

Memorandum



CITY OF DALLAS

DATE May 17, 2019

Honorable Members of the Government Performance & Financial Management
Committee: Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson,
TO Lee M. Kleinman, Philip T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Budget Accountability Report – March 2019**

On May 20, the Office of Budget will provide the Budget Accountability Report (BAR) based on information through March 31, 2019 to the Government Performance & Financial Management Committee. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report, which is attached for your review.

Please note, FY 2017-18 audited statements are now available, and we have adjusted the FY 2018-19 amended and year-end forecast beginning fund balance accordingly (refer to the General Fund Overview on page 3 of the report). We have also added information on the 2017 General Obligation Bond Program at the request of certain committee members (refer to page 13).


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

M. Elizabeth Reich
Chief Financial Officer

Attachment

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager

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



MARCH 2019
**BUDGET
ACCOUNTABILITY
REPORT**

PREPARED BY THE
OFFICE OF BUDGET

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Dallas, TX 75201

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EXECUTIVE SUMMARY

Financial Forecast Report

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

✓ YE forecast within 5% of budget

! YE forecast within 6-10% of budget

✗ YE forecast more than 10% from budget or no forecast provided

Dallas 365

✓ 21

On Track

! 7

Caution

✗ 7

Needs Improvement

Budget Initiative Tracker

○ 5

Complete

✓ 36

On Track

! 3

Caution

✗ 0

Cancelled

FINANCIAL FORECAST REPORT

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

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

General Fund Overview

| | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|------------------------|------------------------------|------------------------------|-------------|---------------|--------------|
| Beginning Fund Balance | \$182,017,646 | \$182,017,646 | | \$207,908,478 | \$25,890,832 |
| Revenues | 1,365,966,274 | 1,366,756,538 | 971,367,595 | 1,374,472,185 | 7,715,647 |
| Expenditures | 1,365,966,274 | 1,366,601,406 | 586,200,755 | 1,363,925,950 | (2,675,458) |
| Ending Fund Balance | \$182,017,646 | \$182,172,778 | | \$218,454,713 | \$36,281,937 |

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

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of March 31, 2019, the YE forecast beginning fund balance represents the FY 2017-18 audited unassigned ending fund balance and includes FY 2017-18 YE savings.

Revenues. Through March 31, 2019, General Fund revenues are projected to be \$7,715,647 over budget. This is primarily due to forecasted increases in property tax and sales tax collections, franchise fees, Safelight fines, and interest revenue based on current trends.

Expenditures. Through March 31, 2019, General Fund expenditures are projected to be below budget by \$2,675,458. Departments are under budget primarily because of salary savings from vacant positions.

Amendments. The General Fund budget was amended on:

- November 14, 2018, by resolution #18-1641 in the amount of \$155,000 for the District 4 runoff election.
- February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery.

Budget adjustments approved by City Council on April 19, 2019, will be reflected in next month's Budget Accountability Report (BAR).

Financial Forecast Report

GENERAL FUND REVENUE

| Revenue Category ¹ | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|-------------------------------------|------------------------------|------------------------------|----------------------|------------------------|--------------------|
| Property Tax | \$727,886,279 | \$727,886,279 | \$717,816,048 | \$728,936,782 | \$1,050,503 |
| Sales Tax ² | 311,645,016 | 311,645,016 | 131,138,495 | 314,490,579 | 2,845,563 |
| Franchise and Other | 133,347,988 | 133,347,988 | 51,598,557 | 134,862,797 | 1,514,809 |
| Charges for Service | 110,146,088 | 110,146,088 | 37,262,318 | 112,022,090 | 1,876,002 |
| Fines and Forfeitures | 34,244,958 | 34,244,958 | 12,003,056 | 34,767,360 | 522,402 |
| Operating Transfers In ³ | 24,823,767 | 25,614,031 | 9,141,937 | 22,122,899 | (3,491,132) |
| Intergovernmental | 9,563,291 | 9,563,291 | 1,138,152 | 9,562,026 | (1,265) |
| Miscellaneous ⁴ | 6,320,104 | 6,320,104 | 4,341,805 | 7,313,297 | 993,193 |
| Licenses and Permits | 5,670,499 | 5,670,499 | 2,983,889 | 5,872,795 | 202,296 |
| Interest ⁵ | 2,318,284 | 2,318,284 | 3,943,337 | 4,521,560 | 2,203,276 |
| Total Revenue | \$1,365,966,274 | \$1,366,756,538 | \$971,367,595 | \$1,374,472,185 | \$7,715,647 |

VARIANCE NOTES

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

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

2 Sales Tax. Sales tax revenues are forecast to be \$2,846,000 over budget due to increased collections. Over the most recent 12 months, sales tax receipts have increased by 4.0 percent.

3 Operating Transfers In. The revenue budget for Operating Transfers In was amended on November 14, 2018, by resolution #18-1641 for the District 4 runoff election, and on February 13, 2019, by resolution #19-0296 in the amount of \$480,000 for the disassembly, removal, and transfer to storage of the Confederate monument in Pioneer Cemetery. Revenue is forecast to be below budget due to deferral of inter-fund transfers. Budget adjustments approved by City Council on April 19, 2019, will be reflected in next month's BAR.

4 Miscellaneous. Miscellaneous revenues are forecast to be \$993,000 over budget primarily due to facility rental fees.

5 Interest. Interest revenue is forecast to be \$2,203,000 over budget based on current trends.

Financial Forecast Report

GENERAL FUND EXPENDITURES

| Expenditure Category | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|---------------------------------------|------------------------------|------------------------------|---------------|-----------------|---------------|
| Civilian Pay | \$241,344,527 | \$240,557,634 | \$108,380,981 | \$231,185,024 | (\$9,372,610) |
| Civilian Overtime | 6,660,128 | 6,643,021 | 4,454,459 | 8,720,470 | 2,077,449 |
| Civilian Pension | 35,070,258 | 34,947,747 | 15,588,874 | 33,328,669 | (1,619,078) |
| Uniform Pay | 423,709,510 | 423,709,510 | 191,669,070 | 416,228,930 | (7,480,580) |
| Uniform Overtime | 39,354,268 | 39,354,268 | 20,737,201 | 45,551,853 | 6,197,585 |
| Uniform Pension | 159,002,901 | 159,002,901 | 65,662,193 | 159,002,901 | 0 |
| Health Benefits | 68,816,185 | 68,816,185 | 28,252,413 | 68,816,185 | 0 |
| Workers Comp | 10,508,446 | 10,508,446 | 0 | 10,508,446 | 0 |
| Other Personnel Services | 12,666,100 | 12,644,950 | 5,623,757 | 13,064,840 | 419,890 |
| Total Personnel Services ¹ | 997,132,323 | 996,184,662 | 440,368,949 | 986,407,318 | (9,777,344) |
| Supplies ² | 77,884,269 | 77,950,378 | 30,957,623 | 80,798,030 | 2,847,651 |
| Contractual Services ³ | 366,535,382 | 367,860,184 | 125,392,938 | 371,642,163 | 3,781,981 |
| Capital Outlay ⁴ | 13,617,618 | 13,724,618 | 2,515,974 | 15,477,631 | 1,753,013 |
| Reimbursements ⁵ | (89,203,318) | (89,118,436) | (13,034,729) | (90,399,195) | (1,280,759) |
| Total Expenditures | \$1,365,966,274 | \$1,366,601,406 | \$586,200,755 | \$1,363,925,947 | (\$2,675,458) |

VARIANCE NOTES

1 Personnel Services. Current YE civilian pay forecast is \$9,373,000 below budget primarily due to civilian vacancy savings that fully offset the \$2,077,000 overrun in civilian overtime. Uniform overtime YE forecast assumes \$6,208,000 anticipated use of overtime for the Dallas Police Department and \$11,000 in projected savings for Dallas Fire-Rescue, fully offset by \$7,480,000 in uniform salary savings from vacant positions. Uniform pension YE forecast equals budget and includes the \$156,819,000 contribution required to fund the police and fire pension as enacted by the Texas State Legislature through House Bill 3158, and additional funding for supplemental pension.

2 Supplies. Current YE forecast is \$2,848,000 above budget primarily due to higher than budgeted Park and Recreation gas and water expenses to be offset by additional revenue, greater than budgeted Office of Cultural Affairs gas and furniture expenses, and greater than anticipated usage of medical-surgical supplies by Dallas Animal Services.

3 Contractual Services. Contractual Services are \$3,781,000 over budget due to the use of temporary help and day labor expenses in various departments, offset by salary savings, increased contractual costs as a result of higher Safelight revenues, and equipment upgrades and maintenance in DFR.

4 Capital Outlay. Current YE forecast is \$1,753,000 over budget primarily due to the unbudgeted replacement of five ambulances as a result of wrecks.

5 Reimbursements. General Fund reimbursements reflects contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Current YE forecasts are \$1,280,000 greater than budget.

Financial Forecast Report

GENERAL FUND EXPENDITURES

| Expenditure By Department | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|--|------------------------------|------------------------------|----------------------|------------------------|----------------------|
| Building Services ¹ | \$22,729,907 | \$22,729,907 | \$11,100,220 | \$22,905,203 | \$175,296 |
| City Attorney's Office | 18,348,876 | 18,348,876 | 7,952,520 | 18,348,876 | 0 |
| City Auditor's Office | 3,367,314 | 3,367,314 | 1,313,579 | 3,338,295 | (29,019) |
| City Controller's Office ² | 6,768,899 | 6,768,899 | 3,537,568 | 6,836,571 | 67,672 |
| Independent Audit | 917,892 | 917,892 | 0 | 917,892 | 0 |
| City Manager's Office ³ | 2,787,305 | 2,787,305 | 1,234,688 | 2,809,412 | 22,107 |
| City Secretary ⁴ | 4,350,544 | 4,505,676 | 2,113,823 | 4,492,219 | (13,457) |
| Civil Service ⁵ | 3,241,621 | 3,241,621 | 1,374,291 | 3,303,012 | 61,391 |
| Code Compliance | 31,635,395 | 31,635,395 | 12,621,735 | 30,669,725 | (965,670) |
| Court Services ⁶ | 23,314,074 | 23,314,074 | 9,083,647 | 22,637,311 | (676,763) |
| Jail Contract | 8,908,016 | 8,908,016 | 3,711,673 | 8,908,016 | 0 |
| Dallas Animal Services | 14,878,667 | 14,878,667 | 7,047,385 | 14,768,236 | (110,431) |
| Dallas Fire-Rescue | 294,483,209 | 294,483,209 | 127,782,440 | 294,348,638 | (134,571) |
| Dallas Police Department ⁷ | 486,752,691 | 486,752,691 | 211,039,406 | 486,752,691 | 0 |
| Housing and Neighborhood Services | 4,213,724 | 4,213,724 | 1,037,502 | 4,124,019 | (89,705) |
| Human Resources | 7,005,071 | 7,005,071 | 3,205,902 | 6,900,647 | (104,424) |
| Judiciary ⁸ | 3,446,356 | 3,446,356 | 1,679,579 | 3,469,117 | 22,761 |
| Library ⁹ | 34,138,717 | 34,138,717 | 14,890,202 | 33,920,803 | (217,914) |
| Office of Management Services | | | | | |
| 311 Customer Service ¹⁰ | 4,495,891 | 4,495,891 | 2,924,608 | 4,686,440 | 190,549 |
| Council Agenda Office ¹¹ | 219,414 | 219,414 | 104,149 | 219,819 | 405 |
| Office of Equity and Human Rights | 998,436 | 998,436 | 355,303 | 977,534 | (20,902) |
| Office of Innovation ¹² | 603,668 | 603,668 | 125,568 | 477,502 | (126,166) |
| Office of Strategic Partnerships ¹³ | 1,053,433 | 1,053,433 | 447,500 | 993,500 | (59,933) |
| Office of Business Diversity | 894,165 | 894,165 | 383,591 | 885,267 | (8,898) |
| Office of Community Care | 5,375,877 | 5,375,877 | 2,428,691 | 5,375,877 | 0 |
| Office of Emergency Management | 877,113 | 877,113 | 228,359 | 877,113 | 0 |
| Office of Environmental Quality | 2,734,360 | 2,734,360 | 2,245,815 | 2,734,360 | 0 |
| Office of Homeless Solutions ¹⁴ | 11,546,393 | 11,546,393 | 7,176,518 | 11,695,897 | 149,504 |
| Public Affairs and Outreach ¹⁵ | 2,098,745 | 2,098,745 | 653,055 | 1,790,994 | (307,752) |
| Welcoming Communities | 623,124 | 623,124 | 212,740 | 621,190 | (1,934) |
| Mayor and City Council | 4,989,530 | 4,989,530 | 2,181,681 | 4,989,530 | 0 |
| Non-Departmental ¹⁶ | 92,727,295 | 92,727,295 | 14,278,799 | 92,482,994 | (244,301) |
| Office of Budget | 3,796,050 | 3,796,050 | 1,599,658 | 3,645,343 | (150,707) |
| Office of Cultural Affairs ¹⁷ | 19,973,188 | 20,453,188 | 14,816,581 | 20,453,188 | 0 |
| Office of Economic Development | 4,972,909 | 4,972,909 | 2,689,793 | 4,972,316 | (593) |
| Park and Recreation ¹⁸ | 98,542,371 | 98,542,371 | 47,555,742 | 98,542,371 | (0) |
| Planning and Urban Design ¹⁹ | 3,171,871 | 3,171,871 | 1,300,350 | 2,833,264 | (338,607) |
| Procurement Services ²⁰ | 2,443,038 | 2,443,038 | 1,223,199 | 2,562,609 | 119,571 |
| Public Works | 75,856,653 | 75,856,653 | 40,795,886 | 75,200,203 | (656,450) |
| Sustainable Development | 2,194,525 | 2,194,525 | 1,477,693 | 2,194,525 | 0 |
| Transportation ²¹ | 47,219,419 | 47,219,419 | 20,269,317 | 47,992,903 | 773,484 |
| Total Departments | \$1,358,695,746 | \$1,359,330,878 | \$586,200,755 | \$1,356,655,422 | (\$2,675,458) |
| Liability/Claim Fund Transfer | 2,751,145 | 2,751,145 | 0 | 2,751,145 | 0 |
| Contingency Reserve | 2,319,383 | 2,319,383 | 0 | 2,319,383 | 0 |
| Salary and Benefit Reserve | 2,200,000 | 2,200,000 | 0 | 2,200,000 | 0 |
| Total Expenditures | \$1,365,966,274 | \$1,366,601,406 | \$586,200,755 | \$1,363,925,950 | (\$2,675,458) |

VARIANCE NOTES

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

1 Building Services. Expenditures are forecast to be \$175,000 over budget primarily due to repairs to facilities in the Arts and Central districts, City Hall, Martin Weiss Recreation Center, and Thanksgiving Square, as well as increased usage of pest control, dumpster rentals, and landscaping activities at City Hall.

2 City Controller's Office.* Expenditures are forecast to be \$67,000 over budget due to unbudgeted vacation/sick termination payouts for two long-time employees, which may be offset by Salary and Benefit Reserve funds; Certified Accounts Payable Professional training and membership dues; and technology upgrades, which may be offset by savings in other departments.

3 City Manager's Office. Expenditures are forecast to be \$22,000 over budget due to equity-based salary adjustments and civilian merit increases, which may be offset by savings in other departments or Salary and Benefit Reserve funds.

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

5 Civil Service.* Expenditures are forecast to be \$61,000 over budget due to the installation of a new secure card key entry system, computer equipment for DPD and DFR testing, and updates to the Civil Service board room.

6 Court Services.*

7 Dallas Police Department.*

8 Judiciary. Expenditures are forecast to be \$23,000 over budget due to increased overtime needed to staff the Downtown Night Court, Downtown Community Court, PDI Docket, and Drug Court.

9 Library.*

10 311 Customer Service.* Expenditures are forecast to be \$191,000 over budget due to unbudgeted vacant/sick termination payouts for one long-time employee, an office reconfiguration, and use of temporary employees.

11 Council Agenda Office. Expenditures are forecast to be \$405 over budget due to increased IT costs, which may be offset by savings in other Management Services divisions.

12 Office of Innovation. Expenditures are forecast to be \$126,000 under budget primarily due to vacancies.

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

14 Office of Homeless Solutions.* Expenditures are forecast to be \$149,000 over budget, primarily due to temporary staff hired to implement the Continuum of Care.

15 Public Affairs and Outreach.* Expenditures are forecast to be \$307,000 under budget due to hiring delays for vacant positions and lower costs associated with off-site City Council meetings.

16 Non-Departmental.*

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

VARIANCE NOTES

18 Park and Recreation.*

19 Planning and Urban Design. Expenditures are forecast to be \$339,000 under budget due to salary savings from nine vacant positions, with a plan underway to fill the vacancies.

20 Procurement Services. Expenditures are forecast to be \$119,000 over budget due to unbudgeted vacation/sick termination payouts for three long-time employees, which may be offset by Salary and Benefit Reserve funds.

21 Transportation. Expenditures are forecast to be \$773,000 over budget primarily due to increased Safelight program payments to the state, offset by increased revenue, as well as monthly traffic signal modem charges and an unplanned traffic signal upgrade.

*Budget adjustments approved by City Council on April 19, 2019, will be reflected in next month's BAR.

Financial Forecast Report

ENTERPRISE FUNDS

| Department | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|-----------------------------|------------------------------|------------------------------|------------|-------------|---------------|
| AVIATION¹ | | | | | |
| Beginning Fund Balance | \$14,216,560 | \$14,216,560 | | \$5,570,308 | (\$8,646,252) |
| Total Revenues | 144,132,819 | 144,132,819 | 66,831,207 | 154,991,421 | 10,858,602 |
| Total Expenditures | 144,132,819 | 144,132,819 | 54,019,265 | 154,991,422 | 10,858,603 |
| Ending Fund Balance | \$14,216,560 | \$14,216,560 | | \$5,570,307 | (\$8,646,253) |

CONVENTION AND EVENT SERVICES²

| | | | | | |
|------------------------|--------------|--------------|------------|--------------|-------------|
| Beginning Fund Balance | \$33,234,399 | \$33,234,399 | | \$39,186,345 | \$5,951,946 |
| Total Revenues | 108,647,915 | 108,647,915 | 45,050,945 | 110,064,831 | 1,416,916 |
| Total Expenditures | 108,647,915 | 108,647,915 | 29,791,282 | 110,064,831 | 1,416,916 |
| Ending Fund Balance | \$33,234,399 | \$33,234,399 | | \$39,186,345 | \$5,951,946 |

MUNICIPAL RADIO

| | | | | | |
|------------------------|-------------|-------------|-----------|-------------|-------------|
| Beginning Fund Balance | \$1,205,492 | \$1,205,492 | | \$1,055,872 | (\$149,620) |
| Total Revenues | 2,178,813 | 2,178,813 | 1,012,529 | 1,999,653 | (179,160) |
| Total Expenditures | 2,076,728 | 2,076,728 | 1,077,588 | 2,076,296 | (432) |
| Ending Fund Balance | \$1,307,577 | \$1,307,577 | | \$979,229 | (\$328,348) |

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

SANITATION SERVICES³

| | | | | | |
|------------------------|--------------|--------------|------------|--------------|---------------|
| Beginning Fund Balance | \$29,641,449 | \$29,641,449 | | \$24,416,494 | (\$5,224,955) |
| Total Revenues | 112,653,465 | 112,653,465 | 60,863,535 | 115,341,712 | 2,688,247 |
| Total Expenditures | 112,653,465 | 112,803,726 | 38,301,775 | 114,157,567 | 1,353,841 |
| Ending Fund Balance | \$29,641,449 | \$29,491,188 | | \$25,600,639 | (\$3,890,549) |

STORM DRAINAGE MANAGEMENT- DALLAS WATER UTILITIES

| | | | | | |
|------------------------|-------------|-------------|------------|--------------|-------------|
| Beginning Fund Balance | \$7,928,950 | \$7,928,950 | | \$12,692,716 | \$4,763,766 |
| Total Revenues | 58,436,837 | 58,436,837 | 29,592,740 | 58,465,982 | 29,145 |
| Total Expenditures | 58,436,837 | 58,436,837 | 27,538,413 | 58,436,837 | 0 |
| Ending Fund Balance | \$7,928,950 | \$7,928,950 | | \$12,721,860 | \$4,792,910 |

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

| | | | | | |
|------------------------|--------------|--------------|------------|--------------|-------------|
| Beginning Fund Balance | \$43,833,830 | \$43,833,830 | | \$47,568,451 | \$3,734,621 |
| Total Revenues | 33,143,848 | 33,143,848 | 17,610,312 | 33,145,265 | 1,417 |
| Total Expenditures | 34,571,119 | 34,571,119 | 14,919,450 | 34,571,119 | 0 |
| Ending Fund Balance | \$42,406,559 | \$42,406,559 | | \$46,142,597 | \$3,736,038 |

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

WATER UTILITIES⁴

| | | | | | |
|------------------------|---------------|---------------|-------------|---------------|--------------|
| Beginning Fund Balance | \$118,325,578 | \$118,325,578 | | \$145,368,915 | \$27,043,337 |
| Total Revenues | 665,005,577 | 665,005,577 | 275,858,885 | 636,288,367 | (28,717,210) |
| Total Expenditures | 665,491,395 | 665,491,394 | 265,698,774 | 643,067,542 | (22,423,852) |
| Ending Fund Balance | \$117,839,760 | \$117,839,761 | | \$138,589,740 | \$20,749,979 |

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

Financial Forecast Report

INTERNAL SERVICE FUNDS

| Department | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|------------|------------------------------|------------------------------|------------|-------------|----------|
|------------|------------------------------|------------------------------|------------|-------------|----------|

INFORMATION TECHNOLOGY

| | | | | | |
|------------------------|--------------|--------------|------------|--------------|-----------|
| Beginning Fund Balance | \$10,887,991 | \$10,887,991 | | \$11,210,496 | \$322,505 |
| Total Revenues | 69,434,657 | 69,434,657 | 26,723,854 | 69,448,236 | 13,579 |
| Total Expenditures | 77,011,403 | 77,011,403 | 48,675,714 | 76,445,941 | (565,462) |
| Ending Fund Balance | \$3,311,245 | \$3,311,245 | | \$4,212,790 | \$901,545 |

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

RADIO SERVICES

| | | | | | |
|------------------------|-------------|-------------|-----------|-------------|-----------|
| Beginning Fund Balance | \$2,800,576 | \$2,800,576 | | \$3,086,522 | \$285,946 |
| Total Revenues | 5,917,772 | 5,917,772 | 1,695,738 | 5,900,868 | (16,904) |
| Total Expenditures | 8,651,413 | 8,651,413 | 3,917,270 | 8,621,258 | (30,155) |
| Ending Fund Balance | \$66,935 | \$66,935 | | \$366,132 | \$299,197 |

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

EQUIPMENT AND FLEET MANAGEMENT⁵

| | | | | | |
|------------------------|-------------|-------------|------------|-------------|---------------|
| Beginning Fund Balance | \$7,254,000 | \$7,254,000 | | \$6,862,856 | (\$391,144) |
| Total Revenues | 54,412,850 | 54,412,850 | 148,425 | 54,414,430 | 1,580 |
| Total Expenditures | 54,912,850 | 54,912,850 | 22,587,401 | 56,162,517 | 1,249,667 |
| Ending Fund Balance | \$6,754,000 | \$6,754,000 | | \$5,114,769 | (\$1,639,231) |

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

EXPRESS BUSINESS CENTER

| | | | | | |
|------------------------|-------------|-------------|-----------|-------------|-----------|
| Beginning Fund Balance | \$2,682,143 | \$2,682,143 | | \$2,793,339 | \$111,196 |
| Total Revenues | 2,593,790 | 2,593,790 | 1,307,726 | 2,593,790 | 0 |
| Total Expenditures | 2,137,496 | 2,137,496 | 753,576 | 2,136,898 | (598) |
| Ending Fund Balance | \$3,138,437 | \$3,138,437 | | \$3,250,231 | \$111,794 |

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

Financial Forecast Report

OTHER FUNDS

| Department | FY 2018-19 Adopted Budget | FY 2018-19 Amended Budget | YTD Actual | YE Forecast | Variance |
|--------------------------------|------------------------------|------------------------------|------------|--------------|-------------|
| 9-1-1 SYSTEM OPERATIONS | | | | | |
| Beginning Fund Balance | \$7,852,062 | \$7,852,062 | | \$10,243,774 | \$2,391,712 |
| Total Revenues | 12,018,812 | 12,018,812 | 5,848,585 | 12,300,359 | 281,547 |
| Total Expenditures | 15,176,553 | 15,176,553 | 5,126,533 | 15,130,100 | (46,453) |
| Ending Fund Balance | \$4,694,321 | \$4,694,321 | | \$7,414,033 | \$2,719,712 |

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

DEBT SERVICE

| | | | | | |
|------------------------|--------------|--------------|-------------|--------------|---------------|
| Beginning Fund Balance | \$32,549,163 | \$32,549,163 | | \$28,898,633 | (\$3,650,530) |
| Total Revenues | 289,189,656 | 289,189,656 | 266,948,762 | 290,332,436 | 1,142,780 |
| Total Expenditures | 296,200,044 | 296,200,044 | 145,278,350 | 296,200,044 | 0 |
| Ending Fund Balance | \$25,538,775 | \$25,538,775 | | \$23,031,024 | (\$2,507,751) |

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

EMPLOYEE BENEFITS

| | | | | | |
|------------------------|---------------|---------------|--------------|---------------|---------|
| City Contributions | \$94,862,835 | \$94,862,835 | 41,201,182 | \$94,862,835 | \$0 |
| Employee Contributions | 36,126,244 | 36,126,244 | 21,796,878 | 36,126,244 | 0 |
| Retiree | 31,963,243 | 31,963,243 | 14,389,775 | 31,963,243 | 0 |
| Other | 0 | 0 | 197,891 | 197,891 | 197,891 |
| Total Revenues | 162,952,322 | 162,952,322 | 77,585,726 | 163,150,213 | 197,891 |
| Total Expenditures | \$160,083,133 | \$160,083,133 | \$54,887,508 | \$160,083,133 | \$0 |

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

RISK MANAGEMENT

| | | | | | |
|-----------------------|--------------|--------------|-------------|--------------|-----|
| Worker's Compensation | \$13,701,708 | \$13,701,708 | \$1,161,441 | \$13,701,708 | \$0 |
| Third Party Liability | 10,227,315 | 10,227,315 | 127,796 | 10,227,315 | 0 |
| Purchased Insurance | 3,029,284 | 3,029,284 | 678 | 3,029,284 | 0 |
| Interest and Other | 749,900 | 749,900 | 934 | 749,900 | 0 |
| Total Revenues | 27,708,207 | 27,708,207 | 1,289,915 | 27,708,207 | 0 |
| Total Expenditures | \$34,166,607 | \$34,166,607 | \$7,173,308 | \$34,166,607 | \$0 |

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

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2019, YE forecast beginning fund balance represents the FY 2017-18 audited ending fund balance and any additional YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation.* Revenues and expenditures are \$10,859,00 over budget in order to accrue revenues to service a fall 2019 payment on the Series 2017 Bonds, and for the purchase of IT storage infrastructure.

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

3 Sanitation Services.* Expenditures are forecast to be \$1,354,000 over budget due to increased equipment maintenance charges from aging fleet, increased landfill operating expenses associated with higher than normal rain in the fall, increased use of temporary help, and infrastructure repair at various sanitation facilities, which may be offset by additional forecasted revenues of \$2,688,000 from stronger than anticipated landfill cash customers and residential revenues.

4 Water Utilities. Revenues are forecast to be \$28,717,000 under budget due to wholesale customers receiving a credit to revenues as a result of the Sabine River Authority (SRA) settlement, which will be offset by fund balance, and decreased consumption. Expenditures are projected to be \$22,424,000 below budget primarily due to a decreased capital construction transfer to offset the consumption-related revenue reduction.

5 Equipment and Fleet Management.* Expenditures are forecast to be \$1,250,000 over budget due to overtime to support Sanitation fleet maintenance, cost increases for automotive parts, non-emergency wrecker price agreement, and anticipated new costs associated with the use of emergency wrecker services. Billing has been delayed pending a billing program update required by the change in department acronym.

*Budget adjustments approved by City Council on April 19, 2019, will be reflected in next month's BAR.

Financial Forecast Report

2017 GENERAL OBLIGATION BOND PROGRAM

| Proposition | Authorized by Voters | Inception-To-Date Appropriations | Inception-To-Date Expenditures | Current Encumbered | Unencumbered |
|------------------------------------|------------------------|----------------------------------|--------------------------------|---------------------|----------------------|
| Street and Transportation [A] | \$533,981,000 | \$124,513,232 | \$32,435,697 | \$22,709,286 | \$69,368,248 |
| Park and Recreation Facilities [B] | 261,807,000 | 154,644,167 | 26,487,921 | 29,687,842 | 98,468,405 |
| Fair Park Improvements [C] | 50,000,000 | 27,570,000 | 978,647 | 3,237,207 | 23,354,146 |
| Flood Control [D] | 48,750,000 | 19,574,800 | 167,839 | 1,128,338 | 18,278,623 |
| Library [E] | 15,589,000 | 14,089,000 | 286,858 | 919,183 | 12,882,960 |
| Cultural Affairs [F] | 14,235,000 | 12,745,000 | 29,655 | 1,524,919 | 11,190,426 |
| Public Safety [G] | 32,081,000 | 31,016,000 | 2,701,386 | 1,071,846 | 27,242,768 |
| City Facilities [H] | 18,157,000 | 14,347,000 | 1,152 | 3,228,552 | 11,117,297 |
| Economic Development [I] | 55,400,000 | 14,462,200 | 1,304,463 | 11,012,200 | 2,145,537 |
| Homeless Assistance [J] | 20,000,000 | 2,000,000 | - | - | 2,000,000 |
| Total | \$1,050,000,000 | \$414,961,399 | \$64,393,617 | \$74,519,372 | \$276,048,410 |

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

DALLAS 365

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













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

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

 21
On Track

 7
Caution

 7
Needs Improvement

| # | Measure | FY 2017-18 Actual | FY 2018-19 Target | YTD Target | YTD Actual | YTD Status |
|---|--|-------------------|-------------------|------------|------------|---|
| Public Safety | | | | | | |
| 1 | Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue) | 86.11% | 90.00% | 90.00% | 83.13% |  |
| 2 | Percentage of EMS responses within five minutes (Fire-Rescue) | N/A | 90.00% | 90.00% | 50.03% |  |
| 3 | Percentage of responses to Priority 1 calls within eight minutes (Police) | N/A | 60.00% | 60.00% | 51.54% |  |
| 4 | Percentage of 911 calls answered within 10 seconds (Police) | 94.21% | 91.00% | 91.00% | 95.31% |  |
| 5 | Homicide clearance rate (Police) | 78.35% | 60.00% | 60.00% | 92.68% |  |
| 6 | Violent crime rate (per 100,000 residents) (Police)* | N/A | 767 | 383.50 | 324.92 |  |
| Mobility Solutions, Infrastructure, & Sustainability | | | | | | |
| 7 | Percentage of annual bond appropriation committed (Bond Program) | N/A | 90.00% | 45.00% | 41.00% |  |
| 8 | Average response time to emergency sewer calls (in minutes) (Dallas Water Utilities)* | 58.68 | 60 | 60 | 59.47 |  |
| 9 | Percentage compliance with state and federal standards and regulations for drinking water (Dallas Water Utilities) | 100.00% | 100.00% | 100.00% | 100.00% |  |
| 10 | Number of street lane miles resurfaced (Public Works) | 208.34 | 197 | 98.50 | 43.47 |  |
| 11 | Percentage of potholes repaired within five days (Public Works) | N/A | 98.00% | 98.00% | 98.05% |  |
| 12 | Percentage of streets with a Pavement Condition Index rating of C or better (Public Works) | N/A | 77.40% | 77.40% | 77.40% |  |

DALLAS 365

| # | Measure | FY 2017-18 Actual | FY 2018-19 Target | YTD Target | YTD Actual | YTD Status |
|---|---|-------------------|-------------------|------------|------------|------------|
| Mobility Solutions (cont.) | | | | | | |
| 13 | Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation)* | 12.83 | 11 | 11 | 12.10 | ⚠ |
| 14 | Residential recycling diversion rate (Sanitation) | 19.29% | 19.00% | 19.00% | 17.95% | ⚠ |
| 15 | Percentage of surveyed street lights on major streets that are working (Transportation) | 94.58% | 96.00% | 96.00% | 95.00% | ✅ |
| Economic & Neighborhood Vitality | | | | | | |
| 16 | Number of jobs created or retained through written commitment (Economic Development) | N/A | 5,000 | 2,500 | 1,890 | ❌ |
| 17 | Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing) | N/A | 81 | 41 | 11 | ❌ |
| 18 | Total number of new housing units produced (sale and rental combined) (Housing) | 595 | 1,500 | 3,325 | 73 | ❌ |
| 19 | Percentage of single-family permits reviewed in three days (Sustainable Development) | 80.00% | 85.00% | 85.00% | 85.17% | ✅ |
| 20 | Percentage of inspections performed same day as requested (Sustainable Development) | 97.49% | 98.00% | 98.00% | 96.72% | ✅ |
| Human & Social Needs | | | | | | |
| 21 | Number of seniors served (Community Care) | 1,833 | 4,500 | 2,250 | 3,835 | ✅ |
| 22 | Number of days to resolve a homeless encampment site from date of service request to resolution (Homeless Solutions)* | 16.31 | 21 | 21 | 16.60 | ✅ |
| 23 | Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions) | N/A | 85.00% | 85.00% | 90.24% | ✅ |
| Quality of Life | | | | | | |
| 24 | Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance) | 12,099 | 10,000 | 5,000 | 1,704 | ❌ |
| 25 | Percentage of 311 Code service requests responded to within estimated response time (Code Compliance) | 94.58% | 96.00% | 96.00% | 86.50% | ⚠ |
| 26 | Percentage of food establishments inspected on schedule (Code Compliance) | N/A | 95.00% | 95.00% | 95.00% | ✅ |
| 27 | Live release rate (Animal Services) | 80.30% | 81.00% | 81.00% | 85.93% | ✅ |
| 28 | Percentage increase in field impoundments over prior fiscal year (Animal Services) | 17.32% | 18.00% | 18.00% | 22.65% | ✅ |
| 29 | Number of library visits in person, online, and for programs (Library) | 9,352,274 | 7,420,000 | 3,710,000 | 4,941,917 | ✅ |
| 30 | Number of participants in adult education courses (ELL, GED, basic education, and citizenship) (Library) | N/A | 25,000 | 12,500 | 14,194 | ✅ |
| 31 | Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs) | N/A | 50.00% | 50.00% | 59.70% | ✅ |
| 32 | Percentage of residents within ½ mile of a park (Park and Recreation) | 60.00% | 63.00% | 63.00% | 61.00% | ✅ |

DALLAS 365

| # | Measure | FY 2017-18 Actual | FY 2018-19 Target | YTD Target | YTD Actual | YTD Status |
|--|--|-------------------|-------------------|------------|------------|------------|
| Government Performance & Financial Management | | | | | | |
| 33 | Percentage of 311 calls answered within 90 seconds (311) | 56.46% | 70.00% | 70.00% | 55.15% | ✘ |
| 34 | Percentage of invoices paid within 30 days (City Controller) | 95.51% | 94.00% | 94.00% | 98.79% | ✔ |
| 35 | Percentage of dollars spent with local businesses (Business Diversity) | 45.41% | 50.00% | 50.00% | 41.62% | ! |

VARIANCE NOTES

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

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

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

#7. Due to fluctuations in project award schedules. The Bond Program Office is initiating weekly meetings with client department directors, and design and construction awards are increasing, resulting in higher commitments, which are expected to reach \$82M during the third quarter.

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

#13. Due to holidays. Schedule changes from November to January drive missed calls up slightly. This is an annual peak and falls back below target in the spring. Missed collections rose slightly to 11.09 per 10,000 in March, but dropped back to 8.78 in April, and performance should continue to improve.

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

#16. Job creation through economic development incentives does not occur in a linear fashion. With a robust pipeline of prospects, the City will surpass the annual job creation goal.

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

#18. The target for this measure was adjusted to 1,500 in consultation with Housing and Neighborhood Revitalization. The 2018 Notice of Funds Available (NOFA) is expected to produce 800 units, and the single-family NOFA to be issued in 2019 is expected to produce an additional 200. Other units may be added through the Home Repair Program, the incentive zoning ordinance (if approved), and/or tax credit projects that do not require City funding.

#24. Due to system conversion, which interrupted service request data retrieval. Inspections increased by 47% (month-over-month) in April, and performance should continue to improve.

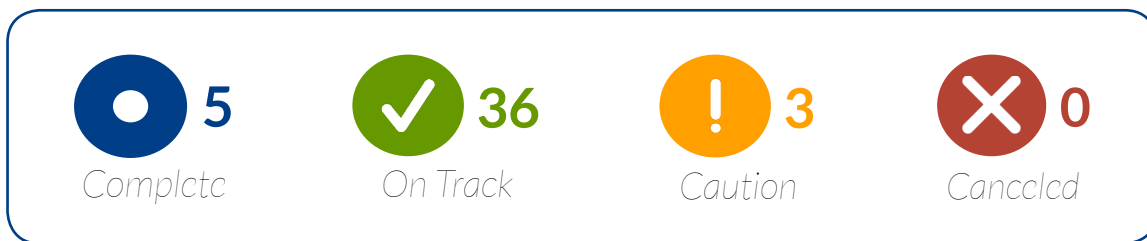
#25. Due to system conversion, which interrupted service request data retrieval. Performance has improved since January, reaching 88% in March, and should continue to increase.

#33. Due to increased attrition/reduction in agents trained to process calls, but performance continues to improve, increasing to 80.6% in March.

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

BUDGET INITIATIVE TRACKER

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



The Office of Environmental Quality and Sustainability (OEQS) kicked off the Dallas Climate Action Plan process during EarthX, the world’s largest environmental event, hosted in Dallas each spring. Starting with this kickoff meeting, OEQS is on track for adoption of an equitable, effective, and comprehensive environmental and climate action plan before the 50th anniversary of Earth Day in April 2020.



Budget Initiative Tracker

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

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

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

2 Number of Police Officers

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

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

3 Number of Firefighters

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

STATUS Dallas Fire-Rescue anticipates 65 recruits will enter the field in June and plans to delay hiring the spring 2019 class until July. DFR anticipates FY 2018-19 attrition to be 106 members (versus the previous forecast of 126), meaning DFR will end the year with 1,963 members instead of 1,942.

4 Police and Fire Uniform Pension

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

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

5 Security of City Facilities

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

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

6 School Crossing Guards

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

STATUS All City Management Services, Inc. (ACMS) has been providing crossing guard services to about 150 elementary schools within Dallas city limits since the beginning of the school year. Additionally, City staff and ACMS plan to meet with participating schools and PTA chairs in April and May to identify obstacles and potential solutions for recruiting volunteer school crossing guards.

7 P-25 Radio System

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

STATUS The project team is analyzing various radio towers impacted by this project to ensure all towers meet standards. The team is also putting mitigation plans in place in case alternative design options need to be explored.

8 Firefighter Safety

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

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

9 911 Operations Center

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

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

Budget Initiative Tracker

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

10 Street Conditions

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

STATUS City Council awarded a \$15.14 million construction contract for street preservation services (slurry seal and microsurfacing) on April 10. All funds for FY 2018-19 have now been committed. To date, Public Works has completed 230 maintenance and improvement projects, or 129.2 lane miles out of 820 budgeted for this fiscal year.

11 Intersection Safety

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

STATUS Staff is currently working on scheduling design and with TxDOT to complete the Local Project Advanced Funding Agreements (LPAFA) wherein our 10% match is paid. One LPAFA is scheduled for City Council consideration in June, and staff anticipates submitting the remaining six in September.

12 Alley Access

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

STATUS City Council awarded a contract for alley vegetation abatement on January 23. Public Works and Sanitation are prioritizing vegetation clearance because the green season started in late February, and this work began in April.

13 Bike Lanes

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

STATUS Transportation has awarded or is set to award \$0.9 million for projects this year, including 1.1 miles of bike lanes around Farmers Market and Deep Ellum, 0.62 miles in conjunction with Public Works' project on Sylvan Ave., 0.3 miles in conjunction with construction of Highland Rd., and purchase of bike racks for high-traffic areas.

14 OneWater Consolidation

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

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

15 Environmental Plan

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

STATUS Staff hosted the Dallas Climate Action Plan kickoff meeting on April 27, and a series of community engagement meetings are planned April 29 through May 9. Staff anticipates briefing City Council in June on initial data collection, analysis, and community outreach efforts.

16 Traffic Signals

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

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

17 City Facility Major Maintenance

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

STATUS Of the \$6 million allocated for general City facilities, projects estimated at \$4.9 million are in progress. Projects initiated since last month include repairs and electrical upgrades to the Marshal's Detox Center, auditorium lighting and ADA-compliant ramps at City Hall, renovations and repairs at the MLK Jr. Complex, roof replacement at 2721 Municipal St. (SAN building), and skylight repairs at Eco Park.

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

18 Neighborhood Drainage

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

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

Budget Initiative Tracker

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

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

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

20 Housing Policy

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

STATUS In December 2018, pursuant to the New Construction and Substantial Redevelopment program, City Council approved the award of \$20.3 million for three multi-family housing development projects that will produce a total of 560 affordable units. In February 2019, the Land Bank program resumed activity through the City Council-approved sale of 51 lots for affordable housing. Additionally, on April 15, staff will present a new Land Transfer program to facilitate the sale of tax-foreclosed and City-owned lots for affordable housing and other redevelopment activities. The Housing Policy Task Force committees continue to meet monthly to provide stakeholder input that informs implementation of the Comprehensive Housing Policy.

21 Stabilization and Emerging Market Areas

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

STATUS During the next 60 days, staff will design a title clearing education and assistance program that leverages and expands on activities already underway through DISD, Dallas Housing Authority, and other educators and partners. Through this process, staff will determine the scope of the issue, including locations of tangled titles, the underlying causes, and the estimated time and resources needed to clear them. Staff will also identify additional potential partners, as well as gaps in staffing or skills needed to effectively advise homeowners on program requirements.

22 One-Stop Permitting

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

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

23 Historic Resource Survey

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

STATUS On January 25, the Texas Historical Commission (THC) notified staff that THC has recommended a \$45,000 award to help fund the Historic Thematic Context Assessment and Survey of Greater Downtown and Intown Dallas. Preservation Dallas and members of the former Preservation Solutions Committee have secured an additional \$5,000 grant and continue to pursue other funding.

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

Budget Initiative Tracker

HUMAN & SOCIAL NEEDS**24 Homelessness Programs** 

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

STATUS OHS released two solicitations in January for proposals to strengthen the homeless response system and increase landlord participation in the landlord subsidized leasing program (track 3 of the Homeless Solutions Strategy). Bids were opened March 15, oral presentations have been scheduled, and proposals are currently being evaluated for final recommendations.

25 End Panhandling Now 

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

STATUS The City has four full-time resources dedicated to anti-panhandling initiatives. Staff is working to launch a new component of the educational campaign in May to improve program effectiveness, using traditional media outlets such as radio, billboards, and DART advertisements. Staff will also continue to implement street outreach.

26 Citizenship Programs 

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

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

27 Equity 

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

STATUS The City’s first Equity Officer, Victor Obaseki, joined the City on April 10 and briefed the HSN committee on upcoming equity items on May 6, including an Equity Resolution, which City Council will consider for adoption on May 22.

As part of our membership in the national Government Alliance on Race and Equity (GARE) network, staff attended the annual membership conference in April, where they shared best practices and learned additional strategies for incorporating equity into the City’s policies and practices.

28 Fresh Start Re-Entry Program 

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

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

Budget Initiative Tracker

QUALITY OF LIFE

29 Fair Park 

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

STATUS Fair Park First briefed the Park Board on April 18. Since the transition in January, there have been 345 event days with 188,971 people in attendance. In addition to existing events, at least four new events are planned for the 2019 season.

30 Dangerous Animals 

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

STATUS Dallas Animal Services (DAS) has deployed a team of four officers and a supervisor specifically focused on impounding aggressive and dangerous loose dogs in high-risk areas, with the intention of reducing potential bites. Through March 2019, DAS' collective loose dog intake is up 20% year-over-year, while loose dog bites remain flat.

31 Neighborhood Code Representatives 

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

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

32 Library RFID 

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

STATUS Panel reviews of proposals are underway, and staff anticipates submitting the contract for City Council consideration in June.

Additionally, staff began evaluating existing collection holdings in October 2018 to establish a collection redevelopment plan. This plan will help prioritize locations and collection categories for RFID tagging.

33 Aquatic Facilities 


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

STATUS The Lake Highlands North, Kidd Springs, and Tietze aquatic facilities are on schedule to open for the 2019 summer season.

34 Park and ISD Partnerships 

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

STATUS Playground improvements at five DISD schools are on track for completion in May. The Trust for Public Land will also release updated data on the percentage of residents within a 1/2-mile (10-minute walk) of a park or green space in May. Staff anticipate an increase in this percentage because of the addition of DISD and RISD schools.

35 WellMed Senior Programs 

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

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

36 Cultural Plan 

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

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

Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

37 Off-Site City Council Meetings

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

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

38 Council District Offices

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

STATUS The District 4 community office opened February 8 at the Beckley-Saner Recreation Center, and the District 10 community office opened April 12 at the Northeast Service Center.

39 Census 2020

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

STATUS OSPGA is working with the Complete Count Committee (CCC) to implement an outreach plan for Census 2020 and has hired a full-time employee to manage this effort. The CCC has met three times and developed a strategic plan. The four subcommittees—Hard to Count, Media, Fundraising, and Partnerships—are meeting regularly to implement their action items, and the first deliverables should be completed by June.

40 Office of Innovation

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

STATUS The Office of Innovation is in the process of hiring the City's first Data Scientist and Service Design Strategist – both new functions for the City. The former will spearhead better analysis and use of City data, while the latter will apply design thinking and an equity lens to City programs.

41 ADA Compliance

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

STATUS OEHR identified a vendor under a state price agreement and is finalizing the scope of work with City departments. Staff anticipates submitting the contract for City Council consideration in June.

42 Availability & Disparity (A&D) Study

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

STATUS MGT continues to review data regarding use of M/WBE firms by the City to ensure gaps are resolved prior to completing their utilization analysis. The next step is to estimate the availability of M/WBE firms in the market area, followed by a benchmark comparison and initial recommendations to conclude Phase 1. Staff anticipates Phase 2 of the study—including a workforce study and additional public engagement meetings—will begin in early fall.

43 Compensation Study

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

STATUS The RFP for the compensation study closed March 28, and staff is evaluating bids.

44 WorkDay HR/Payroll System

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

STATUS Payroll, compensation, benefits, time tracking, absence, recruiting, and talent management functionalities have been designed and configured. Data conversion from legacy systems (Lawson, Kronos, IDS, NEOGOV) is an ongoing activity as staff continues to work in those systems. The project team is working with the vendor to refine and automate the data conversion process and prepare for end-to-end testing.

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

