

# Memorandum



CITY OF DALLAS

DATE January 4, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report**

Attached is the Budget Accountability Report (BAR) based on information through November 30, 2018. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

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

  
for M. Elizabeth Reich  
Chief Financial Officer

Attachment

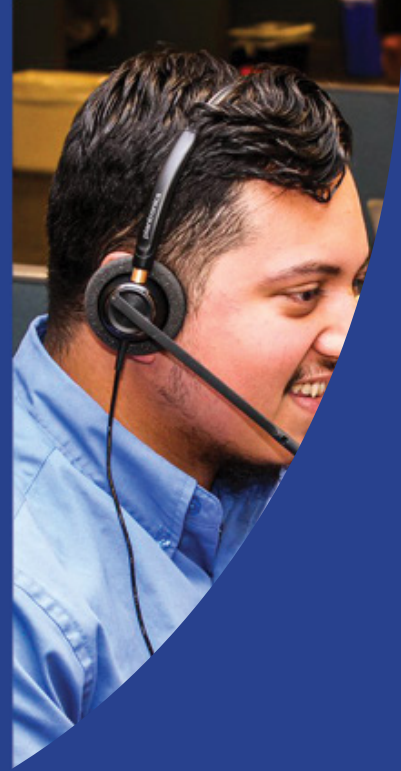
c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
Carol A. Smith, City Auditor (Interim)  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

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

# BUDGET ACCOUNTABILITY REPORT

## FY 2018-19

AS OF NOVEMBER 30, 2018



# GENERAL FUND OVERVIEW

As of November 30, 2018

	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$182,017,646	\$182,017,646		\$182,017,646	\$0
Revenues	1,365,966,274	1,366,121,406	105,567,312	1,369,187,546	3,066,140
Expenditures	1,365,966,274	1,366,121,406	185,814,190	1,364,566,123	(1,555,283)
Ending Fund Balance	\$182,017,646	\$182,017,646		\$186,639,068	\$4,621,422

## SUMMARY

The General Fund overview provides a summary of financial activity through November 30, 2018. 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 and approved use of contingency.

**Fund Balance.** The summary includes fund balance with the year-end (YE) revenue and expenditure forecasts. As of November 30, 2018, the YE forecast beginning fund balance represents the FY 2017-18 unaudited unassigned projected ending fund balance and does not reflect anticipated additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019.

**Revenues.** Through November 30, 2018, General Fund revenues are projected to be \$3,066,000 over budget. This is primarily due to forecast increase in interest revenue based on current trends.

**Expenditures.** Through November 30, 2018, General Fund expenditures are projected to be below budget by \$1,555,000. At this point in the fiscal year, most departments are forecast to be at budget. Some departments are under budget as a result of vacancies.

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

- November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for services for the District 4 runoff election.

# GENERAL FUND REVENUES

As of November 30, 2018

Revenue Category	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$727,886,279	\$727,886,279	\$34,654,986	\$727,886,279	\$0
Sales Tax	311,645,016	311,645,016	25,049,631	311,645,016	0
Franchise and Other	107,331,079	107,331,079	29,130,701	107,331,079	0
Charges for Service	90,113,065	90,113,065	10,441,073	90,646,524	533,459
Fines and Forfeitures	35,182,894	35,182,894	3,511,308	35,461,565	278,671
Operating Transfers In <sup>1</sup>	69,446,677	69,601,809	0	69,601,809	0
Intergovernmental	8,969,361	8,969,361	200,673	8,969,361	0
Miscellaneous	8,264,404	8,264,404	1,205,095	8,897,448	633,044
Licenses and Permits	4,809,215	4,809,215	719,514	4,809,215	0
Interest <sup>2</sup>	2,318,284	2,318,284	654,331	3,939,250	1,620,966
<b>Total Revenue</b>	<b>\$1,365,966,274</b>	<b>\$1,366,121,406</b>	<b>\$105,567,312</b>	<b>\$1,369,187,546</b>	<b>\$3,066,140</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 Operating Transfers In.** The revenue budget for Operating Transfer In was amended on November 14, 2018, by resolution #18-1641 for services related to the District 4 runoff election.

**2 Interest.** Interest revenue is forecast to be \$1,621,000 over budget based on current trends.



# GENERAL FUND EXPENDITURES

As of November 30, 2018

Expenditure By Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services	\$22,729,907	\$22,729,907	\$4,458,521	\$22,729,907	\$0
City Attorney's Office	18,348,876	18,348,876	2,261,658	18,348,876	0
City Auditor's Office	3,367,314	3,367,314	382,663	3,269,588	(97,726)
City Controller's Office	6,768,899	6,768,899	855,409	6,768,899	0
Independent Audit	917,892	917,892	0	917,892	0
City Manager's Office	2,787,305	2,787,305	303,917	2,772,885	(14,420)
City Secretary <sup>1</sup>	4,350,544	4,505,676	485,925	4,505,676	0
Civil Service	3,241,621	3,241,621	366,189	3,241,621	0
Code Compliance	31,635,395	31,635,395	4,082,488	31,635,395	0
Court Services	23,314,074	23,314,074	1,910,479	23,314,074	0
Jail Contract	8,908,016	8,908,016	742,335	8,908,016	0
Dallas Animal Services	14,878,667	14,878,667	2,494,361	14,839,242	(39,425)
Dallas Fire-Rescue	294,483,209	294,483,209	43,783,833	293,831,953	(651,256)
Dallas Police Department	486,752,691	486,752,691	69,465,238	486,752,691	0
Housing and Neighborhood Services	4,213,724	4,213,724	263,683	4,213,724	0
Human Resources	7,005,071	7,005,071	754,451	7,005,071	0
Judiciary	3,446,356	3,446,356	480,929	3,378,872	(67,484)
Library	34,138,717	34,138,717	4,697,380	33,986,305	(152,412)
Office of Management Services					
311 Customer Service	4,495,891	4,495,891	1,181,851	4,424,119	(71,772)
Council Agenda Office	219,414	219,414	29,797	218,565	(849)
Fair Housing	998,436	998,436	37,898	998,436	0
Office of Innovation	603,668	603,668	111	540,625	(63,043)
Office of Strategic Partnerships	1,053,433	1,053,433	128,050	1,039,445	(13,988)
Office of Business Diversity	894,165	894,165	110,939	886,920	(7,245)
Office of Community Care	5,375,877	5,375,877	650,037	5,375,877	0
Office of Emergency Management	877,113	877,113	91,593	877,113	0
Office of Environmental Quality	2,734,360	2,734,360	792,911	2,708,096	(26,264)
Office of Homeless Solutions	11,546,393	11,546,393	697,586	11,546,393	0
Public Affairs and Outreach <sup>2</sup>	2,098,745	2,098,745	135,163	2,001,350	(97,395)
Welcoming Communities	623,124	623,124	59,150	623,124	0
Mayor and City Council	4,989,530	4,989,530	596,779	4,989,530	0
Non-Departmental	92,727,295	92,727,295	2,536,756	92,727,295	0
Office of Budget	3,796,050	3,796,050	445,254	3,796,050	0
Office of Cultural Affairs	19,973,188	19,973,188	4,350,951	19,973,188	0
Office of Economic Development	4,972,909	4,972,909	591,178	4,972,784	(125)
Park and Recreation	98,542,371	98,542,371	16,056,883	98,542,371	0
Planning and Urban Design <sup>3</sup>	3,171,871	3,171,871	523,869	2,919,993	(251,878)
Procurement Services	2,443,038	2,443,038	320,303	2,443,038	0
Public Works	75,856,653	75,856,653	12,486,639	75,856,653	(0)
Sustainable Development	2,194,525	2,194,525	499,063	2,194,525	0
Transportation	47,219,419	47,219,419	5,701,974	47,219,419	0
<b>Total Departments</b>	<b>\$1,358,695,746</b>	<b>\$1,358,850,878</b>	<b>\$185,814,190</b>	<b>\$1,357,295,595</b>	<b>(\$1,555,281)</b>
Liability/Claim Fund Transfer	2,751,145	2,751,145	0	2,751,145	0
Contingency Reserve	2,319,383	2,319,383	0	2,319,383	0
Salary and Benefit Reserve	2,200,000	2,200,000	0	2,200,000	0
<b>Total Expenditures</b>	<b>\$1,365,966,274</b>	<b>\$1,366,121,406</b>	<b>\$185,814,190</b>	<b>\$1,364,566,123</b>	<b>(\$1,555,281)</b>

# VARIANCE NOTES

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

**1 City Secretary.** City Secretary Office's budget was increased by \$155,000 on November 14, 2018, by resolution #18-1641 for services related to the District 4 runoff election.

**2 Public Affairs and Outreach.** Public Affairs and Outreach expenditures are forecast to be \$97,000 under budget due to salary savings from seven vacant positions.

**3 Planning and Urban Design.** Planning and Urban Design expenditures are forecast to be \$252,000 under budget due to salary savings from six vacant positions.

# ENTERPRISE FUNDS

As of November 30, 2018

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>AVIATION</b>					
Beginning Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0
Total Revenues	144,132,819	144,132,819	22,842,309	144,132,819	0
Total Expenditures	144,132,819	144,132,819	19,155,586	144,132,819	0
Ending Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0

<b>CONVENTION AND EVENT SERVICES</b>					
Beginning Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0
Total Revenues	108,647,915	108,647,915	10,396,205	108,647,915	0
Total Expenditures	108,647,915	108,647,915	5,625,830	108,647,915	0
Ending Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0

<b>MUNICIPAL RADIO</b>					
Beginning Fund Balance	\$1,205,492	\$1,205,492		\$1,205,492	\$0
Total Revenues	2,178,813	2,178,813	339,915	2,178,813	0
Total Expenditures	2,076,728	2,076,728	564,133	2,076,728	0
Ending Fund Balance	\$1,307,577	\$1,307,577		\$1,307,577	\$0

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

<b>SANITATION SERVICES</b>					
Beginning Fund Balance	\$29,641,449	\$29,641,449		\$29,641,449	\$0
Total Revenues	112,653,465	112,653,465	20,732,905	112,661,455	7,990
Total Expenditures	112,653,465	112,653,465	9,098,145	112,653,465	0
Ending Fund Balance	\$29,641,449	\$29,641,449		\$29,649,439	\$7,990

<b>STORM DRAINAGE MANAGEMENT- DALLAS WATER UTILITIES</b>					
Beginning Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0
Total Revenues	58,436,837	58,436,837	10,301,538	58,436,837	0
Total Expenditures	58,436,837	58,436,837	4,323,923	58,436,837	0
Ending Fund Balance	\$7,928,950	\$7,928,950		\$7,928,950	\$0

<b>SUSTAINABLE DEVELOPMENT AND CONSTRUCTION</b>					
Beginning Fund Balance	\$43,833,830	\$43,833,830		\$43,833,830	\$0
Total Revenues	33,143,848	33,143,848	7,156,069	33,143,848	0
Total Expenditures	34,571,119	34,571,119	4,889,627	34,571,119	0
Ending Fund Balance	\$42,406,559	\$42,406,559		\$42,406,559	\$0

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

<b>WATER UTILITIES<sup>1</sup></b>					
Beginning Fund Balance	\$118,325,578	\$118,325,578		\$118,325,578	\$0
Total Revenues	665,005,577	665,005,577	99,959,470	653,788,018	(11,217,559)
Total Expenditures	665,491,395	665,491,395	84,327,731	660,902,637	(4,588,758)
Ending Fund Balance	\$117,839,760	\$117,839,760		\$111,210,959	(\$6,628,801)

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

# INTERNAL SERVICE FUNDS

As of November 30, 2018

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>INFORMATION TECHNOLOGY</b>					
Beginning Fund Balance	\$10,887,991	\$10,887,991		\$10,887,991	\$0
Total Revenues	69,434,657	69,434,657	4,604,239	69,434,657	0
Total Expenditures	77,011,403	77,011,403	6,622,655	76,690,494	(320,909)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$3,632,154	\$320,909

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

## RADIO SERVICES

Beginning Fund Balance	\$2,800,576	\$2,800,576		\$2,800,576	\$0
Total Revenues	5,917,772	5,917,772	27,125	5,911,641	(6,131)
Total Expenditures	8,651,413	8,651,413	2,187,565	8,636,647	(14,766)
Ending Fund Balance	\$66,935	\$66,935		\$75,570	\$8,635

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

## EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$7,254,000	\$0
Total Revenues	54,412,850	54,412,850	150,382	54,413,103	253
Total Expenditures	54,912,850	54,912,850	3,011,054	54,912,850	0
Ending Fund Balance	\$6,754,000	\$6,754,000		\$6,754,253	\$253

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

## EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$2,682,143	\$2,682,143		\$2,682,143	\$0
Total Revenues	2,593,790	2,593,790	332,560	2,600,490	6,700
Total Expenditures	2,137,496	2,137,496	266,343	2,136,367	(1,129)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,146,266	\$7,829

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



# OTHER FUNDS

As of November 30, 2018

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		\$7,852,062	\$0
Total Revenues	12,018,812	12,018,812	1,782,375	12,018,812	0
Total Expenditures	15,176,553	15,176,553	2,397,816	15,154,832	(21,721)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$4,716,042	\$21,721

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

## DEBT SERVICE

Beginning Fund Balance	\$32,549,163	\$32,549,163		\$32,549,163	\$0
Total Revenues	289,189,656	289,189,656	10,920,885	289,189,656	0
Total Expenditures	296,200,044	296,200,044	0	296,200,044	0
Ending Fund Balance	\$25,538,775	\$25,538,775		\$25,538,775	\$0

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

## EMPLOYEE BENEFITS

City Contributions	\$94,862,835	\$94,862,835	13,708,567	\$94,862,835	\$0
Employee Contributions	36,126,244	36,126,244	6,205,630	36,126,244	0
Retiree	31,963,243	31,963,243	2,650,811	31,963,243	0
Other	0	0	76,939	0	0
Total Revenues	162,952,322	162,952,322	22,641,947	162,952,322	0
Total Expenditures	\$160,083,133	\$160,083,133	\$16,591,219	\$160,083,133	\$0

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

## RISK MANAGEMENT

Worker's Compensation	\$13,701,708	\$13,701,708	\$884,302	\$13,701,708	\$0
Third Party Liability	10,227,315	10,227,315	56,644	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	(550)	3,029,284	0
Interest and Other	749,900	749,900		749,900	0
Total Revenues	27,708,207	27,708,207	940,396	27,708,207	0
Total Expenditures	\$34,166,607	\$34,166,607	\$3,152,950	\$34,166,607	\$0

Note: FY 2018-19 budget reflects planned use of fund balance. The FY 2018-19 YE forecast reflect 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 summary includes the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2018, YE forecast beginning fund balance represents the FY 2017-18 unaudited projected ending fund balance and does not reflect additional year-end savings. We anticipate adjustments to the FY 2018-19 amended beginning fund balance after FY 2017-18 audited statements become available in April 2019. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, funds with YE forecast projected to exceed budget, and funds with projected use of fund balance.

**1 Water Utilities.** Water Utilities' (DWU) revenues are projected to be \$11,218,000 lower than budget due to (1) wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement which will be offset by use of fund balance, and (2) due to decreased consumption resulting from wetter than normal Fall weather. Expenditures are projected to be \$4,589,000 lower than budget primarily due to a decreased capital construction transfer to offset the weather-related revenue reduction.

# FY 2018-19 DALLAS 365

## How to read the Dallas 365 report:

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. Two asterisks (\*\*) are listed in the YTD Actual column if data was not available for a measure by the publication date, and the YTD status reflects "needs improvement" (red).

Summary		
✔	On-target (YTD actual performance is within 5 percent of YTD target)	22
⚠	Caution (YTD actual performance is within 6 to 20 percent of YTD target)	4
✘	Needs Improvement (YTD actual performance is more than 20 percent of YTD target)	9

#	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%	86.93%	✔
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	52.57%	✘
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	47.75%	✘
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	94.91%	✔
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	76.95%	✔
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	127.83	117.30	✔

<b>Mobility Solutions, Infrastructure, and Sustainability</b>						
7	Percentage of annual bond appropriation awarded (Bond Program)	N/A	90.00%	90.00%	**	✘
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.75	✔
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	32.83	11.32	✘
11	Percentage of potholes repaired within five days (Public Works)	N/A	98.00%	98.00%	100.00%	✔
12	Percentage of streets with a Pavement Condition Index rating of C or better (Public Works)	N/A	77.40%	77.40%	77.40%	✔
13	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)*	12.83	11	11	12.53	⚠
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	17.64%	⚠
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.50%	✔

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Economic and Neighborhood Vitality</b>						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	834	1,050	✓
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	14	6	✗
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	6,650	1,108	11	✗
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	88.00%	✓
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.82%	✓

<b>Human and Social Needs</b>						
21	Number of seniors served (Community Care)	1,833	4,500	750	1,997	✓
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	15.85	✓
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	90.95%	✓

<b>Quality of Life</b>						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	1,666	452	✗
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	90.00%	!
26	Percentage of food establishments inspected on schedule (Code Compliance)	N/A	95.00%	95.00%	95.00%	✓
27	Live release rate (Animal Services)	80.30%	81.00%	81.00%	80.45%	✓
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	-11.42%	✗
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	1,236,667	1,758,298	✓
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	4,167	6,072	✓
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%	48.00%	✓
32	Percentage of residents within ½ mile of a park (Park and Recreation)	60.00%	63.00%	63.00%	61.00%	✓

<b>Government Performance and Financial Management</b>						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	33.39%	✗
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.16%	✓
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	45.04%	!

# FY 2018-19 Budget Initiative Tracker

## How to read the Budget Initiative Tracker report:

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

This report includes data from October 1, 2018 through November 30, 2018.

Summary		
•	Number of Complete Initiatives	2
✓	Number of On Track Initiatives	42
!	Number of Caution/Behind Initiatives	0
X	Number of Cancelled Initiatives	0

## Description of Initiative

## Current Status

Public Safety			
1	<b>Police and Fire Uniform Pay:</b> 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)	✓	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 into an Amended Meet and Confer agreement so that additional uniform pay increases can go into effect January 2019.
2	<b>Number of Police Officers:</b> Recruiting new police officers to bring the number of sworn employees at the end of FY 2018-19 to 3,050. (Police)	✓	As of December 12, 2018, 41 police officers have been hired. The department is projected to hire an additional 214 officers this fiscal year for a final sworn strength of 3,050.
3	<b>Number of Firefighters:</b> Recruiting new firefighters to bring the number of sworn employees at the end of FY 2018-19 to 1,942. (Fire-Rescue)	✓	Dallas Fire-Rescue hired 65 recruits for the Fall 2018 class. Training began late November 2018. It is anticipated that the Fall class will enter the field in June 2019. Dallas Fire-Rescue has planned to hire an additional 65 recruits in June 2019, for a grand total of 130 planned new hires for FY 2018-19. The summer hiring class-size is contingent upon realized attrition through the year to ensure that we arrive to a sworn strength of 1,942 members at the end of the fiscal year.
4	<b>Police and Fire Uniform Pension:</b> 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)	✓	The City pension contributions are being made in compliance with HB 3158 approved by the State Legislature in 2017.

## Description of Initiative

## Current Status

5	<b>Security of City Facilities:</b> 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)	✓	Building Security merged with Court and Detention Services (CTS) on October 1, 2018. CTS is collaborating with the U.S. Department of Homeland Security to conduct security risk assessments at City Hall and the Central Library and train City staff beginning mid-December 2018. Additionally, staff drafted a Request for Competitive Sealed Proposals (RFCSP) for a security consultant to develop a Citywide security standard and evaluate security services and plans. The RFCSP is tentatively scheduled to be advertised in January 2019.
6	<b>School Crossing Guards:</b> Investing more than \$5 million in a school crossing guard program to protect Dallas students. (Court and Detention Services)	✓	All City Management Services, Inc. (new School Crossing Guard Program vendor) took over the daily management of this program on August 1, 2018. Since the beginning of the 2018-19 school year, school crossing guard services are being provided to approximately 150 elementary schools within Dallas city limits.
7	<b>P-25 Radio System:</b> 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)	✓	The system design review, Motorola factory build, and quality assurance test were completed successfully. All equipment from the factory test was disassembled and shipped to Dallas, and radio site preparation in Dallas is underway.
8	<b>Firefighter Safety:</b> Protecting the safety of Fire-Rescue 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)	✓	Fire-Rescue met with the Office of Procurement Services to begin discussing the specification process to purchase the second set of PPEs and replace all SCBAs.
9	<b>911 Operations Center:</b> Furthering the City's investment in the 911 emergency system with additional technology and expanded backup capacity. (Communication and Information Services)	✓	Communication and Information Services (CIS) has installed Text-to-911 with the "go-live" date anticipated in early 2019, and CIS has ordered equipment for the backup CAD system. The vendor is finalizing the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site.

## Mobility Solutions, Infrastructure, and Sustainability

10	<b>Street Condition:</b> Investing more than \$125 million of bonds and cash to improve the driving condition of city streets. (Public Works)	✓	FY 2018-19 funding will provide approximately 820 lane miles of maintenance and improvements by the end of the fiscal year. In-house crews began working on the FY 2018-19 workplan in October 2018. In November 2018, work orders were issued for bond resurfacing projects scheduled for 2019, and work orders will be issued in December 2018 for the General Fund work plan maintenance. The preservation (micro/slurry sealants) contract will advertise in January 2018 with a contract award projected to go to City Council for consideration in March 2019.
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## Description of Initiative

## Current Status

11	<b>Intersection Safety:</b> 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)	✓	Dallas was awarded more than anticipated - \$11.3 million in federal HSIP funds. The City plans to still invest \$2 million of City funds on these high-crash location safety improvements.
12	<b>Alley Access:</b> Creating a \$1.8 million cross-departmental pilot program to improve alley access for residents and utilities. (Sanitation, Water Utilities, and Public Works)	✓	The Public Works department is taking the lead on this pilot program and is currently putting the specifications together in preparation for the advertisement for bids.
13	<b>Bike Lanes:</b> 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)	✓	Using the \$1 million allocated in the FY 2018-19 budget, Transportation is working on projects in the Central Business District, including Akard, Cadiz, and Canton streets, as well as on Zang Blvd. and Union Trail. An upcoming project at Monroe Dr. and Merrell Rd. will connect a Dallas County trail project near the Walnut Hill/Denton DART station.
14	<b>OneWater Consolidation:</b> Combining water, wastewater, and stormwater into one utility to provide comprehensive management of Dallas' valuable water resources. (Water Utilities)	✓	DWU's organizational chart has been revised to include the stormwater utility. Logistical changes are in process, as staff is relocated to align the organization with new functional needs. A scope is being developed to assess current stormwater and flood control functions and provide a path to more sustainable operations and procedures.
15	<b>Environmental Plan:</b> 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)	✓	A RFQ for a comprehensive environmental action and climate action plan was issued September 20, 2018. The consulting firm AECOM Technical Services, Inc. was selected in accordance with City procurement guidelines. The project will be briefed to the Quality of Life Committee on January 14, 2019, and is tentatively scheduled for the January 23, 2019, City Council agenda for contract authorization.
16	<b>Traffic Signals:</b> 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)	✓	This initiative is funded in FY 2019-20, the second year of the biennial.
17	<b>City Facility Major Maintenance:</b> Repairing City-owned facilities through a \$7 million deferred maintenance program. (Building Services)	✓	Building Services has expended \$1.01 million of \$1.27 million in projects planned so far, including repairs at DFR Complex, Maintenance Building C roof replacement, replacement of the Hensley Field Operations fire alarm system, and glass replacement at City Hall. Four additional contracts are pending City Council consideration on January 9, 2019.
18	<b>Neighborhood Drainage:</b> Implementing a new stormwater program dedicated to neighborhood drainage, which will focus efforts on neighborhood outreach and preventing flooding in local streets. (Water Utilities)	✓	The FY 2019-20 budget includes funding for personnel, equipment, and contracts for increased neighborhood drainage maintenance. In preparation, the former Trinity Watershed Management work groups are being reorganized into two Stormwater Operations divisions: Dallas Floodway and Neighborhood Drainage. The Sr. Program Manager position for Neighborhood Drainage is being reclassified and will be advertised and filled in the next few months.

**Description of Initiative**

**Current Status**

<b>Economic and Neighborhood Vitality</b>		
19	<b>Property Tax Rate:</b> Reducing the property tax rate by 0.37¢, making FY 2018-19 the third consecutive year with a tax rate reduction. (Office of Budget)	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
20	<b>Housing Policy:</b> Implementing the Comprehensive Housing Policy approved by City Council in May 2018 to create and preserve housing throughout the city. (Housing and Neighborhood Revitalization)	<ul style="list-style-type: none"> <li>✓ Staff is operating the Housing Improvement and Preservation Program (HIPP), Dallas Homebuyer Assistance Program (DHAP), and development programs authorized by City Council as part of the Comprehensive Housing Policy. City Council approved the transfer of \$7 million in unencumbered Tax Increment Financing (TIF) funds to the Housing Trust Fund on December 12, 2018, and referred incentive zoning back to the Economic Development and Housing Committee. All Housing Task Force subcommittees are meeting regularly; in Q1, the Task Force will consider neighborhood empowerment zones, low-income housing tax credits (LIHTC), and Housing Trust Fund strategies.</li> </ul>
21	<b>Stabilization and Emerging Market Areas:</b> 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)	<ul style="list-style-type: none"> <li>✓ Staff plans to brief the Economic Development and Housing Committee on April 15, 2019, on a proposed neighborhood revitalization/redevelopment strategy that includes the \$1 million in funds.</li> </ul>
22	<b>One-Stop Permitting:</b> Offering an online one-stop shop for residents and businesses to submit construction plans to the City. (Sustainable Development and Construction)	<ul style="list-style-type: none"> <li>✓ Phase 1 of the software was implemented October 1, 2018, and is functioning for our customers. Phase 2 will be implemented in FY 2018-19 with enhanced features to improve efficiency.</li> </ul>
23	<b>Historic Resource Survey:</b> Devoting \$100,000 to conduct a historic resource survey with private partners. (Sustainable Development and Construction)	<ul style="list-style-type: none"> <li>✓ Staff submitted a request for \$50,000 to the Texas Historical Commission (THC) in November 2018, with an expected award date in early 2019. Preservation Dallas and members of the former Preservation Solutions Committee have committed to raising matching funds by February 2019, although no money has been committed to date. Staff will determine the project scope based on funds awarded by THC and raised by these outside entities and release a RFQ to conduct the survey by February. Staff anticipates work will begin in April or May 2019.</li> </ul>

## Description of Initiative

## Current Status

Human and Social Needs		
24	<b>Homelessness Programs:</b> Addressing homelessness holistically, including \$2.3 million for strengthening the homeless response system, providing improved supportive housing for chronically homeless seniors, leveraging innovative and collaborative “shovel-ready” projects for affordable housing units, funding a master lease program, and developing a landlord incentive program. (Office of Homeless Solutions)	<p>✓</p> <p>OHS is working with the Office of Procurement Services to release several RFCSPs for projects in January, including strengthening the homeless response system, workforce sustainability, supportive housing for seniors, and the landlord subsidized leasing program with the goal of implementing in early spring. OHS has also streamlined its processes to support efficient implementation and accurate performance monitoring.</p>
25	<b>End Panhandling Now:</b> 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)	<p>✓</p> <p>The City has four full-time resources dedicated to anti-panhandling initiatives. Since October 1, staff has engaged 27 clients throughout the city. Major themes from these engagements have been a desire for quick money, unwillingness to go to a shelter (in some cases because couples cannot go together), and the belief that they are not eligible for services due to criminal background. Additionally, a social media campaign, targeting potential contributors, was launched in September with over 3.2 million impressions through November 30.</p>
26	<b>Citizenship Programs:</b> 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)	<p>✓</p> <p>Specifications for civil legal services and citizenship grants have been drafted, and staff expects to release the Requests for Proposals (RFPs) in January or February 2019.</p>
27	<b>Equity:</b> 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)	<p>✓</p> <p>OEHR is working on initiatives to promote equity in Dallas, including a partnership with the Government Alliance on Race and Equity, which City Council approved in November 2018.</p>
28	<b>Fresh Start Re-entry Program:</b> Increasing funding by \$235,000 for the “Fresh Start” re-entry program to support the transition of formerly incarcerated individuals into the community. (Office of Community Care)	<p>✓</p> <p>Community Care is hiring and onboarding staff to support new programming elements. Staff is also working with Human Resources and departmental leadership to identify internal job opportunities for formerly incarcerated individuals. Additionally, staff has been meeting with community organizations that provide services to formerly incarcerated individuals to identify partnership opportunities.</p>

Quality of Life		
29	<b>Fair Park:</b> 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)	<p>✓</p> <p>City Council approved the contract with Fair Park First on October 24, 2018, with the management transition effective January 1, 2019.</p>
30	<b>Dangerous Animals:</b> 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)	<p>✓</p> <p>Dallas Animal Services has deployed a team of four officers and a supervisor specifically focused on impounding aggressive and dangerous loose dogs in high-risk areas, with the intention of reducing potential bites. These areas are patrolled using the bite map compiled from previously recorded bites in the area.</p>

## Description of Initiative

## Current Status

31	<b>Neighborhood Code Representatives:</b> Adding \$650,000 for seven Neighborhood Code Representatives (NCR), further improving outreach efforts and providing more liaisons to address community issues. (Code Compliance)	✓	Applications for the NCR positions are open through December 29, 2018. Interviews will take place from late January through mid-February, pending civil service results, with start dates in late February.
32	<b>Library RFID:</b> Implementing a \$2 million Radio Frequency Identification (RFID) system throughout our library system to improve security and better manage our materials and assets. (Library)	✓	Communication and Information Services has approved the project specifications drafted by the Library department. Procurement Services will perform the final review, and staff anticipates advertising the project as a competitively sealed bid in early January.
33	<b>Aquatic Spraygrounds:</b> Expediting the opening of six spraygrounds for summer 2019. (Park & Recreation)	✓	Three family aquatic centers (Crawford, Fretz and Samuel Grand) opened in August of FY 2017-18. An additional three family aquatic centers (including spraygrounds) are on schedule to open for the 2019 Summer Season, for a total of six aquatic centers that opened between 2018-2019. The three expedited facilities for 2019 are Lake Highlands North, Kidd Springs, and Tietze Neighborhood family aquatic centers.
34	<b>Park and ISD Partnerships:</b> Partnering with school districts to offer more green spaces and parks. (Park and Recreation)	✓	Currently, 25 DISD and 7 RISD schools are open to the public after hours and on weekends, increasing the percentage of residents within half a mile of a park by 2% (to 60% from 58%). For FY 2018-19, Park and Recreation is currently looking at additional opportunities and partnerships to increase the percentage to 63% (3% increase from last fiscal year).
35	<b>WellMed Senior Programs:</b> 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)	✓	The WellMed Charitable Foundation Senior Activity Center at Redbird Square opened December 6, 2018. The center is designed to keep adults age 60 or older healthy and active at no cost to participants.
36	<b>Cultural Plan:</b> Adopting the Dallas Cultural Plan 2018. (Office of Cultural Affairs)	•	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.

## Government Performance and Financial Management

37	<b>Off-Site City Council Meetings:</b> Expanding opportunities for residents and Council to engage by hosting mobile City Council meetings. (Mayor and City Council)	✓	The Mayor and City Council will host three off-site agenda meetings during FY 2018-19: February 13, May 8, and August 14.
38	<b>Council District Offices:</b> Expanding opportunities for residents and Council to engage by expanding the district office program with the addition of a new office in District 5. (Mayor and City Council)	✓	The City Council opened four district offices in FY 2017-18 and plans to open a fifth by the end of January at the Beckley-Saner Recreation Center in District 4.

## Description of Initiative

## Current Status

39	<p><b>Census 2020:</b> Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee. (Office of Strategic Partnerships and Government Affairs)</p>	✓	<p>OSPGA is working with the Complete Count Committee to develop an outreach plan for Census 2020 and plans to conduct quarterly meetings to discuss solutions for accurately measuring hard-to-count areas of Dallas. The office is also preparing a fundraising budget and collaborating with Dallas County and surrounding cities to promote and fundraise for the Census, as well as share strategies throughout the region. Lastly, staff is identifying new partners to include in the National Census Bureau's strategic workshop planned for Spring 2019.</p>
40	<p><b>Office of Innovation:</b> 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)</p>	✓	<p>The Office of Innovation is established, and the new Chief Innovation Officer will begin in January.</p>
41	<p><b>ADA Compliance:</b> 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)</p>	✓	<p>OEHR has identified a vendor under a state price agreement and is finalizing the scope of work with City departments. Staff anticipates submitting the contract for City Council consideration in June 2019.</p>
42	<p><b>A&amp;D Study:</b> Conducting a minority business study to inform decision makers on how the City can better support small and local businesses. (Office of Business Diversity)</p>	✓	<p>MGT Consulting Group (MGT) began Phase 1 of the Availability and Disparity (A&amp;D) Study with a project initiation meeting on November 12, 2018, where MGT provided information regarding the project scope, milestones, deliverables, and schedule. MGT has conducted additional meetings with staff regarding procurement policies and procedures, as well as data management and systems. Public engagement meetings are scheduled to begin in January 2019.</p>
43	<p><b>Compensation Study:</b> Complete a comprehensive study of the City's position classification and compensation systems. (Human Resources)</p>	✓	<p>HR staff completed the project specifications, which include three distinct phases: Job Architecture, Compensation Strategy, and Market Survey. Procurement Services will be involved in the review of Phase I - Job Architecture, and staff anticipates vendor selection for this phase in mid-January 2019.</p>
44	<p><b>WorkDay HR/Payroll System:</b> Implementing a new human resource and payroll system and evaluating an additional module for uniformed employee scheduling. (Communication and Information Services)</p>	✓	<p>Payroll, compensation, benefits, time tracking, absence, recruiting and talent management functionalities have been designed and configured. These functions were unit-tested in November, and end-to end functional testing will occur January through March. Data conversion from legacy systems (Lawson, Kronos, IDS, NeoGov) is an ongoing activity as staff continues to work in those systems. Parallel payroll systems testing is scheduled to take place March through May with a go-live date of July 2019.</p>



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