

# CITY COUNCIL BUDGET AMENDMENTS

## Operating Budget Amendments

### **Expenditure Adjustments:**

- (\$1,374,052) Reduce TIF Expense
- (\$76,217) Reduce Employee Life Insurance Costs
- (\$461,880) Reduce Property Insurance Premiums
- (\$3,000,000) Reduce Electricity
- (\$225,000) Downtown Connection TIF - reimbursement
- (\$224,676) Eliminate Rental Inspection Review
- \$46,788 Enhancement to the "Too Good To Throw Away" public outreach program specifically to enhance underdeveloped recycling populations
- \$944,245 One additional ambulance
- \$200,000 DPD Uniform Residency Pilot Program
- \$384,016 Sunday Library hours at Casa View, Kleberg Rylie, Mountain Creek and Timberglen branches - adding 4 hours of service and additionally supplementing staff at high traffic libraries
- \$60,000 One Domestic Violence Coordinator for Southern Sector
- \$300,000 Dallas iMedia
- \$100,000 Neighborhood Nuisance Abatement - Two Code Inspectors
- \$62,052 Curb Appeal - One additional Mow Clean Crew
- \$98,000 Curb Appeal - Park Graffiti Abatement Program Enhancement
- \$350,000 Increased Security/Safety in Recreation Centers and Parks
- \$250,000 Code Compliance Department - Cross Training (Premise and Structure) or other use as needed
- \$0 Once a week garbage and recycle (north of LBJ and west of I-75)
- \$84,014 Specialist for code /legal issues

# CITY COUNCIL BUDGET AMENDMENTS

## Operating Budget Amendments

### **Expenditure Adjustments (continued):**

\$623,723	Curb Appeal - Sign Replacement Program (Major Streets - 5 year replacement cycle; Residential Streets 10 year replacement cycle)
\$105,076	Curb Appeal - Pavement Inventory Marking Condition Program for stripping
\$241,500	Curb Appeal - Additional 210 Sidewalk replacement locations
\$350,000	Curb Appeal - Forestry program and enhanced Mow Clean
\$75,000	Mayor and Council - additional support resources
\$84,014	Additional Community Prosecutor for Oak Cliff
\$25,000	Tex-21 participation
\$100,000	City Hall, enhanced maintenance and improvements (City Council conference rooms, carpet, etc.)
\$200,000	Facility Repairs for oldest part of Convention Center
\$224,676	Litter Control Crews
<u>(\$354,547)</u>	Reduce transfer to Convention Center
(\$808,268)	

### **Revenue Adjustments:**

(\$2,409,268)	Reduce proposed Property Tax Rate increase from 2.17¢ to 1.87¢ per \$100 valuator
\$219,000	Enhance Revenue Collection - Multi-tenant Program
\$177,000	Sanitation Revenue Adjustment
\$1,155,000	Verified Response
<u>\$50,000</u>	Sales Tax
(\$808,268)	

# CITY COUNCIL BUDGET AMENDMENTS

## Enterprise Funds Amendments

### Aviation

#### Expenditure Adjustments:

<u>\$75,000</u>	Dallas Executive Marketing Strategic Plan
\$75,000	

#### Revenue Adjustments:

<u>\$75,000</u>	Use of Fund Balance
\$75,000	

### Convention and Events Services

#### Expenditure Adjustments:

<u>(\$354,547)</u>	Reduce Electricity
(\$354,547)	

#### Revenue Adjustments:

<u>(\$354,547)</u>	Reduce transfer from General Fund
(\$354,547)	

### Dallas Water Utilities

#### Expenditure Adjustments:

(\$15,552)	Reduce Property Insurance Premiums
(\$4,434)	Reduce Employee Life Insurance Costs
(\$3,007,513)	Reduce Electricity
<u>\$3,027,499</u>	Increase transfer to Water Capital Construction Fund
\$0	

## BUDGET PROCESS CALENDAR

The City of Dallas' budget process consists of a twelve-month schedule of presentations, hearings, and deliberations. The FY 2007-08 budget process dates are as follows:

<b><u>October, 2006</u></b>	City Council Planning Session – Review of results and indicators for FY 2007-08 budget
<b><u>January, 2007</u></b>	Various Consolidated Plan Public Hearings
<b><u>January 12</u></b>	City Council Planning Session – Refinement of key focus areas for FY 2007-08 budget and Strategic Direction
<b><u>February 13 and 20</u></b>	Budget kick-off - City departments receive instructions on development of their FY 2007-08 budgets for all services using Zero-Based Budgeting
<b><u>February 21</u></b>	City Council Briefing – Set preliminary “Price of Government” for the city
<b><u>March 28</u></b>	Public Hearing on the Operating, Capital, and Grants and Trusts Budgets
<b><u>April – August 5</u></b>	City Manager’s Office budget deliberations including individual department presentations
<b><u>April 5</u></b>	Community Development Commission amendments and recommendations on the Consolidated Plan Budget
<b><u>May 16</u></b>	City Council Briefing – FY 2007-08 Budgeting for Outcomes: Status Report
<b><u>May 23</u></b>	Public hearing on the Operating, Capital, and Grants and Trust Budget; City Council preliminary adoption of Consolidated Plan Budget
<b><u>June 13</u></b>	City Council Consolidated Plan Budget Public Hearing
<b><u>June 20</u></b>	City Council Briefing – FY 2007-08 Budgeting for Outcomes: Status Report
<b><u>June 27</u></b>	City Council final adoption of Consolidated Plan Budget

## BUDGET PROCESS CALENDAR

- July 23 - 24** City Council Strategic Planning Retreat – Discussion and refinement of key focus areas for FY 2007-08
- July 25** Certified Tax Roll from Dallas Central Appraisal District
- August 13** City Manager’s FY 2007-08 Proposed Budget presented to City Council in a formal Council briefing. Council feedback is received.
- August 13-September 11** City Council Budget Town Hall Meetings – Scheduled by the individual Councilmembers. An Assistant City Manager presents the City Manger’s recommended budget to those in attendance and the Councilmember receives comments and feedback from their constituents on the budget.
- August 22** Public Hearing on the Operating, Capital, and Grants and Trusts Budget
- August 27** City Council Budget Workshop – Specific budget related topics are briefed to the Council. Councilmembers provide their comments on possible changes to the recommended budget.
- September 5** City Council Budget Workshop - Specific budget related topics are briefed to the Council. Councilmembers provide their comments on possible changes to the recommended budget
- September 12** City Council adopts Budget on First Reading (requires a majority vote); Public Hearing on Property Tax Rate
- September 17** City Council Budget Amendment Workshop – Councilmembers submit proposed amendments to the City Manager’s recommended budget. Proposed amendments should be balanced with revenue and/or expenditure changes. A majority straw vote is required for an amendment to be included in the recommended budget. Public Hearing on Property Tax Rate.
- September 19** City Council Budget Amendment Workshop (if necessary) – Councilmembers submit proposed amendments to the City Manager’s recommended budget. Proposed amendments should be balanced with revenue and/or expenditure changes. A majority straw vote is required for an amendment to be included in the recommended budget.
- September 26** City Council adopts FY 07-08 Operating, Capital, and Grants and Trusts Budget on Second Reading and sets Property Tax Rate (requires a majority vote).

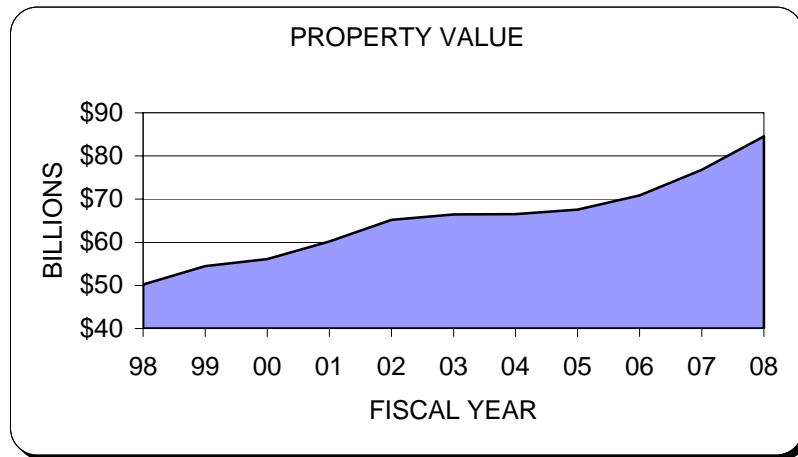
# MAJOR REVENUE SOURCES

## GENERAL FUND MAJOR REVENUE SOURCES

The revenue sources described in this section account for \$916,935,025 of the City's total General Fund operating revenues and \$190,365,230 of the Tax Supported Debt Service revenues.

### PROPERTY TAXES

Property (ad valorem) taxes attach as an enforceable lien on property as of each January 1st. The City's property tax is levied each September on the assessed value listed as of the prior January 1st for all real property and income-producing personal property located in the City. Assessed values are established by the Dallas Central Appraisal District at 100% of the estimated market value and certified by the Appraisal Review Board. The assessed taxable value for the tax roll as of January 1, 2007 (upon which the FY 2007-08 levy is based) is \$84,526,933,754. The 2007 tax roll is 10.1% greater than the 2006 tax roll.



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. The tax rate for the year ending September 30, 2008 is adopted at 74.79¢ per \$100 of which 51.96¢ is allocated for general government operations and maintenance and 22.83¢ is allocated for general obligation debt service payments.

Taxes are due January 31st following the September levy and are considered delinquent after January 31st of each year. Based upon historical collection trends, current tax collections for the year ending September 30, 2008 are estimated to be 96.99% of levy and will generate \$426,032,181 in General Fund revenues and \$187,166,443 in Debt Service revenues for a total of \$613,198,624 in revenues. Prior year taxes, penalties, and interest are expected to produce an additional \$12,124,153 in revenues.

# MAJOR REVENUE SOURCES

## **AMBULANCE REVENUES**

The Dallas Fire Department provides emergency ambulance services within the boundaries of the City of Dallas and the City of Cockrell Hill to any person requesting aid. The emergency medical staff transports the individual or individuals to a hospital providing emergency aid for a transport charge plus itemized charges. The charge is \$600 for residents and \$700 for non-city residents, and \$125 for treatment/non- transport services.

The billing and collection of ambulance fees is provided by an outside agency through a contract with the City of Dallas. The current collection agency is Southwest General Services, Inc. To estimate the FY 2007-08 revenue, historical information is used to project the gross amount billed, and a projected rate is applied to this amount.

## **SANITATION SERVICES REVENUE**

Sanitation Services Revenue is collected to match the cost of providing garbage collection, brush and bulky collection, and recyclables collection services for residential customers and a few small commercial customers. This revenue is based on fees, which are collected through the monthly water bills issued by Dallas Water Utilities. The FY 2007-08 estimated revenue is determined by multiplying the current residential rate (adopted increase from \$18.85 to \$19.53 per month) by the projected number of residential customers, plus estimates for fees for "pack out" service, commercial customers' fees, and fees for collection of dead animals from vets and pet rescue shelters. In addition, an allowance of 1.25% is assumed for uncollectible accounts.

## **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. The rate at the McCommas Bluff Landfill increases from \$16 per ton to \$18 per ton in FY 2007-08. The Bachman Transfer Station rate remains unchanged at \$40 per ton. City of Dallas residents hauling their own household and yard wastes are exempt from the fees. Commercial haulers may also elect to enter into a disposal contract with the City in FY08, allowing for a discount from the posted rate in exchange for a guaranteed minimum amount of waste disposal over a specific time period. The FY 2007-08 figure is determined by projecting an estimate for commercial waste tons to be delivered to the landfill at the new solid waste disposal fee. In addition, an allowance of 1.25% is assumed for uncollectible accounts.

# MAJOR REVENUE SOURCES

## **FRANCHISE FEE REVENUE**

The City of Dallas maintains non-exclusive franchise agreements with utilities and other service providers that use the City's right-of-ways 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 right-of-ways. They are in addition to sales and ad valorem taxes.

Generally, franchise fees are calculated based on a percentage of the companies' gross receipts as a result of doing business in Dallas. Time Warner, pays a fee equal to 5% of gross receipts, paid monthly, 30 days after the end of the period covered. Franchise fees for Atmos Energy are 4% of their gross receipts, paid quarterly, by wire transfer. Projections for FY 2007-08 revenues for cable are based on historical data trended forward using regression analysis. Franchise fees for TXU Electric are based on a fee per kilowatt hour consumed and are projected for FY 2007-08 using historical data, trended forward by statistical analysis techniques and normalized for weather.

Certificated telecommunications providers no longer pay franchise fees to the City. Pursuant to Local Government Code 283 telecommunications providers must compensate the City for use of the 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. It is anticipated that these municipal fees for all telecommunications providers in the City will total \$31,514,000 for FY 2007-08.

## **MUNICIPAL COURT REVENUES**

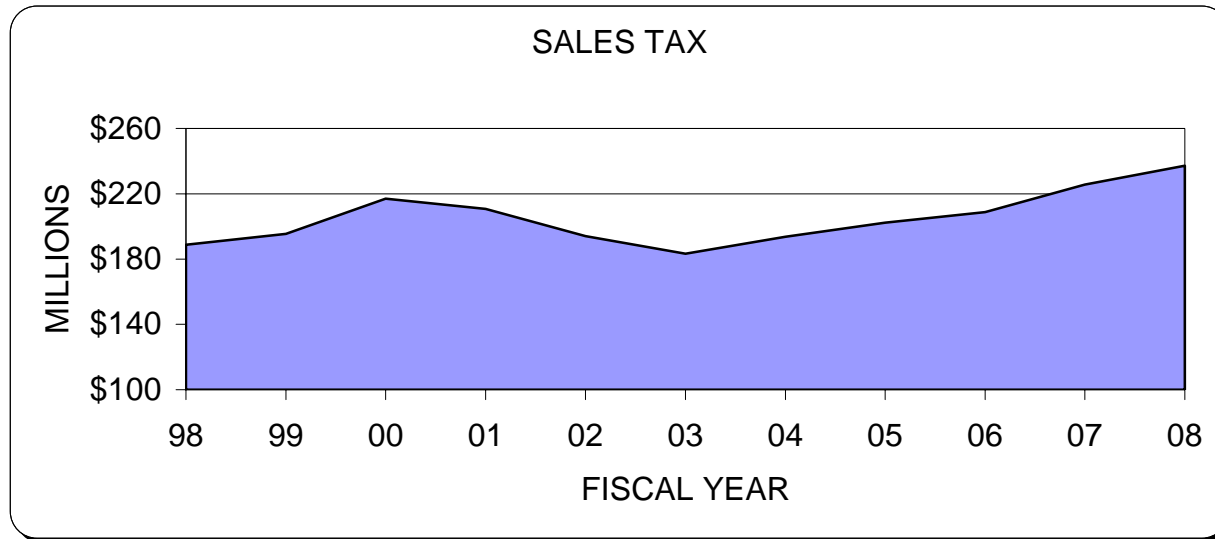
Court and Detention Services collects fines and fees on Class C Misdemeanor citations, including moving/non-moving traffic violations and State law/City ordinance violations. Revenues are collected at cashier windows, by mail-in payments and through express mail depositories. Delinquent accounts are forwarded to a collection agency for additional collection efforts. The methodology used to project revenues is a combination of straight lining actuals, historical analysis and multi-year averaging.



# MAJOR REVENUE SOURCES

## SALES TAX

The sales tax rate in the City of Dallas is 8.25% of taxable goods or services sold within the City limits. The tax is collected by the retriever at the point of sale and forwarded to the State Comptroller's Office on a monthly or quarterly basis. Of the 8.25% collected, the state retains 6.25% and distributes 1% to the City of Dallas and 1% to the Dallas Area Rapid Transit transportation authority.



As illustrated in the accompanying graph, sales tax receipts have increased from \$188.8 million in FY 1997-98 to a projected \$237,195,975 million in FY 2007-08. Sales tax revenues are historically volatile; therefore, actual collections may differ significantly from the budgeted amount, as experienced in FY 2000-01, FY 2001-02, FY 2002-03, and FY 2003-04.

## SECURITY ALARM PERMIT FEE

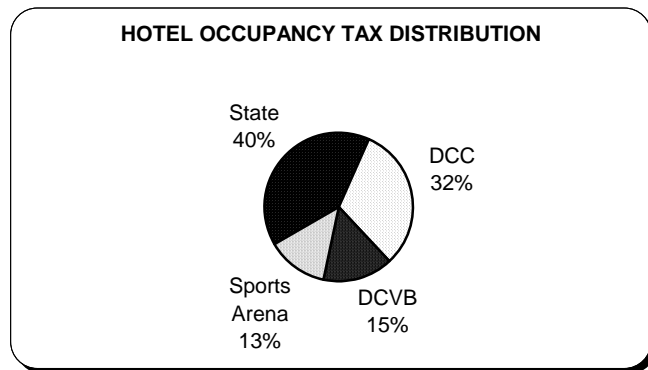
The City of Dallas charges an annual permit fee of \$50 for a residence and \$100 for a business permit. A permitted alarm site is allowed three free false burglar alarms in a twelve-month period. The 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> false burglar alarms are \$50, 7<sup>th</sup> and 8<sup>th</sup> false burglar alarms are \$75 while the 9<sup>th</sup>+ are \$100 each. All Panic/Hold-up false alarms for a residence are \$100. The 1<sup>st</sup> Business Panic/Hold-up false alarm is \$100, 2<sup>nd</sup> is \$200, 3<sup>rd</sup> is \$300 while 4<sup>th</sup>+ are \$400 each.

# MAJOR REVENUE SOURCES

## ENTERPRISE FUND MAJOR REVENUE SOURCES

### HOTEL OCCUPANCY TAXES

The Hotel Occupancy Tax rate in the City of Dallas is 15% of the room rate charged within the City limits. The tax is collected by the Hotel at the point of sale and forwarded to the State (6%) and City (9%) on a monthly basis. Two percent of the City's portion supports the Sports Arena Project. 32.6% of the remaining 7% collected by the City is paid to the Dallas Convention and Visitors Bureau (DCVB) to market and promote the City of Dallas as a convention and tourist destination. The remaining revenue (67.4% of the 7%) is used to support Dallas Convention Center (DCC) operations and capital improvements. The distribution of the 15% hotel occupancy tax is illustrated in the accompanying graph.



The Dallas Convention Center's portion of Hotel Occupancy Tax revenues (7%) is projected at \$37,409,481 in FY 2007-08. Hotel occupancy tax revenues are historically volatile; therefore, actual collections may differ significantly from the budgeted amount, as experienced in FY 2001-02 and FY 2002-03.

### STORMWATER REVENUES

The Storm Water Drainage Utility Revenue is collected to support the cost of operating and maintaining the City's storm sewer system; creek, river and levee maintenance; monthly sweeping of the City's major thoroughfares; water quality activities required by the City's EPA storm water permit, e.g., sampling, testing, monitoring, public education, code enforcement, and hazardous spill cleanup and disposal; lake de-silting; and engineering, design and inspection of storm sewer infrastructure. The actual construction of storm sewer system infrastructure is not covered by this revenue, but instead is funded through General Obligation Bonds. This revenue is collected through the monthly water bills issued by Dallas Water Utilities. The FY 2007-08 estimated revenue is generated by rates based on the size and use of each property within Dallas. This is then multiplied by a factor that reflects amount of runoff the property is expected to generate that the City's storm sewer system must handle. In addition, an allowance of 2.0% is assumed for uncollectible accounts.

# MAJOR REVENUE SOURCES

## WATER/WASTEWATER REVENUES

The Water Utilities Department is owned and operated by the City of Dallas as a self-supporting enterprise fund. The department receives no tax dollars and obtains its revenues through the sale of water and wastewater services in five customer classes. These classes are Residential, General Service, Municipal, Optional General Service, and Wholesale. The wholesale customer class is comprised of 22 communities outside the City of Dallas which receives water service, and 11 communities, which receive wastewater service. Rates for each class are determined by a cost of service study that assigns costs to each class based on the department's cost to provide them with these services.

The breakdown of the source of revenues from these customer classes is as follows:

- 38.3% of the revenues come from the Residential class,
- 40.1% comes from the General class,
- 0.8% comes from the Municipal class,
- 4.7% comes from the Optional General class
- 16.0% comes from the Wholesale class.

These revenues are used to pay for the following:

- Operating and maintenance costs of providing water and wastewater service to customers,
- Debt service (principal and interest) on outstanding debt used to design and construct the facilities necessary to provide these services,
- Street Rental payment (equivalent to franchise fees assessed to other utilities) to the General Fund for the use of the City's right-of-ways,
- Cash funding for capital improvement facilities not funded through the sale of revenue bonds or other debt.

The Water Utilities Department also receives other miscellaneous revenues such as, but not limited to, interest earnings, connection fees, and system improvement contributions. In FY 2007-08, water and wastewater revenues will total \$489.2M including a 7.7% increase in the retail rate. Water revenues can fluctuate depending on the summer temperatures and the amount of rainfall in the area.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Operating Program Status

1. 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 undesignated 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.
  
2. The year-to-year increase of actual revenue from the levy of the ad valorem tax will generally not to exceed 8%:
  - Excluding taxable value gained by 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.
  
3. Debt will not be used to fund current operating expenditures.

### Status

In Compliance  
 Adopted revenues are sufficient to support adopted expenditures in all operating funds in FY 2007-08.

In Compliance  
 The % change in base revenue (from FY 2006-07 to FY 2007-08) is 7.17%.

Adjusted revenues cannot exceed "base" revenues more than 8%.

Base revenues = FY 2006-07 budgeted revenues from current tax roll (in 000's)	\$ 542,276
2007-08 Ad-Valorem Tax Revenue	\$ 613,199
Less: Voter Mandated-Debt Service	\$ 15,250
Growth from Annexation	\$ 0
Growth from New Construction	<u>\$ 16,807</u>

Adjusted revenue recommendation:	\$ 581,142
% Change from base revenues:	7.17%

In Compliance  
 No debt is programmed in the Operating Budget to fund current expenses.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Operating Program Status (Continued)

4. 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 Council by the pension funds.
  
5. 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 bi-annually 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.
  
6. Each enterprise fund of the City will maintain revenues which support the full (direct and indirect) cost of the utility. In addition, each Enterprise Fund and Internal Service Fund should maintain at least 30 days of budgeted operations and maintenance expense in net working capital, and avoid cash deficits.

### Status

In Compliance.  
In May 2004, the City Council supported recommendations of the Employees' Retirement Fund Study Committee. In November 2004, voters approved City Code changes. Pension Obligation Bonds were issued in January 2005.

In Compliance

Not In Compliance  
Convention & Event Services, Storm Water Drainage Management, Equipment Services, Employee Benefits, and Risk Management funds do not have sufficient fund balance to meet the 30 day guideline.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Status

In Compliance

### Operating Program Status (Continued)

7. The Emergency Reserve 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 sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources. The analysis shall address the nature of the proposed 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. Funds shall be allocated each year in the budget process to replace any use of the Emergency Reserve funds during the preceding fiscal year to maintain the balance of the Emergency Reserve levels.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Operating Program Status (Continued)

8. The Contingency Reserve 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 proposed 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.
9. The combined levels of the Emergency Reserve and the Contingency Reserve shall be maintained at a level which, when added to the end-of-year unreserved, undesignated fund balances of the General Fund is not less than 5% of the General Fund operating expenditures less debt service.

### Status

In Compliance

The adopted Contingency Reserve level is \$5,600,000, or 0.55% of the General Fund budget. It will be funded from FY 06-07 Contingency Reserve ending balance of \$3,771,987, General Fund contribution of \$1,128,013, and a transfer from the Emergency Reserve fund of \$700,000.

In Compliance

Emergency Reserve	
9/30/07 (projected)	\$ 18.3M
FY2007-08 appropriations	\$ (0.7M)

Contingency Reserve	
9/30/07 (projected)	\$ 3.8M
FY2007-08 appropriations	\$ 1.8M

Fund Balance 9/30/08 (projected)	<u>\$ 34.2M</u>
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Combined	\$ 57.4M
\$57.4M is 5.50% of the adopted General Fund budget	

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Operating Program Status (Continued)

- 10.A 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
11. 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.
12. 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.
13. 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

In Compliance

The adopted Risk Reserve level is \$1,250,000. It will be funded from the FY 06-07 Risk Reserve ending balance of \$1,250,000.

In Compliance

The adopted Liability Reserve will be funded at \$6,575,844. It will be funded from FY 07-08 General Fund contribution of \$4,814,947, General Fund departmental contributions of \$894,411 and other funds contributions of \$866,486.

Establishment of reserve not recommended at this time.

Not In Compliance

It is estimated that \$5.0M would be necessary to maintain buildings. All other aspects are in compliance. The 2006 Capital Bond Program includes significant funding for major building maintenance.

### Operating Program Status (Continued)



# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

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| <p>14. 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.</p>  | <p>In Compliance<br/>Replacement and maintenance needs are funded.</p>   |
| <p>15. 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.</p> | <p>In Compliance<br/>A fees and charges study will be completed for approximately 25% of all fees in FY 2007-08.</p> |

### **Capital and Debt Management**

- |   |                               |
|---|-------------------------------|
| <p>16. 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. (Bonds issued for street resurfacing shall be financed for a period not to exceed 10 years.)</p>   | <p>In Compliance</p>          |
| <p>17. The net (non self-supporting) General Obligation (G.O.) Debt of Dallas will not exceed 4% of the true market valuation of the taxable property of Dallas.</p>  | <p>In Compliance<br/>1.9%</p> |
| <p>18. Total direct plus overlapping debt shall be managed so as 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.</p> | <p>In Compliance<br/>4.2%</p> |
| <p>19. Interest expenses and other capital related expenses incurred prior to actual operation will be capitalized only for facilities of enterprise activities.</p>  | <p>In Compliance</p>          |

**Status**

**Capital and Debt Management (Continued)**

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

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|--|---|
| 20. Average (weighted) General Obligation bond maturities (exclusive of Pension Obligation Bonds) shall be kept at or below 10 years.  | In Compliance<br>7.7 Years                                |
| 21. Annual General Obligation debt service (contribution) including certificates of obligation debt for risk management funding shall not exceed 20% of the total governmental fund expenditures (comprised of general fund, special funds, debt service funds and capital project funds).   | In Compliance<br>12.4%                                    |
| 22. Per Capita General Obligation Debt including Certificates of Obligation, Equipment Acquisition Notes and General Obligation Bonds will be managed to not exceed 10% of the latest authoritative computation of Dallas' per capita annual personal income.  | In Compliance<br>3.7% - Total Debt<br>2.8% - GO Bond Debt |
| 23. Debt may be used to finance betterments intended to extend service life of original permanent capital improvements under the following conditions: <ul style="list-style-type: none"><li>• the original improvement is at or near the end of its expected service life;</li><li>• the betterment extends the life of the original improvement by at least one third of the original service life;</li><li>• the life of the financing is less than the life of the betterment;</li><li>• the betterment is financed through either C.O.'s or G.O.'s.</li></ul> | In Compliance   |

### Status

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Capital and Debt Management (Continued)

### Status

24. Interest earnings from G.O. Bonds shall be used solely to fund capital expenditures, debt service, or used to fund a reserve for capital contingencies.	In Compliance
25. Certificates of Obligation 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.	In Compliance
26. Certificates of Obligation (C.O.) Debt including that for risk management funding supported by an ad valorem tax pledge should not exceed 15% of total authorized and issued General Obligation (G.O.) Debt.	In Compliance 1.5%
<ul style="list-style-type: none"> <li>• All C.O.'s issued in lieu of revenue bonds should not exceed 10% of outstanding G.O. Debt.</li> </ul>	0.0%
27. Certificates of Obligation will be limited to projects consistent with Financial Management Performance Criteria for debt issuance.	In Compliance
28. Certificates of Obligation for an enterprise system will be limited to only those projects, which can demonstrate the capability to support the certificate debt either through its own revenues, or another pledged source other than ad valorem taxes.	In Compliance
29. Certificates of Obligation authorization will remain in effect for no more than five years from the date of approval by the City Council.	In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Capital and Debt Management (Continued)

### Status

- |   |               |
|---|---------------|
| 30. Certificates of Obligation authorized for risk management funding shall be issued for a term not to exceed 20 years.  | In Compliance |
| 31. Tax Increment Financing zones should be established where revenues will recover 1.25 times the public cost of debt in order to provide an adequate safety margin.   | In Compliance |
| 32. A Tax Increment Financing Reinvestment Zone may not be created if more than 10 percent of the property in the proposed 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.   | In Compliance |
| 33. Pursuant to the provisions of the Texas Tax Code, the City creates reinvestment zones both for tax increment financing ("TIF RZ") and for the tax abatement ("TA RZ"). TA RZs are created for the purpose of granting tax abatement 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"). | In Compliance |

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 10% 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.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Capital and Debt Management (Continued)

### Status

34. All 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.

In Compliance

35. All adopted PID or TIF debt issuances supported by a district's revenues, are subject to the following criteria:

In Compliance

- 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; and

< in the event that 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; and

< in the event that 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

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Capital and Debt Management (Continued)

< in the event that 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, and
- The total amount of PID/TIF debt outstanding should generally not exceed 20% of the City's outstanding general obligation 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, which 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.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Capital and Debt Management (Continued)

### Status

- |   |               |
|---|---------------|
| <p>36. 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, repayment of bonds.</p>  | In Compliance |
| <p>37. The City will not propose the issuance of any unrated, high yield PID/TIF bond which could be labeled a "high risk bond" except for small (less than \$5 million) private placements coordinated with the City's Financial Advisor.</p> <ul style="list-style-type: none"><li>• All projects must be carefully evaluated for credit-worthiness and meet the criteria above whether or not a credit rating is obtained.</li></ul> | In Compliance |
| <p>38. The City should use PID/TIF bonds only when other options have been considered.</p>  | In Compliance |
| <p>39. Advance refundings 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%.</p> <p>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%.</p>   | In Compliance |
| <p>40. 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.</p>   | In Compliance |

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Accounting, Auditing, and Financial Planning

41. The City will establish and maintain a high degree of accounting practices; accounting practices will conform to generally accepted accounting principles as set forth by the authoritative standard setting body for units of local government.

### Status

In Compliance

The basis of budgeting for all funds essentially follows the basis of accounting (modified accrual). The major differences between the budgeting and accounting basis are: 1) encumbrances are recorded as expenditures (budget basis) rather than as a reservation of fund balance (accounting basis); 2) compensated absences (accrued but unused leave) are not reflected in the budget; 3) depreciation expense is not included in the budget basis.

42. An annual audit will be performed by an independent public accounting firm, with the subsequent issue of an official Comprehensive Annual Financial Report (CAFR) within 120 days of the City's fiscal year end.

FY 2005-06 was issued July 2007.

43. Full disclosure will be provided in the annual financial statements and bond representations.

In Compliance

### Budget

44. Revenues and expenditures will be projected annually for at least three years beyond the current budget projections.

In Compliance

45. Financial systems will be maintained to monitor expenditures, revenues and performance of all municipal programs on an ongoing basis.

In Compliance

46. 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.

In Compliance



# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### **Budget (Continued)**

47. 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 Proposed budget status will be submitted with the City Manager's Proposed Budget each year.

### **Status**

In Compliance

### **Cash Management**

48. Investments will be made in conformance with the City's investment policy, with the primary objectives of preservation of capital, maintenance of sufficient liquidity and maximization of return on the portfolio.

In Compliance

49. The accounting system and cash forecasting system will provide regular information concerning cash position and investment.

In Compliance

50. Internal Service Funds and Enterprise Funds will maintain positive cash balances.

In Compliance

### **Grants and Trusts**

51. 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.

In Compliance

52. 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.

In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Dallas Water Utilities

### Status

- |   |               |
|---|---------------|
| 1. Current revenues will be sufficient to support current expenses including debt service and other obligations of the system.  | In Compliance |
| 2. Long-term debt will be used only for capital expansion, replacement and improvement of plant, not for current expenses.  | In Compliance |
| 3. 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 10% 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 Council. | In Compliance |
| 4. Contingency reserves will be appropriated at a level sufficient to provide for unanticipated, nonrecurring expenditures.   | In Compliance |
| 5. Debt financing for capital projects will not exceed the useful life of the asset, and in no case shall the term exceed 30 years.   | In Compliance |
| 6. 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.   | In Compliance |

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Dallas Water Utilities (Continued)

7. 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.
  
8. Current revenues which are more than operating expenses and debt service will be used for capital expenditures and other water and wastewater purposes.
  
9. 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.
  
10. 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.
  
11. 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  
1.50 times maximum annual principal and interest
- 
- In Compliance
- 
- In Compliance
- 
- Not In Compliance  
Adopted budget transfers are 19.6% of the total capital program
- 
- In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2007-08 Adopted Budget Status

### Dallas Water Utilities (Continued)

- |  | <u>Status</u> |
|--|---------------|
| 12. Wholesale treated water rates for customer cities and other governmental entities will be determined on the basis of the inter-city agreement of 1979. Wholesale wastewater and untreated water rates will be determined on the basis of contractual agreements with wholesale customers. Rates shall be adjusted annually if cost of service studies indicate a need therefore. | In Compliance |
| 13. Funds generated by Dallas Water Utilities will be used solely for the development, operation, and maintenance of the water and wastewater utility system.  | In Compliance |

# **GLOSSARY OF BUDGET TERMINOLOGY**

## **AD VALOREM TAX**

A tax levied on the assessed valuation of real land and improvements and personal property located in the City.

## **APPROPRIATION**

An authorization made by the City Council that permits officials to incur obligations against and make expenditures of governmental resources.

## **ARBITRAGE**

The interest earnings derived from invested bond proceeds or debt service fund balances.

## **ASSESSED VALUATION**

This represents the total valuation of land and improvements and personal property less all properties exempt from tax. Also identified as taxable valuation.

## **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, and bridges.

## **BUDGET**

A financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. It is the primary means by which most of the expenditure and service delivery activities of a government are controlled.

## **CAPITAL CONSTRUCTION FUND**

Capital construction funds are used to pay for capital projects which are not debt financed. Funding is usually derived from operating fund transfers.

## **CAPITAL GIFTS AND DONATIONS**

Contributions by individuals or organizations for the purpose of funding 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. It is primarily funded through General Obligation Bonds and Revenue Bonds.

# GLOSSARY OF BUDGET TERMINOLOGY

## **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.

## **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 bond. Used for interim financing for water and wastewater improvements.

## **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 persons.

## **CONTINGENCY RESERVE**

A budgetary reserve which provides for unanticipated expenditures of a non-recurring nature.

## **CONTRACTUAL SERVICE**

The cost related to services performed for the City by individuals, businesses, or utilities.

## **DEBT SERVICE**

Sometimes referred to as the Interest and Sinking Fund, it is used to account for the accumulation of financial resources to meet the requirements of general obligation debt service and debt service reserve.

## **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.

## **EMERGENCY RESERVE**

A budgetary reserve which provides for temporary financing of unforeseen needs of an emergency nature, unanticipated fluctuations in revenue, and individual judgment/settlement payments exceeding a \$5,000,000 liability cap.

# GLOSSARY OF BUDGET TERMINOLOGY

## **ENCUMBRANCE**

The commitment of appropriated funds to purchase an item or service.

## **ENTERPRISE FUND**

These funds are 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**

This type of fund accounts for assets held by the City in a trustee or agency capacity.

## **FINANCIAL MANAGEMENT PERFORMANCE CRITERIA**

The City maintains Financial Management Performance Criteria (FMPC), established in the late 1970's to reflect financial policies that the City believes necessary for planning purposes and to measure sound financial condition. These criteria are applied to the ongoing management of the City's finances and covers 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**

The twelve-month period beginning October 1st and ending the following September 30th to which the annual budget applies.

## **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.

# GLOSSARY OF BUDGET TERMINOLOGY

## **FULL TIME EQUIVALENTS (FTE)**

A unit used to quantify staffing. One FTE is a full year, 40 hour per week position. A part-time position working 20 hours per week or a temporary full-time position working six months would be 0.5 FTEs.

## **FULL YEAR FUNDING**

The additional required funding necessary for twelve full months of operations related to positions and/or program funding added in the previous fiscal year. This funding complements prior year funding.

## **FUND**

A fiscal and accounting entity with a self-balancing set of accounts (assets, liabilities, fund balance) which are segregated for the purpose of carrying on 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 utilized. 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 utilize 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**

This is the main operating fund of the City. It accounts for basic operating services such as Police, Fire, Streets, Sanitation, Code Enforcement, Park and Recreation, Library, Environmental and Health Services, and others.

## **GENERAL OBLIGATION BOND**

Bonds used for funding permanent public capital improvements such as buildings, streets, and bridges. The repayment of these bonds is made from the levy of property tax. Voter approval is required to issue these bonds.



# GLOSSARY OF BUDGET TERMINOLOGY

## **GRANT**

A contribution by a government or other organization to support a particular function. Typically, these contributions are made to a local government from the state or federal government.

## **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 City department (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. These are revenues from various funds that provide indirect cost payments to the General Fund. In addition, this revenue also includes Dallas Water Utilities street rental payment and surplus property auction revenue.

## **INTERGOVERNMENTAL REVENUE**

Money collected from other governmental entities.

## **KEY FOCUS AREA**

Dallas City Council established the following Key Focus Areas: Public Safety; Economic Vibrancy; Clean, Healthy Environment; Culture, Arts and Recreation; Education and E<sup>3</sup> Government.

## **LIABILITY RESERVE**

Funds reserved for outstanding current and forecasted future liabilities.

## **LICENSE AND PERMITS REVENUE**

These are revenues related to various license and permit fees.

# GLOSSARY OF BUDGET TERMINOLOGY

## **MISCELLANEOUS REVENUE**

These are miscellaneous revenues from rental, gifts and donations, and collections for damages to City property.

## **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 the 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**

These are non-recurring revenues, which 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.

## **PROGRAM**

A sub-unit of a department.

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

**The City of Dallas** was incorporated in 1856. The City Charter was adopted in 1907. Dallas is currently the third largest city in the nation with a Council-Manager form of government. There are fourteen single-member districts and a mayor elected at large. The Mayor and Council appoint the City Manager, City Attorney, City Auditor, City Secretary, and the Municipal Court Judges. The City Manager appoints all other department directors except two appointed by the Civil Service Board and the Park and Recreation Board.

**Population:** Dallas is the 15<sup>th</sup> fastest growing city in the nation among cities with 500,000 or greater population (2000 to 2005 growth rate), with an estimated population of 1,280,500 (2007 North Central Texas Council of Governments) that places Dallas as the ninth largest city in the United States.

**Population Trends (Census Data):**

1950	434,462	1980	904,078
1960	679,684	1990	1,007,618
1970	844,401	2000	1,188,580

*\*Source: Texas Almanac, 2004-05 Edition*

The following denotes the population and racial/ethnic composition of the City of Dallas as of January 1, 2006 (provided by the United States Census Bureau, 2005 American Community Survey):

**Population by Race:**

Hispanic	42.1%
White	30.3%
Black	23.6%
American Indian	0.3%
Asian	2.7%
Other	0.3%
Two or more races	0.7%

**Population by Sex:**

Female	49.1%
Male	50.9%

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

**Population by Age:**

Under 19 years	29.0%
20 to 44 years	41.7%
45 to 64 years	20.6%
65 and over	8.7%

Median Age	31.9
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<b>Land area</b> (in square miles):	384.7
<i>Lake Area</i> (in square miles):	45.0

**Climate:**

Daily Mean Temperature, Annual Average	65.4°F
Precipitation, Average Annual Total	34.7 inches

**Miles of Streets:**

Paved (lane miles)	11,575.6
Unpaved (gravel)	9.9

<b>Number of street lights</b> (FY 2007-08 Adopted):	84,725
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**Fire Protection:**

Number of stations	56
Number of uniformed personnel (FTEs, FY 2007-08 Proposed)	1,891.0

**Police Protection:**

Number of stations	6
Number of uniformed personnel (FTEs, FY 2007-08 Proposed)	3,497.2

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

**Parks:**

Number of Parks	374
Total Park Acreage	23,000

**Public Libraries:**

Public Library Locations	25
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**Transportation:**

Love Field (FY 2006)	
Total Passengers	6,499,644

Dallas Executive (General Aviation Airport)	
Number of operations (annual, FY 2006)	123,291

Dallas/Forth Worth International Airport (FY 2006)	
Total Domestic Revenue Passengers	54,632,982
Passenger Enplanements	30,092,570
Domestic Cargo (tons)	525,500

**Construction Activity (FY 2005-06):**

Permits Issued	31,753
Estimated Value	\$2,824,857,454

**Median Family Income:** \$38,717

**Unemployment Rate (June 2007)** 4.7%

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

## **Employment:**

### **Largest Public Companies by Revenue** (*\$ Millions*)\*

	<b>Revenue</b> ( <i>\$ Millions</i> )
Centex Corp	15,465
Texas Instruments	14,630
TXU	10,856
Dean Foods	10,339
Tenet Health Care	9,622
Southwest Airlines	9,086
Energy Transfer Partners	7,859
Atmos Energy	6,152

*\*Source: "Fortune 500", Fortune Magazine, 2007*

### **Largest Private Employers** (*by Largest Employment Site*)\*

	<b># Local Employees</b>
Texas Instruments	12,350
TXU	7,615
United Parcel Service	6,100
Southwest Airlines	5,452
Presbyterian Hospital – Dallas	5,360
Compucom Systems, Inc.	5,300
Baylor University Medical Center	5,225
ATT&T Corp.	4,349

*\*Source: Office of Economic Development*

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

## ***Institutions of Higher Education***

*(Dallas City Limits)\**

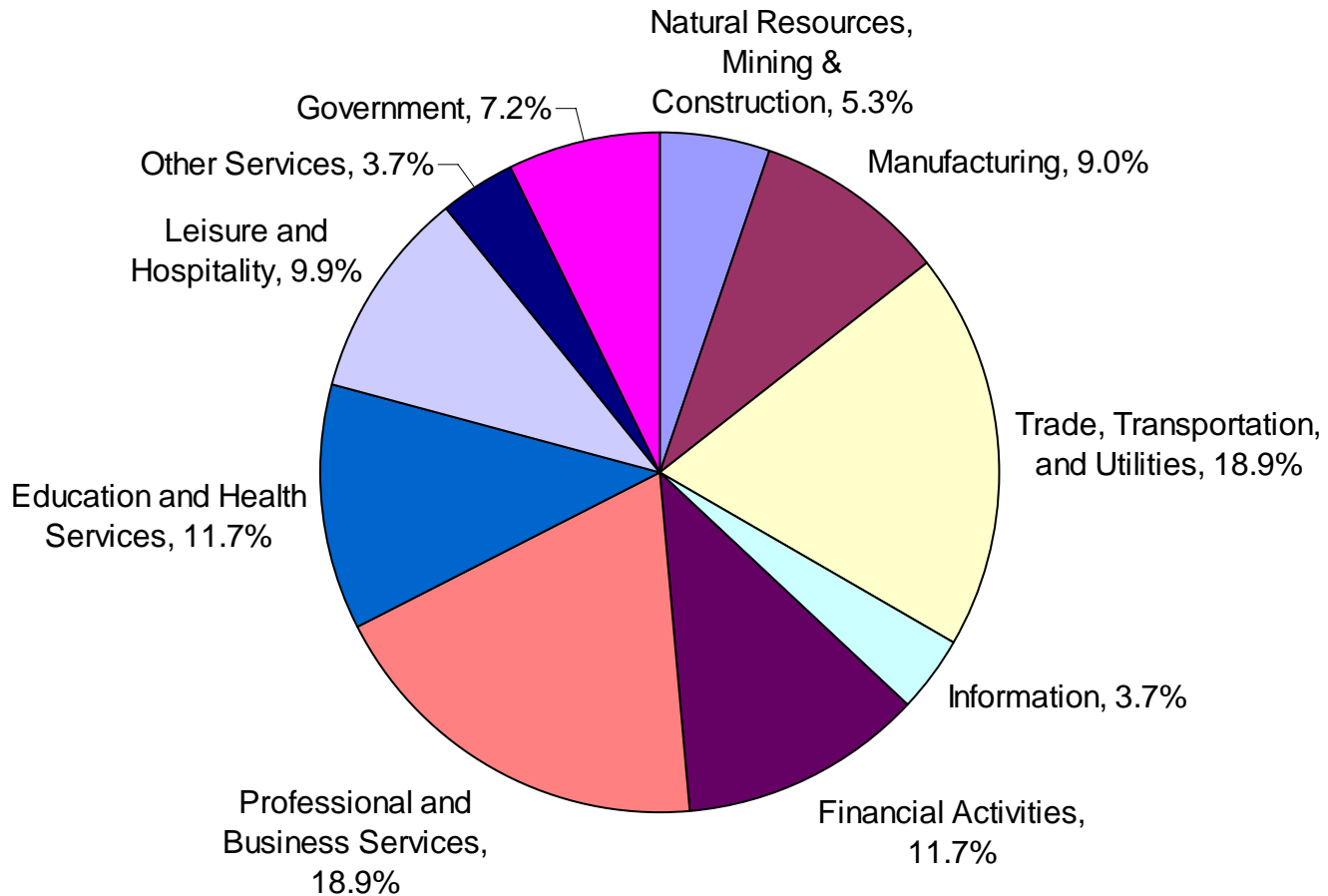
University of North Texas System Center at Dallas  
University of Texas Southwestern Medical Center at Dallas  
Southern Methodist University  
Baylor College of Dentistry (Texas A&M System)  
Dallas Baptist University  
Paul Quinn College  
Dallas County Community College District  
El Centro College  
Mountain View College  
Richland College

Public University  
Public University  
Private University  
Independent Graduate  
Independent Senior College  
Independent Senior College  
Community College

*\*Source: Office of Economic Development*

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

*\*Source: Office of Economic Development*





**Key Focus Area 1: Public Safety**

<b>Service(s)</b>	<b>Department</b>	<b>FY2006-07 Adopted FTE</b>	<b>FY2006-07 Estimate FTE</b>	<b>FY2007-08 Adopted FTE</b>
<b>Key Focus Area 1: Public safety improvements and crime reduction</b>				
1.1 Dallas Fire-Rescue ARFF	Aviation	0.0	0.0	0.0
1.2 Love Field - Police Department - Security	Aviation	0.0	0.0	0.0
1.3 Police Legal Liaison & Prosecution	City Attorney's Office	22.5	23.5	24.0
1.4 City Detention Center	Court and Detention Services	28.0	27.1	28.0
1.5 Lew Sterrett Jail Contract	Court and Detention Services	0.0	0.0	0.0
1.6 Municipal Court Services	Court and Detention Services	160.1	171.8	166.1
1.7 Security Service for City Facilities	EBS - Building Services	46.3	44.9	46.8
1.8 Crisis Assistance	Environmental and Health Services	7.0	7.0	7.4
1.9 911 Communications Center	Fire	109.6	101.0	115.6
1.10 911 Fire Dispatch	Fire	60.1	65.2	65.3
1.11 Department Support - Dallas Fire and Rescue	Fire	18.0	18.0	0.0
1.12 Emergency Medical Service	Fire	320.9	318.9	328.8
1.13 Fire and Rescue Emergency Response	Fire	1,375.7	1,359.9	1,416.0
1.14 Fire and Rescue Equipment Maintenance	Fire	59.0	60.4	59.0
1.15 Fire and Rescue Training and Recruitment	Fire	13.9	15.1	13.9
1.16 Fire Investigation/Arson	Fire	22.9	21.9	23.5
1.17 Fire Prevention Education and Inspection	Fire	62.3	60.4	64.6
1.18 Fire Rescue Computer Aided Assisted Dispatch	Fire	5.2	0.0	0.0
1.19 Fire-Rescue Wellness Fitness Program	Fire	1.8	.8	0.0
1.20 Civil Adjudication Court	Judiciary	4.0	4.0	4.0
1.21 Community Court	Judiciary	.2	.2	.2
1.22 Court Security	Judiciary	14.0	14.8	14.0
1.23 Municipal Judges/Cases Docketed	Judiciary	12.0	12.0	15.0
1.24 Emergency Management Operations	Office of Emergency Management	7.0	7.0	7.0
1.25 Departmental Support - Police	Police	42.2	46.6	0.0
1.26 Police Academy and In-service Training	Police	140.3	210.7	221.1
1.27 Police Auto Pound	Police	56.5	60.4	61.2
1.28 Police Civilian Community Affairs	Police	7.1	7.0	7.4
1.29 Police Communication and Dispatch	Police	190.9	181.6	194.3
1.30 Police Crime Analysis, Research and Compliance	Police	33.3	20.0	22.4
1.31 Police Criminal Intelligence and Protective Services	Police	32.1	31.6	32.2
1.32 Police Field Patrol	Police	1,878.4	1,776.9	2,092.1
1.33 Police Financial and Contract Management	Police	13.5	12.2	15.1
1.34 Police First Offender Program	Police	7.0	6.5	7.0
1.35 Police Headquarters Management	Police	15.1	15.4	17.0
1.36 Police Helicopter Operations	Police	18.1	17.2	18.6

**Key Focus Area 1: Public Safety**

<b>Service(s)</b>	<b>Department</b>	<b>FY2006-07 Adopted FTE</b>	<b>FY2006-07 Estimate FTE</b>	<b>FY2007-08 Adopted FTE</b>	
1.37	Police Internal Affairs and Public Integrity	Police	59.3	54.3	58.3
1.38	Police Investigation of Crimes Against Persons	Police	174.4	168.2	178.1
1.39	Police Investigation of Property Crimes	Police	178.4	192.1	194.5
1.40	Police Investigation of Vice Related Crimes	Police	40.8	40.1	41.7
1.41	Police Investigation of Youth and Family Crimes	Police	136.3	136.4	145.8
1.42	Police Investigations of Narcotics Related Crimes	Police	118.0	126.5	135.1
1.43	Police Legal Research Services and Processing	Police	16.0	16.1	16.3
1.44	Police Love Field Airport Law Enforcement Security	Police	50.4	49.8	52.4
1.45	Police Media Relations	Police	6.0	5.7	6.3
1.46	Police Mounted Unit	Police	21.5	23.1	23.8
1.47	Police Patrol for Central Business District	Police	78.5	70.5	77.2
1.48	Police Prisoner Processing at County Jail	Police	38.7	39.5	42.8
1.49	Police Property/Evidence and Recovery	Police	39.9	38.5	40.9
1.50	Police Records and Records Operations	Police	45.0	43.9	45.2
1.51	Police Recruiting and Personnel Service	Police	69.2	76.0	94.2
1.52	Police SAFE Operations	Police	10.8	9.4	12.2
1.53	Police School Crossing Guard and Support	Police	143.0	128.0	145.0
1.54	Police School LETS Program/Youth Officers	Police	4.2	5.3	5.3
1.55	Police Tactical Operations	Police	100.7	98.6	101.4
1.56	Police Technology and Technical Support	Police	15.6	15.4	0.0
1.57	Police Traffic Enforcement and Investigations	Police	151.1	140.4	145.7
1.58	Police Uniform, Equipment Distribution and Asset Management	Police	16.8	12.0	15.1
1.59	Police Walker Designated Storefronts	Police	65.0	29.9	33.8
1.60	Adjudication Office	Public Works and Transportation	0.0	0.0	10.0
1.61	Automated Red Light Running Enforcement	Public Works and Transportation	10.8	5.8	7.0
<b>Total for Key Focus Area 1:</b>			<b>6,375.4</b>	<b>6,245.5</b>	<b>6,715.7</b>

## Key Focus Area 2: Economic Vibrancy

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE	
Key Focus Area 2: Economic vibrancy					
2.1	Capital Construction and Debt Service	Aviation	0.0	0.0	0.0
2.2	Custodial Maintenance	Aviation	32.4	30.9	47.0
2.3	Dallas Executive Airport	Aviation	10.1	9.1	12.3
2.4	Field Maintenance	Aviation	32.5	32.8	39.8
2.5	Heliport	Aviation	2.0	1.8	2.5
2.6	Love Field Operations	Aviation	20.3	18.8	26.1
2.7	Parking	Aviation	0.0	0.0	0.0
2.8	Terminal Maintenance	Aviation	37.9	35.4	46.4
2.9	Community Outreach Liaison Program for City Contracts	Business Development & Procurement Services	.4	.4	0.0
2.10	Surety Support Program for City Contracts	Business Development & Procurement Services	3.0	3.0	0.0
2.11	Vendor Development	Business Development & Procurement Services	2.3	2.3	4.0
2.12	Multi-Tenant Code Inspection Program	Code Compliance Services	41.8	40.0	43.8
2.13	Convention Center Debt Service Payment	Convention and Event Services	0.0	0.0	0.0
2.14	Dallas Convention Center	Convention and Event Services	149.3	91.7	104.7
2.15	Dallas Farmers Market	Convention and Event Services	16.8	16.8	16.8
2.16	Department Support - Convention and Event Services	Convention and Event Services	5.5	5.5	0.0
2.17	Office of Special Events	Convention and Event Services	4.0	4.0	4.0
2.18	Reunion Arena	Convention and Event Services	7.0	4.0	4.0
2.19	Union Station	Convention and Event Services	0.0	0.0	0.0
2.20	Department Support - Development Services	Development Services	23.0	19.0	0.0
2.21	Forward Dallas! Comprehensive Plan	Development Services	4.5	4.2	5.5
2.22	Real Estate for Private Development	Development Services	8.0	10.5	13.4
2.23	Board of Adjustment	Development Services - Enterprise	3.8	2.1	4.0
2.24	Construction Plan Review and Permitting	Development Services - Enterprise	67.0	61.9	88.4
2.25	Customer Service Initiatives	Development Services - Enterprise	15.0	14.9	16.0
2.26	Engineering Review for Private Development	Development Services - Enterprise	22.0	17.9	22.0
2.27	Express Construction Plan Review	Development Services - Enterprise	18.0	13.0	18.0
2.28	Field Inspections of Private Development Construction Sites	Development Services - Enterprise	73.0	70.5	79.4
2.29	General Expense and Debt Service - Development Services Enterprise	Development Services - Enterprise	0.0	0.0	0.0
2.30	GIS Mapping for Private Development	Development Services - Enterprise	11.0	10.8	11.0
2.31	Private Development Infrastructure Inspection	Development Services - Enterprise	3.0	2.5	3.0
2.32	Private Development Records and Archival Library	Development Services - Enterprise	17.0	17.0	17.0
2.33	Private Development Survey	Development Services - Enterprise	3.0	2.7	3.0
2.34	Subdivision Plat Review	Development Services - Enterprise	9.0	8.4	9.0
2.35	Zoning	Development Services - Enterprise	11.0	10.4	13.0

## Key Focus Area 2: Economic Vibrancy

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE
2.36	Arts District Parking Garage Operation and Maintenance	8.2	5.4	7.8
2.37	Bullington Truck Terminal and Pedestrian Way Operation and Maintenance	1.0	1.0	1.0
2.38	New Construction	19.8	20.2	20.0
2.39	First-Time Homebuyer Loans	0.0	0.0	0.0
2.40	Home Repair - South Dallas/Fair Park	0.0	0.0	0.0
2.41	Neighborhood Investment Program - Infrastructure Improvements	0.0	0.0	0.0
2.42	Neighborhood Non-Profits Housing Development	0.0	0.0	0.0
2.43	Urban Land Bank	3.0	3.0	4.0
2.44	Business Development	8.0	7.6	9.6
2.45	Dallas Protocol and World Affairs Council Contract	0.0	0.0	0.0
2.46	Downtown Initiatives	6.0	5.7	9.7
2.47	Economic Development Research and Information Services	6.0	5.5	7.3
2.48	Inland Port Development	1.6	1.3	2.4
2.49	International Business Development	2.8	2.5	3.6
2.50	Small Business Initiatives	6.0	5.4	6.9
2.51	South Dallas/Fair Park Development Fund	1.8	2.0	2.4
2.52	The Area Redevelopment Group	7.0	7.0	7.7
2.53	Municipal Setting Designation & Environmental Due Diligence Associated with Property Acquisitions, including West Dallas MSD and other MSD areas	0.0	0.0	2.6
2.54	Fair Park Management and Promotion	67.0	66.4	69.0
2.55	Capital Program Implementation - Aviation Facilities	3.6	3.7	3.9
2.56	Floodplain Management	1.7	2.0	1.7
2.57	Interagency Project Implementation	7.1	7.7	8.8
2.58	Parking Management-Enforcement, Meter/Lot Operations, Ticket Processing/Collections/Customer Service	36.0	43.0	31.0
2.59	Pavement Management	6.0	5.5	6.8
2.60	Pavement Markings	16.9	16.4	18.9
2.61	Public Works Capital Program Implementation	77.7	70.8	88.7
2.62	Public Works Capital Program Implementation - City Facilities	12.5	12.8	15.8
2.63	Regulation and Enforcement of For Hire Transportation	14.0	13.7	14.0
2.64	Signal Construction Operations	27.7	26.5	29.4
2.65	Signal Maintenance Operations/Emergency Response	24.1	24.5	24.0
2.66	Signal Optimizations, Computerization of Signals, Intelligent Transportation Systems	12.3	11.1	12.3
2.67	Signal Optimizations, Computerization of Signals, ITS, Throughfare Assessment Program contract authorized	0.0	0.0	0.0
2.68	Signal Optimizations, Computerization of Signals, ITS, Throughfare Assessment Program contract pending	0.0	0.0	0.0

## Key Focus Area 2: Economic Vibrancy

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE
2.69	Street Cut Permit and Right-of-Way Construction Oversight	11.9	11.8	11.9
2.70	Street Lighting	1.0	1.0	1.8
2.71	Tax-Increment Financing and Urban Redevelopment	2.6	2.6	2.9
2.72	Traffic Operations Inventory Management	1.5	1.5	1.6
2.73	Traffic Safety Inspection of Public and Private Construction Sites	2.0	2.5	2.0
2.74	Traffic Sign Fabrication	6.5	6.5	8.2
2.75	Traffic Sign Maintenance - Emergency Calls	15.3	14.3	19.5
2.76	Transportation Engineering and Traffic Signal Design and Inspection	12.0	12.0	12.9
2.77	Transportation Planning	8.9	8.2	9.4
2.78	Flood Protection	104.9	89.3	108.4
2.79	Right-of-Way Maintenance Contracts and Inspections Group	21.2	16.8	21.2
2.80	Service Maintenance Areas	221.9	205.9	263.5
2.81	Street Repair Division - Asphalt	0.0	0.0	112.1
2.82	Street Repair Division - Concrete	0.0	0.0	137.5
2.83	Street/Alley Repair Maintenance	237.8	224.9	0.0
2.84	Water Capital Funding	0.0	0.0	0.0
2.85	Water Production and Delivery	559.9	540.0	577.9
2.86	Water Utilities Capital Program Management	190.3	152.1	194.8
<b>Total for Key Focus Area 2:</b>		<b>2,429.1</b>	<b>2,222.4</b>	<b>2,549.0</b>

### Key Focus Area 3: Clean, Healthy Environment

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE	
<b>Key Focus Area 3: A cleaner, healthier city environment</b>					
3.1	Environmental Enforcement, Compliance, and Support (Legal Services)	City Attorney's Office	4.0	3.5	4.0
3.2	Neighborhood Integrity and Advocacy (Legal Services)	City Attorney's Office	40.5	37.9	50.3
3.3	Boarding House Inspection Team	Code Compliance Services, Development Services, Fire, Environmental and Health Services	0.0	0.0	4.0
3.4	Dallas Animal Services	Code Compliance Services	89.1	82.7	121.8
3.5	Neighborhood Code Compliance Services	Code Compliance Services	165.9	160.7	173.0
3.6	Neighborhood Nuisance Abatement	Code Compliance Services	72.6	56.9	78.3
3.7	Reduction of Service Requests and services provided for 3 specific request (Loose Animals, Dead Animals, and High Weeds)	Code Compliance Services	.8	.4	1.0
3.8	Relocation Assistance	Code Compliance Services	6.0	6.2	6.0
3.9	Illegal Dump Team - Criminal Investigations and Arrests	Court and Detention Services	9.0	7.0	9.0
3.10	Neighborhood Planning and Preservation	Development Services - Enterprise	8.0	7.1	9.0
3.11	Rental Inspection Program	Development Services - Enterprise	3.0	0.0	0.0
3.12	Air Quality Compliance	Environmental and Health Services	10.5	9.0	11.4
3.13	Ambient Air Monitoring	Environmental and Health Services	8.5	6.5	9.3
3.14	Community Centers Programs, Marketing and Events	Environmental and Health Services	3.0	3.0	3.0
3.15	Community Centers Property Management and Administration	Environmental and Health Services	6.5	7.0	6.5
3.16	Community Centers Social Services & Support Program	Environmental and Health Services	10.0	8.0	11.7
3.17	Community Preventative Health Services	Environmental and Health Services	51.7	45.0	55.4
3.18	Comprehensive Homeless Outreach	Environmental and Health Services	0.0	0.0	33.2
3.19	Day Resource Center	Environmental and Health Services	20.0	16.0	0.0
3.20	Dental Health Services	Environmental and Health Services	0.0	0.0	0.0
3.21	Emergency Social Services Contract	Environmental and Health Services	0.0	0.0	0.0
3.22	Environmental Assessments	Environmental and Health Services	6.7	7.7	7.3
3.23	Food Protection and Education	Environmental and Health Services	34.0	31.0	38.0
3.24	Health Authority	Environmental and Health Services	0.0	0.0	0.0
3.25	HIV/AIDS Prevention and Education	Environmental and Health Services	3.0	3.0	4.5
3.26	Homeless Housing Services	Environmental and Health Services	10.0	10.0	0.0
3.27	Homeless Outreach	Environmental and Health Services	4.0	4.0	0.0
3.28	Homeless Services Administration	Environmental and Health Services	3.0	3.0	0.0
3.29	Immunizations	Environmental and Health Services	17.0	17.5	17.5
3.30	Project Reconnect/Offender Re-entry Program	Environmental and Health Services	5.2	5.2	7.3
3.31	Senior Services	Environmental and Health Services	10.0	10.0	13.8
3.32	Senior Transportation Services	Environmental and Health Services	0.0	0.0	0.0
3.33	Substance Abuse Treatment - Contracts	Environmental and Health Services	0.0	0.0	0.0

### Key Focus Area 3: Clean, Healthy Environment

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE
3.34 Supplemental Nutrition Program for Women, Infants and Children (WIC)	Environmental and Health Services	225.0	200.0	235.0
3.35 Surveillance Systems	Environmental and Health Services	1.0	1.0	0.0
3.36 Utility Pay Stations	Environmental and Health Services	0.0	7.0	5.5
3.37 311 Communication Center	Fire	59.1	62.0	0.0
3.38 Home Repair Loan Program	Housing	0.0	0.0	0.0
3.39 People Helping People - Volunteer Home Repair	Housing	10.0	10.0	11.0
3.40 Replacement Housing for Low-Income Households	Housing	0.0	0.0	0.0
3.41 Environmental Management System (EMS) and Environmental Compliance	Office of Environment Quality, Park and Recreation	2.8	4.8	19.1
3.42 Climate Change and Ozone Reductions	Office of Environment Quality	1.0	1.2	2.0
3.43 Environmental Inspections of City Facilities	Office of Environment Quality	2.2	1.3	0.0
3.44 Environmental Outreach	Office of Environment Quality	1.2	2.3	1.5
3.45 Non-Hazardous Spill Response and Environmental Inspections of City Facilities	Office of Environment Quality	2.4	2.0	4.8
3.46 Dallas Zoo Environmental Team	Park and Recreation	3.0	1.5	0.0
3.47 Urban Canopy for Air Quality/Green Space	Park and Recreation	1.0	1.0	1.1
3.48 Water Conservation: City Leadership & Commitment	Park and Recreation	0.0	0.0	0.0
3.49 Contract Management Demolition of Structures Ordered by Judicial Warrants	Public Works and Transportation	.8	1.0	1.0
3.50 Environmental Management	Public Works and Transportation	1.0	1.0	1.0
3.51 Storm Water Management	Public Works and Transportation	49.0	45.8	57.0
3.52 Animal Collection	Sanitation Services	8.1	8.0	8.1
3.53 Brush/Bulk Waste Removal Services	Sanitation Services	157.2	152.2	152.9
3.54 City Facility Refuse Service and Disposal	Sanitation Services	0.0	0.0	0.0
3.55 Departmental Support-Sanitation Services	Sanitation Services	31.6	32.3	0.0
3.56 Landfill Services	Sanitation Services	122.9	132.2	136.6
3.57 Residential Refuse Collection	Sanitation Services	344.0	384.3	397.1
3.58 Waste Diversion Service	Sanitation Services	7.0	88.1	105.1
3.59 Storm Water Drainage Management	Storm Water Drainage Management	0.0	0.0	0.0
3.60 Wastewater Collection	Water Utilities	233.4	235.0	233.4
3.61 Wastewater Treatment	Water Utilities	339.9	314.7	341.1
3.62 Water Conservation	Water Utilities	10.6	8.2	11.0
<b>Total for Key Focus Area 3:</b>		<b>2,216.2</b>	<b>2,245.2</b>	<b>2,399.6</b>

### Key Focus Area 4: Culture, Arts and Recreation

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE	
Key Focus Area 4: Better cultural, arts and recreational amenities					
4.1	Thanksgiving Square Support	EBS - Building Services	0.0	0.0	0.0
4.2	Employment Initiative Contract	Environmental and Health Services	0.0	0.0	0.0
4.3	Multicultural Services	Library	18.6	18.6	21.2
4.4	City Cultural Centers	Office of Cultural Affairs	28.9	29.2	32.4
4.5	Cultural Facilities	Office of Cultural Affairs	0.0	0.0	1.0
4.6	Cultural Services Contracts	Office of Cultural Affairs	1.8	1.8	5.6
4.7	Neighborhood Touring Program	Office of Cultural Affairs	.2	.2	1.7
4.8	Public Art for Dallas	Office of Cultural Affairs	3.0	2.9	4.2
4.9	WRR Municipal Radio Classical Music	Office of Cultural Affairs	27.0	25.0	27.0
4.10	Athletic Field and Rental Reservations Management	Park and Recreation	8.2	7.7	8.5
4.11	Bachman Therapeutic Center and Community Services	Park and Recreation	18.1	17.1	16.5
4.12	Botanical Agency Support	Park and Recreation	1.5	.8	1.6
4.13	Community Swimming Pools	Park and Recreation	20.5	20.5	21.1
4.14	Dallas Zoo and Aquarium	Park and Recreation	250.2	255.9	268.4
4.15	Golf and Tennis Centers	Park and Recreation	58.6	63.9	66.3
4.16	Park and Recreation Department Community Recreation Centers	Park and Recreation	267.8	256.2	275.8
4.17	Park and Recreation Department Youth Programs	Park and Recreation	20.5	19.5	23.1
4.18	Park and Recreation Planning, Design and Construction	Park and Recreation	31.6	28.9	36.3
4.19	Park Land Maintained	Park and Recreation	380.3	381.4	408.6
4.20	Trinity River Corridor Project Implementation	Public Works and Transportation	8.0	7.2	8.8
4.21	Trinity River Corridor-Planning and Development	Public Works and Transportation	6.0	4.9	6.0
<b>Total for Key Focus Area 4:</b>			<b>1,150.8</b>	<b>1,141.7</b>	<b>1,234.1</b>



**Key Focus Area 5: Education**

<b>Service(s)</b>	<b>Department</b>	<b>FY2006-07 Adopted FTE</b>	<b>FY2006-07 Estimate FTE</b>	<b>FY2007-08 Adopted FTE</b>	
<b>Key Focus Area 5: Education enhancements</b>					
5.1	Childcare Contract	Environmental and Health Services	3.0	2.0	3.0
5.2	Exxon Mobil Youth Program	Housing	0.0	0.0	0.0
5.3	Branch Libraries	Library	258.3	256.5	270.2
5.4	Central Library	Library	156.5	158.5	162.7
5.5	Dallas Arts Learning Initiative	Office of Cultural Affairs	0.0	0.0	2.4
		<b>Total for Key Focus Area 5:</b>	<b>417.8</b>	<b>417.0</b>	<b>438.3</b>

## Key Focus Area 6: E<sup>3</sup> Government

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE	
<b>Key Focus Area 6: Make government services more efficient, effective and economical</b>					
6.1	Department Support - Aviation	Aviation	30.2	27.0	0.0
6.2	Department Support - Business Development and Procurement Services	Business Development & Procurement Services	2.5	2.5	0.0
6.3	Good Faith Effort Compliance Monitoring	Business Development & Procurement Services	4.2	4.2	4.0
6.4	Internal P-Card/Travel Card Program	Business Development & Procurement Services	1.0	1.0	0.0
6.5	Procurement Training	Business Development & Procurement Services	1.0	1.0	0.0
6.6	Purchasing/Contract Management	Business Development & Procurement Services	19.0	19.0	27.4
6.7	Regional Procurement Services	Business Development & Procurement Services	1.0	1.0	0.0
6.8	Vendor Support Services	Business Development & Procurement Services	1.0	1.0	0.0
6.9	Departmental Support	City Attorney's Office	18.0	16.0	0.0
6.10	DFW International Airport Legal Counsel	City Attorney's Office	3.0	3.0	3.0
6.11	General Counsel	City Attorney's Office	32.0	31.2	42.0
6.12	Litigation	City Attorney's Office	43.0	40.8	50.0
6.13	Audits, Reviews & Investigations	City Auditor's Office	24.0	21.0	28.0
6.14	Department Support - City Auditor	City Auditor's Office	4.0	4.2	0.0
6.15	Grant Compliance	City Auditor's Office	12.0	11.0	9.0
6.16	HOPWA and ESG Funds Monitoring	City Auditor's Office	0.0	0.0	2.0
6.17	City Administration	City Manager's Office	25.0	21.8	23.0
6.18	Intergovernmental / Fund Development	City Manager's Office	3.0	3.0	3.0
6.19	Intergovernmental/ Legislative Services	City Manager's Office	5.0	5.5	5.0
6.20	Archives	City Secretary's Office	2.0	1.6	2.0
6.21	Boards and Commissions Support	City Secretary's Office	5.0	4.4	5.0
6.22	City Council Meeting Support	City Secretary's Office	0.0	0.0	4.0
6.23	Customer Service	City Secretary's Office	5.0	4.4	6.0
6.24	Departmental Support	City Secretary's Office	5.0	5.0	0.0
6.25	Elections	City Secretary's Office	1.0	.6	1.0
6.26	Records Management	City Secretary's Office	5.0	3.1	5.0
6.27	Analysis/Development and Validate	Civil Service	4.8	4.3	5.5
6.28	Applicant Processing - Civilian	Civil Service	8.8	8.3	8.8
6.29	Applicant Processing for Uniformed Employees	Civil Service	6.5	6.0	5.8
6.30	Civil Service Board Administration/Employee Appeals Process	Civil Service	2.0	1.5	3.0
6.31	Department Support	Civil Service	1.0	1.0	0.0
6.32	Employee Criminal Background and Motor Vehicle Record Checks	Civil Service	.4	.4	.4
6.33	Fire Applicant - Physical Abilities Testing	Civil Service	.5	.5	.5
6.34	Department Support - Code Compliance	Code Compliance Services	10.7	16.5	0.0
6.35	Real Estate for Public Property Transactions	Development Services	10.0	7.1	13.2

### Key Focus Area 6: E<sup>3</sup> Government

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE
6.36	Intergovernmental Coordination and Agenda	2.0	1.5	0.0
6.37	City Facility Elevator and Escalator Management	0.0	0.0	0.0
6.38	City Facility Environmental Hazards Testing and Abatement	1.0	.7	1.0
6.39	City Facility Operation, Maintenance and Repair	140.5	137.3	144.7
6.40	City Hall Parking Garage Operation and Maintenance	4.4	4.2	4.2
6.41	Custodial Service for City Facilities	39.3	39.9	39.8
6.42	Department Support - Equipment and Building Services	3.4	4.2	0.0
6.43	Energy Procurement, Monitoring and Conservation	5.9	4.7	6.5
6.44	Major Maintenance Design and Construction	9.3	8.7	12.5
6.45	Contracts & Grants Administration	11.5	11.1	11.3
6.46	Department Support - Environmental & Health Services	15.0	18.0	0.0
6.47	Vital Statistics	13.0	12.7	14.1
6.48	Water Customer Service Communication	31.0	31.9	0.0
6.49	Housing Department Federal Grants Administration	15.0	13.6	13.0
6.50	Support for Home Repair/Replacement Programs	28.0	22.5	29.0
6.51	Support for Housing Development Programs	16.0	13.5	16.0
6.52	City University - Training	5.0	5.0	5.0
6.53	Compensation Analysis / Classification	4.0	4.0	5.0
6.54	Department Support	2.0	2.0	0.0
6.55	Executive / Labor Hiring	2.0	1.0	0.0
6.56	HRIS and HR Payroll Services	17.9	17.9	18.9
6.57	Human Resource Consulting	15.3	15.3	17.3
6.58	Departmental Support-Municipal Court Judiciary	3.0	2.6	0.0
6.59	Language Services	2.0	2.0	2.0
6.60	Department Support - Dallas Public Library	7.0	8.0	0.0
6.61	Administrative Support for the Mayor and City Council	30.0	29.0	36.0
6.62	Cable Access	3.0	2.0	3.0
6.63	Departmental Support	9.0	9.0	0.0
6.64	Department Support - Office of Economic Development	8.0	6.7	0.0
6.65	Compliance Assistance and Assessments	3.0	2.6	1.6
6.66	Department Support	3.0	4.0	0.0
6.67	Internal Environmental Training/Education	2.8	2.4	1.8
6.68	311 Customer Service Center	0.0	0.0	93.3
6.69	Accounts Payable	22.0	22.0	22.6
6.70	Boards and Commissions Liaison	1.0	1.0	1.0
6.71	Cash and Investments	3.0	3.0	2.4
6.72	Centralized Collections	10.0	10.0	10.4

### Key Focus Area 6: E<sup>3</sup> Government

Service(s)	Department	FY2006-07 Adopted FTE	FY2006-07 Estimate FTE	FY2007-08 Adopted FTE
6.73	City Agenda Process	2.0	2.0	2.0
6.74	City Controller Administration	2.0	2.0	0.0
6.75	Citywide Capital Budget Development and Monitoring	4.0	4.0	4.2
6.76	Citywide Operating Budget Development and Monitoring	9.0	6.9	9.2
6.77	Contingency Reserve	0.0	0.0	0.0
6.78	Cost Accounting and Fixed Assets	8.0	7.5	8.8
6.79	Dallas Central Appraisal District	0.0	0.0	0.0
6.80	Dallas County Tax Collection	0.0	0.0	0.0
6.81	Debt Management	1.0	1.0	1.3
6.82	Deferred Compensation	2.0	2.0	2.3
6.83	Department Support - Office of Financial Services	4.0	4.0	0.0
6.84	Efficiency Team	4.0	4.0	5.0
6.85	Fair Housing and Human Rights Initiatives	14.0	14.0	13.0
6.86	Financial Reporting	11.0	8.1	12.0
6.87	Independent Audit	0.0	0.0	0.0
6.88	Liability/Claims Fund Transfer	0.0	0.0	0.0
6.89	Non-Departmental	0.0	0.0	0.0
6.90	Office of Utility Management	1.0	1.0	1.3
6.91	Payroll	13.2	13.2	13.8
6.92	Public Information Office	9.0	10.0	10.0
6.93	Reconciliations	6.2	6.0	7.0
6.94	Special Collections	21.0	21.0	22.1
6.95	Strategic Customer Services	14.2	13.7	16.0
6.96	Department Support - Park and Recreation Department	35.9	33.1	0.0
6.97	Department Support - Public Works and Transportation	19.0	19.5	0.0
6.98	Land Survey	19.0	17.1	22.1
6.99	Public Works and Transportation Infrastructure GIS Services	12.0	12.1	12.0
6.100	Public Works Capital Program Implementation - Survey Services	21.0	18.9	29.5
6.101	Survey Map and Plat Archive	3.0	3.3	3.0
6.102	Vertical and Horizontal Control Monumentation Program	7.0	4.6	7.0
6.103	Department Support - Street Services	26.0	22.3	0.0
6.104	CIS Computer Services for Water	0.0	0.0	0.0
6.105	Department Support-Water Utilities	10.8	10.7	0.0
6.106	Water Planning, Financial and Rate Services	25.5	20.5	25.3
6.107	Water Utilities Customer Account Services	242.8	236.1	242.8
6.108	Water's Price of Doing Business	0.0	0.0	0.0
<b>Total for Key Focus Area 6:</b>		<b>1,332.5</b>	<b>1,271.5</b>	<b>1,238.7</b>

**Key Focus Area 6: E<sup>3</sup> Government**

Service(s)	Department	FY 2006-07 Adopted FTE	FY 2006-07 Estimate FTE	FY 2007-08 Adopted FTE
<b>Key Focus Area 6: Make government services more efficient, effective and economical</b>				
6.A	9-1-1 Technology/Education Services	1.0	1.0	1.0
6.B	Department Support - Communication and Information Services	24.2	17.0	0.0
6.C	Internal Application Services	69.8	58.4	72.6
6.D	Internal Compute Support	40.0	32.1	34.0
6.E	Internal Desktop Support	4.0	5.0	5.0
6.F	Internal Radio Communication	32.4	31.4	35.6
6.G	Internal Technology Architecture Planning	8.0	9.5	0.0
6.H	Internal Telephone and Data Communication	6.0	4.4	6.0
6.I	Strategic Technology Management	0.0	0.0	61.6
6.J	Alternative Fuel Vehicle Coordination	.3	.2	0.0
6.K	City Fleet Asset Management	1.0	.6	3.5
6.L	City Fleet Maintenance and Repair Services	120.2	118.8	145.9
6.M	City Fleet Make Ready Service	11.7	11.1	12.6
6.N	City Fleet Paint and Body Shop Coordination	2.0	2.2	2.0
6.O	City Fleet Parts Management	23.7	19.2	25.6
6.P	City Fleet Salvage Yard Operation	3.0	2.9	3.0
6.Q	City Fleet Specification and Replacement Coordination	1.1	.9	0.0
6.R	City Fleet Tire Inventory and Repair Service	6.8	8.5	8.0
6.S	Department Support - Equipment and Building Services	15.4	11.4	0.0
6.T	Environmental Services for City Fleet Operations	3.6	4.3	5.5
6.U	Equipment Rental Coordination	1.0	1.0	1.0
6.V	Fuel Procurement and Management	4.1	4.0	5.6
6.W	HR Benefits Administration Services	6.0	6.0	6.0
6.X	Black/White and Color Reprographic Services	1.2	1.2	0.0
6.Y	Business Services	6.8	6.8	11.6
6.Z	City-wide Office Supply and Copier Services	2.6	2.6	0.0
6.AA	Disposal of Surplus and Police Unclaimed Property	3.5	3.5	3.5
6.AB	Insertion of Citizen Water Utility Bills	1.0	1.0	0.0
6.AC	Employee Information Services	5.0	4.1	5.0
6.AD	Risk Management Services	27.5	26.5	27.5
<b>Total for Key Focus Area 6:</b>		<b>432.9</b>	<b>395.6</b>	<b>482.1</b>