

Memorandum



CITY OF DALLAS

DATE October 25, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – August 2019**

The Budget Accountability Report (BAR) based on information through August 31, 2019, is attached for your review. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report. The Office of Budget will provide the end-of-year BAR for FY 2018-19 to the Government Performance and Financial Management Committee on December 10.

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

M. Elizabeth Reich

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

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

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Michael Mendoza, Chief of Economic Development and Neighborhood Services
Laila Alequresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



AUGUST 2019
**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

✓ 22

On Target

! 9

Caution

✗ 4

Needs Improvement

Budget Initiative Tracker

● 17

Complete

✓ 21

On Target

! 6

Caution

✗ 0

Cancelled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through August 31, 2019, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2018, effective October 1 through September 30. The Amended Budget column reflects City Council-approved transfers between funds and programs, approved use of contingency, and other amendments supported by revenue or fund balance.

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

General Fund Overview

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$207,908,478	\$25,890,832
Revenues	1,365,966,274	1,368,851,406	1,272,355,989	1,373,048,277	4,196,871
Expenditures	1,365,966,274	1,368,601,406	1,187,072,638	1,364,835,676	(4,765,731)
Ending Fund Balance	\$182,017,646	\$182,267,646		\$216,121,079	\$34,853,433

The General Fund overview provides a summary of financial activity through August 31, 2019.

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

Revenues. Through August 31, 2019, General Fund revenues are projected to be \$4,197,000 over budget. This is primarily due to forecasted increases in sales tax collections and interest revenues, offset partially by a reduction in anticipated Ambulance Services Supplemental Payment Program revenue.

Expenditures. Through August 31, 2019, General Fund expenditures are projected to be under budget by \$4,766,000. Departments are under budget primarily because of salary savings from vacant positions and Safelight and ambulance billing contract savings.

Amendments. The General Fund budget was amended on:

- November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for the District 4 runoff election.
- February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery.
- April 24, 2019, by ordinance #31779 for mid-year appropriation ordinance adjustments consisting of a \$75,000 increase to Civil Service (CVS), \$80,700 increase to City Controller's Office (CCO), \$150,000 decrease to Court and Detention Services (CTS), \$100,000 decrease to Library (LIB), \$73,520 decrease to Non-Departmental, \$150,710 increase to 311 Customer Service (311), \$142,110 increase to Office of Homeless Solutions (OHS), \$125,000 decrease to Public Affairs and Outreach (PAO), \$250,000 increase to Dallas Police Department (DPD) from Contingency Reserve, and a \$500,000 increase to Park and Recreation (PKR) from Contingency Reserve.
- May 15, 2019, by resolution #19-0737 in the amount of \$1,250,000 for the citywide runoff election

(continued on page 4)

VARIANCE NOTES

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

Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category ¹	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$727,473,438	\$728,312,438	\$426,159
Sales Tax ²	311,645,016	311,645,016	287,437,182	315,858,314	4,213,298
Franchise and Other	133,347,988	133,347,988	104,766,493	133,584,549	236,561
Charges for Service ³	110,146,088	110,146,088	83,986,482	103,841,385	(6,304,703)
Fines and Forfeitures	34,244,958	34,244,958	24,399,009	34,446,294	201,336
Operating Transfers In ⁴	24,823,767	27,708,899	19,648,741	24,515,025	(3,193,874)
Intergovernmental	9,563,291	9,563,291	4,005,269	10,235,115	671,824
Miscellaneous ⁵	6,320,104	6,320,104	7,342,235	7,714,848	1,394,744
Licenses and Permits	5,670,499	5,670,499	5,902,523	6,554,035	883,536
Interest ⁶	2,318,284	2,318,284	7,394,618	7,986,274	5,667,990
Total Revenue	\$1,365,966,274	\$1,368,851,406	\$1,272,355,989	\$1,373,048,277	\$4,196,871

VARIANCE NOTES

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

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

2 Sales Tax. Sales tax revenues are forecast to be \$4,213,000 over budget due to increased collections. Over the most recent 12 months, sales tax receipts have increased by 3.7 percent. On September 30, the City received a notice from the Texas Comptroller of Public Accounts of \$5,200,000 in overpayment in local sales tax between July 2014 and July 2017. The City selected the one-time repayment option, so the Comptroller deducted \$5,200,000 from the City's revenue for August 2019.

3 Charges for Service. Charges for Service are forecast to be \$6,305,000 under budget primarily as a result of a \$10,657,000 reduction in anticipated Ambulance Services Supplemental Payment Program revenues, partially offset by a \$1,167,000 reduction in contractor fees.

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

5 Miscellaneous. Miscellaneous revenues are forecast to be \$1,395,000 over budget primarily due to facility rental fees and sale of non-taxable City surplus property.

6 Interest. Interest revenue is forecast to be \$5,668,000 over budget based on current trends and actual collections.

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	\$240,081,681	\$202,077,424	\$223,383,420	(\$15,241,140)
Civilian Overtime	6,660,128	6,678,021	10,136,845	11,451,275	4,773,254
Civilian Pension	35,070,258	34,863,889	29,096,293	32,673,472	(2,170,375)
Uniform Pay	423,709,510	422,445,961	370,467,750	417,448,395	(4,707,566)
Uniform Overtime	39,354,268	39,354,268	40,079,602	45,578,820	5,024,552
Uniform Pension	159,002,901	159,002,901	138,664,817	159,002,901	0
Health Benefits	68,816,185	68,780,215	52,634,046	68,768,545	(11,670)
Workers Comp	10,508,446	10,508,446	10,525,559	10,576,730	68,284
Other Personnel Services	12,666,100	12,619,743	10,823,592	12,861,927	244,202
Total Personnel Services ¹	997,132,323	994,335,125	864,505,927	981,745,485	(12,020,458)
Supplies ²	77,884,269	77,567,937	66,744,448	82,435,647	4,165,631
Contractual Services ³	366,535,382	369,105,358	289,955,390	374,007,788	4,139,832
Capital Outlay ⁴	13,617,618	16,711,421	11,965,624	18,443,625	1,627,697
Reimbursements ⁵	(89,203,318)	(89,118,436)	(46,098,752)	(91,796,869)	(2,678,433)
Total Expenditures	\$1,365,966,274	\$1,368,601,405	\$1,187,072,638	\$1,364,835,676	(\$4,765,731)

VARIANCE NOTES

1 Personnel Services. Current YE civilian pay forecast is \$15,241,000 under budget primarily due to vacancy savings that fully offset the \$4,773,000 overrun in overtime. Uniform overtime YE forecast assumes \$4,513,000 in overtime for DPD and \$512,000 for DFR, partially offset by \$4,708,000 in vacancy savings. Uniform pension YE forecast equals budget and includes the \$156,819,000 contribution required to fund the police and fire pension as enacted by the Texas Legislature through HB 3158 and additional funding for supplemental pension.

2 Supplies. Current YE forecast is \$4,166,000 over budget primarily due to higher-than-budgeted PKR gas and water expenses to be offset by additional revenue of \$1,490,000 from Fair Park First, greater-than-budgeted OCA gas and furniture expenses, greater-than-anticipated usage of medical-surgical supplies by DAS, unbudgeted technology expenses in Code Compliance (CCS), and increased costs related to repair of fire apparatus.

3 Contractual Services. Contractual Services are \$4,140,000 over budget due to the use of temporary help and day labor expenses in various departments, unbudgeted equipment upgrades and maintenance in DPD and DFR, increased use of professional services in CAO and the Office of Environmental Quality and Sustainability (OEQS), and unbudgeted major repairs to City facilities, offset by salary savings and reduced contractor fees associated with Ambulance Services Supplemental Payment Program and the Safelight program.

4 Capital Outlay. Current YE forecast is \$1,682,000 over budget due to traffic signal replacement, signal improvements and storm damage repair, replacement of five ambulances as a result of wrecks, and the purchase of vehicles/heavy equipment for CCS, CTS, and PKR. Appropriations were adjusted by \$3,698,000 for the purchase of vehicles/heavy equipment for CCS, DFR, HOU, PBW, PKR, and TRN.

VARIANCE NOTES

5 Reimbursements. General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current YE forecasts are \$2,678,000 over budget due to reimbursements to HR for implementation of Workday, DPD overtime reimbursements from confiscated funds, and PBW reimbursements from the Bond Program, partially offset by lower forecasts for TIF reimbursements to the Office of Economic Development (ECO) and lower reimbursements to OEQS.

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 ¹	\$22,729,907	\$22,729,907	\$20,741,657	\$23,425,201	\$0
City Attorney's Office ²	18,348,876	18,348,876	15,574,121	18,014,390	(284,486)
City Auditor's Office ³	3,367,314	3,367,314	2,572,396	2,835,344	(516,970)
City Controller's Office ⁴	6,768,899	6,917,984	6,217,594	6,806,517	(111,467)
Independent Audit	917,892	917,892	917,892	917,892	0
City Manager's Office	2,787,305	2,823,827	2,458,491	2,813,245	(10,582)
City Secretary ⁵	4,350,544	5,755,676	4,965,620	5,668,892	(86,784)
Civil Service ⁶	3,241,621	3,316,621	2,780,362	3,307,169	(9,452)
Code Compliance ⁷	31,635,395	31,635,395	27,131,222	31,635,395	0
Court and Detention Services ⁸	23,314,074	23,164,074	17,894,385	22,114,936	(599,138)
Jail Contract	8,908,016	8,908,016	7,423,347	8,908,016	0
Dallas Animal Services ⁹	14,878,667	14,878,667	13,085,972	14,731,675	(16,992)
Dallas Fire-Rescue ¹⁰	294,483,209	294,483,209	254,414,855	293,583,830	(609,379)
Dallas Police Department ¹¹	486,752,691	487,002,691	427,829,517	488,483,793	(468,748)
Housing and Neighborhood Revitalization ¹²	4,213,724	4,213,724	3,916,059	4,198,341	(383)
Human Resources ¹³	7,005,071	7,005,071	6,245,379	6,824,398	(673)
Judiciary	3,446,356	3,706,181	3,554,509	3,705,585	(596)
Library ¹⁴	34,138,717	34,038,717	29,652,208	33,077,644	(261,073)
Office of Management Services					
311 Customer Service ¹⁵	4,495,891	4,713,915	3,527,560	4,713,915	0
Council Agenda Office	219,414	219,414	198,039	219,414	0
Office of Equity and Human Rights ¹⁶	998,436	998,436	724,483	1,017,385	93,949
Office of Innovation ¹⁷	603,668	603,668	297,235	473,322	(130,346)
Office of Strategic Partnerships ¹⁸	1,053,433	1,053,433	930,728	2,023,433	0
Office of Business Diversity	894,165	894,165	723,427	866,973	(27,192)
Office of Community Care	5,375,877	5,375,877	4,800,579	5,307,235	(68,642)
Office of Emergency Management	877,113	877,113	668,057	862,513	(14,600)
Office of Environmental Quality	2,734,360	2,734,360	3,193,884	2,734,360	0
Office of Homeless Solutions ¹⁹	11,546,393	11,688,503	8,300,435	11,531,363	(157,140)
Public Affairs and Outreach ²⁰	2,098,745	1,973,745	1,322,838	1,755,443	(138,302)
Welcoming Communities ²¹	623,124	627,529	468,291	634,670	7,141
Mayor and City Council ²²	4,989,530	4,989,530	4,404,695	4,909,819	(29,711)
Non-Departmental ²³	92,727,295	92,653,775	81,236,674	90,613,665	(774,400)
Office of Budget ²⁴	3,796,050	3,796,050	3,084,629	3,656,018	(40,032)
Office of Cultural Affairs ²⁵	19,973,188	20,453,188	20,003,831	20,584,954	(9,800)
Office of Economic Development	4,972,909	4,972,909	4,379,011	4,969,587	(3,322)
Park and Recreation ²⁶	98,542,371	99,042,371	89,528,446	99,426,371	0
Planning and Urban Design ²⁷	3,171,871	3,171,871	2,457,836	2,784,039	(187,832)
Procurement Services	2,443,038	2,622,104	2,314,968	2,609,751	(12,353)
Public Works ²⁸	75,856,653	75,856,653	66,628,941	75,620,836	(195,817)
Sustainable Development ²⁹	2,194,525	2,194,525	2,455,173	2,094,525	(100,000)
Transportation ³⁰	47,219,419	47,219,419	35,296,150	47,718,811	(608)
Total Departments	\$1,358,695,746	\$1,361,946,395	\$1,184,321,493	\$1,358,180,665	(\$4,765,731)
Liability/Claim Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve ³¹	2,200,000	1,584,483	0	1,584,483	0
Total Expenditures	\$1,365,966,274	\$1,368,601,406	\$1,187,072,638	\$1,364,835,676	(\$4,765,731)

VARIANCE NOTES

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

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

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

3 City Auditor's Office. AUD's budget was decreased by \$15,000 on September 11, 2019, by ordinance #31308. AUD is forecast to be \$517,000 under budget due to salary savings and savings from professional services.

4 City Controller's Office. CCO's budget was increased by \$80,700 on April 24, 2019, by ordinance #31179 for technology upgrades and Certified Accounts Payable Professional certification, training, and membership dues.

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

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

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

8 Court and Detention Services. CTS' budget was decreased by \$150,000 on April 24, 2019, by ordinance #31179 and by \$450,000 on September 11, 2019, by ordinance #31308. CTS is forecast to be \$599,000 under budget due to salary savings and lower-than-anticipated costs for the citywide security assessment.

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

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

11 Dallas Police Department. DPD's budget was increased by \$250,000 on April 24, 2019, by ordinance #31179 for a uniform staffing study and by \$1,950,000 on September 11, 2019, by ordinance #31308 for uniform overtime and purchase of supplies.

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

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

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

VARIANCE NOTES

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

16 Office of Equity and Human Rights. The Office of Equity and Human Rights budget was decreased by \$75,000 on September 11, 2019, by ordinance #31308. The department is projecting to be \$94,000 over budget due to term pay and a contract with the Government Alliance on Race and Equity (GARE) for citywide equity training.

17 Office of Innovation. Expenditures are forecast to be \$130,000 under budget primarily due to vacancies, offset by professional services contracts.

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

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

20 Public Affairs and Outreach. PAO's budget was decreased by \$125,000 on April 24, 2019, by ordinance #31179 and by \$80,000 on September 11, 2019, by ordinance #31308. Expenditures are forecast to be \$138,000 under budget due to hiring delays for vacant positions and lower costs associated with off-site City Council meetings.

21 Welcoming Communities and Immigrant Affairs. WCIA is forecast to be \$7,000 over budget due to the promotion of the Director to Chief of Equity and Inclusion.

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

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

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

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

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

27 Planning and Urban Design. PUD's budget was decreased by \$200,000 on September 11, 2019, by ordinance #31308. Expenditures are forecast to be \$188,000 under budget due to salary savings.

28 Public Works. PBW's budget was decreased by \$40,000 on September 11, 2019, by ordinance #31308.

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

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

VARIANCE NOTES

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

Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
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AVIATION¹

Beginning Fund Balance	\$14,216,560	\$14,216,560		\$5,570,308	(\$8,646,252)
Total Revenues	144,132,819	154,991,423	132,204,870	155,068,881	77,458
Total Expenditures	144,132,819	154,991,423	121,111,378	154,991,423	0
Ending Fund Balance	\$14,216,560	\$14,216,560		\$5,647,766	(\$8,568,794)

CONVENTION AND EVENT SERVICES²

Beginning Fund Balance	\$33,234,399	\$33,234,399		\$39,186,345	\$5,951,946
Total Revenues	108,647,915	108,647,915	95,705,291	109,844,513	(220,318)
Total Expenditures	108,647,915	108,647,915	69,662,030	109,844,513	(220,318)
Ending Fund Balance	\$33,234,399	\$33,234,399		\$39,186,345	\$5,951,946

MUNICIPAL RADIO³

Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,055,872	(\$149,620)
Total Revenues	2,178,813	2,178,813	1,695,185	1,749,615	(429,198)
Total Expenditures	2,076,728	2,076,728	1,773,423	1,885,569	(191,159)
Ending Fund Balance	\$1,307,577	\$1,307,577		\$919,918	(\$387,659)

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

SANITATION SERVICES⁴

Beginning Fund Balance	\$29,641,449	\$29,641,449		\$24,416,494	(\$5,224,955)
Total Revenues	112,653,465	114,157,465	111,792,402	121,384,002	2,552,397
Total Expenditures	112,653,465	114,157,465	95,276,894	118,675,724	(155,881)
Ending Fund Balance	\$29,641,449	\$29,641,449		\$27,124,772	(\$2,516,677)

STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES⁵

Beginning Fund Balance	\$7,928,950	\$7,928,950		\$12,692,716	\$4,763,766
Total Revenues	58,436,837	58,436,837	56,122,993	58,446,482	9,645
Total Expenditures	58,436,837	58,436,837	45,724,313	61,374,743	(4,062,094)
Ending Fund Balance	\$7,928,950	\$7,928,950		\$9,764,455	\$8,835,505

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Beginning Fund Balance	\$43,833,830	\$43,833,830		\$47,568,451	\$3,734,621
Total Revenues	33,143,848	33,143,848	35,707,001	35,732,831	2,588,983
Total Expenditures	34,571,119	34,571,119	30,308,438	34,309,332	(261,787)
Ending Fund Balance	\$42,406,559	\$42,406,559		\$48,991,950	\$6,585,391

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

WATER UTILITIES⁶

Beginning Fund Balance	\$118,325,578	\$118,325,578		\$145,368,915	\$27,043,337
Total Revenues	665,005,577	665,005,577	553,890,673	622,139,834	(42,865,743)
Total Expenditures	665,491,395	665,491,395	495,658,311	629,747,259	(35,744,136)
Ending Fund Balance	\$117,839,760	\$117,839,760		\$137,761,490	\$19,921,730

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
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INFORMATION TECHNOLOGY

Beginning Fund Balance	\$10,887,991	\$10,887,991		\$11,210,496	\$322,505
Total Revenues	69,434,657	69,434,657	54,211,622	69,492,700	58,043
Total Expenditures	77,011,403	77,011,403	67,393,371	76,456,490	(554,913)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$4,246,706	\$935,461

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

RADIO SERVICES⁶

Beginning Fund Balance	\$2,800,576	\$2,800,576		\$3,086,522	\$285,946
Total Revenues	5,917,772	5,917,772	3,978,792	5,936,147	18,375
Total Expenditures	8,651,413	8,651,413	7,345,898	8,156,204	(495,210)
Ending Fund Balance	\$66,935	\$66,935		\$866,466	\$799,531

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

EQUIPMENT AND FLEET MANAGEMENT⁸

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$6,862,856	(\$391,144)
Total Revenues	54,412,850	55,662,517	38,266,620	56,165,629	0
Total Expenditures	54,912,850	56,162,517	50,955,097	56,665,629	0
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,362,856	(\$391,144)

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

EXPRESS BUSINESS CENTER⁹

Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,793,339	\$111,196
Total Revenues	2,593,790	2,593,790	2,305,687	2,986,691	392,901
Total Expenditures	2,137,496	2,137,496	1,500,494	2,136,065	(1,431)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,643,965	\$505,528

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		\$10,243,774	\$2,391,712
Total Revenues	12,018,812	12,018,812	11,063,228	12,457,233	438,421
Total Expenditures	15,176,553	15,176,553	10,785,433	15,018,482	(158,071)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$7,682,525	\$2,988,204

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

DEBT SERVICE

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$28,898,633	(\$3,650,530)
Total Revenues	289,189,656	289,189,656	288,052,265	290,616,470	1,426,814
Total Expenditures	296,200,044	296,200,044	280,201,780	284,645,942	(11,554,102)
Ending Fund Balance	\$25,538,775	\$25,538,775		\$34,869,161	\$9,330,386

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

EMPLOYEE BENEFITS¹⁰

City Contributions	\$94,862,835	\$94,862,835	75,148,601	\$95,597,379	\$734,544
Employee Contributions	36,126,244	36,126,244	39,600,043	39,600,043	3,473,799
Retiree	31,963,243	31,963,243	25,953,897	31,655,541	(307,702)
Other	0	0	261,075	261,075	261,075
Total Revenues	162,952,322	162,952,322	140,963,616	167,114,038	4,161,716
Total Expenditures	\$160,083,133	\$160,083,133	\$126,617,397	\$161,397,492	\$1,314,359

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

RISK MANAGEMENT

Worker's Compensation	\$13,701,708	\$13,701,708	\$15,284,213	\$15,284,213	\$1,582,505
Third Party Liability	10,227,315	10,227,315	7,034,276	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	3,104,399	3,104,399	75,115
Interest and Other	749,900	749,900	223,773	749,900	0
Total Revenues	27,708,207	27,708,207	25,422,888	29,365,827	1,657,620
Total Expenditures	\$34,166,607	\$34,166,607	\$18,068,707	\$29,372,773	(\$4,793,834)

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

VARIANCE NOTES

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

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

2 Convention Center. The Convention Center budget was increased by \$1,417,000 on September 11, 2019, by ordinance #31308 for expenses associated with transitioning operations to management company Spectra, which are fully offset by revenues from operations.

3 Municipal Radio. Revenues are forecast to be \$429,000 under budget due to decreased local ad sales. Expenses are forecast to be \$191,000 under budget due to salary savings.

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

5 Storm Drainage Management. The Storm Drainage Management (SDM) budget was increased by \$7,000,000 on September 11, 2019, by ordinance #31308 for the transfer of funds to the SDM Capital Construction Fund for capital projects and repairs. SDM expenses are forecast to be \$4,062,000 under budget due to salary savings.

6 Water Utilities. Revenues are forecast to be \$42,866,000 under budget due to wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement, offset by fund balance, and decreased water consumption. Expenditures are projected to be \$35,744,000 under budget primarily due to a decreased capital construction transfer to offset the consumption-related revenue reduction.

7 Radio Services. Expenditures are forecast to be \$495,000 under budget due to lower Master Lease payments.

8 Equipment and Fleet Management. The Equipment and Fleet Management (EFM) budget was increased by \$1,250,000 on April 24, 2019, by ordinance #31179 for overtime to support SAN fleet maintenance, cost increases for automotive parts, non-emergency wrecker price agreement, and anticipated new costs associated with the use of emergency wrecker services. The budget was also increased by \$503,000 on September 11, 2019, by ordinance #31308 for overtime maintenance and increased auto body work for DPD vehicles.

9 Express Business Center. Revenues are forecast to be \$393,000 over budget primarily due to a \$200,000 buyout of the City's Canon copiers as part of a new copier contract.

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

Financial Forecast Report

2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$124,595,452	\$62,044,227	\$43,228,987	\$19,322,238
Park and Recreation Facilities [B]	261,807,000	154,687,417	41,574,601	39,192,854	73,919,962
Fair Park [C]	50,000,000	27,570,000	3,804,560	5,268,072	18,497,368
Flood Protection and Storm Drainage [D]	48,750,000	19,574,800	997,532	3,295,224	15,282,044
Library Facilities [E]	15,589,000	14,089,000	58,367	5,599,909	8,430,724
Cultural and Performing Arts Facilities [F]	14,235,000	12,745,000	222,208	1,711,485	10,811,307
Public Safety Facilities [G]	32,081,000	31,016,000	1,695,735	2,451,659	26,868,606
City Facilities [H]	18,157,000	14,347,000	475,202	3,868,011	10,003,787
Economic Development [I]	55,400,000	19,462,200	1,304,463	11,012,200	7,145,537
Homeless Assistance Facilities [J]	20,000,000	2,000,000	0	9,322	1,990,679
Total	\$1,050,000,000	\$420,086,869	\$112,176,895	\$115,637,723	\$192,272,252

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

DALLAS 365

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

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

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 target.



On Target



Caution



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%	83.98%	!
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	51.25%	✘
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	52.09%	!
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	93.69%	✓
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	85.55%	✓
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	703.08	626.30	✓
Mobility Solutions, Infrastructure, & Sustainability						
7	Percentage of annual bond appropriation committed (Bond Program)	N/A	90.00%	82.50%	62.00%	✘
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.52	✓
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	180.58	150.02	!
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	91.71%	!
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	13.61	⚠
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.81%	⚠
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.00%	✅
Economic & Neighborhood Vitality						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	4,583	6,001	✅
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	74	19	❌
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	1,500	1,375	318	❌
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	86.45%	✅
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.38%	✅
Human & Social Needs						
21	Number of seniors served (Community Care)	1,833	4,500	4,125	6,804	✅
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	18.47	✅
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	92.00%	✅
Quality of Life						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	9,167	8,160	⚠
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	86.55%	⚠
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✅
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	85.34%	✅
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	17.94%	✅
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	6,801,667	10,615,481	✅
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	22,917	22,083	✅
31	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	N/A	50.00%	50.00%	59.70%	✅
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	69.00%	✅

DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
Government Performance & Financial Management						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	61.34%	
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.69%	
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	48.35%	

VARIANCE NOTES

#1. Due to continued focus on driving safety, high numbers of new inexperienced firefighters, and an increase in heavy apparatus assignments to all "Potential Scenes of Violence." These apparatus must stay on location until police arrival, which affects response times for other fire emergencies nearby.

#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 steadily over the year. An emphasis on recruiting, changes to Civil Service rules, and increased starting pay should lead to increased staffing and ultimately improved response times.

#7. Due to fluctuations in project award schedules and the complexity of consultant negotiations, which impacted construction schedules. Staff anticipates achieving 70% commitment by the end of the fiscal year.

#10. Production has increased each month since December due to seasonality of resurfacing efforts. An additional 88 lane miles are currently under construction, which will exceed Public Works' target for the year.

#11. Due to severe weather cleanup after the June 9 storm. Maintenance staff were redirected to respond to more than 1,600 calls regarding downed trees during June and July. Pothole response should improve beginning in August.

#13. Due to severe weather cleanup after the June 9 storm. Sanitation Services shifted focus to storm debris collection, resulting in staffing and equipment shortages, but normal bulk and brush collection have resumed for August.

#14. Due to seasonality. As temperatures rise throughout spring and summer, recycling diversion rates rise as well.

#17. FY 2017-18 program changes and updated homebuyer qualification guidelines will result in larger loans, but the process is more time-consuming, resulting in fewer loans.

#18. 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. Due to system conversion, which interrupted service request data retrieval. Inspectors completed more than 1,700 inspections in August, improving the status from Needs Improvement to Caution.

#25. Due to system conversion, which interrupted service request data retrieval. Performance has improved since January and should continue to increase.

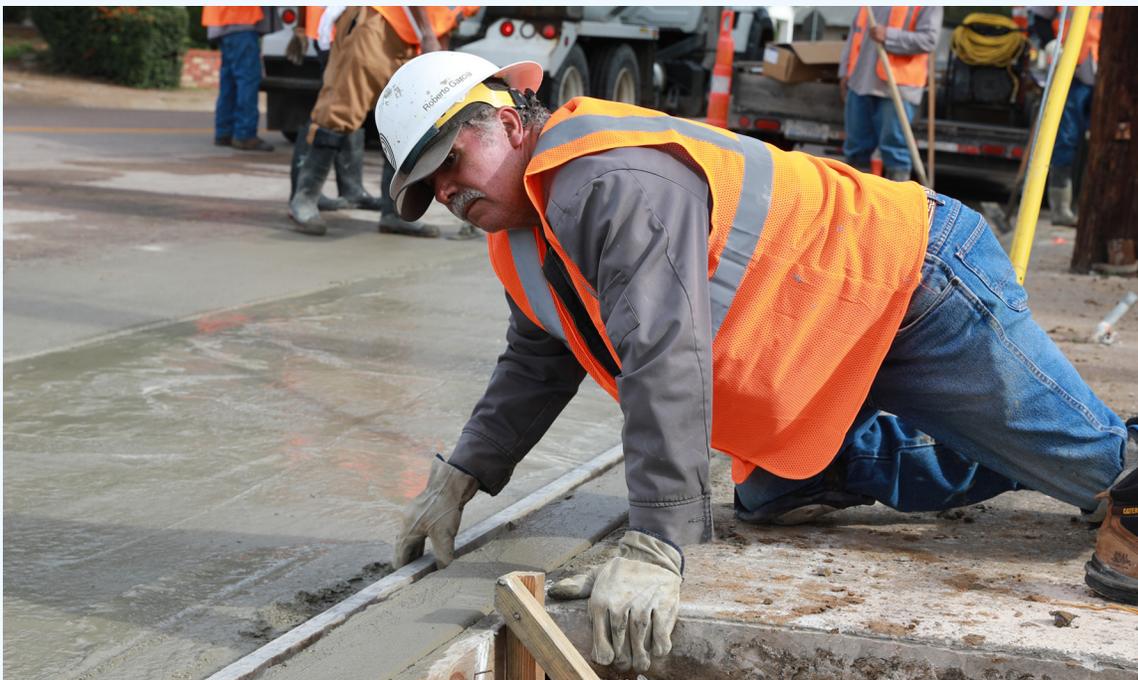
#33. Attrition in agents trained to process calls has slowed, and performance continues to improve.

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 target” (green check mark), “caution” (yellow exclamation mark), or “canceled” (red x).



In the Spotlight



With an investment of more than \$125 million of bonds and cash, Public Works completed resurfacing, maintenance, and improvement projects on all 822 lane miles budgeted for FY 2018-19.

Budget Initiative Tracker

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

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

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

2 Number of Police Officers

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

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

3 Number of Firefighters

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

STATUS Dallas Fire-Rescue hired 63 new recruits in July and anticipates attrition of 105 members, resulting in a year-end uniform headcount of 1,963, compared to the original forecast of 1,942.

4 Police and Fire Uniform Pension

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

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

5 Security of City Facilities

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

STATUS City Council approved a one-year consultant contract on May 22 for a security assessment of City facilities and development of a Citywide security strategy, including recommendations for staffing and equipment enhancements.

6 School Crossing Guards

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

STATUS All City Management Services, Inc. (ACMS) provided crossing guard services to numerous elementary schools hosting summer school in June 2019. The City recently received its second payment distribution from Dallas County and is working with them to ensure we receive revenue on a more timely basis in the future.

7 P-25 Radio System

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

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

8 Firefighter Safety

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

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

9 911 Operations Center

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

STATUS CIS has ordered equipment for the backup CAD system. CIS has also received the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site, and the contract with AT&T has been amended to allow for additional capacity and functionality. The City Attorney's Office has approved the contract, and CIS is working with the vendor to ensure an October delivery date.

Budget Initiative Tracker

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

10 Street Conditions

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

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

11 Intersection Safety

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

STATUS City Council approved the first Local Project Advanced Funding Agreement (LPAFA) with TxDOT on June 26 and four additional LPAFAs on September 25.

12 Alley Access

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

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

13 Bike Lanes

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

STATUS \$456,000 was transferred to a multi-year fund on September 11, 2019, so work can be completed in FY 2019-20.

14 OneWater Consolidation

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

STATUS DWU is working with the Office of Budget and City Controller's Office on next steps for assigning fixed assets to the appropriate utility service. Consolidation and relocation of staff is expected to be complete by September.

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 Since April, staff has hosted six public engagement meetings and attended 40 community meetings by request. About 1,235 people responded to the survey, providing more than 3,200 responses in the plan's seven focus areas. Staff will conduct a second round of community engagement in the fall to gauge acceptance of the proposed plan actions. OEQS is on track to produce a draft CECAP by the end of the calendar year with adoption prior to April 2020.

16 Traffic Signals

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

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

17 City Facility Major Maintenance

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

STATUS Of the \$6 million allocated for general City facilities, nearly \$5.5 million in projects are complete. Recently completed projects include water line repairs at Fire Station #16, demolition of the apparatus bay at Fire Station #19, and replacement of exterior glass at Pike Recreation Center.

The remaining \$1 million allocated for deferred maintenance is for cultural facilities: \$800,000 at City-owned facilities and \$200,000 for other cultural facilities. Projects estimated at \$800,000 are in progress, including HVAC, interior, and exterior repairs at various cultural centers and facilities.

18 Neighborhood Drainage

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

STATUS DWU's FY 2019-20 budget proposal includes funding for personnel, equipment, and contracts for increased neighborhood drainage maintenance. In addition to reclassifying and advertising the Sr. Program Manager position, additional requisitions are being opened for the newly designated Neighborhood Drainage Division of DWU.

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 On May 22, City Council approved an amendment to the Comprehensive Housing Policy adding a new Land Transfer program to facilitate the sale of tax-foreclosed and City-owned lots for affordable housing and other redevelopment activities. The Housing Policy Task Force committees continue to meet monthly to provide stakeholder input that informs implementation of the Comprehensive Housing Policy.

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 HOU is reviewing proposals for a pilot program in three to five areas of south Dallas that will help income-eligible individuals obtain marketable/insurable title to their property. The pilot program will provide (1) legal services to create marketable title on a significant number of properties and (2) associated services, including information sessions, client intake, prevention, and program evaluation. Staff anticipates submitting a contract for City Council consideration in September.

About \$400,000 has also been allocated to purchase equipment for Code Compliance's Community Clean! initiative, which will engage residents in emerging markets to reduce instances and mitigate the impacts of illegal dumping, litter, and high weeds.

22 One-Stop Permitting 

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

STATUS Phase 2 of the Electronic Plan Review System is on track, which will allow inspectors to view and comment on electronic plans submitted online. The next part of Phase 2 will include enhanced features to improve efficiency, such as a more robust interface that will eliminate duplicate data entry.

23 Historic Resource Survey 

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

STATUS Staff anticipates submitting the contract for City Council consideration on November 13.

Budget Initiative Tracker

HUMAN & SOCIAL NEEDS**24 Homelessness Programs** 

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

STATUS City Council approved all contracts on June 26 to strengthen the homeless response system and increase landlord participation in the landlord subsidized leasing program (track 3 of the Homeless Solutions Strategy). OHS is now working with vendors on program implementation.

25 End Panhandling Now 

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

STATUS The Office of Community Care is working with the Office of Homeless Solutions to improve services and referral coordination to best meet the needs of panhandling clients. The “change” campaign is complete and included DART bus ads, electronic billboards, and streaming radio ads.

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 WCIA has signed contracts with the selected citizenship services vendors from Group 1 and Group 2; the contract for Group 3 is being finalized. The City Attorney’s Office and WCIA are working with the Vera Institute of Justice on a contract for civil legal services.

27 Equity 

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

STATUS The Equity Core Team has received more than 26 hours of training from the Government Alliance on Race and Equity to develop pilot equity projects and a racial equity action plan for the City.

28 FreshStart Re-Entry Program 

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

STATUS The Office of Community Care continues to coordinate with other departments to place candidates as part of the FreshStart employment initiative. OCC offers screening and referral services and coordinates with local community organizations and Workforce Solutions to identify candidates. The program has placed 25 candidates in full-time positions, and nine City departments are participating so far.

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 Fair Park First (FPF) briefed the Park Board on September 19 on FPF's internship program, branding, capital improvements, FY 2020 budget, and upcoming events.

From April through August, Fair Park hosted a total of 285 events and 684 event days, with an estimated attendance of 430,527 visitors.

30 Dangerous Animals

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

STATUS Dallas Animal Services (DAS) 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. Through August 2019, DAS' collective loose dog intake is up 20.7% year-over-year, while loose dog bites are down 7.66%.

31 Neighborhood Code Representatives

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

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

32 Library RFID

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

STATUS City Council approved a five-year turnkey acquisition and service price agreement on June 26 for the purchase of an RFID system. The project team is finalizing the project charter and scheduling a project kickoff meeting.

33 Aquatic Facilities

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

STATUS The Lake Highlands North, Kidd Springs, and Tietze aquatic facilities opened for the 2019 summer season with total attendance of 36,174.

34 Park and ISD Partnerships

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

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

35 WellMed Senior Programs

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

STATUS The WellMed Charitable Foundation Senior Activity Center at Redbird Square opened in December 2018. 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 third off-site meeting took place August 14 at Lake Highlands North Recreation Center. City Council voted to eliminate funding for off-site meetings in FY 2019-20 during the budget amendment process.

38 Council District Offices

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

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

39 Census 2020

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

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

40 Office of Innovation

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

STATUS The Office of Innovation anticipates hiring its first Data Scientist and Service Design Strategist by the end of the fiscal year. The former will spearhead better analysis and use of City data, while the latter will apply design thinking and an equity lens to City programs.

41 ADA Compliance

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

STATUS OEHR has selected a vendor and is finalizing pricing under the rules outlined for professional services. Staff anticipates submitting the contract for City Council consideration in September.

42 Availability & Disparity (A&D) Study

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

STATUS Phase 1 of the A&D study was completed July 31. Deliverables include the Relevant Market Area Analysis and Utilization Analysis reports. Phase 2 of the study—including benchmark comparisons, availability analysis, a workforce study, and additional public engagement meetings—began August 1.

43 Compensation Study

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

STATUS Public Sector Personnel Consultants kicked off the Classification and Compensation Study in early October. All employees have been asked to complete a Position Analysis Questionnaire by Oct. 31.

44 WorkDay HR/Payroll System

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

STATUS The Project Governance Board is re-evaluating project timelines, with guidance from our vendors, and will provide updated schedules for additional testing, as well as a new go-live date. The Board is also assessing length, terms, and conditions for extensions of dependent contracts.

