

# Memorandum



CITY OF DALLAS

DATE July 26, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – May 2019**

The Budget Accountability Report (BAR) based on information through May 31, 2019, is attached for your review. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

The Office of Budget will also provide the June BAR via memo next month. When committee meetings resume in September, the Office of Budget will provide this information to the appropriate committee.

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

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich  
Chief Financial Officer

[Attachment]

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

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



MAY 2019

# BUDGET ACCOUNTABILITY REPORT

PREPARED BY THE

**OFFICE OF BUDGET**

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Dallas, TX 75201

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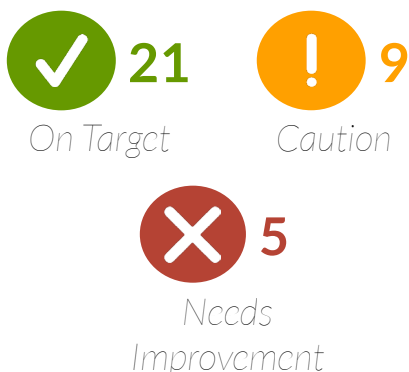
# EXECUTIVE SUMMARY

## Financial Forecast Report

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

✓ YE forecast within 5% of budget    
 ! YE forecast within 6-10% of budget    
 ✗ YE forecast more than 10% from budget or no forecast provided

### Dallas 365



### Budget Initiative Tracker





# FINANCIAL FORECAST REPORT

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

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

## General Fund Overview

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$207,908,478	\$25,890,832
Revenues	1,365,966,274	1,368,601,406	1,106,933,582	1,378,684,295	10,082,889
Expenditures	1,365,966,274	1,368,601,406	797,980,087	1,366,357,134	(2,244,272)
Ending Fund Balance	\$182,017,646	\$182,017,646		\$220,235,639	\$38,217,993

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

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

**Revenues.** Through May 31, 2019, General Fund revenues are projected to be \$10,083,000 over budget. This is primarily due to forecasted increases in sales tax collections and interest revenue.

**Expenditures.** Through May 31, 2019, General Fund expenditures are projected to be under budget by \$2,244,000. Departments are under budget primarily because of salary savings from vacant positions.

**Amendments.** The General Fund budget was amended on:

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

## Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category <sup>1</sup>	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$723,344,588	\$728,961,732	\$1,075,453
Sales Tax <sup>2</sup>	311,645,016	311,645,016	210,983,313	317,296,876	5,651,860
Franchise and Other	133,347,988	133,347,988	78,546,248	132,715,281	(632,707)
Charges for Service	110,146,088	110,146,088	49,000,118	113,449,311	3,303,223
Fines and Forfeitures	34,244,958	34,244,958	16,731,189	33,655,308	(589,650)
Operating Transfers In <sup>3</sup>	24,823,767	27,458,899	9,641,937	24,122,899	(3,336,000)
Intergovernmental	9,563,291	9,563,291	3,559,104	9,552,658	(10,633)
Miscellaneous <sup>4</sup>	6,320,104	6,320,104	5,259,640	7,221,505	901,401
Licenses and Permits	5,670,499	5,670,499	4,112,752	5,954,031	283,532
Interest <sup>5</sup>	2,318,284	2,318,284	5,754,694	5,754,694	3,436,410
<b>Total Revenue</b>	<b>\$1,365,966,274</b>	<b>\$1,368,601,406</b>	<b>\$1,106,933,582</b>	<b>\$1,378,684,295</b>	<b>\$10,082,889</b>

**VARIANCE NOTES**

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

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

**2 Sales Tax.** Sales tax revenues are forecast to be \$5,652,000 over budget due to increased collections. Over the most recent 12 months, sales tax receipts have increased by 4.5 percent.

**3 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on November 14, 2018, by resolution #18-1641 in the amount of \$155,132 for the District 4 runoff election; on February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery; on April 24, 2019, by ordinance #31179 in the amount of \$750,000 for the police staffing study and evening youth programs in Park and Recreation; and on May 15, 2019 by resolution #19-0737 in the amount of \$1,250,000 for the citywide runoff election. Revenue is forecast to be under budget due to deferral of inter-fund transfers.

**4 Miscellaneous.** Miscellaneous revenues are forecast to be \$901,000 over budget primarily due to facility rental fees.

**5 Interest.** Interest revenue is forecast to be \$3,436,000 over budget based on current trends and actual collections.

## Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure Category	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,344,527	\$240,077,267	\$141,709,193	\$226,738,495	(\$13,338,772)
Civilian Overtime	6,660,128	6,678,021	6,016,949	9,411,304	2,733,283
Civilian Pension	35,070,258	34,863,889	20,428,876	32,929,304	(1,934,585)
Uniform Pay	423,709,510	423,709,510	269,397,349	416,790,711	(6,918,799)
Uniform Overtime	39,354,268	39,354,268	28,565,455	46,921,365	7,567,097
Uniform Pension	159,002,901	159,002,901	101,293,776	159,002,901	0
Health Benefits	68,816,185	68,780,215	37,745,765	68,758,560	(21,655)
Workers Comp	10,508,446	10,508,446	0	10,506,253	(2,193)
Other Personnel Services	12,666,100	12,638,064	7,642,773	12,521,374	(116,690)
Total Personnel Services <sup>1</sup>	997,132,323	995,612,581	612,800,135	983,580,267	(12,032,314)
Supplies <sup>2</sup>	77,884,269	77,573,458	44,233,833	82,461,877	4,888,419
Contractual Services <sup>3</sup>	366,535,382	369,338,252	163,885,078	372,603,302	3,265,050
Capital Outlay <sup>4</sup>	13,617,618	15,195,551	5,927,975	18,681,175	3,485,624
Reimbursements <sup>5</sup>	(89,203,318)	(89,118,436)	(28,866,935)	(90,969,487)	(1,851,051)
Total Expenditures	\$1,365,966,274	\$1,368,601,406	\$797,980,085	\$1,366,357,134	(\$2,244,272)

**VARIANCE NOTES**

**1 Personnel Services.** Current YE civilian pay forecast is \$13,338,000 under budget primarily due to vacancy savings that fully offset the \$2,733,000 overrun in civilian overtime. Uniform overtime YE forecast assumes \$7,067,000 anticipated use of overtime for the Dallas Police Department (DPD) and \$500,000 for Dallas Fire-Rescue (DFR), partially offset by \$6,919,000 in uniform vacancy savings. Uniform pension YE forecast equals budget and includes the \$156,819,000 contribution required to fund the police and fire pension as enacted by the Texas Legislature through HB 3158 and additional funding for supplemental pension.

**2 Supplies.** Current YE forecast is \$4,888,000 above budget primarily due to higher than budgeted Park and Recreation gas and water expenses to be offset by additional revenue of \$1,490,000 from Fair Park First, greater than budgeted Office of Cultural Affairs gas and furniture expenses, and greater than anticipated usage of medical-surgical supplies by Dallas Animal Services, unbudgeted technology expenses in Code Compliance, and increased costs related to repair of fire apparatus.

**3 Contractual Services.** Contractual Services are \$3,265,000 over budget due to the use of temporary help and day labor expenses in various departments offset by salary savings, unbudgeted equipment upgrades and maintenance in DFR and DPD, increased use of professional services in the City Attorney's Office, and unbudgeted major repairs to City facilities. Contractual costs related to the Safelight program decreased due to state legislative changes.

**4 Capital Outlay.** Current YE forecast is \$3,485,000 over budget primarily due to \$275,000 for traffic signal replacement, \$2,700,000 in signal improvements and storm damage repair, and the replacement of five ambulances as a result of wrecks. Appropriations were adjusted for the \$1,420,000 purchase of vehicles and heavy equipment for Code Compliance's Community Clean! initiative.

**5 Reimbursements.** General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current YE forecasts are \$1,851,000 greater than budget due to increased reimbursements to HR for implementation of the human resources information system and DPD overtime reimbursements from confiscated funds.

## Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure by Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services <sup>1</sup>	\$22,729,907	\$22,729,907	\$14,638,088	\$23,425,201	\$695,294
City Attorney's Office	18,348,876	18,348,876	10,635,736	17,999,462	(349,414)
City Auditor's Office	3,367,314	3,367,314	1,819,100	3,332,106	(35,208)
City Controller's Office <sup>2</sup>	6,768,899	6,917,984	4,565,389	6,902,836	(15,148)
Independent Audit	917,892	917,892	0	917,892	0
City Manager's Office	2,787,305	2,823,827	1,691,110	2,823,827	0
City Secretary <sup>3</sup>	4,350,544	5,755,676	4,181,045	5,642,426	(113,250)
Civil Service <sup>4</sup>	3,241,621	3,316,621	1,843,332	3,310,474	(6,147)
Code Compliance <sup>5</sup>	31,635,395	31,635,395	18,494,302	31,635,395	0
Court Services <sup>6</sup>	23,314,074	23,164,074	12,742,447	22,290,047	(874,027)
Jail Contract	8,908,016	8,908,016	5,196,343	8,908,016	0
Dallas Animal Services	14,878,667	14,878,667	8,917,965	14,823,160	(55,507)
Dallas Fire-Rescue	294,483,209	294,483,209	176,680,800	294,125,051	(358,158)
Dallas Police Department <sup>7</sup>	486,752,691	487,002,691	301,668,747	489,021,652	2,018,961
Housing and Neighborhood Services	4,213,724	4,213,724	1,415,255	4,112,975	(100,749)
Human Resources	7,005,071	7,005,071	4,360,700	7,005,071	(0)
Judiciary	3,446,356	3,706,181	2,245,073	3,679,140	(27,041)
Library <sup>8</sup>	34,138,717	34,038,717	19,768,573	33,131,104	(907,613)
Office of Management Services		0			
311 Customer Service <sup>9</sup>	4,495,891	4,713,915	1,426,390	4,721,195	7,280
Council Agenda Office	219,414	219,414	139,503	219,414	0
Office of Equity and Human Rights	998,436	998,436	565,748	998,436	0
Office of Innovation <sup>10</sup>	603,668	603,668	176,492	439,287	(164,381)
Office of Strategic Partnerships <sup>11</sup>	1,053,433	1,053,433	593,563	993,296	(60,137)
Office of Business Diversity	894,165	894,165	515,044	878,269	(15,896)
Office of Community Care	5,375,877	5,375,877	3,117,101	5,375,877	(0)
Office of Emergency Management <sup>12</sup>	877,113	877,113	324,607	837,113	(40,000)
Office of Environmental Quality	2,734,360	2,734,360	2,652,615	2,734,360	0
Office of Homeless Solutions <sup>13</sup>	11,546,393	11,688,503	7,543,726	11,590,624	(97,879)
Public Affairs and Outreach <sup>14</sup>	2,098,745	1,973,745	906,698	1,797,561	(176,184)
Welcoming Communities	623,124	623,124	283,299	620,858	(2,266)
Mayor and City Council	4,989,530	4,989,530	2,921,163	4,807,706	(181,824)
Non-Departmental <sup>15</sup>	92,727,295	92,653,775	18,663,365	90,689,366	(1,964,409)
Office of Budget	3,796,050	3,796,050	2,145,309	3,648,488	(147,562)
Office of Cultural Affairs <sup>16</sup>	19,973,188	20,453,188	17,665,583	20,447,535	(5,653)
Office of Economic Development	4,972,909	4,972,909	3,263,662	4,970,601	(2,308)
Park and Recreation <sup>17</sup>	98,542,371	99,042,371	62,564,491	99,582,371	540,000
Planning and Urban Design <sup>18</sup>	3,171,871	3,171,871	1,684,938	2,836,350	(335,521)
Procurement Services <sup>21</sup>	2,443,038	2,622,104	1,608,366	2,610,148	(11,956)
Public Works	75,856,653	75,856,653	48,267,892	75,640,073	(216,580)
Sustainable Development	2,194,525	2,194,525	1,805,099	2,194,525	(0)
Transportation <sup>19</sup>	47,219,419	47,219,419	25,530,283	47,978,432	759,013
<b>Total Departments</b>	<b>\$1,358,695,746</b>	<b>\$1,361,941,990</b>	<b>\$795,228,942</b>	<b>\$1,359,697,718</b>	<b>(\$2,244,272)</b>
Liability/Claim Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve <sup>20</sup>	2,200,000	1,588,888	0	1,588,888	0
<b>Total Expenditures</b>	<b>\$1,365,966,274</b>	<b>\$1,368,601,406</b>	<b>\$797,980,087</b>	<b>\$1,366,357,134</b>	<b>(\$2,244,272)</b>

## VARIANCE NOTES

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

**1 Building Services.** Expenditures are forecast to be \$695,000 over budget primarily due to repairs to facilities in the Arts and Central districts, City Hall, Martin Weiss Recreation Center, and Thanksgiving Square, as well as increased usage of pest control, dumpster rentals, and landscaping activities at City Hall, which may be offset by savings in other departments.

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

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

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

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

**6 Court Services.** The Court Services budget was decreased by \$150,000 on April 24, 2019, by ordinance #31179.

**7 Dallas Police Department.** The Dallas Police Department budget was increased by \$250,000 on April 24, 2019, by ordinance #31179 for a uniform staffing study. The department is projecting to be \$2,019,000 over budget due to increased use of uniform overtime.

**8 Library.** The Library budget was decreased by \$100,000 on April 24, 2019, by ordinance #31179. Expenses are projected to be \$907,000 under budget mainly due to lower-than-anticipated costs for the purchase and installation of the RFID materials checkout system.

**9 311 Customer Service.** The 311 Customer Service budget was increased by \$150,710 on April 24, 2019, by ordinance #31179 for reclassification of positions and the use of temporary employees. Expenditures are forecast to be \$7,000 over budget due to expenses related to an office remodel, which may be offset by savings in other Management Services divisions.

**10 Office of Innovation.** Expenditures are forecast to be \$164,000 under budget primarily due to vacancies.

**11 Office of Strategic Partnerships.** Expenditures are forecast to be \$60,000 under budget due to two vacancies.

**12 Office of Emergency Management.** The Office of Emergency Management budget is forecast to be \$40,000 under budget due to an increased reimbursement from Storm Drainage Management.

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

**14 Public Affairs and Outreach.** The Public Affairs and Outreach budget was decreased by \$125,000 on April 24, 2019, by ordinance #31179. Expenditures are forecast to be \$176,000 under budget due to hiring delays for vacant positions and lower costs associated with off-site City Council meetings.



## VARIANCE NOTES

**15 Non-Departmental.** The Non-Departmental budget was decreased by \$73,520 on April 24, 2019, by ordinance #31179. Expenditures are forecast to be \$1,964,000 under budget due to delays in departmental Master Lease purchases for fleet and equipment and an expected year-end appropriations transfer of \$500,000 to Transportation for the strategic mobility plan approved by City Council on February 13, 2019, by resolution #19-0297.

**16 Office of Cultural Affairs.** The Office of Cultural Affairs budget was increased by \$480,000 on February 13, 2019, by resolution #19-0296 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery.

**17 Park and Recreation.** The Park and Recreation budget was increased by \$500,000 on April 24, 2019, by ordinance #31179 to develop and expand youth programs during evenings and weekends. Expenditures are forecast to be \$540,000 over budget due to weather-related damage to PKR facilities.

**18 Planning and Urban Design.** Expenditures are forecast to be \$335,000 under budget due to salary savings from nine vacant positions.

**19 Transportation.** Expenditures are forecast to be \$759,000 over budget primarily due to an unplanned traffic signal upgrade, other traffic signal improvements, and a staff augmentation contract, partially offset by 57 vacant positions and savings from Safelight-related expenses. Overages may be covered by savings from other departments. A year-end appropriations transfer of \$500,000 is expected from Non-Departmental to cover the cost of the strategic mobility plan approved by City Council on February 13, 2019, by resolution #19-0297.

**20 Salary and Benefit Reserve.** Salary and Benefit Reserve funds totaling \$611,000 were allocated to City Controller's Office (\$68,000), City Manager's Office (\$37,000), Judiciary (\$260,000), 311 Customer Service (\$67,000), and Procurement Services (\$179,000) for personnel-related expenditures, primarily vacation and sick termination payments, and City Council-approved increases to municipal judges' salaries.

## Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
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**AVIATION<sup>1</sup>**

Beginning Fund Balance	\$14,216,560	\$14,216,560		\$5,570,308	(\$8,646,252)
Total Revenues	144,132,819	154,991,423	92,636,715	154,991,423	0
Total Expenditures	144,132,819	154,991,423	72,131,350	154,991,423	0
Ending Fund Balance	\$14,216,560	\$14,216,560		\$5,570,308	(\$8,646,252)

**CONVENTION AND EVENT SERVICES<sup>2</sup>**

Beginning Fund Balance	\$33,234,399	\$33,234,399		\$39,186,345	\$5,951,946
Total Revenues	108,647,915	108,647,915	66,436,920	110,064,831	1,416,916
Total Expenditures	108,647,915	108,647,915	57,467,611	110,064,831	1,416,916
Ending Fund Balance	\$33,234,399	\$33,234,399		\$39,186,345	\$5,951,946

**MUNICIPAL RADIO**

Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,055,872	(\$149,620)
Total Revenues	2,178,813	2,178,813	1,170,129	1,786,652	(392,161)
Total Expenditures	2,076,728	2,076,728	1,288,771	2,073,684	(3,044)
Ending Fund Balance	\$1,307,577	\$1,307,577		\$768,840	(\$538,737)

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

**SANITATION SERVICES<sup>3</sup>**

Beginning Fund Balance	\$29,641,449	\$29,641,449		\$24,416,494	(\$5,224,955)
Total Revenues	112,653,465	114,157,465	83,212,519	118,675,725	4,518,260
Total Expenditures	112,653,465	114,157,465	50,585,265	118,675,725	4,518,260
Ending Fund Balance	\$29,641,449	\$29,641,449		\$24,416,494	(\$5,224,955)

**STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES**

Beginning Fund Balance	\$7,928,950	\$7,928,950		\$12,692,716	\$4,763,766
Total Revenues	58,436,837	58,436,837	39,162,292	58,465,982	29,145
Total Expenditures	58,436,837	58,436,837	33,318,186	58,436,837	0
Ending Fund Balance	\$7,928,950	\$7,928,950		\$12,721,861	\$4,792,911

**SUSTAINABLE DEVELOPMENT AND CONSTRUCTION<sup>4</sup>**

Beginning Fund Balance	\$43,833,830	\$43,833,830		\$47,568,451	\$3,734,621
Total Revenues	33,143,848	33,143,848	24,384,784	33,282,372	138,524
Total Expenditures	34,571,119	34,571,119	19,374,457	34,871,118	300,000
Ending Fund Balance	\$42,406,559	\$42,406,559		\$46,279,705	\$3,873,146

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

**WATER UTILITIES<sup>5</sup>**

Beginning Fund Balance	\$118,325,578	\$118,325,578		\$145,368,915	\$27,043,337
Total Revenues	665,005,577	665,005,577	369,120,154	612,013,026	(52,992,551)
Total Expenditures	665,491,395	665,491,395	344,882,890	618,805,876	(46,685,519)
Ending Fund Balance	\$117,839,760	\$117,839,760		\$138,576,064	\$20,736,304

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

## Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
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**INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$10,887,991	\$10,887,991		\$11,210,496	\$322,505
Total Revenues	69,434,657	69,434,657	37,569,609	69,479,245	44,588
Total Expenditures	77,011,403	77,011,403	54,742,419	76,110,861	(900,542)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$4,578,881	\$1,267,636

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

**RADIO SERVICES**

Beginning Fund Balance	\$2,800,576	\$2,800,576		\$3,086,522	\$285,946
Total Revenues	5,917,772	5,917,772	2,614,600	5,917,292	(480)
Total Expenditures	8,651,413	8,651,413	4,866,978	8,585,282	(66,131)
Ending Fund Balance	\$66,935	\$66,935		\$418,532	\$351,597

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

**EQUIPMENT AND FLEET MANAGEMENT<sup>6</sup>**

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$6,862,856	(\$391,144)
Total Revenues	54,412,850	55,662,517	4,658,575	56,165,629	503,112
Total Expenditures	54,912,850	56,162,517	34,566,603	56,665,629	503,112
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,362,856	(\$391,144)

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

**EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,793,339	\$111,196
Total Revenues	2,593,790	2,593,790	1,691,487	2,846,430	252,640
Total Expenditures	2,137,496	2,137,496	1,027,214	2,129,203	(8,293)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,510,566	\$372,129

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

## Financial Forecast Report

**OTHER FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>9-1-1 SYSTEM OPERATIONS</b>					
Beginning Fund Balance	\$7,852,062	\$7,852,062		\$10,243,774	\$2,391,712
Total Revenues	12,018,812	12,018,812	7,994,924	12,350,281	331,469
Total Expenditures	15,176,553	15,176,553	9,388,592	15,140,321	(36,232)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$7,453,734	\$2,759,413

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

**DEBT SERVICE**

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$28,898,633	(\$3,650,530)
Total Revenues	289,189,656	289,189,656	269,348,215	290,659,897	1,470,241
Total Expenditures	296,200,044	296,200,044	145,278,350	296,200,044	0
Ending Fund Balance	\$25,538,775	\$25,538,775		\$23,358,485	(\$2,180,290)

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

**EMPLOYEE BENEFITS**

City Contributions	\$94,862,835	\$94,862,835	54,777,569	\$94,862,835	\$0
Employee Contributions	36,126,244	36,126,244	28,281,825	36,126,244	0
Retiree	31,963,243	31,963,243	18,214,151	31,963,243	0
Other	0	0	261,075	261,075	261,075
Total Revenues	162,952,322	162,952,322	101,534,622	163,183,470	261,075
Total Expenditures	\$160,083,133	\$160,083,133	\$80,243,654	\$160,083,133	\$0

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

**RISK MANAGEMENT**

Worker's Compensation	\$13,701,708	\$13,701,708	\$9,629,483	\$13,701,708	\$0
Third Party Liability	10,227,315	10,227,315	242,777	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	1,962,816	3,029,284	0
Interest and Other	749,900	749,900	27,984	749,900	0
Total Revenues	27,708,207	27,708,207	11,863,060	27,708,207	0
Total Expenditures	\$34,166,607	\$34,166,607	\$9,566,500	\$34,166,607	\$0

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



## VARIANCE NOTES

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

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

**2 Convention Center.** Expenditures are forecast to be \$1,417,000 over budget due to increased food and beverage sales, fully offset by \$1,417,000 in increased revenues.

**3 Sanitation Services.** The Sanitation Services budget was increased by \$1,504,000 on April 24, 2019, by ordinance #31179 for increased equipment maintenance charges from aging fleet, increased landfill operating expenses associated with higher-than-normal rain in the fall, increased use of temporary help, and infrastructure repair at various sanitation facilities. Expenses are forecast to be \$4,518,000 over budget primarily due to storm-related damage and cleanup, which will be offset by additional revenues from stronger-than-anticipated landfill cash customers and residential revenues.

**4 Sustainable Development and Construction.** Expenditures are forecast to be \$300,000 over budget due to the purchase of new construction vehicles.

**5 Water Utilities.** Revenues are forecast to be \$52,992,000 under budget due to wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement, offset by fund balance, and decreased water consumption. Expenditures are projected to be \$46,658,000 under budget primarily due to a decreased capital construction transfer to offset the consumption-related revenue reduction.

**6 Equipment and Fleet Management.** The Equipment and Fleet Management budget was increased by \$1,250,000 on April 24, 2019, by ordinance #31179 for overtime to support Sanitation fleet maintenance, cost increases for automotive parts, non-emergency wrecker price agreement, and anticipated new costs associated with the use of emergency wrecker services. Revenues and expenses are forecast to be \$503,000 over budget due to increased overtime for maintenance of sanitation fleet and increased auto body work for DPD vehicles.

## Financial Forecast Report

# 2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$124,595,452	\$47,653,936	\$33,586,440	\$43,355,077
Park and Recreation Facilities [B]	261,807,000	154,687,417	31,748,036	25,337,325	97,602,056
Fair Park [C]	50,000,000	27,570,000	1,915,348	2,336,307	23,318,345
Flood Protection and Storm Drainage [D]	48,750,000	19,574,800	493,534	834,634	18,246,632
Library Facilities [E]	15,589,000	14,089,000	573,557	636,158	12,879,285
Cultural and Performing Arts Facilities [F]	14,235,000	12,745,000	133,145	1,782,254	10,829,601
Public Safety Facilities [G]	32,081,000	31,016,000	3,084,161	1,563,514	26,368,325
City Facilities [H]	18,157,000	14,347,000	163,917	3,523,757	10,659,327
Economic Development [I]	55,400,000	19,462,200	1,304,463	11,012,200	7,145,537
Homeless Assistance Facilities [J]	20,000,000	2,000,000	0	0	2,000,000
<b>Total</b>	<b>\$1,050,000,000</b>	<b>\$420,086,869</b>	<b>\$87,070,097</b>	<b>\$80,612,588</b>	<b>\$252,404,185</b>

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

# DALLAS 365

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

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

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



On Target



Caution



Needs Improvement

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Public Safety</b>						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	86.11%	90.00%	90.00%	83.50%	!
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	50.72%	✗
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	52.00%	!
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	94.58%	✓
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	86.80%	✓
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	511.30	438.15	✓
<b>Mobility Solutions, Infrastructure, &amp; Sustainability</b>						
7	Percentage of annual bond appropriation committed (Bond Program)	N/A	90.00%	60.00%	49.00%	!
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.61	✓
9	Percentage compliance with state and federal standards and regulations for drinking water (Dallas Water Utilities)	100.00%	100.00%	100.00%	100.00%	✓
10	Number of street lane miles resurfaced (Public Works)	208.34	197	131.33	94.28	✗
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	95.61%	✓
12	Percentage of streets with a Pavement Condition Index rating of C or better (Public Works)	N/A	77.40%	77.40%	77.40%	✓

# DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Mobility Solutions (cont.)</b>						
13	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)*	12.83	11	11	11.89	⚠
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.75%	⚠
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.00%	✅
<b>Economic &amp; Neighborhood Vitality</b>						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	3,333	3,016	⚠
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	54	16	❌
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	1,500	1,000	318	❌
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	85.38%	✅
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.48%	✅
<b>Human &amp; Social Needs</b>						
21	Number of seniors served (Community Care)	1,833	4,500	3,000	5,209	✅
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	16.48	✅
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	91.21%	✅
<b>Quality of Life</b>						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	6,667	3,237	❌
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	86.50%	⚠
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✅
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	85.70%	✅
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	20.82%	✅
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	4,946,667	7,320,285	✅
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	16,667	18,009	✅
31	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	N/A	50.00%	50.00%	59.70%	✅
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	69.00%	✅



# DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Government Performance &amp; Financial Management</b>						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	59.81%	⚠
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.76%	✓
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	47.03%	⚠

## VARIANCE NOTES

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

**#2.** Due to high EMS service demand/call volume and finite emergency resources. Units are often deployed from more distant fire stations to serve areas experiencing simultaneous 911 calls for EMS service. DFR is exploring how the tiered EMS software (Priority Dispatch) can help reduce response times over the next few months.

**#3.** Due to lack of staff, although times have improved. An emphasis on recruiting, changes to Civil Service rules, and increased starting pay should lead to increased staffing and ultimately improved response times.

**#7.** Due to fluctuations in project award schedules. Design and construction awards are increasing, resulting in higher commitments, and staff anticipates reaching the target by the third quarter.

**#10.** Due to seasonality of resurfacing efforts. Work peaks from April to August.

**#13.** Due to severe weather. Sanitation has shifted focus to storm debris collection, resulting in staffing and equipment shortages.

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

**#16.** Job creation through economic development incentives does not occur in a linear fashion. The City added more than 1,100 jobs in May, and with a robust pipeline of prospects, will surpass the annual job creation goal.

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

**#18.** The 2018 Notice of Funds Available (NOFA) is expected to produce 800 units, and the single-family NOFA to be issued in 2019 is expected to produce an additional 200. Other units may be added through the Home Repair Program, the incentive zoning ordinance (if approved), and/or tax credit projects that do not require City funding.

**#24.** Due to system conversion, which interrupted service request data retrieval. Inspections more than doubled month-over-month in May, and performance should continue to improve.

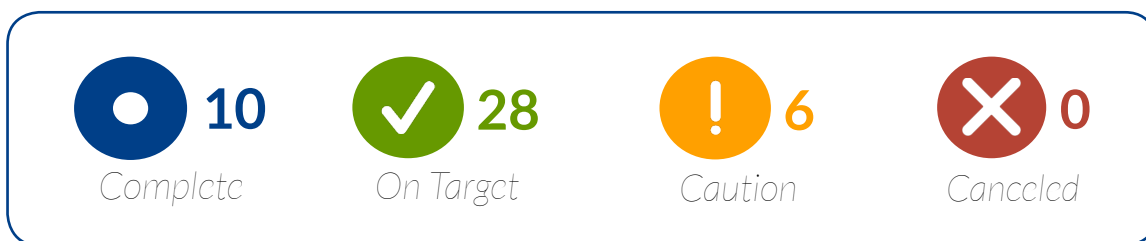
**#25.** Due to system conversion, which interrupted service request data retrieval. Performance has improved since January and should continue to increase.

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

**#35.** Due to two water/wastewater projects awarded to non-local vendors Southland Contracting (\$22.44 million) and Oscar Renda Contracting (\$15.81 million), but performance continues to improve.

# BUDGET INITIATIVE TRACKER

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



## In the Spotlight



To increase access to green spaces, Park and Recreation (PKR) partners with school districts to keep playgrounds open to the public after hours and on weekends. Last year, 25 Dallas ISD and seven Richardson ISD schools were included. This year, we funded improvements at five DISD playgrounds to bring them up to PKR standards, which were finished in May. As a result of these partnerships, the percentage of residents who live within a 10-minute walk (1/2 mile) of a park or green space increased to 69% (from 61% last year), compared to the national average of 54%. The measure is calculated by the Trust for Public Land, which houses comprehensive data on park access for almost every city in the U.S.

## Budget Initiative Tracker

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

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

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

**2 Number of Police Officers**

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

**STATUS** DPD anticipates hiring 255 officers this fiscal year with attrition of 249, for a total of 3,034. This year-end forecast is less than the goal of 3,050 officers because DPD ended FY 2017-18 with fewer officers than anticipated (3,028).

**3 Number of Firefighters**

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

**STATUS** 58 recruits entered the field in June, and Dallas Fire-Rescue (DFR) anticipates another 63 in July. DFR anticipates FY 2018-19 attrition to be 106 members, meaning DFR will end the year with 1,963 members instead of 1,942.

**4 Police and Fire Uniform Pension**

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

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

**5 Security of City Facilities**

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

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

**6 School Crossing Guards**

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

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

**7 P-25 Radio System**

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

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

**8 Firefighter Safety**

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

**STATUS** Specifications for the second set of PPEs and SCBA replacements had to be updated to include gloves and hoods. DFR is working with the Office of Procurement Services to ensure advertisement by late July or early August. Staff anticipates submitting the master agreement award for City Council consideration before the end of the fiscal year, which will then be available for the purchase of PPEs and SCBAs as planned.

**9 911 Operations Center**

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

**STATUS** CIS has ordered equipment for the backup CAD system. CIS has also received the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site, and the contract with AT&T has been amended to allow for additional capacity and functionality. The City Attorney's Office is reviewing the purchase order.

## Budget Initiative Tracker

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## 10 Street Conditions

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

**STATUS** All funds for FY 2018-19 have been committed. Street and alley maintenance work and bond resurfacing contracts are on schedule to be completed by the end of September, except for microsurfacing and slurry seal projects, which were impacted by recent weather events. Public Works is reviewing ways to make up for this in the current schedule.

## 11 Intersection Safety

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

**STATUS** City Council approved the first Local Project Advanced Funding Agreement (LPAFA) with TxDOT on June 26, and staff anticipates submitting the remaining six in September.

## 12 Alley Access

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

**STATUS** Severe weather events and late rains in June have impacted the alley maintenance schedule. To date, work has been completed on 28 projects, or 4.0 miles of unimproved alleys.

## 13 Bike Lanes

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

**STATUS** Two awards for bike lane projects totaling about \$500,000 have been delayed: 0.62 miles in conjunction with Public Works' project on Sylvan Ave. between Fort Worth Ave. and Singleton Blvd. and 0.3 miles in conjunction with construction of Highland Rd.

## 14 OneWater Consolidation

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

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

## 15 Environmental Plan

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

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

## 16 Traffic Signals

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

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

## 17 City Facility Major Maintenance

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

**STATUS** Of the \$6 million allocated for general City facilities, more than \$4.4 million in projects are complete. Projects completed since last month include HVAC system replacement at Fire Station #37, fire alarm and detection replacement at Hensley Field Operations, and roof and interior repairs at Harry Stone Recreation Center.

The remaining \$1 million allocated for deferred maintenance is for cultural facilities: \$800,000 at City-owned facilities and \$200,000 for other cultural facilities. Projects estimated at \$600,000 are in progress, including HVAC repairs at Kalita Humphreys Theater, J. Craft Annex floor replacement, exterior painting at the Latino Cultural Center, lighting at the South Dallas Cultural Center, and interior and storefront repairs and flooring at the Oak Cliff Cultural Center.

## 18 Neighborhood Drainage

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

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



## Budget Initiative Tracker

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

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

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

**20 Housing Policy**

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

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

**21 Stabilization and Emerging Market Areas**

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

**STATUS** The City issued an RFP (closing July 25) for a pilot program in three to five areas of south Dallas that will help income-eligible individuals obtain marketable/insurable title to their property. The pilot program will provide (1) legal services to create marketable title on a significant number of properties and (2) associated services, including information sessions, client intake, prevention, and program evaluation. Staff anticipates submitting a contract for City Council consideration in September.

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

**22 One-Stop Permitting**

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

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

**23 Historic Resource Survey**

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

**STATUS** Staff released the RFCSP for the survey in early 2019 and received two proposals; they are now working with Procurement to revise the scope based on the Texas Historical Commission (THC) grant requirements and will request new proposals from the two candidates. Staff anticipates the bid will be submitted for City Council consideration in August, with work beginning in September.

## Budget Initiative Tracker

**HUMAN & SOCIAL NEEDS****24 Homelessness Programs** 

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

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

**25 End Panhandling Now** 

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

**STATUS** The Office of Community Care is working with the Office of Homeless Solutions to improve services and referral coordination to best meet the needs of panhandling clients. Additionally, the City is implementing the “change” campaign via DART bus ads, electronic billboards, and streaming radio ads, which will run until early July.

**26 Citizenship Programs** 

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

**STATUS** The City has received and evaluated three groups of bids for citizenship services. WCIA selected two vendors that met the qualifications for Group 1 and Group 2; no bids were received for Group 3, so the Office of Procurement is sending it out for rebid. The City Attorney’s Office is reviewing specifications for procurement of civil legal services.

**27 Equity** 

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

**STATUS** In May, the City Manager approved a diverse group of 54 employees from across departments and employee resource groups to serve as the Equity Core Team, which has received more than 20 hours of training from the Government Alliance on Race and Equity to develop pilot equity projects and a racial equity action plan for the City.

**28 FreshStart Re-Entry Program** 

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

**STATUS** The Office of Community Care continues to coordinate with other departments to place candidates as part of the FreshStart employment initiative. OCC offers screening and referral services and coordinates with local community organizations and Workforce Solutions to identify candidates. About 20 individuals are now employed full-time with the City, and additional candidates are in the recruitment and hiring process.

## Budget Initiative Tracker

## QUALITY OF LIFE

**29 Fair Park**

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

**STATUS** Operations transitioned to Fair Park First in January. The Park Board was briefed on first quarter activities on April 18, and the next quarterly update is scheduled for August.

**30 Dangerous Animals**

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

**STATUS** Dallas Animal Services (DAS) has deployed a team of four officers and a supervisor specifically focused on impounding aggressive and dangerous loose dogs in high-risk areas, with the intention of reducing potential bites. Through May 2019, DAS' collective loose dog intake is up 25% year-over-year, while loose dog bites remain flat.

**31 Neighborhood Code Representatives**

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

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

**32 Library RFID**

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

**STATUS** City Council approved a five-year turnkey acquisition and service price agreement on June 26 for the purchase of an RFID system.

**33 Aquatic Facilities**

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

**STATUS** The Lake Highlands North, Kidd Springs, and Tietze aquatic facilities are open for the 2019 summer season. The centers feature various amenities, as well as pavilion and table reservations and private rental options outside of operating hours.

**34 Park and ISD Partnerships**

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

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

**35 WellMed Senior Programs**

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

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

**36 Cultural Plan**

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

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

## Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 37 Off-Site City Council Meetings

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

**STATUS** The second off-site meeting took place May 8 at Kleberg-Rylie Recreation Center. The remaining off-site meeting will be August 14 at Lake Highlands North Recreation Center.

## 38 Council District Offices

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

**STATUS** The District 10 community office opened April 12 at the Northeast Service Center. City Council now has six district offices, representing seven districts. In June, these offices fielded 221 phone calls and met with 216 residents via walk-in or appointment.

## 39 Census 2020

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

**STATUS** The Complete Count Committee (CCC) has met three times and developed a strategic plan. The four subcommittees—Hard to Count, Media, Fundraising, and Partnerships—are meeting regularly to implement their action items for Phase 1 (data collection). As Phase 1 is finalized, OSPGA is building a budget around the remaining phases and has launched the Dallas Census website at [www.dallascensus.com](http://www.dallascensus.com).

## 40 Office of Innovation

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

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

## 41 ADA Compliance

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

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

## 42 Availability & Disparity (A&D) Study

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

**STATUS** Phase 1 of the A&D study is scheduled to be completed by July 31. Remaining deliverables include market area and industry analyses, utilization analysis, benchmark comparisons, and availability analysis. Phase 2 of the study—including a workforce study and additional public engagement meetings—will begin August 1.

## 43 Compensation Study

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

**STATUS** RFP evaluations have been completed, and Human Resources expects to submit the contract for City Council approval in August.

## 44 WorkDay HR/Payroll System

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

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

