes market adjustments in the second and third year of the agreement for all ranks.

Projected future pension costs for Police and Fire-Rescue reflect the minimum contributions the City is required to fund for police and fire pension as enacted by the Texas State Legislature through House Bill (HB) 3158. HB 3158 changed the City's contribution rate to 34.5 percent, changed computation categories, and requires a minimum contribution by the City of more than the calculated rate. The table reflects the City's minimum contribution by fiscal year.

Fiscal Year	Minimum City Contribution
FY 2017-18	\$150,712,800
FY 2018-19	\$156,818,700
FY 2019-20	\$161,986,377
FY 2020-21	\$165,481,401
FY 2021-22	\$169,023,200
FY 2022-23	\$165,659,700
FY 2023-24	\$168,856,000

The Police and Fire-Rescue departments are focused on aggressive recruitment, and the forecast assumes 3,064 sworn police officers and 1,966 sworn fire-rescue officers by October 1, 2021, as well as reserve funding for additional officers if recruitment and retention initiatives are successful. Other personnel service expenditures, such as civilian pension, are forecast to remain flat, and worker's compensation insurance is projected to increase three percent during the forecast period. The forecast assumes a seven percent increase in employee health benefits from FY 2020-21 to FY 2022-23.

FIVE-YEAR FORECAST

OTHER EXPENSES

Consumer Price Index	
Year	YOY Increase (December)
2012	1.5%
2013	1.3%
2014	0.5%
2015	0.4%
2016	1.9%
2017	2.0%
2018	1.8%

Growth rates for supplies, contractual services, and capital outlay are forecast to increase 1.9 percent based on the three-year average of the Consumer Price Index (CPI). The forecast includes \$61.8 million in FY 2019-20 (a 19 percent increase compared to \$51.8 million in FY 2018-19) for the required tax increment financing (TIF) payment and an additional \$4.3 million for master lease. Additionally, the forecast assumes continued focus on infrastructure with an additional \$3 million allocated to pay-as-you-go street and alley funding from FY 2021-22 to FY 2023-24, \$1.6 million for capital operating and maintenance, and \$10 million for facility maintenance from FY 2021-22 to FY 2023-24.

FUND BALANCE

The City's Financial Management Performance Criterion #2 states "the unassigned fund balance of the General Fund shall be maintained at a level not less than 40 days of the General Fund operating expenditures less debt service." The establishment and maintenance of a financial reserve policy is critical to prudent financial management. The projection reflects unassigned fund balance at 40+ days of the General Fund operating expenditures during the forecast period. The General Fund is forecast to be out of structural balance in FY 2021-22, as can be seen in the table on the next page. Although that is what is forecast, the City will not allow that to occur, and actions will be taken to secure a structural balance through budget reductions, revenue increases, or other corrective actions.

FIVE-YEAR FORECAST

General Fund (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Property Tax	\$787.4	\$835.9	\$884.0	\$917.2	\$938.3
Sales Tax	\$325.6	\$333.4	\$341.4	\$349.6	\$358.0
Franchise Fees	\$102.2	\$100.4	\$101.4	\$102.5	\$103.5
Other Revenue	\$223.0	\$218.6	\$218.6	\$218.6	\$218.6
Total Revenues	\$1,438.2	\$1,488.3	\$1,545.4	\$1,587.8	\$1,618.3
Civilian Pay & Overtime	\$248.1	\$258.1	\$265.9	\$273.8	\$282.0
Civilian Pension	\$35.3	\$36.6	\$37.7	\$38.8	\$40.0
Uniform Pay & Overtime	\$495.1	\$522.8	\$549.4	\$560.2	\$575.1
Uniform Pension	\$164.5	\$171.5	\$173.1	\$176.7	\$181.6
Health Benefits	\$70.0	\$72.6	\$77.6	\$83.1	\$88.9
Other Personnel Services	\$27.9	\$26.5	\$26.5	\$26.5	\$26.5
Personnel Services	\$1,040.9	\$1,088.1	\$1,130.1	\$1,159.1	\$1,194.0
Supplies	\$82.7	\$77.4	\$84.0	\$85.1	\$86.2
Contractual	\$389.9	\$402.0	\$404.0	\$406.0	\$408.1
Capital Outlay	\$14.8	\$11.2	\$11.2	\$11.2	\$11.2
Reimbursements	\$(90.2)	\$(90.5)	\$(90.5)	\$(90.5)	\$(90.5)
Other	\$0	\$0	\$21.4	\$22.6	\$23.6
Total Expenditures	\$1,438.1	\$1,488.2	\$1,560.2	\$1,593.6	\$1,632.7
Change in Balance Sheet	\$3.0	\$1.5	\$0	\$0	\$0
Ending Fund Balance	\$223.0	\$224.6	\$209.8	\$204.1	\$189.6
Days of Reserve	56.6	55.1	49.1	46.7	42.4

FIVE-YEAR FORECAST

OUTLOOK

The City's Financial Performance Management Criterion #18 states "management will project revenues and expenditures annually for at least five years beyond the current year for the General Fund and each Enterprise Fund of the City." The five-year forecast is presented for the following Enterprise Funds:

- Aviation
- Convention and Event Services
- Dallas Water Utilities (DWU)
- DWU – Storm Drainage Management
- Municipal Radio
- Sanitation Services
- Sustainable Development and Construction

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AVIATION

The Department of Aviation manages Love Field, Dallas Executive Airport, and the Dallas Vertiport. Dallas Love Field is one of the busiest medium-hub air carrier/general aviation airports in the world and has experienced unprecedented growth in passenger traffic since the repeal of the Wright Amendment in 2014. The airport continues to grow and create an innovative airport experience and a positive economic impact.

Forecast Highlights

- Airport concessionaires (parking, rental car, food and beverage, and retail) and terminal rents from tenants are projected to decrease six percent in FY 2019-20 compared to \$59.2 million in FY 2018-19 because of the completion of the Checked Baggage Resolution Area project, which led to reduced revenue collection from airlines.
- Revenue from airline landing fees is expected to climb by 53 percent compared to \$21.9 million in FY 2018-19 due to enactment of General Aviation landing fees.
- Rental on Airport revenue is expected to increase five percent compared to \$998,000 in FY 2018-19 due to increased hangar and ground rents at Dallas Executive Airport.
- Other revenues are expected to decrease by 16 percent due to reduced collection of \$929,000 in fuel flowage fees. The enactment of General Aviation landing fees eliminated fuel flowage charges for these flights. As a result, Dallas Love Field no longer collects this revenue.

Aviation (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Rental on Airport	\$57.6	\$58.4	\$59.3	\$60.2	\$61.1
Concessions	\$61.1	\$61.2	\$62.1	\$63.0	\$64.0
Landing Fees	\$33.5	\$33.5	\$34.0	\$34.5	\$35.0
Other	\$5.7	\$6.1	\$6.2	\$6.2	\$6.3
Total Revenues	\$157.9	\$159.2	\$161.5	\$164.0	\$166.4
Personnel Services	\$24.2	\$25.3	\$27.0	\$28.2	\$29.6
Supplies/Contractual	\$134.4	\$136.2	\$137.6	\$138.9	\$140.3
Capital/ Reimbursements	\$(0.70)	\$(2.3)	\$(2.3)	\$(2.3)	\$(2.4)
Total Expenditures	\$157.9	\$159.2	\$162.2	\$164.8	\$167.5
Ending Fund Balance	\$5.6	\$5.6	\$5.4	\$5.1	\$4.5

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CONVENTION AND EVENT SERVICES

The Kay Bailey Hutchison Convention Center (KBHCC) is one of the nation's largest convention centers, and the first named for a woman. The tourism and travel industry is an important element of the Dallas economy and serves as an economic driver for North Texas, bringing millions of visitors to the region annually. The Convention Center's largest revenue source comes from its portion of the Hotel Occupancy Tax. The City receives seven percent of the 13 percent of the room rate charged within the City limits.

Forecast Highlights

- Food and beverage, space rental, and electrical charges, which constitute 25 percent of KBHCC's revenue, are projected to increase due to enhanced services provided by the newly engaged management company and because of major shows, like the National Cheerleaders Association High School National Championship and the Mecum Auto Auction, and large citywide events, such as the Keller Williams Family Reunion and USA Volleyball Girls Junior National Championships.
- Hotel Occupancy and Alcohol Beverage taxes are projected to increase by 4.5 percent in FY 2019-20 and 4.0 percent in FY 2020-21.
- Major expenditures in FY 2019-20 and FY 2020-21 include payments to VisitDallas and transfers to the Office of Arts and Culture.
- FY 2019-20 includes a \$16 million transfer to capital to address outstanding infrastructure needs and maintain competitiveness.

Convention and Event Services (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Hotel Occupancy Tax	\$66.4	\$66.4	\$69.5	\$72.6	\$75.8
Alcohol Beverage Tax	\$14.4	\$14.4	\$15.0	\$15.6	\$16.2
Contract Services/ Other	\$33.6	\$33.6	\$35.2	\$36.9	\$38.6
Total Revenues	\$114.4	\$114.4	\$119.7	\$125.1	\$130.6
Personnel Services	\$2.7	\$2.8	\$3.0	\$3.1	\$3.2
Supplies/Contractual	\$111.7	\$111.6	\$116.6	\$122.0	\$127.5
Total Expenditures	\$114.4	\$114.4	\$119.6	\$125.1	\$130.7
Ending Fund Balance	\$39.2	\$39.2	\$39.2	\$39.2	\$39.2

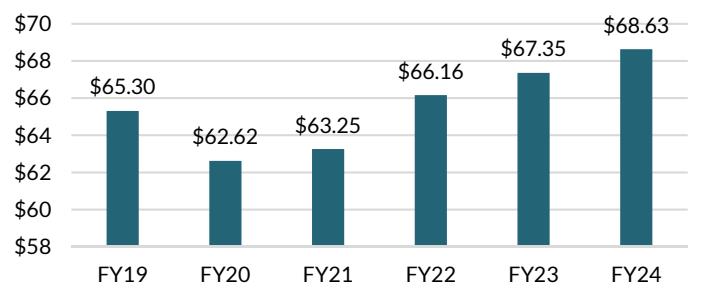
FIVE-YEAR FORECAST

DALLAS WATER UTILITIES

Dallas Water Utilities (DWU) is owned and operated by the City as a self-supporting Enterprise Fund, and it receives revenues through the sale of water and wastewater services. In FY 2018-19, Dallas Water Utilities and Storm Drainage Management were combined. By consolidating storm drainage, water supply, and wastewater utilities, Dallas aligned with national standards and now takes a holistic approach to planning, operating, and future needs. Compliance activities and drainage system operation and maintenance activities continue in the new “one water” system.

The table reflects the water and wastewater utilities forecast. There are no proposed retail revenue increases in FY 2019-20 (as in FY 2018-19) because of the Sabine River Authority/Lake Fork dispute settlement. Retail revenue increases will average less than three percent in FY 2020-21, FY 2021-22, and FY 2022-23. This will cover higher personnel costs, additional payments to connect Lake Palestine to the Dallas water supply system, and Dallas’ share of the Lake Lewisville Dam repairs.

Residential Monthly Fee



Forecast Highlights

- Add three new positions in FY 2019-20 to enhance operations at the East Side Water Treatment Plant.
- Implement wholesale customer paybacks of \$6.3 million each year projected in FY 2018-19 through FY 2020-21.

FIVE-YEAR FORECAST

Dallas Water Utilities (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Water Retail	\$303.2	\$306.7	\$324.4	\$328.6	\$335.1
Water Wholesale	\$92.3	\$92.9	\$96.8	\$98.7	\$100.7
Wastewater Retail	\$235.5	\$245.6	\$259.7	\$263.1	\$268.4
Wastewater Wholesale	\$12.8	\$12.4	\$10.6	\$10.9	\$11.1
Other	\$26.6	\$26.1	\$23.2	\$23.2	\$23.3
Total Revenues	\$670.4	\$683.7	\$714.7	\$724.5	\$738.6
Personnel Services	\$110.6	\$112.8	\$114.2	\$117.7	\$119.9
Supplies/Contractual	\$575.0	\$603.5	\$613.1	\$619.7	\$631.2
Capital/ Reimbursements	\$(4.4)	\$(4.6)	\$(4.6)	\$(4.6)	\$(4.6)
Total Expenditures	\$681.2	\$711.7	\$722.7	\$732.8	\$746.5
Ending Fund Balance	\$127.8	\$99.8	\$91.9	\$83.4	\$75.7

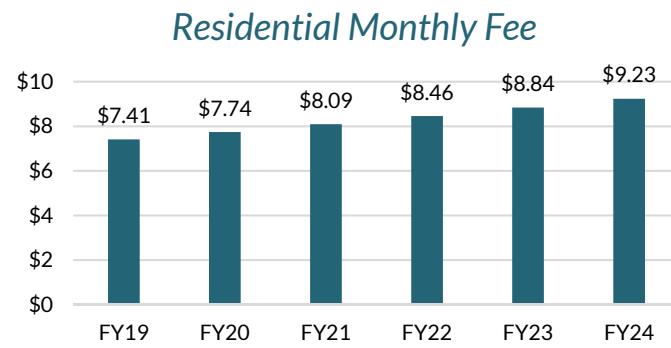
FIVE-YEAR FORECAST

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

Dallas Water Utilities – Storm Drainage Management (SDM) is owned and operated by the City as a self-supporting enterprise fund and receives revenues through monthly stormwater fees. These fees support the cost of compliance with the City's storm drainage discharge permit with the Texas Commission on Environmental Quality (TCEQ), operation, maintenance, and enhancement of the levee system.

Forecast Highlights

- Stormwater revenue is projected to grow 4.5 percent each year during the forecast period.
- The FY 2019-20 budget includes an enhancement of \$2.5 million to add 32 FTEs and contract services to expand operational and maintenance activities associated with the Neighborhood Drainage Program.
- Increases in FY 2020-21 through FY 2020-24 will cover utility operations, reserve balances, and debt service coverage consistent with DWU water and wastewater framework.



Dallas Water Utilities – Storm Drainage Management (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Total Revenues	\$60.9	\$63.7	\$66.5	\$69.5	\$72.7
Personnel Services	\$16.7	\$16.7	\$16.7	\$17.3	\$17.9
Supplies/Contractual	\$44.3	\$47.1	\$49.9	\$52.3	\$54.9
Capital/ Reimbursements	\$(0.01)	\$(0.01)	\$(0.01)	\$(0.01)	\$(0.01)
Total Expenditures	\$60.9	\$63.7	\$66.5	\$69.5	\$72.7
Ending Fund Balance	\$12.7	\$12.7	\$12.8	\$12.8	\$12.8

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MUNICIPAL RADIO

WRR is owned and operated by the City. It was the first licensed broadcast station in Texas and the second broadcast station issued a commercial license in the U.S. The station provides 24-hour broadcasting that includes classical music and other select programming. WRR is funded solely by advertising revenue.

Municipal Radio (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Total Revenues	\$2.1	\$2.2	\$2.2	\$2.3	\$2.4
Personnel Services	\$1.2	\$1.2	\$1.3	\$1.3	\$1.4
Supplies/Contractual	\$0.9	\$0.9	\$0.9	\$0.9	\$0.9
Total Expenditures	\$2.1	\$2.1	\$2.2	\$2.2	\$2.3
Ending Fund Balance	\$0.85	\$0.90	\$0.94	\$0.97	\$1.0

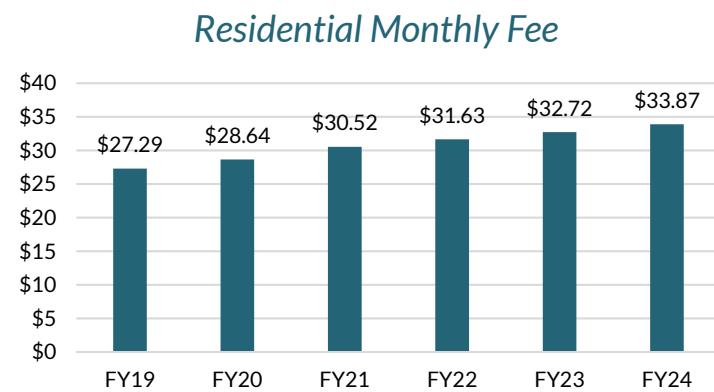
FIVE-YEAR FORECAST

SANITATION SERVICES

Sanitation Services (SAN) serves approximately 240,000 households in Dallas, and it provides programs and services that effectively and efficiently manage municipal solid waste. In addition to providing customers with reliable solid waste collection, SAN operates and maintains the McCommas Bluff Landfill and three transfer stations.

Forecast Highlights

- SAN anticipates residential fee increases in future years, primarily related to increased personnel costs (merit, overtime, and health care costs), contract labor costs related to living wage increases, fuel, equipment maintenance, debt costs to address an aging fleet, and an increase in the City's internal technology costs.
- The residential monthly fee in FY 2019-20 is projected to increase by 4.95 percent to \$28.64 from \$27.29 per month in FY 2018-19. The FY 2020-21 fee is projected to increase by 6.57 percent to \$30.52.
- To meet increased operational demands and ongoing regulatory requirements, the FY 2019-20 gate rate at McCommas Bluff Landfill is increasing by 8.57 percent to \$28.50 per ton from \$26.25 in FY 2018-19. The FY 2020-21 gate rate is projected to increase by five percent to \$29.92 per ton.
- The transfer to the Sanitation Capital Improvement Fund increases by \$3 million in FY 2019-20 and \$1 million in FY 2020-21 for current and long-term equipment and infrastructure needs. Over the next five years, SAN plans to continue updating and replacing aging fleet, procuring technology for safety and efficiency initiatives, and addressing needed infrastructure repairs and improvements.
- FY 2020-21 includes a \$1.7 million transfer to the proposed new Sanitation Closure and Post-Closure Reserve Fund to address the long-term closure and post-closure liability issue. This transfer is planned as an annual transfer for the remaining life of the McCommas Bluff Landfill. This transfer will be supported by a new Environmental and Post-Closure fee.



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	Sanitation Services (\$ in millions)				
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Residential Collection	\$86.9	\$92.4	\$95.3	\$98.4	\$101.6
Landfill Revenue	\$32.4	\$36.2	\$37.0	\$39.3	\$41.0
Other	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8
Total Revenues	\$120.1	\$129.4	\$133.1	\$138.5	\$143.4
Personnel Services	\$38.3	\$39.9	\$41.3	\$42.8	\$44.4
Supplies/Contractual	\$84.0	\$91.7	\$92.0	\$95.9	\$99.2
Capital/Reimbursements	\$(0.2)	\$(0.2)	\$(0.2)	\$(0.2)	\$(0.2)
Total Expenditures	\$122.1	\$131.4	\$133.1	\$138.5	\$143.4
Ending Fund Balance	\$22.4	\$20.4	\$20.4	\$20.4	\$20.4

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SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Sustainable Development and Construction provides plan review services for commercial and residential development and redevelopment projects, issues construction and trade permits, and processes Certificates of Occupancy applications for new and existing businesses. While fears of an economic downturn seem to be growing nationally, Dallas continues to show steady gains in both the number of building permits issued and their valuation. Revenues are forecast to increase modestly in the near-term.

Forecast Highlights

- Technology and facility enhancements projected in the coming years are supported primarily by fund balance.
- The addition of 11 new positions is projected over the next five years to further enhance service delivery and come in line with Insurance Service Office (ISO)-recommended standards for the Building Code Effectiveness Grading schedule.

Sustainable Development and Construction (\$ in millions)					
	FY 2019-20 Budget	FY 2020-21 Planned	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned
Building Plan Review	\$15.9	\$16.1	\$16.1	\$16.2	\$16.3
Building Permit Remodel	\$17.0	\$17.1	\$17.2	\$17.3	\$17.4
Other	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
Total Revenues	\$33.5	\$33.8	\$33.9	\$34.1	\$34.3
Personnel Services	\$23.3	\$24.0	\$24.2	\$25.0	\$25.8
Supplies/Contractual	\$12.4	\$12.4	\$12.0	\$12.1	\$12.0
Capital/ Reimbursements	\$(1.1)	\$(1.1)	\$(1.2)	\$(1.2)	\$(1.2)
Total Expenditures	\$34.5	\$35.3	\$35.0	\$35.9	\$36.6
Ending Fund Balance	\$45.2	\$43.5	\$42.5	\$40.7	\$38.4