

Memorandum



CITY OF DALLAS

DATE February 1, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report**

On February 4, 2019, the Office of Budget will brief the Government Performance & Financial Management Committee on the Budget Accountability Report (BAR) based on information through December 31, 2018. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report. The report is attached for your review.

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


M. Elizabeth Reich
Chief Financial Officer

[Attachment]

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

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



DECEMBER 2018
**BUDGET
ACCOUNTABILITY
REPORT**

PREPARED BY THE
OFFICE OF BUDGET

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Dallas, TX 75201

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EXECUTIVE SUMMARY

Financial Forecast Report

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

✓ YE forecast within 5% of budget

! YE forecast within 6-10% of budget

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

Dallas 365

✓ 23

On Track

! 5

Caution

✗ 7

Needs
Improvement

Budget Initiative Tracker

○ 2

Complete

✓ 40

On Track

! 2

Caution

✗ 0

Cancelled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 2018, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2018, effective October 1 through September 30. The Amended Budget column reflects City Council-approved transfers between funds and programs, approved use of contingency, and other amendments supported by revenue or fund balance.

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

General Fund Overview

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$182,017,646	\$0
Revenues	1,365,966,274	1,366,121,406	286,748,746	1,371,750,431	5,629,025
Expenditures	1,365,966,274	1,366,121,406	281,742,718	1,364,368,441	(1,752,966)
Ending Fund Balance	\$182,017,646	\$182,017,646		\$189,399,637	\$7,381,992

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of December 31, 2018, the YE forecast beginning fund balance represents the FY 2017-18 unaudited unassigned projected ending fund balance and does not reflect anticipated additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019.

Revenues. Through December 31, 2018, General Fund revenues are projected to be \$5,629,000 over budget. This is primarily due to forecasted increases in Safelight fines and interest revenue based on current trends.

Expenditures. Through December 31, 2018, General Fund expenditures are projected to be below budget by \$1,753,000. At this point in the fiscal year, most departments are forecasted to be at budget. Some departments are under budget as a result of vacancies.

Amendments. The General Fund budget was amended on:

- November 14, 2018, by Council Resolution No. 18-1641 in the amount of \$155,000 for services for the District 4 runoff election.

Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category ¹	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$185,450,027	\$727,886,279	\$0
Sales Tax	311,645,016	311,645,016	49,630,795	311,645,016	0
Franchise and Other	133,347,988	133,347,988	29,521,926	133,348,228	240
Charges for Service	110,146,088	110,146,088	12,237,447	111,685,565	1,539,477
Fines and Forfeitures ²	34,244,958	34,244,958	5,099,746	36,119,695	1,874,737
Operating Transfers In ³	24,823,767	24,978,899	155,132	24,916,587	(62,312)
Intergovernmental	9,563,291	9,563,291	200,673	9,423,231	(140,060)
Miscellaneous ⁴	6,320,104	6,320,104	2,318,845	7,031,316	711,212
Licenses and Permits	5,670,499	5,670,499	1,555,210	5,785,340	114,841
Interest ⁵	2,318,284	2,318,284	578,945	3,909,174	1,590,890
Total Revenue	\$1,365,966,274	\$1,366,121,406	\$286,748,746	\$1,371,750,431	\$5,629,025

VARIANCE NOTES

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

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

2 Fines and Forfeitures. Fines and Forfeitures revenues are forecast to be \$1,874,000 over budget primarily due to increased Safelight citations.

3 Operating Transfers In. The revenue budget for Operating Transfers In was amended on November 14, 2018, by Council Resolution No. 18-1641 for services related to the District 4 runoff election.

4 Miscellaneous. Miscellaneous revenues are forecast to be \$711,000 over budget, primarily due to facility rental fees.

5 Interest. Interest revenue is forecast to be \$1,591,000 over budget based on current trends.

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,344,527	\$240,495,842	\$48,009,838	\$236,324,167	(\$4,171,675)
Civilian Overtime	6,660,128	6,660,128	1,986,198	7,900,602	1,240,474
Civilian Pension	35,070,258	34,947,747	6,956,286	34,328,721	(619,026)
Uniform Pay	423,709,510	423,709,510	94,594,632	423,700,883	(8,627)
Uniform Overtime	39,354,268	39,354,268	11,001,779	38,999,690	(354,578)
Uniform Pension	159,002,901	159,002,901	32,533,369	159,002,901	0
Health Benefits	68,816,185	68,816,185	13,378,730	68,816,185	0
Workers Comp	10,508,446	10,508,446	0	10,508,446	0
Other Personnel Services	12,666,100	12,644,950	2,759,484	12,880,333	235,383
Total Personnel Services ¹	997,132,323	996,139,977	211,220,315	992,461,928	(3,678,049)
Supplies ²	77,884,269	77,955,378	14,146,177	79,619,000	1,663,621
Contractual Services ³	366,535,382	367,419,869	55,500,553	367,850,086	430,217
Capital Outlay ⁴	13,617,618	13,724,618	1,561,359	13,846,813	122,195
Reimbursements ⁵	(89,203,318)	(89,118,436)	(685,685)	(89,409,386)	(290,950)
Total Expenditures	\$1,365,966,274	\$1,366,121,406	\$281,742,718	\$1,364,368,441	(\$1,752,966)

1 Personnel Services. Current year-end forecast is \$3.7 million below budget primarily due to civilian vacancy savings that fully offset the overrun in civilian overtime. Uniform overtime YE forecast assumes \$355,000 projected savings for Dallas Fire-Rescue. Uniform pension YE forecast equals budget and includes the \$156.8 million contribution required to fund the Police and Fire Pension as enacted by the Texas State Legislature through House Bill 3158 and additional funding for supplemental pension.

2 Supplies. Current YE forecast is \$1.6 million over budget primarily due to higher than budgeted Park and Recreation gas and water expenses, greater than budgeted Office of Cultural Affairs gas payments and furniture expenses, and greater usage of medical-surgical supplies by Dallas Animal Services.

3 Contractual Services. Current YE forecast is \$430,000 over budget primarily due to contract temporary help and day labor expenses by Dallas Animal Services, which are fully offset by salary savings.

4 Capital Outlay. Current YE forecast is \$122,000 over budget due to the purchase of vehicles for the Safelight group.

5 Reimbursements. General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current YE forecasts are \$291,000 greater than budget, primarily due to a higher-than-budgeted reimbursement to Dallas Fire-Rescue from Aviation for costs of operation of Aircraft Rescue and Fire Fighting stations at Dallas Executive Airport and Dallas Love Field.

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure By Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services	\$22,729,907	\$22,729,907	\$6,207,454	\$22,729,907	\$0
City Attorney's Office	18,348,876	18,348,876	3,589,466	18,348,876	0
City Auditor's Office	3,367,314	3,367,314	590,343	3,272,539	(94,775)
City Controller's Office	6,768,899	6,768,899	1,530,007	6,758,574	(10,325)
Independent Audit	917,892	917,892	0	917,892	0
City Manager's Office	2,787,305	2,787,305	499,012	2,766,967	(20,338)
City Secretary ¹	4,350,544	4,505,676	674,568	4,490,995	(14,681)
Civil Service	3,241,621	3,241,621	563,172	3,241,621	0
Code Compliance	31,635,395	31,635,395	6,243,136	31,635,395	0
Court Services	23,314,074	23,314,074	3,377,691	23,231,111	(82,963)
Jail Contract	8,908,016	8,908,016	1,484,669	8,908,016	0
Dallas Animal Services	14,878,667	14,878,667	3,365,509	14,818,674	(59,993)
Dallas Fire-Rescue	294,483,209	294,483,209	64,434,957	293,905,339	(577,870)
Dallas Police Department	486,752,691	486,752,691	104,195,469	486,746,750	(5,941)
Housing and Neighborhood Services	4,213,724	4,213,724	356,474	4,092,688	(121,036)
Human Resources	7,005,071	7,005,071	1,441,003	7,005,071	0
Judiciary	3,446,356	3,446,356	739,289	3,445,828	(528)
Library	34,138,717	34,138,717	6,941,505	33,921,916	(216,801)
Office of Management Services					0
311 Customer Service	4,495,891	4,495,891	1,696,929	4,469,406	(26,485)
Council Agenda Office	219,414	219,414	45,903	218,565	(849)
Office of Equity and Human Rights	998,436	998,436	101,557	998,436	0
Office of Innovation	603,668	603,668	52,452	445,268	(158,400)
Office of Strategic Partnerships	1,053,433	1,053,433	207,803	1,029,443	(23,990)
Office of Business Diversity	894,165	894,165	170,692	891,130	(3,035)
Office of Community Care	5,375,877	5,375,877	1,147,031	5,375,877	0
Office of Emergency Management	877,113	877,113	146,429	877,113	0
Office of Environmental Quality	2,734,360	2,734,360	1,224,287	2,734,360	0
Office of Homeless Solutions ²	11,546,393	11,546,393	5,866,171	11,695,100	148,707
Public Affairs and Outreach ³	2,098,745	2,098,745	285,925	2,002,518	(96,227)
Welcoming Communities	623,124	623,124	92,966	623,124	0
Mayor and City Council	4,989,530	4,989,530	936,089	4,989,530	0
Non-Departmental	92,727,295	92,727,295	3,120,313	92,724,002	(3,293)
Office of Budget	3,796,050	3,796,050	696,723	3,779,965	(16,085)
Office of Cultural Affairs	19,973,188	19,973,188	7,573,937	19,973,188	0
Office of Economic Development	4,972,909	4,972,909	856,642	4,972,909	0
Park and Recreation ⁴	98,542,371	98,542,371	24,986,692	98,589,353	46,982
Planning and Urban Design ⁵	3,171,871	3,171,871	702,999	2,913,935	(257,936)
Procurement Services ⁶	2,443,038	2,443,038	509,513	2,570,317	127,279
Public Works	75,856,653	75,856,653	16,169,857	75,572,268	(284,385)
Sustainable Development	2,194,525	2,194,525	753,163	2,194,525	0
Transportation	47,219,419	47,219,419	8,164,922	47,219,419	0
Total Departments	\$1,358,695,746	\$1,358,850,878	\$281,742,718	\$1,357,097,913	(\$1,752,966)
Liability/Claim Fund Transfer	2,751,145	2,751,145	0	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve	2,200,000	2,200,000	0	2,200,000	0
Total Expenditures	\$1,365,966,274	\$1,366,121,406	\$281,742,718	\$1,364,368,441	(\$1,752,966)

VARIANCE NOTES

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

1 City Secretary. City Secretary Office's budget was increased by \$155,000 on November 14, 2018, by Council Resolution No. 18-1641 for services related to the District 4 runoff election.

2 Office of Homeless Solutions. Office of Homeless Solutions expenditures are forecast to be \$149,000 over budget due to a \$230,000 increase in The Bridge management services contract.

3 Public Affairs and Outreach. Public Affairs and Outreach expenditures are forecast to be \$96,000 under budget due to salary savings from nine vacant positions.

4 Park and Recreation. Park and Recreation expenditures are forecast to be \$47,000 over budget due to the September 21, 2018, rain event that flooded the Fair Oaks Tennis Center, causing approximately \$177,000 in damages and the tennis center's closure. The Fair Oaks Tennis Center is expected to reopen in May 2019.

5 Planning and Urban Design. Planning and Urban Design expenditures are forecast to be \$257,000 under budget due to salary savings from six vacant positions.

6 Procurement Services. Procurement Services expenditures are forecast to be \$127,000 over budget due to unbudgeted vacation/sick termination payouts for three long-time employees retiring in the spring.

Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
AVIATION					
Beginning Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0
Total Revenues	144,132,819	144,132,819	31,091,236	144,132,819	0
Total Expenditures	144,132,819	144,132,819	25,528,388	144,132,819	0
Ending Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0

CONVENTION AND EVENT SERVICES

Beginning Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0
Total Revenues	108,647,915	108,647,915	17,013,405	108,647,915	0
Total Expenditures	108,647,915	108,647,915	10,452,888	108,647,915	0
Ending Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0

MUNICIPAL RADIO

Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,205,492	\$0
Total Revenues	2,178,813	2,178,813	533,115	2,178,813	0
Total Expenditures	2,076,728	2,076,728	688,030	2,076,728	0
Ending Fund Balance	\$1,307,577	\$1,307,577		\$1,307,577	\$0

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

SANITATION SERVICES

Beginning Fund Balance	\$29,641,449	\$29,641,449		\$29,641,449	\$0
Total Revenues	112,653,465	112,653,465	29,138,819	112,653,465	0
Total Expenditures	112,653,465	112,653,465	13,016,728	112,653,465	0
Ending Fund Balance	\$29,641,449	\$29,641,449		\$29,641,449	\$0

STORM DRAINAGE MANAGEMENT- DALLAS WATER UTILITIES

Beginning Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0
Total Revenues	58,436,837	58,436,837	15,038,510	58,436,837	0
Total Expenditures	58,436,837	58,436,837	6,951,504	58,436,837	0
Ending Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Beginning Fund Balance	\$43,833,830	\$43,833,830		\$43,833,830	\$0
Total Revenues	33,143,848	33,143,848	9,755,502	33,160,271	16,423
Total Expenditures	34,571,119	34,571,119	6,849,495	34,571,119	0
Ending Fund Balance	\$42,406,559	\$42,406,559		\$42,422,982	\$16,423

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

WATER UTILITIES¹

Beginning Fund Balance	\$118,325,578	\$118,325,578		\$118,325,578	\$0
Total Revenues	665,005,577	665,005,577	146,104,374	649,113,571	(15,892,006)
Total Expenditures	665,491,395	665,491,394	127,787,676	661,879,728	(3,611,666)
Ending Fund Balance	\$117,839,760	\$117,839,761		\$105,559,421	(\$12,280,340)

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

Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
INFORMATION TECHNOLOGY					
Beginning Fund Balance	\$10,887,991	\$10,887,991		\$10,887,991	\$0
Total Revenues	69,434,657	69,434,657	8,973,158	69,434,657	0
Total Expenditures	77,011,403	77,011,403	15,000,574	76,650,286	(361,117)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$3,672,362	\$361,117
Note: FY 2018-19 budget reflects planned use of fund balance.					
RADIO SERVICES					
Beginning Fund Balance	\$2,800,576	\$2,800,576		\$2,800,576	\$0
Total Revenues	5,917,772	5,917,772	39,764	5,923,112	5,340
Total Expenditures	8,651,413	8,651,413	2,789,008	8,633,055	(18,358)
Ending Fund Balance	\$66,935	\$66,935		\$90,633	\$23,698
Note: FY 2018-19 budget reflects planned use of fund balance.					
EQUIPMENT AND FLEET MANAGEMENT					
Beginning Fund Balance	\$7,254,000	\$7,254,000		\$7,254,000	\$0
Total Revenues	54,412,850	54,412,850	145,973	54,412,850	0
Total Expenditures	54,912,850	54,912,850	5,366,287	54,912,850	0
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,754,000	\$0
Note: FY 2018-19 budget reflects planned use of fund balance.					
EXPRESS BUSINESS CENTER					
Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,682,143	\$0
Total Revenues	2,593,790	2,593,790	475,347	2,603,146	9,356
Total Expenditures	2,137,496	2,137,496	414,188	2,136,057	(1,439)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,149,233	\$10,796
Note: FY 2018-19 budget reflects revenue in excess of expenses.					

Financial Forecast Report

OTHER FUNDS

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	\$7,852,062	\$7,852,062		\$7,852,062	\$0
Total Revenues	12,018,812	12,018,812	2,790,889	12,018,812	0
Total Expenditures	15,176,553	15,176,553	2,431,344	15,149,055	(27,498)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$4,721,819	\$27,498

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

DEBT SERVICE

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$32,549,163	\$0
Total Revenues	289,189,656	289,189,656	68,995,057	289,189,656	0
Total Expenditures	296,200,044	296,200,044	0	296,200,044	0
Ending Fund Balance	\$25,538,775	\$25,538,775		\$25,538,775	\$0

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

EMPLOYEE BENEFITS

City Contributions	\$94,862,835	\$94,862,835	20,610,314	\$94,862,835	\$0
Employee Contributions	36,126,244	36,126,244	11,411,676	36,126,244	0
Retiree	31,963,243	31,963,243	5,274,343	31,963,243	0
Other	0	0	90,922	90,922	90,922
Total Revenues	162,952,322	162,952,322	37,387,255	163,043,244	90,922
Total Expenditures	\$160,083,133	\$160,083,133	\$19,205,329	\$160,083,133	\$0

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

RISK MANAGEMENT

Worker's Compensation	\$13,701,708	\$13,701,708	\$923,239	\$13,701,708	\$0
Third Party Liability	10,227,315	10,227,315	80,815	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	(550)	3,029,284	0
Interest and Other	749,900	749,900		749,900	0
Total Revenues	27,708,207	27,708,207	1,003,504	27,708,207	0
Total Expenditures	\$34,166,607	\$34,166,607	\$3,164,435	\$34,166,607	\$0

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

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of December 31, 2018, YE forecast beginning fund balance represents the FY 2017-18 unaudited projected ending fund balance and does not reflect additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, funds with YE forecast projected to exceed budget, and funds with projected use of fund balance.

1 Water Utilities. Water Utilities' (DWU) revenues are projected to be \$15,892,000 lower than budget due to (1) wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement, which will be offset by use of fund balance, and (2) decreased consumption resulting from wetter than normal fall weather. Expenditures are projected to be \$3,611,000 lower than budget primarily due to a decreased capital construction transfer to offset the weather-related revenue reduction.

DALLAS 365

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

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

Measures are designated "on target" (green) if actual YTD performance is within 5 percent of the YTD target. Measures with actual YTD performance within 6 to 20 percent of the YTD target are designated in "caution" (yellow) status. If actual YTD performance is more than 20 percent from the YTD target, the measure is designated as "needs improvement" (red). For most measures, high values indicate positive performance, but for a few measures, the reverse is true. These measures are noted with an asterisk and include measures numbered 6, 8, 13 and 22. Variance notes are provided for each measure that is not On Track.

 23

On Track

 5

Caution

 7

Needs Improvement

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Public Safety						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	86.11%	90.00%	90.00%	87.34%	✓
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	51.78%	✗
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	49.63%	!
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	94.92%	✓
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	107.70%	✓
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	191.75	173.66	✓
Mobility Solutions, Infrastructure & Sustainability						
7	Percentage of annual bond appropriation awarded (Bond Program)	N/A	90.00%	22.50%	28.22%	✓
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.13	✓
9	Percentage compliance with state and federal standards and regulations for drinking water (Dallas Water Utilities)	100.00%	100.00%	100.00%	100.00%	✓
10	Number of street lane miles resurfaced (Public Works)	208.34	197	49.25	11.32	✗
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	100.00%	✓
12	Percentage of streets with a Pavement Condition Index rating of C or better (Public Works)	N/A	77.40%	77.40%	77.40%	✓

DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Mobility Solutions (cont.)						
13	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)*	12.83	11	11	12.99	!
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.93%	!
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	94.57%	✓
Economic & Neighborhood Vitality						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	1,250	1,850	✓
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	14	9	✗
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	1,500	375	12	✗
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	83.33%	✓
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.75%	✓
Human & Social Needs						
21	Number of seniors served (Community Care)	1,833	4,500	1,125	2,624	✓
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	18.90	✓
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	87.05%	✓
Quality of Life						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	2,500	698	✗
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	91.00%	!
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✓
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	83.40%	✓
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	9.77%	✗
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	1,855,000	2,478,285	✓
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	6,250	6,675	✓
31	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	N/A	50.00%	50.00%	54.50%	✓
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	61.00%	✓

DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Government Performance and Financial Management						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	40.13%	✘
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.07%	✔
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	45.70%	!

VARIANCE NOTES

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

#3. Due to lack of staff, although times have improved (measure moved from red to yellow in December). An emphasis on recruiting, changes to Civil Service rules, and increased starting pay should lead to increased staffing.

#10. Due to seasonality of resurfacing efforts. Work ramps up in February and peaks from April to August.

#13. Due to holidays. When City offices are closed, collection days shift, and Sanitation receives more calls from residents. Collection should return to normal in January.

#14. Due to holidays. Garbage tonnage increased and recycling decreased in November and December. Collection should return to normal in January.

#17. FY 2017-18 program changes and updated homebuyer qualification guidelines will result in larger loans, but the process will be more time-consuming. To date, two homeowners were unable to re-qualify under the updated guidelines, an additional applicant was denied, and two others withdrew due to longer processing times.

#18. The target for this measure was adjusted to 1,500 in consultation with Housing and Neighborhood Revitalization. The 2018 Notice of Funds Available (NOFA) is expected to produce 800 units, and the single-family NOFA to be issued in 2019 is expected to produce an additional 200. Other units may be added through the Home Repair program, the incentive zoning ordinance (if approved), and/or tax credit projects that do not require City funding.

#24/25. Due to conversion from CSR system to the new Code Case Management System, which interrupted service request data retrieval. CIS is aware of the issue and anticipates resolution by the end of March 2019.

#28. Due to issues with Salesforce at beginning of the fiscal year. DAS made up lost ground in December (+52.15% over December 2017), and subsequent reports should continue to improve.

#33. Due to increased attrition/reduction in agents trained to process calls. 311 has offered training continuously since October, and Civil Service is revising testing requirements to hire additional agents. Cornerstone temporary staffing is being used to supplement in the interim.

#35. Due to two water/wastewater projects awarded to Southland Contracting (\$22.44 million) and Oscar Renda Contracting (\$15.81 million). At \$38.25 million, these awards to non-local vendors represent more than 15% of total business spend for this period.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 44 activities included in the FY 2018-19 and FY 2019-20 biennial budget. For each initiative included in this report, you will find the initiative number, title, description and status. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” (green check mark), “caution” (yellow exclamation mark), or “canceled” (red x).

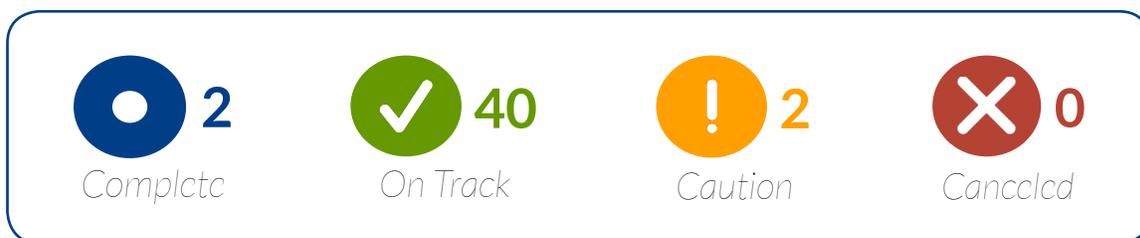


Photo credit: Office of Cultural Affairs

In the Spotlight

On November 28, 2018, The Dallas City Council voted unanimously to adopt the **Dallas Cultural Plan**, an updated Cultural Policy, and an enabling ordinance. With this new plan and its supporting policies, the City of Dallas through its Office of Cultural Affairs will work with 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.

Budget Initiative Tracker

PUBLIC SAFETY**1 Police & Fire Uniform Pay** 

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

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

2 Number of Police Officers 

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

STATUS DPD forecasts to end FY 2018-19 with a sworn strength of 3,033, which is 17 officers less than the goal of 3,050 for the fiscal year.

3 Number of Firefighters 

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

STATUS Dallas Fire-Rescue anticipates 65 recruits will enter the field in June 2019. DFR plans to hire an additional 65 recruits in June 2019, for a grand total of 130 planned new hires for FY 2018-19. The summer hiring class size is contingent upon realized attrition through the year.

4 Police and Fire Uniform Pension 

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

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

5 Security of City Facilities 

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

STATUS An RFCSP for a consultant to develop a Citywide security standard and evaluate security services and plans was advertised on January 17, 2019. A second advertisement will occur January 24, 2019. A pre-solicitation conference is scheduled for January 28, 2019. The contract is tentatively scheduled for City Council consideration on May 8, 2019.

6 School Crossing Guards 

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

STATUS All City Management Services, Inc. (ACMS) is currently providing crossing guard services to about 150 elementary schools within Dallas city limits. ACMS began working on a new Volunteer School Crossing Guard Program in November 2018, which will allow volunteers to supplement staff in case of shortfalls. The Release of Liability Form was finalized in early January 2019, and program implementation is tentatively scheduled for March 2019.

7 P-25 Radio System 

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

STATUS Radio system equipment is being installed at radio communication sites. Radio sites outside the city are being negotiated with neighboring jurisdictions. New shelters are being constructed at the factory.

8 Firefighter Safety 

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

STATUS Dallas Fire-Rescue is meeting with the Office of Procurement Services to determine the specifications for purchasing the second set of PPEs and replacing all SCBAs.

9 911 Operations Center 

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

STATUS Communication and Information Services has installed Text-to-911 and is scheduling the go-live date in consultation with DPD. CIS has also ordered equipment for the backup CAD system, and the vendor is finalizing the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site.

Budget Initiative Tracker

MOBILITY SOLUTIONS, INFRASTRUCTURE & SUSTAINABILITY

10 Street Conditions

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

STATUS Work orders were issued in December 2018 for the General Fund work plan maintenance. The preservation contract was advertised in January 2019, and bids are scheduled to be opened on February 1, 2019. Staff anticipates submitting for City Council consideration in April or May 2019.

11 Intersection Safety

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

STATUS Dallas was awarded more than anticipated -- \$11.3 million in federal HSIP funds. The City still plans to invest \$2 million of City funds. Staff is currently working on scheduling design and with TxDOT to complete the Local Project Advanced Funding Agreements wherein the City's 10% match is paid.

12 Alley Access

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

STATUS The specifications for the program have been advertised. Bids are scheduled to be opened on February 1, 2019. Staff anticipates submitting for City Council consideration in May or June 2019.

13 Bike Lanes

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

STATUS Transportation is working on projects in the Central Business District, including Akard, Cadiz, and Canton streets, as well as on Zang Blvd. and Union Trail. An upcoming project at Monroe Dr. and Merrell Rd. will connect a Dallas County trail project near the Walnut Hill/Denton DART station.

14 OneWater Consolidation

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

STATUS DWU's organizational chart has been revised to include the stormwater utility, and staff is being realigned with new functional needs. A scope is being developed to assess current stormwater and flood control functions and provide a path to more sustainable operations and procedures.

15 Environmental Plan

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

STATUS On January 23, 2019, City Council authorized a contract with AECOM Technical Services, Inc. to develop a Comprehensive Environmental and Climate Action Plan. A project kickoff meeting is scheduled with the vendor on February 5, 2019. Staff are developing internal and external task forces to guide plan development and outreach.

16 Traffic Signals

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

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

17 City Facility Major Maintenance

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

STATUS Of the \$7 million allocated for deferred maintenance, \$6 million is for general City facilities. Projects estimated at \$2.9 million are in progress, including City Hall parking garage repairs, replacement of the HVAC system at Fire Station #34, roof replacement at the DFR Complex Maintenance Building C, glass replacement at City Hall, Lancaster-Kiest Branch Library roof and window repairs, Hensley Field Operations fire alarm system replacement, and repairs/renovations at the Forest Green Branch Library.

The remaining \$1 million allocated for deferred maintenance is for cultural facilities: \$0.8 million at City-owned facilities and \$0.2 million for other cultural facilities. Projects estimated at \$0.4 million are in progress, including exterior painting at the Latino Cultural Center, lighting at the South Dallas Cultural Center, and interior repairs and flooring at the Oak Cliff Cultural Center.

18 Neighborhood Drainage

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

STATUS The FY 2019-20 budget includes funding for personnel, equipment, and contracts for increased neighborhood drainage maintenance. In preparation, the former Trinity Watershed Management work groups are being reorganized into two Stormwater Operations divisions: Dallas Floodway and Neighborhood Drainage. The Sr. Program Manager position for Neighborhood Drainage is being reclassified and will be advertised and filled in the next few months.

Budget Initiative Tracker

ECONOMIC & NEIGHBORHOOD VITALITY**19 Property Tax Rate** 

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

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

20 Housing Policy 

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

STATUS Staff is operating the Housing Improvement and Preservation Program (HIPP), Dallas Homebuyer Assistance Program (DHAP), and development programs authorized by City Council as part of the Comprehensive Housing Policy. City Council approved the transfer of \$7 million in unencumbered Tax Increment Financing (TIF) funds to the Housing Trust Fund on December 12, 2018, and referred incentive zoning back to the Economic Development and Housing Committee. All Housing Task Force subcommittees are meeting regularly; in early 2019, the Task Force will consider neighborhood empowerment zones, low-income housing tax credits (LIHTC), and Housing Trust Fund strategies.

21 Stabilization and Emerging Market Areas 

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

STATUS Staff plans to brief the Economic Development and Housing Committee on April 15, 2019, on a proposed neighborhood revitalization/redevelopment strategy that includes the \$1 million in funds.

22 One-Stop Permitting 

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

STATUS Phase 1 of the software was implemented October 1, 2018, and is functioning for our customers. Phase 2 will be implemented in FY 2018-19 with enhanced features to improve efficiency.

23 Historic Resource Survey 

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

STATUS Staff submitted a request for \$50,000 to the Texas Historical Commission (THC) in November 2018, with an expected award date in January 2019. Preservation Dallas and members of the former Preservation Solutions Committee have committed to identifying and raising matching funds by April 2019, although no money has been committed to date. Staff will determine the project scope based on funds awarded by THC and raised by these outside entities and release an RFCSP to conduct the survey by March. Staff anticipates the bid will be submitted for City Council consideration in June, with work beginning in July.

Budget Initiative Tracker

HUMAN & SOCIAL NEEDS**24 Homelessness Programs** 

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

STATUS OHS is working with the Office of Procurement Services to release several RFCSPs for projects in January, including strengthening the homeless response system, workforce sustainability, supportive housing for seniors, and the landlord subsidized leasing program with the goal of implementing in early spring. OHS has also streamlined its processes to support efficient implementation and accurate performance monitoring.

25 End Panhandling Now 

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

STATUS The City has four full-time resources dedicated to anti-panhandling initiatives. Since October 1, staff has completed more than 55 client engagements. Major themes from these engagements have been a desire for quick money, unwillingness to go to a shelter (in some cases because couples cannot go together), and the belief they are not eligible for services due to criminal background. Additionally, a social media campaign targeting potential contributors was launched in September with more than 3.2 million impressions through November 30. Staff is now working to procure a firm to implement an additional educational campaign in Spring 2019.

26 Citizenship Programs 

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

STATUS Specifications for civil legal services and citizenship procurement of services have been drafted, and the City Attorney’s Office will review in January 2019.

27 Equity 

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

STATUS OEHR is partnering with the Government Alliance on Race and Equity (GARE) to provide the first round of equity training to staff in February. OEHR is also preparing an equity survey of City employees as a baseline assessment of staff knowledge, skills, and experiences related to race and equity.

28 Fresh Start Re-Entry Program 

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

STATUS The Office of Community Care has scheduled interviews for a new Program Manager. Staff has also met with leaders from multiple departments to determine internal hiring opportunities for clients and is working to develop a catalog of opportunities at the City.

Budget Initiative Tracker

QUALITY OF LIFE

29 Fair Park 

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

STATUS City Council approved the contract with Fair Park First on October 24, 2018, with the management transition effective January 1, 2019. Fair Park First will provide quarterly updates to the Park Board (first update is scheduled for April 2019).

30 Dangerous Animals 

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

STATUS Dallas Animal Services has deployed a team of four officers and a supervisor specifically focused on impounding aggressive and dangerous loose dogs in high-risk areas, with the intention of reducing potential bites. These areas are patrolled using the bite map compiled from previously recorded bites in the area.

31 Neighborhood Code Representatives 

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

STATUS The application for the NCR positions has been closed in NEOGOV. Interviews will begin in February, pending Civil Service results, with start dates in late February.

32 Library RFID 

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

STATUS Communication and Information Services has approved project specifications drafted by the Library department. Procurement Services and Risk Management are currently reviewing and establishing insurance requirements. Staff now anticipate advertisement for bid to occur in February.

33 Aquatic Spraygrounds 

INITIATIVE Expediting the opening of six spraygrounds for summer 2019. (Park & Recreation)

STATUS Three spraygrounds (Crawford, Fretz, and Samuell Grand) opened in August 2018. An additional three spraygrounds are on schedule to open for the 2019 summer season, for a total of six centers. The three expedited facilities for 2019 are Lake Highlands North, Kidd Springs, and Tietze.

34 Park and ISD Partnerships 

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

STATUS Currently, 25 DISD and 7 RISD schools are open to the public after hours and on weekends, increasing the percentage of residents within half a mile of a park by 2% (to 60% from 58%). For FY 2018-19, Park and Recreation is looking at additional opportunities and partnerships to increase this to 63% (3% increase from last fiscal year). Five of 32 playgrounds are undergoing construction/improvements with anticipated completion in March 2019.

35 WellMed Senior Programs 

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

STATUS The WellMed Charitable Foundation Senior Activity Center at Redbird Square opened December 6, 2018. The center is designed to keep adults age 60 or older healthy and active at no cost to participants.

36 Cultural Plan 

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

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

Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

37 Off-Site City Council Meetings

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

STATUS The Mayor and City Council will host three off-site agenda meetings during FY 2018-19:

- February 13 at Park in the Woods Recreation Center
- May 8 at Kleberg-Rylie Recreation Center
- August 14 at Bachman Lake Branch Library

38 Council District Offices

INITIATIVE Expanding opportunities for residents and Council to engage by expanding the district office program with the addition of a new office in District 5. (Mayor and City Council)

STATUS The City Council opened four district offices in FY 2017-18. Planning for the District 4 office has begun (location and opening date to be determined).

39 Census 2020

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

STATUS OSPGA is working with the Complete Count Committee to develop an outreach plan for Census 2020 and plans to conduct quarterly meetings to discuss solutions for accurately measuring hard-to-count areas of Dallas. The office is also preparing a fundraising budget and collaborating with Dallas County and surrounding cities to promote and fundraise for the Census, as well as share strategies throughout the region. Lastly, staff is identifying new partners to include in the National Census Bureau's strategic workshop planned for Spring 2019.

40 Office of Innovation

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

STATUS The Office of Innovation was established effective October 1, 2018, and the new Chief Innovation Officer, Laila Alequresh, joined the City in January 2019.

41 ADA Compliance

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

STATUS OEHR has identified a vendor under a state price agreement and is finalizing the scope of work with City departments. Staff anticipates submitting the contract for City Council consideration in June 2019.

42 Availability & Disparity (A&D) Study

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

STATUS Phase 1 of the Availability and Disparity (A&D) Study is currently underway. The first public engagement meeting is scheduled for February 5, 2019. An internal survey of department directors has already been completed. The vendor, MGT Consulting Group, has reviewed initial data collected and scheduled a data analysis meeting.

43 Compensation Study

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

STATUS HR staff completed the project specifications, which include three distinct phases: Job Architecture, Compensation Strategy, and Market Survey. Procurement Services will be involved in the review of Phase I (Job Architecture), and staff anticipates vendor selection for this phase in mid-January 2019.

44 WorkDay HR/Payroll System

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

STATUS Payroll, compensation, benefits, time tracking, absence, recruiting and talent management functionalities have been designed and configured. Data conversion from legacy systems (Lawson, Kronos, IDS, NEOGOV) is an ongoing activity as staff continues to work in those systems. The project management team is re-evaluating project timelines and will provide updated schedules for additional testing, as well as a new go-live date, prior to the next report.

