

# Memorandum



CITY OF DALLAS

DATE April 19, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report**

On April 15, 2019, the Office of Budget provided information to the Government Performance & Financial Management Committee on the Budget Accountability Report (BAR) based on information through February 2019. This report combined the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report. The report is attached for your review.

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

Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer  
Michael Mendoza, Chief of Economic Development and Neighborhood Services  
Laila Aleqresh, Chief Innovation Officer  
Directors and Assistant Directors



FEBRUARY 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



On Track



Caution



Needs Improvement

### Budget Initiative Tracker



Complete



On Track



Caution



Cancelled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through February 28, 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 year-end 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		\$182,017,646	\$0
Revenues	1,365,966,274	1,366,601,406	915,798,763	1,375,935,518	9,334,112
Expenditures	1,365,966,274	1,366,601,406	483,257,228	1,365,410,558	(1,190,850)
Ending Fund Balance	\$182,017,646	\$182,017,646		\$192,542,606	\$10,524,962

The General Fund overview provides a summary of financial activity through February 28, 2019. 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 February 28, 2019, 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 February 28, 2019, General Fund revenues are projected to be \$9,334,000 over budget. This is primarily due to forecasted increases in property tax and sales tax collections, franchise fees, Safelight fines, and interest revenue based on current trends.

**Expenditures.** Through February 28, 2019, General Fund expenditures are projected to be below budget by \$1,190,000. 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.

## 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	\$708,333,054	\$728,936,782	\$1,050,503
Sales Tax <sup>2</sup>	311,645,016	311,645,016	106,556,521	316,066,026	4,421,010
Franchise and Other	133,347,988	133,347,988	43,145,796	135,199,176	1,851,188
Charges for Service	110,146,088	110,146,088	29,866,208	111,959,030	1,812,942
Fines and Forfeitures	34,244,958	34,244,958	9,306,798	34,316,634	71,676
Operating Transfers In <sup>3</sup>	24,823,767	25,458,899	9,141,937	22,122,899	(3,336,000)
Intergovernmental	9,563,291	9,563,291	301,554	9,692,291	129,000
Miscellaneous <sup>4</sup>	6,320,104	6,320,104	3,762,190	7,321,625	1,001,521
Licenses and Permits	5,670,499	5,670,499	2,528,937	5,841,873	171,374
Interest <sup>5</sup>	2,318,284	2,318,284	2,855,768	4,479,181	2,160,897
<b>Total Revenue</b>	<b>\$1,365,966,274</b>	<b>\$1,366,601,406</b>	<b>\$915,798,763</b>	<b>\$1,375,935,518</b>	<b>\$9,334,111</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.

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 financial report, revenue categories have been restated to match the City's Chart of Accounts.

**2 Sales Tax.** Sales tax revenues are forecast to be \$4,421,000 over budget due to increased collections. Over the most recent 12 months, sales tax receipts have increased by 5.1 percent.

**3 Operating Transfers In.** The revenue budget for Operating Transfer In was amended on November 14, 2018, by resolution #18-1641 for the District 4 runoff election, and 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. Revenue is forecast to be below budget due to deferral of inter-fund transfers.

**4 Miscellaneous.** Miscellaneous revenues are forecast to be \$1,001,000 over budget primarily due to facility rental fees.

**5 Interest.** Interest revenue is forecast to be \$2,161,000 over budget based on current trends

## 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	\$240,498,683	\$90,429,585	\$234,057,699	(\$6,440,984)
Civilian Overtime	6,660,128	6,660,128	3,610,757	7,971,309	1,311,181
Civilian Pension	35,070,258	34,947,747	13,027,023	33,643,425	(1,304,322)
Uniform Pay	423,709,510	423,709,510	159,522,879	415,789,176	(7,920,334)
Uniform Overtime	39,354,268	39,354,268	17,322,261	44,673,342	5,319,074
Uniform Pension	159,002,901	159,002,901	55,629,701	159,002,901	0
Health Benefits	68,816,185	68,816,185	23,221,611	68,816,185	0
Workers Comp	10,508,446	10,508,446	0	10,508,446	0
Other Personnel Services	12,666,100	12,644,950	4,567,884	12,501,196	(143,754)
Total Personnel Services <sup>1</sup>	997,132,323	996,142,818	367,331,700	986,963,679	(9,179,139)
Supplies <sup>2</sup>	77,884,269	77,950,378	26,560,735	80,818,661	2,868,282
Contractual Services <sup>3</sup>	366,535,382	367,902,028	97,897,000	371,820,677	3,918,651
Capital Outlay <sup>4</sup>	13,617,618	13,724,618	2,331,709	15,141,455	1,416,837
Reimbursements <sup>5</sup>	(89,203,318)	(89,118,436)	(10,863,915)	(89,333,915)	(215,479)
Total Expenditures	\$1,365,966,274	\$1,366,601,406	\$483,257,228	\$1,365,410,557	(\$1,190,848)

**VARIANCE NOTES**

**1 Personnel Services.** Current year-end civilian pay forecast is \$6,440,000 below budget primarily due to civilian vacancy savings that fully offset the \$1,311,000 overrun in civilian overtime. Uniform overtime YE forecast assumes \$5,368,000 anticipated use of overtime for Dallas Police Department and \$49,000 projected savings for Dallas Fire Rescue offset by salary savings from vacant positions. 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 State Legislature through House Bill 3158, and additional funding for supplemental pension.

**2 Supplies.** Current year-end forecast is \$2,868,000 above budget primarily due to higher than budgeted Park and Recreation gas and water expenses to be offset by additional revenue, greater than budgeted Office of Cultural Affairs gas payments and furniture expenses, and greater usage of medical-surgical supplies by Dallas Animal Services.

**3 Contractual Services.** Contractual Services are \$3,919,000 over budget due to the use of temporary help and day labor expenses in various departments which is offset by salary savings, software licenses related to the Code Compliance case management system, increased contractual costs as a result of higher Safelight revenues, and equipment upgrades and maintenance in the Fire department.

**4 Capital Outlay.** Current year-end forecast is \$1,417,000 over budget primarily due to the unbudgeted replacement of five ambulances as a result of wrecks.

**5 Reimbursements.** General Fund reimbursements reflects contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current year-end forecasts are \$215,000 greater than budget, primarily due to a greater than budgeted reimbursement to Dallas Fire Rescue from Aviation for costs of operation of Aircraft Rescue and Fire Fighting stations at Dallas Executive Airport and Dallas Love Field.

## 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	\$9,419,510	\$23,026,399	\$296,492
City Attorney's Office	18,348,876	18,348,876	6,492,790	18,348,876	0
City Auditor's Office <sup>2</sup>	3,367,314	3,367,314	1,065,109	3,167,697	(199,617)
City Controller's Office <sup>3</sup>	6,768,899	6,768,899	3,020,335	6,972,803	203,904
Independent Audit	917,892	917,892	0	917,892	0
City Manager's Office	2,787,305	2,787,305	967,536	2,773,098	(14,207)
City Secretary <sup>4</sup>	4,350,544	4,505,676	1,853,585	4,487,932	(17,744)
Civil Service <sup>5</sup>	3,241,621	3,241,621	1,093,042	3,265,017	23,396
Code Compliance	31,635,395	31,635,395	10,748,004	31,635,287	(108)
Court Services	23,314,074	23,314,074	6,937,452	22,707,701	(606,373)
Jail Contract	8,908,016	8,908,016	2,969,339	8,908,016	0
Dallas Animal Services	14,878,667	14,878,667	5,548,510	14,645,901	(232,766)
Dallas Fire-Rescue	294,483,209	294,483,209	104,759,313	294,354,276	(128,933)
Dallas Police Department	486,752,691	486,752,691	172,016,131	486,752,691	0
Housing and Neighborhood Services	4,213,724	4,213,724	643,399	4,132,408	(81,316)
Human Resources	7,005,071	7,005,071	2,517,433	7,005,071	0
Judiciary	3,446,356	3,446,356	1,339,017	3,416,216	(30,140)
Library	34,138,717	34,138,717	11,989,676	33,944,710	(194,007)
Office of Management Services					
311 Customer Service <sup>6</sup>	4,495,891	4,495,891	2,111,010	4,723,244	227,353
Council Agenda Office	219,414	219,414	86,435	219,414	0
Office of Equity and Human Rights	998,436	998,436	317,977	998,436	0
Office of Innovation <sup>7</sup>	603,668	603,668	99,617	490,922	(112,746)
Office of Strategic Partnerships	1,053,433	1,053,433	398,941	998,029	(55,404)
Office of Business Diversity	894,165	894,165	319,440	890,346	(3,819)
Office of Community Care	5,375,877	5,375,877	1,943,903	5,375,017	(860)
Office of Emergency Management	877,113	877,113	114,840	877,113	0
Office of Environmental Quality	2,734,360	2,734,360	1,789,396	2,717,459	(16,901)
Office of Homeless Solutions <sup>8</sup>	11,546,393	11,546,393	6,323,364	11,688,506	142,113
Public Affairs and Outreach <sup>9</sup>	2,098,745	2,098,745	541,491	1,823,877	(274,868)
Welcoming Communities	623,124	623,124	175,195	620,858	(2,266)
Mayor and City Council	4,989,530	4,989,530	1,758,256	4,989,530	0
Non-Departmental	92,727,295	92,727,295	6,084,615	92,489,527	(237,768)
Office of Budget	3,796,050	3,796,050	1,291,776	3,685,759	(110,291)
Office of Cultural Affairs <sup>10</sup>	19,973,188	20,453,188	13,635,545	20,453,188	0
Office of Economic Development	4,972,909	4,972,909	2,348,493	4,972,315	(594)
Park and Recreation	98,542,371	98,542,371	41,857,964	98,508,533	(33,838)
Planning and Urban Design <sup>11</sup>	3,171,871	3,171,871	1,104,330	2,866,897	(304,974)
Procurement Services <sup>12</sup>	2,443,038	2,443,038	880,595	2,557,273	114,235
Public Works	75,856,653	75,856,653	38,058,271	75,266,259	(590,394)
Sustainable Development	2,194,525	2,194,525	1,253,112	2,194,525	0
Transportation <sup>13</sup>	47,219,419	47,219,419	17,382,483	48,271,008	1,051,589
<b>Total Departments</b>	<b>\$1,358,695,746</b>	<b>\$1,359,330,878</b>	<b>\$483,257,228</b>	<b>\$1,358,140,030</b>	<b>(\$1,190,850)</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>\$1,366,601,406</b>	<b>\$483,257,228</b>	<b>\$1,365,410,558</b>	<b>(\$1,190,850)</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 Building Services.** Building Services expenditures are forecast to be \$296,000 over budget due primarily to repairs to facilities in the Arts and Central districts, increased usage of pest control, dumpster rentals, and landscaping activities at City Hall.

**2 City Auditor's Office.** City Auditor's Office expenditures are \$199,000 below budget due to salary savings from vacant positions.

**3 City Controller's Office.** City Controller's Office expenditures are forecast to be \$203,000 over budget primarily due to unbudgeted vacation/sick termination payouts for two long-time employees which may be offset by use of Salary and Benefit reserve funds later in the fiscal year, if necessary, Certified Accounts Payable Professional training and membership dues, and technology upgrades which may be offset by savings in other departments.

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

**5 Civil Service.** Civil Service expenditures are \$23,000 over budget due to the installation of a new secure card key entry system, which may be offset by savings in other departments.

**6 311 Customer Service.** 311 Customer Service expenditures are forecast to be \$227,000 over budget due to unbudgeted vacant/sick termination payouts for one long-time employee, an office reconfiguration, and use of temporary employees, which may be offset by savings in other departments.

**7 Office of Innovation.** Office of Innovation expenditures are forecast to be under budget by \$112,000 primarily due to vacancies, including two vacant positions that are expected to be filled by mid-April.

**8 Office of Homeless Solutions.** Office of Homeless Solutions expenditures are forecast to be \$142,000 over budget, primarily due to temporary staff hired to implement the Continuum of Care.

**9 Public Affairs and Outreach.** Public Affairs and Outreach expenditures are forecast to be \$274,000 under budget due to hiring delays for vacant positions, and lower costs associated with off-site city council meetings.

**10 Office of Cultural Affairs.** Office of Cultural Affairs' budget was increase by \$480,000 on February 13, 2019 by resolution #19-0296 for the disassembly, removal, and transfer to storage of The Confederate Monument at Pioneer Cemetery.

**11 Planning and Urban Design.** Planning and Urban Design expenditures are forecast to be \$305,000 under budget due to salary savings from ten vacant positions that occurred due to restructuring with a plan that is currently underway to fill the vacancies.

**12 Procurement Services.** Procurement Services expenditures are forecast to be \$114,000 over budget due to unbudgeted vacation/sick termination payouts for three long-time employees who are retiring in the Spring which may be offset by use of Salary and Benefit reserve funds later in the fiscal year if necessary.

**13 Transportation.** Transportation expenditures are forecast to be \$1,052,000 over budget primarily due to increased Safelight program payment to the state offset by increased revenue as well as monthly traffic signal modem charges and an unplanned traffic signal upgrade.



## Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2018-19 Adopted Budget	FY 2018-19 Amended Budget	YTD Actual	YE Forecast	Variance
<b>AVIATION<sup>1</sup></b>					
Beginning Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0
Total Revenues	144,132,819	144,132,819	55,182,517	154,991,421	10,858,602
Total Expenditures	144,132,819	144,132,819	46,499,356	154,991,422	10,858,603
Ending Fund Balance	\$14,216,560	\$14,216,560		\$14,216,560	\$0

<b>CONVENTION AND EVENT SERVICES<sup>2</sup></b>					
Beginning Fund Balance	\$33,234,399	\$33,234,399		\$33,234,399	\$0
Total Revenues	108,647,915	108,647,915	36,279,361	110,064,832	1,416,917
Total Expenditures	108,647,915	108,647,915	21,221,865	110,057,423	1,409,508
Ending Fund Balance	\$33,234,399	\$33,234,399		\$33,241,808	\$7,409

<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	776,345	2,098,813	(80,000)
Total Expenditures	2,076,728	2,076,728	951,468	2,075,669	(1,059)
Ending Fund Balance	\$1,307,577	\$1,307,577		\$1,228,636	(\$78,941)

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

<b>SANITATION SERVICES<sup>3</sup></b>					
Beginning Fund Balance	\$29,641,449	\$29,641,449		\$29,641,449	\$0
Total Revenues	112,653,465	112,653,465	50,213,908	115,195,884	2,542,419
Total Expenditures	112,653,465	112,653,465	29,514,374	114,157,465	1,504,000
Ending Fund Balance	\$29,641,449	\$29,641,449		\$30,679,869	\$1,038,420

<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	24,707,810	58,459,482	22,645
Total Expenditures	58,436,837	58,436,837	13,570,772	58,436,836	(1)
Ending Fund Balance	\$7,928,950	\$7,928,950		\$7,951,596	\$22,646

<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	15,230,986	33,145,040	1,192
Total Expenditures	34,571,119	34,571,119	12,387,270	34,571,119	0
Ending Fund Balance	\$42,406,559	\$42,406,559		\$42,407,751	\$1,192

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

<b>WATER UTILITIES<sup>4</sup></b>					
Beginning Fund Balance	\$118,325,578	\$118,325,578		\$118,325,578	\$0
Total Revenues	665,005,577	665,005,577	233,424,928	644,220,939	(20,784,638)
Total Expenditures	665,491,395	665,491,394	228,677,008	650,268,615	(15,222,779)
Ending Fund Balance	\$117,839,760	\$117,839,761		\$112,277,902	(\$5,561,859)

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		\$10,887,991	\$0
Total Revenues	69,434,657	69,434,657	9,031,111	69,434,657	0
Total Expenditures	77,011,403	77,011,403	40,295,049	76,495,953	(515,450)
Ending Fund Balance	\$3,311,245	\$3,311,245		\$3,826,695	\$515,450

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	343,478	5,900,868	(16,904)
Total Expenditures	8,651,413	8,651,413	3,443,084	8,614,748	(36,665)
Ending Fund Balance	\$66,935	\$66,935		\$86,696	\$19,761

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

**EQUIPMENT AND FLEET MANAGEMENT<sup>5</sup>**

Beginning Fund Balance	\$7,254,000	\$7,254,000		\$7,254,000	\$0
Total Revenues	54,412,850	54,412,850	146,388	54,412,850	0
Total Expenditures	54,912,850	54,912,850	16,778,180	56,162,517	1,249,667
Ending Fund Balance	\$6,754,000	\$6,754,000		\$5,504,333	(\$1,249,667)

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	943,010	2,593,790	0
Total Expenditures	2,137,496	2,137,496	665,476	2,133,439	(4,057)
Ending Fund Balance	\$3,138,437	\$3,138,437		\$3,142,494	\$4,057

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		\$7,852,062	\$0
Total Revenues	12,018,812	12,018,812	4,892,740	12,198,167	179,355
Total Expenditures	15,176,553	15,176,553	4,861,559	15,136,057	(40,496)
Ending Fund Balance	\$4,694,321	\$4,694,321		\$4,914,172	\$219,851

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	263,220,071	290,151,456	961,800
Total Expenditures	296,200,044	296,200,044	145,278,350	296,200,044	0
Ending Fund Balance	\$25,538,775	\$25,538,775		\$26,500,575	\$961,800

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

**EMPLOYEE BENEFITS**

City Contributions	\$94,862,835	\$94,862,835	32,353,396	\$94,862,835	\$0
Employee Contributions	36,126,244	36,126,244	16,391,068	36,126,244	0
Retiree	31,963,243	31,963,243	10,454,438	31,963,243	0
Other	0	0	136,262	136,262	136,262
Total Revenues	162,952,322	162,952,322	59,335,164	163,088,584	136,262
Total Expenditures	\$160,083,133	\$160,083,133	\$42,238,637	\$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	\$1,103,968	\$13,701,708	\$0
Third Party Liability	10,227,315	10,227,315	127,312	10,227,315	0
Purchased Insurance	3,029,284	3,029,284	1,803	3,029,284	0
Interest and Other	749,900	749,900		749,900	0
Total Revenues	27,708,207	27,708,207	1,233,083	27,708,207	0
Total Expenditures	\$34,166,607	\$34,166,607	\$6,954,140	\$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 summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of February 28, 2019, 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 Aviation.** Aviation revenues and expenditures are \$10,859,000 over budget in order to accrue revenues to service a Fall 2019 payment on the Series 2017 Bonds, and for the purchase of IT storage infrastructure.

**2 Convention Center.** Convention Center expenditures are forecast to be \$1,409,000 over budget due to increased food and beverage sales and is fully offset by \$1,417,000 increased revenues.

**3 Sanitation Services.** Sanitation Services expenditures are forecast to be \$1,504,000 over budget due to 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 which may be offset by additional forecasted revenues of \$2,542,000 from stronger than anticipated landfill cash customers and residential revenues.

**4 Water Utilities.** Water Utilities' (DWU) revenues are projected to be \$20,785,000 under 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 \$15,223,000 below budget primarily due to a decreased capital construction transfer to offset the weather-related revenue reduction.

**5 Equipment and Fleet Management.** Equipment and Fleet Management (EFM) expenditures are projected to be \$1,250,000 over budget due to 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. Billing has been delayed pending a billing program update required by the change in department acronym.

# 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 Track.



On Track



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%	82.96%	!
2	Percentage of EMS responses within five minutes (Fire-Rescue)	N/A	90.00%	90.00%	49.19%	✗
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	N/A	60.00%	60.00%	50.69%	!
4	Percentage of 911 calls answered within 10 seconds (Police)	94.21%	91.00%	91.00%	95.69%	✓
5	Homicide clearance rate (Police)	78.35%	60.00%	60.00%	88.72%	✓
6	Violent crime rate (per 100,000 residents) (Police)*	N/A	767	319.58	268.34	✓
<b>Mobility Solutions, Infrastructure &amp; Sustainability</b>						
7	Percentage of annual bond appropriation committed (Bond Program)	N/A	90.00%	37.50%	37.00%	✓ ✓
8	Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)*	58.68	60	60	59.34	✓
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	82.08	23.05	✗
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%	✓

# 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	12.30	!
14	Residential recycling diversion rate (Sanitation)	19.29%	19.00%	19.00%	18.10%	✓
15	Percentage of surveyed street lights on major streets that are working (Transportation)	94.58%	96.00%	96.00%	95.20%	✓
<b>Economic &amp; Neighborhood Vitality</b>						
16	Number of jobs created or retained through written commitment (Economic Development)	N/A	5,000	2,083	1,890	!
17	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	N/A	81	33.75	11	✗
18	Total number of new housing units produced (sale and rental combined) (Housing)	595	1,500	2,771	12	✗
19	Percentage of single-family permits reviewed in three days (Sustainable Development)	80.00%	85.00%	85.00%	84.80%	✓
20	Percentage of inspections performed same day as requested (Sustainable Development)	97.49%	98.00%	98.00%	96.72%	✓
<b>Human &amp; Social Needs</b>						
21	Number of seniors served (Community Care)	1,833	4,500	1,875	3,332	✓
22	Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)*	16.31	21	21	16.36	✓
23	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	N/A	85.00%	85.00%	89.57%	✓
<b>Quality of Life</b>						
24	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	12,099	10,000	4,167	1,364	✗
25	Percentage of 311 Code service requests responded to within estimated response time (Code Compliance)	94.58%	96.00%	96.00%	86.20%	!
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%	85.46%	✓
28	Percentage increase in field impoundments over prior fiscal year (Animal Services)	17.32%	18.00%	18.00%	23.75%	✓
29	Number of library visits in person, online, and for programs (Library)	9,352,274	7,420,000	3,091,667	3,973,042	✓
30	Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library)	N/A	25,000	10,417	11,223	✓
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%	61.00%	✓

# DALLAS 365

#	Measure	FY 2017-18 Actual	FY 2018-19 Target	YTD Target	YTD Actual	YTD Status
<b>Government Performance and Financial Management</b>						
33	Percentage of 311 calls answered within 90 seconds (311)	56.46%	70.00%	70.00%	50.06%	✘
34	Percentage of invoices paid within 30 days (City Controller)	95.51%	94.00%	94.00%	98.72%	✔
35	Percentage of dollars spent with local businesses (Business Diversity)	45.41%	50.00%	50.00%	42.03%	!

## 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.

**#10.** Due to seasonality of resurfacing efforts. Work ramps up in February and peaks from April to August.

**#13.** Due to holidays. When City offices are closed, collection days shift, and Sanitation receives more calls from residents. As expected, missed collections dropped to 9.73 per 10,000 in February, and this number should continue to improve.

**#16.** Job creation through economic development incentives does not occur in a linear fashion. With a robust pipeline of prospects, the City 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 target for this measure was adjusted to 1,500 in consultation with Housing and Neighborhood Revitalization. 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.

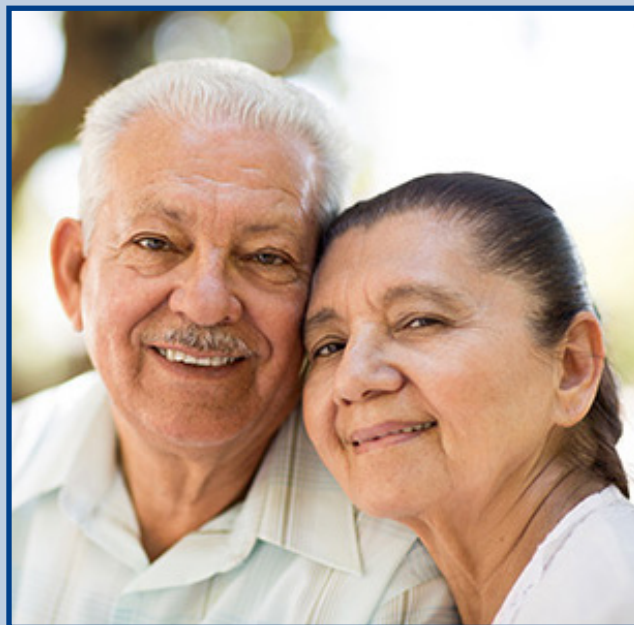
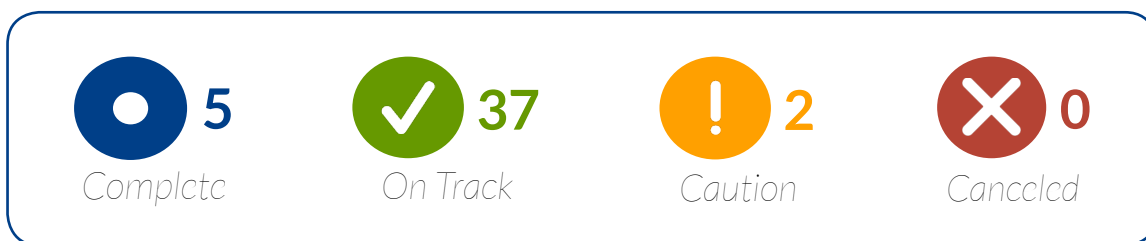
**#24/25.** Due to conversion from CSR system to the new Code Case Management System, which interrupted service request data retrieval. CIS is aware of the issue and anticipates resolution by the end of March 2019.

**#33.** Due to increased attrition/reduction in agents trained to process calls, but performance continues to improve, increasing to 76.53% in February.

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

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



## In the Spotlight

The Park and Recreation Department and WellMed Charitable Foundation partnered to open a new health and wellness center for senior adults at Redbird Square in December 2018. The Senior Activity Center is designed to keep adults age 60 or older healthy and active at no cost to participants. In its first month, the center saw 201 participants, logged 4,229 check-ins, and hosted 259 program hours.



## 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** As of February 20, DPD has hired 91 police officers. The department is projected to hire an additional 164 officers this fiscal year for a final sworn strength of 3,034, which is 16 fewer than the goal of 3,050.

**3 Number of Firefighters**

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

**STATUS** Dallas Fire-Rescue anticipates 65 recruits will enter the field in June 2019. DFR plans to delay hiring the spring 2019 rookie class. The class is scheduled to begin July 2019. FY 2018-19 anticipated attrition is now forecast to be 106 members versus 126 members previously forecasted.

**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** Staff conducted proposal presentations and evaluations on March 20 for a consultant to develop a Citywide security standard and evaluate security services. The contract is tentatively scheduled for City Council consideration on May 8.

**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) conducted two hiring sessions for volunteer school crossing guards in February. Although the participating ISDs, private schools, and interested parents were notified, few representatives from DISD attended the first meeting and none attended the second. Due to spring break there will be no March meetings. City staff and ACMS will meet with participating schools and PTA chairs in April and May to identify obstacles and potential solutions.

**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** Radio system equipment continues to be installed at radio communication sites, and the City is negotiating new radio sites with their respective owners. The first new shelter will be installed March 28.

**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** Dallas Fire-Rescue has finished researching the safety of the material used to manufacture PPEs and is submitting specifications to Procurement Services for the second set of PPEs and SCBA replacement. Staff expects to advertise and close the solicitation in April.

**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** DPD and CIS launched the Text-to-911 system on March 26. CIS has also ordered equipment for the backup CAD system, and the vendor is finalizing the quote for the Dual Production Public Safety Answering Point (PSAP) solution for the backup site.

## 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** Work orders were issued in December 2018 for the General Fund work plan maintenance. Bids for the preservation contract were opened on February 8. Staff plans to submit the construction award for City Council consideration on April 10.

## 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** Dallas was awarded more than anticipated -- \$11.3 million in federal HSIP funds. The City still plans to invest \$2 million of City funds. Staff is currently working on scheduling design and with TxDOT to complete the Local Project Advanced Funding Agreements wherein the City's 10% match is paid.

## 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** No bids were submitted for alley repairs, so they will be done in-house to accommodate the construction schedule.

City Council awarded a contract for alley vegetation abatement on January 23. Sanitation is working with the contractor to prioritize work, since the green season started in late February, and anticipates work will begin in April.

## 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** Transportation anticipates submitting the Union Bikeway contract (\$140K) to City Council for consideration in Q3. Additional signage and striping projects totaling about \$200K will be completed in Q3. Staff are also working with other agencies and departments to strategically place bike lanes throughout the city.

## 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 briefed the MSIS Committee on February 25 about the benefits of a "one water" organization, the current status of the transition, and next steps.

## 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** Staff conducted a project kickoff meeting with the vendor, AECOM, on February 5. Staff are developing internal and external task forces to guide plan development and outreach. A series of community meetings are planned April 29 through May 9 to capture resident input.

## 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** \$6 million has been allocated for general City facilities, projects estimated at \$4.75 million are in progress, including roof replacements at Harry Stone and Beckley-Saner recreation centers, as well as the DFR Complex Maintenance Building C, roof overlay at Fire Station #20, City Hall elevator and parking garage repairs, HVAC repairs at OCMC, replacement of the HVAC system at Fire Station #34, glass replacement at City Hall, Lancaster-Kiest Branch Library roof and window repairs, Hensley Field Operations fire alarm system replacement, and repairs/renovations at the Forest Green Branch Library.

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** The FY 2019-20 planned budget 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** Staff are continuing to implement the Comprehensive Housing Policy. In December 2019, pursuant to the New Construction and Substantial Redevelopment program, City Council approved the award of \$20.3 million in funding for three multi-family housing development projects that will produce a total of 560 affordable units. In February 2019, the Land Bank program officially re-started activity through the Council-approved sale of 51 lots to be developed for affordable housing. Additionally, on April 15, 2019, staff will present a new Land Transfer program that will facilitate the sale of tax-foreclosed and city-owned lots for the development of affordable housing and other redevelopment activities. The Housing Policy Taskforce committees continue to meet on a monthly basis to provide stakeholder input that informs the 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** Housing is working on a revitalization plan for targeted R/ECAP areas that will include a coordinated effort between the City, DISD, and the Dallas Housing Authority. It will rely on these funds along with federal grant funds and General Obligation bonds. Staff expects to brief the EDH Committee by the end of May 2019.

**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 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, including a more robust interface that will eliminate duplicate data entry and allow inspectors to see electronically reviewed plans in the field using their mobile devices.

**23 Historic Resource Survey** 

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

**STATUS** On January 25, the Texas Historical Commission (THC) notified staff that THC has recommended a \$45,000 award to help fund the Historic Thematic Context Assessment and Survey of Greater Downtown and Intown Dallas. Preservation Dallas and members of the former Preservation Solutions Committee have committed to identifying and raising matching funds by April 2019, although no money has been committed to date. Staff will determine the project scope based on budgeted funds, the THC award, and funds raised by these outside entities and release an RFCSP in March to conduct the survey. Staff anticipates the bid will be submitted for City Council consideration in June, with work beginning in July.

## 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** OHS released two solicitations in January for proposals to strengthen the homeless response system and increase landlord participation in the landlord subsidized leasing program (track 3 of the Homeless Solutions Strategy). Strengthening the response system can include system enhancements, transportation, emergency shelter services, workforce sustainability, or supportive housing for seniors. Bids were opened March 15, oral presentations have been scheduled, and proposals are currently being reviewed/evaluated for final recommendations.

Additionally, OHS continues to develop strategic partnerships to leverage funding and resources.

**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 City has four full-time resources dedicated to anti-panhandling initiatives. Additionally, two social media campaigns targeting potential contributors in 12 Dallas zip codes resulted in more than 5.4 million impressions. Both campaigns included email marketing to a list of 50,000, with average open rates of 7.7%. Staff briefed the PSCJ Committee on this initiative March 25. Staff recognizes that the education campaign may not be as effective as desired. Staff has compiled research from other cities with similar initiatives, though there are few examples of sustained success.

**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 Attorney’s Office is reviewing specifications for procurement of civil legal services, and Procurement is reviewing the specifications for citizenship services.

**27 Equity** 

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

**STATUS** The Government Alliance on Race and Equity (GARE) has trained 200 executives and budget staff on advancing racial equity, and the citywide equity assessment closed on March 29. Additional training has been scheduled for the CORE team of employees and budget staff on using a racial equity tool for programs and services and within the budget process.

**28 Fresh Start Re-Entry Program** 

**INITIATIVE** 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)

**STATUS** The Office of Community Care, in partnership with at least seven other departments, is hosting the first of a series of hiring events in April. Staff is working with multiple community-based organizations who work with formerly incarcerated individuals and with multiple City programs to recruit potential applicants and ensure they are trained and prepared for the event.


## 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** City Council approved the contract with Fair Park First on October 24, 2018, with the management transition effective January 1, 2019. Fair Park First will provide quarterly updates to the Park Board (first update is scheduled for April 2019).

**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 February 2019, DAS' collective loose dog intake is up 20% 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** The application for the NCR positions closed in NEOGOV. Interviews began in February, pending Civil Service results, start dates will be in early March.

**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** Procurement Services has advertised the RFID project for bid, and vendor proposals are due on April 4.

**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 on schedule to open for the 2019 summer season.

**34 Park and ISD Partnerships** 

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

**STATUS** 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 looking at additional opportunities and partnerships to increase this to 63% (3% increase from last fiscal year). Five of 32 playgrounds are undergoing construction/improvements with anticipated completion in March 2019.

**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. In January, the center saw 201 participants, logged 4,229 check-ins, and hosted 259 programs (1,119 program hours).

**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 first off-site meeting took place February 13 at Park in the Woods Recreation Center. The remaining two meetings will be:

- May 8 at Kleberg-Rylie Recreation Center
- August 14 at Bachman Lake Branch Library

## 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 City Council opened four district offices in FY 2017-18. The planned District 5 community office was canceled; however, the District 4 community office opened February 8 at the Beckley-Saner Recreation Center. The District 10 office is opening April 12 at the Northeast Service Center.

## 39 Census 2020

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

**STATUS** OSPGA 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.

## 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 was established effective October 1, 2018, and the new Chief Innovation Officer, Laila Aleqresh, joined the City in January 2019.

## 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 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.

## 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 Availability and Disparity (A&D) Study is about fifty percent (50%) complete. The second public engagement was February 26 at the Bill J Priest Economic Development Center. Over 100 business owners and stakeholders attended this event. The internal survey activity involving the Directors and Project Managers within the City of Dallas is now complete. MGT is finalizing its review and analysis of data received to ensure data gaps are resolved.

## 43 Compensation Study

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

**STATUS** The RFP for the Compensation Study closes March 28, and staff will begin evaluating bids in April.

## 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** Payroll, compensation, benefits, time tracking, absence, recruiting and talent management functionalities have been designed and configured. Data conversion from legacy systems (Lawson, Kronos, IDS, NEOGOV) is an ongoing activity as staff continues to work in those systems. The project team is preparing for Part 2 of end-to-end data conversion in anticipation of end-to-end testing. The Project Governance Board is also re-evaluating project timelines and will provide updated schedules for additional testing, as well as a new go-live date.

