

— CITY OF DALLAS —

ANNUAL BUDGET

For Fiscal Year 2010-2011

October 1, 2010 – September 30, 2011

As Approved By:

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

September 22, 2010

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Throughout the organization, there are many employees who, at various levels, contributed to the production of this year's budget. I thank them for their efforts. I would also like to recognize the following individuals whose unwavering commitment and leadership during the budget process inspires and motivates me.


Mary K. Suhm
City Manager

Richard Abernethy	Paul Dyer	John Johnson	Pam McDonald	Gary Sanchez
Gilbert Aguilar	Ryan Evans	Sonia Jones	Tim Moody	Ashley Saunders
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Stephanie Coleman	Kelly High	Gloria López-Carter	Shelia Robinson	Ade Williams
Jennifer Cottingham	Corinne Hill	Tommy Ludwig	Gina Robinson	Emily Wiseman
Dayna Cowley	Rebecca Huber	Patricia Marsolais	Ryan Rogers	Christina Worden
Kevin Curry	Jack Ireland	Michael Martinez	Cynthia Rogers-Ellickson	Margaret Wright Rogers
Tracy Curts	La Toya Jackson	Sushil Mathew	Al Rojas	Vernon Young
Sugie Dotson	Biliera Johnson	Molly McCall	Terry Ryan	Joey Zapata
				John Johnson

Images and renderings courtesy of: Albert C. Petrasek, Jr., Sean Fitzgerald, Frank Libro, Judy Schmidt



The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Presentation to the City of Dallas for its annual budget for the fiscal year beginning October 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and are submitting it to GFOA to determine its eligibility for another award.

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City of Dallas

To: The Honorable Mayor and Members of the Dallas City Council

Executive Summary

The FY 2010-11 City of Dallas budget has been **developed to safeguard a commitment to public safety efforts, to effectively manage economic conditions, to protect the City's assets, and to maintain basic service levels for those most fundamental City services.**

Thus, the \$2.8B FY 2010-11 adopted budget is balanced, utilizing various cost containment strategies, service reductions, revenue enhancements, and operational efficiencies. Through the City Council budget amendment process, a \$0.0491 property tax rate increase was incorporated into the budget to enhance revenues and lessen service reductions.

Dallas has not been impacted by the economic downturn as significantly as other cities across the country due in part to the City's diversified economy and competitive alignment. **Despite the City's challenges over the past two years, the City has been able to provide core services while moving the City forward.**

The budget remains cautious in revenue and expenditure forecasts for the upcoming fiscal year. It is constructed to ensure the City's continued growth and prosperity, even in a period of economic uncertainty, while both meeting residents' basic expectations of government and maintaining the council's long range strategic plan.

Guiding principles include:

- Maintaining the City's commitment to public safety while living within financial means
- Focusing municipal management on core services, while shrinking government, finding efficiencies and positioning the City for recovery
- Investing in the City's infrastructure and economic development projects to grow the tax base
- Continuing the commitment to be a "green" organization

Measures Utilized to Balance the Budget

Efficiencies identified:

- Exploring privatization of the Farmer's Market
- Issuing an RFP for privatization of the Auto Pound
- Enhancing construction and plan review permitting
- Consolidating:
 - Geographic Information Systems from various departments into Public Works and Transportation Department to streamline staffing = \$0.2M
 - Equipment and Building Services' Design & Construction into Public Works and Transportation Department = \$0.1M
- Reducing number of employees receiving pay for a second language by 5% = \$0.1M

Savings through new or amended contracts:

- Electricity = up to \$7M per year for three years
- Police Headquarters parking garage lease = \$0.6M
- Office supplies = \$0.2M
- Bank contract = \$0.3M

New or expanded revenues:

- Multi-family registration fee increased from \$6 to \$6.51 per unit = \$0.1M
- Implement street cut and inspection fee = \$0.1M
- Implement a \$15 garage sale permit fee = \$0.2M
- Increase coin operated amusement machine tax from \$8 to \$15 = \$0.2M
- Audit of sales tax receipts = \$0.7M

Workforce Impact

Civilian employees:

- Reduction in force – 122 civilian employee layoffs
- 3.08% pay reduction for civilians via 64 hours of Mandatory Leave (5 days scheduled / 3 floating)
- Salary reductions tiered based on salary
 - Less than \$30,000 = 0%
 - \$30,000 - \$90,000 = 2%
 - More than \$90,000 = 3%
- No pay for performance increases for civilian employees

Uniformed/Sworn employees:

- “Meet and Confer” = \$23M in reductions (3 year agreement)
- No step pay increases for uniformed staff

All employees - health benefits:

- Employee premiums unchanged
- Retiree premiums increased
- Tobacco users to pay a \$10 per pay period surcharge with smoking cessation programs available

- Health Reimbursement Account (HRA) reduction with reinstatement for employees completing an online assessment with United Health Care
- Increase the annual prescription deductible for the 70/30 Health Plan from \$75 per year to \$150 per year
- Diabetes Benefit to include discounted testing supplies, educational programs and incentive programs

Service Priorities and Service Deliveries

Library:

- Neighborhood branches 40 hours per week, maintaining current hours
- DISD locations 56.25 hours per week
- Central Downtown Branch (Floors 1 & 2) and Specialty Floors (Floors 3-8) 40 hours per week
- Materials budget of \$1.7M

Park and Recreation:

- Recreation Center Operating Hours
 - 37 Large Recreation Centers maintained at 55 hours/week
 - 6 Small Recreation Centers maintained at 40 hours/week
- Neighborhood Pools - 16 of 21 pools, Bahama Beach and the Bachman indoor pool will remain open
- Park land maintenance reduction results in targeting service delivery to high impact and highly visible areas

Streets and Transportation:

- Increase funding for street maintenance to provide additional lane miles of pavement treatment
- Increase funding to supplement TxDOT maintenance of right-of-way within city limits
- Invest \$140M in capital improvements for streets

Cultural Affairs:

- Cultural Centers/Facilities
 - 20% reduction in security and maintenance at Meyerson Symphony Center
 - City Cultural Centers hours maintained
 - Support for ATT Performing Arts Center at \$0.5M
- Cultural Service Contracts
 - Cultural Organizations Program (COP) maintained
 - Thriving Minds funded at \$0.6M
 - Cultural Projects Program (CPP) maintained
 - Neighborhood Touring Program funded at \$0.1M

Sanitation Services:

- \$0.09 decrease in monthly residential sanitation fee
- Continuation of One DAY Dallas – weekly garbage and recycling pick-up
- Implementation of “flow control” at the landfill

Code Compliance:

- Personnel cuts limited to administrative staff only
- Increase funding for demolition of substandard structures

Trinity Watershed Management:

- Implementation of flood control improvements

Looking Forward

Over the past fiscal year, the organization has gone through significant changes due to the global economic recession. The upcoming fiscal year will present a new set of challenges. The organization and the workforce has met challenges and overcome obstacles. Moving forward, everyone must work even more creatively and efficiently to deliver quality services within our budget while remaining sensitive to the needs of the community. The workforce is committed to providing superior customer service, and maintaining the confidence and trust of our residents and business owners during a difficult period of economic uncertainty.

Despite the budget challenges, the organization is still making strategic decisions to stay the course on many fronts – so the City can seize recovery opportunities. The City has a history of planning and investing in the future with the long-term goal of expanding the tax base. Over the next few years several projects will come on-line which will help stimulate economic growth: the Love Field Modernization Project is about to commence; construction of the Convention Center Hotel is on track and on budget with a healthy number of conventions already booked; the Woodall Rodgers Deck Park will unite the Arts District with Uptown; and the Margaret Hunt Hill Bridge is already changing the skyline. The City is also continuing to invest in its capital improvements, infusing well over \$750M into the local economy; keeping people working and building a better city. Due to the council's steadfast commitment to Public Safety, there are more officers on the street today than ever before in the history of the city and crime continues to go down. Add to all of that, Dallas will be showcased on a global scale as the host city for Super Bowl XLV.

Actions taken in tough times should be made with a focus on future stability. It is important to note: our City's strength and resiliency has been tested before. Today's challenges will be met, and the result will be a brighter future for Dallas.



Mary K. Suhm
City Manager

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HOW TO USE THIS DOCUMENT

This page is included to provide an overview on how this document is organized.

The hierarchy of organization is **Key Focus Areas** supported by individual **Services**:

Key Focus Areas

The FY 2009-10 Budget is presented by six (6) City Council established Key Focus Areas as the City's top priorities. The six Key Focus Areas are:

1. Public Safety Improvements and Crime Reduction
2. Economic Vibrancy
3. A Cleaner, Healthier City Environment
4. Better Cultural, Arts and Recreational Amenities
5. Educational Enhancements
6. Make Government Services More Efficient, Effective and Economical

Services are functional activities that are not dependent on other Services and were identified by City Departments.

Summary of Services (See Tab)

- This section includes a summary of all Services by Key Focus Area.
- A numbering system (1.1, 1.2, 1.3, etc.) is used to identify the Service. The first digit represents the Key Focus Area number (See above). The second digit represents the Service.
- The summary includes the responsible Department, Total Proposed Dollars (all funding sources), General Fund Proposed Dollars and General Fund FTEs.

Service Detail Pages by Key Focus Area (See Tabs listed by Key Focus Name)

- Each Service is organized by Key Focus Area. Use the 2 digit identifying number to find a specific Service from the Summary page.
- The Services include both General Fund and Enterprise Fund Services and are sorted alphabetically by Service name.
- Each detail page includes a Description, Funding Chart, Efficiency Measure, and Service Target FY 2010-11.
 - Funding Chart includes operating budgets (shown as either General Fund or Enterprise Funds). Additional Resources reflect, for example, reimbursement from the Capital Budget, Storm Water or Other funds as well as Grants and Donations.
 - Measures provide additional information and are tied to the Performance Management system.