

# Memorandum

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CITY SECRETARY  
DALLAS, TEXAS



DATE May 30, 2014

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

SUBJECT Budget, Finance & Audit Committee Meeting

**Monday, June 2, 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 May 19, 2014 Budget, Finance & Audit Committee meeting
2. Five Texas Cities- Budget Comparisons  
Jack Ireland, Director  
Office of Financial Services
3. Dallas Water Utilities Commercial Paper Program  
Selection of Service Providers  
Corrine Steeger, Assistant Director  
City Controller's Office
4. Depository Services Contract-  
Upcoming Procurement  
Corrine Steeger, Assistant Director  
City Controller's Office
5. Dallas Love Field Parking Rates/ Strategies  
Mark Duebner, Director  
Aviation
6. Metro Dallas Homeless Alliance (MDHA)  
Theresa O'Donnell  
Interim Assistant City Manager  
  
Bernadette Mitchell, Interim Director  
Housing/Community Services

**FYI**

7. Upcoming Agenda Item: Heavy Equipment and Fleet Purchase

8. April 2014 Financial Forecast Report

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

- c:     Honorable Mayor and Members of City Council  
          A.C. Gonzalez, City Manager  
          Warren M.S. Ernst, City Attorney  
          Craig D. Kinton, City Auditor  
          Rosa A. Rios, City Secretary  
          Daniel F. Solis, Administrative Judge  
          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  
          Shawn Williams, Interim Public Information Officer  
          Elsa Cantu, Assistant to the City Manager

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:** 5.19.2014

**Convened:** 1:05 p.m.

**Adjourned:** 1:50 p.m.

### **Committee Members Present:**

Jerry R. Allen, Chair  
Sheffie Kadane

Jennifer S. Gates, Vice-Chair  
Tennell Atkins

Philip T. Kingston

### **Committee Members Absent:**

N/A

### **Other Council Members Present:**

N/A

### **Staff Present:**

Jeanne Chipperfield  
Corrine Steeger  
Zeronda Smith  
Michael Frosch  
Tommy Ludwig  
Mark Duebner  
Yasmin Barnes  
Chad Michael Hainley  
Margie Oliver

Craig Kinton  
Edward Scott  
Randall Hanks  
Donna Lowe  
Ted Padgett  
JS Walton  
Dolores Lewis  
Jennifer Wang  
Kelly High

Renee Hayden  
Forest Turner  
Andrew Merritt  
Zachary Peoples  
Erick Thompson  
Rowena Zhang  
David Cossum  
Maria Munoz-Blanco  
Warren Ernst

Ade Williams  
Tony Aguilar  
Don Knight  
William Finch  
Filicia Hernandez  
Wanda Moreland  
Bryant Buechele  
Kenneth Cullins  
Molly McCall

### **Others Present:**

N/A

### **AGENDA:**

#### **1. Approval of the May 5, 2014 Minutes**

**Presenter(s):**

**Information Only:** —

**Action Taken/Committee Recommendation(s):**

A motion was made to approve the May 5, 2014 minutes. Motion passed unanimously.

Motion made by: Tennell Atkins

Motion seconded by: Sheffie Kadane

#### **2. Office of the City Auditor Fiscal Year 2014- Third Quarter Update**

**Presenter(s):** Craig D. Kinton, City Auditor

**Information Only:** \_\_

**Action Taken/Committee Recommendation(s):**

Committee Chair requested a follow-up briefing on June 16, 2014.

# **Budget, Finance & Audit Committee**

## **Meeting Record- DRAFT**

3. **Upcoming Agenda Item: Global Positioning System for City Vehicles**  
**Presenter(s): Kelly High, Director, Sanitation Services**  
**Errick Thompson, Director, Equipment and Building Services**  
**Information Only: \_\_\_\_**  
**Action Taken/Committee Recommendation(s):**

A motion was made to forward to the City Council for consideration on Wednesday, May 28, 2014. Motion passed unanimously.

Motion made by: Tennell Atkins

Motion seconded by: Sheffie Kadane

### **FYI**

5. **Quarterly Investment Report as of March 31, 2014**  
**Presenter(s):**  
**Information Only: X**  
**Action Taken/Committee Recommendation(s):**

N/A

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



# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Five Texas Cities- Budget Comparisons

The Monday, June 2<sup>nd</sup> Budget, Finance and Audit Committee agenda will include a briefing on Five Texas Cities- Budget Comparisons.

Please let me know if you need additional information.

A handwritten signature in blue ink, reading "Jeanne Chipperfield".

Jeanne Chipperfield  
Chief Financial Officer

## Attachment

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



# Five Texas Cities- Budget Comparisons

Budget, Finance, & Audit Committee

June 2, 2014

# Purpose

- Provide comparison of annual budgets for five largest cities in Texas
  - Dallas, Austin, Fort Worth, Houston, San Antonio
- Provide historical comparison of select budget metrics for City of Dallas
- No action of committee is required; briefing is informational only

# Texas Cities in Briefing

## Fort Worth

Pop-777,992  
Households- 269,000  
Sq. Miles- 350  
Budget- \$1.4 billion  
FTE- 6,359

## Austin

Pop-842,592  
Households- 331,000  
Sq. Miles- 272  
Budget- \$3.3 billion  
FTE- 12,372

## San Antonio

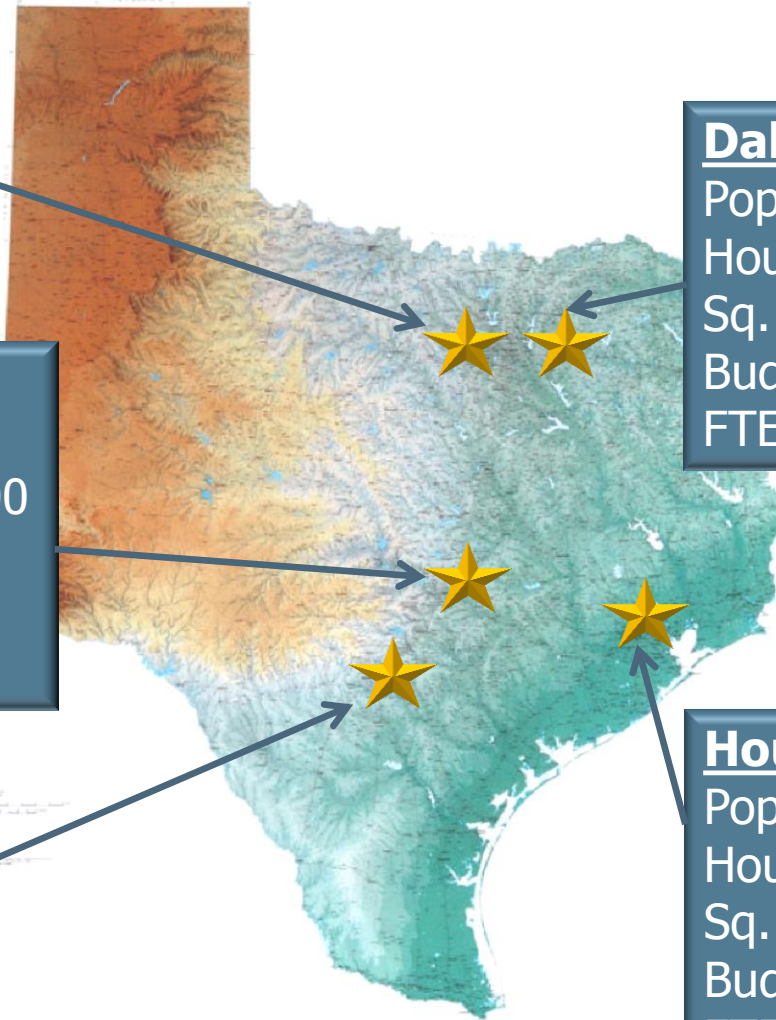
Pop-1,382,951  
Households- 481,000  
Sq. Miles- 467  
Budget- \$2.3 billion  
FTE- 11,292

## Dallas

Pop-1,241,162  
Households- 464,000  
Sq. Miles- 385  
Budget- \$2.8 billion  
FTE- 14,603

## Houston

Pop-2,160,821  
Households- 780,000  
Sq. Miles- 602  
Budget- \$4.1 billion  
FTE- 21,024





# Overview

- Comparison of budgets (even at a high-level) for other cities is difficult since every city categorizes budget items differently
  - Budgets for other four cities have been adjusted to match Dallas' general fund budget as much as possible:
    - For example, in Austin, San Antonio, and Fort Worth sanitation services are provided as an enterprise fund not part of general fund
    - Fort Worth has a ½ percent Crime Control District sales tax; those revenues have been added to its "Other Revenues" and expenses added to the Police Department
  - Still not an exact apples-to-apples comparison

# Overview and Observations

- Property tax bill is much more than tax rate; and includes value, exemptions, and rate
- Dallas homestead and over-65/disabled exemptions benefit home owners yet reduces revenue for City
- Sales tax dedicated to transit supports DART yet reduces revenue for City
- Transfers from City-owned electric/gas utilities (Austin/San Antonio) and other non-tax revenues (dedicated sales taxes/Transportation User Fees) reduce reliance on property tax

# Overview and Observations

- Dallas ranks below the average and 4<sup>th</sup> out of 5 for general fund expenditures per capita
- Dallas is tied for highest percentage of budget devoted to police and fire services at 58%
- Dallas' debt service tax rate has fallen by 10.5% since FY11

# Areas of Comparison

General Fund  
Revenues

Property Tax

Sales Tax

General Fund  
Expenses

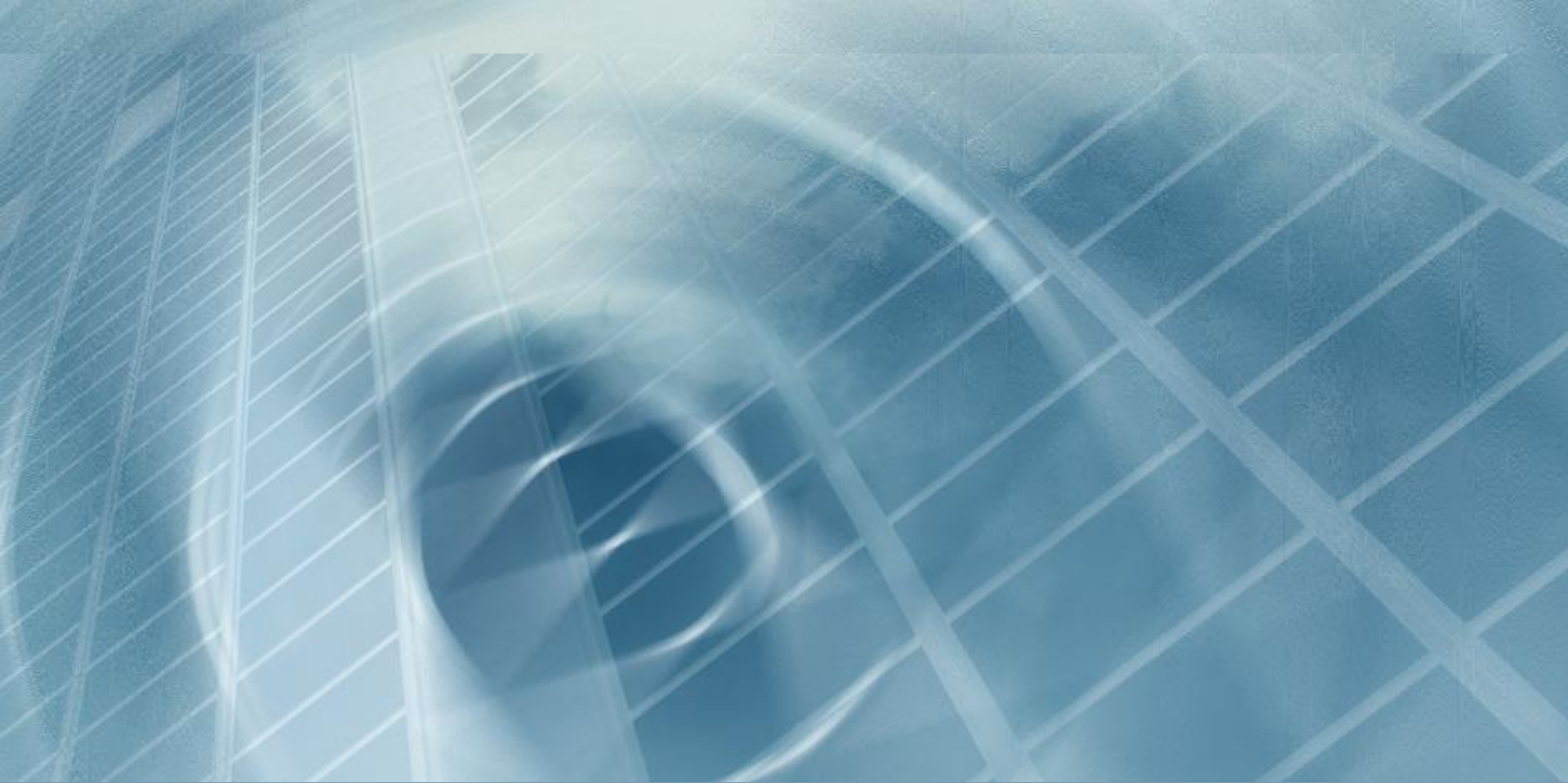
Public Safety  
(Police/Fire)

Debt Service

Non-General  
Fund Fees

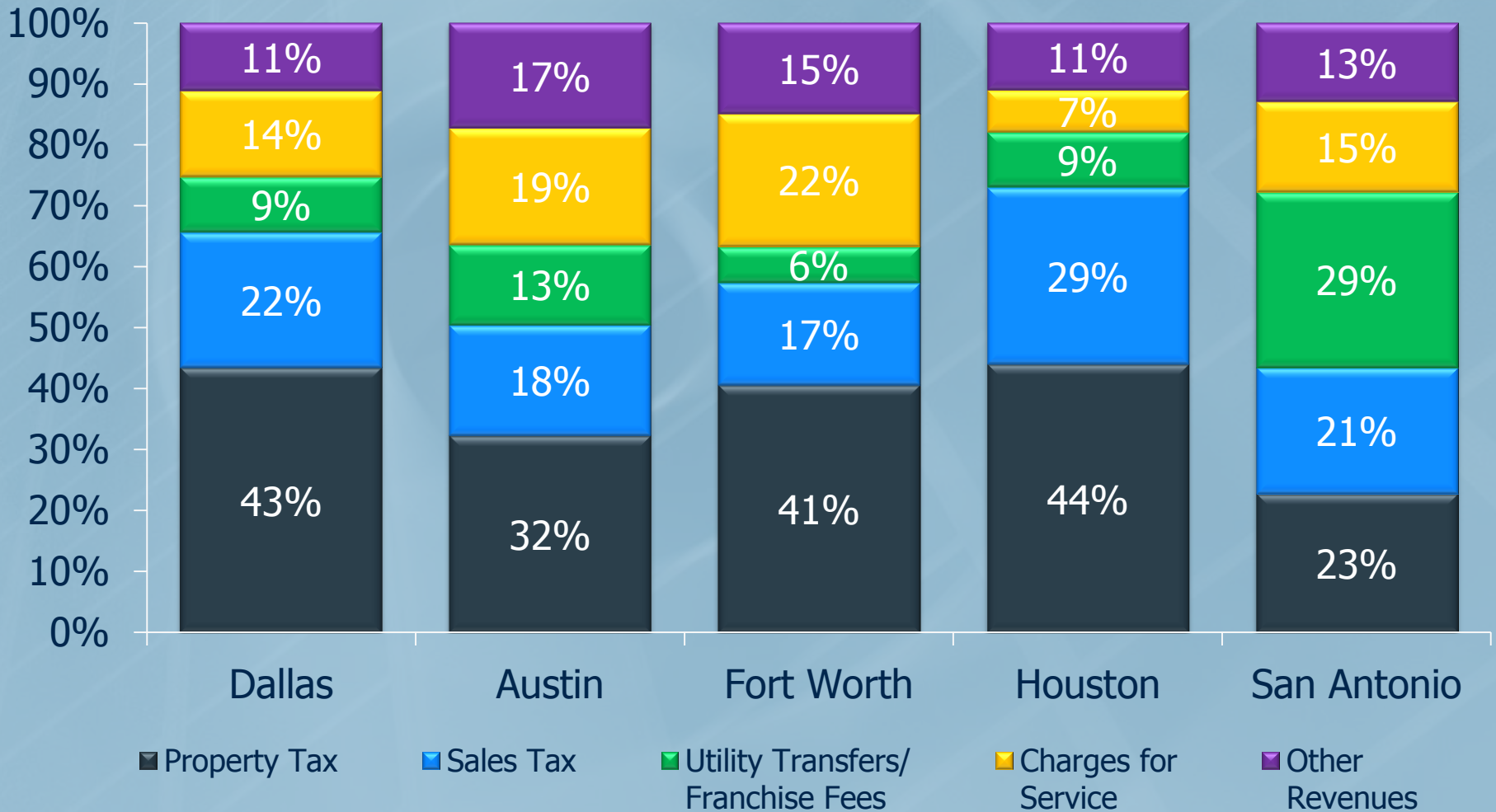
Average Cost  
for Citizen





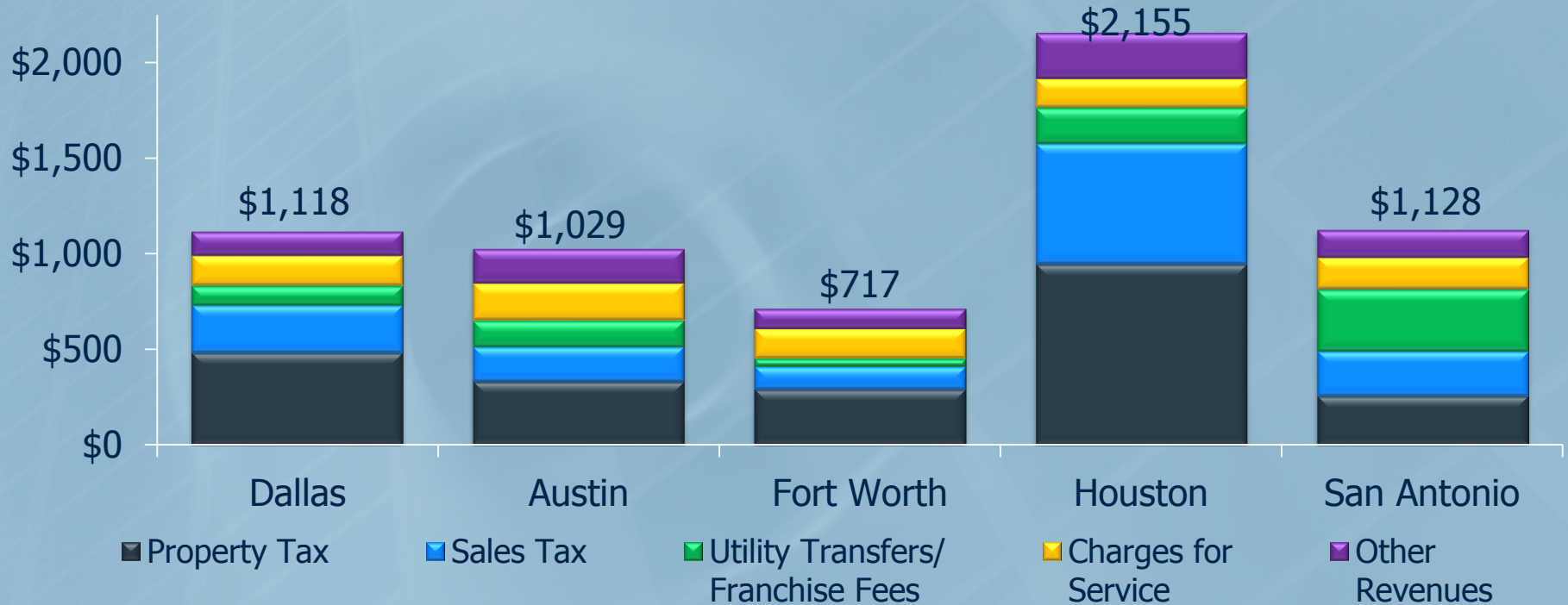
# General Fund Revenues

# FY14 General Fund Revenue Budget (Revenue Sources as % of Total)



Note: Adjustments made to other cities to be comparable to Dallas' general fund.

# FY14 General Fund Revenue Budget (\$ in Millions)



	Dallas	Austin	Fort Worth	Houston	San Antonio
Property Tax	\$483.9	\$334.2	\$293.3	\$945.4	\$259.1
Sales Tax	249.6	183.2	120.9	629.6	234.9
Utility/Franchise Fees	101.9	138.3	42.3	188.5	323.2
Charges for Service	157.8	193.8	155.6	151.4	165.5
Other Revenues	125.2	179.7	105.3	239.9	145.3

# Property Tax

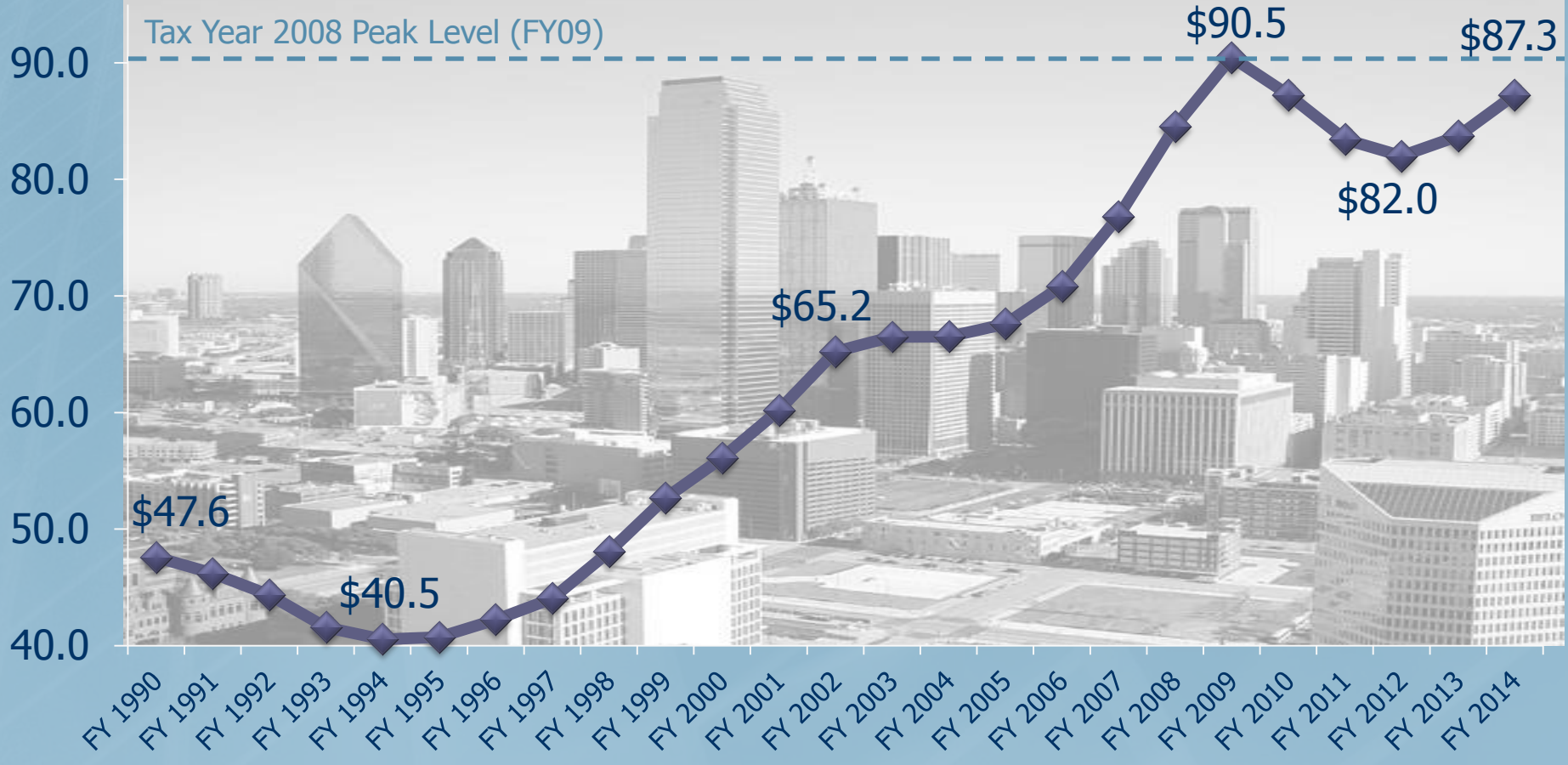
- Property tax is typically largest source of general fund revenue for Texas cities
- Property tax payments from property owners (tax bill) is based on following:
  - Property values determined by Appraisal Districts
  - Tax rate set by City Council
  - Exemptions set by City Council





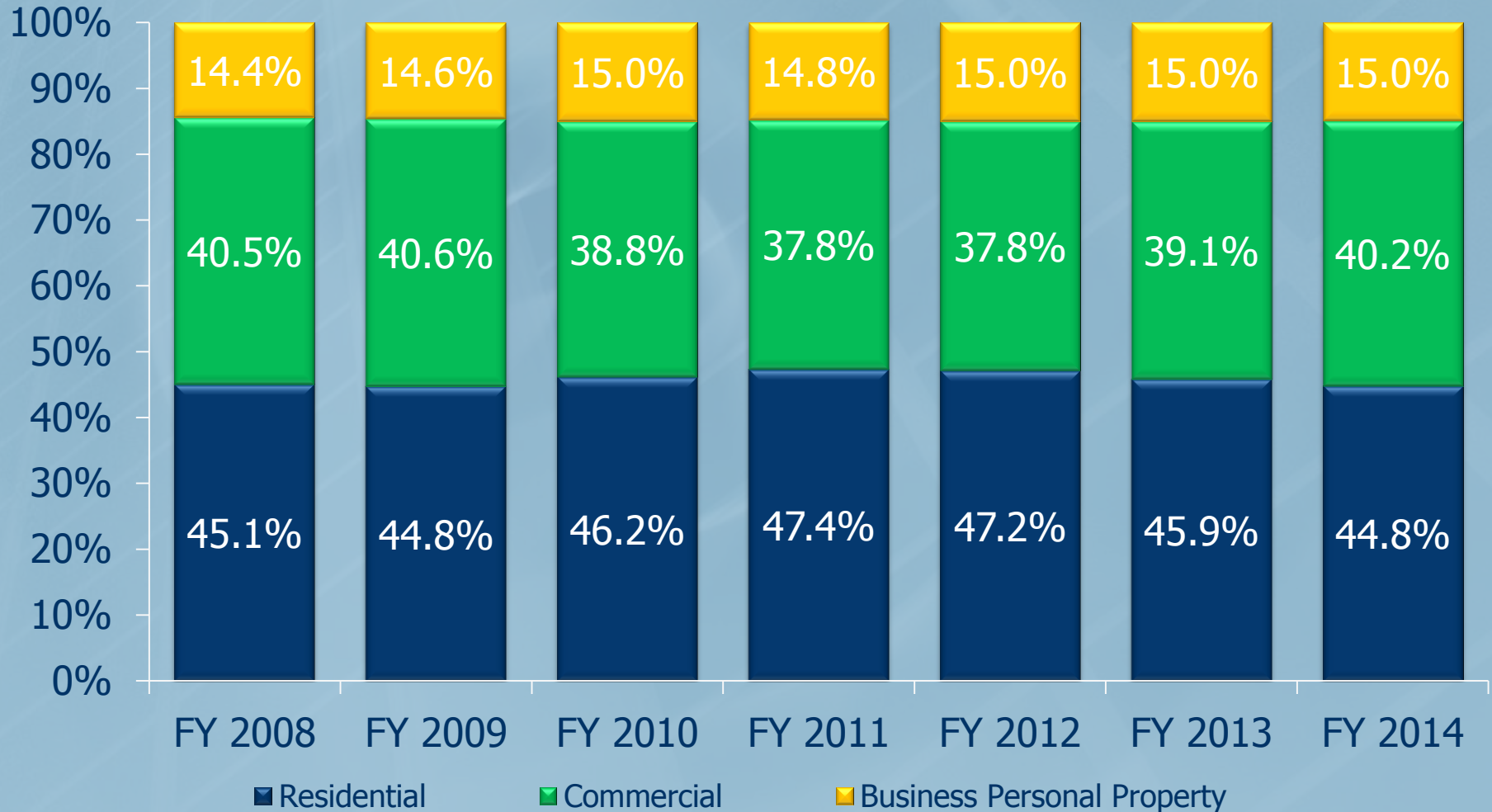
# Dallas Metric: Tax Base

(Total Certified Value in \$ Billions)



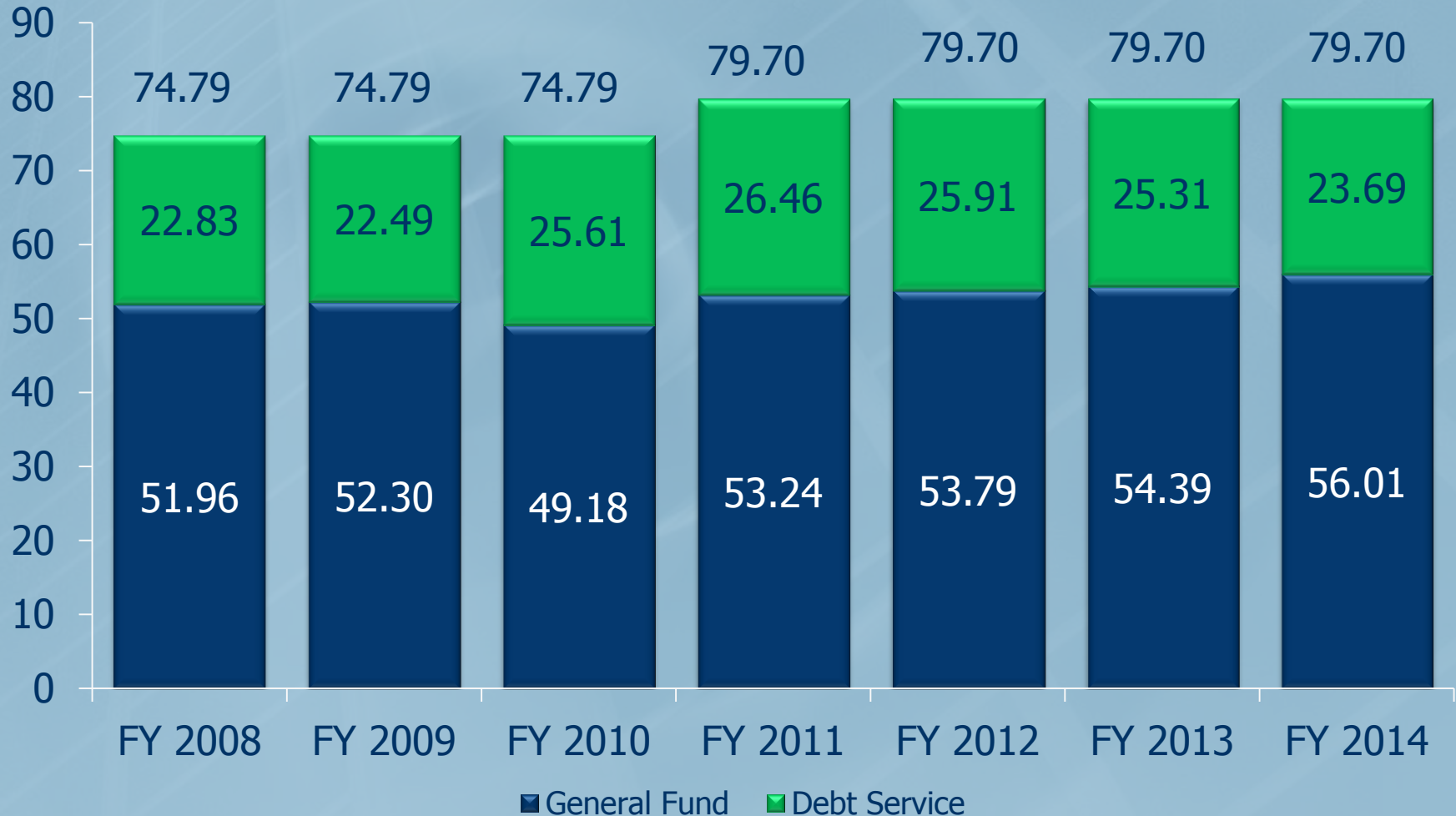
# Dallas Metric: Tax Base

(Percent Residential, Commercial, & BPP)

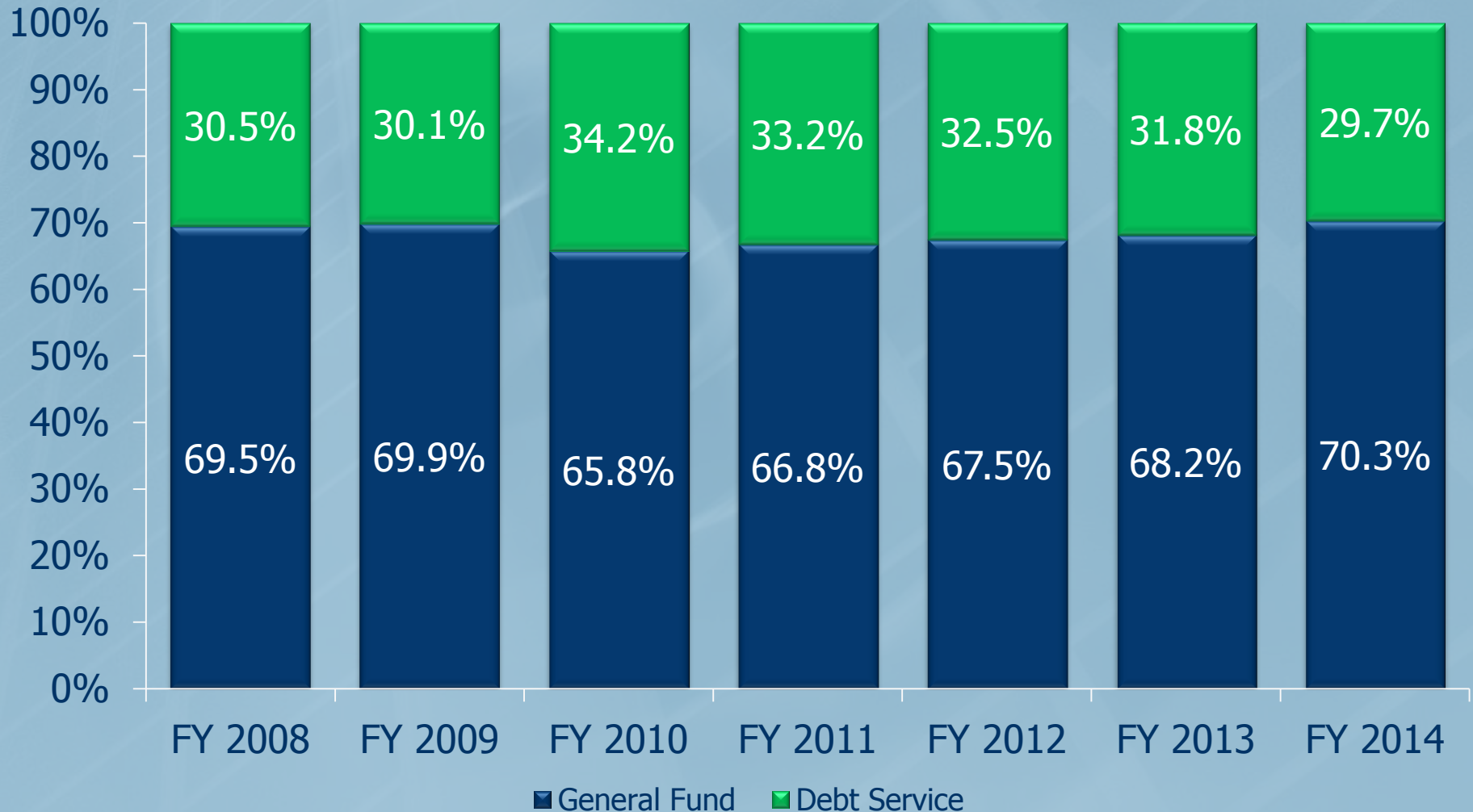


# Dallas Metric: Tax Rate

(Rate in Cents per \$100 Valuation)



# Dallas Metric: Tax Rate (Percent GF and DS)





# Property Tax Comparison (Most Recent Certified Roll)

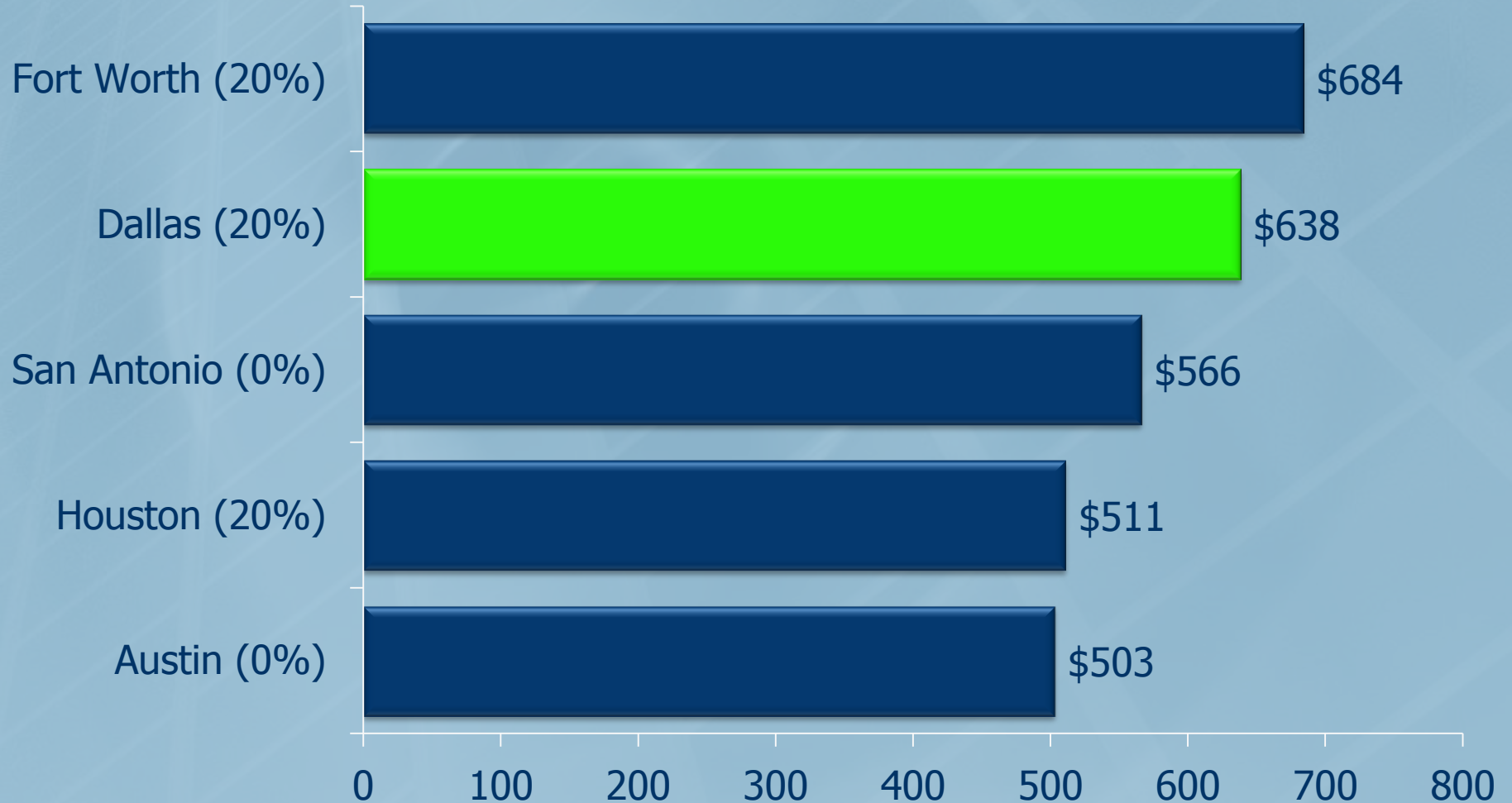
	<b>Dallas</b>	<b>Austin</b>	<b>Fort Worth</b>	<b>Houston</b>	<b>San Antonio</b>
Tax Base Value	\$87.25 billion	\$88.49 billion	\$44.27 billion	\$167.82 billion	\$75.19 billion
Residential	44.8%	48.9%	43.4%	38.9%	49.2%
Commercial	40.2%	40.6%	38.5%	46.0%	37.3%
Bus Personal Prop	15.0%	10.5%	18.1%	15.1%	13.5%
Property Tax Rate per \$100 valuation	\$0.7970	\$0.5027	\$0.8550	\$0.6388	\$0.5657
General Fund	70.3%	76.7%	79.1%	72.4%	62.6%
Debt Service	29.7%	23.3%	20.9%	27.6%	37.4%
Last Tax Rate Change	FY11-Increase from \$0.7479 to \$0.7970 (+6.6%)	FY13- Increase from \$0.4811 to \$0.5029 (+4.5%)	FY07- Decrease from \$0.8600 to \$0.8550 (-0.6%)	FY09- Increase from \$0.6338 to \$0.6388 (+0.8%)	FY10- Decrease from \$0.5671 to \$0.5657 (-0.3%)
City Exemptions: Homestead Over 65/Disabled	20% \$64,000	None \$51,000	20% \$40,000	20% \$80,000	None \$65,000

# Property Tax Comparison – Tax Bill

	<b>Dallas</b>	<b>Austin</b>	<b>Fort Worth</b>	<b>Houston</b>	<b>San Antonio</b>
Average Single-Family Residential Market Value	\$181,935	\$222,431	\$123,274	\$167,800	\$127,906
Value of Homestead Exemption	(\$36,387)	\$0	(\$24,655)	(\$33,560)	\$0
Average Homestead Taxable Value	\$145,548	\$222,431	\$98,619	\$134,240	\$127,906
Tax Rate/\$100	\$0.7970	\$0.5027	\$0.8550	\$0.6388	\$0.5657
Average City Property Tax Bill	\$1,160.02	\$1,118.16	\$843.19	\$857.53	\$723.56

Source: Appraisal Districts; Tax Year 2013

# Average Tax Bill for \$100,000 Home



\*Homestead exemption shown in parenthesis

# Property Tax – Observations

- Neither Austin or San Antonio have city homestead exemptions
- Both Austin and Fort Worth have lower over-65/disabled homestead exemptions than Dallas
- Of 5 cities, Austin has least favorable exemptions to homeowner (no homestead, \$51,000 over-65/disabled exemption)
- If Dallas had no homestead exemption, an additional \$7.6 billion in value would be taxable and generate additional \$59m in revenue at current rate
  - If City's tax rate were reduced to rate necessary to generate current revenue budget, tax rate could be reduced by \$0.069 (-8.7%) from \$0.7970 to \$0.7280

# Sales Tax

- Sales tax is also major revenue source for Texas cities
- Sales tax is more volatile and is reflective of health of local economy
  - Typically declines and recovers faster than property tax base
- State law caps total sales tax rate at 8.25%
  - 6.25% retained by State
  - 2.00% for local entities (cities, transit authorities)





# Dallas Metric: Sales Tax Revenue

(\$ in millions)



# Sales Tax Comparison

	Dallas	Austin	Fort Worth	Houston	San Antonio
Local Sales Tax Rates (net of the State's 6.25% rate)	2.00% 1%-City (GF) 1%-Transit	2.00% 1%-City (GF) 1%-Transit	2.00% 1%-City (GF) 0.5%-Crime Control District (City) 0.5%- Transit	2.00% 1%-City (GF) 1%-Transit	2.00% 1%-City (GF) 0.25%-Advanced Transportation District 0.125%-Linear Parks Development (City) 0.125%-Pre-K 4 SA Education (City) 0.5%-Transit
Sales Tax Revenue (FY13 GF Actual)	\$241.9m	\$170.8m	\$118.6m	\$605.9m	\$261.4m
Sales Tax per Capita	\$195	\$201	\$153	\$280	\$189
Unemployment	5.6%	4.6%	5.5%	5.5%	5.3%
Retail Occupancy	92.7%	95.1%	92.7%	93.7%	94.4%
% of Pop with Bachelor's Degree or Higher	29.0%	44.8%	26.0%	28.7%	24.2%
Median Household Income (City-level)	\$41,354	\$52,453	\$50,750	\$42,847	\$45,524

# Sales Tax – Observations

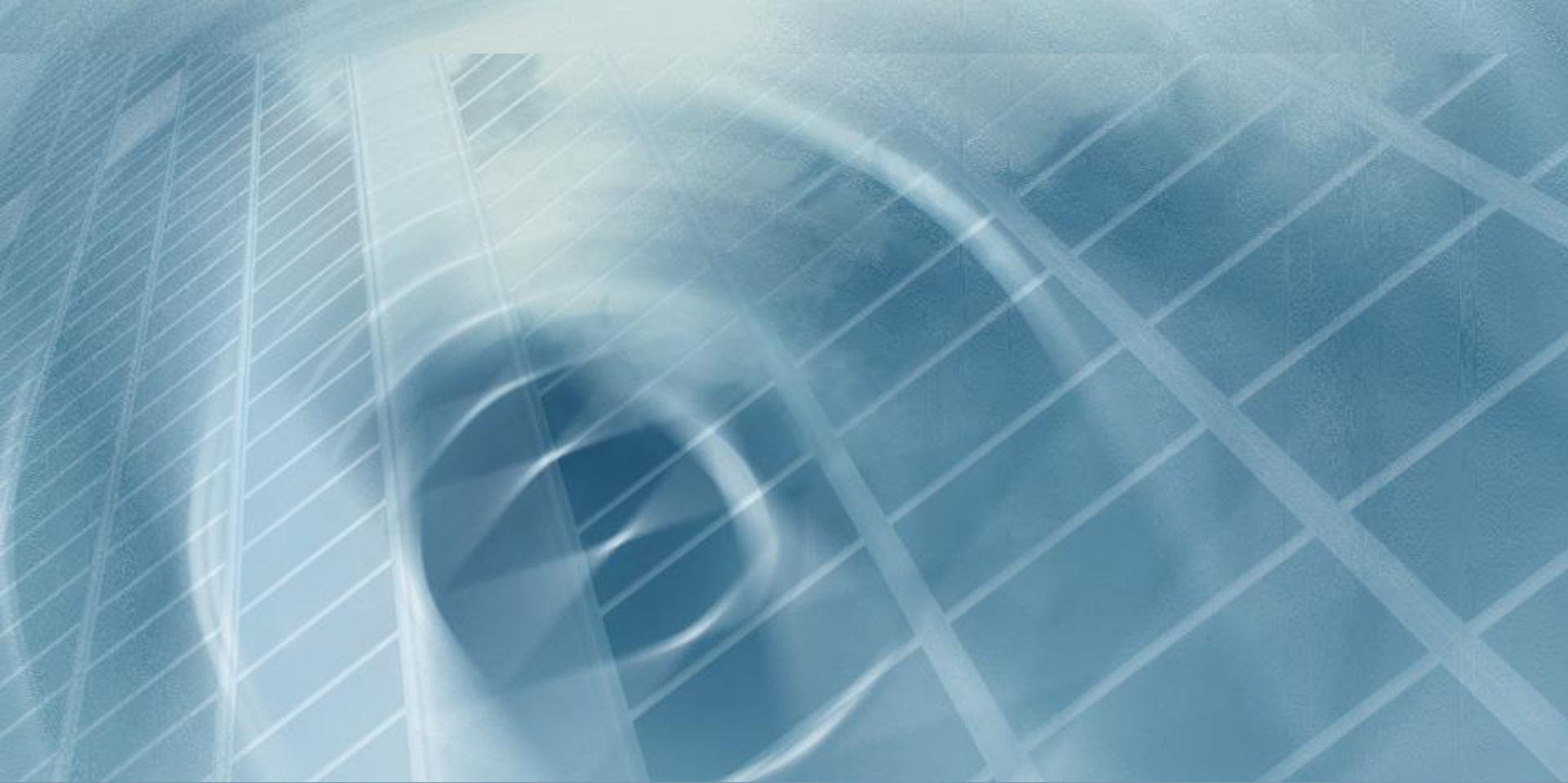
- Of sales tax rate in Dallas, 1% goes to DART while Fort Worth and San Antonio's transit rate is 0.5%
- Both Fort Worth and San Antonio use additional 0.5% for purposes such as crime control, infrastructure, parks, and Pre-K education
- If Dallas had 0.5% additional sales tax, it would equal \$124.8m for purposes other than DART
  - If property tax rate was lowered commensurate with this additional revenue, decrease would equal \$0.1464 (from \$0.7970 to \$0.6506)



# Other Major General Fund Revenues

- Both Austin and San Antonio have city-owned electric/gas utilities that provide significant resources for their general funds
  - Austin (electric only)-\$126m
  - San Antonio (gas and electric)-\$292m
  - Dallas electric/gas franchise fees-\$61m
    - If Dallas had a utility transfer above its franchise fee revenue, it would lower the tax rate \$0.0759-\$0.2709
- Austin also has a Transportation User Fee (\$46.5m) to fund street maintenance rather than rely on property tax for this purpose

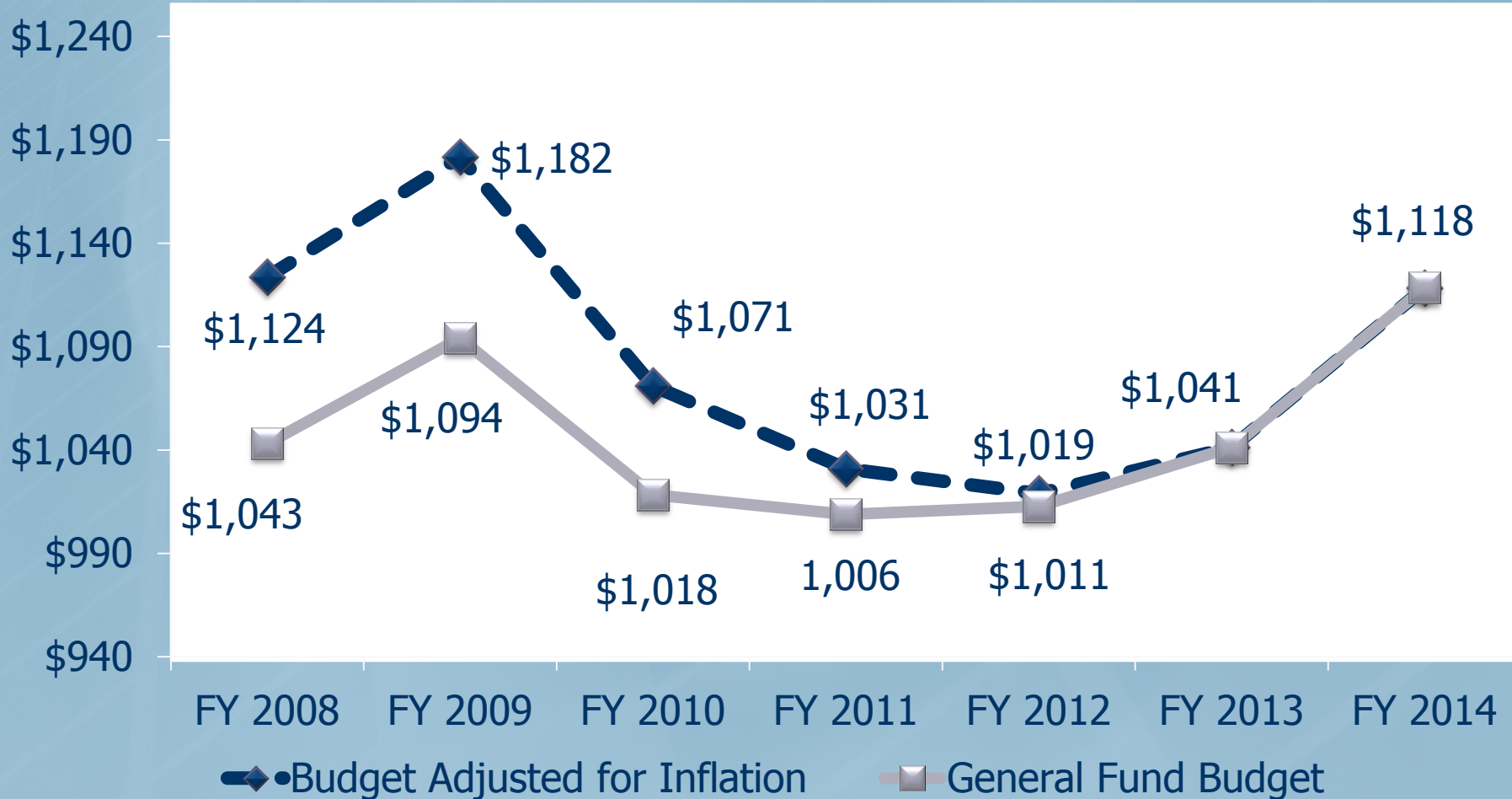




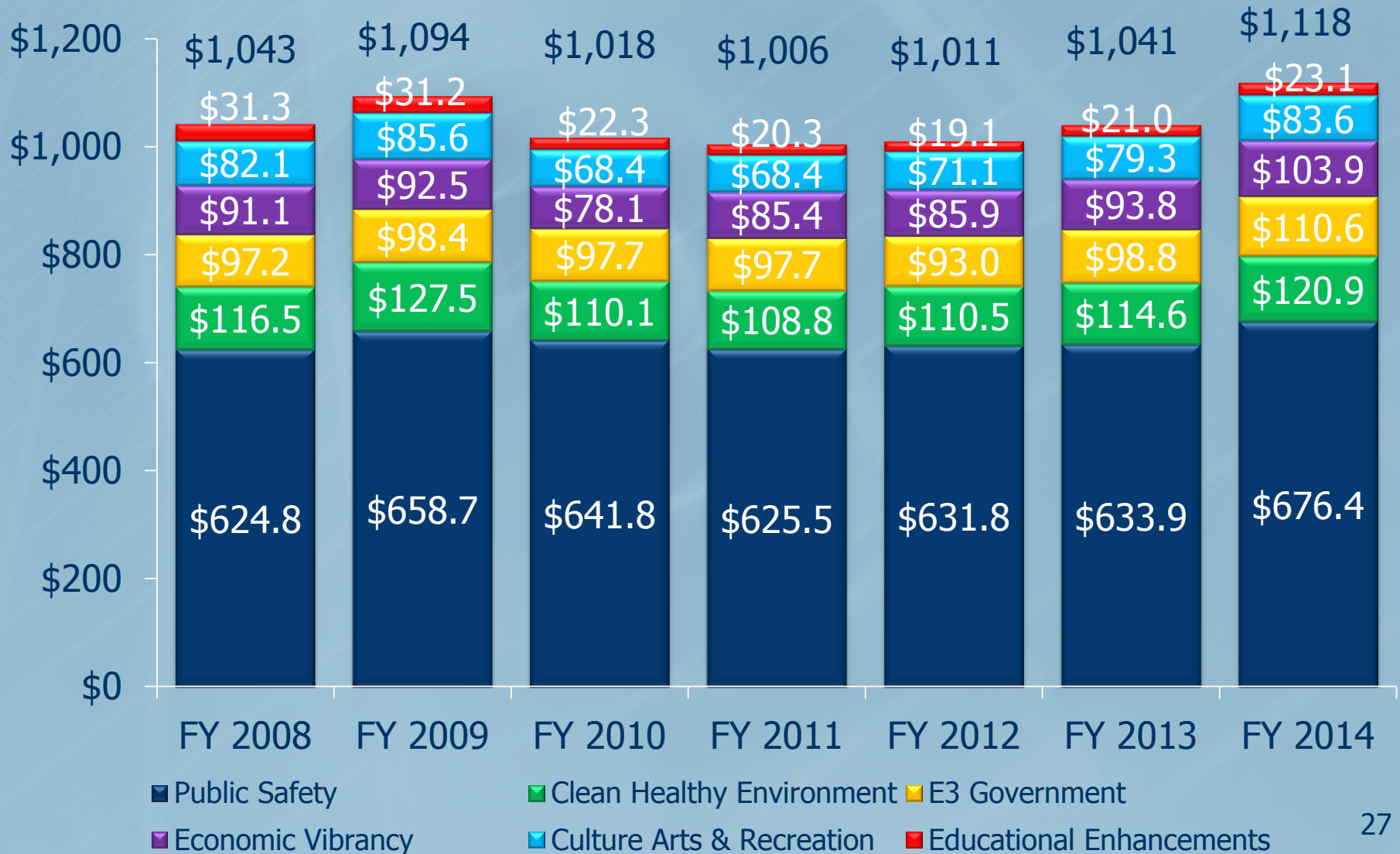
# General Fund Expenditures

# Dallas Metric: General Fund Expense Budget (Adjusted for Inflation)

(\$ in millions)

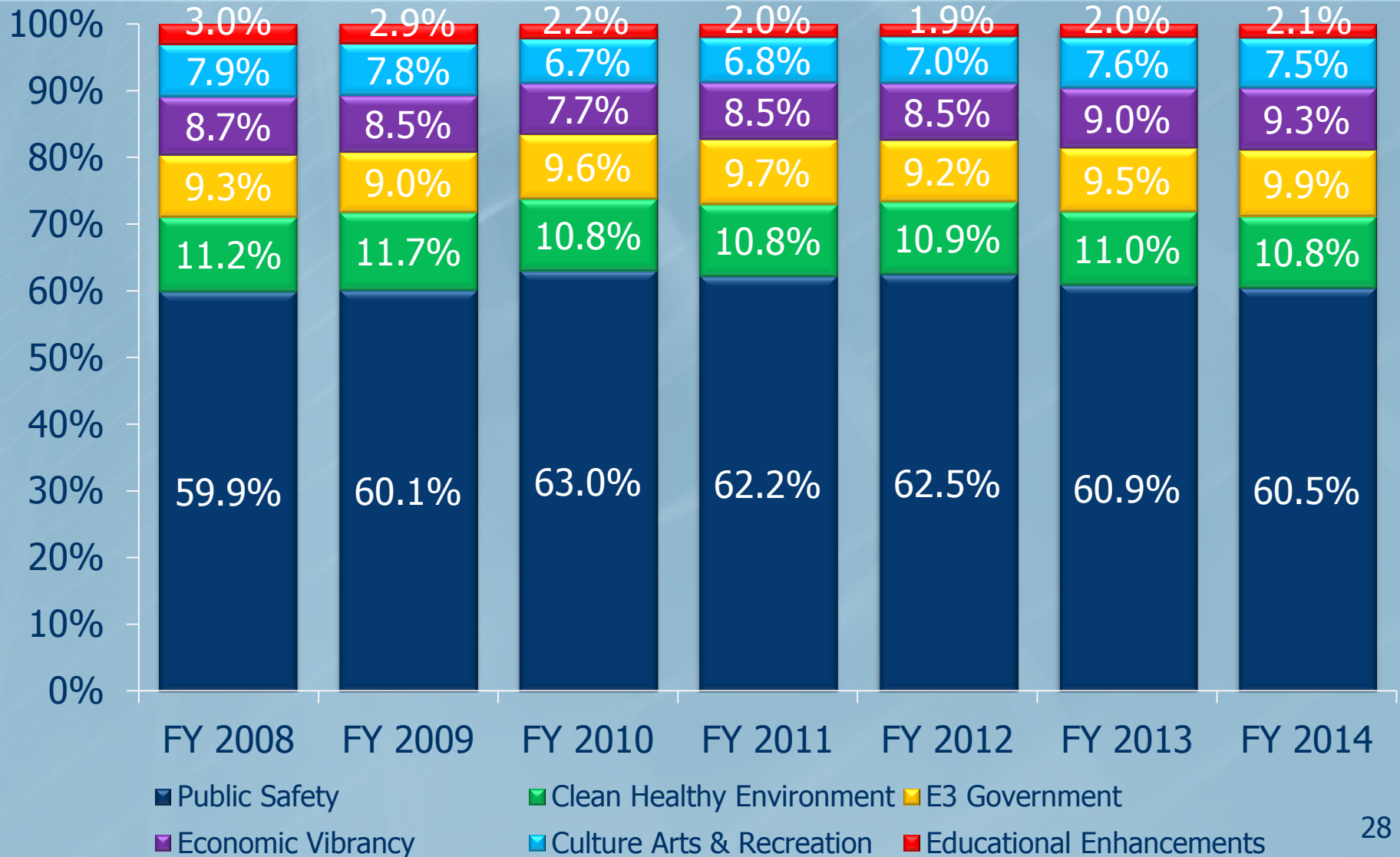


# Dallas Metric: Expenditure Budget by KFA

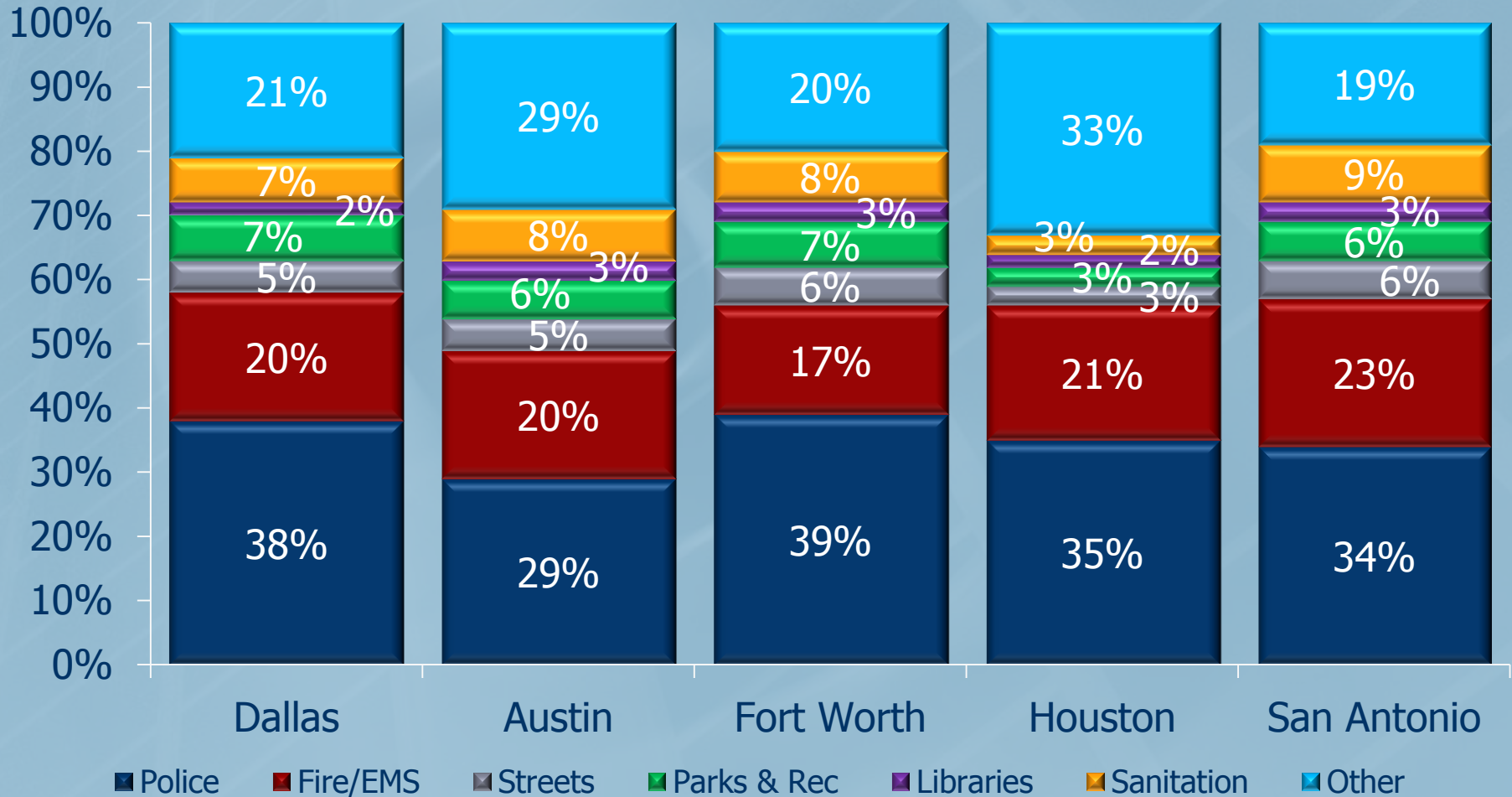




# Dallas Metric: Expenditure Budget by KFA

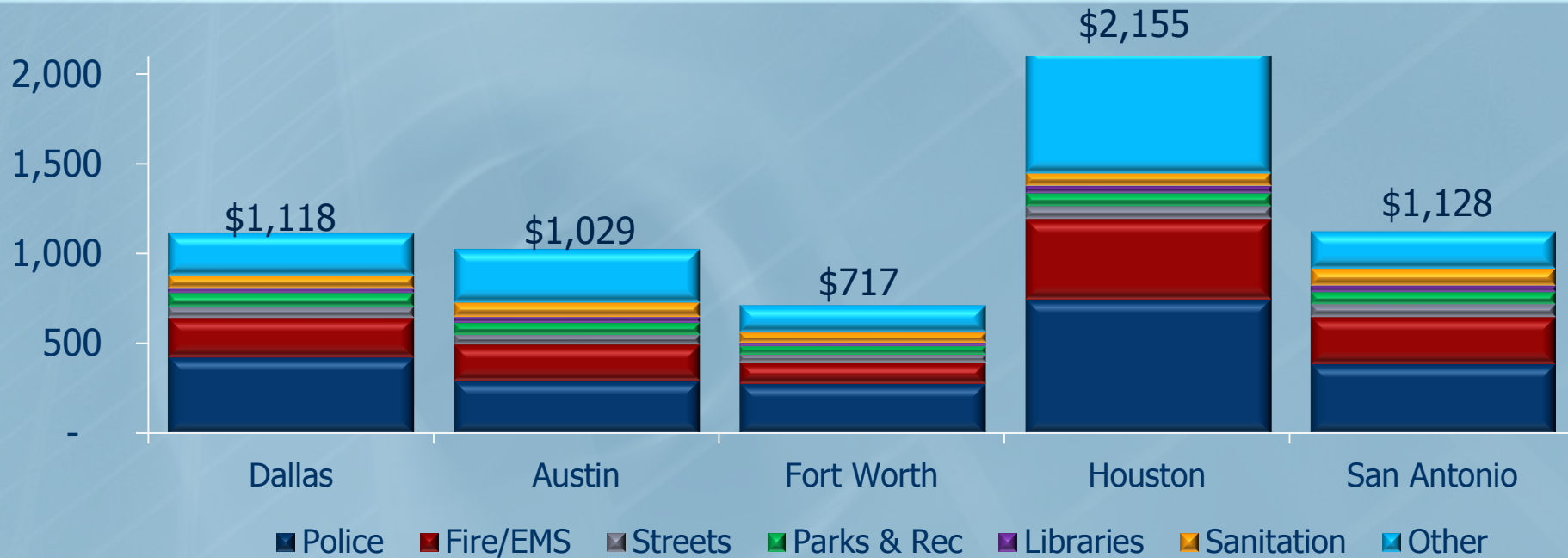


# FY14 General Fund Expenditures (Expenditures as % of Total)



Note: Adjustments made to other cities to be comparable to Dallas' general fund.

# FY14 General Fund Expenditures (\$ in millions)



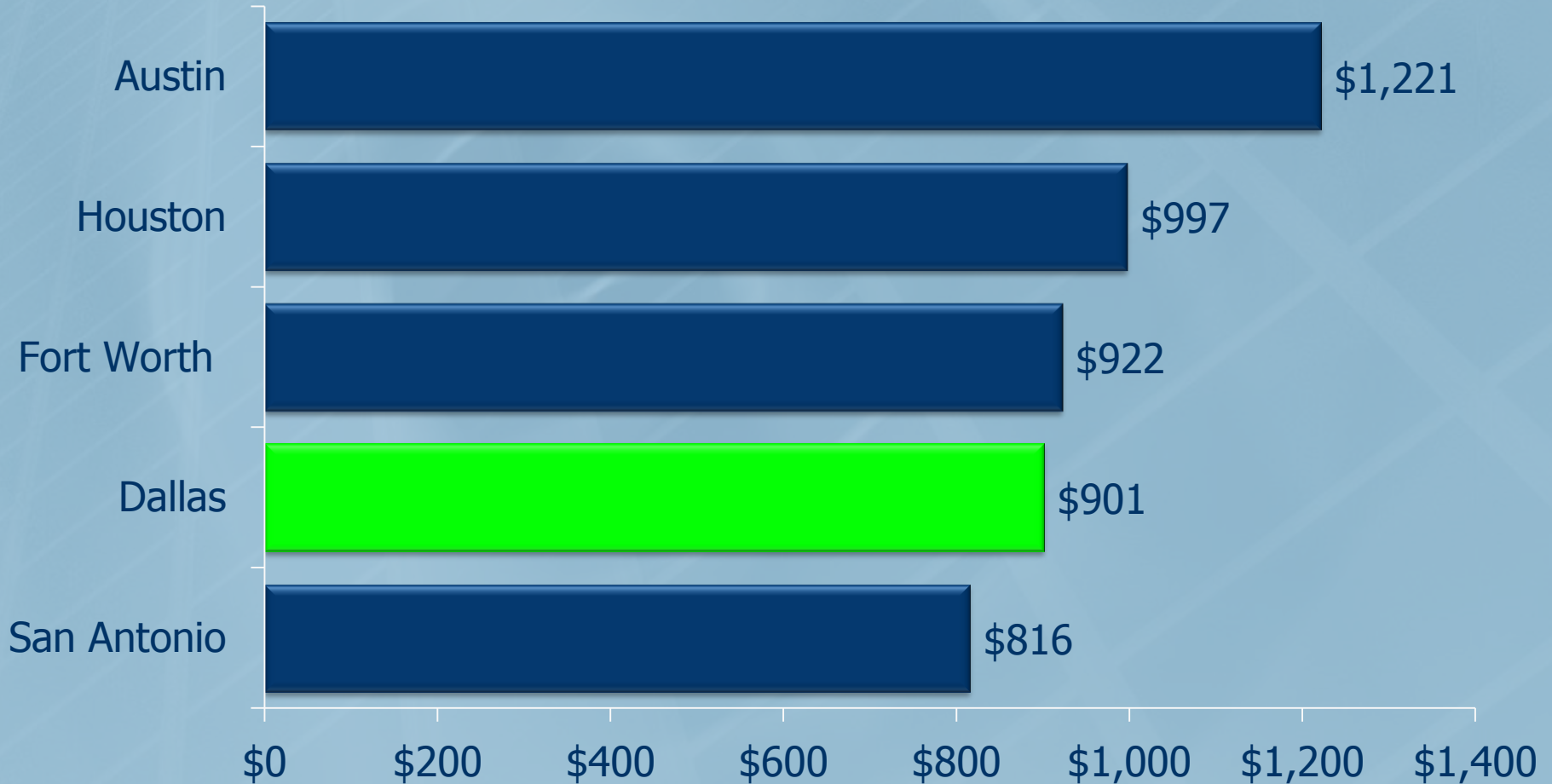
	Dallas	Austin	Fort Worth	Houston	San Antonio
Police	\$426.4	\$295.4	\$279.3	\$745.2	\$388.1
Fire/EMS	219.0	201.8	119.7	447.4	262.8
Streets	61.7	56.3	44.5	70.5	70.1
Parks & Rec	78.6	66.7	46.9	74.4	69.4
Libraries	22.4	31.4	19.0	38.3	33.6
Sanitation	74.4	80.7	56.1	73.2	95.8
Other Expenses	235.8	296.9	151.9	705.7	208.3

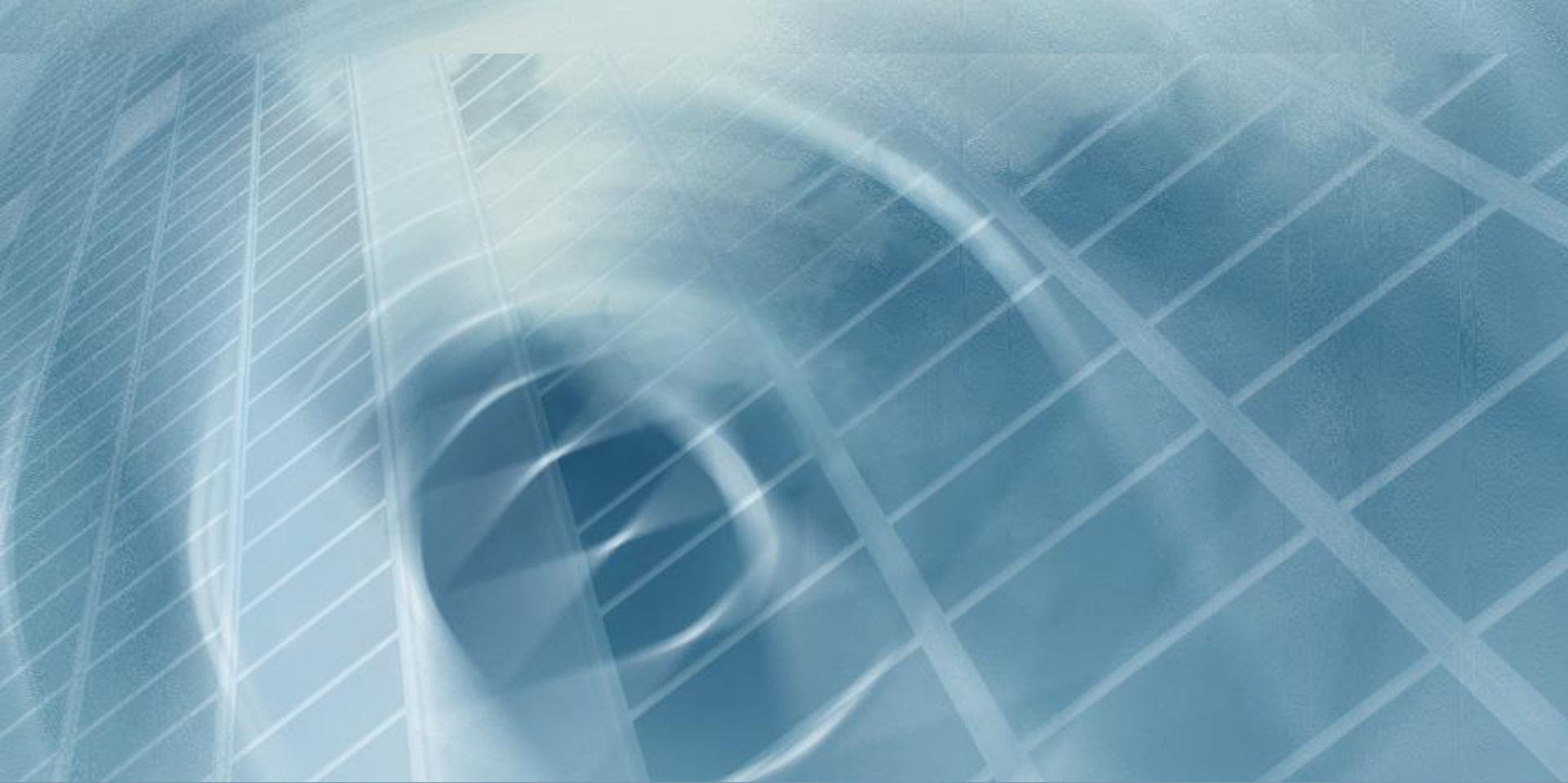
# Other General Fund Expenses

- Other expense category includes services such as:
  - Code Compliance
  - Housing/Human Services
  - Municipal Court
  - Economic Development
  - Cultural Affairs
  - Planning/Development Services/Historic Preservation
  - Street Lighting
  - Administrative Departments (HR, Legal, Audit, Finance)
  - Non-Departmental



# FY14 General Fund Expenditure Budget (Total Expenditure per Capita)





# Public Safety

# Public Safety Comparison – Fire

	Dallas	Austin	Fort Worth	Houston	San Antonio
Public Safety (Police + Fire) as % of GF*	58%	47%	51%	55%	58%
Fire/EMS Budget (FY14)	\$219m	\$202m	\$120m	\$447m	\$263m
Fire/EMS Uniform FTE's	1,938	1,605	884	3,741	1,663
Fire Stations	57	45	42	103	51
Sq. Miles covered by each Fire Station	6.75	6.04	8.33	5.84	9.16
ISO Rating (scale 1-10 1=Best)	2	2	2	1	2

Note: Fort Worth EMS is privatized and City subsidy was eliminated in FY11

\*% determined using cities' comparison to Dallas' general fund from previous slides.  
Dallas Public Safety KFA represents 60.4% which includes services of other departments.

# Public Safety Comparison – Police

	Dallas	Austin	Fort Worth	Houston	San Antonio
Police Budget (FY14)	\$426m	\$295m	\$279m	\$723m	\$382m
Police Budget per Capita	\$344	\$351	\$359	\$345	\$281
Police Uniform Strength	3,496	1,702	1,545	5,358	2,313
(per 1,000 Pop.)	2.77	2.05	2.01	2.53	1.67
Police Stations	7	4	5	12	6
Violent Crime Rate	0.68%	0.37%	0.51%	0.97%	0.64%
Property Crime Rate	4.14%	5.02%	4.50%	5.13%	5.78%
Total Crime Rate	4.82%	5.39%	5.01%	6.10%	6.42%

Note: Fort Worth Police includes 191 Uniform positions funded through Crime Control District Sales Tax

Crime Rate equals # of incidents divided by population; 2013 FBI UCR Statistics

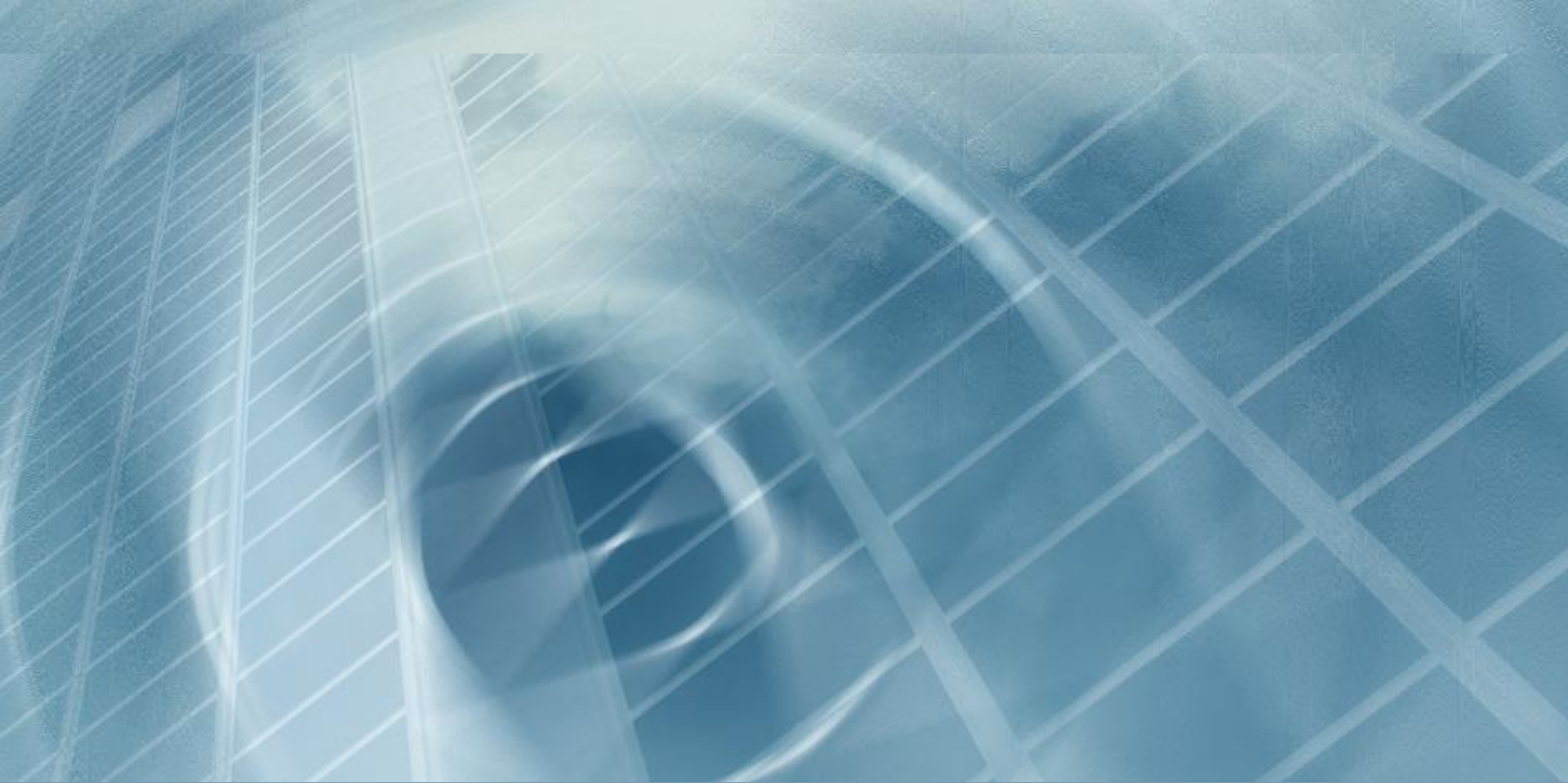
# Public Safety – Police Observations

- Dallas has the highest officer per 1,000 population of the five cities
- If Dallas were to adjust to the other cities:

	<b>Dallas</b>	<b>Austin</b>	<b>Fort Worth</b>	<b>Houston</b>	<b>San Antonio</b>
Police Uniform Strength	3,496	1,702	1,545	5,358	2,313
(per 1,000 Pop.)	2.77	2.05	2.01	2.53	1.67
Dallas change in Strength to match city's officers per 1,000 Pop. (+/-)		(995)	(1,026)	(615)	(1,416)
Est. Budgetary Impact of Change		(\$71.2m)	(\$73.4m)	(\$43.9m)	(\$101.3m)

Note: Budgetary impact based on average salary and benefits of \$71,538/officer





# Debt Service



# Dallas Metric: Total Outstanding General Obligation Debt

(\$ in billions)



Note: FY14 projected balance as of 9/30/14. Assumes no debt issuance in FY14.

# Dallas Metric: Debt Service Budget as a Percent of Tax-supported Operating Budget

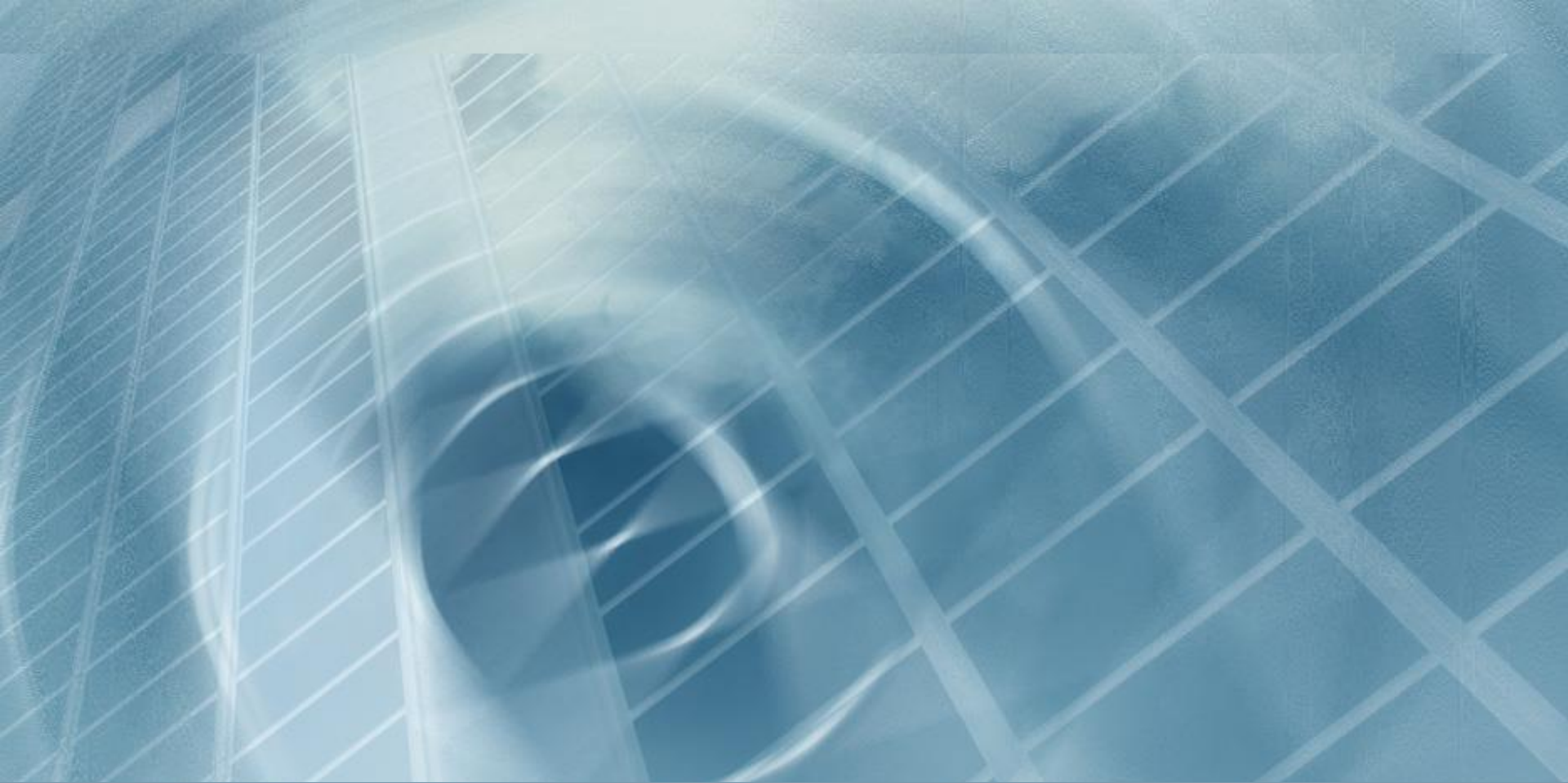
General Fund + Debt Service



Note: FY14 assumes no debt issuance in FY14.

# Debt Service Comparison

	Dallas	Austin	Fort Worth	Houston	San Antonio
Bond Rating: Moody's S&P	Aa1 AA+	Aaa AAA	Aa1 AA+	Aa2 AA	Aaa AAA
Most Recent Bond Program	Nov 2012- \$642m Implement over 5 years	Nov 2012- \$306.6m Implement over 4 years	May 2014- \$292m Implement over 5 years	Nov 2012- \$410m Implement over 6 years	Nov 2012- \$596m Implement over 5 years
Outstanding General Obligation Debt	\$1,691m	\$881.9m	\$888.9m	\$3,332m	\$1,406m
GO Bond Maturities	20 Years	20 Years	20 Years	30 Years	20 Years
GO Debt per Capita	\$1,363	\$1,047	\$1,143	\$1,542	\$1,017
Debt Service Tax Rate (% of total rate)	\$0.2369 (29.7%)	\$0.1171 (23.3%)	\$0.1791 (20.9%)	\$0.1765 (27.6%)	\$0.2115 (37.4%)
FY14 Debt Service Budget	\$226.6m	\$141m	\$84.5m	\$296.9m	\$175.5m



# Average Annual Cost to Citizens



# Non-General Fund Fees (Typical Residential Monthly Bill)

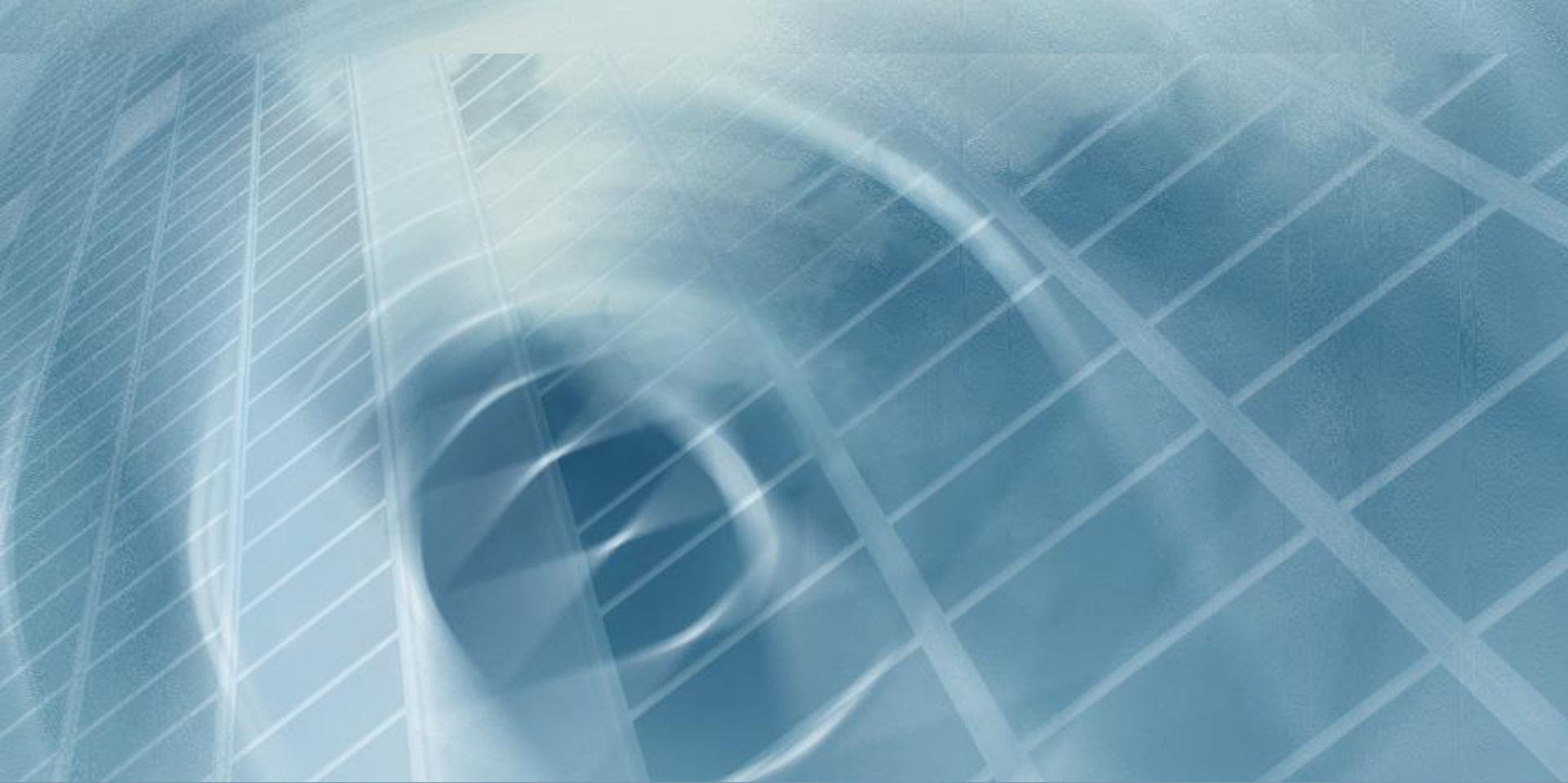
	<b>Dallas</b>	<b>Austin</b>	<b>Fort Worth</b>	<b>Houston</b>	<b>San Antonio</b>
Storm Water	\$5.77	\$9.20	\$5.40	\$5.00	\$4.25
Sanitation	\$20.64	\$26.40	\$22.75	Included in tax rate	\$19.93
Water/Sewer	\$61.37	\$95.54	\$59.53	\$91.50	\$54.04
Parks Environmental Fee	N/A	N/A	N/A	N/A	\$1.00
Transportation User Fee	N/A	\$7.80	N/A	N/A	N/A



# Average Annual Cost to Citizens

	<b>Dallas</b>	<b>Austin*</b>	<b>Fort Worth</b>	<b>Houston</b>	<b>San Antonio*</b>
Property Tax Bill (City)	\$1,160.02	\$1,118.16	\$843.19	\$857.53	\$723.56
Storm Water	\$69.24	\$110.40	\$64.80	\$60.00	\$51.00
Sanitation	\$247.68	\$316.80	\$273.00	\$0	\$239.16
Water/Sewer	\$736.44	\$1,146.48	\$714.36	\$1,098.00	\$648.48
Parks Environmental Fee	\$0	\$0	\$0	\$0	\$12.00
Transportation User Fee	\$0	\$93.60	\$0	\$0	\$0
<b>Total</b>	<b>\$2,213.38</b>	<b>\$2,785.44</b>	<b>\$1,895.35</b>	<b>\$2,015.53</b>	<b>\$1,674.2</b>

\*Does not factor in impact of citizen payments made to City-owned electric/gas utilities which transfer funds to the General Fund



# Observations and Takeaways

# Observations

- Comparing budgets across cities, even in same state, is not apples-to-apples since every city categorizes budget items differently
- Total cost to citizens is result of much more than just property tax and includes fees for service such as sanitation and water/sewer charges

# Observations

- Property tax bill is much more than tax rate; and includes value, exemptions, and rate
- Dallas homestead and over-65/disabled exemptions benefit home owners yet reduces revenue for City
- Sales tax dedicated to transit supports DART yet reduces revenue for City
- Transfers from City owned electric utilities and other non-tax revenues reduce reliance on property tax

# Observations

- Dallas ranks below average and 4<sup>th</sup> out of 5 cities for general fund expenditures per capita
- Dallas is tied for highest percentage of budget devoted to police and fire services at 58%
- Dallas' debt service tax rate has fallen by 10.5% since FY11





# Questions?

# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Dallas Water Utilities Commercial Paper Program Selection of Service Providers

The Monday, June 2<sup>nd</sup> Budget, Finance and Audit Committee agenda will include a briefing on the Dallas Water Utilities Commercial Paper Program Selection of Service Providers

Please let me know if you need additional information.

A handwritten signature in blue ink that reads "Jeanne Chipperfield".

Jeanne Chipperfield  
Chief Financial Officer

## Attachment

c: Honorable Mayor and Members of City Council  
A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
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Theresa O'Donnell, Interim Assistant City Manager  
Shawn Williams, Interim Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# CITY OF DALLAS

## DALLAS WATER UTILITIES COMMERCIAL PAPER PROGRAM SELECTION OF SERVICE PROVIDERS

BUDGET, FINANCE & AUDIT  
COMMITTEE

June 2, 2014



# COMMERCIAL PAPER PROGRAM BACKGROUND

- Provides an alternative funding option for capital programs
- Allows “just-in-time-borrowing”
  - Contracts for eligible projects are awarded based on the authorization to issue commercial paper
  - Commercial paper is issued as invoices for project expenditures are paid
- Serves as an interim financing mechanism
- Reissued at maturity until retired with permanent financing (DWU refunding bonds)

# COMMERCIAL PAPER PROGRAM BACKGROUND

- Dallas Water Utilities has successfully used commercial paper to finance capital projects for over 25 years
- Initial \$100 million program established in 1987
- By 2004, program had been expanded to \$300 million
  - Series B (\$200 million)
  - Series C (\$100 million)
  - Series B and C will be combined as the Series E \$300 million program
- In 2009, Series D program was approved for an additional \$300 million



# COMMERCIAL PAPER PROGRAM BACKGROUND

- Commercial paper program requires three service contracts
  - CP Dealer sells the notes to investors
    - Majority of investors are mutual funds
    - Notes mature in 1 to 270 days (60-day average maturity)
  - CP Issuing and Paying Agent bank sends principal and interest payments to investors when notes mature
  - CP Liquidity Facility (revolving line of credit) required to support the notes from one or more highly rated financial organizations (Liquidity Facility Provider)
    - Revolving line of credit can be used if notes cannot be remarketed by CP Dealer
    - Rating agencies rate the CP program based on the rating of the Liquidity Facility Providers

# COMMERCIAL PAPER PROGRAM SERVICE PROVIDER SELECTION PROCESS

- RFP issued for Commercial Paper Dealer, Liquidity Facility Provider, and Issuing and Paying Agent for Series E
  - 8 responses for Commercial Paper Dealer
  - 5 responses for Liquidity Facility Provider
  - 1 response for Issuing and Paying Agent Bank

# COMMERCIAL PAPER PROGRAM SERVICE PROVIDER SELECTION PROCESS

- Evaluation committee reviewed and evaluated the proposals:
  - Dallas Water Utilities
  - Office of Financial Services
  - City Controller's Office
  - First Southwest Company, Co-Financial Advisor
  - Estrada Hinojosa, Co-Financial Advisor

# COMMERCIAL PAPER PROGRAM SERVICE PROVIDER SELECTION PROCESS

## ■ Selection Criteria

- 30% Lowest cost, consistent with other criteria
- 30% Ability to meet service requirements
- 20% Proposed responsiveness
- 20% Overall services and resources available

# COMMERCIAL PAPER PROGRAM

## COMMERCIAL PAPER DEALER

- Recommend award of the Series E commercial paper dealer contract to J.P. Morgan Securities LLC
  - Most favorable response of the 8 received based on responsiveness, ability to meet service requirements, and overall services and resources available
    - J.P. Morgan Securities LLC currently serves as commercial paper dealer for the Series B and C programs for a fee of 3.9 basis points, based on the outstanding balance of commercial paper
    - Proposed dealer fee is also 3.9 basis points, representing no change from the current fee.



# COMMERCIAL PAPER PROGRAM LIQUIDITY FACILITY

- Recommend award of the Series E liquidity facility provider to JPMorgan Chase Bank
  - Most favorable terms of the 5 responses received
  - Financial Advisors recommend implementing a three-year revolving credit agreement at an annual fee of 30 basis points (\$980,000), based on the commitment amount
    - Current annual fee is 57.5 basis points (\$1,878,334)
    - New fee represents annual savings of \$898,334
  - Rating of the City's commercial paper program will be based on the short-term rating of JPMorgan Chase Bank:

■ Moody's	P-1
■ Standard & Poor's	A-1
■ Fitch	F-1

# COMMERCIAL PAPER PROGRAM ISSUING AND PAYING AGENT

- Recommend award of issuing and paying agent contract to US Bank
  - 1 response received
  - US Bank currently serves as issuing and paying agent for the existing Series B and C commercial paper programs
  - US Bank's proposal includes small fee increases that will raise the annual cost of this service by an estimated \$330

# RECOMMENDATION

- Approval of ordinance on June 25<sup>th</sup> City Council agenda to establish Series E commercial paper program, including award of service contracts for commercial paper dealer, liquidity facility provider, and issuing and paying agent

# Appendix

- Series E Commercial Paper Program Annual Cost (estimated) – Page 13
- Series E Commercial Paper Program Closing Costs – Page 14

# SERIES E COMMERCIAL PAPER PROGRAM ANNUAL COSTS (estimated)

Liquidity Facility Fees, – JPMorgan Chase	\$980,000
Issuing and Paying Agent – US Bank	\$4,080
Dealer Agent Fee – JPM Securities LLC	\$139,500
Ratings Fee – Moody’s/S & P	\$42,000
CUSIP Numbers	\$1,000
<b>TOTAL</b>	<b>\$1,166,580</b>



# SERIES E COMMERCIAL PAPER PROGRAM CLOSING COSTS

Bond Counsel (McCall Parkhurst & Horton/Escamilla & Poneck)	\$230,850
Financial Advisors (First Southwest Co./Estrada Hinojosa & Co.)	\$175,000
Liquidity Facility Bond Counsel (Andrews Kurth)	\$47,500
Ratings Fee – Moody’s/Standard & Poor’s	\$42,000
Attorney General Fee	\$9,500
Misc. Expenses	\$2,500
<b>TOTAL</b>	<b>\$507,350</b>

# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Depository Services Contract – Upcoming Procurement

The current depository services contract with Bank of America expires in December 2014. The purpose of this memo is to provide information on the process of obtaining a new contract for these services.

Texas state law governs the selection process for depository banks for municipalities. The statute defines the process as a Request for Applications and identifies eligible applicants as banks doing business within the City of Dallas. The law also authorizes a maximum term of five years for the contract and lists the conditions that the depository must satisfy, including providing and maintaining security for the City's deposits in the bank.

The Request for Applications (RFA) is being prepared by City staff. Based on descriptions in the RFA of required services, responding banks will provide information on how the services they offer are delivered and priced. General banking services related to deposits and disbursements are to be addressed as well as specific services such as lockbox processing for Dallas Water Utilities. Award of the contract will be based on lowest cost of service consistent with the specifications in the RFA.

The RFA is anticipated to be released in mid-June with responses due in late July. Staff expects to return to Budget, Finance and Audit Committee in September-October with the results of the solicitation and a recommendation of contract award. It is anticipated that approval of the contract will be included on the City Council's October 8<sup>th</sup> agenda.

Please let me know if you need additional information.

A handwritten signature in blue ink that reads "Jeanne Chipperfield".

Jeanne Chipperfield  
Chief Financial Officer

c: Honorable Mayor and Members of City Council  
A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
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Charles M. Cato, Interim Assistant City Manager  
Theresa O'Donnell, Interim Assistant City Manager  
Shawn Williams, Interim Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Dallas Love Field Parking Rates/Strategies

On Monday June 2, 2014, you will be briefed on Dallas Love Field Parking Rates/Strategies. A copy of the briefing is attached for your review.

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, City Manager  
Rosa A. Rios, City Secretary  
Warren M.S. Ernst, City Attorney  
Craig Kinton, City Auditor  
Judge Daniel Solis, Administrative Judge  
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Joey Zapata, Assistant City Manager  
Charles M. Cato, Interim Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Shawn Williams, Interim Public Information Officer  
Mark Duebner, Director, Aviation  
Elsa Cantu, Assistant to the City Manager – Mayor and Council



# Dallas Love Field Parking Rates/ Strategies

June 2, 2014

Budget, Finance & Audit Committee

# Background

- Dallas Love Field currently maintains two garages
  - Garage A – 3,000 spaces
  - Garage B – 4,000 spaces
- Two private parking operations also operate close to the airport
  - Best Parking – 635 spaces
  - The Parking Spot – 2,030 spaces



# Background Continued

- Garage A built in 1985
- Garage B built in 2002
- Both garages are currently undergoing structural assessments to determine any repairs necessary in the near future
- Revenue control equipment was installed in 1997
- Neither garage has a guidance system to aid customers in finding available spaces

# Background Continued

- Parking structures were excluded from the Love Field Modernization Program agreements with Southwest Airlines
- Parking demand estimated in 2008 did not foresee additional parking needs based on forecast of 5.8 million enplanements until 2016
- As the repeal of the Wright Amendment restriction nears, the City has revised those projections upward

# Parking Rates

- Current parking rates
  - Garage A – \$14 per day
  - Garage B – \$10 per day
  - Valet - \$21 per day
- Private parking rates
  - Best Parking – \$6 per day
  - The Parking Spot – \$6 per day

# Parking Rates

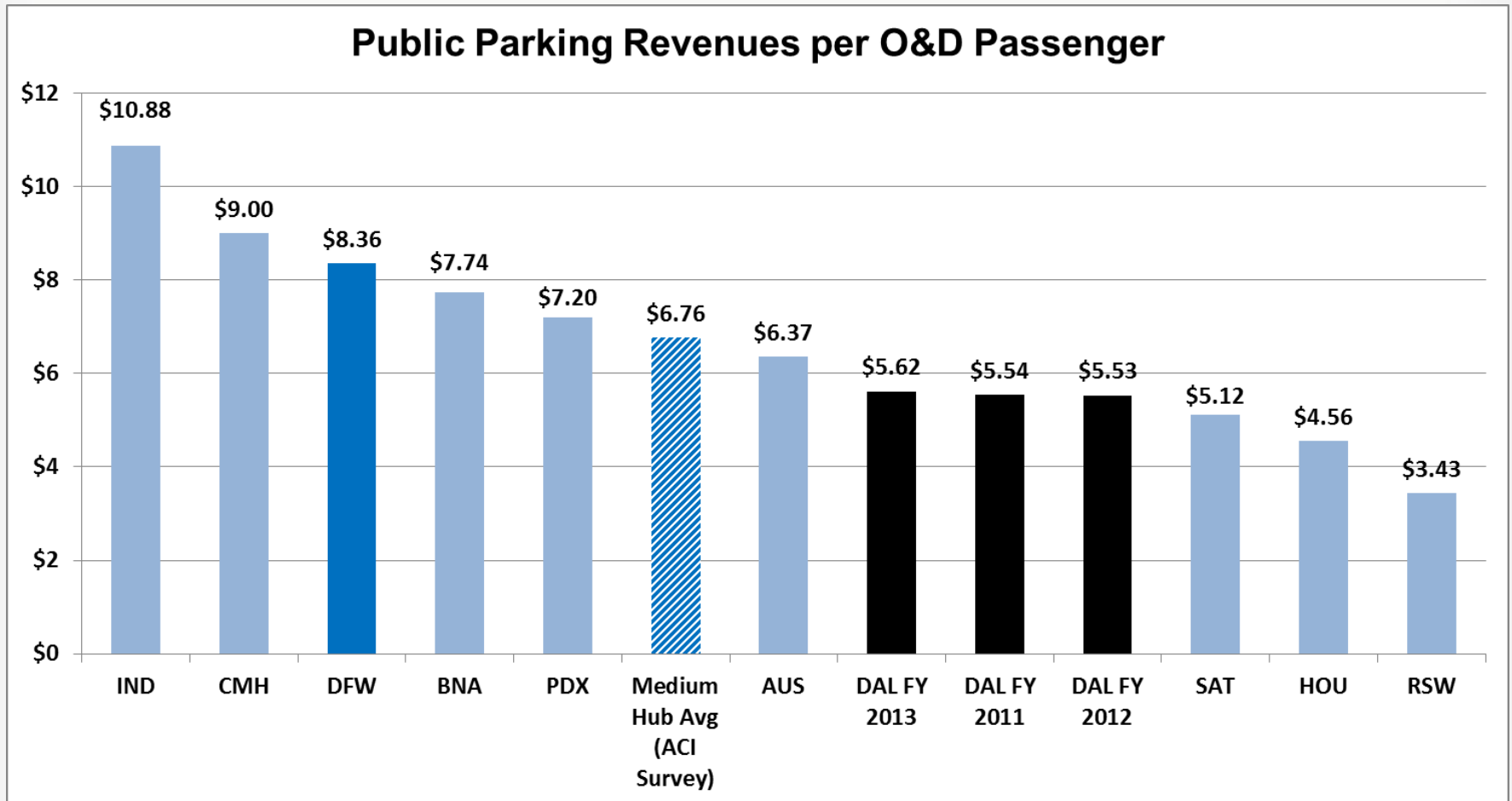
- The City last adjusted parking rates in 2008
- Currently generates \$15 million in parking revenue annually
- Approximately 3,000 contract parkers in garage B
  - \$30 per month
  - Primarily employees of Southwest, TSA, and concessionaires
- Contract parkers use approximately 800- 1,000 spaces per day

# Benchmarking - Parking Rates

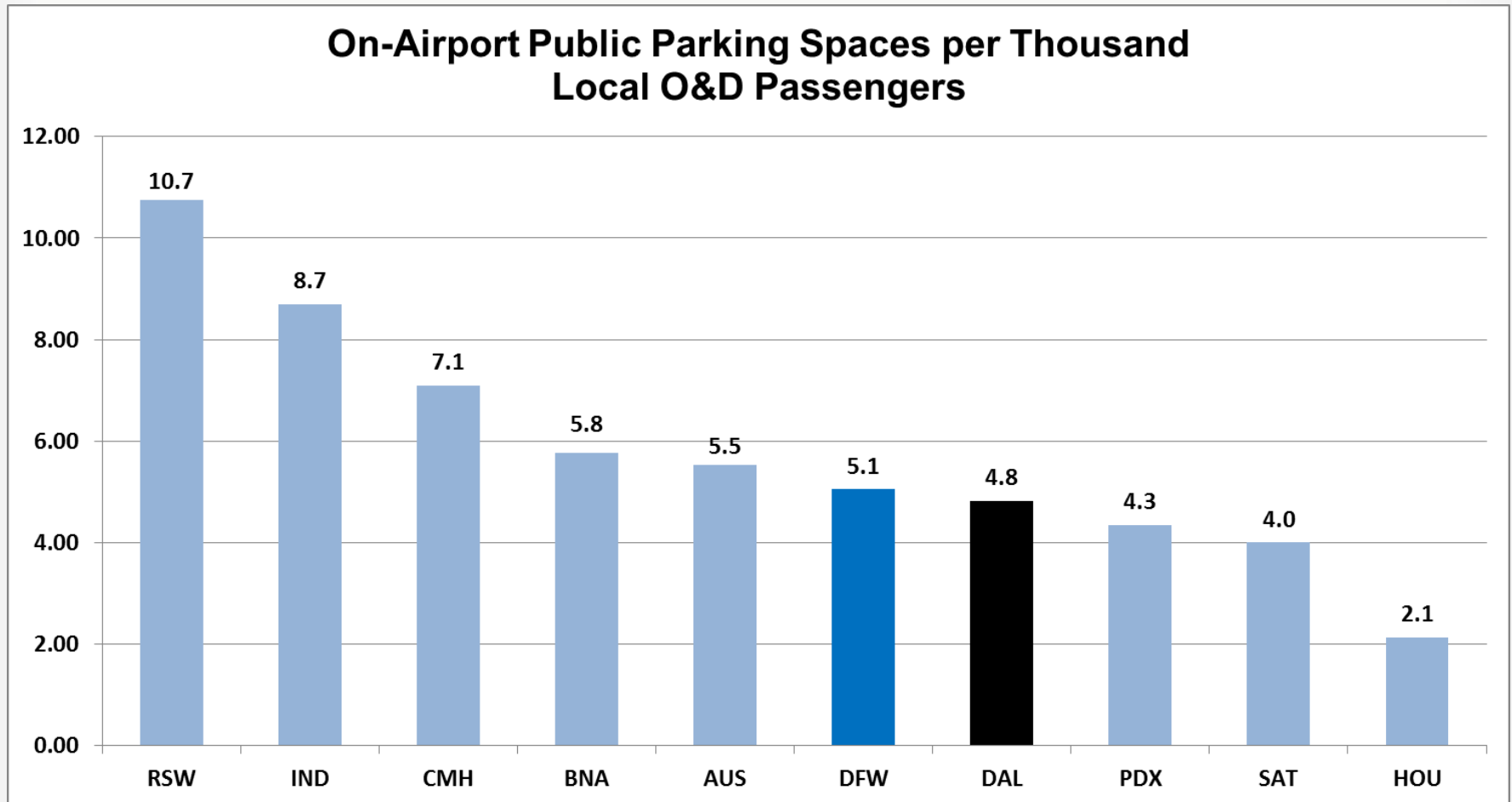
- DAL Parking Rates were benchmarked against other similar sized Airports (RSW, PDX, BNA, CMH, IND) as well as other Texas Airports (HOU, SAT, AUS, DFW)
- The following slides illustrate the benchmarking comparisons



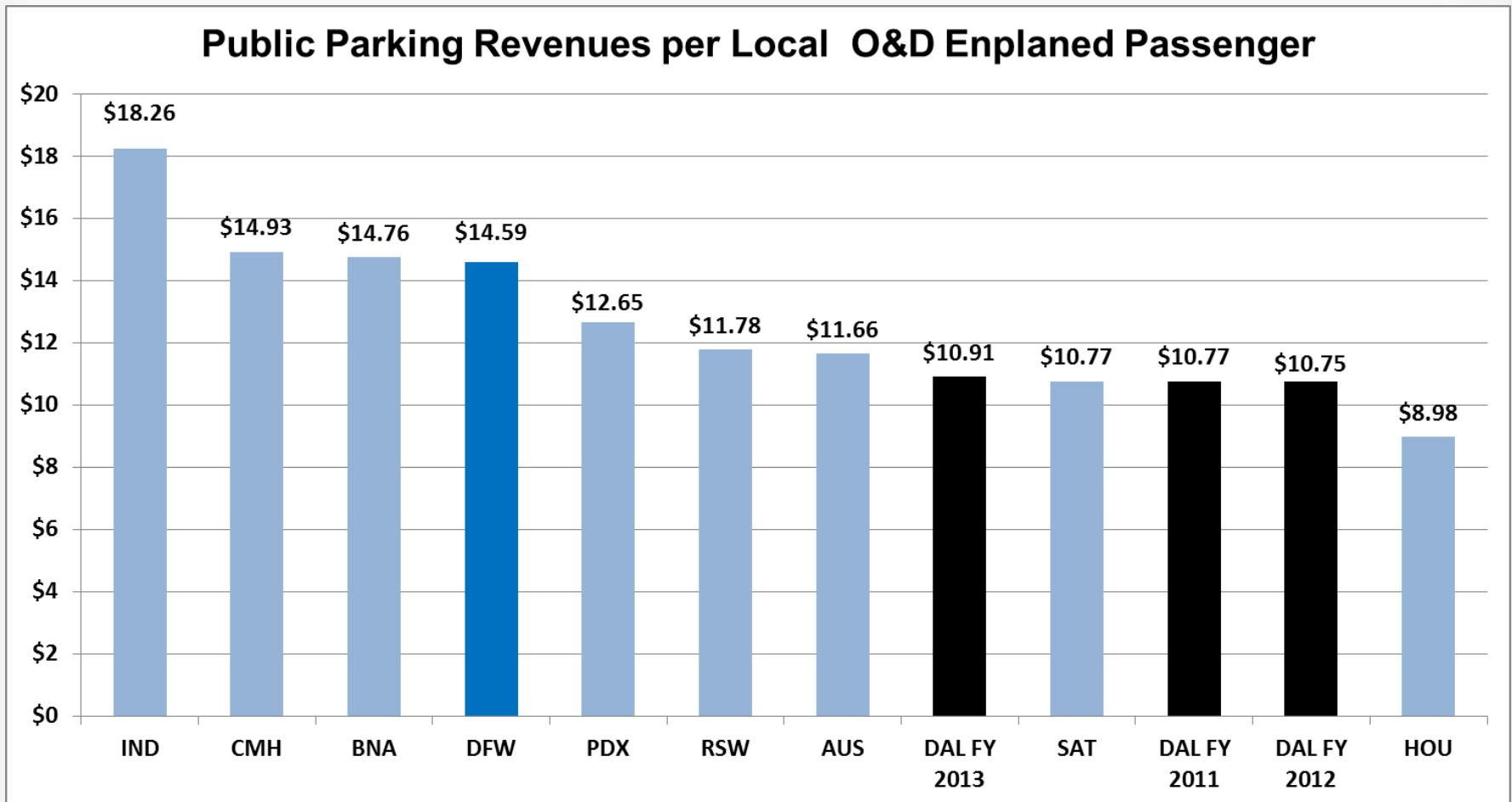
# Benchmarking - Parking



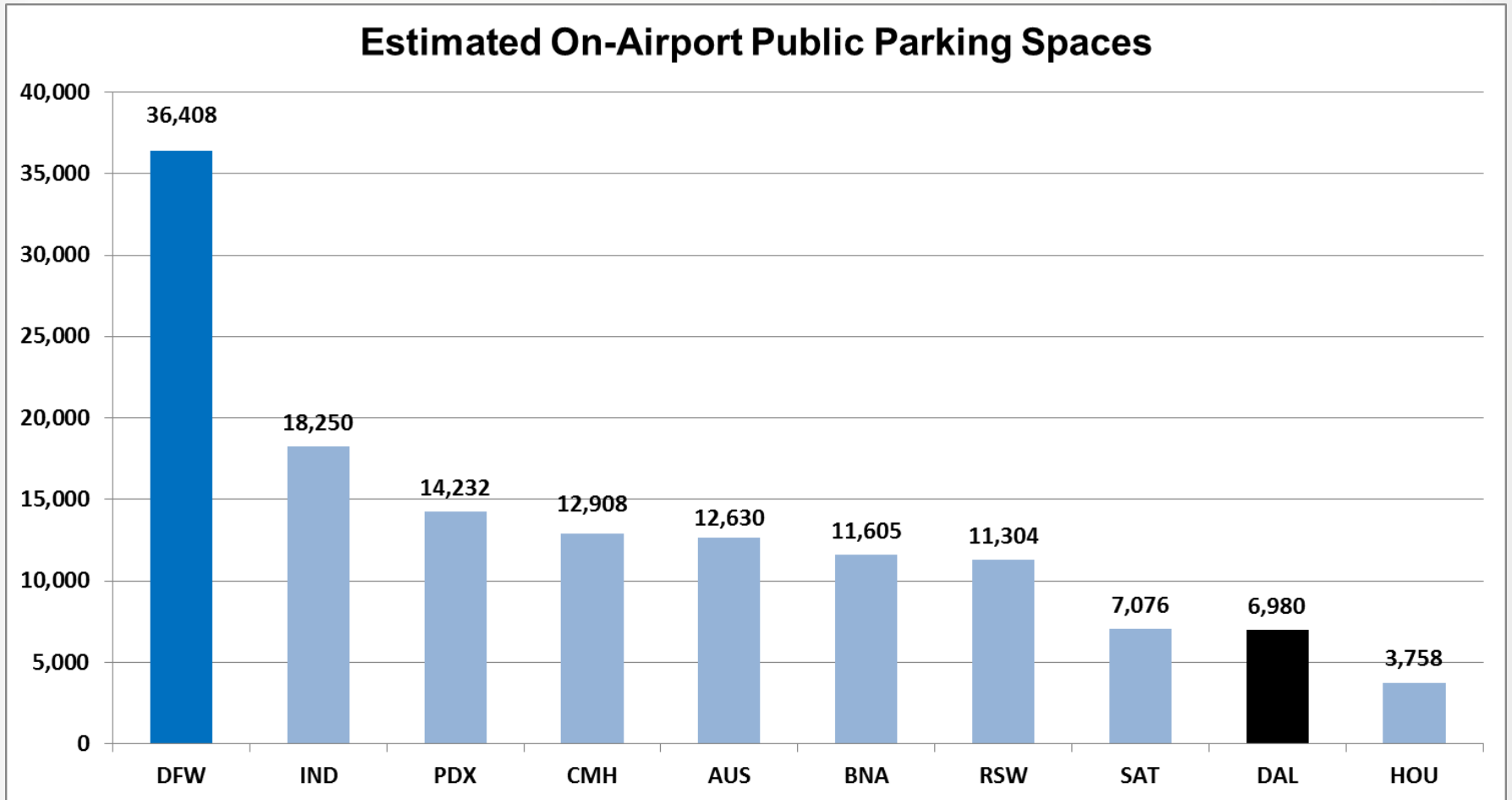
# Benchmarking – Parking



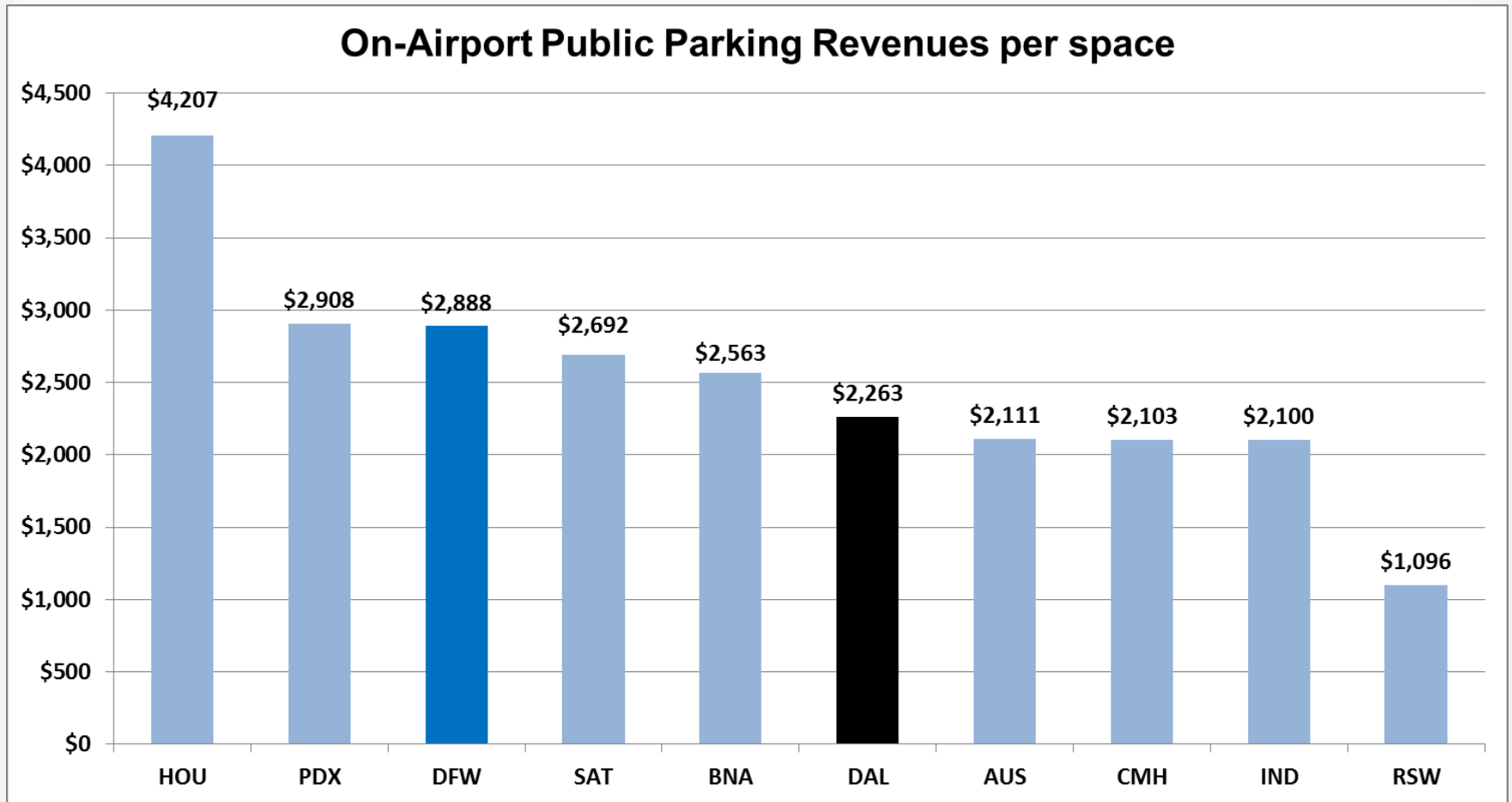
# Benchmarking - Parking



# Benchmarking - Parking



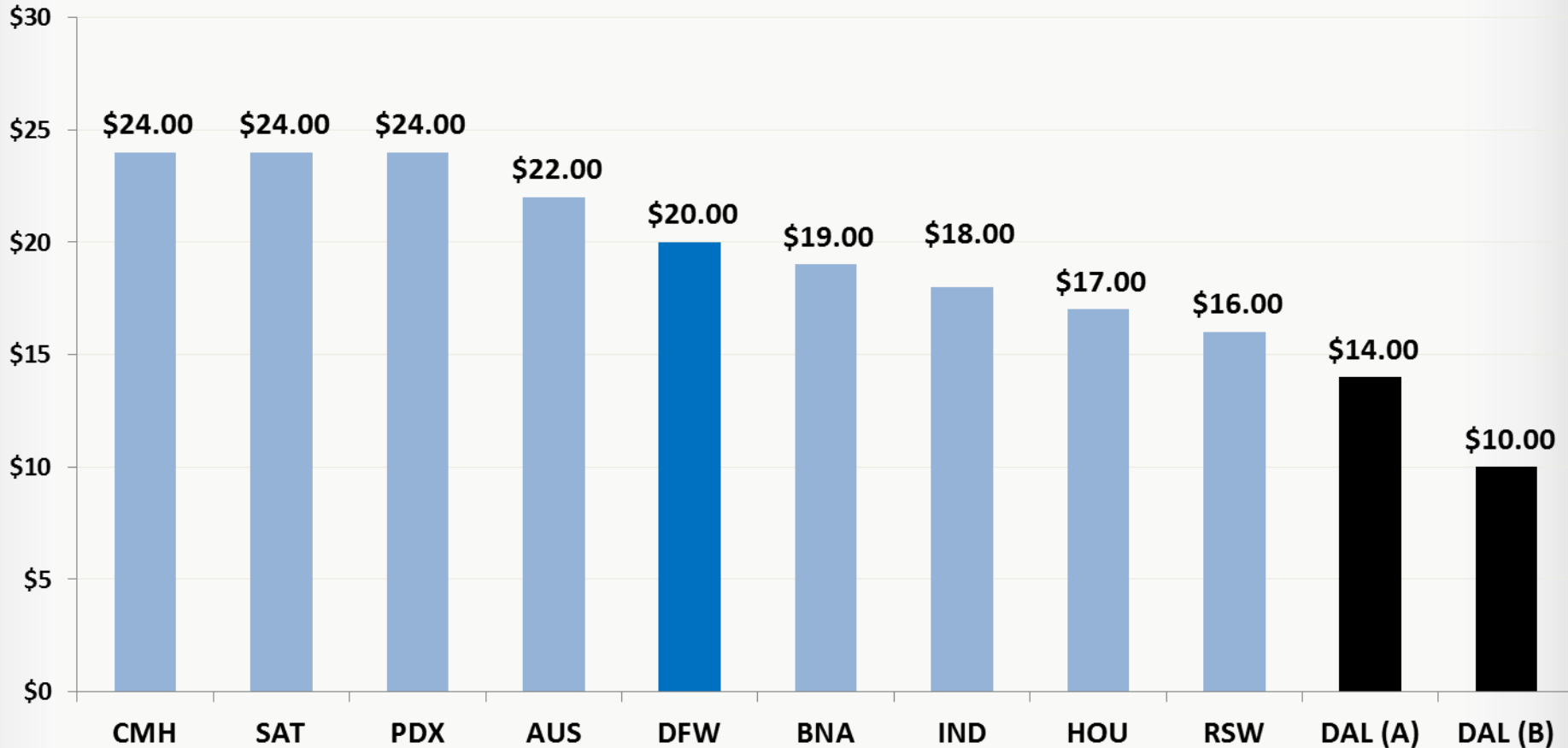
# Benchmarking - Parking





# Benchmarking - Parking

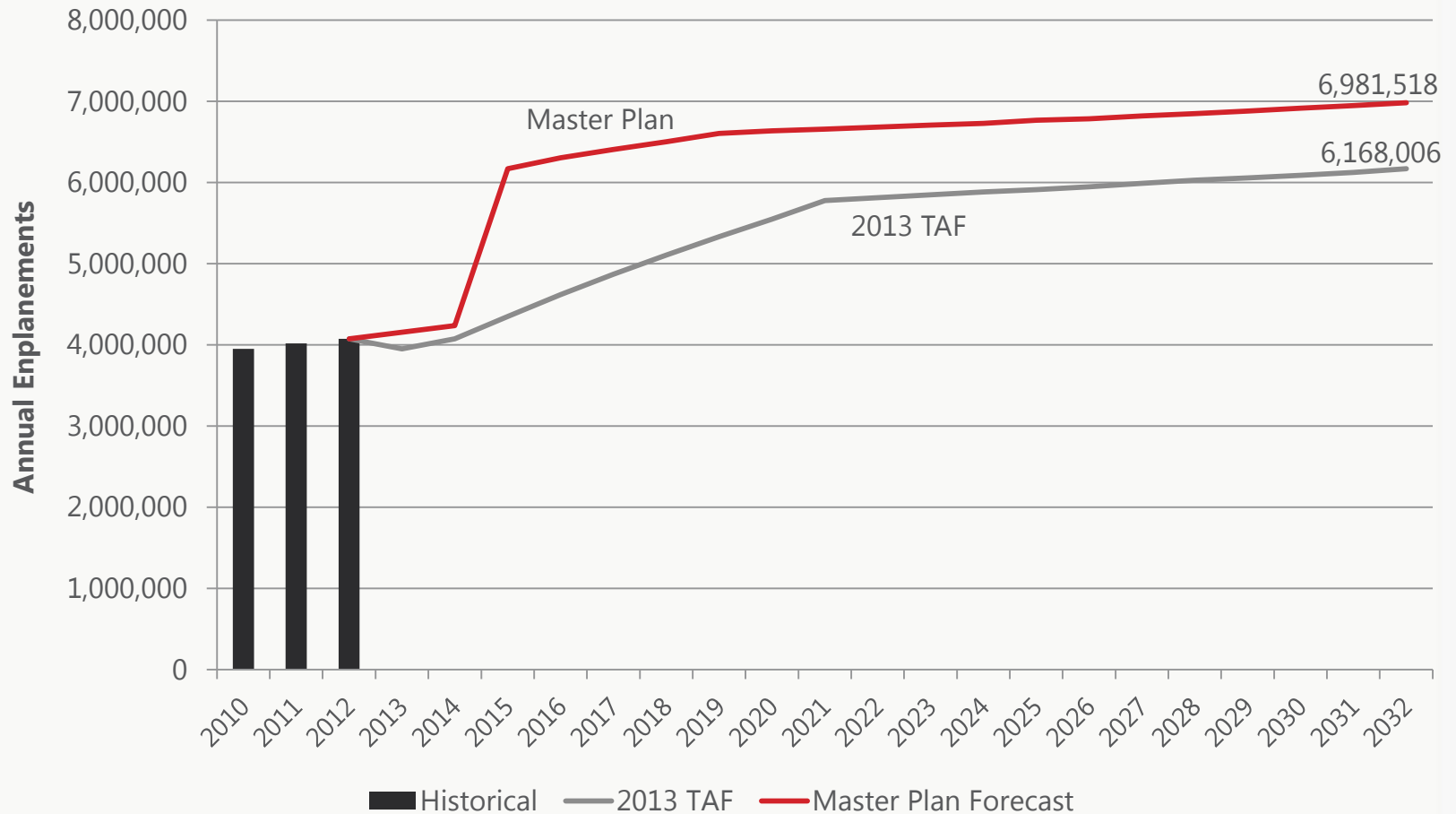
## Max. Daily Rates for close-in Garage Parking



# Forecasted Growth

- Revised forecast now shows Dallas Love Field to be at approximately 6.2 million enplanements by the end of 2015
- New forecast has a number of implications, the most immediate issue being adequate on-airport parking availability
- Dallas Love Field needs to implement a number of strategies to mitigate this surge in traffic to address customer needs

# Forecasted Growth (Enplanements)



# Planning Activity Levels

ENPLANEMENTS			
Planning Activity Level	Million Annual Passengers	Year Forecasted 2013 Draft TAF	Year Forecasted MP Forecast
PAL E1	5.5 MAP	2018	2014/2015
PAL E2	6.2 MAP	2032	2015
PAL E3	7.0 MAP	NA	2032 (20 yr)

# Parking Demand / Capacity Space Requirements

PUBLIC PARKING (spaces)	2012			PAL		
	Capacity	Demand	Requirements <sup>1/</sup>	E1	E2	E3
				Design Day <sup>2/</sup>		
Garage A	2,980	2,609	2,880	3,880	4,370	4,940
Garage B	4,000	2,246	2,360	3,190	3,590	4,060
<b>Total</b>	<b>6,980</b>	<b>4,856</b>	<b>5,240</b>	<b>7,070</b>	<b>7,960</b>	<b>9,000</b>
Surplus/ (Deficit)	-	-	1,740	(90)	(980)	(2,020)
Peak Day						
<b>Total</b>	<b>6,980</b>	<b>5,462</b>	<b>5,470</b>	<b>7,380</b>	<b>8,320</b>	<b>9,390</b>
Surplus/ (Deficit)	-	-	1,510	(400)	(1,340)	(2,410)

EMPLOYEE PARKING (spaces)	Employee Parking	2012	PAL		
			E1	E2	E3
	<b>Requirements</b>	<b>440</b>	<b>550</b>	<b>590</b>	<b>630</b>
	Surplus/ (Deficit)	57	(53)	(93)	(133)
	+ Garage A/B Parkers	500	670	760	860
	<b>Requirements</b>	<b>940</b>	<b>1,220</b>	<b>1,350</b>	<b>1,490</b>
	Surplus/ (Deficit)	(443)	(723)	(853)	(993)



# Parking Needs – Near Term

- Need to accommodate additional public parking spaces by 2015 to accommodate demand in the Master Plan Forecast
- Additional employee spaces must also be created to meet the demand in the Master Plan Forecast and to offset removal of contract spaces in Garage B
- Southwest Airlines currently plans to construct additional surface parking on property adjacent to Mockingbird to provide additional spaces for peak demand

# Parking Needs – Long Term

- Need additional public parking spaces to accommodate demand in the Master Plan Forecast
- Based on demand, additional valet spaces need to be added for future growth
- Ultimately, demand for spaces has accelerated as the Wright Amendment restrictions end and forecast of traffic are revised upward

# Recommendations

- To address the near term needs, recommend:
  - End all contract parking for employees in Garage B
  - Seek approval to lease parking facility for employees and some additional remote spaces
  - Seek City Council approval to raise parking rates in Garage A, Garage B, and Valet
  - Begin procurement process for new revenue control system in garages A and B with an option for parking guidance system to provide more efficient movement in garages

# Recommended Public Parking Fees

	EXISTING FEE (EFFECTIVE 10/2008)	PROPOSED FEE
Garage A	\$14.00	\$17.00
Garage B	\$10.00	\$13.00
Valet Parking	\$21.00 (EFFECTIVE 03/2013)	\$24.00

# Recommendations

- To address long term needs, recommend:
  - Evaluate the possibility of amending the Program Development Agreement with Southwest Airlines to add the construction of an additional parking structure
  - Airport has been approached regarding potential Hotel development by a number of private developers
    - Issue RFQ to gauge interest by private developers in possible hotel and parking structure development at Love Field

# Questions



# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Metro Dallas Homeless Alliance (MDHA)

On Monday June 2, 2014, you will be briefed on Metro Dallas Homeless Alliance (MDHA). A copy of the briefing is attached.

Please let me know if you need additional information.

A handwritten signature in black ink, appearing to read 'Theresa O'Donnell', written over a horizontal line.

Theresa O'Donnell  
Interim Assistant City Manager

Attachment

c: Honorable Mayor and Members of City Council  
A.C. Gonzalez, City Manager  
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Shawn Williams, Interim Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# Metro Dallas Homeless Alliance (MDHA)

Budget, Finance, and Audit Committee  
June 2, 2014



# Purpose

- ▶ To brief the committee on the Metro Dallas Homeless Alliance and its work
- ▶ To recommend support for the efforts of MDHA as the lead agency for the Continuum of Care (CoC) and their partnership with the City of Dallas

# Metro Dallas Homeless Alliance (MDHA)

- MDHA is a 501(c)(3) composed of a broad spectrum of stakeholders committed to ending homelessness
  - Mike Faenza, President & CEO
  - Britton Banosky, Chairman of the Board
- MDHA was recognized in 2006 as the “regional authority on homelessness” by the City Council to develop programs and secure funding to assure services are provided to those experiencing homelessness
- MDHA leads a group of approximately 62 agencies that make up the Continuum of Care (CoC) which meets on a regular basis to collaborate on issues to fight homelessness

# Background of Continuum of Care (CoC)

- ▶ The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) amended the McKinney-Vento Homeless Assistance Act
- ▶ HEARTH Act codified into law the CoC planning process to assist with homeless coordination of services and addressing the needs of the homeless
- ▶ CoC must establish performance and outcome measures for both competitive grants and emergency solutions grants
- ▶ Grantees must consult with their local CoC regarding allocation of funds
- ▶ The CoC for Dallas includes: Dallas, Dallas County, Plano-Collin County, Irving, and Garland

# MDHA's Accomplishments

- **Capture and Leverage Federal Funds:** MDHA provides data driven stewardship, grant development and submissions for approximately \$16M in HUD homeless housing grants annually
- **Ensure Homeless Sector Collaboration:** 62 agencies make up membership of MDHA's CoC; develops needs assessments, strategic planning and recommend policies that inform local government's HUD plans and funding requests
- **Ensure Data Driven Solutions:** MDHA developed and operates the HUD mandated data management system (HMIS) that enables performance tracking and reporting to HUD and grantees. MDHA uses outcome data to prioritize grant requests, target program performance and provide technical assistance to grantees
- **DHA-MDHA PSH Initiative:** MDHA partners with Dallas Housing Authority in developing plans for crucial permanent supportive housing. MDHA focuses on the service organization and tracking of support of services necessary to make the housing placements effective



# MDHA's Impact

- ▶ MDHA has been at the center of developing over 2,000 units of permanent supportive housing through the CoC and facilitating partnerships to support those clients
- ▶ Resultantly, chronic homelessness has decreased by over 50% over the last seven years
- ▶ MDHA helped develop, fund, and operate the Bridge with continued support planned through a coordinated access system
- ▶ MDHA developed the first PSH project for children and families
- ▶ MDHA developed and operates a data system that provides monthly report cards on performance to the agencies
  - With performance data in hand, MDHA partners have improved performance towards benchmarks by 30% over two years

# Continuum of Care Duties

- ▶ MDHA is the lead convener of the CoC and has established committees to discuss and address all issues affecting the homeless:
  - Adult services
  - Children and family
  - Veterans
  - Youth Task Force
  - Independent Review Committee for grant submission
  - Training and technical assistance
  - Homeless Management Information System (HMIS)

# MDHA – Leadership

MDHA provides leadership through the following homeless initiatives on behalf of all the jurisdictions:

- Homeless Management Information System (HMIS)
- Dallas Ten-Year Plan to End Chronic Homelessness
- Permanent Supportive Housing Plan
- CoC grant process (CoC project priority list and application)
- Coordinated, effective support services
- Advocacy and community education
- 2014 Point-In-Time Homeless Count
- Coordinated Assessment System
- Housing Policy and Services Center

# MDHA Budget

- ▶ Annual Budget of \$1.3M
- ▶ Contributions from foundations, corporations, individuals, and religious groups – \$816,378
- ▶ Program Service Fees for data management and grant submissions– \$437,761
  - City of Dallas contributes \$70,735.40 of this total
- ▶ Other (in-kind and misc.)– \$88,892

# CoC Allocations in Other Texas Areas

The below chart represents funding allocated to the various lead agencies for their local CoC.

CoC Lead Agencies				
Year	Metro Dallas Homeless Alliance	Tarrant County Homeless Coalition	Texas Homeless Network	Coalition for Homeless
2011	15,218,628	10,053,018	5,405,104	23,924,905
2012	15,663,757	11,784,744	3,706,467	25,433,818
2013	15,165,609	10,511,912	4,896,740	20,602,876
Total	46,047,994	32,349,674	14,008,311	69,961,599

# Tarrant County Homeless Coalition

## Forth Worth/Arlington/Tarrant County CoC

### Lead Agency: Tarrant County Homeless Coalition

- ▶ City of Fort Worth: General Revenue  
2013: \$86,000 2014: \$90,000
- ▶ Tarrant County: through Tarrant County Housing Finance Corporation  
2013: \$50,000 2014: \$50,000
- ▶ City of Arlington, and all other smaller cities in the county:  
\$0.00
- ▶ All other funding sources are HUD grants, fundraising, CoC Program Assistance, HMIS user fees and Tarrant County Homeless Coalition (TCHC) membership fees (similar structure as Texas Homeless Network) which only brings in about \$9k



# State of Texas

## Texas Balance of State CoC

**Lead Agency: Texas Homeless Network**

- ▶ HUD HMIS Funds
- ▶ State of Texas Funding: \$200,000 CoC Planning
- ▶ All other funding sources are HUD grants, fundraising, CoC Program Assistance, HMIS user fees and membership fees

# Coalition for the Homeless for Houston/Harris County

## Houston/Harris County CoC

**Lead Agency: Coalition for the Homeless for Houston/Harris County**

- ▶ HUD – CoC grants specific to HMIS
  - HMIS Renewal – \$177,166
  - HMIS Solutions – \$299,686
  - HMIS Expansion – \$169,183
  
- ▶ HUD CoC Planning Grant – \$250,000
  
- ▶ Harris County
  - ESG – \$150,000 – for HMIS
  - TIRZ – \$100,000 – for lead agency and service provider support
  
- ▶ City of Houston
  - ESG – \$100,000 – for HMIS
  - CDBG – \$130,000 – for lead agency and service provider support
  - City Bond – one time grant for \$310,000 for lead agency work
  
- ▶ Private Philanthropy – \$909,000 budgeted for FY 2014

# Recommendation

- ▶ In order to support MDHA and all the work it is doing on behalf of Dallas and the area, the City must invest in the organization in a meaningful way
  - In the short term, staff recommends allowing for an Administrative Action for \$50,000 to cover the deliverables being provided
  - Consider maintaining a line item in the general fund budget for a longer term commitment

# Next Steps

Challenge other municipalities to join the City of Dallas in financially supporting MDHA's efforts for advocacy, data management, planning, fund raising, leveraging of funds, providing technical assistance to service agencies, and in the long term, eliminating homelessness.

# Memorandum



CITY OF DALLAS

DATE May 30, 2014

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

SUBJECT Upcoming Agenda Item: Heavy Equipment and Fleet Purchase

The June 11, 2014, City Council Agenda item includes an item to authorize the purchase of heavy equipment in the amount of \$4,590,153. This action will allow for the purchase of a total of twenty-eight heavy equipment and fleet pieces. Eighteen vehicles are compressed natural gas (CNG), ten units are traditional fuel.

The following heavy equipment and fleet will be used by various departments throughout the City in their daily activities:

- 1 Scrubber sweeper
- 1 Sewer inspection van
- 1 Portable transfer trailer
- 1 Diesel generator
- 2 Large sewer cleaner units
- 1 Boom lift
- 1 Bio-solids vehicle
- 1 Sewer cleaner/vacuum unit
- 1 Wheel loader
- 5 CNG rear loader
- 13 CNG brush trucks

Vehicles and equipment being replaced have met or exceeded established replacement criteria; including age, mileage and life-to-date maintenance costs. All items being purchased are replacements with the exception of the sewer inspection van and generator.

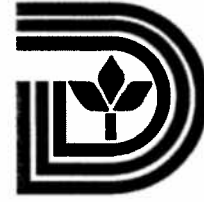
Please let me know if you need additional information.

Forest E. Turner  
Assistant City Manager

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

Jill A. Jordan, P.E., 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  
Shawn Williams, Interim Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# Memorandum



CITY OF DALLAS

DATE May 30, 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 April 2014 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 \$11,041,000 above budget and expenditures are projected to be \$8,038,000 above budget. This results in forecast revenues being in excess of forecast expenditures by \$3,004,000.

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



A.C. Gonzalez  
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 APRIL 30, 2014  
(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	\$794,804	\$1,131,789	\$11,041
Expenditures	\$1,120,748	\$606,453	\$1,128,786	\$8,038
Net Excess of Revenues Over Expenditures/Transfers	<u>\$0</u>	<u>\$188,351</u>	<u>\$3,004</u>	<u>\$3,004</u>



**FINANCIAL FORECAST REPORT  
FY 2013-14  
AS OF APRIL 30, 2014**

**GENERAL FUND**

**Revenues**

- Total General Fund revenues are estimated to be \$11,041,000 above budget.
  - Atmos Energy is projected to be \$2,711,000 above budget primarily due to unusually cold winter weather which resulted in higher consumption.
  - Time Warner Cable is projected to be \$435,000 below budget due to a decrease in the number of subscribers.
  - Interest Earned is projected to be \$42,000 below budget due to lower than anticipated interest rates.
  - Intergovernmental revenues are projected to be \$659,000 above budget due to higher than expected payments from Euless and Irving as part of the DFW Airport revenue sharing agreement.
  - Parking Fines is projected to be \$528,000 below budget due to lower ticket issuance as a result of fewer cars parking downtown because of construction and increased use of public transportation.
  - Library revenue is projected to be \$43,000 below budget due to an increase in the usage of e-materials. Fines and late fees are not collected on e-materials as they are electronically recalled on the due date.
  - Street Lighting revenue is projected to be \$90,000 below budget due to a reduction in expenses that are reimbursable by TxDOT.
  - Vital Statistics revenue is projected to be \$145,000 below budget due to a decrease in sales of birth certificates.

**Expenditures**

- Total General Fund expenditures are estimated to be \$8,038,000 above budget.
  - Street Lighting is projected to be \$1,084,000 below budget primarily due to lower than anticipated power costs for more energy efficient lights.
  - Sustainable Development and Construction is projected to be \$263,000 below budget primarily due to delays in hiring.
  - Trinity Watershed Management is projected to be \$30,000 below budget primarily due to vacancies.
  - The transfer to contingency reserve is projected to be \$2,848,000 above budget primarily to replenish the funds used for the library repairs.
  - The liability reserve transfer is projected to be \$4,843,000 above budget due to an increase in claim activity.

**PROPRIETARY FUNDS**

- Aviation revenues are projected to be \$5,157,000 above budget due to increased revenue from on-airport lease schedules and improved collections. Aviation expenses are projected to be \$4,972,000 above budget due to an increased transfer to capital construction.
- Convention Center revenues are projected to be \$9,803,000 above budget primarily due to increases in the Hotel Occupancy Tax (HOT), Alcohol Beverage Tax, convention center parking, and contract services as a result of the increase in event bookings. Convention Center expenses are projected to be \$9,764,000 above budget due to water heater replacement, increase in transfers for storage and infrastructure needs, office renovation expenses, the purchase of tables and stage risers, higher than

**FINANCIAL FORECAST REPORT**  
**FY 2013-14**  
**AS OF APRIL 30, 2014**

anticipated costs for a concession contract, and an increase in the payment to DCVB as a result of the increased HOT revenue.

- Sustainable Development and Construction expenses are projected to be \$1,776,000 below budget primarily due to delays in hiring.
- WRR Municipal Radio revenues are projected to be \$501,000 under budget primarily due to the sale of commercials being less than planned. Expenditures are projected to be \$477,000 under budget due to vacancies and a reduction in sales commission.
- Employee Benefits expenses are projected to be \$82,000 under budget due to vacancies.
- Communication and Information Systems 911 Systems Operations revenues are projected to be \$1,132,000 under budget primarily due to a decline in wireless revenue allocation from the state and a decline in the collections of wireline revenues. Expenses are projected to be \$2,052,000 under budget due to a reduction in the reimbursements to the Police Department and Dallas Fire Rescue.

**GENERAL FUND  
FORECAST OF FY 2013-14 REVENUES  
AS OF APRIL 30, 2014  
(000s)**

	<b>BUDGET</b>	<b>REVENUES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
<b>TAXES</b>				
Ad Valorem Tax	\$483,898	\$477,889	\$485,793	\$1,895
Sales Tax	\$249,565	\$127,243	\$253,768	\$4,203
<b>TOTAL TAXES</b>	<b>\$733,463</b>	<b>\$605,132</b>	<b>\$739,561</b>	<b>\$6,099</b>
<b>FRANCHISE REVENUES</b>				
Oncor Electric	\$50,110	\$40,553	\$50,381	\$271
AT&T	\$13,422	\$3,587	\$13,526	\$104
Atmos Energy	\$11,228	\$3,576	\$13,939	\$2,711
Time Warner Cable	\$6,376	\$1,437	\$5,941	(\$435)
Other	\$20,773	\$5,443	\$21,480	\$708
<b>TOTAL FRANCHISE REVENUES</b>	<b>\$101,908</b>	<b>\$54,596</b>	<b>\$105,267</b>	<b>\$3,359</b>
<b>LICENSES AND PERMITS</b>	<b>\$9,090</b>	<b>\$6,010</b>	<b>\$9,315</b>	<b>\$225</b>
<b>INTEREST EARNED</b>	<b>\$632</b>	<b>\$266</b>	<b>\$591</b>	<b>(\$42)</b>
<b>INTERGOVERNMENTAL</b>	<b>\$6,203</b>	<b>\$6,362</b>	<b>\$6,862</b>	<b>\$659</b>
<b>FINES AND FORFEITURES</b>				
Municipal Court	\$13,779	\$8,538	\$14,014	\$234
Vehicle Towing & Storage	\$6,957	\$3,959	\$6,948	(\$10)
Parking Fines	\$5,070	\$1,224	\$4,542	(\$528)
Red Light Camera Fines	\$6,867	\$0	\$7,037	\$170
Public Library	\$553	\$260	\$510	(\$43)
<b>TOTAL FINES</b>	<b>\$33,227</b>	<b>\$13,981</b>	<b>\$33,051</b>	<b>(\$177)</b>
<b>CHARGES FOR SERVICE</b>				
Sanitation Service	\$62,010	\$37,127	\$62,010	\$0
Parks	\$9,716	\$5,890	\$10,031	\$316
Private Disposal Fees	\$17,694	\$9,089	\$17,666	(\$29)
Emergency Ambulance	\$42,982	\$9,316	\$43,479	\$497
Security Alarm	\$4,500	\$2,575	\$4,522	\$22
Street Lighting	\$1,000	\$227	\$910	(\$90)
Vital Statistics	\$1,581	\$848	\$1,436	(\$145)
Other	\$18,303	\$13,565	\$18,756	\$453
<b>TOTAL CHARGES</b>	<b>\$157,786</b>	<b>\$78,637</b>	<b>\$158,810</b>	<b>\$1,024</b>
<b>INTERFUND REVENUE</b>	<b>\$67,330</b>	<b>\$24,690</b>	<b>\$67,330</b>	<b>\$0</b>
<b>MISCELLANEOUS</b>	<b>\$11,109</b>	<b>\$5,130</b>	<b>\$11,003</b>	<b>(\$106)</b>
<b>TOTAL REVENUES</b>	<b>\$1,120,748</b>	<b>\$794,804</b>	<b>\$1,131,789</b>	<b>\$11,041</b>

**GENERAL FUND  
FORECAST OF FY 2013-14 EXPENDITURES  
AS OF APRIL 30, 2014  
(000s)**

<b>DEPARTMENT</b>	<b>BUDGET</b>	<b>EXPENDITURES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
Building Services	\$25,609	\$16,009	\$25,730	\$121
Business Dev/Procurement Svcs	\$2,654	\$1,399	\$2,654	(\$0)
City Attorney's Office	\$14,106	\$8,356	\$14,579	\$474
City Auditor's Office	\$2,395	\$1,316	\$2,385	(\$9)
City Controller's Office	\$4,471	\$2,567	\$4,466	(\$5)
City Manager's Office	\$1,596	\$895	\$1,565	(\$31)
City Secretary's Office	\$1,783	\$977	\$1,829	\$46
Civil Service	\$2,126	\$1,002	\$2,126	\$1
Code Compliance	\$33,720	\$17,503	\$33,720	\$0
Court Services	\$11,400	\$5,860	\$11,304	(\$97)
Elections	\$1,096	\$50	\$1,096	\$0
Fire	\$219,068	\$122,900	\$220,824	\$1,756
Housing	\$10,883	\$7,683	\$10,868	(\$15)
Human Resources	\$4,081	\$2,504	\$4,072	(\$9)
Independent Audit	\$919	\$0	\$919	\$0
Jail Contract - Lew Sterrett	\$8,714	\$8,714	\$8,714	\$0
Judiciary	\$3,528	\$1,867	\$3,431	(\$96)
Library	\$22,370	\$12,097	\$22,370	\$0
Management Services	\$5,968	\$4,300	\$5,720	(\$248)
Mayor and Council	\$3,911	\$2,141	\$3,846	(\$64)
Non-Departmental	\$41,935	\$10,752	\$40,979	(\$957)
Office of Cultural Affairs	\$16,955	\$8,967	\$16,890	(\$64)
Office of Economic Development	\$1,122	\$1,122	\$1,122	\$0
Office of Financial Services	\$2,886	\$1,266	\$2,866	(\$20)
Park and Recreation	\$78,614	\$46,638	\$78,757	\$142
Police	\$426,401	\$238,020	\$427,391	\$990
Public Works	\$7,121	\$5,377	\$6,939	(\$182)
Sanitation Services	\$74,399	\$34,396	\$74,399	\$0
Street Lighting	\$19,201	\$9,584	\$18,118	(\$1,084)
Street Services	\$61,742	\$30,491	\$61,734	(\$8)
Sustainable Dev/Construction	\$1,788	\$1,394	\$1,525	(\$263)
Trinity Watershed Management	\$661	\$307	\$631	(\$30)
<b>RESERVES AND TRANSFERS</b>				
Contingency Reserve	\$400	\$0	\$3,248	\$2,848
Liability/Claim Fund	\$5,088	\$0	\$9,931	\$4,843
Salary and Benefit Reserve	\$2,036	\$0	\$2,036	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,120,748</b>	<b>\$606,453</b>	<b>\$1,128,786</b>	<b>\$8,038</b>

**PROPRIETARY FUNDS**  
**FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES**  
**AS OF APRIL 30, 2014**  
**(000s)**

<b>DEPARTMENT</b>	<b>BUDGET</b>	<b>REVENUES AND EXPENDITURES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
<b>Aviation</b>				
Revenues	\$61,184	\$36,247	\$66,341	\$5,157
Expenses	\$61,184	\$34,651	\$66,156	\$4,972
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>\$1,597</u>	<u>\$185</u>	<u>\$185</u>
<b>Convention Center</b>				
Revenues	\$65,308	\$38,095	\$75,111	\$9,803
Expenses	\$65,307	\$32,617	\$75,071	\$9,764
Net Excess of Revenues Over Expenses/Transfer	<u>\$1</u>	<u>\$5,478</u>	<u>\$40</u>	<u>\$39</u>
<b>Sustainable Dev/Construction</b>				
Revenues	\$26,780	\$15,169	\$26,809	\$29
Expenses	\$25,262	\$11,293	\$23,486	(\$1,776)
Net Excess of Revenues Over Expenses/Transfer	<u>\$1,518</u>	<u>\$3,876</u>	<u>\$3,323</u>	<u>\$1,804</u>
<b>Municipal Radio Fund</b>				
Revenues	\$2,409	\$1,139	\$1,908	(\$501)
Expenses	\$2,379	\$973	\$1,903	(\$477)
Net Excess of Revenues Over Expenses/Transfer	<u>\$29</u>	<u>\$165</u>	<u>\$6</u>	<u>(\$24)</u>
<b>Water Utilities</b>				
Revenues	\$595,315	\$308,715	\$585,521	(\$9,794)
Expenses	\$595,315	\$300,595	\$580,909	(\$14,406)
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>\$8,120</u>	<u>\$4,612</u>	<u>\$4,612</u>
<b>Communication &amp; Information Svcs.</b>				
Revenues	\$58,765	\$32,126	\$58,822	\$57
Expenses	\$61,459	\$36,331	\$59,770	(\$1,689)
Net Excess of Revenues Over Expenses/Transfer	<u>(\$2,695)</u>	<u>(\$4,206)</u>	<u>(\$949)</u>	<u>\$1,746</u>

**PROPRIETARY FUNDS**  
**FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES**  
**AS OF APRIL 30, 2014**  
**(000s)**

<b>DEPARTMENT</b>	<b>BUDGET</b>	<b>REVENUES AND EXPENDITURES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
<b>Equipment Services</b>				
Revenues	\$54,212	\$17,044	\$54,169	(\$43)
Expenses	\$54,212	\$25,459	\$54,117	(\$95)
Net Excess of Revenues Over Expenses/Transfer	<u>\$0</u>	<u>(\$8,415)</u>	<u>\$52</u>	<u>\$52</u>
<b>Express Business</b>				
Revenues	\$4,117	\$2,072	\$3,980	(\$137)
Expenses	\$3,812	\$1,840	\$3,812	\$0
Net Excess of Revenues Over Expenses/Transfer	<u>\$305</u>	<u>\$231</u>	<u>\$168</u>	<u>(\$137)</u>

**OTHER FUNDS**  
**FORECAST OF FY 2013-14 REVENUES AND EXPENDITURES**  
**AS OF APRIL 30, 2014**  
**(000s)**

<b>DEPARTMENT</b>	<b>BUDGET</b>	<b>REVENUES AND EXPENDITURES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
<b>Employee Benefits</b>	\$1,339	\$326	\$1,257	(\$82)
<b>Risk Management</b>	\$2,441	\$1,136	\$2,414	(\$27)
<b>9-1-1 System Operations</b>				
Revenues	\$14,046	\$7,010	\$12,915	(\$1,132)
Expenses	<u>\$19,758</u>	<u>\$3,396</u>	<u>\$17,706</u>	<u>(\$2,052)</u>
Net Excess of Revenues Over Expenses/Transfer	<u>(\$5,712)</u>	<u>\$3,614</u>	<u>(\$4,792)</u>	<u>\$920</u>
<b>Storm Water Drainage</b>				
Revenues	\$50,111	\$29,786	\$50,329	\$217
Expenses	<u>\$55,011</u>	<u>\$16,262</u>	<u>\$54,611</u>	<u>(\$400)</u>
Net Excess of Revenues Over Expenses/Transfer	<u>(\$4,900)</u>	<u>\$13,524</u>	<u>(\$4,283)</u>	<u>\$617</u>



**DEBT SERVICE FUND  
FORECAST OF FY 2012-13 REVENUES AND EXPENDITURES  
AS OF APRIL 30, 2014  
(000s)**

<b>DEBT SERVICE</b>	<b>BUDGET</b>	<b>EXPENDITURES AND REVENUES YEAR TO DATE</b>	<b>YEAR-END FORECAST</b>	<b>BUDGET VS FORECAST VARIANCE</b>
Beginning Balance	\$5,027	\$0	\$5,292	\$264
Revenues	\$233,212	\$202,273	\$233,972	\$760
Expenses	\$234,511	\$181,926	\$234,354	(\$157)
Ending Balance	\$3,729	\$20,347	\$4,910	\$1,181

**CONTINGENCY RESERVE STATUS**

<b>Beginning Balance October 1, 2013</b>	<b>\$5,300,000</b>
Budgeted Transfer In	<u>\$400,000</u>
<b>FY 2013-14 Available Funds</b>	<b>\$5,700,000</b>
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)
Replenishment and increase of contingency funds	\$2,848,103
<b>Balance as of April 30, 2014</b>	<b><u><u>\$6,200,000</u></u></b>

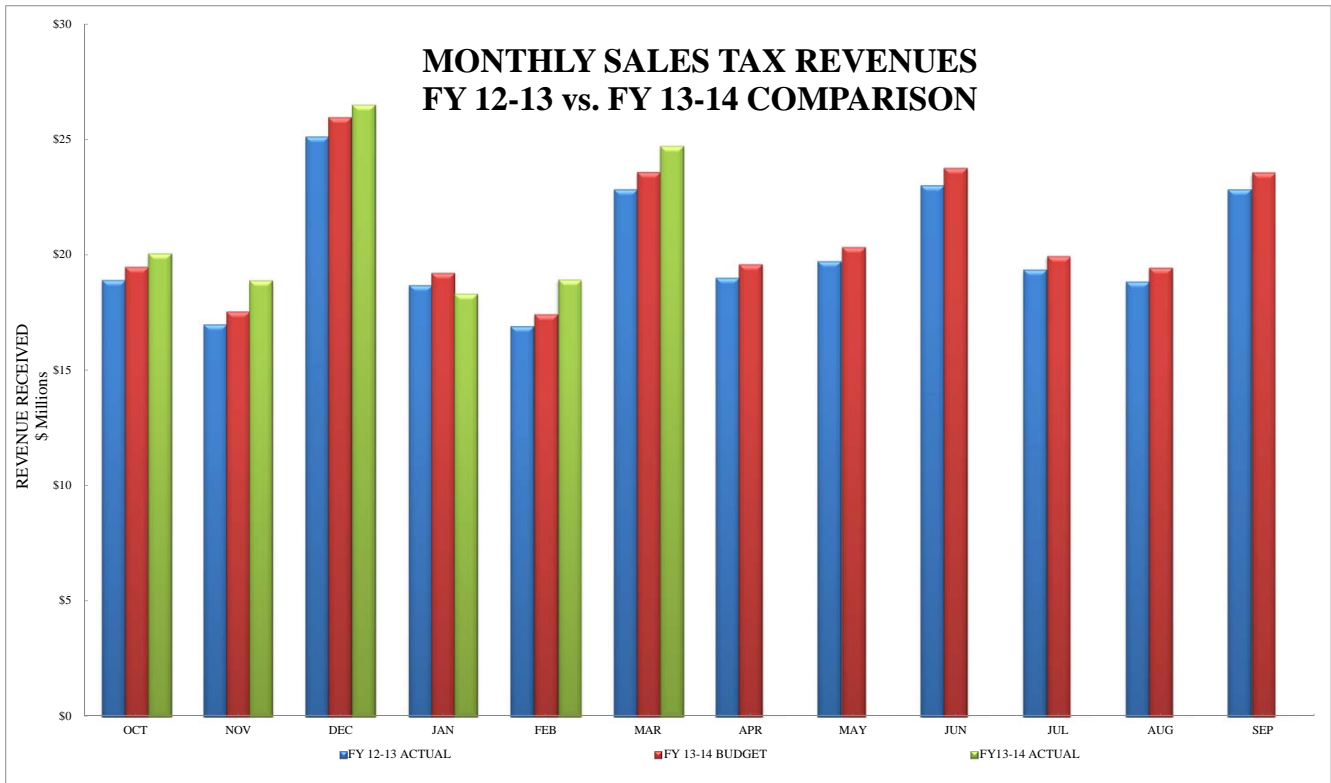
**LIABILITY/CLAIMS FUND**

<b>Beginning Balance October 1, 2013</b>	<b>\$1,903,284</b>
Revised Budgeted Revenue	<u>\$11,511,373</u>
<b>FY 2013-14 Available Funds</b>	<b>\$13,414,657</b>
Paid October 2013	(\$624,425)
Paid November 2013	(\$426,920)
Paid December 2013	(\$1,846,332)
Paid January 2014	(\$317,321)
Paid February 2014	(\$332,674)
Paid March 2014	(\$233,864)
Paid April 2014	(\$2,420,518)
<b>Balance as of April 30, 2014</b>	<b><u><u>\$7,212,603</u></u></b>

# SALES TAX

*as of March 2014*

	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
<b>OCT</b>	\$18,909,571	\$19,469,547	\$20,061,677	\$1,152,106	6.1%	\$592,130	3.0%
<b>NOV</b>	16,954,555	17,498,613	18,852,710	1,898,155	11.2%	1,354,097	7.7%
<b>DEC</b>	25,113,531	25,940,249	26,481,621	1,368,090	5.4%	541,372	2.1%
<b>JAN</b>	18,640,007	19,175,626	18,271,632	(368,375)	-2.0%	(903,994)	-4.7%
<b>FEB</b>	16,860,157	17,384,976	18,878,147	2,017,990	12.0%	1,493,171	8.6%
<b>MAR</b>	22,819,012	23,570,356	24,696,838	1,877,826	8.2%	1,126,482	4.8%
<b>APR</b>	18,991,012	19,570,345					
<b>MAY</b>	19,720,602	20,330,987					
<b>JUN</b>	23,000,521	23,756,265					
<b>JUL</b>	19,328,989	19,924,006					
<b>AUG</b>	18,805,897	19,406,369					
<b>SEP</b>	22,802,286	23,537,667					
<b>TOTAL</b>	<b>\$241,946,140</b>	<b>\$249,565,006</b>	<b>\$127,242,625</b>	<b>\$7,945,792</b>	<b>6.7%</b>	<b>\$4,203,258</b>	<b>3.4%</b>



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

	FY 2011-12			FY 2012-13			FY 2013-14		
	FINAL BUDGET	YEAR TO DATE	YEAR-END ACTUAL*	FINAL BUDGET	YEAR TO DATE	YEAR-END FORECAST**	AMENDED BUDGET	YEAR TO DATE	YEAR-END FORECAST***
<b>TAXES</b>									
Ad Valorem Tax	\$434,638	\$431,186	\$439,212	\$451,489	\$444,805	\$450,615	\$483,898	\$477,889	\$485,793
Sales Tax	\$215,508	\$129,351	\$229,577	\$231,463	\$119,297	\$241,592	\$249,565	\$127,243	\$253,768
<b>TOTAL TAXES</b>	<b>\$650,147</b>	<b>\$560,538</b>	<b>\$668,789</b>	<b>\$682,952</b>	<b>\$564,102</b>	<b>\$692,207</b>	<b>\$733,463</b>	<b>\$605,132</b>	<b>\$739,561</b>
<b>FRANCHISE REVENUES</b>									
Oncor Electric	\$51,097	\$40,070	\$52,466	\$49,323	\$39,428	\$51,139	\$50,110	\$40,553	\$50,381
AT&T	\$16,515	\$4,209	\$16,392	\$14,875	\$3,913	\$15,037	\$13,422	\$3,587	\$13,526
Atmos Energy	\$11,474	\$7,133	\$10,444	\$11,174	\$2,963	\$10,984	\$11,228	\$3,576	\$13,939
Time Warner Cable	\$6,170	\$2,716	\$6,440	\$6,170	\$1,580	\$6,391	\$6,376	\$1,437	\$5,941
Other	\$17,212	\$4,586	\$18,345	\$18,096	\$4,919	\$19,463	\$20,773	\$5,443	\$21,480
<b>TOTAL FRANCHISE REVENUES</b>	<b>\$102,469</b>	<b>\$58,714</b>	<b>\$104,087</b>	<b>\$99,639</b>	<b>\$52,802</b>	<b>\$103,015</b>	<b>\$101,908</b>	<b>\$54,596</b>	<b>\$105,267</b>
<b>LICENSES AND PERMITS</b>	<b>\$9,747</b>	<b>\$6,162</b>	<b>\$9,771</b>	<b>\$9,808</b>	<b>\$6,166</b>	<b>\$9,984</b>	<b>\$9,090</b>	<b>\$6,010</b>	<b>\$9,315</b>
<b>INTEREST EARNED</b>	<b>\$914</b>	<b>\$717</b>	<b>\$1,127</b>	<b>\$755</b>	<b>\$458</b>	<b>\$738</b>	<b>\$632</b>	<b>\$266</b>	<b>\$591</b>
<b>INTERGOVERNMENTAL</b>	<b>\$5,430</b>	<b>\$5,757</b>	<b>\$6,427</b>	<b>\$5,589</b>	<b>\$5,463</b>	<b>\$6,464</b>	<b>\$6,203</b>	<b>\$6,362</b>	<b>\$6,862</b>
<b>FINES AND FORFEITURES</b>									
Municipal Court	\$17,822	\$8,474	\$15,241	\$16,540	\$8,437	\$15,052	\$13,779	\$8,538	\$14,014
Vehicle Towing & Storage	\$7,874	\$4,179	\$6,938	\$7,678	\$3,919	\$6,831	\$6,957	\$3,959	\$6,948
Parking Fines	\$5,793	\$1,927	\$5,047	\$5,962	\$1,763	\$4,770	\$5,070	\$1,224	\$4,542
Red Light Camera Fines	\$7,276	\$0	\$7,322	\$6,867	\$0	\$6,985	\$6,867	\$0	\$7,037
Public Library	\$603	\$305	\$533	\$603	\$305	\$518	\$553	\$260	\$510
<b>TOTAL FINES</b>	<b>\$39,368</b>	<b>\$14,885</b>	<b>\$35,081</b>	<b>\$37,650</b>	<b>\$14,423</b>	<b>\$34,155</b>	<b>\$33,227</b>	<b>\$13,981</b>	<b>\$33,051</b>
<b>CHARGES FOR SERVICE</b>									
Sanitation Service	\$59,922	\$35,451	\$60,538	\$59,838	\$35,836	\$61,344	\$62,010	\$37,127	\$62,010
Parks	\$7,321	\$4,056	\$8,766	\$8,629	\$5,513	\$9,860	\$9,716	\$5,890	\$10,031
Private Disposal Fees	\$18,336	\$10,589	\$19,663	\$18,864	\$10,161	\$18,844	\$17,694	\$9,089	\$17,666
Emergency Ambulance	\$20,063	\$8,095	\$16,684	\$20,207	\$8,062	\$20,759	\$42,982	\$9,316	\$43,479
Security Alarm	\$4,155	\$2,618	\$4,593	\$4,231	\$2,559	\$4,450	\$4,500	\$2,575	\$4,522
Street Lighting	\$1,493	\$296	\$965	\$1,200	\$288	\$1,447	\$1,000	\$227	\$910
Vital Statistics	\$1,563	\$877	\$1,563	\$1,492	\$884	\$1,581	\$1,581	\$848	\$1,436
Other	\$18,756	\$13,105	\$17,376	\$17,729	\$11,394	\$18,668	\$18,303	\$13,565	\$18,756
<b>TOTAL CHARGES</b>	<b>\$131,610</b>	<b>\$75,086</b>	<b>\$130,148</b>	<b>\$132,190</b>	<b>\$74,695</b>	<b>\$136,952</b>	<b>\$157,786</b>	<b>\$78,637</b>	<b>\$158,810</b>
<b>INTERFUND REVENUE</b>	<b>\$60,584</b>	<b>\$26,679</b>	<b>\$45,572</b>	<b>\$60,410</b>	<b>\$14,717</b>	<b>\$46,710</b>	<b>\$67,330</b>	<b>\$24,690</b>	<b>\$67,330</b>
<b>MISCELLANEOUS</b>	<b>\$12,516</b>	<b>\$6,142</b>	<b>\$12,769</b>	<b>\$12,311</b>	<b>\$6,389</b>	<b>\$11,664</b>	<b>\$11,109</b>	<b>\$5,130</b>	<b>\$11,003</b>
<b>TOTAL REVENUES</b>	<b>\$1,012,786</b>	<b>\$754,679</b>	<b>\$1,013,770</b>	<b>\$1,041,303</b>	<b>\$739,216</b>	<b>\$1,041,889</b>	<b>\$1,120,748</b>	<b>\$794,804</b>	<b>\$1,131,789</b>

\* Based on Actual FY 2011-12 year end revenues

\*\* Estimates based on revenues through August 2013

\*\*\* Estimates based on revenues through April 2014

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

<u>DEPARTMENT</u>	<u>FY 2011-12</u>			<u>FY 2012-13</u>			<u>FY 2013-14</u>		
	<u>FINAL BUDGET</u>	<u>YEAR TO DATE</u>	<u>YEAR-END ACTUAL*</u>	<u>FINAL BUDGET</u>	<u>YEAR TO DATE</u>	<u>YEAR-END FORECAST**</u>	<u>AMENDED BUDGET</u>	<u>YEAR TO DATE</u>	<u>YEAR-END FORECAST***</u>
Building Services	\$18,180	\$11,446	\$18,083	\$22,602	\$12,377	\$22,599	\$25,609	\$16,009	\$25,730
Business Dev/Procurement Svcs	\$2,116	\$1,156	\$2,086	\$2,410	\$1,318	\$2,403	\$2,654	\$1,399	\$2,654
City Attorney's Office	\$10,754	\$5,640	\$10,741	\$12,915	\$7,265	\$12,888	\$14,106	\$8,356	\$14,579
City Auditor's Office	\$2,067	\$1,102	\$2,030	\$2,180	\$1,151	\$2,085	\$2,395	\$1,316	\$2,385
City Controller's Office	\$3,613	\$1,902	\$3,485	\$4,066	\$2,341	\$3,998	\$4,471	\$2,567	\$4,466
City Manager's Office	\$1,635	\$1,097	\$1,628	\$1,509	\$1,127	\$1,448	\$1,596	\$895	\$1,565
City Secretary's Office	\$1,514	\$1,097	\$1,500	\$1,758	\$1,000	\$1,718	\$1,783	\$977	\$1,829
Civil Service	\$1,459	\$738	\$1,374	\$1,829	\$969	\$1,821	\$2,126	\$1,002	\$2,126
Code Compliance	\$28,045	\$13,479	\$27,795	\$30,663	\$16,868	\$30,663	\$33,720	\$17,503	\$33,720
Court Services	\$10,693	\$5,403	\$10,666	\$10,854	\$5,726	\$10,918	\$11,400	\$5,860	\$11,304
Elections	\$1,239	\$57	\$1,133	\$1,120	\$488	\$1,119	\$1,096	\$50	\$1,096
Fire	\$206,958	\$118,111	\$206,691	\$207,275	\$121,166	\$205,922	\$219,068	\$122,900	\$220,824
Housing	\$8,097	\$6,547	\$8,076	\$9,516	\$7,716	\$9,502	\$10,883	\$7,683	\$10,868
Human Resources	\$3,491	\$1,868	\$3,151	\$3,752	\$2,232	\$3,710	\$4,081	\$2,504	\$4,072
Independent Audit	\$937	\$0	\$937	\$903	\$0	\$903	\$919	\$0	\$919
Jail Contract - Lew Sterrett	\$7,852	\$7,852	\$7,852	\$8,229	\$8,229	\$8,229	\$8,714	\$8,714	\$8,714
Judiciary	\$3,077	\$1,581	\$3,006	\$3,286	\$1,875	\$3,153	\$3,528	\$1,867	\$3,431
Library	\$18,462	\$10,512	\$18,111	\$20,295	\$11,121	\$20,147	\$22,370	\$12,097	\$22,370
Management Services	\$3,455	\$2,529	\$3,339	\$4,646	\$3,535	\$4,448	\$5,968	\$4,300	\$5,720
Mayor and Council	\$3,624	\$1,833	\$3,527	\$3,864	\$2,099	\$3,748	\$3,911	\$2,141	\$3,846
Non-Departmental	\$31,147	\$20,919	\$28,592	\$33,239	\$23,426	\$32,479	\$41,935	\$10,752	\$40,979
Office of Cultural Affairs	\$13,895	\$8,642	\$13,083	\$16,025	\$10,268	\$15,853	\$16,955	\$8,967	\$16,890
Office of Economic Development	\$657	\$603	\$647	\$760	\$757	\$760	\$1,122	\$1,122	\$1,122
Office of Financial Services	\$1,776	\$703	\$1,521	\$2,147	\$951	\$2,129	\$2,886	\$1,266	\$2,866
Park and Recreation	\$66,636	\$38,684	\$66,281	\$73,442	\$43,875	\$73,367	\$78,614	\$46,638	\$78,757
Police	\$399,406	\$212,489	\$398,795	\$402,252	\$224,076	\$401,923	\$426,401	\$238,020	\$427,391
Public Works	\$5,015	\$3,626	\$4,775	\$5,279	\$4,665	\$5,036	\$7,121	\$5,377	\$6,939
Sanitation Services	\$74,535	\$34,837	\$73,537	\$73,596	\$34,073	\$73,586	\$74,399	\$34,396	\$74,399
Street Lighting	\$18,084	\$9,050	\$16,979	\$18,318	\$9,125	\$18,082	\$19,201	\$9,584	\$18,118
Street Services	\$53,645	\$26,527	\$53,629	\$57,262	\$29,765	\$57,260	\$61,742	\$30,491	\$61,734
Sustainable Dev/Construction	\$1,204	\$1,158	\$1,004	\$1,238	\$1,144	\$1,199	\$1,788	\$1,394	\$1,525
Trinity Watershed Management	\$272	\$248	\$265	\$244	\$244	\$244	\$661	\$307	\$631
<b>RESERVES AND TRANSFERS</b>									
Contingency Reserve	\$1,663	\$0	\$1,663	\$200	\$0	\$200	\$400	\$0	\$3,248
Liability/Claim Fund	\$5,288	\$0	\$5,288	\$3,630	\$0	\$3,630	\$5,088	\$0	\$9,931
Salary and Benefit Reserve	\$2,295	\$0	\$0	\$0	\$0	\$773	\$2,036	\$0	\$2,036
<b>EXPENDITURES</b>	<b>\$1,012,786</b>	<b>\$551,436</b>	<b>\$1,001,271</b>	<b>\$1,041,303</b>	<b>\$590,974</b>	<b>\$1,037,945</b>	<b>\$1,120,748</b>	<b>\$606,453</b>	<b>\$1,128,786</b>

\* Based on Actual FY 2011-12 year end expenditures

\*\*Estimates based on expenditures through August 2013

\*\*\* Estimates based on expenditures through April 2014