

Memorandum

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CITY SECRETARY
DALLAS, TEXAS



DATE: January 3, 2014

TO: Members of the Budget, Finance & Audit Committee:
Jennifer Staubach Gates (Vice Chair), Tennell Atkins, Sheffie Kadane, Philip T. Kingston

SUBJECT: Budget, Finance & Audit Committee Meeting

Monday, January 6, 2014, 1:00 p.m.

Dallas City Hall - 6ES, 1500 Marilla St., Dallas, TX 75201

The agenda for the meeting is as follows:

1. Consideration of minutes from the December 2, 2013 Budget, Finance & Audit committee meeting
2. Financial Benefits and Protections of Marriage
Theresa O'Donnell
Interim Assistant City Manager
3. Unlawful Discriminatory Practices
Relating to Sexual Orientation
Beverly Davis, Assistant Director
Fair Housing Office
4. Comprehensive Energy Conservation
& Solar Performance Contracts
Rick Galceran, Director
Public Works
5. Best Practices in E3 Government, Finance & Audit
Index Cities and SWOT Analysis
LaToya Jackson, Assistant Director
Strategic Customer Service

FYI:

6. Upcoming Agenda Item: Risk Consultant and Actuarial Services
7. November 2013 Financial Forecast Report

Jerry R. Allen, Chair
Budget, Finance & Audit Committee

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, Interim City Manager
Warren M. S. Ernst, City Attorney
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest E. Turner, Assistant City Manager

Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager
Jody Puckett, Director, Dallas Water Utilities
Rick Galceran, Director, Public Works Department
LaToya Jackson, Assistant Director, Strategic Customer Services

A quorum of the Dallas City Council may attend this Council Committee meeting.

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. Contemplated or pending litigation or matters where legal advice is requested of the City Attorney. Section 551.071 of the Texas Open Meetings Act.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.
4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.
5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.

Budget, Finance & Audit Committee

Meeting Record- DRAFT

Meeting Date: 12.02.2013

Convened: 1:51 p.m.

Adjourned: 3:07 p.m.

Committee Members Present:

Jerry R. Allen, Chair Jennifer Staubach Gates, Vice-Chair
Tennell Atkins Sheffie Kadane
Philip T. Kingston

Council Members Present:

Adam Medrano
Sandy Greyson
Scott Griggs

Staff Present:

Jeanne Chipperfield	Molly McCall	Jody Puckett	Errick Thompson
Jack Ireland	Dolores Lewis	Renee Hayden	Craig Kinton
Jing Xiao	Forest Turner	Erica Robinson	Adelia Gonzalez
Edward Scott	Rick Galceran	Theresa O'Donnell	Chief Louie Bright
Lance Sehorn	Terry Lowery	John Rogers	Donna Lowe
Michael Frosch	Jesse Dillard	Robyn Gerard	Zaida Basora
Stephanie Cooper	William Finch		

AGENDA:

1. Approval of the November 4, 2013 Minutes

Presenter(s):

Information Only: —

Action Taken/Committee Recommendation(s):

A motion was made to approve the November 4, 2013 minutes. Motion passed unanimously.

Motion made by: Sheffie Kadane

Motion seconded by: Tennell Atkins

2. Dallas Water Utilities: Commercial Water Rate Structure

Presenter(s): Jody Puckett, Director, Dallas Water Utilities

Information Only:

Action Taken/Committee Recommendation(s):

Councilmember Greyson would like to move forward with finalizing the review for potential changes and charges for a "temporary treated water" customer class profile and further exploration into volume-based rates. Director of Dallas Water Utilities, Jody Puckett, will bring this information to the committee at an unspecified later date.

3. Comprehensive Energy Conservation & Solar Performance Contracts

Presenter(s): Rick Galceran, Director, Public Works Department

Information Only:

Action Taken/ Committee Recommendation(s):

Committee Chair requested that this briefing be presented to the committee on January 6, 2014.

Budget, Finance & Audit Committee

Meeting Record- DRAFT

4. **Status on Defense of Marriage Act (DOMA) Impact**
Presenter(s): Theresa O'Donnell, Interim Assistant City Manager
John Rogers, Assistant City Attorney

Information Only: X

Action Taken/Committee Recommendation(s):

Committee Chair and members requested an additional briefing to be presented to the committee on January 6, 2014, regarding the financial benefits relating to the Defense of Marriage Act (DOMA).

FYI

5. **Upcoming Agenda Items: Fleet Purchase**

Presenter(s): N/A

Information Only: X

Action Taken/ Committee Recommendation(s):

N/A

6. **Upcoming Agenda Items: Websense Security and Threat Management System**

Presenter(s): N/A

Information Only: X

Action Taken/ Committee Recommendation(s):

N/A

7. **Upcoming Agenda Items: Lawson Human Resources Information System Maintenance and Support**

Presenter(s): N/A

Information Only: X

Action Taken/ Committee Recommendation(s):

N/A

8. **Upcoming Agenda Items: Benefits Master Plan Document**

Presenter(s): N/A

Information Only: X

Action Taken/ Committee Recommendation(s):

N/A

Budget, Finance & Audit Committee

Meeting Record- **DRAFT**

9. **October FFR**

Presenter(s): N/A

Information Only:

Action Taken/ Committee Recommendation(s):

N/A

Jerry R. Allen, Chair
Budget, Finance & Audit Committee

Memorandum



DATE January 3, 2014

TO Budget, Finance and Audit Committee Members: Jerry Allen, Chair, Jennifer Staubach Gates, Vice-Chair, Tennell Atkins, Mayor Pro Tem, Sheffie Kadane, and Philip T. Kingston

SUBJECT Financial Benefits and Protections of Marriage

On Monday, January 6, 2014, you will be briefed on Financial Benefits and Protections of Marriage. A copy of the briefing is attached.

Please let me know if you have any questions.



Theresa O'Donnell
Interim Assistant City Manager

- c: The Honorable Mayor and Members of the City Council
A.C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Craig Kinton, City Auditor
Judge Daniel F. Solis, Administrative Judge, Municipal Court
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Elsa Cantu, Assistant to the City Manager – Mayor and Council



City of Dallas

Financial Benefits and Protections of Marriage

Budget, Finance and Audit Committee

January 6, 2014



Rights and Benefits Construed by Marriage

The U.S. General Accounting Office compiled a list of rights and benefits which were related to civil marriage:

- ▶ GAO has identified 1,138 federal rights, benefits and privileges connected to marital status.
- ▶ These rights are not given to people who cannot marry, to people who in civil unions, or to people in registered domestic partnerships.

Rights and Benefits Construed by Marriage

- ▶ These federal rights were unavailable to legally married, same-gender couples prior to the Supreme Court ruling in the DOMA case, *United States v. Windsor*.
- ▶ Many of these federal rights are still unavailable to the majority of same-gender couples in the 33 states that prohibit gay marriage.
 - *Some of these rights are available to legally married couples regardless of where they reside.*
 - *Some of these rights are available only if legally married couples reside in a state that recognizes gay marriage.*

Categories of Rights and Benefits

- ▶ The GAO list is organized into thirteen categories of rights and benefits*, including:
 - Social Security and related programs, housing, and food stamps
 - Veterans' benefits
 - Taxation
 - Federal civilian and military service benefits
 - Employment benefits and related laws
 - Immigration, naturalization, and aliens
 - Trade, commerce, and intellectual property
 - Financial disclosure and conflict of interest

*(*see Appendix A for brief description of each category)*

Overview of Most Common Benefits

- ▶ Tax
- ▶ Estate planning
- ▶ Government benefits
- ▶ Employment benefits
- ▶ Medical benefits
- ▶ Death benefits
- ▶ Family benefits
- ▶ Consumer benefits

Tax Benefits

- ▶ Filing joint income tax returns with the IRS and state taxing authorities
- ▶ IRS Revenue Ruling 2013-17 - treats same-gender couples as married if they are married in any of the 17 states that recognize same-sex marriage, even if they live in a state that prohibits same-sex marriage.
- ▶ Creating a "family partnership" under federal tax laws, which provides the ability to divide business income among family members

Tax Benefits

- ▶ While the distinction between married and unmarried status is pervasive in federal tax law, terms such as "husband," "wife," or "married" are not defined.
- ▶ Marital status figures in federal tax law in provisions as basic as those giving married taxpayers the option to file joint or separate income tax returns.
- ▶ It is also seen in the related provisions prescribing different tax consequences, depending on whether a taxpayer is married filing jointly, married filing separately, unmarried but the head of a household, or unmarried and not the head of a household.

Estate Planning Benefits

- ▶ Inheriting a share of your spouse's estate
- ▶ Receiving an exemption from both estate taxes and gift taxes for all property you give or leave to your spouse
- ▶ Creating life estate trusts that are restricted to married couples and marital deduction trusts
- ▶ Obtaining priority if a conservator needs to be appointed for your spouse -- that is, someone to make financial and/or medical decisions on your spouse's behalf

Government Benefits

- ▶ Receiving Social Security, Medicare, and disability benefits for spouses
- ▶ Receiving veterans' and military benefits for spouses, such as those for education, medical care, or special loans
- ▶ Receiving public assistance benefits

Employment Benefits

- ▶ Obtaining insurance benefits through a spouse's employer
- ▶ Taking family leave to care for your spouse during an illness
- ▶ Receiving wages, workers' compensation, and retirement plan benefits for a deceased spouse
- ▶ Taking bereavement leave if your spouse or one of your spouse's close relatives dies

Medical Benefits

- ▶ Visiting your spouse in a hospital intensive care unit or during restricted visiting hours in other parts of a medical facility
- ▶ Making medical decisions for your spouse if he or she becomes incapacitated and unable to express wishes for treatment

Death Benefits

- ▶ Consenting to after-death examinations and procedures
- ▶ Making burial or other final arrangements

Family Benefits

- ▶ Filing for step-parent or joint adoption
- ▶ Applying for joint foster care rights
- ▶ Receiving equitable division of property in a divorce
- ▶ Receiving spousal or child support, child custody, and visitation in a divorce

Consumer Benefits

- ▶ Receiving family rates for health, homeowner's, auto, and other types of insurance
- ▶ Receiving tuition discounts and permission to use school facilities
- ▶ Other consumer discounts and incentives offered only to married couples or families

Legal Actions

- ▶ Suing a third person for wrongful death of a spouse and loss of consortium (loss of intimacy)
- ▶ Suing a third person for offenses that interfere with the success of your marriage, such as alienation of affection and criminal conversation (these laws are available in only a few states)
- ▶ Claiming the marital communications privilege, a court cannot force a person to disclose the contents of confidential communications between married spouses
- ▶ Receiving crime victims' recovery benefits if your spouse is the victim of a crime
- ▶ Visiting rights in jails and other places where visitors are restricted to immediate family

Appendix A

US Government Accountability Office

- ▶ Description of 13 categories of rights and benefits

Defense of Marriage Act: Update to Prior Report

- GAO-04-353R January 23, 2004
- www.gao.gov

Social Security and related benefits

This category includes the major federal health and welfare programs, particularly those considered entitlements, such as Social Security retirement and disability benefits, food stamps, welfare, and Medicare and Medicaid.

Veterans' Benefits

Spouses of veterans have many rights and privileges by virtue of the marital relationship.

Veterans' benefits include:

- Pensions
- Indemnity compensation for service-connected deaths
- Medical care
- Nursing home care
- Right to burial in veterans' cemeteries
- Educational assistance
- Housing assistance

Federal Civilian and Military Service Benefits

- ▶ This category includes statutory provisions dealing with current and retired federal officers and employees, members of the Armed Forces, elected officials, and judges, in which marital status is a factor.
- ▶ Typically these provisions address the various health, leave, retirement, survivor, and insurance benefits provided by the United States to those in federal service and their families.

Employment Benefits and Related Provisions

- ▶ Marital status comes into play in many different ways in federal laws relating to employment in the private sector.
- ▶ Other provisions includes laws that address the rights of employees under employer-sponsored employee benefit plans; that provide for continuation of employer-sponsored health benefits after events like the death or divorce of the employee; and that give employees the right to unpaid leave in order to care for a seriously ill spouse.
- ▶ In addition, Congress has extended special benefits in connection with certain occupations, like mining and public safety.

Immigration, Naturalization and Aliens

- ▶ This category includes federal statutory provisions governing the conditions under which noncitizens may enter and remain in the United States, be deported, or become citizens.
- ▶ The law gives special consideration to spouses of immigrant and non-immigrant aliens in a wide variety of circumstances.
- ▶ Under immigration law, aliens may receive special status by virtue of their employment, and that treatment may extend to their spouses.
- ▶ Spouses of aliens granted asylum can be given the same status if they accompany or join their spouses.
- ▶ Obtaining immigration and residency benefits for noncitizen spouse

Indigenous Peoples

- ▶ The indigenous peoples of the United States have long had a special legal relationship with the federal government through treaties and laws.
- ▶ The law also outlines the descent and distribution rights for property.
- ▶ In addition, there are laws pertaining to health care eligibility for indigenous people and spouses and reimbursement of travel expenses of spouses and candidates seeking positions in the Indian Health Service.

Trade, Commerce, and Intellectual Property

- ▶ This category includes provisions concerning foreign or domestic business and commerce, including the National Housing Act (rights of mortgage borrowers); the Consumer Credit Protection Act (governs wage garnishment); and the Copyright Act (spousal copyright renewal and termination rights).
 - Bankruptcy
 - Banks and Banking
 - Commerce and Trade
 - Customs Duties

Financial Disclosure and Conflict of Interest

- ▶ Federal law imposes obligations on members of Congress, employees or officers of the federal government, and members of the boards of directors of some government-related or government chartered entities, to prevent actual or apparent conflicts of interest.
- ▶ These individuals are required to disclose publicly certain gifts, interests, and transactions.
- ▶ Many of these requirements, which are found in 16 different titles of the United States Code, apply also to the individual's spouse.

Crimes and Family Violence

- ▶ This category includes laws that implicate marriage in connection with criminal justice or family violence. The nature of these provisions varies greatly. Some deal with spouses as victims of crimes, others with spouses as perpetrators.

Loans, Guarantees and Payments in Agriculture

- ▶ Under many federal loan programs, a spouse's income, business interests, or assets are taken into account for purposes of determining a person's eligibility to participate in the program.
- ▶ In other instances, marital status is a factor in determining the amount of federal assistance to which a person is entitled or the repayment schedule.
- ▶ This category includes education loan programs, housing loan programs for veterans, and provisions governing agricultural price supports and loan programs that are affected by the spousal relationship

Federal Natural Resources

- ▶ Federal law gives special rights to spouses in connection with a variety of transactions involving federal lands and other federal property.
- ▶ These transactions include purchase and sale of land by the federal government and lease by the government of water and mineral rights

Miscellaneous Provisions

- ▶ This category comprises federal statutory provisions that do not fit readily in any of the other 12 categories.
- ▶ Federal provisions that prohibit discrimination on the basis of marital status are included in this category.
- ▶ This category also includes various patriotic societies chartered in federal law, such as the Veterans of Foreign Wars or the Gold Star Wives of America.

Next Steps

- ▶ Identify Committee direction on future actions and appropriate follow-up

Memorandum



CITY OF DALLAS

DATE January 3, 2014

TO Budget, Finance and Audit Committee Members: Jerry Allen, Chair, Jennifer Staubach Gates, Vice-Chair, Tennell Atkins, Mayor Pro Tem, Sheffie Kadane, and Philip T. Kingston

SUBJECT Unlawful Discriminatory Practices Relating to Sexual Orientation

On Monday, January 6, 2014, you will be briefed on Unlawful Discriminatory Practices Relating to Sexual Orientation. A copy of the briefing is attached.

Please let me know if you have any questions.

A handwritten signature in black ink, appearing to read 'Theresa O'Donnell'.

Theresa O'Donnell
Interim Assistant City Manager

c: The Honorable Mayor and Members of the City Council
A.C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
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UNLAWFUL DISCRIMINATORY PRACTICES RELATING TO SEXUAL ORIENTATION

Budget, Finance and Audit Committee
January 6, 2014



MISSION STATEMENT

To promote and preserve through fair, orderly, and lawful procedures the opportunity for every person to obtain employment, access to all places of public accommodation, and housing without regard to sexual orientation.

HISTORICAL BACKGROUND



- In September 1990, the Fair Housing Office (FHO) was created to enforce the City of Dallas Fair Housing Ordinance and provide education and outreach.
- On October 1, 2002, Chapter 46 was enacted and an enforcement section was created in FHO to investigate complaints of discrimination related to sexual orientation.

CHAPTER 46 (Human Rights)



Prohibits discrimination in *EMPLOYMENT*, *PUBLIC ACCOMMODATIONS*, and *HOUSING* based on *sexual orientation.

*Sexual orientation – an individual's real or perceived orientation as heterosexual, homosexual, or bisexual or an individual's real or perceived gender identity.

3 EXCEPTIONS TO CHAPTER 46



- Religious Organizations
- The United States government or any of its departments or agencies
- The government of the State of Texas or any of its departments, agencies or political subdivisions

JURISDICTION



Discriminatory acts based on sexual orientation:

- Employment
- Housing
- Places of Public Accommodation
- Retaliation for filing a complaint

STATUTORY LIMITATIONS




A complaint must be filed within 180 calendar days after an alleged unlawful practice has occurred.

TYPES OF EMPLOYMENT DISCRIMINATION



- Failure or refusal to hire or promote
- Failure or refusal to refer one for employment
- Denial of like compensation, terms, conditions and privileges of employment

TYPES OF EMPLOYMENT DISCRIMINATION (CONT.)



- To classify or refer to one based on sexual orientation
- Deny or limit training opportunity
- Print or publish or advertise preferences or limitations

EMPLOYER DEFINITION



Any person with 15 or more employees for each working day in each of 20 or more calendar weeks in current or preceding calendar year, including agents of such person.

UNLAWFUL HOUSING PRACTICES



- Refuse, deny or make unavailable for sell or rent
- Different terms, conditions and privileges of sale or rental when available
- Print or publish or advertise preferences based on sexual orientation
- Refuse or deny mortgage or brokerage services
- Blockbusting
- Steering

HOUSING EXEMPTIONS



- Owners of 3 or fewer single family dwellings
- Owners that resided in dwelling within 24 months preceding sale or rental, and do not use services of any professional in the real estate industry

HOUSING EXEMPTIONS (CONT.)



- Dwelling occupied by no more than four families living independently of each other and the owner maintains part of the dwelling as a residence;
- Dwelling owned by private organization for non-commercial use and rented to only members of that organization; and
- Rental of a dwelling to persons of the same sex, when the dwelling has common bathroom, kitchen, or similar facilities.

TYPES OF DISCRIMINATION IN PUBLIC ACCOMMODATIONS



- Access
- Service
- Utilization
- Cost
- Advertisement

PUBLIC ACCOMMODATION EXCEPTIONS



- Hotel, restaurant, bar, lounge, etc. when the accommodations are restricted to members of a club and their guests - (private membership clubs).
- Bona fide social, fraternal, educational and civic organization, when the profits are solely for the benefit of the organization.

PROCESSING A COMPLAINT



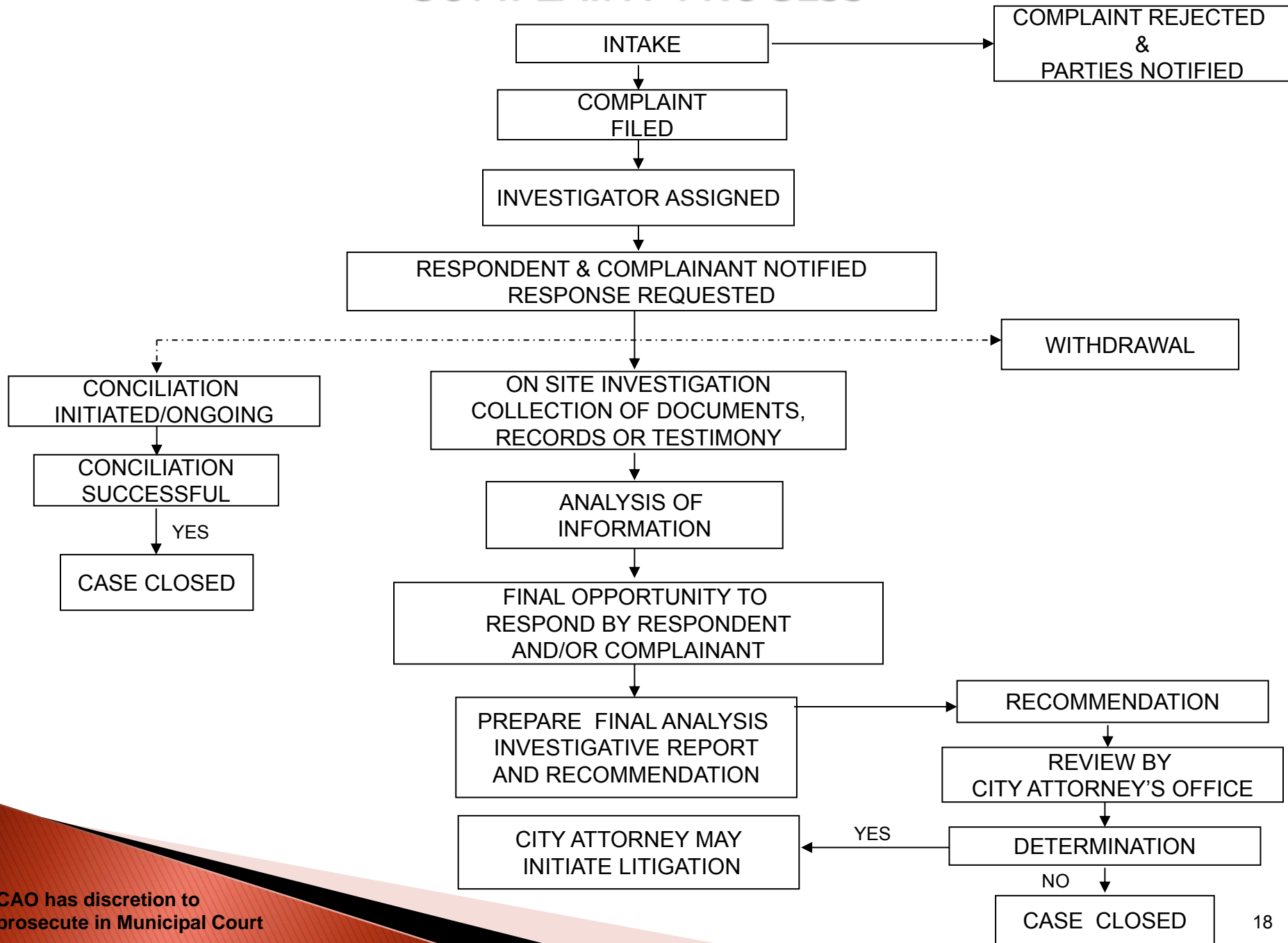
- Official complaints must be written and may be filed in person, by fax, mail, or online
- Jurisdiction is determined at Intake Stage
- Investigation stage includes site visits, witness interviews and document review

PROCESSING A COMPLAINT (CONT.)



- Conciliation available throughout investigation
- A Final Investigative Report is completed and submitted to the City Attorney with a recommendation from the Fair Housing Office
- Determination made by the City Attorney

COMPLAINT PROCESS



CAO has discretion to prosecute in Municipal Court

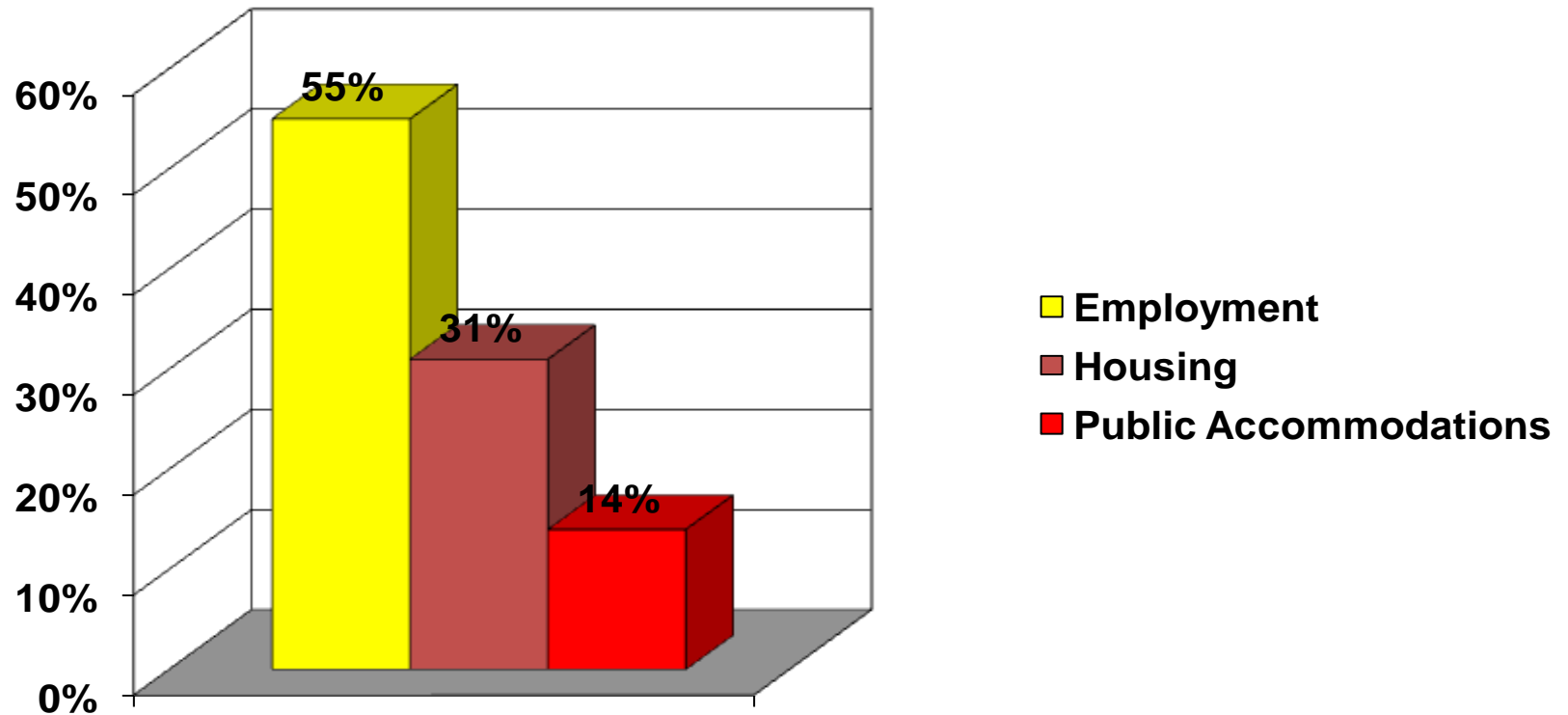
DISPOSITION OF A COMPLAINT



If Cause is determined and filed in Municipal Court - fines range from \$200 to \$500.

BASIS OF 61 COMPLAINTS FILED SINCE 2002

(Percentages as of September 2013)



HUMAN RELATIONS (HR) CLOSED CASES

(As of September 2013)

Conciliation – (5)

Both parties (Complainant and Respondent) reached a mutual agreement

Non-jurisdictional – (7)

A determination was made that the City of Dallas did not have jurisdiction to investigate the complaint (e.g. outside the city limits of Dallas, political subdivision of government, etc.)

No Cause - (38)

These complaints were thoroughly investigated by staff, reviewed by the City Attorney's Office and no determination of discrimination was found.

Settlement – (7)

Both parties (Complainant and Respondent) reached an outside agreement that did not include the City of Dallas

Uncooperative – (4)

After initial filing the Complainant could not be located or would not cooperate with the investigation after formal notice was given to contact the Fair Housing Office.

ORDINANCES IN OTHER TEXAS CITIES



- Austin
- Fort Worth
- Houston
- San Antonio



City of Dallas

Fair Housing Office
214.670.FAIR (3247)
www.dallasfairhousing.com

Memorandum



DATE January 3, 2014

TO Members of the Budget, Finance & Audit Committee: Jerry R. Allen (Chair),
Jennifer Staubach Gates (Vice Chair), Tennell Atkins, Sheffie Kadane,
Philip T. Kingston

SUBJECT Comprehensive Energy Conservation & Solar Performance Contracts

The Monday, January 6, 2014, Budget, Finance and Audit Committee agenda will include a Comprehensive Energy Conservation & Solar Performance Contracts briefing.

Please contact me if you need additional information.



Jill A. Jordan, P.E.
Assistant City Manager

Attachment

c: Honorable Mayor and Members of the City Council	Forest E. Turner, Assistant City Manager
A.C. Gonzalez, Interim City Manager	Joey Zapata, Assistant City Manager
Rosa A. Rios, City Secretary	Charles M. Cato, Interim Assistant City Manager
Warren M.S. Ernst, City Attorney	Theresa O'Donnell, Interim Assistant City Manager
Daniel F. Solis, Administrative Judge	Jeanne Chipperfield, Chief Financial Officer
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Comprehensive Energy Conservation & Solar Performance Contracts



City Hall, Public Safety and Solar Projects



City of Dallas

Budget, Finance and Audit Committee
January 6, 2014



Agenda

Project

- Projects background
- Current projects overview
- Projects schedule
- Benefits to the City

What Is An Energy Performance Contract?

Definition

An Energy Performance Contract (EPC) is a turnkey service, design, construction and financing contract, to deliver cost effective, comprehensive energy efficiency, renewable energy and operation improvements. Projects are financed by state or private party loans which are repaid thru energy savings in the associated utility bills. EPC's are reviewed to ensure that the project savings are sufficient to finance the full project cost.

- ❑ Texas statute created in 1997, in Section 302 of the Texas Government Code, allows up to 15 year terms, however State Energy Conservation Office (SECO) limits terms to 10 years.
- ❑ Requires an independent third party, Professional Engineer's review of savings.
- ❑ A typical EPC project is delivered by an Energy Services Company (ESCO).

How to implement an Energy Performance Contract?

Three main steps to implement an Energy Performance Contract:

1. Preliminary Audit - to determine if a project is feasible, then define scope and negotiate the Detailed Audit cost.
2. Detailed Audit - designed to develop an investment grade savings report to solicit and select construction financing (base contract).
 - Mandatory independent engineer's review
3. Construction - implementation and savings verification. Draw on loan funds during construction (Supplemental Agreement).
 - Measurement & verification of savings
 - Loan repayment begins when savings are realized.

Past Energy Performance Contracts

City Implemented EPC's

1. 2003 City Hall - TAC, 7 buildings, \$9.5 M project cost, \$526 K rebate, \$1.5 M saved annually, loan repaid 11/2014.
 2. 2005 Love Field – AMERESCO, \$5.3 M project cost, \$165 K rebate, \$658 K saved annually, loan repaid 9/2017.
 3. 2005 Convention Center / Union Station – Johnson Controls Inc., \$16 M project cost, \$455 K rebate, \$2.4 M saved annually, loan repaid 10/2016.
 4. 2007 Dallas Museum of Art – Schneider Electric; \$5.3 M project cost, \$51K rebate, \$847 K saved annually, loan repaid 10/2018.
- Total cost of above four projects: \$36 M
 - Total realized savings to date with rebates: \$42.7 M
 - Since 2005, City has realized a 13% reduction in kWh. During the same time period, new accounts increased consumption by 5%.

SECO Cover Story

Convention Center Performance Contract



Clean Air Through Energy Efficiency



*2006 Texas SB5 Report from the
State Energy Conservation Office (SECO)*

Carole Keeton Strayhorn • Texas Comptroller

2013 Performance Based Energy Service Contract

Project names and status

There are five projects in progress consisting of the following:

1. City Hall and 27 facilities - Detailed Audit completed
2. Public Safety related accounts - Detailed Audit completed
3. Solar Projects - Detailed Audit in engineer's review
4. Park and Recreation - Detailed Audit in progress (coming 2014)
5. Office of Cultural Affairs - Application in progress (coming 2014)

Present Projects Overview

City Hall Project

- ❑ Evaluated 71 buildings and narrowed the project scope to include 28 buildings exhibiting excessive energy usage plus a Conservation Awareness Program citywide
- ❑ 9 types of cost reduction measures
- ❑ Project construction cost: \$4,706,995
- ❑ Rebate/Incentive: \$150,000 estimated
- ❑ Guaranteed annual savings: \$798,027
- ❑ Simple payback: 5.9 years
- ❑ Financing: 2.5% SECO LoanSTAR
- ❑ Construction period estimated savings \$323,778

Project Overview

City Hall Project Matrix

Matrix of Utility Cost Reduction Measures - Dallas City Hall Project									
Building	Power Conditioning	LED Lighting	Steam Insulating Blanket	Pipe Insulation	CO Monitoring	Continuous Commissioning®	New Building Controls	BAS Integrate / Optimize	Full Time Energy Manager
City Hall	◆	◆	◆			◆			◆
Dallas Museum of Art	◆	◆				◆			◆
Oak Cliff Municipal Center	◆					◆			◆
Courts Building	◆							◆	◆
EBS offices				◆		◆	◆		◆
Streets Administration Bldg							◆		◆
Latino Cultural Center								◆	◆
Eco Park							◆		◆
Thanksgiving Square					◆	◆			◆
Central Library	◆					◆			◆
Arcadia Park Branch Library						◆			◆
Hampton Library								◆	◆
Timberglen library							◆		◆
Keist Library							◆		◆
Skillman-S Western Library							◆		◆
Pleasant Grove Library						◆			◆
Dallas West Library				◆		◆			◆
N Oak Cliff Library				◆				◆	◆
Fretz Park Library						◆			◆
Walnut Hill Library								◆	◆
Lochwood Library						◆			◆
Audelia Library						◆			◆
Preston Royal Library						◆			◆
Renner Frankford Library						◆			◆
Park Forest Branch Library						◆			◆
Oak Lawn Library						◆			◆
Skyline Library						◆			◆
MLK Medical						◆			◆

Project Overview - Highlights

City Hall Project continued...

Full Time Energy Management

- ❑ This project funds one full time City employee that will implement long term behavioral based energy management in all facilities in this project plus others citywide.
- ❑ Tasks Include:
 - ❑ Analyze energy usage to define unexpected changes or trends
 - ❑ Troubleshoot high energy usage buildings
 - ❑ Assist developing centralized automated tracking of natural gas and water usage costs per building
 - ❑ Document energy saving efforts, progress and develop savings projects
 - ❑ Regularly survey buildings to determine if HVAC, lighting and/or plug load controls are being bypassed
 - ❑ Educate staff regularly concerning energy conservation/Continuous Commissioning® best practices
 - ❑ Monitor control systems for continued usage of optimization strategies
 - ❑ Organize inter-Department energy competitions between similar buildings
 - ❑ Help optimize and verify the preventative maintenance is being completed with a focus on energy conservation

Present Projects Overview

Public Safety Project

- ❑ Evaluated 25 buildings and narrowed the project scope to include 13 buildings exhibiting excessive energy usage and a city-wide power management program.
- ❑ 6 types of utility cost reduction measures
- ❑ Project construction cost: \$2,147,152
- ❑ Rebate/Incentive: None anticipated
- ❑ Guaranteed annual savings: \$254,782
- ❑ Simple payback: 8.3 years
- ❑ Financing: SECO LoanSTAR
- ❑ Construction period guaranteed savings \$22,942

Present Projects Overview

Public Safety Project Matrix

Matrix of Utility Cost Reduction Measures - Public Safety Performance Contract Project						
Facilities	Lighting Upgrades	Building Automation Systems (BAS)	Recommissioning	Power Factor Correction	Merge Electrical Accounts	PC Power Control
Jack Evans Police HQ		◆	◆			◆
North Central Police Substation	◆		◆			◆
Northwest Police Substation	◆					◆
Southeast Police Substation	◆		◆			◆
Police Academy	◆					◆
Police Academy Expansion	◆					◆
SW Police Substation	◆					◆
Auto Impound	◆					◆
Credit Union/ Fire Prevention	◆		◆			◆
Quarter Master			◆			◆
Other Buildings City Wide (PC Power)						◆
New Hampton Pump Station				◆		
Pavaho One Pump Station					◆	
Pavaho Two Pump Station					◆	

Present Projects Overview

Solar Project

- ❑ Evaluated 4 buildings and narrowed the project scope to include 3 buildings that could payback on energy usage
- ❑ Two utility cost reduction measures: Solar Photo-voltaic (PV) co-generation with power factor correction.
- ❑ Project cost: \$4,603,024 (\$2,741,374 net cost)
- ❑ Rebate/Incentive: \$1,861,650
- ❑ Annual savings: \$278,214
- ❑ Simple payback: 9.9 years
- ❑ Financing: 2.5% SECO LoanSTAR
- ❑ Construction savings forecast of \$84,078

Project Overview - Highlights

Solar Project continued...

- ❑ 1,689 kW Photovoltaic (solar to electric) Array
 - ❑ 1,145 kW Convention Center
 - ❑ 272 kW City Hall
 - ❑ 272 kW Jack Evans Police Headquarters
- ❑ Rooftop Location
- ❑ Annual Energy Production: 2,528,835 kWh (Modeled)
- ❑ Project Life: 30 years
- ❑ Offset 1,103 tons of carbon dioxide emissions per year
- ❑ Offset the amount of energy needed to power 2,107 average American homes
- ❑ Contingent on Professional Engineers review

Benefits to City

Combined City Hall , Public Safety and Solar Performance Contract Projects

- ❑ Annual savings of \$1,331,023
- ❑ Additional project savings after costs will generate an estimated \$2.7 M contribution to the general fund over 10 years
 - ❑ Over \$2.0 M in rebates from Oncor
- ❑ Solar green energy production is 1,689 kW
- ❑ Full time City employee funded through project savings for long term behavioral energy management and staff trainer

Project Schedule

Combined City Hall, Public Safety and Solar Performance Contract Projects

- ❑ Oncor 2014 rebates submitted ...December 2, 2013
- ❑ Solar Professional Engineer's review complete... January 2014
- ❑ Oncor solar Inter-connection studies complete...April 2014
- ❑ Begin construction...March 2014
- ❑ End construction...January 2015
 - ❑ Training & commissioning during 10 month construction period
- ❑ Measurement & Verification of savings... January 2015-2025
 - ❑ During construction and throughout 10 year project duration
- ❑ Start loan repayment with realized savings...April 2015

Future City Initiatives

- ❑ March 2014: Submit SECO/LoanSTAR Report on Park and Recreation Department energy savings and solar performance contract project
- ❑ Spring 2014 : SECO response on award for Office of Cultural Affairs Project
- ❑ Spring 2014: Launch Conservation Awareness Program (CAP)
- ❑ Spring 2014: Join Department of Energy - Better Building Program
- ❑ Fall 2014: Complete Energy Management Plan (EMP)

Questions

Memorandum



CITY OF DALLAS

DATE January 3, 2014

TO Members of the Budget, Finance & Audit Committee: Jerry R. Allen (Chair),
Jennifer Staubach Gates (Vice Chair), Tennell Atkins, Sheffie Kadane,
Philip T. Kingston

SUBJECT Best Practices in E3 Government, Finance & Audit- Index Cities and SWOT Analysis

The Monday, January 6, 2014, Budget, Finance and Audit Committee agenda will include a Best Practices in E3 Government, Finance & Audit- Index Cities and SWOT Analysis briefing. The briefing will be presented by LaToya Jackson, Assistant Director of Strategic Customer Services.

Please contact me if you need additional information.

A handwritten signature in black ink that reads "Rick Salera for".

Jill A. Jordan, P.E.
Assistant City Manager

Attachment

c: Honorable Mayor and Members of the City Council	Forest E. Turner, Assistant City Manager
A.C. Gonzalez, Interim City Manager	Joey Zapata, Assistant City Manager
Rosa A. Rios, City Secretary	Charles M. Cato, Interim Assistant City Manager
Warren M.S. Ernst, City Attorney	Theresa O'Donnell, Interim Assistant City Manager
Daniel F. Solis, Administrative Judge	Jeanne Chipperfield, Chief Financial Officer
Craig D. Kinton, City Auditor	Frank Libro, Public Information Officer
Ryan S. Evans, Interim First Assistant City Manager	Elsa Cantu, Assistant to the City Manager

BEST PRACTICES IN E3 GOVERNMENT, FINANCE & AUDIT

INDEX CITIES AND SWOT ANALYSIS

Budget, Finance and Audit Committee
January 6, 2014



E3 Government – Committee Members

- ❖ Dolores Lewis (Lead, Human Resources)
- ❖ Twana Banks (Controller's Office)
- ❖ Maria Chagollan (Office of Financial Services)
- ❖ Patrick Diviney (Public Works)
- ❖ Russell Dyer (Office of Cultural Affairs)
- ❖ Lisa Fullerton (Court and Detention Services)
- ❖ Torie Horton (Communication and Information Services)
- ❖ Cheryl Jones (Strategic Customer Services)
- ❖ Valanda Quaite (Equipment and Building Services)
- ❖ Mike Tiegreen (Park and Recreation)

Purpose

To provide information on efficient, effective and economical government in preparation of the FY 14-15 budget by utilizing:

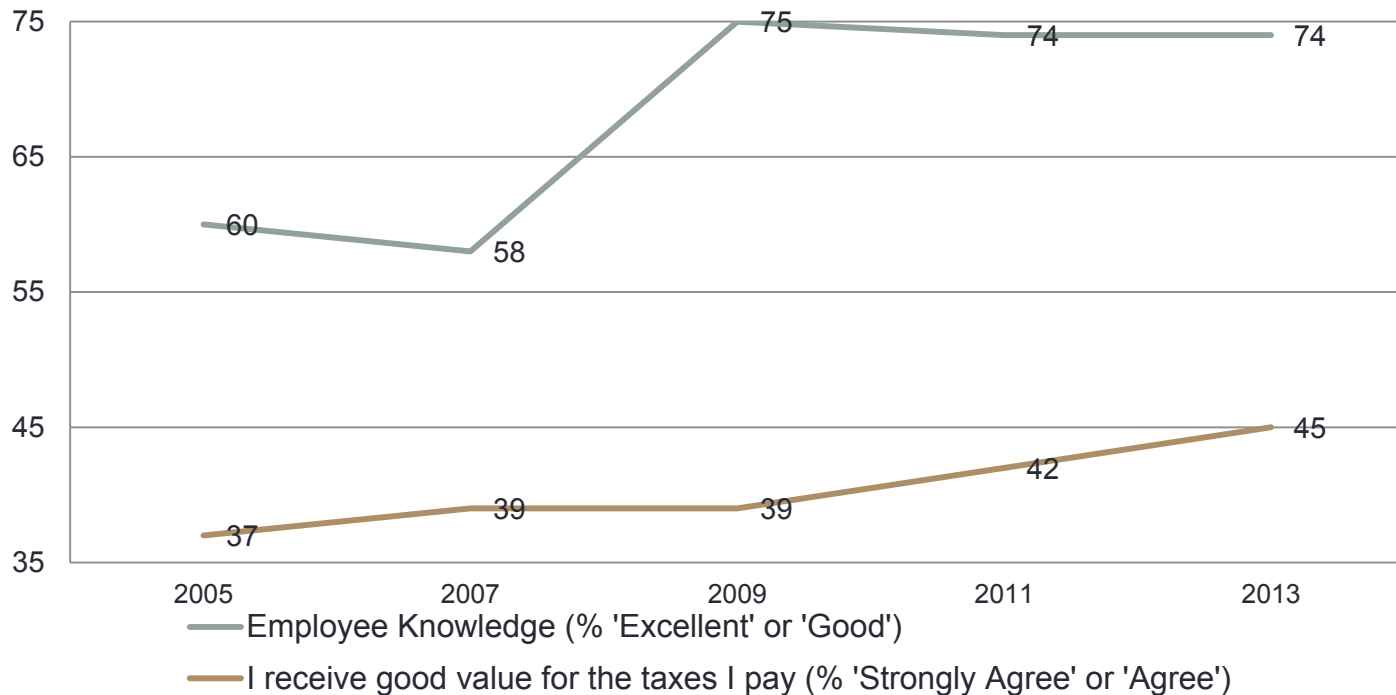
- ❖ Community Survey Highlights
- ❖ Index Cities
- ❖ E3 Government SWOT Analysis
Strengths, Weaknesses, Opportunities, Threats
- ❖ Best Practices to explore opportunities and reduce threats

CITIZEN SURVEY

Dallas

Dallas Community Survey Highlight

Citizens Impression of City of Dallas

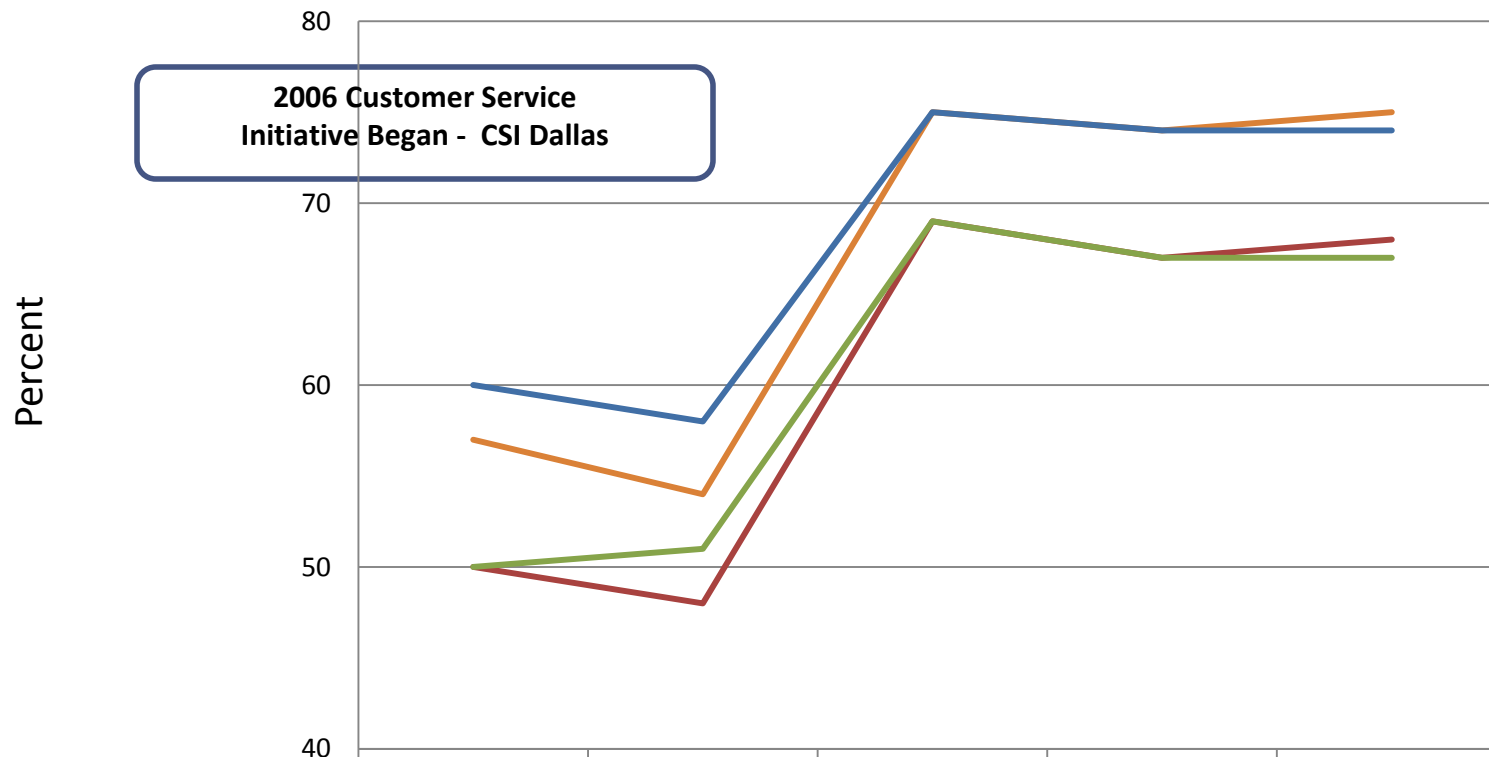


From 2005 to 2013:

23% jump in citizens rating employee knowledge as “Excellent” or “Good”
22% jump in citizens rating “Strongly Agree” or “Agree” to receiving good value for taxes

Citizen Impressions of Employees

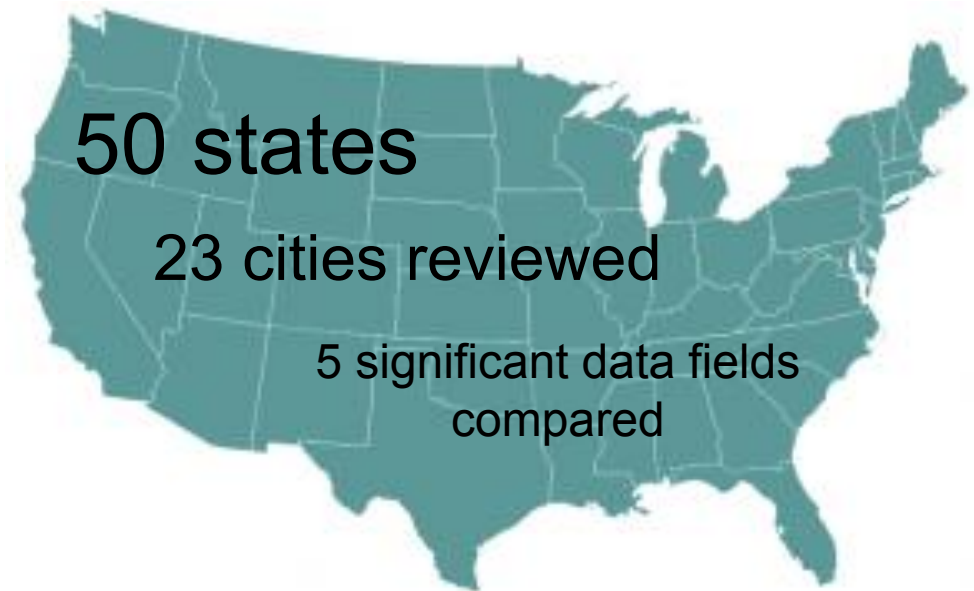
% of Citizens Rating Customer Service as 'Excellent' or 'Good'



— Courtesy	57	54	75	74	75
— Knowledge	60	58	75	74	74
— Responsiveness	50	48	69	67	68
— Overall Customer Service	50	51	69	67	67

Index Cities

- Looked at 23 potential Index Cities
- Chose Index Cities based on:
 - ❖ Budget/resident ratio
 - ❖ Average household income
 - ❖ Ethnic breakdown
 - ❖ Cost of living index
 - ❖ Form of government
- Index Cities
 - ❖ El Paso
 - ❖ Houston
 - ❖ Phoenix
 - ❖ San Antonio
 - ❖ San Diego



5 Index Cities

Index Cities

City	Population	Budget	Budget/ Resident	Form of Government	Cost of Living Index	Average Household Income	Residential Ethnic Breakdown		
							Black	Hispanic	White
Dallas	1,241,162	\$2.8B	\$2,256	Council/Manager	94.3	\$40,585	23.4%	43.9%	28.6%
El Paso	672,539	\$784M	\$1,166	Council/Manager	83.8	\$40,702	2.7%	80.3%	14.9%
Houston	2,160,821	\$4.1B	\$1,897	Strong Mayor	92.5	\$42,877	22.7%	44.4%	25.9%
Phoenix	1,488,750	\$3.5B	\$2,351	Council/Manager	91.6	\$43,960	6.2%	40.2%	46.8%
San Antonio	1,382,951	\$2.3B	\$1,663	Council/Manager	88.3	\$42,613	6.5%	62.5%	27.4%
San Diego	1,338,348	\$2.8B	\$2,092	Strong Mayor	131.2	\$60,797	6.8%	30.4%	43.2%

SWOT ANALYSIS

E3 Government

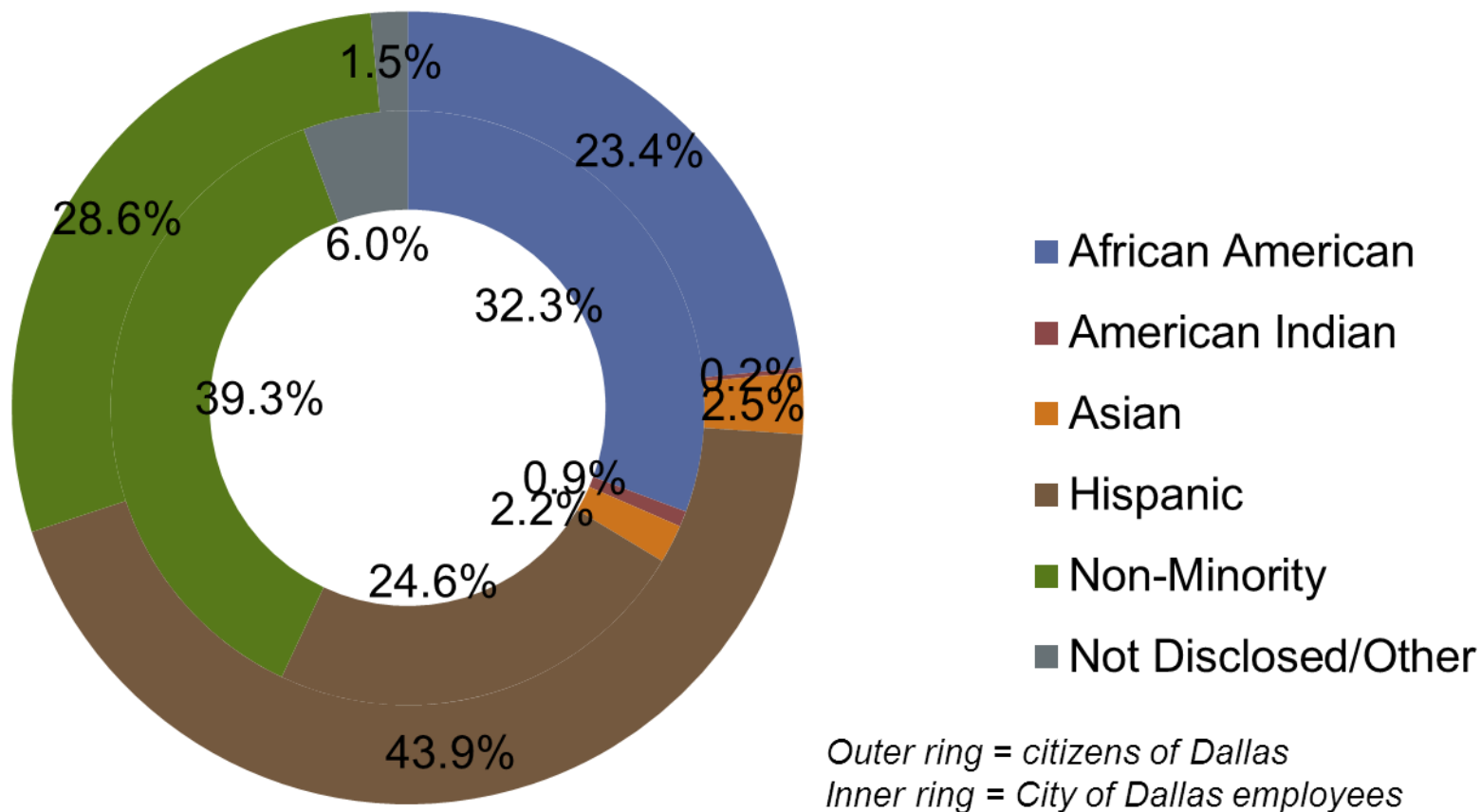
E3 Government – SWOT Analysis

INTERNAL	STRENGTHS Bond Rating Diverse Workforce Ethics Training Financial Management Performance Criteria ISO Certification IT Governance Committee	WEAKNESSES Retirement Eligible Workforce Hiring Process Professional Development
	EXTERNAL	OPPORTUNITIES Internship Program Public Private Partnership Smart City – The Internet of Things

SWOT ANALYSIS

Strengths

Strength - Diverse Workforce



Strength – Financial Soundness

- Financial Management Performance Criteria
 - ❖ Adopted by Council in 1978
 - ❖ Provides standards and guidelines for financial decision-making
 - ❖ 52 criteria in 6 different categories
 - ❖ 13 criteria specific to DWU
 - ❖ Status of each criterion updated annually



- General Obligation Credit Ratings
 - ❖ Moody's: Aa1
 - ❖ Standard and Poor's: AA+

Strength – Ethics Training

- Ethics Course Composition
 - ❖ One hour: Common to all employees
 - ❖ ½ hour: Work group specific training
 - ❖ ½ hour: Custom group exercises
- 220 Training Sessions held at over 30 locations
 - ❖ 9,989 Employees trained FY12-13
 - 5,817 Civilian
 - 4,172 Uniform

Strength – ISO Certification



- **Environmental (ISO 14001)**
 - ❖ 11 Departments Certified
- **Quality (ISO 9001)**
 - ❖ 8 Departments Certified
- **Occupational Health and Safety (ISO 18001)**
 - ❖ 6 Departments Certified

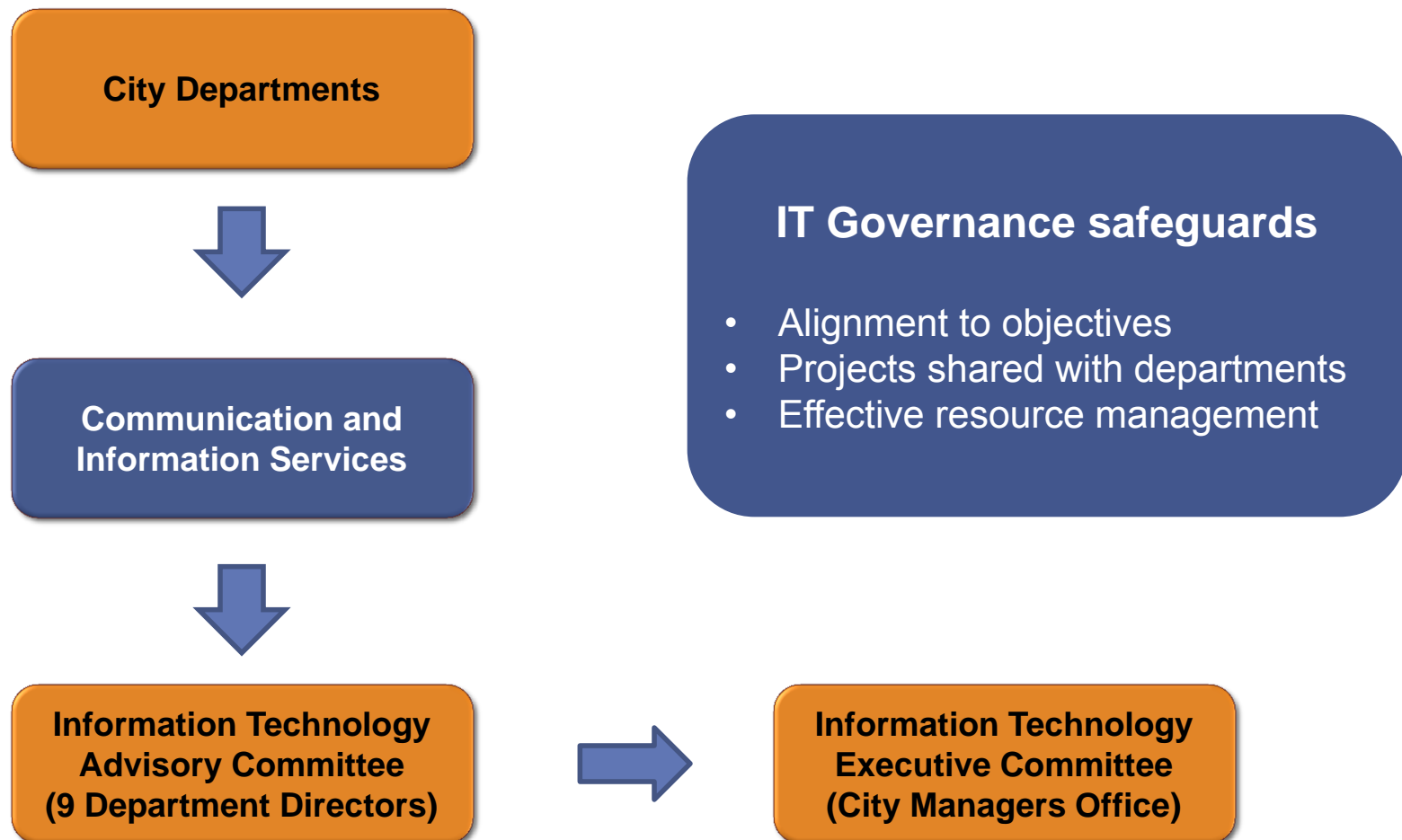
5 Departments seeking certification

Certified Departments

- ❖ Aviation
- ❖ Business Development & Procurement Services
- ❖ Code Compliance
- ❖ Convention & Event Services
- ❖ Court & Detention Services
- ❖ Dallas Water Utilities
- ❖ Equipment & Building Services
- ❖ Human Resources
- ❖ Library
- ❖ Office of Risk Management
- ❖ Park & Recreation
- ❖ Public Works
- ❖ Sanitation Services
- ❖ Street Services
- ❖ Trinity Watershed Management

Strength – IT Governance

Effective evaluation, selection, prioritization and funding of IT investments



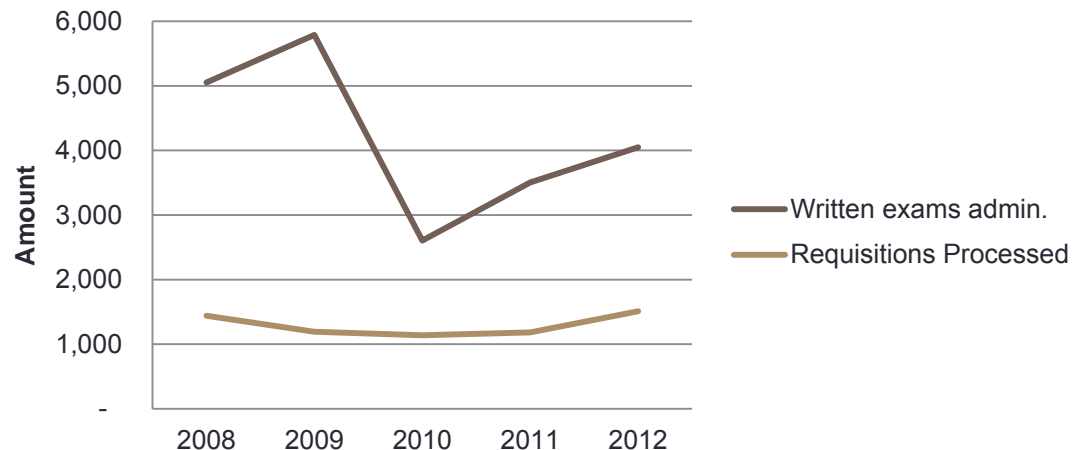
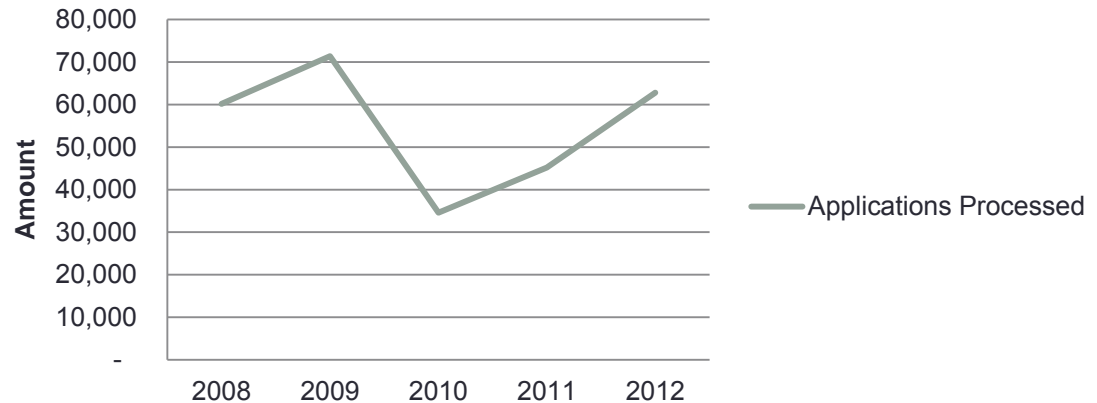
SWOT ANALYSIS

Weaknesses

Weakness – Hiring Process

- Growing strain on Civil Service resources and ability to provide eligibility lists to departments
- FY11 to FY12:
 - ❖ 39% increase in job applications
 - ❖ 28% increase in job requisitions
 - ❖ 16% increase in written examinations

Civil Service Workload Trends



Source: City of Dallas Civil Service Annual Reports

Weaknesses – Hiring Process



Hiring Process: Time to Hire

2013 IPMA-HR Benchmarking Survey on Recruitment found that over 75% of respondents filled vacant positions in 63 days or less

Average Time-to-Fill in 2004 (by Industry)			
Industry (Highest)	Days	Industry (Lowest)	Days
Government	51	Wholesale/Retail trade	26
Transportation	50	Financial Services	28
Educational Services	48	Manufacturing (durable goods)	33

Source: Society for Human Resource Management, April 2006

Best Practice - El Paso, TX

- ❖ FY 12 - average number of days to hire was 52
- ❖ 64% vacant positions are filled within 45 calendar days

Weakness – Professional Development

City of Dallas – Civilian

- No standard practice regarding job-specific training at department level for new hires
- Annually 300 managers and supervisors are trained through the Supervisor Development Class
 - ❖ Staffing for City University cut in prior budgets
 - ❖ No dedicated staff for training



City of Dallas Uniform

- Caruth Police Institute-
Affiliated with University of
North Texas
- Dallas Fire-Rescue's Training
and Support Services Bureau

Weakness – Professional Development

More than 72% of state/local governments have training budget with median amount of \$45,000 in 2011

Industry	Median	Mean	Minimum	Maximum
State/local government (n = 389)	\$45,000	\$408,893	\$500	\$53,000,000

Source: Society for Human Resource Management Survey Findings- Training Budgets, Resources, and Strategies, 2011

Best Practice - City of San Antonio

- ❖ Three tiered training program:
Executives, Mid-level Managers and Front-line Supervisors
- ❖ Train-the-trainer Program utilized for city-wide and departmental training

Weakness – Retirement Eligible Workforce

“The median age of a public administration worker was 45.3 years, three years older than the workforce as a whole.” Source: Governing.com, August 26, 2013

“In 2014, 19 percent of the 2012 public administration workforce will have reached age 61, *the average retirement age*. By 2018, this figure rises to 28 percent of those working in 2012. ” Source: Governing.com, December 2013

- Median age of all City of Dallas employees:
 - ❖ 45 years old
 - ❖ 13 years of service
- 27% civilians eligible to retire

SWOT ANALYSIS

Opportunities

Opportunity – Internship Programs

Internship Program:

- Provide experience to potential employees by allowing them to work in a variety of departments
- **Best Practice – City of San Antonio**
 - ❖ Management Fellows Program – 12-month rotation in the City Manager’s Office, Office of Management and Budget, and an operating department
 - ❖ Student Internship Program – Eligible vocational, technical, college, or university students work in departments to link theory with practice, gain experience, and learn specialized skills not provided in classroom settings
- **Best Practice – Kansas City, MO**
 - ❖ Cookingham-Noll Management Fellowship – two year program to introduce municipal government
 - ❖ Includes government process overview, annual budget preparation, and special projects in areas of a specific interest

Opportunity – Public Private Partnerships

- City of Dallas – Business Development and Procurement Services partners with the various chambers and advocacy groups to:
 - ❖ Educate members on conducting business with the City
 - ❖ Assist businesses with enrolling as a City vendor
 - ❖ Provide them with information on M/WBE certification agencies
 - ❖ Inform vendors of upcoming City contract opportunities based on their capabilities

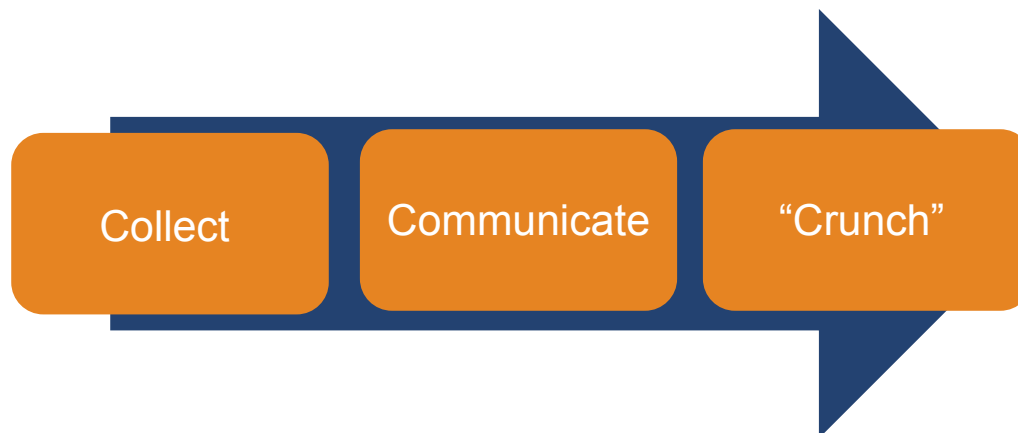


Best Practice – Boston

- ❖ MONUM (Mayor's Office of New Urban Mechanics) focused on delivering transformative city services to residents
- ❖ Three focus areas:
 1. Participatory Urbanism - residents connect to government via new mobile technology
 2. Clicks & Bricks – Pairs designers and technologists with city leaders to streamline city services
 3. Education – Provides quality educational opportunities



Opportunity – Smart City



- 1 Collect**
Information about current conditions across all responsibility areas (power, water, traffic, weather, buildings, etc.).
- 2 Communicate**
information, sometimes to other devices, sometimes to control center and sometimes to servers running powerful software.
- 3 Crunch**
data, analyze it to present information, to perfect (optimize) operations and to predict what might happen next.

Opportunity – Smart City



- ❖ Best Practice – City of Boston rated Smartest City
- ❖ Best Practice – City of San Francisco rated second Smartest City

SWOT ANALYSIS

Threats

Threat - Changing Legal Landscape

- New laws and court case rulings have the potential to negatively impact the City of Dallas
- It is imperative that City staff stay abreast of new developments

Threat – Competitive Labor Market

Total Compensation Summary - Civilian

Pay Element	Summary	Vs. Public Sector	Vs. Private Sector
Base Pay	Weak	7% below blended market	
Medical/Vision	Weak	At 25th percentile	< 25th percentile
Dental	Weak	At 25th percentile	< 25th percentile
Life	Average	At 50th percentile	At the 25th percentile
Long Term Disability	Average	At 50th percentile	< 25th percentile
Retirement	Average	At 25th percentile	> 50th percentile
Time Off	Average	Average	< 50th percentile
Total Comp	Weak	Weak	Weak

Best Practice - City of El Paso

- ❖ Develop a Workforce Planning Program to provide workforce needs analysis to fill positions with the right people and meet business needs

Threat – Competitive Labor Market

Total Compensation Summary - Uniformed

Pay Element	Summary	Vs. Public Sector
Base Pay	Average	At the 50th percentile
Medical/Vision	Weak	At 25th percentile
Dental	Weak	At 25th percentile
Life	Average	At the 50th percentile
Long Term Disability	Average	At the 50th percentile
Retirement	Strong	Above 75th percentile
Time Off	Average	Average
Total Comp	Above Average	Between median & 75th

Threats – Cybersecurity Attacks



Increasingly sophisticated and dynamic threats on information technology systems

- ❖ Malicious Software
- ❖ Identity Theft
- ❖ Destruction of organizational data

Best Practice City – City of New York

- ❖ Cybersecurity Leadership and Innovation Award for the development of Information Security Cloud

Threats – Cybersecurity Attacks

Information Security Program Components



Source: Gartner (January 2013)

Conclusion

Residents of Dallas have a favorable view of the knowledge City employees possess; however, there is always room for improvement.

As the City continues to invest in its most valuable resource, its employees, we can maximize the value that the residents receive.

Memorandum



DATE January 3, 2014

TO Members of the Budget, Finance & Audit Committee: Jerry R. Allen (Chair),
Jennifer Staubach Gates (Vice Chair), Tennell Atkins, Sheffie Kadane,
Philip T. Kingston

SUBJECT Upcoming Agenda Item: Risk Consultant and Actuarial Services

The January 8, 2014 Council Agenda includes an item to award a thirty-six month contract with two one-year renewal options for risk management consulting and actuarial services to AON Risk Services Southwest, Inc. in the amount of \$375,000. There is no change in cost compared to the prior contract for these services.

Through a Request for Competitive Sealed Proposal (RFCSP) process, AON Risk Services was selected from among two other proposers to provide the City with risk management consultant and actuarial services. The risk management consultant services includes the review of the property insurance program, excess workers' compensation insurance, liabilities, risk transfer consulting, market assistance with insurance requirements for contractors and the reviews of insurance companies financial stability. The actuarial services provided will include independent reviews of the City's losses for automobile liability, general liability and workers' compensation as well as assist the City by forecasting chances of future events occurring as well as planning for the future by providing extensive actuarial services to include annual cost driver and trend analysis as well as quarterly reviews.

Please let me know if you need additional information.



Jeanne Chipperfield
Chief Financial Officer

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Daniel F. Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager

Memorandum



CITY OF DALLAS

DATE January 3, 2014
TO The Honorable Mayor and Members of the City Council
SUBJECT Financial Forecast Report

The FY 2013-14 Financial Forecast Report based on information through November 2013 is attached and provided for your information. This report reflects an amended General Fund budget based on Council's approved use of contingency reserve funds by CR# 13-1995 on November 12, 2013.

For FY 2013-14, General Fund revenues are projected to be \$791,000 above budget and expenditures are projected to be \$640,000 above budget. This results in forecast revenues being in excess of forecast expenditures by \$151,000. Since it is still very early in the fiscal year, most revenues and expenses are forecast to be at budget.

We will continue to closely monitor revenues and expenditures and keep you informed.

A handwritten signature in black ink, appearing to read 'A.C. Gonzalez', written over a circular stamp or seal.

A.C. Gonzalez
Interim City Manager

Attachment

c: Ryan S. Evans, Interim First Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O' Donnell, Interim Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Jack Ireland, Director, Office of Financial Services

**GENERAL FUND
COMPARISON OF FY 2013-14 REVENUES AND EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)**

<u>ITEM</u>	<u>BUDGET</u>	<u>YEAR TO DATE</u>	<u>YEAR-END FORECAST</u>	<u>BUDGET VS FORECAST VARIANCE</u>
Revenues	\$1,120,748	\$108,859	\$1,121,539	\$791
Expenditures	\$1,120,748	\$168,055	\$1,121,388	\$640
Net Excess of Revenues Over Expenditures/Transfers	<u>\$0</u>	<u>(\$59,196)</u>	<u>\$151</u>	<u>\$151</u>

**GENERAL FUND
FORECAST OF FY 2013-14 REVENUES
AS OF NOVEMBER 30, 2013
(000s)**

	BUDGET	REVENUES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
TAXES				
Ad Valorem Tax	\$483,898	\$30,473	\$483,898	\$0
Sales Tax	\$249,565	\$20,062	\$249,565	\$0
TOTAL TAXES	\$733,463	\$50,535	\$733,463	\$0
FRANCHISE REVENUES				
Oncor Electric	\$50,110	\$15,732	\$50,110	\$0
AT&T	\$13,422	\$3,668	\$13,422	\$0
Atmos Energy	\$11,228	\$1,952	\$11,228	\$0
Time Warner Cable	\$6,376	\$1,566	\$6,376	\$0
Other	\$20,773	\$5,077	\$20,773	\$0
TOTAL FRANCHISE REVENUES	\$101,908	\$27,994	\$101,908	\$0
LICENSES AND PERMITS	\$9,090	\$1,376	\$9,090	\$0
INTEREST EARNED	\$632	\$57	\$632	\$0
INTERGOVERNMENTAL	\$6,203	\$0	\$6,203	\$0
FINES AND FORFEITURES				
Municipal Court	\$13,779	\$2,263	\$14,160	\$380
Vehicle Towing & Storage	\$6,957	\$1,044	\$6,957	\$0
Parking Fines	\$5,070	\$318	\$5,070	\$0
Red Light Camera Fines	\$6,867	\$0	\$6,867	\$0
Public Library	\$553	\$77	\$553	\$0
TOTAL FINES	\$33,227	\$3,703	\$33,608	\$380
CHARGES FOR SERVICE				
Sanitation Service	\$62,010	\$10,509	\$62,010	\$0
Parks	\$9,716	\$1,208	\$9,716	\$0
Private Disposal Fees	\$17,694	\$2,706	\$17,694	\$0
Emergency Ambulance	\$42,982	\$2,966	\$42,982	\$0
Security Alarm	\$4,500	\$880	\$4,500	\$0
Street Lighting	\$1,000	\$0	\$1,000	\$0
Vital Statistics	\$1,581	\$205	\$1,581	\$0
Other	\$18,303	\$3,024	\$18,631	\$328
TOTAL CHARGES	\$157,786	\$21,497	\$158,114	\$328
INTERFUND REVENUE	\$67,330	\$2,459	\$67,330	\$0
MISCELLANEOUS	\$11,109	\$1,344	\$11,191	\$82
TOTAL REVENUES	\$1,120,748	\$108,964	\$1,121,539	\$791

**GENERAL FUND
FORECAST OF FY 2013-14 EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)**

DEPARTMENT	BUDGET	EXPENDITURES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
Building Services	\$25,609	\$7,235	\$25,601	(\$9)
Business Dev/Procurement Svcs	\$2,654	\$337	\$2,654	\$0
City Attorney's Office	\$13,920	\$2,178	\$13,910	(\$10)
City Auditor's Office	\$2,391	\$347	\$2,411	\$19
City Controller's Office	\$4,471	\$580	\$4,471	\$0
City Manager's Office	\$1,559	\$330	\$1,559	\$0
City Secretary's Office	\$1,783	\$217	\$1,796	\$13
Civil Service	\$2,126	\$255	\$2,130	\$4
Code Compliance	\$33,720	\$4,693	\$33,720	\$0
Court Services	\$11,400	\$1,287	\$11,316	(\$84)
Elections	\$1,096	\$13	\$1,096	\$0
Fire	\$219,029	\$31,907	\$219,029	\$0
Housing	\$10,883	\$5,631	\$10,883	\$0
Human Resources	\$4,080	\$771	\$4,080	\$0
Independent Audit	\$919	\$0	\$919	\$0
Jail Contract - Lew Sterrett	\$8,714	\$8,714	\$8,714	\$0
Judiciary	\$3,528	\$488	\$3,528	\$0
Library	\$22,370	\$4,009	\$22,370	\$0
Management Services	\$5,968	\$1,984	\$5,968	\$0
Mayor and Council	\$3,911	\$519	\$3,911	\$0
Non-Departmental	\$41,935	\$5,251	\$41,935	\$0
Office of Cultural Affairs	\$16,916	\$3,732	\$16,946	\$30
Office of Economic Development	\$1,122	\$713	\$1,122	\$0
Office of Financial Services	\$2,886	\$250	\$2,886	\$0
Park and Recreation	\$78,614	\$14,022	\$78,614	\$0
Police	\$426,401	\$50,784	\$426,401	\$0
Public Works	\$7,121	\$1,567	\$7,097	(\$24)
Sanitation Services	\$74,399	\$8,958	\$75,099	\$700
Street Lighting	\$19,201	\$2,342	\$19,201	\$0
Street Services	\$61,742	\$8,473	\$61,742	\$0
Sustainable Dev/Construction	\$1,788	\$403	\$1,788	\$0
Trinity Watershed Management	\$661	\$65	\$661	\$0
RESERVES AND TRANSFERS				
Contingency Reserve	\$400	\$0	\$400	\$0
Liability/Claim Fund	\$5,088	\$0	\$5,088	\$0
Salary and Benefit Reserve	\$2,340	\$0	\$2,340	\$0
TOTAL EXPENDITURES	\$1,120,748	\$168,055	\$1,121,388	\$640

PROPRIETARY FUNDS
FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)

DEPARTMENT	BUDGET	REVENUES AND EXPENDITURES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
Aviation				
Revenues	\$61,184	\$8,748	\$61,190	\$6
Expenses	\$61,184	\$6,456	\$61,184	\$0
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>\$2,292</u>	<u>\$6</u>	<u>\$6</u>
Convention Center				
Revenues	\$65,308	\$10,662	\$65,308	\$0
Expenses	\$65,307	\$8,157	\$65,033	(\$274)
Net Excess of Revenues Over Expenses/Transfer	<u>\$1</u>	<u>\$2,505</u>	<u>\$275</u>	<u>\$274</u>
Sustainable Dev/Construction				
Revenues	\$26,780	\$4,766	\$26,780	\$0
Expenses	\$25,262	\$2,533	\$25,262	\$0
Net Excess of Revenues Over Expenses/Transfer	<u>\$1,518</u>	<u>\$2,233</u>	<u>\$1,518</u>	<u>\$0</u>
Municipal Radio Fund				
Revenues	\$2,409	\$386	\$2,409	\$0
Expenses	\$2,379	\$244	\$2,317	(\$62)
Net Excess of Revenues Over Expenses/Transfer	<u>\$29</u>	<u>\$141</u>	<u>\$92</u>	<u>\$62</u>
Water Utilities				
Revenues	\$595,315	\$99,747	\$593,362	(\$1,953)
Expenses	\$595,315	\$67,567	\$593,362	(\$1,953)
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>\$32,180</u>	<u>\$0</u>	<u>\$0</u>
Communication & Information Svcs.				
Revenues	\$58,765	\$58	\$58,765	\$0
Expenses	\$61,459	\$5,311	\$61,381	(\$79)
Net Excess of Revenues Over Expenses/Transfer	<u>(\$2,695)</u>	<u>(\$5,253)</u>	<u>(\$2,616)</u>	<u>\$79</u>

PROPRIETARY FUNDS
FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)

DEPARTMENT	BUDGET	REVENUES AND EXPENDITURES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
Equipment Services				
Revenues	\$54,212	\$2	\$54,212	\$0
Expenses	\$54,212	\$4,362	\$54,105	(\$107)
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>(\$4,360)</u>	<u>\$107</u>	<u>\$107</u>
Express Business				
Revenues	\$4,117	\$463	\$4,117	\$0
Expenses	\$3,812	\$494	\$3,812	\$0
Net Excess of Revenues Over Expenses/Transfer	<u>\$305</u>	<u>(\$30)</u>	<u>\$305</u>	<u>\$0</u>

OTHER FUNDS
FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)

DEPARTMENT	BUDGET	REVENUES AND EXPENDITURES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
Employee Benefits	\$1,339	\$78	\$1,339	\$0
Risk Management	\$2,441	\$266	\$2,291	(\$150)
9-1-1 System Operations				
Revenues	\$14,046	\$1,832	\$14,046	\$0
Expenses	\$19,758	\$118	\$19,682	(\$77)
Net Excess of Revenues Over Expenses/Transfer	<u>(\$5,712)</u>	<u>\$1,714</u>	<u>(\$5,635)</u>	<u>\$77</u>
Storm Water Drainage				
Revenues	\$50,111	\$8,561	\$50,111	\$0
Expenses	\$55,011	\$2,639	\$54,953	(\$58)
Net Excess of Revenues Over Expenses/Transfer	<u>(\$4,900)</u>	<u>\$5,922</u>	<u>(\$4,842)</u>	<u>\$58</u>

**DEBT SERVICE FUND
FORECAST OF FY 2012-13 REVENUES AND EXPENDITURES
AS OF NOVEMBER 30, 2013
(000s)**

DEBT SERVICE	BUDGET	EXPENDITURES AND REVENUES YEAR TO DATE	YEAR-END FORECAST	BUDGET VS FORECAST VARIANCE
Beginning Balance	\$5,027	\$0	\$5,027	\$0
Revenues	\$233,212	\$12,927	\$233,212	\$0
Expenses	\$234,511	\$0	\$234,511	\$0
Ending Balance	<u>\$3,729</u>	<u>\$12,927</u>	<u>\$3,729</u>	<u>\$0</u>

CONTINGENCY RESERVE STATUS

Beginning Balance October 1, 2013	\$5,300,000
Budgeted Transfer In	<u>\$400,000</u>
FY 2013-14 Available Funds	\$5,700,000
Equipment & Building Services - Emergency repairs at the J. Erik Jonsson Central Library as a result of a sewer pipe burst (November 12, 2013, CR# 13-1995)	(\$2,348,103)
Balance as of November 30, 2013	<u>\$3,351,897</u>

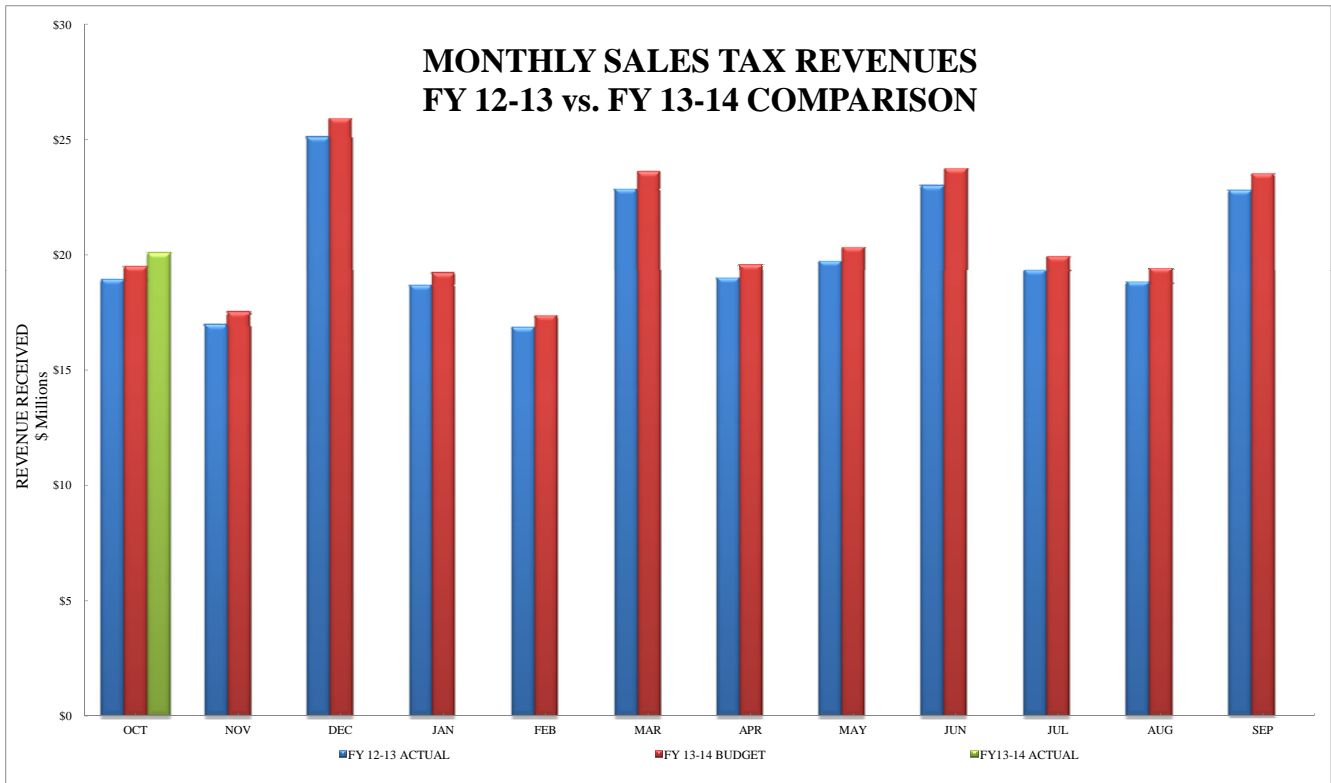
LIABILITY/CLAIMS FUND

Beginning Balance October 1, 2013	\$2,193,194
Budgeted Revenue	<u>\$6,668,716</u>
FY 2013-14 Available Funds	\$8,861,910
Paid October 2013	(\$624,425)
Paid November 2013	(\$426,920)
Balance as of November 30, 2013	<u>\$7,810,565</u>

SALES TAX

as of October 2013

	ACTUAL FY 2012-13	BUDGET FY 2013-14	ACTUAL FY 2013-14	YTD VARIANCE FY 13-14 ACT. VS. FY 12-13 ACT.		YTD VARIANCE FY 13-14 ACTUAL VS. BUDGET	
				DOLLARS	PERCENT	DOLLARS	PERCENT
OCT	\$18,909,571	\$19,469,547	\$20,061,677	\$1,152,106	6.1%	\$592,130	3.0%
NOV	16,954,555	17,498,613					
DEC	25,113,531	25,940,249					
JAN	18,640,007	19,175,626					
FEB	16,860,157	17,384,976					
MAR	22,819,012	23,570,356					
APR	18,991,012	19,570,345					
MAY	19,720,602	20,330,987					
JUN	23,000,521	23,756,265					
JUL	19,328,989	19,924,006					
AUG	18,805,897	19,406,369					
SEP	22,802,286	23,537,667					
TOTAL	\$241,946,140	\$249,565,006	\$20,061,677	\$1,152,106	6.1%	\$592,130	3.0%



**GENERAL FUND
HISTORICAL REVENUE COMPARISON
AS OF NOVEMBER
(000s)**

	FY 2011-12		FY 2012-13		FY 2013-14	
	YEAR TO DATE	YEAR-END ACTUAL *	YEAR TO DATE	YEAR-END FORECAST**	YEAR TO DATE	YEAR-END FORECAST***
TAXES						
Ad Valorem Tax	\$21,959	\$439,212	\$28,960	\$450,615	\$30,473	\$483,898
Sales Tax	\$32,333	\$229,577	\$18,910	\$241,592	\$20,062	\$249,565
TOTAL TAXES	\$54,292	\$668,789	\$47,870	\$692,207	\$50,535	\$733,463
FRANCHISE REVENUES						
Oncor Electric	\$17,056	\$52,466	\$15,887	\$51,139	\$15,732	\$50,110
AT&T	\$4,316	\$16,392	\$4,017	\$15,037	\$3,668	\$13,422
Atmos Energy	\$2,058	\$10,444	\$1,589	\$10,984	\$1,952	\$11,228
Time Warner Cable	\$432	\$6,440	\$1,561	\$6,391	\$1,566	\$6,376
Other	\$4,043	\$18,345	\$4,924	\$19,463	\$5,077	\$20,773
TOTAL FRANCHISE REVENUES	\$27,905	\$104,087	\$27,978	\$103,015	\$27,994	\$101,908
LICENSES AND PERMITS	\$1,136	\$9,771	\$1,427	\$9,984	\$1,376	\$9,090
INTEREST EARNED	\$0	\$1,127	\$59	\$738	\$57	\$632
INTERGOVERNMENTAL	\$32	\$6,427	\$0	\$6,464	\$0	\$6,203
FINES AND FORFEITURES						
Municipal Court	\$1,889	\$15,241	\$2,027	\$15,052	\$2,263	\$14,160
Vehicle Towing & Storage	\$1,190	\$6,938	\$1,097	\$6,831	\$1,044	\$6,957
Parking Fines	\$421	\$5,047	\$565	\$4,770	\$318	\$5,070
Red Light Camera Fines	\$0	\$7,322	\$0	\$6,985	\$0	\$6,867
Public Library	\$83	\$533	\$87	\$518	\$77	\$553
TOTAL FINES	\$3,583	\$35,081	\$3,776	\$34,155	\$3,703	\$33,608
CHARGES FOR SERVICE						
Sanitation Service	\$10,129	\$60,538	\$10,796	\$61,344	\$10,509	\$62,010
Parks	\$1,041	\$8,766	\$1,260	\$9,860	\$1,208	\$9,716
Private Disposal Fees	\$3,101	\$19,663	\$3,259	\$18,844	\$2,706	\$17,694
Emergency Ambulance	\$2,308	\$16,684	\$973	\$20,759	\$2,966	\$42,982
Security Alarm	\$759	\$4,593	\$811	\$4,450	\$880	\$4,500
Street Lighting	\$139	\$965	\$0	\$1,447	\$0	\$1,000
Vital Statistics	\$218	\$1,563	\$225	\$1,581	\$205	\$1,581
Other	\$3,643	\$17,376	\$3,178	\$18,668	\$3,024	\$18,631
TOTAL CHARGES	\$21,337	\$130,148	\$20,502	\$136,952	\$21,497	\$158,114
INTERFUND REVENUE	\$5,492	\$45,572	\$2,294	\$46,710	\$2,459	\$67,330
MISCELLANEOUS	\$1,240	\$12,769	\$2,268	\$11,664	\$1,344	\$11,191
TOTAL REVENUES	\$115,018	\$1,013,770	\$106,175	\$1,041,889	\$108,964	\$1,121,539

* Based on Actual FY 2011-12 year end revenues

** Estimates based on revenues through August 2013

*** Estimates based on revenues through November 2013

**GENERAL FUND
HISTORICAL EXPENDITURE COMPARISON
AS OF NOVEMBER
(000s)**

DEPARTMENT	FY 2011-12		FY 2012-13		FY 2013-14	
	YEAR TO DATE	YEAR-END ACTUAL*	YEAR TO DATE	YEAR-END FORECAST**	YEAR TO DATE	YEAR-END FORECAST***
Building Services	\$6,239	\$18,083	\$5,063	\$22,599	\$7,235	\$25,601
Business Dev/Procurement Svcs	\$315	\$2,086	\$368	\$2,403	\$337	\$2,654
City Attorney's Office	\$1,801	\$10,741	\$1,764	\$12,888	\$2,178	\$13,910
City Auditor's Office	\$325	\$2,030	\$324	\$2,085	\$347	\$2,411
City Controller's Office	\$597	\$3,485	\$533	\$3,998	\$580	\$4,471
City Manager's Office	\$231	\$1,628	\$315	\$1,448	\$330	\$1,559
City Secretary's Office	\$138	\$1,500	\$191	\$1,718	\$217	\$1,796
Civil Service	\$176	\$1,374	\$225	\$1,821	\$255	\$2,130
Code Compliance	\$3,665	\$27,795	\$4,747	\$30,663	\$4,693	\$33,720
Court Services	\$1,502	\$10,666	\$2,102	\$10,918	\$1,287	\$11,316
Elections	\$8	\$1,133	\$103	\$1,119	\$13	\$1,096
Fire	\$33,606	\$206,691	\$33,411	\$205,922	\$31,907	\$219,029
Housing	\$4,197	\$8,076	\$4,530	\$9,502	\$5,631	\$10,883
Human Resources	\$805	\$3,151	\$652	\$3,710	\$771	\$4,080
Independent Audit	\$0	\$937	\$0	\$903	\$0	\$919
Jail Contract - Lew Sterrett	\$7,198	\$7,852	\$654	\$8,229	\$8,714	\$8,714
Judiciary	\$537	\$3,006	\$540	\$3,153	\$488	\$3,528
Library	\$3,324	\$18,111	\$3,520	\$20,147	\$4,009	\$22,370
Management Services	\$1,184	\$3,339	\$1,821	\$4,448	\$1,984	\$5,968
Mayor and Council	\$507	\$3,527	\$535	\$3,748	\$519	\$3,911
Non-Departmental	\$4,866	\$28,592	\$5,487	\$32,479	\$5,251	\$41,935
Office of Cultural Affairs	\$3,911	\$13,083	\$3,576	\$15,853	\$3,732	\$16,946
Office of Economic Development	\$565	\$647	\$620	\$760	\$713	\$1,122
Office of Financial Services	\$188	\$1,521	\$217	\$2,129	\$250	\$2,886
Park and Recreation	\$11,570	\$66,281	\$13,506	\$73,367	\$14,022	\$78,614
Police	\$53,718	\$398,795	\$59,667	\$401,923	\$50,784	\$426,401
Public Works	\$1,741	\$4,775	\$1,811	\$5,036	\$1,567	\$7,097
Sanitation Services	\$14,214	\$73,537	\$8,446	\$73,586	\$8,958	\$75,099
Street Lighting	\$1,282	\$16,979	\$3,490	\$18,082	\$2,342	\$19,201
Street Services	\$6,570	\$53,629	\$6,232	\$57,260	\$8,473	\$61,742
Sustainable Dev/Construction	\$380	\$1,004	\$425	\$1,199	\$403	\$1,788
Trinity Watershed Management	\$187	\$265	\$145	\$244	\$65	\$661
RESERVES AND TRANSFERS						
Contingency Reserve	\$0	\$1,663	\$0	\$200	\$0	\$400
Liability/Claim Fund	\$0	\$5,288	\$0	\$3,630	\$0	\$5,088
Salary and Benefit Reserve	\$0	\$0	\$0	\$773	\$0	\$2,340
EXPENDITURES	\$165,547	\$1,001,271	\$165,023	\$1,037,945	\$168,055	\$1,121,388

* Based on Actual FY 2011-12 year end expenditures

** Estimates based on expenditures through August 2013

*** Estimates based on expenditures through November 2013