

— CITY OF DALLAS —

ANNUAL BUDGET

Fiscal Year 2020-21

October 1, 2020 – September 30, 2021

As Approved on September 23, 2020 by:

**The Honorable Mayor
and
Members of the City Council**

Adoption of the Fiscal Year 2020-21 Annual Budget					
Council Member	Record Vote	Council Member	Record Vote	Council Member	Record Vote
Mayor Eric Johnson	No	Carolyn King Arnold	Yes	Paula Blackmon	Yes
MPT Adam Medrano	No	Jaime Resendez	Yes	Lee M. Kleinman	No
DMPT B. Adam McGough	No	Omar Narvaez	Yes	Cara Mendelsohn	No
Chad West	Yes	Adam Bazaldua	Yes	Jennifer S. Gates	No
Casey Thomas, II	Yes	Tennell Atkins	Yes	David Blewett	Yes

	FY 2019-20	FY 2020-21
Adopted Property Tax Rate	\$0.776600	\$0.776300
No New Revenue Tax Rate	\$0.747203	\$0.845911
No-New-Revenue Maintenance and Operations Tax Rate	\$0.545106	\$0.623041
Voter Approval Tax Rate	\$0.796214	\$0.852347
Debt Rate	\$0.207500	\$0.207500

The total amount of bonds and other debt obligations owed by the City of Dallas as of 9/30/20 is \$2,073,620,416.

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$55,518,582, which is 5.10 percent increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$27,194,128.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Dallas
Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

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A MESSAGE FROM THE CITY MANAGER

Honorable Mayor and Council Members,



This year, the global COVID-19 pandemic brought unprecedented change to our city, exacerbating existing inequities, testing the resilience of our residents and the systems in place to support them, and placing enormous strain on our city's resources.

Beyond the immediate public health and economic crisis, residents have called for us to reimagine public safety. In response, we are making REAL Change—policing that is responsible, equitable, accountable, and legitimate. These circumstances challenge us to be more efficient, more effective, and more responsive to the needs of Dallas residents.

This year's budget calls for hard decisions, but we are committed to making thoughtful changes while seeking non-traditional ways to maintain essential city services despite reduced revenues. While we don't know when this crisis will end, I know it will take all of us to help Dallas bounce back as a great place to live, work, and play for everyone.

The City's budget for FY 2020-21 funds a wide range of services to meet the needs of our residents. Based on recommendations from residents, faith and education leaders, community activists, neighborhood groups, the City Council, and other stakeholders, we are investing more resources in:

- Basic needs like jobs, housing, and access to food and health care
- Streets, sidewalks, and water in unserved and underserved neighborhoods
- Programs to engage our youth, care for our seniors, support formerly incarcerated residents reentering the community, and lift up those in financial distress
- Alternatives to policing that match the response to the need, from mental health counseling to community-based violence interruption programs

We are also pursuing greater equity in the services we deliver each day. We are increasing accessibility for residents with disabilities and those who speak languages other than English. We are bridging the digital divide for residents without internet access. And we are going after illegal dumping so neighborhoods across Dallas will be beautiful and inviting.

Through this budget, we will continue to put service first to meet your needs with empathy, ethics, excellence, and equity. I'm proud of the work our employees are doing to deliver vital City services to our residents, despite the challenges. Our city has the courage and dedication to continue moving forward as one Dallas—together.

In the Spirit of Excellence!

A handwritten signature in black ink, appearing to read "T.C. Broadnax". The signature is stylized and fluid, written over a white background.

T.C. Broadnax, City Manager



EXECUTIVE SUMMARY

THE BIENNIAL BUDGET

In developing the FY 2020-21 and FY 2021-22 biennial budget, we considered two significant factors: the precipitous and immediate drop in economic activity due to the COVID-19 pandemic and its effect on our revenue and the need to reimagine public safety to address systemic issues in policing practices that have led to unrest and racial division within our community.

This budget reflects the austerity these times require while continuing to deliver essential services to our residents with a focus on real change. The adopted budget for the first year of the biennial is \$3.85 billion, as is the planned budget for the second year.

BIENNIAL BUDGET OVERVIEW

Per state law, the City Council adopts an annual budget; with our biennial budget approach, it can do so with the assurance the policies and services included are sustainable.

Expenditure	FY 2019-20 Budgeted (\$)	FY 2019-20 Amended (\$)	FY 2020-21 Budgeted (\$)	FY 2021-22 Planned (\$)
General Fund	\$1,438,089,000	\$1,429,495,904	\$1,437,039,483	\$1,489,954,483
Aviation	158,255,683	158,255,683	112,758,320	127,453,790
Convention and Event Services	114,358,254	114,358,254	85,832,581	110,483,703
Municipal Radio	2,067,782	2,067,782	1,875,612	1,888,798
Sanitation Services	122,129,201	127,945,397	128,413,418	129,591,160
Storm Drainage Management (Water Utilities)	60,936,837	60,936,837	66,329,747	69,314,586
Sustainable Development and Construction	34,550,990	34,550,990	36,544,103	35,630,484
Dallas Water Utilities	681,220,919	681,220,919	714,778,341	726,579,463
Debt Service	305,451,298	305,451,298	316,672,860	325,297,213
Additional Resources	88,136,856	97,047,036	74,176,634	75,056,982
Total Operating Budget	3,005,196,820	3,011,330,100	2,974,421,099	3,091,250,662
General Purpose Capital	439,669,343	348,771,727	404,349,619	382,340,394
Enterprise Capital	432,770,756	492,749,533	475,362,500	372,060,538
Total Capital Budget	872,440,099	841,521,260	879,712,119	754,400,932
Total Budget	\$3,877,636,919	\$3,852,851,360	\$3,854,133,218	\$3,845,651,594

EXECUTIVE SUMMARY

STRATEGIC PRIORITIES

Developed by the City Council and City Manager, the City's eight strategic priorities help organize the work we do on a day-to-day basis:

- Economic Development
- Environment and Sustainability
- Government Performance and Financial Management
- Housing and Homelessness Solutions
- Public Safety
- Quality of Life, Arts, and Culture
- Transportation and Infrastructure
- Workforce, Education, and Equity

FY 2020-21 MAJOR INVESTMENTS

R.E.A.L. Change

Addressing the systemic issues in policing practices that have led to unrest and racial division within our community have the greatest potential to transform and unite our city. Although the relationship between communities of color and law enforcement has been difficult for years, recent events have heightened our awareness of the historical and current challenges that manifest in community distrust, anger, and grief. The opportunity to restore the public's trust and rebuild the relationship with our residents is here and now, and our actions must be swift and rooted in inclusion, equity, and justice.

Listening and learning from the diverse voices in our community is the first step toward our vision of One Dallas. Based on recommendations from residents, faith and education leaders, community activists, neighborhood groups, the City Council, and other stakeholders, we developed an action plan that aligns our intentions and resources to produce R.E.A.L. Change—policing that is Responsible, Equitable, Accountable, and Legitimate.

Highlights

- Expand the RIGHT Care program and increase access to appropriate health services to mitigate behavioral health crises and avoid unnecessary hospitalization, arrests, and interactions between residents and law enforcement
- Form a mobile crisis response team to support police officers when residents need direct services such as food, housing, transportation, or shelter in cases of domestic violence
- Support formerly incarcerated people reentering public life through community-based services such as housing placement, job skills training, job placement, and wraparound support services

EXECUTIVE SUMMARY

- Partner with community organizations to establish violence interrupters—credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods
- Divert public intoxication cases from jail to a recovery services center staffed with case workers who will help individuals identify and manage substance use disorders
- Improve police training in alignment with the principles of 21st Century Policing by enhancing external review, expanding programs to reduce implicit bias, and requiring annual training in alternative solutions, de-escalation, and less-lethal tactics
- Strengthen accountability through the Office of Community Police Oversight by adding a mediation coordinator and intake specialist
- Respond more efficiently to high-priority calls and free up resources for other efforts through continued implementation of staffing study recommendations
- Reduce crime and improve quality of life by remedying environmental issues such as vacant lots, abandoned properties, substandard structures, and insufficient lighting

R.E.A.L. Action

As we have heard from so many, making communities safer goes far beyond policing. It requires acknowledging historical actions that have shaped inequitable conditions present today and committing to providing the resources and services necessary to address them. We do this by investing resources in basic needs like jobs, housing, and access to food and health care. We do it by building and maintaining infrastructure in unserved and underserved neighborhoods, by increasing physical and digital accessibility to facilities and information, and by strengthening our core City services. These decisions increase equity in the short term with an eye toward long-term sustainability, moving us closer to our vision of One Dallas.

Highlights

- Engage Dallas youth through expanded recreational and cultural programming, mentoring relationships, job training and apprenticeships, physical and mental health initiatives, and fun educational activities
- Merge business and workforce development efforts into a single team in Economic Development that will collaborate with community and business stakeholders to prepare residents for emerging job growth sectors
- Roll out the Broadening Urban Investment to Leverage Dallas (B.U.I.L.D.) program to strengthen small businesses and provide access to technical training, funding, mentorship, and capacity-building guidance
- Lead by example by increasing the minimum wage for permanent, part-time, seasonal, and temporary City employees to \$14 per hour in FY 2020-21 and \$15 per hour in FY 2021-22
- Refine the Comprehensive Housing Policy to better meet residents' housing needs, including changing the terms of some loans from repayable to forgivable and creating a targeted home rehabilitation program

EXECUTIVE SUMMARY

- Alleviate financial hardship through an eviction diversion program that connects tenants facing eviction to resources ranging from housing assistance and direct legal services to financial education
- Meet residents' basic needs with direct assistance, including rent and utility assistance, food distribution, benefits navigation, and clothing distribution
- Pilot two Financial Empowerment Centers, community-based centers that offer financial coaching, employment referrals, mental health services, and housing support to help low-income residents navigate out of poverty and achieve financial stability
- Set aside \$2.9 million annually to extend water and wastewater infrastructure to all residents in unserved areas within the next 10 years
- Dedicate \$8.6 million to make equitable investments in streets, alleys, sidewalks, and other infrastructure in underserved neighborhoods and near schools and senior centers
- Increase accessibility for residents with disabilities by implementing the Sidewalk Master Plan with \$9.4 million in bond funds and by updating City facilities in compliance with the Americans with Disabilities Act
- Establish the City as a trusted primary source for information and ensure residents with limited English proficiency have equal access to programs and services through a new Virtual Language Center and other translation efforts
- Launch the Multimedia Center at Fair Park to magnify the impact of City programs and services, broadcast a Spanish-language City television channel, provide apprenticeships for local students, and bolster resilience through additional digital communications capacity
- Begin to bridge the digital divide through multiple creative pilot programs, including making additional mobile hot spots and Chromebooks available for checkout at select libraries
- Augment our fire-rescue response by hiring 21 new firefighters to fully staff Fire Station #59 (scheduled to open in September 2021) and operating a ladder truck at Fire Station #18 to respond more efficiently to multi-story structure fires in downtown
- Open two state-of-the-art branch libraries at Vickery Park in Fall 2020 and Forest Green in Spring 2021
- Initiate the immediate and short-term actions identified in the Comprehensive Environmental and Climate Action Plan (CECAP), including forming a community advisory group, implementing recommendations from the Urban Forest Master Plan, and developing an urban agriculture plan
- Streamline brush/bulky trash collection to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP
- Target illegal dumping by adding three new mow/clean crews in Code Compliance
- Build a new Data Analytics team that will harness the City's data to promote transparency and accessibility to the public and provide crucial insights that support better decision-making throughout the organization
- Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in the Office of Equity and Inclusion

R.E.A.L. CHANGE

REIMAGINING PUBLIC SAFETY

Alternatives to police response

In Dallas, as in many cities, police officers are expected to do much more than protect. We ask them to stand in the gaps in our systems—from housing to employment to health care—a role for which they are not equipped. This continual expansion of responsibility perpetuates a cycle of over-policing and under-resourcing in our most marginalized communities. It also prevents other more qualified individuals from addressing the unique needs of our diverse residents.

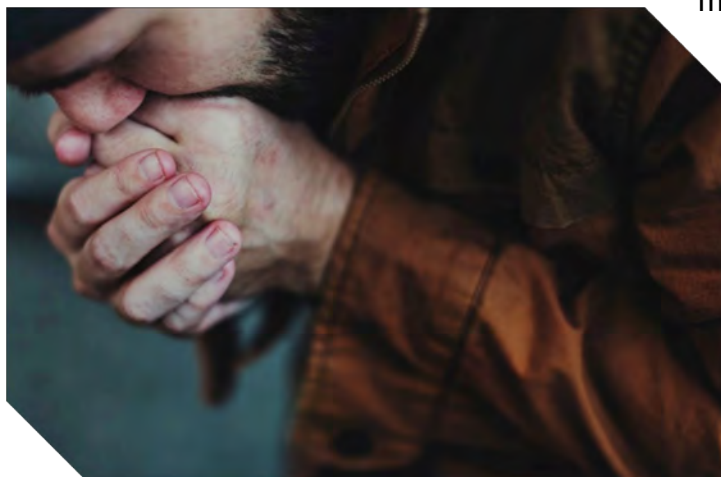
“We can’t ask or expect law enforcement to do it all. When we’re faced with a problem, we come together as a city and we solve it.”

- Mayor Eric Johnson

This year’s budget begins to refocus the Dallas Police Department on enhancing safety and promoting justice for all residents. Building on prior initiatives, it also recognizes we cannot arrest our way out of violent crime and redirects resources to alternative solutions that reduce harm and increase safety in our neighborhoods.

RIGHT Care

According to the National Alliance on Mental Illness (NAMI), 47.6 million adults in the U.S. experienced mental illness in 2018 (one in five).¹ When someone is experiencing a mental health crisis, police are often called to the scene, and studies show people with untreated mental illness are 16 times more likely to be killed by police than other individuals in police interactions.²



Dallas averages more than 13,000 mental health calls annually. While police officers receive training in crisis intervention and de-escalation, they are not qualified to intervene in a mental health crisis. As such, these calls pose a danger to the individual and the officers involved and often result in unnecessary arrests for low-level

offenses or involuntary hospitalization. They also divert resources from other high-priority emergencies. The RIGHT Care program provides a better alternative.

¹ <https://www.nami.org/mhstats>

² <https://www.treatmentadvocacycenter.org/storage/documents/overlooked-in-the-undercounted.pdf>

R.E.A.L. CHANGE

RIGHT Care began in January 2018 as a pilot project at the South-Central patrol division, which serves an area of Dallas with the highest rate of calls related to mental and behavioral health crises. The multidisciplinary team includes a licensed mental health clinician, a paramedic, and law enforcement who can mobilize immediately in response to these calls and connect individuals to additional community-based health care resources if needed. Additionally, a clinician is embedded in the 911 Call Center to serve as a resource for call takers and assist in appropriately identifying mental health calls.

The pilot program was highly successful, with more than 4,600 crisis interventions, proactive follow-up visits, and referrals, resulting in a 29.5 percent reduction in mental health calls requiring an ambulance from 2017 (prior to RIGHT Care) to 2019. Involuntary hospitalizations have also declined, and Parkland Health and Hospital System has seen fewer returns to the emergency department.

Based on this success of the pilot, we are expanding the RIGHT Care program citywide, adding four new teams and new clinical resources for assessment and follow-up case management, allowing us to respond to up to 6,500 calls in FY 2020-21. In FY 2021-22, we plan to add five more teams to adequately respond to the 13,000 calls DPD receives each year.

Along with the expansion of RIGHT Care, we are removing barriers to behavioral health care in communities with limited or no access to those services. By March 2021, we plan to present specific recommendations for counseling and other programs, and we intend to leverage additional investments from other government, community, and health care agencies.

Mobile Crisis Response Team

In addition to mental health calls, police officers often encounter residents in vulnerable situations with immediate social service needs that officers are unable to meet. To care for those residents, the City will equip a mobile crisis response team that supports police officers when residents require direct services such as food, housing, transportation, or shelter in cases of domestic violence. The Office of Integrated Public Safety Solutions will oversee the team, which will consist of knowledgeable and dedicated social service professionals trained in de-escalation and connected to community organizations to provide immediate resources and access to long-term assistance.



R.E.A.L. CHANGE

Public intoxication recovery services

We heard from community members that we should increase our efforts to prevent incarceration whenever possible, especially for minor offenses. Research has shown jail admissions can have detrimental impacts on job opportunities, housing, and physical and mental health.

To begin addressing this issue, we are targeting public intoxication arrests. On average, the police department conducts about 6,700 public intoxication arrests each year, resulting in criminal charges and a stay of at least six hours in jail. The individual must then appear in court to address the charges, which may also result in lost wages or loss of work or housing. Of those arrested, about 21 percent are individuals experiencing homelessness. The City does not currently have services to support residents with substance use disorders or to prevent repeat arrests.

To divert these individuals from jail, we are investing \$650,000 in FY 2020-21 to establish a recovery services facility. We will create a cross-organizational team with representatives from the City, Dallas County, and service providers to develop recovery and diversion options by March 2021. Funding for the program includes a staff of up to 11 case workers and modifications to an existing facility until capital funds become available for a permanent facility.

Transitioning responsibility

In FY 2019-20, the City began implementing recommendations from the staffing and efficiency study conducted by KPMG Management Consulting. We will continue this effort this year, including transitioning support responsibilities to non-uniformed staff and exploring the transfer of low-priority calls to other City departments. This will allow uniformed officers to respond more efficiently to high-priority emergencies and free up resources for other services.

The City is still strongly committed to hiring the best possible law enforcement talent in both years of the biennial budget. In the first year of the biennial, DPD will end the year with 55 fewer officers than when it began due to class size restrictions because of COVID-19 (25 members per class). DPD will identify internal efficiencies to manage this reduction in uniformed officers, and we will use the cost savings to fund the other initiatives outlined here. In the second year, DPD expects attrition of 205 officers and plans to hire only 150, again due to reduced class sizes. In addition to uniformed staff, DPD will hire 95 non-uniformed employees in FY 2020-21. These additional civilians will fill roles in areas such as communications, technology, and personnel that uniformed officers currently perform. This will enable officers to focus on patrol, rather than administrative duties.

R.E.A.L. CHANGE

End of Fiscal Year	Sworn Police Officers
September 30, 2017 (actual)	3,070
September 30, 2018 (actual)	3,028
September 30, 2019 (actual)	3,067
September 30, 2020 (estimated)	3,150
September 30, 2021 (estimated)	3,095
September 30, 2022 (estimated)	3,040

We have seen the effectiveness of similar transitions in the past. In 2017, we transitioned Parking Enforcement from DPD to Transportation, and in 2018, we moved the Crisis Intervention Unit to the newly formed Office of Homeless Solutions, where it became the Street Outreach team. While critical services, they did not need to be aligned with law enforcement and restructuring the teams this way allowed the City to deliver those services more effectively.

Reducing harm

Training

Effective policing requires respect for our diverse communities and awareness of the needs and circumstances of marginalized populations. In response to feedback from those communities, DPD plans to improve police training in alignment with the principles of 21st Century Policing by enhancing external review, expanding programs to reduce implicit bias, and requiring annual training in alternative solutions, de-escalation, and less-lethal tactics. This investment will better prepare officers for interactions with the public and lead to enhanced relationships that uphold the City's core values of empathy, ethics, excellence, and equity.

**“Although we have made some progress,
we acknowledge that it is not enough.
We must set a new vision that improves
safety for all.”**

- City Manager T.C. Broadnax

Oversight and accountability

To reduce incidents of excessive force, DPD intends to put a comprehensive early warning system in place to identify officers that exhibit a dangerous pattern of behavior and determine what action is warranted, such as additional training. Some parts of this system are already in place,

such as reporting officer contact data on all traffic stops and citations monthly. The department has also updated or implemented several use-of-force orders, including:

- A new General Order restating the department's ban on chokeholds, a policy that has been in place since 2004

R.E.A.L. CHANGE

- A new “duty to intervene” General Order that compels officers “to either stop, or attempt to stop, another employee when force is being inappropriately applied or is no longer required”
- A “warning before shooting” General Order, meaning officers must warn a suspect or detainee when feasible before firing a weapon at the person
- A new “video release” General Order stating the City will release video within 72 hours of officer shootings or when deaths occur in custody

The City created the Office of Community Police Oversight (OCPO) in FY 2019-20 to ensure resident complaints are reviewed impartially and to enhance transparency and trust among the City, the police department, and the community. The OCPO provides functional support and technical assistance to the Community Police Oversight Board (CPOB), formerly known as the Civilian Review Board. To further demonstrate our commitment to oversight, we are adding two positions in FY 2020-21: a mediation coordinator and an intake specialist.

The addition of new resources will ensure:

- An avenue for residents to voice concerns outside of the police department
- Oversight to help hold the police department accountable for officers’ actions
- Oversight to improve the rigor of internal investigations of alleged misconduct
- A more transparent disciplinary process
- Improved community relations
- Increased public understanding of law enforcement policies and procedures

Community engagement



To build closer connections with the communities we serve, the City has increased the number of UNIDOS liaisons we have to engage our Spanish-speaking residents and appointed a full-time liaison to the LGBTQ+ community. The City will provide initial funding to community partners to establish a violence interrupter program, which relies on credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods. This model has shown success across the country and been used successfully to reestablish trust between communities and law enforcement representatives.

R.E.A.L. CHANGE

Addressing root causes

Reentry services

More than 600,000 people are released from prison each year, and nearly two-thirds of them will be rearrested within three years of release. To counteract this trend, the City is adding \$1 million annually, split between the Office of Community Care and the Office of Economic Development, to enhance existing programs that support formerly incarcerated people reentering public life, including housing placement, job skills training, job placement, and wraparound support services. Additionally, we received a two-year \$500,000 grant from the Texas Department of Criminal Justice, \$250,000 in the current fiscal year and \$250,000 in FY 2020-21, to connect individuals to community-based services prior to their release.

Safe Communities

The first two recommendations by the Mayor's Task Force on Safe Communities are blight remediation and the addition of outdoor lighting in high-violence locations. These evidence-based solutions have been shown to reduce crime and enhance the sense of community, and the City will take action on both of these items in FY 2020-21.

First, we will target illegal dumping by investing \$500,000 for Code Compliance to add three new mow/clean crews in late January; this will allow us to hire staff and purchase the necessary equipment for each team.

We have also created the Office of Integrated Public Safety Solutions (OIPSS) to partner with City departments and outside agencies to mitigate circumstances that encourage or contribute to violent crime in high-risk areas of Dallas, identified using risk terrain modeling. The FY 2020-21 budget includes \$3.2 million for OIPSS to address abandoned properties, vacant lots, insufficient lighting, and substandard structures in these areas in partnership with Code Compliance and Transportation.



R.E.A.L. ACTION

RESILIENCE FRAMEWORK 2.0

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to adapt, grow, and thrive in the face of both shocks—sudden traumatic events like a tornado or pandemic—and long-term, chronic stresses like poverty and housing shortages. Resilience is about making a city better in both good and bad times for all residents, particularly the most vulnerable.

A resilient Dallas is an equitable Dallas

Equity is the first goal of the Resilient Dallas Strategy because it should inform the rest of the work we do. Equity means each person has the resources and services necessary to thrive in their own unique identity, circumstance, and history. Equity also means reducing disparities while improving outcomes for all. The City is striving to correct historical social and economic injustices that kept entire zip codes within our community from achieving their highest potential.

To build on previous equity initiatives, the City has consolidated its offices of Equity, Fair Housing and Human Rights, Resilience, and Welcoming Communities and Immigrant Affairs into the Office of Equity and Inclusion. The office will ensure equitable service delivery by helping City staff and the community identify and oppose the stigma residents may face because of their identity or circumstance. Additionally, through implementation of the Resilient Dallas Strategy, the office will ensure continued and equitable recovery throughout our city, not just from the pandemic but from ongoing stresses residents face daily. Lastly, we will use a data-based approach to track our progress toward eliminating disparities within the city.



Fair Park Multimedia Center

Each year, the City receives funds from cable companies in PEG (public, educational, and governmental) fees, which we use to pay for infrastructure to support public access TV channels. In 2016, the City Council approved using PEG funds to build a multimedia studio at Fair Park, which will be fully operational this year. The Fair Park Multimedia Center will support departments' multimedia needs to increase resident engagement and bolster resilience by adding communications capacity for use in emergency situations. Beginning in

R.E.A.L. ACTION

2021, we will launch an all-Spanish City TV channel, building equity through bilingual programming.



Additionally, UNT Dallas, Dallas College (formerly DCCCD), and Paul Quinn College plan to partner with the City to pilot an apprenticeship program at the Center for students during the 2020-2021 school year. The program will also be available to Dallas ISD Lincoln Early College High School students. It will be academically rigorous and modeled on the success of P-TECH. Four apprenticeships will be available on a virtual or hybrid basis until the City is in its third phase of reopening, partner

schools have resumed in-person classes, and equipment and Internet capabilities are installed at the Multimedia Center. Apprentices will help produce City Council meetings in addition to other communications and outreach projects.

The digital divide

Bridging the digital divide is an important step toward employment, civic engagement, and educational success. Unfortunately, many places in our city lack adequate internet access. To address this need, we will triple the pilot program we started this year that made 900 mobile hot spots available for checkout at select libraries. In FY 2020-21, we will have approximately 3,000 hot spots available for checkout. The budget adds funding for ongoing service charges for the new hot spots, and we are purchasing 100 Chromebooks with grant funds to pair with some of our hot spots. This program not only tackles inequity in internet access, but it also provides an alternative way to serve residents despite reduced library hours resulting from COVID-19.

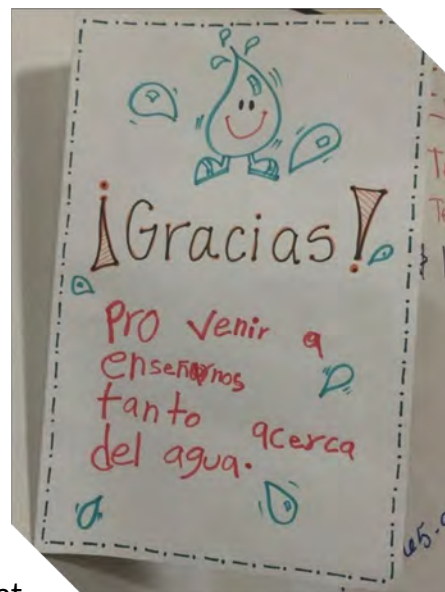
Dallas is welcoming when we embrace our diversity

Increasing language access

Language and cultural barriers often hinder or even prevent residents with limited English proficiency from using City services. We are making several changes this year to ensure residents who do not speak English as a primary language have equal access to our programs and resources.

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The Office of Communications, Outreach, and Marketing (COM) will now house a Virtual Language Center to establish the City as a trusted primary source for information through excellent written, spoken, and interpreted messages and programs. The Center will create or review and edit all materials in Spanish, whether translated by staff who earn language proficiency pay or automatically by Microsoft Office, Google, or others. For languages other than Spanish, the Center will administer the software license for Babylon and manage the police department's LanguageLine contract, which provides on-demand telephone translation services in more than 230 languages.



To support this process, 311 Customer Service will develop a custom configuration of the 311 system that allows a department to request translation services from COM. In addition to streamlining the translation request process, the new configuration will ensure requests are completed within the established timeframe.

311 also continues to recruit as many bilingual customer service agents as possible. The FY 2020-21 budget supports four new positions, with an additional four in FY 2021-22, all of which will be filled by Spanish-speaking agents. Lastly, 311 will continue using LanguageLine translation services to assist residents in their primary languages, which include Vietnamese, Arabic, French, Burmese, Hindi, Korean, Swahili, and Mandarin.

Stand up and be counted—Census 2020

Because of COVID-19, the U.S. Census Bureau will delay delivering census counts to the states until July 31, 2021. The Office of Government Affairs will prepare for redistricting in FY 2020-21, including planning, forming the City Council Redistricting Committee, and developing an RFP for a redistricting contract, but the actual work of redistricting will begin in FY 2021-22.

The delay means we have more time to encourage our neighbors, family, and friends to complete the 2020 Census. Residents can be counted until September 30, 2020. Every single person is critically important—the Census count is used not only to determine our City Council district boundaries, but also how many state and federal representatives we have, the amount of funding we receive for schools and social service programs, and federal funding for highways and housing. So, if you haven't yet, do your part and be counted!

R.E.A.L. ACTION

Dallas works when our people work

Strategic Economic Development Plan

The Office of Economic Development is developing a framework for the City's economic development strategy, which will guide policy and advance equitable development to unlock the full potential of the local economy by dismantling barriers and expanding opportunities for all Dallas residents. Many of the recommendations can be implemented in the next five years, while the completion of other action items may require more time.

Workforce development

We are increasing our focus on workforce development by forming a dedicated unit within the Office of Economic Development (ECO) composed of staff from the Office of Business Diversity, Office of Community Care, and Office of Homeless Solutions. This Business and Workforce Inclusion team will support greater collaboration with community stakeholders to prepare residents for emerging job growth sectors and reentry into the job market. Aligning these functions will maximize the impact of these services for unemployed and underemployed residents, while helping us build a world-class workforce that continues to attract businesses to Dallas.

To help the City remain economically competitive, ECO has also reorganized its staff to create the Urban Development Group, which will use a project manager model to implement new strategies designed to fuel social and economic growth across all sectors in Dallas.



Minimum wage

The City is one of the largest employers in Dallas, and as such, it is important we set a good example for others in the private and public sectors. Despite the financial challenges we face this year, we are going above and beyond last year's commitment and increasing the wage floor in FY 2020-21 to \$14.00 per hour for *all* City employees, including full- and part-time permanent, temporary, and seasonal employees. This adjustment will affect approximately 450 full-time and 383 part-time employees who provide services, such as animal keepers, custodians, laborers, meter readers, and recreation center assistants. In FY 2021-22, we anticipate the wage floor will increase again to \$15.00 per hour, achieving a long-time goal of the City Council and executive leadership.

In addition, as approved by the City Council in the FY 2019-20 budget, we recently completed a compensation study for civilian employees that included a review of compensation procedures, salary structure, and market competitiveness, which is critical

R.E.A.L. ACTION

to attract and retain the talent needed to achieve organizational performance goals. Based on the results of the study, the City will make some initial administrative changes to job titles and position classifications in FY 2020-21. The new pay structure, however, is based on current internal pay rates rather than market rates. Some employees the consultant determined are not being paid equitably with other City employees in the same job

“City and County officials should invest in practical ways to improve household income and living conditions in impoverished communities.”

– 10 New Directions for Public Safety and Positive Community Change

classification will receive an equity adjustment to close the gap. While we wish we could make market adjustments for all civilian employees, the cost is substantial and will need to be absorbed in phases over the next several years. We hope to begin these phases in FY 2021-22, or as soon as possible given the economic conditions.

Empowering residents through financial stability

Financial empowerment centers (FECs) are an evidence-based model pioneered by the Center for Working Families and the Cities for Financial Empowerment Fund for helping low- and moderate-income residents improve their financial stability. FECs serve every generation in the household—from children and youth to working adults and seniors—through integrated delivery of services such as one-on-one financial coaching and other resources for navigating out of poverty. This year, the Office of Community Care (OCC) is launching two pilot FECs to support housing stability, health, and employment through collective impact partnerships with local nonprofits and other community-based organizations.

Services will be provided in English and Spanish, offered to all residents, and will include financial case management, financial education, matched savings opportunities, homebuyer and homeowner education and counseling, budget development, basic skills training, and connections to job training and placement services. The City will select providers through a competitive



procurement process, and applicants will be expected to collaborate on common goals with household members and share reporting and performance analytics. By using this model, we can leverage the unique skills, capacity, and community reach of each organization to maximize impact.

R.E.A.L. ACTION

Additionally, we are investing \$1.35 million to address the drivers of poverty and meet residents' basic needs, including rent assistance, expanded utility assistance, food assistance and distribution, benefits access and navigation, and clothing and school uniform distribution. OCC will manage this funding, and Information and Technology Services will maintain a dependable information management system to enable consistent and systematic interagency referrals for services.

Dallas moves when our people can move



Connect Dallas Strategy

Connect Dallas is the City's first five-year strategic transportation vision, led by the Transportation Department. The strategy is a multimodal plan that considers all forms of transportation, including biking, walking, transit, automobiles, freight, and new mobility options, such as bike-share, transportation network companies, and e-scooters. The plan is designed to develop a transportation system that supports the City's housing, economic, equity, and sustainability goals.

ADA improvements

Adequate sidewalk networks improve mobility for everyone, but particularly for residents with disabilities. To increase accessibility, we are providing \$9.4 million in bond funds for Public Works to implement the Sidewalk Master Plan. The plan incorporates equity considerations, Safe Routes to School guidelines, requirements of the Americans with Disabilities Act (ADA), the City's ADA Transition Plan, and our Five-Year Infrastructure Management Program to prioritize sidewalk projects throughout the city. It also establishes an asset management policy for future improvements based on data and stakeholder input. Our investment will result in about 21 miles of sidewalk improvements in FY 2020-21.

Additionally, Building Services will continue evaluating City facilities, including libraries, recreation centers, and cultural facilities, and making improvements where needed to ensure they are fully accessible to and inclusive of guests with disabilities, in compliance with ADA accessibility standards.

Equitable infrastructure investments

We are also dedicating \$8.6 million to improve streets, curbs, gutters, and sidewalks in underserved neighborhoods, partially funded by instituting a new Storm Drainage Management franchise fee of four percent. Funding will support maintenance and repair

R.E.A.L. ACTION

methods such as partial reconstruction, rehabilitation, and resurfacing that extend the useful life of streets by 10-20 years.

Additionally, Building Services is strengthening its preventive maintenance program to ensure our facilities are up-to-date, comfortable, and safe spaces for all residents, visitors, and employees. Enhancements include the final phase of the work order management system to eliminate duplicate data entry, a roof management program to inspect roofs regularly and systematically, upgrading building automation and controls, and dedicating additional hours to preventive maintenance. Over time, these efforts result in fewer large, costly repairs and equipment failures.

Finally, we are dedicating \$1.5 million to address deferred maintenance projects at Dallas Fire-Rescue facilities that protect the safety and well-being of our first responders.

Dallas is healthy when our people are healthy

Engaging our teens

Almost everyone we heard from—from the Mayor’s Task Force on Safe Communities to faith leaders and community activists—said we need to give our youth more opportunities to engage in positive activities, particularly when out of school. In response, we are reintroducing the Youth Support Services Division (YSSD) to lead outcome-based programs designed to reduce truancy, arrest, and incarceration rates for Dallas teens. The division will be housed in Park and Recreation but work closely with the Office of Arts and Culture, Library, and DPD.



Among other initiatives, YSSD will be the umbrella for the Teen Recreation (TRec) program introduced in FY 2019-20 for teens aged 13-17. TRec focuses on five key areas: (1) arts and culture, (2) community engagement and service, (3) health and wellness, (4) leadership and life skills, and (5) Science, Technology, Engineering, and Math (STEM). Additionally, YSSD will design a virtual teen center with arts, culture, education, and other special interest activities in collaboration with OAC, LIB, and the Youth Commission.

Beyond these activities, YSSD plans to partner with Dallas College to implement a job readiness and apprenticeship program for teens and with community health partners to conduct programs focused on improving physical and emotional health. Lastly, the division will create opportunities for relationships between police officers and youth through

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sponsored PKR activities, as well as creating a referral program for teens at risk of entering the juvenile justice system or dropping out of school.

Caring for our seniors

Seniors are an important part of our community, and the City has historically recognized that by funding programs specifically for them. This year, however, we cannot adequately evaluate those programs without acknowledging the disproportionate impact the COVID-19 pandemic has had on this vulnerable population. Seniors are twice as likely to contract the virus as any other group—Dallas County reports that more than two-thirds of COVID-19 hospitalizations have been for people 65 and older, and more than a third of those who have died were residents of senior living facilities.



The crisis has also affected seniors indirectly. Quarantine and social distancing have separated many seniors from their families, and closures of facilities like libraries and recreation centers have exacerbated social isolation. Fear of contamination can discourage seniors from taking advantage of medical services and other necessities. Lastly, the jobs some depend on to supplement fixed incomes may no longer exist.

We are committed to continuing services to our seniors to the greatest extent possible. To that end, we are maintaining our contract with DART to provide medical transportation through at least 2022 and advertising the program to eligible seniors. Residents aged 65 and older or with a disability (but not eligible for paratransit services) may schedule same-day transportation anywhere within the DART service area using a reloadable debit card. Eligible

residents may purchase up to \$100 on the card each month, fully covered by the City in the first six months and covered at 75 percent after that. This program is supported by funds from the North Central Texas Council of Governments, which we match with City funds. We will also work closely with DART and our Transportation department to identify ways to extend this program beyond the current contract.

Additionally, we will continue to partner with the Texas A&M University College of Dentistry to provide free dental care to low- to moderate-income residents aged 60 and older. Services include exams, cleanings, fluoride treatment, sealants, fillings, extractions, root canals, treatment for infections, and oral health education. Lastly, we will maintain current funding levels for the Senior Ombudsman Program, which gives an official voice to

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seniors in long-term care facilities to resolve issues and enhance their quality of life. During the public health emergency, the program will focus on non-traditional outreach methods to ensure the health and safety of our most vulnerable residents.

Project Food Access

Access to affordable and nutritious food is a critical need in our city. In Dallas, 36 percent of residents live in federally recognized food deserts, many of them in southern Dallas. The North Texas Food Bank estimates that one in five children live in food-insecure households. Many of these residents also rely on public transportation and face the difficult choice of spending hours on a bus to purchase basic staples like fruit and vegetables or buying processed, packaged foods from a convenience store closer to home.

Food access is so essential that one of the eight goals in the Comprehensive Environmental and Climate Action Plan (CECAP) adopted by City Council on May 27, 2020, is that all Dallas communities have access to healthy, local food. To that end, the Office of Economic Development is spearheading a food access project in southern Dallas, with the goal of providing curbside pickup for all residents and delivery services to seniors,



individuals with disabilities, and residents with or vulnerable to COVID-19. The City is purchasing the Save a Lot on Simpson Stuart Road to house the project and partnering with nonprofits that will manage grocery sales, distribution, and other daily operations.

Additionally, two of the CECAP actions tied to this goal can be implemented this year (FA2 and FA14). First, the City will create a Food Advisory Council, bringing together a diverse group of stakeholders to shape food policy for the region. Members will include farmers, food advocates, nonprofits, restaurants, chefs, food suppliers/grocers, public health experts, and at least one member from a community that lacks food access. This council will guide the development of a comprehensive food and urban agriculture plan for the city, as well as other policies related to local food systems, food security, and food access.

Second, the City Council will consider a special events ordinance for adoption that encourages procurement of locally sourced food and requires multiple options to manage waste, including recycling and compost bins. The Office of Environmental Quality and Sustainability will work with Convention and Event Services to develop the draft ordinance and produce informational resources to help organizers understand the purpose of the

R.E.A.L. ACTION

ordinance and prepare for their event. In developing the ordinance, staff will explore potential ways of incentivizing participation such as a rebate for event organizers who donate surplus food, compost, and/or recycle organic waste.

Dallas thrives when our neighborhoods thrive

Goals 6 and 7 of the Resilient Dallas Strategy are two sides of the same coin: the quality of life in our neighborhoods. The first focuses on investments in infrastructure, particularly in historically underserved neighborhoods, while the second emphasizes environmental sustainability with an eye toward public health.

Developing affordable housing

To address Dallas' pressing need for affordable housing, the City is launching an affordable housing nexus study. Generally, new residential and commercial developments attract new residents who spend money at local businesses. This leads businesses to hire more employees, who then need affordable housing in the same area. Because affordable housing is rented or sold at a price below market rate, someone—usually the City—must subsidize that cost. The purpose of a nexus study is to measure the demand for affordable housing that new developments will generate so the City can determine the costs and decide how to offset them.

We also plan to develop a “toolbox” of incentives and options beyond traditional HUD-funded programs to promote the inclusion of affordable units in market-rate developments. These tools would give developers flexibility and maximize the City's ability to reach our lowest-income populations.

One tool already in our belt is the Land Transfer Program, which allows eligible developers to purchase tax-foreclosed and surplus lots to construct affordable housing units for households earning up to 120 percent of the area median income. The lots are sold for \$1,000 each in neighborhood clusters ranging from five to 30 lots per cluster to for-profit and nonprofit developers. The program is designed to activate vacant land in the City's portfolio—which currently includes 300 viable lots—placing it back on the property tax rolls and increasing the supply of affordable housing. We are also investing \$250,000 as part of a new “affordable housing challenge” to create 1,000 units of affordable housing through mixed-income development projects citywide.

Dallas Fire-Rescue

To improve fire-rescue coverage in southeast Dallas, we plan to hire 21 firefighters for the newly constructed Fire Station #59 so it is fully staffed when it opens in September 2021. This station will serve City Council districts 5, 7, and 8 and cover the previously underserved area bounded by I-45, US-75, and I-635.

R.E.A.L. ACTION

DFR is budgeted to end FY 2020-21 with 2,003 firefighters, and they forecast increasing to 2,017 by FY 2021-22.

End of Fiscal Year	Sworn Fire-Rescue Officers
September 30, 2017 (actual)	1,810
September 30, 2018 (actual)	1,939
September 30, 2019 (actual)	1,979
September 30, 2020 (estimated)	1,969
September 30, 2021 (estimated)	2,003
September 30, 2022 (estimated)	2,017

In September, we are putting an aerial ladder truck into service at Fire Station #18 in downtown, as approved by the City Council in the current fiscal year budget. Ground ladders require multiple firefighters to set up and operate, and taller buildings mean taller (and heavier) ladders, potentially delaying rescue and fire suppression efforts. A ladder truck requires only one person to operate, allowing for faster response times with fewer firefighters. This is essential in an area like downtown with multiple tall buildings in proximity, where every second counts to prevent loss of life or property.



Keeping residents in their homes

According to the COVID-19 Eviction Defense Project (CEDP), 19 to 23 million renter households—or one in five—are at risk of eviction nationally by September 30, 2020. Although the federal government and Dallas, Collin, and Denton counties enacted some eviction protections because of COVID-19, this relief is temporary. Eviction data for 2020 is not readily available, but we can reasonably deduce from discussions with residents, courts, and county administrators that a sharp increase is imminent. Those at particularly high risk include our low-income communities, women, people of color, domestic violence victims, and families with children.

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To mitigate the financial impact of COVID-19 on renters, the Office of Equity and Inclusion is launching an eviction diversion program to connect tenants facing eviction with resources ranging from housing and legal assistance to financial education. The goal of the program is to help tenants avoid an eviction judgment and the long-term impacts of an eviction record, and we will fund it using money from the federal Coronavirus Aid, Relief, and Economic Security Act. We also plan to partner with nonprofits who can provide direct legal services to residents in eviction proceedings to reduce the number of individuals without legal representation. Lastly, staff are also developing written resources and training for tenants, landlords, attorneys, and court administrators on tenants' rights and protections, as well as specific requirements related to COVID-19.

Improving quality of life at home

In last year's budget, we included funds for two new branch libraries. The Vickery Park branch library opening Fall 2020 will feature a youth center with cutting-edge technology, and the new state-of-the-art Forest Green branch opening in Spring 2021 will replace the original, which opened in 1976 and was the smallest of all the Dallas libraries.

Unfortunately, because of the COVID-19 pandemic, we are making several operational changes at our libraries, recreation centers, and cultural facilities. LIB will reduce hours of operation by one day a week at each branch (to six days per week at the Central Library and five days per week at other branches) based on usage data to identify the optimal day. Additionally, we are revising two position classifications to reflect the skills needed to meet the demands of this new reality. Our other facilities will remain closed until we are certain we can reopen them without jeopardizing the health and safety of our residents or employees.



In the meantime, we will continue to find new ways to engage, inform, and entertain our residents. Our PKR team led the way with its Rec@Home video series, featured on WFAA's Good Morning Texas, which demonstrated fun child-friendly activities for families to do while sheltering at home. LIB followed with its successful "Library to Go" curbside checkout program, which will continue in

FY 2020-21. OAC sponsored multiple online activities, including an open mic night, and they are helping artists use City venues to record virtual performances. All three groups,

R.E.A.L. ACTION

along with the Office of Community Care, collaborated to create and distribute summer-at-home activity kits for kids and seniors. Together, we will continue to ensure arts, culture, and recreation remain an integral part of life in Dallas.

Environmental sustainability

To further waste reduction and collection efficiency goals in the CECAP, we are initiating changes to Sanitation Services (SAN) in FY 2020-21. Beginning October 1, we will charge a fee for brush or bulk trash that does not meet set-out requirements to offset additional collection costs. Also, Sanitation Services is developing additional changes, such as separate collection of brush and bulk trash and increased use of automated trucks, for City Council consideration in FY 2020-21. If approved, these changes could be implemented in FY 2021-22 and FY 2022-23, after a public education campaign and time for transition.



To encourage waste minimization and preserve the life of the landfill for residents, we are also increasing the landfill disposal (tipping) fee by 20 percent, to \$34.20 per ton. Additional

“Dallas is a dynamic and vibrant city that has always handled significant challenges with a collaborative approach and an indomitable spirit. And our city’s problem-solving culture has been on full display as we have looked to address the effects of climate change.”

– Mayor Eric Johnson

revenues will offset the cost of required environmental compliance projects. Lastly, two severe weather events in June and October 2019 drained \$12 million from SAN’s fund balance. To offset costs associated with future inclement weather events, we are increasing the monthly residential fee by an additional \$0.14, generating \$400,000 annually for a storm reserve fund.

Maintaining miles of mains

DWU operates and maintains more than 9,000 miles of water and wastewater mains in its transmission, distribution, and collection systems. Proper planning, preventive maintenance, and timely replacement are crucial to reducing costs and ensuring reliable service delivery, which is why the FY 2020-21 budget includes \$117.2 million for installation and rehabilitation of approximately 75 miles of mains. Because of DWU’s targeted pipeline replacement program, initiated more than 15 years ago, the City now

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experiences fewer main breaks, less water loss, and a reduction in the number of sanitary sewer overflows.

Increasing equity in water and wastewater delivery

In 2019, DWU’s Unserved Areas Report identified 62 areas in the city without water and/or wastewater service. Since then, the City has made some notable progress in extending water and wastewater infrastructure to those areas, including the University Hills project, a water main extension to provide water service to the Mesquite Heights neighborhood, and a water main extension in Prairie Creek Road (west of St. Augustine Road) that will improve water service and fire protection.



To increase equity across our water and wastewater systems and provide service to all residents, we are establishing an Unserved Areas Program with the goal of eliminating all occupied unserved water and wastewater areas throughout the City within the next 10 years. DWU is updating the report to indicate whether an area is occupied and the cost to serve each area and prioritize projects based on factors including cost, number of residents benefited, and synergies with other City projects. Preliminary data shows 46 occupied unserved areas (out of 60) at a potential cost of \$33 million (out of \$61 million). Accomplishing this goal within the desired timeframe requires an annual budget of \$3 million, which we will support through a dedicated 0.5 percent increase in DWU’s street rental fee.

The table below summarizes the needs by City Council district.

Council District	Number of Occupied Unserved Areas	Approximate Water Cost	Approximate Wastewater Cost	Total Cost
1	2	\$0	\$750,000	\$750,000
2	1	0	438,000	438,000
3	11	894,000	11,015,000	11,909,000
4	3	0	705,000	705,000
5	1	0	233,000	233,000
6	2	0	912,000	912,000
7	3	0	3,782,000	3,782,000
8	23	506,000	13,717,000	14,223,000
9-14	0	0	0	0
Total	46	\$1,400,000	\$31,552,000	\$32,952,000

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Integrated Pipeline Project

To meet the future water needs of our customers, DWU has partnered with the Tarrant Regional Water District on the Integrated Pipeline Project (IPL), which will connect several reservoirs, including Lake Palestine. Construction has begun on the DWU-only portion of the pipeline, which is approximately 42 miles in length at a projected cost of \$506 million (the overall estimated cost of the project is \$1 billion). The project will have the capacity to provide 150 million gallons of water to Dallas per day by around 2027.

Elm Fork water quality improvements

DWU plans to award a \$130 million construction contract for filtration improvements at the Elm Fork Water Treatment Plant (WTP). The project will give Elm Fork the ability to transition to biologically active filtration similarly to the other two Dallas water treatment plants. Once all improvements have been implemented at Elm Fork, DWU will have completed water quality improvements at all three water treatment plants, improving drinking water quality for all DWU's customers.

CECAP action items

In addition to the initiatives outlined above, the CECAP includes several other actions that are already underway or can be implemented immediately. They include developing a community solar program framework, creating a green procurement plan for the City, promoting tree planting and drought-tolerant landscapes as recommended in the Urban Forest Master Plan, and providing related programmatic public outreach and education. The



Environment and Sustainability Committee will ensure staff accountability as implementation progresses, supported by a new community advisory group.

Dallas is stronger when its finances are sound

While fiscal responsibility is not an explicit goal of the Resilient Dallas Strategy, we recognize that, especially in the face of an economic downturn, it is the foundation upon which all our efforts rest. Without it, we cannot offer the services our residents and taxpayers expect and deserve.

Maintaining strong credit ratings

In April, two major ratings agencies reviewed the City's General Obligation debt and noted our financial strength and ability to withstand a recession.

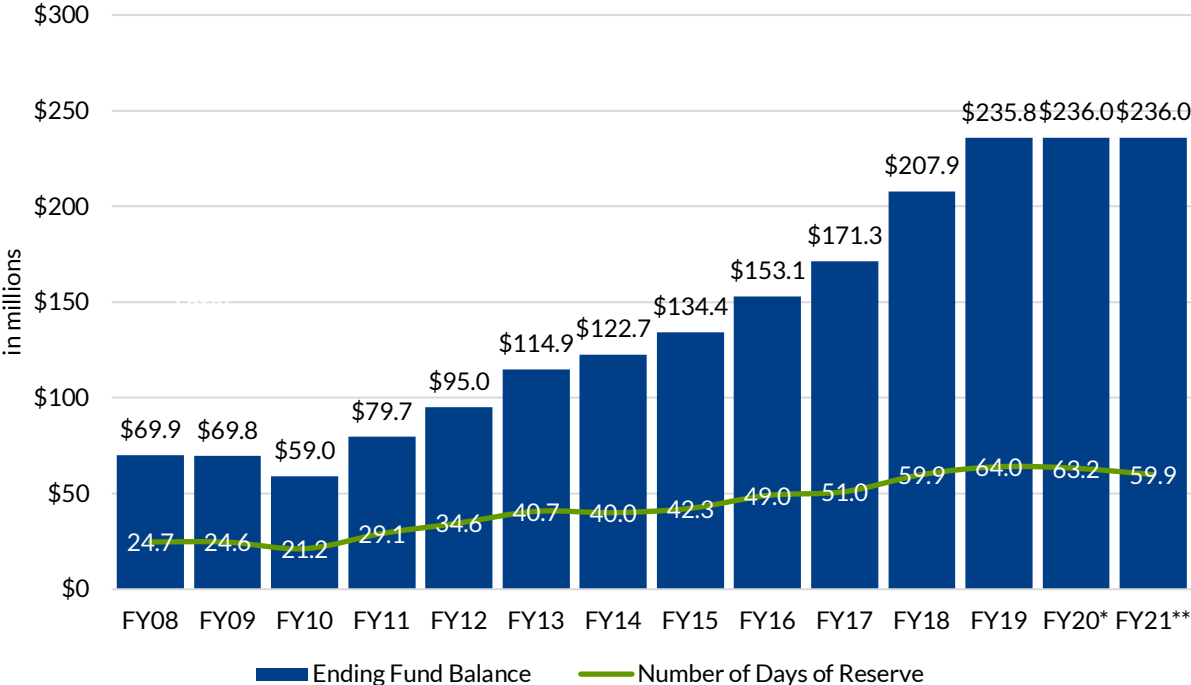
R.E.A.L. ACTION

Rating Agency	Rating	Outlook
Fitch Ratings	AA	Stable
S&P Global Ratings	AA-	Stable

Fitch affirmed its rating and outlook reflect the City’s continued “strong revenue growth prospects, conservative budgeting practices, and solid reserve levels.” In the analysis, Fitch also noted the City’s “healthy reserves position it to maintain financial resilience through an economic downturn.” In its analysis, S&P stated it views the City’s management as “very strong,” indicating “financial practices are strong, well embedded, and likely sustainable.” S&P also views the City’s liquidity and “budgetary flexibility” as “very strong,” stating, “the fiscal 2018 year-end available reserve balance exceeds the city’s financial policy requirement of 40 days of general fund operating expenditures, and marks a third consecutive year of growth in available reserves on a dollar basis as well as on a percentage of the city’s expenditures.”

Building and conserving solid reserves

At the end of FY 2007-08, the beginning of the last recession, we had \$70 million in General Fund operating reserves—fewer than 25 days’ worth of operating expenses. By the end of FY 2009-10, that had dipped to \$59 million and 21 days. Since then, we have worked diligently to build our reserves to better prepare for the next economic downturn. At the close of FY 2018-19, we had nearly \$236 million, or 64 days in reserve, and we forecast we will end FY 2020-21 with \$236 million and 60 days in reserve.



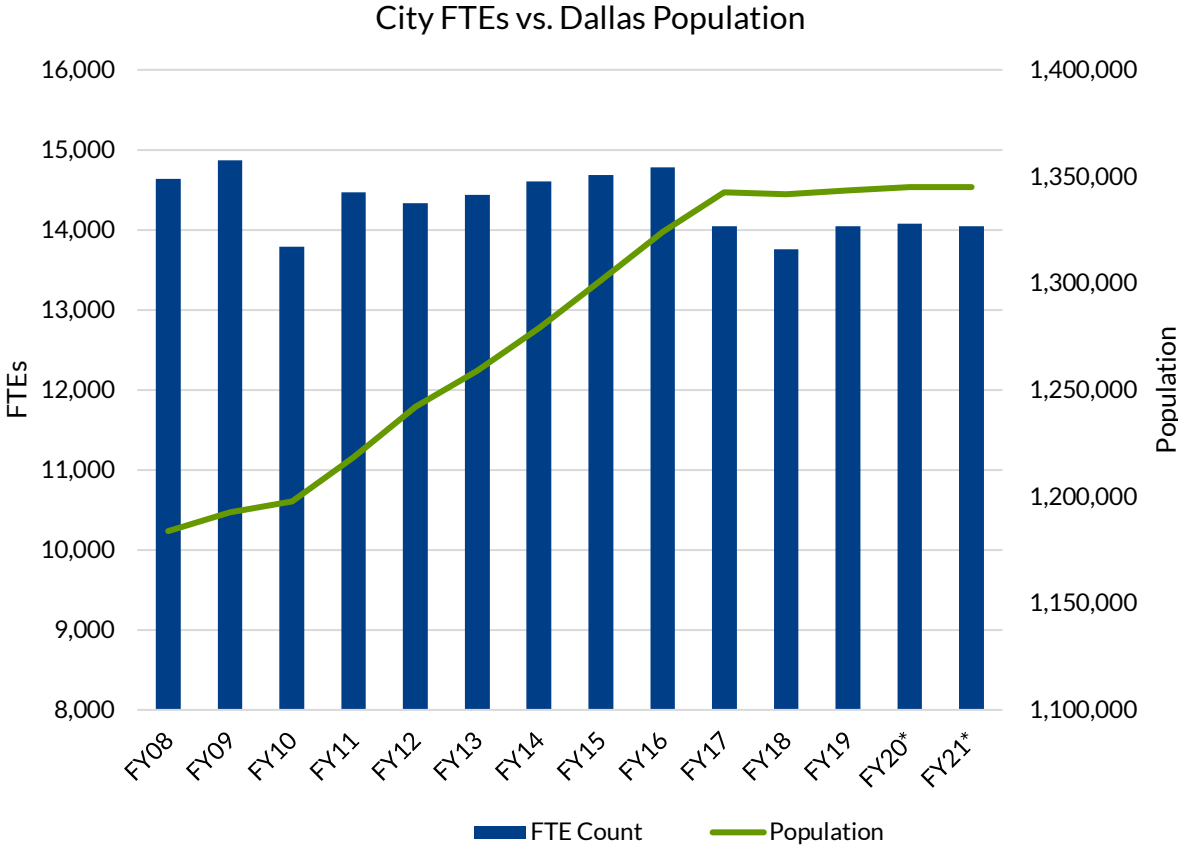
*FY20 is an estimate. **FY21 is adopted.

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This budget does not use any reserves in FY 2020-21 or FY 2021-22. Prudent financial management dictates that we hold these reserves for as long as possible, particularly in FY 2020-21 when we expect strong property values to continue because they were measured pre-pandemic. The economic downturn associated with COVID-19 was precipitous and immediate. We do not know, and economists differ on how long the recession will last and how quickly we will recover. The budget recognizes and plans for this fiscal uncertainty.

Flattening and streamlining the organization

In the FY 2020-21 budget, we continued our practice of tightly managing our payroll expenses. For several years, we have engaged in a strategy to reduce the number of positions we have “on the books” to reflect the number of City employees more accurately. More meaningfully, we have reduced the number of budgeted full-time equivalents (FTE). An FTE is a budget calculation that counts the number of personnel hours funded for the fiscal year, and each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

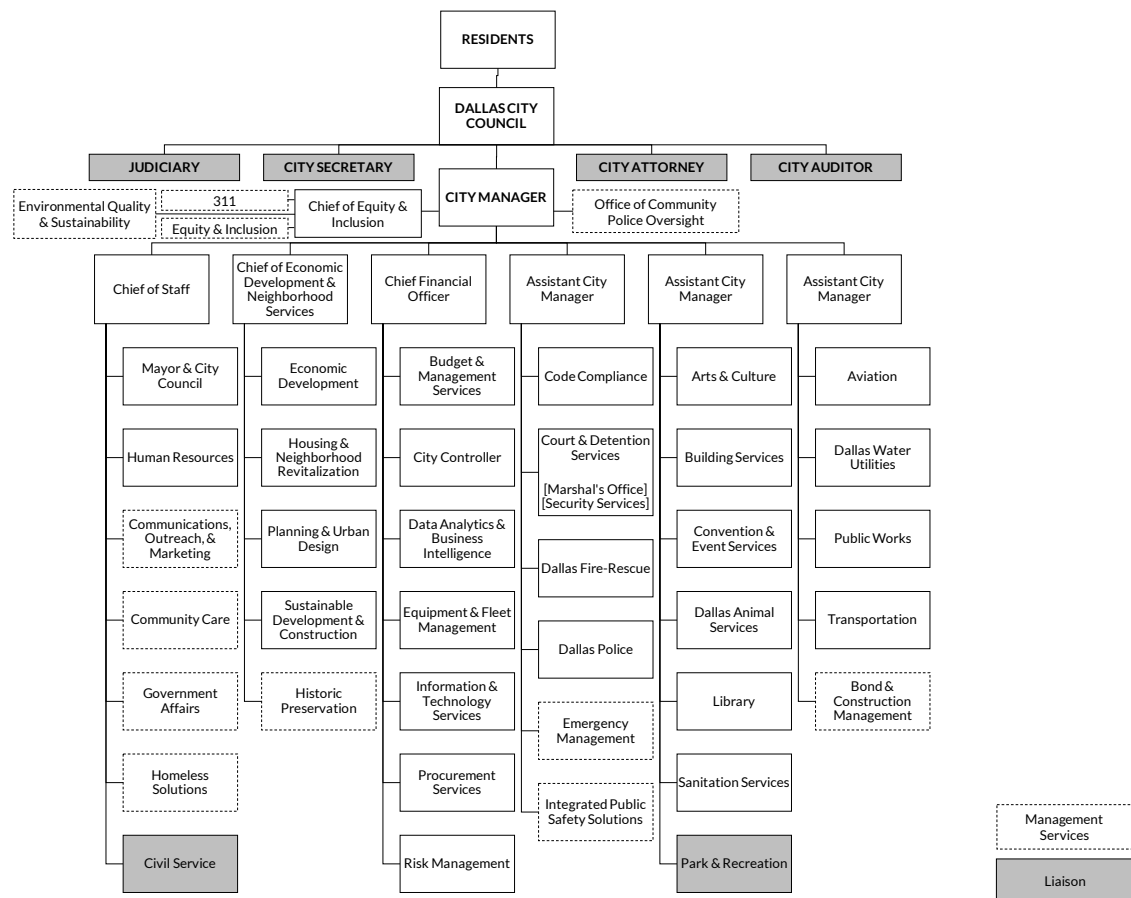


*Using 2019 population estimate.

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Further, we made smart reductions for efficiency across the organization, while maintaining services and operations. We also simplified our organizational chart by consolidating offices and reporting structures.

Most visibly, we reduced the number of direct reports to the City Manager to eight from 10, eliminating one Assistant City Manager and one Chief position. The remaining Assistant City Managers and Chiefs will all take on more responsibility. The final direct report to the City Manager is the director of the Office of Community Police Oversight.



Strategy, Management Consulting, Data Analytics, and Business Intelligence

We strive to be a forward-thinking organization that uses public resources efficiently and effectively, especially when those resources are limited as they are this year. That begins with a clear strategy, continuous improvement, and effective data management. In FY 2020-21, Budget and Management Services will assume responsibility for strategic planning and internal management consulting such as service design, Lean Six Sigma, and business process improvement. Further, we are creating a new Data Analytics team to leverage data to support decision-making throughout the organization and distill the results into content the public can easily access and consume.

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Maintaining front-line employees and front-line employee pay

Fortunately, we can present a balanced budget without across-the-board pay cuts, planned mandatory furlough days for all employees, or widespread reductions-in-force (RIF). DPD's reduced hiring plan and the RIFs reflected in the Library and Office of Arts and Culture budgets are due to operating constraints brought on by COVID-19. Employees in LIB, OAC, and PKR who are currently furloughed through September



30 may see those furloughs extended depending on the same COVID-19 operational constraints. Otherwise, we will lift the hiring freeze on October 1, and departments will manage to the budget the City Council approves, unless future circumstances require us to revisit that approach.

Unfortunately, these austere times mean we cannot fund everything. This budget does not include a merit-based pay increase for civilian employees in either FY 2020-21 or FY 2021-22. We know this will be disappointing to the employees who work so hard to serve the residents of Dallas. Our inability to provide a pay increase to civilian employees should not be confused with an expression of how much we value them. We commit to finding other ways to recognize and show our appreciation for their hard work.

“We are stronger together than when we are separate.”

– City Manager T.C. Broadnax

The budget includes funding to give pay increases, called step pay adjustments, to eligible uniformed employees based on their time in rank per the Meet and Confer agreement. In FY 2020-21, we have budgeted \$3.4 million for step pay adjustments, meaning more than 2,640 eligible uniformed employees will receive a pay increase averaging 3.2 percent when they become eligible for their next step pay adjustment in accordance with the Meet and Confer Agreement.

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Our Meet and Confer Agreement with the police and fire meet and confer team also includes an evaluation of the market—in other words, the salaries for uniformed employees in 17 other cities to which Dallas compares itself. Per the Meet and Confer Agreement, a subcommittee of management and association representatives completed the market evaluation by the end of March. However, due to fiscal constraints caused by the pandemic, we were unable to adopt a budget that includes market-based pay adjustments for FY 2020-21. This action is consistent with the Meet and Confer Agreement, which states the City may limit pay increases for uniformed employees to no less than the average base pay percentage increase for civilian City employees, if any. As discussed above, the City has budgeted no increase to the average civilian employee’s base pay.

[Proving the importance of biennial budgeting and the five-year forecast](#)

We implemented the biennial budgeting process several years ago to provide greater stability and strategic focus throughout the budget development process. When sudden changes occur—like a global pandemic—the City can stay laser-focused on service delivery while remaining agile enough to meet changing needs. Our five-year forecast model also allows us to make prudent decisions now that will help us weather, and ultimately bounce back from the public health crisis. As the economy recovers, we will stay focused on the needs of the community and on our commitment to new, non-traditional, and more efficient ways of doing business. Our city is resilient, and we will recover as One Dallas—Together.

DALLAS 365

AT YOUR SERVICE

Through Dallas 365, we inform City Council, residents, businesses, and visitors about our progress on specific City programs and services. Dallas 365 is not just a public finance best practice—it provides transparency and accountability.



We selected 35 performance measures to help gauge the pulse of the city. New measures for FY 2020-21 are denoted with an asterisk. While City departments track large amounts of data, we believe the measures we chose for Dallas 365 are most relevant to the public based on the results of our community survey, new initiatives being funded, and feedback from City Council during the last year. We report progress on these measures monthly.

To view the latest Dallas 365 report, go to dallas365.dallascityhall.com.

Economic Development

Department	Measure	Target
Economic Development	Percentage of dollars spent with local M/WBE businesses	65%
Economic Development	Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem*	40%
Sustainable Development & Construction	Percentage of single-family permits reviewed in three days	85%
Sustainable Development & Construction	Percentage of inspections performed same day as requested	98%

Environment and Sustainability

Department	Measure	Target
Environmental Quality & Sustainability	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed*	92%
Sanitation Services	Monthly residential recycling diversion rate*	19%
Sanitation Services	Missed refuse and recycling collections per 10,000 collection points/service opportunities	12.5

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Government Performance and Financial Management

Department	Measure	Target
311 Customer Service Center	Percentage of 311 calls answered within 90 seconds	75%
Equipment & Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule	70%

Housing and Homeless Solutions

Department	Measure	Target
Housing & Neighborhood Revitalization	Average number of days to contract signing for Home Improvement and Preservation Program (HIPP) applications*	120
Housing & Neighborhood Revitalization	Percentage of development funding contributed by private sources*	60%
Homeless Solutions	Percentage of unduplicated persons placed in permanent housing who remain housed after six months	85%
Homeless Solutions	Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program*	80%

Public Safety

Department	Measure	Target
Dallas Fire-Rescue	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch	90%
Dallas Fire-Rescue	Percentage of EMS responses within nine minutes	90%
Dallas Police	Percentage of responses to Priority 1 calls within eight minutes	60%
Dallas Police	Percentage of 911 calls answered within 10 seconds	90%
Dallas Police	Crimes against persons (per 100,000)	1,999
Integrated Public Safety Solutions	Percentage of crisis intervention calls handled by the RIGHT Care team*	45%
Community Police Oversight	Complaint resolution rate*	70%

Quality of Life, Arts and Culture

Department	Measure	Target
Arts & Culture	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations*	30%
Code Compliance	Percentage of litter and high weed service requests closed on time	65%

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Department	Measure	Target
Dallas Animal Services	Live release rate for dogs and cats	90%
Library	Percentage of technology devices checked out (hot spots and Chromebooks)*	85%
Library	Percentage of users who reported learning a new skill through adult learning or career development programs*	90%
Park & Recreation	Percentage of planned park visits completed by Park Rangers*	95%
Park & Recreation	Participation rate at late-night Teen Recreation (TRec) sites	100%

Transportation and Infrastructure

Department	Measure	Target
Bond & Construction Management	Percentage of 2017 bond appropriation awarded	90%
Building Services	Percentage of emergency work orders on facilities maintained by Building Services*	4%
Public Works	Percentage of potholes repaired within three days	98%
Public Works	Percentage of planned lane miles improved (726 miles)	100%
Transportation	Percentage of signal malfunction responses within 120 minutes	91%

Workforce, Education and Equity

Department	Measure	Target
Community Care	Percentage increase in Senior Medical Transportation Program participants*	10%
Economic Development	Percentage of Fresh Start clients who maintain employment for six months*	25%
Equity & Inclusion	Percentage of City departments participating in the Equity Indicators alignment process*	80%



EXPENSES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
General Fund				
Budget and Management Services	3,879,425	3,691,511	4,172,709	4,401,268
Building Services	23,110,777	19,532,487	23,397,410	24,240,152
City Attorney's Office	18,483,486	17,445,366	16,978,300	17,034,954
City Auditor's Office	3,398,923	2,808,765	3,123,860	3,130,622
City Controller's Office	8,705,992	7,938,885	8,950,003	9,044,417
City Manager's Office	2,936,728	2,651,033	2,918,134	2,920,834
City Secretary's Office	3,137,582	3,119,686	3,992,923	3,004,332
Civil Service	3,274,657	2,788,160	2,946,744	3,119,011
Code Compliance	30,476,546	27,498,422	32,209,414	32,222,233
Court and Detention Services	30,138,320	28,917,977	33,358,712	34,285,119
Dallas Animal Services	15,635,492	14,080,636	15,314,969	15,588,499
Dallas Fire-Rescue	320,299,797	307,195,625	315,544,933	331,833,957
Dallas Police Department	516,967,195	501,339,046	513,535,030	539,053,187
Housing and Neighborhood Revitalization	3,270,227	2,990,064	3,587,062	3,813,218
Human Resources	6,465,527	6,055,192	6,055,192	6,465,230
Judiciary	3,806,942	3,802,840	3,663,199	3,657,078
Library	32,276,186	29,067,023	32,074,999	32,615,204
Management Services	37,111,051	34,604,225	41,122,091	44,292,324
311 Customer Services	4,835,776	4,590,721	4,639,768	5,021,751
Communications, Outreach, and Marketing	2,020,529	1,823,061	2,295,750	2,348,477
Council Agenda Office	246,824	241,114	0	0
Emergency Management Operations	1,122,694	1,114,425	1,152,959	1,183,850
Office of Business Diversity	992,241	837,653	0	0
Office of Community Care	6,700,917	6,465,825	8,415,504	9,190,397
Office of Community Police Oversight	475,000	270,915	545,133	629,233
Office of Environmental Quality and Sustainability	3,524,865	3,051,244	4,247,434	4,521,797
Office of Equity and Inclusion	492,264	478,167	2,401,046	2,563,948
Office of Ethics and Compliance	227,912	134,815	0	0
Office of Fair Housing and Human Rights	519,488	498,988	0	0
Office of Government Affairs	1,084,555	949,502	937,370	937,969
Office of Historic Preservation	626,200	571,156	728,797	751,598
Office of Homeless Solutions	12,126,340	11,721,783	12,364,516	12,374,744
Office of Innovation	913,030	813,640	0	0
Office of Integrated Public Safety Solutions	115,798	115,798	3,393,814	4,768,560
Office of Resiliency	334,705	304,621	0	0
Office of Welcoming Communities	751,913	620,796	0	0
Mayor and Council	5,117,657	4,804,805	5,140,653	5,128,285
Non-Departmental	109,960,427	108,325,167	120,283,791	122,217,706
Office of Arts and Culture	20,866,115	17,827,215	20,204,697	20,156,223
Office of Data Analytics and Business Intelligence	0	0	1,261,913	1,261,913
Office Of Economic Development	5,365,845	5,032,532	5,442,727	5,816,746
Park and Recreation	93,336,737	85,508,137	94,313,446	96,571,639
Planning and Urban Design	3,396,703	3,003,299	3,312,735	3,372,652
Procurement Services	3,021,425	2,402,020	3,018,085	3,081,830
Public Works	78,609,407	77,708,318	76,141,197	76,989,047
Sustainable Development and Construction	1,858,966	1,613,306	1,868,980	1,894,929
Transportation	44,587,769	41,489,772	43,105,575	42,741,874
Total General Fund	\$1,429,495,904	\$1,363,241,515	\$1,437,039,483	\$1,489,954,483

EXPENSES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Enterprise Funds				
Aviation	157,911,946	125,027,116	112,403,441	127,096,645
Aviation - Transportation Regulation	343,737	427,119	354,879	357,145
Convention and Event Services	114,358,254	65,660,316	85,832,581	110,483,703
Dallas Water Utilities	681,220,919	644,239,068	714,778,341	726,579,463
Dallas Water Utilities - SDM	60,936,837	60,502,915	66,329,747	69,314,586
Municipal Radio	2,067,782	1,786,590	1,875,612	1,888,798
Sanitation Services	127,945,397	127,945,397	128,413,418	129,591,160
Sustainable Development and Construction	34,550,990	33,662,718	36,544,103	35,630,484
Total Enterprise Funds	\$1,179,335,862	\$1,059,251,239	\$1,146,532,122	\$1,200,941,984
Internal Service/Other Funds				
Employee Benefits	1,373,004	1,313,860	1,631,267	1,653,924
Equipment and Fleet Management	56,235,872	52,334,592	56,069,040	56,479,855
Express Business Center	2,005,981	1,900,281	2,080,890	2,084,148
Information and Technology Services - 911	17,456,147	17,286,639	16,126,922	12,805,884
Information and Technology Services - Data	79,967,864	79,735,942	85,013,099	88,129,333
Information and Technology Services - Radio	12,825,721	12,744,847	13,423,481	12,680,604
Office of Bond and Construction Management	18,547,674	14,853,605	23,074,750	21,749,215
Office of Risk Management	4,941,750	4,577,237	5,169,162	5,179,294
Total Internal/Other Funds	\$193,354,013	\$184,747,003	\$202,588,611	\$200,762,257

Notes:

FY 2019-20 Budget reflects City Council approval on September 18, 2019 and amendments made throughout the year.

FULL-TIME EQUIVALENTS AND POSITIONS

	FY 2019-20 Budget	FY 2020-21 Budget FTEs	FY 2021-22 Planned	FY 2019-20 Planned	FY 2020-21 Budget Positions	FY 2021-22 Planned
General Fund						
Budget and Management Services	36.97	36.01	37.76	38	39	40
Building Services	221.76	207.02	207.02	216	201	201
City Attorney's Office	158.00	152.50	153.00	158	153	153
City Auditor's Office	24.00	21.00	21.00	24	21	21
City Controller's Office	65.12	72.71	72.96	66	78	78
City Manager's Office	15.00	15.00	15.00	15	15	15
City Secretary's Office	26.00	24.00	24.00	26	24	24
Civil Service	29.30	28.25	28.25	31	27	27
Code Compliance	357.14	369.95	370.62	389	394	394
Court and Detention Services	251.00	255.86	257.78	251	258	258
Dallas Animal Services	158.58	166.55	166.55	177	175	175
Dallas Fire-Rescue	2,201.13	2,216.20	2,237.44	2,320	2,358	2,358
Dallas Police Department	3,881.27	3,937.86	4,003.13	3,937	4,052	3,997
Housing and Neighborhood Revitalization	17.00	14.79	17.79	17	15	18
Human Resources	61.70	64.78	67.03	97	93	96
Judiciary	35.20	33.43	33.43	57	57	57
Library	417.21	346.70	346.70	453	344	344
Management Services	380.14	378.00	392.30	366	373	380
311 Customer Services	121.98	123.23	127.23	104	108	112
Communications, Outreach, and Marketing	19.11	20.00	20.00	19	20	20
Council Agenda Office	3.00	0	0	3	0	0
Emergency Management Operations	7.00	6.00	6.00	7	6	6
Office of Business Diversity	9.83	0	0	10	0	0
Office of Community Care	47.00	46.75	48.00	47	47	48
Office of Community Police Oversight	3.00	4.00	5.00	3	5	5
Office of Environmental Quality and Sustainability	100.90	98.40	98.40	102	100	100
Office of Equity and Inclusion	3.00	14.42	15.67	3	15	17
Office of Ethics and Compliance	1.00	0	0	1	0	0
Office of Fair Housing and Human Rights	5.00	0	0	5	0	0
Office of Government Affairs	10.00	9.00	9.00	10	9	9
Office of Historic Preservation	6.00	6.70	7.00	6	7	7
Office of Homeless Solutions	29.66	27.00	27.00	31	27	27
Office of Innovation	7.66	0	0	8	0	0
Office of Integrated Public Safety Solutions	0	22.50	29.00	0	29	29
Office of Resiliency	2.00	0	0	3	0	0
Office of Welcoming Communities	4.00	0	0	4	0	0
Mayor and Council	53.50	49.24	49.24	53	52	52
Non-Departmental	0	0	0	0	0	0
Office of Arts and Culture	55.20	55.85	59.92	103	101	107
Office of Data Analytics and Business Intelligence	0	26.25	27.00	0	27	27
Office Of Economic Development	46.50	52.60	53.10	47	53	53
Park and Recreation	917.03	886.53	893.28	1,490	1,507	1,514
Planning and Urban Design	28.20	27.00	27.00	31	27	27
Procurement Services	29.00	29.00	29.00	29	29	29
Public Works	470.03	490.32	490.32	479	458	458
Sustainable Development and Construction	38.90	36.92	36.92	39	39	39
Transportation	175.46	153.62	153.65	177	167	167
Total General Fund	10,150.34	10,147.94	10,271.19	11,086	11,137	11,109

FULL-TIME EQUIVALENTS AND POSITIONS

	FY 2019-20 Budget	FY 2020-21 Budget FTEs	FY 2021-22 Planned	FY 2019-20 Planned	FY 2020-21 Budget Positions	FY 2021-22 Planned
Enterprise Funds						
Aviation	343.25	303.81	303.81	336	341	341
Aviation - Transportation Regulation	5.00	5.00	5.00	5	5	5
Convention and Event Services	30.50	31.00	31.00	31	31	31
Dallas Water Utilities	1,569.26	1,574.76	1,575.26	1,556	1,574	1,574
Dallas Water Utilities - SDM	270.60	266.60	266.60	263	259	259
Municipal Radio	13.50	9.00	9.00	14	9	9
Sanitation Services	647.17	652.89	662.27	596	601	601
Sustainable Development and Construction	282.13	293.13	293.13	303	307	307
Total Enterprise Funds	3,161.41	3,136.19	3,146.07	3,104	3,127	3,127
Internal Service/Other Funds						
Employee Benefits	11.00	9.97	9.97	11	10	10
Equipment and Fleet Management	281.80	285.10	285.10	268	270	270
Express Business Center	9.85	9.25	9.25	10	10	10
Information and Technology Services - 911	7.00	7.00	7.00	7	7	7
Information and Technology Services - Data	205.44	194.68	194.68	214	202	202
Information and Technology Services - Radio	29.75	29.37	29.37	31	31	31
Office of Bond and Construction Management	170.13	176.35	176.85	174	181	181
Office of Risk Management	47.00	47.00	47.00	47	47	47
Total Internal/Other Funds	761.97	758.72	759.22	762	758	758

Full-Time Equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE. A position is a specific job with an assigned position identification number. A position does not indicate the number of employees on payroll, but identifies the number of jobs a department is authorized to fill.

The table above represents regular FTEs, overtime FTEs, City temporary FTEs, and funded positions for the City's operating funds. The table does not include FTEs or positions funded from additional resources such as grant funds, private funds, or other resources.

REVENUE

ECONOMIC SUMMARY

The City’s economic outlook is severely impacted by the COVID-19 pandemic. Our revenue forecasts are largely dependent on whether we consider the health crisis to be a “present tense” or “past tense” event. The present tense scenario assumes it will take longer for economic activity to stabilize and when it does, it will stabilize at a lower level, creating a longer path to full recovery. The past tense scenario assumes the most restrictive policies are behind us and economic activity is stabilizing. This, unfortunately, is not the case. While restrictions have been lifted, the City’s forecast assumes the economic impacts of COVID-19 will continue into the next fiscal year.

GENERAL FUND

The revenue sources described in this section account for the City’s total General Fund operating revenues and a portion of tax-supported debt service revenues.

The table below provides a summary of General Fund revenue by revenue category, and the following sections provide more insight into the City’s budget.

Source	FY 2019-20 Budgeted	FY 2019-20 Forecast	FY 2020-21 Budgeted	FY 2021-22 Planned
Property Tax	787,420,172	786,890,377	825,006,993	853,700,364
Sales Tax	325,566,185	309,284,972	296,324,365	309,328,700
Franchise and Other	122,739,557	119,578,202	115,907,401	117,675,235
Charges for Service	111,417,257	95,069,833	105,618,133	112,986,578
Fines and Forfeitures	27,222,251	24,016,769	23,554,646	30,352,701
Operating Transfers In	25,694,602	25,694,602	42,410,021	38,662,108
Intergovernmental	13,049,314	13,450,770	12,111,533	11,830,681
Miscellaneous	6,685,258	5,967,292	6,716,212	7,062,182
Licenses and Permits	5,154,061	4,929,780	5,023,871	5,330,772
Interest	4,547,247	4,547,247	4,366,308	4,366,308
Total General Fund	\$1,429,495,904	\$1,389,429,844	\$1,437,039,483	\$1,491,295,629

Property Tax

Ad valorem (property) taxes act as an enforceable lien on property as of January 1 each year. The City’s property tax is levied each September on the assessed value listed as of the prior January 1 for all real property and income-producing personal property located in the city. The appraisal districts in the four counties in which Dallas is located establish the assessed values.

The City is permitted by Article XI, Section 5, of the State of Texas Constitution to levy taxes up to \$2.50 per \$100 of assessed valuation for general governmental services, including the payment of principal and interest on general obligation long-term debt. Taxes are due October 1 after the September levy and are considered delinquent after January 31 of each

REVENUE

year. Based upon historical collection trends, revenues are estimated to be 97.57 percent of levy. Prior year taxes, penalties and interest, special inventory tax, and refunds produce additional revenues each year.

As approved by City Council on April 13, 1988, the City grants a homestead exemption of 20 percent of the market value of residence homesteads or \$5,000, whichever is greater. The City grants an additional \$100,000 market value exemption to individuals who are 65 or older or disabled.

Beginning in FY 2020-21, the Texas Property Tax Reform and Transparency Act of 2019 (SB 2) caps the City’s ability to grow property tax revenue at 3.5 percent without seeking voter approval. Exceeding the cap requires an election on the November uniform election date. Previously, voters could petition for an election if the rate exceeded 8 percent.

Current year property taxes are based on: (1) exemptions allowed by state law and approved by the City Council, (2) the value of property as certified by the appraisal districts, and (3) the tax rate set by the City Council each September.

The COVID-19 pandemic made forecasting property tax revenue a challenge. The City typically uses the appraised values of properties in the counties of Collin, Dallas, Denton, and Rockwall. The appraisal review board must resolve timely protests by July 20, so the chief appraiser can approve appraisal records, certify tax rolls, and provide them to the City by July 25. However, because of the pandemic, appraisal districts worked with limited staff to conduct appraisal hearings this year. Additionally, appraisal districts received a record number of protests by the deadline. Only Rockwall was able to provide a certified value by the deadline of July 25. The other appraisal districts initially provided estimates and needed additional time before certifying their values. Dallas certified values on August 20; Collin and Denton certified their values on September 18.

Additionally, certified values by appraisal district are listed in the table below. The FY 2020-21 certified value is \$147,443,517,863 or 5.14 percent more than the FY 2019-20 certified value.

Appraisal District	2019 Certified Value	2020 Certified Value	Value Change	Percent Change
Collin	\$5,657,015,355	\$5,855,296,35	\$198,280,999	3.51%
Dallas	\$132,833,918,596	\$139,791,951,831	\$6,958,033,235	5.24%
Denton	\$1,735,724,224	\$1,787,322,578	\$51,598,354	2.97%
Rockwall	\$10,973,460	\$8,947,100	\$(2,026,360)	-18.47%
Total General Fund	\$140,237,631,635	\$147,443,517,863	\$7,205,886,228	5.14%

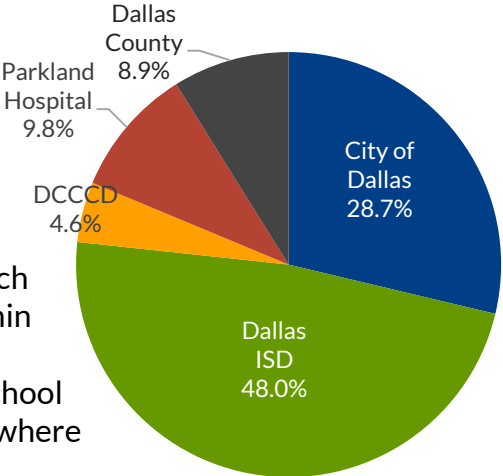
REVENUE

As seen in the table below, the FY 2020-21 budget reduces the property tax rate to 77.63¢ per \$100 of valuation.

Fiscal Year	Tax Rate	Certified Value	% Change
1984-85	49.18	\$40,696,478,933	-
1985-86	49.18	\$45,065,748,235	10.74%
1986-87	50.30	\$49,348,567,661	9.50%
1987-88	53.72	\$47,215,055,132	-4.32%
1988-89	53.72	\$50,562,923,074	7.09%
1989-90	58.83	\$47,583,713,419	-5.89%
1990-91	62.97	\$46,209,305,261	-2.89%
1991-92	62.97	\$44,334,936,497	-4.06%
1992-93	67.44	\$41,575,371,885	-6.22%
1993-94	67.44	\$40,539,541,885	-2.49%
1994-95	67.44	\$40,724,172,941	0.46%
1995-96	67.22	\$42,227,901,516	3.69%
1996-97	67.01	\$44,050,335,895	4.32%
1997-98	65.16	\$48,049,433,329	9.08%
1998-99	64.91	\$52,677,672,716	9.63%
1999-00	66.75	\$56,109,156,774	6.51%
2000-01	66.75	\$60,178,611,626	7.25%
2001-02	66.75	\$65,218,425,933	8.37%
2002-03	69.98	\$66,483,637,119	1.94%
2003-04	69.98	\$66,501,655,057	0.03%
2004-05	71.97	\$67,579,877,637	1.62%
2005-06	74.17	\$70,843,801,880	4.83%
2006-07	72.92	\$76,792,536,880	8.40%
2007-08	74.79	\$84,526,933,754	10.07%
2008-09	74.79	\$90,477,932,550	7.04%
2009-10	74.79	\$87,264,095,461	-3.55%
2010-11	79.70	\$83,425,479,138	-4.40%
2011-12	79.70	\$81,993,746,356	-1.72%
2012-13	79.70	\$83,681,721,883	2.06%
2013-14	79.70	\$87,251,522,141	4.27%
2014-15	79.70	\$93,138,210,535	6.75%
2015-16	79.70	\$100,318,936,973	7.71%
2016-17	78.25	\$110,387,629,086	10.04%
2017-18	78.04	\$118,314,677,595	7.18%
2018-19	77.67	\$130,080,986,261	9.94%
2019-20	77.66	\$140,237,631,635	7.81%
2020-21	77.63	\$147,443,517,863	5.14%

REVENUE

Property taxes are paid not only to the City of Dallas, but also to other jurisdictions, including the school district, Dallas County, Parkland Hospital, and Dallas College (formerly DCCCD). Each jurisdiction sets its own tax rate. The largest share of a Dallas homeowner's property taxes is for the school district. The graphic shows the share of your tax bill paid to each jurisdiction, assuming the property is located within Dallas County and Dallas Independent School District. Dallas extends to four counties and 18 school districts, so percentages may vary, depending on where your property is located.



REVENUE

Taxpayer Impact Statement

Estimated Annual Impact of Rate and Fee Changes on a Typical Residential Ratepayer

Service or Fee	FY 2019-20 Yearly Rate	FY 2020-21 Adopted Rate	Annual Change	How we defined "typical"
Water and Wastewater	\$757.92	\$765.48	\$7.56	Residential customer usage of 8,300 gallons of water and 5,300 gallons of wastewater
Stormwater	\$92.88	\$100.92	\$8.04	Residential customer with 2,000 to 5,500 sq. ft. of impervious cover
Sanitation	\$343.68	\$366.24	\$22.56	Per single-family home
Property Tax Bill	\$1,886.21	\$2,011.01	\$124.79	A home with an estimated median taxable value of \$259,050* with a 20% homestead exemption (without senior/disabled exemption)
TOTAL YEARLY IMPACT	\$3,080.69	\$3,243.65	\$162.95	Combined projected increase of 5.3%

*Based on 2020 certified average value of \$323,813

Estimated Annual Impact of Property Tax Rate (\$0.7763) on a Typical Homestead

NON-SENIOR HOMESTEADS General homestead exemption of 20% of assessed value

Property Valuation			Property Tax Bill (Annual)		
Fiscal Year	Market Value	Assessed Value	Current vs. Adopted Tax Rate	No-New-Revenue Tax Rate*	Voter-Approval Tax Rate**
FY 2019-20	\$303,601.00	\$242,881.00	\$1,886.21	\$1,814.81	\$1,933.85
FY 2020-21	\$323,813.00	\$259,050.00	\$2,011.01	\$2,191.34	\$2,208.01

General homestead exemption of 20% of assessed value

SENIOR HOMESTEADS Senior/disabled homestead exemption of \$100,000

Property Valuation			Property Tax Bill (Annual)		
Fiscal Year	Market Value	Assessed Value	Current vs. Adopted Tax Rate	No-New-Revenue Tax Rate*	Voter-Approval Tax Rate**
FY 2019-20	\$303,601.00	\$142,881.00	\$1,109.61	\$1,067.61	\$1,137.64
FY 2020-21	\$323,813.00	\$159,050.00	\$1,234.71	\$1,345.43	\$1,355.66

Definitions

***No-New-Revenue Tax Rate:** Tax rate that generates the same amount of revenue in the new year on property taxed in the previous year

****Voter-Approval Tax Rate:** Tax rate that generates the same amount of revenue in the new year on property taxed in the previous year plus 3.5 percent growth and the additional revenue needed to pay the City’s debt service

No-New-Revenue Tax Rate and Voter-Approval Tax Rates were calculated by the tax office based on certified estimates.

REVENUE

Sales Tax

The sales tax rate in Dallas is 8.25 percent of taxable goods or services sold within city limits. The tax is collected by the retailer at the point of sale and forwarded to the Texas Comptroller on a monthly or quarterly basis. Of the 8.25 percent collected, the state retains 6.25 percent and distributes one percent to the City of Dallas and one percent to the Dallas Area Rapid Transit (DART) transportation authority.

Sales tax revenues are historically volatile; therefore, actual collections may differ significantly from budgeted. For FY 2020-21, we forecast sales tax revenue will be \$296,324,365, a 4.2 percent decline from the current year forecast of \$309,284,972.

Prior to COVID-19, sales tax receipts for FY 2019-20 showed strong growth. Actual collections exceeded the budgeted amount from October 2019 through February 2020. However, the City began seeing steep declines in sales tax revenues in March when establishments began shutting down in compliance with social distancing recommendations and policy mandates.

The City is forecasting that the impact of COVID-19 will linger in FY 2020-21 as things stabilize and people begin to live with a “new normal.” We expect sales tax revenue will rebound in FY 2021-22.

The table below shows the City’s FY 2020-21 and FY 2021-22 projected sales tax revenues relative to FY 2019-20’s budget and historical actuals.

Fiscal Year	Sales Tax Revenues	% Change
1984-85	\$113,944,000	-
1985-86	\$111,859,058	-1.83%
1986-87	\$104,366,695	-6.70%
1987-88	\$110,960,785	6.32%
1988-89	\$117,433,971	5.83%
1989-90	\$126,931,843	8.09%
1990-91	\$134,611,755	6.05%
1991-92	\$125,401,998	-6.84%
1992-93	\$136,252,909	8.65%
1993-94	\$144,994,725	6.42%
1994-95	\$151,147,620	4.24%
1995-96	\$164,550,047	8.87%
1996-97	\$173,032,255	5.15%
1997-98	\$188,816,678	9.12%
1998-99	\$195,402,277	3.49%
1999-00	\$216,933,486	11.02%
2000-01	\$210,748,994	-2.85%
2001-02	\$194,132,603	-7.88%
2002-03	\$183,229,590	-5.62%
2003-04	\$194,988,837	6.42%
2004-05	\$198,441,476	1.77%

REVENUE

Fiscal Year	Sales Tax Revenues	% Change
2005-06	\$217,240,592	9.47%
2006-07	\$222,926,951	2.62%
2007-08	\$229,856,739	3.11%
2008-09	\$206,914,022	-9.98%
2009-10	\$204,677,318	-1.08%
2010-11	\$215,893,045	5.48%
2011-12	\$229,577,155	6.34%
2012-13	\$241,946,140	5.39%
2013-14	\$255,716,128	5.69%
2014-15	\$273,499,269	6.95%
2015-16	\$283,917,872	3.81%
2016-17	\$293,610,565	3.41%
2017-18	\$305,397,783	4.01%
2018-19	\$313,460,750	2.64%
2019-20*	\$309,284,972	-1.33%
2020-21*	\$296,324,365	-4.19%
2021-22*	\$309,328,700	4.39%

*Projected revenues

**Budgeted revenue for FY 2019-20 was \$325,566,185

Franchise Fee Revenue

The City maintains non-exclusive franchise agreements with utilities and other service providers that use the City’s rights-of-way to provide services to the public. These franchise ordinances provide for compensation to the City in the form of franchise fees. These fees are in lieu of all other fees and charges related to the use of the rights-of-way but in addition to sales and ad valorem taxes.

Generally, franchise fees are calculated based on a percentage of the companies’ gross receipts from doing business in Dallas. Cable TV providers such as Time Warner, AT&T, and Verizon pay a quarterly fee equal to five percent of gross receipts, due 45 days after the end of the period covered. Certified telecommunications providers, however, do not pay franchise fees to the City. Pursuant to Local Government Code 283, telecommunications providers instead compensate the City for use of right-of-way on a per-access line basis. These fees are to be paid to the City 45 days after the end of each calendar quarter.

Under Texas Senate Bill (SB) 1152, effective January 1, 2020, companies that provide both telecommunications and cable TV services are exempt from paying the lesser of these two fees. All cable TV providers currently serving Dallas also provide telecommunications services and pay both fees. Revenue for FY 2020-21 would have been \$9 million more if SB 1152 had not been enacted.

REVENUE

Franchise fees from Atmos Energy are also five percent of gross receipts, paid quarterly. Franchise fees from Oncor Electric Delivery are based on a fee per kilowatt hour consumed and are projected using historical data, trended forward using statistical analysis and normalized for weather.

Ambulance Revenue

Dallas Fire-Rescue provides emergency ambulance services to anyone requesting aid within city boundaries. Emergency medical staff transport the individual(s) to a hospital providing emergency aid for a transport charge, plus itemized charges. The transport charge for residents and non-residents is \$1,868 per transport to achieve 100 percent cost recovery. The fee for treatment/non-transport services is \$125.

The billing and collection of ambulance fees and additional supplemental payment from the federal government are provided by vendors contracted by the City. Historical information is used to project the gross amount billed, and a projected collection rate is applied to this amount to estimate revenue for the upcoming fiscal year.

The budget also includes projected reimbursement revenue through the Ambulance Services Supplemental Payment Program (ASSPP) approved by the federal government through the Texas Health and Human Services Commission. The ASSPP program allows governmental ambulance providers to recover a portion of the cost of providing services to Medicaid, Medicaid Managed Care, and uninsured patients. The reimbursement percentage is set by the federal government.

Municipal Court Revenues

Court and Detention Services collects fines and fees on Class C misdemeanors, including traffic violations and state law/City ordinance violations. Delinquent accounts receive a warrant, have their driver's license and registration placed on hold (where applicable), and are contacted via mail and phone by an in-house collection unit. Defendants who do not respond to these efforts are pursued through the Marshal's Office and forwarded to a third-party collection agency, where a 30 percent fee is assessed to their case. The methodology used to project Municipal Court revenues is a combination of projecting future citation volumes and factoring in future collection per citation rates. We anticipate a decline in municipal court revenues due to the economic impacts of COVID-19.

REVENUE

Security Alarm Permit Fee

The City charges an annual security alarm permit fee of \$50 for a residence and \$100 for a business. Permitted residences and businesses also incur fines for false burglar or panic/hold-up alarms, as outlined in the table.

Alarm Type	False Alarms within 12 Months	Fine
Burglar (All property types)	1-3	-
	4-6	\$50
	7-8	\$75
	9+	\$100
Panic/Hold-up (Business)	1	\$100
	2	\$200
	3	\$300
	4+	\$400
Panic/Hold-up (Residential)	1+	\$100

Other General Fund Revenues

Finally, the City receives revenue from services such as arts programming and rentals of cultural venues and recreational facilities. We forecast a steep decline in these categories in the first year of the biennium due to facility closures in compliance with recommended social distancing practices.



REVENUE

ENTERPRISE CHARGES FOR SERVICES

Enterprise Funds are City operations that generate revenue through charges for specific services they provide. Enterprise Funds are fully self-supporting and include Aviation, Convention Center, Municipal Radio, Sanitation Services, Storm Drainage Management, Sustainable Development and Construction, and Dallas Water Utilities. General Fund tax dollars are not used to support the Enterprise Funds.

Aviation

The Department of Aviation manages Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport. Love Field is one of the busiest medium hub air carrier/general aviation airports in the world and has experienced unprecedented growth in passenger traffic since the repeal of the Wright Amendment in 2014. As a result, Love Field has evolved from a regional air service to a long-haul air service airport requiring enhanced customer service and amenities to match the needs of more than 16 million travelers annually.

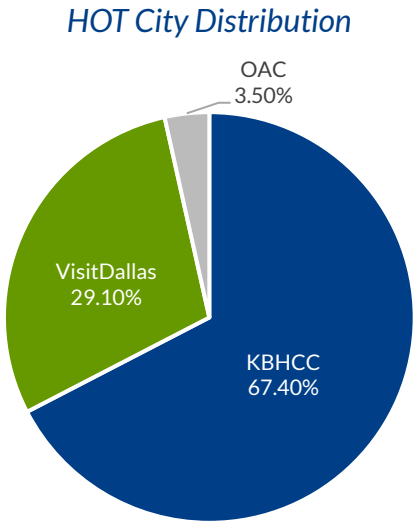
Aviation revenues include:

- Rental payments for leased property and improvements, terminal building space, and associated maintenance and warehouse space at Love Field and Dallas Executive Airport
- Airport parking revenues
- Revenues relating to concession contract agreements with airport businesses, including food and beverage services, retail stores, advertising, car rental agencies, shoeshine services, and bag cart rentals
- Landing fees paid by commercial aircraft owners to conduct operations at Love Field

Due to the economic impacts of COVID-19, enplanements have decreased dramatically over the past fiscal year and are forecast to decrease by 4.9 million in FY 2020-21.

Hotel Occupancy Taxes

The City’s hotel occupancy tax (HOT) rate is 13 percent of the room rate charged within city limits. The tax is collected by the hotel at the point of sale and forwarded to the state (six percent) and City (seven percent) monthly. Of the percentage the City receives, 67.4 percent supports operations and capital improvements at the Kay Bailey Hutchison Convention Center, as required by bond ordinance. The adopted and planned budgets assume 29.1 percent will be distributed to VisitDallas to market and promote Dallas as a convention and tourist destination and 3.5



REVENUE

percent will be distributed as a reimbursement to the Office of Arts and Culture (OAC) to encourage, promote, and improve the arts.

HOT revenues are historically volatile; therefore, actual collections may differ significantly from the budgeted amount. COVID-19 may continue to impact event bookings, so this biennium’s HOT actuals may be more volatile than normal.

Municipal Radio

WRR 101.1 FM 24-hour broadcasts include classical music and other select musical programming. The City-owned and managed station uses a commercial radio model as licensed by the Federal Communications Commission (FCC), selling commercial airtime and sponsorships to generate revenue.

During FY 2019-20, the radio industry, an already tight market, experienced a 40-60 percent decline due to COVID-19. Revenues are expected to rebound as the pandemic ends and normal operations resume.

Sanitation Services Revenue

Sanitation Services revenue is collected to match the cost of providing garbage, brush and bulk trash, and recyclables collection services for residential customers and a few small commercial customers. These fees are collected through monthly utility bills issued by Dallas Water Utilities (DWU). Estimated revenue is determined by multiplying the adopted residential rate by the projected number of residential customers, plus estimated fees for “pack out” service and commercial customers. The Sanitation Services rate is partially offset by revenues from the residential recycling program.

This year’s fee change is included in the table below.

FY 2019-20 Fee	FY 2020-21 Fee	Dollar Change
\$28.64	\$30.52	\$1.88

Private Disposal Revenue

Private disposal revenue is collected primarily at the McCommas Bluff Landfill from private (commercial) waste haulers for the privilege of disposing of solid waste at the site; some revenue is also collected at the Bachman Transfer Station. Dallas residents hauling their own household and yard waste are exempt from the fees (with restrictions). Commercial haulers may also elect to enter into a discount disposal contract with the City, allowing for a discount from the posted rate in exchange for a guaranteed minimum amount of waste disposal during a specific period. Revenues are determined by projecting an estimate for waste tons to be delivered to the landfill multiplied by the gate rate for non-contracted customers or by discounted solid waste disposal rates for contracted customers, as well as other service and transaction fees.

REVENUE

This year’s fee change is included in the table below.

FY 2019-20 Fee	FY 2020-21 Fee	Dollar Change
\$28.50	\$34.20	\$5.70

Storm Drainage Management Revenues

Storm Drainage Management (SDM) revenue is derived from stormwater fees calculated based on the impervious area of a property, or the amount of land covered by features that cannot absorb water (concrete, asphalt, etc.). SDM revenue is collected to support the cost of compliance with the City's storm drainage discharge permit from the Texas Commission on Environmental Quality (TCEQ), operation, maintenance, and enhancement of the levee system, and operation and maintenance of the City’s natural and improved storm drainage system. These fees are also collected through DWU’s monthly utility bills.

Compliance activities include but are not limited to:

- Water quality sampling and analysis
- Creek monitoring
- Public education and outreach
- Hazardous spill response, cleanup, and disposal
- Construction compliance and industrial facility inspections
- Engineering, design, and inspection of storm sewer infrastructure

Drainage system operation and maintenance activities include but are not limited to:

- Natural and improved channel maintenance
- Creek, river, and levee maintenance
- Cleaning and maintenance of storm sewers and inlets
- Monthly sweeping of the City’s major thoroughfares

Starting this fiscal year, SDM will pay a new four percent franchise fee to the General Fund that will be used to improve sidewalks and neighborhood infrastructure in low-income areas. In FY 2020-21, this is expected to yield \$2,437,473 in revenue.

This year’s fee change is included in the table below.

FY 2019-20 Fee	FY 2020-21 Fee	Dollar Change
\$7.74	\$8.41	\$0.67

Sustainable Development and Construction

Sustainable Development and Construction provides plan review services for commercial and residential development, issues construction and trade permits, and processes Certificate of Occupancy applications for new and existing businesses.

REVENUE

Water/Wastewater Revenues

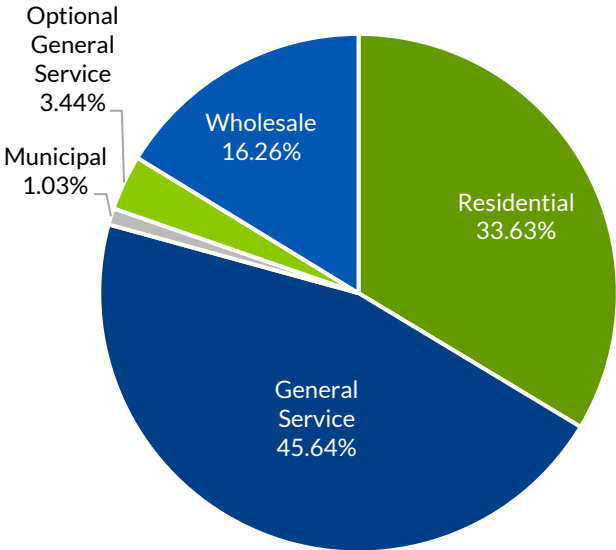
DWU is a self-supporting enterprise fund, owned and operated by the City. The department receives no tax dollars and earns its revenues through the sale of water and wastewater services in five customer classes: residential, general service, municipal, optional general service, and wholesale. The wholesale customer class comprises 23 communities outside the city that receive water service and 11 communities that receive wastewater service.

Rates for each class have two components: a customer charge based on meter size and a volume-based usage charge. DWU determined these rates based on a retail cost of service study that assigned costs to each class based on the department’s cost to provide these services. Readers can find current retail rates at www.dwurates.com.

These revenues pay for:

- Operation and maintenance costs of providing water and wastewater services
- Debt service (principal and interest) on outstanding debt used to design and construct the facilities to provide these services
- Street rental payments (equivalent to franchise fees assessed to other utilities) to the General Fund for use of the City’s rights-of-way
- Cash funding for capital improvements not funded through the sale of revenue bonds or other debt

DWU Revenues by Customer Class



DWU receives other miscellaneous revenues, including interest earnings, connection fees, and system improvement contributions. Water revenues can fluctuate depending on summer temperatures and the amount of rainfall in the area.

This year’s fee change is included in the table below.

FY 2019-20 Fee	FY 2020-21 Fee	Dollar Change
\$63.16	\$63.79	\$0.63

REVENUE

ANNUAL FEE CHANGES

The City’s Financial Management Performance Criterion (FMPC) #12 states an annual review of selected fees and charges is required to determine whether the City is recovering the full cost of services. Per the policy, we will review all fees at least once every four years, and we may propose changes to achieve full cost recovery or based on other City objectives. This year, we made fee changes to meeting room rentals at libraries, venue rentals at Park and Recreation facilities, and services provides by Transportation and Public Works.

Below is a list of fees reviewed during FY 2019-20 and the impact the changes may have on the various City services associated with user fees.

Library User Fees

Library Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
Branch Auditorium - City Dept - 1-2 hours	\$25.00	\$19.60	\$20.00	100%
Branch Auditorium - City Dept - 2-4 hours	\$30.00	\$20.17	\$20.00	99%
Branch Auditorium - City Dept - 4+ hours	\$50.00	\$20.74	\$20.00	96%
Branch Auditorium - Nonprofit - 1-2 hours	\$25.00	\$19.60	\$20.00	100%
Branch Auditorium - Nonprofit - 4+hours	\$65.00	\$20.74	\$20.00	96%
Branch Auditorium - Nonprofit 2-4 hours	\$45.00	\$20.17	\$20.00	99%
Branch Auditorium - Profit - 1-2 hours	\$125.00	\$19.60	\$20.00	100%
Branch Auditorium - Profit - 2-4 hours	\$165.00	\$20.17	\$20.00	99%
Branch Auditorium - Profit 4+ hours	\$205.00	\$20.74	\$20.00	96%
Branch Black Box - Nonprofit - 2-4 hours	\$45.00	\$21.26	\$20.00	94%
Branch Black Box - Nonprofit - 4+ hours	\$65.00	\$22.38	\$20.00	89%
Branch Black Box - Nonprofit - 1-2 hours	\$25.00	\$20.15	\$20.00	99%
Branch Black Box - Profit - 1-2 hours	\$125.00	\$20.15	\$20.00	99%
Branch Black Box - Profit - 2-4hours	\$165.00	\$21.26	\$20.00	94%
Branch Black Box - Profit - 4+ hours	\$205.00	\$22.38	\$20.00	89%
Branch Conference Room - City Dept - 1-2 hours	\$10.00	\$19.63	\$20.00	100%
Branch Conference Room - City Dept - 2-4 hours	\$15.00	\$20.24	\$20.00	99%
Branch Conference Room - City Dept - 4+ hours	\$20.00	\$20.84	\$20.00	96%
Branch Conference Room - Nonprofit - 1-2 hours	\$10.00	\$19.63	\$20.00	100%
Branch Conference Room - Nonprofit - 2-4 hours	\$20.00	\$20.24	\$20.00	99%
Branch Conference Room - Nonprofit - 4+ hours	\$30.00	\$20.84	\$20.00	96%
Branch Conference Room - Profit 1-2 hours	\$50.00	\$19.63	\$20.00	100%
Branch Conference Room - Profit - 2-4 hours	\$80.00	\$20.24	\$20.00	99%
Branch Conference Room - Profit - 4+ hours	\$110.00	\$20.84	\$20.00	96%
Central Auditorium - City Dept - 1-2 hours	\$50.00	\$189.92	\$50.00	26%
Central Auditorium - City Dept - 2-4 hours	\$90.00	\$210.61	\$90.00	43%
Central Auditorium - City Dept - 4+ hours	\$130.00	\$355.45	\$130.00	37%
Central Auditorium - Nonprofit - 1-2hr hours	\$100.00	\$189.92	\$100.00	53%
Central Auditorium - Nonprofit - 2-4 hours	\$140.00	\$210.61	\$140.00	66%
Central Auditorium - Nonprofit - 4+ hours	\$180.00	\$355.45	\$180.00	51%
Central Auditorium - Profit - 1-2 hours	\$200.00	\$189.92	\$175.00	92%
Central Auditorium - Profit - 2-4 hours	\$300.00	\$210.61	\$200.00	95%

REVENUE

Library Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
Central Auditorium - Profit - 4+ hours	\$500.00	\$355.45	\$350.00	98%
Dallas East - City Dept- 1-2 hours	\$20.00	\$140.05	\$20.00	14%
Dallas East - City Dept - 2-4 hours	\$30.00	\$160.74	\$30.00	19%
Dallas East - City Dept - 4+ hours	\$40.00	\$181.43	\$40.00	22%
Dallas East - Nonprofit - 1-2 hours	\$40.00	\$140.05	\$40.00	29%
Dallas East - Nonprofit - 2-4 hours	\$50.00	\$160.74	\$50.00	31%
Dallas East - Nonprofit - 4+ hours	\$60.00	\$181.43	\$60.00	33%
Dallas East - Profit - 1-2 hours	\$90.00	\$140.05	\$125.00	89%
Dallas East - Profit - 2-4 hours	\$125.00	\$160.74	\$150.00	93%
Dallas East - Profit - 4+ hours	\$150.00	\$181.43	\$175.00	96%
Dallas East/West - City Dept - 1-2 hours	\$40.00	\$169.23	\$40.00	24%
Dallas East/West - City Dept - 2-4 hours	\$60.00	\$189.92	\$60.00	32%
Dallas East/West - City Dept - 4+ hours	\$80.00	\$231.30	\$80.00	35%
Dallas East/West - Nonprofit - 1-2 hours	\$80.00	\$169.23	\$80.00	47%
Dallas East/West - Nonprofit - 2-4 hours	\$100.00	\$189.92	\$100.00	53%
Dallas East/West - Nonprofit - 4+ hours	\$120.00	\$231.30	\$120.00	52%
Dallas East/West - Profit - 1-2 hours	\$180.00	\$169.23	\$150.00	89%
Dallas East/West - Profit - 2-4 hours	\$250.00	\$189.92	\$175.00	92%
Dallas East/West - Profit - 4+ hours	\$300.00	\$231.30	\$200.00	86%
Dallas West - City Dept - 1-2 hours	\$20.00	\$140.05	\$20.00	14%
Dallas West - City Dept - 2-4 hours	\$30.00	\$160.74	\$30.00	19%
Dallas West - City Dept - 4+ hours	\$40.00	\$181.43	\$40.00	22%
Dallas West - Nonprofit - 1-2 hours	\$40.00	\$140.05	\$40.00	29%
Dallas West - Nonprofit - 2-4 hours	\$50.00	\$160.74	\$50.00	31%
Dallas West - Nonprofit - 4+ hours	\$60.00	\$181.43	\$60.00	33%
Hamon Training - City Dept - 1-2 hours	\$125.00	\$140.05	\$100.00	71%
Hamon Training - City Dept - 2-4 hours	\$225.00	\$160.74	\$125.00	78%
Hamon Training - City Dept - 4+ hours	\$425.00	\$346.96	\$160.00	46%
Hamon Training - Nonprofit - 2-4 hours	\$125.00	\$160.74	\$125.00	78%
Hamon Training - Nonprofit - 4+ hours	\$160.00	\$346.96	\$160.00	46%
Hamon Training - Profit - 1-2 hours	\$125.00	\$140.05	\$100.00	71%
Hamon Training - Profit - 2-4 hours	\$225.00	\$160.74	\$150.00	93%
Hamon Training - Profit - 4+ hours	\$425.00	\$346.96	\$325.00	94%
Hamon Training - Nonprofit - 1-2 hours	\$100.00	\$140.05	\$100.00	71%
Laurie Evans Studio - City Dept 1-2 hours	\$30.00	\$140.05	\$30.00	21%
Laurie Evans Studio - City Dept 2-4 hours	\$40.00	\$181.43	\$40.00	22%
Laurie Evans Studio - City Dept 4+ hours	\$50.00	\$222.81	\$50.00	22%
Laurie Evans Studio - Nonprofit 1-2 hours	\$50.00	\$140.05	\$50.00	36%
Laurie Evans Studio - Nonprofit 2-4 hours	\$60.00	\$181.43	\$60.00	33%
Laurie Evans Studio - Nonprofit 4+ hours	\$70.00	\$222.81	\$70.00	31%
Laurie Evans Studio - Profit 1-2 hours	\$100.00	\$140.05	\$125.00	89%
Laurie Evans Studio - Profit 2-4 hours	\$125.00	\$181.43	\$150.00	83%
Laurie Evans Studio - Profit 4+ hours	\$160.00	\$222.81	\$200.00	90%
Lost or Damaged Item Processing	\$28.00	\$16.77	\$17.00	100%
Mail In-Depth Reference Fee	\$6.00	\$17.65	\$6.00	34%
McDermott - City Dept - 1-2 hours	\$50.00	\$96.27	\$50.00	52%
McDermott - City Dept - 2-4 hours	\$60.00	\$106.62	\$60.00	56%
McDermott - City Dept - 4+ hours	\$70.00	\$116.96	\$70.00	60%

REVENUE

Library Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
McDermott - Nonprofit - 1-2 hours	\$50.00	\$96.27	\$50.00	52%
McDermott - Nonprofit - 2-4 hours	\$60.00	\$106.62	\$60.00	56%
McDermott - Nonprofit - 4+ hours	\$70.00	\$116.96	\$70.00	60%
McDermott - Profit - 1-2 hours	\$100.00	\$96.27	\$75.00	78%
McDermott - Profit - 2-4 hours	\$125.00	\$106.62	\$100.00	94%
McDermott - Profit - 4+ hours	\$160.00	\$116.96	\$117.00	100%
O'Hara - City Dept - 4+ hours	\$130.00	\$363.94	\$130.00	36%
O'Hara - City Dept - 1-2 hours	\$50.00	\$198.41	\$50.00	25%
O'Hara - City Dept - 2-4 hours	\$90.00	\$281.18	\$90.00	32%
O'Hara - Nonprofit - 1-2 hours	\$100.00	\$198.41	\$100.00	50%
O'Hara - Nonprofit - 2-4 hours	\$140.00	\$281.18	\$140.00	50%
O'Hara - Nonprofit - 4+ hours	\$180.00	\$363.94	\$180.00	49%
O'Hara - Profit - 1-2 hours	\$200.00	\$198.41	\$198.00	100%
O'Hara - Profit - 2-4 hours	\$300.00	\$281.18	\$275.00	98%
O'Hara - Profit - 4+ hours	\$500.00	\$363.94	\$350.00	96%
Photocopy Fee	\$0.15	\$0.10	\$0.10	100%
Printout Fee - Black and White	\$0.25	\$0.29	\$0.25	86%
Showcase - City Dept - 1-2 hours	\$50.00	\$219.10	\$50.00	23%
Showcase - City Dept - 2-4 hours	\$90.00	\$239.79	\$90.00	38%
Showcase - City Dept - 4+ hours	\$130.00	\$363.94	\$130.00	36%
Showcase - Nonprofit - 1-2 hours	\$100.00	\$219.10	\$100.00	46%
Showcase - Nonprofit - 2-4 hours	\$140.00	\$239.79	\$140.00	58%
Showcase - Nonprofit - 4+ hours	\$180.00	\$363.94	\$180.00	49%
Showcase - Profit - 1-2 hours	\$200.00	\$219.10	\$150.00	68%
Showcase - Profit - 2-4 hours	\$300.00	\$239.79	\$175.00	73%
Showcase - Profit - 4+ hours	\$500.00	\$363.94	\$350.00	96%
Stone Room - City Dept - 1-2 hours	\$30.00	\$181.43	\$50.00	28%
Stone Room - City Dept - 2-4 hours	\$40.00	\$222.81	\$60.00	27%
Stone Room - City Dept - 4+ hours	\$50.00	\$346.96	\$70.00	20%
Stone Room - Nonprofit - 1-2 hours	\$50.00	\$181.43	\$50.00	28%
Stone Room - Nonprofit - 2-4 hours	\$60.00	\$222.81	\$60.00	27%
Stone Room - Nonprofit - 4+ hours	\$70.00	\$346.96	\$70.00	20%
Stone Room - Profit - 1-2 hours	\$100.00	\$181.43	\$175.00	96%
Stone Room - Profit - 2-4 hours	\$125.00	\$222.81	\$200.00	90%
Stone Room - Profit - 4+ hours	\$160.00	\$346.96	\$325.00	94%

*\$16,000 reduction in revenue

Public Works User Fees

Public Works Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
Street Lane and Sidewalk Closure Application Fee	\$0.00	\$44.00	\$40.00	91%
Survey for SOB	\$3,175.00	\$1,198.11	\$1,198.00	100%

*\$987,500 increase in revenue

REVENUE

Park and Recreation User Fees

Park and Recreation Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
Winfrey Point (resident weekend)	\$160.00	\$ 329.70	\$ 200.00	61%
Winfrey Point (non-resident weekend)	\$190.00	\$ 391.52	\$ 240.00	61%
Winfrey Point (resident weekday)	\$100.00	\$ 206.06	\$125.00	61%
Winfrey Point (non-resident weekday)	\$ 120.00	\$247.28	\$150.00	61%
Big Thicket (resident weekend)	\$76.00	\$156.61	\$ 95.00	61%
Big Thicket (non-resident weekend)	\$82.00	\$168.97	\$105.00	62%
Big Thicket (resident weekday)	\$ 60.00	\$123.64	\$ 75.00	61%
Branch Auditorium - Profit - 2-4 hours	\$165.00	\$20.17	\$20.00	99%
Branch Auditorium - Profit - 4+ hours	\$205.00	\$20.74	\$20.00	96%

*\$60,000 increase in revenue

Transportation User Fees

Transportation Fee Studied	Current Fee	Full Cost	New Fee	Recovery Rate
Valet Parking - License Application	\$25.00	\$819.44	\$800.00	98%
Valet Stand Sign	\$25.00	\$443.98	\$400.00	90%
Special Event Parking Permit	\$25.00	\$211.53	\$100.00	47%
Resident Parking Only Sign	\$47.00	\$459.00	\$47.00	10%
311-T Review	\$0.00	\$2,675.23	\$2,500.00	93%
Traffic Signal Plans Review	\$0.00	\$1,013.16	\$1,000.00	99%
Traffic Control Plan Review	\$0.00	\$2,155.77	\$1,000.00	46%
Traffic Signals Field Adjustments	\$0.00	\$1,898.01	\$1,500.00	79%
Utilities Locate	\$0.00	\$1,331.62	\$1,000.00	75%
Streetlights Plan Review	\$0.00	\$528.26	\$500.00	95%
Administrative Amendment	\$0.00	\$5,961.00	\$3,000.00	50%
Thoroughfare amendment	\$2,660.00	\$10,643.00	\$5,325.00	50%

*\$1,227,478 increase in revenue

Note: Sustainable Development and Construction conducted a separate fee study not listed here.

REVENUE

REVENUE BY FUND AND DEPARTMENT

The table below provides a summary of all City revenue by fund and department.

Department	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
General Fund				
Budget and Management Services	1,218,168,625	1,199,490,986	1,219,153,822	1,261,574,514
Building Services	1,045,936	957,358	966,362	966,362
City Attorney's Office	781,241	592,927	742,870	742,870
City Auditor's Office	0	130	0	0
City Controller's Office	281,013	281,013	514,268	514,268
City Secretary's Office	23,200	19,600	330,354	24,306
Civil Service	3,400	3,400	1,000	1,000
Code Compliance	8,495,068	8,048,099	8,367,796	9,540,670
Court and Detention Services	17,233,904	14,520,481	12,209,107	18,618,910
Dallas Animal Services	430,000	135,095	175,000	299,467
Dallas Fire-Rescue	52,026,396	44,705,530	45,070,637	46,000,442
Dallas Police Department	9,586,790	10,594,956	8,186,970	10,748,671
Housing and Neighborhood Revitalization	144,994	0	0	0
Library	662,500	386,236	466,100	496,100
Management Services	3,152,643	2,782,166	2,822,667	2,822,667
Office of Community Care	1,826,993	1,663,726	1,541,977	1,541,977
Office of Environmental Quality and Sustainability	325,650	118,000	177,890	177,890
Office of Government Affairs	0	441	0	0
Office of Historic Preservation	0	0	102,800	102,800
Office of Homeless Solutions	1,000,000	1,000,000	1,000,000	1,000,000
Mayor and Council	0	1,610	0	0
Non-Departmental	87,007,299	87,464,104	107,772,115	105,069,050
Office of Arts and Culture	2,398,952	1,166,158	718,531	2,571,073
Office of Economic Development	100,000	42,117	15,000	15,000
Park and Recreation	10,968,510	4,170,113	9,728,522	11,418,976
Procurement Services	110,000	271,249	110,000	110,000
Public Works	2,786,665	2,925,107	4,024,446	4,097,367
Sustainable Development and Construction	3,682,413	3,585,817	2,386,576	2,386,576
Transportation	10,406,355	7,285,591	13,277,339	13,277,339
Total General Fund	\$1,429,495,904	\$1,389,429,844	\$1,437,039,482	\$1,491,295,629
Enterprise Funds				
Aviation	157,911,946	119,607,305	112,403,441	127,096,645
Aviation - Transportation Regulation	343,737	427,119	354,879	357,145
Convention and Event Services	114,358,254	65,660,316	85,832,581	110,483,703
Dallas Water Utilities	670,485,708	633,499,067	692,146,200	718,432,215
Dallas Water Utilities - SDM	60,936,837	60,540,795	66,355,747	69,340,586
Municipal Radio	2,161,634	1,515,000	1,911,000	1,921,000
Sanitation Services	120,129,201	120,936,053	127,068,910	130,496,033

REVENUE

Department	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Sustainable Development and Construction	33,474,379	29,257,221	33,644,751	33,644,751
Total Enterprise Funds	\$1,159,801,696	\$1,031,442,876	\$1,119,717,509	\$1,191,772,078
Internal Service/Other Funds				
Employee Benefits	1,373,004	1,313,860	1,631,267	1,653,924
Equipment and Fleet Management	56,213,623	57,197,321	54,714,940	54,231,190
Express Business Center	2,593,790	2,593,790	2,593,790	2,593,790
Information and Technology Services – 911	12,017,444	11,944,636	12,017,444	12,017,444
Information and Technology Services – Data	80,180,034	80,209,361	84,372,061	86,921,687
Information and Technology Services – Radio	12,523,888	12,520,078	12,843,519	12,552,491
Office of Bond and Construction Management	18,547,674	14,853,605	23,074,750	21,749,215
Office of Risk Management	4,941,750	4,577,237	5,169,162	5,179,294
Total Internal/Other Funds	\$188,391,207	\$185,209,888	\$196,416,933	\$196,899,035

FIVE-YEAR FORECAST

GENERAL FUND

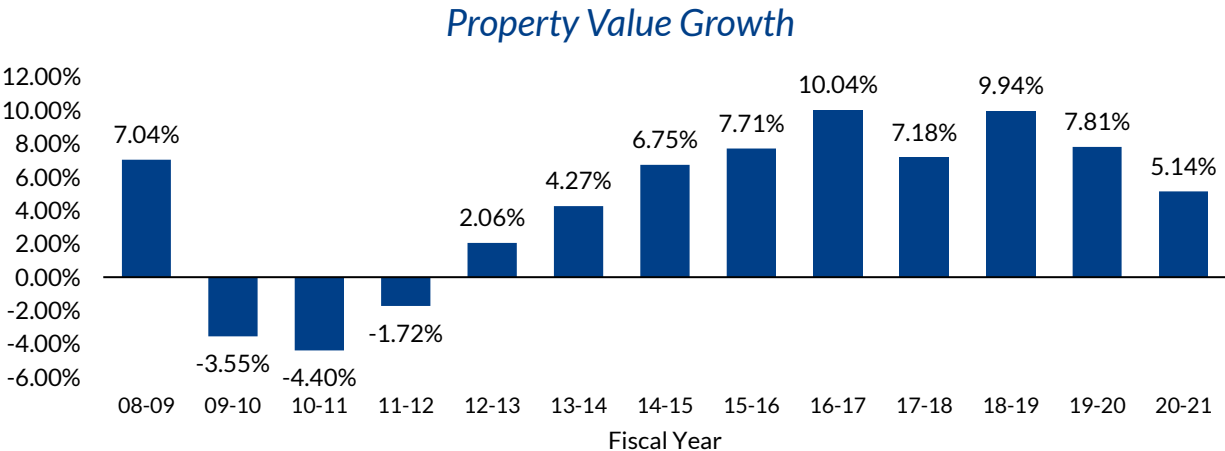
The Five-Year Forecast provides an early look at potential gaps between revenue and expenses. The forecast and biennial budget are financial planning tools to project the long-term fiscal sustainability of policy decisions. Many of the assumptions, projections, and cost estimates are based on early and preliminary information and as such, will change in future years.

The City’s financial position is directly linked to the local, national, and global economies. The national economy was expected to slow in FY 2020-21 even before the coronavirus pandemic prompted a halt to economic activity. Several federal relief policies and funding have been put in place, but the effects of the coronavirus are difficult to quantify. Economic uncertainty remains as the recovery is taking place in an economy that was already considered “weak.” Economists suggest a reasonable assumption for economic analysis is that the health crisis gradually eases over time, with nationwide lockdowns avoided and targeted responses to a surge in the virus. Economists suggest there is no quick return to full economic activity. Pre-virus, the Dallas area economy outperformed the nation, and we anticipate the fundamentals of the Dallas economy will be evident. A slow recovery is expected to begin in FY 2021-22.

Revenue projections detailed below focus primarily on property and sales tax revenue, which account for 78.0 percent of General Fund revenue in FY 2020-21. The City of Dallas contracts with Dearmon Analytics, LLC to develop the property and sales tax forecast. Both property and sales tax projections will be updated regularly as the path of the economic recovery slowly reveals itself.

PROPERTY TAXES

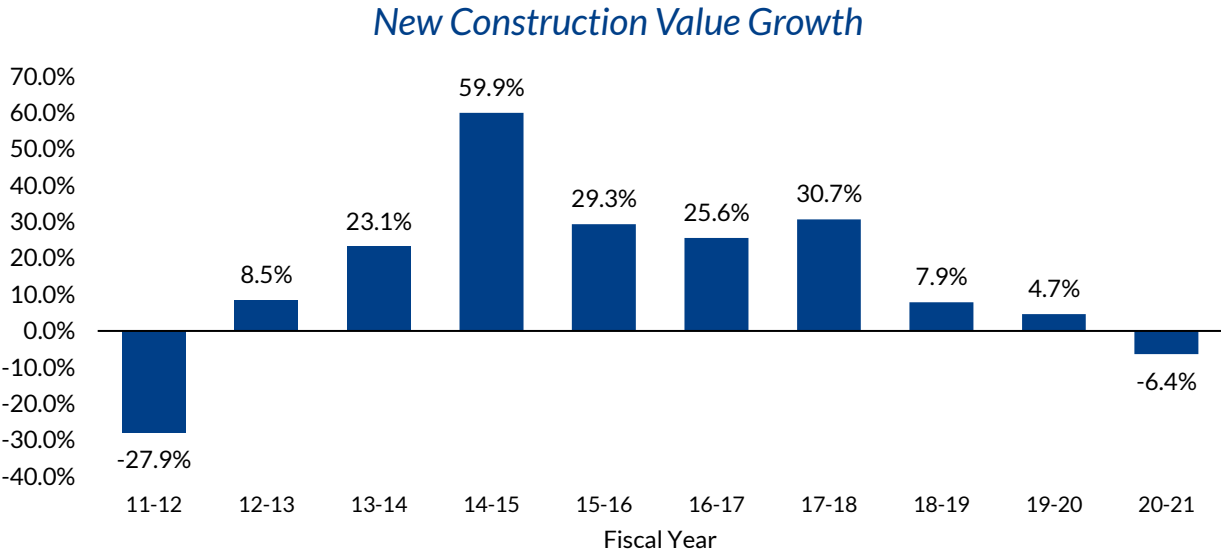
Property taxes are levied on net assessed value, which includes locally assessed real property, improvements, and personal property less exemptions.



FIVE-YEAR FORECAST

The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, exemptions, legislative changes, and construction activity. Market and growth estimates are based on historical trends. Property tax values increased 5.14 percent in FY 2020-21 and include a 6.4 percent decline in new construction. The decline in new construction was primarily in the commercial category. New construction growth is expected to remain flat in future years.

Future year revenue assumptions reflect a conservative growth estimate of 3.5 percent to reflect an anticipated leveling-off of reappraisal and new construction growth, as well as the 3.5 percent cap resulting from the Texas Reform and Transparency Act of 2019 (Senate Bill 2).

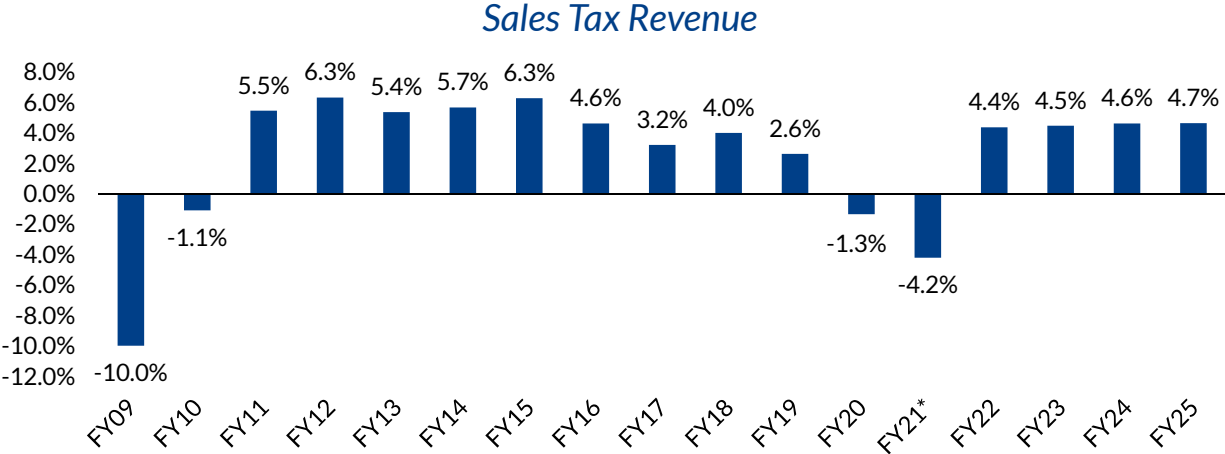


SALES TAX

The state collects 8.25 percent on taxable goods or services sold within the city limits. Of the 8.25 percent collected, the state retains 6.25 percent and distributes one percent to the City and one percent to Dallas Area Rapid Transit (DART).

Sales tax revenue is the most volatile General Fund revenue the City collects. After declines in sales tax revenue from FY 2007-08 to FY 2009-10 due to the Great Recession, year-over-year collections improved (starting in FY 2010-11), and collections have improved every year since. As a result of the economic disruption caused by COVID-19, sales tax revenue declined sharply in the second half of FY 2019-20. We project currently that total collections will be \$16.3 million below the FY 2019-20 adopted budget and will decline by 4.2 percent year-over-year in FY 2020-21. We project sales tax revenue will rebound in FY 2021-22 and maintain a sustainable growth rate of 4.4 to 4.7 percent for the remainder of the five-year forecast.

FIVE-YEAR FORECAST



*FY 2020-21 compared to FY 2019-20 forecast

OTHER REVENUE

This category consists of revenues collected from various sources, including franchise revenues, licenses and permits, intergovernmental, fines and forfeitures, charges for services, and other miscellaneous sources. These revenues are budgeted at \$315.7 million for FY 2020-21, a decline of 3.0 percent compared to FY 2019-20. This decline is due to closures at Park and Recreation facilities, fewer parking meter fees and parking citations, and lower reimbursements from the Ambulance Services Supplemental Payment Program (ASSPP).

EXPENDITURES

Expenditure projections focus on personnel services, supplies, contracts, and capital. Personnel services reflect projections for salaries, medical benefits, and retirement. Supplies and materials, services, and charges include costs required to support utilities, fuel, fleet, risk management, information technology, infrastructure, and contributions to outside agencies.

PERSONNEL SERVICES

Personnel services expenditure projections assume staffing levels remain flat and the forecast does not assume a merit increase for civilian employees during the forecast period. The FY 2020-21 budget includes \$3.4 million to give raises (step increases) to uniform employees based on their time in rank per the Meet and Confer agreement. The forecast assumes future step increases based on time in rank in FY 2021-22 and FY 2022-23, but given the current economic environment, the forecast does not assume a market adjustment. The negotiated Meet and Confer agreement is a three-year agreement that expires September 30, 2022. The starting salary of a police officer/firefighter remains unchanged at \$61,367.

FIVE-YEAR FORECAST

Projected future pension costs for Police and Fire-Rescue reflect the minimum contributions the City is required to fund for police and fire pension as enacted by the Texas State Legislature through House Bill (HB) 3158. HB 3158 changed the City’s contribution rate to 34.5 percent, changed computation categories, and requires a minimum contribution by the City of more than the calculated rate. The table reflects the City’s minimum contribution by fiscal year. The required minimum contribution ends December 31, 2024.

Fiscal Year	Minimum City Contribution
FY 2017-18	\$150,712,800
FY 2018-19	\$156,818,700
FY 2019-20	\$161,986,377
FY 2020-21	\$165,481,401
FY 2021-22	\$169,023,200
FY 2022-23	\$165,659,700
FY 2023-24	\$168,856,000

Other personnel service expenditures, such as civilian pension, are forecast to remain flat, and worker’s compensation insurance is projected to increase three percent during the forecast period.

OTHER EXPENSES

Growth rates for specific supplies, contractual services, and capital outlay are forecast to increase 2.1 percent based on the three-year average of the Consumer Price Index (CPI). The forecast includes \$72.7 million in FY 2020-21 (a 17.6 percent increase compared to \$61.8 million in FY 2019-20) for the required tax increment financing (TIF) payment and an additional \$2.9 million for master lease. FY 2021-22 to FY 2024-25 assumptions reflect a 12 percent year-over-year increase in TIF payments. Additionally, operating and maintenance (O&M) costs associated with capital projects are included in the forecast.

FUND BALANCE

The City’s Financial Management Performance Criterion #2 states “the unassigned fund balance of the General Fund shall be maintained at a level not less than 40 days of the General Fund operating expenditures less debt service.” The establishment and maintenance of a financial reserve policy is critical to prudent financial management. The projection reflects unassigned fund balance at 40+ days of General Fund operating expenditures during the forecast period. The General Fund is forecast to be out of structural balance in FY 2022-23 as shown in the table below. Although that is forecast, the City will not allow that to occur; we will secure a structural balance through budget reductions, revenue increases, or other corrective actions.

General Fund (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Property Tax	\$825.0	\$853.7	\$861.3	\$891.2	\$922.2
Sales Tax	\$296.3	\$309.3	\$323.2	\$338.2	\$354.0
Franchise Fees	\$115.9	\$117.7	\$118.9	\$120.0	\$121.2
Other Revenue	\$199.8	\$210.6	\$210.6	\$210.6	\$210.6

FIVE-YEAR FORECAST

General Fund (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$1,437.0	\$1,491.3	\$1,514.0	\$1,560.1	\$1,608.0
Civilian Pay & Overtime	\$258.7	\$265.5	\$265.5	\$265.5	\$265.5
Civilian Pension	\$35.2	\$36.3	\$36.3	\$36.3	\$36.3
Uniform Pay & Overtime	\$511.3	\$517.3	\$521.6	\$523.9	\$526.1
Uniform Pension	\$165.5	\$169.0	\$165.7	\$168.9	\$158.1
Health Benefits	\$72.6	\$72.8	\$83.2	\$88.9	\$95.1
Other Personnel Services	\$21.0	\$22.5	\$23.5	\$23.9	\$24.4
Personnel Services	\$1,064.3	\$1,083.4	\$1,095.7	\$1,107.3	\$1,105.5
Supplies	\$74.4	\$75.3	\$77.1	\$78.3	\$79.5
Contractual	\$405.7	\$411.5	\$422.4	\$434.7	\$448.1
Capital Outlay	\$11.2	\$9.6	\$9.6	\$9.6	\$9.6
Reimbursements	\$(118.6)	\$(89.7)	\$(89.7)	\$(89.7)	\$(89.7)
Other	\$0	\$0	\$12.1	\$14.1	\$16.1
Total Expenditures	\$1,437.0	\$1,490.0	\$1,527.1	\$1,554.2	\$1,569.0
Change in Balance Sheet	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$236.0	\$237.3	\$224.2	\$230.0	\$269.0
Days of Reserve	59.9	58.1	53.6	54.0	62.6

OUTLOOK

The City’s Financial Performance Management Criterion #18 states “management will project revenues and expenditures annually for at least five years beyond the current year for the General Fund and each Enterprise Fund of the City.” The five-year forecast is presented for the following Enterprise Funds:

- Aviation
- Convention and Event Services
- Dallas Water Utilities (DWU)
- DWU—Storm Drainage Management
- Municipal Radio
- Sanitation Services
- Sustainable Development and Construction



FIVE-YEAR FORECAST

AVIATION

Aviation manages Love Field, Dallas Executive Airport (DEA), and the Dallas Vertiport. Dallas Love Field is one of the busiest medium-hub air carrier/general aviation airports in the world and has experienced unprecedented growth in passenger traffic since the repeal of the Wright Amendment in 2014. Airport revenues reflect revenue from airlines (19 percent), parking (14 percent), concessions (13 percent), and other miscellaneous fees (54 percent).

Forecast Highlights

- The FY 2019-20 forecast reflects a \$38.2 million decrease in revenue due to the loss of landing fees, concessions and garage parking revenues associated with diminished air travel due to COVID-19. To curtail the effects of COVID-19 during FY 2019-20, the department enacted a hiring freeze effective March 19, 2020, limited overtime, eliminated temporary employees, and suspended various contractual expenses.
- The Federal Aviation Administration (FAA) allocated \$53.8 million in CARES Act funding for Love Field, DEA, and the Vertiport to offset revenue losses due to COVID-19. Aviation will use \$19.8 million for O&M costs in FY 2019-20, \$30 million for debt service in FY 2019-20 and FY 2020-21, and \$4 million for mission-critical capital projects in FY 2019-20.
- A slow recovery is anticipated in FY 2020-21, with passenger traffic expected to increase from a current level of 3.5 million enplanements to 4.7 million enplanements by December 2020. This is still 43.3 percent lower than the 8.3 million projected enplanements for FY 2019-20.
- Expenditure projections reflect required debt service payments and the elimination of the transfer to capital construction.
- Additional positions are included in FY 2020-21 to address some new guidelines required by the FAA and Transportation Security Administration (TSA) for safety, compliance, and training.

Aviation (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$112.8	\$127.5	\$129.7	\$133.6	\$137.6
Total Expenditures	\$112.8	\$127.5	\$129.7	\$133.6	\$137.6
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0



FIVE-YEAR FORECAST

CONVENTION AND EVENT SERVICES

The Kay Bailey Hutchison Convention Center Dallas (KBHCCD) is one of the nation’s largest convention centers and the first named for a woman. The tourism and travel industry is an important element of the Dallas economy and serves as an economic driver for North Texas, bringing millions of visitors to the region annually. The Convention Center’s largest revenue source comes from its portion of the Hotel Occupancy Tax (HOT)—the City receives seven percent of the 13 percent of the room rate charged within the City limits.

Forecast Highlights

- FY 2019-20 revenues are projected to end the year 42 percent under budget due to various event cancellations and significantly lower HOT collection as a result of COVID-19. The impact of the economic downturn is forecast to continue into FY 2020-21. Historically, the KBHCCD hosts 100 major events per year with attendance ranging from 40-60,000 and averaging \$37 million in event revenue annually. Before the onset of COVID-19 in March 2020, the KBHCCD hosted 47 events and was on track to exceed overall revenue projections by more than \$4 million.
- HOT revenue is the largest revenue source for the KBHCCD. HOT revenue is projected to decline by 45 percent in FY 2020-21 and 17 percent in FY 2021-22 compared to FY 2019-20. This revenue source is used to support the arts, and contributions to art programs are projected to decline by 26 percent, or \$450,000, in FY 2020-21.
- FY 2020-21 expenses are 25 percent less than in FY 2019-20 and reflect a reduction in payments to VisitDallas, Spectra Venue Management, capital projects, and expenses for now-canceled events.

Convention Center (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$85.8	\$110.5	\$125.8	\$134.1	\$141.0
Total Expenditures	\$85.8	\$110.5	\$125.8	\$134.1	\$141.0
Ending Fund Balance	\$57.1	\$57.1	\$57.17	\$57.1	\$57.1



FIVE-YEAR FORECAST

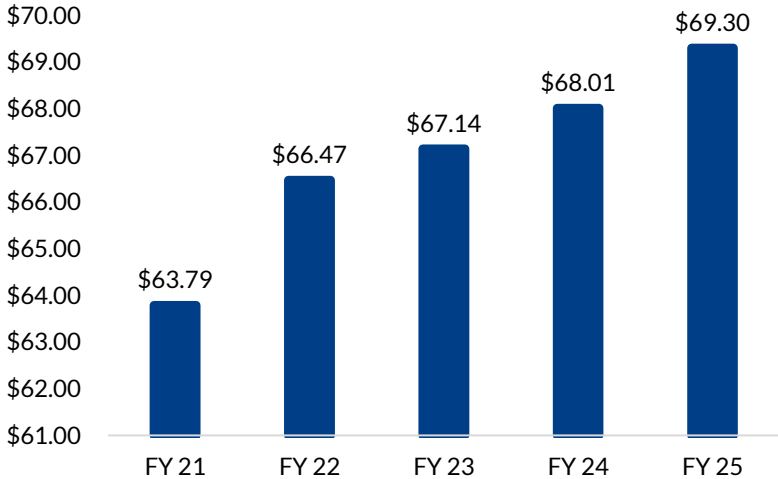
DALLAS WATER UTILITIES

Dallas Water Utilities (DWU) is owned and operated by the City as a self-supporting enterprise fund and receives revenues through the sale of water and wastewater services. In FY 2018-19, DWU and Storm Drainage Management were combined. By consolidating storm drainage, water supply, and wastewater utilities, Dallas aligned with national standards and now takes a holistic approach to planning, operating, and future needs. Compliance activities and drainage system operation and maintenance activities continue in the new “one water” system.

Forecast Highlights

- The proposed retail rate increase for FY 2020-21 is one percent, which will cover increased costs associated with the Integrated Pipeline Project, as well as increases in reservoir operations and maintenance costs.
- Retail rate increases will average approximately two percent from FY 2021-22 through FY 2024-25. These increases will cover higher personnel costs, additional payments to connect Lake Palestine to the Dallas water supply system, and additional capital program funding necessary to maintain DWU infrastructure.
- Major expenditure categories include operating and maintenance costs, debt service payments, and transfers to capital. Increases in the forecast period reflect inflation.

Average Residential Monthly Water Bill



Dallas Water Utilities (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$692.1	\$718.4	\$723.7	\$734.2	\$748.1
Total Expenditures	\$714.8	\$726.6	\$731.9	\$742.5	\$748.1
Ending Fund Balance	\$118.0	\$109.9	\$101.7	\$93.5	\$93.5



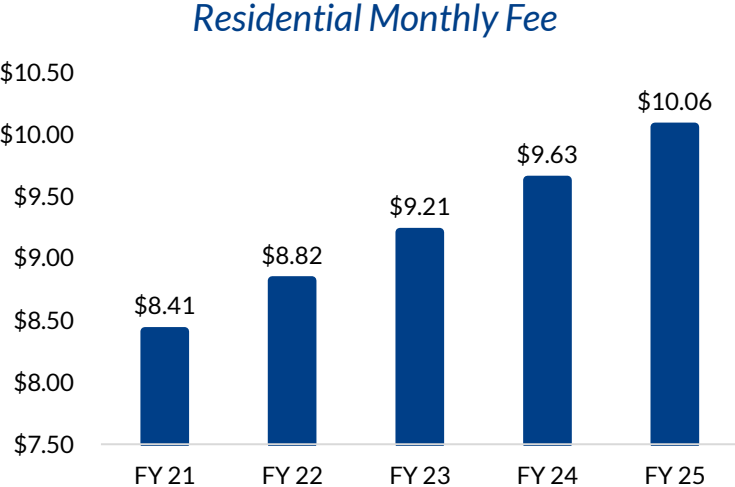
FIVE-YEAR FORECAST

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

DWU—Storm Drainage Management (SDM) is owned and operated by the City as a self-supporting enterprise fund and receives revenues through monthly stormwater fees. These fees support the cost of compliance with the City’s storm drainage discharge permit with the Texas Commission on Environmental Quality (TCEQ), operation, maintenance, and enhancement of the levee system.

Forecast Highlights

- Stormwater revenue is projected to grow 4.5 percent each year during the forecast period to fund capital projects reserves and other annual cost increases.
- FY 2020-21 expenditures reflect a newly assessed four percent franchise fee on stormwater revenue to support street and alley infrastructure.



Dallas Water Utilities—Storm Drainage Management (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$66.4	\$69.3	\$72.5	\$75.7	\$79.1
Total Expenditures	\$66.3	\$69.3	\$72.4	\$75.7	\$79.1
Ending Fund Balance	\$9.9	\$10.0	\$10.0	\$10.0	\$10.0



FIVE-YEAR FORECAST

MUNICIPAL RADIO

WRR is owned and operated by the City of Dallas. It was the first licensed broadcast station in Texas and the second broadcast station issued a commercial license in the United States. The station provides 24-hour broadcast that includes classical music and other select programming. WRR is funded solely by advertising revenue.

Forecast Highlights

- Broadcast ratings for WRR have declined by 27 percent since March 2020, as COVID-19 has kept many North Texans from commuting to work and school, resulting in smaller audiences. Smaller audiences result in less revenue from sales, therefore FY 2020-21 revenues and expenditures are forecast 12 percent and 9 percent respectively below the FY 2019-20 adopted budget and are expected to remain flat during the forecast period of FY 2020-21 to FY 2022-23.

Municipal Radio (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$1.9	\$1.9	\$1.9	\$2.0	\$2.0
Total Expenditures	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9
Ending Fund Balance	\$0.7	\$0.8	\$0.8	\$0.8	\$0.9



FIVE-YEAR FORECAST

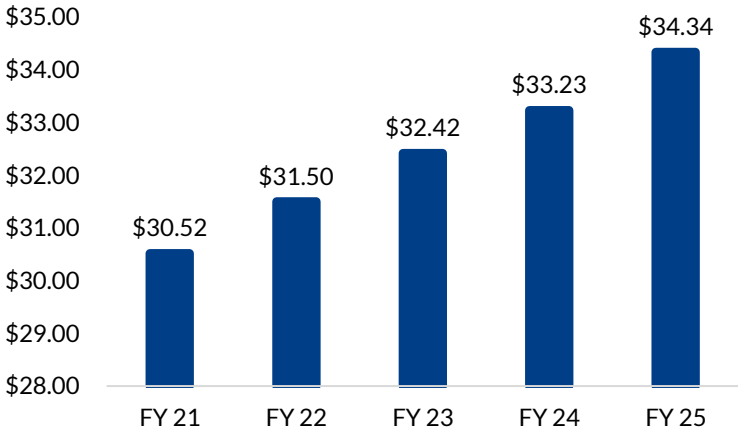
SANITATION SERVICES

Sanitation Services (SAN) serves approximately 240,000 households in Dallas, and it provides programs and services that effectively and efficiently manage municipal solid waste. In addition to providing customers with reliable solid waste collection, SAN operates and maintains the McCommas Bluff Landfill and three transfer stations.

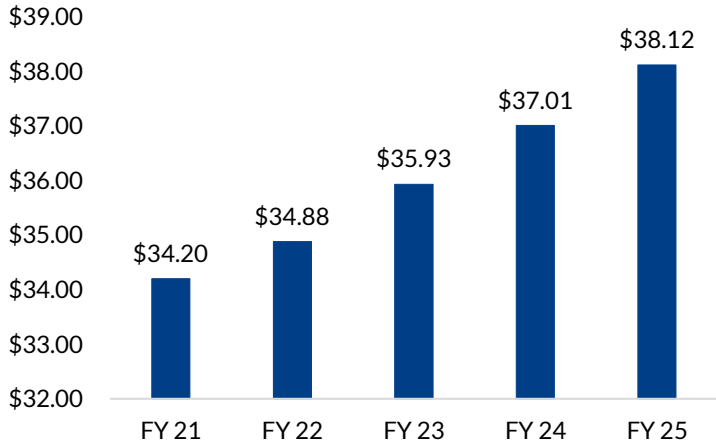
Forecast Highlights

- SAN anticipates residential fee increases in future years, primarily related to increased debt costs to address aging fleet, contract labor costs related to living wage increases, the establishment of a storm reserve, increased health care and worker’s compensation costs, and increases in the City’s internal service costs.
- The residential monthly fee is projected to increase by 6.56 percent to \$30.52 in FY 2020-21 and by 3.21 percent to \$31.50 in FY 2021-22 (from \$28.64 per month in FY 2019-20).
- To meet increased operational and market demands and ongoing regulatory requirements, the FY 2020-21 gate rate at McCommas Bluff Landfill is increasing by 20 percent to \$34.20 per ton from \$28.50 in FY 2019-20. The FY 2021-22 gate rate is projected to increase by two percent to \$34.88 per ton.
- The transfer to the Sanitation Capital Improvement Fund decrease by \$3.6 million in FY 2020-21 and \$1.0 million in FY 2021-22 to ensure the

Residential Monthly Fee



McCommas Bluff Landfill Gate Rate (per ton)



Sanitation Operating Fund maintains the required reserve level. SAN is planning to establish a storm reserve and continue contributing to the reserve in future years to prevent significant fund balance usage caused by unexpected events or natural disasters.

FIVE-YEAR FORECAST

- FY 2021-22 includes funding to continue fleet replacement of 62 pieces of equipment and vehicles and modernization of the fleet.

Sanitation (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$127.1	\$130.5	\$133.8	\$137.5	\$142.3
Total Expenditures	\$128.4	\$129.6	\$130.0	\$132.2	\$136.3
Ending Fund Balance	\$31.9	\$32.8	\$36.6	\$41.8	\$47.8

FIVE-YEAR FORECAST

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Sustainable Development and Construction (DEV) provides plan review services for commercial and residential development and redevelopment projects, issues construction and trade permits, and processes Certificates of Occupancy applications for new and existing businesses. Dallas continued to show steady gains in both the number of building permits issued and their valuation in the first half of FY 2019-20. Due to the onset of COVID-19, the demand for services dropped dramatically in the third quarter of FY 2019-20, followed by a quicker-than-expected rebound in July 2020. Given the historical strength of the Dallas development market, revenues are forecast to increase modestly over the forecast period.

Forecast Highlights

- FY 2020-21 revenue is projected to increase by 13 percent compared to the FY 2019-20 year-end forecast due to a rebound in commercial and residential building permit activity.
- DEV is adding two concierge positions for mixed-income development projects in FY 2020-21 and \$500,000 for a consultant to design and implement a self-certification process for architects and engineers.
- FY 2020-21 to FY 2023-24 expenditures include \$2.1 million in technology enhancements with upgrades to the ProjectDox electronic plan review system and OnBase document management system, as well as the replacement of the Posse Land Management/Permitting system.

Sustainable Development and Construction (\$ in millions)					
	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned	FY 2023-24 Planned	FY 2024-25 Planned
Total Revenues	\$33.6	\$33.6	\$33.8	\$34.0	\$34.5
Total Expenditures	\$36.5	\$35.6	\$35.7	\$36.6	\$36.6
Ending Fund Balance	\$44.5	\$42.5	\$40.7	\$38.0	\$35.9



BUDGET & MANAGEMENT SERVICES

MISSION

Protect the City’s financial resources through fiscally responsible forecasting, allocation of resources, monitoring of revenues and expenditures, and compliance with applicable rules and laws to ensure the goals and objectives of the City are met.

DEPARTMENT GOALS

- Develop and present to the City Council an annual General Fund budget that is balanced with revenues equal to or greater than expenses
- Prepare and distribute to the City Council and City leadership a Budget Accountability Report (BAR) 10 times each year
- Ensure at least 85 percent compliance with Financial Management Performance Criteria
- Issue 12 monthly financial reports for grant funds within five business days of month close
- Comply with grant regulations by ensuring grant funds are expended by grantor-established deadlines and by ensuring no disallowed costs

FUNCTIONAL ORGANIZATION CHART



BUDGET & MANAGEMENT SERVICES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$3,470,432	\$3,272,589	\$3,683,485	\$3,844,601
Supplies - Materials	\$11,754	\$24,991	\$11,752	\$14,218
Contractual - Other Services	\$551,054	\$547,746	\$542,472	\$607,449
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$4,033,240	\$3,845,326	\$4,237,709	\$4,466,268
Reimbursements	\$(153,815)	\$(153,815)	\$(65,000)	\$(65,000)
Department Total	\$3,879,425	\$3,691,511	\$4,172,709	\$4,401,268
Department Total Revenue	\$1,218,168,625	\$1,199,490,986	\$1,219,153,822	\$1,261,574,514

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Capital Bond Program Reimbursement	(65,000)	(65,000)
Reimbursement Total	\$(65,000)	\$(65,000)

BUDGET & MANAGEMENT SERVICES

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
CD20 - FY 2020-21 Community Development Block Grant	958,509	958,509
HW20 - FY 2020-21 Housing Opportunities for Persons with AIDS	103,714	103,714
Total Fund	\$1,062,223	\$1,062,223

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	36.97	32.68	36.01	37.76
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.10	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	36.97	32.78	36.01	37.76

BUDGET & MANAGEMENT SERVICES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer three Grant Compliance positions and one Senior Budget Analyst position from the General Fund to the Community Development Block Grant (CDBG) Fund (4.00 FTEs).	(4)	\$(168,002)	\$(168,002)
Add one Fiscal Shared Services Analyst position for enhanced service delivery (0.75 FTE).	1	\$0	\$60,773
Add one-time funding for the biennial Community Survey.	0	\$0	\$50,000
Transfer three positions from the Office of Innovation for Citywide process improvement initiatives (3.00 FTEs).	3	\$334,895	\$334,895
Add two Strategic Planning Specialist positions for Citywide strategic planning initiatives (1.00 FTE).	2	\$83,927	\$167,853
Add a reimbursement from Bond and Construction Management for the work of the Capital Budget Analyst.	0	\$(65,000)	\$(65,000)
Total Major Budget Items	2	\$185,820	\$380,519

BUDGET & MANAGEMENT SERVICES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of residents reporting grant-related presentations were helpful and informative	90%	94%	90%	90%
Number of compliance reviews completed	130	228	130	130
Percentage of departmental measures that are efficiency or outcome measures	55%	58%	60%	62%
Number of Budget Accountability Reports produced annually	10	10	10	10
Percentage of Citywide budget staff trained in performance measures management	N/A	N/A	100%	100%
Dollar savings implemented through process improvement initiatives	N/A	N/A	\$1,000,000	\$1,500,000

SERVICE DESCRIPTION AND BUDGET

- **Grant Administration:** Provides planning and program oversight, budget development, and financial management of grant funds for the City’s Consolidated Plan and other governmental grants Citywide, in accordance with applicable federal and state regulations. Also provides onsite monitoring of internal programs, maintains timely reporting to grant agencies, conducts community engagement, and serves as the City’s liaison to various federal and state agencies from which the City receives funds.
- **Operating and Capital Budget:** Provides centralized preparation, oversight, and management of the City’s operating and capital improvement program budgets. Manages production of the annual budget and monthly BAR and provides financial analysis to the City Manager, City Council, and all City departments.
- **Performance, Innovation, and Strategy:** Conducts Citywide process improvement initiatives, strategic planning, and performance measure analysis to assist City management in furtherance of stated goals and to improve the efficiency and effectiveness of operations.
- **Utility Management:** Oversees and manages franchised utilities and certified telecommunication providers use of the public rights-of-way, including electric, natural gas, and cable television.

BUDGET & MANAGEMENT SERVICES

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Grant Administration	\$1,260,436	\$1,119,603	\$1,082,349	\$1,100,758
Operating and Capital Budget	\$1,908,256	\$1,894,635	\$1,927,038	\$2,000,197
Performance, Innovation, and Strategy	\$399,249	\$469,860	\$872,925	\$1,009,333
Utility Management	\$311,484	\$207,413	\$290,397	\$290,980
Department Total	\$3,879,425	\$3,691,511	\$4,172,709	\$4,401,268

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,853,476	2,294,443	3,085,891	3,155,017
1104 - Other Wages		2,370		
1117 - Vacancy Savings - Salary	(128,960)		(178,877)	(100,016)
1201 - Overtime - Civilian		7,352		
1203 - Service Incentive Pay	6,576	6,768	6,576	6,576
1207 - Compensatory Time Pay - Civ		25,966		
1210 - Vacation Term Pay - Civilian		25,213		
1301 - Pension - Civilian	406,492	365,074	436,951	445,980
1303 - Life Insurance	1,200	1,200	3,899	3,924
1304 - Health Insurance	278,406	278,406	259,190	264,849
1306 - Fica	41,471	37,061	44,841	45,763
1309 - Wellness Program	999	999	1,943	1,963
1314 - Worker's Compensation	10,772	10,772	23,071	20,545
1401 - Sick Leave - Civilian		42,494		
1402 - Vacation Leave - Civilian		85,401		
1403 - Holiday Leave - Civilian		70,834		
1404 - Jury Duty Leave - Civilian		695		
1405 - Death in Family Leave - Civ		2,433		
1406 - Administrative Leave - Civilian		6,972		
1408 - Attendance Incentive Leave - Civ		8,137		
Personnel Services	\$3,470,432	\$3,272,589	\$3,683,485	\$3,844,601
2110 - Office Supplies	1,431	2,540	1,429	1,429
2111 - Office Supplies Chargeback	7,865	8,002	7,865	7,865
2181 - Fuel - Lube For Vehicles		32		
2232 - Food Supplies	1,000	1,000	1,000	1,000
2252 - Meter Postage	158	157	158	158
2280 - Other Supplies		1,231		
2710 - Furniture - Fixtures		5,594		
2731 - Data Processing Equipment		5,135		2,466
2860 - Books Reference Book Only	1,300	1,300	1,300	1,300
Supplies - Materials	\$11,754	\$24,991	\$11,752	\$14,218
3030 - Printing - Photo Services	5,750	8,391	10,000	10,000
3050 - Communications	56,704	56,704	48,977	49,117
3051 - Telephone Equipment Charges		4,519		
3053 - Data Circuit Billing	30,366	48,394	29,589	29,589
3070 - Professional Services	121,000	111,341	96,000	146,000
3099 - Misc Special Services	2,440	2,440	8,153	8,153
3130 - Copy Machine Rent-Lease-Maint	7,989	7,989	6,211	6,211

BUDGET & MANAGEMENT SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3150 - Copy Center Charges	10,471		6,315	6,316
3310 - Insurance	1,328	1,328	3,468	3,611
3313 - Liability Premiums	1,295	1,295	3,561	3,561
3320 - Advertising	20,000	20,000	20,000	25,000
3340 - Membership Dues	2,860	3,060	4,192	4,192
3341 - Subscriptions-Serials	2,000	2,195	2,000	2,000
3361 - Professional Development	37,654	27,689	37,550	40,050
3363 - Reimb-Vehicle Use,Parking	4,824	4,676	4,200	4,200
3410 - Equip - Automotive Rental		1,048		
3416 - GIS Services	5,189	5,189	4,677	4,722
3429 - Cellphone Charges	10,275	10,579	5,650	5,650
3430 - Data Services	29,666	29,666	36,333	36,347
3434 - Programming	201,243	201,243	215,596	222,730
Contractual - Other Services	\$551,054	\$547,746	\$542,472	\$607,449
5011 - Reimb Fr Othr Organizaton	(153,815)	(153,815)	(65,000)	(65,000)
Reimbursements	\$(153,815)	\$(153,815)	\$(65,000)	\$(65,000)
Department Total	\$3,879,425	\$3,691,511	\$4,172,709	\$4,401,268



BUILDING SERVICES

MISSION

Provide effective facility management in support of City service delivery.

DEPARTMENT GOALS

- Expand the use of the work order management system in FY 2020-21 to include tracking of major maintenance, environmental, and space planning projects
- Complete first full year of enhanced preventive maintenance program for HVAC systems
- Continue development of the energy management system to include energy use baselines and benchmarking for pilot facilities and high-level Citywide energy reporting

FUNCTIONAL ORGANIZATION CHART



BUILDING SERVICES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$13,893,805	\$12,417,618	\$13,484,529	\$13,711,211
Supplies - Materials	\$5,237,509	\$5,458,869	\$5,165,526	\$5,224,718
Contractual - Other Services	\$5,365,639	\$5,554,741	\$6,154,806	\$6,711,674
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$24,496,953	\$23,431,227	\$24,804,861	\$25,647,603
Reimbursements	\$(1,386,176)	\$(3,898,740)	\$(1,407,451)	\$(1,407,451)
Department Total	\$23,110,777	\$19,532,487	\$23,397,410	\$24,240,152
Department Total Revenue	\$1,045,936	\$957,358	\$966,362	\$966,362

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
City Secretary's Office Reimbursement	(600)	(600)
Convention Center Reimbursement	(270,192)	(270,192)
Dallas Police Department Reimbursement	(16,916)	(16,916)
Park and Recreation Reimbursement	(10,638)	(10,638)
Public Works Reimbursement	(9,549)	(9,549)
Sanitation Services Reimbursement	(26,420)	(26,420)
Storm Drainage Management Reimbursement	(2,856)	(2,856)
Miscellaneous Department Reimbursement (Work Orders)	(1,070,280)	(1,070,280)
Reimbursement Total	\$(1,407,451)	\$(1,407,451)

BUILDING SERVICES

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	211.36	172.20	195.65	195.65
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	10.40	20.07	11.37	11.37
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	2.65	0.00	0.00
Department Total	221.76	194.92	207.02	207.02

BUILDING SERVICES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Enhance preventive maintenance program for City facilities to reduce future repairs.	0	\$125,000	\$125,000
Eliminate four positions in Maintenance Districts responsible for daily repairs, two administrative positions that provide support to the maintenance division, and five additional vacant positions (6.00 FTEs).	(11)	\$(499,156)	\$(499,156)
Reduce funding for building repairs and maintenance, including materials and supplies.	0	\$(286,985)	\$(286,985)
Reduce energy costs at various multi-departmental buildings through implementation of proactive energy conservation policies as part of the energy management system implemented in FY 2019-20.	0	\$(178,103)	\$(178,103)
Increase funding for janitorial contract from \$1,622,606 to \$1,706,748.	0	\$84,142	\$84,142
Eliminate two positions and transfer two positions to the City Controller's Office as part of the reorganization designed to optimize Citywide payroll processes (4.00 FTEs).	(4)	\$(199,655)	\$(199,655)
Add funding for a transfer to the Capital Construction Fund for major maintenance projects.	0	\$500,000	\$1,000,000
Total Major Budget Items	(15)	\$(454,757)	\$45,243

BUILDING SERVICES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of custodial work orders requested	1,440	816	1,200	1,200
Number of quality inspections at contracted custodial facilities each month	276	319	276	276
Number of HVAC preventive maintenance hours	14,800	6,422	11,400	11,400
Percent reduction in electrical use	2%	2%	2%	2%
Percentage of emergency work orders on Building Services-maintained facilities	N/A	N/A	<4%	<4%

SERVICE DESCRIPTION AND BUDGET

- Bullington Truck Terminal and Thanksgiving Square: Operates the truck terminal and the pedestrian way including custodial, security, and general maintenance services. Invoices customer facilities for their pro rata share of the operational agreement the City entered in 1973.
- City Facility Operation, Maintenance, and Repair: Performs daily operations and routine, preventive, and emergency repairs of mechanical, electrical, plumbing, and roofing systems in nearly 500 City facilities (10.5 million square feet).
- Custodial Maintenance: Provides custodial services at more than 100 City facilities (4.2 million square feet) using a combination of City staff and service contracts. This service also coordinates contracted pest control services for more than 85 City facilities (2.9 million square feet).
- Energy Procurement and Monitoring: Manages the City’s electricity contract (including more than 2,700 individual accounts) and the Energy Management System (implemented FY 2019-20).
- Renovation and Major Repair: Plans, designs, and manages renovations, space planning, and major repairs of facilities including police facilities, fire stations, libraries, City-operated cultural facilities, and general City service centers.

BUILDING SERVICES

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Bullington Truck Terminal and Thanksgiving Square	\$652,182	\$656,681	\$664,542	\$665,666
City Facility Operation, Maintenance and Repair	\$14,729,371	\$11,215,932	\$14,143,601	\$14,402,035
Custodial Maintenance	\$4,034,477	\$4,113,617	\$4,120,812	\$4,170,812
Energy Procurement and Monitoring	\$2,569,199	\$2,707,286	\$2,850,232	\$2,855,586
Renovation and Major Repair	\$1,125,548	\$838,971	\$1,618,223	\$2,146,053
Department Total	\$23,110,777	\$19,532,487	\$23,397,410	\$24,240,152

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	9,895,209	7,294,005	9,563,662	9,643,208
1104 - Other Wages		7,978		
1111 - Cell Phone Stipend	15,000	7,942	15,000	15,000
1117 - Vacancy Savings - Salary	(185,548)		(578,552)	(320,097)
1201 - Overtime - Civilian	538,932	775,165	634,104	634,104
1203 - Service Incentive Pay	42,453	25,731	40,053	40,053
1207 - Compensatory Time Pay - Civ		6,313		
1208 - Sick Leave Term Pay - Civilian		67,931		
1210 - Vacation Term Pay - Civilian		51,249		
1301 - Pension - Civilian	1,433,864	1,267,647	1,336,296	1,340,596
1303 - Life Insurance	6,934	2,535	14,664	14,664
1304 - Health Insurance	1,556,311	1,556,311	1,507,725	1,507,725
1306 - Fica	146,379	138,044	146,480	146,922
1308 - Mandatory Deferred Comp		15		
1309 - Wellness Program	5,707	5,707	5,504	5,504
1314 - Worker's Compensation	438,564	438,564	799,592	683,532
1401 - Sick Leave - Civilian		217,160		
1402 - Vacation Leave - Civilian		275,309		
1403 - Holiday Leave - Civilian		217,583		
1404 - Jury Duty Leave - Civilian		2,503		
1405 - Death in Family Leave - Civ		6,857		
1406 - Administrative Leave - Civilian		7,210		
1407 - Military Leave - Civilian		2,449		
1408 - Attendance Incentive Leave - Civ		32,591		
1453 - Continuance Pay - Civilian		10,817		
Personnel Services	\$13,893,805	\$12,417,618	\$13,484,529	\$13,711,211
2110 - Office Supplies	941	1,064	3,442	3,442
2111 - Office Supplies Chargeback	4,650	4,650	4,650	4,650
2120 - Tools	25,000	25,000	24,100	24,100
2130 - Copy Supplies	2,212	2,212	2,212	2,212
2140 - Light - Power	1,691,206	1,871,206	1,794,897	1,854,087
2160 - Fuel Supplies	780,309	780,310	780,309	780,309
2170 - Water - Sewer	328,678	328,678	328,678	328,678
2181 - Fuel - Lube For Vehicles	118,066	118,066	104,018	104,020

BUILDING SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2220 - Laundry - Cleaning Supplies	433,121	433,121	444,369	444,369
2231 - Clothing	35,005	23,200	35,378	35,378
2232 - Food Supplies		86		
2252 - Meter Postage	404	404	404	404
2280 - Other Supplies	5,370	8,938	5,370	5,370
2310 - Building Materials	1,768,047	1,768,047	1,589,844	1,589,844
2720 - Machine Tools	30,000	77,637	33,355	33,355
2731 - Data Processing Equipment	12,500	12,500	12,500	12,500
2735 - Software Purchase -\$1000	2,000	2,000	2,000	2,000
2860 - Books Reference Book Only		1,750		
Supplies - Materials	\$5,237,509	\$5,458,869	\$5,165,526	\$5,224,718
3020 - Food - Laundry Service		285		
3030 - Printing - Photo Services	1,700	1,700	1,700	1,700
3050 - Communications	96,852	96,852	215,388	215,989
3051 - Telephone Equipment Charges		1,178		
3053 - Data Circuit Billing	53,073	53,073	127,338	127,338
3060 - Equipment Rental [Outside City]	11,775	11,775	11,775	11,775
3062 - Pc Leasing [Outside City]	529	529	529	529
3070 - Professional Services	145,143	160,820	201,767	201,767
3085 - Freight	220	220	220	220
3090 - City Forces	49,847	7,529	49,847	49,847
3091 - Custodial Services	1,192,578	1,374,042	1,219,720	1,219,720
3092 - Security Services		1,419		
3099 - Misc Special Services	23,959	23,959	20,775	20,775
3110 - Equip Repairs and Maintenance	299,890	199,890	299,890	299,890
3130 - Copy Machine Rent-Lease-Maint	22,535	22,535	11,642	11,642
3150 - Copy Center Charges	700	700	700	700
3201 - Stores Overhead Charges		17		
3210 - Building Repairs and Maint	1,507,632	1,507,632	1,403,082	1,403,082
3310 - Insurance	231,198	231,198	410,392	437,784
3313 - Liability Premiums	28,472	28,472	70,952	70,952
3320 - Advertising	200	216	200	200
3330 - Rents [Lease]	398,592	398,592	398,592	398,592
3340 - Membership Dues	2,500	1,070	2,500	2,500
3341 - Subscriptions-Serials		47,795		
3361 - Professional Development	25,000	8,677	25,159	25,159
3410 - Equip - Automotive Rental	328,210	328,210	244,157	244,157
3411 - Wreck Handle Charge (fleet)	3,000	3,000	24,138	24,138
3416 - GIS Services	25,752	25,752	26,709	26,966
3420 - Commun Equip Rental	35,013	35,013		
3429 - Cellphone Charges	95,409	100,188	95,409	95,409
3430 - Data Services	102,885	102,885	128,385	128,462
3434 - Programming	678,475	678,475	659,340	687,881
3460 - Disposal Services	4,500	4,500	4,500	4,500
3690 - Miscellaneous Transfers			500,000	1,000,000
3994 - Outside Temps-Staffing		96,543		
Contractual - Other Services	\$5,365,639	\$5,554,741	\$6,154,806	\$6,711,674
5011 - Reimb Fr Othr Organizaton	(1,386,176)	(3,898,740)	(1,407,451)	(1,407,451)
Reimbursements	\$(1,386,176)	\$(3,898,740)	\$(1,407,451)	\$(1,407,451)
Department Total	\$23,110,777	\$19,532,487	\$23,397,410	\$24,240,152



CITY ATTORNEY'S OFFICE

MISSION

To provide the highest quality legal services to the City Council, City departments, and boards and commissions in the most ethical, timely, efficient, and cost-effective manner.

DEPARTMENT GOALS

- Respond to City Council and department requests in a timely manner
- Actively pursue violations of state law and City ordinances that affect quality of life issues
- Cross-train personnel to ensure legal services are addressed during the pandemic
- Minimize the impact on taxpayers by reducing the use of outside counsel and providing more legal services in-house

FUNCTIONAL ORGANIZATION CHART



CITY ATTORNEY'S OFFICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$16,446,828	\$15,614,444	\$15,297,463	\$15,216,848
Supplies - Materials	\$166,033	\$125,906	\$64,550	\$134,347
Contractual - Other Services	\$1,870,625	\$1,705,016	\$1,616,287	\$1,683,759
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$18,483,486	\$17,445,366	\$16,978,300	\$17,034,954
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$18,483,486	\$17,445,366	\$16,978,300	\$17,034,954
Department Total Revenue	\$781,241	\$592,927	\$742,870	\$742,870

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
CD20 - FY 2020-21 Community Development Block Grant	763,739	763,739
Total Fund	\$763,739	\$763,739

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

CITY ATTORNEY'S OFFICE

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from other resources, such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	158.00	143.47	152.50	153.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.20	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	158.00	143.67	152.50	153.00

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate five positions and implement a hiring freeze on remaining vacant positions (5.00 FTEs).	(5)	\$(1,396,401)	\$(1,396,401)
Eliminate funding allocated to internship program.	0	\$(24,000)	\$(24,000)
Eliminate funding allocated to replacing aging furniture.	0	\$(62,000)	\$(62,000)
Reduce funding for supplies, materials, and contract services.	0	\$(54,468)	\$(54,468)
Total Major Budget Items	(5)	\$(1,536,869)	\$(1,536,869)

CITY ATTORNEY’S OFFICE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of civil forfeitures resolved	N/A	20	100	100
Number of ordinances, resolutions, and legal opinions prepared	N/A	1,399	1,500	1,500
Number of Open Records Requests completed	N/A	1,149	1,000	1,000
Number of cases handled by Community Courts	25,000	15,264	25,000	25,000
Number of cases, code cases, and nuisance abatements prosecuted and resolved	350	328	350	350
Number of cases prosecuted	160,000	119,475	160,000	160,000
Number of claims and lawsuits resolved	230	173	230	230
Amount of money collected by Litigation	\$2,550,000	\$6,650,000	\$2,550,000	\$2,550,000

SERVICE DESCRIPTION AND BUDGET

- **Administrative Support:** Provides legal, executive, and administrative oversight for the City Attorney’s Office. This includes the City Attorney, the Legislative Director, the Legal Office Manager, the Executive Assistant to the City Attorney, and other individuals that support grant compliance, budget development and monitoring, accounts payable and receivables, contract management and agenda coordination, information technology, facilities management, and general office management.
- **Community Courts:** Neighborhood-focused courts that address complex individual problems and build stronger communities. Allows the City to focus and leverage its resources in target areas to maximize program benefits and neighborhood impact.
- **Community Prosecution:** Community prosecutors use litigation and creative problem-solving strategies to address and abate code violations, improve the quality of life, increase public safety, and strengthen communities throughout the City.
- **DFW International Airport Legal Counsel:** Provides services to the DFW Airport Board and staff regarding federal regulatory matters, contracts with airlines, commercial real estate, labor and environmental law, contract compliance and procurement, and ground transportation regulations.

CITY ATTORNEY'S OFFICE

- **General Counsel:** Provides legal advice and counsel to the City Council, the City Manager, City boards and commissions, and all City departments. Responsible for drafting and reviewing contracts and ordinances of the City and providing legal advice on a wide variety of matters.
- **Litigation:** Represents the City, its officers, and employees in lawsuits, claims, and appeals involving civil rights, personal injuries, employment, collections, eminent domain, bankruptcy, City ordinances, Open Records Requests, zoning, land use, public utilities, and other issues.
- **Municipal Prosecution:** Prosecutes Class C misdemeanors and fine-only City ordinance violations, including animal cruelty, juvenile, dangerous dog appeals, demolition, stormwater, environmental, family violence, and traffic violations.
- **Police Legal Liaison:** Serves as general counsel to the Dallas Police Department, provides legal training and advice about subpoenas, public information requests, and expunctions, prepares opinions and bulletins, requests decisions from the Attorney General, and files answers in court.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Administrative Support	\$1,812,482	\$1,790,554	\$1,721,169	\$1,831,724
Community Courts	\$1,006,795	\$701,042	\$897,701	\$869,894
Community Prosecution	\$2,004,638	\$1,999,887	\$2,065,256	\$2,045,782
DFW International Airport Legal Counsel	\$481,916	\$367,518	\$361,336	\$378,775
General Counsel	\$4,724,503	\$4,436,776	\$4,399,997	\$4,374,586
Litigation	\$5,438,990	\$5,731,149	\$5,245,404	\$5,271,450
Municipal Prosecution	\$2,274,201	\$1,712,826	\$1,549,616	\$1,520,720
Police Legal Liaison	\$739,961	\$705,616	\$737,821	\$742,023
Department Total	\$18,483,486	\$17,445,366	\$16,978,300	\$17,034,954

CITY ATTORNEY'S OFFICE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	13,446,680	11,238,683	12,194,796	12,141,235
1104 - Other Wages		72,589		
1117 - Vacancy Savings - Salary	(323,710)			
1201 - Overtime - Civilian		1,136		
1203 - Service Incentive Pay		15,312		
1208 - Sick Leave Term Pay - Civilian		86,988		
1210 - Vacation Term Pay - Civilian		45,092		
1301 - Pension - Civilian	1,909,408	1,786,893	1,688,640	1,681,052
1303 - Life Insurance	5,197	5,197	11,357	11,150
1304 - Health Insurance	1,163,986	1,163,986	1,167,297	1,159,224
1306 - Fica	194,975	178,171	173,656	172,881
1309 - Wellness Program	4,247	4,247	4,253	4,253
1314 - Worker's Compensation	46,045	46,045	57,464	47,053
1401 - Sick Leave - Civilian		222,514		
1402 - Vacation Leave - Civilian		363,355		
1403 - Holiday Leave - Civilian		324,415		
1404 - Jury Duty Leave - Civilian		3,036		
1405 - Death in Family Leave - Civ		11,614		
1406 - Administrative Leave - Civilian		424		
1407 - Military Leave - Civilian		13,136		
1408 - Attendance Incentive Leave - Civ		31,610		
Personnel Services	\$16,446,828	\$15,614,444	\$15,297,463	\$15,216,848
2110 - Office Supplies	31,733	10,500	21,000	34,000
2111 - Office Supplies Chargeback		16,965		
2181 - Fuel - Lube For Vehicles		445		
2231 - Clothing	2,000	800	2,000	2,000
2232 - Food Supplies	2,000	810	2,000	2,000
2252 - Meter Postage	58,800	30,814	28,050	28,050
2280 - Other Supplies	11,000	31,464		
2710 - Furniture - Fixtures	20,000			60,297
2731 - Data Processing Equipment	3,500	12,000	8,000	8,000
2735 - Software Purchase - \$1000	6,000		3,500	
2860 - Books Reference Book Only	31,000	22,107		
Supplies - Materials	\$166,033	\$125,906	\$64,550	\$134,347
3030 - Printing - Photo Services	5,000	8,317	5,000	5,000
3050 - Communications	170,159	170,159	191,073	191,610
3051 - Telephone Equipment Charges	1,000	1,314	1,500	1,500
3053 - Data Circuit Billing	81,691	81,691	115,485	115,485
3070 - Professional Services	310,000	291,430	252,919	297,500
3090 - City Forces	100,163	61,500	38,273	38,273
3092 - Security Services	24,200	22,000	24,200	24,000
3099 - Misc Special Services	34,000	5,974	13,418	13,417
3130 - Copy Machine Rent-Lease-Maint	32,831	32,831	33,307	33,307
3310 - Insurance	6,442	6,442	10,253	10,937
3313 - Liability Premiums	11,481	11,481	6,499	6,499
3320 - Advertising	500	596	500	500
3330 - Rents [Lease]	23,760	23,760	23,760	
3340 - Membership Dues	26,905	27,958	26,905	26,905
3341 - Subscriptions-Serials	1,050	22,073	1,050	1,050
3361 - Professional Development	60,501	21,424	41,679	41,500

CITY ATTORNEY'S OFFICE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3363 - Reimb-Vehicle Use,Parking	10,500	12,300	10,200	10,200
3410 - Equip - Automotive Rental		296	1,979	1,979
3416 - GIS Services	17,692	17,692	20,455	20,652
3429 - Cellphone Charges	37,480	24,380	37,480	35,900
3430 - Data Services	75,758	75,758	104,869	104,936
3434 - Programming	706,804	706,804	638,951	661,077
3438 - Software Maintenance Fee	93,558	55,000	16,532	41,532
3513 - Court Costs		4,322		
3994 - Outside Temps-Staffing	39,150	19,517		
Contractual - Other Services	\$1,870,625	\$1,705,016	\$1,616,287	\$1,683,759
Department Total	\$18,483,486	\$17,445,366	\$16,978,300	\$17,034,954



CITY AUDITOR’S OFFICE

MISSION

Collaborate with elected officials and employees to elevate public trust in government by providing objective assurance, investigation, and advisory services.

DEPARTMENT GOALS

- Produce 19 audit or attestation reports
- Refer or provide an initial response for 95 percent of fraud, waste, and abuse alerts within three business days
- Add value with more than 90 percent of audit report recommendations accepted and 60 percent implemented within 18 months of report issue date
- Have 80 percent of staff achieve a professional certification (CIA, CPA, CISA, or CFE)
- Focus on our mission by spending 82 percent of available time on assurance, investigation, and advisory projects
- Develop two government or assurance services subject matter experts within the City Auditor’s Office
- Identify other entities (external auditors, grant reviewers, federal and state auditors, etc.) that provide assurance service coverage and consolidate their reports on the City Auditor’s Office website

FUNCTIONAL ORGANIZATION CHART



CITY AUDITOR'S OFFICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,881,597	\$2,537,224	\$2,434,384	\$2,453,694
Supplies - Materials	\$31,756	\$15,527	\$35,120	\$32,275
Contractual - Other Services	\$485,570	\$256,014	\$654,356	\$644,653
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,398,923	\$2,808,765	\$3,123,860	\$3,130,622
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$3,398,923	\$2,808,765	\$3,123,860	\$3,130,622
Department Total Revenue	\$0	\$130	\$0	\$0

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	24.00	20.80	21.00	21.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	24.00	20.80	21.00	21.00

CITY AUDITOR'S OFFICE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate one First Assistant City Auditor position and one Assistant City Auditor V position (1.70 FTEs).	(2)	\$(291,338)	\$(291,338)
Eliminate one Assistant City Auditor II position and reallocate funding to contract services (0.67 FTE).	(1)	\$0	\$0
Total Major Budget Items	(3)	\$(291,338)	\$(291,338)

PERFORMANCE MEASURES

	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of audit deliverables	22	18	19	19
Percentage of department hours spent on direct project services	82%	81%	82%	82%
Percentage of audit report recommendations agreed to by management	90%	88%	90%	90%
Percentage of initial response to fraud, waste, and abuse alerts within three business days	95%	100%	95%	95%

CITY AUDITOR'S OFFICE

SERVICE DESCRIPTION AND BUDGET

- Audits, Attestations, Investigations, and Advisory: The City Auditor's Office is an independent audit function serving at the direction of the City Council. Information is provided on accountability of resources, the reasonableness of risk management, the accuracy of information, and the efficiency, effectiveness, and equity of City services.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Audits, Attestations, Investigations, and Advisory	\$3,398,923	\$2,808,765	\$3,123,860	\$3,130,622
Department Total	\$3,398,923	\$2,808,765	\$3,123,860	\$3,130,622

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,394,331	1,872,243	1,958,282	1,976,240
1108 - Performance Incentive Pay			5,000	5,000
1111 - Cell Phone Stipend	493	493	493	493
1117 - Vacancy Savings - Salary	(87,904)			
1207 - Compensatory Time Pay - Civ		2,771		
1210 - Vacation Term Pay - Civilian		5,421		
1301 - Pension - Civilian	339,991	285,936	276,760	279,293
1303 - Life Insurance	810	810	1,607	1,607
1304 - Health Insurance	191,542	191,542	155,323	155,323
1306 - Fica	34,718	29,198	28,402	28,662
1309 - Wellness Program	648	648	567	567
1314 - Worker's Compensation	6,968	6,968	7,950	6,509
1401 - Sick Leave - Civilian		28,447		
1402 - Vacation Leave - Civilian		52,220		
1403 - Holiday Leave - Civilian		51,422		
1404 - Jury Duty Leave - Civilian		394		
1406 - Administrative Leave - Civilian		223		
1408 - Attendance Incentive Leave - Civ		8,489		
Personnel Services	\$2,881,597	\$2,537,224	\$2,434,384	\$2,453,694
2110 - Office Supplies		771	5,000	5,000
2111 - Office Supplies Chargeback	4,981	981		
2231 - Clothing	500		500	500
2232 - Food Supplies			500	500
2252 - Meter Postage	120	120	120	120
2710 - Furniture - Fixtures	1,000		1,000	1,000
2731 - Data Processing Equipment	24,155	13,155	27,000	24,155
2735 - Software Purchase -\$1000	1,000	500	1,000	1,000
Supplies - Materials	\$31,756	\$15,527	\$35,120	\$32,275
3030 - Printing - Photo Services	140	140	332	503
3050 - Communications	24,250	24,250	24,488	24,558
3053 - Data Circuit Billing	13,851	18,481	15,610	15,610
3070 - Professional Services	220,730	75,730	360,267	360,267
3130 - Copy Machine Rent-Lease-Maint	2,878	2,878	1,667	1,667

CITY AUDITOR'S OFFICE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3310 - Insurance	1,178	1,178	1,878	2,004
3313 - Liability Premiums	1,147	1,147	1,195	1,195
3320 - Advertising	1,000	1,000	730	730
3340 - Membership Dues	10,465	7,465	12,000	10,465
3341 - Subscriptions-Serials	1,000	500	1,155	1,000
3361 - Professional Development	45,000	25,000	57,000	45,000
3363 - Reimb-Vehicle Use,Parking	1,000	200	1,000	1,000
3410 - Equip - Automotive Rental		17		
3416 - GIS Services	4,299	4,299	3,035	3,064
3429 - Cellphone Charges		97		
3430 - Data Services	9,316	9,316	13,061	13,070
3434 - Programming	84,316	84,316	95,938	99,520
3437 - Continual Software License Fee	65,000		65,000	65,000
Contractual - Other Services	\$485,570	\$256,014	\$654,356	\$644,653
Department Total	\$3,398,923	\$2,808,765	\$3,123,860	\$3,130,622



CITY CONTROLLER’S OFFICE

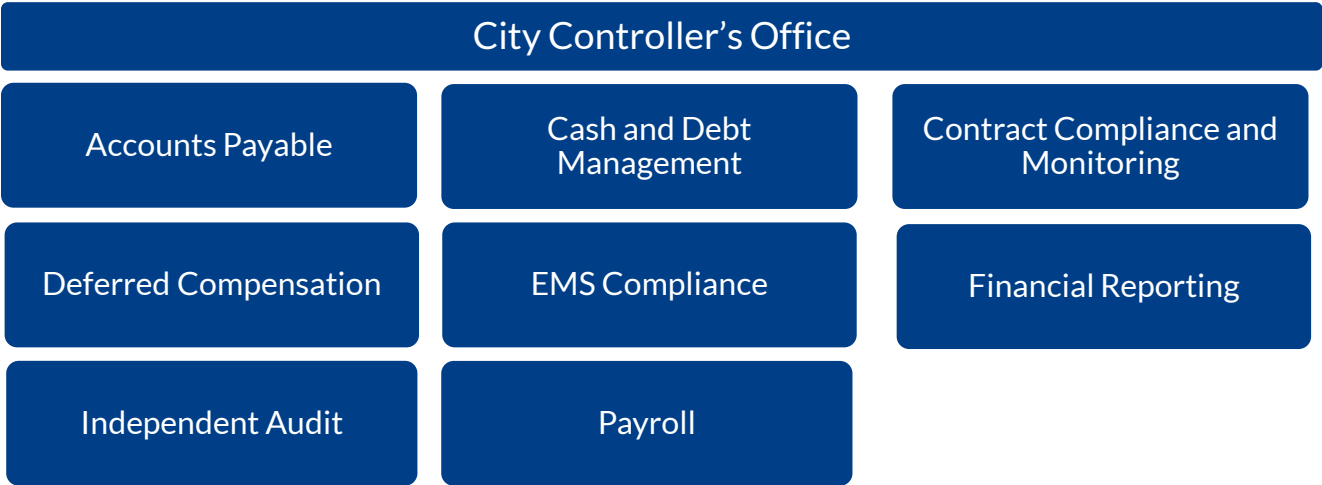
MISSION

Effectively manage public resources by providing timely and accurate financial services and information to City management, elected officials, and the public.

DEPARTMENT GOALS

- Complete the Comprehensive Annual Financial Report (CAFR) no later than March 29, 2021
- Reorganize the payroll function into four dedicated teams: uniform payroll processing, civilian payroll processing, payroll accounting, and timekeeping
- In partnership with the Office of Procurement, continue to develop and provide education for three levels of contract compliance certification to designated departmental contracting personnel
- Redesign the Accounts Payable process to reduce both the labor cost and time necessary to process vendor invoices
- Reduce opportunities for fraud and improve the efficiency and timeliness of vendor payments by implementing new options for electronic payment of vendors through the vendor self-service module of the current financial system
- Create an effective investor relations program, including an investor website
- Use contracted resources to perform an audit of employee medical claims, which cost the City more than \$100 million annually
- Hire a part-time nurse manager to audit EMS claims to verify compliance with billing and documentation requirements, as well as increase revenue

FUNCTIONAL ORGANIZATION CHART



CITY CONTROLLER'S OFFICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$6,602,411	\$5,705,323	\$7,247,402	\$7,285,781
Supplies - Materials	\$136,320	\$158,783	\$64,939	\$64,939
Contractual - Other Services	\$3,373,783	\$3,481,301	\$2,303,598	\$2,359,633
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$10,112,514	\$9,345,407	\$9,615,939	\$9,710,353
Reimbursements	\$(1,406,522)	\$(1,406,522)	\$(665,936)	\$(665,936)
Department Total	\$8,705,992	\$7,938,885	\$8,950,003	\$9,044,417
Department Total Revenue	\$281,013	\$281,013	\$514,268	\$514,268

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Aviation Reimbursement	(35,000)	(35,000)
Convention Center Reimbursement	(345,324)	(345,324)
Dallas Water Utilities Reimbursement	(30,000)	(30,000)
Equipment and Fleet Management Reimbursement	(129,812)	(129,812)
Miscellaneous Reimbursement	(125,800)	(125,800)
Reimbursement Total	\$(665,936)	\$(665,936)

CITY CONTROLLER’S OFFICE

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	64.86	52.76	72.71	72.96
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.26	1.65	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	65.12	54.41	72.71	72.96

CITY CONTROLLER'S OFFICE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate funds for OnBase software license.	0	\$(100,000)	\$(100,000)
Add funding for a contract to review healthcare benefits (cost will partially be offset by revenue).	0	\$125,000	\$125,000
Add one Nurse Manager position to assist with EMS billing review and auditing (0.75 FTE).	1	\$94,941	\$123,854
Eliminate one Deferred Compensation Specialist position (1.00 FTE).	(1)	\$(71,918)	\$(71,918)
Add one Senior Office Assistant position (1.00 FTE).	1	\$64,924	\$64,924
Transfer three positions from Human Resources, two positions from Building Services, two from Public Works, and one from Transportation. Add funding for three new positions, three backfilled positions, position upgrades, and training as part of the reorganization designed to optimize Citywide payroll processes.	11	\$948,460	\$948,460
Reduce funding in membership and temporary staffing.	0	\$(28,314)	\$(28,314)
Total Major Budget Items	12	\$1,033,093	\$1,062,006

CITY CONTROLLER’S OFFICE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of invoices paid within 30 days	93%	94%	90%	90%
Percentage of permanent employees enrolled in City’s Voluntary Deferred Compensation Plan	48.6%	51%	50%	50%
Average number of days to complete bank reconciliation after month-end	40	40	40	40

SERVICE DESCRIPTION AND BUDGET

- **Accounts Payable:** Processes all payments and reimbursements to the City’s vendors, business partners, and employees. The process ensures vendor payments and employee reimbursements comply with the City’s Administrative Directives and other applicable policies and regulations. The division plays a vital role in maintaining positive vendor relationships by ensuring the accuracy and timeliness of vendor payments.
- **Cash and Debt Management:** Manages the City’s investment portfolio, coordinates bond sales, and maintains banking services. Manages Citywide cash flow by purchasing investments and reporting on activities of the approximately \$2 million portfolio. Proceeds from bond sales fund capital improvement projects.
- **Contract Compliance and Monitoring:** Provides internal oversight of large contracts and ensures all City funds are expended in accordance with the contract. Responsible for developing a program to review contracts associated with subcontracted management services vendors to ensure compliance with contractual requirements and good business practices. Monitors department implementation and compliance activities to resolve City Auditor findings and implement agreed-upon mitigation plans.
- **Deferred Compensation:** Oversees the mandatory 457(b) Plan as well as the voluntary 401(k) and 457(b) Plans. The plans have assets of \$689 million with 13,731 plan accounts with a balance. Facilitates communication and education services to support all City employees in their efforts to achieve a financially secure retirement.
- **EMS Compliance:** Works to promote an ethical culture of compliance with state and federal laws within City health care operations and works to prevent, detect, and mitigate any areas of noncompliance. Trains approximately 2,000 employees per year on standards for providing services billed to federal health care programs (Medicare/Medicaid), as well as compliance with HIPAA regulations. Ensures federal

CITY CONTROLLER'S OFFICE

health care programs are billed appropriately and consistently achieves an error rate below the maximum acceptable rate of five percent.

- **Financial Reporting:** Prepares the City's Comprehensive Annual Financial Report (CAFR) and the annual financial statements for Dallas Water Utilities, Aviation, Economic Development Tax Increment Finance funds, Local Government Corporations, and the management of the external financial audit. Ensures the accuracy of the City's cash balance and capital asset system.
- **Independent Audit:** The annual audit is performed by independent auditors and includes examining, on a test basis, evidence supporting the amounts and disclosures in the CAFR. The audit is performed in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in the Government Auditing Standards issued by the Comptroller General of the United States.
- **Payroll:** Responsible for accurate and timely payroll processing for City employees, including time monitoring, wage deductions, federal tax withholding and reporting, and benefit reporting. Ensures the City's compliance with IRS and Social Security Administration rules and regulations. Responsible for record keeping and payroll data balancing and reconciling.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Accounts Payable	\$1,677,522	\$1,508,777	\$1,233,746	\$1,195,283
Cash and Debt Management	\$799,097	\$764,840	\$707,595	\$707,831
Contract Compliance and Monitoring	\$902,897	\$600,449	\$804,048	\$865,357
Deferred Compensation	\$122,955	\$134,889	\$131,350	\$131,350
EMS Compliance	\$379,197	\$379,461	\$426,656	\$458,949
Financial Reporting	\$2,544,252	\$2,311,208	\$2,956,802	\$3,016,830
Independent Audit	\$945,429	\$945,429	\$945,429	\$945,429
Payroll	\$1,334,643	\$1,293,831	\$1,744,377	\$1,723,388
Department Total	\$8,705,992	\$7,938,885	\$8,950,003	\$9,044,417

CITY CONTROLLER'S OFFICE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	5,427,331	4,068,474	5,897,059	5,932,211
1104 - Other Wages		463		
1111 - Cell Phone Stipend	2,193	2,193	2,193	2,193
1117 - Vacancy Savings - Salary	(226,981)		(106,793)	(106,793)
1201 - Overtime - Civilian	2,000	117,731	2,000	2,000
1203 - Service Incentive Pay	13,752	13,752	13,752	13,752
1207 - Compensatory Time Pay - Civ		19,739		
1208 - Sick Leave Term Pay - Civilian		21,254		
1210 - Vacation Term Pay - Civilian		6,862		
1301 - Pension - Civilian	773,537	634,297	836,891	841,862
1303 - Life Insurance	3,141	3,072	4,709	4,717
1304 - Health Insurance	485,991	472,171	487,104	488,990
1306 - Fica	78,957	65,078	85,769	86,280
1308 - Mandatory Deferred Comp		121		
1309 - Wellness Program	1,868	1,828	1,774	1,781
1314 - Worker's Compensation	40,622	40,622	22,945	18,788
1401 - Sick Leave - Civilian		44,225		
1402 - Vacation Leave - Civilian		79,877		
1403 - Holiday Leave - Civilian		94,023		
1404 - Jury Duty Leave - Civilian		1,575		
1405 - Death in Family Leave - Civ		4,188		
1406 - Administrative Leave - Civilian		3,802		
1408 - Attendance Incentive Leave - Civ		9,976		
Personnel Services	\$6,602,411	\$5,705,323	\$7,247,402	\$7,285,781
2110 - Office Supplies	5,604	9,717	5,431	5,431
2111 - Office Supplies Chargeback	14,987	14,987	14,987	14,987
2130 - Copy Supplies	200	200	200	200
2252 - Meter Postage	37,484	40,834	27,871	27,871
2290 - Event Supplies	1,100	16,100	1,100	1,100
2731 - Data Processing Equipment	75,945	75,945	14,350	14,350
2735 - Software Purchase - \$1000	1,000	1,000	1,000	1,000
Supplies - Materials	\$136,320	\$158,783	\$64,939	\$64,939
3030 - Printing - Photo Services	14,102	14,122	14,102	14,102
3050 - Communications	64,727	64,727	72,550	72,755
3051 - Telephone Equipment Charges		214		
3053 - Data Circuit Billing	34,094	34,094	43,327	43,327
3070 - Professional Services	1,508,689	1,508,689	1,410,619	1,455,077
3072 - Contractor Service Fees	53,186	53,186	10,910	10,910
3085 - Freight	350	350	350	350
3099 - Misc Special Services	208,385	208,385	38,855	38,855
3130 - Copy Machine Rent-Lease-Maint	13,485	13,485	9,638	9,638
3150 - Copy Center Charges	228	228	228	228
3151 - Department Support	734,749	734,878		
3310 - Insurance	2,689	2,689	3,985	4,251
3313 - Liability Premiums	2,619	2,619	2,535	2,535
3320 - Advertising	600	884	600	600
3340 - Membership Dues	32,700	32,700	45,469	45,469
3341 - Subscriptions-Serials	2,207	4,023	2,207	2,207
3361 - Professional Development	80,229	80,229	74,490	74,490
3363 - Reimb-Vehicle Use,Parking	6,433	6,433	6,433	6,433

CITY CONTROLLER'S OFFICE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3364 - Personnel Development	61,000	61,000	78,250	78,250
3410 - Equip - Automotive Rental		26		
3416 - GIS Services	6,510	6,510	8,437	8,518
3421 - Veh License - Registration Fees	1,616	1,616	1,616	1,616
3429 - Cellphone Charges	7,398	8,729	7,398	7,398
3430 - Data Services	41,777	41,777	50,989	51,014
3434 - Programming	334,545	334,545	295,158	306,158
3438 - Software Maintenance Fee	20,000	20,000		
3537 - Fees -Bond Payments	54,500	54,500	54,500	54,500
3994 - Outside Temps-Staffing	86,965	190,662	70,952	70,952
Contractual - Other Services	\$3,373,783	\$3,481,301	\$2,303,598	\$2,359,633
5002 - Dept Support Reimb	(734,793)	(734,793)		
5011 - Reimb Fr Othr Organizaton	(671,729)	(671,729)	(665,936)	(665,936)
Reimbursements	\$(1,406,522)	\$(1,406,522)	\$(665,936)	\$(665,936)
Department Total	\$8,705,992	\$7,938,885	\$8,950,003	\$9,044,417

CITY MANAGER'S OFFICE

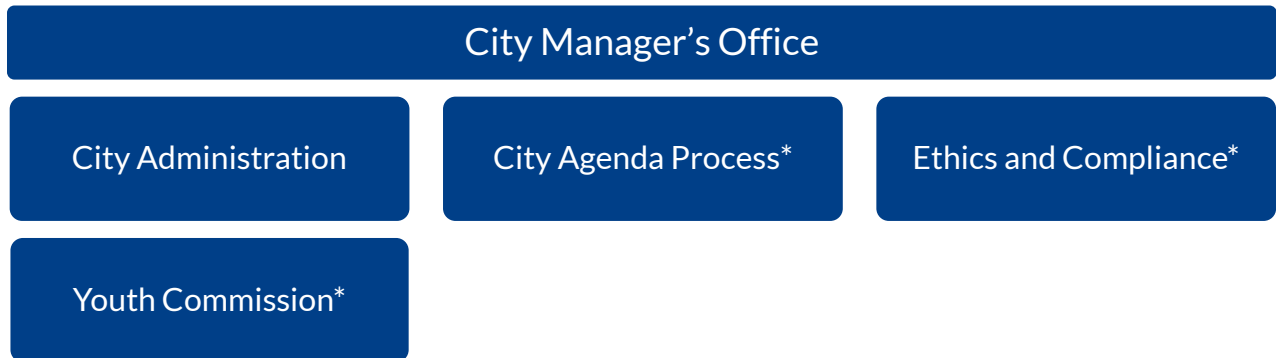
MISSION

Provide leadership and direction to City departments and executive support to the Mayor and City Council to provide effective and efficient services to Dallas residents.

DEPARTMENT GOALS

- Provide centralized direction and leadership and effectively manage the efficient delivery of City services
- Support the goals of the Mayor and City Council by researching innovative financial opportunities and meeting the challenges facing the City
- Allocate resources appropriately through the annual budget process

FUNCTIONAL ORGANIZATION CHART



*Transferred from Management Services effective October 1, 2020.

CITY MANAGER’S OFFICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,734,683	\$2,442,269	\$2,575,058	\$2,551,619
Supplies - Materials	\$5,783	\$8,430	\$22,993	\$22,993
Contractual - Other Services	\$196,262	\$200,334	\$320,083	\$346,222
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$2,936,728	\$2,651,033	\$2,918,134	\$2,920,834
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$2,936,728	\$2,651,033	\$2,918,134	\$2,920,834
Department Total Revenue	\$0	\$0	\$0	\$0

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	15.00	14.00	15.00	15.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	15.00	14.00	15.00	15.00

CITY MANAGER'S OFFICE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer the City Council Agenda function from Management Services (3.00 FTEs).	3	\$241,605	\$241,842
Transfer funding for the Youth Commission from the Office of Government Affairs.	0	\$90,000	\$90,000
Transfer the Ethics and Compliance function from Management Services (1.00 FTE).	1	\$182,248	\$182,248
Eliminate four positions (Assistant City Manager, Management Development Associate, Senior Executive Secretary, and Executive Assistant) and associated operational expenses (4.00 FTEs).	(4)	\$(525,823)	\$(525,823)
Total Major Budget Items	0	\$(11,970)	\$(11,733)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Composite satisfaction index (Community Survey)	93%	95.6%	95.6%	95%
Percentage completion of submitted performance goals	100%	80%	100%	100%

CITY MANAGER’S OFFICE

SERVICE DESCRIPTION AND BUDGET

- **City Administration:** Oversees a budget of more than \$3.8 billion (Operating and Capital) with an emphasis on financial prudence and a staff of approximately 13,000. Uses a transformational leadership approach that focuses on elevating transparency in the public decision-making process, leveraging data to drive resource allocation, and identifying innovative solutions to historical and complex problems rooted in inequities.
- **City Agenda Process:** Ensures all departments present voting and briefing items to the City Council, residents, and concerned parties in an accurate, uniform, and consistent manner.
- **Ethics and Compliance:** Promotes a culture of integrity and reduces risks to the City by maintaining an effective ethics program based on the City’s Code of Ethics (City Code Chapter 12A), the Federal Sentencing Guidelines, and other best practices. Ethics and compliance awareness are promoted through education, training, and monitoring. As required by the Code of Ethics, biannual ethics training began in FY 2017-18 for all City officials and employees (approximately 13,000).
- **Youth Commission:** Aims to inspire Dallas youth to become lifelong leaders actively engaged in civic affairs, public policy, and advocacy. The Youth Commission is governed by a talented 15-member board consisting of high school students (grades 9-12) who serve their community while gaining the tools necessary to become effective and dedicated leaders in the future.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
City Administration	\$2,936,728	\$2,651,033	\$2,404,281	\$2,406,744
City Agenda Process	\$0	\$0	\$241,605	\$241,842
Ethics and Compliance	\$0	\$0	\$182,248	\$182,248
Youth Commission	\$0	\$0	\$90,000	\$90,000
Department Total	\$2,936,728	\$2,651,033	\$2,918,134	\$2,920,834

CITY MANAGER'S OFFICE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,225,883	1,865,185	2,087,854	2,069,136
1104 - Other Wages	20,500	20,500	20,500	20,500
1201 - Overtime - Civilian		4,319		
1203 - Service Incentive Pay	1,824	1,824	1,824	1,824
1207 - Compensatory Time Pay - Civ		5,025		
1250 - Executive Auto Allowance	8,400	8,400	8,400	8,400
1301 - Pension - Civilian	320,542	284,509	291,132	288,103
1303 - Life Insurance	528	509	1,304	1,304
1304 - Health Insurance	117,872	113,695	125,726	125,726
1306 - Fica	32,721	31,662	29,888	29,579
1309 - Wellness Program	432	417	460	460
1314 - Worker's Compensation	5,981	5,981	7,970	6,587
1401 - Sick Leave - Civilian		13,082		
1402 - Vacation Leave - Civilian		44,783		
1403 - Holiday Leave - Civilian		36,436		
1404 - Jury Duty Leave - Civilian		617		
1405 - Death in Family Leave - Civ		756		
1408 - Attendance Incentive Leave - Civ		4,569		
Personnel Services	\$2,734,683	\$2,442,269	\$2,575,058	\$2,551,619
2110 - Office Supplies	1,138	1,787	10,472	10,472
2111 - Office Supplies Chargeback	2,193	2,193	2,521	2,521
2232 - Food Supplies	500	500	10,000	10,000
2252 - Meter Postage	1,452	1,452		
2280 - Other Supplies	500	2,498		
Supplies - Materials	\$5,783	\$8,430	\$22,993	\$22,993
3020 - Food - Laundry Service	1,500	5,559		
3030 - Printing - Photo Services	500	500	5,000	5,000
3050 - Communications	42,954	42,954	47,235	47,367
3053 - Data Circuit Billing	22,769	22,769	28,532	28,532
3070 - Professional Services			6,110	7,001
3099 - Misc Special Services	4,000	4,000	112,434	128,569
3130 - Copy Machine Rent-Lease-Maint	4,718	4,718	6,054	6,054
3150 - Copy Center Charges	228	228		
3310 - Insurance	975	975	1,886	2,003
3313 - Liability Premiums	7,611	7,611	8,041	8,041
3320 - Advertising			10,000	10,000
3340 - Membership Dues	11,500	11,500	1,052	1,380
3341 - Subscriptions-Serials	1,000	1,000		
3361 - Professional Development	29,140	29,140	3,237	6,211
3363 - Reimb-Vehicle Use,Parking	150	150		
3410 - Equip - Automotive Rental		13		
3416 - GIS Services	3,284	3,284	2,468	2,490
3429 - Cellphone Charges	4,001	4,001	620	3,529
3430 - Data Services	14,662	14,662	18,634	18,640
3434 - Programming	47,270	47,270	68,780	71,405
Contractual - Other Services	\$196,262	\$200,334	\$320,083	\$346,222
Department Total	\$2,936,728	\$2,651,033	\$2,918,134	\$2,920,834



CITY SECRETARY'S OFFICE

MISSION

The City Secretary's Office is committed to effectively resolving issues, rendering exceptional customer service to residents, City Council, and staff, and producing vital and productive outcomes that positively reflect established priorities for the City.

DEPARTMENT GOALS

- Respond to the administrative/municipal needs of the City Council and their constituents
- Administer municipal elections for the City of Dallas
- Provide access to the City's official record and documents in as many different mediums as possible
- Utilize technology and best business practices for effective service delivery and to enhance access to information
- Deliver excellent customer service through constant assessment based on feedback and active benchmarking

FUNCTIONAL ORGANIZATION CHART



CITY SECRETARY’S OFFICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,300,888	\$2,157,458	\$2,200,725	\$2,184,777
Supplies - Materials	\$18,087	\$24,061	\$18,087	\$18,087
Contractual - Other Services	\$818,607	\$938,167	\$1,774,111	\$801,468
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,137,582	\$3,119,686	\$3,992,923	\$3,004,332
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$3,137,582	\$3,119,686	\$3,992,923	\$3,004,332
Department Total Revenue	\$23,200	\$19,600	\$330,354	\$24,306

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	26.00	25.40	24.00	24.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.10	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	26.00	25.50	24.00	24.00

CITY SECRETARY’S OFFICE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for the May 2021 City Council election.	0	\$1,000,000	\$0
Reduce the off-site records storage contract.	0	\$(118,000)	\$(118,000)
Eliminate two Customer Service Representative positions (2.00 FTEs).	(2)	\$(122,790)	\$(122,790)
Total Major Budget Items	(2)	\$759,210	\$(240,790)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of background checks initiated within three business days	100%	100%	100%	100%
Percentage of City Council voting agendas processed within 10 business days	100%	100%	100%	100%
Percentage of service requests completed within 10 business days	100%	100%	100%	100%
Percentage of campaign finance reports locked down within one business day	100%	100%	100%	100%
Percentage of Open Records Requests responded to within 10 business days	100%	100%	100%	100%
Percentage of public meeting notices processed and posted within one hour	100%	100%	100%	100%

CITY SECRETARY'S OFFICE

SERVICE DESCRIPTION AND BUDGET

- **Archives:** Manages, preserves, and provides access to historical City documents, ledgers, manuscripts, maps, photographs, microforms, and printed materials. Records are maintained and made available to residents, City Council, and City staff. Provides disaster recovery for permanent City Secretary files.
- **Boards and Commissions Support:** Oversees nominations and background checks for 57 boards and commissions. Serves as the coordinating unit for the Permit and License Appeal Board and the Ethics Advisory Commission and documents compliance of gift and financial disclosure reports and required personal financial statements.
- **City Council Support:** Provides leadership and administrative support to City Council and departments who are the sole source for services by attending all meetings of the City Council, keeping accurate records, preparing minutes of City Council meetings, certifying official records, and performing other mandated functions.
- **Customer Service:** Provides support to City Council, staff, and residents, posts meeting notices, accepts legal notices served to the City, registers residents to speak at City Council meetings, processes official documents, prepares certifications for legal proceedings, processes payments, and indexes official documents.
- **Elections:** All municipal elections are conducted under the provisions of the City Charter unless the laws of the State of Texas require otherwise. The City Secretary shall serve as the election official for all elections and manage the joint election and related contracts with Dallas, Denton, and Collin Counties.
- **Open Records:** The division is committed to full disclosure of all public records upon request. Requests for public information, except requests for police information, are managed to ensure the City complies with the requirements of the Texas Public Information Act (TPIA).
- **Records Management:** Advises the Records Management Policy Committee, manages compliance with recordkeeping requirements, facilitates access to public information, applies record retention schedules, operates the Records Center, trains City staff, quality controls City Council action files, posts resolutions to the website, and creates minute books.

CITY SECRETARY'S OFFICE

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Archives	\$193,871	\$193,940	\$197,760	\$196,464
Boards and Commissions Support	\$321,706	\$362,706	\$318,094	\$316,232
City Council Support	\$1,031,215	\$1,007,238	\$1,113,407	\$1,122,477
Customer Service	\$231,977	\$228,572	\$221,405	\$219,994
Elections	\$98,646	\$98,646	\$1,106,896	\$106,210
Open Records	\$650,237	\$630,436	\$559,109	\$561,300
Records Management	\$609,930	\$598,149	\$476,252	\$481,655
Department Total	\$3,137,582	\$3,119,686	\$3,992,923	\$3,004,332

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	1,806,341	1,494,638	1,700,353	1,687,986
1104 - Other Wages		228		
1201 - Overtime - Civilian		712		
1203 - Service Incentive Pay	11,808	9,984	11,808	11,808
1207 - Compensatory Time Pay - Civ		4,822		
1208 - Sick Leave Term Pay - Civilian		27,146		
1210 - Vacation Term Pay - Civilian		13,875		
1301 - Pension - Civilian	256,502	240,882	257,767	256,011
1303 - Life Insurance	858	2,767	1,875	1,875
1304 - Health Insurance	191,542	191,542	192,697	192,697
1306 - Fica	26,192	24,597	26,435	26,256
1308 - Mandatory Deferred Comp		215		
1309 - Wellness Program	702	702	702	702
1314 - Worker's Compensation	6,943	6,943	9,088	7,442
1401 - Sick Leave - Civilian		35,629		
1402 - Vacation Leave - Civilian		54,948		
1403 - Holiday Leave - Civilian		40,133		
1404 - Jury Duty Leave - Civilian		563		
1405 - Death in Family Leave - Civ		452		
1408 - Attendance Incentive Leave - Civ		6,680		
Personnel Services	\$2,300,888	\$2,157,458	\$2,200,725	\$2,184,777
2110 - Office Supplies		6,804		
2111 - Office Supplies Chargeback	14,709	13,657	14,709	14,709
2252 - Meter Postage	2,978	3,200	2,978	2,978
2731 - Data Processing Equipment	400	400	400	400
Supplies - Materials	\$18,087	\$24,061	\$18,087	\$18,087
3020 - Food - Laundry Service	2,200	2,200	2,200	2,200
3030 - Printing - Photo Services	2,461	2,393	2,461	2,461
3050 - Communications	30,314	30,314	32,360	32,452
3053 - Data Circuit Billing	16,732	16,732	19,550	19,550
3070 - Professional Services	110,000	103,889	1,008,407	114,066
3099 - Misc Special Services	301,108	365,151	183,290	190,828
3110 - Equip Repairs and Maintenance	400	400	400	400
3130 - Copy Machine Rent-Lease-Maint	8,367	41,384	58,781	58,781

CITY SECRETARY'S OFFICE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3150 - Copy Center Charges	1,000	1,000	1,000	1,000
3310 - Insurance	1,522	1,522	1,679	1,792
3313 - Liability Premiums	1,482	1,482	1,069	1,069
3320 - Advertising	42,263	69,411	142,263	42,263
3340 - Membership Dues	960	960	960	960
3341 - Subscriptions-Serials	1,900	1,900	1,900	1,900
3361 - Professional Development	11,204	11,204	11,204	11,204
3363 - Reimb-Vehicle Use,Parking	630	630	630	630
3364 - Personnel Development	1,990	1,990	1,990	1,990
3410 - Equip - Automotive Rental		68		
3416 - GIS Services	15,469	15,469	3,377	3,409
3429 - Cellphone Charges	1,700	4,751	1,700	1,700
3430 - Data Services	16,061	16,061	21,477	21,487
3434 - Programming	219,646	219,646	257,069	264,218
3437 - Continual Software License Fee	8,268	8,268	8,268	8,268
3438 - Software Maintenance Fee	1,000	1,000	1,000	1,000
3518 - Credit Card Charges	930	930	930	930
3599 - Misc. Other Charges			10,146	16,910
3994 - Outside Temps-Staffing	21,000	19,412		
Contractual - Other Services	\$818,607	\$938,167	\$1,774,111	\$801,468
Department Total	\$3,137,582	\$3,119,686	\$3,992,923	\$3,004,332

CIVIL SERVICE

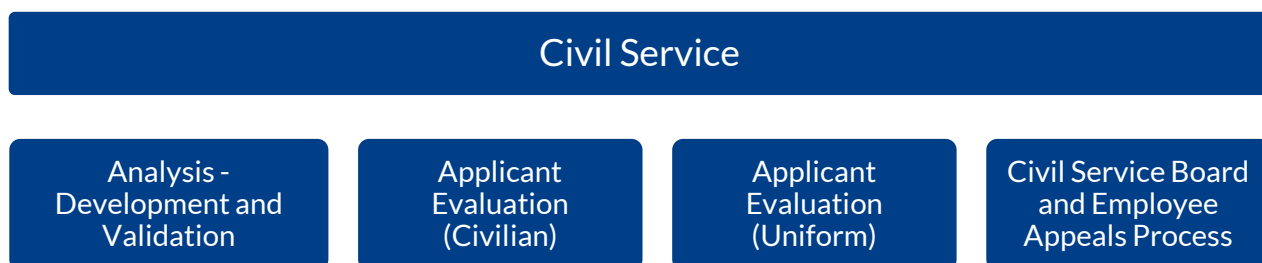
MISSION

Partner with client departments to provide tailored staffing, hiring, and promotional solutions that will enhance the quality and efficiency of the workforce, while upholding the values and principles of the merit system. The department is also dedicated to providing an impartial hearing process allowing eligible employees to appeal charges of discrimination and unfair application of rule and regulations.

DEPARTMENT GOALS

- Conduct job analyses to identify preferred qualifications for civilian positions to allow hiring departments to select candidates that best fit department needs
- Implement online testing for civilian classifications that will identify highly qualified candidates to streamline hiring process
- Expand active recruiting by utilizing LinkedIn Recruiter to actively search the system for candidates that meet the specific needs of hiring managers
- Enhance community relationships by increasing participation in job fairs and community outreach opportunities
- Create instructional videos for applicant processes and promotional videos for use with social media to increase exposure to and understanding of jobs
- Expand skills testing for entry-level office and field positions (e.g. Office Assistants, Equipment Operators, and mechanic positions)

FUNCTIONAL ORGANIZATION CHART



CIVIL SERVICE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,681,023	\$2,322,331	\$2,372,451	\$2,544,943
Supplies - Materials	\$95,861	\$61,861	\$69,886	\$65,889
Contractual - Other Services	\$497,773	\$403,969	\$504,407	\$508,179
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,274,657	\$2,788,160	\$2,946,744	\$3,119,011
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$3,274,657	\$2,788,160	\$2,946,744	\$3,119,011
Department Total Revenue	\$3,400	\$3,400	\$1,000	\$1,000

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	29.00	23.50	26.00	26.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.30	0.04	0.25	0.25
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	2.00	2.00
Department Total	29.30	23.54	28.25	28.25

CIVIL SERVICE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for professional development and software.	0	\$(47,294)	\$(47,294)
Eliminate an Assistant Director position and a position that recruits, assesses, and refers eligible candidates to various City departments (2.00 FTEs).	(2)	\$(182,787)	\$(182,787)
Total Major Budget Items	(2)	\$(230,081)	\$(230,081)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of hiring managers reporting a satisfaction rating of at least "satisfied" with job analysis outcomes	100%	85%	85%	85%
Percentage of civilian applications processed within 30 days of receipt	85%	97%	85%	85%
Percentage of certified registers to hiring authority within five days - civilian positions	93%	100%	93%	93%
Percentage of certified registers to hiring authority within five days - uniform entry-level positions	95%	99%	95%	95%
Percentage of Civil Service trial board appeal hearings within 90 days	N/A	N/A	100%	100%

CIVIL SERVICE

SERVICE DESCRIPTION AND BUDGET

- Analysis – Development and Validation: Provides job-related entry-level, promotional, and physical ability (Fire-Rescue) tests and assessments for civilian/uniform positions under the authority of City Charter Chapter XVI, Sections 5, 6, and 13, Civil Service Rules VIII, IX, X, XIV, XXIII, and XXIV.
- Applicant Evaluation (Civilian): Recruits interested candidates from multiple sources and evaluates applications to ensure candidates meet minimum qualifications for approximately 800 job titles and subsets. Oversees the reduction-in-force (RIF) rules and process.
- Applicant Evaluation (Uniform): Screens applicants for entry-level and promotional Police and Fire-Rescue positions. Certified registers of qualified candidates are provided to Police and Fire-Rescue after evaluation of employment applications, personnel files, and applicable tests.
- Civil Service Board and Employee Appeals Process: Coordinates employee discharge/demotion appeals and grievances for eligible employees under the guidelines of City Charter Chapter XVI, Sections 12 and 12.1, and Personnel Rule Sections 34-38, 34-39, and 34-40. Financial responsibilities, testing oversight, and overall administrative duties are also mandated by Chapter XVI of the City Charter and City Council-approved Civil Service Rules and Regulations.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Analysis-Development and Validation	\$896,436	\$605,719	\$694,253	\$671,573
Applicant Evaluation (Civilian)	\$1,103,653	\$919,134	\$1,082,319	\$1,073,931
Applicant Evaluation (Uniform)	\$830,705	\$798,455	\$824,413	\$815,615
Civil Service Board and Employee Appeals Process	\$443,863	\$464,851	\$345,759	\$557,892
Department Total	\$3,274,657	\$2,788,160	\$2,946,744	\$3,119,011

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,169,724	1,598,223	2,027,641	1,994,228
1104 - Other Wages		1,956		
1117 - Vacancy Savings - Salary	(66,701)		(211,395)	
1201 - Overtime - Civilian	10,000	3,739	10,000	10,000
1203 - Service Incentive Pay	6,912	6,912		
1207 - Compensatory Time Pay - Civ		5,332		

CIVIL SERVICE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1210 - Vacation Term Pay - Civilian		4,986		
1242 - Language Assigment Pay	4,440	4,440	4,440	4,440
1301 -Pension - Civilian	299,611	256,240	281,559	279,365
1303 - Life Insurance	957	958	2,169	2,169
1304 - Health Insurance	213,643	213,644	214,664	214,664
1306 - Fica	31,461	23,394	29,476	28,955
1309 - Wellness Program	783	784	783	783
1314 - Worker's Compensation	10,193	10,193	12,626	10,339
1315 - Equipment Allowance			488	
1401 - Sick Leave - Civilian		58,576		
1402 - Vacation Leave - Civilian		71,643		
1403 - Holiday Leave - Civilian		45,130		
1404 - Jury Duty Leave - Civilian		7,921		
1405 - Death in Family Leave - Civ		2,354		
1408 - Attendance Incentive Leave - Civ		5,906		
Personnel Services	\$2,681,023	\$2,322,331	\$2,372,451	\$2,544,943
2110 - Office Supplies	11,796	4,158	10,000	10,000
2111 - Office Supplies Chargeback	451	1,725	2,247	2,247
2231 - Clothing	1,200	700	1,200	1,200
2232 - Food Supplies	2,100	2,250	2,100	2,100
2252 - Meter Postage	342	370	342	342
2280 - Other Supplies		1,198		
2710 - Furniture - Fixtures	4,972	1,459	4,972	
2735 - Software Purchase -\$1000	75,000	50,000	49,025	50,000
Supplies - Materials	\$95,861	\$61,861	\$69,886	\$65,889
3020 - Food - Laundry Service	5,000	5,120	5,000	5,000
3030 - Printing - Photo Services	1,500	1,500	1,000	1,500
3050 - Communications	39,476	39,476	41,191	41,309
3053 - Data Circuit Billing	20,557	20,557	24,834	24,834
3070 - Professional Services	43,000	20,000	43,000	42,000
3099 - Misc Special Services	10,445	11,032	10,445	10,001
3110 - Equip Repairs and Maintenance	2,500	1,500	2,500	2,500
3130 - Copy Machine Rent-Lease-Maint	8,076	9,046	6,211	6,211
3150 - Copy Center Charges	936	936	936	936
3310 - Insurance	1,134	1,134	1,810	1,931
3313 - Liability Premiums	1,105	1,105	1,152	1,152
3320 - Advertising	32,844	32,844	30,708	30,332
3340 - Membership Dues	1,000	1,000	600	600
3361 - Professional Development	66,725	17,113	44,931	44,431
3363 - Reimb-Vehicle Use,Parking	1,700	1,732	1,700	1,700
3410 - Equip - Automotive Rental		383		
3416 - GIS Services	2,942	2,942	4,026	4,065
3429 - Cellphone Charges	1,000	1,000	1,000	1,000
3430 - Data Services	31,219	31,219	23,755	23,766
3434 - Programming	127,330	127,330	167,891	173,194
3437 - Continual Software License Fee	97,284	75,000	89,717	89,717
3438 - Software Maintenance Fee	2,000	2,000	2,000	2,000
Contractual - Other Services	\$497,773	\$403,969	\$504,407	\$508,179
Department Total	\$3,274,657	\$2,788,160	\$2,946,744	\$3,119,011



CODE COMPLIANCE

MISSION

Establish partnerships to improve and maintain vibrant and thriving communities.

DEPARTMENT GOALS

- Establish and deploy a citywide illegal dumping strategic plan
- Propose, adopt, and implement a citywide registration process for the most egregious vacant lots/buildings
- Develop and incorporate a virtual inspection process in response to statewide emergency regulations
- Achieve 100 percent certification and training for all inspectors and professional staff
- Develop/implement Code Rangers Education Programs in coordination with the Service First Program
- Deploy Code Compliance service delivery equitably
- Complete automation of Consumer Health application process
- Complete Phase II of the Code Case Management System (Posse) transition to Salesforce

FUNCTIONAL ORGANIZATION CHART



CODE COMPLIANCE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$25,371,020	\$20,375,606	\$25,900,738	\$25,855,896
Supplies - Materials	\$1,017,968	\$939,689	\$1,041,053	\$1,041,933
Contractual - Other Services	\$6,580,988	\$8,299,886	\$7,445,716	\$7,502,497
Capital Outlay	\$701,214	\$674,214	\$105,922	\$105,922
Expense Total	\$33,671,190	\$30,289,394	\$34,493,429	\$34,506,248
Reimbursements	\$(3,194,644)	\$(2,790,972)	\$(2,284,015)	\$(2,284,015)
Department Total	\$30,476,546	\$27,498,422	\$32,209,414	\$32,222,233
Department Total Revenue	\$8,495,068	\$8,048,099	\$8,367,796	\$9,540,670

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Water Utilities Reimbursement	(247,671)	(247,671)
Sanitation Services Reimbursement	(96,001)	(96,001)
Storm Drainage Management Reimbursement	(1,940,343)	(1,940,343)
Reimbursement Total	\$(2,284,015)	\$(2,284,015)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

CODE COMPLIANCE

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	354.87	287.26	367.13	367.77
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	2.27	9.23	2.82	2.85
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	357.14	296.49	369.95	370.62

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for demolition of substandard structures.	0	\$(58,838)	\$(58,838)
Reduce funding for outside equipment rental.	0	\$(169,936)	\$(169,936)
Transfer one position to the newly established Office of Integrated Public Safety Solutions.	(1)	\$(120,996)	\$(120,996)
Add funding for environmental improvements and lot cleanup to reduce crime as part of the City's Reimagining Public Safety effort.	0	\$250,000	\$250,000
Add three mow/clean crews (6.25 FTEs).	9	\$500,000	\$500,000
Add funding to address illegal dumping.	0	\$920,347	\$920,347
Eliminate two Sanitarian positions, two City temporary positions, and associated supplies (4.00 FTEs).	(6)	\$(108,279)	\$(108,279)
Total Major Budget Items	2	\$1,212,298	\$1,212,298

CODE COMPLIANCE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of food establishment inspections conducted per FTE	860	575	575	575
Percentage of mosquito control activities completed within 48 hours	95%	90%	95%	95%
Percentage of food establishments inspected timely	95%	80%	95%	95%
Average number of days to demolish a substandard structure after receiving a court order	N/A	65	60	60
Percent of 311 service requests completed within estimated response time	96%	95%	96%	96%
Percentage of violations in compliance within 180 days by the Intensive Case Resolution Team	80%	85%	90%	90%
Percentage of litter and high weed service requests closed within SLA	96%	54%	65%	65%
Percentage of illegal dumping sites abated within 10 days	N/A	90%	90%	90%
Percentage of open and vacant structures abated within 48 hours	N/A	90%	90%	90%
Percentage of graffiti violations abated within 10 days	N/A	90%	90%	90%

CODE COMPLIANCE

SERVICE DESCRIPTION AND BUDGET

- **Consumer Health:** Committed to enhancing the health and safety of the residents of Dallas. Contains two specialized programs, Food Protection/Education and Mosquito Abatement. CH inspects approximately 7,100 fixed food establishments and 564 mobile units. Also responds to approximately 900 general food complaints and 30,000 mosquito control activities annually.
- **Neighborhood Code Compliance Services:** Fosters safe, healthy, and clean neighborhoods through public education, community outreach programs, and enforcement of City Code. The division is made up of seven districts within Dallas. NCC responds to more than 185,000 service requests annually at a rate of 96 percent or higher within the required response time and attends more than 1,200 community meetings.
- **Neighborhood Nuisance Abatement:** Responsible for the timely abatement of blight and public nuisances on private property. Mows/cleans 38,000 lots annually, abates graffiti violations at a rate of 90 percent within the required response time, abates high weeds and litter, removes 21,000 illegally dumped tires, and secures open/vacant structures within 48 hours at a rate of 90 percent within the required response time.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Consumer Health	\$3,191,395	\$2,979,967	\$3,156,071	\$3,156,071
Neighborhood Code Compliance Services	\$20,122,612	\$17,720,108	\$21,194,924	\$21,202,813
Neighborhood Nuisance Abatement	\$7,162,539	\$6,798,347	\$7,858,419	\$7,863,349
Department Total	\$30,476,546	\$27,498,422	\$32,209,414	\$32,222,233

CODE COMPLIANCE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	20,225,560	12,210,660	20,136,383	20,176,447
1104 - Other Wages		5,434		
1108 - Performance Incentive Pay		5,800		
1111 - Cell Phone Stipend		674		
1117 - Vacancy Savings - Salary	(1,455,013)		(896,284)	(896,284)
1201 - Overtime - Civilian	124,113	406,713	124,113	124,113
1203 - Service Incentive Pay	94,417	74,952	94,417	94,417
1207 - Compensatory Time Pay - Civ		20,894		
1208 - Sick Leave Term Pay - Civilian		213,231		
1210 - Vacation Term Pay - Civilian		124,187		
1301 - Pension - Civilian	2,884,637	2,133,194	2,878,363	2,883,969
1303 - Life Insurance	12,705	16,523	26,600	26,600
1304 - Health Insurance	2,834,513	2,667,391	2,725,294	2,725,294
1306 - Fica	294,790	221,304	295,946	296,526
1308 - Mandatory Deferred Comp		450	3,107	3,107
1309 - Wellness Program	10,393	9,779	9,931	9,931
1314 - Worker's Compensation	344,905	344,905	502,868	411,776
1401 - Sick Leave - Civilian		609,325		
1402 - Vacation Leave - Civilian		621,111		
1403 - Holiday Leave - Civilian		492,618		
1404 - Jury Duty Leave - Civilian		13,655		
1405 - Death in Family Leave - Civ		28,117		
1406 - Administrative Leave - Civilian		101,297		
1407 - Military Leave - Civilian		4,214		
1408 - Attendance Incentive Leave - Civ		42,686		
1419 - Other Civilian		806		
1453 - Continuance Pay - Civilian		5,685		
Personnel Services	\$25,371,020	\$20,375,606	\$25,900,738	\$25,855,896
2110 - Office Supplies	52,052	6,800	37,544	37,555
2111 - Office Supplies Chargeback		25,592		
2120 - Tools	117,897	84,021	180,497	180,497
2140 - Light - Power	26,260	26,260	29,000	29,870
2160 - Fuel Supplies	2,073	2,073	2,273	2,273
2170 - Water - Sewer	8,300	8,300	8,500	8,500
2181 - Fuel - Lube For Vehicles	406,034	406,034	357,865	357,865
2190 - Mechanical Supplies	200	200		
2200 - Chemical Medical Surgical	33,050	33,050	32,621	32,501
2220 - Laundry - Cleaning Supplies	3,800	3,800	4,180	4,300
2231 - Clothing	68,513	69,313	143,592	143,591
2232 - Food Supplies	7,498	8,798	9,793	9,793
2252 - Meter Postage	146,982	93,982	148,140	148,140
2280 - Other Supplies	36,759	36,759	61,981	61,981
2710 - Furniture - Fixtures	6,553	13,299	6,553	6,553
2731 - Data Processing Equipment	47,948	37,359	16,548	16,548
2780 - Photography - Film Equipment	19,668	49,668	1,966	1,966
2890 - Miscellaneous Equipment	34,381	34,381		
Supplies - Materials	\$1,017,968	\$939,689	\$1,041,053	\$1,041,933
3020 - Food - Laundry Service		5,000	8,771	8,770
3030 - Printing - Photo Services	102,083	102,083	105,583	105,583
3043 - Retrieval Of Records	3,802	3,802	3,802	3,802

CODE COMPLIANCE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3050 - Communications	217,740	217,740	233,202	233,866
3051 - Telephone Equipment Charges	996	1,120	246	246
3053 - Data Circuit Billing	115,319	115,319	140,548	140,548
3060 - Equipment Rental [Outside City]	352,000	352,000	137,256	137,256
3070 - Professional Services	69,940	69,940	61,376	61,376
3072 - Contractor Service Fees	220,698	230,425	220,698	220,698
3085 - Freight	1,500	2,300	1,700	1,700
3090 - City Forces	6,000	6,438	3	3
3092 - Security Services	3,155	19,156	3,155	3,155
3094 - Wrecker Services	12,738	12,833	10,453	5,523
3095 - Demolition	462,866	387,866	462,866	462,866
3097 - Asbestos Abatement	300	300	300	300
3098 - Day Labor	250,000	250,000	409,605	409,605
3099 - Misc Special Services	53,112	1,596,748	1,102,225	1,094,367
3110 - Equip Repairs and Maintenance	64,800	52,800	52,754	65,484
3130 - Copy Machine Rent-Lease-Maint	45,493	45,797	31,948	31,948
3150 - Copy Center Charges	298	3,498	298	298
3151 - Department Support	910,629	910,629		
3210 - Building Repairs and Maint	14,107	76,711	14,107	14,107
3310 - Insurance	24,290	24,290	22,527	24,030
3313 - Liability Premiums	70,731	70,731	117,365	117,365
3320 - Advertising	37,774	37,920	40,000	40,000
3321 - Advertising Fees	10,000	10,000		
3330 - Rents [Lease]	11,000	11,000		
3340 - Membership Dues	9,291	9,269	6,118	6,118
3361 - Professional Development	815	10,788	7,931	7,931
3363 - Reimb-Vehicle Use,Parking	300	1,925	300	300
3364 - Personnel Development	35,000	39,948	60,000	60,000
3410 - Equip - Automotive Rental	820,655	820,655	1,103,530	1,103,530
3411 - Wreck Handle Charge (fleet)	111,304	111,304	163,005	163,005
3416 - GIS Services	56,715	56,742	48,028	48,489
3420 - Commun Equip Rental	141,760	141,760	165,666	164,297
3429 - Cellphone Charges	342,242	343,944	356,205	356,205
3430 - Data Services	217,557	217,557	279,576	279,715
3434 - Programming	1,588,128	1,588,128	1,868,869	1,924,310
3437 - Continual Software License Fee	29,000	45,800	29,000	29,000
3460 - Disposal Services	81,000	119,000	101,000	101,000
3511 - Contribution, Gratuities, Rewards		560	1,213	1,213
3518 - Credit Card Charges	20,000	20,000	24,530	24,530
3599 - Misc. Other Charges			1,256	1,256
3994 - Outside Temps-Staffing	65,850	156,059	48,701	48,702
Contractual - Other Services	\$6,580,988	\$8,299,886	\$7,445,716	\$7,502,497
4720 - Mach Tools Implem Major	42,278	15,278	12,622	12,622
4742 - Trucks	658,936	658,936	93,300	93,300
Capital Outlay	\$701,214	\$674,214	\$105,922	\$105,922
5002 - Dept Support Reimb	(910,629)	(910,629)		
5011 - Reimb Fr Othr Organizaton	(343,672)		(343,672)	(343,672)
5012 - Reimbursements-Stormwater	(1,940,343)	(1,880,343)	(1,940,343)	(1,940,343)
Reimbursements	\$(3,194,644)	\$(2,790,972)	\$(2,284,015)	\$(2,284,015)
Department Total	\$30,476,546	\$27,498,422	\$32,209,414	\$32,222,233



COURT & DETENTION SERVICES

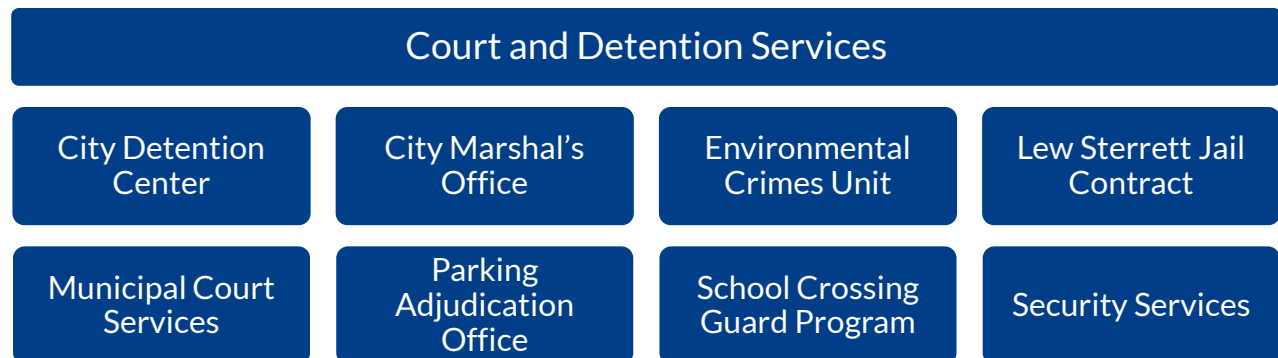
MISSION

Serve the public while efficiently addressing court and adjudication needs, ensuring public safety, and protecting the environment.

DEPARTMENT GOALS

- Reduce illegal dumping calls citywide by five percent by assigning Deputy Marshals to districts for accountability
- Continue to enhance virtual hearings and expand virtual options to the Parking Adjudication Office
- Respond to all calls for a Security Officer within three minutes
- Maintain customer satisfaction score of 92 percent
- Reduce prisoner processing time to nine minutes, which enables patrol officers to return to service sooner

FUNCTIONAL ORGANIZATION CHART



COURT & DETENTION SERVICES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$15,298,768	\$14,289,465	\$15,975,338	\$16,667,032
Supplies - Materials	\$478,498	\$476,591	\$817,712	\$623,841
Contractual - Other Services	\$16,995,104	\$16,446,159	\$19,651,767	\$20,292,797
Capital Outlay	\$250,000	\$0	\$0	\$0
Expense Total	\$33,022,370	\$31,212,214	\$36,444,817	\$37,583,669
Reimbursements	\$(2,884,050)	\$(2,294,237)	\$(3,086,105)	\$(3,298,550)
Department Total	\$30,138,320	\$28,917,977	\$33,358,712	\$34,285,119
Department Total Revenue	\$17,233,904	\$14,520,481	\$12,209,107	\$18,618,910

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
City Attorney's Office Reimbursement	(57,192)	(57,192)
Community Development Block Grant Reimbursement	(303,099)	(299,740)
Convention Center Reimbursement	(818,852)	(833,249)
Dallas Animal Services Reimbursement	(171,882)	(171,882)
Dallas Fire-Rescue Reimbursement	(55,820)	(55,820)
Dallas Police Department Reimbursement	(5,543)	(5,543)
Library Reimbursement	(33,698)	(33,698)
Miscellaneous Reimbursement	(466,743)	(668,150)
Office of Community Care Reimbursement	(22,960)	(22,960)
Park and Recreation Reimbursement	(75,812)	(75,812)
Public Works Reimbursement	(30,750)	(30,750)
Storm Drainage Management Reimbursement	(961,990)	(961,990)
Sustainable Development and Construction Reimbursement	(81,764)	(81,764)
Reimbursement Total	\$(3,086,105)	\$(3,298,550)

COURT & DETENTION SERVICES

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	250.50	176.30	247.36	249.78
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	16.00	8.00	7.50
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.50	1.00	0.50	0.50
Department Total	251.00	193.30	255.86	257.78

COURT & DETENTION SERVICES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for one-time purchase of 30 replacement body-worn cameras for the Marshal's Office.	0	\$(72,000)	\$(72,000)
Eliminate two Court Specialist II positions and reduce contractual service expenses (1.60 FTEs).	(2)	\$(203,741)	\$(203,741)
Reduce funding for one-time purchase of emergency building generator and two marked vehicles for the City Detention Center.	0	\$(265,452)	\$(265,452)
Transfer one Assistant Director position to the newly established Office of Integrated Public Safety Solutions (1.00 FTE).	(1)	\$(134,659)	\$(134,659)
Establish a recovery services facility in March 2021 to serve as a jail alternative for public intoxication as part of the City's Reimagining Public Safety effort (8.25 FTEs).	11	\$650,000	\$803,169
Reduce funding to right-size the budget associated with the school crossing guard contract.	0	\$(619,089)	\$(619,089)
Add funding to cover the cost increase for the Citywide security services contract.	0	\$1,941,418	\$1,941,418
Total Major Budget Items	8	\$1,296,477	\$1,449,646

COURT & DETENTION SERVICES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of parking adjudication hearings conducted virtually	N/A	N/A	21%	21%
Average prisoner processing time	10	10	9	9
Number of prisoners processed at City Detention Center	N/A	13,476	12,216	12,213
Number of prisoners transferred by outside agency	N/A	1,652	1,404	1,404
Number of warrants cleared by City Marshals	18,360	18,029	19,200	19,200
Percentage of dockets finalized within 14 days	N/A	N/A	100%	100%
Average response time to security incidents (minutes)	N/A	2.5	3	3
Average wait time at Municipal Court (minutes)	3	3	3	3
Pounds of debris abated	N/A	40,000	40,000	40,000

SERVICE DESCRIPTION AND BUDGET

- City Detention Center: Detains prisoners arrested for public intoxication and/or Class C misdemeanor warrants 24 hours daily, seven days a week, 365 days a year. Contains a sobering center, which provides a safe place for individuals to sober and provides counseling services to connect individuals to community support services.
- City Marshal’s Office: Provides law enforcement and clerical support for Municipal Courts, including warrant enforcement, prisoner transfers, internal investigations, civil processing, the school crossing guard program, warrant confirmation, docket preparation, and collection of fines.
- Environmental Crimes Unit: Conducts investigations of environmental offenses and arrests individuals violating health, safety, and water statutes. Duties include monitoring chronic dump sites, filing criminal cases, patrolling the Trinity River Corridor, and enforcing City ordinances.
- Low Sterrett Jail Contract: Dallas County provides jail services to the City of Dallas through the Low Sterrett Jail contract, including jail administration, intake, and housing for approximately 18,000 prisoners annually.

COURT & DETENTION SERVICES

- **Municipal Court Services:** Provides administrative support for the Municipal Court, including administering court programs, courtroom support, collecting fines, preparing dockets, managing court records, contract compliance and financial services, and responding to information requests.
- **Parking Adjudication Office:** Provides an effective and efficient administrative appeal process to contest parking citations. The administrative appeal or hearing process is a civil proceeding managed by Courts.
- **School Crossing Guard Program:** Ensure the safety of elementary students walking to and from school. This contract deploys school crossing guards at approved intersections for seven independent school districts and five private schools located in the Dallas city limits.
- **Security Services:** Provides security, surveillance, and access control at City facilities and/or properties. This service also includes contract management for security services, surveillance, and security consultant services.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
City Detention Center	\$1,572,747	\$1,616,510	\$2,321,654	\$2,520,350
City Marshal's Office	\$3,185,133	\$2,789,445	\$3,031,141	\$3,051,034
Environmental Crimes Unit	\$65,233	\$0	\$10,877	\$39,627
Lew Sterrett Jail Contract	\$9,158,124	\$9,158,124	\$9,547,117	\$9,450,527
Municipal Court Services	\$7,478,851	\$7,033,907	\$7,476,122	\$8,112,754
Parking Adjudication Office	\$642,604	\$585,752	\$669,936	\$709,601
School Crossing Guard Program	\$3,630,672	\$2,932,936	\$4,470,009	\$4,472,274
Security Services	\$4,404,956	\$4,801,304	\$5,831,856	\$5,928,953
Department Total	\$30,138,320	\$28,917,977	\$33,358,712	\$34,285,119

COURT & DETENTION SERVICES

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	11,913,460	8,584,232	12,181,197	12,682,402
1104 - Other Wages		2,170		
1117 - Vacancy Savings - Salary	(687,144)		(541,053)	(405,884)
1201 - Overtime - Civilian	110,545	968,532	417,338	394,072
1203 - Service Incentive Pay	38,420	31,948	37,220	37,220
1207 - Compensatory Time Pay - Civ		8,025		
1208 - Sick Leave Term Pay - Civilian		62,307		
1210 - Vacation Term Pay - Civilian		46,726		
1301 - Pension - Civilian	1,745,234	1,501,158	1,711,378	1,813,185
1303 - Life Insurance	8,382	8,382	17,506	17,506
1304 - Health Insurance	1,871,218	1,871,219	1,784,895	1,784,895
1306 - Fica	178,193	152,506	175,813	186,021
1308 - Mandatory Deferred Comp		606		
1309 - Wellness Program	6,858	6,858	6,503	6,503
1314 - Worker's Compensation	113,602	113,602	184,541	151,112
1401 - Sick Leave - Civilian		231,876		
1402 - Vacation Leave - Civilian		308,274		
1403 - Holiday Leave - Civilian		240,281		
1404 - Jury Duty Leave - Civilian		4,456		
1405 - Death in Family Leave - Civ		3,900		
1406 - Administrative Leave - Civilian		104,668		
1407 - Military Leave - Civilian		5,666		
1408 - Attendance Incentive Leave - Civ		31,918		
1419 - Other Civilian		154		
Personnel Services	\$15,298,768	\$14,289,465	\$15,975,338	\$16,667,032
2110 - Office Supplies	28,824	3,820	37,433	37,488
2111 - Office Supplies Chargeback		12,483		
2181 - Fuel - Lube For Vehicles	62,994	62,994	55,456	55,456
2190 - Mechanical Supplies			51,585	103,169
2231 - Clothing	18,011	25,996	20,735	24,061
2232 - Food Supplies			2,137	
2252 - Meter Postage	201,588	209,205	233,206	270,307
2280 - Other Supplies	73,583	68,595	146,644	120,536
2310 - Building Materials			250,000	
2731 - Data Processing Equipment	21,498	21,498	5,100	9,498
2890 - Miscellaneous Equipment	72,000	72,000	15,416	3,326
Supplies - Materials	\$478,498	\$476,591	\$817,712	\$623,841
3020 - Food - Laundry Service	8,454	7,960	7,358	8,454
3030 - Printing - Photo Services	50	50	1,660	1,660
3050 - Communications	104,532	104,532	160,049	160,506
3051 - Telephone Equipment Charges	7,614	3,836		5,313
3053 - Data Circuit Billing	75,232	126,763	125,351	125,351
3070 - Professional Services	3,502,437	2,918,272	4,510,376	4,509,874
3090 - City Forces	24,344	449	1,373	
3091 - Custodial Services	200		200	500
3092 - Security Services	931,343	1,484,817	2,892,509	2,914,331
3099 - Misc Special Services	9,981,213	9,401,124	9,777,312	9,758,950
3110 - Equip Repairs and Maintenance	29,845	7,917	2,460	17,576
3130 - Copy Machine Rent-Lease-Maint	37,525	37,525	21,974	21,974
3150 - Copy Center Charges	27,848	27,697	151	538

COURT & DETENTION SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3210 - Building Repairs and Maint	20,235	20,235	5,000	5,000
3310 - Insurance	74,483	74,483	109,427	116,731
3313 - Liability Premiums	15,228	15,228	14,902	14,902
3320 - Advertising	500	250	500	500
3340 - Membership Dues		135	1,105	1,105
3361 - Professional Development	5,000	2,244	10,614	10,614
3364 - Personnel Development	1,907			
3410 - Equip - Automotive Rental	56,642	56,682	82,486	82,486
3411 - Wreck Handle Charge (fleet)	43,826	43,826	15,384	15,384
3413 - Motor Pool Vehicle Charges	238	238		
3416 - GIS Services	27,432	27,432	31,739	32,044
3420 - Commun Equip Rental	299,050	299,050	101,756	99,309
3429 - Cellphone Charges	47,918	41,425	54,120	49,298
3430 - Data Services	137,025	137,025	167,615	167,707
3434 - Programming	1,317,751	1,317,751	1,305,350	1,958,744
3513 - Court Costs	54,806	16,806	54,806	54,756
3518 - Credit Card Charges	135,000	135,000	135,000	135,000
3994 - Outside Temps-Staffing	27,426	137,408	61,190	24,190
Contractual - Other Services	\$16,995,104	\$16,446,159	\$19,651,767	\$20,292,797
4730 - Inst Apparatus Major	250,000			
Capital Outlay	\$250,000			
5011 - Reimb Fr Othr Organizaton	(1,845,858)	(1,425,977)	(2,124,115)	(2,336,560)
5012 - Reimbursements-Stormwater	(1,038,192)	(868,260)	(961,990)	(961,990)
Reimbursements	\$(2,884,050)	\$(2,294,237)	\$(3,086,105)	\$(3,298,550)
Department Total	\$30,138,320	\$28,917,977	\$33,358,712	\$34,285,119

DALLAS ANIMAL SERVICES

MISSION

Help Dallas be a safe, compassionate, and healthy community for people and animals.

DEPARTMENT GOALS

- Achieve a combined dog field and shelter owner reunification success rate of 40 percent
- Decrease loose and loose owned dog bites by three percent over previous year
- Sustain a timely response rate of 90 percent or above for resident service requests
- Achieve a live release rate of 90 percent or above for dogs and cats combined

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$11,008,044	\$10,220,307	\$10,802,451	\$10,884,071
Supplies - Materials	\$2,006,799	\$1,989,952	\$1,892,923	\$2,066,979
Contractual - Other Services	\$2,879,166	\$2,924,595	\$2,884,951	\$2,909,542
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$15,894,009	\$15,134,855	\$15,580,325	\$15,860,592
Reimbursements	\$(258,517)	\$(1,054,219)	\$(265,356)	\$(272,093)
Department Total	\$15,635,492	\$14,080,636	\$15,314,969	\$15,588,499
Department Total Revenue	\$430,000	\$135,095	\$175,000	\$299,467

DALLAS ANIMAL SERVICES

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Sanitation Services Reimbursement	(265,356)	(272,093)
Reimbursement Total	\$(265,356)	\$(272,093)

PERSONNEL

Full-Time Equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	153.79	133.04	159.00	159.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	3.48	2.86	4.55	4.55
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	1.31	0.73	3.00	3.00
Department Total	158.58	136.63	166.55	166.55

DALLAS ANIMAL SERVICES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for one-time purchase of body-worn cameras for Animal Services Officers.	0	\$(50,000)	\$(50,000)
Eliminate Veterinarian and Manager III positions (2.00 FTEs).	(2)	\$(248,162)	\$(248,162)
Reduce funding for supplies, medical and surgical costs, and clothing by utilizing external grant funds and halting specialty surgeries that require additional supplies.	0	\$(81,777)	\$(81,777)
Add funding for one-time purchase of 75 handheld and 55 in-vehicle radios to ensure continued operational compatibility once the citywide process of upgrading radio towers is complete.	0	\$0	\$160,000
Reduce funding for temporary staffing.	0	\$(62,438)	\$(62,438)
Total Major Budget Items	(2)	\$(442,377)	\$(282,377)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Live release rate for dogs and cats	85%	90%	90%	N/A
Year-over-year percentage decrease in loose/loose owned bites	-3%	3%	-3%	-5%
Combined field and shelter dog return-to-owner success rate	35%	37%	40%	40%
Percentage of timely responses to service requests	87%	95%	90%	92%

DALLAS ANIMAL SERVICES

SERVICE DESCRIPTION AND BUDGET

- Dallas Animal Services: Supports public safety through administration of the laws pertaining to animals, community-centered outreach services, and the operation of Dallas' innovative animal shelter and various lifesaving programs.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Animal Services	\$15,635,492	\$14,080,636	\$15,314,969	\$15,588,499
Department Total	\$15,635,492	\$14,080,636	\$15,314,969	\$15,588,499

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	8,995,885	6,734,568	8,584,558	8,649,860
1104 - Other Wages		23,178		
1108 - Performance Incentive Pay		25,000		
1117 - Vacancy Savings - Salary	(976,606)		(691,878)	(657,411)
1201 - Overtime - Civilian	202,698	120,000	202,698	202,698
1203 - Service Incentive Pay	18,336	11,944	18,336	18,336
1207 - Compensatory Time Pay - Civ		29,774		
1208 - Sick Leave Term Pay - Civilian		20,487		
1210 - Vacation Term Pay - Civilian		31,749		
1301 - Pension - Civilian	1,308,328	1,089,266	1,210,633	1,219,877
1303 - Life Insurance	5,263	5,263	11,544	11,544
1304 - Health Insurance	1,162,160	1,162,160	1,178,147	1,178,147
1306 - Fica	133,646	111,525	127,680	128,626
1308 - Mandatory Deferred Comp		2,390		
1309 - Wellness Program	4,466	4,466	4,293	4,293
1314 - Worker's Compensation	153,868	153,868	156,440	128,101
1401 - Sick Leave - Civilian		209,028		
1402 - Vacation Leave - Civilian		240,780		
1403 - Holiday Leave - Civilian		194,723		
1404 - Jury Duty Leave - Civilian		2,391		
1405 - Death in Family Leave - Civ		6,233		
1406 - Administrative Leave - Civilian		15,663		
1407 - Military Leave - Civilian		2,491		
1408 - Attendance Incentive Leave - Civ		18,485		
1453 - Continuance Pay - Civilian		4,878		
Personnel Services	\$11,008,044	\$10,220,307	\$10,802,451	\$10,884,071
2110 - Office Supplies	7,000	7,000	7,000	7,000
2111 - Office Supplies Chargeback	19,000	19,000	19,000	19,000
2120 - Tools	70,000	70,000	70,000	70,000
2140 - Light - Power	215,233	215,233	244,000	251,320
2170 - Water - Sewer	6,000	6,717	6,000	6,000
2181 - Fuel - Lube For Vehicles	163,252	163,252	151,044	151,044
2200 - Chemical Medical Surgical	1,003,341	1,003,341	983,341	983,341
2220 - Laundry - Cleaning Supplies	80,000	60,000	60,000	60,000
2231 - Clothing	25,000	32,137	19,026	19,026
2232 - Food Supplies	2,000	320		

DALLAS ANIMAL SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2241 - Animal Food	100,102	100,102	100,102	100,102
2252 - Meter Postage	6,000	8,000	6,000	6,000
2280 - Other Supplies	179,420	206,250	152,343	152,343
2710 - Furniture - Fixtures	5,000	5,600	5,000	5,000
2731 - Data Processing Equipment	27,250	1,000	34,567	41,303
2735 - Software Purchase - \$1000	5,000	2,000	5,000	5,000
2760 - Radio - Communication Eqp				160,000
2780 - Photography - Film Equipment	3,200		500	500
2890 - Miscellaneous Equipment	90,001	90,001	30,000	30,000
Supplies - Materials	\$2,006,799	\$1,989,952	\$1,892,923	\$2,066,979
3030 - Printing - Photo Services	4,000	7,000	4,000	3,999
3040 - Medical - Laboratory Services	5,000	5,000	5,000	5,000
3050 - Communications	23,259	55,410	41,105	41,223
3053 - Data Circuit Billing	10,246	10,246	24,834	24,834
3060 - Equipment Rental [Outside City]	1,050		1,050	1,050
3070 - Professional Services	90,000	90,000	45,000	45,000
3085 - Freight	5,000	5,000	5,000	5,000
3092 - Security Services	75,000	75,000	75,000	75,000
3098 - Day Labor	979,384	979,384	949,153	949,150
3099 - Misc Special Services	50,000	50,000	48,288	48,289
3110 - Equip Repairs and Maintenance	10,000	10,000	10,000	10,000
3130 - Copy Machine Rent-Lease-Maint	13,152	13,152	9,994	9,994
3150 - Copy Center Charges	5,000			
3210 - Building Repairs and Maint	35,000	35,000	35,000	35,000
3310 - Insurance	5,205	5,205	8,641	9,218
3313 - Liability Premiums	8,082	8,082	22,935	22,935
3320 - Advertising	20,000	15,000	10,000	10,000
3340 - Membership Dues	1,000	5,000	1,000	1,000
3361 - Professional Development	54,189	20,500	45,189	45,189
3363 - Reimb-Vehicle Use,Parking	150	150	150	150
3364 - Personnel Development	20,000	12,000	19,000	19,000
3410 - Equip - Automotive Rental	109,874	109,874	232,804	232,804
3411 - Wreck Handle Charge (fleet)	173,935	173,935	30,986	30,986
3416 - GIS Services	24,080	24,080	20,910	21,111
3420 - Commun Equip Rental	16,408	16,408	19,344	19,320
3429 - Cellphone Charges	96,000	109,000	98,400	98,400
3430 - Data Services	102,477	102,477	130,313	130,374
3434 - Programming	571,071	571,071	588,771	612,432
3437 - Continual Software License Fee	25,920	65,000	58,400	58,400
3460 - Disposal Services	1,600	1,600	1,600	1,600
3518 - Credit Card Charges	4,000	4,000	4,000	4,000
3530 - Relocation Cost		6,937		
3994 - Outside Temps-Staffing	339,084	339,084	339,084	339,084
Contractual - Other Services	\$2,879,166	\$2,924,595	\$2,884,951	\$2,909,542
5011 - Reimb Fr Othr Organizaton	(258,517)	(1,054,219)	(265,356)	(272,093)
Reimbursements	\$(258,517)	\$(1,054,219)	\$(265,356)	\$(272,093)
Department Total	\$15,635,492	\$14,080,636	\$15,314,969	\$15,588,499



DALLAS FIRE-RESCUE

MISSION

Prevent and suppress fires, educate and rescue residents, provide emergency medical services, promote public safety, and foster community relations.

DEPARTMENT GOALS

- Enhance operational safety through the execution of tactical development training for emergency officers
- Provide additional emergency response to fully staff and equip a new Station 59 as a Single Engine and Single Rescue Company
- Enhance community safety through the Right Care Program, adding 11 positions to expand from one dedicated team to five
- Prepare future leadership through the execution of promotional exams within the Emergency Response and Inspection Life Safety bureaus
- Staff the City Marshal’s Office City Detention Center with one uniformed paramedic to provide an enhanced level of medical evaluation and monitoring

FUNCTIONAL ORGANIZATION CHART



DALLAS FIRE-RESCUE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$292,230,941	\$290,029,983	\$301,072,410	\$307,930,736
Supplies - Materials	\$16,642,151	\$16,761,687	\$11,375,658	\$11,400,404
Contractual - Other Services	\$24,494,571	\$24,566,147	\$25,021,962	\$25,148,464
Capital Outlay	\$921,611	\$853,243	\$1,870,000	\$230,000
Expense Total	\$334,289,273	\$332,211,061	\$339,340,029	\$344,709,604
Reimbursements	\$(13,989,476)	\$(25,015,436)	\$(23,795,096)	\$(12,875,647)
Department Total	\$320,299,797	\$307,195,625	\$315,544,933	\$331,833,957
Department Total Revenue	\$52,026,396	\$44,705,530	\$45,070,637	\$46,000,442

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Aviation Reimbursement	(8,261,887)	(8,032,438)
Convention Center Reimbursement	(229,449)	(229,449)
Coronavirus Relief Fund	(9,690,000)	0
Dallas Water Utilities	(450,000)	(450,000)
Information and Technology Services Reimbursement	(1,935,000)	(935,000)
Storm Drainage Management Reimbursement	(791,301)	(791,301)
Sustainable Development and Construction Reimbursement	(2,437,459)	(2,437,459)
Reimbursement Total	\$(23,795,096)	\$(12,875,647)

DALLAS FIRE-RESCUE

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each civilian FTE equals 2,080 hours, whereas DFR uniform FTEs may be 2,080 or 2,808 hours depending upon their assignment. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	119.75	98.70	106.90	119.00
Regular Uniform	1,970.48	1,753.82	1,990.50	1,993.00
Civilian Overtime	0.00	4.76	0.00	0.00
Uniform Overtime	110.40	117.94	118.80	125.44
Temporary Help	0.50	0.26	0.00	0.00
Department Total	2,201.13	1,975.48	2,216.20	2,237.44

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for costs associated with the Meet and Confer agreement for uniform employee pay initiated in FY 2019-20 and step increases in FY 2020-21 and FY 2021-22.	0	\$2,829,164	\$6,375,340
Reimburse public safety expenses from the Coronavirus Relief Fund in response to the COVID-19 pandemic.	0	\$(9,690,000)	\$0
Add two positions to form a new department payroll team (2.00 FTEs).	2	\$148,695	\$148,695

DALLAS FIRE-RESCUE

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for officer tactical training that promotes overall safety of first responders and the public during emergency situations.	0	\$405,800	\$405,800
Add funding to increase LifePak replacement schedule from five to seven each fiscal year (ongoing replacement program).	0	\$110,000	\$110,000
Reduce funding for one-time purchase of personal protective equipment.	0	\$(5,300,000)	\$(5,300,000)
Reduce one-time funding for Captain and Section Chief exams within the Inspection and Life Safety Bureau Division.	0	\$(300,000)	\$(300,000)
Reduce one-time funding for mobile roof ventilation props and mobile pump devices for firefighter training.	0	\$(175,000)	\$(175,000)
Reduce the reimbursement to the General Fund for eligible expenses for call taking, emergency dispatch, and 911 support services in FY 2021-22.	0	\$0	\$1,000,000
Add three positions to provide EMS coverage at the City Detention Center Funding (3.00 FTEs).	0	\$300,000	\$300,000
Add 21 positions and operating and maintenance funding for Fire Station 59 (27.51 FTEs).	21	\$3,713,471	\$3,713,471
Add 11 positions and funding to expand the Right Care program to five teams in FY 2020-21 and to 10 teams (total) in FY 2021-22 as part of the City's Reimagining Public Safety effort (8.25 FTEs).	11	\$1,173,325	\$3,165,454
Reduce funding for uniform overtime.	0	\$(1,500,000)	\$(1,500,000)
Add one-time funding for maintenance of DFR facilities in FY 2020-21.	0	\$1,500,000	\$0
Total Major Budget Items	34	\$(6,784,545)	\$7,943,760

DALLAS FIRE-RESCUE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of first company responding to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710)	90%	85%	90%	90%
Percentage of EMS responses within nine minutes or less	90%	89%	90%	90%
Percentage increase in reimbursements for EMS	N/A	N/A	10%	10%
Number of high-risk multi-family dwellings inspected	N/A	N/A	120	120
Percentage of apparatus pumps tested and passed annually (NFPA Standard 1911)	N/A	100%	100%	100%

SERVICE DESCRIPTION AND BUDGET

- Emergency Medical Services Administration, Contracts, and Community Health: The EMS and Community Mobile Health Care bureau oversees emergency and non-emergency EMS in the City, including patient care, billing, collections, compliance, medical direction, paramedic training, community mobile health care, and communicable disease prevention.
- Fire and Rescue Emergency Response and Special Operations: Provides fire and EMS response by staffing 58 fire stations and fire engines, 23 ladder trucks, and 43 ambulances. Special Operations includes more than 100 units for aircraft rescue, hazardous material mitigation, urban search and rescue, wildland urban interface response, and water rescue.
- Fire Dispatch and Communications: Provides lifesaving medical instructions via telephone while units are en route to an emergency. Provides hardware and software maintenance for CAD, fleet communications equipment, fire station notification, MDC, GIS, and incident archiving.
- Fire Inspection for New Construction: Performs fire inspections and tests life-safety systems at construction sites to ensure structure safety. Working with Sustainable Development and Construction (DEV), the division ensures building plans and specifications comply with fire codes before issuing permits. This service is fully reimbursed by DEV.

DALLAS FIRE-RESCUE

- Fire Investigations and Explosive Ordnance Disposal: Investigates bomb threats and the origin of more than 1,500 fires annually, while also preventing and reducing crime through the prosecution of arsonists and counseling through the Juvenile Firesetter Intervention program.
- Fire Training and Recruitment: Provides recruitment, selection and screening, hiring and training of new fire and rescue officers and professional development. Manages the wellness-fitness program designed to detect and/or prevent life-threatening diseases. Funds hiring of firefighter recruits.
- Fire-Rescue Equipment Maintenance and Supply: Serves as logistic center for DFR’s emergency fire apparatus and equipment purchases, maintenance, medical supplies, and uniforms. Provides preventive and repair maintenance, which requires adequately trained technicians to handle the diverse fleet on a 24/365 basis.
- Inspection and Life Safety Education: Improves safety throughout the City by preventing fire and fire-related deaths and injuries through municipal code development, enforcement, technical assistance, and public fire safety education.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
EMS Administration, Contracts, and Community Health	\$16,562,238	\$20,760,371	\$24,992,171	\$22,778,326
Fire and Rescue Emergency Response and Special Operations	\$229,202,887	\$221,143,040	\$224,242,151	\$241,518,608
Fire Dispatch and Communications	\$20,216,886	\$19,669,487	\$20,994,417	\$22,220,056
Fire Inspection for New Construction	\$6,644	\$0	\$0	\$142
Fire Investigation - Explosive Ordnance Disposal	\$4,762,983	\$4,582,415	\$4,874,101	\$4,874,223
Fire Training and Recruitment	\$18,731,980	\$10,067,474	\$15,638,883	\$15,639,945
Fire-Rescue Equipment Maintenance and Supply	\$19,288,145	\$19,948,595	\$13,424,117	\$13,450,954
Inspection and Life Safety Education	\$11,528,034	\$11,024,241	\$11,379,093	\$11,351,704
Department Total	\$320,299,797	\$307,195,625	\$315,544,933	\$331,833,957

DALLAS FIRE-RESCUE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	6,356,381	5,286,714	6,426,548	6,614,478
1102 - Salary - Uniform	166,497,366	163,902,343	177,576,460	180,868,388
1104 - Other Wages		12,923		
1112 - NonComputation - Uniform	10,920,801	10,000,000	9,678,024	9,818,749
1117 - Vacancy Savings - Salary			(348,068)	
1201 - Overtime - Civilian	39,963	493,524		
1202 - Overtime - Uniform	16,106,393	17,694,876	13,550,898	14,838,968
1203 - Service Incentive Pay	33,618	29,308	28,084	28,084
1208 - Sick Leave Term Pay - Civilian		25,998		
1210 - Vacation Term Pay - Civilian		32,793		
1211 - Compensatory Time Pay - Uni		32,083		
1228 - Sick Leave Term Pay - Uniform	1,845,900	900,806	1,351,209	1,412,660
1230 - Vacation Term Pay - Uniform	957,600	691,619	1,037,429	1,084,585
1242 - Language Assigment Pay	12,841	3,960		
1247 - Temporary Assignment Pay		1,581,664		
1301 -Pension - Civilian	914,992	832,576	907,429	937,930
1302 - Pension - Uniform	57,441,588	57,330,591	60,916,657	62,052,372
1303 - Life Insurance	69,479	49,576	150,254	150,279
1304 - Health Insurance	15,574,649	15,470,412	15,431,201	15,436,726
1305 - Supplemental Pension - Uniform	460,000	460,000	460,000	460,000
1306 - Fica	2,412,856	2,966,857	3,035,076	3,112,873
1308 - Mandatory Deferred Comp		214		
1309 - Wellness Program	56,832	57,572	56,204	56,224
1314 - Worker's Compensation	4,817,892	4,817,892	4,820,550	3,947,333
1320 - DFPB HB 3158 \$13M	5,240,000	5,240,000	5,200,000	5,200,000
1321 - DFPB HB 3158 REQ MIN	2,471,790	2,115,497	794,456	1,911,088
1403 - Holiday Leave - Civilian		184		
Personnel Services	\$292,230,941	\$290,029,983	\$301,072,410	\$307,930,736
2110 - Office Supplies	136,142	101,153	124,409	128,275
2111 - Office Supplies Chargeback		34,989		
2120 - Tools	295,848	295,848	386,848	386,848
2140 - Light - Power	661,594	661,594	696,000	716,880
2160 - Fuel Supplies	111,640	111,640	104,640	104,640
2170 - Water - Sewer	276,350	377,405	236,350	236,350
2181 - Fuel - Lube For Vehicles	2,093,261	2,093,261	1,885,905	1,885,905
2182 - Mechanical Supplies for Vehicles	39,267	39,267	57,267	57,267
2183 - Fuel - Lube	9,802	9,802	11,802	11,802
2185 - Tires - Tubes	478,207	478,207	490,260	490,260
2190 - Mechanical Supplies	61,874	41,874	61,874	61,874
2200 - Chemical Medical Surgical	1,718,501	1,344,792	1,918,760	1,918,760
2220 - Laundry - Cleaning Supplies	226,377	226,377	217,500	217,500
2230 - Personal Protective Equipment	6,000,000	6,331,428		
2231 - Clothing	713,436	663,927	1,800,177	1,800,177
2232 - Food Supplies	11,745	14,854	7,050	7,050
2252 - Meter Postage	6,228	4,556	70,880	70,880
2261 - Edu - Recreational Supplies	12,449	10,524	7,700	7,700
2262 - Botanical - Agricultural Supplies	3,022	1,757	2,622	2,622
2264 - Service Pins	5,617	3,027	8,500	8,500
2280 - Other Supplies	387,625	278,927	310,087	310,087
2310 - Building Materials	69,650	56,384	81,500	81,500

DALLAS FIRE-RESCUE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2710 - Furniture - Fixtures	59,638	70,846	94,087	94,087
2720 - Machine Tools	33,357	1,988	95,600	95,600
2730 - Major Apparatus	4,573			
2731 - Data Processing Equipment	189,832	189,832	110,900	110,900
2735 - Software Purchase - \$1000	6,090		19,100	19,100
2740 - Motor Vehicles	11,668	11,668	25,000	25,000
2741 - Motor Vehicle	2,279,229	2,510,734	2,250,000	2,250,000
2760 - Radio - Communication Eqp	55,140	20,140	17,140	17,140
2770 - Audiovisual Equipment	2,198	1,210	2,000	2,000
2790 - Protective Equipment	333,108	361,952	17,500	17,500
2860 - Books Reference Book Only	39,210	43,091	37,500	37,500
2890 - Miscellaneous Equipment	309,473	368,632	226,700	226,700
Supplies - Materials	\$16,642,151	\$16,761,687	\$11,375,658	\$11,400,404
3020 - Food - Laundry Service	294,623	396,377	368,050	368,050
3030 - Printing - Photo Services	33,167	23,207	28,720	28,720
3033 - Legal Fees	7,894		7,800	7,800
3040 - Medical - Laboratory Services	725,468	592,681	559,360	559,360
3050 - Communications	545,993	553,004	861,946	863,425
3051 - Telephone Equipment Charges	1,277	1,277	1,277	1,277
3053 - Data Circuit Billing	103,934	103,934	313,249	313,249
3060 - Equipment Rental [Outside City]	142,450	142,450	4,450	4,450
3070 - Professional Services	1,863,194	1,891,110	1,525,318	1,523,999
3072 - Contractor Service Fees	3,889,782	3,689,432	4,411,455	4,297,175
3085 - Freight	9,570	3,570	8,140	8,140
3090 - City Forces	1,133,941	1,157,076	936,660	936,660
3091 - Custodial Services	36,115	38,444	34,800	34,800
3092 - Security Services	95,840	95,138	75,000	75,000
3099 - Misc Special Services	576,995	655,784	887,121	871,405
3110 - Equip Repairs and Maintenance	557,066	1,022,299	580,000	580,000
3113 - Testing Non capital Projects	300,000	50,000		
3130 - Copy Machine Rent-Lease-Maint	80,393	80,393	44,084	44,084
3150 - Copy Center Charges	3,972	500	3,470	3,470
3210 - Building Repairs and Maint	975,280	1,025,406	819,072	832,600
3310 - Insurance	264,718	264,718	425,898	454,324
3313 - Liability Premiums	354,738	354,738	400,878	400,878
3320 - Advertising	28,878	4,899	26,500	26,500
3330 - Rents [Lease]	18,778	15,120	16,778	16,778
3340 - Membership Dues	168,489	168,708	172,150	172,150
3341 - Subscriptions-Serials	8,724	3,724	2,300	2,300
3361 - Professional Development	473,660	211,744	444,125	444,125
3363 - Reimb-Vehicle Use,Parking	12,722	2,500	9,450	9,450
3410 - Equip - Automotive Rental	211,834	211,834	276,196	276,196
3411 - Wreck Handle Charge (fleet)	38,001	38,001	48,520	48,520
3416 - GIS Services	233,436	233,436	270,788	273,392
3420 - Commun Equip Rental	2,244,305	2,244,305	2,240,207	2,173,068
3429 - Cellphone Charges	427,000	400,415	471,966	471,966
3430 - Data Services	891,760	891,760	1,191,414	1,192,198
3434 - Programming	7,566,988	7,566,988	7,425,385	7,710,284
3438 - Software Maintenance Fee	20,750	31,310	20,750	20,750
3460 - Disposal Services	8,136	8,136	6,136	6,136
3518 - Credit Card Charges	34,700	28,545	34,700	34,700
3599 - Misc. Other Charges			27,056	20,292
3994 - Outside Temps-Staffing	110,000	363,184	40,793	40,793

DALLAS FIRE-RESCUE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Contractual - Other Services	\$24,494,571	\$24,566,147	\$25,021,962	\$25,148,464
4343 - Bldgs-Othr Gen Adm Facilt			1,500,000	
4720 - Mach Tools Implem Major		63,251		
4730 - Inst Apparatus Major	150,000	100,289	370,000	230,000
4740 - Motor Vehicles Cap	49,714			
4890 - Misc Equipment Capital	721,897	689,703		
Capital Outlay	\$921,611	\$853,243	\$1,870,000	\$230,000
5011 - Reimb Fr Othr Organizaton	(13,198,175)	(24,224,134)	(23,003,795)	(12,084,346)
5012 - Reimbursements-Stormwater	(791,301)	(791,302)	(791,301)	(791,301)
Reimbursements	\$(13,989,476)	\$(25,015,436)	\$(23,795,096)	\$(12,875,647)
Department Total	\$320,299,797	\$307,195,625	\$315,544,933	\$331,833,957



DALLAS POLICE DEPARTMENT

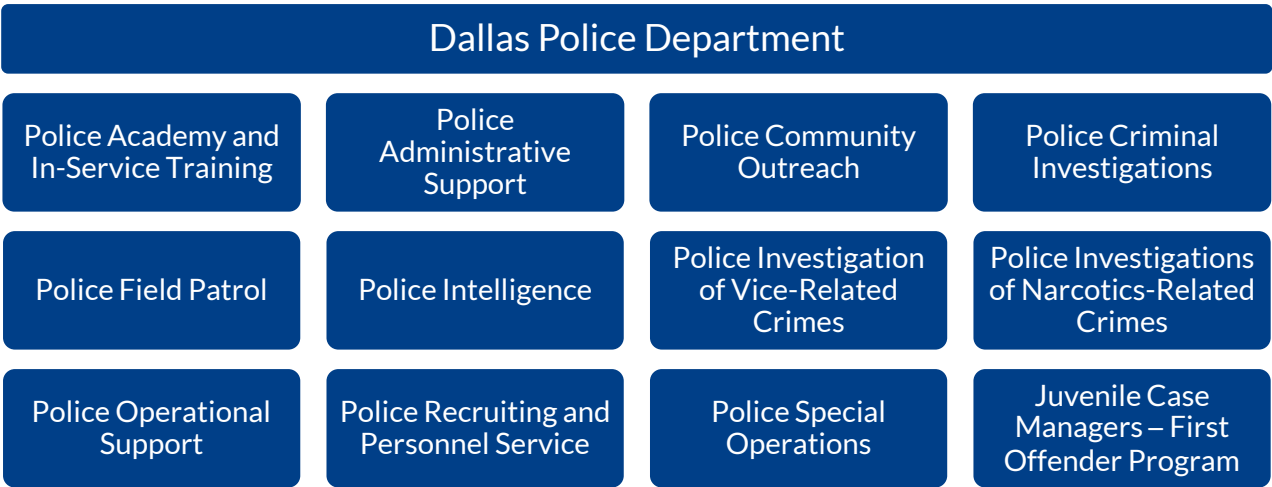
MISSION

With a spirit of excellence, the Dallas Police Department is committed to reducing crime, enhancing community partnerships, and improving overall quality of life for the entire city of Dallas.

DEPARTMENT GOALS

- Reduce total crime as reported to the National Incident-Based Reporting System from the previous year
- Reduce response times for all call types from the previous year’s averages, with a particular focus on priority one and two calls
- Improve accountability through enhanced training, the implementation of an early warning system, and the expansion of the department’s body-worn cameras from approximately 1,500 cameras to 2,000
- Continue community collaboration through more virtual community meetings/engagements and collaborative community training programs

FUNCTIONAL ORGANIZATION CHART



DALLAS POLICE DEPARTMENT

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$474,318,738	\$481,723,602	\$490,124,476	\$495,699,075
Supplies - Materials	\$11,150,204	\$12,647,079	\$9,286,560	\$9,052,459
Contractual - Other Services	\$60,789,165	\$59,804,010	\$62,305,456	\$62,672,221
Capital Outlay	\$200,000	\$244,762	\$0	\$0
Expense Total	\$546,458,107	\$554,419,453	\$561,716,492	\$567,423,755
Reimbursements	\$(29,490,912)	\$(53,080,407)	\$(48,181,462)	\$(28,370,568)
Department Total	\$516,967,195	\$501,339,046	\$513,535,030	\$539,053,187
Department Total Revenue	\$9,586,790	\$10,594,956	\$8,186,970	\$10,748,671

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Aviation Reimbursement	(9,607,929)	(9,676,938)
Community-Oriented Policing Solutions Grant	(1,153,037)	(933,475)
Coronavirus Relief Fund	(17,310,000)	0
Dallas Fire-Rescue Reimbursement	(878,044)	(878,044)
Department Support	(10,081,245)	(10,051,786)
Information and Technology Services Reimbursement	(6,065,000)	(4,065,000)
Juvenile Case Manager Fund Reimbursement	(499,594)	(515,041)
Library Reimbursement	(70,000)	(70,000)
Park and Recreation Reimbursement	(100,000)	(100,000)
Storm Drainage Management Reimbursement	(300,311)	(300,311)
Texas Department of Transportation	(950,000)	(950,000)
Various Reimbursement	(1,166,302)	(829,973)
Reimbursement Total	\$(48,181,462)	\$(28,370,568)

DALLAS POLICE DEPARTMENT

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	637.70	550.32	623.79	679.00
Regular Uniform	2,946.30	2,994.87	3,122.97	3,110.76
Civilian Overtime	32.00	43.34	51.04	52.57
Uniform Overtime	255.89	282.14	127.49	148.23
Temporary Help	9.38	12.57	12.57	12.57
Department Total	3,881.27	3,883.24	3,937.86	4,003.13

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for costs associated with the Meet and Confer agreement for uniform employee pay initiated in FY 2019-20 and step increases in FY 2020-21 and FY 2021-22.	0	\$1,775,591	\$5,981,488
Reimburse public safety expenses from the Coronavirus Relief Fund in response to the COVID-19 pandemic.	0	\$(17,310,000)	\$0
Establish the Pathways Internship Program to provide opportunities for high school graduates interested in a career with the Police Department (3.1 FTEs).	9	\$100,000	\$100,000

DALLAS POLICE DEPARTMENT

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add 11 more Senior Intelligence Analyst positions (8.25 FTEs) to staff the Real-Time Crime Center and fully fund the 11 Senior Intelligence Analyst positions added in FY 2019-20 (2.75 FTEs).	11	\$862,910	\$1,112,854
Reduce funding for one-time purchase of additional body-worn cameras.	0	\$(900,000)	\$(900,000)
Reduce funding for expenses associated with PoliceOne Online Training Module.	0	\$(115,000)	\$(115,000)
Reduce funding for one-time purchase of a forklift for the Auto Pound.	0	\$(200,000)	\$(200,000)
Add eight civilian Fleet Coordinator positions at each patrol station for fleet deployment (6.00 FTEs).	8	\$461,127	\$614,836
Anticipated receipt of Community-Oriented Policing Services grant funds to offset hiring expenses.	0	\$(1,153,037)	\$(933,475)
Reduce funding to purchase new squad cars.	0	\$(1,500,000)	\$(1,500,000)
Reduce funding for various supplies and services to better align with historical usage.	0	\$(487,190)	\$(487,190)
Reduce the reimbursement to the General Fund for eligible expenses for call taking, emergency dispatch, and 911 support services in FY 2021-22.	0	\$0	\$2,000,000
Add funding for 97 additional officers approved for hire in FY 2019-20.	0	\$8,132,558	\$8,132,558
Transfer one position to Communications, Outreach, and Marketing to oversee the Multimedia Center at Fair Park (1.00 FTE).	(1)	\$(169,515)	\$(169,515)
Reduce overtime expenses and revenue associated with State Fair of Texas patrol activities in FY 2021-22.	0	\$(1,075,000)	\$0
Reduce overtime expenses at Love Field Airport.	0	\$(2,300,000)	\$(2,300,000)
Reduce the reimbursement from Aviation for police operational support at Love Field Airport.	0	\$1,700,000	\$1,700,000
Transfer one position to the newly established Office of Integrated Public Safety Solutions (1.00 FTE).	(1)	\$(58,191)	\$(58,191)
Adjust the number of recruits hired to align with social distancing requirements at the academy as a result of the pandemic (41.25 FTEs).	(55)	\$(3,352,093)	\$(8,683,669)

DALLAS POLICE DEPARTMENT

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding to improve department training programs to reflect 21st Century Policing strategies as part of the City’s Reimagining Public Safety effort.	0	\$545,000	\$545,000
Reduce funding for temporary staffing.	0	\$(107,227)	\$(107,227)
Add funding for full-year implementation of Active Bystandership for Law Enforcement (ABLE) training and serve as a Project ABLE ambassador in Texas.	0	\$300,000	\$300,000
Reduce funding for uniform overtime.	0	\$(7,000,000)	\$(7,000,000)
Add 95 non-sworn public safety positions in FY 2020-21 and move 95 sworn public safety positions to patrol. Add full-year funding for the positions in FY2021-22.	95	\$3,850,000	\$7,006,522
Total Major Budget Items	66	\$(18,000,067)	\$5,038,991

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Homicide clearance rate	65%	65%	60%	60%
Percentage of 911 calls answered within 10 seconds	90%	88%	90%	90%
Percentage of responses to Priority 1 calls within 8 minutes or less	52%	54%	60%	60%
Crimes against persons (per 100,000 residents)	1,999	2,067	1,999	1,999
Number of virtual community events attended	N/A	326	780	780

DALLAS POLICE DEPARTMENT

SERVICE DESCRIPTION AND BUDGET

- **Police Academy and In-Service Training:** Provides 36-week basic training for new recruits and year-round in-service training for tenured officers. The Firearms Training Center conducts weapons training and annual weapon certifications.
- **Police Administrative Support:** Provides administrative support for all divisions of the department, including clothing and equipping nearly 4,000 employees, managing General Fund and grant budgets, filing criminal cases, and distributing court notices and subpoenas.
- **Police Community Outreach:** Serves as a liaison between the department, its employees, and the community by establishing and maintaining a positive relationship through safety and educational programs.
- **Police Criminal Investigations:** Investigates all crimes related to homicide, assault, sexual assault, robbery, kidnapping, property and financial theft, domestic violence, offenses involving juveniles, and gang activity.
- **Police Field Patrol:** Serves as primary responder for police service calls. The Neighborhood Police Patrol is a proactive and community-oriented policing group that serves as the primary liaison between neighborhoods and the department.
- **Police Intelligence:** Provides DPD, City Hall, and other agencies with accurate and timely information regarding matters of general crime activity, organized crime, business fraud, terrorism, and public disturbances.
- **Police Investigations of Vice-Related Crimes:** Investigates crimes involving prostitution, gambling, and obscenity offenses. Vice-related offenses can often be associated with theft, robbery, sexual assault, and murder.
- **Police Investigations of Narcotics-Related Crimes:** Investigates crimes involving the illegal selling, buying, and possession of dangerous drugs or narcotics.
- **Police Operational Support:** Manages operation of the 911 emergency call center and computer-aided dispatch, vehicle impoundment, investigation and storage of property used for evidence, and returning recovered property to the lawful owner.
- **Police Recruiting and Personnel Services:** Recruits and conducts background investigations for all police and civilian applicants for employment with the department.

DALLAS POLICE DEPARTMENT

- Police Special Operations: Provides support for patrol by responding to emergency calls using special weapons and tactics, assisting from an aerial perspective, enforcing vehicle and traffic laws, and providing security at Love Field Airport.
- Juvenile Case Managers and First Offender Program: These programs combat juvenile crime while reducing the likelihood that a juvenile first offender will reoffend through use of case management and education programs. This service is reimbursed from the Juvenile Case Manager Fund.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Juvenile Case Managers-First Offender Program	\$0	\$40,261	\$0	\$0
Police Academy and In-service Training	\$23,234,091	\$38,975,936	\$24,222,519	\$24,186,731
Police Administrative Support	\$29,686,550	\$33,734,457	\$33,258,173	\$33,896,290
Police Community Outreach	\$1,756,424	\$1,496,646	\$1,268,902	\$1,385,790
Police Criminal Investigations	\$70,965,219	\$69,745,060	\$66,384,583	\$70,236,458
Police Field Patrol	\$290,807,216	\$263,074,334	\$289,101,228	\$304,069,686
Police Intelligence	\$10,099,777	\$8,906,034	\$9,439,623	\$9,676,007
Police Investigation of Vice Related Crimes	\$4,180,331	\$3,677,938	\$4,016,290	\$4,017,417
Police Investigations of Narcotics Related Crimes	\$16,055,506	\$15,282,153	\$14,654,213	\$14,781,172
Police Operational Support	\$31,541,830	\$30,056,869	\$35,663,021	\$40,337,971
Police Recruiting and Personnel Service	\$12,272,712	\$10,991,494	\$12,398,780	\$12,710,087
Police Special Operations	\$26,367,538	\$25,357,864	\$23,127,699	\$23,755,579
Department Total	\$516,967,195	\$501,339,046	\$513,535,030	\$539,053,187

DALLAS POLICE DEPARTMENT

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	29,001,833	22,533,882	32,370,858	34,704,883
1102 - Salary - Uniform	248,799,528	237,941,220	259,648,128	258,530,747
1104 - Other Wages		104,333		
1111 - Cell Phone Stipend		718		
1112 - NonComputation - Uniform	21,948,136		26,166,094	26,166,094
1117 - Vacancy Savings - Salary	(422,717)		(1,988,752)	(422,717)
1201 - Overtime - Civilian	2,327,071	3,185,197	3,729,276	3,840,940
1202 - Overtime - Uniform	26,497,894	31,138,530	17,284,425	19,542,703
1203 - Service Incentive Pay	180,322	174,269	165,946	160,967
1207 - Compensatory Time Pay - Civ		24,578		
1208 - Sick Leave Term Pay - Civilian	200,299	200,299	200,299	200,299
1210 - Vacation Term Pay - Civilian	150,116	150,116	150,116	150,116
1211 - Compensatory Time Pay - Uni	1,206,943	1,206,943	1,206,943	1,206,943
1228 - Sick Leave Term Pay - Uniform	3,288,263	3,288,263	3,288,263	3,288,263
1230 - Vacation Term Pay - Uniform	1,700,447	1,700,447	1,700,447	1,700,447
1247 - Temporary Assignment Pay		3,922,872		
1301 - Pension - Civilian	4,472,596	4,045,056	5,127,808	5,473,628
1302 - Pension - Uniform	85,455,904	85,455,904	89,578,604	89,193,108
1303 - Life Insurance	120,069	120,069	273,956	275,762
1304 - Health Insurance	26,272,903	26,272,903	27,975,307	28,026,160
1305 - Supplemental Pension - Uniform	1,724,200	1,724,200	1,724,200	1,724,200
1306 - Fica	3,598,861	4,961,554	5,108,620	5,155,285
1308 - Mandatory Deferred Comp	593	593	593	593
1309 - Wellness Program	98,565	98,565	101,909	102,089
1314 - Worker's Compensation	5,960,990	5,960,990	7,219,752	5,911,933
1320 - DFPB HB 3158 \$13M	7,860,000	7,860,000	7,800,000	7,800,000
1321 - DFPB HB 3158 REQ MIN	3,875,922	3,875,922	1,191,684	2,866,632
1401 - Sick Leave - Civilian		721,672		
1402 - Vacation Leave - Civilian		856,797		
1403 - Holiday Leave - Civilian		664,344		
1404 - Jury Duty Leave - Civilian		5,057		
1405 - Death in Family Leave - Civ		32,762		
1406 - Administrative Leave - Civilian		74,627		
1408 - Attendance Incentive Leave - Civ		87,585		
1409 - Compensatory Time Leave - Uni		4,601,979		
1421 - Sick Leave - Uniform		7,569,837		
1422 - Vacation Leave - Uniform		10,268,291		
1423 - Holiday Leave - Uniform		7,034,500		
1424 - Jury Duty Leave - Uniform		66,816		
1425 - Death in Family Leave - Uni		224,558		
1426 - Administrative Leave - Uniform		1,373,080		
1427 - Military Leave - Uniform		266,250		
1428 - Attendance Incentive Leave - Uni		1,517,121		
1439 - Other Uniform		242,442		
1453 - Continuance Pay - Civilian		3,060		
1454 - Continuance Pay - Uniform		165,400		
1511 - Temporary Help - Regular			100,000	100,000
Personnel Services	\$474,318,738	\$481,723,602	\$490,124,476	\$495,699,075
2110 - Office Supplies	321,942	97,256	321,942	321,942
2111 - Office Supplies Chargeback		293,817		

DALLAS POLICE DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2120 - Tools		6,168		
2140 - Light - Power	1,105,255	1,105,255	1,290,000	1,328,700
2170 - Water - Sewer	79,585	85,871	79,585	79,585
2181 - Fuel - Lube For Vehicles	4,958,825	4,958,825	4,308,221	4,308,221
2183 - Fuel - Lube	93,155	93,155	93,155	93,155
2185 - Tires - Tubes	14,004	24,381	14,004	14,004
2200 - Chemical Medical Surgical	77,028	50,659		
2220 - Laundry - Cleaning Supplies	92,453	37,699		
2231 - Clothing	1,612,581	2,026,390	1,339,782	1,066,981
2232 - Food Supplies	4,894	31,066	4,894	4,894
2241 - Animal Food	50,015	40,001	50,015	50,015
2252 - Meter Postage	341,499	213,710	341,499	341,499
2261 - Edu - Recreational Supplies	7,400		7,400	7,400
2280 - Other Supplies	1,170,890	2,220,279	1,167,508	1,167,472
2710 - Furniture - Fixtures	15,131	52,329	15,131	15,131
2720 - Machine Tools		7,016		
2730 - Major Apparatus		3,509		
2731 - Data Processing Equipment	116,351	156,772	116,351	116,351
2735 - Software Purchase -\$1000	73,646	26,611	21,560	21,560
2760 - Radio - Communication Eqp		4,897		
2770 - Audiovisual Equipment		17,872		
2780 - Photography - Film Equipment		46,636		
2790 - Protective Equipment		14,713		
2850 - Live Stock	30,405		30,405	30,405
2890 - Miscellaneous Equipment	985,144	1,032,193	85,108	85,144
Supplies - Materials	\$11,150,204	\$12,647,079	\$9,286,560	\$9,052,459
3030 - Printing - Photo Services	103,822	165,216	103,822	103,822
3040 - Medical - Laboratory Services	2,757,178	2,889,523	2,757,178	2,757,178
3043 - Retrieval Of Records	12,700	1,000	12,700	12,700
3050 - Communications	2,781,086	2,781,086	2,186,257	2,191,822
3051 - Telephone Equipment Charges	8,000	12,380	8,000	8,000
3053 - Data Circuit Billing	1,282,466	1,282,466	1,243,172	1,243,172
3060 - Equipment Rental [Outside City]	327,869	286,910	254,259	254,259
3070 - Professional Services	1,154,365	776,243	1,154,365	1,154,365
3081 - Grant Cash Match		7,489		
3090 - City Forces	801,369	150,000	801,369	801,369
3098 - Day Labor	130,040	221,450	130,040	130,040
3099 - Misc Special Services	700,073	789,151	1,117,621	1,135,797
3110 - Equip Repairs and Maintenance	986,417	1,236,417	986,417	986,417
3130 - Copy Machine Rent-Lease-Maint	408,797	408,797	263,447	263,447
3150 - Copy Center Charges	1,899	1,899	1,899	1,899
3151 - Department Support	9,337,272	9,337,272	10,081,245	10,051,786
3210 - Building Repairs and Maint	153,118	374,821	153,118	153,118
3310 - Insurance	345,419	345,419	299,102	319,065
3313 - Liability Premiums	1,369,911	1,369,911	1,572,643	1,572,643
3315 - Tolls	800	800	800	800
3320 - Advertising	158,627	100,000	120,195	120,195
3330 - Rents [Lease]	2,264,888	2,255,734	2,264,888	2,264,888
3340 - Membership Dues	32,107	14,234	32,107	32,107
3341 - Subscriptions-Serials	100,288	10,000	12,500	12,500
3361 - Professional Development	319,573	247,955	619,573	619,573
3363 - Reimb-Vehicle Use,Parking	103,458	40,000	103,458	103,458
3364 - Personnel Development		25,000		

DALLAS POLICE DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3410 - Equip - Automotive Rental	6,777,206	6,777,206	7,733,208	7,733,208
3411 - Wreck Handle Charge (fleet)	1,877,083	1,877,083	1,760,106	1,760,106
3416 - GIS Services	384,738	384,738	488,719	493,420
3420 - Commun Equip Rental	5,503,180	5,503,180	5,937,492	5,804,362
3429 - Cellphone Charges	1,086,469	864,027	995,677	995,677
3430 - Data Services	1,409,625	1,409,625	2,097,884	2,099,421
3434 - Programming	13,715,980	13,715,980	14,176,473	14,659,267
3460 - Disposal Services	55,496	25,000	55,496	55,496
3518 - Credit Card Charges	75,284	94,867	75,284	75,284
3599 - Misc. Other Charges			6,764	3,382
3620 - Transfer To Equip-Fleet Svcs	3,530,000	3,530,000	2,072,843	2,072,843
3642 - Grant Match Funds	150,240	150,240	150,240	150,240
3994 - Outside Temps-Staffing	582,322	340,889	475,095	475,095
Contractual - Other Services	\$60,789,165	\$59,804,010	\$62,305,456	\$62,672,221
4720 - Mach Tools Implem Major	200,000	207,917		
4760 - Radio-Communications Equi		15,278		
4780 - Photo And Film Equipment		21,567		
Capital Outlay	\$200,000	\$244,762		
5002 - Dept Support Reimb	(9,337,273)	(9,337,272)	(10,081,245)	(10,051,786)
5011 - Reimb Fr Othr Organizaton	(19,853,328)	(43,425,481)	(37,799,906)	(18,018,471)
5012 - Reimbursements-Stormwater	(300,311)	(300,311)	(300,311)	(300,311)
5110 - Refunds		(17,343)		
Reimbursements	\$(29,490,912)	\$(53,080,407)	\$(48,181,462)	\$(28,370,568)
Department Total	\$516,967,195	\$501,339,046	\$513,535,030	\$539,053,187

HOUSING & NEIGHBORHOOD REVITALIZATION

MISSION

Enhance the vitality and quality of life for all in the Dallas community.

DEPARTMENT GOALS

- Create and maintain available and affordable housing in Dallas
- Simultaneously refine and activate the Comprehensive Housing Policy
- Promote greater fair housing choices
- Overcome patterns of segregation and concentrations of poverty and blight
- Foster inclusive neighborhood redevelopment

FUNCTIONAL ORGANIZATION CHART



HOUSING & NEIGHBORHOOD REVITALIZATION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$1,814,580	\$1,534,417	\$1,791,670	\$2,037,613
Supplies - Materials	\$33,302	\$33,302	\$69,175	\$70,900
Contractual - Other Services	\$1,768,364	\$1,523,299	\$2,126,217	\$2,104,705
Capital Outlay	\$54,935	\$300,000	\$0	\$0
Expense Total	\$3,671,181	\$3,391,018	\$3,987,062	\$4,213,218
Reimbursements	\$(400,954)	\$(400,954)	\$(400,000)	\$(400,000)
Department Total	\$3,270,227	\$2,990,064	\$3,587,062	\$3,813,218
Department Total Revenue	\$144,994	\$0	\$0	\$0

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
HOME Investment Partnership Program	(400,000)	(400,000)
Reimbursement Total	\$(400,000)	\$(400,000)

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
CD20 - FY 2020-21 Community Development Block Grant	11,456,998	11,456,998
HM20 - FY 2020-21 HOME Investment Partnership	6,502,186	6,502,186
Total Fund	\$17,959,184	\$17,959,184

HOUSING & NEIGHBORHOOD REVITALIZATION

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	17.00	13.29	14.79	17.79
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.05	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	17.00	13.34	14.79	17.79

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer one Housing Program Coordinator, one Senior Housing Policy Analyst, and one Agenda Coordinator position from the Community Development Block Grant (CDBG) Fund to the General Fund (3.00 FTEs).	3	\$0	\$232,772
Reduce funding for temporary staff.	0	\$(55,241)	\$(55,241)
Add funding to support the 1,000 unit Affordable Housing Challenge through mixed-income development projects citywide.	0	\$250,000	\$250,000
Total Major Budget Items	3	\$194,759	\$427,531

HOUSING & NEIGHBORHOOD REVITALIZATION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Average number of days to close Dallas Homebuyer Assistance Program (DHAP) loans	N/A	N/A	45	45
Percentage of development funding contributed by private sources	N/A	90%	60%	60%
Average number of days to review Home Improvement and Preservation Program (HIPP) applications and sign contract	N/A	120	120	120

SERVICE DESCRIPTION AND BUDGET

- Housing Administration: Provides management oversight and support for contract administration, including technical assistance, compliance monitoring, and regulatory reporting of activities for public service and portfolio management of housing loans.
- Housing Preservation: Home Improvement and Preservation Program (HIPP) finances accessibility modifications, reconstruction, and deferred maintenance deficiencies. Rehabilitation of single-family (one to four) rental housing units.
- New Development: Offers new construction for single- and multi-family housing units and substantial rehabilitation to incentivize private investment for the development of quality, sustainable, and affordable housing.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Housing Administration	\$1,332,320	\$1,550,273	\$1,596,944	\$1,757,982
Housing Preservation	\$1,105,849	\$709,443	\$1,379,759	\$1,379,759
New Development	\$832,058	\$730,349	\$610,359	\$675,477
Department Total	\$3,270,227	\$2,990,064	\$3,587,062	\$3,813,218

HOUSING & NEIGHBORHOOD REVITALIZATION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	1,348,851	1,054,608	1,399,041	1,605,531
1106 - Merits	35,616	35,616		
1111 - Cell Phone Stipend		85		
1117 - Vacancy Savings - Salary			(26,390)	(26,390)
1201 - Overtime - Civilian		5,069		
1203 - Service Incentive Pay	2,117	2,117	2,412	2,508
1208 - Sick Leave Term Pay - Civilian		29,417		
1210 - Vacation Term Pay - Civilian		30,116		
1301 - Pension - Civilian	196,364	149,754	198,165	227,480
1303 - Life Insurance	555	555	1,066	1,165
1304 - Health Insurance	117,716	117,716	109,615	132,250
1306 - Fica	20,106	15,292	20,322	23,316
1308 - Mandatory Deferred Comp		817		
1309 - Wellness Program	432	432	399	480
1314 - Worker's Compensation	92,823	92,823	87,040	71,273
Personnel Services	\$1,814,580	\$1,534,417	\$1,791,670	\$2,037,613
2110 - Office Supplies	8,964	8,964		
2111 - Office Supplies Chargeback	4,542	4,542	4,542	4,542
2140 - Light - Power	10,473	10,473	55,000	56,650
2181 - Fuel - Lube For Vehicles	1,804	1,804	1,591	1,591
2232 - Food Supplies	3,000	3,000	2,000	2,000
2252 - Meter Postage	376	376	400	400
2261 - Edu - Recreational Supplies	117	117	117	117
2280 - Other Supplies	464	464	525	600
2731 - Data Processing Equipment	3,562	3,562	5,000	5,000
Supplies - Materials	\$33,302	\$33,302	\$69,175	\$70,900
3030 - Printing - Photo Services	2,185	2,185	3,000	3,000
3050 - Communications	21,040	49,395	88,333	88,585
3053 - Data Circuit Billing	8,591	82,223	53,366	53,366
3070 - Professional Services	110,390	119,886	12,477	12,575
3090 - City Forces		316,734		
3099 - Misc Special Services	323,716	18,810	558,147	558,147
3100 - Homeowner Repair-Reconstruct	1,050,457	678,345	595,000	595,000
3130 - Copy Machine Rent-Lease-Maint	7,115	7,115	6,211	6,211
3150 - Copy Center Charges	188	188	210	210
3310 - Insurance	34,209	34,209	56,098	59,842
3313 - Liability Premiums	1,436	1,436	1,151	1,151
3315 - Tolls			330	330
3320 - Advertising			50,000	35,000
3340 - Membership Dues	498	498	2,000	2,000
3341 - Subscriptions-Serials	683	683	1,000	1,000
3361 - Professional Development	53,077	53,077	50,000	35,868
3363 - Reimb-Vehicle Use,Parking	1,380	1,380	700	700
3410 - Equip - Automotive Rental	3,038	3,038	5,991	5,991
3411 - Wreck Handle Charge (fleet)		2,863	4,571	4,571
3413 - Motor Pool Vehicle Charges	45	45		
3416 - GIS Services	14,963	14,963	1,921	1,939
3429 - Cellphone Charges	17,255	17,255	8,000	8,000
3430 - Data Services	11,768	11,768	27,581	27,587
3434 - Programming	106,330	106,330	115,371	118,873

HOUSING & NEIGHBORHOOD REVITALIZATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3994 - Outside Temps-Staffing			244,759	244,759
3022 - Lien Filing Fees		8		
3023 - Lien Release		865		
3101 - HOU Deferred Forgivable Loans			240,000	240,000
Contractual - Other Services	\$1,768,364	\$1,523,299	\$2,126,217	\$2,104,705
4210 - Property Purchase Price	46,436	290,000		
4250 - Easements Licensing Agree	8,499	10,000		
Capital Outlay	\$54,935	\$300,000		
5011 - Reimb Fr Othr Organizaton	(400,954)	(400,954)	(400,000)	(400,000)
Reimbursements	\$(400,954)	\$(400,954)	\$(400,000)	\$(400,000)
Department Total	\$3,270,227	\$2,990,064	\$3,587,062	\$3,813,218

HUMAN RESOURCES

MISSION

Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas with empathy, ethics, excellence, and equity. Our team is committed to helping our employees serve our communities. Our mission is to partner with managers at the City as they develop, motivate, and reward their teams. We provide tools, processes, and systems that support managers to attract, recruit, and retain talented people to serve.

DEPARTMENT GOALS

- Support leaders in designing new service models appropriate for virtual, remote, and onsite work environments (development of tools, training modules, best practices, etc.)
- Develop and implement an enterprise-wide digital processing system for multiple types of Family and Medical Leave requests (including new federally approved COVID-19 leave)
- Redesign the City Leadership Development Program for all levels of leaders
- Create a comprehensive employee health and wellbeing model that addresses physical, mental, and financial health
- Implement consultant recommendations for employee compensation structure

FUNCTIONAL ORGANIZATION CHART



HUMAN RESOURCES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$4,887,347	\$5,308,956	\$5,139,957	\$5,067,566
Supplies - Materials	\$18,890	\$28,390	\$20,860	\$27,248
Contractual - Other Services	\$1,901,848	\$1,940,531	\$1,481,667	\$1,613,211
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$6,808,085	\$7,277,877	\$6,642,484	\$6,708,025
Reimbursements	\$(342,558)	\$(1,222,685)	\$(587,292)	\$(242,795)
Department Total	\$6,465,527	\$6,055,192	\$6,055,192	\$6,465,230
Department Total Revenue	\$0	\$0	\$0	\$0

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Benefits Administration Reimbursement	(229,671)	(229,671)
Information and Technology Services Reimbursement	(357,621)	0
Wellness Administration Reimbursement	0	(13,124)
Reimbursement Total	\$(587,292)	\$(242,795)

HUMAN RESOURCES

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	61.70	64.01	55.55	57.80
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	1.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	9.23	9.23
Department Total	61.70	65.01	64.78	67.03

HUMAN RESOURCES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for background checks, job description writing services, and salary and benefit survey tools.	0	\$45,400	\$45,400
Create a Leadership Development program.	0	\$50,000	\$50,000
Add two HR Partner positions and one Recruitment position to assist with shifting demographics in the workplace (2.25 FTEs).	3	\$0	\$173,194
Add one-time professional development funding for the Shaping Executives for Results tied to a Vision of Excellence (SERVE) Leadership Program.	0	\$0	\$110,000
Transfer three positions to the City Controller's Office as part of the reorganization designed to optimize Citywide payroll processes (3.00 FTEs).	(3)	\$(182,757)	\$(182,757)
Eliminate the Summer Intern Program for high school students and reduce funding for the College Intern Program by half.	0	\$(135,000)	\$(135,000)
Reduce FY 2020-21 budget to align with FY 2019-20 forecast.	0	\$(94,308)	\$(94,308)
Total Major Budget Items	0	\$(316,665)	\$(33,471)

HUMAN RESOURCES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of IDPs created through the SERVE IDPs executive leadership program	N/A	N/A	25%	25%
Percentage of civilian investigations completed within 25 business days	90%	83%	90%	90%
Average number of days from offer to hire date for labor positions	N/A	N/A	25	25
Average number of days from offer to start date for executive position	N/A	N/A	45	45
Percentage increase in civilian employee retention rate from the FY 2019-20 baseline	N/A	N/A	5%	5%

SERVICE DESCRIPTION AND BUDGET

- **Administrative/HRIS:** Provides support, oversight, coordination, and strategic direction for all HR functions at the City with a focus on talent management and engagement to foster a higher-performing workforce. Maintains the Human Resources Information System (HRIS) database that stores all employee records and personnel data and completes all database entries.
- **Engagement, Development, Diversity, Inclusion (EDDI):** Leads implementation of all employee educational development activities and assists in the provision of training programs. Oversees the creation of culturally sensitive communications and employee engagement, as well as Citywide diversity and inclusion initiatives.
- **HR Consulting (HRP/Investigations):** Includes an expert team of “first responders,” also called Human Resource Partners (HRP), who are available to support leaders and respond to any employees’ HR-related questions and concerns. Works closely with Employee Relations to conduct investigations and work with management to ensure any disciplinary actions are applied consistently and communications are appropriate.
- **Onboarding and Recruitments:** Responsible for attracting, onboarding, providing organizational orientation for new team members, and retention planning.

HUMAN RESOURCES

- **Total Rewards (Compensation):** Works to ensure the City offers competitive compensation packages and offers career paths to attract and retain a competent and skilled workforce. Reviews all documentation to ensure employees are placed in the correct job classification and at the correct pay grade. Also oversees employee health benefits and fitness services.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Administrative/HRIS	\$604,768	\$252,598	\$1,320,103	\$1,426,554
Engagement, Development, Diversity, and Inclusion (EDDI)	\$1,759,088	\$1,775,450	\$1,084,856	\$1,363,602
HR Consulting (HRP/Investigations)	\$3,135,544	\$3,174,085	\$2,041,336	\$2,129,669
Onboarding and Recruitments	\$0	\$0	\$986,171	\$877,070
Total Rewards (Compensation)	\$966,127	\$853,059	\$622,726	\$668,335
Department Total	\$6,465,527	\$6,055,192	\$6,055,192	\$6,465,230

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	3,977,513	3,868,453	4,260,749	4,145,965
1104 - Other Wages		586		
1111 - Cell Phone Stipend	3,563	3,563	3,563	3,563
1117 - Vacancy Savings - Salary	(173,376)		(209,861)	(159,036)
1201 - Overtime - Civilian		84,888		
1203 - Service Incentive Pay	16,807	11,136	9,264	9,264
1207 - Compensatory Time Pay - Civ		22,814		
1208 - Sick Leave Term Pay - Civilian		18,307		
1210 - Vacation Term Pay - Civilian		17,449		
1242 - Language Assigment Pay	5,400	5,400	3,600	3,600
1301 -Pension - Civilian	561,265	539,977	528,035	511,903
1303 - Life Insurance	1,991	1,991	4,222	4,297
1304 - Health Insurance	397,991	400,114	433,938	450,915
1306 - Fica	55,856	53,682	62,094	60,429
1308 - Mandatory Deferred Comp		4,924		
1309 - Wellness Program	1,539	1,554	1,581	1,642
1314 - Worker's Compensation	38,798	38,798	42,772	35,024
1401 - Sick Leave - Civilian		70,652		
1402 - Vacation Leave - Civilian		64,246		
1403 - Holiday Leave - Civilian		82,032		
1404 - Jury Duty Leave - Civilian		1,937		
1405 - Death in Family Leave - Civ		2,389		
1406 - Administrative Leave - Civilian		2,831		
1408 - Attendance Incentive Leave - Civ		11,164		
1453 - Continuance Pay - Civilian		69		
Personnel Services	\$4,887,347	\$5,308,956	\$5,139,957	\$5,067,566
2110 - Office Supplies	14,610	10,029	7,580	6,929
2111 - Office Supplies Chargeback		4,874	9,000	9,580

HUMAN RESOURCES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2232 - Food Supplies	2,100	2,120	2,100	2,100
2252 - Meter Postage	2,180	1,866	2,180	2,180
2280 - Other Supplies		9,500		6,459
Supplies - Materials	\$18,890	\$28,390	\$20,860	\$27,248
3050 - Communications	361,860	361,860	191,110	191,375
3051 - Telephone Equipment Charges	12,420	12,420	8,650	8,650
3053 - Data Circuit Billing	45,506	45,506	56,008	56,008
3070 - Professional Services	568,674	455,124	325,227	325,391
3090 - City Forces	1,676	1,676	1,676	1,676
3099 - Misc Special Services	154,266	154,266	161,939	170,698
3130 - Copy Machine Rent-Lease-Maint	14,772	14,772	9,992	9,992
3140 - Copy Machine Excess Use				
Charge	62	62	62	62
3150 - Copy Center Charges	1,490	1,490	1,490	1,490
3310 - Insurance	2,439	2,439	3,624	3,866
3313 - Liability Premiums	2,387	2,387	2,306	2,306
3340 - Membership Dues	1,000	1,513	1,000	2,000
3341 - Subscriptions-Serials			1,000	
3361 - Professional Development	96,417	95,904	135,000	245,000
3363 - Reimb-Vehicle Use,Parking	3,733	3,707	3,733	3,733
3364 - Personnel Development	177,000	177,000	142,692	142,692
3410 - Equip - Automotive Rental		26		
3416 - GIS Services	6,653	6,653	7,604	7,677
3430 - Data Services	54,408	54,408	58,914	58,936
3434 - Programming	337,085	337,085	369,639	381,659
3532 - Payment To Dart	60,000	60,000		
3994 - Outside Temps-Staffing		152,233		
Contractual - Other Services	\$1,901,848	\$1,940,531	\$1,481,667	\$1,613,211
5011 - Reimb Fr Othr Organizaton	(342,558)	(1,222,685)	(587,292)	(242,795)
Reimbursements	\$(342,558)	\$(1,222,685)	\$(587,292)	\$(242,795)
Department Total	\$6,465,527	\$6,055,192	\$6,055,192	\$6,465,230



JUDICIARY

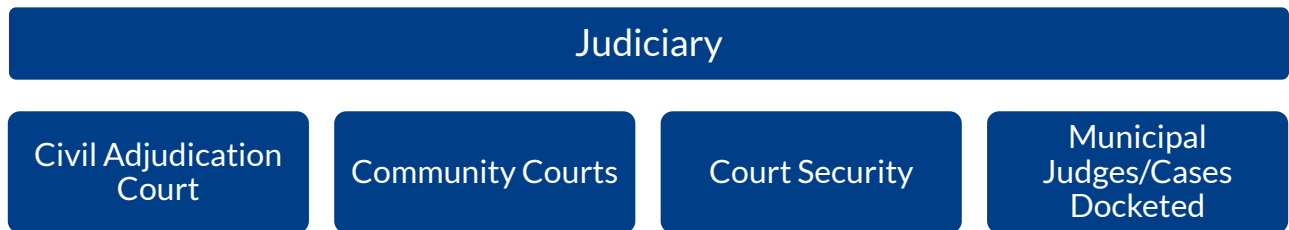
MISSION

Provide the residents of Dallas with an independent, fair, and competent court system that will interpret and apply the laws that govern us in keeping with the American concepts of the integrity and independence of the judiciary, of justice, and the rule of the law.

DEPARTMENT GOALS

- Increase the efficiency of case disposition by 25 percent through improved accessibility to the court
- Reduce the number of quality of life offenses by 25 percent through diversion programs and alternatives to incarceration
- Reduce jail expenses by 10 percent by offering twice-daily City detention center dockets, allowing defendants to clear City warrant(s) in an efficient and timely manner
- Increase civil adjudication compliance rate by 20 percent through public awareness of various laws, ordinances, and procedures related to public nuisance offenses
- Reduce the number of potential threats in the courtroom and building facility by 25 percent by proactively monitoring public activity

FUNCTIONAL ORGANIZATION CHART



JUDICIARY

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$3,629,092	\$3,337,740	\$3,346,631	\$3,335,614
Supplies - Materials	\$19,318	\$18,401	\$18,978	\$18,978
Contractual - Other Services	\$347,263	\$635,430	\$297,590	\$302,486
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,995,673	\$3,991,571	\$3,663,199	\$3,657,078
Reimbursements	\$(188,731)	\$(188,731)	\$0	\$0
Department Total	\$3,806,942	\$3,802,840	\$3,663,199	\$3,657,078
Department Total Revenue	\$0	\$0	\$0	\$0

PERSONNEL

Full-Time Equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	34.00	32.33	33.43	33.43
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	2.04	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	1.20	3.71	0.00	0.00
Department Total	35.20	38.08	33.43	33.43

JUDICIARY

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for part-time employees.	0	\$(100,000)	\$(100,000)
Total Major Budget Items	0	\$(100,000)	\$(100,000)

PERFORMANCE MEASURES

	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of jury trials held	80	98	80	80
Percentage of case dispositions per new cases filed (Case Clearance Rate)	95%	100%	95%	95%
Percentage of cases disposed of within 60 days of citation	90%	26%	90%	90%
Percentage of capias warrants per cases filed	18%	13%	18%	18%
Percentage of alias warrants per cases filed	33%	39%	33%	33%
Number of cases docketed	175,000	405,744	175,000	175,000

SERVICE DESCRIPTION AND BUDGET

- **Civil Adjudication Court:** Adjudicates civil hearings where administrative penalties may be imposed for property code violations. Provides an appellate process for parking and school bus stop-arm offenses and provides for the disposition of urban rehabilitation causes of action.
- **Community Courts:** Provides a platform for community-based solutions to neighborhood problems through a partnership between the City Attorney's Office, Dallas Police Department, communities, and private organizations to promote public safety and enhance neighborhood quality of life.

JUDICIARY

- **Court Security:** Maintains order, security, and decorum in 10 municipal courtrooms, five community courts, two jail arraignments, and a City detention center docket, veterans court, civil adjudication hearings, and provides additional protection to the occupants of the Municipal Courts Building.
- **Municipal Judges/Cases Docketed:** Provides fair and impartial trials within a reasonable period to those charged with violations of 225,000 class C misdemeanors, state statutes, City ordinances and traffic offenses. Judges serve as magistrate in the issuance of 3,900 search and arrest warrants for all criminal offenses.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Civil Adjudication Court	\$392,883	\$348,201	\$388,455	\$388,566
Community Court	\$109,341	\$0	\$106,334	\$106,368
Court Security	\$890,314	\$925,693	\$1,034,570	\$1,034,854
Municipal Judges-Cases Docketed	\$2,414,404	\$2,528,946	\$2,133,840	\$2,127,291
Department Total	\$3,806,942	\$3,802,840	\$3,663,199	\$3,657,078

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,783,930	2,072,922	2,701,629	2,702,376
1104 - Other Wages		14,657		
1117 - Vacancy Savings - Salary			(103,497)	(104,497)
1201 - Overtime - Civilian	33,585	72,792	14,336	14,336
1203 - Service Incentive Pay	17,424	17,424	17,424	17,424
1208 - Sick Leave Term Pay - Civilian		21,251		
1210 - Vacation Term Pay - Civilian		10,331		
1250 - Executive Auto Allowance	14,148	32,926	14,148	14,148
1251 - Off-road Vehicle Use		168		
1301 -Pension - Civilian	406,601	374,791	349,902	350,125
1303 - Life Insurance	1,057	963	2,411	2,411
1304 - Health Insurance	250,478	238,131	247,763	247,763
1306 - Fica	41,471	38,114	40,835	40,859
1308 - Mandatory Deferred Comp		2,798		
1309 - Wellness Program	845	799	903	903
1314 - Worker's Compensation	79,553	79,553	60,776	49,766
1401 - Sick Leave - Civilian		84,617		
1402 - Vacation Leave - Civilian		136,999		
1403 - Holiday Leave - Civilian		109,867		
1404 - Jury Duty Leave - Civilian		807		
1405 - Death in Family Leave - Civ		2,239		
1406 - Administrative Leave - Civilian		10,779		
1408 - Attendance Incentive Leave - Civ		14,814		
Personnel Services	\$3,629,092	\$3,337,740	\$3,346,631	\$3,335,614
2110 - Office Supplies	8,640	9,714	8,640	8,640

JUDICIARY

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2111 - Office Supplies Chargeback		1,847		
2181 - Fuel - Lube For Vehicles	335	335	295	295
2231 - Clothing	8,338	3,950	8,038	8,038
2232 - Food Supplies	1,250	1,250	1,250	1,250
2251 - Stamp Postage	80	80	80	80
2252 - Meter Postage	255	806	255	255
2860 - Books Reference Book Only	420	420	420	420
Supplies - Materials	\$19,318	\$18,401	\$18,978	\$18,978
3050 - Communications	28,530	28,530	48,102	48,239
3053 - Data Circuit Billing	15,691	22,023	29,061	29,061
3099 - Misc Special Services	41,257	326,308	41,427	41,427
3130 - Copy Machine Rent-Lease-Maint	3,110	3,110	1,667	1,667
3310 - Insurance	1,206	1,206	2,103	2,244
3313 - Liability Premiums	1,174	1,174	1,338	1,338
3320 - Advertising	640	640	640	640
3340 - Membership Dues	6,240	5,585	7,170	7,170
3361 - Professional Development	15,720	14,210	19,450	19,450
3363 - Reimb-Vehicle Use,Parking	1,390	1,130	1,130	1,130
3364 - Personnel Development			75	75
3410 - Equip - Automotive Rental		1,209	2,067	2,067
3416 - GIS Services	3,571	3,571	4,342	4,383
3429 - Cellphone Charges	5,980	5,980	5,980	5,980
3430 - Data Services	24,636	24,636	22,982	22,996
3434 - Programming	196,118	196,118	108,056	112,619
3999 - Petty Cash Contributions	2,000		2,000	2,000
Contractual - Other Services	\$347,263	\$635,430	\$297,590	\$302,486
5011 - Reimb Fr Othr Organizaton	(188,731)	(188,731)		
Reimbursements	\$(188,731)	\$(188,731)		
Department Total	\$3,806,942	\$3,802,840	\$3,663,199	\$3,657,078



LIBRARY

MISSION

The Dallas Public Library (LIB) strengthens communities by connecting people, inspiring curiosity, and advancing lives.

DEPARTMENT GOALS

- Enhance and expand online workforce development programs to support employability and socioeconomic development
- Enhance and expand digital literacy with online staff-led classes for seniors and job seekers
- Increase partnerships with schools and literacy partners to create more online learning opportunities
- Increase availability of online materials and resources by two percent annually

FUNCTIONAL ORGANIZATION CHART



LIBRARY

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$21,085,229	\$19,063,327	\$19,805,941	\$20,215,913
Supplies - Materials	\$1,529,440	\$1,520,795	\$1,728,962	\$1,763,552
Contractual - Other Services	\$6,220,517	\$6,231,710	\$7,198,856	\$7,294,499
Capital Outlay	\$3,441,000	\$3,336,850	\$3,341,240	\$3,341,240
Expense Total	\$32,276,186	\$30,152,681	\$32,074,999	\$32,615,204
Reimbursements	\$0	\$(1,085,658)	\$0	\$0
Department Total	\$32,276,186	\$29,067,023	\$32,074,999	\$32,615,204
Department Total Revenue	\$662,500	\$386,236	\$466,100	\$496,100

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
0208 - Edmond and Louise Kahn E. Trust	50,604	260,000
0214 - Central Library Gift	102,265	100,000
0458 - Hamon Trust Fund	8,290	15,000
Total Fund	\$161,159	\$375,000

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

LIBRARY

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	417.21	362.27	346.70	346.70
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.10	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	417.21	362.37	346.70	346.70

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding to provide additional mobile hot spots to the public for checkout.	0	\$500,000	\$500,000
Add funding to upgrade the library website to support additional educational programming.	0	\$200,000	\$200,000
Reduce hours of operation in FY 2020-21 and FY 2021-22 to align with social distancing requirements and eliminate 105 positions as a result of the pandemic (74.23 FTEs).	(105)	\$(3,752,329)	\$(3,752,329)
Add full-year funding for operation and maintenance of Vickery and Forest Green branch libraries.	0	\$176,671	\$176,671
Total Major Budget Items	(105)	\$(2,875,658)	\$(2,875,658)

LIBRARY

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of technology devices checked out monthly (hot spots and Chromebooks)	N/A	N/A	85%	85%
Number of library materials used	N/A	N/A	5,600,000	5,740,000
Number of visitors (in-person, online, and for programs)	7,420,000	5,936,000	7,800,000	7,995,000
Percentage of students reporting learning a new skill in adult/career learning programs	N/A	N/A	90%	90%
Number of attendees at children’s literacy programs	N/A	N/A	5,400	5,535
Number of participants in adult education courses	N/A	N/A	15,000	15,375

SERVICE DESCRIPTION AND BUDGET

- **Library Materials and Collection Management:** Provides selection, ongoing acquisition, and delivery of digital and physical library resources to customers in the format and location of their choice to meet changing customer needs, including books, media, databases, downloadable materials, and a searchable catalog of these materials.
- **Library Operations and Public Service:** Provides expert professional and customer service staff at all locations and day-to-day oversight of operations, including facilities, website, and business office in support of our mission to inspire curiosity and advance lives by strengthening the diverse communities we serve.
- **Literacy Initiatives, Education, and Community Engagement:** Provides expert staff to foster participation in artistic, cultural, civic, and literary events. To promote lifelong learning and literacy, the library provides free citizenship, GED and ELL classes, and digital resources, as well as engages the community through targeted outreach.

LIBRARY

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Library Materials and Collection Management	\$6,515,194	\$6,431,736	\$6,591,777	\$6,617,376
Library Operations and Public Service	\$24,246,333	\$21,313,248	\$23,637,789	\$24,129,896
Literacy Initiatives, Education, and Community Engagement	\$1,514,659	\$1,322,039	\$1,845,433	\$1,867,932
Department Total	\$32,276,186	\$29,067,023	\$32,074,999	\$32,615,204

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	15,560,652	11,196,176	15,125,731	15,394,308
1104 - Other Wages		3,535		
1106 - Merits				130,462
1111 - Cell Phone Stipend		343		
1117 - Vacancy Savings - Salary	(461,921)		(446,614)	(446,614)
1201 - Overtime - Civilian		1,718		
1203 - Service Incentive Pay	67,416	59,720	62,904	62,904
1207 - Compensatory Time Pay - Civ		8,767		
1208 - Sick Leave Term Pay - Civilian		67,625		
1210 - Vacation Term Pay - Civilian		61,334		
1301 - Pension - Civilian	2,416,015	1,878,543	2,067,640	2,105,778
1303 - Life Insurance	13,801	15,650	27,911	27,911
1304 - Health Insurance	3,078,669	3,078,669	2,574,527	2,574,527
1305 - Supplemental Pension - Uniform	1		1	1
1306 - Fica	246,672	179,916	212,795	216,689
1309 - Wellness Program	11,295	11,295	9,367	9,367
1314 - Worker's Compensation	152,629	152,629	171,679	140,580
1401 - Sick Leave - Civilian		349,695		
1402 - Vacation Leave - Civilian		474,903		
1403 - Holiday Leave - Civilian		394,422		
1404 - Jury Duty Leave - Civilian		4,278		
1405 - Death in Family Leave - Civ		11,188		
1406 - Administrative Leave - Civilian		1,083,741		
1408 - Attendance Incentive Leave - Civ		29,180		
Personnel Services	\$21,085,229	\$19,063,327	\$19,805,941	\$20,215,913
2110 - Office Supplies	1,740	1,740	1,738	1,738
2111 - Office Supplies Chargeback	39,619	39,619	39,619	39,619
2120 - Tools	2,000	2,000	2,000	2,000
2140 - Light - Power	991,556	991,556	1,153,000	1,187,590
2170 - Water - Sewer	166,990	166,990	166,990	166,990
2181 - Fuel - Lube For Vehicles	17,016	17,016	14,985	14,985
2231 - Clothing	325	325	325	325
2232 - Food Supplies	2,000	420	2,000	2,000
2252 - Meter Postage	13,233	6,168	13,233	13,233
2270 - Printing Supplies	1,000	1,000	1,000	1,000
2280 - Other Supplies	111,005	111,005	111,005	111,005
2731 - Data Processing Equipment	182,956	182,956	223,067	223,067

LIBRARY

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Supplies - Materials	\$1,529,440	\$1,520,795	\$1,728,962	\$1,763,552
3030 - Printing - Photo Services	700	700	700	700
3050 - Communications	345,663	345,663	404,446	405,475
3051 - Telephone Equipment Charges	2,500	2,500	2,500	2,500
3053 - Data Circuit Billing	291,419	291,419	257,733	257,733
3070 - Professional Services	74,590	74,590	74,590	74,590
3090 - City Forces	392,500	392,500	266,500	266,500
3092 - Security Services	399,153	399,153	392,153	392,153
3099 - Misc Special Services	657,570	657,570	858,053	858,053
3110 - Equip Repairs and Maintenance	314,861	314,861	405,079	405,079
3130 - Copy Machine Rent-Lease-Maint	73,401	73,401	56,858	56,858
3150 - Copy Center Charges	960	960	960	960
3310 - Insurance	287,239	287,239	473,723	505,341
3313 - Liability Premiums	11,633	11,633	11,915	11,915
3330 - Rents [Lease]		10,000		
3340 - Membership Dues		4,168	7,000	7,000
3341 - Subscriptions-Serials	1,055,000	1,055,000	1,055,000	1,055,000
3361 - Professional Development		4,382	1,000	1,000
3363 - Reimb-Vehicle Use,Parking	3,125	3,125	3,125	3,125
3410 - Equip - Automotive Rental	9,538	9,538	14,484	14,484
3411 - Wreck Handle Charge (fleet)	16,497	16,497		
3416 - GIS Services	44,061	44,061	54,668	55,194
3429 - Cellphone Charges	244,480	244,480	881,244	881,244
3430 - Data Services	257,235	257,235	326,347	326,506
3434 - Programming	1,728,704	1,728,704	1,641,090	1,703,401
3460 - Disposal Services	138	1,520	138	138
3518 - Credit Card Charges	8,300	800	8,300	8,300
3549 - Miscellaneous Refunds	1,250	10	1,250	1,250
Contractual - Other Services	\$6,220,517	\$6,231,710	\$7,198,856	\$7,294,499
4735 - Computer Software Licenses	156,000	51,850	56,240	56,240
4860 - Books	3,285,000	3,285,000	3,285,000	3,285,000
Capital Outlay	\$3,441,000	\$3,336,850	\$3,341,240	\$3,341,240
5011 - Reimb Fr Othr Organizaton		(1,085,658)		
Reimbursements		\$(1,085,658)		
Department Total	\$32,276,186	\$29,067,023	\$32,074,999	\$32,615,204

MANAGEMENT SERVICES

MISSION

Enhance the vitality and quality of life for all in the Dallas community.

FUNCTIONAL ORGANIZATION CHART



*Divisions eliminated or merged with other departments effective October 1, 2020

**New divisions in MGT effective October 1, 2020

MANAGEMENT SERVICES

ANNUAL OPERATING EXPENSE BY CATEGORY AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$28,863,324	\$25,619,243	\$28,673,791	\$30,435,021
Supplies - Materials	\$979,287	\$1,189,870	\$1,140,327	\$1,168,324
Contractual - Other Services	\$22,218,375	\$26,679,429	\$25,879,009	\$28,257,505
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$52,060,986	\$53,488,542	\$55,693,126	\$59,860,851
Reimbursements	\$(14,949,935)	\$(18,884,318)	\$(14,571,035)	\$(15,568,527)
Department Total	\$37,111,051	\$34,604,225	\$41,122,091	\$44,292,324
Department Total Revenue	\$3,152,643	\$2,782,166	\$2,822,667	\$2,822,667

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
311 Customer Service: Dallas Water Utilities Reimbursement	(3,765,665)	(3,765,665)
Office of Community Care: Community Development Block Grant Reimbursement	(20,791)	(20,791)
Office of Community Care: Emergency Solutions Grant Program	(9,861)	(9,861)
Office of Community Care: Housing Opportunities for Persons with AIDS Reimbursement	(142,534)	(142,534)
Office of Community Care: Women, Infants, and Children (WIC) Program Reimbursement	(50,000)	(50,000)
Office of Environmental Quality and Sustainability: Dallas Water Utilities Reimbursement	(4,371,974)	(5,364,422)
Office of Environmental Quality and Sustainability: Sanitation Services Reimbursement	(1,016,290)	(1,016,290)
Office of Environmental Quality and Sustainability: Storm Drainage Management Reimbursement	(3,914,657)	(3,914,657)

MANAGEMENT SERVICES

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Office of Environmental Quality and Sustainability: Texas Commission on Environmental Quality Grants	(1,160,864)	(1,165,908)
Office of Homeless Solutions: Emergency Solutions Grant Program	(20,000)	(20,000)
Office of Homeless Solutions: Housing Opportunities for Persons with AIDS Reimbursement	(20,000)	(20,000)
Office of Government Affairs: Justice Assistance Grants	(78,399)	(78,399)
Reimbursement Total	\$(14,571,035)	\$(15,568,527)

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
CD20 - FY 2020-21 Community Development Block Grant	1,699,598	1,699,598
HW20 - FY 2020-21 Housing Opportunities for Persons with AIDS	7,373,435	7,373,435
ES20 - FY 2020-21 ESG Fund	1,291,448	1,291,448
Total Fund	\$10,364,481	\$10,364,481

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table on the following page represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

MANAGEMENT SERVICES

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	361.95	315.16	359.70	374.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	1.62	4.85	4.55	4.55
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	16.57	16.57	13.75	13.75
Department Total	380.14	336.58	378.00	392.30

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

311 Customer Service

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add four Spanish-speaking Customer Service Agents in FY 2020-21 and four in FY 2021-22 (3.25 FTEs in FY 2020-21).	8	\$179,108	\$312,290
Add funding for Spanish translation or language feature for 311 website in FY 2021-22.	0	\$0	\$118,000
Total Major Budget Items	8	\$179,108	\$430,290

Communications, Outreach, and Marketing

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for professional services (\$45,800) and miscellaneous special services (\$13,533).	0	\$(59,333)	\$(59,333)
Add funding and transfer one position from the Dallas Police Department to oversee the Multimedia Center at Fair Park (1.00 FTE).	1	\$223,765	\$223,765
Add funding for marketing.	0	\$50,000	\$100,000
Add funding for a Virtual Language Center for Citywide translation services.	0	\$30,862	\$30,862
Total Major Budget Items	1	\$245,294	\$295,294

MANAGEMENT SERVICES

Council Agenda Office

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer funding and three positions (3.00 FTEs) to the City Manager's Office.	(3)	\$(241,605)	\$(241,843)
Total Major Budget Items	(3)	\$(241,605)	\$(241,843)

Office of Ethics and Compliance

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer Ethics Officer and remaining funds to the City Manager's Office (1.00 FTE).	(1)	\$(230,816)	\$(230,816)
Total Major Budget Items	(1)	\$(230,816)	\$(230,816)

Office of Fair Housing and Human Rights

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer four positions and consolidate the Office of Fair Housing and Human Rights into the newly established Office of Equity and Inclusion (4.00 FTEs).	(4)	\$(553,443)	\$(553,807)
Total Major Budget Items	(4)	\$(553,443)	\$(553,807)

Office of Innovation

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer three positions to Budget and Management Services (3.00 FTEs).	(3)	\$(334,895)	\$(334,895)
Transfer three positions to Data Analytics and Business Intelligence (3.00 FTEs).	(3)	\$(240,365)	\$(240,365)
Eliminate Chief Innovation Officer and Project Specialist positions and remaining funds (2.00 FTEs).	(2)	\$(442,388)	\$(443,512)
Total Major Budget Items	(8)	\$(1,017,648)	\$(1,018,772)

MANAGEMENT SERVICES

Office of Business Diversity

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate two positions (2.00 FTEs) and transfer the remaining eight positions (8.00 FTEs) to the Office of Economic Development.	(10)	\$(1,042,643)	\$(1,117,698)
Total Major Budget Items	(10)	\$(1,042,643)	\$(1,117,698)

Office of Community Care

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for Teen Pregnancy Initiative.	0	\$(300,000)	\$(300,000)
Reallocate funding (\$59,648) from temporary staffing to create one Senior Office Assistant position (1.00 FTE).	1	\$0	\$0
Transfer one Senior Contract Compliance Administrator position from the Community Development Block Grant Fund to the General Fund in FY 2021-22 (1.00 FTE).	1	\$0	\$81,621
Increase funding for MLK Celebration in FY 2021-22.	0	\$0	\$50,000
Transfer the Fresh Start employment program to the Office of Economic Development, including one Compliance Coordinator and one Manager II position (2.00 FTEs).	(2)	\$(230,000)	\$(230,000)
Implement reentry programs for justice-impacted individuals as part of the City’s Reimagining Public Safety effort.	0	\$500,000	\$500,000
Add one position and funding to implement Financial Empowerment and Sustainability program to support housing, health and employment needs, direct assistance, and referrals as part of the City’s Reimagining Public Safety effort (0.75 FTE).	1	\$1,250,000	\$1,850,000
Add funding to address the Drivers of Poverty.	0	\$600,000	\$600,000
Total Major Budget Items	1	\$1,820,000	\$2,551,621

MANAGEMENT SERVICES

Office of Emergency Management

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate reimbursement associated with the Emergency Management Performance Grant the City has received since FY 2010-11 (\$212,228 in FY 2020-21 and \$207,030 in FY 2021-22) and one Manager III position (1.00 FTE), resulting in a net increase of \$80,000.	(1)	\$80,000	\$80,000
Total Major Budget Items	(1)	\$80,000	\$80,000

Office of Environmental Quality

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for DQS (External Environmental Management System Audits) and BSI (Entropy) contracts in FY 2021-22.	0	\$0	\$263,590
Eliminate two positions and reduce funding in professional services (2.00 FTEs).	(2)	\$(189,965)	\$(189,965)
Implement the Comprehensive Environmental and Climate Action Plan (CECAP) in FY 2020-21.	0	\$500,000	\$500,000
Add funding for Electric Vehicle Fleet Study.	0	\$100,000	\$100,000
Add funding for Community Solar Program.	0	\$250,000	\$250,000
Total Major Budget Items	(2)	\$660,035	\$923,625

Office of Equity and Inclusion

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Establish the Office of Equity and Inclusion and transfer three positions from the Office of Resiliency (3.00 FTEs).	3	\$348,466	\$348,655
Establish the Office of Equity and Inclusion and transfer four positions from the Office of Fair Housing and Human Rights to establish the new Office of Equity and Inclusion (4.00 FTEs).	4	\$553,443	\$553,807

MANAGEMENT SERVICES

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Establish the Office of Equity and Inclusion and transfer four positions from the Office of Welcoming Communities and Immigrant Affairs to establish the new Office of Equity and Inclusion (3.75 FTEs).	4	\$758,240	\$758,563
Add one Language Access Coordinator position to assist with implementing Language Access Plan (0.75 FTE).	1	\$0	\$84,310
Increase funding to implement ADA mandates issued by the Department of Justice to make City programs and services more accessible to persons with disabilities.	0	\$254,615	\$264,615
Add funding for one part-time intern to assist with Resilience-related activities (0.50 FTE).	0	\$33,165	\$33,165
Add a Senior Equity Analyst position to assist with Equity-related operations (0.75 FTE).	1	\$0	\$76,292
Total Major Budget Items	13	\$1,947,929	\$2,119,407

Office of Historic Preservation

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add one Senior Planner position to support historically underserved and underrepresented historic districts (0.75 FTE).	1	\$69,979	\$94,258
Total Major Budget Items	1	\$69,979	\$94,258

Office of Homeless Solutions

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer one Partner Liaison position to the Office of Economic Development (1.00 FTE).	(1)	\$90,113	\$90,113
Add funding for dedicated homeless encampment resolutions on DWU-managed property, primarily creeks and watersheds near residential neighborhoods.	0	\$250,000	\$250,000
Total Major Budget Items	(1)	\$340,113	\$340,113

MANAGEMENT SERVICES

Office of Integrated Public Safety Solutions

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Establish the Office of Integrated Public Safety Solutions and transfer funding for supplies, computers, and 3 positions (3.00 FTEs) from Code Compliance, Court and Detention Services, and the Dallas Police Department.	3	\$465,792	\$465,792
Implement a Behavioral Health Response program to improve access to behavioral services and add one position (0.75 FTE) as part of the City's Reimagining Public Safety effort.	1	\$919,663	\$999,000
Implement Mobile Crisis Response by March 2021 and add 25 positions (18.75 FTEs) as part of the City's Reimagining Public Safety effort.	25	\$1,194,375	\$2,239,375
Establish a Violence Interrupters program in January 2021 as part of the City's Reimagining Public Safety effort.	0	\$800,000	\$1,050,000
Total Major Budget Items	29	\$3,379,830	\$4,754,167

Office of Community Police Oversight

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add one Mediation Coordinator and one Complaint Intake Specialist position (2.00 FTEs).	2	\$84,265	\$168,530
Total Major Budget Items	2	\$84,265	\$168,530

Office of Government Affairs

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate one Senior Intergovernmental Affairs Coordinator position (1.00 FTE).	(1)	\$(71,210)	\$(71,210)
Transfer funding for the Youth Commission to the City Manager's Office.	0	\$(90,000)	\$(90,000)
Transfer funding for protocol support services from the Office of Economic Development.	0	\$50,000	\$50,000
Total Major Budget Items	(1)	\$(111,210)	\$(111,210)

MANAGEMENT SERVICES

Office of Resiliency

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer three positions and consolidate the Office of Resiliency into the newly established Office of Equity and Inclusion (3.00 FTEs).	(3)	\$(348,466)	\$(348,655)
Total Major Budget Items	(3)	\$(348,466)	\$(348,655)

Office of Welcoming Communities and Immigrant Affairs

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer four positions and consolidate the Office of Welcoming Communities and Immigrant Affairs into the newly established Office of Equity and Inclusion (3.75 FTEs).	(4)	\$(758,240)	\$(758,563)
Total Major Budget Items	(4)	\$(758,240)	\$(758,563)

PERFORMANCE MEASURES

311 Customer Service Center

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of 311 calls answered in 90 seconds (311 calls only)	90%	N/A	75%	75%
Percentage of non-311 calls answered in 90 seconds (water, courts, auto pound)	N/A	N/A	70%	70%
Percentage of customers satisfied with call experience	93%	79%	87%	96%
Average speed of calls answered monthly (seconds)	90	225	203	182

Communications, Outreach, and Marketing

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percent increase in subscribers to City of Dallas social media channels	N/A	N/A	10%	10%
Percent increase in original multicultural and multilingual	N/A	N/A	10%	10%

MANAGEMENT SERVICES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
public, educational, and government content				
Percent increase in GovDelivery text notification subscribers	N/A	N/A	10%	10%
Percentage increase in employee engagement with City communications	10%	10%	10%	10%
Value of positive earned media mentions (millions)	N/A	N/A	100	110
Percent increase in engagement with City of Dallas social media content	20%	35%	20%	20%

Office of Community Care

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of users who rate the Senior Medical Transportation Program as good or excellent	N/A	N/A	85%	85%
Number of seniors served through senior services programming and referrals	N/A	6,000	6,000	6,000
Number of unduplicated individuals who access a financial education course/management service	N/A	N/A	1,650	3,300

Office of Community Police Oversight

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of public events	N/A	N/A	20	20
Percentage of mediation program project milestones complete	N/A	N/A	30%	100%
Complaint resolution rate	N/A	90%	70%	70%
Percentage of completed independent investigations received from civilians	N/A	N/A	20%	20%
Percentage of DPD general orders reviewed	N/A	N/A	30%	40%

MANAGEMENT SERVICES

Office of Emergency Management

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of compliance with Department of Homeland Security funding guidelines	100%	100%	100%	100%
Percentage of OEM emergency managers trained in Emergency Operation Center response procedures	N/A	100%	100%	100%
Percentage of participants rating training as excellent or good	N/A	N/A	70%	80%
Percentage increase in number of virtual and in-person preparedness education events and presentations	N/A	N/A	10%	10%

Office of Environmental Quality and Sustainability

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of emissions reduced (lbs. CO2)	225,000	377,893	225,000	225,000
Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed	N/A	N/A	92%	92%
Percentage of Municipal Setting Designations (MSDs) reviewed and completed within eight months	86%	100%	85%	85%
Percentage of departments demonstrating continual improvement on environmental objectives	90%	81%	90%	90%
Number of single-family residential households evaluated for recycling participation and compliance	N/A	N/A	1,000	1,000
Percent increase in outreach event attendance	N/A	N/A	10%	10%
Number of construction tailgate consultation events	N/A	N/A	153	153
Number of gallons saved through incentive-based water conservation programs	N/A	N/A	30,000,000	30,000,000

MANAGEMENT SERVICES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of service requests responded to within SLA	N/A	98%	98%	98%

Office of Equity and Inclusion

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of City policies, programs, and services aligned to the Equity Indicators	N/A	N/A	80%	80%
Percent increase in active employees on the Government Alliance on Race and Equity (GARE) portal	N/A	N/A	10%	15%
Percentage of survey respondents who rated the impact of equity community programming as good or excellent	N/A	N/A	80%	85%
Percentage of supervisors and managers that have received equity training	N/A	N/A	80%	85%
Number of resident inquiries processed and/or referred annually	4,000	3,156	1,200	1,200
Percentage of non-litigated cases closed within 120 days	75%	60%	70%	70%
Number of Fair Housing education and outreach programs	68	38	70	70
Percentage of residents engaged and receiving benefit from community partnerships	2%	2%	2%	2%
Percentage of resilience strategies completed	80%	75%	0%	0%
Dollar value of WCIA volunteers	\$32,000	\$35,334	\$32,000	\$32,000
Number of Dallas residents connected with WCIA vis-à-vis social media and community engagement activities	29,000	7,125	29,000	29,000
Number of WCIA community engagements undertaken	225	89	225	225
Attendance at Citizenship Workshop events	500	250	500	500

MANAGEMENT SERVICES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of grant services via Dallas service organizations to provide civil legal services to immigrant families	200	88	200	200

Office of Government Affairs

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of legislative priorities achieved (federal and state)	67%	67%	50%	67%
Competitive grant dollars received per General Fund dollar spent on fund development salaries	\$50	\$40	\$50	\$50

Office of Historic Preservation

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of routine maintenance certificates of appropriateness completed within seven days	95%	96%	95%	95%
Number of historical preservation outreach events (education and awareness presentations/publications)	N/A	N/A	6	6
Number of grants to support historic preservation projects	N/A	N/A	2	2
Number of training sessions provided to landmark commissioners	N/A	N/A	2	2

Office of Homeless Solutions

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of unduplicated persons placed in permanent housing who remain housed after six months	85%	75%	85%	85%
Percentage of service requests resolved within 21 days	90%	91%	90%	90%

MANAGEMENT SERVICES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program	85%	96%	80%	85%
Number of households with permanent housing through the Rapid Rehousing Program	N/A	N/A	250	250

Office of Integrated Public Safety Solutions

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of crisis intervention calls handled by the RIGHT Care team	N/A	N/A	45%	45%

SERVICE DESCRIPTION AND BUDGET

- **311 Customer Service:** Works around the clock to enhance the lives of Dallas residents by connecting them with City services and resources—all while providing the best customer service possible. 311 also provides insight to City leaders to improve efficiency and operations and promotes transparency to residents through consistent measurement and reporting of service delivery performance.
- **Communications, Outreach, and Marketing:** Enhances transparency and educates internal and external audiences about City news, events, and services through multimedia platforms including websites, social and traditional media, and civic engagement, and provides programming and online streaming for government access cable channels.
- **Council Agenda Office:** Ensures all departments present voting and briefing items to the City Council, residents, and concerned parties in an accurate, uniform, and consistent manner. This service has been moved to the City Manager’s Office in FY 2020-21.
- **Office of Business Diversity:** Supports the City in meeting requirements for the inclusion of minority/women owned business enterprises (M/WBEs) to the greatest extent feasible in the procurement process by providing a centralized service to educate and recruit local minority vendors to participate. This service has been moved to the Office of Economic Development in FY 2020-21.

MANAGEMENT SERVICES

- Office of Community Care: Provides targeted programming and social services to low-income individuals and families, individuals and families living in poverty, seniors, those at WIC nutrition clinics, and at community centers around the city.
- Office of Community Police Oversight: Builds trust, strengthens relationships, and creates community collaboration.
- Emergency Management Operations: Coordinates all departments and the Emergency Operations Center for large-scale incidents. Manages preparedness, recovery, mitigation, and prevention programs to reduce risk to residents, property, and the environment.
- Office of Environmental Quality and Sustainability: Provides comprehensive environmental services, including the Environmental Management System, environmental planning and sustainability, outreach and training, environmental due diligence and Municipal Setting Designations, stormwater permit compliance, air quality monitoring and compliance, water conservation, Zero Waste and Recycling, and spill response.
- Office of Equity and Inclusion: Supports City leadership and staff through education and training in the identification and elimination of systemic barriers to fair and just distribution of resources and access to services and opportunities.
- Office of Ethics and Compliance: Promotes a culture of integrity and reduces risks to the City by maintaining an effective ethics program based on the City's Code of Ethics (City Code Chapter 12A), the Federal Sentencing Guidelines, and other best practices. Ethics and compliance awareness are promoted through education, training, and monitoring. As required by the Code of Ethics, biannual ethics training began in FY 2017-18 for all City officials and employees (approximately 13,000). This service has been moved to the City Manager's Office in FY 2020-21.
- Office of Fair Housing and Human Rights: Conducts housing discrimination investigations and mediation. Additionally, investigates discrimination in employment, housing, and public accommodation based on sexual orientation. Provides education to the community on fair housing and human rights laws. This service has been moved to the newly created Office of Equity and Inclusion in FY 2020-21.
- Office of Government Affairs: Supports the City's legislative activities, secures grants and other resources, bolsters the City's strategic partnerships, and manages the City's 2020 Census complete count efforts.

MANAGEMENT SERVICES

- Office of Historic Preservation: Provides services related to designated and potential historic districts and structures. These services include Landmark (historic) Designation, Certificates of Appropriateness (approval forms for work on landmark structures), and administering tax incentive programs with Historic Districts and on individual structures.
- Office of Homeless Solutions: Impacts quality of life in the City through innovative, collaborative, and comprehensive solutions for homelessness.
- Office of Innovation: This service has been eliminated in FY 2020-21.
- Office of Integrated Public Safety Solutions: Works proactively to address systemic factors that contribute to criminal activity and provides non-law enforcement solutions to improve the quality of life in the community, reducing the demand for police services. This is a new service beginning in FY 2020-21.
- Office of Resiliency: Interfaces with executive and managerial levels of local government, outside agencies, and service providers to develop and implement the Resilient Dallas Strategy within the 100 Resilient Cities framework. This service has been merged with the newly created Office of Equity and Inclusion in FY 2020-21.
- Office of Welcoming Communities and Immigrant Affairs: Promotes the economic, civic, and social engagement of immigrants and refugees in Dallas. Carries out a multifaceted program through the development and implementation of a Welcoming Dallas Plan to advance immigrant integration and inclusion. This service has been merged with the newly created Office of Equity and Inclusion in FY 2020-21.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
311 Customer Service Center	\$4,835,776	\$4,590,721	\$4,639,768	\$5,021,751
Communications, Outreach, and Marketing	\$2,020,529	\$1,823,061	\$2,295,750	\$2,348,477
Council Agenda Office	\$246,824	\$241,114	\$0	\$0
Emergency Management Operations	\$1,122,694	\$1,114,425	\$1,152,959	\$1,183,850
Office of Business Diversity	\$992,241	\$837,653	\$0	\$0
Office of Community Care	\$6,700,917	\$6,465,825	\$8,415,504	\$9,190,397
Office of Community Police Oversight	\$475,000	\$270,915	\$545,133	\$629,233
Office of Environmental Quality and Sustainability	\$3,524,865	\$3,051,244	\$4,247,434	\$4,521,797
Office of Equity and Inclusion	\$492,264	\$478,167	\$2,401,046	\$2,563,948
Office of Ethics and Compliance	\$227,912	\$134,815	\$0	\$0
Office of Fair Housing and Human Rights	\$519,488	\$498,988	\$0	\$0
Office of Government Affairs	\$1,084,555	\$949,502	\$937,370	\$937,969

MANAGEMENT SERVICES

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Office of Historic Preservation	\$626,200	\$571,156	\$728,797	\$751,598
Office of Homeless Solutions	\$12,126,340	\$11,721,783	\$12,364,516	\$12,374,744
Office of Innovation	\$913,030	\$813,640	\$0	\$0
Office of Integrated Public Safety Solutions	\$115,798	\$115,798	\$3,393,814	\$4,768,560
Office of Resiliency	\$334,705	\$304,621	\$0	\$0
Office of Welcoming Communities and Immigrant Affairs	\$751,913	\$620,796	\$0	\$0
Department Total	\$37,111,051	\$34,604,225	\$41,122,091	\$44,292,324

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	22,305,787	17,504,850	22,341,062	23,815,740
1104 - Other Wages	22,399	65,919		
1106 - Merits	15,150	15,150		
1111 - Cell Phone Stipend	27,848	27,741	26,768	26,768
1117 - Vacancy Savings - Salary	(171,582)	(39,948)	(292,121)	(275,299)
1201 - Overtime - Civilian	219,000	448,303	170,499	170,500
1203 - Service Incentive Pay	42,963	49,021	39,054	38,182
1207 - Compensatory Time Pay - Civ		92,976	1,121	1,121
1208 - Sick Leave Term Pay - Civilian		48,201		
1210 - Vacation Term Pay - Civilian		59,807		
1242 - Language Assigment Pay	18,462	18,462	2,640	2,640
1301 -Pension - Civilian	3,145,690	2,726,496	3,254,282	3,465,470
1303 - Life Insurance	11,509	16,627	24,924	32,685
1304 - Health Insurance	2,743,111	2,731,596	2,563,455	2,614,153
1306 - Fica	321,140	279,163	334,189	369,172
1308 - Mandatory Deferred Comp	5,000	6,135	9,516	9,516
1309 - Wellness Program	9,679	9,717	9,335	9,554
1314 - Worker's Compensation	147,168	147,168	189,065	154,819
1401 - Sick Leave - Civilian		393,996		
1402 - Vacation Leave - Civilian		469,473		
1403 - Holiday Leave - Civilian		473,062		
1404 - Jury Duty Leave - Civilian		3,316		
1405 - Death in Family Leave - Civ		20,594		
1406 - Administrative Leave - Civilian		9,738		
1408 - Attendance Incentive Leave - Civ		41,680		
Personnel Services	\$28,863,324	\$25,619,243	\$28,673,791	\$30,435,021
2110 - Office Supplies	113,267	89,294	109,101	112,812
2111 - Office Supplies Chargeback	16,672	28,744	30,715	30,868
2120 - Tools	8,400	8,400	8,400	8,400
2130 - Copy Supplies	700	1,801	700	700
2140 - Light - Power	31,894	91,909	130,000	133,900
2160 - Fuel Supplies	200	200	100	100
2170 - Water - Sewer	9,000	9,000	10,000	10,000
2181 - Fuel - Lube For Vehicles	56,193	56,193	55,434	55,434
2220 - Laundry - Cleaning Supplies	4,050	15,516	4,050	4,050
2231 - Clothing	40,500	38,152	45,800	49,400

MANAGEMENT SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2232 - Food Supplies	39,108	112,532	69,818	69,800
2252 - Meter Postage	43,055	42,678	42,053	42,053
2261 - Edu - Recreational Supplies	213,363	213,363	247,363	247,363
2264 - Service Pins	1,500	1,500	1,500	1,500
2270 - Printing Supplies	1,500	2,923	1,500	1,500
2280 - Other Supplies	146,673	181,577	189,818	187,969
2710 - Furniture - Fixtures	33,021	50,350	3,021	3,021
2720 - Machine Tools	53	53	53	53
2731 - Data Processing Equipment	97,225	115,392	100,725	116,225
2735 - Software Purchase -\$1000	37,548	44,257	6,311	6,311
2770 - Audiovisual Equipment	75,529	75,000	75,529	75,529
2790 - Protective Equipment	400	400	400	400
2810 - Meters - Settings	300	300		
2860 - Books Reference Book Only	2,936	2,936	2,936	5,936
2890 - Miscellaneous Equipment	6,200	7,400	5,000	5,000
Supplies - Materials	\$979,287	\$1,189,870	\$1,140,327	\$1,168,324
3020 - Food - Laundry Service	13,830	17,956	10,851	11,851
3030 - Printing - Photo Services	201,851	183,126	192,211	190,211
3050 - Communications	1,318,927	1,346,788	863,630	864,838
3051 - Telephone Equipment Charges	6,462	9,957	4,662	4,662
3053 - Data Circuit Billing	246,953	251,104	257,706	257,706
3060 - Equipment Rental [Outside City]	7,500	47,674	9,500	9,852
3060 - Equipment Rental [Inside City]		136,810		
3062 - Pc Leasing [Outside City]	2,326	2,326	2,326	1,243,321
3068 - Security Monitoring Services	422	422	842	842
306A - Principal-Cap Lease- Notes Payable				490,793
3070 - Professional Services	10,341,631	12,905,587	11,422,197	10,416,100
3072 - Contractor Service Fees	902,000	902,000	1,400,000	2,400,000
3074 - Music License Fees	12,310	12,310	12,310	12,310
3080 - Cable Tv Services	1,400	1,400	1,400	1,400
3085 - Freight	1,500	1,500	500	500
3090 - City Forces	315,371	1,390,919	315,371	315,371
3092 - Security Services	500	2,428	3,000	3,000
3099 - Misc Special Services	3,892,807	3,828,778	5,822,467	6,384,785
3110 - Equip Repairs and Maintenance	18,934	18,934	29,650	28,693
3130 - Copy Machine Rent-Lease-Maint	46,302	54,942	39,150	39,150
3150 - Copy Center Charges	32,216	33,716	29,080	29,080
3201 - Stores Overhead Charges		92		2,078
3210 - Building Repairs and Maint	411,801	598,589	430,951	430,951
3310 - Insurance	11,040	11,040	18,497	19,730
3312 - Recoveries Phys Damage Ins			679	
3313 - Liability Premiums	22,133	22,133	12,584	12,584
3315 - Tolls	1,850	2,597	1,850	1,850
3320 - Advertising	1,265,358	1,114,629	1,236,829	1,236,829
3321 - Advertising Fees		290		
3330 - Rents [Lease]	2,700	2,700	2,700	2,700
3340 - Membership Dues	101,253	116,643	33,250	42,950
3341 - Subscriptions-Serials	1,268	1,318	1,018	1,018
3360 - Purchased Transportation	4,500	11,610	17,000	14,500
3361 - Professional Development	352,782	448,878	337,240	338,988
3363 - Reimb-Vehicle Use,Parking	28,435	30,335	26,671	27,171
3364 - Personnel Development	42,286	42,286	37,486	37,486

MANAGEMENT SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3410 - Equip - Automotive Rental	149,634	149,926	192,567	192,567
3411 - Wreck Handle Charge (fleet)	3,000	22,566	54,540	54,540
3416 - GIS Services	61,590	61,590	44,832	45,302
3417 - Data Service Surcharge	954	954	954	954
3420 - Commun Equip Rental	210,513	210,513	194,820	186,482
3421 - Veh License - Registration Fees		27		
3429 - Cellphone Charges	81,850	94,850	64,572	65,462
3430 - Data Services	251,805	254,536	271,315	271,576
3434 - Programming	1,291,909	1,300,298	1,411,796	1,467,974
3460 - Disposal Services	449,951	587,040	1,000,000	1,000,000
3599 - Misc. Other Charges	1,200	1,200	1,200	1,200
3899 - Other Misc Exp - Reimb	5,000	5,000	3,000	3,000
3994 - Outside Temps-Staffing	102,321	439,112	65,804	95,148
Contractual - Other Services	\$22,218,375	\$26,679,429	\$25,879,009	\$28,257,505
5011 - Reimb Fr Othr Organizaton	(2,948,397)	(7,302,605)	(2,518,739)	(2,523,783)
5012 - Reimbursements-Stormwater	(3,914,656)	(3,780,271)	(3,914,657)	(3,914,657)
5325 - Reimbursement - Dallas Water Utilities	(8,086,882)	(7,801,442)	(8,137,639)	(9,130,087)
Reimbursements	\$(14,949,935)	\$(18,884,318)	\$(14,571,035)	\$(15,568,527)
Department Total	\$37,111,051	\$34,604,225	\$41,122,091	\$44,292,324

MAYOR & CITY COUNCIL

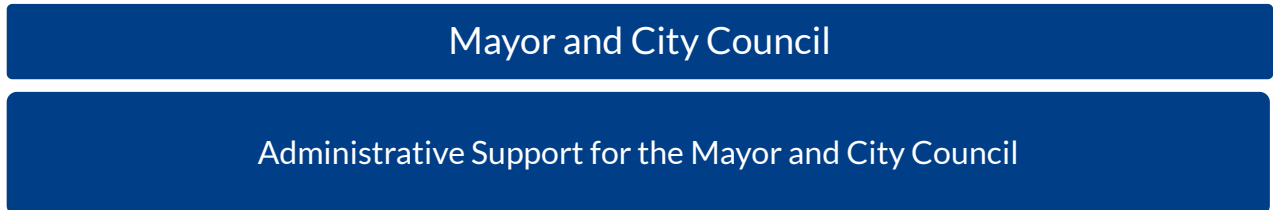
MISSION

Create One Dallas through exceptional service and enriching the lives of all residents and businesses choosing to call Dallas home.

DEPARTMENT GOALS

- Complete 20 hours of professional development annually (or five hours quarterly) for Mayor and Council staff by September 30, 2021
- Increase public participation in Council District budget town hall meetings by 20 percent through virtual access (people count) by September 30, 2021
- Distribute four communications each month regarding City-led initiatives (public safety, quality of life, infrastructure, education and equity) through expanded communication tools, including virtual meeting access, social media, and City efforts to bridge the digital divide
- Decrease number of Council District-generated 311 service requests by five percent through education, communication, and online and virtual access by September 30, 2021

FUNCTIONAL ORGANIZATION CHART



MAYOR & CITY COUNCIL

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$4,243,336	\$3,924,886	\$4,172,522	\$4,172,757
Supplies - Materials	\$80,903	\$81,045	\$79,311	\$77,311
Contractual - Other Services	\$793,418	\$799,862	\$888,820	\$878,217
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$5,117,657	\$4,805,793	\$5,140,653	\$5,128,285
Reimbursements	\$0	\$(988)	\$0	\$0
Department Total	\$5,117,657	\$4,804,805	\$5,140,653	\$5,128,285
Department Total Revenue	\$0	\$1,610	\$0	\$0

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	53.50	52.58	49.24	49.24
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.34	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.48	0.00	0.00
Department Total	53.50	53.40	49.24	49.24

MAYOR & CITY COUNCIL

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add one-time funding for City Council inauguration.	0	\$20,000	\$0
Eliminate one Administrative Specialist position (1.00 FTE).	(1)	\$(33,879)	\$(33,879)
Reduce funding for Council lunches, office supplies, meter postage, furniture, and printing.	0	\$(37,400)	\$(37,400)
Add funding in Personnel Services for FY 2019-20 salary increases.	0	\$90,000	\$90,000
Add funding for personal protective equipment (PPE) in district offices.	0	\$25,000	\$25,000
Total Major Budget Items	(1)	\$63,721	\$43,721

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage increase in public participation at Council District budget town hall meetings	N/A	20%	20%	20%
Number of communications distributed for City Initiatives	N/A	20	48	48
Percentage decrease in Council District-generated 311 service requests	N/A	5%	5%	5%
Hours of professional development for Mayor and City Council staff	20	20	20	20

MAYOR & CITY COUNCIL

SERVICE DESCRIPTION AND BUDGET

- Administrative Support for the Mayor and City Council: Provides professional and administrative support to the Mayor and 14 City Council members. Support staff serves as constituent liaisons to the Mayor and City Council through resident communication and issue resolution with peer departments, initiating community outreach opportunities for the elected body on City initiatives, researching policies and programs on behalf of the elected body, organizing neighborhood events and annual budget town hall meetings, managing officeholder budgets, completing required ethics reporting and disseminating pertinent information to the residents of Dallas.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Administrative Support for the Mayor and City Council	\$5,117,657	\$4,804,805	\$5,140,653	\$5,128,285
Department Total	\$5,117,657	\$4,804,805	\$5,140,653	\$5,128,285

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	3,455,793	2,949,435	3,448,156	3,450,159
1104 - Other Wages		340		
1111 - Cell Phone Stipend	7,200	7,200	2,500	2,500
1117 - Vacancy Savings - Salary			(94,470)	(93,503)
1201 - Overtime - Civilian	8,900	31,019	10,000	10,000
1203 - Service Incentive Pay	9,892	9,892	9,892	9,892
1207 - Compensatory Time Pay - Civ		16,608		
1210 - Vacation Term Pay - Civilian		19,702		
1301 - Pension - Civilian	336,137	318,664	359,695	359,967
1303 - Life Insurance	1,753	1,753	3,570	3,570
1304 - Health Insurance	358,007	358,007	364,870	364,870
1306 - Fica	47,664	45,879	50,221	50,250
1308 - Mandatory Deferred Comp		6,677		
1309 - Wellness Program	1,431	1,431	1,329	1,329
1314 - Worker's Compensation	14,059	14,059	16,759	13,723
1401 - Sick Leave - Civilian		24,283		
1402 - Vacation Leave - Civilian		42,529		
1403 - Holiday Leave - Civilian		66,534		
1405 - Death in Family Leave - Civ		3,070		
1408 - Attendance Incentive Leave - Civ		5,303		
1510 - Temporary Help Services	2,500	2,500		
Personnel Services	\$4,243,336	\$3,924,886	\$4,172,522	\$4,172,757
2110 - Office Supplies	46,200	41,697	22,650	23,150
2111 - Office Supplies Chargeback		4,606	30,700	29,800
2181 - Fuel - Lube For Vehicles	7,953	7,953	7,001	7,001
2252 - Meter Postage	23,800	23,839	18,960	17,360
2710 - Furniture - Fixtures	1,300	1,300		
2731 - Data Processing Equipment	150	150		

MAYOR & CITY COUNCIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2735 - Software Purchase -\$1000	500	500		
2770 - Audiovisual Equipment	1,000	1,000		
Supplies - Materials	\$80,903	\$81,045	\$79,311	\$77,311
3020 - Food - Laundry Service	62,200	66,861	59,500	59,500
3030 - Printing - Photo Services	25,900	25,741	22,500	22,500
3038 - Bodily Injury		1		
3042 - Mediation Fees		671		
3050 - Communications	56,900	57,115	95,289	95,559
3051 - Telephone Equipment Charges	2,600	2,400	3,500	3,500
3053 - Data Circuit Billing	31,267	31,267	57,065	57,065
3090 - City Forces	16,050	13,150	18,550	18,550
3099 - Misc Special Services	151,091	132,175	191,310	172,310
3130 - Copy Machine Rent-Lease-Maint	5,339	9,697	6,667	6,667
3150 - Copy Center Charges	7,000	6,400	8,911	8,811
3310 - Insurance	1,746	1,746	2,773	2,958
3313 - Liability Premiums	1,700	1,700	1,765	1,765
3315 - Tolls	600	600	300	400
3340 - Membership Dues	15,000	14,075	5,500	5,500
3341 - Subscriptions-Serials	12,649	8,968	5,000	5,000
3361 - Professional Development	92,350	112,172	105,510	106,510
3363 - Reimb-Vehicle Use,Parking	15,300	12,790	10,200	10,200
3410 - Equip - Automotive Rental	9,037	9,037	4,908	4,908
3416 - GIS Services	15,090	15,090	6,461	6,523
3429 - Cellphone Charges	24,000	31,107	20,790	20,790
3430 - Data Services	41,160	41,160	52,433	52,452
3434 - Programming	203,939	203,939	209,888	216,749
3994 - Outside Temps-Staffing	2,500	2,000		
Contractual - Other Services	\$793,418	\$799,862	\$888,820	\$878,217
5011 - Reimb Fr Othr Organizaton		(988)		
Reimbursements		\$(988)		
Department Total	\$5,117,657	\$4,804,805	\$5,140,653	\$5,128,285



NON-DEPARTMENTAL

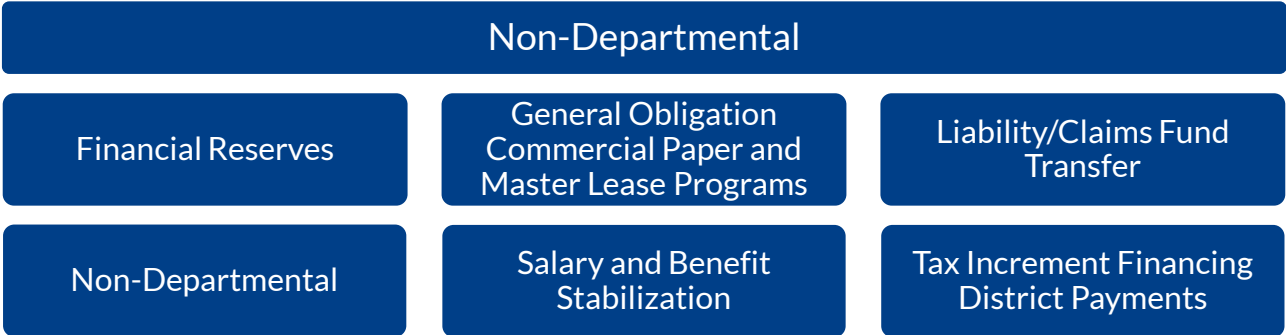
MISSION

Provide excellent governmental services to meet the needs of the City by supporting various Citywide programs.

DEPARTMENT GOALS

- Manage Citywide funds in a transparent and efficient manner
- Ensure sufficient financial resources and reserves are available to comply with Financial Management and Performance Criteria (FMPC)
- Set aside funds to meet the City’s financial commitment to Tax Increment Financing (TIF) districts

FUNCTIONAL ORGANIZATION CHART



NON-DEPARTMENTAL

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the proposed budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$550,000	\$550,000	\$500,000	\$500,000
Supplies - Materials	\$49,438	\$49,439	\$49,438	\$49,438
Contractual - Other Services	\$109,360,989	\$107,668,499	\$119,734,353	\$121,668,268
Capital Outlay	\$0	\$57,228	\$0	\$0
Expense Total	\$109,960,427	\$108,325,167	\$120,283,791	\$122,217,706
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$109,960,427	\$108,325,167	\$120,283,791	\$122,217,706
Department Total Revenue	\$87,007,299	\$87,464,104	\$107,772,115	\$105,069,050

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate one-time funding set aside for hiring and equipment reserve for the Dallas Police Department in FY 2019-20.	0	\$(1,000,000)	\$(1,000,000)
Increase the General Fund portion of TIF district payments to \$72,688,637. Other funds are included in the Debt Service Fund budget (\$26,476,887).	0	\$10,849,436	\$10,849,436
Adjust Master Lease program payments to \$16,832,145 in FY 2020-21 and \$19,747,498 in FY 2021-22.	0	\$(1,896,024)	\$1,019,329
Adjust Salary and Benefit Stabilization in FY 2020-21 to \$2,000,000.	0	\$(500,000)	\$(500,000)
Eliminate funding to replenish Contingency Reserve Fund since the reserve was not used in FY 2019-20.	0	\$(3,000,000)	\$(3,000,000)

NON-DEPARTMENTAL

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Increase Liability/Claims Fund Transfer to \$4,822,220 in FY 2020-21 and \$2,745,016 in FY 2021-22.	0	\$2,071,075	\$(6,129)
Adjust funding for the IT Governance committee to use for the General Fund portion of Citywide IT enhancements.	0	\$(1,000,000)	\$0
Add funding for contractual increases for the appraisal districts (Dallas, Collin, Denton, and Rockwall).	0	\$318,437	\$318,437
Transfer capital investments funding to be approved by Chief Financial Officer for Fair Park to Non-Departmental.	0	\$1,150,000	\$1,150,000
Reduce funding for memberships in Tex-21, US Conference of Mayors, National League of Cities, and Texas Municipal League.	0	\$(161,099)	\$(161,099)
Total Major Budget Items	0	\$6,831,825	\$8,669,974

SERVICE DESCRIPTION AND BUDGET

- Financial Reserves:** Provides funds for unanticipated expenditures of a non-recurring nature, including expenses associated with new service needs identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve cost savings. The City maintains 0.5-1.0 percent of operating funds in this reserve fund always, which allows the City to remain in alignment with the Financial Management Performance Criteria.
- General Obligation Commercial Paper and Master Lease Programs:** The General Obligation Commercial Paper Program funds interim financing for capital improvement projects. Expenses include credit facility fees and agent fees. Commercial paper interest costs are paid by the Debt Service Fund. Commercial paper is retired through the issuance of bonds previously approved by voters. The Master Lease Program funds the purchase of equipment and technology improvements (\$25-\$30 million each year), and expenses include payments for principal and interest.
- Liability/Claims Fund Transfer:** Used by the City to pay claims, settlements, and judgments for damages to real or personal property and for personal injury suffered by any member of the public resulting from actions that should not have been taken by officers, agents, or employees of the City while engaged in the performance of a governmental function.
- Non-Departmental:** Provides funding for contracts, intergovernmental agreements, and

NON-DEPARTMENTAL

partnerships that either span departments or are not specific to a department. Some of the most significant items funded in this service include the General Fund’s portion of unemployment payments, professional services for legislative services, bank contracts, appraisal district contracts, Dallas County tax collection contract, contract wrecker services, Citywide memberships, and Public Improvement District assessment payments.

- Salary and Benefit Stabilization: Includes funding for payment of civilian employees’ termination payments, including sick leave and vacation. Funds are also included for reserves for living wage adjustments.
- Tax Increment Financing District Payments: Provides funding for the City’s required General Fund payment to TIF districts based on TIF agreements. Additional payments to each TIF district are included in the City’s Debt Service Fund.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Financial Reserves	\$3,000,000	\$3,000,000	\$0	\$0
General Obligation Commercial Paper and Master Lease Program	\$17,751,554	\$17,180,622	\$19,793,561	\$22,708,914
Liability-Claims Fund Transfer	\$2,751,145	\$2,751,145	\$4,822,220	\$2,745,016
Non-Departmental	\$22,118,527	\$22,118,528	\$20,979,373	\$22,075,139
Salary and Benefit Stabilization	\$2,500,000	\$2,500,000	\$2,000,000	\$2,000,000
Tax Increment Financing Districts Payments	\$61,839,201	\$60,774,872	\$72,688,637	\$72,688,637
Department Total	\$109,960,427	\$108,325,167	\$120,283,791	\$122,217,706

NON-DEPARTMENTAL

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1311 - Unemployment Insurance	550,000	550,000	500,000	500,000
Personnel Services	\$550,000	\$550,000	\$500,000	\$500,000
2252 - Meter Postage		1		
2280 - Other Supplies	49,438	49,438	49,438	49,438
Supplies - Materials	\$49,438	\$49,439	\$49,438	\$49,438
3035 - Lobbysit			191,700	191,700
3070 - Professional Services	5,110,133	4,729,605	4,839,703	4,839,703
3079 - Appraisal Dist Support	4,144,188	4,228,420	4,462,625	4,462,625
3090 - City Forces	3,198,432	3,198,432	3,168,885	3,189,702
3099 - Misc Special Services	6,514,708	6,373,526	6,242,435	6,242,435
3110 - Equip Repairs and Maintenance		1,000		
3150 - Copy Center Charges	3,000	3,000	3,000	3,000
3320 - Advertising	2,000	2,000	2,000	2,000
3330 - Rents [Lease]		9,122		
3340 - Membership Dues	522,007	476,007	321,473	321,473
3361 - Professional Development		7,550		
3549 - Miscellaneous Refunds		(68,598)		
3570 - TIF Transfer	61,839,201	60,774,872	72,688,637	72,688,637
3599 - Misc. Other Charges	469,406	526,607	576,530	651,479
3621 - Transfer To Risk Funds	2,751,145	2,751,145	4,822,220	2,745,016
3690 - Miscellaneous Transfers	3,433,000	3,433,000	1,583,000	1,583,000
3702 - Master Lease Expense	14,873,769	14,802,811	16,832,145	19,747,498
3980 - Reserve For Contingencies	3,000,000	2,920,000	2,000,000	3,000,000
3981 - Salary Reserve	2,500,000	2,500,000	2,000,000	2,000,000
3990 - Crime Prev Program Reserve	1,000,000	1,000,000		
Contractual - Other Services	\$109,360,989	\$107,668,499	\$119,734,353	\$121,668,268
4890 - Misc Equipment Capital		57,228		
Capital Outlay		\$57,228		
Department Total	\$109,960,427	\$108,325,167	\$120,283,791	\$122,217,706



OFFICE OF ARTS & CULTURE

MISSION

Support and grow a sustainable cultural ecosystem that ensures all residents and visitors have opportunities to experience arts and culture throughout the city. Our vision is an equitable, diverse, and connected community, whose residents and visitors thrive through meaningful arts and cultural experiences in every neighborhood across Dallas.

DEPARTMENT GOALS

- Further implement Dallas Cultural Plan 2018 by aligning and activating tactics with six key priorities: equity, diversity, space, support for artists, sustainable arts ecosystem, and communications
- In response to the pandemic, pilot new Culture of Value micro-project grants for African, Latinx, Asian, Arab, Native American (ALAANA) artists to provide services to their communities
- Address arts ecosystem’s needs via SpaceFinder, technical support, and partnerships to create socially distanced programs both virtually and in non-traditional spaces—such as parks, parking lots, and yards—across Dallas
- Continue to track and report on key audience and creative metrics, specifically reach into underserved areas of Dallas and contracts with ALAANA artists
- In order to grow Hotel Occupancy Tax (HOT) and Tourism Public Improvement District (TPID) funding, work with VisitDallas and local cultural organizations to develop the first comprehensive cultural tourism strategy and marketing plan for Dallas
- Continue to support new and emerging local artists for first bond-funded public art commissions

FUNCTIONAL ORGANIZATION CHART



OFFICE OF ARTS & CULTURE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the amended budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$4,292,452	\$3,585,250	\$4,156,436	\$4,454,484
Supplies - Materials	\$2,347,185	\$2,307,521	\$2,371,482	\$2,392,243
Contractual - Other Services	\$17,166,425	\$14,134,649	\$15,674,843	\$16,811,307
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$23,806,062	\$20,027,420	\$22,202,761	\$23,658,034
Reimbursements	\$(2,939,947)	\$(2,200,205)	\$(1,998,064)	\$(3,501,811)
Department Total	\$20,866,115	\$17,827,215	\$20,204,697	\$20,156,223
Department Total Revenue	\$2,398,952	\$1,166,158	\$718,531	\$2,571,073

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Capital Bond Program Reimbursement	(282,866)	(282,866)
Department Support	(437,698)	(447,203)
Hotel Occupancy Tax Reimbursement	(1,277,500)	(2,771,742)
Reimbursement Total	\$(1,998,064)	\$(3,501,811)

OFFICE OF ARTS & CULTURE

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	49.00	38.38	50.25	51.75
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	1.00	0.75	1.00	1.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	5.20	1.70	4.60	7.17
Department Total	55.20	40.83	55.85	59.92

OFFICE OF ARTS & CULTURE

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Upgrade two Public Art Administration positions that will be fully reimbursed from bond funds (1.50 FTEs). Total reimbursed cost is \$115,643.	0	\$0	\$0
Add one Accountant III position to properly document and ensure appropriate controls for Hotel Occupancy Tax (HOT) dollars (0.75 FTE). Total reimbursed cost is \$57,821 from HOT funding.	1	\$0	\$0
Add one Electronic Technician position to meet increased operating and maintenance needs at the Latino Cultural Center (0.75 FTE).	1	\$0	\$88,101
Add internship funding for five college students with a focus on students of color to diversify the pipeline for technical and cultural workers (0.77 FTE).	5	\$0	\$21,310
Decrease hours and services at Bath House and Oak Cliff cultural centers to align with social distancing requirements as a result of the pandemic (1.70 FTEs).	(3)	\$(220,646)	\$(220,646)
Reduce event-related services at Majestic Theater and Moody Performance Hall, funding for cultural programs, and operating funds for partner-managed facilities to align with social distancing requirements as a result of the pandemic.	0	\$(910,527)	\$(910,527)
Add funding to Cultural Operating Program (COP) Organizations for operational expenses.	0	\$284,653	\$284,653
Add one-time funding for Bishop Arts Theater.	0	\$150,000	\$0
Total Major Budget Items	4	\$(696,520)	\$(737,109)

OFFICE OF ARTS & CULTURE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of attendees at City-owned cultural facilities	2,283,274	1,105,496	700,000	1,100,000
Percentage of cultural services funding to ALAANA artists and organizations (African, Latinx, Asian, Arab, Native American)	N/A	26%	30%	33%
Attendance at Office of Arts and Culture-supported events	4,914,110	2,626,590	1,500,000	2,000,000
Dollars leveraged by partner organizations	\$208,096,814	\$197,412,753	\$120,000,000	\$160,000,000
Percentage of cultural services contracts awarded to artists or small arts organizations (budgets < \$100,000)	40%	52.7%	55%	57%
Percent of public art projects awarded to new/emerging artists	53%	66%	40%	40%

SERVICE DESCRIPTION AND BUDGET

- **City-Owned Cultural Venues:** Manages and supports the operations of 19 City-owned cultural venues across Dallas. Supports programming and operations at seven Office of Arts and Culture-managed cultural centers and 12 venues managed by nonprofit partners.
- **Cultural Services Contracts:** Manages cultural services contracts with more than 130 nonprofit organizations and artists who provide more than 50,000 cultural services across the city. These contracts are awarded through the Cultural Organizations Program, Arts Activate, Community Artists Program, and pop-up cultural programming.
- **Public Art for Dallas:** Leads and stewards the City’s Public Art Program through the commission and maintenance of public artworks for City facilities and properties, such as libraries, fire stations, Love Field, parks, recreation centers, and other public spaces. There are approximately 300 City-owned public artworks across Dallas.

OFFICE OF ARTS & CULTURE

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
City-Owned Cultural Venues	\$14,360,519	\$12,291,301	\$13,692,906	\$13,981,217
Cultural Services Contracts	\$6,177,270	\$5,208,792	\$6,146,940	\$5,829,281
Public Art for Dallas	\$328,326	\$327,122	\$364,851	\$345,725
Department Total	\$20,866,115	\$17,827,215	\$20,204,697	\$20,156,223

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	3,251,718	2,351,579	3,350,521	3,452,534
1106 - Merits	98,119	98,119		
1111 - Cell Phone Stipend		3,041	2,160	2,160
1117 - Vacancy Savings - Salary	(51,594)		(229,202)	(52,118)
1201 - Overtime - Civilian	82,700	54,314	95,000	92,200
1203 - Service Incentive Pay	1,632	3,324	1,632	1,632
1208 - Sick Leave Term Pay - Civilian		40,160		
1210 - Vacation Term Pay - Civilian		29,063		
1242 - Language Assigment Pay			8,520	8,520
1301 -Pension - Civilian	457,220	378,432	464,534	482,505
1303 - Life Insurance	1,608	1,557	3,608	3,633
1304 - Health Insurance	360,383	350,267	380,136	385,795
1306 - Fica	49,663	40,086	51,326	53,934
1308 - Mandatory Deferred Comp	1,514	505	1,544	1,590
1309 - Wellness Program	1,323	1,284	1,384	1,404
1314 - Worker's Compensation	38,166	38,166	25,273	20,695
1401 - Sick Leave - Civilian		34,253		
1402 - Vacation Leave - Civilian		61,571		
1403 - Holiday Leave - Civilian		69,812		
1404 - Jury Duty Leave - Civilian		983		
1405 - Death in Family Leave - Civ		2,091		
1406 - Administrative Leave - Civilian		12,055		
1408 - Attendance Incentive Leave - Civ		14,589		
Personnel Services	\$4,292,452	\$3,585,250	\$4,156,436	\$4,454,484
2110 - Office Supplies	15,520	10,525	2	
2111 - Office Supplies Chargeback		4,410	11,404	11,402
2120 - Tools	2,547	2,547	2,547	2,547
2140 - Light - Power	2,039,008	2,039,008	2,080,000	2,157,141
2160 - Fuel Supplies	51,325	50,825	49,319	45,225
2170 - Water - Sewer	119,722	113,004	119,722	121,441
2181 - Fuel - Lube For Vehicles	213	213	189	189
2231 - Clothing	750	6	750	750
2232 - Food Supplies	7,000	5,845	7,000	4,000
2252 - Meter Postage	1,000	2,535	1,000	1,000
2270 - Printing Supplies		67		
2280 - Other Supplies	18,000	8,144	10,865	
2310 - Building Materials	48,000	46,728	44,584	19,448
2710 - Furniture - Fixtures		797		
2731 - Data Processing Equipment	5,000	5,000	5,000	5,000
2735 - Software Purchase -\$1000	13,600	10,700	13,600	13,600
2770 - Audiovisual Equipment	25,000	7,000	25,000	10,000

OFFICE OF ARTS & CULTURE

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2860 - Books Reference Book Only	500	22	500	500
2890 - Miscellaneous Equipment		145		
Supplies - Materials	\$2,347,185	\$2,307,521	\$2,371,482	\$2,392,243
3020 - Food - Laundry Service	6,000	1,931	7,000	8,000
3030 - Printing - Photo Services	22,000	12,427	22,000	4,400
3035 - Lobbysit			2,500	
3050 - Communications	104,460	139,460	180,173	180,667
3051 - Telephone Equipment Charges	1,477	1,477	1,477	1,477
3053 - Data Circuit Billing	57,859	57,859	104,618	104,618
3060 - Equipment Rental [Outside City]	1,900	1,900	1,900	1,900
3068 - Security Monitoring Services		18,007		
3070 - Professional Services	891,023	551,101	530,769	796,746
3085 - Freight	5,000	1,000	5,000	5,000
3089 - Artistic Services	6,508,000	5,502,770	6,246,674	7,375,021
3090 - City Forces	5,000	28,841	5,000	5,000
3091 - Custodial Services	284,458	184,157	290,632	362,407
3092 - Security Services	220,635	161,631	180,779	220,635
3099 - Misc Special Services	7,496,000	5,887,482	5,947,907	5,762,666
3130 - Copy Machine Rent-Lease-Maint	16,327	16,327	12,467	12,467
3151 - Department Support	435,601	435,601	437,698	447,023
3210 - Building Repairs and Maint	277,354	277,354	478,637	248,399
3310 - Insurance	446,090	446,090	770,454	821,877
3313 - Liability Premiums	8,127	8,127	8,696	8,696
3320 - Advertising	2,500	3,450	2,500	2,500
3330 - Rents [Lease]	135,000	135,000	135,000	135,000
3340 - Membership Dues	12,300	13,000	14,700	11,796
3361 - Professional Development		7,083		
3363 - Reimb-Vehicle Use,Parking	2,960	2,260	2,960	2,960
3410 - Equip - Automotive Rental	3,785	3,785	7,482	7,482
3411 - Wreck Handle Charge (fleet)		2,130	2,285	2,285
3416 - GIS Services	6,749	6,749	6,364	6,425
3420 - Commun Equip Rental	37,963	37,963	38,186	37,127
3429 - Cellphone Charges		3,031		
3430 - Data Services	42,062	42,062	43,944	43,962
3434 - Programming	135,795	135,795	187,041	194,771
3994 - Outside Temps-Staffing		8,799		
Contractual - Other Services	\$17,166,425	\$14,134,649	\$15,674,843	\$16,811,307
5002 - Dept Support Reimb	(435,601)	(435,601)	(437,698)	(447,023)
5011 - Reimb Fr Othr Organizaton	(2,504,346)	(1,764,604)	(1,560,366)	(3,054,788)
Reimbursements	\$(2,939,947)	\$(2,200,205)	\$(1,998,064)	\$(3,501,811)
Department Total	\$20,866,115	\$17,827,215	\$20,204,697	\$20,156,223



OFFICE OF DATA ANALYTICS & BUSINESS INTELLIGENCE

MISSION

Use data to improve the lives of the people of Dallas.

DEPARTMENT GOALS

- Establish a City data inventory by October 1, 2021
- Fully staff the new Office by December 2020
- Create the framework for an Open Data Information Repository by October 1, 2021

FUNCTIONAL ORGANIZATION CHART



OFFICE OF DATA ANALYTICS & BUSINESS INTELLIGENCE

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$0	\$0	\$2,723,804	\$2,787,561
Supplies - Materials	\$0	\$0	\$255,375	\$266,601
Contractual - Other Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$0	\$0	\$2,979,179	\$3,054,161
Reimbursements	\$0	\$0	\$(1,717,266)	\$(1,792,248)
Department Total	\$0	\$0	\$1,261,913	\$1,261,913
Department Total Revenue	\$0	\$0	\$0	\$0

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Information and Technology Services Reimbursement	(1,717,266)	(1,792,248)
Reimbursement Total	\$(1,717,266)	\$(1,792,248)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

OFFICE OF DATA ANALYTICS & BUSINESS INTELLIGENCE

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	0.00	0.00	25.50	26.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.75	1.00
Department Total	0.00	0.00	26.25	27.00

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for an Innovation Lab, which consists primarily of software and licenses.	0	\$205,375	\$205,375
Establish the Office of Data Analytics and Business Intelligence and transfer 24 positions and funding from Transportation, Information and Technology Services, and the Office of Innovation (23.25 FTEs).	24	\$2,464,383	\$2,539,365
Create three new Data positions (3.00 FTEs).	3	\$259,421	\$259,421
Total Major Budget Items	27	\$2,929,179	\$3,004,161

OFFICE OF DATA ANALYTICS & BUSINESS INTELLIGENCE

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of City data inventory completed	N/A	N/A	100%	100%
Percentage of students who successfully complete the Data Academy course	N/A	N/A	65%	75%

SERVICE DESCRIPTION AND BUDGET

- Data Analytics: Provides critical data insight to support informed decision-making that enhances essential service delivery and affects systemic policies directly impacting the residents of Dallas. This team is charged to discover, manage, and maintain the City's data to improve usability, transparency, and openness.
- GIS: Provides geospatial mapping and analytical services for the City.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Data Analytics	\$0	\$0	\$1,261,913	\$1,261,913
GIS	\$0	\$0	\$0	\$0
Department Total	\$0	\$0	\$1,261,913	\$1,261,913

OFFICE OF DATA ANALYTICS & BUSINESS INTELLIGENCE

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian			2,227,976	2,235,297
1117 - Vacancy Savings - Salary			(60,718)	
1301 - Pension - Civilian			303,576	309,873
1303 - Life Insurance			2,124	2,124
1304 - Health Insurance			218,624	218,624
1306 - Fica			31,425	20,845
1309 - Wellness Program			797	797
Personnel Services			\$2,723,804	\$2,787,561
2110 - Office Supplies			50,000	61,226
2735 - Software Purchase - \$1000			205,375	205,375
Supplies - Materials			\$255,375	\$266,601
5011 - Reimb Fr Othr Organizaton			(1,717,266)	(1,792,248)
Reimbursements			\$(1,717,266)	\$(1,792,248)
Department Total			\$1,261,913	\$1,261,913



OFFICE OF ECONOMIC DEVELOPMENT

MISSION

Promote Dallas as a diverse, globally competitive business destination that fosters economic opportunities.

DEPARTMENT GOALS

- Market Dallas as a global and connected business center, while working with new and existing industries to initiate the creation of new jobs and investment
- Implement the Economic Development Strategic Plan for the City with the end goal of increasing economic opportunities and broadening and diversifying the tax base
- Focus the use of economic development tools to achieve integrated development and neighborhood redevelopment
- Incubate and support small business and entrepreneurship in collaboration with partners across the ecosystem
- Establish a specification review team to remove barriers from procurement opportunities, ensuring competition, opportunity, and efficiency, and regularly perform project monitoring site visits
- Establish a joint venture program between minority/women owned business enterprises (M/WBEs) and larger companies in order to gain experience as a prime contractor while increasing bonding capacity

FUNCTIONAL ORGANIZATION CHART



*Transferred from Management Services effective October 1, 2020

OFFICE OF ECONOMIC DEVELOPMENT

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the proposed budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$4,976,037	\$3,539,323	\$5,074,253	\$5,429,723
Supplies - Materials	\$61,007	\$59,878	\$104,900	\$102,047
Contractual - Other Services	\$3,222,211	\$3,302,124	\$2,920,401	\$2,936,753
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$8,259,255	\$6,901,325	\$8,099,554	\$8,468,523
Reimbursements	\$(2,893,410)	\$(1,868,793)	\$(2,656,827)	\$(2,651,777)
Department Total	\$5,365,845	\$5,032,532	\$5,442,727	\$5,816,746
Department Total Revenue	\$100,000	\$42,117	\$15,000	\$15,000

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Department Support	(982,496)	(990,478)
Economic Development Programs Reimbursement	(1,674,331)	(1,661,299)
Reimbursement Total	\$(2,656,827)	\$(2,651,777)

OFFICE OF ECONOMIC DEVELOPMENT

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
0065 - New Market Tax Credit	216,305	216,305
0351 - South Dallas/Fair Park Opportunity Fund	931,134	500,000
0680 - Sales Tax Agreement Fund	361,779	416,046
0750 - Property Assessed Clean Energy	95,000	95,000
9P01 - Deep Ellum Public Improvement District	892,672	998,906
9P02 - Dallas Downtown Improvement District	8,542,910	9,348,893
9P03 - Klyde Warren Park-Dallas Arts District Public Improvement District	1,594,760	1,754,236
9P04 - Knox Street Public Improvement District	412,333	424,454
9P05 - Lake Highlands Public Improvement District	845,782	953,034
9P06 - North Lake Highlands Public Improvement District	463,886	542,319
9P07 - Oak Lawn-Hi Line Public Improvement District	441,424	421,151
9P08 - Prestonwood Public Improvement District	425,435	447,525
9P09 - South Dallas-Fair Park Improvement District	165,000	175,000
9P10 - South Side Public Improvement District	362,757	352,800
9P11 - Tourism Public Improvement District	13,395,678	15,208,732
9P12 - University Crossing Public Improvement District	1,017,356	1,037,703
9P13 - Uptown Public Improvement District	2,967,045	3,263,750
9P15 - Vickery Meadow Public Improvement District	1,106,449	1,105,419
Total Fund	\$34,237,705	\$37,261,273

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

OFFICE OF ECONOMIC DEVELOPMENT

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	46.50	31.31	52.50	53.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.03	0.10	0.10
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	46.50	31.34	52.60	53.10

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Establish a contract compliance and monitoring team with the addition of one Manager III and one Senior Contract Compliance Administrator position (1.50 FTEs).	2	\$124,627	\$168,727
Eliminate two Economic Development Analyst positions, one Economic Development Coordinator position, and one Executive Secretary position (4.00 FTEs).	(4)	\$(318,969)	\$(318,969)
Transfer Assistant Director position and Chief Planner position to Planning and Urban Design and eliminate the reimbursement associated with the Chief Planner position (2.00 FTEs).	(2)	\$(166,272)	\$(166,272)
Eliminate transfer to the South Dallas/Fair Park Opportunity Fund.	0	\$(800,000)	\$(800,000)
Consolidate the Office of Business Diversity into the Office of Economic Development (8.00 FTEs).	8	\$826,215	\$901,270

OFFICE OF ECONOMIC DEVELOPMENT

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Transfer the Fresh Start employment program from the Office of Community Care, including one Compliance Coordinator and one Manager II position (2.00 FTEs).	2	\$230,000	\$230,000
Transfer funding for protocol support services to the Office of Government Affairs.	0	\$(50,000)	\$(50,000)
Transfer one Partner Liaison position from the Office of Homeless Solutions (1.00 FTE).	1	\$90,113	\$90,113
Add funding to support reentry and pre-reentry programming as part of the City's Reimagining Public Safety effort.	0	\$500,000	\$500,000
Decrease funding for various membership dues (North Texas Commission, North American Strategy for Competitiveness, and Tech Titans).	0	\$(64,100)	\$(64,100)
Total Major Budget Items	7	\$371,614	\$490,769

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of business outreach visits	240	1,447	240	240
Number of jobs created or retained through written commitment	5,000	4,136	2,500	5,000
Dollars in capital investment fostered	\$500,000,000	\$577,535,000	\$250,000,000	\$500,000,000
Percentage of overall M/WBE participation on City procurements (by spend)	25%	25%	30%	30%
Percentage spent with local businesses	40%	43.3%	40%	40%
Percentage spent with local M/WBE businesses	50%	77.6%	65%	70%
Percentage of Fresh Start clients who maintain employment for six months	N/A	49.4%	25%	25%
Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem	N/A	N/A	40%	40%

OFFICE OF ECONOMIC DEVELOPMENT

SERVICE DESCRIPTION AND BUDGET

- **Area Redevelopment:** Oversees project incentives for real estate development and infrastructure in the City’s seven service areas, coordinates and implements development/redevelopment efforts in collaboration with cross-departmental teams, and supports major initiatives.
- **Business and Workforce Inclusion:** Supports the City to meet requirements for the inclusion of small/minority/women-owned business enterprises (S/M/WBEs) in the procurement process while building the capacity of S/M/WBEs and connecting Dallas residents to job opportunities with those businesses.
- **Business Development:** Focuses on outreach activities to recruit new businesses as well as provide support for expanding and retaining existing businesses. Also strengthens the City’s relationship with site selectors, developers, and business development partners.
- **Community Development:** Leverages community development tools to support financing of mixed-income, multi-family housing developments in areas of opportunity. In addition, acts as the City’s liaison with the City of Dallas Housing Finance Corporation.
- **Performance Monitoring, Compliance, and Analysis:** Provides centralized oversight for a complex incentive agreement/contract portfolio administered by the Office of Economic Development to ensure compliance with pertinent contract terms and local, state, and federal regulations. Assists in the exploratory research/analysis of economic development information/databases and preparation of project information.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Area Redevelopment	\$734,373	\$963,457	\$776,238	\$813,040
Business and Workforce Inclusion	\$0	\$0	\$2,610,273	\$2,660,414
Business Development	\$1,717,921	\$1,724,385	\$1,360,696	\$1,543,369
Community Development	\$1,371,046	\$938,094	\$303,209	\$363,415
Creative Industries	\$321,349	\$124,265	\$0	\$0
Performance Monitoring, Compliance & Analysis	\$0	\$0	\$392,311	\$436,509
Targeted Development	\$1,221,156	\$1,282,332	\$0	\$0
Department Total	\$5,365,845	\$5,032,533	\$5,442,727	\$5,816,746

OFFICE OF ECONOMIC DEVELOPMENT

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	3,981,040	2,680,401	4,281,599	4,281,600
1104 - Other Wages		(3,486)		
1117 - Vacancy Savings - Salary			(353,892)	
1201 - Overtime - Civilian	4,800	2,969	8,960	8,729
1203 - Service Incentive Pay	7,596	6,836	7,776	8,008
1208 - Sick Leave Term Pay - Civilian		35,480		
1210 - Vacation Term Pay - Civilian		38,649		
1301 - Pension - Civilian	567,293	387,001	606,026	607,786
1303 - Life Insurance	1,521	1,494	4,179	4,195
1304 - Health Insurance	342,383	336,307	433,701	437,473
1306 - Fica	57,905	40,032	62,325	62,324
1308 - Mandatory Deferred Comp		163		
1309 - Wellness Program	1,256	1,234	1,580	1,593
1314 - Worker's Compensation	12,243	12,243	22,000	18,015
Personnel Services	\$4,976,037	\$3,539,323	\$5,074,253	\$5,429,723
2110 - Office Supplies	11,365	10,230	10,717	11,230
2111 - Office Supplies Chargeback	10,683	10,683	11,582	11,582
2232 - Food Supplies	3,318	2,739	4,300	4,300
2252 - Meter Postage	6,679	6,679	6,924	6,924
2280 - Other Supplies			2,000	2,000
2710 - Furniture - Fixtures	5,000	4,000	4,000	4,000
2731 - Data Processing Equipment	23,662	10,097	11,781	8,415
2735 - Software Purchase - \$1000	300	15,450	53,596	53,596
Supplies - Materials	\$61,007	\$59,878	\$104,900	\$102,047
3020 - Food - Laundry Service	6,500	2,899	4,102	4,045
3030 - Printing - Photo Services	3,000	4,386	3,145	3,145
3033 - Legal Fees		5,231		
3050 - Communications	32,889	32,889	45,479	45,608
3051 - Telephone Equipment Charges		427		
3053 - Data Circuit Billing	17,761	23,299	27,476	27,476
3060 - Equipment Rental [Outside City]	400		400	400
3070 - Professional Services	217,687	217,687	677,311	668,989
3072 - Contractor Service Fees	503,000	503,000	453,000	453,000
3090 - City Forces	2,510	57,895	8,200	8,200
3099 - Misc Special Services	22,098	4,711	10,294	14,854
3130 - Copy Machine Rent-Lease-Maint	13,263	13,263	12,527	12,527
3150 - Copy Center Charges	2,288		5,788	5,788
3151 - Department Support	908,866	964,822	982,496	990,478
3310 - Insurance	1,740	1,740	3,513	3,748
3313 - Liability Premiums	1,695	1,695	2,236	2,236
3320 - Advertising	107,358	76,154	115,045	115,045
3340 - Membership Dues	123,585	129,089	113,335	113,335
3341 - Subscriptions-Serials	72,077	100,199	61,200	61,200
3361 - Professional Development	128,699	85,992	38,806	38,806
3363 - Reimb-Vehicle Use,Parking	7,708	7,708	11,630	11,630
3364 - Personnel Development		23,330	4,800	4,800
3410 - Equip - Automotive Rental		196		
3416 - GIS Services	14,227	14,227	7,598	7,736
3429 - Cellphone Charges	14,232	11,568	15,820	15,820
3430 - Data Services	30,825	30,825	43,047	43,287

OFFICE OF ECONOMIC DEVELOPMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3434 - Programming	188,891	188,891	273,153	284,600
3690 - Miscellaneous Transfers	800,000	800,000		
3899 - Other Misc Exp - Reimb	912			
Contractual - Other Services	\$3,222,211	\$3,302,124	\$2,920,401	\$2,936,753
5002 - Dept Support Reimb	(908,866)	(964,822)	(982,496)	(990,478)
5011 - Reimb Fr Othr Organizaton	(994,913)	(236,121)	(999,812)	(986,780)
5321 - Reimbursement - Aviation	(150,000)			
5323 - Reimbursement - Convention Center	(70,000)	(48,931)		
5998 - Reimbursement - Bond and TIF Projects	(769,631)	(618,919)	(674,519)	(674,519)
Reimbursements	\$(2,893,410)	\$(1,868,793)	\$(2,656,827)	\$(2,651,777)
Department Total	\$5,365,845	\$5,032,532	\$5,442,727	\$5,816,746

PARK & RECREATION

MISSION

Champion lifelong recreation and serve as responsible stewards of the City’s parks, trails, and open spaces.

DEPARTMENT GOALS

- Improve safety and security throughout the park system through increased use of cameras and an expanded and enhanced park security force by implementing Phase 2 of Park Ranger hiring, resulting in 12 total Park Rangers
- Increase the percentage of residents with a park within a half mile (10-minute walk) to 73 percent by September 2021
- Improve marketing and communications to enhance park operations and user satisfaction from 90 to 92 percent by September 2021
- Provide a citywide youth initiative for access to safe and affordable after-school programs, enhance students’ educational efforts, and be inclusive of sports, recreation, science and technology, performing arts, and health and wellness programs through enhanced delivery of recreation programming from 95 to 97 percent through September 2021
- Build and strengthen public/private partnership opportunities to create a more sustainable park system by seeking five partnerships with school districts, community groups, and/or organizations
- Create a more connected and active community by increasing trails connectivity from 61 to 63 percent by September 2021

FUNCTIONAL ORGANIZATION CHART



PARK & RECREATION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$45,283,517	\$40,681,363	\$47,186,575	\$48,553,625
Supplies - Materials	\$12,022,567	\$9,588,105	\$11,818,995	\$12,094,677
Contractual - Other Services	\$38,722,488	\$37,621,591	\$37,957,794	\$38,477,755
Capital Outlay	\$1,163,969	\$1,472,882	\$1,205,886	\$1,301,386
Expense Total	\$97,192,541	\$89,363,941	\$98,169,250	\$100,427,443
Reimbursements	\$(3,855,804)	\$(3,855,804)	\$(3,855,804)	\$(3,855,804)
Department Total	\$93,336,737	\$85,508,137	\$94,313,446	\$96,571,639
Department Total Revenue	\$10,968,510	\$4,170,113	\$9,728,522	\$11,418,976

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Building Services Reimbursement	(13,000)	(13,000)
Dallas Police Department Reimbursement	(64,004)	(64,004)
Dallas Water Utilities Reimbursement	(400,000)	(400,000)
Junior Golf Program Reimbursement	(357,319)	(357,319)
Library Reimbursement	(8,173)	(8,173)
Office of Community Care Reimbursement	(14,069)	(14,069)
Park and Recreation Program Fund Reimbursement	(458,327)	(458,327)
Samuell Park Fund Trust Reimbursement	(65,000)	(65,000)
Southern Skates Roller Rink Reimbursement	(75,000)	(75,000)
Storm Drainage Management Reimbursement	(2,400,912)	(2,400,912)
Reimbursement Total	\$(3,855,804)	\$(3,855,804)

PARK & RECREATION

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
CD20 - FY 2020-21 Community Development Block Grant	750,000	750,000
0426 - Fair Park Naming Sponsorship	2,934,943	0
0530 - Capital Gifts Donation and Development	3,592,316	2,869,000
0330 - Samuell Park Expendable Trust	560,839	1,740,027
0349 - Park and Recreation Athletic Field Maintenance	634,775	749,285
9P32 - Park Land Dedication Program	512,770	512,770
Total Fund	\$8,985,643	\$6,621,082

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	802.33	602.72	777.83	784.58
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	10.50	18.76	10.50	10.50
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	104.20	51.72	98.20	98.20
Department Total	917.03	673.20	886.53	893.28

PARK & RECREATION

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add four Park Ranger positions in FY 2019-20, four in FY 2020-21, and three in FY 2021-22 (4.00 FTEs in FY 2020-21).	4	\$275,592	\$275,592
Reduce one-time funding added in FY 2019-20 for operation and maintenance of new facilities.	0	\$(221,488)	\$(221,488)
Eliminate one Senior Landscape Architect position (1.00 FTE).	(1)	\$(43,494)	\$(43,494)
Eliminate overtime for Golf staff and reduce funding in supplies and contractual services.	0	\$(155,720)	\$(155,720)
Reduce fleet rental equipment budget.	0	\$(274,932)	\$(274,932)
Reduce one partner contract.	0	\$(258,008)	\$(258,008)
Close the Fair Oaks Tennis Center and eliminate the National Junior Tennis League (NJTL) Youth Tennis Summer Program.	0	\$(69,778)	\$(69,778)
Defer operation and maintenance funding for 12 playgrounds and park maintenance capital equipment and eliminate funding to purchase new heavy-duty equipment.	0	\$(319,454)	\$(319,454)
Close the Fruitdale Recreation Center (2.50 FTEs).	(3)	\$(202,546)	\$(202,546)
Reduce contractor service fees for all partners.	0	\$(353,391)	\$(353,391)
Increase funding for contract mowing services from \$534,542 to \$835,847.	0	\$301,305	\$301,305
Increase budget for using organic chemicals on park land from \$5,370 to \$515,217.	0	\$0	\$509,847
Add funding for a Marketing Manager III and Communications Manager II position to create and centralize marketing and public relations functions (1.50 FTEs).	2	\$0	\$356,166
Eliminate two Contract Compliance positions (1.50 FTEs).	(2)	\$(132,658)	\$(132,658)

PARK & RECREATION

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate one vacant Environmental Services position (1.00 FTE).	(1)	\$(42,934)	\$(42,934)
Reduce funding from Zoo contract related to the aquarium.	0	\$(300,000)	\$(300,000)
Transfer capital investments funding to be approved by Chief Financial Officer for Fair Park to Non-Departmental.	0	\$(1,150,000)	\$(1,150,000)
Add funding and three positions for youth activities and programs to be implemented April 2021 as part of the City's Reimagining Public Safety effort (2.25 FTEs and one-time startup costs in FY 2020-21; 3.00 FTEs and full-year funding in FY 2021-22).	3	\$500,000	\$500,000
Add five new positions for the operation and maintenance of new and/or renovated projects (3.75 FTEs).	5	\$0	\$411,634
Reduce funding for van rental and eight vacant positions (8.00 FTEs).	(8)	\$(761,222)	\$(761,222)
Eliminate 12 vacant positions in the Facilities division (12.00 FTEs).	(12)	\$(443,868)	\$(443,868)
Eliminate nine vacant positions in the Golf division (6.00 FTEs).	(9)	\$(244,954)	\$(244,954)
Reduce service level at all aquatic facilities from 10 weeks to 8 weeks.	0	\$(108,853)	\$(108,853)
Add funding for encampment resolution teams.	0	\$106,765	\$106,765
Total Major Budget Items	(22)	\$(3,899,638)	\$(2,621,991)

PARK & RECREATION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Annual number of daily visits to partnership programs/facilities including the Arboretum, Cedar Ridge Preserve, Zoo Children’s Aquarium, and Audubon Center	3,699,341	1,890,910	3,800,793	3,914,816
Operating expenditures per acre of land managed or maintained	\$1,531	\$1,174	\$1,631	\$1,608
Annual value of volunteer hours for park system	\$6,145,449	\$5,656,889	\$4,017,600	\$5,022,000
Percentage of residents within half mile of a park	70%	71%	73%	73%
Average number of recreation programming hours per week (youth, seniors, and athletic leagues)	2,070	1,935	1,604	1,604
Participation rate at late-night Teen Recreation (TRec) sites	60%	7%	80%	85%
Percentage of park visits completed by Park Rangers	N/A	N/A	95%	95%

PARK & RECREATION

SERVICE DESCRIPTION AND BUDGET

- Aquatic Services: Operates and maintains 11 community pools, six family aquatic centers, Bahama Beach Waterpark, Bachman indoor pool, and aquatics programming at one Dallas Independent School District indoor pool.
- Golf and Tennis Centers: Provides management of six golf courses (open to the public 365 days per year) and five tennis centers (open to the public 364 days per year).
- Leisure Venue Management: Provides financial support and contract management for visitor destinations including the Dallas Arboretum, Texas Discovery Gardens, Cedar Ridge Preserve, Trinity River Audubon Center, Dallas Zoo, MoneyGram Soccer Complex, and Klyde Warren Park.
- Operation – Maintenance of Fair Park: Fair Park is a 277-acre tourist destination and Texas’ most visited public park with diverse offerings, sporting events, and first-class entertainment at multiple event venues. This service is managed by a nonprofit group.
- Park Land Maintained: Provides maintenance, infrastructure improvements, and volunteer coordination for more than 20,000 managed acres at 397 parks, park facilities, trails, athletic fields, and playgrounds.
- Planning, Design, Construction – EMS and Environmental Compliance: Manages the implementation of the Park and Recreation Department’s capital program and the management of the environmental compliance program as required by an Environmental Protection Agency Consent Decree.
- Recreation Services: Operates 43 recreation centers, including two centers dedicated to senior programming. Provides more than 16,800 programs and serves more than 1,400,000 participants annually.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Aquatic Services	\$6,013,824	\$4,194,125	\$6,450,718	\$6,732,617
Golf and Tennis Centers	\$5,653,186	\$4,854,007	\$5,264,716	\$5,268,642
Leisure Venue Management	\$18,776,768	\$16,829,945	\$17,908,436	\$17,943,415
Operation - Maintenance of Fair Park	\$5,150,000	\$5,766,085	\$3,850,000	\$3,850,000
Park Land Maintained	\$32,256,064	\$31,677,008	\$35,153,809	\$36,902,067
Planning, Design, Construction - EMS and Environ Compliance	\$2,169,158	\$2,151,331	\$2,112,888	\$2,109,429
Recreation Services	\$23,317,737	\$20,035,636	\$23,572,879	\$23,765,469
Department Total	\$93,336,737	\$85,508,137	\$94,313,446	\$96,571,639

PARK & RECREATION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	34,644,376	24,332,710	35,997,417	37,311,739
1104 - Other Wages		66,755		
1111 - Cell Phone Stipend	35,745	35,008	35,655	34,655
1117 - Vacancy Savings - Salary	(1,409,539)		(1,447,222)	(1,557,439)
1201 - Overtime - Civilian	485,249	1,100,668	437,196	438,646
1203 - Service Incentive Pay	165,767	147,955	167,599	167,599
1207 - Compensatory Time Pay - Civ		103,757		
1208 - Sick Leave Term Pay - Civilian		242,009		
1210 - Vacation Term Pay - Civilian		173,374		
1251 - Off-road Vehicle Use		645		
1301 - Pension - Civilian	4,389,191	4,314,619	4,480,639	4,752,335
1303 - Life Insurance	22,833	22,785	57,856	58,044
1304 - Health Insurance	5,268,286	5,253,898	5,899,354	5,951,236
1306 - Fica	501,802	477,950	511,922	531,213
1308 - Mandatory Deferred Comp	26,170	26,730	26,024	26,170
1309 - Wellness Program	18,546	18,694	21,540	21,722
1314 - Worker's Compensation	1,135,091	1,135,091	998,595	817,705
1401 - Sick Leave - Civilian		874,454		
1402 - Vacation Leave - Civilian		1,014,820		
1403 - Holiday Leave - Civilian		798,149		
1404 - Jury Duty Leave - Civilian		6,392		
1405 - Death in Family Leave - Civ		38,873		
1406 - Administrative Leave - Civilian		377,045		
1408 - Attendance Incentive Leave - Civ		102,452		
1453 - Continuance Pay - Civilian		16,529		
Personnel Services	\$45,283,517	\$40,681,363	\$47,186,575	\$48,553,625
2110 - Office Supplies	119,556	21,883	107,809	110,109
2111 - Office Supplies Chargeback		38,168	7,100	1,900
2120 - Tools	219,337	285,187	258,834	260,530
2130 - Copy Supplies	955	955	955	955
2140 - Light - Power	2,266,147	2,266,147	1,980,171	2,130,514
2160 - Fuel Supplies	78,871	(54,777)	79,674	79,771
2170 - Water - Sewer	2,902,713	1,280,022	2,782,258	2,809,298
2181 - Fuel - Lube For Vehicles	646,711	646,711	633,720	633,720
2183 - Fuel - Lube	9,600	5,800	11,662	11,662
2185 - Tires - Tubes	29,200	30,100	23,003	23,003
2190 - Mechanical Supplies	5,610	5,610	3,590	3,590
2200 - Chemical Medical Surgical	300,901	274,229	292,588	292,788
2220 - Laundry - Cleaning Supplies	201,058	298,211	205,515	206,470
2231 - Clothing	228,929	115,651	220,585	159,620
2232 - Food Supplies	270,154	52,738	283,944	237,394
2251 - Stamp Postage		(1,000)		
2252 - Meter Postage	8,746	3,754	8,306	6,706
2261 - Edu - Recreational Supplies	837,514	270,849	843,833	785,333
2262 - Botanical - Agricultural Supplies	671,629	671,629	742,015	1,255,271
2270 - Printing Supplies		(5,000)		
2280 - Other Supplies	263,498	286,750	594,481	329,333
2290 - Event Supplies	56,853	44,161	46,651	71,651
2310 - Building Materials	69,410	51,050	89,990	89,990
2320 - Filtration Plants			5,000	5,000

PARK & RECREATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2420 - Other Structures	593,142	535,317	660,518	685,904
2590 - Other Improvements	813,987	899,316	779,928	783,278
2710 - Furniture - Fixtures	280,536	336,067	181,451	190,451
2720 - Machine Tools	339,522	361,187	298,124	304,124
2730 - Major Apparatus	1,200	4,208		
2731 - Data Processing Equipment	585,397	684,079	516,999	464,402
2735 - Software Purchase - \$1000	124,064	69,700	34,599	34,599
2770 - Audiovisual Equipment	25,089	38,189	31,864	31,864
2780 - Photography - Film Equipment	2,500	2,450	3,300	3,300
2790 - Protective Equipment	32,016	8,763	33,031	34,600
2860 - Books Reference Book Only	50			50
2890 - Miscellaneous Equipment	37,672	60,000	57,497	57,497
Supplies - Materials	\$12,022,567	\$9,588,105	\$11,818,995	\$12,094,677
3012 - CHDO- Operating Expenses		(6,300)		
3020 - Food - Laundry Service	120,132	102,000	99,151	99,217
3030 - Printing - Photo Services	119,313	119,493	88,988	93,988
3050 - Communications	587,466	633,326	843,444	845,754
3051 - Telephone Equipment Charges		1,169		1,000
3053 - Data Circuit Billing	454,113	548,609	718,044	718,044
3060 - Equipment Rental [Outside City]	593,533	546,636	27,126	524,126
3063 - Field Trips-Child-Senior Activities	658,000	(22,425)	704,300	655,575
3064 - Contract Instructor Fee	1,300,000	500,000	1,300,000	1,300,000
3065 - Sport Officiating Service	259,000	17,780	264,000	216,000
3068 - Security Monitoring Services	349,255	476,163	342,785	332,985
3070 - Professional Services	1,068,158	897,504	1,117,164	1,137,164
3072 - Contractor Service Fees	21,618,064	23,179,139	19,787,790	19,787,790
3074 - Music License Fees	6,000	5,350	6,500	6,500
3080 - Cable Tv Services	17,500	13,000	17,500	17,500
3090 - City Forces	144,532	73,008	136,302	133,602
3091 - Custodial Services	61,523	120,320	56,298	56,448
3092 - Security Services	359,063	888,183	314,809	326,609
3093 - Driver Improvement School		205		
3094 - Wrecker Services	825	1,500		
3098 - Day Labor	19,048	42,000	23,529	23,529
3099 - Misc Special Services	317,327	185,367	623,665	290,071
3110 - Equip Repairs and Maintenance	112,507	97,488	95,306	95,306
3130 - Copy Machine Rent-Lease-Maint	151,285	153,062	119,932	122,092
3150 - Copy Center Charges	6,156	3,656	6,046	3,656
3201 - Stores Overhead Charges	1,640	1,640	1,260	1,260
3210 - Building Repairs and Maint	4,477,617	3,478,410	4,865,916	5,012,133
3310 - Insurance	510,271	510,271	854,396	911,422
3313 - Liability Premiums	174,550	174,550	213,579	213,579
3315 - Tolls		16		
3320 - Advertising	371,660	47,250	392,660	488,903
3330 - Rents [Lease]	28,157	38,250	34,734	34,734
3340 - Membership Dues	2,500	1,994		
3341 - Subscriptions-Serials	500	1,909	500	500
3361 - Professional Development	107,158	45,922	98,258	98,258
3363 - Reimb-Vehicle Use,Parking	55,559	89,247	53,376	53,651
3364 - Personnel Development	74,097	27,500	54,898	54,898
3410 - Equip - Automotive Rental	1,401,063	1,401,063	1,267,329	1,303,422
3411 - Wreck Handle Charge (fleet)	72,659	72,659	76,465	76,465
3412 - Fuel And Lube	3,600	3,600	3,600	3,600

PARK & RECREATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3415 - Entertainment Rental - Service	97,000	38,216	97,750	81,250
3416 - GIS Services	72,610	72,610	104,202	105,204
3420 - Commun Equip Rental	179,834	179,834	187,925	182,593
3429 - Cellphone Charges	53,317	44,790	5,928	8,088
3430 - Data Services	308,029	308,029	411,578	411,907
3434 - Programming	2,229,713	2,229,713	2,331,077	2,439,226
3437 - Continual Software License Fee	1,450	17,575	1,450	1,450
3438 - Software Maintenance Fee	24,350	24,350	31,350	31,350
3450 - Bldg Servs-City Hall Oper		555		
3460 - Disposal Services	59,751	129,000	87,008	87,030
3518 - Credit Card Charges	57,313	27,750	57,513	57,513
3599 - Misc. Other Charges	3,540	1,000	4,216	4,216
3994 - Outside Temps-Staffing	31,750	77,655	28,147	28,147
Contractual - Other Services	\$38,722,488	\$37,621,591	\$37,957,794	\$38,477,755
4090 - City Forces	586,013	586,013	576,428	576,428
4599 - Improvements non-Building	235,000	413,507	235,000	235,000
4710 - Furniture Fixtures Equip		(4,455)		
4720 - Mach Tools Implem Major	296,545	397,091	291,454	291,454
4740 - Motor Vehicles Cap			10,182	5,682
4742 - Trucks	46,411	46,411	92,822	192,822
4890 - Misc Equipment Capital		34,315		
Capital Outlay	\$1,163,969	\$1,472,882	\$1,205,886	\$1,301,386
5011 - Reimb Fr Othr Organizaton	(1,454,892)	(1,454,892)	(1,454,892)	(1,454,892)
5012 - Reimbursements-Stormwater	(2,400,912)	(2,400,912)	(2,400,912)	(2,400,912)
Reimbursements	\$(3,855,804)	\$(3,855,804)	\$(3,855,804)	\$(3,855,804)
Department Total	\$93,336,737	\$85,508,137	\$94,313,446	\$96,571,639

PLANNING & URBAN DESIGN

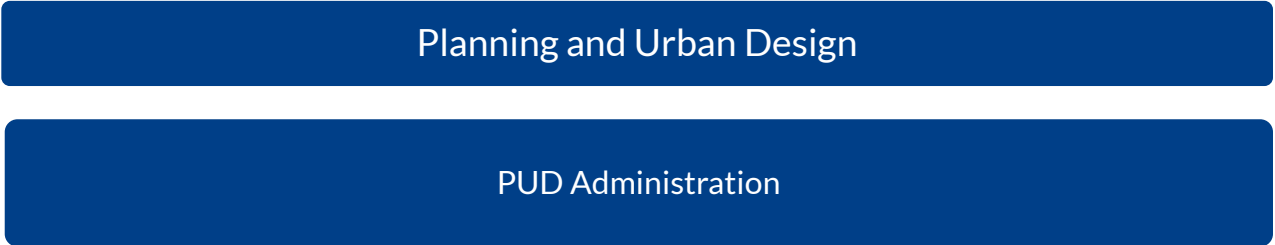
MISSION

Develop and implement comprehensive land use and revitalization plans through diligent community engagement and collaboration across departments and external agencies to strategically advance economic vitality, environmental sustainability, and equity throughout Dallas.

DEPARTMENT GOALS

- Draft a major update to the forwardDallas! citywide comprehensive land use plan to advance strategic priorities through an implementation and monitoring program with metrics by February 2022
- Draft three prioritized area plans for City Council consideration to serve as the basis for City-initiated rezoning by October 2022
- Draft a master plan to guide reuse and redevelopment of Hensley Field by April 2022
- Engage at least one percent of the Dallas population in citywide and area planning through a variety of engagement and neighborhood capacity building strategies by October 2021
- Provide timely reviews and recommendations on development projects to advance adopted land use and urban design policy

FUNCTIONAL ORGANIZATION CHART



PLANNING & URBAN DESIGN

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,857,024	\$2,609,532	\$2,915,618	\$2,951,914
Supplies - Materials	\$32,996	\$11,617	\$27,837	\$27,837
Contractual - Other Services	\$551,683	\$419,470	\$414,280	\$437,901
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,441,703	\$3,040,619	\$3,357,735	\$3,417,652
Reimbursements	\$(45,000)	\$(37,320)	\$(45,000)	\$(45,000)
Department Total	\$3,396,703	\$3,003,299	\$3,312,735	\$3,372,652
Department Total Revenue	\$0	\$0	\$0	\$0

REIMBURSEMENTS

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Tax Increment Financing Reimbursement	(45,000)	(45,000)
Reimbursement Total	\$(45,000)	\$(45,000)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

PLANNING & URBAN DESIGN

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	27.00	24.97	27.00	27.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.01	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	1.20	0.00	0.00	0.00
Department Total	28.20	24.98	27.00	27.00

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for PolicyMap subscription.	0	\$50,000	\$50,000
Eliminate one-time funding for Urban Land Use Planning.	0	\$(200,000)	\$(200,000)
Transfer Chief Planner position and Assistant Director position from the Office of Economic Development (2.00 FTEs).	2	\$261,385	\$261,385
Eliminate University of Texas - Arlington Intern Program (1.20 FTEs).	(4)	\$(35,805)	\$(35,805)
Eliminate Dallas Neighborhood Vitality Grant (DNVG) Program and one Outreach Specialist II position (1.00 FTE).	(1)	\$(152,715)	\$(152,715)
Eliminate Operation Beautification Program and one Outreach Specialist II position (1.00 FTE).	(1)	\$(80,692)	\$(80,692)
Total Major Budget Items	(4)	\$(157,827)	\$(157,827)

PLANNING & URBAN DESIGN

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of population engaged in planning/capacity-building projects	N/A	N/A	1%	1%
Percentage of development projects receiving policy/design review within 14 days	N/A	90%	95%	95%
Percentage of annual Comprehensive Plan project milestones completed	N/A	90%	90%	90%

SERVICE DESCRIPTION AND BUDGET

- PUD Administration: Advances neighborhood revitalization and organization capacity-building through a variety of citywide and neighborhood-focused programs, including community outreach and planning, service coordination events, and external partnerships. Reviews projects and develops City and neighborhood revitalization plans to implement forwardDallas!, the Comprehensive Housing Policy, and the proposed Economic Development Strategic Plan to promote quality of life, a connected city, and an increased tax base.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Neighborhood Vitality	\$894,421	\$387,267	\$0	\$0
Planning and Design Studio	\$1,277,890	\$513,119	\$0	\$0
PUD Administration	\$1,224,392	\$2,102,913	\$3,312,735	\$3,372,652
Department Total	\$3,396,703	\$3,003,299	\$3,312,735	\$3,372,652

PLANNING & URBAN DESIGN

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,280,261	1,930,452	2,321,935	2,358,162
1104 - Other Wages		2,673		
1106 - Merits			43,361	12,811
1111 - Cell Phone Stipend	2,160	2,160	2,160	2,160
1117 - Vacancy Savings - Salary			(31,422)	
1201 - Overtime - Civilian	1,800	677		
1203 - Service Incentive Pay	1,776	1,776	1,872	1,872
1207 - Compensatory Time Pay - Civ		11,984		
1301 - Pension - Civilian	319,645	294,091	334,321	335,119
1303 - Life Insurance	926	926	1,964	1,964
1304 - Health Insurance	207,749	207,749	197,631	197,631
1306 - Fica	33,146	29,628	34,356	34,438
1308 - Mandatory Deferred Comp	354		52	52
1309 - Wellness Program	756	756	721	721
1314 - Worker's Compensation	8,451	8,451	8,667	6,984
1401 - Sick Leave - Civilian		20,981		
1402 - Vacation Leave - Civilian		41,950		
1403 - Holiday Leave - Civilian		47,651		
1405 - Death in Family Leave - Civ		885		
1408 - Attendance Incentive Leave - Civ		6,741		
Personnel Services	\$2,857,024	\$2,609,532	\$2,915,618	\$2,951,914
2110 - Office Supplies	2,365	1,967	2,165	2,165
2111 - Office Supplies Chargeback		398		
2181 - Fuel - Lube For Vehicles	316	316	278	278
2220 - Laundry - Cleaning Supplies		709		
2232 - Food Supplies	3,500	376	3,300	3,300
2252 - Meter Postage	2,000	26	2,000	2,000
2280 - Other Supplies	8,496	51	8,496	8,496
2290 - Event Supplies	12,072	3,526	8,702	8,702
2735 - Software Purchase -\$1000	3,407	3,407	2,056	2,056
2860 - Books Reference Book Only	40	40	40	40
2890 - Miscellaneous Equipment	800	800	800	800
Supplies - Materials	\$32,996	\$11,617	\$27,837	\$27,837
3020 - Food - Laundry Service	3,250	900	3,250	3,250
3030 - Printing - Photo Services	4,575	1,675	4,175	4,175
3050 - Communications	22,612	23,548	28,861	28,944
3051 - Telephone Equipment Charges	250	250	250	250
3053 - Data Circuit Billing	11,532	11,532	17,436	17,436
3060 - Equipment Rental [Outside City]		3,165		
3070 - Professional Services	5,505	5,505	3,018	3,018
3090 - City Forces	300	3,810	300	300
3099 - Misc Special Services	236,175	51,200	29,470	29,470
3130 - Copy Machine Rent-Lease-Maint	4,552	4,552	3,540	3,540
3310 - Insurance	1,110	1,110	1,877	20,946
3313 - Liability Premiums	1,081	1,081	1,194	1,194
3315 - Tolls	40		40	40
3320 - Advertising	1,500	3,187	1,500	1,500
3340 - Membership Dues	9,609	9,669	9,332	9,332
3341 - Subscriptions-Serials	895	53,301	51,529	51,529
3361 - Professional Development	31,812	17,500	31,812	31,812

PLANNING & URBAN DESIGN

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3363 - Reimb-Vehicle Use,Parking	1,900	500	1,455	1,455
3410 - Equip - Automotive Rental	2,529	3,031	4,726	4,726
3411 - Wreck Handle Charge (fleet)			3,841	3,841
3416 - GIS Services	7,844	7,844	3,598	3,632
3429 - Cellphone Charges	4,050	3,100	4,050	4,050
3430 - Data Services	40,637	40,637	28,372	28,383
3434 - Programming	91,645	91,645	180,654	185,078
3437 - Continual Software License Fee		3,000		
3530 - Relocation Cost		9,448		
3690 - Miscellaneous Transfers	68,280	68,280		
Contractual - Other Services	\$551,683	\$419,470	\$414,280	\$437,901
5011 - Reimb Fr Othr Organizaton	(45,000)	(37,320)	(45,000)	(45,000)
Reimbursements	\$(45,000)	\$(37,320)	\$(45,000)	\$(45,000)
Department Total	\$3,396,703	\$3,003,299	\$3,312,735	\$3,372,652

PROCUREMENT SERVICES

MISSION

Deliver timely service to clients through strategic competitive purchasing while working diligently to maximize purchasing power.

DEPARTMENT GOALS

- Maintain and continuously improve Citywide acquisition planning (through the Procurement Quarterly)
- Provide ongoing training through the Dallas Contracting Officer Representative (D-COR) program for all departments
- Fully configure and implement the enterprise contract management system through Bonfire, to include hosting contracts, monitoring plans, and documenting supplier performance
- Ensure contractual spend (through Procurement Services) is on contract
- Prioritize professional development and buyer and contract management for staff

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,709,038	\$2,093,493	\$2,631,931	\$2,690,097
Supplies - Materials	\$16,273	\$16,273	\$16,273	\$16,273
Contractual - Other Services	\$296,114	\$303,278	\$369,881	\$375,460
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,021,425	\$2,413,044	\$3,018,085	\$3,081,830
Reimbursements	\$0	\$(11,024)	\$0	\$0
Department Total	\$3,021,425	\$2,402,020	\$3,018,085	\$3,081,830
Department Total Revenue	\$110,000	\$271,249	\$110,000	\$110,000

PROCUREMENT SERVICES

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	29.00	25.20	29.00	29.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.13	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	29.00	25.33	29.00	29.00

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of contracts renewed before expiration	88%	90%	90%	90%
Average number of bids received per solicitation	5	4	5	6
Percentage of spend captured on contract	94%	94%	95%	95%
Department completion rate for the Dallas Contracting Officer Representative Program	N/A	N/A	75%	85%

PROCUREMENT SERVICES

SERVICE DESCRIPTION AND BUDGET

- Purchasing-Contract Management: Purchases goods along with general and professional services in compliance with respective prevailing local, state, and federal statutes, and provides oversight for contract management across all City departments.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Purchasing-Contract Management	\$3,021,425	\$2,402,020	\$3,018,085	\$3,081,830
Department Total	\$3,021,425	\$2,402,020	\$3,018,085	\$3,081,830

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,143,162	1,448,534	2,155,589	2,152,286
1104 - Other Wages		318		
1111 - Cell Phone Stipend	721	721	721	721
1117 - Vacancy Savings - Salary			(94,568)	(34,568)
1201 - Overtime - Civilian		11,205		3,820
1203 - Service Incentive Pay	6,240	6,240	6,240	6,240
1207 - Compensatory Time Pay - Civ		5,698		
1210 - Vacation Term Pay - Civilian		41,451		
1301 - Pension - Civilian	306,114	229,679	304,793	304,318
1303 - Life Insurance	902	847	2,091	2,091
1304 - Health Insurance	212,778	200,602	214,931	214,931
1306 - Fica	31,177	26,716	31,256	31,209
1309 - Wellness Program	772	727	783	783
1314 - Worker's Compensation	7,172	7,172	10,095	8,266
1401 - Sick Leave - Civilian		38,262		
1402 - Vacation Leave - Civilian		22,581		
1403 - Holiday Leave - Civilian		42,944		
1406 - Administrative Leave - Civilian		3,594		
1407 - Military Leave - Civilian		250		
1408 - Attendance Incentive Leave - Civ		5,951		
Personnel Services	\$2,709,038	\$2,093,493	\$2,631,931	\$2,690,097
2110 - Office Supplies	1,468	1,468	1,468	1,468
2111 - Office Supplies Chargeback	5,426	5,426	5,426	5,426
2252 - Meter Postage	2,412	2,412	2,412	2,412
2710 - Furniture - Fixtures	6,967	6,967	6,967	6,967
Supplies - Materials	\$16,273	\$16,273	\$16,273	\$16,273
3020 - Food - Laundry Service		765		
3030 - Printing - Photo Services	300	624	300	300
3050 - Communications	43,781	43,781	47,980	48,110
3051 - Telephone Equipment Charges		2,777		
3053 - Data Circuit Billing	18,698	18,698	27,476	27,476
3090 - City Forces		1,824		
3099 - Misc Special Services		777		
3130 - Copy Machine Rent-Lease-Maint	6,075	6,075	6,269	6,269

PROCUREMENT SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3150 - Copy Center Charges	28	28	28	28
3310 - Insurance	855	855	1,670	1,781
3313 - Liability Premiums	832	832	1,063	1,063
3320 - Advertising		103		
3340 - Membership Dues		595		
3361 - Professional Development	36,520	36,520	37,364	37,363
3363 - Reimb-Vehicle Use,Parking	100	100	100	100
3416 - GIS Services	2,435	2,435	3,766	3,803
3429 - Cellphone Charges	6,500	6,500	6,500	6,500
3430 - Data Services	18,506	18,506	25,989	26,000
3434 - Programming	161,484	161,484	211,376	216,667
Contractual - Other Services	\$296,114	\$303,278	\$369,881	\$375,460
5011 - Reimb Fr Othr Organizaton		(11,024)		
Reimbursements		\$(11,024)		
Department Total	\$3,021,425	\$2,402,020	\$3,018,085	\$3,081,830

PUBLIC WORKS

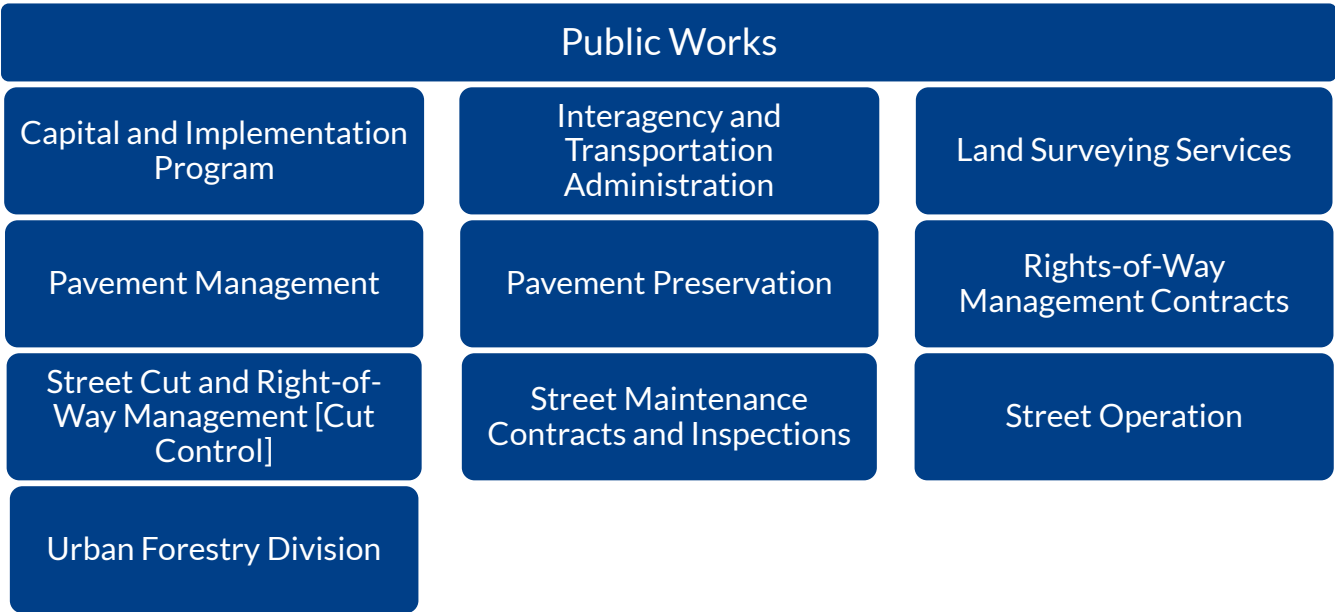
MISSION

Maintain and enhance the condition and safety of Dallas streets, alleys, and sidewalks while promoting innovative, “service first” solutions and a high quality of life for Dallas residents, businesses, and visitors.

DEPARTMENT GOALS

- Implement the revised Streets Design Manual, which will detail how City departments evaluate future street reconstruction projects for feasibility and integration of complete street features such as landscaping, bike lanes, or enhanced sidewalks
- Further enhance the Infrastructure Management Program (IMP) to include updating the Pavement Management Strategy and start including other programs such as the Annual Pavement Markings Program
- Continue efforts with key stakeholders to coordinate and, if possible, partner in planned construction projects with developers, utilities, and other City departments
- Continue oversight and guidance of the City’s small cell deployment to include deployment in residential areas and parks and develop a request for proposal (RFP) for fiber network buildout across the City
- Identify and implement organizational changes to optimize service delivery
- Begin development of proposed 2023 Bond Program projects and program revisions to include a review of policies for selection of bond projects

FUNCTIONAL ORGANIZATION CHART



PUBLIC WORKS

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$27,404,753	\$27,168,072	\$27,744,932	\$28,394,232
Supplies - Materials	\$6,867,050	\$7,601,998	\$9,396,456	\$9,551,476
Contractual - Other Services	\$47,495,424	\$46,283,865	\$45,923,986	\$45,967,516
Capital Outlay	\$5,863,247	\$6,110,257	\$2,209,668	\$2,209,668
Expense Total	\$87,630,474	\$87,164,192	\$85,275,042	\$86,122,892
Reimbursements	\$(9,021,067)	\$(9,455,875)	\$(9,133,845)	\$(9,133,845)
Department Total	\$78,609,407	\$77,708,318	\$76,141,197	\$76,989,047
Department Total Revenue	\$2,786,665	\$2,925,107	\$4,024,446	\$4,097,367

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Water Utilities Reimbursement	(391,787)	(391,787)
Department Support	(3,401,696)	(3,401,696)
Storm Drainage Management Reimbursement	(5,304,362)	(5,304,362)
Sustainable Development and Construction Reimbursement	(36,000)	(36,000)
Reimbursement Total	\$(9,133,845)	\$(9,133,845)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

PUBLIC WORKS

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	442.03	385.70	449.92	449.92
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	28.00	33.10	40.40	40.40
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	470.03	418.80	490.32	490.32

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Increase contract for slurry and microsurfacing for an additional 98 lane miles.	0	\$1,912,268	\$1,912,268
Eliminate four Laborer II positions, one Laborer I position, and eight unfunded positions (8.00 FTEs).	(13)	\$(230,167)	\$(230,167)
Transfer three positions from the General Fund to the Internal Service Fund (3.00 FTEs).	(3)	\$(188,144)	\$(188,144)
Eliminate three positions and transfer two to the City Controller's Office as part of the reorganization designed to optimize Citywide payroll processes (5.00 FTEs).	(5)	\$(269,432)	\$(269,432)
Reduce the General Fund transfer to the Street and Alley Fund for pay-as-you-go financing of projects.	0	\$(4,200,890)	\$(4,200,890)
Add funding for street improvements.	0	\$2,667,595	\$2,667,595
Total Major Budget Items	(21)	\$(308,770)	\$(308,770)

PUBLIC WORKS

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of streets with a Pavement Condition Index rating of C or better	65%	75.80%	67%	66%
Percentage of potholes repaired within three days	98%	96%	98%	98%
Percentage of asphalt service requests completed within SLA	N/A	90%	92%	92%
Percentage of concrete service requests completed within SLA	N/A	90%	92%	92%
Number of lane miles completed through Onyx preservation (in-house)	N/A	N/A	112	112
Percentage of planned lane miles improved (726 miles)	N/A	N/A	100%	100%

SERVICE DESCRIPTION AND BUDGET

- Capital and Implementation Program: Awards over \$100 million annually in design and construction projects. Creates and maintains the fundamental transportation infrastructure systems required for economic growth.
- Interagency and Transportation Administration: Leverages approximately \$10 million in outside funds by implementing partnership projects related to transit, freeways/tollways, bike lanes, sidewalks, bridges, intersections, and thoroughfares.
- Land Surveying Services: Completes approximately 8,200 research requests annually. Provides land surveying services, manages projects, and reviews consultant proposals and submittals for surveying for all City departments.
- Pavement Management: Collects data and assesses the condition of approximately 11,700 lane miles of streets, 700 lane miles of alleys and street assets throughout Dallas, and analyzes data to identify current and projected pavement conditions in support of street maintenance and capital improvement programs.
- Pavement Preservation: The in-house preservation group will be applying Onyx, a new preventive maintenance treatment designed to extend the useful life of asphalt pavement. During FY 2020-21, the new treatment will be applied to 111 lane miles of pavement, reducing the lane miles previously performed by private contractors.

PUBLIC WORKS

- **Rights-of-Way Maintenance Contracts:** Administers contracted services including major thoroughfare sweeping of approximately 2,200 gutter miles, maintenance of approximately 1,700 acres of median/right-of-way (ROW) mowing, TxDOT ROW mowing, oversees the MOWMentum Program, and provides inspections for outside contractors to ensure quality control.
- **Street Cut and Right-of-Way Management [Cut Control]:** Monitors and enforces activities within the public right-of-way infrastructure by permitting, inspecting, and reviewing more than 10,000 permits and construction.
- **Street Maintenance Contracts and Inspections:** Administers and inspects street maintenance contracts for pavement treatments such as resurfacing, partial reconstruction, restoration, and micro-surfacing programs.
- **Street Operation:** Maintains inventory of approximately 6,200 lane miles of asphalt streets, 5,500 lane miles of concrete streets, and 1,254 lane miles of alleys and provides major and temporary maintenance repairs on streets and alleys generated by service requests and planned programs.
- **Urban Forestry Division:** Maintains median trees, including clearance pruning, removals, and assessment of tree health and hazards. Works with the MOWmentum program to approve and assist with tree planting projects in City ROW. Prepares responses to unexpected tree failures in the City ROW. Provides mowing and litter removal for more than 1,000 City surplus properties and Floodway Management Areas.

PUBLIC WORKS

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Capital and Implementation Program	\$1,507,979	\$1,514,622	\$758,469	\$758,469
Interagency and Transportation Administration	\$247,135	\$242,563	\$105,864	\$105,864
Land Surveying Services	\$90,783	\$146,441	\$108,680	\$110,727
Pavement Management	\$665,589	\$747,896	\$762,353	\$787,352
Pavement Preservation	\$0	\$0	\$2,186,338	\$2,130,306
Rights-of-Way Maintenance Contracts	\$5,541,912	\$5,787,624	\$5,556,042	\$5,576,547
Street Cut and Right-of-Way Management [Cut Control]	\$818,437	\$921,748	\$657,580	\$684,241
Street Maintenance Contracts and Inspections	\$36,249,479	\$33,791,418	\$30,420,542	\$30,420,542
Street Operation	\$33,006,406	\$34,128,244	\$35,041,673	\$35,867,324
Urban Forestry Division	\$481,688	\$427,761	\$543,656	\$547,675
Department Total	\$78,609,407	\$77,708,318	\$76,141,197	\$76,989,047

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	19,666,046	15,684,587	19,548,222	19,575,429
1104 - Other Wages		6,351		
1106 - Merits		41		
1111 - Cell Phone Stipend	3,840	8,227	4,800	4,800
1117 - Vacancy Savings - Salary	(1,529,051)		(1,520,472)	(662,423)
1201 - Overtime - Civilian	1,729,297	2,257,094	1,538,328	1,538,328
1203 - Service Incentive Pay	156,657	123,304	116,084	116,084
1207 - Compensatory Time Pay - Civ		26,003		
1208 - Sick Leave Term Pay - Civilian		131,444		
1210 - Vacation Term Pay - Civilian		104,624		
1301 - Pension - Civilian	3,060,500	2,794,652	3,033,154	3,039,970
1303 - Life Insurance	15,521	15,521	32,450	32,450
1304 - Health Insurance	3,275,373	3,275,373	3,326,983	3,326,983
1306 - Fica	310,153	279,355	310,872	311,267
1309 - Wellness Program	12,906	12,906	12,121	12,121
1314 - Worker's Compensation	703,511	703,511	1,342,390	1,099,223
1401 - Sick Leave - Civilian		550,049		
1402 - Vacation Leave - Civilian		594,982		
1403 - Holiday Leave - Civilian		496,420		
1404 - Jury Duty Leave - Civilian		2,808		
1405 - Death in Family Leave - Civ		21,192		
1406 - Administrative Leave - Civilian		3,748		
1408 - Attendance Incentive Leave - Civ		71,901		
1453 - Continuance Pay - Civilian		3,977		
Personnel Services	\$27,404,753	\$27,168,072	\$27,744,932	\$28,394,232

PUBLIC WORKS

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2111 - Office Supplies Chargeback	31,320	19,129	33,720	33,720
2120 - Tools	291,745	245,275	285,377	282,812
2130 - Copy Supplies	8,474	7,500	8,474	8,474
2140 - Light - Power	114,773	114,773	120,000	123,600
2160 - Fuel Supplies	23,341	15,433	23,342	23,342
2170 - Water - Sewer	38,500	17,919	38,500	38,500
2181 - Fuel - Lube For Vehicles	1,018,024	1,018,024	827,674	827,674
2182 - Mechanical Supplies for Vehicles	62,400	57,401	62,400	62,400
2183 - Fuel - Lube	3,425	9,349	3,425	3,425
2185 - Tires - Tubes	19,147	21,676	18,739	18,740
2190 - Mechanical Supplies	25,539	28,416	25,539	25,539
2200 - Chemical Medical Surgical	61,090	47,733	52,472	52,472
2220 - Laundry - Cleaning Supplies	41,629	38,472	41,629	41,629
2231 - Clothing	203,520	212,898	192,271	192,271
2232 - Food Supplies	18,275	20,010	19,775	19,775
2252 - Meter Postage	3,831	560	3,831	3,831
2261 - Edu - Recreational Supplies	3,003	4,410	2,250	2,250
2262 - Botanical - Agricultural Supplies	4,400	2,523	4,400	4,400
2280 - Other Supplies	171,506	162,333	383,760	383,759
2510 - Streets Roadways-Highways	4,474,823	5,309,273	7,039,716	7,193,701
2550 - Waterworks Mains	2,284	2,284	2,284	2,284
2560 - Sanitary Sewer		702		
2571 - Service Connections	350	406	350	350
2710 - Furniture - Fixtures	14,169	28,298	4,500	4,500
2720 - Machine Tools	137,750	134,464	134,150	129,150
2730 - Major Apparatus		58		5,000
2731 - Data Processing Equipment	28,320	30,987	3,813	3,813
2735 - Software Purchase -\$1000	2,500		3,000	3,000
2741 - Motor Vehicle	58,490	50,917	57,490	57,490
2770 - Audiovisual Equipment	199	776		
2790 - Protective Equipment	1,450		1,000	1,000
2860 - Books Reference Book Only	2,775		2,575	2,575
Supplies - Materials	\$6,867,050	\$7,601,998	\$9,396,456	\$9,551,476
3020 - Food - Laundry Service	400	916	400	400
3030 - Printing - Photo Services	6,625	7,739	6,975	6,975
3050 - Communications	180,540	180,541	198,530	199,097
3051 - Telephone Equipment Charges		1,923		
3053 - Data Circuit Billing	109,068	109,068	119,941	119,941
3060 - Equipment Rental [Outside City]	20,559	131,285	37,178	30,772
3070 - Professional Services	7,291,528	6,632,596	5,353,732	5,353,732
3071 - Management Service Fees			75,814	75,814
3072 - Contractor Service Fees	18,946,182	17,845,440	22,251,918	22,251,918
3080 - Cable Tv Services		316		
3085 - Freight	20	2,530	20	20
3090 - City Forces	40,050	53,041	40,050	40,050
3092 - Security Services	38,766	38,766	36,666	36,266
3094 - Wrecker Services	4,200	4,200	4,200	4,200
3099 - Misc Special Services	282,656	265,858	73,220	73,220
3110 - Equip Repairs and Maintenance	184,284	174,207	183,535	183,535
3130 - Copy Machine Rent-Lease-Maint	51,330	51,330	17,767	17,767
3150 - Copy Center Charges	854	388	845	845
3151 - Department Support	3,254,663	3,414,379	3,401,696	3,401,696
3201 - Stores Overhead Charges		2,610		

PUBLIC WORKS

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3210 - Building Repairs and Maint	321,950	321,950		
3310 - Insurance	31,820	31,820	99,395	106,029
3311 - Premium Phys Damage Ins			6,350	
3313 - Liability Premiums	157,377	157,377	349,317	349,317
3315 - Tolls	6,658	7,288	6,658	6,658
3320 - Advertising	330	621	330	330
3340 - Membership Dues	5,250	3,740	5,250	5,250
3341 - Subscriptions-Serials		1,200		
3361 - Professional Development	8,970	4,597	9,420	9,420
3363 - Reimb-Vehicle Use,Parking	200	151	200	200
3364 - Personnel Development	14,625	3,883	17,625	17,625
3410 - Equip - Automotive Rental	2,247,398	2,247,398	2,455,142	2,455,142
3411 - Wreck Handle Charge (fleet)	219,894	219,895	255,586	255,586
3416 - GIS Services	45,647	45,647	58,563	59,126
3420 - Commun Equip Rental	449,054	449,054	471,383	458,394
3421 - Veh License - Registration Fees	6,650		5,601	5,601
3429 - Cellphone Charges	43,755	48,754	42,755	42,755
3430 - Data Services	210,629	210,629	241,762	241,931
3434 - Programming	1,409,603	1,409,603	1,401,619	1,463,361
3438 - Software Maintenance Fee	3,000	3,000	18,000	18,000
3460 - Disposal Services	199,999	175,184	176,543	176,543
3637 - Capital Const Transfer	11,700,890	11,700,890	8,500,000	8,500,000
3994 - Outside Temps-Staffing		324,053		
Contractual - Other Services	\$47,495,424	\$46,283,865	\$45,923,986	\$45,967,516
4090 - City Forces	1,229,242	1,229,357	900,238	900,238
4111 - Engineering Design	49,921	49,921		
4113 - Testing	7,500	7,500		
4230 - Acquisition - Court Costs	2,400	2,400		
4510 - Strts Roadwys Hiwy Alleys	482,266	660,316	500,000	500,000
4530 - Sidewlks Curbs Steps Gutr	347,780	347,780	347,780	347,780
4599 - Improvements non-Building	65,210	65,210		
4720 - Mach Tools Implem Major	396,154	389,464	444,464	444,464
4750 - Other Vehicles	3,282,773	3,358,309	17,186	17,186
Capital Outlay	\$5,863,247	\$6,110,257	\$2,209,668	\$2,209,668
5002 - Dept Support Reimb	(3,254,664)	(3,414,380)	(3,401,696)	(3,401,696)
5011 - Reimb Fr Othr Organizaton	(15,000)	(103,676)		
5012 - Reimbursements-Stormwater	(5,319,362)	(5,025,834)	(5,304,362)	(5,304,362)
5325 - Reimbursement - Dallas Water Utilities	(396,041)	(875,985)	(391,787)	(391,787)
5329 - Reimbursement - Building Inspection	(36,000)	(36,000)	(36,000)	(36,000)
Reimbursements	\$(9,021,067)	\$(9,455,875)	\$(9,133,845)	\$(9,133,845)
Department Total	\$78,609,407	\$77,708,318	\$76,141,197	\$76,989,047

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

MISSION

Partner with the community to build a safe and dynamic Dallas.

DEPARTMENT GOALS

- Establish a culture of continuous improvement
- Collaborate with a panel of stakeholders and experts to evaluate departmental operations and recommend enhancements based on best practices

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$3,383,376	\$3,214,521	\$3,458,005	\$3,446,038
Supplies - Materials	\$30,899	\$38,741	\$30,361	\$30,361
Contractual - Other Services	\$358,606	\$273,959	\$294,529	\$332,445
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,772,881	\$3,527,221	\$3,782,895	\$3,808,844
Reimbursements	\$(1,913,915)	\$(1,913,915)	\$(1,913,915)	\$(1,913,915)
Department Total	\$1,858,966	\$1,613,306	\$1,868,980	\$1,894,929
Department Total Revenue	\$3,682,413	\$3,585,817	\$2,386,576	\$2,386,576

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Water Utilities Reimbursement	(587,081)	(536,043)
NAS Redevelopment Fund Reimbursement	(103,997)	(179,030)
Property Acquisition and Leases Reimbursement	(566,687)	(556,661)
Sustainable Development and Construction (Enterprise Fund) Reimbursement	(656,150)	(642,181)
Reimbursement Total	\$(1,913,915)	\$(1,913,915)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	38.90	34.40	36.92	36.92
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.03	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	38.90	34.43	36.92	36.92

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of abandonment/ license applications routed within five days	95%	96%	95%	95%
Percentage of routine maintenance certificates of appropriateness completed within seven days	95%	95%	95%	95%

SERVICE DESCRIPTION AND BUDGET

- **Authorized Hearings:** Provides support to the City Council, Council committees, and City Plan Commission on City-initiated zoning hearings and code amendments. Processes applications for Neighborhood Stabilization Overlays and Conservation Districts.
- **Conservation District:** Assists Dallas' communities in protecting certain neighborhood characteristics, such as architectural style, density, structure height, and setback guidelines.
- **Real Estate and Relocation:** Acquires easements and property for public use, provides necessary relocation benefits to qualified persons and businesses displaced due to public acquisitions, assists property owners in obtaining abandonments, licenses, and leases, and sells surplus and tax-foreclosed properties.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Authorized Hearings	\$721,158	\$674,320	\$736,995	\$735,278
Conservation District	\$388,290	\$363,528	\$381,498	\$345,488
Real Estate and Relocation	\$749,518	\$575,457	\$750,487	\$814,163
Department Total	\$1,858,966	\$1,613,306	\$1,868,980	\$1,894,929

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,717,408	2,183,355	2,782,938	2,781,991
1104 - Other Wages		501		
1111 - Cell Phone Stipend	960	960	960	960
1117 - Vacancy Savings - Salary	(108,954)		(107,822)	(107,822)
1201 - Overtime - Civilian		2,579		
1203 - Service Incentive Pay	6,981	6,981	7,632	7,632
1207 - Compensatory Time Pay - Civ		3,091		
1210 - Vacation Term Pay - Civilian		6,383		
1301 - Pension - Civilian	386,927	386,927	394,773	394,628
1303 - Life Insurance	1,417	1,417	2,680	2,680
1304 - Health Insurance	273,773	273,773	275,408	275,408
1306 - Fica	39,511	39,511	40,477	40,463
1309 - Wellness Program	1,188	1,188	1,003	1,003
1314 - Worker's Compensation	64,165	64,165	59,956	49,095
1401 - Sick Leave - Civilian		80,239		
1402 - Vacation Leave - Civilian		67,599		
1403 - Holiday Leave - Civilian		68,045		
1404 - Jury Duty Leave - Civilian		680		
1405 - Death in Family Leave - Civ		3,973		
1406 - Administrative Leave - Civilian		17,639		
1408 - Attendance Incentive Leave - Civ		5,516		
Personnel Services	\$3,383,376	\$3,214,521	\$3,458,005	\$3,446,038
2110 - Office Supplies	1,137	1,137	5,342	5,342
2111 - Office Supplies Chargeback	10,450	10,450		
2181 - Fuel - Lube For Vehicles	2,175	2,175	1,917	1,917
2231 - Clothing	8,000		8,000	8,000
2252 - Meter Postage	160	1,598	6,444	6,444
2280 - Other Supplies	5,106	5,106	4,787	4,787
2731 - Data Processing Equipment	2,856	18,275	2,856	2,856
2780 - Photography - Film Equipment	750		750	750
2860 - Books Reference Book Only	265		265	265
Supplies - Materials	\$30,899	\$38,741	\$30,361	\$30,361
3020 - Food - Laundry Service	3,500		3,500	3,500
3030 - Printing - Photo Services	3,925	200	3,925	3,925
3050 - Communications	33,994	33,994	22,739	22,804
3051 - Telephone Equipment Charges	1,493	1,493	1,493	1,493
3053 - Data Circuit Billing	8,010	8,010	14,228	14,228
3070 - Professional Services	19,511	19,511	9,723	9,511
3090 - City Forces	57,043	16,276	38,228	38,228
3110 - Equip Repairs and Maintenance	418	418	418	418
3130 - Copy Machine Rent-Lease-Maint	5,228	5,228	4,523	4,523
3310 - Insurance	874	874	1,203	1,283
3313 - Liability Premiums	26,511	26,511	28,956	28,956
3320 - Advertising	2,964	2,926	2,964	2,964
3360 - Purchased Transportation	1,000		1,000	1,000
3363 - Reimb-Vehicle Use,Parking	346	346	346	346

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3364 - Personnel Development	12,222	1,492	9,722	39,722
3410 - Equip - Automotive Rental	15,942	15,942	10,837	10,837
3416 - GIS Services	4,067	4,067	4,826	4,873
3429 - Cellphone Charges	560	560	560	560
3430 - Data Services	15,811	15,811	26,554	26,568
3434 - Programming	115,974	115,974	105,402	110,358
3599 - Misc. Other Charges	29,213	4,326	3,382	6,348
Contractual - Other Services	\$358,606	\$273,959	\$294,529	\$332,445
5011 - Reimb Fr Othr Organizaton	(1,913,915)	(1,913,915)	(1,913,915)	(1,913,915)
Reimbursements	\$(1,913,915)	\$(1,913,915)	\$(1,913,915)	\$(1,913,915)
Department Total	\$1,858,966	\$1,613,306	\$1,868,980	\$1,894,929



TRANSPORTATION

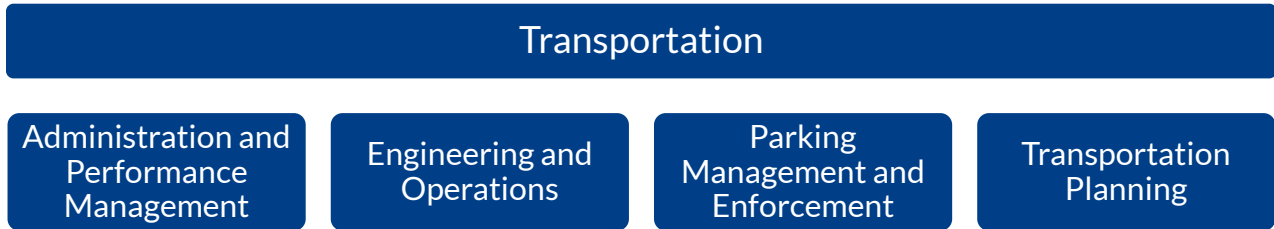
MISSION

Provide a safe and inclusive transportation system for the City of Dallas through equity, empathy, ethics, and excellence.

DEPARTMENT GOALS

- Reduce safety risks on City roads through quality planning and engineering, illuminated streets, well-operating signals, and clear markings and signage for vehicles, bicycles, and pedestrians
- Maximize operational efficiency through responsible and strategic planning, using quantifiable data to assist with prioritizing projects, and addressing extraordinary challenges with creative solutions
- Deliver quality customer service by reducing response time to service requests by five percent

FUNCTIONAL ORGANIZATION CHART



TRANSPORTATION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$12,687,784	\$10,850,601	\$11,701,253	\$11,928,378
Supplies - Materials	\$17,045,416	\$16,826,631	\$17,447,887	\$17,870,604
Contractual - Other Services	\$11,353,522	\$9,830,475	\$13,308,750	\$11,834,617
Capital Outlay	\$4,631,794	\$4,762,318	\$2,511,847	\$2,384,447
Expense Total	\$45,718,516	\$42,270,024	\$44,969,737	\$44,018,046
Reimbursements	\$(1,130,747)	\$(780,253)	\$(1,864,162)	\$(1,276,172)
Department Total	\$44,587,769	\$41,489,772	\$43,105,575	\$42,741,874
Department Total Revenue	\$10,406,355	\$7,285,591	\$13,277,339	\$13,277,339

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Capital Projects Reimbursement	(54,000)	(54,000)
Convention Center Reimbursement	(36,000)	(36,000)
High Speed Rail Reimbursement	(111,362)	0
Miscellaneous Department Reimbursement (Work Orders)	(808,000)	(831,372)
North Central Texas Council of Governments	(500,000)	0
Texas Department of Transportation	(354,800)	(354,800)
Reimbursement Total	\$(1,864,162)	\$(1,276,172)

TRANSPORTATION

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
0670 - Freeway Traffic Signals	267,500	275,000
Total Fund	\$267,500	\$ 275,000

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	168.20	132.03	150.31	150.34
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	5.76	1.86	1.81	1.81
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	1.50	0.99	1.50	1.50
Department Total	175.46	134.88	153.62	153.65

TRANSPORTATION

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate one-time costs associated with FY 2019-20 funding increase in the Highway Safety Improvement Program.	0	\$(562,314)	\$(562,314)
Eliminate the Emerging Technology position, two vacant Senior Engineer positions, and one Manager II position (4.00 FTEs).	(4)	\$(374,676)	\$(374,676)
Reduce funding for bike lanes in the General Fund from \$1,000,000 to \$705,000 and add \$500,000 in grant funding and \$295,000 in capital funding. Total bike lane funding in FY 2020-21 is \$1,500,000.	0	\$(295,000)	\$(295,000)
Reduce funding for operation and maintenance of the Dallas Streetcar.	0	\$(231,900)	\$(231,900)
Transfer five positions to the newly established Office of Data Analytics and Business Intelligence (5.00 FTEs).	(5)	\$(445,828)	\$(445,828)
Eliminate four positions as part of the reorganization designed to optimize Citywide payroll processes (4.00 FTEs).	(4)	\$(228,743)	\$(228,743)
Add funding for environmental and lighting improvements to reduce crime as part of the City's Reimagining Public Safety effort.	0	\$2,000,000	\$500,000
Add funding to expand the Neighborhood Management and Traffic Calming Program.	0	\$0	\$500,000
Reduce membership funding for the Dallas Regional Mobility Coalition and the National Association of City Transportation Officials.	0	\$(62,500)	\$(62,500)
Total Major Budget Items	(13)	(\$200,961)	(\$1,200,961)

TRANSPORTATION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of signal malfunction responses within 120 minutes	95%	91.3%	91%	91%

SERVICE DESCRIPTION AND BUDGET

- Administration and Performance Management: Assesses the department's progress toward strategic objectives using data-driven performance metrics. Also responsible for department administration and communications.
- Engineering and Operations: Manages traffic engineering and operation functions, including signalization and signage, street lighting, traffic calming studies, program/project management and related initiatives.
- Parking Management and Enforcement: Manages parking-related contracts and parking enforcement operations.
- Transportation Planning: Responsible for developing comprehensive plans for transportation needs. Manages the City's Strategic Mobility Plan, Thoroughfare Plan, Bikeway System, and Complete Streets Plan.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Administration and Performance Management	\$4,273,521	\$3,652,256	\$2,931,755	\$3,139,979
Engineering and Operations	\$33,052,165	\$30,640,146	\$33,410,713	\$32,791,011
Parking Management and Enforcement	\$5,650,804	\$5,674,015	\$5,435,159	\$5,461,645
Transportation Planning	\$1,611,279	\$1,523,355	\$1,327,948	\$1,349,239
Department Total	\$44,587,769	\$41,489,772	\$43,105,575	\$42,741,874

TRANSPORTATION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	9,322,678	7,697,616	9,522,923	9,522,923
1111 - Cell Phone Stipend		196		
1117 - Vacancy Savings - Salary	(199,821)		(665,459)	(423,175)
1201 - Overtime - Civilian	206,546	119,726	120,750	120,750
1203 - Service Incentive Pay	25,440	22,884	21,792	21,792
1208 - Sick Leave Term Pay - Civilian		21,468		
1210 - Vacation Term Pay - Civilian		35,877		
1301 - Pension - Civilian	1,449,071	1,109,661	1,290,501	1,296,029
1303 - Life Insurance	5,581	5,522	11,284	11,284
1304 - Health Insurance	1,245,833	1,236,256	1,143,656	1,143,656
1306 - Fica	145,545	114,518	134,010	134,577
1309 - Wellness Program	4,565	4,531	4,166	4,220
1314 - Worker's Compensation	482,346	482,346	117,629	96,322
Personnel Services	\$12,687,784	\$10,850,601	\$11,701,253	\$11,928,378
2110 - Office Supplies	20,604	1,096	5,000	5,000
2111 - Office Supplies Chargeback	10,000	9,413	10,000	10,000
2120 - Tools	10,830	10,830	19,831	19,830
2140 - Light - Power	13,942,708	13,942,708	14,229,000	14,655,870
2143 - Street Light Maint Charge	700,000	800,000	728,000	728,000
2160 - Fuel Supplies	5,500	5,500	5,500	5,500
2170 - Water - Sewer	5,500	5,500	5,500	5,500
2181 - Fuel - Lube For Vehicles	143,849	143,849	154,378	154,378
2220 - Laundry - Cleaning Supplies		21		
2231 - Clothing	52,000	58,717	56,000	56,000
2252 - Meter Postage	4,500	5,000	4,500	4,500
2280 - Other Supplies	1,321,856	1,265,448	1,175,260	1,175,260
2731 - Data Processing Equipment	6,500	92,985	56,740	64,240
2735 - Software Purchase - \$1000	19,700	23,114	81,970	56,180
2820 - Signal Systems	750,369	462,452	916,208	930,346
2821 - Signal Systems Reimbursable	50,000			
2860 - Books Reference Book Only	1,500			
Supplies - Materials	\$17,045,416	\$16,826,631	\$17,447,887	\$17,870,604
3020 - Food - Laundry Service	13,000	4,496	13,000	13,000
3021 - Planning Studies	250,000	150,000	150,000	150,000
3030 - Printing - Photo Services	2,500	1,140	2,500	2,500
3050 - Communications	116,699	116,699	113,769	114,094
3051 - Telephone Equipment Charges	2,550		750	750
3053 - Data Circuit Billing	61,463	61,463	68,689	68,689
3060 - Equipment Rental [Outside City]	121,000	121,000	121,000	121,000
3060 - Equipment Rental [Inside City]		3,875		
3062 - Pc Leasing [Outside City]	622		622	622
3070 - Professional Services	2,541,129	2,372,143	3,252,329	3,252,329
3072 - Contractor Service Fees	2,909,721	3,240,821	2,898,988	2,898,988
3090 - City Forces	102,094	9,200	7,131	7,131
3099 - Misc Special Services	1,486,166	11,084	1,049,757	1,046,564
3108 - ATMS Modem Billing	513,015	513,297	550,000	600,000
3110 - Equip Repairs and Maintenance	1,581,721	1,514,379	3,588,020	2,038,020
3130 - Copy Machine Rent-Lease-Maint	9,322	9,322	5,918	5,918
3150 - Copy Center Charges	300		300	300
3310 - Insurance	44,500	44,500	31,621	33,732

TRANSPORTATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3313 - Liability Premiums	188,934	188,934	43,321	43,321
3315 - Tolls	250	442	250	250
3320 - Advertising	4,000	3,000	4,000	4,000
3340 - Membership Dues	58,900	109,259	15,000	15,000
3341 - Subscriptions-Serials	2,000	750	2,000	2,000
3361 - Professional Development	40,990	39,721	32,500	32,500
3363 - Reimb-Vehicle Use,Parking		100		
3410 - Equip - Automotive Rental	279,481	281,256	355,972	355,972
3411 - Wreck Handle Charge (fleet)	30,295	50,444	68,119	68,119
3416 - GIS Services	53,347	53,347	29,490	29,694
3429 - Cellphone Charges	68,771	56,182	68,771	68,771
3430 - Data Services	98,044	98,044	112,920	112,982
3434 - Programming	755,595	755,595	704,900	731,258
3438 - Software Maintenance Fee	17,113	15,861	17,113	17,113
3994 - Outside Temps-Staffing		4,121		
Contractual - Other Services	\$11,353,522	\$9,830,475	\$13,308,750	\$11,834,617
4111 - Engineering Design		127,650		
4210 - Property Purchase Price			50,000	50,000
4742 - Trucks	335,000	404,909	321,825	160,000
4780 - Photo And Film Equipment	100,000	100,000	35,000	50,000
4820 - Signal System	4,150,314	4,083,279	2,105,022	2,124,447
4890 - Misc Equipment Capital	46,480	46,480		
Capital Outlay	\$4,631,794	\$4,762,318	\$2,511,847	\$2,384,447
5011 - Reimb Fr Othr Organizaton	(578,949)	(430,253)	(1,455,362)	(867,372)
5331 - Reimbursement - TxDOT	(368,298)	(350,000)	(354,800)	(354,800)
5998 - Reimbursement - Bond and TIF				
Projects	(183,500)		(54,000)	(54,000)
Reimbursements	\$(1,130,747)	\$(780,253)	\$(1,864,162)	\$(1,276,172)
Department Total	\$44,587,769	\$41,489,772	\$43,105,575	\$42,741,874



AVIATION

MISSION

Create innovative airport experiences by promoting safety and comfort, valuing our employees, developing our facilities, recognizing our unique role in the Dallas community, and contributing a positive economic impact.

DEPARTMENT GOALS

- Increase the public’s knowledge about AVI’s virtual and live events by responding to media requests within 24 hours and using social media to promote events
- Enrich the quality of life for the residents of Dallas and enhance the cultural appeal to city visitors by integrating high-quality visual art and performances into public spaces
- Provide award-winning food, beverage, and retail experiences for the visitors and employees at Dallas Love Field (DAL) to create excellent customer service and economic vitality
- Take a proactive approach to cybersecurity by evaluating critical assets, risks, and vulnerabilities through cybersecurity risk assessments
- Deepen the relationship with the community by conducting regular neighborhood meetings, giving them communication tools, and publishing up-to-date information regarding airport projects
- Expand upon the airport’s culture of maintenance and safety by continuing the preventive maintenance program for buildings and utilizing industry knowledge to implement coronavirus safety measures for all employees, residents, and visitors

FUNCTIONAL ORGANIZATION CHART



AVIATION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$24,175,818	\$21,438,458	\$22,536,144	\$22,536,090
Supplies - Materials	\$8,296,911	\$7,325,875	\$7,932,693	\$8,018,112
Contractual - Other Services	\$124,722,359	\$107,336,404	\$106,136,950	\$100,686,789
Capital Outlay	\$5,910,368	\$5,673,995	\$1,697,787	\$1,755,787
Expense Total	\$163,105,456	\$141,774,733	\$138,303,574	\$132,996,778
Reimbursements	\$(5,193,510)	\$(16,747,617)	\$(25,900,133)	\$(5,900,133)
Department Total	\$157,911,946	\$125,027,116	\$112,403,441	\$127,096,645
Department Total Revenue	\$157,911,946	\$119,607,305	\$112,403,441	\$127,096,645

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Coronavirus Relief Fund	(20,000,000)	0
Department Support	(5,273,433)	(5,273,433)
Texas Department of Transportation	(100,000)	(100,000)
Transportation Security Administration Reimbursement	(526,700)	(526,700)
Reimbursement Total	\$(25,900,133)	\$(5,900,133)

AVIATION

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	328.25	283.00	303.81	303.81
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	15.00	7.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	343.25	290.00	303.81	303.81

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add two Safety Specialist, one Customer Service Instructor, and two Electrician positions for the Safety Management Program (3.75 FTEs).	5	\$359,854	\$479,805
Reduce various expenditures in personnel services (43.19 FTEs), supplies, and contractual services due to loss of revenue associated with the COVID-19 pandemic.	0	\$(45,868,359)	\$(31,295,106)
Total Major Budget Items	5	\$(45,508,505)	\$(30,815,301)

AVIATION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Overall customer satisfaction index (scale 1-5)	4.48	4	4.65	4.65
Sales per enplaned passenger (SPEP)	\$11.00	\$9.00	\$11.76	\$11.76
Percentage of customer complaints resolved within 15 days of submission	N/A	N/A	100%	100%
Increase in square footage of new development at DEA	5,000	5,000	5,000	5,000
Percent increase in community attendance at DEA-sponsored events and educational programs	N/A	N/A	15%	15%

SERVICE DESCRIPTION AND BUDGET

- Aviation Facilities – Dallas Executive Airport – Vertiport: Provides for the continued operation and maintenance of Dallas Executive Airport and the Dallas Vertiport. The City of Dallas owns and operates Dallas Executive Airport (RBD) and the downtown Vertiport and provides outstanding infrastructure for the city and region’s general aviation community.
- Capital Construction and Debt Service: Provides for debt payments toward revenue-supported bonds for the Love Field Modernization Program terminal construction and debt service reimbursement to Southwest Airlines. Also included is the planned transfer of operating revenues in excess of expense requirements for capital-intensive projects.
- Dallas Love Field: Provides for the continued operation and maintenance of Dallas Love Field. The City of Dallas owns and operates DAL, one of the finest general-purpose airports in the nation.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Aviation Facilities - Dallas Executive Airport - Vertiport	\$2,840,657	\$3,793,190	\$2,290,119	\$2,462,444
Capital Construction and Debt Service	\$53,930,165	\$47,029,545	\$22,628,472	\$42,136,959
Dallas Love Field	\$101,141,124	\$74,204,380	\$87,484,850	\$82,497,242
Department Total	\$157,911,946	\$125,027,116	\$112,403,441	\$127,096,645

AVIATION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	17,895,883	14,491,853	17,082,730	17,074,671
1104 - Other Wages		9,335		
1111 - Cell Phone Stipend	3,880	7,414	3,880	3,880
1114 - One-time Pay - Uniform		536		
1201 - Overtime - Civilian	771,410	470,762		
1203 - Service Incentive Pay	52,247	43,024	49,224	49,224
1207 - Compensatory Time Pay - Civ		43,882		
1208 - Sick Leave Term Pay - Civilian		48,559		
1210 - Vacation Term Pay - Civilian		53,633		
1301 - Pension - Civilian	2,659,913	2,659,913	2,438,177	2,450,565
1303 - Life Insurance	10,602	10,602	24,119	24,056
1304 - Health Insurance	2,385,178	1,910,101	2,478,968	2,508,436
1306 - Fica	271,488	221,111	248,827	251,402
1309 - Wellness Program	8,748	8,753	9,031	9,112
1314 - Worker's Compensation	116,469	116,469	201,188	164,744
1401 - Sick Leave - Civilian		364,488		
1402 - Vacation Leave - Civilian		478,665		
1403 - Holiday Leave - Civilian		389,367		
1404 - Jury Duty Leave - Civilian		3,043		
1405 - Death in Family Leave - Civ		13,833		
1406 - Administrative Leave - Civilian		48,971		
1408 - Attendance Incentive Leave - Civ		44,145		
Personnel Services	\$24,175,818	\$21,438,458	\$22,536,144	\$22,536,090
2110 - Office Supplies	35,544	17,959	31,929	31,679
2111 - Office Supplies Chargeback	34,000	34,001	36,343	36,343
2120 - Tools	48,300	26,408	46,050	46,050
2130 - Copy Supplies	300	100	300	300
2140 - Light - Power	2,111,354	2,111,354	2,200,000	2,266,000
2160 - Fuel Supplies	263,066	260,348	263,066	263,066
2170 - Water - Sewer	330,870	334,357	330,870	330,870
2181 - Fuel - Lube For Vehicles	213,400	213,400	200,780	200,780
2182 - Mechanical Supplies for Vehicles	55,486	46,183	55,486	55,486
2183 - Fuel - Lube	6,500	1,000	6,500	6,500
2185 - Tires - Tubes	11,990	3,027	11,990	11,990
2190 - Mechanical Supplies	6,000	3,000	6,000	6,000
2200 - Chemical Medical Surgical	249,000	41,547	80,000	90,000
2220 - Laundry - Cleaning Supplies	21,000	21,000	21,950	21,950
2231 - Clothing	105,955	40,875	87,822	84,827
2232 - Food Supplies	45,125	29,836	40,052	36,116
2252 - Meter Postage	3,600	2,888	3,600	3,600
2262 - Botanical - Agricultural Supplies	222,000	219,751	177,500	177,500
2270 - Printing Supplies	17,600	13,036	14,700	13,700
2280 - Other Supplies	3,298,046	3,197,270	3,308,690	3,240,290
2290 - Event Supplies	20,868	7,000	6,020	6,020
2310 - Building Materials	89,679	94,491	66,179	16,179
2510 - Streets Roadways-Highways	105,124	93,874	87,124	87,124
2590 - Other Improvements	1,000		750	750
2710 - Furniture - Fixtures	131,073	93,699	104,513	117,513
2720 - Machine Tools	96,879	67,138	91,341	219,341
2730 - Major Apparatus	12,000	10,715	10,500	10,500

AVIATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2731 - Data Processing Equipment	427,899	289,130	379,843	374,843
2735 - Software Purchase -\$1000	4,082	2,518	3,061	3,061
2760 - Radio - Communication Eqp	80,000	5,874	37,500	37,500
2770 - Audiovisual Equipment	172,781		134,769	134,769
2780 - Photography - Film Equipment	500		500	500
2790 - Protective Equipment	37,833	18,638	45,333	45,333
2890 - Miscellaneous Equipment	38,057	25,457	41,632	41,632
Supplies - Materials	\$8,296,911	\$7,325,875	\$7,932,693	\$8,018,112
3020 - Food - Laundry Service	61,456	39,000	55,765	55,516
3030 - Printing - Photo Services	66,962	19,235	66,243	69,033
3050 - Communications	293,170	356,340	417,067	418,139
3051 - Telephone Equipment Charges	6,333	2,309	9,941	10,991
3053 - Data Circuit Billing	165,941	165,941	259,881	259,881
3060 - Equipment Rental [Outside City]	1,219,804	728,325	921,297	921,297
3068 - Security Monitoring Services	2,040,102	1,896,748	1,712,323	990,016
3070 - Professional Services	2,812,280	2,325,607	2,938,892	1,761,036
3071 - Management Service Fees	113,230	1,400	63,730	36,730
3072 - Contractor Service Fees	3,904,874	2,782,385	3,096,156	3,096,156
3080 - Cable Tv Services	3,200		3,200	3,200
3090 - City Forces	513,545	204,568	448,545	448,545
3091 - Custodial Services	2,343,141	2,343,141	2,552,060	2,552,060
3092 - Security Services	13,356,937	12,362,311	10,219,198	10,619,198
3099 - Misc Special Services	2,312,186	1,419,361	3,377,197	1,490,849
3110 - Equip Repairs and Maintenance	1,310,357	1,266,945	923,496	1,053,256
3130 - Copy Machine Rent-Lease-Maint	51,807	59,696	59,887	59,154
3150 - Copy Center Charges	800	500	800	800
3151 - Department Support	4,566,810	4,566,810	5,273,433	5,273,433
3210 - Building Repairs and Maint	8,059,263	5,374,696	7,732,126	5,750,049
3310 - Insurance	715,436	715,436	1,128,445	1,203,762
3313 - Liability Premiums	56,589	56,589	173,527	219,972
3320 - Advertising	105,485	225,573	65,998	256,206
3330 - Rents [Lease]	9,073,113	9,073,113	9,043,113	9,043,113
3340 - Membership Dues	148,428	148,253	197,923	197,089
3341 - Subscriptions-Serials	227,666	5,815	34,000	34,000
3361 - Professional Development	392,693	148,593	197,609	185,533
3363 - Reimb-Vehicle Use,Parking	1,979	2,065	1,979	1,979
3364 - Personnel Development	251,834			
3410 - Equip - Automotive Rental	207,045	207,045	242,270	242,270
3411 - Wreck Handle Charge (fleet)	28,177	28,177	9,873	9,783
3415 - Entertainment Rental - Service		73,500		
3416 - GIS Services	48,340	48,340	43,440	43,858
3420 - Commun Equip Rental	264,114	264,114	276,526	269,290
3422 - Toll Tag Fees Dallas Parking				
Garage	825,000	546,747	948,750	748,750
3429 - Cellphone Charges	151,870	132,420	152,503	134,386
3430 - Data Services	181,463	181,463	234,489	234,615
3434 - Programming	2,183,383	2,183,383	2,105,076	2,155,703
3437 - Continual Software License Fee	20,000		40,000	38,000
3460 - Disposal Services	12,115	7,489	8,000	8,000
3518 - Credit Card Charges	379,500	316,355	417,450	367,450
3538 - Interest Exp Short Term	3,150		3,150	3,150
354A - Loan Payments	266,039	266,039	266,039	266,039
3599 - Misc. Other Charges	1,500		1,500	1,500

AVIATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3637 - Capital Const Transfer	13,831,639	6,915,819		
3650 - Fire Station Reimb	8,684,885	6,840,596	5,339,249	5,339,249
3651 - Gen Fund Cost Reimb	1,795,555	1,795,555	2,075,511	2,075,511
3661 - Debt Svc Reimb -Transfers	39,326,501	39,326,501	41,326,500	41,327,500
3851 - Pension Bond Debt Service	1,178,750	1,178,750	1,188,599	1,188,599
3899 - Other Misc Exp - Reimb		15,240		
3994 - Outside Temps-Staffing	1,157,912	718,115	484,194	222,143
Contractual - Other Services	\$124,722,359	\$107,336,404	\$106,136,950	\$100,686,789
4111 - Engineering Design		335,946		
4154 - Power Line Relocation		94,703		
4310 - Buildings	250,000	250,000	50,000	100,000
4315 - Parking Structures-Lots	1,418,840	1,418,840		
4599 - Improvements non-Building		836,099		
4710 - Furniture Fixtures Equip	250,000	603,378		
4720 - Mach Tools Implem Major	1,500,000	122,845	168,451	168,451
4731 - Equip-Data Processing	1,192,068	1,735,884	862,151	862,151
4735 - Computer Software Licenses	759,100		564,825	564,825
4741 - Automobiles	274,000	203,728		
4742 - Trucks	186,000			
4770 - Audiovisual Equipment Cap	20,000			
4890 - Misc Equipment Capital	60,360	72,573	52,360	60,360
Capital Outlay	\$5,910,368	\$5,673,995	\$1,697,787	\$1,755,787
5002 - Dept Support Reimb	(4,566,810)	(4,566,810)	(5,273,433)	(5,273,433)
5011 - Reimb Fr Othr Organizaton	(626,700)	(12,180,807)	(20,626,700)	(626,700)
Reimbursements	\$(5,193,510)	\$(16,747,617)	\$(25,900,133)	\$(5,900,133)
Department Total	\$157,911,946	\$125,027,116	\$112,403,441	\$127,096,645



AVIATION – TRANSPORTATION REGULATION

MISSION

Create innovative airport experiences by promoting safety and comfort, valuing our employees, developing our facilities, recognizing our unique role in the Dallas community, and contributing a positive economic impact.

DEPARTMENT GOALS

- Increase the public's knowledge of AVI's events by responding to media requests within 24 hours and using social media to promote events
- Enrich the quality of life for the residents of Dallas and enhance the cultural appeal to city visitors by integrating high-quality visual art and performances into public spaces
- Provide award-winning food and beverage and retail experiences for the visitors and employees at Dallas Love Field (DAL) that create excellent customer service and economic vitality
- Take a proactive approach to cybersecurity by evaluating critical assets, risks, and vulnerabilities through cybersecurity risk assessments
- Intensify the relationship with the community by conducting regular neighborhood meetings, giving them communication tools, and publishing up-to-date information regarding airport projects
- Expand upon the airport's culture of maintenance and safety by continuing the preventive maintenance program for buildings and using predictive maintenance to better for maintenance issues

FUNCTIONAL ORGANIZATION CHART



AVIATION – TRANSPORTATION REGULATION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$339,611	\$377,044	\$348,077	\$347,253
Supplies - Materials	\$2,110	\$7,242	\$2,980	\$2,370
Contractual - Other Services	\$99,019	\$139,836	\$132,734	\$134,966
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$440,740	\$524,122	\$483,791	\$484,589
Reimbursements	\$(97,003)	\$(97,003)	\$(128,912)	\$(127,444)
Department Total	\$343,737	\$427,119	\$354,879	\$357,145
Department Total Revenue	\$343,737	\$427,119	\$354,879	\$357,145

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Aviation Reimbursement	(128,912)	(127,444)
Reimbursement Total	\$(128,912)	\$(127,444)

AVIATION – TRANSPORTATION REGULATION

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	5.00	5.00	5.00	5.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.06	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	5.00	5.06	5.00	5.00

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Overall customer satisfaction index (scale 1-5)	4.48	4	4.65	4.65
Sales per enplaned passenger (SPEP)	\$11.00	\$9.00	\$11.76	\$11.76
Percentage of customer complaints resolved within 15 days of submission	N/A	N/A	100%	100%

AVIATION – TRANSPORTATION REGULATION

SERVICE DESCRIPTION AND BUDGET

- Regulation and Enforcement of For-Hire Transportation: Provides regulation and enforcement of the City's for-hire transportation services. This ensures transportation-for-hire services continue to be a viable component of the transportation system and provide consumers options when using transportation services.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regulation and Enforcement of For Hire Transportation	\$343,737	\$427,119	\$354,879	\$357,145
Department Total	\$343,737	\$427,119	\$354,879	\$357,145

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	258,719	258,719	265,100	265,145
1104 - Other Wages		21		
1201 - Overtime - Civilian		4,145		
1203 - Service Incentive Pay	2,826	2,320	2,826	2,400
1207 - Compensatory Time Pay - Civ		382		
1208 - Sick Leave Term Pay - Civilian		1,313		
1210 - Vacation Term Pay - Civilian		1,928		
1301 - Pension - Civilian	37,138	37,138	38,044	37,643
1303 - Life Insurance	165	165	361	361
1304 - Health Insurance	36,835	36,835	37,725	37,725
1306 - Fica	3,793	3,793	3,886	3,844
1309 - Wellness Program	135	135	135	135
1401 - Sick Leave - Civilian		6,050		
1402 - Vacation Leave - Civilian		16,351		
1403 - Holiday Leave - Civilian		4,877		
1405 - Death in Family Leave - Civ		514		
1406 - Administrative Leave - Civilian		1,152		
1408 - Attendance Incentive Leave - Civ		1,206		
Personnel Services	\$339,611	\$377,044	\$348,077	\$347,253
2110 - Office Supplies	500	500	500	250
2111 - Office Supplies Chargeback	1,210	1,210	1,210	250
2181 - Fuel - Lube For Vehicles		336	870	870
2231 - Clothing				250
2252 - Meter Postage	400	400	400	250
2270 - Printing Supplies				500
2735 - Software Purchase -\$1000		4,796		
Supplies - Materials	\$2,110	\$7,242	\$2,980	\$2,370
3030 - Printing - Photo Services	758	758	758	758
3050 - Communications	2,651	7,448	6,997	7,017
3053 - Data Circuit Billing	1,003	1,003	4,227	4,227
3070 - Professional Services	68,924	100,852	62,418	65,400
3099 - Misc Special Services	341		341	
3130 - Copy Machine Rent-Lease-Maint	253	253	253	840

AVIATION – TRANSPORTATION REGULATION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3410 - Equip - Automotive Rental	4,194	4,194	8,457	8,457
3416 - GIS Services	507	507	649	656
3429 - Cellphone Charges	3,000	3,000	3,000	1,200
3430 - Data Services	1,806	1,806	3,875	3,877
3434 - Programming	14,468	18,779	40,645	41,420
3518 - Credit Card Charges	1,114	1,236	1,114	1,114
Contractual - Other Services	\$99,019	\$139,836	\$132,734	\$134,966
5011 - Reimb Fr Othr Organizaton	(97,003)	(97,003)	(128,912)	(127,444)
Reimbursements	\$(97,003)	\$(97,003)	\$(128,912)	\$(127,444)
Department Total	\$343,737	\$427,119	\$354,879	\$357,145



CONVENTION & EVENT SERVICES

MISSION

Serve as an economic engine for the City of Dallas through efficient management and promotion of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) and its other properties, along with the Office of Special Events (OSE), while providing a quality customer experience.

DEPARTMENT GOALS

- Increase KBHCCD FY 2020-21 event revenues (\$7,680,000) as compared to FY 2017-18 and reduce KBHCCD expenses through efficiency enhancements (\$5,600,000) in alignment with the current venue management and operations contract
- Implement and administer the renewed five-year VisitDallas contract
- Achieve a 90 percent quality of client satisfaction rating on the independently administered customer service evaluation
- Achieve a satisfaction rating of 90 percent on the OSE Satisfaction Survey
- Complete and begin implementation of the Convention Center Master Plan over the next two years to increase future KBHCCD bookings by five percent annually
- Implement a Client Management Software Portal for OSE by September 2021

FUNCTIONAL ORGANIZATION CHART



CONVENTION & EVENT SERVICES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,623,706	\$2,625,423	\$2,902,480	\$2,940,662
Supplies - Materials	\$2,628,691	\$2,899,650	\$3,132,841	\$3,185,629
Contractual - Other Services	\$109,105,857	\$63,418,031	\$79,397,260	\$104,307,412
Capital Outlay	\$0	\$0	\$400,000	\$50,000
Expense Total	\$114,358,254	\$68,943,104	\$85,832,581	\$110,483,703
Reimbursements	\$0	\$(3,282,787)	\$0	\$0
Department Total	\$114,358,254	\$65,660,316	\$85,832,581	\$110,483,703
Department Total Revenue	\$114,358,254	\$65,660,316	\$85,832,581	\$110,483,703

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	30.50	29.75	31.00	31.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.78	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	30.50	30.53	31.00	31.00

CONVENTION & EVENT SERVICES

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reimburse Dallas Fire-Rescue for two uniform positions to meet the event- and facility-related fire inspection needs of the Kay Bailey Hutchison Convention Center Dallas.	0	\$289,983	\$289,983
Reduce various expenditures in supplies and contractual services (primarily capital construction transfer, advertising, and VisitDallas, OCA, and other allowable use transfers) due to loss of revenue associated with the COVID-19 pandemic.	0	\$(27,627,917)	\$(3,122,486)
Total Major Budget Items	0	\$(27,337,934)	\$(2,832,503)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Number of planned safety repairs underway or completed	N/A	N/A	16	13
Percentage of pro-forma-based revenue increase (Spectra)	N/A	N/A	26%	40%
Percentage of client survey respondents rating their overall experience at KBHCCD as "excellent" or "good"	90%	92%	90%	90%
Percentage of permit holder survey respondents who rated their overall experience with the Office of Special Events as "excellent" or "good"	N/A	N/A	80%	80%

CONVENTION & EVENT SERVICES

SERVICE DESCRIPTION AND BUDGET

- Convention Center Debt Service Payment: Sustains the Debt Service Fund, which provides for the payment of principal and interest on the KBHCCD's outstanding revenue refunding and improvement bonds.
- Dallas Convention Center: Through a management agreement, staff operates the KBHCCD, one of the region's most powerful economic engines. The Convention Center generates dollars that reduce the burden to local taxpayers, creating regionwide jobs and economic benefits. With more than one million square feet of exhibit space, KBHCCD hosts an average of 100 professional, religious, corporate, consumer, trade, sports, and educational events each year.
- Office of Special Events (OSE): Serves as the regulatory authority for permitting outdoor special events, street pole banners, and neighborhood farmers markets. OSE promotes economic development in the city by facilitating the development and growth of new and existing events and activities.
- Union Station: Serves as a hub for major transportation providers, including Dallas Area Rapid Transit (DART) light rail, American Railroad Passenger Corporation (AMTRAK), and Trinity Railway Express (TRE). CCT oversees the operations of Union Station.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Convention Center Debt Service Payment	\$23,481,413	\$23,481,413	\$23,481,663	\$23,484,163
Dallas Convention Center	\$89,358,333	\$40,735,314	\$60,375,621	\$85,346,787
Office of Special Events	\$738,758	\$691,668	\$1,182,987	\$840,443
Union Station	\$779,750	\$751,922	\$792,310	\$812,310
Department Total	\$114,358,254	\$65,660,316	\$85,832,581	\$110,483,703

CONVENTION & EVENT SERVICES

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	2,028,075	1,977,837	2,272,640	2,311,446
1104 - Other Wages	7,804	522		
1111 - Cell Phone Stipend		858	480	480
1201 - Overtime - Civilian		37,352		
1203 - Service Incentive Pay		5,568	5,280	5,280
1208 - Sick Leave Term Pay - Civilian		12,365		
1210 - Vacation Term Pay - Civilian		6,352		
1242 - Language Assignment Pay	3,120			
1301 - Pension - Civilian	287,988	287,940	321,321	326,832
1303 - Life Insurance	953	953	2,235	2,235
1304 - Health Insurance	206,363	206,363	229,754	229,754
1306 - Fica	29,408	29,320	32,953	33,516
1309 - Wellness Program	783	781	837	837
1314 - Worker's Compensation	59,212	59,212	36,980	30,282
Personnel Services	\$2,623,706	\$2,625,423	\$2,902,480	\$2,940,662
2110 - Office Supplies	7,250	4,565	7,250	7,250
2111 - Office Supplies Chargeback	10,830	10,830	10,830	10,830
2140 - Light - Power	2,489,089	2,489,089	2,400,000	2,472,000
2160 - Fuel Supplies	11,000	188,000	213,000	213,000
2170 - Water - Sewer	42,000	202,000	393,314	393,314
2181 - Fuel - Lube For Vehicles	266	266	235	235
2231 - Clothing	500		500	500
2252 - Meter Postage	756	1,899	2,500	2,500
2280 - Other Supplies	38,000	3,000	64,000	52,000
2731 - Data Processing Equipment	4,000		11,212	4,000
2770 - Audiovisual Equipment	25,000		30,000	30,000
Supplies - Materials	\$2,628,691	\$2,899,650	\$3,132,841	\$3,185,629
3030 - Printing - Photo Services	3,200	1,042	2,750	2,750
3033 - Legal Fees	10,000	10,000	10,000	10,000
3050 - Communications	96,578	96,578	119,499	119,827
3051 - Telephone Equipment Charges	14,567	3,523	4,482	3,000
3053 - Data Circuit Billing	52,177	52,177	69,217	69,217
3060 - Equipment Rental [Outside City]	1,500			
3070 - Professional Services	38,000	28,115	39,000	39,000
3071 - Management Service Fees	500,000	500,000	500,000	500,000
3072 - Contractor Service Fees	40,279,000	19,700,094	34,006,364	41,902,241
3080 - Cable Tv Services	2,000	688	2,000	2,000
3085 - Freight	450	300	360	360
3090 - City Forces	1,741,030	1,741,030	1,691,476	1,729,128
3091 - Custodial Services		272,000	360,000	360,000
3092 - Security Services	330,000	3,017,422	1,694,069	1,694,069
3099 - Misc Special Services	155,781	150,552	209,911	219,911
3110 - Equip Repairs and Maintenance	100,000	50,000	105,000	105,000
3130 - Copy Machine Rent-Lease-Maint	17,960	17,960	14,683	14,683
3150 - Copy Center Charges	330	330	330	330
3210 - Building Repairs and Maint	153,750	241,752	222,000	222,000
3310 - Insurance	791,675	791,675	1,313,141	1,400,786
3313 - Liability Premiums	37,022	37,022	116,729	147,972
3320 - Advertising	21,291,434	9,073,648	10,621,500	15,300,015
3321 - Advertising Fees	16,250	2,644	17,000	17,000

CONVENTION & EVENT SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3340 - Membership Dues	3,100		3,100	3,100
3341 - Subscriptions-Serials	300		300	300
3361 - Professional Development	27,500	15,495	27,500	27,500
3410 - Equip - Automotive Rental	9,488	9,488	15,707	15,707
3416 - GIS Services	2,892	2,892	4,026	4,065
3420 - Commun Equip Rental	174,960	174,960	180,613	175,561
3429 - Cellphone Charges	4,000	12,000	12,000	12,000
3430 - Data Services	46,715	46,715	33,192	33,203
3434 - Programming	108,648	108,648	113,657	118,386
3437 - Continual Software License Fee	1,200	1,200		
3438 - Software Maintenance Fee	45,299		57,749	57,749
3439 - Audio-Visual Services	495	495	495	495
3460 - Disposal Services	18,000	79,497	152,000	152,000
3518 - Credit Card Charges	3,000	414,921	303,000	303,000
3599 - Misc. Other Charges	253,995	253,995	315,725	314,223
3637 - Capital Const Transfer	14,417,862			11,480,538
3651 - Gen Fund Cost Reimb	1,157,418	1,157,418	242,110	242,110
3690 - Miscellaneous Transfers	3,182,454	1,250,521	2,750,300	3,439,411
3851 - Pension Bond Debt Service	534,414	534,414	534,414	534,414
3870 - Revn Bnd-Conv Cnt Fnd 080	23,481,413	23,481,413	23,481,663	23,484,163
3994 - Outside Temps-Staffing		85,408	50,198	50,198
Contractual - Other Services	\$109,105,857	\$63,418,031	\$79,397,260	\$104,307,412
4735 - Computer Software Licenses			400,000	50,000
Capital Outlay			\$400,000	\$50,000
5011 - Reimb Fr Othr Organizaton		(3,282,787)		
Reimbursements		\$(3,282,787)		
Department Total	\$114,358,254	\$65,660,316	\$85,832,581	\$110,483,703

DALLAS WATER UTILITIES

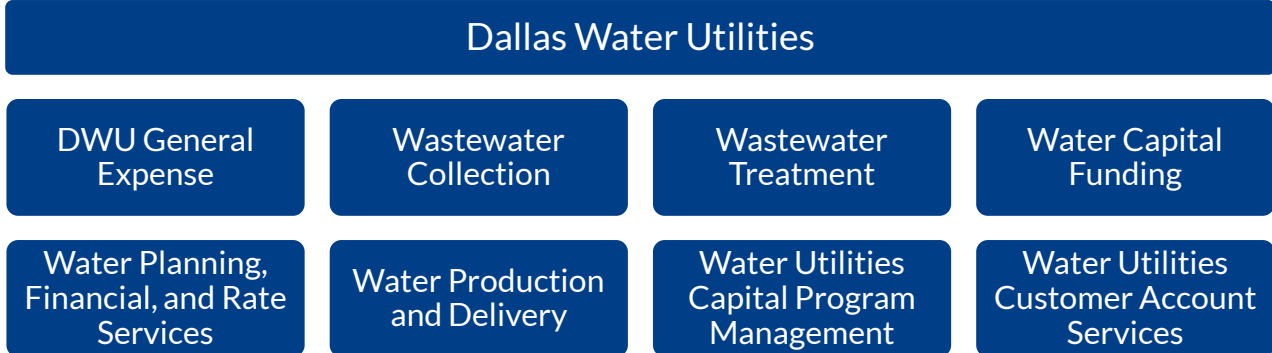
MISSION

Provide water and wastewater services vital to the health and safety of Dallas residents and our customers.

DEPARTMENT GOALS

- Continue the Integrated Pipeline Project (IPL) to connect Lake Palestine to Dallas’ water supply system by finalizing the route from the IPL to Bachman Water Treatment Plant
- Continue addressing unserved water and wastewater areas within the city of Dallas
- Provide high-quality water to meet the demands of retail and wholesale customers and ensure adequate pressure for fire protection
- Provide wastewater collection and treatment services for retail and wholesale customers while meeting U.S. Environmental Protection Agency and Texas Commission on Environmental Quality treatment plant discharge requirements and Trinity River Stream Standards as required by the Clean Water Act
- Provide timely and quality customer service
- Provide planning, design, and construction of capital projects to ensure adequate and appropriate improvements within the water and wastewater systems
- Ensure accountability of funds and prudent management of DWU’s financial resources

FUNCTIONAL ORGANIZATION CHART



DALLAS WATER UTILITIES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$110,567,254	\$107,461,698	\$111,650,222	\$113,912,857
Supplies - Materials	\$94,997,426	\$86,256,308	\$97,749,771	\$95,755,642
Contractual - Other Services	\$480,044,661	\$455,927,976	\$509,368,785	\$521,052,725
Capital Outlay	\$4,684,789	\$4,684,789	\$6,186,534	\$6,217,534
Expense Total	\$690,294,130	\$654,330,771	\$724,955,312	\$736,938,758
Reimbursements	\$(9,073,211)	\$(10,091,703)	\$(10,176,971)	\$(10,359,295)
Department Total	\$681,220,919	\$644,239,068	\$714,778,341	\$726,579,463
Department Total Revenue	\$670,485,708	\$633,499,067	\$692,146,200	\$718,432,215

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Department Support	(7,350,455)	(7,511,621)
Contractor Reimbursement	(250,000)	(250,000)
General Fund Reimbursement	(2,576,516)	(2,597,674)
Reimbursement Total	\$(10,176,971)	\$(10,359,295)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

DALLAS WATER UTILITIES

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	1,429.00	1,361.95	1,434.50	1,435.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	140.26	174.39	140.26	140.26
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	1,569.26	1,536.34	1,574.76	1,575.26

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Increase financing for the Integrated Pipeline project from fund balance.	0	\$10,500,000	\$18,000,000
Add capital program financing from fund balance.	0	\$10,000,000	\$10,500,000
Add funding to cover increased costs related to street rental payments to the General Fund and the Street and Alley Fund.	0	\$3,564,274	\$5,126,209
Add 10 Water Meter Reader positions to Meter Services Division for administrative purposes (no cost).	10	\$0	\$0
Add two Systems Programmer positions to manage the Laboratory and Information Management System (LIMS) (2.00 FTEs).	2	\$150,538	\$150,538
Total Major Budget Items	12	\$24,214,812	\$33,776,747

DALLAS WATER UTILITIES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Compliance with state and federal standards and regulations for drinking water	100%	100%	100%	100%
Main breaks per 100 miles of main	25	23	22	22
Total value of capital projects awarded	\$315,800,000	\$292,260,773	\$350,542,500	\$313,500,000
Number of miles of small diameter pipelines replaced annually	72	65	72	72
Number of sanitary sewer overflows per 100 miles of main	3	3	3	3
Average response time to emergency sewer calls (minutes)	60	58	60	60
Meter reading accuracy rate	99%	99.5%	99%	99%

SERVICE DESCRIPTION AND BUDGET

- DWU General Expense: Includes payments for services received by DWU from other City departments, payment in lieu of taxes (PILOT), fleet replacement, and street rental.
- Wastewater Collection: Provides 24/7 operation and maintenance of more than 4,050 miles of wastewater mains in the sanitary sewer system to ensure the collection and transport of domestic and industrial wastewater.
- Wastewater Treatment: Operates and maintains two wastewater treatment plants that treat 68 billion gallons of domestic and industrial wastewater, process and dispose of biosolids, and provide reuse effluent water to local area golf courses as a service for the residents of Dallas.
- Water Capital Funding: Provides funding related to the DWU Capital Improvement Program through the issuance of long-term and short-term debt, as well as cash funding to meet the City’s Financial Management Performance Criteria goals.
- Water Planning, Financial, and Rate Services: Develops and manages DWU’s annual operating budget of more than \$715 million, coordinates and prepares the annual capital budget of more than \$330 million, and ensures the City has water now and in the future to meet the needs of the residents of Dallas and customer cities.

DALLAS WATER UTILITIES

- **Water Production and Delivery:** Operates and maintains three water purification plants, pump stations, storage tanks, and 5,000 miles of distribution system pipelines to provide 138 billion gallons of drinking water and fire protection to more than 2.5 million people.
- **Water Utilities Capital Program Management:** Provides management for capital improvement projects totaling approximately \$330 million annually from inception through startup. This includes capital planning, professional services, construction administration, and inspection of the required improvements.
- **Water Utilities Customer Account Services:** Provides water meter reading, billing, collection, and customer service activities for more than 300,000 water, wastewater, sanitation, and stormwater utility accounts monthly.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
DWU General Expense	\$96,383,783	\$92,869,421	\$131,026,047	\$132,078,555
Wastewater Collection	\$21,133,328	\$24,684,901	\$21,225,917	\$21,602,720
Wastewater Treatment	\$53,771,488	\$51,978,963	\$53,698,229	\$54,058,087
Water Capital Funding	\$330,728,091	\$313,737,834	\$351,165,288	\$359,500,309
Water Planning, Financial and Rate Services	\$4,827,625	\$1,522,666	\$4,522,893	\$4,656,611
Water Production and Delivery	\$129,603,718	\$114,851,135	\$108,695,886	\$109,091,659
Water Utilities Capital Program Management	\$15,115,120	\$16,244,163	\$15,418,863	\$15,687,059
Water Utilities Customer Account Services	\$29,657,766	\$28,349,984	\$29,025,220	\$29,904,463
Department Total	\$681,220,919	\$644,239,068	\$714,778,341	\$726,579,463

DALLAS WATER UTILITIES

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	74,679,795	63,858,242	74,830,724	77,161,603
1104 - Other Wages		25,740		
1111 - Cell Phone Stipend	57,982	200,864	220,000	220,000
1201 - Overtime - Civilian	9,016,466	11,096,112	9,055,458	9,061,458
1203 - Service Incentive Pay	503,533	347,984	503,533	503,533
1207 - Compensatory Time Pay - Civ		166,979		
1208 - Sick Leave Term Pay - Civilian	310,000	572,581	310,000	310,000
1210 - Vacation Term Pay - Civilian	280,001	383,180	280,000	280,000
1251 - Off-road Vehicle Use	23,175	18,370	23,175	23,175
1301 - Pension - Civilian	12,007,685	10,782,130	12,005,493	12,335,102
1303 - Life Insurance	47,132	47,132	103,405	103,405
1304 - Health Insurance	10,521,898	10,521,898	10,627,962	10,627,962
1306 - Fica	1,230,627	1,109,295	1,235,733	1,269,529
1308 - Mandatory Deferred Comp		123		
1309 - Wellness Program	38,564	38,564	38,718	38,718
1314 - Worker's Compensation	1,850,396	1,850,396	2,416,021	1,978,372
1401 - Sick Leave - Civilian		1,659,581		
1402 - Vacation Leave - Civilian		2,265,380		
1403 - Holiday Leave - Civilian		1,958,880		
1404 - Jury Duty Leave - Civilian		15,761		
1405 - Death in Family Leave - Civ		75,354		
1406 - Administrative Leave - Civilian		58,813		
1407 - Military Leave - Civilian		600		
1408 - Attendance Incentive Leave - Civ		390,734		
1453 - Continuance Pay - Civilian		17,005		
Personnel Services	\$110,567,254	\$107,461,698	\$111,650,222	\$113,912,857
2110 - Office Supplies	261,422	121,268	254,295	254,079
2111 - Office Supplies Chargeback	169,858	122,668	180,494	180,494
2120 - Tools	2,823,128	2,823,128	2,962,128	2,968,128
2130 - Copy Supplies	10,400	3,467	10,400	10,400
2140 - Light - Power	26,700,888	21,320,646	24,200,888	24,200,000
2142 - Loanstar Billing	12,000			
2160 - Fuel Supplies	269,450	269,450	300,000	268,450
2170 - Water - Sewer	30,100	17,283	28,945	28,945
2171 - Purchase Of Treated Water	500,000	125,605	375,000	375,000
2181 - Fuel - Lube For Vehicles	2,142,907	2,142,907	1,868,409	1,868,409
2182 - Mechanical Supplies for Vehicles	34,000	34,000	40,000	34,000
2183 - Fuel - Lube	343,390	185,418	348,045	348,545
2185 - Tires - Tubes	93,292	63,771	93,484	93,484
2190 - Mechanical Supplies	162,078	90,495	155,728	156,228
2200 - Chemical Medical Surgical	23,285,755	23,285,755	23,888,755	23,892,255
2220 - Laundry - Cleaning Supplies	232,887	232,887	250,000	250,000
2231 - Clothing	861,690	861,690	865,321	868,693
2232 - Food Supplies	81,110	48,624	84,810	86,310
2241 - Animal Food	50		50	50
2251 - Stamp Postage	5,800	2,259	5,800	5,800
2252 - Meter Postage	408,177	157,781	408,277	408,277
2253 - Tape- Ltr Del To Pesco	50		50	50
2261 - Edu - Recreational Supplies	44,171	44,171	45,261	45,261
2262 - Botanical - Agricultural Supplies	9,600	2,400	9,500	9,500

DALLAS WATER UTILITIES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2264 - Service Pins	8,200	2,050	8,200	10,000
2270 - Printing Supplies	15,000	9,323	15,000	15,000
2280 - Other Supplies	1,091,469	1,091,469	1,129,215	1,133,215
2310 - Building Materials	214,241	69,289	249,240	249,240
2320 - Filtration Plants	155,000	256,621	155,000	155,000
2420 - Other Structures	20,495,581	20,495,581	26,032,593	23,871,390
2550 - Waterworks Mains	5,700,000	3,881,288	4,708,000	4,708,000
2560 - Sanitary Sewer	1,390,150	1,390,150	1,390,150	1,390,150
2571 - Service Connections	968,450	968,450	968,450	968,450
2590 - Other Improvements	5,000	2,917	20,000	5,000
2710 - Furniture - Fixtures	303,068	106,143	303,068	303,068
2720 - Machine Tools	3,743,400	4,089,027	3,793,400	3,866,400
2730 - Major Apparatus	750,800	868,295	770,300	790,300
2731 - Data Processing Equipment	286,090	142,524	400,000	360,000
2735 - Software Purchase -\$1000	249,500	64,264	260,000	260,000
2760 - Radio - Communication Eqp	11,000	2,750	11,000	11,000
2761 - Non-Capital Comm Equip	33,500	8,375	33,500	33,500
2762 - Lost Damaged Comm Equ	7,300	1,825	7,300	7,300
2770 - Audiovisual Equipment	1,600	1,600	21,600	21,600
2780 - Photography - Film Equipment	6,300	1,575	6,300	6,300
2790 - Protective Equipment	103,000	67,086	115,000	115,000
2810 - Meters - Settings	25,000	6,562	25,000	25,000
2840 - Fire Hydrants	520,100	520,100	520,100	660,100
2860 - Books Reference Book Only	11,482	5,702	11,715	11,715
2890 - Miscellaneous Equipment	419,992	247,670	420,000	426,556
Supplies - Materials	\$94,997,426	\$86,256,308	\$97,749,771	\$95,755,642
3020 - Food - Laundry Service	37,753	8,089	43,150	43,650
3030 - Printing - Photo Services	222,283	176,505	222,783	222,783
3033 - Legal Fees	500,000	317,619	500,000	500,000
3040 - Medical - Laboratory Services	175,000	263,356	412,500	282,500
3041 - Litigation Expenses Defendant	250,000	125,000	250,000	250,000
3043 - Retrieval Of Records	1,000	500	1,000	1,000
3050 - Communications	1,328,777	1,328,777	1,104,860	1,107,829
3051 - Telephone Equipment Charges	13,063	13,063	13,063	13,063
3053 - Data Circuit Billing	723,543	723,543	767,581	767,581
3060 - Equipment Rental [Outside City]	2,080,817	2,080,817	2,105,816	2,105,816
3070 - Professional Services	2,336,174	781,541	2,642,497	2,728,629
3072 - Contractor Service Fees	2,752,713	2,752,713	2,963,312	2,963,312
3083 - Wastewater Treatment	7,300,000	7,300,000	7,300,000	7,300,000
3084 - Wastewater Treatment	1,000,000	1,000,000	1,000,000	1,000,000
3085 - Freight	18,602	7,972	18,602	18,128
3086 - Wastewater Transmission	46,000	32,236	46,000	46,000
3090 - City Forces	11,027,205	11,027,205	11,395,935	12,337,345
3091 - Custodial Services	452,100	452,100	472,100	472,100
3092 - Security Services	3,361,919	3,361,919	3,675,000	3,535,000
3098 - Day Labor	400,205	228,121	400,205	400,205
3099 - Misc Special Services	4,286,022	2,721,473	4,434,013	4,325,423
3110 - Equip Repairs and Maintenance	3,762,248	3,762,248	3,784,748	3,832,748
3130 - Copy Machine Rent-Lease-Maint	166,839	166,839	116,447	116,447
3140 - Copy Machine Excess Use Chrg	14,700	7,350	14,700	14,700
3150 - Copy Center Charges	24,406	12,203	24,406	24,406
3151 - Department Support	3,480,069	3,480,069	4,034,794	4,132,538
3201 - Stores Overhead Charges	3,163,770	3,163,770	3,315,661	3,379,083

DALLAS WATER UTILITIES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3210 - Building Repairs and Maint	862,800	862,800	867,800	887,800
3310 - Insurance	485,542	485,542	813,291	867,574
3313 - Liability Premiums	598,788	598,788	1,941,328	2,461,085
3315 - Tolls	3,404	1,702	3,404	3,404
3320 - Advertising	336,225	84,263	85,725	85,725
3330 - Rents [Lease]	1,335,005	1,335,005	1,335,005	1,335,005
3340 - Membership Dues	442,660	442,660	444,660	444,660
3341 - Subscriptions-Serials	27,075	15,000	28,275	28,275
3360 - Purchased Transportation	7,500		7,500	7,500
3361 - Professional Development	364,235	61,386	185,000	422,436
3363 - Reimb-Vehicle Use,Parking	546,420	443,343	546,919	546,919
3364 - Personnel Development	299,306	76,298	248,208	248,208
3410 - Equip - Automotive Rental	3,501,876	3,501,876	3,704,544	3,704,544
3411 - Wreck Handle Charge (fleet)	289,261	289,261	204,567	204,567
3412 - Fuel And Lube	3,000	1,500	3,000	3,000
3416 - GIS Services	198,459	198,459	186,240	188,031
3420 - Commun Equip Rental	1,104,559	1,104,559	1,147,125	1,114,873
3421 - Veh License - Registration Fees	16,700	8,350	18,002	18,002
3429 - Cellphone Charges	153,752	153,752	180,000	185,000
3430 - Data Services	818,130	818,130	956,202	956,742
3434 - Programming	10,714,034	10,714,034	11,266,416	11,492,573
3438 - Software Maintenance Fee	1,501,396	883,756	1,539,646	1,441,902
3460 - Disposal Services	820,060	820,060	832,760	832,760
3511 - Contribution, Gratuities, Rewards	12,300	2,500	12,300	12,300
3514 - Street Rental	33,736,118	31,135,756	37,300,392	38,862,327
3516 - Fines - Penalties		1,000		
3518 - Credit Card Charges	3,601,250	3,601,250	3,601,250	3,601,250
3599 - Misc. Other Charges	690	345	2,000	2,000
3637 - Capital Const Transfer	90,000,000	73,322,564	90,000,000	90,000,000
3651 - Gen Fund Cost Reimb	4,932,990	4,932,990	6,017,821	6,017,821
3690 - Miscellaneous Transfers	24,684,446	24,684,446	24,333,448	24,333,448
3803 - Bond Fees	800,000	800,000	800,000	800,000
3821 - Debt Svc Reserve Req	2,000,000	2,000,000	2,000,000	2,000,000
3826 - Commercial Paper Interest	1,000,000	1,000,000	1,000,000	1,000,000
3827 - Commercial Paper Fees	2,700,000	2,700,000	2,700,000	2,700,000
3830 - Interest Expense Customer	10,000	10,000	10,000	10,000
3836 - Integrated Pipeline Joint Project	27,000,000	27,000,000	37,500,000	45,000,000
3851 - Pension Bond Debt Service	6,818,324	6,818,324	7,017,540	7,017,540
3853 - Revenue Bonds Series 2009B	634,569	634,569		
3854 - Revenue Bonds Series 2009C	6,763,874	6,763,874		
3855 - Revenue Bonds Series 2010	13,347,500	13,347,500		
3856 - Revenue Bonds Series 2011	19,480,950	19,480,950	15,178,350	6,783,000
3857 - Revenue Bonds Series 2012	30,712,097	30,712,097	24,417,347	24,479,848
3858 - Revenue Bonds Series 2013	10,280,000	10,280,000	4,902,500	4,908,500
3859 - Revenue Bonds Series 2015	69,410,130	69,410,130	72,600,281	62,959,025
3862 - Revenue Bonds Series 2016A	20,559,400	20,559,400	20,561,900	20,565,650
3863 - Revenue Bonds Series 2016B	3,605,060	3,605,060	10,278,543	18,673,651
3864 - Revenue Bonds Series 2017	10,882,200	10,882,200	10,888,200	10,891,200
3865 - Revenue Bonds Series 2018A	898,674	898,674	902,864	901,164
3866 - Revenue Bonds Series 2018B	1,879,465	1,879,465	1,879,005	1,881,828
3867 - Revenue Bonds Series 2018C	9,113,200	9,113,200	9,117,700	9,120,200
3899 - Other Misc Exp - Reimb	13,598	13,598	14,097	
3980 - Reserve For Contingencies	2,260,000	2,260,000	2,260,000	2,260,000

DALLAS WATER UTILITIES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3982 - Bonds To Be Sold	8,900,972	6,918,615	43,061,449	53,461,596
3994 - Outside Temps-Staffing	651,459	981,560	789,859	794,859
3868 - Revenue Bonds Series 2019A		634,844	846,459	846,459
3869 - Revenue Bonds Series 2019B		1,325,929	1,770,690	1,768,188
3872 - Revenue Bonds Series 2020A		3,324		
3873 - Revenue Bonds Series 2020B		18,260		
Contractual - Other Services	\$480,044,661	\$455,927,976	\$509,368,785	\$521,052,725
4720 - Mach Tools Implem Major		23,380	37,500	
4730 - Inst Apparatus Major		30,893		
4742 - Trucks	2,100,000	2,100,000	3,111,000	3,111,000
4750 - Other Vehicles	365,935	365,935		
4890 - Misc Equipment Capital	2,218,854	2,164,581	3,038,034	3,106,534
Capital Outlay	\$4,684,789	\$4,684,789	\$6,186,534	\$6,217,534
5002 - Dept Support Reimb	(3,480,069)	(3,480,069)	(4,034,794)	(4,132,538)
5011 - Reimb Fr Othr Organizaton	(2,179,372)	(3,197,864)	(2,576,516)	(2,597,674)
5021 - Trans To Acct Rec Gl 110	(250,000)	(250,000)	(250,000)	(250,000)
5201 - Credit For Stores Overhd	(3,163,770)	(3,163,770)	(3,315,661)	(3,379,083)
Reimbursements	\$(9,073,211)	\$(10,091,703)	\$(10,176,971)	\$(10,359,295)
Department Total	\$681,220,919	\$644,239,068	\$714,778,341	\$726,579,463



DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

MISSION

Enhance the quality of life for Dallas residents through management of the Trinity River watershed, associated neighborhood and systemwide flood control, floodplain, and surface water quality activities.

DEPARTMENT GOALS

- Meet state and federal stormwater regulations
- Ensure public/private infrastructure and development are designed to minimize flooding
- Plan and implement drainage infrastructure projects to improve drainage system efficiency and function
- Monitor and respond to floodway and neighborhood drainage issues during rainfall events
- Maintain pump station uptime at 92 percent or higher

FUNCTIONAL ORGANIZATION CHART



DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$16,665,949	\$13,839,929	\$16,733,365	\$17,382,095
Supplies - Materials	\$3,486,643	\$3,249,760	\$3,997,577	\$3,726,125
Contractual - Other Services	\$40,489,734	\$43,500,480	\$45,652,011	\$48,259,572
Capital Outlay	\$476,842	\$95,077	\$129,125	\$129,125
Expense Total	\$61,119,168	\$60,685,246	\$66,512,078	\$69,496,917
Reimbursements	\$(182,331)	\$(182,331)	\$(182,331)	\$(182,331)
Department Total	\$60,936,837	\$60,502,915	\$66,329,747	\$69,314,586
Department Total Revenue	\$60,936,837	\$60,540,795	\$66,355,747	\$69,340,586

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Water Utilities Reimbursement	(182,331)	(182,331)
Reimbursement Total	\$(182,331)	\$(182,331)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	262.00	173.11	258.00	258.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	8.60	8.60	8.60	8.60
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	270.60	181.71	266.60	266.60

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Implement a four percent street rental fee to pay into Street and Alley Fund.	0	\$2,653,190	\$2,772,583
Increase transfer to the capital improvement fund supported by additional revenues for pay-as-you-go projects.	0	\$2,500,000	\$5,000,000
Total Major Budget Items	0	\$5,153,190	\$7,772,583

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of pump station uptime	92%	94%	92%	92%

SERVICE DESCRIPTION AND BUDGET

- DWU – SDM General Expense: Facilitates City activities in compliance with the City’s MS4 permit, operation, maintenance, and repairs of the storm drainage system, and floodplain management in compliance with federal and state regulations.
- Floodplain and Drainage Management: Provides design, construction, and implementation of capital drainage projects, studies, and mapping to ensure infrastructure/development are designed to minimize flooding.
- Floodway Operations: Provides floodway maintenance and flood risk management emergency response. Builds on existing resources and enhances funding for staff, equipment, and contract services to maintain, repair, and replace drainage infrastructure.
- Neighborhood Drainage Operations: Manages, operates, and maintains neighborhood drainage systems by inspecting, clearing, and repairing infrastructure. Monitors water quality through sampling and responds to water quality issues.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
DWU - SDM General Expense	\$35,739,940	\$36,487,181	\$40,641,041	\$43,512,102
Floodplain and Drainage Management	\$2,690,031	\$2,353,624	\$2,707,275	\$2,855,261
Floodway Operations	\$11,416,634	\$11,185,474	\$11,711,043	\$11,556,217
Neighborhood Drainage Operations	\$11,090,232	\$10,476,637	\$11,270,388	\$11,391,006
Department Total	\$60,936,837	\$60,502,915	\$66,329,747	\$69,314,586

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	11,835,016	9,344,123	12,002,121	12,372,392
1104 - Other Wages		1,926		
1111 - Cell Phone Stipend	4,074	13,654	22,368	30,495
1201 - Overtime - Civilian	308,092	283,314	308,092	308,092
1203 - Service Incentive Pay	40,992	56,064	35,472	36,936
1208 - Sick Leave Term Pay - Civilian		17,742		
1210 - Vacation Term Pay - Civilian		30,231		
1301 - Pension - Civilian	1,730,718	1,381,135	1,746,721	1,799,080
1303 - Life Insurance	8,646	8,646	15,705	8,646
1304 - Health Insurance	1,930,154	1,930,154	1,614,205	1,976,790
1306 - Fica	176,349	141,031	179,138	184,507
1309 - Wellness Program	7,074	7,074	5,881	7,074
1314 - Worker's Compensation	624,834	624,834	803,662	658,083
Personnel Services	\$16,665,949	\$13,839,929	\$16,733,365	\$17,382,095
2110 - Office Supplies	178,527	4,607	15,097	15,099
2111 - Office Supplies Chargeback		4,401		
2120 - Tools	166,185	174,673	250,050	252,050
2130 - Copy Supplies	200		400	400
2140 - Light - Power	1,404,179	1,404,179	1,567,000	1,300,022
2160 - Fuel Supplies	6,270	1,254	6,342	6,300
2170 - Water - Sewer	85,780	85,780	45,000	45,000
2181 - Fuel - Lube For Vehicles	323,051	323,051	303,328	323,051
2182 - Mechanical Supplies for Vehicles	5,644	5,644	12,689	13,050
2183 - Fuel - Lube	6,795	6,795	6,795	7,086
2185 - Tires - Tubes	18,000	22,059	18,210	24,450
2190 - Mechanical Supplies	50,000	30,391	150,000	120,000
2200 - Chemical Medical Surgical	18,680	18,680	19,176	19,175
2220 - Laundry - Cleaning Supplies	11,286	17,079	10,339	10,339
2231 - Clothing	55,668	46,429	121,446	123,895
2232 - Food Supplies	10,824	7,514	15,555	15,557
2252 - Meter Postage	925	549	1,242	1,243
2261 - Edu - Recreational Supplies	3,569	3,569	9,169	4,569
2262 - Botanical - Agricultural Supplies	110,000	110,000	355,000	355,000
2270 - Printing Supplies		934		
2280 - Other Supplies	148,047	147,995	148,347	148,347
2310 - Building Materials	23,087	23,747	15,000	14,100
2510 - Streets Roadways-Highways	297,354	127,354	175,000	175,000
2540 - Storm Sewers			160,000	160,000
2590 - Other Improvements	1,686	66,423	221,686	221,686
2710 - Furniture - Fixtures		4,093		
2720 - Machine Tools	24,155	34,365	22,400	22,400
2730 - Major Apparatus	46,625	46,625	40,100	40,100
2731 - Data Processing Equipment	390,420	388,857	35,200	35,200
2735 - Software Purchase -\$1000	28,900	22,900	35,400	35,400
2741 - Motor Vehicle	29,522	75,391	204,522	204,522
2780 - Photography - Film Equipment	20,536	23,363	10,350	10,350

DALLAS WATER UTILITIES –

STORM DRAINAGE MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2860 - Books Reference Book Only	500	830	2,500	2,500
2890 - Miscellaneous Equipment	20,228	20,228	20,234	20,234
Supplies - Materials	\$3,486,643	\$3,249,760	\$3,997,577	\$3,726,125
3020 - Food - Laundry Service	500	216	500	500
3030 - Printing - Photo Services	2,570	11,407	5,466	5,466
3040 - Medical - Laboratory Services	75,000	75,000	195,700	205,400
3050 - Communications	55,850	55,850	53,339	54,587
3051 - Telephone Equipment Charges		214		
3053 - Data Circuit Billing	32,744	32,744	30,646	32,744
3060 - Equipment Rental [Outside City]	536,265	547,879	176,000	176,000
3070 - Professional Services	808,335	482,335	679,750	679,750
3071 - Management Service Fees	931,431	931,431	931,431	931,431
3072 - Contractor Service Fees	1,827,617	3,717,836	1,985,477	1,801,602
3085 - Freight	700	525	700	700
3090 - City Forces	17,069,454	16,482,467	18,178,241	18,148,920
3091 - Custodial Services	8,520	18,200	16,000	16,000
3092 - Security Services		47,259		
3098 - Day Labor		81,078		
3099 - Misc Special Services	381,281	572,988	401,619	264,300
3110 - Equip Repairs and Maintenance	666,163	751,689	720,050	720,320
3113 - Testing Non capital Projects			50,000	50,000
3130 - Copy Machine Rent-Lease-Maint	21,327	22,716	8,106	21,327
3201 - Stores Overhead Charges		6,847		
3310 - Insurance	36,986	36,986	61,105	40,956
3313 - Liability Premiums	37,780	37,780	108,523	137,576
3315 - Tolls	300		1,101	1,501
3320 - Advertising	458	105	458	458
3340 - Membership Dues	96,282	122,659	123,243	123,273
3341 - Subscriptions-Serials		3,949	4,100	4,100
3361 - Professional Development	49,509	9,200	51,335	57,695
3363 - Reimb-Vehicle Use,Parking	2,622	4,006	4,850	4,850
3364 - Personnel Development	43,034	2,885	27,300	35,390
3410 - Equip - Automotive Rental	847,445	847,445	872,742	910,594
3411 - Wreck Handle Charge (fleet)	44,180	44,180	71,357	57,824
3416 - GIS Services	92,959	92,959	40,230	93,115
3420 - Commun Equip Rental	3,440	3,440	1,306	2,671
3429 - Cellphone Charges	25,657	67,613	25,477	26,034
3430 - Data Services	87,367	87,367	143,462	98,639
3434 - Programming	814,055	814,055	637,721	867,714
3438 - Software Maintenance Fee	76,331	96,816	91,988	92,637
3460 - Disposal Services		(200)		
3514 - Street Rental			2,653,190	2,772,583
3516 - Fines - Penalties		940		
3599 - Misc. Other Charges	500		500	500
3637 - Capital Const Transfer	12,959,957	14,446,283	10,469,957	12,969,957
3651 - Gen Fund Cost Reimb	2,051,671	2,051,671	979,180	979,180
3661 - Debt Svc Reimb - Transfers			5,000,000	5,000,000
3851 - Pension Bond Debt Service	801,444	801,444	824,861	848,278

DALLAS WATER UTILITIES – STORM DRAINAGE MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3994 - Outside Temps-Staffing		90,218	25,000	25,000
Contractual - Other Services	\$40,489,734	\$43,500,480	\$45,652,011	\$48,259,572
4720 - Mach Tools Implem Major	331,427	33,714	68,125	68,125
4731 - Equip-Data Processing	15,410	15,410	60,000	60,000
4740 - Motor Vehicles Cap	129,845			
4770 - Audiovisual Equipment Cap		45,953		
4780 - Photo And Film Equipment	160		1,000	1,000
Capital Outlay	\$476,842	\$95,077	\$129,125	\$129,125
5011 - Reimb Fr Othr Organizaton	(182,331)	(182,331)	(182,331)	(182,331)
Reimbursements	\$(182,331)	\$(182,331)	\$(182,331)	\$(182,331)
Department Total	\$60,936,837	\$60,502,915	\$66,329,747	\$69,314,586



MUNICIPAL RADIO

MISSION

Provide the WRR 101.1 FM audience within the Dallas and North Texas region with an engaging and entertaining listening experience and provide advertisers with effective access to the arts consumer market in the region.

DEPARTMENT GOALS

- Increase audience reach and engagement by reaching more than 250,000 total weekly listeners and increasing total time spent listening
- Achieve positive net revenue

FUNCTIONAL ORGANIZATION CHART

WRR Municipal Radio Classical Music

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$1,183,665	\$1,002,676	\$1,014,612	\$1,022,274
Supplies - Materials	\$81,320	\$72,754	\$77,672	\$89,233
Contractual - Other Services	\$802,797	\$711,160	\$783,328	\$777,291
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$2,067,782	\$1,786,590	\$1,875,612	\$1,888,798
Reimbursements	\$0	\$0	\$0	\$0
Department Total	\$2,067,782	\$1,786,590	\$1,875,612	\$1,888,798
Department Total Revenue	\$2,161,634	\$1,515,000	\$1,911,000	\$1,921,000

MUNICIPAL RADIO

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	13.50	9.71	9.00	9.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	13.50	9.71	9.00	9.00

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Eliminate five positions due to loss of revenue associated with the COVID-19 pandemic (5.00 FTEs).	(5)	\$(277,324)	\$(270,824)
Total Major Budget Items	(5)	\$(277,324)	\$(270,824)

MUNICIPAL RADIO

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Total audience (as measured by Nielsen PPM)	325,000	1,150,000	250,000	300,000
Number of WRR community and marketing events	100	250	50	100
Average time spent listening (TSL hours, as measured by Nielsen)	3.25	14	3	3

SERVICE DESCRIPTION AND BUDGET

- WRR Municipal Radio Classical Music: Broadcasts classical music and other musical programming and promotes culture and arts. Using a commercial model, the station sells commercial airtime and sponsorships to generate revenue to fund operations.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
WRR Municipal Radio Classical Music	\$2,067,782	\$1,786,590	\$1,875,612	\$1,888,798
Department Total	\$2,067,782	\$1,786,590	\$1,875,612	\$1,888,798

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	635,971	411,714	533,132	540,471
1104 - Other Wages		142		
1106 - Merits	9,875	9,875		
1201 - Overtime - Civilian		81		
1207 - Compensatory Time Pay - Civ		2,995		
1210 - Vacation Term Pay - Civilian		6,095		
1301 - Pension - Civilian	132,574	114,198	111,160	112,197
1303 - Life Insurance	429	429	973	973
1304 - Health Insurance	99,455	95,771	100,054	100,054
1306 - Fica	13,538	11,670	11,399	11,505
1309 - Wellness Program	351	351	365	365
1314 - Worker's Compensation	3,697	3,697	4,529	3,709
1401 - Sick Leave - Civilian		6,903		
1402 - Vacation Leave - Civilian		15,468		
1403 - Holiday Leave - Civilian		15,513		
1405 - Death in Family Leave - Civ		621		
1406 - Administrative Leave - Civilian		604		
1408 - Attendance Incentive Leave - Civ		3,550		
1520 - Sales Commissions	287,775	303,000	253,000	253,000
Personnel Services	\$1,183,665	\$1,002,676	\$1,014,612	\$1,022,274

MUNICIPAL RADIO

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2110 - Office Supplies	2,104	83		
2111 - Office Supplies Chargeback		1,600	2,072	2,296
2140 - Light - Power	51,555	51,555	48,000	59,217
2170 - Water - Sewer	300	533	800	800
2181 - Fuel - Lube For Vehicles	761	761		
2252 - Meter Postage	2,920	1,579	2,800	2,920
2280 - Other Supplies	3,000	1,257	3,000	3,000
2735 - Software Purchase -\$1000	11,680	9,861	12,000	12,000
2760 - Radio - Communication Eqp	4,000	2,025	4,000	4,000
2890 - Miscellaneous Equipment	5,000	3,500	5,000	5,000
Supplies - Materials	\$81,320	\$72,754	\$77,672	\$89,233
3050 - Communications	81	14,813	25,890	25,934
3053 - Data Circuit Billing	11,957	16,334	11,323	11,323
3070 - Professional Services	12,400	8,884	12,400	12,400
3074 - Music License Fees	65,438	45,000	55,952	40,538
3080 - Cable Tv Services	8,184	8,184	8,300	8,500
3085 - Freight	500		500	500
3090 - City Forces	500		500	500
3091 - Custodial Services	12,089	7,000	13,000	14,000
3099 - Misc Special Services	151,665	139,342	148,400	148,400
3110 - Equip Repairs and Maintenance	50,850	47,000	50,850	50,850
3130 - Copy Machine Rent-Lease-Maint	3,229	3,229	2,715	2,715
3210 - Building Repairs and Maint	1,500	1,500	2,000	2,000
3310 - Insurance	727	727	1,143	1,219
3313 - Liability Premiums	708	708	2,068	2,621
3320 - Advertising	5,000	5,000	8,000	5,000
3330 - Rents [Lease]	156,767	156,767	162,262	167,941
3340 - Membership Dues	5,336	7,004	5,756	5,756
3341 - Subscriptions-Serials	500		500	500
3363 - Reimb-Vehicle Use,Parking	6,000	4,000	4,600	4,600
3371 - Local Agency Commission	115,000	58,000	55,000	60,000
3373 - National Agency Commission	6,000	3,000	4,500	6,000
3416 - GIS Services	1,370	1,370	1,753	1,770
3430 - Data Services	4,129	4,129	9,762	9,762
3434 - Programming	39,063	39,063	38,291	40,094
3518 - Credit Card Charges	11,500	11,500	15,000	11,500
3651 - Gen Fund Cost Reimb	40,209	40,209	54,197	54,197
3851 - Pension Bond Debt Service	68,666	68,666	68,666	68,666
3994 - Outside Temps-Staffing	23,429	19,732	20,000	20,000
Contractual - Other Services	\$802,797	\$711,160	\$783,328	\$777,291
Department Total	\$2,067,782	\$1,786,590	\$1,875,612	\$1,888,798

SANITATION SERVICES

MISSION

Benefit our community and environment while garnering benefit from our waste resources. Sanitation Services accomplishes this by providing excellent customer services that promote waste reduction, resource recovery, and support for the City’s sustainability efforts.

DEPARTMENT GOALS

- Continue the culture of service first to enhance quality and timely customer service by reducing missed calls, accidents, and equipment spills and increasing the waste diversion rate
- Increase the use of technology for safety and performance improvement initiatives and begin implementing the Mobile Resource Management solution
- Continue implementation of Clean Curb initiatives, including brush and bulky trash collection services
- Continue strategic partnerships with other City departments on targeted quality of life initiatives such as illegal dumping, litter, and homeless encampment cleanups
- Complete development and implementation of departmental dashboards and scorecards focusing on safety, quality, efficiency, and customer service
- Update the City’s Local Solid Waste Management Plan
- Continue the enhanced fleet replacement program
- Issue new procurement for temporary industrial labor contract and establish a new contract by the second quarter of FY 2020-21

FUNCTIONAL ORGANIZATION CHART



SANITATION SERVICES

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$38,273,195	\$40,195,971	\$40,740,507	\$42,229,995
Supplies - Materials	\$7,852,420	\$8,085,757	\$7,322,102	\$7,325,102
Contractual - Other Services	\$82,041,134	\$80,209,847	\$80,572,161	\$80,257,415
Capital Outlay	\$0	\$77,566	\$0	\$0
Expense Total	\$128,166,749	\$128,569,141	\$128,634,770	\$129,812,512
Reimbursements	\$(221,352)	\$(623,744)	\$(221,352)	\$(221,352)
Department Total	\$127,945,397	\$127,945,397	\$128,413,418	\$129,591,160
Department Total Revenue	\$120,129,201	\$120,936,053	\$127,068,910	\$130,496,033

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
General Fund Reimbursement	(221,352)	(221,352)
Reimbursement Total	\$(221,352)	\$(221,352)

SANITATION SERVICES

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	534.25	505.54	539.97	541.27
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	112.92	142.01	112.92	121.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	647.17	647.55	652.89	662.27

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for Mobile Resource Management cameras and software.	0	\$204,000	\$204,000
Increase debt service payment.	0	\$1,026,668	\$632,368
Add funding for living wage adjustment for contract labor.	0	\$1,268,926	\$1,689,232
Increase equipment debt payment to increase replacement rate.	0	\$1,235,598	\$1,641,427
Decrease transfer to capital improvement fund.	0	\$(3,573,227)	\$(4,546,438)
Add five positions to support increased landfill usage (3.75 FTEs).	5	\$217,978	\$217,978
Total Major Budget Items	5	\$379,943	\$(161,433)

SANITATION SERVICES

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Missed refuse and recycling collections per 10,000 service opportunities	11.50	13.70	12.50	12.25
Residential recycling diversion rate	19%	19.5%	19%	19%
Residential recycling tons collected	55,000	55,747	55,000	55,000
Percentage of rear loader availability	85%	84%	85%	85%
Percentage of automated fleet availability	85%	76%	85%	85%
Percentage of on-time collections	99.9%	99.8%	99.9%	99.9%

SERVICE DESCRIPTION AND BUDGET

- **Animal Remains Collection (ARC):** Sanitation Services funds and supports the ARC service managed by Dallas Animal Services. Provides for the prompt (seven days a week) and respectful recovery and disposal of animal remains from residences, public rights-of-way, and animal clinics. ARC removes approximately 24,000 animal remains annually.
- **Brush and Bulk Waste Removal Services:** Provides monthly bulk and brush collections to approximately 240,000 households throughout Dallas. Gives residents the option to discard larger, less frequently disposed items with convenient monthly curbside collection.
- **City Facility Services:** Provides waste collection services for approximately 205 City facilities, 200 recycling collection locations, and other neighborhood drop-off sites. Provided through contracted vendors and Sanitation Services refuse and recycling dumpster collection staff.
- **Landfill Services:** The McCommas Bluff Landfill accepts more than 1.8 million tons of waste annually from residential and business customers and disposes of the waste in accordance with government rules and regulations. The landfill also utilizes advanced landfill gas recovery technology to create positive revenue.
- **Recycling Collection and Waste Diversion:** Provides weekly residential recycling collection services to approximately 240,000 customers. Also provides for household hazardous waste disposal services.

SANITATION SERVICES

- Residential Refuse Collection: Dallas households generate approximately 240,000 tons of refuse each year. Sanitation Services crews remove and dispose of waste each week for approximately 240,000 households. Also includes the operation of three regional transfer stations.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Animal Remains Collection	\$499,619	\$497,953	\$472,335	\$481,329
Brush-Bulk Waste Removal Services	\$24,562,033	\$25,489,596	\$22,000,004	\$22,689,107
City Facility Services	\$839,759	\$838,808	\$905,522	\$908,604
Landfill Services	\$41,054,492	\$38,737,901	\$40,797,417	\$40,001,450
Recycling Collection and Waste Diversion	\$14,519,341	\$14,280,130	\$14,851,749	\$15,271,253
Residential Refuse Collection	\$46,470,153	\$48,101,008	\$49,386,391	\$50,239,418
Department Total	\$127,945,397	\$127,945,397	\$128,413,418	\$129,591,160

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	22,715,137	18,457,351	23,595,696	23,715,193
1104 - Other Wages		184,449		
1106 - Merits	460,484			
1111 - Cell Phone Stipend	31,558	36,872	31,286	31,286
1201 - Overtime - Civilian	4,378,350	8,109,028	5,716,961	7,200,000
1203 - Service Incentive Pay	175,905	100,387	175,961	175,961
1207 - Compensatory Time Pay - Civ		36,486		
1208 - Sick Leave Term Pay - Civilian	70,719	155,787	70,719	70,719
1210 - Vacation Term Pay - Civilian	88,150	155,418	88,150	88,150
1242 - Language Assignment Pay	36,121	9,099		
1301 - Pension - Civilian	3,974,147	4,208,535	4,213,595	4,440,194
1303 - Life Insurance	17,513	17,513	40,523	40,523
1304 - Health Insurance	3,982,010	3,982,010	4,164,990	4,164,990
1306 - Fica	406,695	431,475	433,113	456,349
1309 - Wellness Program	14,415	14,415	15,173	15,173
1314 - Worker's Compensation	1,730,929	1,730,929	2,003,278	1,640,395
1401 - Sick Leave - Civilian		713,005		
1402 - Vacation Leave - Civilian		882,498		
1403 - Holiday Leave - Civilian		774,346		
1404 - Jury Duty Leave - Civilian		7,450		
1405 - Death in Family Leave - Civ		27,465		
1406 - Administrative Leave - Civilian		67,838		
1408 - Attendance Incentive Leave - Civ		75,878		
1453 - Continuance Pay - Civilian		17,737		
1455 - Task Incentive	191,062		191,062	191,062
Personnel Services	\$38,273,195	\$40,195,971	\$40,740,507	\$42,229,995
2110 - Office Supplies	22,722	26,953	25,134	25,134
2111 - Office Supplies Chargeback	35,633	35,633	35,633	35,633

SANITATION SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2120 - Tools	114,004	70,000	114,004	114,004
2130 - Copy Supplies	20,552	10,276		
2140 - Light - Power	92,960	92,960	100,000	103,000
2160 - Fuel Supplies	40,180	30,000	40,180	40,180
2170 - Water - Sewer	87,174	27,391	87,174	87,174
2181 - Fuel - Lube For Vehicles	4,744,420	4,744,420	4,182,023	4,182,023
2183 - Fuel - Lube	5,945	63,548	5,945	5,945
2200 - Chemical Medical Surgical	28,723	28,723	28,723	28,723
2220 - Laundry - Cleaning Supplies	14,346	19,346	14,346	14,346
2231 - Clothing	174,409	283,641	220,000	220,000
2232 - Food Supplies	60,183	60,183	60,183	60,183
2251 - Stamp Postage	2,412	2,412		
2252 - Meter Postage	19,427	19,427	19,427	19,427
2261 - Edu - Recreational Supplies	7,415	2,062	7,415	7,415
2262 - Botanical - Agricultural Supplies	11,621	7,115	11,621	11,621
2270 - Printing Supplies		360		
2280 - Other Supplies	113,865	129,285	113,865	113,865
2710 - Furniture - Fixtures	8,237	3,115	8,237	8,237
2720 - Machine Tools	24,621	10,000	24,621	24,621
2730 - Major Apparatus		1,935		
2731 - Data Processing Equipment	33,411	33,411	33,411	33,411
2735 - Software Purchase -\$1000		619		
2741 - Motor Vehicle	676,343	676,343	676,343	676,343
2760 - Radio - Communication Eqp	6,068		6,068	6,068
2770 - Audiovisual Equipment	1,149		1,149	1,149
2890 - Miscellaneous Equipment	1,506,600	1,706,600	1,506,600	1,506,600
Supplies - Materials	\$7,852,420	\$8,085,757	\$7,322,102	\$7,325,102
3030 - Printing - Photo Services	83,118	61,110	83,118	83,118
3040 - Medical - Laboratory Services	12,191	66,432	12,191	12,191
3050 - Communications	131,457	131,457	173,127	173,619
3051 - Telephone Equipment Charges	607	607		
3053 - Data Circuit Billing	71,928	71,928	104,090	104,090
3060 - Equipment Rental [Outside City]	63,863	249,050	63,863	63,863
3070 - Professional Services	341,900	390,913	501,900	551,900
3071 - Management Service Fees	540,812	540,812	540,812	540,812
3072 - Contractor Service Fees	3,392,508	2,891,531	2,507,404	2,507,404
3090 - City Forces	1,447,284	1,572,431	1,423,191	1,442,305
3092 - Security Services	75,973	75,973	75,973	75,973
3098 - Day Labor	8,637,232	8,578,344	8,406,158	8,826,464
3099 - Misc Special Services	1,864,767	2,080,271	1,917,668	1,984,361
3110 - Equip Repairs and Maintenance	192,841	192,841	192,841	192,841
3130 - Copy Machine Rent-Lease-Maint	40,142	40,142	17,136	17,136
3131 - Copy Machine Rent-Copy Center	6,035	6,035		965,206
3150 - Copy Center Charges	5,742	5,742	5,742	5,742
3201 - Stores Overhead Charges	7,162	10,133	7,162	7,162
3210 - Building Repairs and Maint	156,564	214,839	156,564	156,564
3310 - Insurance	67,855	67,855	99,485	106,125
3313 - Liability Premiums	1,084,424	1,084,424	3,415,224	2,460,965
3315 - Tolls		842		
3320 - Advertising	522	63,666	522	522
3340 - Membership Dues	4,611	4,611	4,611	4,611
3341 - Subscriptions-Serials	1,091	546	1,091	1,091
3361 - Professional Development	29,077	29,077	29,077	29,077

SANITATION SERVICES

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3363 - Reimb-Vehicle Use,Parking	5,035	1,666	5,035	5,035
3410 - Equip - Automotive Rental	14,632,511	14,632,511	14,863,762	14,863,762
3411 - Wreck Handle Charge (fleet)	1,233,301	1,233,301	855,655	855,655
3413 - Motor Pool Vehicle Charges	1,241	1,241	1,241	1,241
3416 - GIS Services	89,562	89,562	72,986	73,858
3420 - Commun Equip Rental	318,180	318,180	332,684	323,453
3429 - Cellphone Charges	8,000	24,360	20,000	20,000
3430 - Data Services	216,384	216,384	300,429	301,206
3434 - Programming	1,650,248	1,650,248	1,666,016	1,746,342
3437 - Continual Software License Fee		2,514		
3438 - Software Maintenance Fee	100,000	100,000	304,000	304,000
3460 - Disposal Services	1,903,148	1,903,148	1,903,148	1,903,148
3518 - Credit Card Charges	250,000	300,000	250,000	250,000
3549 - Miscellaneous Refunds	3,751			
3599 - Misc. Other Charges	3,433,088	3,671,901		
3637 - Capital Const Transfer	14,100,628	11,886,689	10,529,001	9,555,790
3651 - Gen Fund Cost Reimb	4,142,493	4,142,493	5,414,764	5,414,764
3652 - Sanitation Transfers			4,500,000	4,500,000
3661 - Debt Svc Reimb -Transfers	1,054,872	1,054,872	2,081,540	1,687,240
3690 - Miscellaneous Transfers	7,735,882	7,873,261	3,435,882	3,435,882
3702 - Master Lease Expense	7,334,484	6,806,135	8,570,082	8,975,911
3851 - Pension Bond Debt Service	2,284,156	2,284,156	2,442,522	2,442,522
3899 - Other Misc Exp - Reimb	3,203,961	3,203,961	3,203,961	3,203,961
3994 - Outside Temps-Staffing	80,503	381,652	80,503	80,503
Contractual - Other Services	\$82,041,134	\$80,209,847	\$80,572,161	\$80,257,415
4720 - Mach Tools Implem Major		77,566		
Capital Outlay		\$77,566		
5011 - Reimb Fr Othr Organizaton	(221,352)	(623,744)	(221,352)	(221,352)
Reimbursements	\$(221,352)	\$(623,744)	\$(221,352)	\$(221,352)
Department Total	\$127,945,397	\$127,945,397	\$128,413,418	\$129,591,160



SUSTAINABLE DEVELOPMENT & CONSTRUCTION

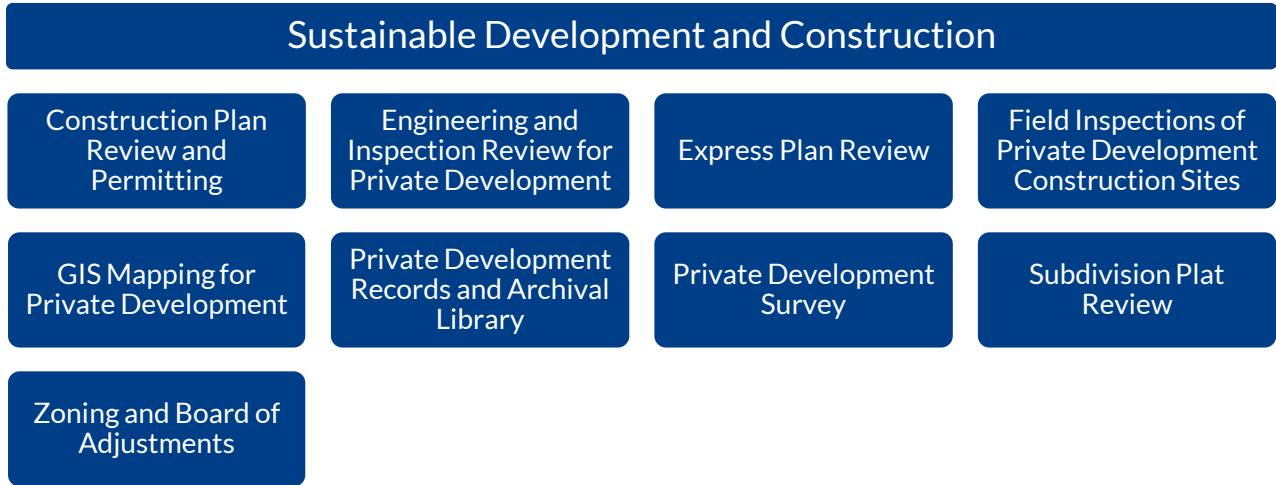
MISSION

Partner with the community to build a safe and dynamic Dallas.

DEPARTMENT GOALS

- Finalize the plan to relocate Building Inspection staff from the Oak Cliff Municipal Center or renovate that facility to provide a safer and more functional workplace resulting in an enhanced experience and level of service for both customers and staff
- Establish a culture of continuous improvement
- Implement Avolve Dynamic Plan Review to facilitate virtual Q-Team meetings with customers
- Initiate project to replace Posse as the land management/permitting system
- Implement technology to improve customer service and reduce/eliminate in-person customer interaction

FUNCTIONAL ORGANIZATION CHART



SUSTAINABLE DEVELOPMENT & CONSTRUCTION

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$23,269,218	\$23,316,666	\$23,462,833	\$23,497,451
Supplies - Materials	\$394,817	\$332,496	\$379,438	\$379,453
Contractual - Other Services	\$12,022,806	\$10,910,109	\$13,729,767	\$12,792,289
Capital Outlay	\$0	\$239,297	\$0	\$0
Expense Total	\$35,686,841	\$34,798,569	\$37,572,038	\$36,669,193
Reimbursements	\$(1,135,851)	\$(1,135,851)	\$(1,027,935)	\$(1,038,709)
Department Total	\$34,550,990	\$33,662,718	\$36,544,103	\$35,630,484
Department Total Revenue	\$33,474,379	\$29,257,221	\$33,644,751	\$33,644,751

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Dallas Water Utilities Reimbursement	(599,117)	(599,117)
Department Support	(383,594)	(394,368)
Sustainable Development and Construction (General Fund) Reimbursement	(45,224)	(45,224)
Reimbursement Total	\$(1,027,935)	\$(1,038,709)

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	279.33	274.31	290.33	290.33
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	2.80	3.20	2.80	2.80
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	282.13	277.51	293.13	293.13

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add one-time funding for an Operations and Efficiency Study.	0	\$1,000,000	\$0
Add two concierge positions for mixed-income developments (2.00 FTEs).	2	\$210,000	\$210,000
Add funding for design and implementation of a self-certification process for architects and engineers.	0	\$500,000	\$500,000
Total Major Budget Items	2	\$1,710,000	\$710,000

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of commercial reviews completed within 15 days	95%	88%	95%	95%
Percentage of inspections performed same day as requested	98%	97%	98%	98%
Overall permit value in dollars	\$4,000,000	\$4,360,925	\$4,000,000	\$4,000,000
Percentage of express projects completed in 12 days	75%	96%	80%	80%
Percentage of plat technical reviews completed in 15 days	95%	99%	95%	95%

SERVICE DESCRIPTION AND BUDGET

- Construction Plan Review and Permitting: Safeguards the public health, safety, and general welfare through the application of the City’s construction codes. Reviews and issues development permits and provides information on the development process.
- Engineering and Inspection Review for Private Development: Reviews and approves engineering plans for infrastructure improvements that private developers will dedicate to the City and inspects the construction of infrastructure improvements to ensure all construction is to City standards and specifications.
- Express Plan Review: Provides an expedited and coordinated construction plan review process for an additional fee (for new construction, remodels, renovations, and certificates of occupancy) and provides pre-development trade coordination meetings for projects.
- Field Inspections of Private Development Construction Sites: Ensures commercial and residential structures are constructed to meet mandatory standards for quality of life and building safety and enforces all development code requirements through field inspection of construction activity and changes in property use.
- GIS Mapping for Private Development: Provides mapping and application development, creates plat parcel GIS data, maintains the official zoning map of the City, generates mandated notifications for public hearings, and maintains applications that provide data to staff and residents.

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

- Private Development Records and Archival Library: Records and archives building plans and permits, maintains and provides historical records on permitted building plans and inspection reports, and responds to Open Records Requests.
- Private Development Survey: Reviews plats, field notes, easements, abandonments, and covenant agreements associated with private development for accuracy, completeness, and compliance with City and state professional survey standards.
- Subdivision Plat Review: Administers and processes plat and replat submissions, responds to inquiries on platting regulations, and grows the tax base through the creation of legal building sites for new construction.
- Zoning and Board of Adjustments: Reviews and processes development applications in compliance with development codes, adopted City plans, policies, and accepted land use principles, including zoning cases, special exceptions, variances, and development plans.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Construction Plan Review and Permitting	\$15,286,076	\$13,369,887	\$17,181,918	\$16,141,264
Engineering - Inspection Review for Private Development	\$2,315,282	\$2,652,608	\$2,574,484	\$2,595,888
Express Plan Review	\$1,667,400	\$1,788,106	\$1,776,510	\$1,800,709
Field Inspections of Private Development Construction Sites	\$10,129,768	\$10,959,390	\$9,720,006	\$9,768,205
GIS Mapping for Private Development	\$1,145,551	\$1,366,999	\$1,268,662	\$1,277,220
Private Development Records and Archival Library	\$1,179,680	\$999,750	\$1,259,963	\$1,267,126
Private Development Survey	\$468,371	\$547,173	\$456,098	\$458,707
Subdivision Plat Review	\$583,681	\$686,286	\$571,473	\$574,855
Zoning - Board of Adjustment	\$1,775,181	\$1,292,518	\$1,734,989	\$1,746,510
Department Total	\$34,550,990	\$33,662,718	\$36,544,103	\$35,630,484

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	18,014,978	15,962,470	18,085,254	18,131,322
1104 - Other Wages		47,536		
1111 - Cell Phone Stipend	41,760	41,760	41,760	41,760
1201 - Overtime - Civilian	143,500	282,239	143,500	143,500
1203 - Service Incentive Pay	51,648	51,648	51,648	51,648
1207 - Compensatory Time Pay - Civ		56,481		
1208 - Sick Leave Term Pay - Civilian		131,136		
1210 - Vacation Term Pay - Civilian		53,673		
1301 - Pension - Civilian	2,591,737	2,591,737	2,590,510	2,596,951
1303 - Life Insurance	9,249	9,249	20,950	20,950
1304 - Health Insurance	2,057,764	2,057,764	2,153,236	2,153,236
1306 - Fica	264,653	264,653	265,672	266,340
1308 - Mandatory Deferred Comp		69		
1309 - Wellness Program	7,569	7,569	7,844	7,844
1314 - Worker's Compensation	86,360	86,360	102,460	83,900
1401 - Sick Leave - Civilian		423,850		
1402 - Vacation Leave - Civilian		569,398		
1403 - Holiday Leave - Civilian		465,547		
1404 - Jury Duty Leave - Civilian		10,377		
1405 - Death in Family Leave - Civ		16,488		
1406 - Administrative Leave - Civilian		103,334		
1407 - Military Leave - Civilian		3,599		
1408 - Attendance Incentive Leave - Civ		79,730		
Personnel Services	\$23,269,218	\$23,316,666	\$23,462,833	\$23,497,451
2110 - Office Supplies		13,554	51,354	43,854
2111 - Office Supplies Chargeback	43,502	43,502		7,500
2140 - Light - Power	704	704	500	515
2181 - Fuel - Lube For Vehicles	134,723	134,723	118,603	118,603
2231 - Clothing	17,657		17,657	17,657
2252 - Meter Postage	36,388	36,388	38,944	38,944
2280 - Other Supplies	61,933	61,933	64,196	64,196
2710 - Furniture - Fixtures	44,187	6,000	30,737	30,737
2731 - Data Processing Equipment	8,500	16,301	10,224	10,224
2735 - Software Purchase -\$1000	31,848	4,470	31,848	31,848
2780 - Photography - Film Equipment	750		750	750
2860 - Books Reference Book Only	14,625	14,921	14,625	14,625
Supplies - Materials	\$394,817	\$332,496	\$379,438	\$379,453
3020 - Food - Laundry Service	37,746	37,746	37,746	37,746
3030 - Printing - Photo Services	11,230	13,046	11,230	11,230
3050 - Communications	359,483	379,445	375,222	376,285
3051 - Telephone Equipment Charges		1,102	995	995
3053 - Data Circuit Billing	168,968	168,968	225,088	225,088
3060 - Equipment Rental [Outside City]	61,225		61,225	61,225
3070 - Professional Services	2,347,084	1,397,084	3,524,234	2,524,234
3090 - City Forces	2,519,968	2,519,968	2,519,968	2,519,968
3099 - Misc Special Services	35,600	50,441	35,602	35,601

SUSTAINABLE DEVELOPMENT & CONSTRUCTION

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3110 - Equip Repairs and Maintenance	107,709	300	107,709	107,709
3130 - Copy Machine Rent-Lease-Maint	46,408	46,408	60,434	60,434
3150 - Copy Center Charges	3,388		3,670	3,670
3151 - Department Support	378,304	378,304	383,594	394,368
3310 - Insurance	12,097	12,097	19,094	20,369
3313 - Liability Premiums	11,780	11,780	40,707	51,602
3320 - Advertising	90,150	90,150	90,150	90,150
3330 - Rents [Lease]	246,742	246,742	246,742	246,742
3341 - Subscriptions-Serials	937	937	937	937
3361 - Professional Development	13,200	13,200	13,200	13,200
3363 - Reimb-Vehicle Use,Parking	1,000	1,000	1,000	1,000
3364 - Personnel Development	350,885	100,885	353,490	353,490
3410 - Equip - Automotive Rental	185,552	185,552	104,351	104,351
3411 - Wreck Handle Charge (fleet)	27,116	27,116	15,179	15,179
3413 - Motor Pool Vehicle Charges	1,000	1,000	1,000	1,000
3416 - GIS Services	48,121	48,121	37,473	37,833
3429 - Cellphone Charges	62,364	62,364	62,364	62,364
3430 - Data Services	196,743	196,743	230,797	230,906
3434 - Programming	1,388,840	1,388,840	1,389,278	1,434,953
3518 - Credit Card Charges	287,700	287,700	287,700	287,700
3538 - Interest Exp Short Term	3,469	6,788	3,469	3,469
3599 - Misc. Other Charges	51,075	197,474	225,217	217,589
3651 - Gen Fund Cost Reimb	1,478,038	1,478,038	1,772,018	1,772,018
3661 - Debt Svc Reimb -Transfers	12,572	12,572	12,572	12,572
3851 - Pension Bond Debt Service	1,476,312	1,476,312	1,476,312	1,476,312
3994 - Outside Temps-Staffing		71,887		
Contractual - Other Services	\$12,022,806	\$10,910,109	\$13,729,767	\$12,792,289
4710 - Furniture Fixtures Equip		239,297		
Capital Outlay		\$239,297		
5002 - Dept Support Reimb	(378,979)	(378,979)	(383,594)	(394,368)
5011 - Reimb Fr Othr Organizaton	(756,872)	(756,872)	(644,341)	(644,341)
Reimbursements	\$(1,135,851)	\$(1,135,851)	\$(1,027,935)	\$(1,038,709)
Department Total	\$34,550,990	\$33,662,718	\$36,544,103	\$35,630,484



EMPLOYEE BENEFITS

MISSION

Cultivate a culture of improved health and wellness for employees, retirees, and their families. The Human Resources team cultivates this culturally sensitive model by providing quality wellness programming and excellence in benefits administration. This model also incorporates a strategic focus on minimizing barriers, including costs and access.

DEPARTMENT GOALS

- Identify virtual and on-site solutions to support employees and retirees in selecting, utilizing, and accessing their health plan benefits to achieve their wellness goals
- Create a comprehensive employee health and wellbeing model (addressing physical, mental, and financial health) utilizing the Clinical Learning and Understanding Engine (CLUE) wellness model and data
- Continue integration of core health benefits administration with wellness initiatives and programs that address health care costs for both the employee and organization through strategic plan design and implementation using data-driven statistics
- Establish a quarterly review of all HR vendor contracts to ensure compliance and service-level delivery expectations
- Redesign City of Dallas fitness facilities and wellness offerings based upon input from the employee engagement survey and the Employee Health and Well-Being Committee

FUNCTIONAL ORGANIZATION CHART



EMPLOYEE BENEFITS

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$1,006,134	\$977,783	\$881,417	\$902,364
Supplies - Materials	\$28,309	\$28,309	\$24,430	\$25,942
Contractual - Other Services	\$402,699	\$402,699	\$725,420	\$725,618
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$1,437,142	\$1,408,791	\$1,631,267	\$1,653,924
Reimbursements	\$(64,138)	\$(94,931)	\$0	\$0
Department Total	\$1,373,004	\$1,313,860	\$1,631,267	\$1,653,924
Department Total Revenue	\$1,373,004	\$1,313,860	\$1,631,267	\$1,653,924

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	11.00	10.50	9.97	9.97
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	11.00	10.50	9.97	9.97

EMPLOYEE BENEFITS

SERVICE DESCRIPTION AND BUDGET

- **Administrative/HRIS:** Administers the health benefits program for City employees, retirees, and their eligible dependents. Assists customers by working as a liaison between the employees/retirees, the City, and the various vendors contracted to provide benefits products and/or services.
- **Wellness Program:** Administers the wellness program for City employees. The wellness program is designed to engage employees in activities to improve their health and lower long-term health care costs.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Administrative/HRIS	\$1,014,141	\$982,949	\$1,342,847	\$1,363,026
Wellness Program	\$358,863	\$330,911	\$288,420	\$290,898
Department Total	\$1,373,004	\$1,313,860	\$1,631,267	\$1,653,924

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	793,414	723,079	691,099	709,771
1104 - Other Wages		(384)		
1201 - Overtime - Civilian		2,952		
1203 - Service Incentive Pay	912	2,112	2,256	2,256
1207 - Compensatory Time Pay - Civ		1,774		
1210 - Vacation Term Pay - Civilian		334		
1242 - Language Assignment Pay	1,320	1,320	1,320	1,320
1301 - Pension - Civilian	112,980	112,980	98,221	100,872
1303 - Life Insurance	351	351	719	719
1304 - Health Insurance	77,440	77,440	73,892	73,892
1306 - Fica	11,537	11,537	10,073	10,343
1308 - Mandatory Deferred Comp		200		
1309 - Wellness Program	284	284	269	269
1314 - Worker's Compensation	7,896	7,896	3,568	2,922
1401 - Sick Leave - Civilian		6,456		
1402 - Vacation Leave - Civilian		14,611		
1403 - Holiday Leave - Civilian		13,208		
1404 - Jury Duty Leave - Civilian		173		
1405 - Death in Family Leave - Civ		395		
1408 - Attendance Incentive Leave - Civ		1,064		
Personnel Services	\$1,006,134	\$977,783	\$881,417	\$902,364
2110 - Office Supplies	9,573	9,573	5,694	7,206
2232 - Food Supplies	500	500	500	500
2252 - Meter Postage	18,236	18,236	18,236	18,236
Supplies - Materials	\$28,309	\$28,309	\$24,430	\$25,942
3050 - Communications	10,915	10,915	7,871	7,894
3051 - Telephone Equipment Charges	2,000	2,000	2,000	2,000
3053 - Data Circuit Billing	5,014	5,014	4,755	4,755

EMPLOYEE BENEFITS

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3070 - Professional Services	17,000	17,000	17,000	17,000
3090 - City Forces	169,761	169,761	229,672	227,667
3091 - Custodial Services	4,745	4,745	4,745	4,745
3099 - Misc Special Services	77,000	77,000	74,555	74,555
3130 - Copy Machine Rent-Lease-Maint	2,102	2,102	2,965	2,965
3150 - Copy Center Charges	3,475	3,475	3,475	3,475
3310 - Insurance	493	493	560	598
3313 - Liability Premiums	480	480	1,015	1,286
3320 - Advertising	1,000	1,000	1,000	1,000
3340 - Membership Dues	1,500	1,500	1,500	1,500
3361 - Professional Development	5,000	5,000	5,000	5,000
3363 - Reimb-Vehicle Use,Parking	500	500	500	500
3416 - GIS Services	1,065	1,065	1,295	1,307
3430 - Data Services	3,212	3,212	7,579	7,583
3434 - Programming	30,382	30,382	52,586	54,441
3651 - Gen Fund Cost Reimb	13,593	13,593	253,885	253,885
3851 - Pension Bond Debt Service	53,462	53,462	53,462	53,462
Contractual - Other Services	\$402,699	\$402,699	\$725,420	\$725,618
5011 - Reimb Fr Othr Organizaton	(64,138)	(94,931)		
Reimbursements	\$(64,138)	\$(94,931)		
Department Total	\$1,373,004	\$1,313,860	\$1,631,267	\$1,653,924

EQUIPMENT & FLEET MANAGEMENT

MISSION

Provide effective and efficient fleet services in support of City service delivery.

DEPARTMENT GOALS

- Continue to implement recommendations from the December 2018 Fleet Management Study to increase operational efficiency
- Utilize Equipment and Fleet Management’s Fleet Governance Committee to design a sustainable enterprise approach to fleet management
- Strengthen the City’s total cost of ownership (TCO) approach, including vehicle procurement, preventive maintenance, and mechanic training
- Develop and capitalize on the M5 Fleet Management System to improve the work order process, eliminate manual processes, and activate system modules and flags

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$18,747,702	\$17,630,701	\$19,177,454	\$19,277,940
Supplies - Materials	\$25,296,730	\$21,472,306	\$24,353,235	\$24,457,973
Contractual - Other Services	\$15,492,090	\$16,066,166	\$15,581,878	\$15,787,416
Capital Outlay	\$70,846	\$3,209,538	\$70,846	\$70,846
Expense Total	\$59,607,368	\$58,378,710	\$59,183,413	\$59,594,175
Reimbursements	\$(3,371,496)	\$(6,044,118)	\$(3,114,373)	\$(3,114,320)
Department Total	\$56,235,872	\$52,334,592	\$56,069,040	\$56,479,855
Department Total Revenue	\$56,213,623	\$57,197,321	\$54,714,940	\$54,231,190

EQUIPMENT & FLEET MANAGEMENT

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Department Support	(1,501,102)	(1,501,049)
Storm Drainage Management Reimbursement	(1,613,271)	(1,613,271)
Reimbursement Total	\$(3,114,373)	\$(3,114,320)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	257.60	225.43	266.10	266.10
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	17.80	17.99	19.00	19.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	6.40	21.96	0.00	0.00
Department Total	281.80	265.38	285.10	285.10

EQUIPMENT & FLEET MANAGEMENT

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for enhanced training for mechanics, improving productivity and efficiency.	0	\$100,000	\$100,000
Increase funding to replace out-of-compliance refrigerant systems.	0	\$167,211	\$167,211
Add funding for renewal of GPS contract.	0	\$150,000	\$300,000
Add funding for M5 contract and professional services to help implement initiatives from the 2018 Fleet Management Study.	0	\$121,739	\$121,739
Reduce funding in outside temporary staffing, fuel expenses due to lower rates, and contracted labor and costs for fleet replacement.	0	\$(2,107,400)	\$(2,107,400)
Add two Mechanic II positions (2.00 FTEs).	2	\$126,335	\$126,335
Major Budget Items Total	2	\$(1,442,115)	\$(1,292,115)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of fleet that is replacement eligible	45%	47%	41%	41%
Percentage of vehicles receiving preventive maintenance on schedule	68%	74%	70%	70%

EQUIPMENT & FLEET MANAGEMENT

SERVICE DESCRIPTION AND BUDGET

- **City Fleet Asset Management:** Provides life-cycle coordination for most of the City's fleet (5,400 vehicles). Major activities include specification and procurement of new fleet, preparation of new units for service, disposal of units, and coordination of Citywide outside rental and an internal motor pool.
- **City Fleet Maintenance and Repair Services:** Repairs and maintains 5,400 vehicles/equipment. Staff performs approximately 156,000 scheduled and non-routine maintenance/repairs (preventive maintenance, inspections, towing, welding, and modifications/rebuilds). This includes management of parts inventory.
- **City Fleet Paint and Body Shop Coordination:** Oversees contracted paint and body repairs of City equipment.
- **Environmental Services for City Fleet Operations:** Supports compliance with federal, state, and local environmental and safety regulations including environmental, occupational health and safety, and quality management systems.
- **Fuel Procurement and Management:** Provides centralized fuel procurement and management for City fleet. Equipment and Fleet Management maintains eight self-service fuel islands with bulk inventory at strategic locations.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
City Fleet Asset Management	\$2,872,997	\$2,851,140	\$3,149,193	\$2,884,534
City Fleet Maintenance and Repair Services	\$32,743,315	\$34,153,930	\$33,360,801	\$34,107,636
City Fleet Paint and Body Shop Coordination	\$2,287,300	\$2,341,990	\$2,389,985	\$2,389,985
Environmental Services for City Fleet Operations	\$702,219	\$698,586	\$519,466	\$485,863
Fuel Procurement and Management	\$17,630,041	\$12,288,945	\$16,649,595	\$16,611,837
Department Total	\$56,235,872	\$52,334,592	\$56,069,040	\$56,479,855

EQUIPMENT & FLEET MANAGEMENT

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	12,960,773	10,549,291	13,364,131	13,475,560
1104 - Other Wages	56,625	164,778	56,625	56,625
1111 - Cell Phone Stipend	4,691	4,043	4,691	4,691
1201 - Overtime - Civilian	1,055,762	1,289,003	1,067,553	1,067,553
1203 - Service Incentive Pay	50,160	40,728	50,160	50,160
1207 - Compensatory Time Pay - Civ		34,572		
1208 - Sick Leave Term Pay - Civilian	67,278	148,041	67,278	67,278
1210 - Vacation Term Pay - Civilian	34,387	104,172	34,387	34,387
1301 - Pension - Civilian	2,011,056	1,868,844	2,060,937	2,076,615
1303 - Life Insurance	8,679	8,679	19,399	19,399
1304 - Health Insurance	1,897,739	1,897,739	1,973,748	1,973,748
1306 - Fica	205,286	190,753	211,375	212,992
1309 - Wellness Program	7,155	7,155	7,185	7,185
1314 - Worker's Compensation	284,011	284,011	155,885	127,647
1315 - Equipment Allowance	104,100		104,100	104,100
1401 - Sick Leave - Civilian		320,880		
1402 - Vacation Leave - Civilian		356,098		
1403 - Holiday Leave - Civilian		293,170		
1404 - Jury Duty Leave - Civilian		5,394		
1405 - Death in Family Leave - Civ		14,859		
1406 - Administrative Leave - Civilian		1,460		
1407 - Military Leave - Civilian		1,159		
1408 - Attendance Incentive Leave - Civ		43,215		
1453 - Continuance Pay - Civilian		2,657		
Personnel Services	\$18,747,702	\$17,630,701	\$19,177,454	\$19,277,940
2110 - Office Supplies	17,700	14,977	15,414	15,414
2111 - Office Supplies Chargeback		3,590		
2120 - Tools	290,000	238,560	290,000	290,000
2140 - Light - Power	267,379	298,379	280,000	288,400
2160 - Fuel Supplies	555,715	395,055	555,715	555,715
2170 - Water - Sewer	47,191	100,557	47,191	47,191
2181 - Fuel - Lube For Vehicles	408,353	410,353	343,179	343,179
2182 - Mechanical Supplies for Vehicles	5,400	7,836	5,400	5,400
2183 - Fuel - Lube	15,653,409	10,648,352	14,541,140	14,541,140
2200 - Chemical Medical Surgical	1,030	327	300	300
2220 - Laundry - Cleaning Supplies	349	3,839	349	349
2231 - Clothing	110,843	105,977	112,942	112,942
2232 - Food Supplies		5,077	4,500	4,500
2252 - Meter Postage	96	157	596	596
2261 - Edu - Recreational Supplies	11,144	3,000	50,000	50,000
2270 - Printing Supplies		70	285	285
2280 - Other Supplies	44,709	32,758	44,709	44,709
2710 - Furniture - Fixtures		18,569		
2720 - Machine Tools	103,684	59,839	106,684	106,684
2731 - Data Processing Equipment	7,308	25,558	11,308	11,308
2735 - Software Purchase -\$1000		10,611		
2741 - Motor Vehicle	7,739,120	9,059,356	7,918,823	8,015,161
2770 - Audiovisual Equipment	8,000			
2790 - Protective Equipment	600	5,049		
2860 - Books Reference Book Only	24,700	24,460	24,700	24,700

EQUIPMENT & FLEET MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Supplies - Materials	\$25,296,730	\$21,472,306	\$24,353,235	\$24,457,973
3030 - Printing - Photo Services	1,000	3,314	1,730	1,730
3044 - Messenger Service	30,317	5,581	50,317	50,317
3050 - Communications	84,325	154,182	139,176	139,571
3051 - Telephone Equipment Charges		888		
3053 - Data Circuit Billing	45,907	45,907	83,619	83,619
3060 - Equipment Rental [Outside City]	3,200	9,431	3,200	3,200
3085 - Freight		124		
3090 - City Forces	194,594	132,314	208,552	208,552
3091 - Custodial Services		190		
3094 - Wrecker Services	655,000	655,001	714,362	714,362
3099 - Misc Special Services	922,941	570,236	896,076	896,076
3110 - Equip Repairs and Maintenance	5,930,577	6,811,169	5,666,308	5,816,308
3130 - Copy Machine Rent-Lease-Maint	16,068	16,068	21,040	21,040
3150 - Copy Center Charges		9		
3151 - Department Support	1,661,247	1,655,238	1,501,102	1,501,049
3201 - Stores Overhead Charges	534	248	534	534
3210 - Building Repairs and Maint	411,449	310,761	351,234	351,234
3211 - Interest Calculation to Vendors		2,349		
3310 - Insurance	19,215	19,215	31,078	33,153
3313 - Liability Premiums	32,783	32,783	72,197	91,522
3315 - Tolls		1,874	1,600	1,600
3320 - Advertising	966	904	966	966
3361 - Professional Development	5,850	19,058	5,000	5,000
3363 - Reimb-Vehicle Use,Parking	4,279	2,832	4,279	4,279
3410 - Equip - Automotive Rental	613,052	384,354	792,715	792,715
3411 - Wreck Handle Charge (fleet)	179,704	106,283	47,322	47,322
3416 - GIS Services	26,786	26,786	35,079	35,416
3420 - Commun Equip Rental	180,871	180,871	189,080	183,821
3421 - Veh License - Registration Fees	30,571	29,030	30,571	30,571
3429 - Cellphone Charges	16,924	31,827	33,372	33,372
3430 - Data Services	121,700	121,700	164,674	164,775
3434 - Programming	878,186	878,186	896,353	934,970
3438 - Software Maintenance Fee	153,924	167,590	225,257	225,257
3460 - Disposal Services	140,472	99,693	140,472	140,472
3651 - Gen Fund Cost Reimb	1,773,257	1,773,257	2,157,068	2,157,068
3851 - Pension Bond Debt Service	1,117,545	1,117,545	1,117,545	1,117,545
3994 - Outside Temps-Staffing	238,846	699,368		
Contractual - Other Services	\$15,492,090	\$16,066,166	\$15,581,878	\$15,787,416
4720 - Mach Tools Implem Major	55,846	123,754	70,846	70,846
4740 - Motor Vehicles Cap	15,000	3,085,783		
Capital Outlay	\$70,846	\$3,209,538	\$70,846	\$70,846
5002 - Dept Support Reimb	(1,661,247)	(1,655,238)	(1,501,102)	(1,501,049)
5011 - Reimb Fr Othr Organizaton	(155,178)	(3,111,470)		
5012 - Reimbursements-Stormwater	(1,555,071)	(1,277,410)	(1,613,271)	(1,613,271)
Reimbursements	\$(3,371,496)	\$(6,044,118)	\$(3,114,373)	\$(3,114,320)
Department Total	\$56,235,872	\$52,334,592	\$56,069,040	\$56,479,855

EXPRESS BUSINESS CENTER

MISSION

Provide timely, accurate, efficient, and cost-effective methods of disposal of surplus and unclaimed property, reprographic, and City postal needs while working to encourage continuous improvement within the operations.

DEPARTMENT GOALS

- Support Information and Technology Services with the implementation of print governance to reduce the amount of print jobs (paper, ink, etc.) by five percent over the biennial period
- Implement a remote print job request system
- Increase availability of surplus property to departments by three percent over the biennial period
- Increase the number of items transferred by three percent over the biennial period

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$638,481	\$503,008	\$703,237	\$704,439
Supplies - Materials	\$2,068,041	\$2,791,613	\$1,907,831	\$1,907,996
Contractual - Other Services	\$499,459	\$552,079	\$669,822	\$671,713
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$3,205,981	\$3,846,700	\$3,280,890	\$3,284,148
Reimbursements	\$(1,200,000)	\$(1,946,419)	\$(1,200,000)	\$(1,200,000)
Department Total	\$2,005,981	\$1,900,281	\$2,080,890	\$2,084,148
Department Total Revenue	\$2,593,790	\$2,593,790	\$2,593,790	\$2,593,790

EXPRESS BUSINESS CENTER

REIMBURSEMENT

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Office Supplies Reimbursement	(1,200,000)	(1,200,000)
Reimbursement Total	\$(1,200,000)	\$(1,200,000)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	9.75	9.46	9.25	9.25
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.10	0.02	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	9.85	9.48	9.25	9.25

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of reprography completed within 24 hours	98%	98.9%	98%	98%
Satisfaction with reprographs	98%	98.8%	98%	98%

EXPRESS BUSINESS CENTER

SERVICE DESCRIPTION AND BUDGET

- **Business Services:** Provides reprographic services and Citywide mail services. Also responsible for reviewing, reconciling, and processing bill payments for the office supply contract for the City.
- **Disposal of Surplus and Police Unclaimed Property:** Disposes of City surplus, police-confiscated, and unclaimed property in compliance with Administrative Directive 6-1 and the City Charter. Procurement Services uses public auctions, sealed bids, and a storefront concept (City Store) to display and sell a wide range of property to the public. This service generates approximately \$7 million annually in revenue for the City.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Business Services	\$1,493,351	\$1,493,351	\$1,545,347	\$1,546,076
Disposal of Surplus and Police Unclaimed Property	\$512,630	\$406,930	\$535,543	\$538,072
Department Total	\$2,005,981	\$1,900,281	\$2,080,890	\$2,084,148

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	480,280	308,705	536,510	538,500
1104 - Other Wages		1,660		
1111 - Cell Phone Stipend	720	720	720	720
1201 - Overtime - Civilian	2,500	2,500	2,500	2,500
1203 - Service Incentive Pay	3,456	3,456	3,456	3,456
1207 - Compensatory Time Pay - Civ		3,167		
1210 - Vacation Term Pay - Civilian		2,797		
1301 - Pension - Civilian	69,146	53,298	76,804	77,085
1303 - Life Insurance	322	300	667	637
1304 - Health Insurance	71,828	66,859	68,556	68,556
1306 - Fica	7,061	5,472	7,877	7,905
1309 - Wellness Program	263	245	250	250
1314 - Worker's Compensation	2,905	2,905	5,897	4,829
1401 - Sick Leave - Civilian		18,165		
1402 - Vacation Leave - Civilian		15,291		
1403 - Holiday Leave - Civilian		12,754		
1405 - Death in Family Leave - Civ		481		
1406 - Administrative Leave - Civilian		1,940		
1408 - Attendance Incentive Leave - Civ		2,292		
Personnel Services	\$638,481	\$503,008	\$703,237	\$704,439
2110 - Office Supplies	393,492	393,492	347,263	347,293
2111 - Office Supplies Chargeback	824,000	824,000	710,028	710,028
2140 - Light - Power	4,049	4,049	4,500	4,635
2160 - Fuel Supplies	1,600	1,600	1,600	1,600
2181 - Fuel - Lube For Vehicles	3,980	3,980	3,520	3,520

EXPRESS BUSINESS CENTER

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2252 - Meter Postage	800	800	800	800
2280 - Other Supplies	5,000	5,000	5,000	5,000
2999 - Cost of Goods Sold	835,120	1,558,692	835,120	835,120
Supplies - Materials	\$2,068,041	\$2,791,613	\$1,907,831	\$1,907,996
3050 - Communications	2,775	7,498	10,495	10,525
3053 - Data Circuit Billing	1,504	1,504	6,341	6,341
3060 - Equipment Rental [Outside City]	30,600	30,600	30,600	30,600
3090 - City Forces	1,200	1,200	1,200	1,200
3091 - Custodial Services	1,500	1,337		
3092 - Security Services	300	1,465	414	414
3099 - Misc Special Services	2,442	2,442	3,942	3,942
3130 - Copy Machine Rent-Lease-Maint	104,768	104,768	76,088	76,088
3310 - Insurance	748	748	1,109	1,183
3313 - Liability Premiums	5,956	5,956	2,007	2,544
3320 - Advertising	153,277	153,277	150,838	150,838
3330 - Rents [Lease]	85,762	85,762	88,200	88,200
3363 - Reimb-Vehicle Use,Parking	200	200	200	200
3410 - Equip - Automotive Rental	5,954	5,954	7,307	7,307
3411 - Wreck Handle Charge (fleet)			600	600
3416 - GIS Services	989	989	1,201	1,213
3430 - Data Services	5,397	5,397	7,336	7,340
3434 - Programming	28,211	28,211	26,238	27,472
3518 - Credit Card Charges	800	1,018	800	800
3530 - Relocation Cost	500	500	500	500
3651 - Gen Fund Cost Reimb	34,786	43,821	222,616	222,616
3851 - Pension Bond Debt Service	31,790	31,790	31,790	31,790
3994 - Outside Temps-Staffing		37,641		
Contractual - Other Services	\$499,459	\$552,079	\$669,822	\$671,713
5011 - Reimb Fr Othr Organizaton	(1,200,000)	(1,946,419)	(1,200,000)	(1,200,000)
Reimbursements	\$(1,200,000)	\$(1,946,419)	\$(1,200,000)	\$(1,200,000)
Department Total	\$2,005,981	\$1,900,281	\$2,080,890	\$2,084,148

INFORMATION & TECHNOLOGY SERVICES – 911

MISSION

Provide secure, reliable, and responsive Public Safety Answering Point (PSAP)/911 system technology and business solutions that facilitate public safety departments' effectiveness in serving residents with emergency services.

DEPARTMENT GOALS

- Ensure all phones and computers are up to date and available for PSAP operations

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$759,083	\$734,486	\$764,913	\$765,987
Supplies - Materials	\$299,631	\$214,560	\$423,875	\$201,464
Contractual - Other Services	\$16,397,433	\$16,364,286	\$14,938,134	\$11,838,433
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$17,456,147	\$17,313,332	\$16,126,922	\$12,805,884
Reimbursements	\$0	\$(26,693)	\$0	\$0
Department Total	\$17,456,147	\$17,286,639	\$16,126,922	\$12,805,884
Department Total Revenue	\$12,017,444	\$11,944,636	\$12,017,444	\$12,017,444

INFORMATION & TECHNOLOGY SERVICES – 911

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	7.00	7.00	7.00	7.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	7.00	7.00	7.00	7.00

INFORMATION & TECHNOLOGY SERVICES – 911

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for offsite CAD Disaster Recovery Environment.	0	\$369,445	\$369,445
Add one-time funding to replace end-of-life Computer Aided Dispatch (CAD) system server equipment.	0	\$327,550	\$0
Reduce the reimbursement to the General Fund for eligible expenses for call taking, emergency dispatch, and 911 support services in FY 2021-22.	0	\$0	\$(3,000,000)
Major Budget Items Total	0	\$696,995	\$(2,630,555)

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of 911 system availability (Vesta)	100%	100%	100%	100%

SERVICE DESCRIPTION AND BUDGET

- 911 Technology: Provides the IT infrastructure, hardware, software, and technical support for processing 911 telephone calls. 911 funds are also used to partially reimburse the Dallas Police Department and Dallas Fire-Rescue for 911 call-taking and dispatch services.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
9-1-1 Technology	\$17,456,147	\$17,286,639	\$16,126,922	\$12,805,884
Department Total	\$17,456,147	\$17,286,639	\$16,126,922	\$12,805,884

INFORMATION & TECHNOLOGY

SERVICES – 911

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	604,292	530,894	589,758	603,586
1104 - Other Wages		85		
1203 - Service Incentive Pay	5,520	5,520	5,664	5,808
1207 - Compensatory Time Pay - Civ		6,716		
1210 - Vacation Term Pay - Civilian			18,818	6,142
1301 - Pension - Civilian	86,592	84,622	86,845	87,027
1303 - Life Insurance	231	231	505	505
1304 - Health Insurance	51,569	51,569	51,880	51,880
1306 - Fica	8,842	8,520	8,906	8,927
1309 - Wellness Program	189	189	189	189
1314 - Worker's Compensation	1,848	1,848	2,348	1,923
1401 - Sick Leave - Civilian		3,841		
1402 - Vacation Leave - Civilian		20,559		
1403 - Holiday Leave - Civilian		15,184		
1405 - Death in Family Leave - Civ		1,727		
1408 - Attendance Incentive Leave - Civ		2,981		
Personnel Services	\$759,083	\$734,486	\$764,913	\$765,987
2181 - Fuel - Lube For Vehicles		24		
2261 - Edu - Recreational Supplies	85,700	60,000	75,700	85,700
2270 - Printing Supplies		250		
2731 - Data Processing Equipment	104,835	104,835	348,175	115,764
2735 - Software Purchase -\$1000	109,096	49,096		
2760 - Radio - Communication Eqp		356		
Supplies - Materials	\$299,631	\$214,560	\$423,875	\$201,464
3020 - Food - Laundry Service	1,600	1,600	1,600	1,600
3050 - Communications	1,117,758	1,156,802	1,113,749	1,113,802
3051 - Telephone Equipment Charges	342,256	342,256	342,256	342,256
3053 - Data Circuit Billing	77,284	86,668	85,873	85,873
3070 - Professional Services	2,311,540	2,191,642	148,148	148,148
3090 - City Forces	6,500	6,500	6,500	6,500
3099 - Misc Special Services	57,390	46,540	421,952	421,952
3110 - Equip Repairs and Maintenance	1,983,091	1,929,736	1,983,091	1,983,091
3130 - Copy Machine Rent-Lease-Maint		5,203	5,550	5,550
3310 - Insurance	5,311	5,311	8,451	9,016
3313 - Liability Premiums	5,171	5,171	15,296	19,390
3320 - Advertising	500	500	500	500
3340 - Membership Dues	1,000	1,000	1,000	1,000
3361 - Professional Development	12,000	12,000	12,000	12,000
3363 - Reimb-Vehicle Use,Parking	2,000	2,000	2,000	2,000
3416 - GIS Services	710	710	909	918
3420 - Commun Equip Rental	1,422	1,422	1,751	1,752
3429 - Cellphone Charges	2,550	7,200	2,550	2,550
3430 - Data Services	3,301	3,301	5,473	5,476
3434 - Programming	154,244	154,244	237,294	238,007
3438 - Software Maintenance Fee	1,743,094	1,927,197	1,852,190	1,852,190
3651 - Gen Fund Cost Reimb	189,117	189,117	205,268	205,268

INFORMATION & TECHNOLOGY SERVICES – 911

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3702 - Master Lease Expense	358,466	267,038	463,605	358,466
3851 - Pension Bond Debt Service	21,128	21,128	21,128	21,128
3899 - Other Misc Exp - Reimb	8,000,000	8,000,000	8,000,000	5,000,000
Contractual - Other Services	\$16,397,433	\$16,364,286	\$14,938,134	\$11,838,433
5011 - Reimb Fr Othr Organizaton		(26,693)		
Reimbursements		\$(26,693)		
Department Total	\$17,456,147	\$17,286,639	\$16,126,922	\$12,805,884



INFORMATION & TECHNOLOGY

SERVICES – DATA

MISSION

Provide secure, reliable, and responsive enterprise-level technology, data, and business solutions that facilitate and enhance the City’s effectiveness in serving the residents of Dallas and align with the City’s goals and core values.

DEPARTMENT GOALS

- Close 95 percent of Service Desk tickets within the service-level agreements
- Add 10 new dashboards to the Business Intelligence Portfolio
- Manage all business technology requests through the IT Governance Board
- Manage the City’s technology assets in a Service Desk system to reduce losses and increase service deliveries
- Redesign the City’s internet and intranet

FUNCTIONAL ORGANIZATION CHART



INFORMATION & TECHNOLOGY SERVICES – DATA

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$24,120,900	\$19,820,501	\$24,679,631	\$24,666,241
Supplies - Materials	\$1,867,052	\$1,554,134	\$724,332	\$724,332
Contractual - Other Services	\$53,979,912	\$58,817,220	\$59,609,136	\$62,738,760
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$79,967,864	\$80,191,855	\$85,013,099	\$88,129,333
Reimbursements	\$0	\$(455,913)	\$0	\$0
Department Total	\$79,967,864	\$79,735,942	\$85,013,099	\$88,129,333
Department Total Revenue	\$80,180,034	\$80,209,361	\$84,372,061	\$86,921,687

ADDITIONAL RESOURCES

Additional resources are multi-year funds used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. The table below list funds that require additional appropriations in FY 2020-21 and FY 2021-22.

Funds	FY 2020-21 Budget	FY 2021-22 Planned
0897 - Information Technology Equipment	375,000	375,000
Total Fund	\$375,000	\$375,000

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turn-over that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

INFORMATION & TECHNOLOGY

SERVICES – DATA

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	204.84	164.53	190.08	190.08
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.60	0.61	0.60	0.60
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	4.00	4.00
Department Total	205.44	165.14	194.68	194.68

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding to replace legacy ticketing system and expand the use of Microsoft 365 platform.	0	\$580,566	\$580,566
Add funding for Microsoft Enhanced Premier Support.	0	\$279,026	\$279,026
Add funding for hardware and software maintenance, replacements, and upgrades.	0	\$580,566	\$580,566
Add funding for ongoing maintenance for approved FY 2018-19 security initiatives (five-year plan).	0	\$532,000	\$532,000
Add funding for software maintenance and upgrades (Workday, Advantage, Legistar, PCRes, etc.).	0	\$635,293	\$635,293
Add funding for SAP software support and hosted infrastructure contract renewal.	0	\$619,968	\$619,968

INFORMATION & TECHNOLOGY

SERVICES – DATA

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add funding for Microsoft Email, Office, and server software and hosting contract renewal.	0	\$1,321,399	\$1,321,399
Add four Temporary Help positions for IT projects funded using project dollars.	4	\$0	\$0
Add funding for Voice and Data Network Support contract renewal.	0	\$1,962,871	\$1,962,871
Transfer funding for maintenance of court case management from CTS Technology Funds.	0	\$0	\$618,097
Add full-year funding for network enhancements for new security firewalls.	0	\$0	\$1,005,000
Add funding for Phase 2 of Enterprise Work Order and Asset Management Implementation for Transportation and Building Services.	0	\$0	\$800,911
Reduce Salesforce business organization license counts.	0	\$(300,000)	\$(300,000)
Eliminate Sungard Disaster Recovery offsite services contract.	0	\$(222,492)	\$(222,492)
Eliminate the one-time purchase of end-of-life network equipment for the Arts District, Uninterrupted Power Supply (UPS), and Wireless Access Points (WAPs).	0	\$(713,494)	\$(713,494)
Reduce Canon multi-function device leases for contract savings.	0	\$(300,000)	\$(300,000)
Reduce IBM data lake managed support services contract.	0	\$(355,000)	\$(355,000)
Transfer 16 positions to the newly established Office of Data Analytics and Business Intelligence (15.25 FTEs). Funding will continue to be provided by ITS via reimbursement (\$0 impact).	(16)	\$0	\$0
Major Budget Items Total	(12)	\$4,620,703	\$7,044,711

INFORMATION & TECHNOLOGY

SERVICES – DATA

PERFORMANCE MEASURES

	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of network (telephone and data) availability (excluding planned City-approved outages)	99.50%	99.50%	99.50%	99.50%
Percentage of Service Desk issues resolved within SLA	95%	97%	95%	95%
Percent increase in public access to the Open Data Portal	2%	4%	5%	5%

SERVICE DESCRIPTION AND BUDGET

- **Business Technology Services:** Provides technology expertise in the identification, implementation, and maintenance of systems to fulfill City goals. Services include package software implementation, custom software solutions, website designs, e-commerce, and 24/7 operational maintenance support of mission-critical systems.
- **City GIS Services:** Maintains information for residents and staff using GIS technology. Services include developing and maintaining data used to route emergency response vehicles, data supporting drainage management permit compliance reporting, data and tools for the 311 Customer Service system, and the City’s online maps.
- **Internal Computer Support:** Provides 24/7 computer support for the City’s computers, data storage systems, data repositories, print facility, and file server complex. Manages backup and data retention systems for City servers. Installs, maintains, and manages applications to approximately 440 servers.
- **Internal Desktop Support:** Supports the City’s desktop computers, laptops, smartphones/tablets, and email. Technical support includes problem resolution and desk-side support for PCs and software.
- **Internal Telephone and Data Communication:** Provides maintenance and support for the City’s voice and data communication network system for more than 20,000 landline telephones and data lines connecting City facilities.

INFORMATION & TECHNOLOGY

SERVICES – DATA

- Public Safety Technology Support: Provides technology expertise in identifying, implementing, and maintaining public safety systems that enable the Dallas Police Department, Dallas Fire-Rescue, Court and Detention Services, and the Office of Emergency Management to accomplish their respective missions.
- Strategic Technology Management: Leads the direction of technology in the City through portfolio management, IT governance, project management, solution analysis and architecture, data analytics, financial and contract management, and Citywide technology acquisitions in alignment with all City strategic priorities.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Business Technology Services	\$25,520,566	\$25,913,446	\$25,301,184	\$26,189,901
City GIS Services	\$1,714,121	\$1,603,626	\$1,736,926	\$1,735,452
Internal Computer Support	\$6,567,907	\$6,122,217	\$8,100,400	\$9,141,423
Internal Desktop Support	\$8,061,121	\$8,149,637	\$9,572,710	\$9,578,695
Internal Telephone and Data Communication	\$15,218,630	\$17,427,379	\$16,389,651	\$16,413,819
Public Safety Technology Support	\$4,688,323	\$4,481,876	\$4,863,307	\$5,461,086
Strategic Technology Management	\$18,197,196	\$16,037,761	\$19,048,921	\$19,608,957
Department Total	\$79,967,864	\$79,735,942	\$85,013,099	\$88,129,333

INFORMATION & TECHNOLOGY

SERVICES – DATA

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	19,358,333	14,309,624	19,671,949	19,690,815
1104 - Other Wages		824		
1111 - Cell Phone Stipend	2,425	1,455	2,425	2,425
1201 - Overtime - Civilian	48,124	48,124	41,612	41,612
1203 - Service Incentive Pay	38,400	33,268	33,120	34,080
1207 - Compensatory Time Pay - Civ		94,789		
1208 - Sick Leave Term Pay - Civilian	129,300	129,300	125,612	113,647
1210 - Vacation Term Pay - Civilian	157,595	157,595	140,366	128,132
1301 - Pension - Civilian	2,613,598	2,198,411	2,752,755	2,758,116
1303 - Life Insurance	6,364	6,364	14,806	14,806
1304 - Health Insurance	1,420,799	1,420,799	1,521,785	1,521,785
1306 - Fica	268,894	223,029	290,578	288,913
1308 - Mandatory Deferred Comp		1,003	8,895	8,895
1309 - Wellness Program	5,207	5,207	5,544	5,544
1314 - Worker's Compensation	71,861	71,861	70,184	57,471
1401 - Sick Leave - Civilian		281,845		
1402 - Vacation Leave - Civilian		401,440		
1403 - Holiday Leave - Civilian		358,254		
1404 - Jury Duty Leave - Civilian		2,547		
1405 - Death in Family Leave - Civ		18,713		
1406 - Administrative Leave - Civilian		387		
1408 - Attendance Incentive Leave - Civ		55,661		
Personnel Services	\$24,120,900	\$19,820,501	\$24,679,631	\$24,666,241
2110 - Office Supplies	16,589	15,010	4,089	4,089
2111 - Office Supplies Chargeback		2,641	12,500	12,500
2140 - Light - Power		184		
2181 - Fuel - Lube For Vehicles	1,397	1,397	1,237	1,237
2252 - Meter Postage	500	500	500	500
2270 - Printing Supplies	3,250	5,423	3,250	3,250
2280 - Other Supplies	4,950	4,950	4,950	4,950
2710 - Furniture - Fixtures	400,000	200,000	400,000	400,000
2731 - Data Processing Equipment	75,000	167,000	75,000	75,000
2735 - Software Purchase -\$1000	444,000	290,454	19,000	19,000
2860 - Books Reference Book Only	2,500	2,500	2,500	2,500
2890 - Miscellaneous Equipment	918,866	864,075	201,306	201,306
Supplies - Materials	\$1,867,052	\$1,554,134	\$724,332	\$724,332
3020 - Food - Laundry Service	4,000	6,349	4,000	4,000
3030 - Printing - Photo Services	500	500	500	500
3050 - Communications	1,687,359	1,687,518	1,884,482	1,884,482
3051 - Telephone Equipment Charges	342,256	342,256	342,256	342,256
3053 - Data Circuit Billing	4,064,856	4,064,856	4,705,702	4,705,702
3060 - Equipment Rental [Outside City]		10,980		
3070 - Professional Services	16,890,710	18,242,846	18,086,647	19,510,655
3085 - Freight	3,500	3,500	3,500	3,500
3090 - City Forces	4,600	6,730	4,600	4,600
3099 - Misc Special Services	8,024,537	10,850,416	8,259,276	8,254,276

INFORMATION & TECHNOLOGY

SERVICES – DATA

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3110 - Equip Repairs and Maintenance	1,435,308	1,493,008	2,178,420	3,183,420
3130 - Copy Machine Rent-Lease-Maint	1,561,536	1,521,660	1,234,757	1,234,757
3310 - Insurance	26,948	26,948	52,604	56,115
3313 - Liability Premiums	28,624	28,624	99,919	126,663
3320 - Advertising	2,500		2,500	2,500
3340 - Membership Dues	144,626	174,332	144,626	144,626
3341 - Subscriptions-Serials	15,000		15,000	15,000
3361 - Professional Development	615,000	555,445	615,000	615,000
3363 - Reimb-Vehicle Use,Parking	250	250	250	250
3410 - Equip - Automotive Rental	1,141	1,141	2,457	2,457
3429 - Cellphone Charges	219,994	271,522	219,994	219,994
3437 - Continual Software License Fee	497,179	500,014	957,538	957,538
3438 - Software Maintenance Fee	8,840,951	8,635,401	10,824,074	10,824,074
3651 - Gen Fund Cost Reimb	813,432	813,432	1,135,044	1,135,044
3690 - Miscellaneous Transfers	375,000	375,000	375,000	375,000
3702 - Master Lease Expense	3,965,890	4,158,838	4,506,862	5,182,223
3851 - Pension Bond Debt Service	1,309,578	1,309,578	1,309,578	1,309,578
3994 - Outside Temps-Staffing	3,104,637	3,736,076	2,644,550	2,644,550
Contractual - Other Services	\$53,979,912	\$58,817,220	\$59,609,136	\$62,738,760
5011 - Reimb Fr Othr Organizaton		(455,913)		
Reimbursements		\$(455,913)		
Department Total	\$79,967,864	\$79,735,942	\$85,013,099	\$88,129,333

INFORMATION & TECHNOLOGY SERVICES – RADIO

MISSION

Provide secure, reliable, and responsive enterprise-level radio communication services that facilitate public safety departments’ effectiveness in serving residents with emergency and operational communication.

DEPARTMENT GOALS

- Provide 99.85 percent availability of the radio network
- Close radio service requests within the service level objectives
- Deploy new radio system inside the expected timeline

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$2,487,982	\$1,926,827	\$2,458,828	\$2,457,054
Supplies - Materials	\$1,706,479	\$1,666,529	\$1,396,928	\$1,097,888
Contractual - Other Services	\$8,631,260	\$9,182,332	\$9,567,725	\$9,125,662
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$12,825,721	\$12,775,688	\$13,423,481	\$12,680,604
Reimbursements	\$0	\$(30,841)	\$0	\$0
Department Total	\$12,825,721	\$12,744,847	\$13,423,481	\$12,680,604
Department Total Revenue	\$12,523,888	\$12,520,078	\$12,843,519	\$12,552,491

INFORMATION & TECHNOLOGY SERVICES – RADIO

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	28.25	18.55	28.52	28.52
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	1.50	1.91	0.85	0.85
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	29.75	20.46	29.37	29.37

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers’ compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Add one-time funding for the demolition of the Dawson Street Radio Tower.	0	\$300,000	\$0
Increase funding for Master Lease debt payments from fund balance.	0	\$675,864	\$525,128
Major Budget Items Total	0	\$975,864	\$525,128

INFORMATION & TECHNOLOGY

SERVICES – RADIO

PERFORMANCE MEASURES

	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of availability of public safety radio network (excluding planned City-approved outages)	99.85%	99.86%	99.85%	99.85%
Percentage of Priority 1 repair requests resolved within 24 hours (radio devices)	99.85%	99.77%	99.85%	99.85%

SERVICE DESCRIPTION AND BUDGET

- Internal Radio Communication: Provides installation, repair, and replacement of handhelds, fixed, and in-car mobile radio communication technology for City departments like Police, Fire-Rescue, and Sanitation Services. Maintains all two-way radio and microwave communication networks.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Internal Radio Communication	\$12,825,721	\$12,744,847	\$13,423,481	\$12,680,604
Department Total	\$12,825,721	\$12,744,847	\$13,423,481	\$12,680,604

INFORMATION & TECHNOLOGY

SERVICES – RADIO

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	1,792,059	1,120,321	1,850,531	1,850,348
1104 - Other Wages		347		
1111 - Cell Phone Stipend	2,910	2,910	2,910	2,910
1201 - Overtime - Civilian	139,300	216,899	75,384	75,384
1203 - Service Incentive Pay	2,016	2,016	2,112	2,208
1207 - Compensatory Time Pay - Civ		4,687		
1210 - Vacation Term Pay - Civilian		21,642		
1301 - Pension - Civilian	272,046	178,861	273,018	273,003
1303 - Life Insurance	848	848	2,057	2,057
1304 - Health Insurance	203,142	203,142	211,373	211,373
1306 - Fica	27,693	17,841	27,998	27,999
1309 - Wellness Program	747	747	770	770
1314 - Worker's Compensation	44,421	44,421	9,775	8,004
1315 - Equipment Allowance	2,800	2,800	2,900	2,998
1401 - Sick Leave - Civilian		40,133		
1402 - Vacation Leave - Civilian		31,880		
1403 - Holiday Leave - Civilian		28,926		
1404 - Jury Duty Leave - Civilian		802		
1405 - Death in Family Leave - Civ		1,990		
1408 - Attendance Incentive Leave - Civ		5,616		
Personnel Services	\$2,487,982	\$1,926,827	\$2,458,828	\$2,457,054
2110 - Office Supplies	2,170	1,287	560	560
2111 - Office Supplies Chargeback		883	1,610	1,610
2120 - Tools		244		
2140 - Light - Power	28,827	28,827	32,000	32,960
2160 - Fuel Supplies	10,000	12,000	10,000	10,000
2170 - Water - Sewer	3,435	3,435	3,435	3,435
2181 - Fuel - Lube For Vehicles	10,055	10,055	8,870	8,870
2200 - Chemical Medical Surgical		87		
2220 - Laundry - Cleaning Supplies		320		
2231 - Clothing	15,000	15,000	15,000	15,000
2280 - Other Supplies	500	657		
2720 - Machine Tools		242		
2760 - Radio - Communication Eqp	1,636,492	1,593,492	1,325,453	1,025,453
Supplies - Materials	\$1,706,479	\$1,666,529	\$1,396,928	\$1,097,888
3050 - Communications	17,144	34,319	39,356	39,469
3053 - Data Circuit Billing	15,679	31,093	43,899	43,899
3060 - Equipment Rental [Outside City]		6,480		
3070 - Professional Services	812,548	872,961		
3085 - Freight	1,000	1,000	1,000	1,000
3090 - City Forces	1,879	3,384	1,879	1,879
3099 - Misc Special Services	294,661	214,661	299,396	299,396
3110 - Equip Repairs and Maintenance	615,663	862,286	927,262	627,262
3130 - Copy Machine Rent-Lease-Maint	9,446	9,446	4,264	4,264
3201 - Stores Overhead Charges		330		
3210 - Building Repairs and Maint	66,499	54,900	54,900	54,900

INFORMATION & TECHNOLOGY

SERVICES – RADIO

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
3310 - Insurance	110,714	110,714	19,348	20,639
3313 - Liability Premiums	2,948	2,948	12,828	16,261
3320 - Advertising		320		
3340 - Membership Dues	1,755	1,755	1,755	1,755
3361 - Professional Development	95,000	15,000	95,000	95,000
3410 - Equip - Automotive Rental	20,294	20,294	33,311	33,311
3411 - Wreck Handle Charge (fleet)			2,400	2,400
3416 - GIS Services	2,866	2,866	3,704	3,740
3429 - Cellphone Charges	14,640	14,640	14,640	14,640
3430 - Data Services	25,553	25,553	22,193	22,204
3434 - Programming	97,367	97,367	94,486	98,275
3651 - Gen Fund Cost Reimb	340,530	340,530	835,166	835,166
3702 - Master Lease Expense	5,930,361	5,860,477	6,906,225	6,755,489
3851 - Pension Bond Debt Service	154,713	154,713	154,713	154,713
3994 - Outside Temps-Staffing		444,294		
Contractual - Other Services	\$8,631,260	\$9,182,332	\$9,567,725	\$9,125,662
5011 - Reimb Fr Othr Organizaton		(30,841)		
Reimbursements		\$(30,841)		
Department Total	\$12,825,721	\$12,744,847	\$13,423,481	\$12,680,604



OFFICE OF BOND & CONSTRUCTION MANAGEMENT

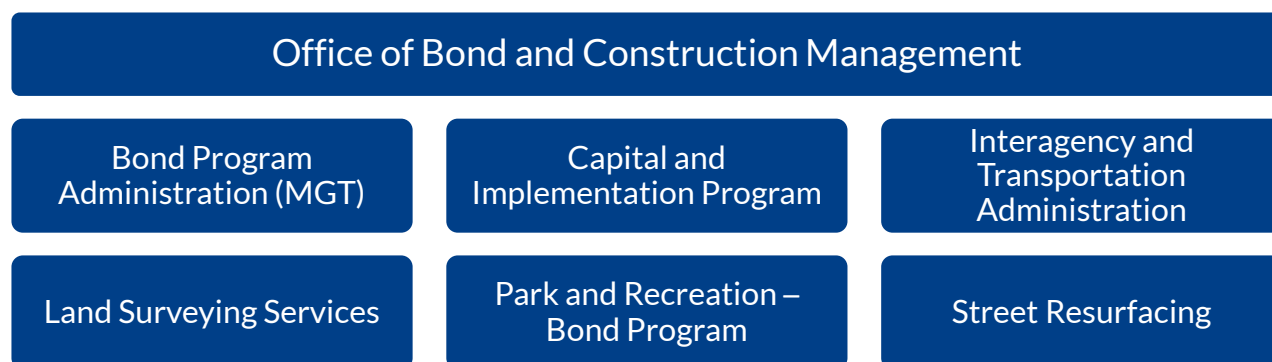
MISSION

Provide oversight of the City’s bond programs to ensure the efficient, equitable, and transparent delivery of infrastructure improvements to the Dallas community.

DEPARTMENT GOALS

- Complete the 2017 Bond Program by FY 2022-23 by committing 90 percent of appropriations for each proposition annually

FUNCTIONAL ORGANIZATION CHART



ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$16,186,634	\$13,472,288	\$16,392,375	\$16,705,257
Supplies - Materials	\$188,498	\$135,103	\$394,104	\$394,204
Contractual - Other Services	\$6,075,504	\$4,604,339	\$6,288,271	\$4,649,754
Capital Outlay	\$0	\$8,358	\$0	\$0
Expense Total	\$22,450,636	\$18,220,089	\$23,074,750	\$21,749,215
Reimbursements	\$(3,902,962)	\$(3,366,484)	\$0	\$0
Department Total	\$18,547,674	\$14,853,605	\$23,074,750	\$21,749,215
Department Total Revenue	\$18,547,674	\$14,853,605	\$23,074,750	\$21,749,215

OFFICE OF BOND & CONSTRUCTION MANAGEMENT

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City's operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	169.13	131.67	175.35	175.85
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	1.00	1.14	1.00	1.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	170.13	132.81	176.35	176.85

MAJOR BUDGET ITEMS

The FY 2020-21 budget and FY 2021-22 planned budget include adjustments for costs such as employee/retiree health benefits, civilian employee retirement adjustments, and internal service charges such as information technology, fleet maintenance, fuel, workers' compensation, liability, and property insurance. The table below lists funding levels for major budget items for each year of the biennial. The amounts in each column are a positive or negative adjustment from the FY 2019-20 amended budget.

Brief Description	Number of Positions	FY 2020-21 Budget	FY 2021-22 Planned
Reduce funding for professional services associated with various contracts.	0	\$(607,386)	\$(2,277,936)
Transfer three positions from the General Fund to the Internal Service Fund (5.00 FTEs).	3	\$188,144	\$188,144
Change accounting methodology to eliminate reimbursements and record as revenue.	0	\$3,902,962	\$3,902,962
Major Budget Items Total	3	\$3,483,720	\$1,813,170

OFFICE OF BOND & CONSTRUCTION MANAGEMENT

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percentage of appropriations awarded (ITD)	90%	86%	90%	90%
Percentage of projects awarded for design and construction	90%	87%	90%	90%
Number of projects awarded for design or construction	1,060	1,021	1,120	1,184
Percentage of appropriated projects completed	N/A	N/A	60%	88%

SERVICE DESCRIPTION AND BUDGET

- Bond Program Administration (MGT): Provides administrative services including best practices to all client City departments to establish clear guidance regarding ownership and accountability for project management services. Services provided include value engineering, project design and management, surveying, quality control testing, and construction inspection of all General Obligation bond-funded projects.
- Capital and Implementation Program: Awards more than \$100 million annually in design and construction projects. Creates and maintains the fundamental transportation infrastructure systems required for economic growth.
- Interagency and Transportation Administration: Leverages outside funds by implementing partnership projects related to transit, freeways/tollways, bike lanes, sidewalks, bridges, intersections, and thoroughfares.
- Land Surveying Services: Completes research requests, provides land surveying services and project management, and reviews consultant proposals and submittals for surveying for all City departments.
- Park and Recreation – Bond Program: Manages the implementation of the Park and Recreation Department’s capital bond program, including public improvements to existing park and recreation facilities, acquisition of land for future facilities, and rehabilitation of 12 buildings at Fair Park.
- Street Resurfacing: Administers contracts for resurfacing streets across the city.

OFFICE OF BOND & CONSTRUCTION MANAGEMENT

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Bond Program Administration (MGT)	\$6,896,749	\$4,597,379	\$6,630,001	\$4,985,489
Capital and Implementation Program	\$6,061,609	\$5,359,047	\$8,559,092	\$8,599,989
Interagency and Transportation Administration	\$433,798	\$417,446	\$948,574	\$948,574
Land Surveying Services	\$540,796	\$578,984	\$940,787	\$940,878
Parks and Recreation - Bond Program	\$3,644,863	\$2,810,621	\$4,524,521	\$4,802,510
Street Resurfacing	\$969,859	\$1,090,128	\$1,471,775	\$1,471,775
Department Total	\$18,547,674	\$14,853,605	\$23,074,750	\$21,749,215

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	12,746,237	9,151,848	12,838,844	13,122,307
1104 - Other Wages		2,350		
1108 - Performance Incentive Pay		5,000		
1111 - Cell Phone Stipend	25,680	30,655	33,442	33,442
1201 - Overtime - Civilian	77,998	241,733	99,821	99,821
1203 - Service Incentive Pay	20,928	27,820	23,060	23,060
1207 - Compensatory Time Pay - Civ		28,778		
1208 - Sick Leave Term Pay - Civilian		134,008		
1210 - Vacation Term Pay - Civilian		100,409		
1211 - Compensatory Time Pay - Uni		314		
1251 - Off-road Vehicle Use		1,440	360	360
1301 - Pension - Civilian	1,827,470	1,517,833	1,826,612	1,861,262
1303 - Life Insurance	5,571	5,579	12,681	12,704
1304 - Health Insurance	1,249,216	1,246,700	1,303,297	1,306,030
1306 - Fica	186,610	142,056	185,819	189,357
1309 - Wellness Program	4,673	4,664	4,748	4,760
1314 - Worker's Compensation	42,251	42,251	63,691	52,154
1401 - Sick Leave - Civilian		177,791		
1402 - Vacation Leave - Civilian		292,383		
1403 - Holiday Leave - Civilian		246,197		
1404 - Jury Duty Leave - Civilian		3,445		
1405 - Death in Family Leave - Civ		11,801		
1406 - Administrative Leave - Civilian		4,610		
1408 - Attendance Incentive Leave - Civ		52,623		
Personnel Services	\$16,186,634	\$13,472,288	\$16,392,375	\$16,705,257
2110 - Office Supplies	24,351	1,661	7,000	7,000
2111 - Office Supplies Chargeback	16,534	10,001	46,118	46,118

OFFICE OF BOND & CONSTRUCTION MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
2120 - Tools	69,384	42,975	56,286	56,286
2130 - Copy Supplies	4,360	6,010	7,360	7,360
2170 - Water - Sewer	6,001	822	6,001	6,001
2181 - Fuel - Lube For Vehicles		90		
2200 - Chemical Medical Surgical	270	598	270	270
2220 - Laundry - Cleaning Supplies	2,746	1,425	100	100
2231 - Clothing	14,631	12,790	34,129	34,229
2232 - Food Supplies	750	682	1,250	1,250
2252 - Meter Postage	3,277	1,078	5,777	5,777
2261 - Edu - Recreational Supplies	500		1,500	1,500
2280 - Other Supplies	4,863	2,147	4,863	4,863
2710 - Furniture - Fixtures	5,685	5,601	19,885	19,885
2731 - Data Processing Equipment	20,812	37,936	157,211	157,211
2735 - Software Purchase -\$1000	10,130	10,130	42,150	42,150
2780 - Photography - Film Equipment		1,055		
2790 - Protective Equipment	3,504	100	3,504	3,504
2860 - Books Reference Book Only	700		700	700
Supplies - Materials	\$188,498	\$135,103	\$394,104	\$394,204
3020 - Food - Laundry Service	3,708	3,708	3,708	3,708
3030 - Printing - Photo Services	4,700	4,264	4,701	4,700
3050 - Communications	34,626	57,166	68,136	68,326
3051 - Telephone Equipment Charges	3,416	4,057	2,160	2,160
3053 - Data Circuit Billing	18,050	18,345	40,157	40,157
3060 - Equipment Rental [Outside City]	192,972	191,733	192,972	192,972
3070 - Professional Services	4,702,373	2,698,986	4,094,987	2,424,437
3072 - Contractor Service Fees	409		409	409
3085 - Freight	239		239	239
3090 - City Forces	7,552	160	9,553	9,553
3099 - Misc Special Services	440,170	671,750	527,135	528,722
3110 - Equip Repairs and Maintenance	7,312	7,312	7,312	7,312
3130 - Copy Machine Rent-Lease-Maint	10,673	10,673	10,919	10,919
3150 - Copy Center Charges	3,602	1,209	4,893	4,893
3310 - Insurance	6,035	6,035	10,250	10,934
3313 - Liability Premiums	9,971	9,971	18,550	23,516
3315 - Tolls	125	654	125	125
3320 - Advertising		749		
3340 - Membership Dues	17,285	11,850	16,445	16,445
3361 - Professional Development	6,677	8,106	23,237	23,238
3363 - Reimb-Vehicle Use,Parking	43,030	4,788	44,330	44,330
3364 - Personnel Development	25,500	4,098	28,000	28,000
3410 - Equip - Automotive Rental		5,135	1,979	1,979
3416 - GIS Services	15,564	16,861	22,838	23,058
3429 - Cellphone Charges	11,098	16,565	15,004	15,004
3430 - Data Services	48,662	76,987	135,858	135,923
3434 - Programming	443,869	702,119	543,645	567,966
3438 - Software Maintenance Fee	17,886	19,181	37,886	37,886
3651 - Gen Fund Cost Reimb			422,843	422,843
3994 - Outside Temps-Staffing		51,879		
Contractual - Other Services	\$6,075,504	\$4,604,339	\$6,288,271	\$4,649,754

OFFICE OF BOND & CONSTRUCTION MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
4780 - Photo And Film Equipment		8,358		
Capital Outlay		\$8,358		
5011 - Reimb Fr Othr Organizaton	(1,815,255)	(1,880,328)		
5012 - Reimbursements-Stormwater	(848,898)	(247,347)		
5325 - Reimbursement - Dallas Water Utilities	(1,238,809)	(1,238,809)		
Reimbursements	\$(3,902,962)	\$(3,366,484)		
Department Total	\$18,547,674	\$14,853,605	\$23,074,750	\$21,749,215

OFFICE OF RISK MANAGEMENT

MISSION

Protect the City’s assets and guard against risks and safety hazards that could adversely impact City operations. The Office of Risk Management (ORM) is committed to providing a safe and healthy environment for the protection of City employees and the public.

DEPARTMENT GOALS

- Recover \$500,000 in subrogation collections
- Drug test 50 percent of civilian employees with a Commercial Driver’s License (CDL)
- Alcohol test 10 percent of civilian employees with a CDL
- Complete 960 safety observation audits
- Contact 98 percent of claimants within 24 hours of notice of claim
- Close 80 percent of liability claims on a cumulative monthly basis

FUNCTIONAL ORGANIZATION CHART

Risk Management Services

ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the adopted budget for FY 2020-21 and planned budget for FY 2021-22.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Personnel Services	\$4,168,848	\$3,804,208	\$4,151,543	\$4,156,642
Supplies - Materials	\$15,821	\$15,948	\$28,966	\$28,966
Contractual - Other Services	\$909,847	\$909,847	\$1,133,460	\$1,142,837
Capital Outlay	\$0	\$0	\$0	\$0
Expense Total	\$5,094,516	\$4,730,003	\$5,313,969	\$5,328,445
Reimbursements	\$(152,766)	\$(152,766)	\$(144,807)	\$(149,151)
Department Total	\$4,941,750	\$4,577,237	\$5,169,162	\$5,179,294
Department Total Revenue	\$4,941,750	\$4,577,237	\$5,169,162	\$5,179,294

OFFICE OF RISK MANAGEMENT

REIMBURSEMENTS

Reimbursements reflect contributions from various agencies, including federal and state funds, internal service departments, enterprise fund departments, and department support. Department support reflects interdepartmental transfers for the cost of management oversight and administrative support within the department. The table below provides a summary of reimbursements from various sources.

Source of Reimbursement	FY 2020-21 Budget	FY 2021-22 Planned
Park and Recreation Reimbursement	(63,262)	(65,160)
Sanitation Services Reimbursement	(81,545)	(83,991)
Reimbursement Total	\$(144,807)	\$(149,151)

PERSONNEL

Full-time equivalent (FTE) is a budget calculation that counts the number of personnel hours funded for the fiscal year. Each FTE equals 2,080 hours. Not all full-time positions are funded for 100 percent occupancy throughout the fiscal year. FTEs are calculated to consider vacancy and position turnover that may occur. Additionally, multiple part-time and temporary positions may be added together to equal one FTE.

The table below represents regular FTEs, overtime FTEs, and City temporary FTEs for the City’s operating funds. The table does not include FTEs funded from additional resources such as grant funds.

Category	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Regular Civilian	47.00	42.00	47.00	47.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.00	0.00
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
Department Total	47.00	42.00	47.00	47.00

OFFICE OF RISK MANAGEMENT

PERFORMANCE MEASURES

Measure	FY 2019-20 Target	FY 2019-20 Forecast	FY 2020-21 Target	FY 2021-22 Target
Percent increase in subrogation monies recovered	N/A	39.78%	20%	6%
Subrogation monies recovered	\$396,391	\$750,000	\$500,000	\$500,000
Rate of claimant contact within 24 hours of new claim notice	98%	100%	98%	98%
Drug test rate for CDL workforce	25%	26.4%	50%	50%
Average cost per workers' compensation claim	\$6,981	\$4,376	\$6,500	\$6,600

SERVICE DESCRIPTION AND BUDGET

- Risk Management Services: Provides comprehensive risk management services to optimize the City's level of risk, both positive and negative, in decision making and to meet the City's objectives under the guidelines of the Occupational Health and Safety Administration, Texas Department of Insurance, Texas Tort Claims Act, Department of Transportation, and City ordinances.

Service	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Risk Management Services	\$4,941,750	\$4,577,237	\$5,169,162	\$5,179,294
Department Total	\$4,941,750	\$4,577,237	\$5,169,162	\$5,179,294

EXPENSE DETAIL

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1101 - Salary - Civilian	3,259,377	2,723,086	3,253,728	3,260,685
1104 - Other Wages		(1,961)		
1111 - Cell Phone Stipend	9,360	9,360	9,360	9,360
1201 - Overtime - Civilian		186		
1203 - Service Incentive Pay	11,760	11,760	11,760	11,760
1207 - Compensatory Time Pay - Civ		22,780		
1210 - Vacation Term Pay - Civilian		11,460		
1301 - Pension - Civilian	462,826	425,926	463,025	463,998
1303 - Life Insurance	1,551	1,551	3,360	3,360
1304 - Health Insurance	346,249	346,249	345,372	345,372
1306 - Fica	47,952	42,888	47,485	47,587
1309 - Wellness Program	1,269	1,269	1,258	1,258
1314 - Worker's Compensation	28,504	28,504	16,195	13,262
1401 - Sick Leave - Civilian		37,993		
1402 - Vacation Leave - Civilian		68,579		
1403 - Holiday Leave - Civilian		65,810		
1404 - Jury Duty Leave - Civilian		465		

OFFICE OF RISK MANAGEMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
1405 - Death in Family Leave - Civ		3,764		
1406 - Administrative Leave - Civilian		659		
1408 - Attendance Incentive Leave - Civ		3,880		
Personnel Services	\$4,168,848	\$3,804,208	\$4,151,543	\$4,156,642
2110 - Office Supplies	2,700	1,305	3,500	3,500
2111 - Office Supplies Chargeback		1,522		
2160 - Fuel Supplies			7,500	7,500
2181 - Fuel - Lube For Vehicles	1,602	1,602	5,415	5,415
2232 - Food Supplies	154	154	186	186
2252 - Meter Postage	1,800	1,800	2,800	2,800
2270 - Printing Supplies	150	150	150	150
2280 - Other Supplies	6,479	6,479	6,479	6,479
2731 - Data Processing Equipment	2,936	2,936	2,936	2,936
Supplies - Materials	\$15,821	\$15,948	\$28,966	\$28,966
3050 - Communications	45,402	45,402	41,105	41,223
3051 - Telephone Equipment Charges	482	482	482	482
3053 - Data Circuit Billing	28,401	28,401	24,834	24,834
3099 - Misc Special Services	1,440	1,440	2,690	3,447
3130 - Copy Machine Rent-Lease-Maint	5,700	5,700	5,404	5,404
3310 - Insurance	1,602	1,602	2,731	2,913
3313 - Liability Premiums	1,560	1,560	4,943	6,265
3361 - Professional Development	6,774	6,774	6,774	6,774
3410 - Equip - Automotive Rental	12,903	12,903	19,576	19,576
3411 - Wreck Handle Charge (fleet)	8,847	8,847		
3416 - GIS Services	4,769	4,769	6,052	6,110
3429 - Cellphone Charges	12,612	12,612	12,612	12,612
3430 - Data Services	31,725	31,725	53,586	53,603
3434 - Programming	155,930	155,930	161,741	168,664
3651 - Gen Fund Cost Reimb	423,723	423,723	622,953	622,953
3851 - Pension Bond Debt Service	167,977	167,977	167,977	167,977
Contractual - Other Services	\$909,847	\$909,847	\$1,133,460	\$1,142,837
5011 - Reimb Fr Othr Organizaton	(152,766)	(152,766)	(144,807)	(149,151)
Reimbursements	\$(152,766)	\$(152,766)	\$(144,807)	\$(149,151)
Department Total	\$4,941,750	\$4,577,237	\$5,169,162	\$5,179,294

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
General Fund				
Budget and Management Services				
Grant Administration	1,260,436	1,119,603	1,082,349	1,100,758
Operating and Capital Budget	1,908,256	1,894,635	1,927,038	2,000,197
Performance, Innovation, and Strategy	399,249	469,860	872,925	1,009,333
Utility Management	311,484	207,413	290,397	290,980
Budget and Management Services Total	3,879,425	3,691,511	4,172,709	4,401,268
Building Services				
Bullington Truck Terminal and Thanksgiving Square	652,182	656,681	664,542	665,666
City Facility Operation, Maintenance and Repair	14,729,371	11,215,932	14,143,601	14,402,035
Custodial Maintenance	4,034,477	4,113,617	4,120,812	4,170,812
Energy Procurement and Monitoring	2,569,199	2,707,286	2,850,232	2,855,586
Renovation and Major Repair	1,125,548	838,971	1,618,223	2,146,053
Building Services Total	23,110,777	19,532,487	23,397,410	24,240,152
City Attorney's Office				
Administrative Support	1,812,482	1,790,554	1,721,169	1,831,724
Community Courts	1,006,795	701,042	897,701	869,894
Community Prosecution	2,004,638	1,999,887	2,065,256	2,045,782
DFW International Airport Legal Counsel	481,916	367,518	361,336	378,775
General Counsel	4,724,503	4,436,776	4,399,997	4,374,586
Litigation	5,438,990	5,731,149	5,245,404	5,271,450
Municipal Prosecution	2,274,201	1,712,826	1,549,616	1,520,720
Police Legal Liaison	739,961	705,616	737,821	742,023
City Attorney's Office Total	18,483,486	17,445,366	16,978,300	17,034,954
City Auditor's Office				
Audits, Attestations, Investigations, and Advisory	3,398,923	2,808,765	3,123,860	3,130,622
City Auditor's Office Total	3,398,923	2,808,765	3,123,860	3,130,622
City Controller's Office				
Accounts Payable	1,677,522	1,508,777	1,233,746	1,195,283
Cash and Debt Management	799,097	764,840	707,595	707,831
Contract Compliance and Monitoring	902,897	600,449	804,048	865,357
Deferred Compensation	122,955	134,889	131,350	131,350
EMS Compliance	379,197	379,461	426,656	458,949
Financial Reporting	2,544,252	2,311,208	2,956,802	3,016,830
Independent Audit	945,429	945,429	945,429	945,429
Payroll	1,334,643	1,293,831	1,744,377	1,723,388
City Controller's Office Total	8,705,992	7,938,885	8,950,003	9,044,417
City Manager's Office				
City Administration	2,936,728	2,651,033	2,404,281	2,406,744
City Agenda Process	0	0	241,605	241,842
Ethics and Compliance	0	0	182,248	182,248
Youth Commission	0	0	90,000	90,000
City Manager's Office Total	2,936,728	2,651,033	2,918,134	2,920,834
City Secretary's Office				
Archives	193,871	193,940	197,760	196,464
Boards and Commissions Support	321,706	362,706	318,094	316,232
City Council Support	1,031,215	1,007,238	1,113,407	1,122,477
Customer Service	231,977	228,572	221,405	219,994
Elections	98,646	98,646	1,106,896	106,210
Open Records	650,237	630,436	559,109	561,300
Records Management	609,930	598,149	476,252	481,655
City Secretary's Office Total	3,137,582	3,119,686	3,992,923	3,004,332
Civil Service				
Analysis-Development and Validation	896,436	605,719	694,253	671,573
Applicant Evaluation (Civilian)	1,103,653	919,134	1,082,319	1,073,931
Applicant Evaluation (Uniform)	830,705	798,455	824,413	815,615
Civil Service Board and Employee Appeals Process	443,863	464,851	345,759	557,892
Civil Service Total	3,274,657	2,788,160	2,946,744	3,119,011

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Code Compliance				
Consumer Health	3,191,395	2,979,967	3,156,071	3,156,071
Neighborhood Code Compliance Services	20,122,612	17,720,108	21,194,924	21,202,813
Neighborhood Nuisance Abatement	7,162,539	6,798,347	7,858,419	7,863,349
Code Compliance Total	30,476,546	27,498,422	32,209,414	32,222,233
Court and Detention Services				
City Detention Center	1,572,747	1,616,510	2,321,654	2,520,350
City Marshal's Office	3,185,133	2,789,445	3,031,141	3,051,034
Environmental Crimes Unit	65,233	0	10,877	39,627
Lew Sterrett Jail Contract	9,158,124	9,158,124	9,547,117	9,450,527
Municipal Court Services	7,478,851	7,033,907	7,476,122	8,112,754
Parking Adjudication Office	642,604	585,752	669,936	709,601
School Crossing Guard Program	3,630,672	2,932,936	4,470,009	4,472,274
Security Services	4,404,956	4,801,304	5,831,856	5,928,953
Court and Detention Services Total	30,138,320	28,917,977	33,358,712	34,285,119
Dallas Animal Services				
Dallas Animal Services	15,635,492	14,080,636	15,314,969	15,588,499
Dallas Animal Services Total	15,635,492	14,080,636	15,314,969	15,588,499
Dallas Fire-Rescue				
EMS Administration, Contracts, and Community Health	16,562,238	20,760,371	24,992,171	22,778,326
Fire and Rescue Emergency Response and Special Operations	229,202,887	221,143,040	224,242,151	241,518,608
Fire Dispatch and Communications	20,216,886	19,669,487	20,994,417	22,220,056
Fire Inspection for New Construction	6,644	0	0	142
Fire Investigation - Explosive Ordnance Disposal	4,762,983	4,582,415	4,874,101	4,874,223
Fire Training and Recruitment	18,731,980	10,067,474	15,638,883	15,639,945
Fire-Rescue Equipment Maintenance and Supply	19,288,145	19,948,595	13,424,117	13,450,954
Inspection and Life Safety Education	11,528,034	11,024,241	11,379,093	11,351,704
Dallas Fire-Rescue Total	320,299,797	307,195,625	315,544,933	331,833,957
Dallas Police Department				
Juvenile Case Managers-First Offender Program	0	40,261	0	0
Police Academy and In-service Training	23,234,091	38,975,936	24,222,519	24,186,731
Police Administrative Support	29,686,550	33,734,457	33,258,173	33,896,290
Police Community Outreach	1,756,424	1,496,646	1,268,902	1,385,790
Police Criminal Investigations	70,965,219	69,745,060	66,384,583	70,236,458
Police Field Patrol	290,807,216	263,074,334	289,101,228	304,069,686
Police Intelligence	10,099,777	8,906,034	9,439,623	9,676,007
Police Investigation of Vice Related Crimes	4,180,331	3,677,938	4,016,290	4,017,417
Police Investigations of Narcotics Related Crimes	16,055,506	15,282,153	14,654,213	14,781,172
Police Operational Support	31,541,830	30,056,869	35,663,021	40,337,971
Police Recruiting and Personnel Service	12,272,712	10,991,494	12,398,780	12,710,087
Police Special Operations	26,367,538	25,357,864	23,127,699	23,755,579
Dallas Police Department Total	516,967,195	501,339,046	513,535,030	539,053,187
Housing and Neighborhood Revitalization				
Housing Administration	1,332,320	1,550,273	1,596,944	1,757,983
Housing Preservation	1,105,849	709,443	1,379,759	1,379,759
New Development	832,058	730,349	610,359	675,477
Housing and Neighborhood Revitalization Total	3,270,227	2,990,064	3,587,062	3,813,218
Human Resources				
Administrative/HRIS	604,768	252,598	1,320,103	1,426,554
Engagement, Development, Diversity, and Inclusion (EDDI)	1,759,088	1,775,450	1,084,856	1,363,602
HR Consulting (HRP/Investigations)	3,135,544	3,174,085	2,041,336	2,129,669
Onboarding and Recruitments	0	0	986,171	877,070
Total Rewards (Compensation)	966,127	853,059	622,726	668,335
Human Resources Total	6,465,527	6,055,192	6,055,192	6,465,230

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Judiciary				
Civil Adjudication Court	392,883	348,201	388,455	388,566
Community Court	109,341	0	106,334	106,368
Court Security	890,314	925,693	1,034,570	1,034,854
Municipal Judges-Cases Docketed	2,414,404	2,528,946	2,133,840	2,127,291
Judiciary Total	3,806,942	3,802,840	3,663,199	3,657,078
Library				
Library Materials and Collection Management	6,515,194	6,431,736	6,591,777	6,617,376
Library Operations and Public Service	24,246,333	21,313,248	23,637,789	24,129,896
Literacy Initiatives, Education, and Community Engagement	1,514,659	1,322,039	1,845,433	1,867,932
Library Total	32,276,186	29,067,023	32,074,999	32,615,204
Management Services				
311 Customer Service Center	4,835,776	4,590,721	4,639,768	5,021,751
Communications, Outreach, and Marketing	2,020,529	1,823,061	2,295,750	2,348,477
Council Agenda Office	246,824	241,114	0	0
Emergency Management Operations	1,122,694	1,114,425	1,152,959	1,183,850
Office of Business Diversity	992,241	837,653	0	0
Office of Community Care	6,700,917	6,465,825	8,415,504	9,190,397
Office of Community Police Oversight	475,000	270,915	545,133	629,233
Office of Environmental Quality and Sustainability	3,524,865	3,051,244	4,247,434	4,521,797
Office of Equity and Inclusion	492,264	478,167	2,401,046	2,563,948
Office of Ethics and Compliance	227,912	134,815	0	0
Office of Fair Housing and Human Rights	519,488	498,988	0	0
Office of Government Affairs	1,084,555	949,502	937,370	937,969
Office of Historic Preservation	626,200	571,156	728,797	751,598
Office of Homeless Solutions	12,126,340	11,721,783	12,364,516	12,374,744
Office of Innovation	913,030	813,640	0	0
Office of Integrated Public Safety Solutions	115,798	115,798	3,393,814	4,768,560
Office of Resiliency	334,705	304,621	0	0
Office of Welcoming Communities and Immigrant Affairs	751,913	620,796	0	0
Management Services Total	37,111,051	34,604,225	41,122,091	44,292,324
Mayor and Council				
Administrative Support for the Mayor and City Council	5,117,657	4,804,805	5,140,653	5,128,285
Mayor and Council Total	5,117,657	4,804,805	5,140,653	5,128,285
Non-Departmental				
Financial Reserves	3,000,000	3,000,000	0	0
General Obligation Commercial Paper and Master Lease Program	17,751,554	17,180,622	19,793,561	22,708,914
Liability-Claims Fund Transfer	2,751,145	2,751,145	4,822,220	2,745,016
Non-Departmental	22,118,527	22,118,528	20,979,373	22,075,139
Salary and Benefit Stabilization	2,500,000	2,500,000	2,000,000	2,000,000
Tax Increment Financing Districts Payments	61,839,201	60,774,872	72,688,637	72,688,637
Non-Departmental Total	109,960,427	108,325,167	120,283,791	122,217,706
Office of Arts and Culture				
City-Owned Cultural Venues	14,360,519	12,291,301	13,692,906	13,981,217
Cultural Services Contracts	6,177,270	5,208,792	6,146,940	5,829,281
Public Art for Dallas	328,326	327,122	364,851	345,725
Office of Arts and Culture Total	20,866,115	17,827,215	20,204,697	20,156,223
Office of Data Analytics and Business Intelligence				
Data Analytics	0	0	1,261,913	1,261,913
GIS	0	0	0	0
Office of Data Analytics and Business Intelligence Total	0	0	1,261,913	1,261,913

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Office Of Economic Development				
Area Redevelopment	734,373	963,457	776,238	813,040
Business and Workforce Inclusion	0	0	2,610,273	2,660,414
Business Development	1,717,921	1,724,385	1,360,696	1,543,369
Community Development	1,371,046	938,094	303,209	363,415
Creative Industries	321,349	124,265	0	0
Performance Monitoring, Compliance & Analysis	0	0	392,311	436,509
Targeted Development	1,221,156	1,282,332	0	0
Office Of Economic Development Total	5,365,845	5,032,532	5,442,727	5,816,746
Park and Recreation				
Aquatic Services	6,013,824	4,194,125	6,450,718	6,732,617
Golf and Tennis Centers	5,653,186	4,854,007	5,264,716	5,268,642
Leisure Venue Management	18,776,768	16,829,945	17,908,436	17,943,415
Operation - Maintenance of Fair Park	5,150,000	5,766,085	3,850,000	3,850,000
Park Land Maintained	32,256,064	31,677,008	35,153,809	36,902,067
Planning, Design, Construction - EMS and Environ Compliance	2,169,158	2,151,331	2,112,888	2,109,429
Recreation Services	23,317,737	20,035,636	23,572,879	23,765,469
Park and Recreation Total	93,336,737	85,508,137	94,313,446	96,571,639
Planning and Urban Design				
Neighborhood Vitality	894,421	387,267	0	0
Planning and Design Studio	1,277,890	513,119	0	0
PUD Administration	1,224,392	2,102,913	3,312,735	3,372,652
Planning and Urban Design Total	3,396,703	3,003,299	3,312,735	3,372,652
Procurement Services				
Purchasing-Contract Management	3,021,425	2,402,020	3,018,085	3,081,830
Procurement Services Total	3,021,425	2,402,020	3,018,085	3,081,830
Public Works				
Capital and Implementation Program	1,507,979	1,514,622	758,469	758,469
Interagency and Transportation Administration	247,135	242,563	105,864	105,864
Land Surveying Services	90,783	146,441	108,680	110,727
Pavement Management	665,589	747,896	762,353	787,352
Pavement Preservation	0	0	2,186,338	2,130,306
Rights-of-Way Maintenance Contracts	5,541,912	5,787,624	5,556,042	5,576,547
Street Cut and Right-of-Way Management [Cut Control]	818,437	921,748	657,580	684,241
Street Maintenance Contracts and Inspections	36,249,479	33,791,418	30,420,542	30,420,542
Street Operation	33,006,406	34,128,244	35,041,673	35,867,324
Urban Forestry Division	481,688	427,761	543,656	547,675
Public Works Total	78,609,407	77,708,318	76,141,197	76,989,047
Sustainable Development and Construction				
Authorized Hearings	721,158	674,320	736,995	735,278
Conservation District	388,290	363,528	381,498	345,488
Real Estate and Relocation	749,518	575,457	750,487	814,163
Sustainable Development and Construction Total	1,858,966	1,613,306	1,868,980	1,894,929
Transportation				
Administration and Performance Management	4,273,521	3,652,256	2,931,755	3,139,979
Engineering and Operations	33,052,165	30,640,146	33,410,713	32,791,011
Parking Management and Enforcement	5,650,804	5,674,015	5,435,159	5,461,645
Transportation Planning	1,611,279	1,523,355	1,327,948	1,349,239
Transportation Total	44,587,769	41,489,772	43,105,575	42,741,874
General Fund Total	1,429,495,904	1,363,241,515	1,437,039,483	1,489,954,483

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Enterprise Funds				
Aviation				
Aviation Facilities - Dallas Executive Airport - Vertiport	2,840,657	3,793,190	2,290,119	2,462,444
Capital Construction and Debt Service	53,930,165	47,029,545	22,628,472	42,136,959
Dallas Love Field	101,141,124	74,204,380	87,484,850	82,497,242
Regulation and Enforcement of For Hire Transportation	343,737	427,119	354,879	357,145
Aviation Total	158,255,683	125,454,234	112,758,320	127,453,790
Convention And Event Services				
Convention Center Debt Service Payment	23,481,413	23,481,413	23,481,663	23,484,163
Dallas Convention Center	89,358,333	40,735,314	60,375,621	85,346,787
Office of Special Events	738,758	691,668	1,182,987	840,443
Union Station	779,750	751,922	792,310	812,310
Convention And Event Services Total	114,358,254	65,660,316	85,832,581	110,483,703
Dallas Water Utilities				
DWU General Expense	96,383,783	92,869,421	131,026,047	132,078,555
Wastewater Collection	21,133,328	24,684,901	21,225,917	21,602,720
Wastewater Treatment	53,771,488	51,978,963	53,698,229	54,058,087
Water Capital Funding	330,728,091	313,737,834	351,165,288	359,500,309
Water Planning, Financial and Rate Services	4,827,625	1,522,666	4,522,893	4,656,611
Water Production and Delivery	129,603,718	114,851,135	108,695,886	109,091,659
Water Utilities Capital Program Management	15,115,120	16,244,163	15,418,863	15,687,059
Water Utilities Customer Account Services	29,657,766	28,349,984	29,025,220	29,904,463
Dallas Water Utilities Total	681,220,919	644,239,068	714,778,341	726,579,463
Dallas Water Utilities - SDM				
DWU - SDM General Expense	35,739,940	36,487,181	40,641,041	43,512,102
Floodplain and Drainage Management	2,690,031	2,353,624	2,707,275	2,855,261
Floodway Operations	11,416,634	11,185,474	11,711,043	11,556,217
Neighborhood Drainage Operations	11,090,232	10,476,637	11,270,388	11,391,006
Dallas Water Utilities - SDM Total	60,936,837	60,502,915	66,329,747	69,314,586
Office of Arts and Culture				
WRR Municipal Radio Classical Music	2,067,782	1,786,590	1,875,612	1,888,798
Office of Arts and Culture Total	2,067,782	1,786,590	1,875,612	1,888,798
Sanitation Services				
Animal Remains Collection	499,619	497,953	472,335	481,329
Brush-Bulk Waste Removal Services	24,562,033	25,489,596	22,000,004	22,689,107
City Facility Services	839,759	838,808	905,522	908,604
Landfill Services	41,054,492	38,737,901	40,797,417	40,001,450
Recycling Collection and Waste Diversion	14,519,341	14,280,130	14,851,749	15,271,253
Residential Refuse Collection	46,470,153	48,101,008	49,386,391	50,239,418
Sanitation Services Total	127,945,397	127,945,397	128,413,418	129,591,160
Sustainable Development and Construction				
Construction Plan Review and Permitting	15,286,076	13,369,887	17,181,918	16,141,264
Engineering - Inspection Review for Private Development	2,315,282	2,652,608	2,574,484	2,595,888
Express Plan Review	1,667,400	1,788,106	1,776,510	1,800,709
Field Inspections of Private Development Construction Sites	10,129,768	10,959,390	9,720,006	9,768,205
GIS Mapping for Private Development	1,145,551	1,366,999	1,268,662	1,277,220
Private Development Records and Archival Library	1,179,680	999,750	1,259,963	1,267,126
Private Development Survey	468,371	547,173	456,098	458,707
Subdivision Plat Review	583,681	686,286	571,473	574,855
Zoning - Board of Adjustment	1,775,181	1,292,518	1,734,989	1,746,510
Sustainable Development and Construction Total	34,550,990	33,662,718	36,544,103	35,630,484
Enterprise Funds Total	1,179,335,862	1,059,251,239	1,146,532,122	1,200,941,984

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Operating Budget				
General Fund	1,429,495,904	1,363,241,515	1,437,039,483	1,489,954,483
Enterprise Funds	1,179,335,862	1,059,251,239	1,146,532,122	1,200,941,984
Debt Service	305,451,298	295,817,298	316,672,860	325,297,213
Additional Resources	97,047,036	97,047,036	74,176,634	75,056,982
Operating Budget Total	3,011,330,100	2,815,357,088	2,974,421,099	3,091,250,662

SUMMARY OF SERVICES BY DEPARTMENT

	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Internal Service and Other Funds				
Bond and Construction Management				
Bond Program Administration (MGT)	6,896,749	4,597,379	6,630,001	4,985,489
Capital and Implementation Program	6,061,609	5,359,047	8,559,092	8,599,989
Interagency and Transportation Administration	433,798	417,446	948,574	948,574
Land Surveying Services	540,796	578,984	940,787	940,878
Parks and Recreation – Bond Program	3,644,863	2,810,621	4,524,521	4,802,510
Street Resurfacing	969,859	1,090,128	1,471,775	1,471,775
Bond and Construction Management Total	18,547,674	14,853,605	23,074,750	21,749,215
Employee Benefits				
Administrative/HRIS	1,014,141	982,949	1,342,847	1,363,026
Wellness Program	358,863	330,911	288,420	290,898
Employee Benefits Total	1,373,004	1,313,860	1,631,267	1,653,924
Equipment and Fleet Management				
City Fleet Asset Management	2,872,997	2,851,140	3,149,193	2,884,534
City Fleet Maintenance and Repair Services	32,743,315	34,153,930	33,360,801	34,107,636
City Fleet Paint and Body Shop Coordination	2,287,300	2,341,990	2,389,985	2,389,985
Environmental Services for City Fleet Operations	702,219	698,586	519,466	485,863
Fuel Procurement and Management	17,630,041	12,288,945	16,649,595	16,611,837
Equipment and Fleet Management Total	56,235,872	52,334,592	56,069,040	56,479,855
Express Business Center				
Business Services	1,493,351	1,493,351	1,545,347	1,546,076
Disposal of Surplus and Police Unclaimed Property	512,630	406,930	535,543	538,072
Express Business Center Total	2,005,981	1,900,281	2,080,890	2,084,148
Information and Technology Services				
9-1-1 Technology-Education Services	17,456,147	17,286,639	16,126,922	12,805,884
Business Technology Services	25,520,566	25,913,446	25,301,184	26,189,901
City GIS Services	1,714,121	1,603,626	1,736,926	1,735,452
Internal Computer Support	6,567,907	6,122,217	8,100,400	9,141,423
Internal Desktop Support	8,061,121	8,149,637	9,572,710	9,578,695
Internal Radio Communication	12,825,721	12,744,847	13,423,481	12,680,604
Internal Telephone and Data Communication	15,218,630	17,427,379	16,389,651	16,413,819
Public Safety Technology Support	4,688,323	4,481,876	4,863,307	5,461,086
Strategic Technology Management	18,197,196	16,037,761	19,048,921	19,608,957
Information and Technology Services Total	110,249,732	109,767,428	114,563,502	113,615,821
Office of Risk Management				
Risk Management Services	4,941,750	4,577,237	5,169,162	5,179,294
Office of Risk Management Total	4,941,750	4,577,237	5,169,162	5,179,294
Internal Service and Other Funds Total	193,354,013	184,747,003	202,588,611	200,762,257



PROJECTED CHANGES IN FUND BALANCE

	FY 2020-21 BEGINNING BALANCE	FY 2020-21 BUDGETED REVENUES	FY 2020-21 BUDGETED EXPENDITURES	FY 2020-21 ENDING BALANCE
GENERAL FUND				
	235,992,351	1,437,039,483	1,437,039,483	235,992,351
ENTERPRISE FUNDS				
Aviation	0	112,758,320	112,758,320	0
Convention and Event Services	57,091,833	85,832,581	85,832,581	57,091,833
Municipal Radio	685,965	1,911,000	1,875,612	721,353
Sanitation Services	33,204,530	127,068,910	128,413,418	31,860,022
Storm Drainage Management (Water Utilities)	9,918,699	66,355,747	66,329,747	9,944,699
Sustainable Development and Construction	47,421,969	33,644,751	36,544,103	44,522,617
Dallas Water Utilities	140,647,348	692,146,200	714,778,341	118,015,207
INTERNAL SERVICE FUNDS				
Information Technology	5,590,116	84,372,061	85,013,099	4,949,078
Radio Services	1,039,213	12,843,519	13,423,481	459,251
Equipment and Fleet Management	12,006,161	54,714,940	56,069,040	10,652,061
Express Business Center	4,120,084	2,593,790	2,080,890	4,632,984
Office of Bond and Construction Management	0	23,074,750	23,074,750	0
OTHER REVENUE FUNDS				
9-1-1 System Operations	5,843,389	12,017,444	16,126,922	1,733,911
Employee Benefits	25,930,409	156,135,754	163,814,169	18,251,994
Risk Management	11,136,231	44,265,806	47,212,601	8,189,436
Debt Service	43,627,241	319,810,380	316,672,860	46,764,761
TOTAL CITY FUNDS	\$634,255,538	\$3,266,585,436	\$3,307,059,417	\$593,781,557

PROJECTED CHANGES IN FUND BALANCE

	FY 2021-22 BEGINNING BALANCE	FY 2021-22 PLANNED REVENUES	FY 2021-22 PLANNED EXPENDITURES	FY 2021-22 ENDING BALANCE
GENERAL FUND	\$235,992,351	\$1,491,295,629	\$1,489,954,483	\$237,333,497
ENTERPRISE FUNDS				
Aviation	0	127,453,790	127,453,790	0
Convention and Event Services	57,091,833	110,483,703	110,483,703	57,091,833
Municipal Radio	721,353	1,921,000	1,888,798	753,555
Sanitation Services	31,860,022	130,496,033	129,591,160	32,764,895
Storm Drainage Management (Water Utilities)	9,944,699	69,340,586	69,314,586	9,970,699
Sustainable Development and Construction	44,522,617	33,644,751	35,630,484	42,536,884
Dallas Water Utilities	118,015,207	718,432,215	726,579,463	109,867,959
INTERNAL SERVICE FUNDS				
Information Technology	4,949,078	86,921,687	88,129,333	3,741,432
Radio Services	459,251	12,552,491	12,680,604	331,138
Equipment and Fleet Management	10,652,061	54,231,190	56,479,855	8,403,396
Express Business Center	4,632,984	2,593,790	2,084,148	5,142,626
Office of Bond and Construction Management	0	21,749,215	21,749,215	0
OTHER REVENUE FUNDS				
9-1-1 System Operations	1,733,911	12,017,444	12,805,884	945,471
Employee Benefits	18,251,994	156,733,084	171,510,112	3,474,966
Risk Management	8,189,436	36,870,658	38,791,544	6,268,550
Debt Service	46,764,761	322,053,544	325,297,213	43,521,092
TOTAL CITY FUNDS	\$593,781,557	\$3,388,790,810	\$3,420,424,375	\$562,147,992

GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$171,274,047	\$207,908,478	\$219,919,890	\$219,919,890	\$235,824,022	\$235,992,351	\$235,992,351
REVENUES:							
Property Tax	652,462,497	729,595,992	787,420,172	787,420,172	786,890,377	825,006,993	853,700,364
Sales Tax	305,397,782	313,460,750	325,566,185	325,566,185	309,284,972	296,324,365	309,328,700
Franchise & Other	141,897,120	135,697,060	129,339,760	122,739,557	119,578,202	115,907,401	117,675,235
Service to Others	114,565,493	101,378,260	115,177,017	111,417,257	95,069,833	105,618,133	112,986,578
Fines & Forfeitures	35,170,662	35,826,127	27,222,251	27,222,251	24,016,769	23,554,646	30,352,701
Operating Transfer In	21,580,964	24,092,615	25,694,602	25,694,602	25,694,602	42,410,021	38,662,108
Intergovernmental	10,194,079	10,178,117	11,382,649	13,049,314	13,450,770	12,111,533	11,830,681
Miscellaneous	9,633,532	6,593,687	6,685,258	6,685,258	5,967,292	6,716,212	7,062,182
Licenses & Permits	4,824,006	10,010,286	5,154,061	5,154,061	4,929,780	5,023,871	5,330,772
Interest	4,450,267	8,025,690	4,547,247	4,547,247	4,547,247	4,366,308	4,366,308
TOTAL REVENUES	1,300,176,402	1,374,858,584	1,438,189,202	1,429,495,904	1,389,429,844	1,437,039,483	1,491,295,629
TOTAL RESOURCES AVAILABLE	1,471,450,449	1,582,767,062	1,658,109,092	1,649,415,794	1,625,253,866	1,673,031,834	1,727,287,980
EXPENDITURES:							
Personnel Services	943,772,869	979,323,750	1,041,170,380	1,040,362,027	1,018,224,202	1,064,314,862	1,083,351,454
Supplies - Materials	85,630,275	76,464,707	82,737,886	81,873,480	81,078,706	74,443,376	75,290,952
Contractual - Other Services	352,132,210	377,660,861	389,583,720	380,276,922	377,715,223	405,650,948	411,481,203
Capital Outlay	8,816,137	14,049,167	14,823,774	17,399,655	17,824,254	11,244,563	9,572,663
Expense Total	1,390,351,491	1,447,498,485	1,528,315,760	1,519,912,084	1,494,842,385	1,555,653,749	1,579,696,272
Reimbursements	(113,930,549)	(102,154,612)	(90,226,760)	(90,416,180)	(131,600,870)	(118,614,266)	(89,741,789)
TOTAL EXPENDITURES	1,276,420,942	1,345,343,873	1,438,089,000	1,429,495,904	1,363,241,515	1,437,039,483	1,489,954,483
Changes in Encumbrances and other Balance Sheet Accounts	12,878,971	(1,599,167)	3,000,000	0	(26,020,000)	0	0
ENDING FUND BALANCE	\$207,908,478	\$235,824,022	\$223,020,092	\$219,919,890	\$235,992,351	\$235,992,351	\$237,333,497



ENTERPRISE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

AVIATION

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$14,111,807	\$5,570,308	\$5,570,308	\$5,570,308	\$5,419,811	\$0	\$0
REVENUES:							
Service to Others	124,773,751	146,191,677	156,880,360	157,572,442	118,532,565	112,163,441	126,816,645
Licenses & Permits	458,734	417,394	290,378	290,378	517,704	301,853	304,119
Interest	439,052	627,843	419,015	419,015	467,999	0	0
Customer Charges	356,898	198,791	249,630	249,630	145,517	0	0
Miscellaneous	393,435	469,289	416,300	469,759	370,639	293,026	333,026
TOTAL REVENUES	126,421,870	147,904,994	158,255,683	159,001,224	120,034,424	112,758,320	127,453,790
TOTAL RESOURCES AVAILABLE	140,533,677	153,475,301	163,825,991	164,571,532	125,454,235	112,758,320	127,453,790
Personnel Services	17,514,228	19,788,719	24,515,429	24,515,429	21,815,502	22,884,221	22,883,343
Supplies - Materials	7,482,358	7,941,685	8,299,021	8,299,021	7,333,117	7,935,673	8,020,482
Contractual - Other Services	103,599,136	125,682,742	126,240,218	124,821,378	107,476,240	106,269,684	100,821,755
Capital Outlay	4,177,769	3,786,179	4,491,528	5,910,368	5,673,995	1,697,787	1,755,787
Expense Total	132,773,491	157,199,325	163,546,196	163,546,196	142,298,854	138,787,365	133,481,367
Reimbursements	(5,855,902)	(5,411,878)	(5,290,513)	(5,290,513)	(16,844,619)	(26,029,045)	(6,027,577)
TOTAL EXPENDITURES	126,917,588	151,787,447	158,255,683	158,255,683	125,454,235	112,758,320	127,453,790
Changes in Encumbrances and other Balance Sheet Accounts	(8,045,781)	3,731,957	0	0	0	0	0
ENDING FUND BALANCE	\$5,570,308	\$5,419,811	\$5,570,308	\$6,315,849	\$0	\$0	\$0

*Aviation includes Transportation Regulation beginning in FY 2016-17.

CONVENTION CENTER

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$33,234,399	\$39,186,345	\$39,186,345	\$39,186,345	\$57,091,833	\$57,091,833	\$57,091,833
REVENUES:							
Service to Others	30,959,342	37,779,921	33,319,176	33,319,176	25,482,473	37,624,759	41,510,693
Licenses & Permits	1,700	0	0	0	950	0	0
Interest	721,465	1,171,703	0	0	791,238	0	0
Alcoholic Beverage Tax	13,322,973	13,877,010	14,365,637	14,365,637	9,264,010	11,205,197	12,785,417
Hotel Occupancy Tax	61,264,871	63,896,107	66,423,441	66,423,441	30,103,397	36,500,000	55,434,837
Miscellaneous	32,662	198,188	250,000	250,000	18,249	502,625	752,756
TOTAL REVENUES	106,303,013	116,922,929	114,358,254	114,358,254	65,660,316	85,832,581	110,483,703
TOTAL RESOURCES AVAILABLE	139,537,412	156,109,274	153,544,599	153,544,599	122,752,149	142,924,414	167,575,536
Personnel Services	8,136,370	6,726,961	2,623,706	2,623,706	2,625,423	2,902,480	2,940,662
Supplies - Materials	5,381,330	3,843,200	2,628,691	2,628,691	2,899,650	3,132,841	3,185,629
Contractual - Other Services	87,337,819	99,245,618	109,105,857	109,105,857	63,418,031	79,397,260	104,307,412
Capital Outlay	104,370	16,150	0	0	0	400,000	50,000
Expense Total	100,959,890	109,831,929	114,358,254	114,358,254	68,943,104	85,832,581	110,483,703
Reimbursements	(22,400)	(140,469)	0	0	(3,282,787)	0	0
TOTAL EXPENDITURES	100,937,490	109,691,460	114,358,254	114,358,254	65,660,316	85,832,581	110,483,703
Changes in Encumbrances and other Balance Sheet Accounts	586,423	10,674,019	0	0	0	0	0
ENDING FUND BALANCE	\$39,186,345	\$57,091,833	\$39,186,345	\$39,186,345	\$57,091,833	\$57,091,833	\$57,091,833

ENTERPRISE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

MUNICIPAL RADIO

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$1,087,586	\$1,053,903	\$768,840	\$768,840	\$957,554	\$685,965	\$721,353
REVENUES:							
Service to Others	87,052	74,836	36,000	36,000	10,000	36,000	36,000
Interest	20,900	26,929	15,000	15,000	15,000	15,000	15,000
Customer Charge	1,751,241	1,770,946	2,110,634	2,110,634	1,490,000	1,860,000	1,870,000
TOTAL REVENUES	1,859,193	1,872,711	2,161,634	2,161,634	1,515,000	1,911,000	1,921,000
TOTAL RESOURCES AVAILABLE	2,946,779	2,926,614	2,930,474	2,930,474	2,472,554	2,596,965	2,642,353
Personnel Services	1,049,656	1,108,394	1,183,666	1,183,665	1,002,676	1,014,612	1,022,274
Supplies - Materials	85,184	74,261	81,319	81,320	72,754	77,672	89,233
Contractual - Other Services	758,035	790,738	802,797	802,797	711,160	783,328	777,291
Capital Outlay	0	0	0	0	0	0	0
Expense Total	1,892,876	1,973,393	2,067,782	2,067,782	1,786,590	1,875,612	1,888,798
Reimbursements	0	0	0	0	0	0	0
TOTAL EXPENDITURES	1,892,876	1,973,393	2,067,782	2,067,782	1,786,590	1,875,612	1,888,798
Changes in Encumbrances and other Balance Sheet Accounts		4,333	0	0	0	0	0
ENDING FUND BALANCE	\$1,053,903	\$957,554	\$862,692	\$862,692	\$685,965	\$721,353	\$753,555

SANITATION SERVICES

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$29,641,449	\$24,416,493	\$24,416,494	\$24,416,494	\$40,213,874	\$33,204,530	\$31,860,022
REVENUES							
Service to Others	110,918,253	123,590,226	119,591,383	119,591,383	120,372,158	126,446,303	129,873,426
Licenses & Permits	0	1,925	0	0	3,850	0	0
Interest	600,236	552,653	537,818	537,818	461,879	622,607	622,607
Miscellaneous	119,644	180,318	0	0	98,166	0	0
TOTAL REVENUES	111,638,133	124,325,122	120,129,201	120,129,201	120,936,053	127,068,910	130,496,033
TOTAL RESOURCES AVAILABLE	141,279,582	148,741,615	144,545,695	144,545,695	161,149,927	160,273,440	162,356,055
Personnel Services	34,571,556	38,427,548	38,273,195	38,273,195	40,195,971	40,740,507	42,229,995
Supplies - Materials	8,173,065	8,097,352	7,852,420	7,852,420	8,085,757	7,322,102	7,325,102
Contractual - Other Services	66,269,748	71,775,078	76,224,938	82,041,134	80,209,847	80,572,161	80,257,415
Capital Outlay	0	596,374	0	0	77,566	0	0
Expense Total	109,014,369	118,896,352	122,350,553	128,166,749	128,569,141	128,634,770	129,812,512
Reimbursements	(128,871)	(268,081)	(221,352)	(221,352)	(623,744)	(221,352)	(221,352)
TOTAL EXPENDITURES	108,885,498	118,628,271	122,129,201	127,945,397	127,945,397	128,413,418	129,591,160
Changes in Encumbrances and other Balance Sheet Accounts	(7,977,591)	10,100,530	0	0	0	0	0
ENDING FUND BALANCE	\$24,416,493	\$40,213,874	\$22,416,494	\$16,600,298	\$33,204,530	\$31,860,022	\$32,764,895

ENTERPRISE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

STORM DRAINAGE MANAGEMENT (WATER UTILITIES)

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$7,593,575	\$12,692,716	\$12,721,861	\$12,721,861	\$9,880,820	\$9,918,699	\$9,944,699
REVENUES:							
Service to Others	55,025,476	60,207,073	60,910,837	60,910,837	60,311,510	66,329,747	69,314,586
Interest	182,074	350,693	0	0	163,285	0	0
Licenses & Permits	0	5,200	26,000	26,000	66,000	26,000	26,000
Miscellaneous	129,953	66,271	0	0	0	0	0
TOTAL REVENUES	55,337,503	60,629,237	60,936,837	60,936,837	60,540,795	66,355,747	69,340,586
TOTAL RESOURCES AVAILABLE	62,931,078	73,321,953	73,658,698	73,658,698	70,421,615	76,274,446	79,285,285
Personnel Services	15,413,727	12,834,162	16,665,949	16,665,949	13,839,929	16,733,365	17,382,095
Supplies - Materials	3,184,453	3,458,118	3,336,175	3,486,643	3,249,760	3,997,577	3,726,125
Contractual - Other Services	35,784,839	47,225,946	41,073,204	40,705,105	43,500,480	45,652,011	48,259,572
Capital Outlay	293,033	409,622	43,840	261,471	95,077	129,125	129,125
Expense Total	54,676,051	63,927,848	61,119,168	61,119,168	60,685,246	66,512,078	69,496,917
Reimbursements	(1,616,046)	(2,930,230)	(182,331)	(182,331)	(182,331)	(182,331)	(182,331)
TOTAL EXPENDITURES	53,060,005	60,997,618	60,936,837	60,936,837	60,502,915	66,329,747	69,314,586
Changes in Encumbrances and other Balance Sheet Accounts	2,821,643	(2,443,515)	0	0	0	0	0
ENDING FUND BALANCE	\$12,692,716	\$9,880,820	\$12,721,861	\$12,721,861	\$9,918,699	\$9,944,699	\$9,970,699

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$43,778,944	\$47,568,451	\$45,979,705	\$45,979,705	\$51,827,466	\$47,421,969	\$44,522,617
REVENUES:							
Service to Others	34,504,438	36,523,217	32,768,101	32,768,101	28,567,380	33,129,737	33,129,737
Licenses & Permits	387,874	378,352	359,639	359,639	330,001	376,498	376,498
Interest	875,691	1,213,178	230,202	230,202	230,202	0	0
Miscellaneous	23,166	177,049	116,437	116,437	129,638	138,516	138,516
TOTAL REVENUES	35,791,169	38,291,796	33,474,379	33,474,379	29,257,221	33,644,751	33,644,751
TOTAL RESOURCES AVAILABLE	79,570,113	85,860,247	79,454,084	79,454,084	81,084,687	81,066,720	78,167,368
Personnel Services	21,560,143	22,682,266	23,269,218	23,269,218	23,316,666	23,462,833	23,497,451
Supplies - Materials	395,889	488,315	394,817	394,817	332,496	379,438	379,453
Contractual - Other Services	11,270,948	11,730,888	12,022,806	12,022,806	10,910,109	13,729,767	12,792,289
Capital Outlay	238,853	699,131	0	0	239,297	0	0
Expense Total	33,465,833	35,600,600	35,686,841	35,686,841	34,798,569	37,572,038	36,669,193
Reimbursements	(1,289,249)	(1,160,908)	(1,135,851)	(1,135,851)	(1,135,851)	(1,027,935)	(1,038,709)
TOTAL EXPENDITURES	32,176,584	34,439,692	34,550,990	34,550,990	33,662,718	36,544,103	35,630,484
Changes in Encumbrances and other Balance Sheet Accounts	174,922	406,911	0	0	0	0	0
ENDING FUND BALANCE	\$47,568,451	\$51,827,466	\$44,903,094	\$44,903,094	\$47,421,969	\$44,522,617	\$42,536,884

ENTERPRISE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

WATER UTILITIES

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$95,808,193	\$145,368,915	\$118,325,578	\$118,325,578	\$151,387,348	\$140,647,348	\$118,015,207
REVENUES:							
Operating Transfer In	595,224	310,000	0	0	0	0	0
Service to Others	6,692,373	5,156,079	6,293,312	6,293,312	4,139,847	6,343,312	6,343,312
Fines and Forfeitures	0	0	2,500	2,500	1,006	2,500	2,500
Interest	5,463,188	7,535,753	5,000,000	5,000,000	5,439,670	5,000,000	5,100,000
Customer Charges	660,732,794	613,290,927	658,947,396	658,947,396	623,676,044	680,557,888	706,743,903
Miscellaneous	2,748,972	2,239,733	242,500	242,500	242,500	242,500	242,500
TOTAL REVENUES	676,232,551	628,532,492	670,485,708	670,485,708	633,499,067	692,146,200	718,432,215
TOTAL RESOURCES AVAILABLE	772,040,744	773,901,407	788,811,286	788,811,286	784,886,415	832,793,548	836,447,422
Personnel Services	101,257,474	104,926,847	110,567,254	110,567,254	107,461,698	111,650,222	113,912,857
Supplies - Materials	86,336,528	84,256,536	94,997,426	94,997,426	86,256,308	97,749,771	95,755,642
Contractual - Other Services	443,643,100	447,635,093	480,044,661	480,044,661	455,927,976	509,368,785	521,052,725
Capital Outlay	4,574,262	4,778,038	4,684,789	4,684,789	4,684,789	6,186,534	6,217,534
Expense Total	635,811,364	641,596,514	690,294,130	690,294,130	654,330,771	724,955,312	736,938,758
Reimbursements	(7,000,620)	(8,279,815)	(9,073,211)	(9,073,211)	(10,091,703)	(10,176,971)	(10,359,295)
TOTAL EXPENDITURES	628,810,744	633,316,700	681,220,919	681,220,919	644,239,068	714,778,341	726,579,463
Changes in Encumbrances and other Balance Sheet Accounts	2,138,915	10,802,641	0	0	0	0	0
ENDING FUND BALANCE	\$145,368,915	\$151,387,348	\$107,590,367	\$107,590,367	\$140,647,348	\$118,015,207	\$109,867,959

INTERNAL SERVICE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

INFORMATION TECHNOLOGY

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$10,747,503	\$11,210,496	\$4,578,881	\$4,578,881	\$5,116,697	\$5,590,116	\$4,949,078
REVENUES:							
Service to Others	5,364	4,167	6,949	6,949	4,151	6,949	6,949
Interest	294,465	202,358	130,604	130,604	161,594	130,604	130,604
Charges to Other City Departments	67,780,486	67,997,065	80,042,481	80,042,481	80,043,616	84,234,508	86,784,134
Miscellaneous	35,375	0	0				
TOTAL REVENUES	68,115,690	68,203,590	80,180,034	80,180,034	80,209,361	84,372,061	86,921,687
TOTAL RESOURCES AVAILABLE	78,863,193	79,414,086	84,758,915	84,758,915	85,326,058	89,962,177	91,870,765
Personnel Services	18,370,242	19,356,308	24,120,900	24,120,900	19,820,501	24,679,631	24,666,241
Supplies - Materials	927,046	868,525	1,867,052	1,867,052	1,554,134	724,332	724,332
Contractual - Other Services	55,809,437	55,723,996	53,979,912	53,979,912	58,817,220	59,609,136	62,738,760
Capital Outlay	23,323	0	0		0	0	
Expense Total	75,130,048	75,948,829	79,967,864	79,967,864	80,191,855	85,013,099	88,129,333
Reimbursements	(2,256,679)	0	0	0	(455,913)	0	0
TOTAL EXPENDITURES	72,873,369	75,948,829	79,967,864	79,967,864	79,735,942	85,013,099	88,129,333
Changes in Encumbrances and other Balance Sheet Accounts	5,220,672	1,651,440	0	0	0	0	0
ENDING FUND BALANCE	\$11,210,496	\$5,116,697	\$4,791,051	\$4,791,051	\$5,590,116	\$4,949,078	\$3,741,432

RADIO SERVICES

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$2,680,270	\$3,086,522	\$924,085	\$924,085	\$1,263,982	\$1,039,213	\$459,251
REVENUES:							
Service to Others	181,480	166,055	180,918	180,918	180,918	180,918	180,918
Interest	20,767	34,437	10,077	10,077	6,267	10,077	10,077
Charges to Other City Departments	4,564,021	5,735,046	12,332,893	12,332,893	12,332,893	12,652,524	12,361,496
Miscellaneous	0	0	0				
TOTAL REVENUES	4,766,268	5,935,537	12,523,888	12,523,888	12,520,078	12,843,519	12,552,491
TOTAL RESOURCES AVAILABLE	7,446,538	9,022,059	13,447,973	13,447,973	13,784,060	13,882,732	13,011,742
Personnel Services	1,843,742	1,846,814	2,487,982	2,487,982	1,926,827	2,458,828	2,457,054
Supplies - Materials	708,505	1,159,941	1,406,479	1,406,479	1,666,529	1,396,928	1,097,888
Contractual - Other Services	2,083,685	4,585,267	8,931,260	8,931,260	9,182,332	9,567,725	9,125,662
Capital Outlay	0	0	0	0	0	0	0
Expense Total	4,635,932	7,592,023	12,825,721	12,825,721	12,775,688	13,423,481	12,680,604
Reimbursements	(112,789)	0	0	0	(30,841)	0	0
TOTAL EXPENDITURES	4,523,143	7,592,023	12,825,721	12,825,721	12,744,847	13,423,481	12,680,604
Changes in Encumbrances and other Balance Sheet Accounts	163,127	(166,055)	0	0	0	0	0
ENDING FUND BALANCE	\$3,086,522	\$1,263,982	\$622,252	\$622,252	\$1,039,213	\$459,251	\$331,138

INTERNAL SERVICE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

EQUIPMENT AND FLEET MANAGEMENT

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$7,726,208	\$6,862,856	\$6,362,857	\$6,362,857	\$7,143,432	\$12,006,161	\$10,652,061
REVENUES:							
Interest	53,976	(561)	20,000	20,000	13,860	20,000	20,000
Charges to Other City Departments	54,064,359	52,932,730	55,638,362	55,638,362	56,311,948	53,914,679	53,430,929
Proceeds - Sale of Fixed Assets	191,322	398,175	553,261	553,261	867,507	753,261	753,261
Miscellaneous	529,181	457,799	2,000	2,000	4,006	27,000	27,000
TOTAL REVENUES	54,838,838	53,788,143	56,213,623	56,213,623	57,197,321	54,714,940	54,231,190
TOTAL RESOURCES AVAILABLE	62,565,046	60,650,999	62,576,480	62,576,480	64,340,753	66,721,101	64,883,251
Personnel Services	16,775,967	16,656,181	18,747,702	18,747,702	17,630,701	19,177,454	19,277,940
Supplies - Materials	23,559,849	23,818,665	25,296,730	25,296,730	21,472,306	24,353,235	24,457,973
Contractual - Other Services	20,729,815	16,149,451	15,492,090	15,492,090	16,066,166	15,581,878	15,787,416
Capital Outlay	0	3,466,900	70,846	70,846	3,209,538	70,846	70,846
Expense Total	61,065,631	60,091,196	59,607,368	59,607,368	58,378,710	59,183,413	59,594,175
Reimbursements	(5,212,138)	(6,524,060)	(3,371,496)	(3,371,496)	(6,044,118)	(3,114,373)	(3,114,320)
TOTAL EXPENDITURES	55,853,493	53,567,136	56,235,872	56,235,872	52,334,592	56,069,040	56,479,855
Changes in Encumbrances and other Balance Sheet Accounts	151,303	59,569	0	0	0	0	0
ENDING FUND BALANCE	\$6,862,856	\$7,143,432	\$6,340,608	\$6,340,608	\$12,006,161	\$10,652,061	\$8,403,396

EXPRESS BUSINESS CENTER

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$1,700,445	\$2,793,339	\$3,510,566	\$3,510,566	\$3,426,575	\$4,120,084	\$4,632,984
REVENUES:							
Service to Others	2,717,686	2,009,310	2,375,740	2,375,740	2,375,740	2,375,740	2,375,740
Interest	29,262	60,642	0	0	0	0	0
Charges to Other City Departments	74,098	112,180	73,050	73,050	73,050	73,050	73,050
Miscellaneous	333,924	321,122	145,000	145,000	145,000	145,000	145,000
TOTAL REVENUES	3,154,970	2,503,254	2,593,790	2,593,790	2,593,790	2,593,790	2,593,790
TOTAL RESOURCES AVAILABLE	4,855,415	5,296,593	6,104,356	6,104,356	6,020,365	6,713,874	7,226,774
Personnel Services	575,125	593,030	638,481	638,481	503,008	703,237	704,439
Supplies - Materials	2,138,751	1,740,705	2,068,041	2,068,041	2,791,613	1,907,831	1,907,996
Contractual - Other Services	767,716	717,268	499,459	499,459	552,079	669,822	671,713
Capital Outlay	0	0	0	0	0	0	0
Expense Total	3,481,592	3,051,003	3,205,981	3,205,981	3,846,700	3,280,890	3,284,148
Reimbursements	(1,067,977)	(1,170,106)	(1,200,000)	(1,200,000)	(1,946,419)	(1,200,000)	(1,200,000)
TOTAL EXPENDITURES	2,413,615	1,880,897	2,005,981	2,005,981	1,900,281	2,080,890	2,084,148
Changes in Encumbrances and other Balance Sheet Accounts	351,539	10,879	0	0	0	0	0
ENDING FUND BALANCE	\$2,793,339	\$3,426,575	\$4,098,375	\$4,098,375	\$4,120,084	\$4,632,984	\$5,142,626

INTERNAL SERVICE FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

OFFICE OF BOND AND CONSTRUCTION MANAGEMENT

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REVENUES:							
Service to Others	0	25,563	0	0	0	99,000	99,000
Licenses & Permits	0	0	0	0	0	20,000	20,000
Charges to Other City Departments	0	7,538,747	18,547,674	18,547,674	14,853,604	22,955,750	21,630,215
TOTAL REVENUES	0	7,564,309	18,547,674	18,547,674	14,853,604	23,074,750	21,749,215
TOTAL RESOURCES AVAILABLE	0	7,564,309	18,547,674	18,547,674	14,853,604	23,074,750	21,749,215
Personnel Services	0	9,149,634	16,186,634	16,186,634	13,472,288	16,392,375	16,705,257
Supplies - Materials	0	46,078	188,498	188,498	135,103	394,104	394,204
Contractual - Other Services	0	1,605,402	6,075,504	6,075,504	4,604,339	6,288,271	4,649,754
Capital Outlay	0	0	0	0	8,358	0	0
Expense Total	0	10,801,114	22,450,636	22,450,636	18,220,088	23,074,750	21,749,215
Reimbursements	0	(3,236,804)	(3,902,962)	(3,902,962)	(3,366,484)	0	0
TOTAL EXPENDITURES	0	7,564,309	18,547,674	18,547,674	14,853,604	23,074,750	21,749,215
Changes in Encumbrances and other Balance Sheet Accounts	0	0	0	0	0	0	0
ENDING FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0



OTHER FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

9-1-1 SYSTEM OPERATIONS

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$12,060,896	\$10,243,774	\$7,453,734	\$7,453,734	\$11,185,392	\$5,843,389	\$1,733,911
REVENUES:							
Service to Others	12,264,392	12,123,251	11,900,337	11,900,337	11,784,204	11,900,337	11,900,337
Interest	174,810	206,681	117,107	117,107	160,432	117,107	117,107
Miscellaneous	0	0	0				
TOTAL REVENUES	12,439,202	12,329,932	12,017,444	12,017,444	11,944,636	12,017,444	12,017,444
TOTAL RESOURCES AVAILABLE	24,500,098	22,573,706	19,471,178	19,471,178	23,130,028	17,860,833	13,751,355
Personnel Services	571,399	685,292	759,083	759,083	734,486	764,913	765,987
Supplies - Materials	22,182	105	190,535	299,631	214,560	423,875	201,464
Contractual - Other Services	13,799,085	10,791,456	14,343,137	16,397,433	16,364,286	14,938,134	11,838,433
Capital Outlay	20,000	0	0		0	0	
Expense Total	14,412,666	11,476,853	15,292,755	17,456,147	17,313,332	16,126,922	12,805,884
Reimbursements	0	0	0	0	(26,693)	0	0
TOTAL EXPENDITURES	14,412,666	11,476,853	15,292,755	17,456,147	17,286,639	16,126,922	12,805,884
Changes in Encumbrances and other Balance Sheet Accounts	156,342	88,539	0	0	0	0	0
ENDING FUND BALANCE	\$10,243,774	\$11,185,392	\$4,178,423	\$2,015,031	\$5,843,389	\$1,733,911	\$945,471

EMPLOYEE BENEFITS

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$2,302,226	\$9,478,174	\$13,097,840	\$13,097,840	\$24,812,004	\$25,930,409	\$18,251,994
REVENUES:							
Employee Contributions	42,017,383	44,232,934	38,231,005	38,231,005	29,770,640	29,341,804	20,508,330
Retiree Contributions	31,650,005	29,872,548	32,507,154	32,507,154	28,788,573	27,290,950	26,086,119
City Contributions	87,009,666	96,081,004	97,177,729	97,177,729	97,178,000	99,503,000	99,503,000
All Remaining Revenues	234,555	542,435	0	0	157,884	0	10,635,635
TOTAL REVENUES	160,911,609	170,728,921	167,915,888	167,915,888	155,895,097	156,135,754	156,733,084
TOTAL RESOURCES AVAILABLE	163,213,835	180,207,095	181,013,728	181,013,728	180,707,101	182,066,163	174,985,078
TOTAL EXPENDITURES	154,241,243	159,320,746	171,665,888	171,665,888	154,776,692	163,814,169	171,510,112
Changes in Encumbrances and other Balance Sheet Accounts	505,582	3,925,655	0	0	0	0	0
ENDING FUND BALANCE	\$9,478,174	\$24,812,004	\$9,347,840	\$9,347,840	\$25,930,409	\$18,251,994	\$3,474,966

OTHER FUNDS

STATEMENT OF REVENUES AND EXPENDITURES

RISK MANAGEMENT

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$4,428,133	\$10,827,365	(\$18,424,606)	(\$18,424,606)	\$12,796,963	\$11,136,231	\$8,189,436
REVENUES:							
Worker's Compensation	15,262,359	15,853,152	19,883,135	19,883,135	19,883,135	23,001,180	18,867,247
Third Party Liability	3,033,103	7,808,837	4,383,960	4,383,960	4,383,960	13,784,533	10,024,063
Purchased Insurance	2,919,537	3,024,129	4,526,340	4,526,340	4,526,340	7,480,093	7,979,348
Interest and Other	6,188	246,733	0	0	117,863	0	
TOTAL REVENUES	21,221,187	26,932,851	28,793,435	28,793,435	28,911,298	44,265,806	36,870,658
TOTAL RESOURCES AVAILABLE	25,649,320	37,760,216	10,368,829	10,368,829	41,708,261	55,402,037	45,060,094
TOTAL EXPENDITURES	20,580,620	28,367,135	34,526,799	34,526,799	30,572,030	47,212,601	38,791,544
Changes in Encumbrances and other Balance Sheet Accounts	5,758,664	3,403,882	0	0	0	0	0
ENDING FUND BALANCE	\$10,827,365	\$12,796,963	(\$24,157,970)	(\$24,157,970)	\$11,136,231	\$8,189,436	\$6,268,550

DEBT SERVICE

	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 ADOPTED	FY 2019-20 AMENDED	FY 2019-20 FORECAST	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BEGINNING FUND BALANCE	\$13,471,199	\$28,898,632	\$23,358,486	\$23,358,486	\$34,291,584	\$43,627,241	\$46,764,761
REVENUES:							
Ad Valorem Taxes	260,183,236	270,614,046	287,449,046	287,449,046	287,429,612	301,028,221	301,028,221
Interest/Transfers/Other	19,786,746	19,237,806	18,087,830	18,087,830	17,723,343	18,782,159	21,025,323
TOTAL REVENUES	279,969,982	289,851,852	305,536,876	305,536,876	305,152,955	319,810,380	322,053,544
TOTAL RESOURCES AVAILABLE	293,441,181	318,750,484	328,895,362	328,895,362	339,444,539	363,437,621	368,818,305
TOTAL EXPENDITURES	259,623,577	284,706,334	305,451,298	305,451,298	295,817,298	316,672,860	325,297,213
Changes in Encumbrances and other Balance Sheet Accounts	(4,918,971)	247,434	0	0	0	0	0
ENDING FUND BALANCE	\$28,898,632	\$34,291,584	\$23,444,064	\$23,444,064	\$43,627,241	\$46,764,761	\$43,521,091

ADDITIONAL RESOURCES

STATEMENT OF EXPENDITURES

OVERVIEW

Grant, Trust, and Other Funds are used to account for and report the proceeds of a specific revenue source that are restricted or committed to expenditures for a specified purpose. Funds in this section are assigned to departments who are responsible for making sure the funds are used in accordance with the fund's stated purpose. The table below summarizes each Grant, Trust, and Other fund appropriated in FY 2020-21 and FY 2021-22.

FUND NAME	FY 2020-21 BUDGET	FY 2021-22 PLANNED
BUDGET AND MANAGEMENT SERVICES	\$1,062,223	\$1,062,223
CD20 - FY 2020-21 Community Development Block Grant	958,509	958,509
HW20 - FY 2020-21 Housing Opport for Person w-AIDS	103,714	103,714
CITY ATTORNEY'S OFFICE	\$763,739	\$763,739
CD20 - FY 2020-21 Community Development Block Grant	763,739	763,739
HOUSING AND NEIGHBORHOOD REVITALIZATION	\$17,959,184	\$17,959,184
CD20 - FY 2020-21 Community Development Block Grant	11,456,998	11,456,998
HM20 - FY 2020-21 HOME Investment Partnership	6,502,186	6,502,186
INFORMATION TECHNOLOGY	\$375,000	\$375,000
0897 - Information Technology Equipment	375,000	375,000
LIBRARY	\$161,159	\$375,000
0208 - Edmond - Louise Kahn E.Trs	50,604	260,000
0214 - Central Library Gift	102,265	100,000
0458 - Hamon Trust Fund	8,290	15,000
MANAGEMENT SERVICES	\$10,364,481	\$10,364,481
CD20 - FY 2020-21 Community Development Block Grant	1,699,598	1,699,598
ES20 - FY 2020-21 ESG FUND	1,291,448	1,291,448
HW20 - FY 2020-21 Housing Opport for Person w-AIDS	7,373,435	7,373,435
OFFICE OF ECONOMIC DEVELOPMENT	\$34,237,705	\$37,261,273
0065 - New Market Tax Credit	216,305	216,305
0351 - South Dallas Fair Park Tr	931,134	500,000
9P01 - Deep Ellum Public Improvement District	892,672	998,906
9P02 - Dallas Downtown Improvement District	8,542,910	9,348,893
9P03 - Klyde Warren Park-Dallas Arts District Public Improvement District	1,594,760	1,754,236
9P04 - Knox Street Public Improvement District	412,333	424,454
9P05 - Lake Highlands Public Improvement District	845,782	953,034
9P06 - N- Lake Highlands Public Improvement District	463,886	542,319
9P07 - Oak Lawn-Hi Line Public Improvement District	441,424	421,151
9P08 - Prestonwood Public Improvement District	425,435	447,525
0750 - Property Assessed Clean Energy	95,000	95,000
0680 - Sales Tax Agreement Fund	361,779	416,046
9P09 - South Dallas-Fair Park Improvement District	165,000	175,000
9P10 - South Side Public Improvement District	362,757	352,800
9P11 - Tourism Public Improvement District	13,395,678	15,208,732
9P12 - University Crossing Public Improvement District	1,017,356	1,037,703
9P13 - Uptown Public Improvement District	2,967,045	3,263,750
9P15 - Vickery Meadow Public Improvement District	1,106,449	1,105,419
PARK AND RECREATION	\$8,985,643	\$6,621,082
0330 - Samuell Park Exp. Trust	560,839	1,740,027
0349 - P - R Athletic Field Maint	634,775	749,285
0426 - Fair Park Naming Sponsorship	2,934,943	0
0530 - Capital Gifts Donation - Devlp	3,592,316	2,869,000
9P32 - Park Land Dedication Program	512,770	512,770
CD20 - FY 2020-21 Community Development Block Grant	750,000	750,000
TRANSPORTATION	\$267,500	\$275,000
0670 - Freeway Traffic Signals	267,500	275,000
TOTAL ADDITIONAL RESOURCES	\$74,176,634	\$75,056,982



FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

OVERVIEW

City Council originally adopted the Financial Management Performance Criteria (FMPC) on March 15, 1978, to provide standards and guidelines for the City's financial managerial decision making and to provide for a periodic review of the criteria to maintain standards and guidelines consistent with current economic conditions. The FMPC contain 54 criteria in seven different categories, in addition to 13 criteria specific to Dallas Water Utilities.

Operating Program: Criteria 1-14

Pension Program: Criteria 15-16

Budgeting and Planning: Criteria 17-24

Capital and Debt Management: Criteria 25-41

Economic Development: Criteria 42-49

Accounting, Auditing, and Financial Planning: Criteria 50-52

Grants and Trusts: Criteria 53-54

Dallas Water Utilities: Criteria DWU 1-13

City Council approved the most recent revision to the FMPC in December 2017. The status of each criterion is updated annually and presented with the annual budget, at year-end, and for each debt issuance.

Revisions:

9/27/1978

7/8/1981

9/28/2011

10/8/2014

12/13/2017

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

OPERATING PROGRAM

1. Property Tax Revenue Limit. The year-to-year increase of actual revenue from the levy of the ad valorem tax will generally not exceed 8%; excluding taxable value gained through annexation or consolidation; excluding the value gained through new construction; excluding expenditure increases mandated by the voters or another governmental entity; and not excluding the valuation gained through revaluation or equalization programs.

Calculation:

Year-to-year change in revenue: \$55.5 million
Less
Change in Voter Mandated Debt: \$17.6 million
New Construction: \$34.8 million
Adjusted Revenue: \$38.3 billion
Percentage Change: 3.5%

Status: In compliance.

2. Unassigned Fund Balance Minimum. The unassigned fund balance of the General Fund, which includes the Emergency and Contingency Reserves, shall be maintained at a level not less than 40 days of the General Fund operating expenditures less debt service. (The Risk Reserve is not included in this calculation.) Funds will be allocated from unassigned fund balance only after the City Manager has prepared an analysis and presented it to the City Council.

Calculation:

FY 2020-21 Emergency Reserve: \$35.0 million
FY 2020-21 Contingency Reserve: \$11.9 million
FY 2020-21 Residual: \$189.1 million
Total: \$236.0 million (59.9 days)

Status: In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

3. Contingency Reserve. The Contingency Reserve, a component of unassigned fund balance, shall be used to provide for unanticipated needs that arise during the year: for example, expenses associated with new service needs that have been identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve cost savings. Funds shall be allocated from the Contingency Reserve only after an analysis has been prepared by the City Manager and presented to the City Council outlining the initial and recurring costs associated with the adopted expenditure. Additionally, these funds would be used prior to use of the Emergency Reserve funds. Funds shall be allocated each year in the budget process to replace any use of the Contingency Reserve funds during the preceding fiscal year and to maintain the balance of the Contingency Reserve at a level ranging from ½% to 1% of budgeted departmental expenditures. **Status:** In compliance. The FY 2020-21 Contingency Reserve level is \$11.9 million, or 0.83% of the FY 2020-21 Proposed General Fund budget.

4. Emergency Reserve. The Emergency Reserve, a component of unassigned fund balance, shall be used to provide for temporary financing of unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, a 5% decline in property values, or an unexpected liability created by Federal or State legislative action. Funds shall be allocated from the Emergency Reserve only after an analysis has been prepared by the City Manager and presented to City Council. The analysis shall provide enough evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources. The analysis shall address the nature of the adopted expenditure and the revenue requirement in subsequent budget years. Prior to allocating funds from the Emergency Reserve, the City Council shall find that an emergency or extraordinary need exists to justify the use of these funds. Management shall designate up to 20% of the General Fund's projected unassigned fund balance but not less than \$25 million to the Emergency Reserve. Use of the Emergency Reserve shall require a super-majority of City Council. **Status:** In compliance. The FY 2020-21 Emergency Reserve is \$35 million.

5. Operating Reserve. The Risk Reserve shall be maintained at a level, which, together with purchased insurance policies, adequately protects the City's assets against loss. An analysis shall be conducted every three years or when the deductible level of the City's property insurance is modified (whichever is earlier), to determine the appropriate level of this reserve. **Status:** In compliance. The FY 2020-21 Risk Reserve is \$2.0 million.

6. Prohibition of Debt for Operating Expenditures. Debt will not be used to fund current operating expenditures. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

7. Enterprise Funds Full Cost Funding. Each enterprise fund of the City will maintain revenues which support the full (direct and indirect) cost of the fund. In addition, each Enterprise Fund should maintain at least 30 days of budgeted operations and maintenance expense in net working capital and avoid cash deficits. Enterprise Funds will maintain positive balances. **Status:** Aviation not in compliance.

8. Liability/Claim Fund. A General Fund liability fund shall be budgeted annually to provide for outstanding and anticipated claims expense and resulting liabilities during the budget year. An individual judgment settlement cap is set at \$5,000,000. The Emergency Reserve will be accessed should the cap be exceeded. An independent actuarial analysis shall be conducted every two years to determine the appropriate level of this fund. Additionally, the liability fund will include an allocation for unanticipated affirmative litigation. **Status:** In compliance. \$19.1 million.

9. Landfill Closure/Post-Closure Reserve. Consider the establishment of a Landfill Closure/Post-Closure Reserve to provide for any future potential liabilities. Analysis will be performed periodically to determine appropriate timing and amount of funding needs. Funds could be allocated from an increase in user fees. **Status:** Establishment of reserve is not recommended at this time.

10. Facilities Replacement versus Maintenance Analysis. Operating expenditures will be programmed to include current costs of fully maintaining City facilities, including parks, streets, levees, vehicles, buildings, and equipment. A cost-benefit analysis will be performed on replacement cost versus projected required maintenance costs to determine the level at which City facilities should be maintained. The analysis will also determine the long-term cost of any potential deferred maintenance cost. Normal maintenance will be funded through the operating budget. **Status:** Not in compliance.

11. Annual Assessment of Equipment and Maintenance. An annual assessment and five-year projection for all equipment and maintenance needs should be performed, and a maintenance and replacement schedule developed based on the projection. **Status:** Not in compliance.

12. User Fees Review. An annual review of selected fees and charges will be conducted to determine the extent to which the full cost of associated services is being recovered by revenues. All fees and charges will be reviewed at least once every four years. Where feasible and desirable, the City shall set fees and charges to achieve full cost recovery. The City may subsidize the services funded by fees or charges based on other City objectives. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

13. Employee Benefits Fund Minimum Cash Reserve. The Employee Benefits Fund will maintain a cash reserve of at least the anticipated end-of-year claims incurred but not paid, and other current liabilities. This does not include incurred but not reported (IBNR) claims. The Employee Benefits Fund will maintain a positive cash balance. **Status:** In compliance.

14. Internal Service Funds and Enterprise Funds Cash Balances. Internal Service Funds and Enterprise Funds will maintain positive cash balances. **Status:** In compliance.

PENSION PROGRAM

15. Sufficient Funding for Retirement Systems. All retirement systems will be financed in a manner to systematically fund liabilities. The City will assure sufficient funds are provided to pay current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a programmed period. No less than annual reviews will be provided to City Council by the pension funds. **Status:** In compliance.

16. Actuarial Analysis Required on Retirement Systems. Actuarial analysis will be performed annually on all retirement systems. Adjustments in benefits and contributions will be authorized only after meeting the test of actuarial soundness. All health plans should have actuarial reviews performed biannually to determine the required levels of funding necessary. These health plans shall be financed in a manner to ensure sufficient funds are available to fund current liabilities and provide some reserve levels for extraordinary claims. **Status:** In compliance.

BUDGETING AND FINANCIAL PLANNING

17. Balanced Budget. The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of unassigned fund balance accumulated through prior year surplus. Nonrecurring or one-time revenues should, to the extent possible, only be used for one-time expenditures (expenditures not expected to reoccur and requiring future appropriations) to avoid future shortfalls. **Status:** In compliance.

18. Five-Year Revenue and Expenditure Projection. Management will project revenues and expenditures annually for at least five years beyond the current year for the General Fund and each Enterprise Fund of the City. **Status:** In compliance.

19. Financial Monitoring. Financial systems will be maintained to monitor expenditures, revenues, and performance of all municipal programs on an ongoing basis. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

20. Operating Impact of Capital Improvements. Operating expenditures will be programmed to include the cost of implementing service of the capital improvements, and future revenues necessary for these expenditures will be estimated and provided for prior to undertaking the capital improvement. **Status:** In compliance.

21. Comparison of Financial Performance to FMPC. A report reflecting end of fiscal year status of performance against these criteria will be prepared within 60 days after official presentation of the Comprehensive Annual Financial Report to the City Council. A pro forma report reflecting Adopted Budget status will be submitted with the City Manager's Adopted Budget each year. **Status:** In compliance.

22. Two-Year Balanced Budget. Each year, the City Manager shall develop and present to the City Council a two-year balanced budget. The City Council will adopt a one-year budget and set the property tax rate in accordance with State law annually. Expenditures shall be budgeted and controlled so as not to exceed current revenues in each year or City Council approved used of fund balance. **Status:** In compliance.

23. Over-65 and Disabled Homestead Exemption. The City will compare the current disabled and over-65 exemption to the most recent annual Consumer Price Index (CPI) every two years and provide the analysis to City Council for consideration prior to June 30 for possible modification increase of this property tax exemption. Changes to property tax exemptions must be provided to the appraisal districts no later than June 30. **Status:** In compliance. Increased exemption on June 26, 2019.

24. No-New-Revenue Tax Rate - Based Budget Proposal (formerly Effective Tax Rate). The City Manager will develop an estimated No-New-Revenue Tax Rate budget scenario and, if different from the City Manager's recommended budget required by Chapter 11, Section 1 of the City Charter, will provide it to the City Council at the same time. The estimated No-New-Revenue Tax Rate budget scenario will include a prioritized list of services/expenses that could be funded and a prioritized list of services/expenses that could not be funded with the estimated no-new-revenue tax rate. **Status:** N/A. The FY 2020-21 adopted tax rate is lower than the 2020 (tax year) no-new-revenue tax rate. The no-new-revenue tax rate is based on certified values from Rockwall appraisal district, and certified estimates from Dallas, Collin, and Denton appraisal districts.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

CAPITAL AND DEBT MANAGEMENT

25. Matching of Bonds and Useful Life of Project. Any capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project (for example, bonds issued for street resurfacing shall be financed for a period not to exceed 10 years). **Status:** In compliance.

26. General Obligation (GO) Debt to Market Value of Taxable Property Limit. The net (non-self-supporting) General Obligation (GO) debt (principal) of Dallas will not exceed 4% of the true market valuation of the taxable property of Dallas. **Status:** In compliance. 1.1%.

27. Direct and Overlapping Debt to Market Value of Taxable Property Limit. Total direct plus overlapping debt shall be managed to not exceed 8% of market valuation of taxable property of Dallas. All debt, which causes total direct plus overlapping debt to exceed 6% of market valuation, shall be carefully planned and coordinated with all overlapping jurisdictions. **Status:** In compliance. 3.8%.

28. Capitalization of Interest Expense. Interest expense incurred prior to actual operation will be capitalized only for facilities of enterprise activities. **Status:** In compliance.

29. Average GO Bond Maturities. Average (weighted) GO bond maturities (exclusive of Pension Obligation bonds) shall be kept at or below 10 years. **Status:** In compliance. 7.14 years.

30. GO Debt Service to Governmental Fund Expenditure Limit. Annual GO debt service (contribution), including certificates of obligation (CO) debt for risk management funding, shall not exceed 20% of the total governmental fund expenditures (composed of general fund, special funds, debt service funds, and capital project funds). **Status:** In compliance. 15.0%.

31. Per Capita GO Debt to Personal Income Limit. Per capita GO debt, including COs, equipment acquisition notes and GO bonds, will be managed to not exceed 10% of the latest authoritative computation of Dallas' per capita annual personal income as determined by the U.S. Department of Commerce Bureau of Economic Analysis. **Status:** In compliance. 4.9%.

32. Debt Financing for Betterment of Capital Improvements. Debt may be used to finance betterments intended to extend service life of original permanent capital improvements under the following conditions:

- the original improvement is at or near the end of its expected service life;

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

- the betterment extends the life of the original improvement by at least one-third of the original service life;
- the life of the financing is less than the life of the betterment; and
- the betterment is financed through either COs or GOs.

Status: In compliance.

33. Interest Earnings from GO Bond Proceeds. Interest earnings from GO bonds shall be used solely to fund capital expenditures, debt service, or used to fund a reserve for capital contingencies. **Status:** In compliance.

34. Certificate of Obligation Uses. COs should be used only to fund tax-supported projects previously approved by the voters; or for risk management funding as authorized by the City Council; or non-tax revenue-supported projects approved by City Council. **Status:** In compliance.

35. Certificate of Obligation (CO) Limit as Percentage of GO Debt. CO debt, including that for risk management funding supported by an ad valorem tax pledge, should not exceed 15% of total authorized and issued GO debt. All COs issued in lieu of revenue bonds should not exceed 10% of outstanding GO debt. **Status:** In compliance. 2.0%.

36. COs for Enterprise Projects. COs for an enterprise system will be limited to only those projects that can demonstrate the capability to support the certificate debt either through its own revenues or another pledged source other than ad valorem taxes. **Status:** In compliance.

37. CO Authorization Limit. CO authorization will remain in effect for no more than five years from the date of approval by the City Council. **Status:** In compliance.

38. CO Authorization Limit for Risk Management Funding. COs authorized for risk management funding shall be issued for a term not to exceed 20 years. **Status:** In compliance.

39. Advance and Current Refunding Criteria. Advance refunding and forward delivery refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 4%. Current refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 3%. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

40. Enterprise Fund Debt Reserve Requirements. Each Enterprise Fund (where applicable) will maintain fully funded debt service reserves. A surety bond (or other type of credit facility such as a letter of credit) may be used in lieu of funding the reserve if the former is economically advantageous. **Status:** In compliance.

41. GO Debt Service Fund Minimum Reserve. The City shall maintain a reserve in the General Obligation Debt Service Fund equal to 5% of the following year's annual principal and interest debt service expense. The Debt Service Fund tax rate and/or future debt will be structured to maintain this debt service reserve. **Status:** In compliance.

ECONOMIC DEVELOPMENT

42. Tax Increment Financing Zones Revenue Coverage. Tax Increment Financing zones should be established where revenues will recover 1.25 times the public cost of debt to provide an adequate safety margin. **Status:** In compliance.

43. Tax Increment Financing Zone Residential Limit. A Tax Increment Financing Reinvestment Zone may not be created if more than 10% of the property in the adopted zone, excluding property dedicated for public use, is used for residential purposes. "Residential purposes" includes property occupied by a house, which is less than five living units. **Status:** In compliance.

44. Reinvestment Zones to Total Tax Base Limit. Pursuant to the provisions of the Texas Tax Code, the City creates reinvestment zones both for tax increment financing ("TIF RZ") and for tax abatement ("TA RZ"). TA RZs are created to grant tax abatements on real or business personal property or both located in the TA RZ. For the FMPC, TIF RZs and TA RZs shall be referred to as Reinvestment Zones ("RZ").

No RZ can be created if the total property tax base of certain TIF RZs plus the total real property and business personal property tax base (if there is business personal property tax being abated) of TA RZs exceeds 15% of the total tax base (all real and business personal property) of the City. Reinvestment zones that are no longer collecting tax increment or abating taxes (i.e. now contributing 100% to the City of Dallas property tax revenues) will be excluded from the calculation. **Status:** In compliance.

45. Public Improvement District (PID) and TIF Service Impact Analysis. All Public Improvement District (PID) and TIF proposals, even "pay-as-you-go" projects, will be evaluated for service impact. A five-year fiscal note must accompany any request to establish a PID or TIF including repayment terms of any inter-fund borrowing. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

46. PID and TIF Debt Issuance Criteria. All adopted PID or TIF debt issuances supported by a district's revenues are subject to the following criteria:

- Coverage Tests—The project should provide for revenues, net of overlapping taxes, of 1.25 times maximum annual debt service requirement. The issuance of TIF bonds may be considered prior to achieving coverage ratio of 1.25 if:
 - a developer or property owner provides a credit enhancement, such as a letter of credit or bond insurance from an AAA-rated financial institution, for the entire amount of the debt issue;
 - if there is insufficient TIF increment revenues to retire TIF bonds, which event consequently requires that the credit enhancement mechanism be called upon to service the TIF bonded indebtedness, contingent liability to reimburse a credit enhancer would be the sole liability of the developer or its affiliates;
 - if there are changes in the rating of the financial institution providing credit enhancement, then that institution shall be replaced with an AAA-rated financial institution within 90 days; and
 - If no replacement of an AAA-rated institution is provided, no further TIF bonds in advance of the 1.25 coverage ratio will be provided for any additional TIF projects undertaken by the developer or its affiliates.
- Additional Bonds Test—The project should include an additional bonds test parallel to the coverage test.
- Reserve Fund—The project should include a debt service reserve fund equal to the maximum annual debt service requirements.
- Limitations on Amount of PID/TIF Bonds—The total amount of PID/TIF indebtedness will be included and managed as part of the City's overlapping debt.
- The total amount of PID/TIF debt outstanding should generally not exceed 20% of the City's outstanding GO indebtedness.
- PID/TIF bonds should be limited to projects consistent with the City's previously adopted Financial Management Performance Criteria for debt issuance.
- PID bonds should be limited to those projects that can demonstrate the ability to support the debt either through its own revenues or another pledge source other than ad valorem taxes.
- PID/TIF bond authorizations should remain in effect for no more than five years from the date of City Council approval.

Status: In compliance.

47. PID and TIF Debt Issuances Maturity Limit. All adopted PID or TIF debt issuances must mature on or before the termination date of the respective PID or TIF district and, further, all bonds must also conform to the district's Financial Plan by maturing on or before the plan's projected date by which all district expenses would be paid. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

48. PID and TIF Unrated, High Yield Bond Limit. The City will not propose the issuance of any unrated, high yield PID/TIF bond that could be labeled a “high-risk bond,” except for small (less than \$5 million) private placements coordinated with the City’s Financial Advisor. All projects must be carefully evaluated for creditworthiness and meet the criteria above, whether a credit rating is obtained. **Status:** In compliance.

49. PID and TIF Bond Use. The City should use PID/TIF bonds only when other options have been considered. **Status:** In compliance.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

50. Conformance with Generally Accepted Accounting Principles (GAAP). The City will establish and maintain a high degree of accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB). The GASB is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments. **Status:** In compliance.

51. Annual Independent Audit and Financial Report. Management will contract with an independent public accounting firm for an annual audit, with the subsequent issuance of an official Comprehensive Annual Financial Report (CAFR) in conformity with GAAP and applicable State statutes. **Status:** In compliance.

52. Full Disclosure in Financial Statements and Bond Representations. Full disclosure will be provided in the annual financial statements and bond representations. **Status:** In compliance.

GRANTS AND TRUSTS

53. Grants and Gifts Compliance. All grants will be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations will be managed and expended according to the wishes and instructions of the donor. **Status:** In compliance.

54. Pre-Acceptance Fiscal Review. Prior to acceptance of proposed gifts and donations and governmental grants, a fiscal review will be conducted. The review should consider matching requirements, impacts on both revenues and expenditures for the next five years, whether the objectives of the gifts, donation or grants meet the strategic goals of the City, and any potential impact of loss of funds. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

DALLAS WATER UTILITIES (DWU)

DWU-1. Matching of Current Revenues and Expenses. Current revenues will be sufficient to support current expenses including debt service and other obligations of the system. **Status:** In compliance.

DWU-2. Use of Long-Term Debt. Long-term debt will be used only for capital expansion, replacement and improvement of plant, not for current expenses. **Status:** In compliance.

DWU-3. Short-Term Debt Authorization. Short-term debt, including tax-exempt commercial paper, will be used as authorized for interim financing of projects which result in capital improvements. The authorization of tax-exempt commercial paper will be limited to 20% of the 10-year capital improvement program in effect at the time of the commercial paper authorization. No commercial paper program will be authorized for more than ten years. Outstanding tax-exempt commercial paper will never exceed the amount authorized by City Council. **Status:** In compliance.

DWU-4. Contingency Reserve Sufficiency. Contingency reserves will be appropriated at a level sufficient to provide for unanticipated, nonrecurring expenditures. **Status:** In compliance.

DWU-5. Debt Financing Maturity Limit. Debt financing for capital projects will not exceed the useful life of the asset, and in no case shall the term exceed 30 years. **Status:** In compliance.

DWU-6. Unreserved Cash Balance Minimum. An unreserved cash balance will be maintained such that it provides a minimum quick ratio of 1.50 and at least 30 days of budgeted expenditures for operations and maintenance in net working capital. **Status:** In compliance.

DWU-7. Debt Service Coverage Requirements. Net revenues available for debt service should be at least 1.5 times the maximum annual principal and interest requirements of relevant outstanding revenue bonds at the end of the fiscal year, and at least 1.3 times maximum-year requirements at all times, measured during a fiscal year using the previous year net revenues available for debt service. **Status:** In compliance.

DWU-8. Use of Excess Current Revenues. Current revenues which are more than operating expenses and debt service will be used for capital expenditures and other water and wastewater purposes. **Status:** In compliance.

FINANCIAL MANAGEMENT

PERFORMANCE CRITERIA

DWU-9. Funding from Current Rates Relationship to Depreciation Expense. Funds available from current rates in each fiscal year for system rehabilitation, replacement, and expansion will be appropriated equal to or more than financial statement depreciation expense reasonably estimated in the same year. **Status:** In compliance.

DWU-10. Capital Financing Methods and Equity to Debt Ratio. Capital financing will be provided through a combination of revenue bonds, current revenues, contributed capital, and short-term debt. An equity to debt ratio of at least 20% should be maintained on all capital projects. **Status:** In compliance.

DWU-11. Cost of Services Studies. Retail cost of service studies will be performed at least every two years and reviewed annually. Rate adjustments will be recommended when required, but, normally, no more frequently than annually. **Status:** In compliance.

DWU-12. Wholesale Water and Wastewater Rates. Wholesale treated water rates for customer cities and other governmental entities will be determined based on the inter-city agreement currently in effect. Wholesale wastewater and untreated water rates will be determined based on contractual agreements with wholesale customers. Rates shall be adjusted annually if cost of service studies indicates a need therefore. **Status:** In compliance.

DWU-13. Use of Funds Generated by DWU. Funds generated by DWU will be used solely for the development, operation, and maintenance of the water and wastewater utility system. **Status:** In compliance.



DEBT SERVICE

GENERAL OBLIGATION DEBT

Introduction

The General Obligation Debt Service Fund provides for the payment of principal and interest on the City’s outstanding GO bonds, COs, tax notes and contractual obligations, as well as interest on outstanding GO commercial paper. Debt financing is used to pay for large capital projects. By using debt, the project costs are allocated over the life of the asset. Capital projects may include improvements to and/or construction of the City’s street system, parks and recreational facilities, libraries, police and fire protection facilities, and flood protection and the storm drainage system. The Financial Management Performance Criteria (FMPC) address debt management and other requirements adopted by the City Council. The FMPC provide additional guidance on the issuance of debt, including restricting the length of maturities, use of COs, and the amount and purpose for which bonded debt may be issued.

The primary source of revenue for the Debt Service Fund is the property tax, also known as the ad valorem tax. The ad valorem tax rate of 77.63 cents per \$100 assessed value is split into two rates: a debt service tax rate and a rate to support the City’s operating and maintenance costs. Approximately 27 percent (20.75 cents) of the resulting tax revenue is used to pay principal and interest on the City’s outstanding GO debt. The remaining 73 percent (56.88 cents) is used to pay for operating and maintenance costs incurred in the General Fund.

Due to the level principal structure of most bond issues, the principal and interest payments of the existing GO debt decline annually. This repayment schedule creates capacity to issue new debt within the existing debt service tax rate and lowers interest costs versus a level annual payment.

Credit Rating

The City of Dallas’ long-term GO debt has been rated by Standard & Poor’s Global Ratings, Moody’s Investors Service, and Fitch Ratings since November 2015 and holds the following ratings:

<u>Credit Rating Service</u>	<u>General Obligation Debt</u>
Standard & Poor’s	AA- (stable outlook)
Fitch Ratings	AA (stable outlook)
Moody’s Investors Service	A1 (stable outlook)

Legal Debt Margin

The Dallas City Charter (Chapter XXI, Section 3) limits the maximum bonded indebtedness payable from taxation to 10 percent of assessed property value. However, the FMPC limit the net GO debt to four percent of the true market valuation of the taxable property of

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Dallas. Debt issued as of September 30, 2021, comprises 1.5 percent of the assessed value of \$147.4 billion and 1.1 percent of the market value of taxable property of \$199.6 billion. Thus, the City will continue to comply with both requirements as of September 31, 2020.

Assessed Value	\$147,443,517,863
10% Legal Debt Margin	\$14,744,351,786
Projected GO Debt 9/30/21*	\$2,149,620,416
GO Debt as a Percentage of Assessed Property Value	1.5%

Market Value of Taxable Property	\$199,645,996,079
4% FMPC Limit	\$7,985,839,843
Projected GO Debt 9/30/21*	\$2,149,620,416
GO Debt as a Percentage of Market Value	1.1%

*Principal only

FY 2020-21 Debt Service Budget

The FY 2020-21 budget includes principal and interest payments of \$277.5 million on outstanding GO debt. Principal and interest expenses for existing debt in FY 2021-22 are \$192.4 million and \$85.1 million, respectively. In FY 2010-11, the City implemented a commercial paper program to provide interim financing of voter-approved capital improvement projects. The fees associated with the commercial paper program are included in the General Fund budget. The interest on outstanding commercial paper is paid by the Debt Service Fund. The City anticipates issuing \$178.0 million in GO bonds in FY 2020-21 and \$178.0 million in FY 2021-22; and \$28.0 million in equipment acquisition notes in FY 2020-21 and \$8.0 million in FY 2021-22. Projects will continue to be awarded using commercial paper and refunded later with GO bonds.

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Selected Financial Management Performance Criteria—Debt Management

These key criteria, established to ensure sound management of the City’s financial resources, are listed below to detail the effects of the issuance of new debt. These figures will be adjusted based on the latest data received from the Dallas Central Appraisal District.

Criteria	09/30/19 Actual	09/30/20 Actual	09/30/21 Budget
Total direct plus overlapping debt not to exceed 8% of the market value of taxable property*	3.2% In compliance	3.0% In compliance	3.8% In compliance
Weighted average GO bond maturities (exclusive of pension obligation bonds) not to exceed 10 years	7.0 years In compliance	7.0 years In compliance	7.14 years In compliance
CO debt not to exceed 15% of total authorized and issued GO debt	0.4% In compliance	1.1% In compliance	2.0% In compliance
Per capita GO debt not to exceed 10% of latest authoritative computation of per capita annual income	5.1% In compliance	4.4% In compliance	4.9% In compliance

*Calculation based on principal only

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Statement of Bonded Indebtedness As of 09/30/2020

Unit Number	Issue Name	Issue Date	Original Issue Amount	True Interest Cost	Outstanding Principal
600	GO Pension Bonds (Current Interest), Taxable Series 2005A	2/16/2005	186,575,000	5.0%	110,345,000
601	GO Pension Bonds (Capital Appreciation), Taxable Series 2005B	2/16/2005	137,772,609	5.4%	45,315,416
628	GO Bonds (Build America Bonds), Taxable Series 2010B	3/30/2010	85,380,000	4.7%	73,285,000
631	GO Refunding Bonds, Series 2010C	11/18/2010	142,035,000	2.6%	47,495,000
632	GO Refunding Bonds, Series 2010	11/18/2010	77,670,000	4.6%	75,825,000
637	GO Refunding Bonds, Series 2012	10/31/2012	214,495,000	2.1%	133,310,000
638	GO Refunding and Improvement Bonds, Series 2013A	8/6/2013	194,470,000	3.5%	122,815,000
1692	GO Refunding and Improvement Bonds, Series 2014	12/22/2014	529,365,000	2.5%	441,965,000
1700	GO Refunding and Improvement Bonds, Series 2015	12/10/2015	195,075,000	3.1%	151,715,000
1843	GO Refunding and Improvement Bonds, Series 2017	12/12/2017	301,960,000	2.9%	263,900,000
W257	GO Refunding Bonds, Backpay Lawsuit 1, Series 2018	8/7/2018	58,715,000	3.3%	56,720,000
1887	GO Refunding Bonds, Backpay Lawsuit 2, Series 2019B	5/15/2019	153,950,000	2.7%	223,815,000
1886	GO Improvement Bonds, Series 2019A (2006, 2012, and 2017 BP)	5/15/2019	235,595,000	2.7%	146,250,000
	Total GO Bonds		\$ 2,513,057,609		\$ 1,892,755,416
0643	Equipment Acquisition Note, Series 2020	6/23/2020	29,665,000	0.4%	29,665,000
0635	Combination Tax and Revenue Certificates of Obligation, Series 2012	6/26/2012	21,930,000	1.6%	5,200,000
0644	Combination Tax and Revenue Certificates of Obligation, Series 2020	6/23/2020	16,000,000	1.5%	16,000,000
	Total Certificates of Obligation		\$ 37,930,000		\$ 21,200,000
	Total GO Debt (excluding Commercial Paper)		\$ 2,580,652,609		\$ 1,943,620,416
	GO Commercial Paper Notes Outstanding as of 9/30/20		\$ 130,000,000		\$ 130,000,000
	Total GO Debt (including Commercial Paper)		\$ 2,710,652,609		\$ 2,073,620,416

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Debt Service Requirements As of 09/30/2020

Fiscal Year	Outstanding Debt		
	Principal	Interest ¹	Total
2021	192,350,000	85,133,805	277,483,805
2022	192,930,000	75,303,367	268,233,367
2023	193,970,000	65,743,181	259,713,181
2024	188,365,000	56,388,145	244,753,145
2025	149,731,834	82,451,709	232,183,543
2026	134,820,114	77,176,005	211,996,119
2027	123,642,694	72,599,372	196,242,066
2028	102,479,062	68,862,161	171,341,223
2029	91,868,642	65,943,919	157,812,562
2030	92,290,730	63,333,544	155,624,274
2031	82,300,840	61,005,667	143,306,507
2032	82,403,960	59,261,545	141,665,505
2033	72,287,046	58,081,471	130,368,517
2034	72,404,198	57,233,228	129,637,426
2035	52,656,297	50,136,400	102,792,697
2036	37,875,000	3,248,894	41,123,894
2037	38,025,000	1,985,219	40,010,219
2038	23,750,000	960,656	24,710,656
2039	19,470,000	296,859	19,766,859
	\$ 1,943,620,416	\$ 1,005,145,147	\$ 2,948,765,563

1. Total outstanding interest does not include the 2010 BABs subsidy.

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General Obligation Debt Service Fund Statement of Revenues and Expenditures

	FY 2018-19 Actual	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Beginning Balance	28,898,632	23,358,486	34,291,584	43,627,241	46,764,761
Revenue					
Ad Valorem Taxes	270,614,013	287,449,046	287,429,612	301,028,221	301,028,221
Interest Earnings	1,471,403	200,000	200,000	200,000	200,000
Department Transfers	1,091,235			677,004	2,483,921
Pension Obligation Bond Transfer	15,970,198	16,608,909	16,244,423	16,719,049	17,253,011
"Build America Bonds" Federal Subsidy	705,003	1,278,921	1,278,921	1,186,106	1,088,391
Total Revenues	289,851,852	305,536,876	305,152,955	319,810,380	322,053,544
Total Available Resources	318,750,484	328,895,362	339,444,539	363,437,621	368,818,305
Expenses					
Principal and Interest	233,773,788	273,684,031	273,684,031	277,483,805	268,233,367
Commercial Paper Payment	31,660,000	-	-	-	-
TIF Increment Payment	19,272,546	22,133,267	22,133,267	26,489,056	26,918,926
New Debt	-	8,134,000		6,230,000	21,828,421
Equipment Acquisition Notes	-	1,500,000		6,470,000	8,316,500
Total Expenses	284,706,334	305,451,298	295,817,298	316,672,860	325,297,213
Changes in Encumbrances and other Balance Sheet Accounts	247,434	-	-	-	-
Ending Balance	\$ 34,291,584	\$ 23,444,064	\$ 43,627,241	\$ 46,764,761	\$ 43,521,091

General Obligation Bond Voted Authority

The City's current authority to issue voted GO debt originates from bond elections conducted in 2017. The table below lists the amount of such debt authorized, the amount issued to date, and the amount remaining unissued.

Proposition	Amount Authorized	Amount Issued to Date	Amount Unissued
2017 Bond Program- Authorized by voters in November 2017			
(A) Street and Transportation Improvements	533,981,000	109,540,000	424,441,000
(B) Parks and Recreation Facilities	261,807,000	94,963,000	166,844,000
(C) Fair Park Improvements	50,000,000	21,600,000	28,400,000
(D) Flood Protection and Storm Drainage Improvements	48,750,000	8,380,000	40,370,000
(E) Library Facilities and Improvements	15,589,000	14,500,000	1,089,000
(F) Cultural and Performing Arts Facilities	14,235,000	4,760,000	9,475,000
(G) Public Safety Facilities	32,081,000	17,561,000	14,520,000
(H) City Hall and City Service and Admin. Facilities Repairs and Improvements	18,157,000	4,685,000	13,472,000
(I) Economic Development Program	55,400,000	15,013,000	40,387,000
(J) Housing Facilities for the Homeless	20,000,000	500,000	19,500,000
Total 2017 Bond Program	\$ 1,050,000,000	\$ 291,502,000	\$ 758,498,000

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Master Lease Purchase Program

The Master Lease Purchase Program (MLPP) is a lease revenue finance program used by the City to finance capital equipment and technology items. The City has used this program since FY 2011-12. The financing vehicle for the MLPP is a tax-exempt revenue commercial paper program established pursuant to Public Property Finance Act, Texas Local Gov't. Code Ann. §271.001 et seq.

Under the program, the City borrows money to pay for equipment or other eligible equipment-type projects by issuing tax-exempt revenue, known as "Schedule A," to the Master Equipment Lease/Purchase Agreement. The financing agent and the City enter a lease pursuant to which the lessor acquires the equipment or other project and leases it to the City, who is required to make lease payments to the lessor to repay the principal and interest on the lease. When the lease is fully paid, possession of the equipment or other financed project is transferred to the City. The City may pay off the lease at any time without penalty.

The City entered a Master Equipment Lease/Purchase Agreement with Bank of America Public Capital Corp. on December 1, 2011, which expired in FY 2015-16. A second five-year agreement was entered on May 24, 2016. As of June 2020, the City has entered 51 Schedule A agreements totaling \$253.6 million (principal \$233.7 million and interest \$19.9 million).

The MLPP may be used to finance the City's acquisition of heavy equipment, computer hardware/software, and other personal property with a minimum useful life of three years. Lease drawdowns are used to pay invoices or provide up-front funding for systems subject to multi-year implementation schedules. The City has drawn down lease funding in three term types depending on the useful life of the purchased equipment. Technology items such as computer hardware and software are leased over a three-year term, vehicles and heavy equipment are leased over a five-year term, and fire apparatus are leased over a 10-year term.

Lease Payments

The interest rate for each lease is set at the time the funds are drawn and is fixed for the term of the lease. The interest rate is determined through a calculation based on the "Swap Index" published by the Intercontinental Exchange, Inc. As of June 2020, the interest rates for each lease term were:

- 1.10% (three-year)
- 1.20% (five-year)
- 1.57% (10-year)

The table that follows displays detail for completed draws of \$28.6 million for FY 2020-21 and \$23.5 million for FY 2021-22.

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Lease Schedule	Date of Issue	FY 2020-21			FY 2021-22		
		Principal	Interest	Total	Principal	Interest	Total
Schedule A No. 2 Fire Apparatus	5/10/2013	482,377	22,668	505,046	492,327	12,719	505,046
		482,377	22,668	505,046	492,327	12,719	505,046
Schedule A No. 9 Fire Apparatus	2/9/2015	1,189,489	122,384	1,311,873	1,217,221	94,652	1,311,873
		1,189,489	122,384	1,311,873	1,217,221	94,652	1,311,873
Schedule A No. 15 General Fleet & Equipment Sanitation Fleet & Equipment	5/24/2016	515,656	3,383	519,039	-	-	-
		298,324	1,957	300,281	-	-	-
		217,333	1,426	218,759	-	-	-
Schedule A No. 16 Fire Apparatus	5/24/2016	484,025	46,056	530,081	492,479	37,602	530,081
		484,025	46,056	530,081	492,479	37,602	530,081
Schedule A No. 18 Fire Apparatus	3/30/2017	105,987	16,929	122,915	108,530	14,385	122,915
		105,987	16,929	122,915	108,530	14,385	122,915
Schedule A No. 19 General Fleet & Equipment Sanitation Fleet & Equipment	3/30/2017	2,659,581	63,996	2,723,577	1,348,892	12,897	1,361,789
		1,371,674	33,006	1,404,680	695,689	6,651	702,340
		1,287,906	30,990	1,318,897	653,203	6,245	659,448
Schedule A No. 21 Ambulance & Fire Equipment	5/19/2017	505,671	11,294	516,965	256,208	2,275	258,482
		505,671	11,294	516,965	256,208	2,275	258,482
Schedule A No. 23 Ambulance & Fire Equipment General Fleet & Equipment Sanitation Fleet & Equipment	11/15/2017	912,039	30,877	942,916	929,563	13,353	942,916
		38,600	1,307	39,907	39,342	565	39,907
		125,139	4,237	129,375	127,543	1,832	129,375
		748,300	25,334	773,634	762,678	10,956	773,634
Schedule A No. 24 Fire Apparatus	11/15/2017	516,096	86,183	602,279	528,041	74,238	602,279
		516,096	86,183	602,279	528,041	74,238	602,279
Schedule A No. 25 General Fleet & Equipment Sanitation Fleet & Equipment	11/15/2017	932,483	31,570	964,053	950,400	13,653	964,053
		474,455	16,063	490,518	483,571	6,947	490,518
		458,029	15,507	473,535	466,829	6,706	473,535
Schedule A No. 26 CBD Camera Improvements Citywide Technology DPD Technology	3/7/2018	365,232	3,925	369,157	-	-	-
		84,877	912	85,789	-	-	-
		277,901	2,986	280,887	-	-	-
		2,455	26	2,481	-	-	-
Schedule A No. 27 Sanitation Fleet & Equipment	3/7/2018	928,221	49,471	977,692	949,898	27,794	977,692
		928,221	49,471	977,692	949,898	27,794	977,692
Schedule A No. 28 Ambulance & Fire Equipment General Fleet & Equipment	3/7/2018	460,468	24,542	485,010	471,222	13,788	485,010
		326,822	17,419	344,240	334,454	9,786	344,240
		133,647	7,123	140,769	136,768	4,002	140,769
Schedule A No. 29 Fire Apparatus	3/7/2018	126,456	19,179	145,635	129,904	15,731	145,635
		126,456	19,179	145,635	129,904	15,731	145,635
Schedule A No. 30 P25 Radio System	4/30/2018	1,574,647	376,126	1,950,773	1,618,779	331,994	1,950,773
		1,574,647	376,126	1,950,773	1,618,779	331,994	1,950,773
Schedule A No. 31 911 Backup System Upgrade Citywide Technology DPD Technology Public Safety MDC Replacement	9/26/2018	1,462,612	31,627	1,494,239	-	-	-
		42,542	920	43,462	-	-	-
		286,260	6,190	292,450	-	-	-
		1,124,325	24,312	1,148,637	-	-	-
		9,485	205	9,690	-	-	-
Schedule A No. 32 Sanitation Fleet & Equipment	9/26/2018	391,112	33,315	424,426	402,916	21,510	424,426
		391,112	33,315	424,426	402,916	21,510	424,426
Schedule A No. 33 Fire Apparatus	9/26/2018	291,531	84,198	375,728	301,234	74,494	375,728
		291,531	84,198	375,728	301,234	74,494	375,728
Schedule A No. 34 Ambulance & Fire Equipment General Fleet & Equipment	9/26/2018	548,660	46,735	595,394	565,219	30,175	595,394
		390,295	33,245	423,541	402,075	21,465	423,541
		158,364	13,489	171,854	163,144	8,710	171,854
Schedule A No. 35 Fire Apparatus	12/27/2018	257,973	72,250	330,222	266,325	63,897	330,222
		257,973	72,250	330,222	266,325	63,897	330,222

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Lease Schedule	Date of Issue	FY 2020-21			FY 2021-22		
		Principal	Interest	Total	Principal	Interest	Total
Schedule A No. 36	12/27/2018	677,706	14,635	692,340	-	-	-
911 Backup System Upgrade		172,653	3,728	176,381	-	-	-
Citywide Technology		198,797	4,293	203,089	-	-	-
DPD Technology		6,293	136	6,428	-	-	-
Public Safety MDC Replacement		299,964	6,477	306,441	-	-	-
Schedule A No. 37	12/27/2018	977,730	81,489	1,059,219	1,006,620	52,599	1,059,219
Ambulance & Fire Equipment		93,497	7,793	101,290	96,260	5,030	101,290
General Fleet & Equipment		884,233	73,696	957,929	910,360	47,569	957,929
Schedule A No. 38	12/27/2018	584,734	48,735	633,469	602,012	31,457	633,469
Sanitation Fleet & Equipment		584,734	48,735	633,469	602,012	31,457	633,469
Schedule A No. 39	3/27/2019	2,873,785	719,788	3,593,573	2,948,147	645,425	3,593,573
P25 Radio System		2,873,785	719,788	3,593,573	2,948,147	645,425	3,593,573
Schedule A No. 40	5/24/2019	405,137	102,566	507,703	416,373	91,330	507,703
Fire Apparatus		405,137	102,566	507,703	416,373	91,330	507,703
Schedule A No. 41	5/24/2019	897,723	27,581	925,304	457,082	5,570	462,652
911 Backup System Upgrade		10,376	319	10,695	5,283	64	5,348
Citywide Technology		867,038	26,639	893,677	441,459	5,379	446,838
DPD Technology		20,308	624	20,932	10,340	126	10,466
Schedule A No. 42	5/24/2019	765,337	63,412	828,748	784,318	44,431	828,748
Ambulance & Fire Equipment		345,750	28,647	374,397	354,325	20,072	374,397
General Fleet & Equipment		419,587	34,765	454,351	429,993	24,359	454,351
Schedule A No. 43	5/24/2019	224,203	18,576	242,779	229,763	13,016	242,779
Sanitation Fleet & Equipment		224,203	18,576	242,779	229,763	13,016	242,779
Schedule A No. 44	9/26/2019	776,190	26,095	802,285	791,001	11,284	802,285
911 Backup System Upgrade		18,948	637	19,585	19,309	275	19,585
Citywide Technology		757,242	25,458	782,700	771,692	11,009	782,700
Schedule A No. 45	9/26/2019	71,214	5,269	76,483	72,583	3,900	76,483
Sanitation Fleet & Equipment		71,214	5,269	76,483	72,583	3,900	76,483
Schedule A No. 46	9/26/2019	214,733	44,575	259,308	219,413	39,896	259,308
Fire Apparatus		214,733	44,575	259,308	219,413	39,896	259,308
Schedule A No. 47	9/26/2019	1,255,115	92,857	1,347,972	1,279,236	68,736	1,347,972
General Fleet & Equipment		1,255,115	92,857	1,347,972	1,279,236	68,736	1,347,972
Schedule A No. 48	4/16/2020	181,225	4,267	185,492	183,110	2,383	185,492
911 Backup System Upgrade		33,052	778	33,830	33,395	435	33,830
Citywide Technology		92,314	2,174	94,488	93,274	1,214	94,488
EFM Shop Technology		55,859	1,315	57,175	56,440	734	57,175
Schedule A No. 49	4/16/2020	252,772	12,812	265,584	255,730	9,854	265,584
Ambulance & Fire Equipment		13,610	690	14,300	13,770	531	14,300
General Fleet & Equipment		239,161	12,123	251,284	241,960	9,324	251,284
Schedule A No. 50	4/16/2020	57,930	9,115	67,045	58,853	8,193	67,045
EFM Shop Equipment		57,930	9,115	67,045	58,853	8,193	67,045
Schedule A No. 51	4/16/2020	1,187,567	60,195	1,247,762	1,201,465	46,297	1,247,762
Sanitation Fleet & Equipment		1,187,567	60,195	1,247,762	1,201,465	46,297	1,247,762
Total Completed Draws		26,113,415	2,508,674	28,622,089	21,534,864	1,929,526	23,464,391
Schedule A No. 52 Estimate	7/25/2020	605,073	97,715	702,787	614,642	88,146	702,787
P25 Radio System		605,073	97,715	702,787	614,642	88,146	702,787
Schedule A No. 53 Estimate	8/25/2020	687,343	111,001	798,344	698,213	100,131	798,344
Fire Apparatus		672,985	108,682	781,667	683,628	98,039	781,667
Shop Equipment		14,359	2,319	16,678	14,586	2,092	16,678
Schedule A No. 54 Estimate	8/25/2020	564,778	31,569	596,346	571,583	24,764	596,346
General Fleet & Equipment		564,778	31,569	596,346	571,583	24,764	596,346

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Lease Schedule	Date of Issue	FY 2020-21			FY 2021-22		
		Principal	Interest	Total	Principal	Interest	Total
<i>Schedule A No. 55 Estimate</i>	8/25/2020	2,114,255	59,917	2,174,172	2,137,634	36,539	2,174,172
911 Backup System Upgrade		79,791	2,261	82,053	80,674	1,379	82,053
Citywide Technology		1,576,186	44,669	1,620,854	1,593,614	27,240	1,620,854
DPD Technology		148,242	4,201	152,443	149,881	2,562	152,443
Public Safety MDC Replacement		310,036	8,786	318,823	313,465	5,358	318,823
<i>Schedule A No. 56 Estimate</i>	8/25/2020	308,633	17,251	325,885	312,352	13,533	325,885
Sanitation Fleet & Equipment		308,633	17,251	325,885	312,352	13,533	325,885
<i>Schedule A No. 57 Estimate</i>	4/25/2021	126,036	20,354	146,390	254,065	38,715	292,780
Fire Apparatus		123,354	19,921	143,275	248,659	37,891	286,550
Shop Equipment		2,682	433	3,115	5,406	824	6,230
<i>Schedule A No. 58 Estimate</i>	4/25/2021	1,724,088	96,370	1,820,458	3,468,950	171,966	3,640,916
Ambulance & Fire Equipment		1,115,979	62,379	1,178,357	2,245,404	111,311	2,356,715
General Fleet & Equipment		608,110	33,991	642,100	1,223,546	60,655	1,284,201
<i>Schedule A No. 59 Estimate</i>	4/25/2021	812,654	23,030	835,684	1,634,294	37,075	1,671,369
911 Backup System Upgrade		94,910	2,690	97,599	190,869	4,330	195,199
Citywide Technology		241,828	6,853	248,682	486,331	11,033	497,364
DPD Technology		452,443	12,822	465,265	909,889	20,641	930,530
Public Safety MDC Replacement		23,473	665	24,138	47,205	1,071	48,276
<i>Schedule A No. 60 Estimate</i>	4/25/2021	345,458	19,310	364,768	695,078	34,457	729,535
Sanitation Fleet & Equipment		345,458	19,310	364,768	695,078	34,457	729,535
<i>Schedule A No. 61 Estimate</i>	12/25/2021	-	-	-	465,441	75,165	540,606
Fire Apparatus		-	-	-	465,441	75,165	540,606
<i>Schedule A No. 62 Estimate</i>	12/25/2021	-	-	-	976,191	54,565	1,030,756
General Fleet & Equipment		-	-	-	976,191	54,565	1,030,756
<i>Schedule A No. 63 Estimate</i>	12/25/2021	-	-	-	2,197,830	62,286	2,260,116
Citywide Technology		-	-	-	1,353,621	38,361	1,391,983
DPD Technology		-	-	-	734,317	20,810	755,127
Public Safety MDC Replacement		-	-	-	109,891	3,114	113,006
<i>Schedule A No. 64 Estimate</i>	3/25/2022	-	-	-	116,360	18,791	135,151
Fire Apparatus		-	-	-	116,360	18,791	135,151
<i>Schedule A No. 65 Estimate</i>	3/25/2022	-	-	-	244,048	13,641	257,689
General Fleet & Equipment		-	-	-	244,048	13,641	257,689
<i>Schedule A No. 66 Estimate</i>	3/25/2022	-	-	-	549,457	15,571	565,029
Citywide Technology		-	-	-	338,405	9,590	347,996
DPD Technology		-	-	-	183,579	5,203	188,782
Public Safety MDC Replacement		-	-	-	27,473	779	28,251
Total Anticipated Draws		7,288,318	476,516	7,764,835	14,936,137	785,344	15,721,481

DEBT SERVICE

CONVENTION CENTER

Introduction

The Convention Center Debt Service Fund provides for the payment of principal and interest on the Convention Center's outstanding revenue bonded indebtedness. In February 2009, the Convention Center Complex issued \$324.94 million in refunding and improvement revenue bonds. This issue included the refunding of all the Convention Center's \$261.36 million outstanding debt and \$63.58 million of new money. Of the new money issuance, \$60.80 million has been used for planned improvements to the Convention Center.

The seven percent Hotel Occupancy Tax, non-operating revenue of the Convention Center complex, and interest earned on cash balances in the bond reserve fund transferred to the Debt Service Fund are pledged for repayment of the debt. Operating revenues from the Convention Center complex are transferred to the Debt Service Fund to meet annual principal and interest payments. Additionally, the City has covenanted to provide for the payment of operating and maintenance expenses of the Convention Center complex, should a shortfall in Convention Center revenues occur.

Credit Ratings

The Convention Center complex currently holds A1 and A ratings from Moody's Investors Service and Standard & Poor's, respectively.

FY 2020-21 Debt Service Budget

The FY 2020-21 budget includes \$9.55 million in principal payments and \$13.93 million in interest payments on existing debt.

DEBT SERVICE

Convention Center Statement of Revenue Bonded Indebtedness As of 09/30/2020

Unit Number	Issue Name	Issue Date	Original Issue Amount	True Interest Cost	Outstanding Principal
623	Civic Center Convention Complex Revenue Refunding and Improvement Bonds, Series 2009	02/01/2009	324,940,000	5.2%	270,380,000
Total Convention Center Debt			<u>\$ 324,940,000</u>		<u>\$ 270,380,000</u>

Convention Center Debt Service Requirements As of 09/30/2020

Fiscal Year	Outstanding Debt		
	Principal	Interest	Total
2021	9,550,000	13,931,663	23,481,663
2022	10,030,000	13,454,163	23,484,163
2023	10,530,000	12,952,663	23,482,663
2024	11,055,000	12,426,163	23,481,163
2025	11,610,000	11,873,413	23,483,413
2026	12,190,000	11,292,913	23,482,913
2027	12,800,000	10,683,413	23,483,413
2028	13,440,000	10,043,413	23,483,413
2029	14,110,000	9,371,413	23,481,413
2030	14,815,000	8,665,913	23,480,913
2031	15,595,000	7,888,125	23,483,125
2032	16,415,000	7,069,388	23,484,388
2033	17,275,000	6,207,600	23,482,600
2034	18,180,000	5,300,663	23,480,663
2035	19,135,000	4,346,213	23,481,213
2036	20,140,000	3,341,625	23,481,625
2037	21,200,000	2,284,275	23,484,275
2038	22,310,000	1,171,275	23,481,275
	<u>\$ 270,380,000</u>	<u>\$ 152,304,294</u>	<u>\$ 422,684,294</u>

DEBT SERVICE

Convention Center Statement of Debt Service Revenues and Expenditures

	FY 2018-19 Actual	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Beginning Balance	\$ 4,304,515	\$ 4,345,015	\$ 4,409,075	\$ 4,426,015	\$ 4,466,515
Revenues					
Transfers	23,484,663	23,481,413	23,481,413	23,481,663	23,484,163
Interest/Other	104,560	40,500	40,500	40,500	40,500
Total Revenues	\$ 23,589,223	\$ 23,521,913	\$ 23,521,913	\$ 23,522,163	\$ 23,524,663
Total Available Resources	\$ 27,893,738	\$ 27,866,928	\$ 27,930,988	\$ 27,948,178	\$ 27,991,178
Expenses					
Principal Payments	\$ 8,665,000	\$ 9,095,000	\$ 9,095,000	\$ 9,550,000	\$ 10,030,000
Interest Payments	\$ 14,819,663	\$ 14,386,413	\$ 14,386,413	\$ 13,931,663	\$ 13,454,163
Total Expenses	\$ 23,484,663	\$ 23,481,413	\$ 23,481,413	\$ 23,481,663	\$ 23,484,163
Ending Balance	\$ 4,409,075	\$ 4,385,515	\$ 4,449,575	\$ 4,466,515	\$ 4,507,015



DEBT SERVICE

DALLAS WATER UTILITIES

Introduction

The debt service component of the operating budget for Dallas Water Utilities (DWU) provides for payment of principal and interest on DWU’s indebtedness. The budget for these payments is prescribed by the following standards:

- The Dallas City Charter provides in Chapter XI, Section 14 that all water and wastewater costs (including debt requirements) shall be paid for from customer service revenues.
- Revenue bond ordinances provide that customer service revenues solely secure water and wastewater bonds.
- Financial Management Performance Criteria (FMPC) for DWU provide for financing of capital improvements (effectively defined as capital projects with useful life of 20 years or longer) either from debt or directly from revenues, to maintain system equity levels.

In addition to revenue bonds, debt sources include tax-exempt commercial paper notes, which are used for interim financing of capital construction projects. On at least a biannual basis, commercial paper is refinanced and retired with revenue bonds. This process lowers overall interest costs and provides greater financing flexibility. Debt sources also include certain contractual obligations whereby DWU will reimburse other agencies for debt incurred to construct joint-use facilities. Under these contractual agreements, DWU makes payments in proportion to its allocated share of the joint-use facilities.

Credit Ratings

The City of Dallas Waterworks and Sewer System Revenue Bonds are judged to be of high quality by all standards. These credit ratings reflect the sound management of DWU financial resources and allow issuance of bonds with relatively low interest costs. The City of Dallas Waterworks and Sewer System Commercial Paper Notes hold similarly high credit ratings. Ratings as of July 2018 of DWU’s debt instruments are shown in the table below.

<u>Credit Rating Service</u>	<u>Revenue Bonds</u>	<u>Commercial Paper Notes</u>
Standard & Poor’s	AAA	A-1+
Fitch Ratings	AA+	Not Rated
Moody’s Investors Service	Aa2	P-1

DEBT SERVICE

Revenue Bond and Commercial Paper Note Coverage

The following standards have been established for DWU net revenue in relation to future debt service payments:

- Revenue bond ordinances require net revenues equal to at least 1.25 times bond principal and interest requirements of the future year when those requirements are highest.
- DWU financial criteria state that net revenues should be 1.5 times maximum annual bond requirements at the end of each fiscal year.
- Commercial paper coverage requirements state that net revenues should be 1.10 times the maximum annual principal and interest payments required on all debt outstanding in the future year when those requirements are highest.

The latest available audited financial statements coverage from September 30, 2019, are summarized in the table below.

*Debt Service Coverage Requirements
As of 9/30/20
(000 omitted)*

Coverage Net Revenue (CNR) = \$347,532.

<u>Authority</u>	<u>Ratio</u>	<u>Requirement</u>	<u>Denominator \$</u>	<u>Actual</u>
Bond Ordinance	CNR/Max Year	1.25	199,561	1.66
DWU Criteria	CNR/Max Year	1.50	199,561	1.66
DWU Criteria	CNR/Max CP	1.10	199,561	1.66
Rating Agencies	CNR/Average Annual Debt	N/A	113,473	3.06

DWU FAs: 1.74 is Max DSCR for FYE19. 1.66 is for FYE20, using FYE19 revenues, which includes the 2020 debt issuances.

Max Year = Maximum amount of debt service required in a single fiscal year for principal and interest payments on outstanding revenue bond indebtedness.

Max CP = Maximum amount of debt service required in a single fiscal year for principal and interest payments on all outstanding debt.

DEBT SERVICE

FY 2020-21 and FY 2021-22 Debt Service Budget

The FY 2020-21 budget provides principal and interest on existing debt of \$ 119.18 million and \$81.97 million, respectively. Commercial paper issues in FY 2020-21 are forecast at \$236.0 and \$197.0 million with an estimated interest cost and fees of \$3.95 million, which are paid from the Water Utilities Operating Fund. The FY 2021-22 budget provides estimated principal and interest on proposed debt of \$125.64 million and \$83.40 million.

DWU Financial Criteria for Debt Management

Financial criteria have been established to ensure sound management of DWU's financial resources. Financial criteria that apply to DWU indebtedness are listed below. Compliance with each of the criteria is projected for FY 2020-21 unless otherwise noted.

1. Current revenues will be sufficient to support current expenditures, including debt service and other obligations of the system.
2. Long-term debt will be used only for capital expansion, replacement, and improvement of plant, not for current expenses.
3. Short-term debt, including tax-exempt commercial paper, will be used as authorized for interim financing of projects that will result in capital improvements.
4. Capital projects financed through the issuance of debt will be financed for a period not to exceed the expected useful lives of the projects.
5. An equity target will be maintained for each fiscal year-end of at least 20 percent of the total capital structure, excluding current liabilities.
6. Net revenues available for debt service should be at least 1.50 times the maximum annual principal and interest requirements of relevant outstanding revenue bonds at the end of the same fiscal year, and at least 1.25 times maximum-year requirements at all times, measured during a fiscal year using the previous year net revenues available for debt service.
7. Capital financing will be provided through revenue bonds, current revenues, contributed capital, and short-term debt.
8. Revenue bonds will be issued with serial maturities not to exceed 30 years.
9. Debt refinancing will only be considered when the current refunding has an overall net present value savings of at least three percent of the principal amount to be refunded, and the advance refund has an overall net present value savings at four percent of the principal amount to be refunded.
10. Fully funded debt service reserves shall be maintained. A surety bond (or other type of credit facility such as a letter of credit) may be used in lieu of funding the reserve if the former is economically advantageous.

DEBT SERVICE

Dallas Water Utilities Statement of Indebtedness as of 9/30/2020

Unit Number	Issue Name	Issue Date	Original Issue Amount	True Interest Cost	Outstanding Principal
625	Waterworks & Sewer Revenue Refunding, Series 2009B	2/1/2009	8,280,000	2.5%	500,000
626	Waterworks & Sewer Revenue Refunding, Series 2009C	2/1/2009	94,723,000	2.1%	5,380,000
630	Waterworks & Sewer Revenue Refunding, Series 2010	6/15/2010	295,850,000	4.2%	8,525,000
634	Waterworks & Sewer Revenue Refunding, Series 2011	7/26/2011	239,425,000	2.8%	34,625,000
636	Waterworks & Sewer Revenue Refunding, Series 2012A	9/19/2012	259,420,000	2.7%	97,600,000
636	Waterworks & Sewer Revenue Refunding, Taxable Series 2012B	9/19/2012	106,720,000	2.7%	63,225,000
1530	Waterworks & Sewer Revenue Refunding, Series 2013	9/17/2013	156,540,000	4.5%	31,760,000
9712	Waterworks & Sewer Revenue Refunding, Series 2015A	3/25/2015	453,630,000	3.4%	437,455,000
9712	Waterworks & Sewer Revenue Refunding, Taxable Series 2015B	3/25/2015	150,630,000	2.5%	138,145,000
1727	Waterworks & Sewer Revenue Refunding, Series 2016A	7/7/2016	370,100,000	3.0%	360,705,000
1727	Waterworks & Sewer Revenue Refunding, Taxable Series 2016B	7/7/2016	170,245,000	2.2%	94,350,000
W208	Waterworks & Sewer Revenue Refunding, Series 2017	8/17/2017	171,540,000	3.6%	165,820,000
W309	Waterworks & Sewer Revenue Bond, Series 2018A	5/14/2018	22,000,000	1.2%	21,325,000
W309	Waterworks & Sewer Revenue Bond, Series 2018B	5/14/2018	44,000,000	1.5%	42,705,000
W339	Waterworks & Sewer Revenue Refunding, Series 2018C	9/26/2018	152,965,000	3.6%	150,385,000
FS40	Waterworks & Sewer Revenue Bond, Series 2019A	5/13/2019	22,000,000	0.9%	22,000,000
FW40	Waterworks & Sewer Revenue Bond, Series 2019B	5/13/2019	44,000,000	1.2%	44,000,000
FS40	Waterworks & Sewer Revenue Bond, Series 2020A	5/12/2020	22,000,000	0.3%	22,000,000
FW40	Waterworks & Sewer Revenue Bond, Series 2020B	5/12/2020	44,000,000	0.5%	44,000,000
637	Waterworks & Sewer Revenue Refunding, Series 2020C	7/7/2020	281,825,000	2.6%	281,825,000
637	Waterworks & Sewer Revenue Refunding, Taxable Series 2020D	7/7/2020	363,665,000	2.3%	363,665,000
Total Dallas Water Utilities Revenue Bonds			\$ 3,473,558,000		\$ 2,429,995,000
Total Dallas Water Utilities Debt			\$ 3,473,558,000		\$ 2,429,995,000

DEBT SERVICE

Dallas Water Utilities
Debt Service Requirements as of 9/30/2020

Fiscal Year	Outstanding Debt		
	Principal	Interest	Total
2021	119,175,000	81,965,596	201,140,596
2022	125,635,000	83,399,102	209,034,102
2023	119,975,000	79,526,586	199,501,586
2024	109,360,000	75,671,827	185,031,827
2025	101,020,000	71,778,575	172,798,575
2026	90,580,000	68,079,392	158,659,392
2027	94,370,000	64,523,355	158,893,355
2028	97,950,000	60,925,737	158,875,737
2029	101,375,000	57,495,220	158,870,220
2030	97,425,000	53,836,013	151,261,013
2031	86,540,000	50,087,942	136,627,942
2032	90,055,000	46,579,610	136,634,610
2033	94,285,000	42,882,234	137,167,234
2034	98,055,000	39,101,822	137,156,822
2035	101,885,000	35,288,673	137,173,673
2036	105,745,000	31,417,919	137,162,919
2037	94,680,000	27,739,546	122,419,546
2038	85,965,000	24,459,468	110,424,468
2039	79,595,000	21,490,308	101,085,308
2040	82,475,000	18,613,100	101,088,100
2041	72,580,000	15,976,282	88,556,282
2042	65,910,000	13,480,522	79,390,522
2043	59,025,000	11,026,922	70,051,922
2044	54,825,000	8,713,401	63,538,401
2045	57,155,000	6,385,469	63,540,469
2046	47,450,000	4,251,486	51,701,486
2047	37,555,000	2,613,315	40,168,315
2048	27,900,000	1,470,021	29,370,021
2049	16,780,000	763,059	17,543,059
2050	14,670,000	252,219	14,922,219
	\$ 2,429,995,000	\$ 1,099,794,723	\$ 3,529,789,723

DEBT SERVICE

Dallas Water Utilities Statement of Debt Service Revenues and Expenditures

	FY 2018-19 Actual	FY 2019-20 Budget	FY 2019-20 Forecast	FY 2020-21 Budget	FY 2021-22 Planned
Beginning Balance	\$ 146,306,243	\$ 147,742,400	\$ 151,900,426	\$ 155,994,396	\$ 171,259,087
Revenues					
Transfers	194,062,814	205,020,093	200,213,091	216,405,287	217,240,309
Total Revenues	\$ 194,062,814	\$ 205,020,093	\$ 200,213,091	\$ 216,405,287	\$ 217,240,309
Total Available Resources	\$ 340,369,057	\$ 352,762,493	\$ 352,113,517	\$ 372,399,683	\$ 388,499,396
Expenses					
Principal Payments	\$ 101,803,000	\$ 105,560,000	\$ 105,560,000	\$ 119,175,000	\$ 125,635,000
Interest Payments	\$ 86,665,631	\$ 90,559,121	\$ 90,559,121	\$ 81,965,596	\$ 83,399,102
Total Revenues	\$ 188,468,631	\$ 196,119,121	\$ 196,119,121	\$ 201,140,596	\$ 209,034,102
Ending Balance	\$ 151,900,426	\$ 156,643,372	\$ 155,994,396	\$ 171,259,087	\$ 179,465,294

Note: Commercial paper costs, debt fees, and smaller debt expenses are paid directly from Water Utilities Operating Funds. These payments are made to bond holders and reservoir debt holders and do not include any additional fees or commercial paper interest.

CAPITAL BUDGET SUMMARY

OVERVIEW

The \$879.71 million FY 2020-21 capital budget includes \$404.35 million for general purpose capital improvements and \$475.36 million for enterprise fund capital improvements. The FY 2020-21 budget lists project detail for all funds receiving new or upcoming appropriations. Existing funds and projects that are not receiving new or upcoming appropriations in FY 2020-21 are not listed.

Program	Budget ITD	Spent or Committed	Remaining as of 5/31/2020	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
General Purpose Capital Improvement	509,685,302	237,877,240	271,808,061	404,349,619	382,340,394	340,732,783
Enterprise Fund Capital Improvement	3,244,193,164	2,584,499,807	659,696,001	475,362,500	372,060,538	419,260,538
Grand Total	\$3,753,878,465	\$2,822,377,047	\$931,504,062	\$879,712,119	\$754,400,932	\$759,993,321

GENERAL PURPOSE CAPITAL IMPROVEMENT PROGRAM

The General Purpose Capital Improvement Program provides for improvements to and/or construction of the City’s street system; parks and recreational facilities; libraries; police and fire protection facilities; cultural art facilities; flood protection and storm drainage system; other City-owned facilities; and various economic initiatives. General obligation bonds are the primary mechanism for financing these capital improvements. Commercial paper has been used since FY 2010-11 to interim finance capital improvement projects. The City may allow cash proceeds in the City’s investment pool to cover the cash need that may exist between the time of project expense and when commercial paper is sold for the interim financing. The commercial paper is refinanced and retired with general obligation bonds approved by voters.

ENTERPRISE FUND CAPITAL IMPROVEMENT PROGRAM

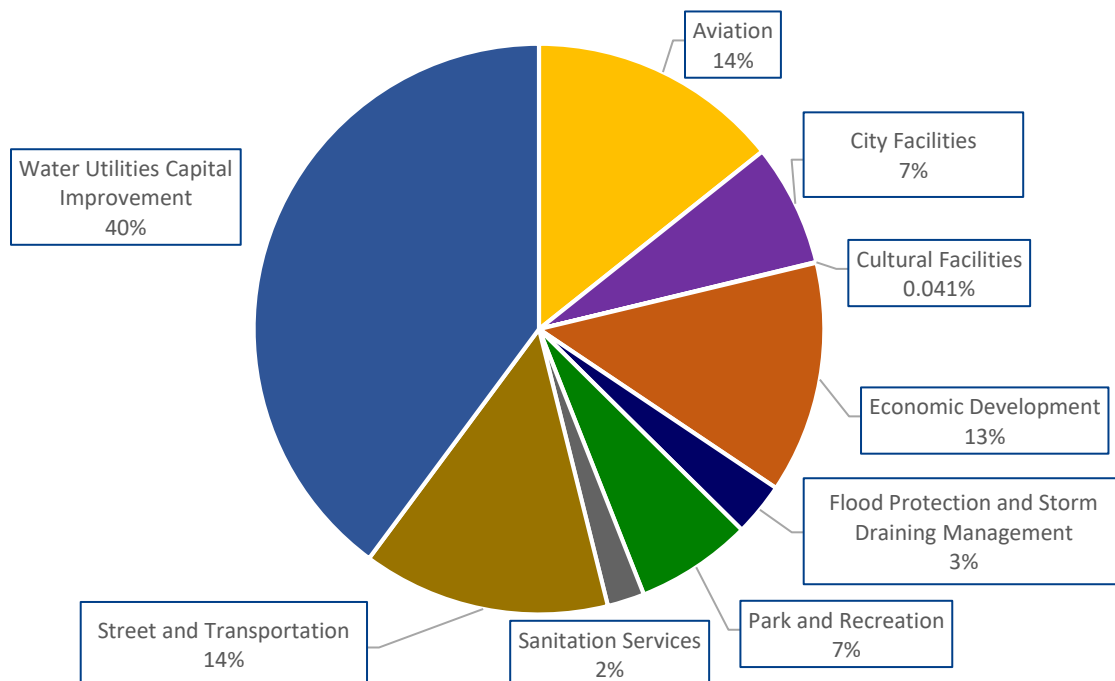
The Capital Improvement Program for the enterprise departments consists of improvements to and/or construction of water and wastewater systems, venues for convention activities, and airport facilities. These projects are funded primarily through the transfer of enterprise revenues and the issuance of debt such as commercial paper and revenue bonds.

CAPITAL BUDGET SUMMARY

PROPOSED BUDGET BY CAPITAL IMPROVEMENT PROGRAM

Program	Budget ITD	Spent or Committed	Remaining as of 5/31/2020	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Aviation	39,033,976	23,898,767	15,137,853	125,820,000	57,380,000	71,170,000
City Facilities	53,414,252	15,234,495	38,179,756	60,853,134	41,353,134	16,438,372
Convention Center and Event Services	32,692,665	2,148,332	30,544,333	-	11,480,538	11,480,538
Cultural Facilities	3,674,329	2,834,396	839,933	356,484	131,484	132,911
Economic Development	223,545,956	63,194,919	160,351,036	118,461,552	115,339,433	112,300,819
Flood Protection and Storm Draining Management	18,256,718	4,902,015	13,354,703	26,543,362	29,822,516	33,823,906
Park and Recreation	97,111,993	53,310,954	43,801,038	58,001,649	34,401,485	34,774,876
Sanitation Services	3,985,000	3,779,399	205,601	18,529,001	17,555,790	-
Street and Transportation	117,219,055	102,179,859	15,039,195	120,604,437	133,436,552	134,661,900
Water Utilities Capital Improvement	3,168,929,522	2,554,673,309	614,256,214	350,542,500	313,500,000	345,210,000
Grand Total	\$3,753,878,465	\$2,822,377,047	\$931,504,062	\$879,712,119	\$754,400,932	\$759,993,321

FY 2020-21 BUDGET BY CAPITAL IMPROVEMENT PROGRAM



CAPITAL BUDGET SUMMARY

CAPITAL FY 2020-21 BUDGET PROCESS

The FY 2020-21 Capital Improvement Program budget was developed according to the same schedule as the City’s operating funds. The foundation of the annual General Purpose Capital Improvement Program budget is the 2017 General Obligation Bond Program, with new and continuing projects from the 2006 and 2012 General Obligation Bond Programs included as well. The development of these bond programs included the update of a citywide needs inventory; citizen input meetings; analysis of financial and implementation capacity; City Council workshops and amendments; and public hearings. This budget includes only new appropriations.

BOND PROGRAMS

On November 7, 2017, Dallas voters approved the \$1.05 billion 2017 Capital Bond Program. The program’s propositions and budgets by fiscal year are listed below:

Proposition	Voter Approved	Budget ITD	Spent or Committed	Remaining as of 5/31/2020	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Street and Transportation [A]	533,981,000	216,173,243	98,323,628	117,849,615	90,794,027	112,894,192	114,119,539
Park and Recreation Facilities [B]	261,807,000	157,308,992	97,939,357	59,369,635	49,467,100	27,366,935	27,663,974
Fair Park Improvements [C]	50,000,000	28,820,000	25,369,123	3,450,877	7,034,549	7,034,549	7,110,902
Flood Control [D]	48,750,000	9,422,353	5,980,565	3,441,788	13,061,958	13,061,958	13,203,732
Library [E]	15,589,000	15,589,000	14,268,203	1,320,797	-	-	-
Cultural Affairs [F]	14,235,000	13,839,120	4,835,865	9,003,255	131,484	131,484	132,911
Public Safety [G]	32,081,000	25,576,956	17,507,169	8,069,787	2,160,199	2,160,199	2,183,646
Facilities [H]	18,157,000	10,016,404	3,879,864	6,136,540	2,703,750	2,703,750	2,733,096
Economic Development [I]	55,400,000	26,321,930	14,485,393	11,836,537	9,657,748	9,657,748	9,762,573
Homeless Assistance [J]	20,000,000	11,000,000	28,044	10,971,957	2,989,185	2,989,185	3,021,630
Grand Total	\$1,050,000,000	\$514,067,998	\$282,617,211	\$231,450,787	\$178,000,000	\$178,000,000	\$179,932,002

CAPITAL BUDGET SUMMARY

On November 6, 2012, Dallas voters approved the \$642 million 2012 Capital Bond Program. The program's propositions and budgets are listed below and reflect remaining balances only.

Proposition	Voter Approved	Budget ITD	Spent or Committed	Remaining as of 5/31/20
Street & Transportation Improvements [1]	260,625,000	262,220,488	249,102,571	13,117,917
Flood Protection & Storm Drainage Facilities [2]	326,375,000	326,375,000	297,919,449	28,455,551
Economic Development [3]	55,000,000	55,000,000	39,730,364	15,269,636
Grand Total	\$642,000,000	\$ 643,595,488	\$ 586,752,384	\$ 56,843,104

On November 7, 2006, Dallas voters approved the \$1.35 billion 2006 Capital Bond Program. The program's propositions and budgets are listed below and reflect remaining balances only.

Proposition	Voter Approved	Budget ITD	Spent or Committed	Remaining as of 5/31/20
Street & Transportation Improvements [1]	390,420,000	400,205,553	400,183,496	22,056
Flood Protection & Storm Drainage Facilities [2]	334,315,000	342,757,166	291,810,532	50,946,634
Park & Recreation Facilities [3]	343,230,000	351,522,660	336,601,861	14,920,799
Library Facilities [4]	46,200,000	47,693,804	45,724,371	1,969,432
Cultural Arts Facilities [5]	60,855,000	63,331,770	61,404,932	1,926,837
City Hall, City Service & Maintenance Facilities [6]	34,750,000	35,360,236	26,400,255	8,959,981
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	1,452,418	47,582
Economic Development [8]	41,495,000	43,660,053	43,012,774	647,280
Farmers Market Improvements [9]	6,635,000	6,933,754	6,587,221	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	10,792,251	11,935,200
Court Facilities [11]	7,945,000	7,948,603	7,620,723	327,880
Public Safety Facilities & Warning Systems [12]	63,625,000	65,124,222	65,105,214	19,008
Grand Total	\$1,353,520,000	\$1,388,765,272	\$1,296,696,049	\$92,069,223

IMPACT OF THE CAPITAL IMPROVEMENT PROGRAM (CIP) ON THE OPERATING BUDGET

The Dallas operating budget is directly affected by the City's CIP. Many new capital improvements entail additional ongoing expenses for routine operation, repair, and maintenance that must be incorporated into the operating budget. Sometimes new capital

CAPITAL BUDGET SUMMARY

facilities require the addition of new positions, such as when a new branch library or recreation center is opened. Existing City facilities and equipment that were once state-of-the-art require rehabilitation, renovation, or upgrades to accommodate new uses or address safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. The operating budget may also include pay as you go funding for capital projects, grant-matching funds, and lease-purchase capital expenses.

Operating costs are carefully considered in deciding which projects move forward in the CIP, because it is not possible for the City to fund concurrently multiple large-scale projects with significant operating budget impacts. Accordingly, implementation timetables are developed to stagger projects over time.

OPERATION AND MAINTENANCE

Projects by Key Strategic Priority	FY 2020-21 O&M Budget	FY 2021-22 O&M Budget	FY 2022-23 O&M Budget	FY 2023-24 O&M Budget	FY 2024-25 O&M Budget
Bachman Water Treatment Plant - PW30	3,405,000	3,405,000	-	-	-
East Side Water Treatment Plant - Fa	-	-	-	-	-
Elm Fork Water Tr Pl - Fac - PW31	600,000	600,000	742,600	985,500	-
Supply Reservoirs - Dams - PW10	-	-	2,500	10,000	-
Environment and Sustainability	\$4,005,000	\$4,005,000	\$745,100	\$995,500	-
8707_Love Fld Major Maintenance	-	-	-	-	-
Major Maintenance - Rehab - CS50	-	-	-	41,000	-
Relocations Due To Paving - CS42	17,850	18,743	19,685	20,669	-
T698_Latino Cultural Center - Phase II - Priority 1 - Black Box T	78,272	104,363	104,363	104,363	104,363
V135_Davis Street from Cockrell Hill to Clinton Ave	-	-	-	24,000	-
V174_Elmwood Area Street Lighting	-	-	25,000	-	-
V175_Park Row Ave From South Central Expy to Jeffries St-Lighting	-	-	21,200	-	-
V176_South Blvd From South Central Expy To Meadow St Lighting	-	-	30,240	-	-
V178_Street Lights Wendelkin St	-	-	5,600	-	-
V984_Bishop from 10th St to Jefferson Blvd	-	-	2,500	2,400	-
V986_Ferguson Rd And Lakeland Dr Intersection Improvements	-	3,500	3,300	3,300	-
V987_Ferguson Rd From Oates Dr To Lakeland Dr	-	3,000	2,800	2,700	-
V988_Jefferson Blvd From Adams Ave To Polk St	-	-	12,000	12,000	-
V989_Military Parkway from Elva Ave to Rockbluff Dr (Complete Street)	-	-	5,800	5,500	-
V990_Jefferson-Twelfth Connector Lane Diet-Removal	-	-	12,000	11,000	-
VA08_Canada Drive From Westmoreland To Hampton	15,620	15,000	14,500	14,500	-
VA10_Pemberton Hill from Great Trinity Forest to Lake June	-	-	8,000	7,000	-
VA11_CBD Fair Park Link From Main to IH30 (Design And ROW)	-	-	1,500,000	-	-
VA12_Columbia Ave/Main St from S Beacon St to Deep Ellum	-	11,250	10,500	9,000	-

CAPITAL BUDGET SUMMARY

Projects by Key Strategic Priority	FY 2020-21 O&M Budget	FY 2021-22 O&M Budget	FY 2022-23 O&M Budget	FY 2023-24 O&M Budget	FY 2024-25 O&M Budget
VA14_Abrams Rd from Gaston Ave to S Beacon St	-	-	7,500	7,000	-
VE03_Vickery Meadow Branch Library	652,558	783,070	783,070	783,070	783,070
VG02_Fire Station # 46	116,667	200,000	200,000	200,000	200,000
VG13_Fire Station #36	-	-	183,333	200,000	200,000
VG31_Future Fire Station Jim Miller - Loop 12	1,458,333	3,500,000	3,500,000	3,500,000	3,500,000
VH01_Storage Facility	8,500	17,000	17,000	17,000	17,000
W359_DAS Exterior Lighting Improvements	1,000	1,000	1,000	1,000	1,000
W367_DEA Streetscape Enhancements	-	-	-	4,000	6,000
W387_DAL Streetscape Enhancements	-	-	2,000	4,000	6,000
Transportation and Infrastructure Total	\$2,348,800	\$4,656,926	\$6,471,391	\$4,973,502	\$4,817,433
Grand Total	\$6,353,800	\$8,661,926	\$7,216,491	\$5,969,002	\$4,817,433

HOW TO READ THE CAPITAL BUDGET

The Capital Budget portion of this document is composed of the following sections:

Citywide Summaries – Provides tables and charts highlighting the City’s priorities for program funding in the upcoming fiscal year.

Capital Program Sections – Provides information by capital program, service, and projects that will receive new appropriations in FY 2020-21, FY2021-22, or FY2022-23. Capital program information includes a narrative for the program mission. Expenditures are summarized by capital program. A detailed project listing, in alphabetical order, follows the program summaries.

AVIATION

MISSION

The Department of Aviation (AVI) Capital Improvement Program (CIP) is directed toward (1) meeting the obligations of the City's role in the National Airspace System to maintain safe, delay-free, and cost-effective airports; (2) maintaining existing systems, pavements, and buildings at the City's three aviation facilities to meet federal, state, and municipal standards for safety, security, and serviceability; (3) continuously improving aviation facilities for both commercial and general aviation users, and; (4) studying, designing, and constructing facilities that enhance customer service and convenience.

AVI facilities include Dallas Love Field (DAL), the Downtown Vertiport, and Dallas Executive Airport (DEA).

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Received Federal Aviation Administration (FAA) approval of Dallas Love Field Passenger Facility Charge Application #5, authorizing collection of approximately \$142 million for authorized projects.
2. Completed design for the Runway 13R/31L Reconstruction and Taxiway C (Phase I) Project at Dallas Love Field. Completed full Attestation Engagement for the Reconstruction of Runway 13R/31L Project. Project bid in 2nd Quarter of FY 2019-20, construction to start in FY 2020-21.
3. Completed construction on the Dallas Police Department Helicopter Hangar at Dallas Executive Airport.
4. Completed construction of Security Control Enhancements Project at Dallas Love Field.
5. Continued reconstruction activities on Taxiway B at Dallas Love Field. Phase II construction work completed. Construction is expected to continue for Phases III and IV.
6. Completed design of the Entry Road Enhancements Project at Dallas Love Field. Construction anticipated to start in FY 2020-21.
7. Continued review of alternative entry points for the Airport Alternate Entry Project.
8. Completed work on the Dallas Executive Airport Pavement and Fueling System Improvements Project.
9. Commenced construction of DAL Garages A and B Fire Suppression Systems Upgrade Project. Project scheduled to be completed in early FY 2020-21.
10. Commenced design of two streetscape projects: DAL Lemmon Avenue Streetscape Improvements Project and DEA Ledbetter Drive Streetscape Improvements Project. Designs to be completed in FY 2020-21. The DAL Lemmon Avenue Streetscape Project includes planning and outreach efforts for the Love Field Loop Trail Project in partnership with the National Parks Services.
11. Completed various design projects, such as Dallas Airport System (DAS) Exterior Lighting System Project, DAL Emergency Medical Suite Project, DAL Garages A and B Repairs Project and the DAS Elevator Assessment Project. Request for bids currently on hold due to COVID-19 related financial impacts.

AVIATION

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Begin construction of the Runway 13R/31L Reconstruction and Taxiway C (Phase I) Project at Dallas Love Field. Continue design on Taxiway C (Phase II).
2. Complete construction of the Taxiway B Rehabilitation Project Phases III and IV at Dallas Love Field.
3. Complete design of streetscape enhancement projects: DAL Lemmon Avenue Streetscape Improvements Project and the DEA Ledbetter Drive Streetscape Improvements Project.
4. Continue planning and outreach efforts for the Love Field Loop Trail Project in partnership with the National Parks Services.
5. Begin construction of the DAL Entry Road Enhancements Project.
6. Begin design for the Crossfield Taxiways Construction Project at Dallas Love Field.
7. Begin design of a replacement Aircraft Rescue and Fire Fighting Station (DFR Station 21) at Dallas Love Field. (Note: This station provides emergency response to aircraft-related emergencies only.)
8. Continue review of alternative entry points for the Airport Alternate Entry Project and initiate preliminary design for the Love Field Alternate Entry Project.
9. Award Job Order Contract to selected contractor(s).
10. Begin construction on projects completed with design efforts in FY2019-20, such as Exterior Lighting Project, EMS Medical Suite Project, Garage A and B Repairs Project, and Elevator Upgrade Project.

SERVICE DESCRIPTIONS

Aviation Capital Program: The Aviation Capital Program identifies capital improvement needs of non-leased areas at each AVI facility. AVI maintains a five-year CIP, which identifies the project and the fiscal year in which it is expected to begin. The CIP is developed from multiple sources, such as formal pavement evaluations used to determine current pavement conditions and the projected life expectancy of the pavement, Airport Master Plans identifying improvements based on forecasted projections and needs, and input from AVI staff on the status of equipment and facilities.

Pavement Maintenance/Construction: Federal Aviation Regulations (FAR) establish very detailed requirements for maintenance and construction of pavement areas within the Airport Operating Area (AOA). Dallas Love Field and Dallas Executive Airport maintain a massive amount of concrete and asphalt pavement. These areas require daily inspections. Repair, reconstruction, and new construction projects are scheduled based on inspection findings.

Safety/Security: FAR Part 139, associated Advisory Circulars and Transportation Security Administration (TSA) Parts 1540 and 1542 establish very detailed requirements for safety and security at air carrier airports such as Dallas Love Field. FAR Part 139 addresses safety issues related to preventing inadvertent entry by unauthorized personnel or animals into

AVIATION

operational areas of the airport, aircraft rescue and firefighting (ARFF), and ensuring the safety of personnel and aircraft within the confines of the AOA. The TSA Parts 1540 and 1542 focuses on securing the airport from intentional entry into restricted areas by unauthorized personnel and protecting personnel and property from weapons and explosive devices.

Terminal: Since the airports are the first impression many visitors have of Dallas, the airport terminal facilities must be clean, attractive, and provide a high level of customer service. In calendar year 2019, more than 16.5 million passengers passed through the Dallas Love Field terminal either arriving in Dallas or traveling to other destinations. This usage level places a great strain on existing facilities, requiring aggressive programs for updates, renovation, and maintenance to retain the traveling public's favorable impression of Dallas Love Field and the city.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Aviation Capital Program	62,643,333	33,000,000	15,495,000
Pavement Maintenance-Construction	15,876,667	24,380,000	54,675,000
Safety/Security	18,700,000	-	-
Terminal	28,600,000	-	1,000,000
Grand Total	\$125,820,000	\$57,380,000	\$71,170,000

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Aviation Capital Program	124,820,000	47,080,000	62,570,000
FAA Grants	1,000,000	10,300,000	8,600,000
Grand Total	\$125,820,000	\$57,380,000	\$71,170,000

AVIATION

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Airport Planning and Advisory Services	Aviation Capital Program	Aviation Capital Program	Citywide	Ongoing	-	-	1,500,000
Airport Planning and Advisory Services	Aviation Capital Program	Aviation Capital Program	Citywide	Ongoing	1,000,000	1,000,000	-
Aviation Project Reserve	Aviation Capital Program	Aviation Capital Program	Citywide	Ongoing	-	-	2,000,000
CONRAC	Terminal	Aviation Capital Program	Citywide	9/30/2024	28,600,000	-	-
Construction Management/Project Management	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2026	-	-	1,000,000
Crossfield Taxiway Reconfiguration	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2025	24,933,333	-	-
Crossfield Taxiway Reconfiguration	Pavement Maintenance-Construction	Aviation Capital Program	Citywide	9/30/2023	15,876,667	-	-
DAL Alternate Entry	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2026	30,210,000	-	-
DAL EMS Suite	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2021	1,000,000	-	-
DAL Replacement Fire Station	Safety/Security	Aviation Capital Program	Citywide	9/30/2024	17,700,000	-	-
DAL Replacement Fire Station	Safety/Security	FAA Grants	Citywide	9/30/2024	1,000,000	-	-
DAL Streetscape Enhancements	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2024	-	-	2,500,000
DAL Streetscape Enhancements	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2024	2,000,000	32,000,000	-
DAS Exterior Lighting Improvements	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2022	-	-	2,000,000
DEA Extend Taxiway E	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2025	-	-	1,093,500
DEA Extend Taxiway E	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2025	-	-	121,500
DEA Master Plan	Aviation Capital Program	Aviation Capital Program	3	9/30/2024	-	-	292,500
DEA Master Plan	Aviation Capital Program	Aviation Capital Program	3	9/30/2024	-	-	32,500
DEA Streetscape Enhancements	Aviation Capital Program	Aviation Capital Program	3	9/30/2024	-	-	5,170,000
DEA Taxiway B	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2024	-	-	958,500
DEA Taxiway B	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2024	-	-	106,500
DEA Taxiway J	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2023	-	-	373,500
DEA Taxiway J	Pavement Maintenance-Construction	Aviation Capital Program	3	9/30/2023	-	-	41,500
DEA West Development Payback	Aviation Capital Program	Aviation Capital Program	3	9/30/2023	3,500,000	-	-
Elevator Upgrades	Aviation Capital Program	Aviation Capital Program	Citywide	9/30/2022	-	-	1,000,000
Love Field Major Maintenance	Terminal	Aviation Capital Program	Citywide	9/30/2026	-	-	1,000,000
Misc. Taxi Lane and Apron improvements	Pavement Maintenance-Construction	Aviation Capital Program	Citywide	9/30/2024	-	2,520,000	23,730,000

AVIATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Reconstruct Taxiway A (Phase 1) TWY D to RWY 31 R	Pavement Maintenance-Construction	Aviation Capital Program	Citywide	9/30/2024	-	2,620,000	19,650,000
Reconstruct Taxiway A (Phase 1) TWY D to RWY 31 R	Pavement Maintenance-Construction	FAA Grants	Citywide	9/30/2024	-	3,200,000	8,600,000
Reconstruct Taxiway M (B1 to 31R)	Pavement Maintenance-Construction	Aviation Capital Program	Citywide	9/30/2025	-	2,500,000	-
Reconstruct Taxiway M (B1 to 31R)	Pavement Maintenance-Construction	FAA Grants	Citywide	9/30/2025	-	1,000,000	-
Rehabilitate Taxiway C Phase 2	Pavement Maintenance-Construction	Aviation Capital Program	Citywide	9/30/2024	-	6,440,000	-
Rehabilitate Taxiway C Phase 2	Pavement Maintenance-Construction	FAA Grants	Citywide	9/30/2024	-	6,100,000	-
Grand Total					\$125,820,000	\$57,380,000	\$71,170,000



CITY FACILITIES

MISSION

This program is designed to protect the City's \$700 million investment in existing facilities, by ensuring safe and usable facilities in order to provide a higher level of service to residents. This is accomplished through major improvements to existing City facilities and, when needed, the construction of new facilities. Assessment is conducted to evaluate existing City facilities to strategically plan and recommend future renovations, expansions, and/or replacements.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Initiated construction of the replacement Forest Green Branch Library.
2. Renovated bathrooms at City Hall and MLK, Jr. Building B for ADA improvements.
3. Completed MEP, interior, and exterior renovations at 14 fire stations and five City facilities.
4. Completed fencing renovations and security enhancements for Jack Evans Headquarter.
5. Replaced HVAC on the Dallas Marshal's office building and updated HVAC controls at MLK, Jr. Building D.
6. Completed City Hall Fire Alarm removal and installation project.
7. Awarded and initiated construction contracts for West Dallas Multipurpose Center, Central Library, Vickery Meadow Community Court, 6th Floor Renovations and Elevator Modernization, Replacement Fire Station 46, and New Fire Station 59.
8. Demolished existing breakroom and constructed new breakroom for Southeast Service Center.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Complete construction for the new Vickery Branch Library, replacement Forest Green Branch Library, West Dallas Multipurpose Center, Central Library 6th Floor Renovations and Elevator Modernization, and Replacement Fire Station 46, and New Fire Station 59.
2. Complete expansion of parking lots for the Northeast Patrol Station and Southwest Patrol Station.
3. Award construction for Replacement Fire Stations 19 & 41.

SERVICE DESCRIPTIONS

City and Municipal Court Facilities: Provides funding for improvements such as designing, constructing, renovating, equipping and furnishing, and/or acquisition of right-of-way for court facilities.

Fire Protection Facilities: Projects include site acquisition, design, and construction of new or replacement fire stations and other Fire-Rescue facilities.

CITY FACILITIES

Fleet Replacement: Provides funding for purchases of fleet equipment such as trucks, sedans, vans, dump trucks, backhoes, and bucket trucks; landfill equipment such as compactors, rotobooms, loaders, and bulldozers; and fire emergency apparatus such as pumpers and trucks.

Housing Services: Land acquisition for the development of low and moderate-income, owner-occupied, single-family homes.

Major Maintenance: Repair and replacement of major building systems and emergency repairs, maintenance repairs and renovation of City facilities to protect the City's General Fund facility investment. This program ensures safe and usable facilities for residents and staff and maintains a positive image for the City. Examples of building systems include elevators, structural components, roofs, HVAC, electrical, plumbing, and interior finishes.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
City and Municipal Court Facilities	2,703,750	2,703,750	2,733,096
Fire Protection Facilities	2,160,199	2,160,199	2,183,646
Fleet Replacement	45,000,000	25,000,000	-
Housing Services	2,989,185	2,989,185	3,021,630
Major Maintenance	8,000,000	8,500,000	8,500,000
Grand Total	\$60,853,134	\$41,353,134	\$16,438,372

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2017 Bonds	7,853,134	7,853,134	7,938,372
Other GO CIP - Non-Debt	53,000,000	33,500,000	8,500,000
Grand Total	\$60,853,134	\$41,353,134	\$16,438,372

CITY FACILITIES

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
City Hall	City and Municipal Court Facilities	2017 Bonds	2	10/31/2022	75,000	603,750	1,868,228
Electrical Panel Replacement at 37 Facilities	City and Municipal Court Facilities	2017 Bonds	Citywide	1/1/2021	144,896	-	-
Fire Station #46	Fire Protection Facilities	2017 Bonds	3	3/15/2021	663,382	-	-
Fire Station #36	Fire Protection Facilities	2017 Bonds	6	10/31/2022	719,916	2,160,199	2,183,646
Fleet Replacement	Fleet Replacement	Other GO CIP - Non-Debt	Citywide	Ongoing	20,000,000	-	-
Future Fire Station Jim Miller - Loop 12	Fire Protection Facilities	2017 Bonds	8	5/31/2021	776,901	-	-
Homeless Assistance Facilities	Housing Services	2017 Bonds	Citywide	9/30/2023	2,989,185	2,989,185	3,021,630
Major Maintenance and Repairs FY21 - BSD	Major Maintenance	Other GO CIP - Non-Debt	Citywide	Ongoing	8,000,000	8,500,000	8,500,000
Master Lease	Fleet Replacement	Other GO CIP - Non-Debt	Citywide	Ongoing	25,000,000	25,000,000	-
Oak Cliff Municipal Center	City and Municipal Court Facilities	2017 Bonds	1	10/31/2022	535,132	600,000	864,868
Storage Facility	City and Municipal Court Facilities	2017 Bonds	10	3/31/2021	325,000	-	-
Unspecified ADA Improvements	City and Municipal Court Facilities	2017 Bonds	Citywide	10/31/2021	1,118,319	1,500,000	-
West Dallas Multipurpose Center	City and Municipal Court Facilities	2017 Bonds	6	3/31/2021	505,403	-	-
Grand Total					\$60,853,134	\$41,353,134	\$16,438,372



CONVENTION AND EVENT SERVICES

MISSION

The Department of Convention and Event Services (CES) is dedicated to: (1) renovating, maintaining, and preserving the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) facilities and its abutting greenspaces, as well as, the Eddie Bernice Johnson Union Station (EBJUS); (2) replacing major building systems and equipment to enhance and modernize operations, increase energy efficiency, and improve safety; and, (3) modernizing facilities to ensure the KBHCCD remains competitive in attracting and retaining clients and visitors.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Conducted consultant selection process for the Convention Center Master Plan.
2. Replaced second air handler unit for The Black Academy of Arts and Letters (TBAAL)
3. Replaced TBAAL Muse Café stage curtains.
4. Completed TBAAL Naomi Bruton Theater aisle lighting improvements.
5. Finalized TBAAL lobby coil replacement and ceiling repair.
6. Placed carpeting over the epoxy flooring in the KBHCCD A, B and C Lobbies.
7. Installed monument sign and interior memorial plaque at EBJUS.
8. Finished upgrades to Memorial Auditorium elevator.
9. Finalized KBHCCD Ballroom A documents and ready for bidding.
10. Selected architect for KBHCCD Administration Office expansion and design work.
11. Packaged KBHCCD restroom improvement construction documents for bidding.
12. Finalized bidding for KBHCCD facility elevator and escalator improvements.
13. Installed graphic mural at garage entry to KBHCCD.
14. Finished Akard Street irrigation improvements for Bald Cypress landscape area.
15. Restriped Lot E improved parking area.
16. Hosted and supported COVID-19 shelter operations.
17. Installed COVID-19 signage throughout KBHCCD, EBJUS, and TBAAL.
18. Worked with the Office of Arts and Culture to finalize cemetery monument removal.
19. Submitted application for National Endowments for the Arts grant application to replace cemetery monument with new artwork.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Finish Convention Center Master Plan.
2. Complete KBHCCD Administration Office area documents and bidding.
3. Finish TBAAL Naomi Bruton Theater carpet replacement.
4. Replace TBAAL Muse Café glass entrance doors and refurbish.
5. Refurbish TBAAL Naomi Bruton Theater entrance door.
6. Update aging electrical panels at TBAAL.
7. Conclude cleaning of Lightstream artwork in KBHCCD A and B Lobby.
8. Complete cleaning of Cattle Drive sculptures at Pioneer Plaza.
9. Continue replacement of fire sprinkler pipe upgrade from schedule 10 to 40.

CONVENTION AND EVENT SERVICES

10. Select contractor and award for KBHCCD elevator and escalator modernization.
11. Repair KBHCCD Exhibit Hall F roof trusses.
12. Initiate lighting improvements in KBHCCD A and B Lobby.
13. Begin artwork exhibits in cooperation with the Office of Arts and Culture.
14. Replace TBAAL Naomi Bruton Theater stage stairs.
15. Improve EBJUS security lighting for the parking area.
16. Complete EBJUS rear entrance door repairs.
17. Finish improvements to KBHCCD Ballroom A.
18. Conclude Plan Room renovations.
19. Begin design of improvements for the KBHCCD West Kitchen and dishwashing area.

SERVICE DESCRIPTIONS

Convention Center Improvement: Convention and Event Services, in cooperation with its building management partner Spectra Venue Management, continues to resolve maintenance and repair issues while updating and improving the facility. The department launched its master plan initiative during the third quarter of FY 2018-19 and continues to move toward the selection of a master planning firm. The FY 2020-21 projects focus on life safety, water infiltration, interior repairs, and building integrity while avoiding redundancy with objectives of the master plan.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Convention Center Improvement	-	11,480,538	11,480,538
Grand Total	-	\$11,480,538	\$11,480,538

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Convention Center Capital Program	-	11,480,538	11,480,538
Grand Total	-	\$11,480,538	\$11,480,538

CONVENTION AND EVENT SERVICES

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Convention Center Facility Improvements	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	1,000,000	1,000,000
Convention Center Master Plan	Convention Center Improvement	Convention Center Capital Program	2	4/30/2021	-	1,000,000	1,200,000
Convention Facility Elevator/Escalator Improvement Project	Convention Center Improvement	Convention Center Capital Program	2	9/30/2024	-	1,000,000	1,000,000
EBJ Union Station	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	300,000	300,000
F Hall Roof Replacement	Convention Center Improvement	Convention Center Capital Program	2	9/30/2022	-	800,000	-
Facility Security (Camera Maintenance Contract)	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	218,096	218,096
Fire Sprinkler Pipe Replacement	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	150,000	346,469
Flatwork around Facility	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	50,000	100,000
JOC Projects	Convention Center Improvement	Convention Center Capital Program	2	8/28/2021	-	1,375,000	1,718,750
KBHCCD Water Infiltration Project	Convention Center Improvement	Convention Center Capital Program	2	N/A	-	1,388,641	1,000,000
Restroom Modernization and Accessibility Improvements	Convention Center Improvement	Convention Center Capital Program	2	9/30/2021	-	1,000,000	1,000,000
Spectra Projects	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	2,428,666	2,877,088
TBAAL Capital Improvements	Convention Center Improvement	Convention Center Capital Program	2	Ongoing	-	720,135	720,135
War Memorial Repairs	Convention Center Improvement	Convention Center Capital Program	2	9/30/2022	-	50,000	-
Grand Total					-	\$11,480,538	\$11,480,538



CULTURAL FACILITIES

MISSION

This program is designed to support and enhance a sustainable cultural ecosystem that ensures all residents and visitors have opportunities to experience arts and culture throughout the City. This is accomplished through design, construction, and/or renovation of the City's cultural facilities.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Awarded and initiated construction contracts for Bath House Cultural Center, Dallas Museum of Art, Meyerson Symphony Center, Kalita Humphreys Theater, Sammons Center for the Arts, Dallas Black Dance Theatre and Latino Cultural Center.
2. Completed construction at the Dallas Heritage Village and Oak Cliff Cultural Center.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Complete construction at the Bath House Cultural Center, Dallas Museum of Art, Meyerson Symphony Center, Kalita Humphreys Theater, Sammons Center for the Arts, Dallas Black Dance Theatre, and Latino Cultural Center.

SERVICE DESCRIPTIONS

Cultural Facilities: Site acquisition, design, construction, and/or renovation of the City's cultural facilities.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Cultural Facilities	356,484	131,484	132,911
Grand Total	\$356,484	\$131,484	\$132,911

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2017 Bonds	131,484	131,484	132,911
2006 Bonds	225,000	-	-
Grand Total	\$356,484	\$131,484	\$132,911

CULTURAL FACILITIES

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Bath House Cultural Center	Cultural Facilities	2017 Bonds	9	10/31/2020	42,716	35,676	-
Dallas Black Dance Theatre	Cultural Facilities	2017 Bonds	14	12/31/2020	31,000	23,884	-
Kalita Humphreys Theater	Cultural Facilities	2017 Bonds	14	12/31/2020	24,815	-	-
Sammons Center	Cultural Facilities	2017 Bonds	2	11/30/2020	32,953	21,000	-
South Dallas Cultural Center	Cultural Facilities	2017 Bonds	7	10/31/2022	-	50,924	132,911
FY21 COP and Meyerson Funding	Cultural Facilities	2006 Bonds	Citywide	Ongoing	225,000	-	-
Grand Total					\$356,484	\$131,484	\$132,911

ECONOMIC DEVELOPMENT

MISSION

The Economic Development Capital Improvement Program promotes an adaptive and resilient economic environment by promoting job growth and increasing the tax base. Bond program projects create growth by providing gap financing for commercial, retail, housing, and mixed-use projects. The Public/Private Partnership program includes, but is not limited to, gap financing for private development projects, job creation incentives, workforce training programs, and other development and business incentives. The 19 active tax increment financing districts (TIFs) in which the City participates provide gap financing for TIF-eligible improvements and grants to projects benefitting reinvestment zones.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-2020

1. Council approved amendments to incentive agreement with 3662 Investors LP for the renovation and redevelopment of Red Bird Mall in the Mall Area Redevelopment TIF District.
2. Council approved amendments to incentive agreement with Palladium Redbird, Ltd. for the development of Palladium Red Bird, a new 300-unit multi-family apartment building with structured parking at Red Bird Mall in the Mall Area Redevelopment TIF District.
3. Council approved amendments to incentive agreement with Uber Technologies, Inc. for the establishment of a new shared services operation within The Epic development at 2550 Pacific Avenue in the Deep Ellum TIF District.
4. Continued renovation of the Hillcrest Village Shopping Center at 6959 Arapaho Road.
5. Council approval of TIF funding agreement for the development of a permanent Public Safety Building/Fire Station #58 in the Cypress Waters TIF District.
6. Completion of the development and commencement of Amazon's operation of a new e-commerce facility at 1301 Chalk Hill Road.
7. Council approved amendments to incentive agreement and the commencement of construction and development of The Galbreath, a 15-story mixed-use mixed-income development with 10,000 square feet of retail space and 217 residential units in the Deep Ellum TIF District.
8. Completed the development and commencement of operation of Preferred Freezer Services' new cold storage facility at 4100 Cedardale Road.
9. Completed construction and commencement of operations of HD Supply's regional distribution facility at 5300 Mountain Creek Parkway.
10. Council approved incentive agreement with EMDev, LLC for the AT LAST! Project for the development of an urban boarding facility at 405 E. Overton Road.
11. Completed construction and commencement of operations of Chime Solutions, Inc.'s new business process outsourcing center within Red Bird Mall in the Mall Area Redevelopment TIF District.
12. Council approved incentive agreement with 4315 ESV, LLC for renovation of the former Urban League building located at 4315 South Lancaster Road in the TOD TIF District.

ECONOMIC DEVELOPMENT

13. Continued coordination regarding redevelopment activities in the Valley View Mall-Galleria Mall area in the Mall Area Redevelopment TIF District.
14. Council approved incentive agreement with HW Commerce Office LP for The Stack Deep Ellum Mixed-Use Project at 2700, 2712, and 2718 Commerce Street in the Deep Ellum TIF District.
15. Completed construction of the Adolphus Tower Redevelopment Project in the City Center TIF District.
16. Completed construction of the Continental Gin Redevelopment Project in the Deep Ellum TIF District.
17. Completed construction of the Virgin Hotel Infrastructure Project at 1909 Hi-Line Drive to extend streetscape and trail-related improvements along Hi-Line Drive to the Trinity Strand Trailhead in the Design District TIF District.
18. Council approved amendments to incentive agreement with Texas InTownHomes LLC for the Cedar Branch Townhomes project in the Southwestern Medical TIF District.
19. Council approved incentive agreement with Cabana Development, LLC for the Cabana Hotel Redevelopment Project at 899 N. Stemmons Freeway in the Design District TIF District.
20. Council approval of TIF funding agreement for trail improvements known as the Trinity Strand Hi-Line Span Project in the Design District TIF District.
21. Council approval of TIF funding agreement with DISD for improvements to Hogg Elementary School in the Oak Cliff Gateway TIF District.

HIGHLIGHTED OBJECTIVES FOR FY 2020-2021

1. Implement the City's Economic Development Strategic Plan.
2. Review all departmental policies and procedures and revise as necessary to align with Economic Development Strategic Plan.
3. City Council approval of incentive agreements to support new mixed-use and/or mixed-income developments such as Mockingbird Station East, Gateway Oak Cliff, Villas at Western Hills, Kroger One City View, and Sadler Circle.
4. City Council approval of a final Project Plan and Finance Plan for the University TIF District and an incentive agreement to support a catalyst Phase 1 development in the University Hills area of the University TIF District.
5. City Council approval of expansion of the Southwestern Medical TIF District, amendment of the final Project Plan and Finance Plan for the Southwestern Medical TIF District, and an incentive agreement to support a catalyst Phase 1 development in the expanded area.
6. City Council approval of expansion of the Mall Area Redevelopment TIF District, amendment of the final Project Plan and Finance Plan for the Mall Area Redevelopment TIF District, and an incentive agreement to support a catalyst Phase 1 development in the expanded area.

ECONOMIC DEVELOPMENT

SERVICE DESCRIPTIONS

Capital Budget: Includes bond program projects under various economic development propositions to develop the infrastructure needed for catalyst projects that in turn foster greater private sector development, contributing to the tax base and creation of jobs.

Cedars Tax Increment Financing District: Initiated in 1992, the Cedars TIF District provides infrastructure improvements in the Cedars area. The district will expire in 2022.

City Center Tax Increment Financing District: Initiated in 1996, the City Center TIF District provides a long-term program to replace and upgrade the area's infrastructure and create a vibrant downtown core district. The intent of the program is to improve the economics for developing residential property in the downtown core and creating a destination retail district that serves downtown residents and visitors and supports the office market. The original portion of the district will expire in 2022; the expanded portion will expire in 2037.

Cypress Waters Tax Increment Financing District: Initiated in 2011, the Cypress Waters TIF District promotes the redevelopment, stabilization, and growth of the Cypress Waters area. The district will expire the sooner of 2040 or when increment collections are completed.

Davis Garden Tax Increment Financing District: Initiated in 2007, the Davis Garden TIF District provides a long-term program to replace and upgrade the area's infrastructure, support redevelopment of structurally obsolete apartment and commercial development in the North Oak Cliff area and create a vibrant mixed-use district in the area southwest of the intersection of Westmoreland Road and I-30. The district will expire in 2039.

Deep Ellum Tax Increment Financing District: Initiated in 2005, the Deep Ellum TIF District provides funding to encourage redevelopment of the Deep Ellum area. The district will expire in 2028.

Design District Tax Increment Financing District: Initiated in 2005, the Design District TIF District provides funding to encourage redevelopment in the Design District area. The district will expire in 2028.

Downtown Connection Tax Increment Financing District: Initiated in 2005, the Downtown Connection TIF District provides a long-term program to replace and upgrade the area's infrastructure, fund catalyst projects, and create a vibrant downtown core district. The intent of the program is to improve the economics for developing residential property in the downtown core and creating a destination retail district that serves residents and visitors and supports the office market. The district will expire in 2035.

ECONOMIC DEVELOPMENT

Farmers Market Tax Increment Financing District: Initiated in 1998, the Farmers Market TIF District has been instrumental in stimulating private investment and leasing demand in the Farmers Market area. The district will expire in 2028.

Fort Worth Avenue Tax Increment Financing District: Initiated in 2007, the Fort Worth Avenue TIF District provides a long-term program to replace and upgrade the area's infrastructure and support redevelopment of structurally obsolete commercial development in the North Oak Cliff area to foster the redevelopment of the Fort Worth Avenue corridor between the Trinity River and west of Hampton Road. The district will expire in 2029.

Grand Park South Tax Increment Financing District: Initiated in 2005, the Grand Park South TIF District provides funding for environmental remediation, historic preservation, and infrastructure improvements in the area west of Fair Park and north of Martin Luther King, Jr. Boulevard. The district will expire in 2036.

Mall Area Redevelopment Tax Increment Financing District: Initiated in 2014, the Mall Area Redevelopment TIF District provides a long-term funding program for public infrastructure improvements, economic development grants, and land assembly for public open space, which is intended to stimulate private investment and sustain the orderly redevelopment of two of the City's commercial core assets—the Valley View Center Mall area in northern Dallas and the Southwest Center Mall area in southern Dallas. The district will expire in 2044.

Maple-Mockingbird Tax Increment Financing District: Initiated in 2008, the Maple-Mockingbird TIF District provides funding to encourage redevelopment of the area between Dallas Love Field Airport and the Southwestern Medical District. The district will expire in 2033.

Oak Cliff Gateway Tax Increment Financing District: Initiated in 1992, the Oak Cliff Gateway TIF District promotes the redevelopment, stabilization, and growth of the area. The original portion of the district will expire in 2027, and the newly established Bishop Arts/Jefferson Boulevard sub-district will expire in 2044.

Public/Private Partnership Program: This program provides gap financing loans and grants, tax abatements, job incentives, workforce incentives, and other business incentives to facilitate private investment, job creation, and real estate development in the city of Dallas.

Skillman Corridor Tax Increment Financing District: Initiated in 2005, the Skillman Corridor TIF District provides a long-term program to replace and upgrade the area's infrastructure and fund environmental remediation to support redevelopment of structurally obsolete apartments and commercial development in the Skillman Corridor area between Caruth Haven and LBJ Freeway. The district will expire in 2036.

ECONOMIC DEVELOPMENT

Southwestern Medical Tax Increment Financing District: Initiated in 2005, the Southwest Medical TIF District provides funding to encourage redevelopment in the Southwestern Medical area. The district will expire in 2028.

Sports Arena Tax Increment Financing District: Initiated in 1998, the Sports Arena TIF District is expected to stimulate development and redevelopment that would not otherwise occur solely through private investment in this area of Dallas. The original portion of the district will expire in 2028; the Riverfront Gateway and West Dallas sub-districts of the district will expire in 2042.

Transit-Oriented Development (TOD) Tax Increment Financing District: Initiated in 2008, the TOD TIF District provides funding to support redevelopment in three areas along the DART line: the Lancaster-Corridor/8th and Corinth area, the Cedars West area, and the Mockingbird/Lovers Lane area. The district will expire in 2038.

University Tax Increment Financing District: Initiated in 2017, the University TIF District represents an effort to establish a funding mechanism to stimulate private investment and development in Dallas’ southern sector (University Hills sub-district) and provide public amenities including trail connections in northern Dallas (University Center sub-district) while taking advantage of each area’s strategic regional location adjacent to major universities and transportation corridors. The district will expire in 2048.

Vickery Meadow Tax Increment Financing District: Initiated in 2005, the Vickery Meadow TIF District provides funding to support the redevelopment of the Vickery Meadow area. The district will expire in 2028.

Water Service to the Unserved: In an effort to improve equity across Dallas Water Utilities (DWU) water and wastewater systems and provide service to all Dallas residents, DWU established an Unserved Areas Program with the goal of eliminating all occupied unserved water and wastewater areas throughout the City.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Capital Budget	9,228,874	4,828,874	4,881,287
Cedars Tax Increment Financing District	1,965,647	2,024,617	-
City Center Tax Increment Financing District	7,530,121	7,892,742	8,140,734
Cypress Waters Tax Increment Financing District	4,414,667	5,504,728	5,481,607
Davis Garden Tax Increment Financing District	2,043,573	2,441,739	3,187,333
Deep Ellum Tax Increment Financing District	5,576,125	4,694,375	4,835,207
Design District Tax Increment Financing District	8,184,274	12,426,579	8,682,698

ECONOMIC DEVELOPMENT

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Downtown Connection Tax Increment Financing District	23,822,189	14,625,099	14,890,257
Farmers Market Tax Increment Financing District	3,334,268	3,443,553	3,615,731
Fort Worth Avenue Tax Increment Financing District	2,794,867	2,878,713	2,965,075
Grand Park South Tax Increment Financing District	216,384	222,876	229,563
Housing	1,828,874	4,828,874	4,881,287
Mall Area Redevelopment TIF District	548,341	581,242	616,117
Maple-Mockingbird Tax Increment Financing District	4,162,364	4,287,235	4,415,853
Oak Cliff Gateway Tax Increment Financing District	4,209,042	4,629,947	5,092,942
Public-Private Partnership Program	7,750,000	7,750,000	7,750,000
Skillman Corridor Tax Increment Financing District	4,925,312	5,073,072	5,225,265
Southwestern Medical Tax Increment Financing District	1,791,083	1,844,816	1,900,161
Sports Arena Tax Increment Financing District	13,053,103	15,550,969	15,375,285
Transit-Oriented Development [TOD] Tax Increment Financing D	4,394,913	2,837,056	2,978,909
University Tax Increment Financing District	795,667	819,538	844,125
Vickery Meadow Tax Increment Financing District	3,020,837	3,171,879	3,330,473
Water Service to the Unserved	2,871,027	2,980,910	2,980,910
Grand Total	\$118,461,552	\$115,339,433	\$112,300,819

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2006 Bonds	1,400,000	-	-
2017 Bonds	9,657,748	9,657,748	9,762,574
Other GO CIP - Non-Debt	107,403,804	105,681,685	102,538,245
Grand Total	\$118,461,552	\$ 115,339,433	\$112,300,819

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
1712 Commerce Hotel	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2019	166,024	166,024	166,024
2101 Taylor St Development	Farmers Market Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2019	911,070	2,642,410	-
411 N Akard Bldg Redevelopment	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2017	166,307	166,307	166,307

ECONOMIC DEVELOPMENT

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
ADOLPHUS TOWER PROJECT	City Center Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2020	11,000	2,035,360	190,245
Bishop Arts Station Project	Oak Cliff Gateway Tax Increment Financing District	Other GO CIP - Non-Debt	1	12/31/2018	2,539,964	2,640,464	1,209,689
Cabana Hotel 899 N. Stemmons	Design District Tax Increment Financing District	Other GO CIP - Non-Debt	6	12/31/2025	-	12,426,579	2,573,421
Cedars Branch Bridge	Southwestern Medical Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2023	-	826,500	-
Cedars Branch Town Homes	Southwestern Medical Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2027	1,000,000	-	-
Cedars Tax Increment	Cedars Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2022	1,315,647	2,024,617	-
City Center Tax Increment	City Center Tax Increment Financing District	Other GO CIP - Non-Debt	2,14	12/31/2038	2,584,941	2,704,605	7,950,489
City Center TIF District Fund - (Corgan Crescent)	City Center Tax Increment Financing District	Other GO CIP - Non-Debt	2,14	12/31/2019	253,659	348,419	-
Community Garden & Futsal Field	Farmers Market Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2018	-	229,735	360,153
Continental Bldg Increment Repayment	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2013	150,196	150,196	150,196
Continental Gin Redevelopment Project	Deep Ellum Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2024	3,000,000	-	-
Cypress Waters Phase II Development	Cypress Waters Tax Increment Financing District	Other GO CIP - Non-Debt	6	12/31/2015	4,414,667	2,104,728	-
Cypress Waters Repayment of Advances	Cypress Waters Tax Increment Financing District	Other GO CIP - Non-Debt	6	12/31/2041	-	-	181,607
Dallas Heritage Village	Cedars Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2021	650,000	-	-
Davis St Between Hampton - Montclair Public Improvement	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	1,3	12/31/2011	39,418	-	-
Debt Service Transfer to PPPF (Red Bird Mall Redev Project)	Mall Area Redevelopment TIF District	Other GO CIP - Non-Debt	8	12/31/2033	48,000	50,000	50,000
Deep Ellum Repay Dev Adv	Deep Ellum Tax Increment Financing District	Other GO CIP - Non-Debt	2,7,14	12/31/2027	-	4,694,375	4,835,207
Design District TIF - Repayment of Advances	Design District Tax Increment Financing District	Other GO CIP - Non-Debt	2,6	12/31/2028	7,287,312	-	6,109,277
DISD - Hogg Elementary	Oak Cliff Gateway Tax Increment Financing District	Other GO CIP - Non-Debt	1	12/31/2023	785,000	-	-
Economic Development-ECO	Capital Budget	2017 Bonds	Citywide	9/30/2023	7,828,874	4,828,874	4,881,287
Farmers Mkt Tax Increment	Farmers Market Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2028	-	-	745,742

ECONOMIC DEVELOPMENT

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Farmers Mkt Tax Increment	Farmers Market Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2028	-	571,408	2,509,836
Fire Station 58	Cypress Waters Tax Increment Financing District	Other GO CIP - Non-Debt	6	6/30/2022	-	3,400,000	5,300,000
FM Mixed-Use Development	Farmers Market Tax Increment Financing District	Other GO CIP - Non-Debt	2	11/30/2017	2,423,198	-	-
Fort Worth Ave. - Repayment of Advances	Fort Worth Avenue Tax Increment Financing District	Other GO CIP - Non-Debt	1,6	12/31/2029	2,794,867	2,878,713	2,965,075
FY20 DWU Fee for Unserved Areas	Water Service to the Unserved	Other GO CIP - Non-Debt	Citywide	Ongoing	2,871,027	2,980,910	2,980,910
Grand Park South - Repayment of Advances	Grand Park South Tax Increment Financing District	Other GO CIP - Non-Debt	7	12/31/2035	216,384	222,876	229,563
Housing Transfer Unit	Housing	2017 Bonds	Citywide	Ongoing	1,828,874	4,828,874	4,881,287
IH 30 frontage road (Construction) Project	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	3	12/31/2013	10,089	426,254	3,030,938
Imp at 32 Pinnacle Park Blvd (Taylors Farm)	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	1,3	12/31/2011	471,140	-	-
Improvement at 1214 W. Davis & 1215 West 7th (Kessler Theater)	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	3	12/31/2015	139,643	-	-
INCAP I-30 Frontage Road Project (Design)	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	3	12/31/2012	436,343	-	-
Mall Area Redevelopment TIF Increment	Mall Area Redevelopment TIF District	Other GO CIP - Non-Debt	8,11	12/31/2044	500,341	531,242	566,117
Maple-Mockingbird - Repayment of Advances	Maple-Mockingbird Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2033	4,162,364	4,287,235	4,415,853
Mid Elm Lofts Project	City Center Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2018	1,067,784	2,804,358	-
North Parking Garage Project	Sports Arena Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2028	1,993,035	1,993,035	3,986,071
Oak Cliff Gateway Tax Increment	Oak Cliff Gateway Tax Increment Financing District	Other GO CIP - Non-Debt	1	12/31/2045	884,078	1,989,483	3,883,253
Olympic Redevelopment Project	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2020	22,451,361	13,254,271	13,671,536
Open Space Public Improvements at 888 Stevens Hills Lane (Twelve Hills Nature Center)	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	1,3	12/31/2010	118,820	-	-
Project Food Access	Capital Budget	2006 Bonds	Citywide	9/30/2023	1,400,000	-	-
Public Private Partnership	Public-Private Partnership Program	Other GO CIP - Non-Debt	Citywide	Ongoing	7,750,000	7,750,000	7,750,000
RISD Public Improvement Reimbursement	Skillman Corridor Tax Increment Financing District	Other GO CIP - Non-Debt	10	9/30/2007	519,731	609,508	683,946
Saint Elm Hotel - Corrigan Tower	Downtown Connection Tax	Other GO CIP - Non-Debt	14	12/31/2018	149,566	149,566	149,566

ECONOMIC DEVELOPMENT

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
	Increment Financing District						
Skillman Corridor TIF - Repayment of Advances	Skillman Corridor Tax Increment Financing District	Other GO CIP - Non-Debt	9,10,13,14	12/31/2036	4,282,086	4,463,564	4,541,319
Skillman Corridor TIF District Fund	Skillman Corridor Tax Increment Financing District	Other GO CIP - Non-Debt	9,10,13,14	12/31/2036	123,495	-	-
Southwestern Medical TIF - Repayment of Advances	Southwestern Medical Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2027	791,083	1,018,316	1,900,161
Sports Arena Increment	Sports Arena Tax Increment Financing District	Other GO CIP - Non-Debt	2,6,14	12/31/2043	6,758,778	8,216,815	6,345,530
Stack Deep Ellum 2700, 2712, 2718, Commerce	Deep Ellum Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2022	2,576,125	-	-
Statler-Library Jackson-ST Redev.	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2018	542,923	542,923	542,923
Stoneleigh Hotel [2927 Maple Ave]	Downtown Connection Tax Increment Financing District	Other GO CIP - Non-Debt	14	12/31/2008	195,812	195,812	43,705
Streetcar Project-North Oak Cliff Streetcar System	Davis Garden Tax Increment Financing District	Other GO CIP - Non-Debt	1,3	12/31/2022	828,120	2,015,485	156,395
Thanksgiving Tower Renovation	City Center Tax Increment Financing District	Other GO CIP - Non-Debt	14	4/29/2016	3,612,737	-	-
TOD - TIF	Transit-Oriented Development [TOD] Tax Increment Financing D	Other GO CIP - Non-Debt	2, 3, 4, 8, 14	12/31/2039	4,394,913	2,837,056	2,978,909
Trinity Groves Mixed-Use Project	Sports Arena Tax Increment Financing District	Other GO CIP - Non-Debt	6	6/1/2018	2,279,624	3,319,453	3,333,684
University TIF District-Increment	University Tax Increment Financing District	Other GO CIP - Non-Debt	8,12	12/31/2047	795,667	819,538	844,125
Vickery Meadow TIF - Repayment of Advances	Vickery Meadow Tax Increment Financing District	Other GO CIP - Non-Debt	13	6/30/2028	3,020,837	3,171,879	3,330,473
Victory South Parking Garage Imp	Sports Arena Tax Increment Financing District	Other GO CIP - Non-Debt	2	12/31/2028	855,000	855,000	1,710,000
Victory SU-District Retail	Sports Arena Tax Increment Financing District	Other GO CIP - Non-Debt	2	6/30/2019	1,166,666	1,166,666	-
Virgin Hotel Project	Design District Tax Increment Financing District	Other GO CIP - Non-Debt	6	12/31/2023	896,962	-	-
Grand Total					\$118,461,552	\$115,339,433	\$112,300,819



FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

MISSION

This program focuses on preparing plans, specifications, and construction project implementation to improve storm drainage and reduce the loss of lives and property due to flooding and erosion. These projects include construction and replacement of storm drainage systems, inadequate bridges and culverts, erosion control structures, and the implementation of floodplain management plans to improve the flood protection system.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Completed construction on Able Pump Station improvements and began using new pump station.
2. Continued construction of the Mill Creek, Peaks Branch/State Thomas Drainage Relief Tunnel Project for flood protection and storm drainage improvements.
3. Completed construction of Lakeland Bridges project over Ash Creek.
4. Completed construction of 12 erosion control and storm drainage improvement projects and ten other major maintenance projects.
5. Continued design and study of 91 erosion control and storm drainage sites to address stream bank erosion and storm drainage improvements.
6. Continued design on Able Sump improvements to include bridges along Riverfront Boulevard and Cadiz Street.
7. Awarded design of dredging improvements for eight lakes, ponds, and detention basins to enhance stormwater storage capacity and restore original basin functionality.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Continue construction of Mill Creek/Peaks Branch/State Thomas Drainage Relief Tunnel Project for flood protection and storm drainage improvements.
2. Complete design of 91 erosion control, storm drainage, and flood control sites to address stream bank erosion, storm drainage improvements and flood control.
3. Complete design of dredging improvements for eight lakes, ponds and detention basins to enhance stormwater storage capacity and restore original basin functionality.
4. Initiate design of 24 erosion control and storm drainage sites to address stream bank erosion and storm drainage improvements.
5. Initiate construction of over 30 erosion control and storm drainage improvement projects and other major maintenance projects.
6. Complete construction of 15 erosion control, storm drainage, and other major maintenance projects.
7. Initiate construction on Able Sump improvements to include bridges along Riverfront Boulevard and Cadiz Street.

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

SERVICE DESCRIPTIONS

Erosion Control: Erosion control projects are recommended for structures threatened by creek or channel bank erosion. Typical structures include streets, culverts, bridges, alleys and homes. Erosion occurring in areas not associated with creek banks or man-made channels is not included in this category. This category would provide armoring of natural creek banks to protect soil against further erosion loss.

Flood Management: Comprised of projects recommended in Floodplain Management Master Plans and Hydrologic Studies of creeks and tributaries. The emphasis is reducing severe flood impact on bridges and neighborhoods bordering floodplain areas. Typical projects in this category are bridge and culvert replacement, creek channelization, detention basins, and construction of flood protection levees.

Storm Drainage Relief System: Provides funds for the construction of storm drainage system improvements. Many areas within the City of Dallas are served by storm drainage systems that are inadequate due to age of the system, prior construction using lessor design standards, and increased development densities. In many cases, because of the high cost of retrofitting improvements in fully developed areas, these projects are proposed for phased design and construction.

Stormwater Drainage Management: Provides funding for projects funded by the City’s monthly stormwater utility fee.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Erosion Control	2,736,807	853,172	-
Flood Management	-	1,000,000	-
Storm Drainage Relief System	42,000	6,264,429	7,044,360
Stormwater Drainage Management	23,764,555	21,704,915	26,779,546
Grand Total	\$26,543,362	\$29,822,516	\$33,823,906

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2017 Bonds	13,061,958	13,061,958	13,203,732
Other GO CIP - Non-Debt	13,481,404	16,760,558	20,620,174
Grand Total	\$26,543,362	\$29,822,516	\$33,823,906

PROJECT LIST

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Abshire Lane	Stormwater Drainage Management	2017 Bonds	7	6/15/2022	-	828,028	-
Acres/Grady Detention Basins 1 & 2, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	5	5/31/2021	-	1,076,320	-
Alderson, 3700	Stormwater Drainage Management	2017 Bonds	14	10/11/2022	1,003,000	-	-
Anderson Ave @ Goodman	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	27,600	-
Ash Creek - S Fork Channel Imprv at John West	Storm Drainage Relief System	Other GO CIP - Non-Debt	1	-	-	243,500	-
Baymar Lane, 6201	Erosion Control	2017 Bonds	12	6/28/2022	172,370	-	-
Beckley @ Coombs Creek Drainage Study	Storm Drainage Relief System	Other GO CIP - Non-Debt	12	5/31/2021	-	125,000	-
Bent Creek Detention Basin, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	1	6/28/2022	-	86,800	-
Betty Jane, 10225	Erosion Control	2017 Bonds	13	6/28/2022	-	197,000	-
Bonnie View over Five Mile Creek	Stormwater Drainage Management	2017 Bonds	8	8/2/2022	100,000	455,096	-
Brittania Way, 8470-8506, Erosion Control Pilot	Erosion Control	2017 Bonds	10	6/28/2022	232,719	-	-
Brookshire Dr From Orchid Ln To Brookshire Cir	Stormwater Drainage Management	Other GO CIP - Non-Debt	11	8/20/2023	-	-	2,300,000
Brushy Creek Trail, 5719	Erosion Control	2017 Bonds	12	6/28/2022	271,612	-	-
Cedar Creek Bridge @ Clarendon	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	281,000	-
Cedar Creek Bridge @ Moore	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	147,600	-
Chalkhill Branch - I30/Loop 12 Interchange	Stormwater Drainage Management	2017 Bonds	6	10/11/2022	688,592	-	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Channel - Major Maintenance	Stormwater Drainage Management	Other GO CIP - Non-Debt	Citywide	9/30/2024	-	200,000	250,000
Claren Court 7106, 7110, 7114	Erosion Control	2017 Bonds	12	6/28/2022	149,076	-	-
Clearbrook Lane 10500 Blk	Erosion Control	2017 Bonds	9	5/15/2020	129,259	-	-
Clubcreek Circle 8903, 8907, 8911	Erosion Control	2017 Bonds	10	6/28/2022	100,000	656,172	-
Coombs Creek - Hampton to Davis [coordinate with adjacent trail]	Erosion Control	2017 Bonds	1	5/10/2022	525,000	-	-
Council District 10	Flood Management	2017 Bonds	7	10/3/2023	-	1,000,000	-
Country Brook Pond Improvements	Stormwater Drainage Management	2017 Bonds	13	7/15/2022	91,144	-	-
Creek Bend Road 7028	Stormwater Drainage Management	2017 Bonds	Citywide	TBD	73,515	-	-
Cypress Branch @ Jennie Lee	Stormwater Drainage Management	2017 Bonds	7	10/3/2023	164,700	-	18,300
Deep Hill Circle 2625, 2641, 2663, 2667, 2687, 2691	Stormwater Drainage Management	2017 Bonds	3	5/10/2022	97,120	1,091,140	-
Dredge Maintenance	Storm Drainage Relief System	Other GO CIP - Non-Debt	Citywide	N/A	-	200,000	200,000
El Cerrito Storm Drainage, 2470	Stormwater Drainage Management	2017 Bonds	7	8/2/2022	170,218	-	-
El Cerrito, 2420, 2460, 2522	Stormwater Drainage Management	2017 Bonds	7	12/31/2021	446,148	-	-
Elam Creek Voluntary Purchase (1 home)	Stormwater Drainage Management	Other GO CIP - Non-Debt	5	10/1/2021	146,050	-	-
Emergency Pipe Repairs - Major Maint. of collapsed pipe in critical areas	Stormwater Drainage Management	Other GO CIP - Non-Debt	Citywide	10/1/2024	250,000	250,000	250,000
Fair Oaks Crossing, 8555	Storm Drainage Relief System	Other GO CIP - Non-Debt	10	-	42,000	-	238,000
Fair Oaks Detention Basin, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	13	5/31/2021	-	691,840	-
Flood Management Area - Major Maintenance	Stormwater Drainage Management	Other GO CIP - Non-Debt	Citywide	9/30/2024	250,000	250,000	250,000
Forest Ridge 9700 Block-Chiswell 9600 Block	Stormwater Drainage Management	2017 Bonds	5	5/10/2022	200,000	1,322,245	-
Fort Worth Avenue @ Vilbig	Stormwater Drainage Management	2017 Bonds	6	10/11/2022	169,484	-	-
Fox Hollow Lake, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	3	5/31/2021	-	106,764	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Gabion - Major Maintenance	Stormwater Drainage Management	Other GO CIP - Non-Debt	Citywide	9/30/2024	250,000	250,000	200,000
Gifford-Roanoke Area Relief System - Phase II/Brookhollow Bridge	Stormwater Drainage Management	2017 Bonds	2	10/11/2022	-	1,450,580	-
Greendale 1721, 1716	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	50,000	-	55,000
Greenspan - Kirwood Area	Stormwater Drainage Management	2017 Bonds	8	8/2/2022	-	455,802	-
Guildhall-McCree Storm Drainage Relief System	Stormwater Drainage Management	Other GO CIP - Non-Debt	10, Citywide	9/6/2022	426,140	-	-
Hampton Gate	Stormwater Drainage Management	2017 Bonds	6	9/15/2022	-	21,279	478,721
Hatfield Branch @ Seagoville Channel improvements	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	200,000	-	287,000
Hearne @ Commerce	Stormwater Drainage Management	2017 Bonds	6	10/11/2022	209,512	-	-
Highgrove Area Drainage Relief System	Storm Drainage Relief System	Other GO CIP - Non-Debt	6	5/31/2021	-	415,500	-
Highland Road, 2447	Stormwater Drainage Management	2017 Bonds	7	10/3/2023	75,000	-	120,000
Hillside Drive, 3604	Erosion Control	2017 Bonds	9	5/15/2020	129,351	-	-
Holliday, 3445, 3449, 3605, 3621	Storm Drainage Relief System	Other GO CIP - Non-Debt	Citywide	-	-	109,133	-
Hollow Ridge, 4804	Stormwater Drainage Management	2017 Bonds	7	10/3/2023	165,000	-	185,000
Homer Street, 3215	Stormwater Drainage Management	2017 Bonds	14	10/11/2022	121,800	-	-
Hughes Lane - Kalani Place	Stormwater Drainage Management	2017 Bonds	10	5/10/2022	713,396	-	-
Joe's Creek - TXU ROW and 3900 Block Vinecrest	Erosion Control	2017 Bonds	13	6/28/2022	301,783	-	-
Joe's Creek West Fork Bridge @ Walnut Hill	Stormwater Drainage Management	2017 Bonds	6	10/3/2023	275,000	-	195,000
Junius Street @Baylor University Medical Center	Stormwater Drainage Management	2017 Bonds	2	10/11/2022	720,671	-	-
Keeton Park Lake, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	671,832	-
Kiest Boulevard W. 2901	Stormwater Drainage Management	Other GO CIP - Non-Debt	3	6/28/2022	-	50,400	-
Kiest, 2412	Stormwater Drainage Management	Other GO CIP - Non-Debt	-	-	-	50,400	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Kiesthill (3407, 3411, 3431), Kiest Crest (3610), & Kiest Forest (3408, 3316)	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	194,880	1,129,120
Kings Branch @ Genoa	Stormwater Drainage Management	2017 Bonds	4	8/2/2022	-	225,625	-
Kings Branch Culvert @ Denley	Stormwater Drainage Management	2017 Bonds	4	6/15/2022	-	417,825	-
Kings Branch Culvert @ Edgemont	Stormwater Drainage Management	2017 Bonds	4	8/22/2022	-	150,104	-
Kings Branch Culvert @ Georgia	Stormwater Drainage Management	2017 Bonds	4	8/2/2022	-	173,432	-
Kings Branch Culvert @ Louisiana	Stormwater Drainage Management	2017 Bonds	4	8/2/2022	-	321,040	-
Kings Branch Culvert @ Stella	Stormwater Drainage Management	2017 Bonds	4	8/2/2022	-	164,852	-
Kings Branch Culvert @ Woodin	Stormwater Drainage Management	2017 Bonds	4	6/15/2022	-	184,018	-
Lake Highlands Town Center, Dredge Project	Stormwater Drainage Management	2017 Bonds	5	9/30/2018	664,043	-	-
Lake June @ St. Augustine	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	200,000	-	521,000
Leeshire, 2921	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	42,000	-
Lisbon Area C	Stormwater Drainage Management	Other GO CIP - Non-Debt	4	9/6/2022	889,750	481,487	-
Lively Lane, 3808	Stormwater Drainage Management	2017 Bonds	6	10/3/2023	64,000	-	16,000
Loganwood 3602	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	100,000	-	156,000
Master Plans / Floodplain Management Studies	Stormwater Drainage Management	Other GO CIP - Non-Debt	-	-	-	1,040,000	-
McCommas Branch FPMS Alt 4	Stormwater Drainage Management	Other GO CIP - Non-Debt	14	10/1/2024	-	550,000	3,119,500
Meadowcliff 10720, 10726	Erosion Control	2017 Bonds	10	5/10/2022	16,216	-	-
Meandering Way 16209	Stormwater Drainage Management	2017 Bonds	N/A	12/31/2021	65,848	-	-
Mercer Place, 9056	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	21,000	119,000
Milverton @ Palisade	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	150,000	-	720,000
Morning Dew Circle 3844 (RL Area 39)	Stormwater Drainage Management	2017 Bonds	4	4/15/2022	-	117,200	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Munger, 1300, 1301	Stormwater Drainage Management	2017 Bonds	2,14	10/11/2022	68,287	-	-
Nandina - Pine Trail Area	Stormwater Drainage Management	2017 Bonds	8	6/15/2022	-	806,293	-
Nedra Way, 15821, 15827	Erosion Control	2017 Bonds	12	6/28/2022	124,973	-	-
Oates Drive 1407	Erosion Control	2017 Bonds	9	6/28/2022	163,846	-	-
Pandora Circle, 13344	Storm Drainage Relief System	Other GO CIP - Non-Debt	12	8/2/2022	-	42,000	238,000
Parkdale Bridge - White Rock Creek Tributary	Stormwater Drainage Management	2017 Bonds	7	N/A	-	-	97,000
Parrish Branch Culvert @ Wheatland Rd.	Stormwater Drainage Management	Other GO CIP - Non-Debt	8	11/10/2022	-	-	217,764
Pensive Drive Channel/Walnut Hill Relief System	Stormwater Drainage Management	Other GO CIP - Non-Debt	6,13, Citywide	9/6/2022	9,958,949	-	-
Pleasant Branch Tonawanda to Bruton	Stormwater Drainage Management	Other GO CIP - Non-Debt	-	-	-	2,477,702	-
Polk Street 3425 (RL Area 38)	Stormwater Drainage Management	Other GO CIP - Non-Debt	3	10/1/2023	440,000	-	-
Prairie Creek Channel & Bridge Improvement @ 175	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	300,000	-	917,000
Prairie Oak Drive 9321 (RL Area 33)	Stormwater Drainage Management	2017 Bonds	5	10/3/2023	125,000	-	300,000
Preston Bend Drive, 17110	Storm Drainage Relief System	Other GO CIP - Non-Debt	13	-	-	67,200	492,800
Preston Hollow Channel, Phases 1 & 2, Desco	Stormwater Drainage Management	2017 Bonds	13	10/3/2023	250,000	-	1,609,000
Pruitt Branch Tributary Culvert Imprv @ Kingsfield	Stormwater Drainage Management	2017 Bonds	8	8/2/2022	-	364,315	-
Public Erosion control	Stormwater Drainage Management	2017 Bonds	Citywide	12/31/2021	-	310,000	-
Red Bird Branch Culvert @ Red Bird Lane	Storm Drainage Relief System	Other GO CIP - Non-Debt	9	-	-	270,000	2,430,000
Rexford Drive @ Shorecrest Drive	Stormwater Drainage Management	2017 Bonds	5	5/10/2022	149,523	-	-
Riverhill Drive, 17418	Erosion Control	2017 Bonds	12	6/28/2022	162,056	-	-
Royal Lane, 3162 (RL Area 7)	Stormwater Drainage Management	2017 Bonds	13	10/3/2023	98,000	-	122,000
Royal Lane, 7012	Stormwater Drainage Management	2017 Bonds	11	10/3/2023	145,000	-	905,000
Sanford Ave Relief System	Stormwater Drainage Management	Other GO CIP - Non-Debt	9	9/6/2022	-	4,550,140	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Shady Hollow Ct, 3300 Block & Boulder Drive	Stormwater Drainage Management	2017 Bonds	3	8/2/2022	276,152	1,209,511	-
Sinclair, 10514	Storm Drainage Relief System	Other GO CIP - Non-Debt	-	-	-	21,000	119,000
Sorcey Road @ White Ash	Stormwater Drainage Management	2017 Bonds	3	10/11/2022	34,025	-	-
South Branch Culvert Louisiana	Stormwater Drainage Management	Other GO CIP - Non-Debt	1	11/10/2022	-	-	545,397
South Lamar Ph. 2 - Pear, Mooney, Bannock Area	Storm Drainage Relief System	Other GO CIP - Non-Debt	12	5/31/2021	-	400,000	-
Squaw Valley, 17614	Storm Drainage Relief System	Other GO CIP - Non-Debt	4	10/1/2023	-	78,960	447,440
State-Thomas - Flora/Boll to Fairmont	Stormwater Drainage Management	2017 Bonds	14	10/11/2022	396,000	-	-
State-Thomas - Hallsville/Worthington	Stormwater Drainage Management	2017 Bonds	14	10/11/2022	540,412	-	-
Stedman Cir 17309 & 17315	Erosion Control	2017 Bonds	12	6/28/2022	258,546	-	-
Summer Creek Circle 6145, 6153, 6155, 6157	Storm Drainage Relief System	Other GO CIP - Non-Debt	14	9/6/2022	-	168,000	1,512,000
Teakwood Elmridge Drainage Relief	Stormwater Drainage Management	2017 Bonds	11	10/3/2023	100,000	-	550,000
Throckmorton-Reagan-Drainage Improvements	Stormwater Drainage Management	Other GO CIP - Non-Debt	2	9/6/2022	828,515	-	-
Trammel Drive, 6561	Storm Drainage Relief System	Other GO CIP - Non-Debt	11	9/6/1933	-	21,000	119,000
Tree Shadow Trail, 5910	Stormwater Drainage Management	2017 Bonds	10	6/28/2022	100,000	713,217	-
Turnpike Distribution IV IH30-Commerce	Stormwater Drainage Management	2017 Bonds	6	10/11/2022	189,393	-	-
Turtle Creek - Trib 1 Culvert	Stormwater Drainage Management	2017 Bonds	Citywide	10/3/2023	-	250,000	-
Turtle Creek @ Bowen Area - Storm Drainage Relief	Storm Drainage Relief System	Other GO CIP - Non-Debt	9	6/8/2022	-	48,000	-
Twin Lakes, Dredging	Storm Drainage Relief System	Other GO CIP - Non-Debt	4	6/8/2022	-	48,000	-
Versailles, 3500	Stormwater Drainage Management	2017 Bonds	10	8/2/2022	183,209	-	-
Vinmont Channel, Drainage Diversion	Stormwater Drainage Management	2017 Bonds	9	9/6/2022	-	-	5,951,711
Vinewood Drive 8725	Stormwater Drainage Management	Other GO CIP - Non-Debt	9	6/28/2022	-	48,000	-

FLOOD PROTECTION AND STORM DRAINAGE MANAGEMENT

Project Name	Service	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
White Rock Creek Drainage Study Update	Stormwater Drainage Management	Other GO CIP - Non-Debt	10	10/1/2024	-	48,000	-
Williamson Branch FPMS Alt 2	Stormwater Drainage Management	Other GO CIP - Non-Debt	-	-	-	-	6,443,153
Woody Branch @ S Polk St	Storm Drainage Relief System	Other GO CIP - Non-Debt	3	6/8/2022	-	659,500	-
Woody Branch Floodplain Management Study (TWM000075)	Stormwater Drainage Management	Other GO CIP - Non-Debt	4	10/1/2023	-	250,000	-
Wynnewood Village Drainage Improvements	Stormwater Drainage Management	2017 Bonds	4	5/10/2022	391,959	177,184	-
Grand Total					\$26,543,362	\$29,822,516	\$33,823,906



PARK & RECREATION

MISSION

The Dallas Park and Recreation (PKR) Department's mission is to champion lifelong recreation and serve as responsible stewards of the city's parks, trails, and open spaces.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Completed construction of Phase II Aquatic Facilities, including Exline and Harry Stone Aquatic Centers and the expansion of Bahama Beach.
2. Began construction of the Bachman Aquatic Center.
3. Completed construction of Singing Hills Recreation Center.
4. Began construction of the Fair Park improvements at Hall of State, African American Museum, and Music Hall.
5. Completed ADA improvements at the Music Hall at Fair Park
6. Began construction of Carpenter Park and West End Square (Downtown Parks).
7. Began construction of the Willie B. Johnson Recreation Center Gym and Senior Expansion.
8. Started renovation of Bachman and Thurgood Marshall Recreation Centers.
9. Completed major maintenance projects at multiple recreation centers.
10. Started design of Glendale Park Phase I improvements.
11. Completed construction of Pacific Plaza (Downtown Parks).
12. Completed construction of Runyon Creek Trail Phase II.
13. Completed design of Trinity Strand Trail Phase II.
14. Began abatement of hazardous materials at Fair Park Science Place II.
15. Began construction of Fair Park Coliseum renovations.
16. Completed design of Lake Highlands Trail Phase II.
17. Began construction of Martin Weiss Loop Trail.
18. Began design of Kidd Springs Japanese Garden Improvements.
19. Completed restoration of the Sharrock historical barn.
20. Complete construction of sand volleyball courts at Lake Highlands North Park.

HIGHLIGHTED OBJECTIVES FOR FY 2020-2021

1. Complete construction of Hall of State, African American Museum and Music Hall at Fair Park.
2. Complete construction of Bachman Aquatic Center.
3. Complete construction of playgrounds at Fretz, Craddock, Garrett, Westmount, Danieldale, Willoughby, MLK, and Lindsley Parks
4. Start construction of Trinity Forest Spine Trail North (Circuit Trail).
5. Start construction of the Hi-Line Trail (Circuit Trail).
6. Start design of Kleberg Trail.
7. Complete construction of Hillcrest Village Green.
8. Begin construction of the White Rock Lake Trail.

PARK & RECREATION

9. Start design of Timberleaf playground.
10. Complete design of Glendale Park Master Plan – Phase 1 Implementation
11. Complete construction of rest rooms at six spraygrounds, Grauwyler, Jaycee Zaragoza, Nash Davis, K. B. Polk, Kleberg, and Timberglen Parks.
12. Begin construction of Trinity Strand Trail Phase II
13. Start design of Kleberg Trail Phase 1

SERVICE DESCRIPTIONS

Aquatic Facilities: These improvements provide for new neighborhood playgrounds, family aquatic centers, and infrastructure improvements to PKR public swimming pools. The improvements may include new filtration systems, new piping and chlorination systems, replastering of pool walls, new perimeter fencing, new decking, and improvements to the restroom and changing facilities.

Citywide Parks: Projects with a broader benefit to residents, including stormwater quality improvements, park accessibility improvements, and land acquisition.

Code Compliance, Safety and Security: Provides a mechanism to address critical needs throughout the city.

Community Parks: These parks are larger than Neighborhood Parks and usually comprise 15 to 100 acres and serve a two-mile radius. These parks may include areas for intense recreation activity such as competitive sports, swimming, tennis, playgrounds, and volleyball. They may also offer passive recreation opportunities such as walking, viewing, sitting, and picnicking.

Dallas Arboretum: Provides for development at the Dallas Arboretum in partnership with the Dallas Arboretum and Botanical Society.

Dallas Zoo: Provides for development within the park, often in partnership with the Dallas Zoological Society.

Downtown Parks: Provides for the development of parks within the Central Business District.

Erosion Control: These projects employ a variety of engineering techniques to control erosion around creek, channel, or lake banks. Erosion problems, if left unchecked, will cause damage to existing structures in the park and may create hazardous conditions.

Fair Park: Provides for the development of projects within Fair Park. These projects often are completed in partnership with the State Fair of Texas, Inc. or other institutions who have a stake in the development of the park.

PARK & RECREATION

Hike and Bike Trails: All-weather trail projects that encourage walking, bicycling, and other modes of transportation as an alternative to the automobile. These trails offer sufficient width to accommodate bicyclists, pedestrians, and skaters and are recommended under the North Central Texas Council of Government's (COG) Mobility 2025 Plan and the Texas Natural Resources Conservation Commission's (TNRCC) Emission Reduction Plan for the region.

Historic Restoration: These improvements provide for the restoration and stabilization of historically significant park facilities, particularly those constructed during the 1930s Works Progress Administration era.

Major Maintenance: Provides funding for repair and replacement of major building systems that typically cost more than \$10,000 and provide timely and appropriate maintenance to protect the City's General Fund facility investment. This process ensures safe and usable facilities for residents and staff and maintains a positive image for the City. Examples of building systems include elevators, structural components, roofs, HVAC, electrical, plumbing, and interior finishes.

Major Park Facilities: These improvements provide for the development of new park facilities or renovation of existing facilities at regional parks that provide citywide or regional services. Included are projects at Fair Park, Dallas Zoo, Dallas Nature Center, Katy Trail, golf courses, and the Arboretum.

Mini Park: These parks address limited, isolated, or unique recreation needs of concentrated populations and are usually one acre or smaller in size with less than ¼-mile service radius.

Neighborhood Park Facilities: These parks are from one to 15 acres in size and service a ½-mile radius and have an area for active recreation such as fields courts playgrounds, and picnic areas. Facilities are generally unlighted with limited parking.

Park Land Acquisition: Provides funding for the acquisition of land for future park development.

Playground Improvement: Includes new playgrounds or replacement of outdated playground equipment. These projects may also include replacement or installation of new groundcover material to ensure playground safety.

Public Art: Includes public art initiatives throughout the city of Dallas. Funds generated by public art appropriations are used for the design services of artists, for the selection, acquisition, commissioning, and display of artworks, and for administration of the public art projects.

PARK & RECREATION

Recreation Centers: Provides for new recreation centers and additions to or renovation of existing recreation centers. The standard recreation center has program space and a full gymnasium. An addition typically consists of a large multipurpose room. Reservation facilities are available to the public for rental for special events and functions.

Site Development: Includes the development and implementation of park master plans. These projects may include installing some or all the components as outlined in the plan. Typical components may include pavilions, sidewalks, barrier-free ramps, hiking and biking trails, drainage, landscaping and irrigation, fencing, lighting, signage, and other improvements.

Studies and Master Plans: Provides funding for resolution of major developmental issues prior to proceeding with design and construction of individual projects.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Aquatic Facilities	1,685,485	-	-
Citywide Parks	-	-	-
Code Compliance, Safety and Security	17,276,560	10,433,999	10,859,409
Community Parks	60,000	480,000	425,599
Dallas Arboretum	1,000,000	300,000	-
Dallas Zoo	-	3,220,000	-
Downtown Parks	8,079,517	1,178,563	636,986
Erosion Control	2,485,000	-	273,000
Fair Park	-	160,000	740,000
Hike and Bike Trails	14,851,293	2,050,000	4,508,707
Historic Restoration	1,456	60,000	340,000
Major Maintenance	1,000,000	-	-
Major Park Facilities	225,000	7,500,000	6,000,000
Mini Park	-	-	-
Neighborhood Park Facilities	1,042,768	140,000	784,673
Park Land Acquisition	2,285,925	718,923	3,618,214
Playground Improvement	1,601,086	120,000	750,000
Public Art	1,300,000	-	-
Recreation Centers	2,481,600	-	1,450,000
Site Development	2,625,959	8,000,000	4,388,288
Studies and Master Plans	-	40,000	-
Grand Total	\$58,001,649	\$34,401,485	\$34,774,876

PARK & RECREATION

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2006 Bonds	1,500,000	-	-
2017 Bonds	56,501,649	34,401,485	34,774,876
Grand Total	\$58,001,649	\$34,401,485	\$34,774,876

PARK & RECREATION

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
ADA/Code Allowance (locations TBD)	Code Compliance, Safety and Security	2017 Bonds	Citywide	12/31/1999	25,000	125,000	-
Add Discretionary Funds [Singing Hills Rec. Ctr.[Amended]	Recreation Centers	2017 Bonds	3	3/31/2020	975,430	-	-
Anderson Bonner - Creek bank stabilization	Code Compliance, Safety and Security	2017 Bonds	11	12/31/1999	-	70,000	430,000
Anderson Bonner - Playground - New	Code Compliance, Safety and Security	2017 Bonds	11	12/31/1999	-	30,000	190,000
Anderson Bonner - Renovate Soccer Field #3 with lights and bleachers	Code Compliance, Safety and Security	2017 Bonds	11	12/31/1999	-	70,000	430,000
B. B. Owen Park - Site Development	Code Compliance, Safety and Security	2017 Bonds	10	6/20/2020	249,250	-	-
Bachman Lake Skatepark	Site Development	2017 Bonds	6	12/31/2021	970,000	3,000,000	-
Bachman Regional Family Aquatic Center - Phase 1 (with CD 6)	Aquatic Facilities	2017 Bonds	2	5/21/2021	83,065	-	-
Barry Barker Park - pavilion, park furnishings, ADA drinking fountain	Code Compliance, Safety and Security	2017 Bonds	12	3/31/2021	-	147,738	-
Beckley Saner Park - Renovate backstop at 2 softball fields	Community Parks	2017 Bonds	4	12/31/2019	-	90,000	-
Bentwood Park - tennis - add player benches; park furnishings	Code Compliance, Safety and Security	2017 Bonds	12	12/31/2020	50,000	-	-
Bisbee Park - Parking lot, clearing/grubbing, and signage	Neighborhood Park Facilities	2017 Bonds	5	10/31/2022	-	-	150,000
Bishop Flores Park - Connecting walkway to neighborhood	Neighborhood Park Facilities	2017 Bonds	6	7/31/2022	386,938	-	-
Bitter Creek Park - Creek bank stabilization	Erosion Control	2017 Bonds	4	12/31/1999	-	-	273,000
Bonnie View Park - Playground expansion	Playground Improvement	2017 Bonds	4	6/30/2020	115,000	-	-
Campbell Green Park - Site Improvements	Code Compliance, Safety and Security	2017 Bonds	12	6/21/2021	517,605	-	-
Casa Linda Park - Basketball	Code Compliance, Safety and Security	2017 Bonds	9	3/31/2021	35,000	-	-
Casa Linda Park Picnic Pavilion	Code Compliance, Safety and Security	2017 Bonds	9	3/31/2021	423,800	-	-
Casa view Park - Walking Trail	Code Compliance, Safety and Security	2017 Bonds	9	12/31/1999	-	-	400,000
Centennial Building	Code Compliance, Safety and Security	2017 Bonds	Citywide	7/31/2022	750,000	-	3,650,000
Central Square - playground replacement	Playground Improvement	2017 Bonds	14	3/30/2020	180,000	-	-
Churchill Recreation Center - Major Maintenance, HVAC	Code Compliance, Safety and Security	2017 Bonds	11	4/20/2020	230,000	-	-
Circuit Trail - The LOOP (Match)	Hike and Bike Trails	2017 Bonds	2, 4, 5, 6, 7, 9	9/30/2022	9,000,000	-	-
Coliseum	Code Compliance, Safety and Security	2017 Bonds	Citywide	7/31/2021	3,589,000	-	-
Community Pool Conversion Projects	Aquatic Facilities	2006 Bonds	Citywide	-	1,500,000	-	-
Coombs Creek Trail - from Hampton/Davis to Moss Park	Hike and Bike Trails	2017 Bonds	1	3/31/2021	50,000	1,650,000	-
Cotillion Park - Security Lighting	Code Compliance, Safety and Security	2017 Bonds	9	8/2/2019	-	-	20,000
Cottonwood Park - Playground - Add Equipment	Code Compliance, Safety and Security	2017 Bonds	11	6/30/2021	150,000	-	-
Craddock Park - playground expansion	Playground Improvement	2017 Bonds	14	3/30/2020	170,000	-	-
Crawford Memorial Park - Phase 1	Site Development	2017 Bonds	5	6/15/2022	-	5,000,000	2,600,000

PARK & RECREATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Cummings Park - Parking lot (rear), renovate and expand with concrete	Community Parks	2017 Bonds	4	12/31/1999	-	-	350,000
Cummings Park - Walking loop trail - 6' wide - 1/4 mi. - new	Hike and Bike Trails	2017 Bonds	4	12/31/1999	-	-	150,000
Dallas Arboretum (Match)	Dallas Arboretum	2017 Bonds	9	12/31/1999	1,000,000	-	-
Dallas Water Gardens (Match) (Amendment - 8/9/17)	Major Park Facilities	2017 Bonds	Citywide	12/31/1999	-	7,500,000	-
Dallas Zoo (Match)	Dallas Zoo	2017 Bonds	4	12/31/2021	-	3,220,000	-
Devon Anderson Park - Replace playground equipment	Playground Improvement	2017 Bonds	5	6/21/2021	100,000	-	-
Discretionary Funding [Singing Hills R.C.] [Amended-8-9-17]	Code Compliance, Safety and Security	2017 Bonds	8	3/31/2020	632,500	-	-
Dixon Branch Greenbelt - Park Furnishings	Code Compliance, Safety and Security	2017 Bonds	9	12/31/1999	-	-	65,507
Downtown Parks - Carpenter, Harwood and West End [Match]	Downtown Parks	2017 Bonds	2, 14	12/31/1999	145,066	-	-
Eladio Martinez Park - park furnishings, fencing and drinking fountain	Neighborhood Park Facilities	2017 Bonds	6	12/31/1999	-	60,000	-
Elmwood Pkwy Tr. (Elmwood Parkway to Polk to Gannon Park)	Hike and Bike Trails	2017 Bonds	1	1/31/2021	1,720,000	-	-
Eloise Lundy - Playground expansion	Playground Improvement	2017 Bonds	4	6/30/2020	115,000	-	-
Emerald Lake Park - Dam safety and erosion control	Erosion Control	2017 Bonds	3	6/30/2020	1,500,000	-	-
Ferguson Park - Portable Toilet Enclosure	Neighborhood Park Facilities	2017 Bonds	7	12/31/1999	-	70,000	-
Flag Pole Hill - Phase 1 Master Plan Implementation	Site Development	2017 Bonds	10	6/15/2021	200,000	-	-
Flag Pole Hill - Playground [Match]	Playground Improvement	2017 Bonds	10	6/15/2021	130,000	-	-
Flag Pole Hill Park - Phase 1 Master Plan Implementation	Code Compliance, Safety and Security	2017 Bonds	10	11/30/2021	790,000	-	-
Flag Pole Hill Park - Playground Replacement [Supplemental fund]	Code Compliance, Safety and Security	2017 Bonds	10	11/30/2018	20,362	-	-
Flag Pole Hill Pavilion - Historic Restoration	Code Compliance, Safety and Security	2017 Bonds	10	2/19/2019	200,000	-	-
Food and Fiber Building	Code Compliance, Safety and Security	2017 Bonds	Citywide	5/31/2022	250,000	-	1,000,000
Forston Park - Develop new park with park furnishings	Code Compliance, Safety and Security	2017 Bonds	12	12/31/1999	-	-	220,000
Frances Rizo Park - Playground replacement, ADA drinking fountain	Playground Improvement	2017 Bonds	6	12/21/2021	180,000	-	-
Frankford Park - park furnishings package	Code Compliance, Safety and Security	2017 Bonds	12	6/30/2020	27,667	4,333	-
Fretz Park Recreation Center - Acoustical Treatment - Multi-purpose rooms	Code Compliance, Safety and Security	2017 Bonds	11	6/30/2020	95,000	-	-
Friendship Park - Security lights, loop trail, exercise stations	Code Compliance, Safety and Security	2017 Bonds	10	5/31/2020	360,000	-	-
Friendship Park - Site Development (Supplemental funding)	Code Compliance, Safety and Security	2017 Bonds	10	8/31/2021	133,000	-	-
Garland Road Sidewalk at the Arboretum frontage	Dallas Arboretum	2017 Bonds	9	6/21/2021	-	300,000	-
Glen Meadow - Playground replacement	Playground Improvement	2017 Bonds	13	12/31/1999	-	40,000	180,000
Glendale Park Parking spaces and lighting	Community Parks	2017 Bonds	3	11/30/2020	60,000	-	-
Glover Park - Parking lot with lighting, land acquisition	Park Land Acquisition	2017 Bonds	5	12/20/2020	110,000	-	-

PARK & RECREATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Guard Dr. - Phase 2 Site Development	Site Development	2017 Bonds	5	6/30/2021	600,000	-	-
Hattie R. Moore Park - Master Plan and Phase 1 Implementation	Site Development	2017 Bonds	6	7/31/2021	300,000	-	-
Herndon Park - Playground expansion	Playground Improvement	2017 Bonds	4	9/30/2019	149,500	-	-
Hillview Park - Creek Erosion Control and Drainage Near Playground	Erosion Control	2017 Bonds	7	6/15/2023	345,000	-	-
Hillview Park - Park Furnishings Package	Neighborhood Park Facilities	2017 Bonds	7	4/30/2021	59,100	-	-
Hillview Park - Park ID Sign	Neighborhood Park Facilities	2017 Bonds	7	6/30/2021	6,403	-	-
Hillview Park - Pavilion	Neighborhood Park Facilities	2017 Bonds	7	6/30/2021	118,000	-	-
Hillview Park - Renovate Basketball Court	Neighborhood Park Facilities	2017 Bonds	7	6/30/2021	17,000	-	-
Holcomb Park - 6' wide walking loop trail, park furnishings	Hike and Bike Trails	2017 Bonds	5	6/30/2021	400,000	-	-
J. J. Craft Park - historic bench restoration	Historic Restoration	2017 Bonds	7	12/15/2018	870	-	-
Jamestown Park - Playground equipment - swing set and park furnishings	Playground Improvement	2017 Bonds	13	12/31/1999	-	40,000	160,000
Jaycee Zaragoza Park	Aquatic Facilities	2017 Bonds	6	6/23/2023	102,420	-	-
Juanita J. Craft Park - ADA Drinking Fountain	Code Compliance, Safety and Security	2017 Bonds	7	12/15/2018	10,835	-	-
KCS Corridor Connection Trail - Design	Code Compliance, Safety and Security	2017 Bonds	10	12/31/1999	-	-	300,000
Kidd Springs - Japanese Garden Restoration - Phase 1	Site Development	2017 Bonds	1	4/30/2021	500,000	-	-
Kidd Springs - Natural Spring daylighting and Lake bank erosion control	Erosion Control	2017 Bonds	1	6/15/2020	640,000	-	-
Kiest Park - Memorial Tree Grove - Phase 1 Implementation	Site Development	2017 Bonds	4	12/31/1999	35,959	-	203,288
Kiowa Parkway - Pedestrian Bridge	Code Compliance, Safety and Security	2017 Bonds	11	12/31/1999	-	60,000	290,000
Kleberg Trail	Hike and Bike Trails	2017 Bonds	5	6/30/2022	170,000	-	1,000,000
Kleberg-Rylie Park - Sprayground	Code Compliance, Safety and Security	2017 Bonds	8	5/31/2020	53,521	-	-
Klyde Warren Park Improvements (Match) (Amendment - 8/9/17)	Downtown Parks	2017 Bonds	14	1/31/2022	7,934,451	1,178,563	636,986
Lake Highland North Park - Site Developments - Recreation Ce	Code Compliance, Safety and Security	2017 Bonds	10	12/22/2022	160,000	-	-
Lake Highlands Trails	Hike and Bike Trails	2017 Bonds	10	8/31/2022	400,000	-	-
Lakewood Park - Basketball Renovate	Code Compliance, Safety and Security	2017 Bonds	9	12/31/1999	-	10,000	70,000
Lakewood Park - Park Furnishing and drinking fountain	Code Compliance, Safety and Security	2017 Bonds	9	12/31/1999	-	10,000	75,000
Lakewood Park - Pedestrian Bridge and ADA Parking	Code Compliance, Safety and Security	2017 Bonds	9	12/31/1999	-	100,000	150,000
Land Acq for Football Complex [Suppl System-W Land Acq fund]	Park Land Acquisition	2017 Bonds	5	12/31/1999	314,848	-	2,658,214
Land Acq for football complex in CD 5 [supplement CD funds]	Park Land Acquisition	2017 Bonds	Citywide	12/31/1999	321,077	518,923	-
Land Acq for the Cedars [Supplemental to S-W allocation]	Park Land Acquisition	2017 Bonds	2	12/31/1999	-	-	485,000
Land Acq. and development of neighborhood-community park	Code Compliance, Safety and Security	2017 Bonds	11	12/31/1999	3,970,000	-	-

PARK & RECREATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Land Acquisition for CD 10 (to supplement CD 10 funds)	Park Land Acquisition	2017 Bonds	10	12/31/1999	1,000,000	-	-
Land Acquisition	Park Land Acquisition	2017 Bonds	4	12/31/1999	190,000	200,000	-
Land Acquisition - CW Allowance (TBD - CW)	Park Land Acquisition	2017 Bonds	Citywide	12/31/1999	1,050,000	-	-
Land Acquisition (to match \$1M from System-wide allowance)	Code Compliance, Safety and Security	2017 Bonds	10	12/31/1999	650,000		350,000
Land Acquisition and Partnership Match Funding	Park Land Acquisition	2017 Bonds	Citywide	12/31/1999	(700,000)	-	-
Land Acquisition in the Cedars for new park (to supplement CD 2 funds)	Park Land Acquisition	2017 Bonds	Citywide	12/31/1999	-	-	475,000
Magnolia Lounge	Fair Park	2017 Bonds	CW	7/31/2022	-	160,000	740,000
Marcus Park - Playground replacement	Playground Improvement	2017 Bonds	13	12/31/1999	-	40,000	160,000
Maria Luna Park - Dog Park, basketball court, restoration of pavilion	Neighborhood Park Facilities	2017 Bonds	2	12/15/2021	455,327	-	244,673
Martin Luther King Jr. Park - Playground replacement	Playground Improvement	2017 Bonds	7	3/31/2020	200,000	-	-
Martin Luther King Jr. Park - Rec Center - Gym Floor Cover	Code Compliance, Safety and Security	2017 Bonds	7	12/31/1999	12,155	-	-
McCree Park - Portable facility enclosure, park furnishings	Code Compliance, Safety and Security	2017 Bonds	10	12/31/1999	-	200,000	-
Midtown Park [Match]	Major Park Facilities	2017 Bonds	Citywide	12/31/1999	-	-	6,000,000
Monarch Park - Playground replacement and Parking/ADA	Playground Improvement	2017 Bonds	2	12/15/2021	-	-	250,000
Moss Glen Park - Phase 2 site, including playground	Code Compliance, Safety and Security	2017 Bonds	12	9/30/2020	-	235,000	-
Moss Glen Park - Supplemental funding - pond imp. - site dev	Code Compliance, Safety and Security	2017 Bonds	12	12/31/2020	-	402,879	-
Munger Park - Add shade structure at playground	Playground Improvement	2017 Bonds	14	3/30/2020	70,000	-	-
Music Hall	Code Compliance, Safety and Security	2017 Bonds	Citywide	9/20/2020	38,086	-	-
Neighborhood Park - Site Development - TBD	Site Development	2017 Bonds	2	12/31/1999	-	-	1,085,000
Oak Lawn Park (Arlington Hall) - Renovate historic WPA rest rooms	Historic Restoration	2017 Bonds	14	7/20/2020	586	60,000	90,000
Pan American Complex	Code Compliance, Safety and Security	2017 Bonds	Citywide	7/1/2022	1,900,000	-	1,230,000
Parkdale Park - ADA Drinking Fountain	Code Compliance, Safety and Security	2017 Bonds	7	6/15/2019	3,816	-	-
Parkdale Park - Portable Facility Enclosure	Code Compliance, Safety and Security	2017 Bonds	7	9/30/2020	-	-	28,000
Phase 1 Site Development - New park in the Cedars	Site Development	2017 Bonds	2	12/31/1999	-	-	500,000
Pleasant Oaks Park Connecting walkways and security	Community Parks	2017 Bonds	5	7/2/2019	-	-	75,599
Preston Green Park - park furnishings, ADA drinking fountain	Neighborhood Park Facilities	2017 Bonds	12	12/31/1999	-	-	100,000
Public Art-Parks	Public Art	2017 Bonds	Citywide	12/31/1999	1,100,000	-	-
Public Art Admin-Parks	Public Art	2017 Bonds	Citywide	12/31/1999	200,000	-	-
R P Brooks Park - Loop Walking Trail	Code Compliance, Safety and Security	2017 Bonds	10	12/31/1999	-	90,000	210,000
Randall Park - Historic Pavilion Restoration	Historic Restoration	2017 Bonds	14	12/31/1999	-	-	250,000
Recreation Centers - Golf Course - Major Maintenance	Major Maintenance	2017 Bonds	Citywide	8/22/2022	1,000,000	-	-
Ridgewood Sidewalk - along Fisher	Code Compliance, Safety and Security	2017 Bonds	9	6/30/2021	250,000	-	-

PARK & RECREATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Rose Haggard Park - walking loop trail, park furnishings	Hike and Bike Trails	2017 Bonds	12	12/31/1999	-	400,000	-
Samuell Grand Park - Shade structure at existing playground	Playground Improvement	2017 Bonds	2	3/31/2020	11,586	-	-
Sand Springs Park - ADA Drinking Fountain, Park Furnishings Package	Code Compliance, Safety and Security	2017 Bonds	7	6/20/2020	-	6,500	-
Science Place 1 (Phase 1)	Code Compliance, Safety and Security	2017 Bonds	Citywide	6/1/2022	-	4,872,914	-
Shadybank Park (Shadybank & Coolglen Dr.) - Trail connection with low water	Code Compliance, Safety and Security	2017 Bonds	12	1/31/2021	-	550,000	-
Singing Hills [New] Site Development	Code Compliance, Safety and Security	2017 Bonds	8	3/31/2020	180,000	-	-
Singing Hills Rec Ctr-Gym Addition	Recreation Centers	2017 Bonds	8	3/31/2020	156,170	-	-
Singing Hills Replacement Recreation Center - Addition	Code Compliance, Safety and Security	2017 Bonds	8	3/31/2020	400,000	-	800,000
Spray park or recreational amenity at CD 10 Site - TBD	Code Compliance, Safety and Security	2017 Bonds	10	2/21/2021	-	332,000	-
Stafford Park - Playground and park furnishings	Playground Improvement	2017 Bonds	6	12/21/2021	180,000	-	-
Timberglenn Park - pavilion, new	Code Compliance, Safety and Security	2017 Bonds	12	12/31/1999	-	60,000	390,000
Timberglenn Park - Softball outfield fence	Code Compliance, Safety and Security	2017 Bonds	12	9/13/2019	-	56,000	-
Timberglenn Trail	Hike and Bike Trails	2017 Bonds	12	9/30/2021	11,293	-	3,358,707
Timberglenn Trail - supplemental funding	Code Compliance, Safety and Security	2017 Bonds	12	9/30/2021	-	500,000	-
Timberleaf Park - Playground new	Code Compliance, Safety and Security	2017 Bonds	10	7/30/2021	40,000	220,000	-
Tipton Park - Picnic pavilion and water fountain	Neighborhood Park Facilities	2017 Bonds	6	12/31/1999	-	10,000	290,000
Tower Building	Code Compliance, Safety and Security	2017 Bonds	Citywide	7/31/2022	507,463	2,001,635	490,902
Twin Lakes Park - park furnishings package	Code Compliance, Safety and Security	2017 Bonds	12	12/31/1999	-	50,000	-
Wagging Tail Dog Park - Add new parking area - South	Code Compliance, Safety and Security	2017 Bonds	11	6/30/2021	325,000	-	-
Wahoo Park - ADA Drinking Fountain	Code Compliance, Safety and Security	2017 Bonds	7	6/15/2020	5,500	-	-
Wahoo Park - Basketball - Full Court, New	Code Compliance, Safety and Security	2017 Bonds	7	6/30/2020	80,000	230,000	-
Walnut Hill Park - Basketball - Renovate existing and add new	Community Parks	2017 Bonds	13	12/31/1999	-	160,000	-
Walnut Hill Park - Replace softball backstop and bleachers on existing pad	Community Parks	2017 Bonds	13	12/31/1999	-	230,000	-
West Trinity Heights Park - Develop master plan	Studies and Master Plans	2017 Bonds	4	12/31/1999	-	40,000	-
Westmount Park - Site Development	Site Development	2017 Bonds	1	12/15/2020	20,000	-	-
Wheatley Park - ADA Drinking Fountain, Park Furnishings Package	Code Compliance, Safety and Security	2017 Bonds	7	12/31/1999	-	-	40,000
Wheatley Park - Replace Sidewalk Segment	Code Compliance, Safety and Security	2017 Bonds	7	12/31/1999	-	-	30,000
White Rock Lake Stone Tables (Match)	Major Park Facilities	2017 Bonds	9	8/31/2020	225,000	-	-
White Rock Lake Trail	Hike and Bike Trails	2017 Bonds	9	9/30/2022	3,100,000	-	-
Willie B. Johnson Gym. Addition (Hamilton Park)	Recreation Centers	2017 Bonds	10	11/30/2020	900,000	-	1,000,000
Willie B. Johnson Recreation Center - Senior Addition [Hamil	Recreation Centers	2017 Bonds	10	1/31/2021	450,000	-	450,000

PARK & RECREATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Willie Mae Butler Park - ADA Drinking Fountain and Park Furnishings Package	Code Compliance, Safety and Security	2017 Bonds	7	8/31/2020	60,000	-	-
Willie Mae Butler Park - Convert Tennis Court to Basketball	Code Compliance, Safety and Security	2017 Bonds	7	6/30/2021	42,000	-	-
Willie Mae Butler Park - Portable Facility Enclosure	Code Compliance, Safety and Security	2017 Bonds	7	6/30/2021	60,000	-	-
Grand Total					\$58,001,649	\$34,401,485	\$34,774,876



SANITATION SERVICES

MISSION

The Sanitation Services Department Capital Improvement Program is committed to providing quality waste management services, promoting sustainable and environmentally sound solutions to preserve the City owned landfill, and protecting public health by ensuring (1) comprehensive waste cell design and construction; (2) cost effective equipment replacement and purchase; and (3) systematic facility maintenance and improvement.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Completed the construction of cell 6B-7, a 52-acre cell at McCommas Bluff Landfill
2. Implemented the FY 2018-19 and FY 2019-20 enhanced equipment replacement and purchase plans
3. Installed three replacement scales at the McCommas Bluff Landfill and Bachman Transfer Station
4. Initiated the research and procurement process for on-board camera, navigation, and telematics system to enhance the safety and efficiency for the department's collection services

HIGHLIGHTED OBJECTIVES FOR FY 2020-2021

1. Complete the procurement process and begin installation of the on-board camera, navigation, and telematics system
2. Implement the FY 2020-21 enhanced equipment replacement and purchase plan
3. Initiate engineer design and construction of swale and wetlands according to the Landfill 404 permit
4. Begin feasibility study and construction for the Citizen Convenience Center improvement
5. Develop comprehensive plan and begin phased repairs and reconstructions for the damaged and/or eroded slopes and roads along the landfill levee

SERVICE DESCRIPTIONS

Fleet Replacement: Provides funding for purchases of fleet equipment such as trucks, sedans, vans, dump trucks, backhoes, and bucket trucks; landfill equipment such as compactors, rotobooms, loaders, and bulldozers; and fire emergency apparatus such as pumps and trucks.

Solid Waste Facilities: Construction of waste disposal cells, and levee/swale at the McCommas Bluff Landfill, including cell disposal, flood protection and drainage, establishment of wetlands, and relocation of utilities. These projects consist of four major

SANITATION SERVICES

components: cell construction, extension of the levee system, swale excavation/environmental protection, drainage improvements, and, relocation of utilities.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Fleet Replacement	8,000,000	8,000,000	-
Solid Waste Facilities	10,529,001	9,555,790	-
Grand Total	\$18,529,001	\$17,555,790	-

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Other GO CIP - Non-Debt	\$18,529,001	\$17,555,790	-
Grand Total	\$18,529,001	\$17,555,790	-

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Construction of the Swale and Wetlands per the 404 Permit	Solid Waste Facilities	Other GO CIP - Non-Debt	Citywide	Ongoing	889,775	807,532	-
Fleet Replacement	Fleet Replacement	Other GO CIP - Non-Debt	Citywide	Ongoing	8,000,000	8,000,000	-
Other Sanitation Projects	Solid Waste Facilities	Other GO CIP - Non-Debt	Citywide	Ongoing	9,639,226	8,748,258	-
Grand Total					\$18,529,001	\$17,555,790	-

STREET AND TRANSPORTATION

MISSION

To maintain and enhance the condition and safety of the City of Dallas' streets, alleys, and sidewalks while promoting innovative, Service First solutions and a high quality of life for all of the City's residents, businesses, and visitors.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Completed engineering design for more than 200 projects, including alley petitions, alley reconstruction, street petitions, sidewalks, street reconstruction, thoroughfares, bridge repair and modifications, target neighborhoods, and intergovernmental partnership projects.
2. Completed two alley reconstruction projects.
3. Completed one bridge repair and modification project at Jefferson Viaduct.
4. Completed two intergovernmental partnership projects and one economic development project.
5. Completed six Complete Streets projects and two streetscape/urban design projects and one street reconstruction project.
6. Completed nine street reconstruction/thoroughfare projects.
7. Completed 62 street resurfacing projects for a total of 48.3 lane miles.
8. Completed 22 sidewalk projects for a total of 13.5 miles of sidewalk improvements.
9. Completed 54 slope downs, 204 barrier-free ramps, 360 resident cost-share sidewalk replacement projects and 74 senior sidewalk replacement locations.
10. Completed 87 projects and 10.7 miles of unimproved alleys as part of a year two of the unimproved alley pilot program.
11. Completed 1,110 preservation and maintenance projects for a total of 617.8 lane miles.
12. Procured a Pavement Management firm to assist with the pavement model.
13. Procured a Bridge Management Consultant to prioritize the City's 600 bridges and provide engineering plans for needed repairs.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Complete three street petition projects, four alley petition projects, and two target neighborhood projects.
2. Complete 29 alley reconstruction projects.
3. Complete eight bridge repair projects and engineering design of four bridge repairs.
4. Complete three intergovernmental partnership projects and one public/private development project.
5. Complete one Complete Streets project, one streetscape/urban design project, and 20 street reconstruction projects.
6. Complete 104 street resurfacing projects for a total of 78 lane miles.
7. Award Design-Build contract for McKinney/Cole Conversion project.

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8. Complete 25 sidewalk projects, a sidewalk infrastructure maintenance program, and phase II of the senior sidewalk replacement program.
9. Complete 50 slope downs, 200 barrier-free ramps, and 400 resident cost-share sidewalk replacement projects.
10. Complete engineering design for nearly 80 projects, including alley petitions, alley reconstruction, street petitions, sidewalks, street reconstructions, complete streets, streetscape/urban design, thoroughfares, traffic intersection capacity and safety improvements, target neighborhoods and intergovernmental partnership projects.
11. Complete 11 miles of unimproved alleys as a continuation of a pilot program.
12. Complete 16 miles of improved alleys as part of the Improved Alleys Maintenance Program.

SERVICE DESCRIPTIONS

Alley Petitions: Engineering and construction of alley paving through petitions from the Property Owners Cost Participation Program (POCPP). Petitions must represent a two-thirds majority of the abutting property owners and/or residents adjacent to unimproved alleys for a valid paving petition. Property owners are assessed for a portion of the cost.

Alley Reconstruction: Engineering and construction of alleys that have exceeded their structural life expectancy.

Bridge Repair and Modification: Provide for repair and modification of bridges due to structural deficiencies identified in the biannual Bridge Inspection and Appraisal Program performed by the Texas Department of Transportation.

Intergovernmental Partnership Projects: Transportation projects where the City is leveraging funding from other federal, state, and local sources. These projects typically include building a roadway to the standard identified in the Thoroughfare Plan, adding turn lanes at intersections, signal and other ITS upgrades, and trail projects.

Public/Private Development: Provides cost participation for street infrastructure improvements related to public/private development.

Sidewalk (and Barrier Free Ramp) Improvements: Provides for new sidewalks in high-traffic pedestrian areas, safe routes to school, and the installation of barrier free ramps throughout the city in order to comply with the Americans with Disabilities Act (ADA).

Street and Alley Improvements: Projects that improve the condition of streets and alleys.

Street Petitions: Engineering and construction of street paving petition improvements requested by property owners through the POCPP. Petitions must represent a two-thirds

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majority of the abutting property owners and/or residents adjacent to unimproved street for a valid paving petition. Property owners are assessed for part of the cost.

Street Reconstruction: Engineering and construction of streets that have exceeded their structural life expectancy.

Street Resurfacing: Provides the removal of previous asphalt overlays or milling of existing concrete, repairs to base pavement, curb, gutter, and sidewalks, where required for the resurfacing project and placement of new or recycled asphalt overlays or concrete repairs and traffic markings, as necessary.

Streetscape/Urban Design: Design and installation of sidewalks, brick pavers, trees and planting materials, irrigation systems, street lighting, and pedestrian lighting.

Target Neighborhood: Improvement of substandard residential streets to current City standards without requiring street petition. Property owners will be assessed for a portion of the cost.

Thoroughfares: Roadway projects that improve the capacity of a segment of roadway by constructing it to the standard identified on the Thoroughfare Plan or CBD Streets and Vehicular Circulation Plan.

Traffic Intersection Capacity and Safety Improvement: Planning, design, and construction of physical improvements to intersections to improve carrying capacity and traveler and pedestrian safety.

Traffic Signals: Implantation of crosswalks including necessary signage and lighting.

STREET AND TRANSPORTATION

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Alley Petitions	351,861	-	310,813
Alley Reconstruction	7,455,916	3,306,173	6,392,323
Bridge Repair and Modification	611,321	1,193,288	2,733,121
Intergovernmental Partnership Projects	11,370,429	10,838,038	16,460,864
Public/Private Development	9,786,279	13,869,573	1,283,351
Sidewalk Improvements	10,803,166	4,148,594	392,886
Street and Alley Improvements	910,001	2,193,756	351,000
Street Petitions	1,241,260	-	8,513,399
Street Reconstruction	31,565,063	41,759,114	50,748,748
Street Resurfacing	21,070,185	21,102,616	73,093
Streetscape-Urban Design	3,569,157	1,064,652	9,290,237
Target Neighborhood	450,634	1,774,677	11,716,799
Thoroughfares	17,026,288	29,186,071	23,395,266
Traffic Intersection Capacity and Safety Improvement	392,876	-	-
Traffic Signals	4,000,000	3,000,000	3,000,000
Grand Total	\$120,604,437	\$133,436,552	\$134,661,900

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
2006 Bonds	6,285,001	-	-
2012 Bonds	3,410,000	-	-
2017 Bonds	90,794,027	112,894,191	114,119,539
Other GO CIP - Non-Debt	20,115,408	20,542,361	20,542,361
Grand Total	\$120,604,437	\$133,436,552	\$134,661,900

STREET AND TRANSPORTATION

PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
ADA Sidewalk Improvements	Sidewalk Improvements	2006 Bonds	Citywide	-	6,000,000	-	-
ADA Sidewalk Improvements	Sidewalk Improvements	2012 Bonds	Citywide	-	3,400,000	-	-
Council District 1 Pedestrian Safety/Cro	Public/Private Development	2017 Bonds	-	12/31/21	195,000	-	-
Bike Lanes	Street and Alley Improvements	2006 Bonds	Citywide	Ongoing	285,001	-	-
Bike Lanes	Street and Alley Improvements	2012 Bonds	Citywide	Ongoing	10,000	-	-
Country Creek Dr-Road Closure/Turn Aroun	Traffic Intersection Capacity and Safety Improvement	2017 Bonds	-	12/31/21	42,876	-	-
FY18 Street and Alley Improvement Projects	Street Reconstruction	Other GO CIP - Non-Debt	Citywide	Ongoing	20,115,408	20,542,361	20,542,361
Garland/Gaston/ East Grand Intersection S	Intergovernmental Partnership Projects	2017 Bonds	-	9/30/22	693,572	-	-
Northwest Highway/Preston Parking/Transp	Intergovernmental Partnership Projects	2017 Bonds	-	9/30/22	85,000	1,000,000	8,899,678
Skillman at Walnut Hill (Complete Street	Public/Private Development	2017 Bonds	-	12/31/21	1,114,223	-	-
Traffic Signal Installations	Public/Private Development	2017 Bonds	-	9/30/22	6,982,553	4,423,758	-
Traffic Signal Synchronization Project	Public/Private Development	2017 Bonds	-	9/30/22	1,227,055	4,408,725	1,283,351
V001_Edgefield And Windomere-12Th To Wentworth [Alley]	Alley Petitions	2017 Bonds	1	2/8/2021	170,412	-	-
V002_La Rue St. And Wyoming St. - Cockrell Hill Rd. To La Rue St.	Alley Petitions	2017 Bonds	3	2/8/2021	67,148	-	-
V004_Glenleigh Dr.- Manning Ln. Existing Pavement To Manchester	Alley Petitions	2017 Bonds	13	11/6/2023	-	-	27,051
V005_Amhurst Av - Stanford Av From Linwood Ave. To Briarwood Ln	Alley Petitions	2017 Bonds	13	11/4/2023	-	-	164,507
V006_Palo Pinto Ave. And Velasco Ave - Concho St. To Skillman St	Alley Petitions	2017 Bonds	14	11/4/2023	-	-	119,255
V007_4812-4840 Worth St - 4807-4841 Tremont St	Alley Petitions	2017 Bonds	2	2/9/2021	114,301	-	-
V017_2408-2564 Club Manor Dr - 2435-2549 Matland Dr	Alley Reconstruction	2017 Bonds	3	9/23/2022	-	554,715	-
V018_5179-5107 Chalet - 1404-1550 Drury Dr	Alley Reconstruction	2017 Bonds	3	5/30/2022	-	322,594	-
V019_5306-5342 Lake Placid Dr - 1572-1568 Drury Pl	Alley Reconstruction	2017 Bonds	3	5/30/2022	-	170,319	-

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Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V021_7501-7631 Ashcrest Ln - 7502-7578 Christie Ln	Alley Reconstruction	2017 Bonds	3	5/30/2022	-	404,027	-
V022_127-231 W Louisiana Ave - 118-228 Conrad St	Alley Reconstruction	2017 Bonds	4	7/18/2023	-	-	356,919
V023_1608-1620 Day Star Dr - 1603-1633 Hanging Cliff Dr	Alley Reconstruction	2017 Bonds	4	9/1/2023	-	-	308,104
V024_1621-1631 Windchime Dr - 1614-1626 Vatican Ln	Alley Reconstruction	2017 Bonds	4	9/1/2023	-	-	67,577
V025_1708-1920 Vatican Ln - 1705-1921 Windchime Dr	Alley Reconstruction	2017 Bonds	4	9/1/2023	-	-	300,381
V026_2104-2336 Dugald Pl - 2005-2249 E Illinois Ave	Alley Reconstruction	2017 Bonds	4	11/4/2022	-	623,794	-
V027_2211-2323 Deer Path Dr - 2905-3311 Kellogg Ave	Alley Reconstruction	2017 Bonds	4	11/4/2022	-	503,660	-
V028_2603-2931 Garapan Dr - 2502-2922 Nicholson Dr	Alley Reconstruction	2017 Bonds	4	9/1/2022	-	-	595,683
V029_3163-3241 E Ledbetter Dr - 3132-3244 Dahlia Dr	Alley Reconstruction	2017 Bonds	4	11/5/2022	-	326,961	-
V030_3864-3872 Treeline Cir - 1618-1626 Five Mile Ct	Alley Reconstruction	2017 Bonds	4	9/1/2023	-	-	230,169
V031_4307-4435 Bonnie View Rd - 4302-4446 Cicero St	Alley Reconstruction	2017 Bonds	4	11/4/2022	-	400,103	-
V037_3004-3150 Kinkaid Dr - 3045-3155 Park Ln	Alley Reconstruction	2017 Bonds	6	9/8/2023	-	-	711,707
V038_3105-3171 Newcastle Dr - 3104-3170 Walnut Hill	Alley Reconstruction	2017 Bonds	6	9/9/2023	-	-	257,926
V039_3505-3523 Park Ln - 3511 Valley Ridge Rd	Alley Reconstruction	2017 Bonds	6	12/15/2018	43,584	-	-
V040_3506-3658 High Vista Dr - 11960 Highdale Dr	Alley Reconstruction	2017 Bonds	6	9/9/2023	-	-	381,282
V048_4403-4451 Cinnabar Dr - 6102-6150 Symphony Ln	Alley Reconstruction	2017 Bonds	7	12/31/2022	272,100	-	-
V053_5605-5831 Everglade Rd - 5606-5824 Twineing St	Alley Reconstruction	2017 Bonds	7	12/31/2022	401,948	-	-
V055_5710-5814 Meadowick Ln - 5274-5290 Ponderosa Cir	Alley Reconstruction	2017 Bonds	7	12/31/2022	140,722	-	-
V056_6024-6300 Samuell Blvd - 6205-6441 Symphony Ln	Alley Reconstruction	2017 Bonds	7	12/31/2022	419,945	-	-

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Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V057_6206-6440 Symphony Ln - 4307-4339 Cinnabar Dr	Alley Reconstruction	2017 Bonds	7	12/31/2022	262,950	-	-
V059_7129-7195 Elliott Dr - 7130- 7184 Rolling Fork Dr	Alley Reconstruction	2017 Bonds	7	12/31/2022	238,723	-	-
V060_2205-2341 Freeland - 2336- 2328 Homeway - 2204-2340 Babalos	Alley Reconstruction	2017 Bonds	7	10/15/2023	-	-	351,916
V061_2711-2733 Groveridge, 9606- 9674 Briggs, 9605- 9621 Altacrest	Alley Reconstruction	2017 Bonds	7	12/24/2023	-	-	421,787
V062_1225-1423 Kirnwood Dr - 7601 S Polk St	Alley Reconstruction	2017 Bonds	8	11/29/2021	320,845	-	-
V063_207-347 Bettyrae Way - 7708-7770 Ryan Ridge Dr	Alley Reconstruction	2017 Bonds	8	11/29/2021	382,232	-	-
V064_2304-2348 Hunters Run Dr - 7407-7415 Mesa Verde Trl	Alley Reconstruction	2017 Bonds	8	11/29/2021	357,591	-	-
V067_7905-7933 Olusta Dr - 7932 Great Trinity Forest Way	Alley Reconstruction	2017 Bonds	8	10/15/2023	-	-	168,521
V068_806-954 Ivywood Dr - 807- 951 Jadewood Dr	Alley Reconstruction	2017 Bonds	8	11/29/2021	345,003	-	-
V069_11133- 11139 Cotillion Dr - 3609 Bon Park Ct	Alley Reconstruction	2017 Bonds	9	10/4/2022	82,806	-	-
V070_11205- 11335 Buchannan Dr - 11200-11298 Ferguson Rd	Alley Reconstruction	2017 Bonds	9	10/2/2022	363,480	-	-
V071_11306- 11340 Dumbarton Dr - 11323-11357 Glen Cross Dr	Alley Reconstruction	2017 Bonds	9	10/4/2022	175,096	-	-
V072_11312- 11344 Glen Cross Dr - 11341-11367 Drummond Dr	Alley Reconstruction	2017 Bonds	9	7/17/2022	178,548	-	-
V073_3609-3615 Bon Park Ct - 3608- 3614 Parader Ct	Alley Reconstruction	2017 Bonds	9	7/18/2022	69,496	-	-
V074_6816-6858 Freemont St - 6809-6851 Whitehill St	Alley Reconstruction	2017 Bonds	9	10/3/2022	175,755	-	-
V075_6906-6954 Kingsbury Dr - 6907-6949 Winchester St	Alley Reconstruction	2017 Bonds	9	7/18/2022	201,976	-	-
V076_6915-6965 Freemont St - 6914-6964 Wakefield St	Alley Reconstruction	2017 Bonds	9	7/18/2022	194,490	-	-
V077_7005-7065 Freemont St - 7006-7066 Wakefield St	Alley Reconstruction	2017 Bonds	9	7/16/2022	237,098	-	-

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Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V078_7023-7031 Wakefield St - 7049-7053 Wakefield Cir	Alley Reconstruction	2017 Bonds	9	7/18/2022	55,682	-	-
V079_10106- 10160 Caribou Trail - 10127- 10143 Ferndale Rd	Alley Reconstruction	2017 Bonds	10	10/19/2023	-	-	9,000
V086_15632- 15724 Golden Creek Rd -6231 - La Cosa Dr - Bay Point	Alley Reconstruction	2017 Bonds	11	8/29/2023	-	-	323,772
V087_6506-6556 Crestmere Dr - 6515-6555 Meadowcreek Dr	Alley Reconstruction	2017 Bonds	11	8/29/2023	-	-	219,828
V088_6510-6580 Calais Dr - 6509- 6565 Crestmere Dr	Alley Reconstruction	2017 Bonds	11	8/29/2023	-	-	250,694
V089_6808-7038 Hunters Ridge Dr - 6807-6959 Town Bluff Dr	Alley Reconstruction	2017 Bonds	11	8/29/2023	-	-	452,697
V091_7309-7435 Tanglelen Dr - 7364-7450 Tophill Ln	Alley Reconstruction	2017 Bonds	11	5/1/2023	-	-	258,250
V092_7405-7443 Lynworth Dr - 7408-7438 Chattington Dr	Alley Reconstruction	2017 Bonds	11	5/1/2023	-	-	185,278
V093_7606-7672 Rolling Acres Dr - 7615-7651 Tophill Ln	Alley Reconstruction	2017 Bonds	11	5/1/2023	-	-	221,749
V094_6906-7030 Orchid Ln -6909- 7007 Meadoebriar Ln -Pemberton Dr	Alley Reconstruction	2017 Bonds	11	8/29/2023	-	-	319,083
V095_18603- 18707 Amador Ave - 6505-6511 Villa Rd	Alley Reconstruction	2017 Bonds	12	8/23/2022	496,597	-	-
V096_19003- 19039 Bilbrook Ln	Alley Reconstruction	2017 Bonds	12	8/23/2022	305,173	-	-
V097_2703-2743 April Hill Ln - 2710- 2750 Stevens Point Ln	Alley Reconstruction	2017 Bonds	12	8/23/2022	237,992	-	-
V098_4104-4124 Firebrick Ln - 4103- 4119 Country Brook Dr	Alley Reconstruction	2017 Bonds	12	8/23/2022	123,964	-	-
V100_5501-5527 Harbor Town Dr - 5506-5530 Tamaron Ct	Alley Reconstruction	2017 Bonds	12	8/23/2022	227,714	-	-
V113_10445 - 10461 Carry Back Cir - 10419 - 10427 Carry Back Pl	Alley Reconstruction	2017 Bonds	13	10/13/2022	78,452	-	-
V114_3105-3161 Waldrop Drive - 3106-3160 Rotan Lane	Alley Reconstruction	2017 Bonds	13	10/13/2022	270,171	-	-
V115_3206-3232 Rotan Lane - 3207- 3233 Waldrop Drive	Alley Reconstruction	2017 Bonds	13	10/13/2022	152,898	-	-

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Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V116_3207 - 3349 Citation Dr - 3208 - 3330 Timberview Rd	Alley Reconstruction	2017 Bonds	13	10/13/2022	220,319	-	-
V117_3544 - 3638 Ainsworth Dr - 3615 - 3675 Norcross Ln	Alley Reconstruction	2017 Bonds	13	10/13/2022	245,377	-	-
V118_3610-3668 Weeburn Dr - 3623-3651 Midpines Dr	Alley Reconstruction	2017 Bonds	13	10/13/2022	177,189	-	-
V135_Davis Street from Cockrell Hill to Clinton Ave	Intergovernmental Partnership Projects	2017 Bonds	1, 3	3/27/2023	-	-	2,617,798
V136_Cockrell Hill From La Reunion To Singleton	Intergovernmental Partnership Projects	2017 Bonds	6	9/10/2021	1,159,771	-	-
V137_McKinney Ave/Cole Two Way Conversion	Intergovernmental Partnership Projects	2017 Bonds	14	1/31/2023	7,898,836	-	-
V140_UT Southwestern Medical District	Intergovernmental Partnership Projects	2017 Bonds	2	9/30/22	503,724	3,132,763	3,860,570
V143_Prairie Creek Bridge over UPRR Tracks	Intergovernmental Partnership Projects	2017 Bonds	7	10/31/2023	-	5,545,184	1,082,818
V144_Us 75-Mockingbird-Lovers Lane Pedestrian Improvements	Intergovernmental Partnership Projects	2017 Bonds	14	7/21/2023	1,029,526	-	-
V145_Wheatland Road From City Limits To University Hills	Intergovernmental Partnership Projects	2017 Bonds	8	9/28/2023	-	1,160,091	-
V146_Sidewalks 50-50 And ADA Ramps	Sidewalk Improvements	2017 Bonds	SW	5/9/2021	-	4,148,594	-
V149_10th Street Historic District Sidewalk Improvements	Sidewalk Improvements	2017 Bonds	4	11/28/2021	689,545	-	-
V154_Wright Street From S. Oak Cliff To Edgefield	Sidewalk Improvements	2017 Bonds	1	10/12/2023	-	-	392,886
V166_Rothington Rd From Chariot Dr To S Buckner Blvd	Sidewalk Improvements	2017 Bonds	7	7/6/2022	30,936	-	-
V171_McKinney Ave Pedestrian Safety Improvement	Sidewalk Improvements	2017 Bonds	14	3/29/2022	682,685	-	-
V174_Elmwood Area Street Lighting	Street and Alley Improvements	2017 Bonds	1	8/20/2023	4,162	495,000	-
V175_Park Row Ave From South Central Expy to Jeffries St-Lighting	Street and Alley Improvements	2017 Bonds	7	12/31/2021	-	424,000	-
V176_South Blvd From South Central Expy To Meadow St Lighting	Street and Alley Improvements	2017 Bonds	7	12/31/2021	-	600,053	-
V177_Street Lights At Parkdale Dr And Lawnview Ave	Street and Alley Improvements	2017 Bonds	-	12/31/21	16,000	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V178_Street Lights Wendelkin St	Street and Alley Improvements	2017 Bonds	7	12/31/2021	112,000	-	-
V179_Street Lights Within Claremont Neighborhood	Street and Alley Improvements	2017 Bonds	-	12/31/21	132,838	116,162	351,000
V180_Simpson Stuart Rd From Bonnie View Rd To Lancaster Rd	Street and Alley Improvements	2017 Bonds	-	12/31/21	350,000	-	-
V181_Hord Ave. - Moler St. To Brandon St. [Street]	Street Petitions	2017 Bonds	3	12/7/2023	-	-	737,132
V182_Ginger Ave. - Dacki Ave. To Goldie Ave.- Brandon St. [Street]	Street Petitions	2017 Bonds	3	9/7/2023	-	-	1,771,705
V183_Harlandale Ave. - Ohio Ave. To Illinois Ave. [Street]	Street Petitions	2017 Bonds	4	9/7/2022	448,731	-	-
V185_Trojan St. - Burma Rd. To Fellows Ln. [Street]	Street Petitions	2017 Bonds	7	12/25/2023	-	-	1,009,556
V186_Ridgecrest Rd. - Holly Hill Dr. To Sopac Tr E Of Eastridge	Street Petitions	2017 Bonds	13	12/13/2023	-	-	4,995,006
V188_South Ewing Ave From Sleeth St To Ann Arbor Ave	Street Petitions	2017 Bonds	4	9/7/2022	792,529	-	-
V189_Rugged Dr from Berkley Ave to Ferndale Ave	Street Reconstruction	2017 Bonds	1	1/20/2022	855,988	-	-
V190_S Patton Ave from E 10th St to E. Jefferson Blvd	Street Reconstruction	2017 Bonds	1	1/1/2023	-	327,747	-
V191_S Van Buren Ave from W Pembroke Ave to Page Ave	Street Reconstruction	2017 Bonds	1	1/20/2022	511,650	-	-
V194_Bradford Dr from Maple Springs Blvd to Hedgerow Dr	Street Reconstruction	2017 Bonds	2	10/1/2023	-	-	1,759,897
V195_Fillmore Dr from Empire Central to Register Ave	Street Reconstruction	2017 Bonds	2	5/10/2022	-	325,047	-
V196_Pierce St from St Rita Dr to W Kiest Blvd	Street Reconstruction	2017 Bonds	3	12/26/2022	-	-	1,184,323
V197_Preakness Ln from Polarity Dr to S Walton Walker Serv E	Street Reconstruction	2017 Bonds	3	12/26/2022	-	-	1,288,420
V198_10th St from I-35 to Clarendon Dr.	Street Reconstruction	2017 Bonds	4	12/25/2023	-	-	2,526,059
V199_Anzio Cir from Garapan Dr to S Polk St	Street Reconstruction	2017 Bonds	4	3/6/2022	-	243,191	-
V200_Bonnie View Rd from Ann Arbor Ave to Cummings St	Street Reconstruction	2017 Bonds	4	9/7/2022	-	2,081,742	-
V201_Marfa Ave from Fernwood Ave to S Lancaster Rd	Street Reconstruction	2017 Bonds	4	3/17/2023	-	-	1,183,512

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V202_Maywood Ave from Frio Dr to S Denley Dr	Street Reconstruction	2017 Bonds	4	5/6/2021	-	949,880	-
V203_Montague Ave from Yewpon Ave to Ramona	Street Reconstruction	2017 Bonds	4	7/17/2023	-	-	957,618
V204_Hodde St from Woodmont Dr to N Jim Miller Rd	Street Reconstruction	2017 Bonds	5	7/17/2022	-	1,389,285	-
V205_Rayenell Ave from Hodde St to CF Hawn Serv S	Street Reconstruction	2017 Bonds	5	7/17/2022	-	1,469,471	-
V206_Halifax St from Cash Rd to Pulaski St	Street Reconstruction	2017 Bonds	6	7/30/2021	951,799	-	-
V207_Lenel Pl from Wemdon Dr to Mixon Dr	Street Reconstruction	2017 Bonds	6	3/5/2022	-	201,095	-
V209_Nagle St from Denton Dr to Overlake Dr	Street Reconstruction	2017 Bonds	6	12/31/2022	-	-	1,005,410
V210_Shaw St from Navaro St to Harston St	Street Reconstruction	2017 Bonds	6	7/15/2023	-	-	880,970
V211_Laurel Hill Dr from Kleberg Rd to Budeudy Dr	Street Reconstruction	2017 Bonds	8	12/20/2021	507,643	-	-
V212_Myers Cir from Myers Cir to Elam Rd	Street Reconstruction	2017 Bonds	8	5/13/2021	-	926,513	-
V213_Oak Plaza from Kleberg Rd to End of Pavement	Street Reconstruction	2017 Bonds	8	12/20/2021	624,416	-	-
V214_S Murdeaux Ln from Great Trinity Forest Way to Olusta Dr	Street Reconstruction	2017 Bonds	8	5/13/2021	-	630,327	-
V216_Broken Bow Rd from 9635 Broken Bow Rd to Fieldcrest Dr	Street Reconstruction	2017 Bonds	10	3/10/2022	-	527,521	-
V218_Lockhaven Dr from Lynford Dr to Lanshire Dr	Street Reconstruction	2017 Bonds	10	12/20/2020	-	54,724	-
V219_Lynford Dr from Ferndale Rd to Lockhaven Dr	Street Reconstruction	2017 Bonds	10	12/20/2020	-	223,374	-
V220_Rolling Rock Ln from Hackney Ln to Fern Hollow Dr	Street Reconstruction	2017 Bonds	10	10/19/2023	-	-	435,567
V221_Westfield Dr from Woodbrook Dr to Gladwood Ln	Street Reconstruction	2017 Bonds	10	3/7/2023	-	516,571	516,571
V222_Blossomheat h Ln from Thistle Ln to Alpha Rd	Street Reconstruction	2017 Bonds	11	12/27/2022	-	458,035	-
V223_Currin Dr from St Michaels Dr to Pebbledowne Dr	Street Reconstruction	2017 Bonds	11	8/20/2023	-	-	728,560
V224_Hughes Ln from Wilderness Ct to Preston Rd	Street Reconstruction	2017 Bonds	11	12/22/2022	-	-	823,393
V225_Meadow Park Dr from Stone Canyon Rd to Regal Park Ln	Street Reconstruction	2017 Bonds	11	8/14/2023	-	-	697,899

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V226_Northaven Rd from Royalshire Dr to Crest Brook Dr	Street Reconstruction	2017 Bonds	11	10/20/2022	-	719,394	-
V227_Northcreek Ln from L B J Serv N to End of Pavement	Street Reconstruction	2017 Bonds	11	9/20/2022	-	714,929	-
V230_Joyce Way from Thackery St to Hillcrest Rd	Street Reconstruction	2017 Bonds	13	3/5/2022	-	137,763	-
V231_Mimosa Ln from Edgemere Rd to Hillcrest Rd	Street Reconstruction	2017 Bonds	13	2/24/2022	-	1,406,603	-
V232_Goodwin Ave from Laneri Ave to Glencoe St	Street Reconstruction	2017 Bonds	14	10/18/2023	-	-	549,741
V233_McCommas Blvd from McMillan Ave to Worcola St	Street Reconstruction	2017 Bonds	14	10/18/2023	-	-	539,438
V234_Ridgedale Ave from McMillan Ave to Worcola St	Street Reconstruction	2017 Bonds	14	2/28/2023	612,890	-	-
V235_Willis Ave from McMillan Ave to Worcola St	Street Reconstruction	2017 Bonds	14	10/18/2022	-	-	540,450
V236_Haines Ave From W. Colorado Blvd To W. Greenbriar Ln	Street Reconstruction	2017 Bonds	1	12/19/2021	-	1,332,740	-
V237_Kernack St From Phinney Ave To Burns Ave	Street Reconstruction	2017 Bonds	1	9/30/2023	-	-	1,246,823
V238_N Lancaster Ave From E. Colorado Blvd To Addison St	Street Reconstruction	2017 Bonds	1	6/21/2023	-	-	371,320
V239_Hay St From Ring St To End Of Pavement	Street Reconstruction	2017 Bonds	2	2/27/2022	-	101,509	-
V241_Murray St From Main St To Canton St	Street Reconstruction	2017 Bonds	2	1/1/2023	-	419,326	-
V242_N Walton St From Elm St To End Of Pavement	Street Reconstruction	2017 Bonds	2	1/1/2023	-	369,710	-
V244_Waneta Dr From Robin Rd To Inwood Rd	Street Reconstruction	2017 Bonds	2	9/30/2023	-	-	331,778
V245_Dove Creek Way From Myrtlewood Drive To Swansee Street	Street Reconstruction	2017 Bonds	3	12/31/2022	-	-	1,154,069
V246_Grassy Ridge Trl From Penguin Dr To Scottsboro Ln	Street Reconstruction	2017 Bonds	3	12/31/2022	-	-	829,447
V247_Avenue H From E 11Th St To Sanderson Ave	Street Reconstruction	2017 Bonds	4	9/25/2023	-	-	758,624
V248_Church St From I-35 To Cliff To End	Street Reconstruction	2017 Bonds	4	9/25/2023	-	-	501,719
V249_E Corning Ave From Arizona To S Marsalis Ave	Street Reconstruction	2017 Bonds	4	3/6/2022	-	153,935	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V250_Galloway Ave From Fernwood Ave To S Denley Dr	Street Reconstruction	2017 Bonds	4	5/6/2021	-	820,241	-
V251_Marfa Ave From Biglow St To Easter Ave	Street Reconstruction	2017 Bonds	4	3/17/2023	-	-	813,456
V252_N Cliff St From Hutchins Ave To Reverend Cbt Smith St	Street Reconstruction	2017 Bonds	4	9/25/2023	-	-	398,540
V253_Vanette Ln From Fitzsimmons Dr To S Marsalis Ave	Street Reconstruction	2017 Bonds	4	7/17/2023	-	-	505,005
V254_Donnybrook Ln From N Prairie Creek Rd To Riverway Dr	Street Reconstruction	2017 Bonds	5	1/19/2022	-	116,149	-
V255_Palisade Dr From N Prairie Creek Rd To Riverway Dr	Street Reconstruction	2017 Bonds	5	1/20/2022	-	170,821	-
V256_Babcock Dr From Bernal Dr To Canada Dr	Street Reconstruction	2017 Bonds	6	7/30/2022	384,118	-	-
V257_Geraldine Dr From Kendale Dr To Lombardy Ln	Street Reconstruction	2017 Bonds	6	12/31/2022	-	-	756,686
V259_N Morocco Ave From Goodman St To N Justin Ave	Street Reconstruction	2017 Bonds	6	7/3/2023	-	-	629,093
V260_Quebec St From Sharp St To Mockingbird Ln	Street Reconstruction	2017 Bonds	6	7/30/2021	639,205	-	-
V262_Arborcrest Dr From Bluewood Dr To Partridge Dr	Street Reconstruction	2017 Bonds	8	5/26/2021	-	806,609	-
V263_Burroaks Cir From Burroaks Dr To End Of Pavement	Street Reconstruction	2017 Bonds	8	5/13/2021	-	386,021	-
V264_Laurel Hill Dr From Budeudy Dr To End Of Pavement	Street Reconstruction	2017 Bonds	8	12/20/2021	64,688	-	-
V265_Park Manor Dr From Simpson Stuart Rd To Happy Canyon Dr	Street Reconstruction	2017 Bonds	8	12/20/2021	78,179	-	-
V266_Woodwick Dr From W Camp Wisdom Ed To Clearwood Dr	Street Reconstruction	2017 Bonds	8	5/26/2021	-	351,651	-
V267_Milhof Dr From Barnes Bridge Rd To Plummer Dr	Street Reconstruction	2017 Bonds	9	12/19/2021	-	885,921	-
V268_Boundbrook Ave From Greenville Ave To Woodbrook Dr	Street Reconstruction	2017 Bonds	10	3/7/2023	-	-	356,006
V269_Lanshire Dr From Chiswell Rd To Audelia Rd	Street Reconstruction	2017 Bonds	10	3/10/2022	-	546,339	-
V270_Lockhaven Dr From Lockyer Dr To Lynford Dr	Street Reconstruction	2017 Bonds	10	12/20/2020	-	4,273	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V271_Lockhaven Dr From E Northwest Hwy To Lockyer Dr	Street Reconstruction	2017 Bonds	10	12/20/2020	-	104,546	-
V272_Westfield Dr From Gladwood Ln To Clearwater Dr	Street Reconstruction	2017 Bonds	10	3/7/2023	-	-	479,776
V273_Woodbrook Dr From Graywood Dr To Westfield Dr	Street Reconstruction	2017 Bonds	10	3/7/2023	-	-	228,591
V274_Woodbrook Dr From Clearwater Dr To Graywood Dr	Street Reconstruction	2017 Bonds	10	3/7/2023	-	-	222,946
V275_Blossomheat h Ln From Lbj Serv N To Thistle Ln	Street Reconstruction	2017 Bonds	11	10/20/2022	-	402,221	-
V276_Brookshire Dr From Orchid Ln To Brookshire Cir	Street Reconstruction	2017 Bonds	11	8/20/2023	-	-	264,174
V277_Clearsprings Rd From Coit Rd To Sapling Way	Street Reconstruction	2017 Bonds	11	2/14/2022	-	-	29,321
V278_Currin Dr From Pebbledowne Dr To End Of Pavement	Street Reconstruction	2017 Bonds	11	8/20/2023	443,239	-	129,562
V279_Edelweiss Cir From Hillcrest Rd To End Of Pavement	Street Reconstruction	2017 Bonds	11	12/22/2022	-	-	307,896
V284_Timber Oaks Dr From Shadow Ridge Dr To Shadow Ridge Dr	Street Reconstruction	2017 Bonds	12	12/31/2022	-	171,726	-
V285_Aberdeen Ave From Edgemere Rd To Thackery St	Street Reconstruction	2017 Bonds	13	7/26/2022	-	702,657	-
V286_Meadow Crest Dr From Inwood Road To Lamplighter Lane	Street Reconstruction	2017 Bonds	13	3/4/2021	-	67,146	-
V287_Adair St From Cobb St To 500 Ft North Of Cobb St	Street Reconstruction	2017 Bonds	14	11/13/2022	-	-	64,442
V288_Cobb St From Cobb St To Adair St	Street Reconstruction	2017 Bonds	14	11/13/2022	-	-	96,147
V289_Concho St From Richmond Ave To Belmont Ave	Street Reconstruction	2017 Bonds	14	11/14/2022	-	-	333,866
V290_Gilbert Ave From Oak Lawn Ave To Reagan St	Street Reconstruction	2017 Bonds	14	11/13/2022	-	-	368,227
V291_San Jacinto St From N Pearl St To Crockett St	Street Reconstruction	2017 Bonds	14	11/13/2022	-	-	359,702
V292_Clarendon Dr (2-28' Lanes) from Ewing to Upton	Street Reconstruction	2017 Bonds	4	4/20/2023	1,458,308	-	-
V293_Alpha Rd from Barton Dr to Noel Rd	Street Reconstruction	2017 Bonds	11	11/28/2023	1,013,177	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V294_Alpha Rd from Noel Rd to Montfort Dr	Street Reconstruction	2017 Bonds	11	11/28/2023	1,925,161	-	-
V296_Lemmon Ave from Douglas Ave to Wycliff Ave	Street Reconstruction	2017 Bonds	14	4/4/2023	-	-	894,881
V297_Lemmon Ave E from Lemmon Ave E to Oak Grove Ave	Street Reconstruction	2017 Bonds	14	4/4/2023	336,147	-	-
V298_Maple Ave from McKinney Ave to Mahon St	Street Reconstruction	2017 Bonds	14	9/24/2022	1,043,047	-	-
V299_N Fitzhugh Ave from McKinney Ave to Cole Ave	Street Reconstruction	2017 Bonds	14	11/12/2022	-	-	873,302
V300_N Munger Blvd from Tremont St to Worth St	Street Reconstruction	2017 Bonds	14	2/23/2023	-	-	568,840
V301_N Munger Blvd from Junius St to Gaston Ave	Street Reconstruction	2017 Bonds	14	3/13/2023	-	-	714,320
V302_Merit From Church Hill Way To Lbj	Thoroughfares	2017 Bonds	11	11/26/2022	-	-	2,719,459
V303_E Davis St From Beckley Ave To Patton Ave	Thoroughfares	2017 Bonds	1	6/21/2023	-	-	1,063,601
V304_Northbound S Westmoreland At Kimball High Sch Parking Lot	Thoroughfares	2017 Bonds	3	8/27/2022	-	807,912	-
V305_E Overton Rd From S Marsalis Ave To S Ewing	Thoroughfares	2017 Bonds	4	9/21/2022	-	1,403,433	-
V306_Morrell Ave From Bonnie View Rd To High St	Thoroughfares	2017 Bonds	4	4/18/2023	-	-	362,897
V308_Morgan Dr From Plaza Blvd To Nandina Dr	Thoroughfares	2017 Bonds	8	4/19/2023	-	-	439,992
V309_Remove Dip On Eb Royal Ln 400 Ft East Of Greenville Ave	Thoroughfares	2017 Bonds	10	7/17/2022	-	-	67,500
V310_Alpha Rd From End Of Pavement To Barton Dr	Thoroughfares	2017 Bonds	11	11/28/2023	992,416	-	-
V311_Merit Dr From Clodus Fields Dr To Churchill Way	Thoroughfares	2017 Bonds	11	11/26/2022	-	-	2,325,680
V312_Davenport Rd From Winding Creek Rd To Creek Bend Rd	Thoroughfares	2017 Bonds	12	4/24/2022	-	267,556	-
V313_Webb Chapel Rd From Silverton Dr To Northaven Rd	Thoroughfares	2017 Bonds	13	7/17/2023	-	-	2,719,669
V314_Maple Ave From Mahon St To Cedar Springs Rd	Thoroughfares	2017 Bonds	14	9/23/2022	261,782	-	-
V315_Maple Ave From Randall St To Wolf St	Thoroughfares	2017 Bonds	14	9/25/2022	-	184,023	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V316_N Hall St From Ross Ave To Munger Blvd	Thoroughfares	2017 Bonds	14	10/2/2022	-	-	697,136
V317_N Hall St From Munger Ave To Cochran St	Thoroughfares	2017 Bonds	14	10/1/2022	-	-	294,114
V318_N Hall St From Cochran St To Central Expwy Srv Rd	Thoroughfares	2017 Bonds	14	10/1/2022	-	-	451,846
V319_N Munger Blvd From Worth St To Junius St	Thoroughfares	2017 Bonds	14	2/23/2023	-	-	497,357
V409_Concho St from Monticello Ave to Mercedes Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	52,376	-
V470_Claybrook Dr from Cliffrose Ln to Walnut Hill Ln	Street Resurfacing	2017 Bonds	10	9/30/2021	165,189	-	-
V566_Middlebury Dr from Rutgers Dr to Haverford Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	106,570	-	-
V568_Northaven Rd from Marsh Ln to Cox Ln	Street Resurfacing	2017 Bonds	13	9/30/2021	-	372,361	-
V588_Winsted Dr from Lakeforest Ct to Pasadena Pl	Street Resurfacing	2017 Bonds	9	9/30/2021	107,256	-	-
V603_Charlestown Dr from Nuestra Dr to Preston Rd	Street Resurfacing	2017 Bonds	13	9/30/2021	-	411,943	-
V617_Viceroy Dr from King George Dr to Regal Row	Street Resurfacing	2017 Bonds	2	9/30/2021	273,786	-	-
V627_Gooding Dr from Killion Dr to Merrell Rd	Street Resurfacing	2017 Bonds	13	9/30/2021	-	261,332	-
V630_Whittier Ave from Santa Clara Dr to San Benito Way	Street Resurfacing	2017 Bonds	9	9/30/2021	142,379	-	-
V633_Silverton Dr from Caraway Dr to Webb Chapel Rd	Street Resurfacing	2017 Bonds	13	9/30/2021	315,183	-	-
V635_Winsted Dr from Pasadena Pl to White Rock Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	51,515	-	-
V645_Gilbert Ave from Knight St to Douglas Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	88,082	-
V647_Shady Oak Ln From End Of Pavement To Timberview Rd	Street Resurfacing	2017 Bonds	13	9/30/2021	110,000	-	-
V648_Blessing Cir from End of Pavement to Blessing Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	58,550	-	-
V651_Bucknell Dr from Bennington Dr to Trammel Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	117,375	-	-
V652_Rio Verde Way from Shiloh Rd to Kil Kirk Ln	Street Resurfacing	2017 Bonds	9	9/30/2021	121,285	-	-

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Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V667_Desdemona Dr from Barnes Bridge Rd to Housley Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	102,487	-	-
V668_Bennington Dr from Trammel Dr to Middlebury Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	150,337	-	-
V669_Redstart Ln from Lyre Ln to Santa Barbara Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	150,817	-	-
V670_Wake Forrest Dr from Lehigh Dr to Trammel Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	52,513	-	-
V672_Old Gate Ln from San Leandro Dr to Groveland Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	50,009	-	-
V673_Lippitt Ave from Sahara Way to Neering Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	53,885	-	-
V674_Modlin St from Hillglenn Rd to Marlin Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	93,570	-	-
V676_Carrousel Cir from Lyre Ln to Lyre Ln	Street Resurfacing	2017 Bonds	9	9/30/2021	148,553	-	-
V680_Northcliff Dr from N Buckner Blvd to Harter Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	160,078	-	-
V681_Sinclair Ave from Sunland St to Jupiter Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	293,745	-	-
V682_Brookhurst Dr from Edgelake Dr to Northcliff Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	322,763	-	-
V684_Bonham St from Midway Rd to End of Pavement	Street Resurfacing	2017 Bonds	13	9/30/2021	-	294,397	-
V685_Cromwell Dr from Whirlaway Rd to Flaxley Dr	Street Resurfacing	2017 Bonds	13	9/30/2021	-	364,609	-
V687_Loving Ave from Shook Ave to Wildgrove Ave	Street Resurfacing	2017 Bonds	9	9/30/2021	65,719	-	-
V690_Kelsey Rd from Inwood Rd to Meaders Ln	Street Resurfacing	2017 Bonds	13	9/30/2021	-	412,526	-
V691_Province Ln from Tellerson Ave to Casa Oaks Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	211,631	-	-
V694_Weeburn Dr from Marsh Ln to Cox Ln	Street Resurfacing	2017 Bonds	13	9/30/2021	370,028	-	-
V695_Yorksprings Dr from Meadowspring Ln to Yorksprings Pl	Street Resurfacing	2017 Bonds	9	9/30/2021	117,718	-	-
V697_Princess Ln from Marquis Ln to Marsh Ln	Street Resurfacing	2017 Bonds	13	9/30/2021	-	448,095	-
V700_Neering Dr from Lippitt Ave to Lanewood Cir	Street Resurfacing	2017 Bonds	9	9/30/2021	74,671	-	-
V702_Pearson Dr from Avalon Ave to Lakewood Blvd	Street Resurfacing	2017 Bonds	9	9/30/2021	85,304	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V703_San Marcus Ave from Lingo Ln to Ferguson Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	154,213	-	-
V704_Waterview Rd from Bondstone Dr to Classen Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	56,081	-	-
V705_Galena St from Norwood Dr to Fenwick Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	177,331	-	-
V706_Loving Ave from Pasadena Ave to Winsted Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	35,466	-	-
V707_Classen Dr from Northlake Dr to Waterview Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	222,950	-	-
V708_Randolph Dr from S Randolph Dr to Lakehurst Ct	Street Resurfacing	2017 Bonds	3	9/30/2021	96,966	-	-
V709_Valencia St from Sevilla St to East Grand Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	112,504	-
V710_Cotillion Dr from Ferguson Rd to Puerto Rico Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	99,642	-	-
V711_Marlin Dr from Modlin St to La Prada Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	175,136	-	-
V712_Regent Dr from Cromwell Dr to Lathrop Dr	Street Resurfacing	2017 Bonds	13	9/30/2021	-	255,878	-
V713_Ring St from East Grand Ave to Hay St	Street Resurfacing	2017 Bonds	2	9/30/2020	-	82,429	-
V714_Faircrest Dr from A11639 to Ferndale Rd	Street Resurfacing	2017 Bonds	10	9/30/2021	118,232	-	-
V715_Lippitt Ave from Jupiter Rd to Mayfair Blvd	Street Resurfacing	2017 Bonds	9	9/30/2021	115,008	-	-
V716_Haverford Dr from Bucknell Dr to Trammel Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	190,674	-	-
V717_Yorksprings Dr from Valley Spring Dr to Meadowspring Ln	Street Resurfacing	2017 Bonds	9	9/30/2021	199,317	-	-
V719_Winsted Dr from Lakewood Blvd to Westlake Ave	Street Resurfacing	2017 Bonds	9	9/30/2021	66,714	-	-
V723_Ridgemont Dr from Highgate Ln to Santa Anita Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	155,722	-	-
V724_Fernald Ave from Dixfield Dr to Lochwood Blvd	Street Resurfacing	2017 Bonds	9	9/30/2021	350,032	-	-
V727_Ruidosa Ave from Featherbrook Dr to Cotillion Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	100,671	-	-
V728_Cosgrove Dr from Merriman Pkwy to Tabor Dr	Street Resurfacing	2017 Bonds	10	9/30/2021	150,321	-	-
V729_Northcliff Dr from Bondstone Dr to Classen Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	86,265	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V730_Ravendale Ln from Lange Cir to Belford Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	218,868	-	-
V732_River Bend Dr from N Stemmons Serv E to River Bend Dr	Street Resurfacing	2017 Bonds	2	9/30/2021	427,902	-	-
V734_Douglas Ave from Herschel Ave to Prescott Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	70,555	-
V735_Berwyn Ln from Ridgelawn Dr to E University Blvd	Street Resurfacing	2017 Bonds	9	9/30/2021	141,556	-	-
V738_Ridgemeadow Dr from Lochwood Blvd to Midlake Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	83,761	-	-
V741_Linkwood Dr from Ferndale Rd to Lockhaven Dr	Street Resurfacing	2017 Bonds	10	9/30/2021	152,018	-	-
V743_Ravendale Ln from Belford Dr to Rockaway Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	149,102	-	-
V745_Haverford Dr from Trammel Dr to Middlebury Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	156,065	-	-
V746_Sinclair Ave from Jupiter Rd to Gaston Pkwy	Street Resurfacing	2017 Bonds	9	9/30/2021	189,165	-	-
V747_Santa Anna Ave from Shiloh Rd to Vista Mar Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	104,718	-	-
V748_Scottsboro Ln from S Marsalis Ave to Grassy Ridge Trl	Street Resurfacing	2017 Bonds	3	9/3/2021	91,053	-	-
V750_Fernald Ave from Yeager Dr to Holt Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	209,093	-	-
V753_Winsted Dr from Westlake Ave to Meadow Lake Ave	Street Resurfacing	2017 Bonds	9	9/30/2021	63,009	-	-
V754_Middlebury Dr from Rockhurst Dr to Rutgers Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	30,596	-	-
V755_Holt Dr from Strand St to Dorchester Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	53,715	-	-
V756_Diceman Dr from Sanford Ave to Tavaros Ave	Street Resurfacing	2017 Bonds	9	9/30/2021	117,375	-	-
V757_Estacado Dr from Coldwater Cir to Ash Creek Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	209,607	-	-
V758_Gardenia Pl from Gardenia Dr to Gardenia Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	5,376	-	-
V761_Vinemont St from Forest Grove Dr to Easton Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	136,994	-	-
V763_Carissa Dr from Ridgelake Dr to Sunland St	Street Resurfacing	2017 Bonds	9	9/30/2022	-	214,855	-
V764_Northlake Dr from Coolair Dr to Kirkwood Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	157,231	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V766_Northlake Dr from Kirkwood Dr to Hambrick Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	108,251	-	-
V767_Whittier Ave from San Benito Way to San Leandro Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	80,228	-	-
V771_Santa Barbara Dr from Santa Maria Ln to E Mockingbird Ln	Street Resurfacing	2017 Bonds	9	9/30/2021	171,877	-	-
V772_San Juan Ave from Newcombe Dr to Crest Ridge Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	172,289	-	-
V773_Blanch Cir from Hillside Dr to Nonesuch Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	162,068	-	-
V774_Adleta Blvd from Adleta Ct to Adleta Blvd	Street Resurfacing	2017 Bonds	10	9/30/2021	443,396	-	-
V775_Lockhart Ave from Rustown Dr to Shiloh Dr	Street Resurfacing	2017 Bonds	7	9/30/2021	481,572	-	-
V778_Loree Dr from Carnegie Dr to Mercer Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	57,110	-	-
V782_San Diego Dr from Shiloh Rd to Santa Anna Ave	Street Resurfacing	2017 Bonds	9	9/30/2021	335,283	-	-
V784_Brandeis Ln from Creighton Dr to Ridgelawn Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	173,284	-	-
V785_Classen Dr from E Northwest Hwy to Van Dyke Rd	Street Resurfacing	2017 Bonds	9	9/30/2021	383,062	-	-
V786_W Bay Cir from W Lawther Dr to Branchfield Dr	Street Resurfacing	2017 Bonds	9	9/30/2021	342,520	-	-
V789_State St from Routh St to Boll St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	76,215	-
V790_Dixie Ln from Ash Creek Dr to Mariposa Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	182,750	-
V791_Trammel Dr from Fisher Rd to Bennington Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	421,204	-
V794_Grissom Ln from Royal Ln to Nova Dr	Street Resurfacing	2017 Bonds	6	9/30/2021	896,633	-	-
V795_Annapolis Ln from Ridgelawn Dr to Berwyn Ln	Street Resurfacing	2017 Bonds	9	9/30/2022	-	228,198	-
V798_Clarksdale Pl from Clarksdale Dr to End of Pavement	Street Resurfacing	2017 Bonds	9	9/30/2022	-	61,466	-
V799_Adler Dr from Adler Dr to Cockrell Hill Rd	Street Resurfacing	2017 Bonds	3	12/20/2021	199,400	-	-
V800_Gross Rd from N Buckner Blvd to Peavy Rd	Street Resurfacing	2017 Bonds	7	9/30/2021	330,275	-	-
V801_Queenswood Ln from Walnut Hill Ln to Knoll Krest Dr	Street Resurfacing	2017 Bonds	10	9/30/2021	139,361	-	-
V803_Branchfield Dr from W Lawther Dr to Fisher Rd	Street Resurfacing	2017 Bonds	9	9/30/2022	-	224,288	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V804_Syracuse Dr from Wake Forrest Dr to Wake Forrest Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	240,513	-
V805_Bluffdale Dr from Berkinshire Dr to Brookhurst Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	93,570	-
V806_Trammel Dr from Clemson Dr to E Northwest hwy	Street Resurfacing	2017 Bonds	9	9/30/2022	-	216,982	-
V807_Sylvania Dr from Sinclair Ave to Vinemont St	Street Resurfacing	2017 Bonds	9	9/30/2022	-	180,898	-
V809_Church Cir from End of Pavement to Church Rd	Street Resurfacing	2017 Bonds	10	9/30/2021	64,278	-	-
V810_Enderly Pl from Banting Way to Samuel Blvd	Street Resurfacing	2017 Bonds	7	9/30/2021	108,765	-	-
V811_Terry St from S Haskell Ave to S Peak St	Street Resurfacing	2017 Bonds	2	9/30/2021	142,345	-	-
V812_Banting Way from Enchanted Ln to Ashbrook Rd	Street Resurfacing	2017 Bonds	7	9/30/2021	178,017	-	-
V813_Briaridge Rd from Spring Creek Rd to Coit Rd	Street Resurfacing	2017 Bonds	11	9/30/2021	211,803	-	-
V814_Greentree Ln from Greenbrook Ln to W Circle Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	212,660	-
V815_Douglas Ave from Wycliff Ave to Herschel Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	70,144	-
V816_Bambi St from Murdock Rd to Elkton Cir	Street Resurfacing	2017 Bonds	8	9/30/2021	143,408	-	-
V817_Santa Fe Ave from Clermont Ave to Monte Vista Dr	Street Resurfacing	2017 Bonds	14	9/30/2021	-	61,294	-
V818_Tuscany Way from Sinclair Ave to Lippitt Ave	Street Resurfacing	2017 Bonds	9	9/30/2022	-	150,337	-
V819_Morningside Ave from Worcola St to Greenville Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	107,016	-
V822_Fallon Pl from Hazelhurst Ln to Hazelhurst Ln	Street Resurfacing	2017 Bonds	7	9/30/2021	193,726	-	-
V823_Carnegie Dr from Carnegie Pl to Peavy Rd	Street Resurfacing	2017 Bonds	9	9/30/2022	-	97,241	-
V824_Coleridge St from Easton Dd to Sasangua Ln	Street Resurfacing	2017 Bonds	9	9/30/2022	-	-	30,664
V825_Douglas Ave from Newton Ave to Wycliff Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	57,727	-
V826_Santa Fe Ave from Cordova St to Clermont Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	56,595	-
V827_Beechmont Dr from Ferguson Rd to Felicia Ct	Street Resurfacing	2017 Bonds	7	9/30/2021	206,245	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V828_N Fitzhugh Ave from Bennett Ave to Manett St	Street Resurfacing	2017 Bonds	2	9/30/2021	197,259	-	-
V830_Motor City Blvd from Peterbilt Ave to S Lancaster Rd	Street Resurfacing	2017 Bonds	8	9/30/2021	216,981	-	-
V831_Carissa Dr from Carissa Cir to Jupiter Rd	Street Resurfacing	2017 Bonds	9	9/30/2022	-	147,799	-
V832_Springhill Dr from Mercer Dr to Stanwood Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	77,004	-
V835_Hazelhurst Ln from Hovenkamp Dr to Marview Ln	Street Resurfacing	2017 Bonds	7	9/30/2021	106,913	-	-
V836_Holland Ave from Turtle Creek Blvd to Bowser Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	106,399	-
V837_N Hall St from Welborn St to Oak Lawn Ave	Street Resurfacing	2017 Bonds	14	11/1/2021	-	86,710	-
V838_N Hall St from Oak Lawn Ave to Reagan St	Street Resurfacing	2017 Bonds	14	11/1/2018	-	88,871	-
V840_Chariot Dr from Trace Rd to Wimbelton Way	Street Resurfacing	2017 Bonds	7	9/30/2021	338,061	-	-
V841_Trammel Dr from Bennington Dr to Clemson Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	-	164,228	-
V842_Norcross Ln from Castlegate Dr to Marsh Ln	Street Resurfacing	2017 Bonds	13	9/30/2022	-	246,754	-
V843_Brennans Pl from End of Pavement to Brennans Dr	Street Resurfacing	2017 Bonds	9	9/30/2023	-	-	42,429
V844_Gaston Pkwy from Old Gate Ln to Knob Oak Dr	Street Resurfacing	2017 Bonds	9	9/30/2022	121,456	-	-
V845_Gateway Pl from End of Pavement to Jupiter Rd	Street Resurfacing	2017 Bonds	9	6/30/2021	-	168,173	-
V847_Broadmoor Dr from Broadmoor Dr to Garland Rd	Street Resurfacing	2017 Bonds	9	9/30/2022	-	127,013	-
V880_Hillcrest Rd from Park Ln to Walnut Hill Ln	Street Resurfacing	2017 Bonds	13	9/30/2020	854,753	-	-
V883_E Colorado Blvd from Zang to N Marsalis Ave	Street Resurfacing	2017 Bonds	1	9/30/2018	209,899	-	-
V891_Royal Ln from Cromwell Dr to Marsh Ln	Street Resurfacing	2017 Bonds	13	9/30/2021	-	670,000	-
V899_Park Lane from Greenville to Fair Oaks	Street and Alley Improvements	2017 Bonds	13	9/30/21	-	558,541	-
V900_Lemmon Ave from Lemmon Ave to Howell St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	98,990	-
V904_Lemmon Ave E from Noble Ave to McKinney Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	98,613	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V905_N Fitzhugh Ave from Abbott Ave to Turtle Creek Bnd	Street Resurfacing	2017 Bonds	14	9/30/2021	179,218	-	-
V907_Skillman St from Richmond Ave to Llano Ave	Street Resurfacing	2017 Bonds	14	9/30/2022	-	654,770	-
V910_Meandering Way from Alpha Rd to Purple Sage Rd	Street Resurfacing	2017 Bonds	11	9/30/2020	-	558,541	-
V913_Mountain Creek Pkwy from Mountainview Dr to Eagle Ford Dr	Street Resurfacing	2017 Bonds	3	9/19/2021	222,676	-	-
V915_N Munger Blvd from Gaston Ave to Live Oak	Street Resurfacing	2017 Bonds	14	2/1/2022	-	620,165	-
V917_Maple Routh Conn from Thomas Ave to McKinney Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	139,430	-
V921_Abrams Rd from Trammel Dr to E University Blvd	Street Resurfacing	2017 Bonds	9	9/30/2021	145,981	-	-
V922_Lemmon Ave from Reagan St to Throckmorton St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	195,956	-
V923_Royal Ln from Brockbank Dr to Coogan Dr	Street Resurfacing	2017 Bonds	13	9/1/2018	-	455,127	-
V928_Frankford Rd from Preston Rd to Hillcrest Rd	Street Resurfacing	2017 Bonds	12	9/30/2021	-	1,754,016	-
V930_Park Ln from Hillcrest Rd to Sarah Nash Ct	Street Resurfacing	2017 Bonds	13	9/30/2022	-	701,085	-
V931_Arapaho Rd from Meadowcreek Dr to Hillcrest Rd	Street Resurfacing	2017 Bonds	12	1/11/2022	714,949	-	-
V933_Frankford Rd from Hillcrest Rd to Coit Rd	Street Resurfacing	2017 Bonds	12	9/30/2021	-	2,212,007	-
V935_W University Blvd from Inwood Rd to Eastern Ave	Street Resurfacing	2017 Bonds	13	9/30/2022	-	429,539	-
V938_W University Blvd from Robin Rd to Inwood Rd	Street Resurfacing	2017 Bonds	2	9/30/2021	103,472	-	-
V939_Arapaho Rd from Golden Creek Rd to Meadowcreek Dr	Street Resurfacing	2017 Bonds	12	9/30/2022	870,363	-	-
V942_Abrams Rd from E University Blvd to Chesley Ln	Street Resurfacing	2017 Bonds	9	9/30/2021	450,000	-	-
V944_Lemmon Ave from Throckmorton St to Knight St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	236,876	-
V948_S Hall St from Chestnut St to Jeffries St	Street Resurfacing	2017 Bonds	2	7/19/2019	135,485	-	-
V949_Abrams Rd from Glennox Ln to E Lovers Ln	Street Resurfacing	2017 Bonds	9	9/30/2022	-	129,585	-
V951_Royal Ln from Harry Hines Blvd to Grissom Ln	Street Resurfacing	2017 Bonds	6	9/30/2021	584,815	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V952_Campbell Rd from Preston Rd to Preston Trail Dr	Street Resurfacing	2017 Bonds	11	9/30/2022	-	165,943	-
V957_Blackburn St from Turtle Creek Blvd to Oak Lawn Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	261,538	-
V959_Campbell Rd from Preston Rd to Preston Bend Ct	Street Resurfacing	2017 Bonds	12	2/1/2022	-	733,506	-
V961_Audelia Rd from Faircrest Dr to Royal Ln	Street Resurfacing	2017 Bonds	10	9/30/2021	571,847	-	-
V963_Blackburn St from N Haskell Ave to Noble Ave	Street Resurfacing	2017 Bonds	14	9/30/2021	-	168,962	-
V964_Harry Hines Blvd from Moody St to N Field St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	73,471	-
V965_Hillcrest Rd from McCallum Blvd to Riseden Dr	Street Resurfacing	2017 Bonds	12	9/30/2022	-	814,911	-
V967_Royal Ln from Ashcroft Ave to Greenville Ave	Street Resurfacing	2017 Bonds	10	9/30/2022	-	500,238	-
V969_N Hampton Rd from I-30 W Commerce St	Street Resurfacing	2017 Bonds	6	9/30/2022	-	955,255	-
V970_Allen St from McKinney Ave to Laclede St	Street Resurfacing	2017 Bonds	12	9/30/2022	-	155,482	-
V971_Blackburn St from Turtle Creek Blvd to Travis St	Street Resurfacing	2017 Bonds	14	9/30/2021	-	267,774	-
V972_McKinney Ave from Allen St to Oak Grove Ave	Street Resurfacing	2017 Bonds	14	9/30/2022	-	117,752	-
V973_McKinney Ave from Routh St to Boll St	Street Resurfacing	2017 Bonds	14	9/30/2022	-	112,333	-
V974_McKinney Ave from Boll St to Worthington St	Street Resurfacing	2017 Bonds	14	9/30/2022	-	114,905	-
V975_McKinney Ave from Fairmount St to Routh St	Street Resurfacing	2017 Bonds	14	9/30/2022	-	116,345	-
V978_McKinney Ave from Worthington St to Allen St	Street Resurfacing	2017 Bonds	14	9/30/2022	-	128,351	-
V979_McKinney Ave from Maple Routh Conn to Leonard St	Street Resurfacing	2017 Bonds	14	9/30/2022	-	67,159	-
V982_N Pearl St/Flora St Streetscape & Pedestrian Improvements	Streetscape-Urban Design	2017 Bonds	14	9/30/22	-	-	961,500
V983_Routh St Gateway Streetscape and Pedestrian Improvements	Streetscape-Urban Design	2017 Bonds	14	9/30/22	200,000	-	-
V984_Bishop from 10th St to Jefferson Blvd	Streetscape-Urban Design	2017 Bonds	1	9/27/2020	1,219,157	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
V985_Casa View Street Improvements	Streetscape-Urban Design	2017 Bonds	9	3/19/2023	-	-	5,678,629
V986_Ferguson Rd And Lakeland Dr Intersection Improvements	Streetscape-Urban Design	2017 Bonds	7	12/23/2020	-	660,599	-
V987_Ferguson Rd From Oates Dr To Lakeland Dr	Streetscape-Urban Design	2017 Bonds	7	12/23/2021	-	404,053	-
V988_Jefferson Blvd From Adams Ave To Polk St	Streetscape-Urban Design	2017 Bonds	1	10/12/2022	-	-	893,057
V989_Military Parkway from Elva Ave to Rockbluff Dr (Complete Street)	Streetscape-Urban Design	2017 Bonds	5	7/26/2023	-	-	1,757,051
V990_Jefferson-Twelfth Connector Lane Diet-Removal	Target Neighborhood	2017 Bonds	1	3/15/2023	-	1,774,677	-
V991_North Boulevard Terrace Extension-Bridget To Plymouth	Target Neighborhood	2017 Bonds	1	5/1/2023	-	-	1,831,584
V992_12Th St From Upton To 200 Ft East Of Upton	Target Neighborhood	2017 Bonds	4	6/21/2023	-	-	310,289
V993_Alley Imp Between 8Th St - Church From Ih 35E To N Cliff	Target Neighborhood	2017 Bonds	4	6/21/2023	-	-	211,032
V994_Alley Imp Between Ewing Ave - Upton From Viola To Clarendon	Target Neighborhood	2017 Bonds	4	6/21/2023	-	-	158,369
V995_Upton St From I-35 E To 12Th St	Target Neighborhood	2017 Bonds	4	6/21/2023	-	-	519,523
V996_Rosemont Rd From Buckner To Hillburn	Target Neighborhood	2017 Bonds	5	11/27/2022	-	-	1,362,625
V997_Rosemont Rd From Hillburn To Jim Miller	Target Neighborhood	2017 Bonds	5	11/27/2022	-	-	2,862,091
V998_N Arcadia Dr From S Ira Ave S Tillery Ave	Target Neighborhood	2017 Bonds	6	8/18/2023	-	-	844,439
V999_N Ira Ave From N Arcadia Dr To W Jefferson Blvd	Target Neighborhood	2017 Bonds	6	8/18/2023	-	-	589,168
VA01_7704-78400 Carbondale St - 7703-7835 Brownville [Alley Imp]	Target Neighborhood	2017 Bonds	7	12/25/2023	-	-	306,312
VA02_Burma From Kiska St To Saipan St	Target Neighborhood	2017 Bonds	7	12/25/2023	-	-	556,106
VA03_Fellows Ln From Saipan St To End Of Pavement	Target Neighborhood	2017 Bonds	7	12/25/2023	-	-	490,329
VA04_Burma Rd From Carbondale St To Kiska St	Target Neighborhood	2017 Bonds	7	12/25/2023	-	-	657,122
VA05_17604-17630 Davenport Alley Construction	Target Neighborhood	2017 Bonds	12	2/9/2021	450,634	-	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
VA06_5701-5745 Palo Pinto Ave - 5702-5746 Velasco Ave [Alley Imp]	Target Neighborhood	2017 Bonds	14	10/26/2023	-	-	183,125
VA07_Westshore - Santa Fe Tr - Alley N Of Coronado [Rw-Dng - Sw]	Target Neighborhood	2017 Bonds	14	10/26/2023	-	-	834,685
VA08_Canada Drive From Westmoreland To Hampton	Thoroughfares	2017 Bonds	6	9/30/2023	-	7,579,261	7,579,261
VA10_Pemberton Hill from Great Trinity Forest to Lake June	Thoroughfares	2017 Bonds	5,7,8	12/25/2022	10,114,403	-	-
VA11_CBD Fair Park Link From Main to IH30 (Design And ROW)	Thoroughfares	2017 Bonds	2	12/31/2022	1,186,446	-	-
VA12_Columbia Ave/Main St from S Beacon St to Deep Ellum	Thoroughfares	2017 Bonds	2	4/12/2022	3,827,395	-	-
VA13_Camp Wisdom Rd from FM 1382 to Mountain Creek Pkwy	Thoroughfares	2017 Bonds	3	8/31/2022	-	113,910	-
VA14_Abrams Rd from Gaston Ave to S Beacon St	Thoroughfares	2017 Bonds	14	10/17/2020	643,846	-	-
VA15_Ewing Ave. From I35 E To Clarendon	Public/Private Development	2017 Bonds	4	8/13/2023	-	5,037,090	-
VA16_Commerce Street From Good Latimer To Exposition	Thoroughfares	2017 Bonds	2	5/18/2023	-	8,221,560	-
VA17_Cheyenne From Lake June To Big Thicket? Phase I	Thoroughfares	2017 Bonds	5	12/30/2021	-	6,526,912	-
VA18_Cheyenne From Big Thicket To Elam	Thoroughfares	2017 Bonds	5	12/30/2021	-	4,081,504	-
VA19_Crouch Rd From Old Ox Rd To S Lancaster Rd	Thoroughfares	2017 Bonds	8	9/30/2023	-	-	3,716,425
VA20_Edd Rd From Seagoville To Garden Grove [Design and ROW only]	Thoroughfares	2017 Bonds	8	9/30/2023	-	-	460,329
VA25_Richmond Ave at Skillman St Intersection Improvements	Public/Private Development	2017 Bonds	14	4/12/2022	267,448	-	-
VA30_Critical Bridges- Maple Avenue Bridge over Turtle Creek Brid	Bridge Repair and Modification	2017 Bonds	3, 14	12/1/2021	137,187	-	-
VA32_Critical Bridges- Marsh Lane over Furneaux Creek Bridge Repair	Bridge Repair and Modification	2017 Bonds	12	12/1/2021	-	287,634	-

STREET AND TRANSPORTATION

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
VA33_Critical Bridges- Camp Wisdom Road over Ricketts Creek Bridge	Bridge Repair and Modification	2017 Bonds	3, 8	12/1/2021	-	905,654	-
VA35_Critical Bridges- Marsalis Avenue over Cedar Creek-Dallas Zo	Bridge Repair and Modification	2017 Bonds	4	12/1/2021	474,134	-	-
VA36_Critical Bridges- W- Red Bird Lane over Woody Branch Creek	Bridge Repair and Modification	2017 Bonds	3	12/1/2022	-	-	2,733,121
VA40_Traffic Signal Construction	Traffic Signals	2017 Bonds	Citywide	12/31/2024	4,000,000	3,000,000	3,000,000
VA41_Street Illumination Construction, Replacement, or Upgrade	Street Lighting	2017 Bonds	Citywide	12/31/2023	2,150,000	-	-
VA42_Traffic Signal Infrastructure Asset Management	Traffic Intersection Capacity and Safety Improvement	2017 Bonds	Citywide	12/31/2022	350,000	-	-
Grand Total					\$120,604,437	\$133,436,552	\$134,661,900



WATER UTILITIES FACILITIES

MISSION

The Dallas Water Utilities Department (DWU) is a City-owned enterprise utility providing regional water and wastewater services to the residents of Dallas and to surrounding customer cities. DWU's mission is to provide services vital to the health and safety of Dallas residents and our customers and to support the City's efforts toward economic development, environmental protection, and enhancement of quality of life, including water supply, treatment, and distribution, wastewater collection and treatment, billing, credit, and collection, and customer service. The mission of the DWU Water and Wastewater Capital Improvement Program is to provide an adequate water supply and wastewater treatment to customers by acquiring future water and wastewater facilities and to renovate and improve existing City water and wastewater facilities.

HIGHLIGHTED ACCOMPLISHMENTS FOR FY 2019-20

1. Awarded water and wastewater main replacement and rehabilitation contracts that will result in the installation of approximately 77 miles of water and wastewater mains, including relocation and private development projects.
2. Completed Elm Fork (South) Water Transmission Pipeline project that included construction of approximately 10,800 feet of 72-inch water transmission main from Walnut Hill Lane to Cullum/Webb Chapel Extension.
3. Awarded construction of East Bank Interceptor project consisting of approximately 7,200 feet of 78 to 104-inch wastewater pipelines to replace an existing, deteriorated wastewater interceptor.
4. Completed the Comprehensive Wastewater Collection System Assessment Update. The update evaluated existing and projected wastewater flows and existing operation and maintenance practices to make recommendations for capital and operational improvements to the wastewater collection system.
5. Completed construction of the Cadiz Y-structure rehabilitation and reliability improvements. This project included rehabilitation of the inlet structure and electrical and mechanical improvements at the Cadiz Pump Station.
6. Completed construction of Peak Flow Basin Expansion and Site Improvements at the Southside Wastewater Treatment Plant. The project increased total peak flow storage at the treatment plant from 158 million gallons to 253 million gallons, increasing flexibility for peak flow operations.
7. Awarded design of Southside Wastewater Treatment Plant Electrical Improvements. This project includes replacement of switchgears, transformers, control panels, motor control centers, and replacement of six bar screens at Influent Pump Station C.
8. Awarded design of Central Wastewater Treatment Plant Primary Clarifier Improvements. This project includes replacement of existing primary clarifiers and additional primary clarifier capacity as well as improvements to the existing snail removal system.

WATER UTILITIES FACILITIES

9. Awarded construction for Blower Facility and aeration improvements at the Central Wastewater Treatment Plant. The new facility will have an independent electrical feed and provide redundancy for aeration requirements at the Activated Sludge Complexes.
10. Awarded the Water Production Facilities Strategic Plan. The plan will assess facility equipment condition, water treatment processes, and future regulatory requirements to develop a 10-year Operations, Maintenance, and Capital Plan with a 30-year outlook.
11. Awarded construction contract for replacement and rehabilitation of ozone systems and equipment at East Side, Bachman, and Elm Fork Water Treatment Plants. The project will provide more sustainable and efficient operations and improve water quality.
12. Completed replacement of 49 roof sections at 30 buildings equaling 143,000 square feet, replacement of 900 HVACR components (thermostats, exhaust fans, unit heaters, boiler, chiller, etc.), repair of the Elm Fork Administration and Controls building at Elm Fork Water Treatment plant and awarded roof maintenance contract for two years of semi-annual roof inspections, minor repairs, and emergency repairs.

HIGHLIGHTED OBJECTIVES FOR FY 2020-21

1. Award water and wastewater main replacement and rehabilitation contracts that will result in the installation of approximately 75 miles of water and wastewater mains, including relocation and private development projects.
2. Award construction of East Bank Diversion Pipeline Project, consisting of approximately 7,300 feet of 54-inch wastewater pipeline and 1,400 feet of 90-inch wastewater pipeline rehabilitation.
3. Complete a Water Delivery Comprehensive System Assessment and Update. The project deliverables include capital project recommendations and strategic plans and long-range goals for the capacity, management, operation, and maintenance of the City of Dallas water delivery system.
4. Award design contract to replace Beltwood Pump Station, which has a 21-million-gallon reservoir and pump station. The design will recommend phased improvements to maintain reservoir capacity, yard piping, and pump station service during construction.
5. Award construction contract to replace existing filters at the Elm Fork Water Treatment Plant. The existing filters were constructed in the 1950's and need to be replaced and upgraded to convert the plant to Biological Active Filtration in accordance with Water Quality Improvement recommendations.
6. Award construction for Bachman Dam, Spillway, and Lake Dredging Improvements. The project will include dam and spillway improvements to address safety, capacity and regulatory requirements, and dredging improvements for Bachman Lake.
7. Award construction contract for residual handling improvements at the East Side Water Treatment Plant to provide additional on-site lagoons and other improvements and lagoon cleaning. This is the first step in the phased implementation of residual handling improvements at the East Side Water Treatment Plant.
8. Begin preliminary engineering and property acquisition for the Integrated Pipeline (IPL) to Bachman project. The project includes approximately 22 miles of new 90-inch pipeline,

WATER UTILITIES FACILITIES

dechlorination facilities, discharge and intake facilities at Joe Pool Lake, and connection to the Bachman Water Treatment Plant.

9. Complete construction of Walcrest Pump Station and reservoir improvements. The project improvements include a new 85 million gallon per day pump station and two 10-million-gallon water storage reservoirs.
10. Award construction contract for replacement and improvement of large water and wastewater meters and valve infrastructure. The project will address 14 customer city water and wastewater meter vaults in need of improvements based on condition assessments.

SERVICE DESCRIPTIONS

Homeowner Extensions and Unserved Areas: Construction of water and wastewater main extensions to homeowners for water service.

Mains, Pump Stations, and Associated Facilities: Right-of-way acquisition, design, and construction of new and replacement mains, pump stations, lift stations, ground storage, and elevated tanks as required by growth, development, and obsolescence. Surveying, geotechnical, and environmental services are also included.

Public Art: Includes public art initiatives throughout the City of Dallas. Funds generated by public art appropriations are used for the design services of artists, selection, acquisition, commissioning, display of artworks, and for administration of public art projects.

Raw Water Pumping and Transmission: Acquisition of right-of-way for transmission facilities and for the design and construction of water transmission facilities and pipelines.

Rehabilitation and Equipment: Maintenance and renovation of major water and wastewater facilities.

Relocations in Advance of Paving: Replacement and/or relocation of water mains, wastewater mains, and related facilities to permit widening and paving of streets and highways and storm drainage in coordination with City, County, and State programs.

Service Centers, Offices, and Research Facilities: Renovation of existing service facilities and business and customer service systems.

Studies and Master Plans: Studies related to business, planning, water and wastewater operations, and master plan updates.

Water Supply Reservoirs and Dams: Dam inspection, consultation, rehabilitation, and erosion studies for various dams. Also includes acquisition of new water supply sources.

WATER UTILITIES FACILITIES

Water Treatment Plants and Associated Facilities: Design and construction of renovations, expansions, and improvements to the City’s three water treatment plants: Bachman Plant, East Side Plant, and Elm Fork Plant.

Wastewater Treatment Plants and Associated Facilities: Design and construction of renovations, expansions, and improvements to the Central and Southside Wastewater Treatment Plants.

Wholesale Customer Facilities: Construction of facilities necessary to provide service to wholesale customer cities. Funded by customer cities.

USE OF FUNDS

Use of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Homeowner Extensions and Unserved Areas	3,150,000	3,150,000	3,150,000
Mains, Pump Stations, and Associated Facilities	117,700,000	120,300,000	131,410,000
Public Art	42,500	50,000	50,000
Raw Water Pumping and Transmission	7,750,000	51,450,000	16,650,000
Rehabilitation and Equipment	13,000,000	15,800,000	15,000,000
Relocations in Advance of Paving	17,350,000	17,350,000	25,850,000
Service Centers, Offices and Research Facilities	3,000,000	5,000,000	5,000,000
Studies and Master Plans	1,050,000	5,600,000	1,100,000
Wastewater Treatment Plants and Associated Facilities	-	68,800,000	50,000,000
Water Supply Reservoirs and Dams	26,500,000	-	-
Water Treatment Plants and Associated Facilities	160,000,000	21,000,000	96,000,000
Wholesale Customer Facilities	1,000,000	5,000,000	1,000,000
Grand Total	\$350,542,500	\$313,500,000	\$345,210,000

SOURCE OF FUNDS

Source of Funds	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Sewer Capital Program	83,500,000	154,300,000	137,000,000
Water Capital Program	267,000,000	159,150,000	208,160,000
Water Public Arts Fund	42,500	50,000	50,000
Grand Total	\$350,542,500	\$313,500,000	\$345,210,000

WATER UTILITIES FACILITIES

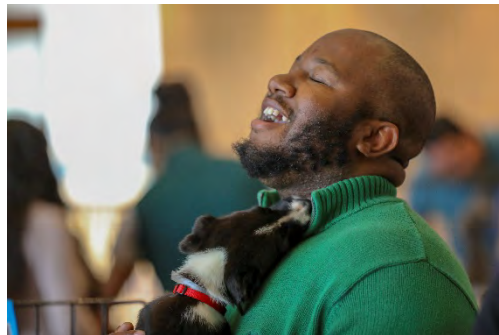
PROJECT LIST

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Bachman Water Tr Pl - Facs	Water Treatment Plants and Associated Facilities	Water Capital Program	6	9/30/2025	-	4,000,000	-
Central Ww Treat Pl - Faci	Wastewater Treatment Plants and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	-	22,800,000	35,000,000
East Side Water Tr Pl - Fa	Water Treatment Plants and Associated Facilities	Water Capital Program	Outside City	9/30/2025	-	6,000,000	-
East Side Water Tr Pl - Fa	Water Treatment Plants and Associated Facilities	Water Capital Program	Outside City	9/30/2025	25,000,000	-	-
Elm Fork Water Tr Pl - Fac	Water Treatment Plants and Associated Facilities	Water Capital Program	Outside City	9/30/2025	5,000,000	6,000,000	60,000,000
Elm Fork Water Tr Pl - Fac	Water Treatment Plants and Associated Facilities	Water Capital Program	Outside City	9/30/2025	130,000,000	5,000,000	36,000,000
Home-Unserv Exten - Improv	Homeowner Extensions and Unserved Areas	Water Capital Program	Citywide	9/30/2025	1,900,000	1,900,000	1,900,000
Home-Unserv Exten - Improv	Homeowner Extensions and Unserved Areas	Sewer Capital Program	Citywide	9/30/2025	1,250,000	1,250,000	1,250,000
Mains Intercept - Lift Sta	Mains, Pump Stations, and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	-	-	11,000,000
Mains Intercept - Lift Sta	Mains, Pump Stations, and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	14,500,000	13,000,000	3,500,000
Mains Interecept - Lift Sta	Mains, Pump Stations, and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	9,700,000	6,700,000	9,200,000
Mains-Pumping - Storage Fa	Mains, Pump Stations, and Associated Facilities	Water Capital Program	Citywide	9/30/2025	5,500,000	26,000,000	10,810,000
Mains-Pumping - Storage Fa	Mains, Pump Stations, and Associated Facilities	Water Capital Program	Citywide	9/30/2025	8,000,000	1,000,000	13,500,000
Mains-Pumping - Storage Fa	Mains, Pump Stations, and Associated Facilities	Water Capital Program	Citywide	9/30/2025	14,000,000	7,600,000	17,400,000
Major Maintenance - Rehab	Rehabilitation and Equipment	Water Capital Program	Citywide	9/30/2025	9,000,000	11,300,000	11,000,000
Major Maintenance - Rehab	Rehabilitation and Equipment	Sewer Capital Program	Citywide	9/30/2025	4,000,000	4,500,000	4,000,000
Public Art Admin -Water Utilities	Public Art	Water Public Arts Fund	Citywide	9/30/2025	17,500	25,000	25,000
Raw Water Pump - Trans Fac	Raw Water Pumping and Transmission	Water Capital Program	Citywide & Outside City	9/30/2025	7,250,000	7,250,000	7,250,000
Raw Water Pump - Trans Fac	Raw Water Pumping and Transmission	Water Capital Program	Citywide & Outside City	9/30/2025	500,000	500,000	500,000
Raw Water Pump - Trans Fac	Raw Water Pumping and Transmission	Water Capital Program	Citywide & Outside City	9/30/2025	-	43,700,000	8,900,000
Relocations Due To Paving	Relocations in Advance of Paving	Sewer Capital Program	Citywide	9/30/2025	8,000,000	8,000,000	8,000,000

WATER UTILITIES FACILITIES

Project Name	Service Name	Funding Source	Council District	Estimated Completion Date	FY 2020-21 Budget	FY 2021-22 Planned	FY 2022-23 Planned
Relocations Due To Paving	Relocations in Advance of Paving	Water Capital Program	Citywide	9/30/2025	8,000,000	8,000,000	12,500,000
Relocations Due To Paving	Relocations in Advance of Paving	Sewer Capital Program	Citywide	9/30/2025	550,000	550,000	550,000
Relocations Due To Paving	Relocations in Advance of Paving	Sewer Capital Program	Citywide	9/30/2025	-	-	4,000,000
Relocations Due To Paving	Relocations in Advance of Paving	Water Capital Program	Citywide	9/30/2025	800,000	800,000	800,000
Service Ctr-Ofcs-Research	Service Centers, Offices and Research Facilities	Water Capital Program	Citywide	9/30/2025	3,000,000	5,000,000	5,000,000
Southside Ww Treat Pl - Fa	Wastewater Treatment Plants and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	-	30,000,000	15,000,000
Southside Ww Treat Pl - Fa	Wastewater Treatment Plants and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	-	16,000,000	-
Studies-Master Plan	Studies and Master Plans	Water Capital Program	Citywide & Outside City	9/30/2025	50,000	100,000	100,000
Studies-Master Plans	Studies and Master Plans	Sewer Capital Program	Citywide	9/30/2025	1,000,000	5,500,000	1,000,000
Supply Reservoirs - Dams	Water Supply Reservoirs and Dams	Water Capital Program	Citywide & Outside City	9/30/2025	1,500,000	-	-
Supply Reservoirs - Dams	Water Supply Reservoirs and Dams	Water Capital Program	Citywide & Outside City	9/30/2025	25,000,000	-	-
TWDB Wastewater [Clean Water] Project	Mains, Pump Stations, and Associated Facilities	Water Capital Program	Citywide	9/30/2025	22,000,000	22,000,000	22,000,000
TWDB Water Drinking Water Project	Mains, Pump Stations, and Associated Facilities	Sewer Capital Program	Citywide	9/30/2025	44,000,000	44,000,000	44,000,000
Wastewater Fac Public Art	Public Art	Water Public Arts Fund	Citywide	9/30/2025	25,000	25,000	25,000
Wholesale Customer Facils	Wholesale Customer Facilities	Sewer Capital Program	Citywide	9/30/2025	500,000	2,000,000	500,000
Wholesale Customer Facils	Wholesale Customer Facilities	Water Capital Program	Citywide	9/30/2025	500,000	3,000,000	500,000
Grand Total					\$350,542,500	\$313,500,000	\$345,210,000

A LITTLE BIT OF DALLAS



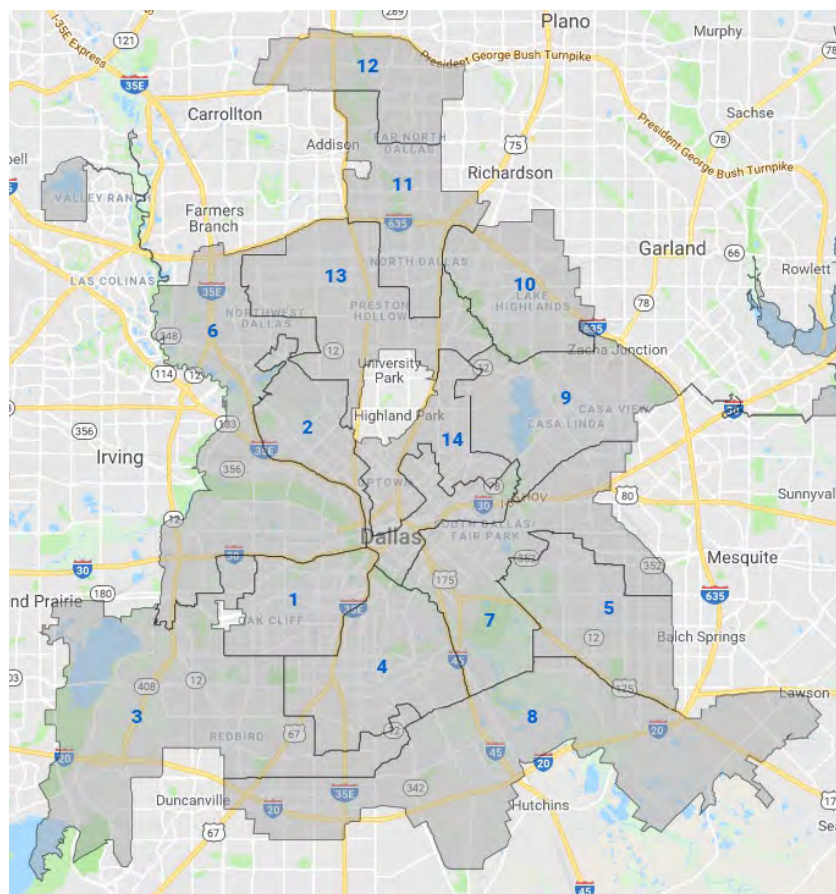
YOUR ELECTED OFFICIALS

Dallas operates under the council-manager form of government with 14 single-member districts and a mayor elected at-large. Every odd-numbered year, Dallas residents vote for members of the City Council, who represent their district for up to four two-year terms. The Mayor serves up to two four-year terms.

The Mayor and City Council:¹

- Set policy
- Approve the annual budget and plans for capital improvements
- Determine the property tax rate
- Issue and sell municipal bonds
- Purchase and sell property
- Establish City departments
- Approve City ordinances
- Determine City services
- Appoint the City Manager, City Attorney, City Auditor, City Secretary, municipal court judges, and resident boards and commissions

CITY COUNCIL DISTRICTS



¹ <https://dallascityhall.com/government/Pages/councilresponsibilities.aspx>

YOUR ELECTED OFFICIALS



Back Row (left to right)

- Adam Bazaldua
District 7
- Chad West
District 1
- Paula Blackmon
District 9
- David Blewett
District 14
- Carolyn King Arnold
District 4
- Omar Narvaez
District 6
- Casey Thomas, II
District 3
- Lee M. Kleinman
District 11

Front Row (left to right)

- Jennifer S. Gates
District 13
- Jaime Resendez
District 5
- B. Adam McGough
Deputy Mayor Pro Tem, District 10
- Mayor Eric Johnson
At-large
- Adam Medrano
Mayor Pro Tem, District 2
- Tennell Atkins
District 8
- Cara Mendelsohn
District 12

CITY MANAGEMENT

Your elected officials, the Mayor and City Council, appoint the executive leadership of the City, specifically:

- City Manager T.C. Broadnax, appointed in February 2017
- City Attorney Christopher J. Caso, appointed in April 2020 (interim since 2018)
- City Auditor Mark S. Swann, appointed in May 2019
- City Secretary Bilierae Johnson, appointed in April 2018
- Municipal Court judges

The City Manager appoints an executive leadership team that collectively oversees the City's approximately 14,000 employees and almost \$4 billion budget.



T.C. Broadnax
City Manager



Kimberly B. Tolbert
Chief of Staff



Majed Al-Ghafry
Assistant City Manager



Jon Fortune
Assistant City Manager



Joey Zapata
Assistant City Manager



Dr. Eric Johnson
Chief of Economic
Development and
Neighborhood Services



Elizabeth Reich
Chief Financial Officer



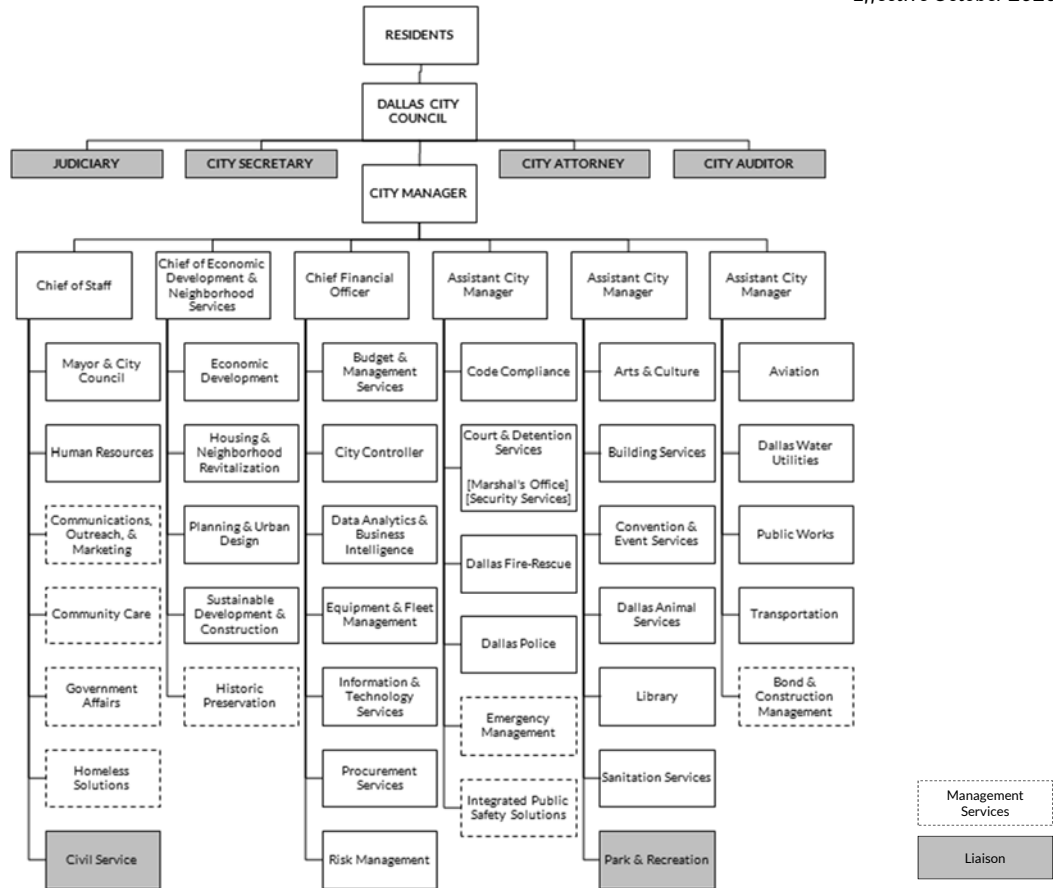
Liz Cedillo-Pereira
Chief of Equity and
Inclusion

Additionally, the City Manager appoints all department directors except:

- The Director of Civil Service, who is appointed by the Civil Service Board
- The Director of the Park and Recreation Department, who is appointed by the Park and Recreation Board

ORGANIZATIONAL CHART

Effective October 2020



BOARDS & COMMISSIONS

Civic participation in government is a cornerstone of representative democracy, and boards and commissions offer residents an opportunity to actively participate in their local government. The Mayor and City Council appoint community members to serve in various capacities throughout the city on the boards and commissions below:²

Animal Advisory Commission	Automated Red Light Enforcement Commission
Arts and Culture Advisory Commission	Board of Adjustment
Building Inspection Advisory, Examining, and Appeals Board	Charter Review Commission
Citizen Homelessness Commission	City Plan and Zoning Commission
Civil Service Board	Civil Service Board Adjunct Members
Community Development Commission	Community Police Oversight Board
Dallas Area Partnership to End and Prevent Homelessness Local Government Corporation	Dallas Area Rapid Transit Board
Dallas Central Appraisal District	Dallas Housing Authority Board—Housing Solutions for North Texas
Dallas Police and Fire Pension System Board of Trustees	Dallas-Fort Worth International Airport Board
Employees Retirement Fund Board	Ethics Advisory Commission
Fire Code Advisory and Appeals Board	Housing Finance Corporation
Judicial Nominating Commission	Landmark Commission
Martin Luther King Jr. Community Center Board	Municipal Library Board
North Texas Education Finance Corporation	Park and Recreation Board
Permit and License Appeal Board	Redistricting Commission
Senior Affairs Commission	South Dallas/Fair Park Opportunity Fund Board
Trinity River Corridor Local Government Corporation	Youth Commission

ECONOMIC DEVELOPMENT BOARDS

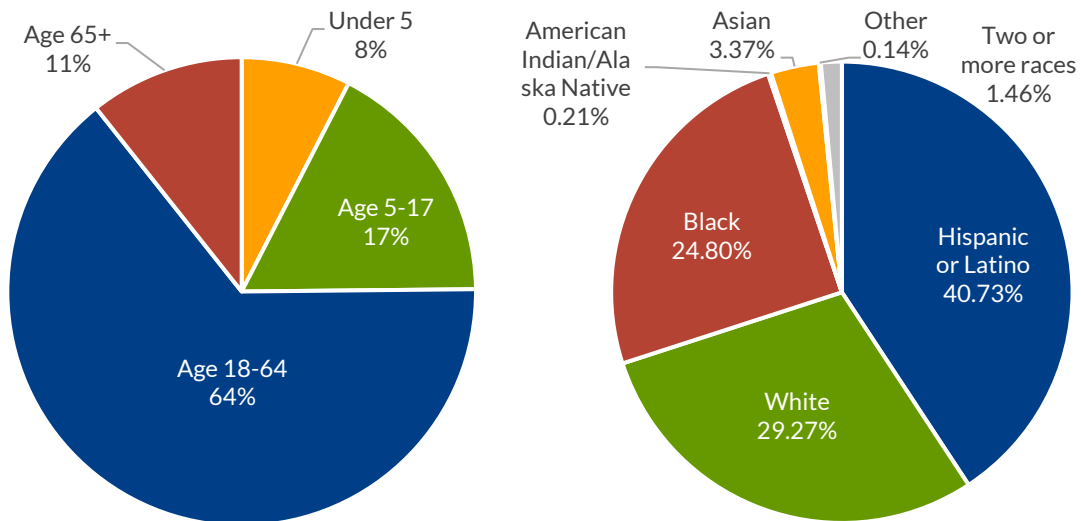
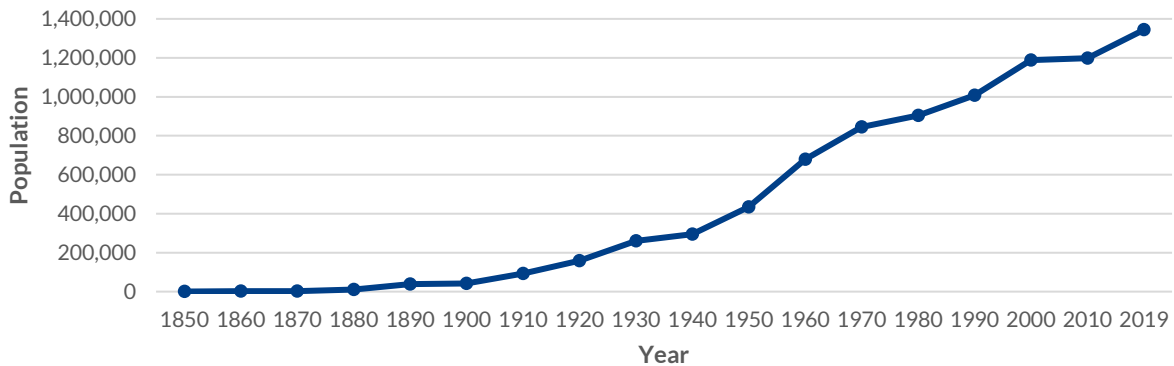
Cypress Waters Municipal Mgmt. District	North Oak Cliff Municipal Mgmt. District
Reinvestment Zone 3 Board (Oak Cliff Gateway)	Reinvestment Zone 4 Board (Cedars Area)
Reinvestment Zone 5 Board (City Center)	Reinvestment Zone 6 Board (Farmers Market)
Reinvestment Zone 7 Board (Sports Arena)	Reinvestment Zone 8 Board (Design District)
Reinvestment Zone 9 Board (Vickery Meadow)	Reinvestment Zone 10 Board (Southwest Medical)
Reinvestment Zone 11 Board (Downtown Connection)	Reinvestment Zone 12 Board (Deep Ellum)
Reinvestment Zone 13 Board (Grand Park South)	Reinvestment Zone 14 Board (Skillman Corridor)
Reinvestment Zone 15 Board (Fort Worth Avenue)	Reinvestment Zone 16 Board (Davis Gardens)
Reinvestment Zone 17 Board (Transit-Oriented Development)	Reinvestment Zone 18 Board (Maple/Mockingbird)
Reinvestment Zone 19 Board (Cypress Waters)	Reinvestment Zone 20 Board (Mall Area Redevelopment)
Reinvestment Zone 21 Board (University)	Trinity River West Municipal Mgmt. District

² <https://agency.governmentjobs.com/dallasboards/default.cfm?action=agencyspecs>

THE PEOPLE OF DALLAS

EVERYTHING IS BIGGER IN TEXAS!

With an estimated population of more than 1.3 million residents, Dallas is the third-largest city in Texas and the ninth-largest city in the nation.³ A quick review of U.S. Census data shows nearly a 60 percent increase in population in the last 50 years.⁴ Dallas' population growth includes people migrating from all over the world. In fact, nearly 25 percent of Dallas residents were born outside the U.S.⁵



Dallas is a diverse city, with about 41 percent of residents identifying as Hispanic or Latino, 29 percent as non-Hispanic White, 25 percent as Black, 3 percent as Asian, and 0.2 percent as American Indian or Alaska Native. We have slightly more self-identified women (50.2 percent) than men (49.8 percent), and we have a wide range of ages.⁶

³ U.S. Census, City and Town Population Totals: 2010-2019

⁴ <https://texasalmanac.com/sites/default/files/images/CityPopHist%20web.pdf>

⁵ 2018 ACS 1-Year Estimates, Table S0501

⁶ 2018 ACS 1-Year Estimates, Table DP05

AT YOUR SERVICE

The City of Dallas serves an area covering more than 380 square miles, including 340 square miles of land and 44 square miles of lakes—that’s a little bigger than the Badlands National Forest in South Dakota! Meeting our residents’ needs takes a lot of infrastructure and hard work. We’ve included some fun examples below.

Dallas Fire-Rescue manages 58 fire stations and 43 full-time ambulances.



Dallas maintains 11,796 paved lane miles and 9,070 miles of water and wastewater mains, not to mention stormwater and drainage infrastructure.

16,780,158 passengers traveled through Dallas Love Field in 2019. That’s like the entire population of Dallas going through the airport 12 times.

This year, Dallas Water Utilities provided 137 billion gallons of water to Dallas

residents, plus 23 other cities, an area of nearly 700 square miles. DWU also treated 68 billion gallons of wastewater.

Dallas Animal Services manages the third-largest dog and cat intake shelter in the country, taking in about 40,000 pets annually.

Park and Recreation maintains and operates six golf courses, five tennis centers, 43 recreation centers, and more than 23,400 acres of park land. We also provide financial support to the Dallas Arboretum, Texas Discovery Gardens, Trinity River Audubon Center, and Dallas Zoo.

The City operates 30 libraries and hosts nearly 12,000,000 visitors in person and online.

With about 14,000 employees, the City is one of the largest employers in Dallas.

Dallas is home to 17 Fortune 1000 companies, including AT&T at number 9. Others include Southwest Airlines at number 141 (up one place from last year) and Jacobs Engineering Group, which climbed another two spots this year to 206.⁷



⁷ <http://fortune.com/fortune500/>

YEAR IN REVIEW

Last year's \$3.8 billion budget funded effective and equitable delivery of City services with a focus on public safety, clean and vibrant neighborhoods, and major infrastructure needs. It also invested in forward-thinking solutions to issues such as homelessness, affordable housing, and poverty.

Although we always have room for improvement, we are proud of the work our employees have done this year to deliver vital City services to our residents, especially in such uncertain and challenging times. We've outlined some of those accomplishments here.

SEPTEMBER 2019

The Office of Government Affairs' advocacy and outreach efforts during the 2019 Texas legislative session secured \$3.5 million in FY 2020-21 appropriations for the urban search and rescue team, Texas Task Force 2, a local park grant, and reentry services for formerly incarcerated residents.

The Dallas Public Library eliminated fines for overdue materials and lost cards, ensuring access for people in most need of library services and resources. DPL restored borrowing privileges for more than 174,000 cardholders after all old fines were cleared.

OCTOBER 2019



On the night of October 20, 2019, a storm system moved across the southeast United States, producing 10 tornadoes and causing damage from Texas to Tennessee. The worst of the damage was around Dallas, Texas, where an EF3 tornado left a 15-mile path of destruction in its wake. The Office of Emergency Management quickly activated emergency operations while Dallas Fire-Rescue conducted door-to-door sweeps

to provide immediate assistance to impacted residents. We also created strike teams from multiple City departments to clean up and remove storm debris.

The Office of Equity successfully launched the 2019 Equity Indicators Report in partnership with the Communities Foundation of Texas. The report provides a racial and socioeconomic disparities index that will serve as the focus of community and institutional partnerships to advance equity with the City.

YEAR IN REVIEW

The RIGHT Care program received the International City/County Management Association Local Government Excellence Award in the Community Health and Safety category at the 2019 annual conference. Award recipients must demonstrate innovation, excellence, and success in safety, health, or wellness, including enhancing the quality of life for disadvantaged populations.

The City Council renamed a block of Olive Street south of the American Airlines Center after retired Mavericks player and active Dallas community member Dirk Nowitzki.



James McGuire, the former director of the Office of Environmental Quality and Sustainability, received the UN Global Leadership award from the Dallas Chapter of the United Nations Association for the City's efforts toward achieving the UN's Sustainable Development Goal #11, supporting sustainable cities and communities.

NOVEMBER 2019

Aviation facilities supervisor Sandra Armijo won the 2019 Outstanding Professional of the Year at the Regional Hispanic Contractors Association's Luna Awards, which celebrate the achievements of women in the architecture, engineering, and construction industries. Overall, the City earned nine nominations in the Business Advocate, Outstanding Professional, Outstanding Executive, and Outstanding Administrative Professional categories.



Dallas Animal Services' (DAS) live release rate for dogs and cats hit a record high (92.5 percent) and euthanasia was at an all-time low. Dallas was also one of the first 25 cities in the country to be certified by Mars' Better Cities for Pets program, which recognizes cities' commitment to improving the lives of pets and their people.

The City placed 10th in the 2019 Digital Cities Survey by the Center for Digital Government for developing an online crime reporting tool, combating cyberthreats in partnership with the U.S. Department of Homeland Security, and establishing a regional data-sharing agreement with Dallas County. The long-running survey

YEAR IN REVIEW

recognizes cities that use technology to tackle social challenges, enhance services, and strengthen cybersecurity.

Dallas earned a perfect score (100) on the Human Rights Campaign Foundation's 2019 Municipal Equality Index for the fifth consecutive year. HRC's index score demonstrates the ways municipalities can and do support the LGBTQ community in their city. Dallas received recognition for having single-occupancy and all-gender facilities, transgender-inclusive health-care benefits, and openly LGBTQ elected or appointed municipal leaders.

DECEMBER 2019



OEM worked with the Office of Homeless Solutions, Kay Bailey Hutchison Convention Center Dallas, and other departments to open a temporary inclement weather shelter for residents experiencing homelessness. The Convention Center operated as an overflow shelter once other area emergency shelters reached capacity. The shelter ultimately served more than 1,000 people, providing cots, blankets, food, EMS services, and security to individuals who would otherwise have been exposed

to below-freezing temperatures and the elements.

Through the efforts of the Office of Welcoming Communities and Immigrant Affairs, Dallas became the first city in Texas to earn Certified Welcoming status in recognition of its inclusiveness for immigrants and refugees.

The Vital Statistics team earned the Texas Vital Statistics Unit's Exemplary Five Star Service Award for the first time in nearly 10 years, placing it in the top 20 percent of local registrars. This award acknowledges organizations that understand the importance of vital statistics and its impact on the residents of Texas. The team met several criteria, including registering 100 percent of all births and deaths within one business day (a total of 32,955 registrations).

Building Services successfully completed 77 projects in 2019 worth more than \$6 million, including major building system updates, interior and exterior damage repairs, and space renovations. This extends the lifespan of City facilities, ensuring residents and employees can enjoy them for years to come.

YEAR IN REVIEW

Through engagement and outreach activities in 2019, the Office of Homeless Solutions connected 779 unsheltered persons (most shelter-resistant) to pay-to-stay programs for one to 90 days.

JANUARY 2020

Dallas Water Utilities earned the National Association of Clean Water Agencies' Platinum Peak Performance Award for 100 percent regulatory compliance over a consecutive five-year period at its Southside Wastewater Treatment Plant.



The National Park Service awarded a Technical Assistance Grant to the Department of Aviation to develop a bike path, children's park, and other green and recreational spaces around Love Field. This nationally competitive grant supports the department's "Good Neighbor Program" and will further the City's goals of developing livable, walkable, and interconnected neighborhoods. This also marks the first time the department has received a grant from a federal agency outside of the Federal Aviation Administration.

FEBRUARY 2020

For residents unable to travel downtown because of work hours or lack of transportation, Court and Detention Services hosted a series of "pop-up" courts at community locations to resolve outstanding warrants and citations. Judiciary, City Prosecution, and Court Clerk staff provided onsite assistance, and residents with outstanding citations were free from the threat of arrest. The Municipal Court also extended its normal business hours to allow more residents to participate.

The digital procurement platform Citymart named the Office of Procurement Services seventh in the U.S. for innovation. Citymart surveyed the procurement criteria and practices of 109 local governments, praising Dallas for its longer solicitation periods, which data has shown help foster small business engagement.

MARCH 2020

For the second year in a row, Dallas Love Field airport earned the Airport Service Quality (ASQ) Award for Best Airport in North America in its size category. The ASQ program,

YEAR IN REVIEW

administered by Airports Council International, is based on in-airport customer surveys and is the world's leading airport passenger service and benchmarking program measuring passengers' satisfaction across 34 key performance indicators.

Matthews Southwest, the Dallas Housing Finance Corporation, and Volunteers of America broke ground on The Galbraith, a multimillion-dollar mixed-use development at 2400 Bryan Street that secures 111 new affordable housing units, along with 106 market-rate units and 10,000 square feet of commercial space, including a child care facility. The project will provide much-needed workforce housing options in the downtown core, while giving residents access to employment centers, transit, and other amenities.

The National League of Cities bestowed the Cultural Diversity Award on the City for the successful launch of Dallas' Culture Pass, which allows all Dallas Public Library cardholders to access free tickets at more than 35 arts organizations.

APRIL 2020



For five minutes on April 16, Dallas residents stepped out of their homes to make some noise in appreciation of the health care employees, first responders, and other essential workers helping the City respond to the public health crisis.

The City received \$234 million from the U.S. Treasury for expenses related to the COVID-19 pandemic. We are using the funds to keep our residents safe and healthy; support nonprofits impacted by the crisis; and redesign

City services and facilities to mitigate the effects of the pandemic.

MAY 2020

As part of its continued response to the impacts of COVID-19, the City created a temporary parklet program managed by the Office of Special Events to assist businesses with their economic recovery. The program allows approved businesses to convert on-street parking spaces into additional merchandising or dining areas so they can serve more customers while still observing social distancing guidelines.

DAS' long-time partner PetSmart Charities selected the City to apply for its invitation-only COVID-19 Relief Grant. Within hours of our grant submission, the national nonprofit

YEAR IN REVIEW

awarded DAS the maximum amount of \$20,000 to support shelter operations during the COVID-19 response.

JUNE 2020

The City Council approved a resolution to raise a Pride flag with the City of Dallas seal in place of the City's official flag each June in celebration of Pride Month, a national observance honoring and highlighting the accomplishments of the LGBTQ+ community.



Dallas Water Utilities tied for fourth out of more than 130 large- and medium-size water utilities in Texas on the 2020 Texas Water Conservation Scorecard. The scoring is based on water provider state reports, as well as water conservation policies and programs.

JULY 2020

Dallas Love Field was named to Travel + Leisure's Top 10 Domestic Airports for the fifth straight year and moved up two spots to #8. The readers of Travel + Leisure specifically mentioned the airport's helpful staff as a reason for ranking Love Field so highly.

Budget and Management Services received the ICMA Certificate of Excellence in Performance Management. The Budget Accountability Report (BAR), Dallas 365 dashboard, Financial Transparency website, Community Survey results, and other citywide efforts to enhance transparency are best practices that helped us achieve this distinction.

Senior program manager Daryl Quarles received national recognition from the Robert Wood Johnson Foundation and National Recreation and Park Association for his health advocacy efforts for senior adults in Dallas.

Dallas was ranked number 5 on Cvent's list of top 50 meeting destinations in the U.S., the only Texas city in the top 10. Hospitality technology provider Cvent developed the list based on event booking activity, including room nights and meeting venues. Dallas has been named to the top 50 list every year since it began, but this is its first time in the top 5.

Park and Recreation is also a finalist for the 2020 National Gold Medal Awards for Excellence in Park and Recreation Management. This prestigious national honor is presented by the American Academy for Park and Recreation Administration (AAPRA) and the NRPA to communities that demonstrate excellence in the park and recreation field.

COUNCIL AMENDMENTS

Following the first reading of the FY 2020-21 budget, City Council considered amendments to the FY 2020-21 Proposed Budget. The amendments that were approved and subsequently included in the FY 2020-21 Adopted Budget are below.

GENERAL FUND

Source of Funds: \$16,360,227

- \$1,774,059 - Reduce Tax Increment Finance (TIF) expense paid from General Fund (Non-Departmental)
- \$283,821 - Reduce line-item expense for property insurance (Planning and Urban Design)
- \$443,868 - Eliminate 12 vacant positions in the Facilities division (Park and Recreation)
- \$244,954 - Eliminate nine vacant positions in the Golf division (Park and Recreation)
- \$108,853 - Reduce service level at all aquatic facilities from 10 weeks to 8 weeks (Park and Recreation)
- \$94,308 - Reduce FY 2020-21 budget to align with FY 2019-20 forecast (Human Resources)
- \$1,500,000 - Reduce funding for overtime (Dallas Fire-Rescue)
- \$100,000 - Reduce funding for part-time employees (Judiciary)
- \$500,000 - Reduce funding for Behavioral Health Services (Office of Integrated Public Safety Solutions (MGT))
- \$500,000 - Reduce funding for Mobile Crisis Response (Office of Integrated Public Safety Solutions (MGT))
- \$250,000 - Reduce funding for Violence Interrupters (Office of Integrated Public Safety Solutions (MGT))
- \$500,000 - Reduce funding for Financial Empowerment Centers (Office of Community Care (MGT))
- \$750,000 - Reduce funding for direct assistance referrals (Office of Community Care (MGT))
- \$250,000 - Transfer additional DWU PILOT (payment in lieu of taxes) funds to General Fund instead of Economic Development Public Private Partnership Fund (Office of Economic Development)
- \$1,097,042 - Reduce funding for Citywide security services contract (Court and Detention Services)
- \$7,000,000 - Reduce overtime funding (Dallas Police Department)
- \$308,854 - Intergovernmental revenue from Dallas County (election refund) (City Secretary's Office)
- \$54,468 - Reduce funding for supplies, materials, and contract services (City Attorney's Office)

COUNCIL AMENDMENTS

- \$300,000 - Reduce funding for temporary staffing (CCO \$16,013; SEC \$3,867; CCS \$10,992; CTS \$13,810; DAS \$62,438; DFR \$9,207; DPD \$107,227; HOU \$55,241; MGT-OCC \$14,852; PKR \$6,353)
- \$300,000 - Reduce funding for memberships:
 - CCO - Government Finance Officers Association (\$8,544) and American Payroll Association (\$3,757)
 - Non-D - TEX-21 (\$25,000), US Conference of Mayors (\$40,235), National League of Cities (\$36,322), and Texas Municipal League (\$59,542)
 - ECO - North Texas Commission (\$60,000), North American Strategy for Competitiveness (\$2,500), and Tech Titans (\$1,600)
 - TRN - Dallas Regional Mobility Coalition (\$37,500) and National Association of City Transportation Officials (\$25,000)

Use of Funds: \$16,360,227

- \$452,672 - Reduce the proposed tax rate from 77.66¢ to 77.63¢ per \$100 valuation
- \$1,099,699 - Reduce property tax revenue based on certified property value from Dallas, Collin, Denton Central Appraisal Districts.
- \$283,821 - Increase line-item expense for property insurance (Dallas Police Department)
- \$797,675 - Add funding for nine community pools including 54 positions (Park and Recreation)
- \$1,500,000 - Add funding for maintenance of DFR facilities (Dallas Fire-Rescue)
- \$300,000 - Add funding for full-year implementation of Active Bystandership for Law Enforcement (ABLE) training and serve as lead Project ABLE ambassador agency in Texas (Dallas Police Department)
- \$2,667,595 - Increase funding for street improvements (Public Works)
- \$250,000 - Add funding for dedicated homeless encampment resolutions on DWU-managed property, primarily creeks and watersheds near residential neighborhoods (Office of Homeless Solutions (MGT))
- \$106,765 - Add funding for encampment resolution team and match \$106,765 that Park and Recreation will reallocate from maintenance and horticulture funds (Park and Recreation)
- \$205,000 - Add funding for bike lanes (Transportation)
- \$150,000 - Add one-time funding for Bishop Arts Theater (Office of Arts & Culture)
- \$284,653 - Add funding to grants to Cultural Operating Program (COP) Organizations for operational expenses (Office of Arts & Culture)
- \$100,000 - Add funding for Electric Vehicle Fleet Study (Office of Environmental Quality & Sustainability (MGT))
- \$440,000 - Increase minimum wage of part-time employees to \$14 per hour (311 \$41,600; CTS \$2,391; LIB \$36,804; OAC \$17,472; PKR \$341,733)

COUNCIL AMENDMENTS

- \$3,850,000 - Add 95 non-sworn public safety personnel in FY 2020-21 and move 95 sworn public safety personnel to patrol, increasing the ratio of non-sworn to sworn staff to 18% from 14.7% (Dallas Police Department)
- \$1,500,000 - Add funding for environmental and lighting improvements to reduce crime per the Mayor's Task Force (Transportation)
- \$300,000 - Funding for violence interrupters (Office of Integrated Public Safety Solutions (MGT))
- \$920,347 - Add funding to address illegal dumping (Code Compliance)
- \$600,000 - Add funding to address the Drivers of Poverty (Office of Community Care (MGT))
- \$27,000 - Reduce special events permit fee to \$100 and reduce revenue (Fair Park) (Transportation)
- \$25,000 - Add funding for miscellaneous expenses (PPE for council districts) (Mayor and City Council)
- \$250,000 - Add funding to support the 1,000 Unit Affordable Housing Challenge and a Mixed-Use Challenge Bonus Program (Housing and Neighborhood Revitalization)
- \$250,000 - Add funding for Community Solar Program (Office of Environmental Quality & Sustainability (MGT))

ENTERPRISE FUNDS

Source of Funds: \$11,239,001

- \$10,529,001 - Operating transfer to Sanitation capital construction fund and \$9.5 million in FY 2021-22 (Sanitation Services)
- \$710,000 - Use Fund Balance (Sustainable Development and Construction)

Use of Funds: \$11,239,001

- \$10,529,001 - Increase appropriations in SAN Capital Construction Fund for capital projects (Sanitation Services)
- \$210,000 - Add two Concierge positions for mixed-income developments (Sustainable Development and Construction)
- \$500,000 - Add funding for consultant to rapidly design and implement a self-certification process for architects and engineers for all permits except for new construction (Sustainable Development and Construction)

CAPITAL PROJECTS FUNDS

Source of Funds: \$520,000

- \$225,000 - Use accrued interest from 2006 Cultural Arts Facilities Bond Fund (Office of Arts & Culture)
- \$295,000 - Use accrued interest from 2006 Streets Bond Fund (\$285,000) and 2012 Streets Bond Fund (\$10,000) (Public Works)

COUNCIL AMENDMENTS

Use of Funds: \$520,000

- \$225,000 - Grants to Cultural Operating Program (COP) organizations for facility improvement expenses (city facilities only) (Office of Arts & Culture)
- \$295,000 - Add funding for bike lanes (Transportation)

OTHER FUNDS

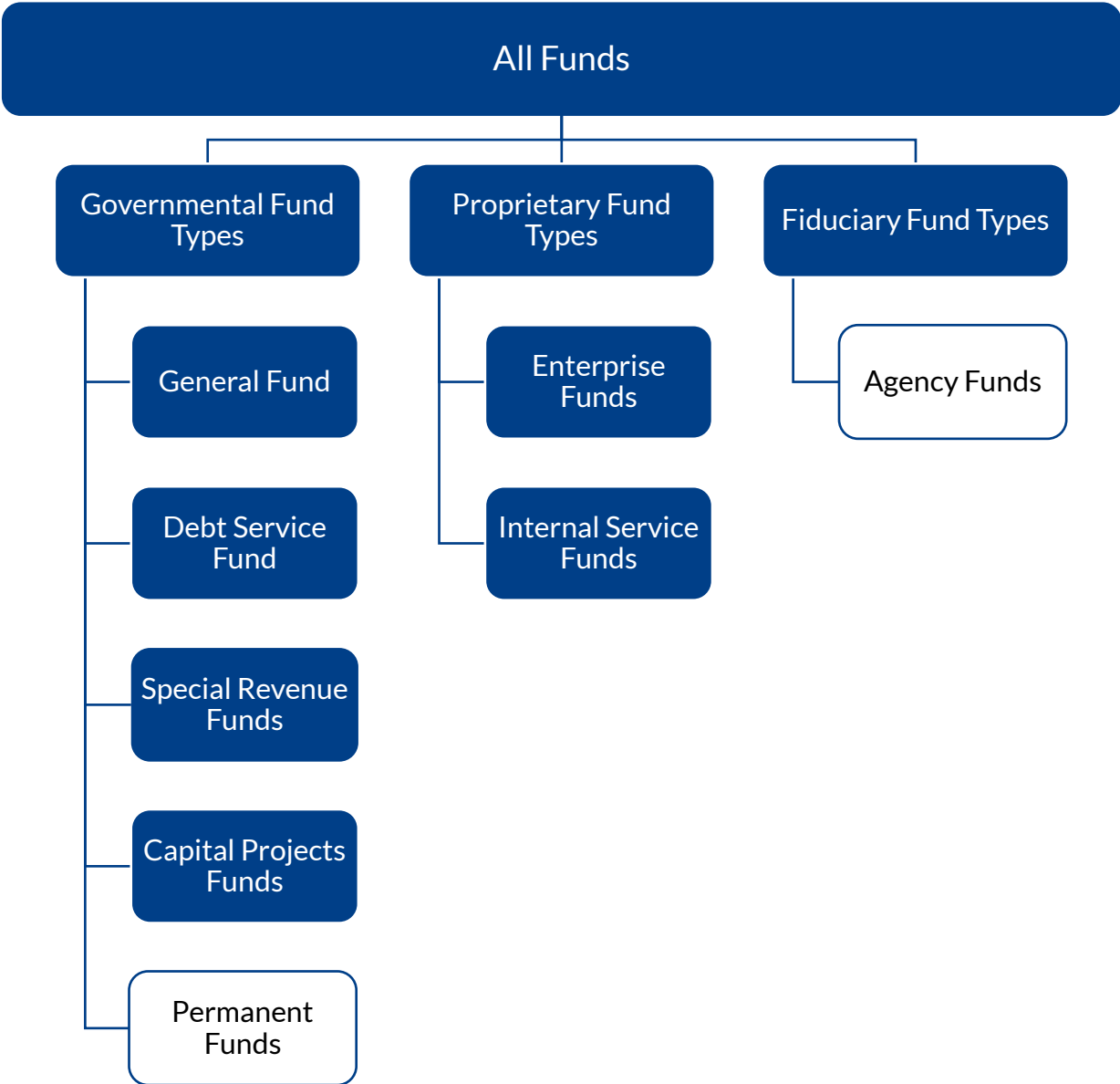
Source of Funds: \$14,691,140

- \$646,841 - Reduce property tax revenue based on certified property value from Dallas Central Appraisal District (Debt Service Fund)
- \$13,544,299 - Increase various multi-year funds based on final Dallas Central Appraisal District and Public Improvement District data including \$13.5 million in FY 2020-21 and \$16.5 million in FY 2021-22 (Office of Economic Development)
- \$500,000 - Receive North Central Texas Council of Government (NCTCOG) grant

Use of Funds: \$14,691,140

- \$646,841 - Reduce Tax Increment Finance (TIF) expense paid from Debt Service Fund (Debt Service Fund)
- \$13,544,299 - Increase appropriations for various Public Improvement District and other Economic Development multi-year funds (Office of Economic Development)
- \$500,000 - Increase funding for bike lanes to be added on receipt of NCTCOG grant (Transportation)

CITY OF DALLAS FUND STRUCTURE



NOTE: Shading indicates funds included in the biennial budget.



MAJOR FUND DESCRIPTIONS

SUMMARY

A fund is a group of related accounts used to maintain control over resources allocated for specific activities or objectives. All the City's funds can be divided into three categories: governmental funds, proprietary funds, or fiduciary funds.

The City maintains 23 individual governmental funds, but the general and debt service funds are considered the two major governmental funds. Data from the other 21 funds is consolidated into a single, aggregated presentation on the City's Comprehensive Annual Financial Report (CAFR).

Proprietary funds are generally used to account for services for which the City charges customers—either outside customers or other units within the City. Proprietary funds are accounted for using the economic resources measurement focus and the accrual basis of accounting. The City maintains two types of proprietary funds: enterprise funds, which are used to report the same functions presented as business-type activities in the government-wide financial statements, and internal service funds, which accumulate and allocate costs internally among the City's various functions.

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. The City's pension trust and agency funds are reported as fiduciary funds. These resources are not available to support the City's own programs.

GOVERNMENTAL FUND TYPES

The City reports the major governmental funds below:

The **General Fund** is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The City adopts an annual appropriated budget for its General Fund.

The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest, and related costs.

The City reports the additional non-major governmental funds below:

Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital project funds exclude those types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments.

MAJOR FUND DESCRIPTIONS

Special revenue funds are used to account for proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

Permanent funds are used to account for private endowments whereby interest earnings are restricted in accordance with the endowment terms.

PROPRIETARY FUNDS

The City reports the major proprietary funds below:

The **Dallas Water Utilities Fund** accounts for water and wastewater services for Dallas, area customer cities, and governmental entities. Activities necessary to provide such services are accounted for in the fund, including but not limited to administration, operations, maintenance, finance, and related debt service.

The **Convention Center Fund** accounts for convention and event services for the Kay Bailey Hutchison Convention Center. Activities necessary to provide such services are accounted for in the fund, including but not limited to administration, operations, maintenance, finance, and related debt service.

The **Airport Revenues Fund** accounts for the Dallas Airports System, which includes airport services and administration of Dallas Love Field, Dallas Executive Airport, and the Heliport. Activities necessary to provide such services are accounted for in the fund, including but not limited to administration, operations, maintenance, finance, and related debt service. DFW International Airport activity is not included in the financial statements.

The **Sanitation Fund** accounts for solid waste collection and disposal services for residential and commercial customers in Dallas. Activities necessary to provide such services are accounted for in the fund, including but not limited to administration, operations, maintenance, finance, and related debt service.

Other non-major proprietary funds consist of enterprise funds used to account for operations other than the major proprietary funds listed above and are operated like private business enterprises. Non-major enterprise funds include the operation of the municipal radio station and building inspections.

Internal Service Funds are used to allocate associated costs of centralized services on a cost-reimbursement basis. These services predominantly benefit governmental rather than business-type functions. The services provided to other City departments are vehicles, vehicle maintenance, fuel and lubrication, communication services, data processing and programming services, office supplies, printing, copying and mailing services,

MAJOR FUND DESCRIPTIONS

implementation of the general obligation bond program, and risk financing, including insurance-related activities.

FIDUCIARY FUNDS

The **Pension Trust Fund** accounts for the activities of the Employees' Retirement Fund, Police and Fire Pension System, and Supplemental Police and Fire Pension Plan. The three contributory defined benefit plans are used to accumulate resources for pension benefits payments to qualified employees.

Agency funds are used to account for assets held by the City as an agent for individuals (cash escrow, confiscated money, employee war and savings bond fund, and deferred compensation fund), and other funds for assets held by the City in a trustee capacity (tax distribution, employee benefits, and the Dallas Tourism Public Improvement District deposit account).

BASIS OF BUDGETING

Governmental funds use the modified accrual basis of accounting. Under the modified accrual method, revenues are recognized when they are measurable and available, and expenditures are recorded when a liability is incurred, in accordance with Generally Accepted Accounting Principles (GAAP). "Measurable" means the amount of the transaction can be determined, and "available" means revenues are considered collectible within the current period or soon enough thereafter to pay liabilities of the current period. The City considers revenue to be available if collected within 60 days of the end of the current fiscal year. Revenues susceptible to accrual under the modified accrual method are ad valorem taxes, sales tax, ambulance fees, parking fines, franchise fees, and interest. In applying this concept to federal and state grants, revenues are recognized when applicable eligibility requirements are met, including time requirements. The availability period for grant revenues and developer and intergovernmental contributions is one year. Licenses and permits, including fines and forfeiture revenues, are not susceptible to accrual because generally they are not measurable until received in cash.

The change in the fair value of investments is not recognized as income/(expenditure) using the budgetary basis of accounting. Expenditures are recognized in the accounting period in which the liability is incurred, if measurable. However, debt service expenditures (principal and interest), as well as expenditures related to compensated absences, arbitrage rebate, claims and judgments, other post-employment benefits, and pollution remediation are recorded only when matured and payment is due. Encumbrances are recognized as an expenditure using the budgetary basis of accounting by governmental funds in the year of the commitment since they represent a commitment of funding for goods or services.

MAJOR FUND DESCRIPTIONS

Proprietary funds, which include enterprise and internal service funds, are budgeted on a full accrual basis, with the exception of compensated absences, debt service payments, depreciation, capital outlay, and the change in fair value of investments is not recognized as income/(expenditure). For these items, the City budgets for the payments expected to be paid during the fiscal year and for the revenues once billed. Encumbrances are recognized as expenditures using the budgetary basis of accounting by enterprise and internal service funds in the year of commitment since they represent a commitment of funding for goods or services.

Fund Balance: Under state law, the budget must be balanced. The City's Financial Performance Management Criterion #17 states, "the City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of unassigned fund balance accumulated through prior year surplus." The fund balance is the difference between planned expenditures and revenues. For the purpose of this document, two different calculations are used. For the General Fund, the unassigned portion of the fund balance is reported. For other funds, fund balance is reported as current revenues less current expenses less reserves for encumbrances, prepaid balances, and inventories.

BASIS OF ACCOUNTING

The CAFR shows the status of the City's finances on the basis of GAAP. In most cases, this conforms to the way the City prepares its budget. All governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means current assets and current liabilities are generally the primary balances included on the balance sheets. Deferred inflows and outflows are used to account for remaining noncurrent balances. Revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the liability is incurred. However, liabilities for compensated absences, debt service expenditures, claims and judgments, other post-employment benefits, net pension liability, pollution remediation, rebate arbitrage, and other long-term liabilities are recorded only when the liability is matured and payment is due.

All proprietary funds are accounted for using the economic resources measurement focus and the accrual basis of accounting. Revenues are recognized in the period in which they are earned and become measurable, and expenses are recognized in the period in which they are incurred and measurable. Expenses are recognized in the accounting period in which the liability is incurred, including compensated absences, interest on debt service, claims and judgments, other post-employment benefits, net pension liability, pollution remediation, rebate arbitrage, and other long-term liabilities. All assets and all liabilities (whether current or noncurrent) associated with the activity are included on balance sheets. The reported proprietary fund net position is segregated into three components: (1) net investment in capital assets, (2) restricted, and (3) unrestricted. Proprietary fund operating statements

MAJOR FUND DESCRIPTIONS

present increases (revenues, contributions, and transfers in) and decreases (expenses and transfers out) in net position. Proprietary funds also record depreciation and amortization. Payment of principal is recorded as a reduction of long-term liabilities.



BUDGET PROCESS CALENDAR

The City of Dallas' budget process takes about nine months and consists of presentations, hearings, and deliberations. Dates for the various FY 2020-21 and FY 2021-22 budget activities are below. Please note some dates and activities may vary from previous years as a result of the COVID-19 public health emergency.

- January 2** Began conducting statistically valid assessment of perceptions of city services from residents

- January 7** Operating and Capital budget kickoff: Operating departments, internal service departments, and departments with capital projects receive instructions on development of FY 2020-21 and FY 2021-22 budgets

- February 19** City Council planning session

- March 16-21** City Manager's Budget Engagement meetings: Community meetings where Office of Budget staff engage with residents on their priorities to incorporate into the proposed budget

- March 25** Public hearing on the Operating, Capital, and Grants and Trusts Budget

- April 2** Grants, Trusts, and Other Multi-Year Funds budget kickoff: Departments that are recipients of grant funds receive instructions on development of their upcoming budget

- May 6** City Council Budget Workshop: Update on the COVID-19 impact on the FY 2019-20 budget

- May 27** Public hearing on the Operating, Capital, and Grants and Trusts Budget

- June 17** City Council Budget Workshop: Update on the FY 2020-21 and FY 2021-22 budget

- June 25-August 4** City Manager's Office conducts budget deliberations, including individual department presentations

- July 24** Last day for appraisal districts to certify property tax rolls per state law (July 25, 2020, is a Saturday)

BUDGET PROCESS CALENDAR

- August 11** City Council Budget Workshop: City Manager presents recommended FY 2020-21 and FY 2021-22 biennial budget to City Council and receives feedback
- August 13-27** City Council Budget Town Hall meetings (virtual)
- August 19** City Council Budget Workshop: City Manager presents additional briefings on specific budget-related topics
- August 26** Public hearing on the Operating, Capital, and Grants and Trusts Budget
- September 2** City Council Budget Workshop: Council members meet as a committee of the whole to propose and discuss possible amendments to the budget (straw votes anticipated)
- September 9** City Council discuss amendments to the budget and adopts FY 2020-21 Operating, Capital, and Grants and Trusts Budget on first reading
- September 12** Advertise Tax Rate Notice
- September 13** Advertise Appropriation Ordinance
- September 23** City Council discuss amendments to the budget, adopts FY 2020-21 Operating, Capital, and Grants and Trusts Budget on second reading; City Council sets property tax rate and approves other budget-related items
- October 1** FY 2020-21 begins

BUDGET PROCESS

PREPARING THE BUDGET

In January, Office of Budget staff uses preliminary projections of property and sales tax revenue to create a starting point for the upcoming budget. In addition, staff prepares a base budget target for each department by removing one-time funding, providing full-year funding for positions and improvements funded for a partial year, and applying a vacancy adjustment to positions. The City also contracted with an external vendor to conduct an assessment of residents' perceptions of service delivery. This statistically valid survey allows residents to express their top priorities in addition to satisfaction.

In February, the City Manager conducts a planning session with City Council to discuss their priorities. Departments also begin to develop biennial budget requests. Then in March, Office of Budget staff surveys residents at a variety of community events and online to gain feedback about their budget priorities. The City also hosts a public hearing at a City Council meeting to garner additional resident feedback.

From May to July, City executives held virtual meetings with department staff to review and discuss budget requests and impact of changes on service delivery.

REVIEWING THE BUDGET

The City Council conducts a second public hearing in May to receive additional resident input, and in late June, the City Manager presents an updated outlook to City Council. The City Manager and Office of Budget then adjust the budget, where feasible, based on City Council and resident input.

By July 25, each appraisal district must provide the City with the certified property tax roll. At that point, the City Manager makes final adjustments to the proposed budget based on confirmed property tax revenues.

In mid-August, the City Manager presents the proposed budget to City Council, after which Council members conduct Town Hall meetings with their constituents to obtain feedback on the proposal. In late August, a budget workshop and a third public hearing give City Council and residents a final opportunity to share their opinions on the proposed budget.

AMENDING THE BUDGET

In September, City Council hosts a budget workshop where Council members submit proposed amendments to the City Manager's proposed budget. Proposed amendments submitted by City Council should be balanced with revenue and/or expenditure changes for a net-zero budget impact. A majority "straw" vote is required for an amendment to be included in the final recommended budget.

BUDGET PROCESS

ADOPTING THE BUDGET

In early September, City Council votes to adopt the budget on its first reading. If needed, an additional budget workshop is hosted in mid-September, as well as an announcement of a public hearing on the tax rate (if needed, the Tax Rate Public Hearing held on same day as the adoption of the tax rate).

Finally, in late September, City Council votes to adopt the Operating, Capital, and Grants and Trusts budget for the upcoming year on the second reading. Any approved amendments are included in this adoption. After adopting the budget, City Council votes to adopt the tax rate for the next year and approves other budget-related items.

GLOSSARY

ACCRUAL ACCOUNTING

A measure of revenues earned and expenses incurred by the City during the period, regardless of when cash is received or paid

ADOPTED BUDGET

Budget approved by City Council at the beginning of the fiscal year

AD VALOREM TAX

A tax levied on the assessed valuation of real land and improvements and personal property located in the City

ADDITIONAL RESOURCES

Grants, trusts, or any other source of funds (excluding capital funds) that contribute to the service and are receiving new appropriations in the next biennial

AGENCY FUND

Resources retained by the governmental unit as an agent for another governmental unit

APPROPRIATION

An authorization made by the City Council that permits officials to incur obligations against and make expenditures of governmental resources

AMORTIZATION

An accounting method that reduces the payment of a debt over time; part of each payment goes toward the loan principal, and part goes toward interest

ARBITRAGE

The difference between the interest paid on tax-exempt bonds and the interest earned by investing the proceeds of the tax-exempt bonds in higher-yielding taxable securities

ASSESSED VALUATION

The total valuation of land and improvements and personal property, less all properties exempt from tax; also known as taxable valuation

AUDIT

A comprehensive examination or inspection of an individual's or organization's accounts and resources, typically by an independent body, concluding in a written report of its findings

GLOSSARY

BALANCED BUDGET

A budget with revenues equal to expenditures

BIENNIAL BUDGET

A balanced budget that covers two fiscal years

BOND

A written promise to pay a sum of money on a specified date at a specified interest rate; general obligation (GO) and revenue bonds are used for funding permanent capital improvements, such as buildings, streets, or water and wastewater pipes

BUDGET

A financial plan for a specified period that matches all planned revenues and expenditures with various municipal services; the primary means by which most expenditures and service delivery activities of a government are controlled

CAPITAL CONSTRUCTION FUND

Used to pay for capital projects that are not debt-financed; funding is usually derived from operating fund transfers

CAPITAL EXPENDITURE

The acquisition or construction of an asset that has a useful life greater than one year

CAPITAL GIFTS AND DONATIONS

Contributions by individuals or organizations to fund capital improvements within the scope of interest of the donor

CAPITAL IMPROVEMENT PROGRAM (CIP)

The City's plan to finance major infrastructure development and improvement; primarily funded through GO and revenue bonds

CAPITAL PROJECTS FUND

Used to account for and report financial sources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets

CERTIFICATE OF OBLIGATION (CO)

A written promise secured by the full faith and credit of the City used for funding permanent capital improvements; debt service is paid from ad valorem taxes or operating revenues

GLOSSARY

COMMERCIAL PAPER

A short-term promissory note offering flexibility to borrow as needed at the time of the actual award of projects instead of sale of bonds

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

Federal funds available to municipalities specifically for activities and programs to create viable urban communities for low- and moderate-income individuals

CONTINGENCY RESERVE

A budgetary reserve that provides for unanticipated and non-recurring expenditures

CONTRACTUAL SERVICE

The cost related to services performed for the City by individuals, businesses, or utilities

DEBT SERVICE

Used to account for the accumulation of financial resources to meet the requirements of general obligation debt service and debt service reserve; sometimes referred to as the Interest and Sinking Fund

DEFICIT

Excess of expenses over revenues at a specific point in time

DEPARTMENT

A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area

DEPRECIATION

A systematic allocation of cost for a tangible asset during its estimated useful life; calculation is based on a reduction in the asset's value over time, particularly because of wear and tear

EMERGENCY RESERVE

A budgetary reserve that provides for temporary financing of unanticipated or unforeseen extraordinary needs of an emergency nature

ENCUMBRANCE

The commitment of appropriated funds to purchase an item or service

GLOSSARY

ENTERPRISE FUND

Funds fully supported by charges for service; each fund establishes revenue-based fees and charges to recoup the costs of providing the services

EQUIPMENT ACQUISITION NOTES

Short-term note financing secured by the full faith and credit of the City used for funding capital equipment purchases; debt service requirements are met with ad valorem or operating transfers from fee-supported funds

FIDUCIARY FUND

Fund that accounts for assets held by the City in a trustee or agency capacity

FINANCIAL MANAGEMENT PERFORMANCE CRITERIA (FMPC)

Established in the late 1970s to reflect financial policies the City deems necessary for planning purposes and to measure sound financial condition. These criteria apply to the ongoing management of the City's finances and cover the following aspects of financial management: operating programs, capital and debt management, accounting, auditing and financial planning, cash management, grants and trusts, and Dallas Water Utilities.

FINES AND FORFEITURES

Charges levied by City departments to individuals and businesses that are resolved through payment or loss of property

FISCAL YEAR (FY)

The 12-month period to which the annual budget applies beginning October 1 and ending the following September 30

FRANCHISE FEE

A fee levied by the City Council on businesses that use the City's right-of-way to deliver services; this fee is usually charged as a percentage of gross receipts

FULL-TIME EQUIVALENT (FTE)

A unit used to quantify staffing. One FTE is a full-year position working 40 hours per week. A part-time position working 20 hours per week or a temporary full-time position working six months would be 0.5 FTE. An FTE equals 2,080 hours of paid time.

FULL-YEAR FUNDING (FYF)

The additional funding needed for 12 full months of operations related to positions or programs added in the previous fiscal year; this funding complements prior-year funding

GLOSSARY

FUND

A fiscal and accounting entity with a self-balancing set of accounts (assets, liabilities, fund balance) set aside for specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations

FUND BALANCE

The difference between a fund's assets and liabilities. For the purposes of this document, two different calculations are used. For the General Fund, the unreserved undesignated portion of fund balance is reported. For other funds, fund balance is reported as current assets, less current liabilities, less reserves for encumbrances. For non-enterprise funds, sick and vacation accruals are excluded. For multi-year funds, reserves for encumbrances are not excluded. For funds that use inventory accounting, inventory encumbrances are not deducted (to avoid double-reduction).

GENERAL CAPITAL RESERVE

Depository for proceeds from property sale, abandonments, or reimbursements of prior loans/advances providing funds for capital improvements and/or to provide interim financing for capital projects

GENERAL FUND

The main operating fund of the City, which accounts for basic operating services such as police, fire, streets, code enforcement, parks and recreation, libraries, and others

GENERAL OBLIGATION (GO) BOND

Bonds used for funding permanent public capital improvements such as buildings, streets, and bridges; these bonds are repaid from the levy of property taxes, and voter approval is required to issue them

GOVERNMENTAL FUNDS

A type of fund; governmental funds include the General Fund, special revenue funds, capital projects funds, debt service funds, and permanent funds

GRANT

A contribution by a government or other organization to support a certain function; typically, these contributions are made to a local government from the state or federal government

HEADCOUNT

Number of employees on payroll at the time the count is calculated (changes daily)

GLOSSARY

IN-SERVICE DATE

Date on which a City facility is available to the public

INTER-DEPARTMENT FINANCING

Short-term interim financing from one City department to another (necessary due to timing of project with permanent financing mechanism) with the repayment of the loan plus interest once permanent financing is in place

INTEREST EARNED

Assets collected through investment of cash

INTERFUND REVENUE

Assets transferred from one fund to another for services rendered; includes revenues from various funds that provide indirect cost payments to the General Fund, as well as Dallas Water Utilities street rental payments, and surplus property auction revenue

INTERGOVERNMENTAL REVENUE

Money collected from other governmental entities

INTERNAL SERVICE FUND

Fund used to account for goods or services given to one department by another on a cost reimbursement basis

LIABILITY RESERVE

Funds reserved for outstanding current and forecasted future liabilities

LICENSE AND PERMITS REVENUE

Revenues related to various license and permit fees

MASTER LEASE

A short-term financing program offering flexibility to borrow as needed at the time of the actual purchase of equipment or technology improvements instead of the sale of equipment acquisition notes

MISCELLANEOUS REVENUE

Revenues from rentals, gifts and donations, and collections for damages to City property

GLOSSARY

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Basis of accounting according to which (a) revenues are recognized in the accounting period in which they became available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due

ONE-TIME RESOURCES

Non-recurring revenues that will be used for one-time expenses

OPERATING AND MAINTENANCE COST

Operational cost incurred by a facility for one year

OPERATING BUDGET

The personnel, supply, service, and short-term capital expenditures of a department

PARTIAL-YEAR FUNDING

The funding required to partially fund operations related to positions and/or program funding added in a fiscal year

PERMANENT FUND

Fund used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for the benefit of the government or its residents

PLANNED BUDGET

The second year of the City's financial operations plan (biennial budget); state law does not allow cities in Texas to adopt a two-year appropriation

POSITION

A specific job with an assigned position identification number, including full-time, part-time, and temporary

PROGRAM

A sub-unit of a department

PROPRIETARY FUND

A fund with profit and loss aspects; the two types are enterprise and internal service funds

REIMBURSEMENT

Repayment of funds from one fund or department to another for a specific purpose

GLOSSARY

REVENUE

Receipt of cash from another entity that requires a cash receipt to be entered in the financial system

REVENUE FUND

Fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects

SERVICE

A specific operation performed within a department or office

STRATEGIC PRIORITIES

Values that allow an organization to achieve its goals; the City Manager and City Council established the following strategic priorities to guide the work of City departments and operations: (1) Economic Development, (2) Environment and Sustainability, (3) Government Performance and Financial Management, (4) Housing and Homelessness Solutions, (5) Public Safety, (6) Quality of Life, Arts, and Culture, (7) Transportation and Infrastructure, and (8) Workforce, Education, and Equity

STRUCTURALLY BALANCED BUDGET

A budget that provides for annual recurring total expenditures and encumbrances, which are equal to or less than the annual recurring revenue estimate for the fund

TRUE INTEREST COST

The full cost of a bond issue accounting for the present value (time value) of money; the rate of interest, compounded semiannually, required to discount the payments of principal and interest to bondholders to the original purchase price

ACRONYM INDEX

ADA	Americans with Disabilities Act
AFRD	Authorization for Records Disposal
AIDS	Acquired Immunodeficiency Syndrome
ALAANA	African, Latinx, Asian, Arab, and Native American
ALJ	Administrative Law Judge
AMTRAK	American Railroad Passenger Corporation
AOA	Airport Operating Area
ARC	Animal Remains Collection
ARFF	Aircraft Rescue and Firefighting
ASAP	Active Senior and Adult Programs
BAR	Budget Accountability Report
BRINSAP	Bridge Inspection and Appraisal Program
BSC	Benefits Service Center
BSD	Building Services Department
BUILD	Broadening Urban Investment to Leverage Dallas
BVS	Bureau of Vital Statistics
CAD	Computer-aided dispatch
CAFR	Comprehensive Annual Financial Report
CARE	Community Animal Resource Effort
CBD	Central Business District
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CCO	City Controller's Office
CDBG	Community Development Block Grant
CDC	City Detention Center
CDFI	Community development financial institutions
CDL	Commercial driver's license
CDRC	City of Dallas Regional Center
CECAP	Comprehensive Environmental and Climate Action Plan
CERT	Community Emergency Response Team
CES	Convention and Event Services
CFE	Certified Fraud Examiner
CHDO	Community Housing Development Organizations
CHP	Comprehensive Housing Policy
CIA	Certified Internal Auditor
CIP	Capital Improvement Program
CISA	Certified Information Systems Auditor
CNG	Compressed Natural Gas
CNR	Coverage Net Revenue
CO	Certification of Obligation
COC	Continuum of Care
COP	Cultural Organizations Program
COR	Contract Office Representative
CP	Commercial Paper
CPA	Certified Public Accountant
CPE	Center for Performance Excellence
CPI	Consumer Price Index
CPOB	Community Police Oversight Board
CTJ	Judiciary
CTS	Court and Detention Services
DAL	Dallas Love Field Airport

ACRONYM INDEX

DART	Dallas Area Rapid Transit
DAS	Dallas Animal Services
DBI	Office of Data Analytics and Business Intelligence
DCP	Dallas Cultural Plan
DCVB	Dallas Convention and Visitors Bureau
DEA	Dallas Executive Airport
DEV	Sustainable Development and Construction
DFR	Dallas Fire-Rescue
DFW	Dallas/Fort Worth International Airport
DHAP	Dallas Homebuyers Assistance Program
DOT	Department of Transportation
DPD	Dallas Police Department
DPL	Dallas Public Library
DROP	Deferred Retirement Option Plan
DSHS	Department of State Health Services
DVRs	Digital Voice Recorders
DWU	Dallas Water Utilities
EBC	Express Business Center
ECMS	Enterprise Contract Management System
ECU	Environmental Crimes Unit
EDMS	Electronic Document Management System
EEOC	Equal Employment Opportunity Commission
EFM	Equipment and Fleet Management
EHS	Environmental and Health Services
ELL	English-language learning
EMS	Emergency Medical Service
EMS	Environmental Management System
EOD	Explosive Ordnance Disposal
EPA	Environmental Protection Agency
EPO	Exclusive provider organization
ER	Employee Relations
ERT	Estimated response time
ESG	Emergency Solutions Grant Program
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulations
FCC	Federal Communications Commission
FFATA	Federal Financial Accountability and Transparency Act
FMPC	Financial Management Performance Criteria
FOP	First Offenders Program
FROT	Fire-Rescue Officer Training
FTE	Full-time equivalent
FY	Fiscal year
FYF	Full-year funding
GARE	Government Alliance on Race and Equity
GED	General Equivalency Diploma
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
GPFM	Government Performance and Financial Management
HDHP	High-deductible health plan

ACRONYM INDEX

HIPP	Housing Improvement Preservation Program
HIV	Human Immunodeficiency Virus
HOME	Home Investment Partnerships Program
HOPWA	Housing Opportunities for Persons with AIDS
HOT	Hotel Occupancy Tax
HR	Human Resources
HRA	Health Reimbursement Agreement
HRC	Human Resource Consulting
HRIS	Human Resources Information System
HSA	Health savings account
HSR	High Speed Rail
HVAC	Heating, ventilation, and air conditioning
I&LSE	Inspection and Life Safety Education
IBNR	Incurred but not reported (claims)
IIPD	International Inland Port of Dallas
IMP	Infrastructure Management Program
INO	Office of Innovation
IPL	Integrated Pipeline
IRS	Internal Revenue Service
ISO	International Organization for Standardization
IT	Information Technology
ITS	Information and Technology Services
JCM	Juvenile case managers
KBHCCD	Kay Bailey Hutchison Convention Center Dallas
LED	Light-emitting diode
LFMP	Love Field Modernization Program
LGC	Local Government Corporation
LIB	Dallas Public Library
LIHTC	Low-Income Housing Tax Credit
LIMS	Laboratory Information Management System
LPR	License plate reader
M/WBE	Minority- and women-owned business enterprises
MCC	Mayor and City Council Office
MDC	Mobile Data Computer
MGT	Management Services
MLPP	Master Lease Purchase Program
MOA	Memorandum of Agreement
MRM	Mobile resource management
MS4	Municipal Separate Storm Sewer System
MSA	Metropolitan Statistical Area
MSD	Municipal Setting Designation
MVA	Market Value Analysis
NAR	National Association of Realtors
NC	New construction
NCC	Neighborhood Code Compliance
NCTCOG	North Central Texas Council of Governments
NFPA	National Fire Protection Association
NG	Next Generation
NGRP	Neighborhood Grant Reclamation Program
NIBRS	National Incident-Based Reporting System

ACRONYM INDEX

NIGP	National Institute of Governmental Purchasing
NMTC	New Markets Tax Credit
NNA	Neighborhood Nuisance Abatement
Non-D	Non-Departmental
O&M	Operating and maintenance
OBD	Office of Business Diversity
OEM	Office of Emergency Management
OEQS	Office of Environmental Quality and Sustainability
OHS	Office of Homeless Solutions
OPO	Office of Community Police Oversight
OPS	Office of Procurement Services
ORM	Office of Risk Management
ORR	Open Records Request
OSE	Office of Special Events
OSPGA	Office of Strategic Partnerships and Governmental Affairs
PACE	Property Assessed Clean Energy
PAO	Public Affairs and Outreach
P-Card	Purchasing card
PCI	Pavement Condition Index
PID	Public Improvement District
PILOT	Payment in lieu of taxes
PIT	Point-in-time
PM	Preventive maintenance
POCPP	Property Owners Cost Participation Program
PSAP	Public Safety Answering Point
PSN	Project Safe Neighborhood
RBD	Dallas Executive Airport
RFID	Radio Frequency Identification
RFP	Request for proposal
RIF	Reduction-in-force
RMIS	Risk Management Information System
ROW	Right-of-way
RTCC	Real-Time Crime Center
RZ	Reinvestment Zone
S.A.V.E.	Spay, Advocate, Vaccinate, and Educate
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-contained breathing apparatus
SD/FPOF	South Dallas/Fair Park Opportunity Fund
SDC	Sustainable Development and Construction
SDM	Storm Drainage Management
SEC	City Secretary's Office
SECO	State Energy Conservation Office
SLA	Service-level agreement
SPEP	Sales per enplaned passenger
SPSS	Statistical Package for Social Sciences
SR	Service request (311)
SSI	Supplemental Security Income
TA RZ	Tax Abatement Reinvestment Zone
TCEQ	Texas Commission on Environmental Quality
TCO	Total cost of ownership

ACRONYM INDEX

TDHCA	Texas Department of Housing and Community Affairs
TDSHS	Texas Department of State Health Services
TIF	Tax Increment Financing (districts)
TIF RZ	Tax Increment Financing Reinvestment Zone
TNRCC	Texas Natural Resources Conservation Commission
TOD	Transit-oriented development
TPIA	Texas Public Information Act
TRE	Trinity Railway Express
TRec	Teen Recreation Program
TSA	Transportation Security Administration
TSL	Time spent listening
TxDOT	Texas Department of Transportation
UCMR4	Unregulated Contaminant Monitoring Rule
UFMP	Urban Forest Master Plan
USPS	U.S. Postal Service
VISTA	Volunteers in Service to America
WCIA	Office of Welcoming Communities and Immigrant Affairs
WIC	Women, Infants, and Children Program
WRR	Municipal Radio

