

# — CITY OF DALLAS —

## ANNUAL BUDGET For Fiscal Year 2014-2015

**October 1, 2014 – September 30, 2015**

***As Approved on September 17, 2014 by  
The Honorable Mayor and Members of the Dallas City Council***

*Passage of S.B. No. 656, Section 102.007 of the Texas Local Government Code requires that the following information be included on the cover page of a budget:*

Adoption of the Fiscal Year 2014-2015 Annual Budget					
Council Member	Record Vote	Council Member	Record Vote	Council Member	Record Vote
Mayor Michael S. Rawlings	Yes	Vonciel Jones Hill	Yes	Jerry R. Allen	Yes
MPT Tennell Atkins	Yes	Dwaine R. Caraway	Yes	Lee M. Kleinman	Yes
DMPT Monica R. Alonzo	Yes	Rick Callahan	Yes	Sandy Greyson	Yes
Scott Griggs	Yes	Carolyn R. Davis	Yes	Jennifer S. Gates	Yes
Adam Medrano	Yes	Sheffie Kadane	Yes	Philip T. Kingston	Yes

	FY 2013-2014	FY 2014-2015
Adopted Property Tax Rate	\$0.797000	\$0.797000
Effective Tax Rate	\$0.776804	\$0.760150
Effective Maintenance and Operations Tax Rate	\$0.522645	\$0.526116
Rollback Tax Rate	\$0.801356	\$0.800605
Debt Rate	\$0.236900	\$0.232400

The total amount of bonds and other debt obligations owed by the City of Dallas as of 9/30/14 is \$1,573,702,904.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$46,916,907, which is a 6.75% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$12,442,211.



## DALLAS CITY COUNCIL

**Michael S. Rawlings**, Mayor

**Tennell Atkins**, Mayor Pro Tem (MPT)

District 8

**Monica R. Alonzo**, Deputy Mayor Pro Tem (DMPT)

District 6

**Scott Griggs**

District 1

**Adam Medrano**

District 2

**Vonciel Jones Hill**

District 3

**Dwaine R. Caraway**

District 4

**Rick Callahan**

District 5

**Carolyn R. Davis**

District 7

**Sheffie Kadane**

District 9

**Jerry R. Allen**

District 10

**Lee M. Kleinman**

District 11

**Sandy Greyson**

District 12

**Jennifer S. Gates**

District 13

**Philip T. Kingston**

District 14





## City of Dallas

I'd like to extend my thanks to the many individuals that contributed to the production of the FY 2014-15 budget. This process requires a large commitment of time and energy and is an essential piece of the City's strategic planning efforts. I would like to recognize the individuals below for their commitment and participation in this year's budget process.



A. C. Gonzalez  
City Manager

Haroon Abdo  
Mary Anderson  
Sirak Bahta  
Twana Banks  
Iva Benson  
Robert Bollinger  
Peter Bratt  
Chief Louie Bright, III  
Chief David Brown  
Joi Browning  
Brittany Burrell  
Bobby Cano  
Elsa Cantu  
Jeri Carter Lawson  
Chief Charles Cato  
Maria Chagollan  
Claudia Chavez  
Jeanne Chipperfield  
Victoria Chittam  
David Cossum  
Patrick Diviney  
Tanishia Dorsey

Mark Duebner  
Nikki Dunklin  
Russell Dyer  
Marcia Easterly  
Warren M. S. Ernst  
Benjamin Espino  
Ryan Evans  
Liz Fernandez  
William Finch  
Charles Friend  
Mike Frosch  
Lisa Fullerton  
Ricardo Galceran  
Keith Gary  
Robyn Gerard  
Andrew Gilbert  
Clifton Gillespie  
Jo Giudice  
Fernando Gray  
Virginia Haralson  
Haytham Hassan  
Kelly High

Holly Holt  
Torie Horton  
Sue Hounsel  
Sheneice Hughes  
Jack Ireland  
LaToya Jackson  
Cheryl Jones  
Jill Jordan  
Philip Keaton  
Ron King  
Sandra King  
Craig Kinton  
Lindsay Kramer  
Zachery Kuentz  
Charles Langley  
Clinton Lawrence  
Delores Lewis  
Paris Long  
David Lopez  
Gloria López-Carter  
Kim Mackey  
John Madison

Patricia Marsolais  
James Martin  
Kimberly Martin  
Esmeralda Martinez  
Molly McCall  
Sean McGrew  
Bryan McKinney  
Bernadette Mitchell  
Hodges Mitchell  
Maria Muñoz-Blanco  
Quyen Nguyen  
Than Nguyen  
Caroline Nosworthy  
Theresa O'Donnell  
Anna Pham  
Jody Puckett  
Valanda Quaite  
Rosa Rios  
Francisco Rodriguez  
Crystal Ross

Cecilia Scheu  
Edward Scott  
Bridgette Smith  
Craig Smith  
Judge Daniel Solis  
Steve Spence  
Errick Thompson  
Mike Tiegreen  
Daisy Torres  
Forest Turner  
Wally Waits  
Dennis Ware  
Paul White  
Don Whitmire  
Chan Williams  
Shawn Williams  
Willis Winters  
Jing Xiao  
Joey Zapata  
Karl Zavitkovsky





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Dallas**

**Texas**

For the Fiscal Year Beginning

**October 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Dallas for its annual budget for the fiscal year beginning October 1, 2013.

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 communications 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.







City of Dallas

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

*The FY 2014-15 budget is balanced and reflects a fiscally responsible approach to address the challenges and leverage the opportunities to improve the quality of life for Dallas citizens.*

### Executive Summary

This budget will empower the City of Dallas to “Improve, Maintain and Restore.” To take Dallas to the next level, we plan to: **Improve** the vitality of our neighborhoods, **Maintain** our momentum in public safety and **Restore** previously reduced services. Dallas is well positioned for growth and ready to move past many of the difficulties created by the economic downturn of previous years. The council, city staff, residents and community partners have helped to propel the city to pre-recession levels in many economic categories. We’ve also seen record rates of crime reduction, continued investment in the central business district and an expansion of our parks and cultural amenities. As we look forward, positive changes within the City of Dallas will strengthen our ability to deliver services that impact the quality of life for our residents.

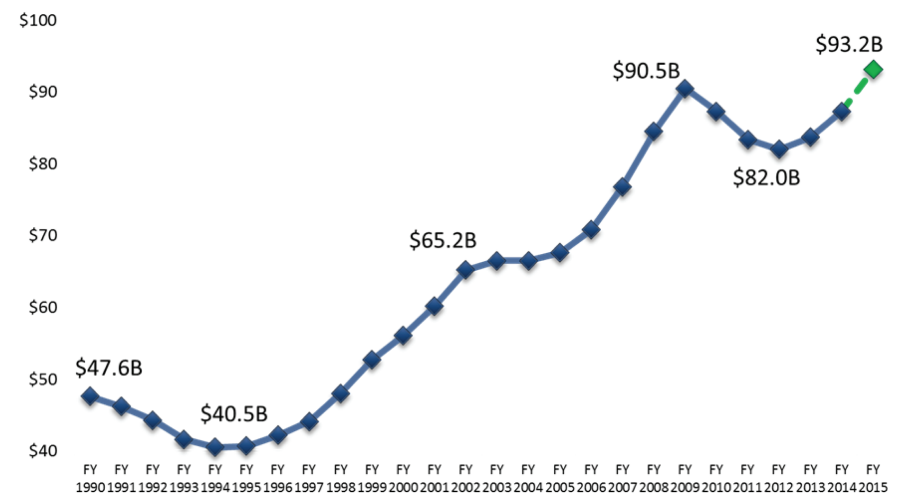
### Economic Outlook:

The current City of Dallas unemployment rate (June 2014) of 5.7% is below the national average (6.3%) and existing home sales and housing starts continue to grow. House prices continue to rebound and personal income gains should boost sales tax revenue. While the DFW region has created many high-wage jobs in technology, managerial, and financial industries, the pattern of job growth shows relatively few mid-wage jobs being created. The City should continue to exercise prudent optimism in the near term.

**Our key revenue sources continue a trend of steady growth.** We are pleased that there has been an increase in revenues, but the reality is there are significant limits to how much of the increased revenues are available for use outside of our agreed upon commitment to Public Safety.

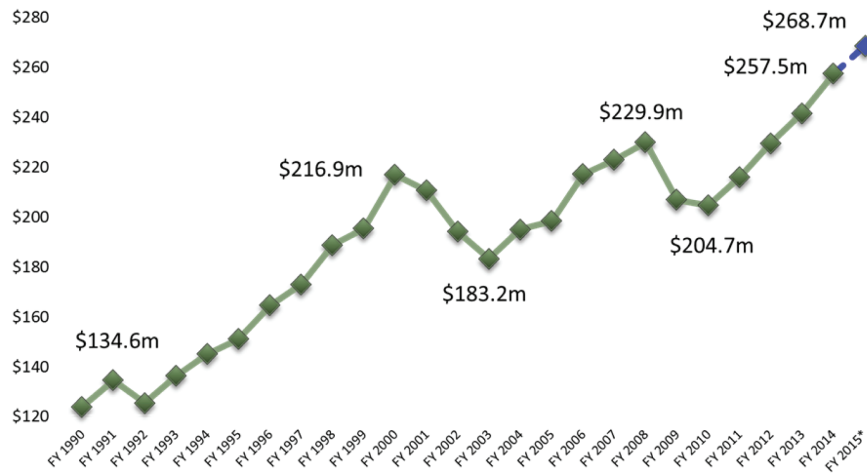
Property tax values are up, having grown 6.8% which represents \$36M additional revenue for the general fund. Property taxes account for 45% of the General Fund’s revenue.

Property Tax Base Values (\$ in Billions)



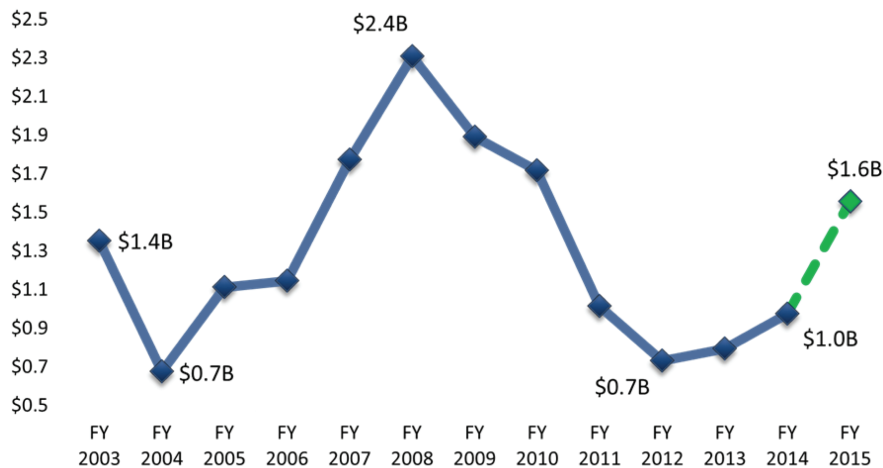
Sales tax revenue accounts for about 23% of the General Fund revenues. It is assumed the total sales tax collections will see a 4.3% increase and total \$269M.

**Sales Tax Revenue (\$ in Millions)**



New construction appraised values continue to increase but remain significantly below the 2008 peak.

**New Construction Appraised Values (\$ in Millions)**



Value of new construction provided by Appraisal Districts.

The guiding principles and development goals used to construct the FY 2014-15 budget are as follows:

### Guiding Principles:

- Improve and revitalize the quality of life in our neighborhoods.
- Sustain unprecedented crime rate reduction in public safety.
- Continue restoration of key services previously reduced and strengthen current services.
- Implement strategic changes within the organization to take our services to the next level.
- Maintain improvements within the existing tax rate.

### Development Goals:

- Initiate comprehensive planning to address infrastructure needs regarding streets, drainage, alleys, signal lights and buildings.
- Identify efficiency opportunities within public safety such as civilianization in the Dallas Police Department and Community Paramedics approach in Dallas Fire-Rescue.
- Expand opportunities for economic development through public-private partnerships and continue to grow the tax base.
- Reimagine our approach to housing by focusing on neighborhood sustainability and approaching this issue holistically.

The City's budget priorities are closely aligned with our strategic plan and key focus areas. The FY 2014-15 budget continues along the path of fiscal responsibility, adheres to established priorities, and extends the City's effort to fully recover and restore services. We have met our current obligations. All current year service levels are maintained, and there are several important service enhancements included in the budget.

**This was accomplished with the property tax rate remaining the same. No new taxes.**

## **Service Priorities:**

### **Public Safety:**

- Hire 165 police officers and 20 public service officers (civilians).
- Reassign 37 desk duty officers to patrol.
- Add 90 additional cameras to high crime areas.
- Continue paramedic training.
- Continue to expand EMS service from traditional response-only model to Mobile Community Healthcare Program.

### **Economic Vibrancy:**

- Establish a Planning and Neighborhood Vitality Department to improve innovation and effectiveness.
- Expand operations, maintenance and programming within the Trinity River Corridor Project.
- Increase activity at Dallas Love Field as the Wright Amendment ends in October 2014.
- Increase lane miles of partial reconstruction of major thoroughfares from 80 to 115.

### **Clean, Healthy Environment:**

- Add funding to continue PetSmart Everyday Adoption Center in North Dallas.
- Increase funding for medical, cleaning, and food supplies at Dallas Animal Services.
- Add funding for demolition of blighted structures.
- Begin implementation of Single-Use Bag Ordinance.
- Add funds to senior medical transportation and dental programs.
- Increase funding to The Bridge homeless assistance facility.

### **Culture, Arts, Recreation and Education:**

- Begin a two-year plan to increase library hours.
- Increase funding for library materials.

- Add funding for new library strategic plan.
- Increase hours at recreation centers for second year in a row.
- Add funding for utility costs at The Music Hall at Fair Park (Dallas Summer Musicals) and Sammons Center.
- Increase funding for cultural contracts and restore funding for public art maintenance.

### **E-Gov:**

- Add five positions in City Attorney's Office.
- Add a position to Ethics and Diversity Office to expand training for employees.
- Invest in new technology, including Code Compliance Case Management System, software to allow digital signatures of documents, and 311 Call Center technology upgrades.

### **Workforce Impacts:**

The budget includes increased compensation expenses associated with the Meet and Confer agreement with the police and fire department uniformed personnel. These expenses include continuation of the step pay program as well as a 4% across the board pay increase effective April 1, 2015.

The City continues implementation of the total compensation study conducted in 2012. Approximately 1,700 civilian employees will receive pay adjustments due to deficiencies in salary identified by the study. These adjustments will help bring civilian salaries more in line with peer cities and the private sector. In addition, civilian employees will be eligible for an average 3% merit increase effective January 1, 2015.

There are no increases in healthcare premiums for employees or their children. Premiums for spouse coverage increase by \$25 per month. Retirees and retiree spouses' premiums will also increase by \$25.

This year's budget also adds funding to subsidize DART passes for employees and continues the tuition reimbursement program.

## Other Rates:

### Water:

Texas still faces drought and water challenges, and the City continues to focus on maintaining infrastructure, conserving resources and providing for future needs through rehabilitation and/or replacement of 65 miles of aging water and wastewater mains; pump stations; storage tanks; water treatment plant improvements to enhance reliability and water quality and increase capacity; and continued water conservation efforts. To achieve these goals, the typical residential monthly bill will increase by 1.9%.

### Sanitation:

Residential collection fees will increase by \$0.67 from \$20.64 to \$21.31 per month to allow for storm response contingencies and fleet maintenance expenses.

### Stormwater Drainage Management:

There is no rate change in FY 2014-15.

### Looking Forward:

***Our focus is to Improve, Maintain and Restore: Improve the vitality of our neighborhoods, maintain our momentum in public safety, and restore services.***

It is impressive to see the number of milestones successful public/private partnerships have achieved in Dallas during a time of financial turmoil. As we move forward, let's continue to set the bar high and achieve ambitious goals. Just as important, we must prepare to address present and future challenges, so we can continue to attract – and keep – the businesses and people who energize our city. In the upcoming fiscal year my team will make positive changes in the way we do business. I am committed to taking customer service to the next level. Our initiatives will cultivate a culture that is consistently **Respectful, Responsive and Resourceful** at every point of contact.

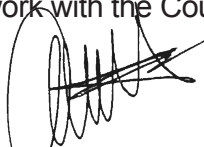
Dallas is the center city in one of the fastest growing regions in the United States. At times in the recent past, we've tried to emulate the suburbs that surround us. Our diversity is a distinctive strength. Moving forward, we must differentiate Dallas' other competitive advantages that distinguish us from our suburban neighbors. Every day, more people around the country are returning to the urban core in search of dense walkable neighborhoods, access to public transit and cultural amenities. Investment in these areas has already paid dividends in places like Uptown, North Oak Cliff, the Cedars and the Farmers Market. Establishment of Trinity Groves and redevelopment of Deep Ellum have transformed both into attractive neighborhoods to live and play.

The Housing Plus strategy will design policies to attract families, preserve housing affordability, broaden the mix of housing types and stabilize neighborhoods. Housing Plus will allow us to continue to hold to the principles of fair housing while addressing gaps that currently exist for some middle income homebuyers.

Throughout the city we've seen a number of projects completed that have added to our overall vitality. The Love Field Modernization Project is nearing its end and DART's DFW Airport Station is completed. Lancaster Urban Village recently opened as the largest transit-oriented development in Southern Dallas. The Continental Avenue Bridge and West Dallas Gateway now offer a unique experience to cyclists and pedestrians while providing a gathering place for surrounding neighborhoods. The opening of the Trinity Skyline Trails provide a new level of recreation and interaction near the river, which is fast becoming a destination for residents from around the city.

Other projects scheduled to be completed in the upcoming year include the Texas Horse Park, Downtown-Oak Cliff Streetcar, street enhancements and more lighting improvements at Fair Park, and retail construction at the Dallas Omni Hotel.

I am optimistic about the future and enthusiastic about continuing our work with the Council to take Dallas to the next level.



A.C. Gonzalez  
City Manager

# FY 2014-15 TABLE OF CONTENTS

**Page  
Number**

## **BUDGET OVERVIEW**

Expenditure and Property Tax Overview .....	17
Organization of Total Budget .....	18
City of Dallas Organizational Chart .....	19
Budget Process .....	20
Budget Process Calendar .....	21

## **SUMMARY OF SERVICES ORGANIZED BY KEY FOCUS AREA**

City of Dallas Strategic Plan .....	23
Public Safety .....	25
Economic Vibrancy .....	26
Clean, Healthy Environment .....	28
Culture, Arts, Recreation and Education .....	29
E – Gov .....	30

<b>PUBLIC SAFETY – SERVICE DETAIL .....</b>	<b>33</b>
---	-----------

<b>ECONOMIC VIBRANCY – SERVICE DETAIL .....</b>	<b>67</b>
---	-----------

<b>CLEAN, HEALTHY ENVIRONMENT – SERVICE DETAIL .....</b>	<b>123</b>
--	------------

<b>CULTURE, ARTS, RECREATION and EDUCATION – SERVICE DETAIL .....</b>	<b>151</b>
---	------------

<b>E – GOV – SERVICE DETAIL .....</b>	<b>167</b>
---------------------------------------	------------

## **INTERNAL SERVICE AND OTHER FUND SUMMARY OF SERVICES AND DETAIL BY KEY FOCUS AREA**

Summary of Services .....	227
---------------------------	-----

# **FY 2014-15 TABLE OF CONTENTS**

**Page  
Number**

## **FINANCIAL SUMMARIES**

Projected Changes in Fund Balance – General, Enterprise, Internal Service, and Other Funds .....	249
General Fund – Statement of Revenues and Expenditures.....	250
Enterprise Funds – Statement of Revenues and Expenditures .....	251
Internal Service Funds – Statement of Revenues and Expenditures.....	254
Other Funds – Statement of Revenues and Expenditures.....	256

## **DEBT SERVICE**

General Obligation Debt .....	259
Convention Center Debt .....	265
Water Utilities Debt .....	268

## **CAPITAL IMPROVEMENT BUDGET**

Summary.....	275
Aviation Facilities .....	284
City Facilities.....	291
Convention and Event Services .....	305
Cultural Facilities.....	310
Economic Development Programs .....	317
Equipment Acquisition .....	333
Flood Protection and Storm Drainage.....	339
Park and Recreation Facilities .....	351
Street and Thoroughfare.....	374
Trinity River Corridor.....	447
Water Utilities .....	452
Five-Year Operating and Maintenance Plan .....	464

# FY 2014-15 TABLE OF CONTENTS

Page  
Number

## Department Summaries

General Fund.....	471
Enterprise Funds .....	478
Internal Service Funds .....	480

## APPENDICES

City Council Budget Amendments .....	481
Major Revenue Sources .....	483
Financial Management Performance Criteria.....	489
Glossary of Budget Terminology .....	508
City of Dallas Fund Structure .....	516
Community Profile, City of Dallas, Texas.....	517
Full-Time Equivalent (FTE) Summary by KFA.....	523
Full-Time Equivalent (FTE) Summary by Department .....	531

## 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 2014-15 Budget is presented by five (5) City Council established Key Focus Areas as the City's top priorities. The five Key Focus Areas are:

1. Public Safety
2. Economic Vibrancy
3. Clean, Healthy Environment
4. Culture, Arts, Recreation & Education
5. E-Gov

**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 2014-15
  - 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.