

# A MESSAGE FROM THE CITY MANAGER



Honorable Mayor and Council Members,

I am pleased to share the fiscal year (FY) 2018-19 *Service First* budget. This \$3.6 billion budget funds many services you have come to expect from the City, including emergency response, clean water, libraries, and parks. It also invests in solving problems our community faces, such as homelessness, affordable housing, and underserved neighborhoods. Perhaps most importantly, it gives us an opportunity to answer the question, "What kind of city do we want Dallas to be?"

*We want Dallas to be a safe city.* Our budget invests heavily in public safety and our first responders. In fact, all property tax revenue and 29.8 percent of our sales tax revenue go to public safety. At 60 percent of the General Fund budget, our investment in public safety includes increased wages for first responders, recruitment and retention funding to help us stabilize police and fire staffing, increased pension contributions, and improvements to the 911 system.

*We want Dallas to be an innovative city.* I am establishing an Office of Innovation, which will lead City staff in efforts to improve service, increase efficiency, and be more responsive to community input. The budget includes additional resources for technology enhancements, such as Radio Frequency Identification (RFID) for the library system, and an online one-stop shop for residents and businesses to submit construction plans to the City.

*We want Dallas to be a livable city.* We are addressing major infrastructure needs by implementing the bond program voters approved in November 2017, adding pay-as-you-go funding for streets, and piloting a program to address overgrown and deteriorating alleys. In neighborhoods, we are adding seven code representatives, a team focused exclusively on dangerous dogs, and new park programs. We will also focus on implementing the new housing policy and completing the Dallas Cultural Plan.

*We want Dallas to be an inclusive city.* This budget includes funding for initiatives addressing homelessness, as well as money to leverage the work of local organizations providing citizenship and legal services for immigrants and a "Fresh Start" re-entry program for the formerly incarcerated. The budget funds an Americans with Disabilities Act (ADA) transition plan, which will enhance the City's ADA compliance and address accessibility issues with City facilities.

*We want Dallas to be a thriving city.* The Dallas economy continues to be strong and healthy. The General Fund budget includes \$727.9 million in property tax revenue and \$311.6 million in sales tax revenue, as well as \$326.4 million in other revenue such as fees and charges. Notably, this budget lowers the property tax rate by 0.37¢, while still providing funding for critical City services.

I have continued to listen to and learn from community members, and I am inspired by their collective optimism and enthusiasm. As an organization, we want Dallas to be even better for residents now and in the future. With this budget process, I look forward to working with you to continue to put our residents and service first.

In the Spirit of Excellence!

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

T.C. Broadnax, City Manager



# EXECUTIVE SUMMARY

## THE BIENNIAL BUDGET

In accordance with Texas state law, the City Council adopted the FY 2018-19 annual budget on September 18, 2018. The adopted budget is approximately \$3.6 billion. Following the same approach as started last year, we developed a biennial or two-year budget that includes not only the \$3.6 billion FY 2018-19 adopted budget but also includes the \$3.7 billion FY 2019-20 planned budget. This approach allows us to strive for policies and services that are financially sustainable. City Council will have the opportunity to amend the FY 2019-20 planned budget prior to adopting it in September 2019.

The General Fund budget that the City Council adopted for FY 2018-19 is structurally balanced with revenues and expenses equal. As a result of the City Council approved amendments as part of the FY 2018-19 adopted budget, however, the FY 2019-20 planned budget includes \$5.3 million of expenses in excess of revenues. The City Manager will evaluate updated revenue estimates and make decisions necessary to recommend a balanced budget for FY 2019-20 in August 2019.

## SERVICE FIRST EXCELLENCE

Service First is more than just the City’s vision or catchphrase. Dallas’ 13,000 employees know Service First is an expectation – for everything we do and everything we deliver. We work hard to meet the needs of residents every day – 365 days of the year – and adhere to our core values of empathy, ethics, excellence, and equity.

# EXECUTIVE SUMMARY

## OVERVIEW OF THE BIENNIAL BUDGET PLAN

With Service First, the City puts your investment to work in a variety of ways. To provide an overview of the City’s expenses, below is a summary of the current budget and biennial plan:

Expenditure	FY 2017-18 Adopted (\$)	FY 2017-18 Amended (\$)	FY 2018-19 Adopted (\$)	FY 2019-20 Planned (\$)
General Fund	1,276,420,942	1,282,512,888	1,365,966,274	1,420,289,245
Aviation	127,028,405	127,028,405	144,132,819	153,597,128
Convention and Event Services	97,787,266	99,371,106	108,647,915	107,667,880
Municipal Radio	2,051,318	2,051,318	2,076,728	2,105,637
Sanitation Services	102,279,097	104,419,917	112,653,465	113,539,838
Storm Drainage Management (Water Utilities)	55,936,837	55,936,837	58,436,837	60,936,837
Sustainable Development and Construction	32,376,190	32,376,190	34,571,119	34,649,765
Dallas Water Utilities	667,471,388	667,471,388	665,491,395	685,052,543
Debt Service	267,322,998	267,322,998	296,200,044	303,438,501
<b>Total Operating Budget</b>	<b>2,628,674,441</b>	<b>2,638,491,047</b>	<b>2,788,176,596</b>	<b>2,881,277,374</b>
General Purpose Capital	148,489,745	320,931,791	420,377,152	396,012,859
Enterprise Capital	343,565,793	349,210,463	377,646,036	432,625,926
<b>Total Capital Budget</b>	<b>492,055,538</b>	<b>670,142,254</b>	<b>798,023,188</b>	<b>828,638,785</b>
<b>Total Budget</b>	<b>3,120,729,979</b>	<b>3,308,633,301</b>	<b>3,586,199,784</b>	<b>3,709,916,159</b>

*Note: Beginning in FY 2018-19, the Storm Drainage Management Fund will be managed through the Dallas Water Utilities Department.*

# EXECUTIVE SUMMARY

## STRATEGIC SERVICE

With limited resources, the City must manage its efforts strategically, focusing on key service areas based on the unique needs of Dallas. For this reason, we developed six strategic priorities, which help guide the management framework and the City budget.

Developed by the City Council and City Manager, these strategic priorities, associated high-level goal statements, and specific performance measures (which appear throughout department pages) will continue to guide the work of City staff during the next biennium:



**Public Safety** – Enhance the welfare and general protection of residents, visitors, and businesses in Dallas.



**Mobility Solutions, Infrastructure, and Sustainability** – Design, build, and maintain the underlying structures necessary to support Dallas’ residents.



**Economic and Neighborhood Vitality** – Strengthen and grow the business community while planning and strengthening the long-term vitality of Dallas neighborhoods by expanding housing options and creating job opportunities.



**Human and Social Needs** – Provide services and programs to meet basic human needs by focusing on prevention or resolution of systemic problems.



**Quality of Life** – Provide opportunities that enhance the standard of health, comfort, and happiness of Dallas residents.



**Government Performance and Financial Management** – Ensure that internal operations are conducted in a manner that promotes our core values of empathy, ethics, excellence, and equity.

The City is also working with the larger Dallas community on Dallas 2030, a strategic planning effort not just for the local government, but also for the community, which will set the course for the City over the next 10 years. The vision for Dallas 2030 is: *“To move Dallas toward a more inclusive, equitable, and socially cohesive city where all have the opportunity and ability to contribute their time, talent, and treasure that further advances Dallas toward a safe, livable, thriving community.”* It reflects community desires, bolsters the city’s unique regional position, and builds on the city’s leadership in an era of new urbanism. Below are summaries

# EXECUTIVE SUMMARY

of the total budget and the General Fund portion of the budget organized by the City’s six strategic priorities.

## ORGANIZATION OF TOTAL BUDGET BY STRATEGIC PRIORITY

Strategic Priority	FY 2018-19 Adopted	FY 2019-20 Planned
Public Safety	\$878,152,794	\$899,574,044
Mobility Solutions, Infrastructure, and Sustainability	\$1,768,372,044	\$1,912,059,758
Economic and Neighborhood Vitality	\$225,844,568	\$230,928,103
Human and Social Needs	\$20,044,281	\$20,221,858
Quality of Life	\$493,801,563	\$449,046,641
Government Performance and Financial Management	\$199,984,534	\$198,085,755
<b>Grand Total</b>	<b>\$3,586,199,784</b>	<b>\$3,709,916,159</b>

## ORGANIZATION OF GENERAL FUND BUDGET BY STRATEGIC PRIORITY

Strategic Priority	FY 2018-19 Adopted	FY 2019-20 Planned
Public Safety	\$820,795,231	\$859,519,999
Mobility Solutions, Infrastructure, and Sustainability	\$145,664,762	\$156,660,776
Economic and Neighborhood Vitality	\$66,147,944	\$74,371,619
Human and Social Needs	\$20,026,110	\$20,113,641
Quality of Life	\$204,036,305	\$200,087,603
Government Performance and Financial Management	\$109,295,921	\$109,535,607
<b>Grand Total</b>	<b>\$1,365,966,274</b>	<b>\$1,420,289,245</b>

# EXECUTIVE SUMMARY

## FY 2018-19 MAJOR BUDGET INVESTMENTS SUPPORTING THE CITY'S SIX STRATEGIC PRIORITIES



### *Public Safety*

- Increasing pay for police officers and firefighters (1) effective in October 2018 in accordance with the three-year Meet and Confer agreement which calls for double-step pay increases of approximately 10 percent, adding a 2 percent top step, and increasing starting pay to \$51,688, and (2) effective in January 2019 in accordance with the City Council budget amendment to provide a 3 percent across the board pay increase and increase minimum pay to \$60,000.
- Recruiting new police officers and firefighters, to bring the number of sworn employees at the end of FY 2018-19 to 3,050 in police and 1,942 in fire.
- Contributing \$156.8 million, up \$6.1 million from the current year, to the Dallas Police and Fire Pension System to ensure a secure retirement for our first responders.
- Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs.
- Investing more than \$5 million in a school crossing guard program to protect Dallas school children.



### *Mobility Solutions, Infrastructure, and Sustainability*

- Investing more than \$125 million of bonds and cash to improve the driving condition of city streets.
- Leveraging \$10 million of federal Highway Safety Improvement Program funds with approximately \$2 million in City funds to improve safety at high crash locations.
- Creating a cross-departmental pilot program to improve alley access for residents and utilities.
- Expanding bike lanes and improving mobility by increasing the current \$500,000 budget by \$500,000 per year over each of the next three years to achieve a \$2 million per year investment starting in FY 2020-21.
- Combining water, wastewater, and stormwater into one utility to provide comprehensive management of Dallas' valuable water resources.



### *Economic and Neighborhood Vitality*

- Reducing the property tax rate by 0.37¢, making FY 2018-19 the third consecutive year with a tax rate reduction.
- Implementing the comprehensive Housing Policy approved by City Council in May 2018 to create and preserve housing throughout the city.
- Targeting \$1 million to historically underserved areas at risk of displacement because of changing market conditions, as well as areas in need of intensive environmental enhancements, master planning, and formalized neighborhood organizations.
- Offering an online one-stop shop for residents and businesses to submit construction plans to the City.
- Devoting \$100,000 to conduct a historic resource survey with private partners.

# EXECUTIVE SUMMARY



## *Human and Social Needs*

- Addressing homelessness holistically, including \$2.3 million for strengthening the homeless response system, providing improved supportive housing for chronically homeless seniors, leveraging innovative and collaborative “shovel-ready” projects for affordable housing units, funding a master lease program, and developing a landlord incentive program.
- Increasing funding for the End Panhandling Now initiative to \$415,000 and continuing public education on ways to effectively assist those in need.
- Committing \$175,000 to partner with nonprofit organizations to offer civil legal services and promote citizenship to immigrants.
- Creating an Office of Equity and Human Rights to promote equity as one of the City’s core values and focus on fair housing.
- Increasing funding by \$235,000 for the “Fresh Start” re-entry program to support the transition of formerly incarcerated individuals into the community.



## *Quality of Life*

- Transitioning Fair Park’s daily operation from City management to Fair Park First, a nonprofit subcontracting with a private management company to expand fundraising opportunities, improve operations, and make capital improvements.
- Allocating \$410,000 to mobilize a team in Dallas Animal Services dedicated to dealing with aggressive and dangerous animals and preemptively reducing bites.
- Adding \$650,000 for seven Neighborhood Code Representatives, further improving outreach efforts and providing more liaisons to address community issues.
- Implementing a \$2 million Radio Frequency Identification (RFID) System throughout our library system to improve security and better manage our materials and assets.
- Expediting the opening of six spraygrounds and partnering with school districts to offer more green spaces and parks.



## *Government Performance and Financial Management*

- Expanding opportunities for residents and Council to engage by hosting mobile City Council meetings and expanding the district office program.
- Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee.
- Establishing an Office of Innovation, which will lead City staff in efforts to improve service, increase efficiency, and be more responsive to community input.
- Investing \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan to enhance the City’s ADA compliance and address accessibility issues in City facilities.
- Conducting a minority business study to inform decision makers on how the City can better support small and local businesses

# REVENUE

## THE DALLAS ECONOMY CONTINUES TO THRIVE

With property values at an all-time high and robust sales tax receipts continuing, the overall Dallas economy remains strong.

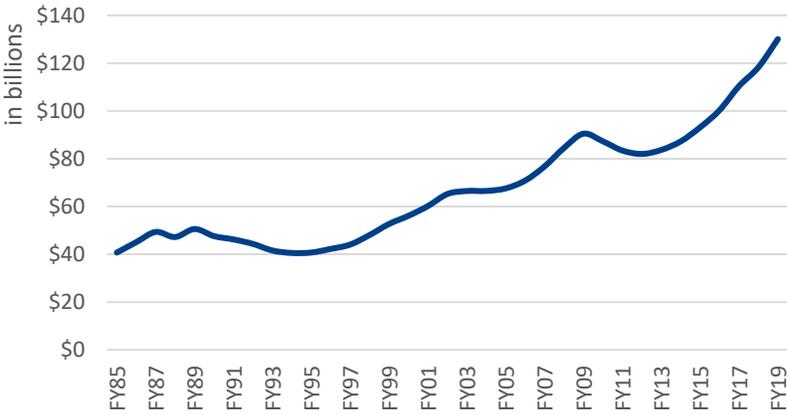
## PROPERTY TAX RATE REDUCED FOR THIRD CONSECUTIVE YEAR

In FY 2018-19, total property tax revenue accounts for \$998 million of budgeted revenue and supports both the General Fund (\$727.9 million) and the General Obligation Debt Service Fund (\$270.1 million).

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

Residential property exemptions reduce the tax burden on property owners by exempting a portion of their property value from being taxed. Dallas homeowners receive a 20 percent homestead exemption, the maximum allowed by state law. Disabled residents and seniors age 65 and older who have a homestead exemption on the property they live in and own receive an additional exemption of \$90,000 in value on their home.

### CERTIFIED TAXABLE PROPERTY VALUES



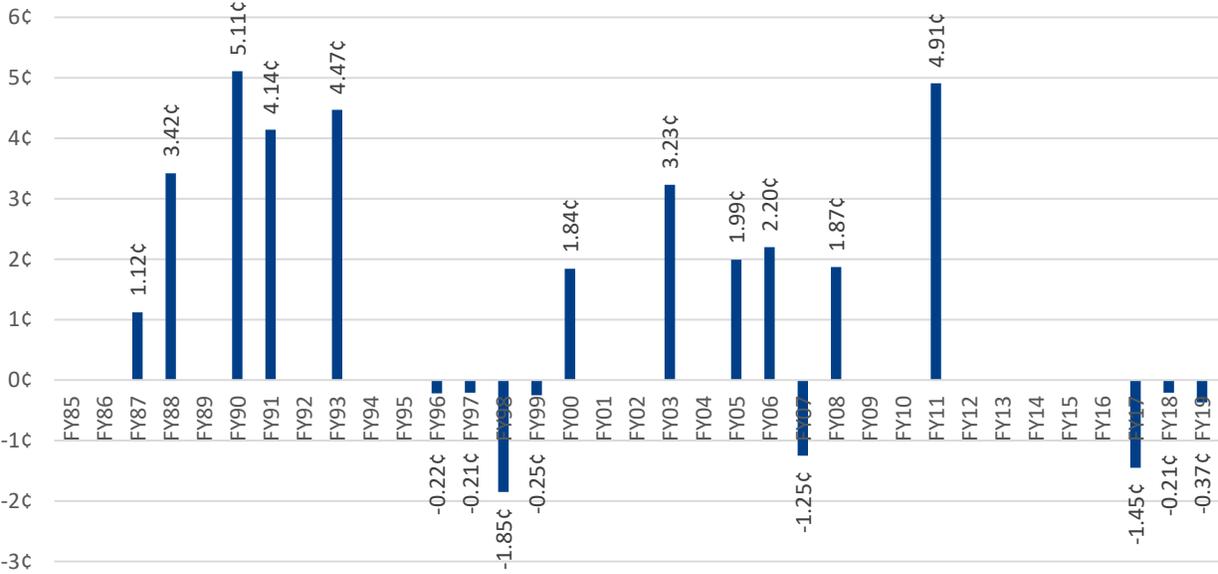
Property values continue to grow and were certified on July 25, 2018 by the four appraisal districts within which Dallas resides. The new value for FY 2018-19 is \$130.1 billion, 9.94 percent more than the certified value from July 25, 2017. Single year-over-year growth has only exceeded this level of growth three times in the last 35 years. July 2018 represents the seventh consecutive year of

growth following three years of declining values during the recession. We project values will continue to grow, but that growth will slow to 6.25 percent in FY 2019-20.

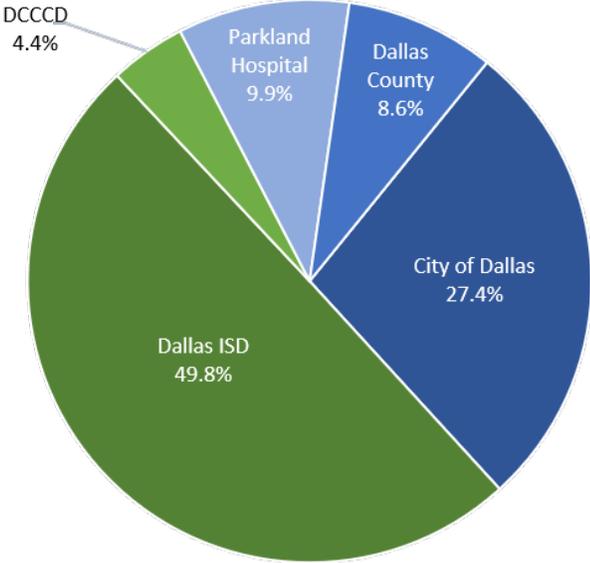
# REVENUE

The FY 2018-19 budget includes a reduction in the property tax rate from 78.04¢ to 77.67¢ per \$100 of valuation, a 0.37¢ reduction. Combined with reductions in FY 2016-17 and FY 2017-18, the property tax rate will have decreased by 2.03¢ or 2.6 percent during this three-year period.

**YEAR-OVER-YEAR CHANGE IN TAX RATE  
IN CENTS PER \$100 VALUATION**



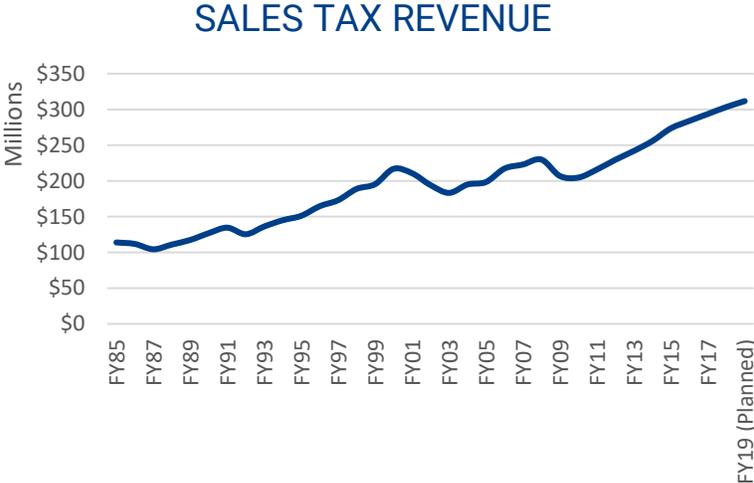
Property taxes are paid not only to the City of Dallas, but also to other jurisdictions, including the school district, Dallas County, Parkland Hospital, and the Dallas County Community College District (DCCCD). Each jurisdiction sets its own tax rate. The largest share of a Dallas homeowner’s property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



# REVENUE

## 23 PERCENT OF GENERAL FUND REVENUE COMES FROM SALES TAX

Sales tax is 8.25 percent of taxable goods or services sold within the City limits. The tax is collected by the vendor at the point of sale and forwarded to the Texas Comptroller’s office. Of the 8.25 percent, the state retains 6.25 percent, and distributes one percent to the City and one percent to Dallas Area Rapid Transit.



Sales tax receipts have grown for eight consecutive years. Since May 2010, sales tax current period collection has been up for 91 out of 96 consecutive months when compared to the same month for the previous year. This trend is a reversal of the 16-month decline compared to the same month for the previous year which Dallas experienced during the recession.

We forecast growth will continue but is expected to soften in the near term. FY 2018-19 revenue is projected to increase to \$311.6 million, 2.7 percent more than the FY 2017-18 budget. Further, we project FY 2019-20 sales tax revenue will increase to \$326.0 million.

## OTHER GENERAL FUND REVENUES

In total, General Fund revenues are expected to total \$1.37 billion for FY 2018-19 and are used to fund the various General Fund expenses. Property tax and sales tax revenues account for 76 percent of all General Fund revenues. Other revenues include franchise fees, fines and forfeitures, and service or use fees.

Franchise fees are charged to utilities that use the City’s rights-of-way to provide their services. Utilities that pay franchise fees to the City include Oncor Electric, Atmos Energy, AT&T, and others. The state regulates franchise fees, and they are typically calculated as a percentage of the companies’ gross receipts.

Fines and forfeitures are also revenues to the General Fund. Examples of fines are municipal court fines, parking fines, red light camera fines, and library fines.

The City also charges for different types of services or activities provided. Emergency ambulance, vital statistics, security alarm permits, and facility use fees are examples of this type of revenue.

## BILLING FOR SERVICES PROVIDED BY ENTERPRISE FUNDS

# REVENUE

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

DWU is by far the largest Enterprise Fund of the City and has an operating and capital budget for FY 2018-19 totaling \$965.5 million. Like most large utilities, rate increases are often required to operate and maintain the utility. However, after settling the Sabine River Authority dispute, DWU

Typical Residential Monthly Bill for Each Service

Dallas Water Utilities	Sanitation Services	Storm Drainage Management
•FY18 = \$67.12	•FY18 = \$25.18	•FY18 = \$7.09
•FY19 = \$65.30	•FY19 = \$27.29	•FY19 = \$7.41
•FY20 = \$65.30	•FY20 = \$27.64	•FY20 = \$7.73

will not require a retail revenue increase for either FY 2018-19 or FY 2019-20. In fact, the utility will reduce their rates. The typical residential customer will see a fee decrease from about \$67.12 to \$65.30 per month for the next two years. Actual charges will vary based on each household's consumption.

In FY 2018-19, Sanitation Services is increasing the residential fee by 8.4 percent or \$2.11 per month, from \$25.18 to \$27.29. Sanitation also estimates the residential fee will increase in FY 2019-20 by \$0.35 per month, from \$27.29 to \$27.64. The increases are related to employee compensation and health care increases, as well as increased equipment maintenance and replacement costs associated with the aging Sanitation fleet. Additionally, Sanitation Services will increase the gate-rate at McCommas Bluff Landfill by five percent from \$25.00 to \$26.25 per ton effective October 1, 2018.

Storm Drainage Management Fund revenue is derived from stormwater fees assessed using measured impervious data for residential and non-residential accounts. The average residential fee is currently \$7.09 per month. In FY 2018-19, the average residential customer will see a monthly increase of \$0.32, and commercial customers will see an increase of \$0.09 per 1,000 square feet of impervious area. In FY 2019-20, the average residential customer will see a monthly increase of \$0.32, and commercial customers will see an increase of \$0.09 per 1,000 square feet of impervious area. The fee increase will enable the Storm Drainage Management Fund to address capital needs, fund equipment, and increase neighborhood drainage maintenance.

Please see the appendix for a detailed description of major revenue sources.

# DALLAS 365

## WE PUT SERVICE FIRST 365 DAYS A YEAR

City employees work hard to provide the services residents rely upon 24 hours a day, 7 days a week, 365 days a year – from emergency response to providing places to live and play, it is what we do to meet your needs. These employees are dedicated public servants who put Service First.



## KNOWING WHAT YOU GET FOR YOUR DOLLAR

Through Dallas 365, we inform City Council, residents, businesses, and visitors about our progress on specific City programs and services. Dallas 365 is not just a public finance best practice – it provides transparency and accountability. It also represents your dollars at work and is a successful way to share the results residents you for that investment.

We selected 35 performance measures, including some from each of the six strategic priorities. While City departments track large amounts of data, we believe the measures we chose for Dallas 365 are most relevant to the public based on the results of our community survey and feedback from the City Council during the last year. We will report quarterly on our progress on these measures in relation to the FY 2018-19 targets identified. To ensure the City is measuring and reporting on the most important services, we removed or revised the measures below:

Removed	Replaced (if applicable)
Number of arrests by Field Patrol	Violent crime rate per 100,000 residents
Total arrests by Narcotics Division	
Number of community events attended	
Percent of streets with visible striping	
Percent street segments completed within scheduled work days	Percentage of streets with a Pavement Condition Index rating of C or higher
Tons of residential recyclables collected	Residential recycling diversion rate
Meter reading accuracy rate	Average response time to emergency sewer calls (in minutes)
Net new jobs created	Number of jobs created or retained through written commitment
Overall value of permits issued	Percentage of single-family permits reviewed in three days
Average cost per home repair	Number of Dallas Homebuyer Assistance Program loans provided
Cost per household assisted	
Number of community engagements undertaken	
Number of lots mowed & cleaned	Percentage of food establishments inspected timely
Attendance at OCA-supported arts events	

To view the latest Dallas 365 report, go to [dallas365.dallascityhall.com](http://dallas365.dallascityhall.com).

# DALLAS 365



## PUBLIC SAFETY

Enhance the welfare and general protection of residents, visitors, and businesses in Dallas		
Department	Measure	Target
Dallas Fire-Rescue	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch	90%
Dallas Fire-Rescue	Percentage of EMS responses within five minutes	90%
Dallas Police	Percentage of responses to Priority 1 calls within eight minutes	60%
Dallas Police	Percentage of 911 calls answered within 10 seconds	91%
Dallas Police	Homicide clearance rate	60%
Dallas Police	Violent crime rate (per 100,000 residents)*	767



## MOBILITY SOLUTIONS, INFRASTRUCTURE, AND SUSTAINABILITY

Design, build, and maintain the underlying structures necessary to support Dallas' residents		
Department	Measure	Target
Office of the Bond Program	Percentage of annual bond appropriation awarded*	90%
Dallas Water Utilities	Average response time to emergency sewer calls (in minutes)*	60
Dallas Water Utilities	Percentage compliance with state and federal standards and regulations for drinking water*	100%
Public Works	Number of street lane miles resurfaced	197
Public Works	Percentage of potholes repaired within five days	98%
Public Works	Percentage of streets with a Pavement Condition Index rating of C or better*	77.4%
Sanitation Services	Missed refuse and recycling collections per 10,000 collection points/service opportunities	11
Sanitation Services	Residential recycling diversion rate*	19%
Transportation	Percentage of surveyed street lights on major streets that are working	96%

\*Denotes new measure

# DALLAS 365



## ECONOMIC AND NEIGHBORHOOD VITALITY

Strengthen and grow the business community while planning and strengthening the long-term vitality of Dallas neighborhoods by expanding housing options and creating job opportunities

Department	Measure	Target
Office of Economic Development	Number of jobs created or retained through written commitment*	5,000
Housing & Neighborhood Revitalization	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided*	81
Housing & Neighborhood Revitalization	Total number of new housing units produced (sale and rental combined)*	6,650
Sustainable Development & Construction	Percentage of single-family permits reviewed in three days	85%
Sustainable Development & Construction	Percentage of inspections performed same day as requested*	98%



## HUMAN AND SOCIAL NEEDS

Provide services and programs to meet basic human needs by focusing on prevention or resolution of systemic problems

Department	Measure	Target
Office of Community Care	Number of seniors served	4,500
Office of Homeless Solutions	Number of days to resolve a homeless encampment site from date of service request to resolution	21
Office of Homeless Solutions	Percentage of unduplicated persons placed in permanent housing who remain housed after six months*	85%

\*Denotes new measure

# DALLAS 365



## QUALITY OF LIFE

Provide opportunities that enhance the standard of health, comfort, and happiness of Dallas residents		
Department	Measure	Target
Code Compliance	Number of single-family rental properties inspected (initial inspections and reinspections)	10,000
Code Compliance	Percentage of 311 Code service requests responded to within estimated response time	96%
Code Compliance	Percentage of food establishments inspected timely*	95%
Dallas Animal Services	Live release rate	81%
Dallas Animal Services	Percentage increase in field impoundments over prior fiscal year	18%
Dallas Public Library	Number of library visits in person, online, and for programs	7,420,000
Dallas Public Library	Number of participants in adult education courses (ELL, GED, basic education, and citizenship)*	25,000
Office of Cultural Affairs	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000)*	50%
Park and Recreation	Percentage of residents within ½ mile of a park	63%



## GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT

Ensure that internal operations are conducted in a manner that promotes our core values of empathy, ethics, excellence, and equity.		
Department	Measure	Target
311 Customer Service Center	Percentage of 311 calls answered within 90 seconds*	70%
City Controller's Office	Percentage of invoices paid within 30 days	94%
Office of Business Diversity	Percentage of dollars spent with local businesses	50%

\*Denotes new measure

# PUBLIC SAFETY

## DALLAS RESIDENTS PRIORITIZE PUBLIC SAFETY, AS DOES THE BUDGET

Budgets demonstrate our priorities, and as the City’s largest expense, public safety is clearly our top priority. The tireless efforts of our police and fire-rescue teams demonstrate the City’s dedication to creating a safe environment for residents and visitors. As a City, we are committed to maintaining outstanding service in areas where we excel and investing in areas of improvement – decisions driven by our residents’ needs.

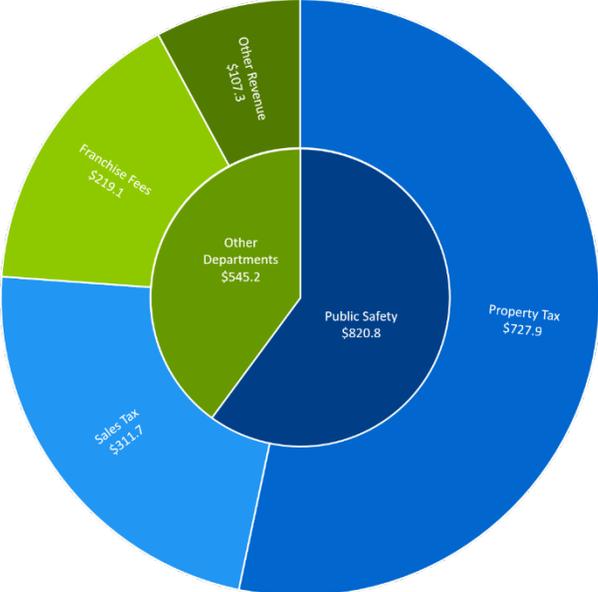
In the 2018 Community Survey, residents ranked crime prevention and police response time as the most important public safety services, but only about 40 percent of residents rated those services “excellent” or “good.” On the other hand, residents rated several Dallas Fire-Rescue services highly, including response time to emergencies (75 percent) and fire prevention and education (63 percent).



## DEVOTING 60 PERCENT OF THE GENERAL FUND BUDGET TO KEEPING YOU SAFE

At \$820.8 million, public safety commands the highest percentage of the FY 2018-19 General Fund budget – 60 percent. In fact, we will spend 100 percent of General Fund property tax revenue and 29.8 percent of sales tax revenue on public safety, including the Dallas Police Department (DPD), Dallas Fire-Rescue (DFR), and other core public safety

services such as Municipal Courts, the Marshal’s Office, the jail contract, and the Office of Emergency Management (OEM). DPD and DFR alone total \$781.2 million, or 57.2 percent, of the General Fund budget.



In the second year of the biennial budget, DPD and DFR are budgeted to receive \$819.4 million, or 57.7 percent of the General Fund budget. The total public safety budget also increases to \$859.5 million, or 60.5 percent.

# PUBLIC SAFETY

## USING DATA, TECHNOLOGY, AND NEW APPROACHES FOR PUBLIC SAFETY

### *Answering calls for help more quickly*

In FY 2017-18, we funded technology upgrades for the 911 Operations Center that resulted in reducing response times to 10 seconds or less for 90 percent of emergency calls. We continue to improve the 911

Operations Center backup site to ensure continuity of Dallas' 911 system in the unlikely event the primary operations center shuts down, for example, due to a power outage. We made investments in technology, including storing information on the cloud so it is accessible in all operation centers. Additionally, we are strengthening the backup for Computer-Aided Dispatch, the system that routes 911 calls. The backup site is operational, and we tested its functionality successfully throughout the summer.

Public safety should be the #1 priority for the City of Dallas. As an elderly citizen, I rely on my firefighters, paramedics, and police to protect my life and my home investment.  
- District 8 resident

***Improving the Quality of Crime Data***

After months of work, DPD successfully implemented the National Incident-Based Reporting System, which will improve the overall quality of crime data by allowing officers to report circumstances and context for crimes committed. Data are collected and submitted to the Federal Bureau of Investigation to help identify known criminals, spot crime patterns, and safely bring criminals into custody.

### *Using predictive policing strategies to prevent crime*

In 2018, DPD used quantitative analysis to create new target area action grids throughout the city, each measuring only 1/16th of a square mile. To define the areas, DPD analyzed historical violent and property crime rates and current indicators, such as the number of gang members and parolees that live in the area. DPD then broke the areas down by division and time of day, enabling each patrol division to better understand criminal activity hotspot areas. Commanders use the information to deploy resources to locations where the highest number of crimes are being committed and to determine when future crime may occur.

### *Reducing crime*

DPD is focused on addressing crime and recently created a Non-Fatal Shooting Team to efficiently investigate non-fatal shootings and identify wanted suspects. This unit is supplemented by an Operations Disruption Team that can be rapidly deployed to any area to address crime trends.

# PUBLIC SAFETY

## *Partnering with other law enforcement agencies to reduce gun crime*

DPD is participating in Project Safe Neighborhood, a nationwide commitment to reduce gun crime in America by networking existing local programs and providing those programs with additional tools to address the specific gun crime problems in each area. DPD is partnering with the U.S. Attorney's Office, the Federal Bureau of Investigation, the Drug Enforcement Administration, and other law enforcement agencies to target gun crime and violent offenders. The program is a yearlong initiative involving community engagement and outreach to create a sustainable, safe environment for neighborhoods in the city.

## *Improving technology in DPD*

The budget provides public safety personnel with additional technology they need to do their jobs effectively. In FY 2018-19, DPD will use \$1.3 million to outfit about a third of our police vehicles with fully compatible and integrated in-car video recording equipment and computing systems (MDC/DVR). This will improve public safety services, as well as ensure transparency and accountability. In addition, the City's current public safety radio system more than 40 years old, and updates to the system are underway. The new (P25) system will provide an expanded radio coverage area, improve system reliability, lower operating costs, and improve interoperability with other City departments and public safety agencies.



DPD will also relocate the helicopter unit and expand use of the City's two helicopters. The helicopter unit will move to a new location at Dallas Executive Airport in August 2019. At that time, DPD will implement technology upgrades in the unit, including new computers and security systems, as well as modern cameras and mapping systems in both helicopters that will integrate with a statewide system. DPD expects flight hours to expand from 800 hours per year to approximately 1,050 hours per year for each helicopter. Operation and maintenance cost will increase with the expanded use.

## *Providing the "RIGHT" response to behavioral health emergencies*

In January, the City began piloting the Rapid Integrated Group Healthcare Team (RIGHT) Care program, a specially trained and equipped response team dispatched for behavioral health emergencies. The goal of the program is to ensure Dallas residents receive appropriate mental and behavioral health care, while allowing first responders to focus on public safety.

The program partners mental health counselors from Parkland Memorial Hospital with Dallas paramedics and police officers to serve individuals in crisis. Clinicians are also stationed at the 911 Operations Center to triage mental health emergency calls and valuable information to the RIGHT Care team prior to their arrival. The clinicians also

# PUBLIC SAFETY

## *Reducing Risk at Dallas Fire-Rescue*

This year, DFR achieved the coveted Insurance Services Office (ISO) rating of 1, the first Class 1 ISO rating in the department's history. ISO classification ratings are based on several criteria, including emergency communications systems, accessible water supply, and fire department personnel, equipment, and training. Our investments in fire stations, hydrants, and emergency personnel, helped us achieve this goal. The new rating reflects reductions in fire severity and loss of life and property, creating a safer environment for the men and women of Dallas Fire-Rescue, as well as Dallas residents.

follow up on cases to ensure residents have access to any ongoing care they need. Since the program began, ambulance calls for mental health services in southern Dallas have decreased by 23 percent. The RIGHT Care team has responded to 709 mental health emergency calls, only three percent of which have ended in arrest.

## *Proposed Integrated Health Clinic*

The City is evaluating options and developing plans to assist EdCor, a nonprofit entity, to develop an Integrated Health Clinic in southern Dallas, providing much-needed access to mental health and primary care services and alleviating the adverse impacts for residents living in a health care desert. A health care desert is any concentrated

area across the city where it is difficult to obtain proper health care because residents do not have close access to quality doctors or medical facilities. Currently, the target area for the facility experiences the highest volume of mental health crisis calls. Once built, the Integrated Health Clinic will provide residents of southern Dallas better and closer access to quality, essential health care, and reduce burden on first responders.

## *Replacing Dallas Fire-Rescue equipment*

In FY 2018-19, DFR will purchase: three engines (pump trucks), three ladder trucks (aerial truck), 12 ambulances, two command vehicles, one swift water response vehicle, and one marine vehicle.

Beginning in FY 2018-19, the City will spend \$9.6 million over two years to replace all DFR self-contained breathing apparatus (SCBA) devices. Also beginning in FY 2018-19, the budget includes approximately \$5 million over three years to purchase a second set of personal protective equipment for firefighters, to allow for cleaning equipment between fires.



# PUBLIC SAFETY

## *Preventing, responding to, and recovering from emergencies*

OEM completed Phase 1 of the City’s backup communications center. The backup center consists of 911 call takers, Police and Fire-Rescue dispatch, and an Emergency Operation Center (EOC). It is equipped with technology that mirrors systems used in the primary call center. OEM will be working in the coming years to make this an “active” center that will be used for training and/or as a secondary communications center, as needed.



OEM also provides training to help residents prepare for any manmade or natural disaster, including severe weather. In addition to hosting outreach activities throughout Dallas and building our Citizen Emergency Response Teams, the budget includes funding for six new outdoor warning sirens in FY 2019-20.

# PUBLIC SAFETY

## HIRING MORE POLICE OFFICERS AND FIREFIGHTERS AND INCREASING PAY

### *Recruiting first responders*

The City is strongly committed to hiring additional police officers and firefighters in both years of the biennial budget.



In DPD, the budget assumes a total sworn force of 3,050 by the end of FY 2018-19 and 3,069 by the end of FY 2019-20. We previously planned for these staffing levels to be higher. Although police officer attrition has slowed in Dallas, a national trend of declining officer applicants remains, and DPD has been unable to replace as many officers as desired. As the City has committed previously, we are prepared to provide funds for additional officers if recruitment initiatives enable DPD to hire more officers.

DFR had experienced higher than normal attrition that exceeded hiring over the past three fiscal years. As a result, overtime increased for the department to meet minimum staffing requirements while new recruiting classes were trained and graduated into the department. The current budget assumed DFR would end the year with 1,936 firefighters, and we are pleased that they project to exceed that number by two firefighters. In FY 2018-19, DFR will add another four firefighters to end the year at 1,942, for a total of six above the current budget. In FY 2019-20, another 18 firefighters will join the ranks for a total of 1,960. When staffing stabilizes and overtime declines, currently projected to occur in April 2019, we will increase service levels. DFR is purchasing an additional ambulance in FY 2018-19 and fire truck in FY 2019-20 so that, when the City can increase service levels to meet the demand we are currently experiencing, the equipment will be readily available.

Start of Fiscal Year	Sworn Police Officers	Sworn Fire-Rescue Officers
October 1, 2017 (actual)	3,070	1,810
October 1, 2018 (estimated)	3,044	1,938
October 1, 2019 (estimated)	3,050	1,942
October 1, 2020 (estimated)	3,069	1,960

# PUBLIC SAFETY

## *Increasing pay for first responders and providing down payment and relocation assistance*

The City added approximately \$41 million in FY 2018-19 and an additional \$20 million in full-year funding in FY 2019-20 for police and fire pay increases, including 1) contractual increases under the current three-year Meet and Confer agreement approved by the City Council and the police and fire associations in 2016 and 2) increases approved by Council through the FY 2018-19 budget amendment process. Per the agreement, in October 2018 starting base pay will increase to \$51,688 (\$55,288 with a bachelor's degree), from \$44,658 prior to the agreement, an increase for new recruits of almost 16 percent. Eligible officers will also receive an approximately 10 percent "double-step" pay increase, and members at the top of their respective rank will receive a two percent pay increase. Based on a Council budget amendment, beginning in January 2019, minimum uniform pay increases to \$60,000 (\$63,600 with a bachelor's degree). Uniformed employees will also receive a 3 percent across the board pay increase starting January 2019.

This budget also continues to fund the City's full contribution to the Dallas Police and Fire Pension System – \$156.8 million in FY 2018-19 and \$162 million in FY 2019-20. In FY 2019-20, the City will offer up to \$6,000 in down payment assistance to help eligible officers live in Dallas, the community they serve. Additionally, because several officers relocate from out of state each year, we are offsetting the cost of relocation by up to \$1,500 per officer. Combined, these two programs will dedicate close to \$500,000 to making our officers feel more at home in Dallas.

## **TAKING A RISK-BASED APPROACH TO SECURITY AT CITY FACILITIES**

The City recognizes a growing need for security services no matter when or where the City is operating; however, adding security guards at City facilities without taking a comprehensive risk-based approach could result in an inefficient use of resources or misalignment of security services. Therefore, this budget moves security services into Court and Detention Services to more strategically allocate resources citywide based on targeted risk assessments of each facility or event. Additionally, we are hiring a consultant to perform a comprehensive security study. We want to think about the big picture – holistically evaluating the risks in all our facilities and public spaces to make sure we are investing the proper amount of resources. These changes will improve security citywide, keeping you safe as you use City services and enjoy Dallas' public spaces.

## **PROVIDING SCHOOL CROSSING GUARDS FOR DALLAS CHILDREN**

The City is also investing approximately \$5 million for a full year of funding for the School Crossing Guard Program to effectively protect Dallas school children. On August 7, 2018, Dallas County adopted a \$1.50 child safety fee on annual vehicle registrations. The fee will go into effect in January 2019. We expect the fee will generate approximately \$900,000 in revenue in FY 2018-19, which this budget allocates entirely to the School Crossing Guard program.



# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## RESIDENTS RANK INFRASTRUCTURE AS NUMBER ONE SERVICE PRIORITY

Repeatedly, Dallas residents have ranked infrastructure as the most important service the City provides, yet the one with which they are least satisfied. The 2018 Community Survey results were the same. Residents expect the 2017 Bond Program to be implemented swiftly, and they expect the City to take additional steps to enhance our infrastructure.

The biennial budget includes critical resources to improve streets, intersections, alleys, and lighting. Funding is also included for bike lanes and other mobility options, such as the streetcar. The City is combining all its water services into one utility, working to improve the efficiency of sanitation services, and increasing the amount of money we set aside to perform maintenance on City facilities.

## IMPROVING STREETS AND ALLEYS

*Investing more than \$125 million in bonds and cash to improve the condition of city streets*

Dallas streets are heavily used and, in many cases, in poor condition. The City assigns a grade to its streets by using a pavement condition index to determine the quality and condition of its roadways. Our goal is to keep our streets from failing, so we aim to maintain 77.4 percent of streets at a C or better.



In FY 2018-19, the budget includes more than \$125 million for street and alley improvements, including \$64 million in pay-as-you-go funding (i.e. cash), an increase of \$2 million above the current fiscal year. Of this funding, \$1 million will address general street conditions, and \$1 million will fund microsurfacing and slurry seal, unique enhancements to streets that help them function better. In total, we will fund improvements to 569 lane miles throughout the City. In FY 2019-20, the total investment will rise to \$253 million, almost entirely due to the funding from the 2017 Bond Program, and will result in improvements to 635 lane miles.

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## *Leveraging federal funds to improve safety at high-crash locations*

To improve pedestrian and motor vehicle safety at high-crash locations, the City is investing approximately \$2 million to leverage \$10 million of federal Highway Safety Improvement Program funds.

## *Making our alleys usable*

We recognize many City alleys are difficult to navigate and in disrepair. Although residents are responsible for maintaining alleys by trimming all vegetation and keeping the area clear of debris, many are not able to do the work themselves and cannot afford to pay someone else to do so. Further, heavy utility trucks stress the driving surface, requiring more frequent repair. These factors make it difficult to provide utility services, such as trash, recycling, and water meter reading, and can be hazardous for residents and our employees. The City, therefore, is creating a cross-departmental pilot program to improve alley access for residents and utilities. Public Works, Sanitation, and Dallas Water Utilities (DWU) will work collaboratively to prioritize which alleys will be part of the pilot program, based on where the need for access is greatest.

The pilot program will include major landscaping, such as clearing brush, overgrown vegetation, and debris. It will also enhance some alley driving surfaces currently made of materials that are difficult to use, replacing them with a different type of surface. This new surface, which will be applied to 25 unimproved alleys as part of the pilot program, will improve stormwater runoff and have a positive environmental impact.

## *Repairing traffic signals and vehicle detectors and providing signs to direct traffic around Fair Park*

The proposes budget allocates almost \$400,000 for major signal repair, which will provide emergency response to traffic signal knockdowns and underground cable repairs. This funding would enable the City to hire a dedicated crew to focus on these major repairs. We are also budgeting \$1.45 million to replace broken vehicle detectors at 40 traffic signals across the City. Finally, beginning in FY 2019-20, the City plans to provide \$1 million per year for three years to replace 21 LED Dynamic Message Signs around Fair Park.

## **EMBRACING OTHER MOBILITY OPTIONS**

### *Increasing our investment in bike lanes*

The City has a strategic plan in place to improve bike lanes throughout the city. However, we have been allocating \$500,000 per year for plan implementation, which is not enough to complete the plan in an acceptable timeframe. Therefore, the budget includes additional investments in bike lanes for each of the next three years. We will start with \$500,000 more in FY 2018-19, for a total of \$1 million, then invest \$1.5 million in FY 2019-20, and \$2 million

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

in FY 2020-21. Bike lanes will offer more choices to cyclists citywide, improving our air quality and helping the city become more sustainable.

## *Supporting the streetcar*

The City will pay \$1.1 million to Dallas Area Rapid Transit (DART) to operate the streetcar in FY 2018-19, an increase of \$128,400.

## *Integrating bike and scooter sharing into the city’s transportation options*

The FY 2018-19 budget includes \$100,000 for the City’s Dockless Vehicle Program, supported 100 percent by revenue generated from permits.



# COMBINING WATER, WASTEWATER, AND STORMWATER IN ONE UTILITY

## *Addressing water resources holistically*

The City is combining water, wastewater, and stormwater in one utility to comprehensively manage Dallas’ valuable water resources. Historically, water resource programs and departments were created for one of two purposes: flood control or water supply. However, by consolidating these two purposes into one focused effort, Dallas will better align itself with national standards and take a corporate approach to planning, operating, and addressing future needs. This “one water” system will allow the City to manage watersheds, water resources, and water facilities in an environmentally, economically, and socially beneficial manner. One major initiative of this program includes restructuring departments by merging the Trinity Watershed Management (TWM) department into DWU.

As part of a 10-year capital improvement program to ensure the City has quality water now and in the future, DWU is increasing its funding for capital improvement projects by \$7.4 million. Within the stormwater system specifically, the City is also making changes to address stormwater infrastructure needs more effectively. Dallas has created a completely new division dedicated to the neighborhood drainage program, which will focus our efforts specifically on neighborhood outreach and preventing flooding in local streets. The first year of the neighborhood drainage program will include assessments of major drainage channels such White Rock Creek, Joe’s Creek, Five Mile Creek, Dixon Branch, Jackson Branch, Elam Creek, and Prairie Creek. In year two, the City will increase its work to repair minor erosion, as well as remove invasive species and replace them with natural, noninvasive species. These efforts will provide for immediate removal of blockages contributing to street flooding, as well as improved natural resource restoration in neighborhoods across the city.

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

*Providing flood protection for \$4 billion in economic value*

In December 2017, the City sold General Obligation bonds to finance a major project that provides 100-year flood protection through a five-mile, 30-foot diameter drainage relief tunnel for the lower sections of the Mill Creek area around Baylor Hospital, Peaks Branch area south of Buckner Park, East Peaks Branch area around Fair Park, and the State-Thomas area in Uptown. Tunnel drainage areas include approximately 520 acres of land and 2,200 properties representing about \$4 billion in economic value. The contract, awarded February 2018, allowed excavation work to begin June 2018. Work on this multimillion-dollar project is expected to conclude in spring 2023.



area south of Buckner Park, East Peaks Branch area around Fair Park, and the State-Thomas area in Uptown. Tunnel drainage areas include approximately 520 acres of land and 2,200 properties representing about \$4 billion in economic value. The contract, awarded February 2018, allowed excavation work to begin June 2018. Work on this multimillion-dollar project is expected to conclude in spring 2023.

## COLLECTING TRASH AND RECYCLING

The City provides weekly refuse and recycling service and monthly bulk and brush collection to 240,000 residential households, with no more than 11 missed refuse and recycling collections per 10,000 service opportunities. Additionally, Sanitation Services collects more than 240,000 tons of refuse, 170,000 tons of bulk/brush material, and almost 55,000 tons of recycling materials a year.

In FY 2018-19, the budget includes funding to increase the starting pay for sanitation drivers to \$16.50 per hour to attract and retain the best talent. Additionally, Sanitation Services will continue to focus on capital improvements, such as planned landfill waste cell construction projects, as well as addressing solid waste infrastructure and fleet replacement needs. Most of the heavy equipment used to collect residential garbage, recycling, bulk trash, and brush five to six days a week. The Texas heat is also hard on hydraulically operated sanitation collection equipment, especially on older models, resulting in increased breakdowns, costly repairs, and service delays. To better meet the needs of residents, while reducing overtime costs and potentially improving on-time collection rates, the City is continuing its aggressive fleet replacement plan.

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## *North Texas Climate Change Symposium*

In early 2018, the City’s Office of Environmental Quality hosted the inaugural North Texas Climate Change Symposium, where local leaders, scientists, and other experts discussed climate change risks and mitigation strategies for North Texas. As the region continues to grow, challenges associated with air quality and emissions will pose an increasing threat. Dallas must stay abreast of these trends and meet these challenges with innovative, market-based solutions.

## **CONSOLIDATING ENVIRONMENTAL EDUCATION AND OUTREACH**

The City is also consolidating its environmental efforts to focus on a sustainability and environmental education strategy. As part of this, programs from other departments will be absorbed into the Office of Environmental Quality, including parts of the TWM educational team, DWU water conservation and outreach teams, and the Zero Waste team from Sanitation Services.

## **TAKING FLIGHT AT DALLAS LOVE FIELD AND DALLAS EXECUTIVE AIRPORT**

In 2017, Dallas Love Field served 15 million passengers, becoming the busiest medium-hub airport in the country. Enhanced customer service has been a key priority, and

it continues to be our priority for Love Field in this budget. The new Parking Garage C opens this year, offering Love Field travelers additional parking options at a variety of price points. Additionally, to serve the needs of travelers, more food and beverage offerings are planned in Love Field's terminal.

Dallas Executive Airport is a centrally located General Aviation airport with more than 400 acres of developable land. For FY 2018-19, the focus will be on continuing to develop the west side of the airfield.

## **IMPROVING MANAGEMENT OF CITY FACILITIES AND FLEET**

### *Splitting Equipment and Building Services to improve focus in two critical areas*

As part of the City’s efforts to address evolving needs, the City is reorganizing its Building and Fleet services into two distinct departments: Building Services and Equipment and Fleet Management.

### *Addressing deferred maintenance at City facilities*

Within Building Services, the City will continue its gradual approach to increasing the City’s cash investment in major maintenance and capital construction to address deferred maintenance of City facilities. Two years ago, in FY 2016-17, the City budgeted \$5 million for

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

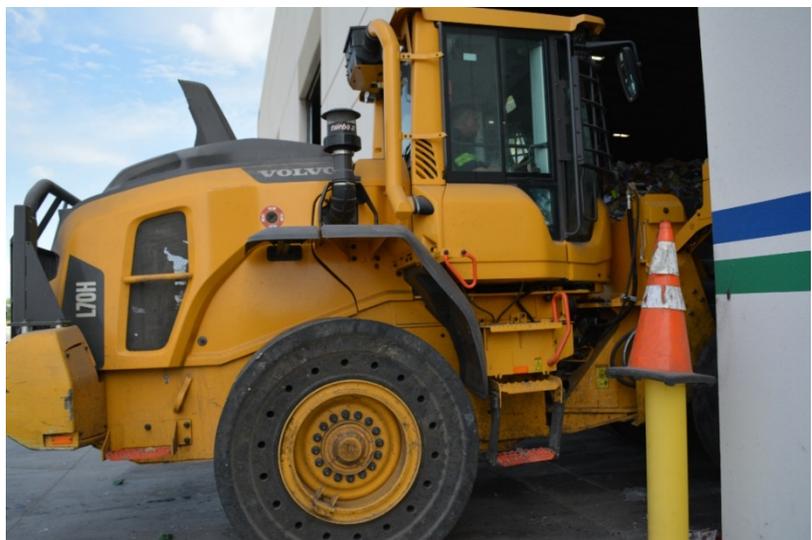
maintenance, which we increased to \$6.5 million in FY 2017-18. This budget includes \$7 million in FY 2018-19 and \$7.5 million in FY 2019-20. Enhancing and maintaining our buildings provides you with more comfortable, safer, and better spaces such as libraries and offices to participate in programs and use our services.

The budget also supports adjustments to the organizational structure and implementation of work order and capital project management systems to help us be more responsive and effective in delivering daily facility maintenance and capital improvements.

## *Updating our aging fleet*

The City is conducting a fleet efficiency study, evaluating the vehicle needs of the City, as well as using Master Lease Funding to replace our aging fleet.

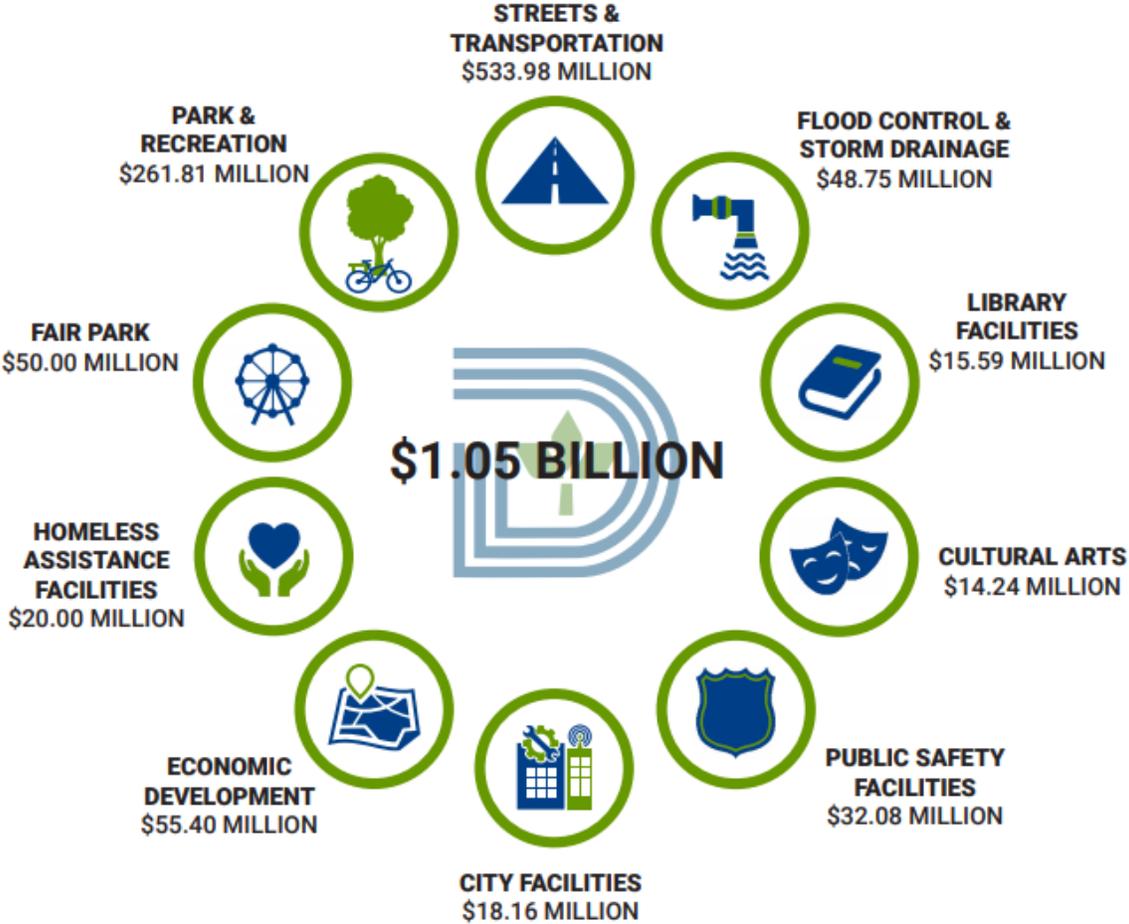
For residents, this means better and more efficient service as our fleets improve. Specifically, in FY 2018-19, the City is replacing equipment in the following areas: 33 vehicles in Sanitation Services, 24 in Dallas Fire-Rescue, and 188 in our general fleet.



# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## DELIVERING CAPITAL PROJECT IMPROVEMENTS WITHIN FIVE YEARS

Last November, Dallas voters approved 10 bond propositions totaling \$1.05 billion and showed strong support for investing more in many City service areas, including infrastructure, parks, and cultural facilities. As a result, the City is creating a new office dedicated solely to bond project implementation, focusing valuable staff resources on completing these projects as promised. Below is a summary of the investments we will make toward improving Dallas as part of the 2017 Bond Program:



For more information about the 2017 Bond Program, please visit [dallasbond.com](http://dallasbond.com).



# ECONOMIC & NEIGHBORHOOD VITALITY

## A GOOD HOUSING POLICY IS A GOOD ECONOMIC POLICY

Dallas continues to be a major economic hub, known throughout the country as a thriving community with great business and employment opportunities. To maintain our strong, resilient regional economy, the City is focused on improving housing affordability for everyone. Along with a robust transportation network, good schools, sound government, and an open



business environment, creating a sufficient supply of housing – near jobs and transportation and at prices workers can afford – is critical. This budget includes resources to continue increasing homeownership opportunities, especially for moderate income families, while preserving existing owner-occupied and rental housing options for low-to-moderate income families. The City also supports neighborhood and community-based preservation and revitalization efforts. This is all in conjunction with a balanced growth strategy for Dallas to stabilize and increase the property tax base.

## REDUCING THE PROPERTY TAX RATE FOR THE THIRD CONSECUTIVE YEAR

The FY 2018-19 budget includes a reduction in the property tax rate from 78.04¢ to 77.67¢ per \$100 of valuation, a 0.37¢ (approximately half a percent) reduction. Combined with reductions in FY 2016-17 and FY 2017-18, the property tax rate will have decreased by 2.03¢ or 2.6 percent during this three-year period.

This tax rate reduction is possible because of the strong economy in Dallas in which property values continue to grow. The new value for FY 2018-19 is \$130.1 billion, 9.94 percent more than last year’s certified value. Single year-over-year growth has only exceeded this level of growth three times in the last 35 years. July 2018 represents the seventh consecutive year of growth following three years of declining values during the recession.

# ECONOMIC & NEIGHBORHOOD VITALITY

## IMPLEMENTING THE COMPREHENSIVE HOUSING POLICY

***Helping Families Stay in their Homes***  
Recipients of home repairs are typically elderly or disabled homeowners on fixed incomes who cannot afford the maintenance of their older homes.

Prior to the adoption of the Comprehensive Housing Policy, the City administered a home repair program; however, the types of repairs and the total allowable costs were limited. Under the revised program, the City anticipates that the average funded repair will be \$75,000, which will allow for repair and replacement of roofs, foundations, plumbing, and other major systems. This will better assure that the investments the City makes in home repair will improve the lives of residents and have a positive impact within our communities.

In May 2018, the City Council adopted a Comprehensive Housing Policy that addresses citywide housing issues systematically and strategically. The policy has these goals:

1. Create and maintain available and affordable housing throughout Dallas.
2. Promote greater fair housing choices.
3. Overcome patterns of segregation and concentrations of poverty through incentives and requirements.

To inform the policy, the City first developed the Dallas Market Value Analysis (MVA) – an analytical tool used to assess the residential real estate market throughout the city to determine with granular detail where market strength, transition, and stress exists. The MVA helps policy makers and stakeholders have meaningful conversations around acceptable potential strategies based on objective data. It can also help the City prioritize its funding to support new development and housing preservation, as

well as direct the appropriate type of funds to the issues impeding healthy housing and commercial growth in certain areas of the City.

After reviewing the MVA, engaging with the community, and working in tandem with major housing stakeholders in Dallas, the City Council approved the Comprehensive Housing Policy, which includes numerous new programs, tools, and strategies including the creation of reinvestment strategy areas, as well as establishing programs to encourage more affordable housing choices and improve fair housing throughout Dallas.

Additionally, because 6 of 10 families living in Dallas are housing cost-burdened, the policy sets ambitious annual housing production goals – 3,733 for homeownership units and 2,933 rental units – and seeks to minimize the regulatory barriers to overall market production.

# ECONOMIC & NEIGHBORHOOD VITALITY

Beyond unit production, the City supports creating increased availability of housing for people at incomes ranging from 30 percent to 120 percent of the HUD Area Median Income (AMI), by incentivizing homeownership developments for families at 60 percent or higher AMI and rental developments that include rent-restricted units for families at the full range of 30 to 120 percent of AMI.

Through its Housing Policy Task Force, the City is continuing its strategic partnership with neighborhood leaders, housing developers, tenants’ rights advocates, finance professionals, realtors, architects, and others to implement the Comprehensive Housing Policy and engage in meaningful conversations regarding the City’s approach to creating new housing, preserving existing housing, and helping people access affordable housing.

“We strive for a better community, and a better community begins in our neighborhoods.”  
- Dallas resident



The MVA is available [here](#), and the Adopted Comprehensive Housing Policy [here](#).

# ECONOMIC & NEIGHBORHOOD VITALITY

## FOCUSING ON AREAS AT RISK OF DISPLACEMENT

The budget includes \$1 million to support housing-related tools and strategies that can be used in areas that have been historically underserved, including City-designated Stabilization Areas, areas at risk of displacement because of changing market conditions and scheduled redevelopment projects, and Emerging Market Areas, characterized as areas in need of intensive environmental enhancements, land banking, public infrastructure improvements, master planning, and formalized neighborhood organizations. This investment of \$1 million will provide funding for tools such as Neighborhood Empowerment Zones to enhance neighborhoods and improve housing options.



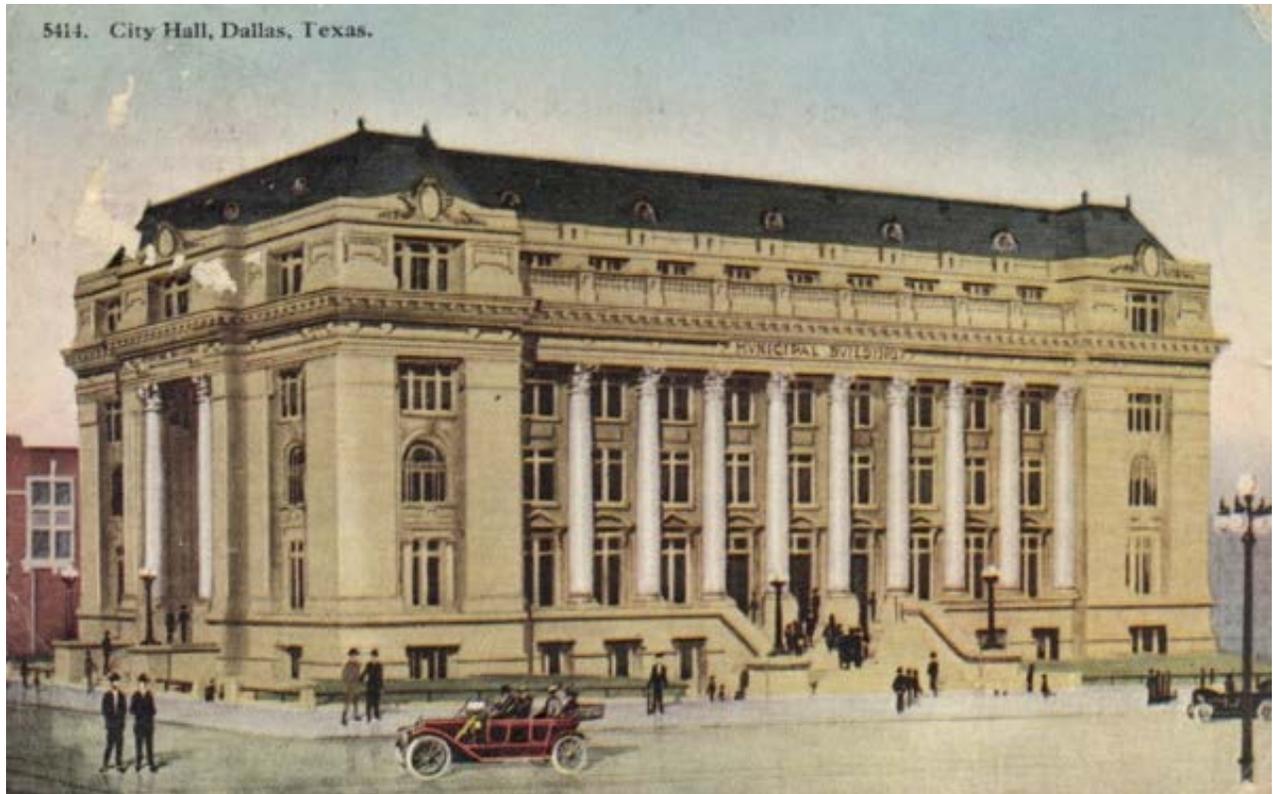
## OFFERING A ONE-STOP PERMITTING SHOP

Dallas' development community has expressed the need to speed up the permitting process, and the City shares that goal. In FY 2018-19, Sustainable Development and Construction (DEV) will dedicate \$1.35 million to modernizing its permit and document management systems. The Electronic Plan Review System is a modern web-based system that will allow efficient plan review and processing of construction documents for building permit issue, instead of handling large quantities of paper. Electronic plans allow staff from different disciplines to review the same plans concurrently, reducing processing times by more than 50 percent. Plans and revisions can also be submitted electronically, saving customers money in printing costs and significantly reducing the wait time for reviewing and issuing a building permit. In FY 2018-19, DEV will also build a public permit mapping website showing the location of recent permits and Certificates of Occupancy to better communicate with residents and the development community. Finally, DEV will complete the digitization of all paper and microfilm/fiche records, greatly enhancing both internal and external customers' research capabilities.

# ECONOMIC & NEIGHBORHOOD VITALITY

## PRESERVING DALLAS' HISTORY

Dallas has a long proud history as an economic leader and trailblazing city, and as such, it has more than 200 historic properties, including two national landmarks. Dallas' Landmark Commission conducts thorough and detailed reviews of appropriate uses in historic areas and buildings. To better meet the needs of the commission and preserve the history of the city, the budget includes \$100,000 for a historic preservation resource study.





# HUMAN & SOCIAL NEEDS

## DALLAS RESIDENTS WANT STRONGER COMMUNITIES

Dallas’ diverse and vibrant residents are our greatest asset, and our city is stronger when we honor the contributions of our seniors, immigrants, working poor, and future leaders. The City continues to focus its efforts on serving some of Dallas’ most vulnerable communities, seeking innovative solutions



for intractable, systemic issues. The City Council set Human and Social Needs as one of six strategic priorities for the City and intends to focus on policy matters that strengthen our community by providing services and programs that meet basic needs such as food and shelter, safety for youth, healthy aging for seniors, homelessness prevention, and workforce development in Dallas.

Human and social services also help our youth and young adults overcome barriers to success and develop the skills necessary to become productive and positive contributors to their community. One of the City’s goals is to increase adult self-sufficiency by supporting education and employment services and ensuring a welcoming connection for immigrants and refugees in Dallas. Our social objective is not simply to increase economic growth but improve well-being. This year’s budget meets this objective, investing resources in key initiatives, such as a homeless solutions program.

## TAKING A HOLISTIC APPROACH TO HOMELESSNESS

On October 1, 2017, the City of Dallas established the Office of Homeless Solutions (OHS) to strengthen its efforts to serve persons experiencing homelessness and reduce the impacts of homelessness on communities and businesses in Dallas. The local 2018 Point-In-Time (PIT) count revealed a 24 percent overall increase in homelessness. Numerous factors contribute to these devastating results, including decreased shelter capacity, a lack of available and affordable housing units; and an uncoordinated and underutilized homeless response system. The City Council ranked homelessness a top priority, second only to affordable housing, at its annual retreat this year, and requested staff develop a comprehensive strategy for addressing homelessness.

# HUMAN & SOCIAL NEEDS

In FY 2018-19, Dallas will invest \$2.3 million to strengthen the homeless response system, provide supportive housing for chronically homeless seniors, leverage innovative and collaborative shovel-ready affordable housing projects, and develop master lease and landlord incentive programs. Pending approval from City Council, the proposed programs will provide habitable living environments for the unsheltered while developing the infrastructure for sustainability by increasing the supply of affordable housing.



## *Strengthening homeless response systems*

The City is investing \$250,000 to enhance services that strengthen the effectiveness of the homeless response system. System enhancements include, but are not limited to case management, transportation, mental healthcare, and workforce solutions.

OHS will continue to serve as the staff liaison to the Citizen Homelessness Commission and share the role of implementation partner with Dallas County for the Dallas Area Homeless Partnership to End and Prevent Homelessness.

## *Providing improved supportive housing for seniors*

Dallas is investing \$250,000 to provide improved supportive housing for chronically homeless seniors. The 2018 PIT count identified close to 300 seniors (55 and older). The goal of this program is to reduce the number of homeless seniors by 10 percent by providing housing rental subsidies and supportive services for up to 24 months.

## *Leveraging innovative and collaborative shovel-ready capital projects*

We are providing \$500,000 in operating funds that leverage innovative and collaborative “shovel ready” capital projects for the addition of approximately 50 affordable housing units dedicated to individuals experiencing homelessness. Staff has developed criteria for the

# HUMAN & SOCIAL NEEDS

solicitation of proposals; housing types include, but are not limited to transitional housing, rapid rehousing, and permanent supportive housing.

## *Funding a master lease program*

Dallas is providing \$1.2 million to partner with other organizations as part of a focused master leasing program. This program will secure units at sites citywide, with the goal of providing more beds and housing assistance for 100 households experiencing homelessness.

“We must help lift up all in our community who are hurting and in need of assistance.”  
- District 9 resident

## *Developing a landlord incentive program*

The City is allocating \$100,000 for a landlord incentive program to encourage private property owners to rent units to homeless households with challenging rental, criminal, or credit history. Often good tenants with the ability to pay are denied housing because of challenging history, and since our goal is to assist homeless residents by finding them long-term housing, we want to decrease the financial risk and encourage private landlords to accept these displaced tenants through financial incentives.

## *Expanding the End Panhandling Now initiative*

This budget also increases funding to \$415,000 for the End Panhandling Now initiative, which began last year. This will allow for continued efforts to educate the public on ways to effectively assist those in need, instead of giving directly to panhandlers, and for continued social services outreach efforts, including connections to job training and employment opportunities.

# HUMAN & SOCIAL NEEDS

## PARTNERING WITH COMMUNITY ORGANIZATIONS TO PROMOTE CITIZENSHIP AND OFFER LEGAL SERVICES

**Gateways for Growth**  
Dallas is among 25 communities across the U.S. to receive a Gateways for Growth award for its efforts to welcome and recognize the contributions of immigrants to the community and its strong public-private commitment to the development of a communitywide strategic plan. The Gateways for Growth Challenge is a competitive opportunity for local communities to receive direct technical assistance from New American Economy and Welcoming America to develop multi-sector plans for welcoming and integrating immigrants.

The City established the Office of Welcoming Communities and Immigrant Affairs (WCIA) in March 2017 to promote and stimulate the economic, civil, and social engagement of immigrants and refugees in Dallas.

The City continues to emphasize the importance of these efforts in its FY 2018-19 budget. The budget includes \$75,000 to expand the City’s citizenship promotion efforts. This initiative will extend small grants to citizenship service organizations that have been important partners with the City.

We will also offer \$100,000 in grants to nonprofit organizations that offer civil legal services to immigrants.

Dallas WCIA strives to be a bridge connecting Dallas’ diverse immigrant community with existing Dallas residents by providing more than 90 community outreach engagements where we can achieve common ground, shared leadership, and equitable participation in Dallas civic life.



# HUMAN & SOCIAL NEEDS

## CREATING AN OFFICE OF EQUITY AND HUMAN RIGHTS

### *Addressing inequity*

Results and research from the Resilient Dallas Strategy show the need to devote specific resources and personnel to address citywide equity and human rights issues. Therefore, in FY 2018-19, the City will establish the Office of Equity and Human Rights. The main purpose of the office will be to act on the findings of our research regarding Equity Indicators, implement the Resilient Dallas Strategy, and address inequity and human rights issues.

### *Ensuring the availability of fair housing*

As part of our efforts to address inequity throughout Dallas, the City continues to focus on improving and promoting fair housing. Our staff is dedicated to investigating and enforcing discrimination complaints in accordance with the City Fair Housing ordinance and federal Fair Housing Act, which prohibits discrimination in housing, public accommodations, and employment based on gender or sexual orientation. The City is also leading efforts with 21 jurisdictions in the area to conduct a regional assessment of fair housing.



### *Reconnecting communities and families*

The City is increasing funding by \$235,000 for the “Fresh Start” re-entry program, which will help formerly incarcerated individuals return to the community and build successful lives. This program will provide case management to the formerly incarcerated, as well as build community resources and links to other organizations that will implement transition plans. We anticipate these activities will not only help individuals reconnect with their families and the community, but also find jobs.



# QUALITY OF LIFE

## DALLAS RESIDENTS VALUE CLEAN, SAFE, AND VIBRANT NEIGHBORHOODS

Livable communities are clean, safe, and characterized by first-rate services and excellent public amenities. Based on feedback from the public, residents want the City to find solutions to quality of life issues such as loose dogs, substandard structures, litter, and other problems that diminish the quality of life for residents.

“Let’s build more parks where there are no parks. Think big and long term.”  
- District 14 resident

Not only do we want to address and resolve these critical issues, the budget significantly enhances services and expands facilities and public spaces to improve programs amenities.

## BRINGING FAIR PARK TO LIFE YEAR ROUND

### *Preserving Fair Park*

Fair Park is a beloved City landmark and cherished public space for families to enjoy throughout the year. We want to make sure it is at peak quality and provides the best programming and services to our residents. The budget assumes City Council will approve the negotiated 20-year contract with Fair Park First, a local nonprofit that will manage the park. Fair Park First will, in turn, contract with Spectra, a professional management company that manages 319 parks,



entertainment venues, stadiums, and performing arts centers nationwide. The board of Fair Park First will fundraise for the park and ensure the community is engaged in planning and programming for the park. The Dallas Zoo has a similar management contract and has seen major enhancements and more attendees because of that partnership. We have confidence this decision will improve the Fair Park space, enhance year-round programming and services for all residents, and preserve this historical landmark for years to come.

In FY 2018-19, the City will spend more than \$14.7 million on Fair Park, the same as in the current year. The budget includes up to \$5.6 million for management and operations of the park, with part of that amount funding the salaries of City employees and other City expenses during the transition, and part going to Fair Park First upon commencement of the contract. It also funds several other provisions of the management agreement, including \$2 million for a transition reserve in the event Fair Park First does not meet its fundraising goals in the first

# QUALITY OF LIFE

three years, \$500,000 for seed money for an operational reserve, and \$1 million to be placed in a City reserve in the event we must repay any transition costs.

The contract specifies the manager submit a complete capital improvement plan each year by May 31 and provides that while the City Council is not obligated to provide any funding for that plan, it may do so in the appropriations process. In FY 2018-19, the budget includes approximately \$5 million to fund capital improvements.

In FY 2019-20, the budget proposes to fund the Fair Park management contract fee of \$4 million, more than \$1 million of capital improvements, and \$1 million to replace one-third of the LED Dynamic Message Signs around Fair Park (with the rest replaced over the following two years). The remaining savings City staff achieved by negotiating a private management contract for Fair Park will be used to fund more \$2.2 million of enhancements in Park and Recreation and \$3.35 million for streets and traffic signal retiming in the city.

## CONTINUING TO IMPROVE DALLAS ANIMAL SERVICES

Dallas Animal Services (DAS) continues to implement the 2016 Boston Consulting Group recommendations and seek new ways to improve service.

### *Dealing with aggressive and dangerous animals*

Recognizing the growing concerns with dog bites and other animal attacks, as well as an increase in dangerous animal-related incidents in many parts of our city, we are investing \$410,000 in FY 2018-19 to create a dangerous animals team. This team is a special operations team specifically focusing on aggressive dog calls city-wide and preventing dog bites. It will proactively assess risk and evaluate dangerous animals or situations to prevent dangerous animals from attacking residents.



### *Expanding overnight field coverage to respond to calls about loose animals*

By the end of FY 2018-19, DAS will have doubled its intake of loose dogs from 9,158 per year in FY 2015-16 to 18,000 per year. In FY 2019-20, the budget includes funding to improve overnight animal service response by expanding field coverage from four days a week to seven. Each overnight shift could add up to 10 field impoundments a night, about 1,500 annually. The additional shifts could also potentially increase call responses by 12 per night, about 1,872 per year.

# QUALITY OF LIFE

## *Finding homes for animals*

DAS will continue to offer microchipping to the public at a reduced cost to help ensure residents are able to comply with the new mandatory microchip ordinance City Council passed in June 2017.

Our average live release rate has increased over the last year from 73.7 percent to 80.3 percent, while still taking in more animals than in the prior year. With this budget, DAS is targeting a live release rate of 81 percent in FY 2018-19. Because of your investments, more animals receive the care they need to be released instead of euthanized. This is a huge success, and we look forward to continuing to invest for performance.

In FY 2019-20, the planned budget includes \$296,000 to pay for dog heartworm treatment. More than one-third of all dog euthanasia at DAS is for heartworm-positive dogs. Normal treatment for heartworm costs nearly \$500 per dog, making adoption costs unattainable for many residents. The City can treat heartworm positive dogs for about \$177 reducing the cost barrier to adoption and decreasing euthanasia significantly for dogs in the Dallas Animal Shelter.

## **INVESTING IN NEIGHBORHOOD CODE ENFORCEMENT**

### *Modernizing code enforcement*

This year, Code Compliance officers will start using a mobile application to process the cases in the field via the new Code Case Management System, along with automation of back-office operations. Better case management means more effective and efficient responses, as well as improved services for our residents.



### *Adding neighborhood liaisons to connect you with the City*

Currently, most neighborhood code districts have one assigned Neighborhood Code Representative (NCR). This budget funds seven additional NCRs to increase face time with community members and solve issues that matter most to the residents of each district. NCRs function as liaisons between the Code Compliance department and community members, providing information, educating, and serving as a point of contact for questions. Additional NCRs will attend 900 community meetings, strengthening the department's ability to resolve community issues and provide coverage at Homeowners Association (HOA) meetings, Crime Watch, and various other neighborhood meetings. NCRs will track their efforts to partner with neighborhoods through a new social media campaign using Facebook, Nextdoor, and Twitter.

# QUALITY OF LIFE

## *Reducing illegal dumping*

To address an ongoing concern in several remote areas of town, Code Compliance is enhancing the illegal dumping initiative. Code Compliance will continue to team with the City Marshal's Office to tackle high-usage illegal dump sites. A team of two officers using covert equipment will be used to catch violators in the act. Sites throughout the City will be regularly reviewed to determine which areas have the most need and are suitable for cameras.

## **IMPROVING THE DALLAS PUBLIC LIBRARY**

### *Improving library efficiency and protecting materials*

The City is planning to implement Radio Frequency Identification (RFID) throughout its library system. This \$2.1 million investment will help Dallas manage its assets better by improving security of library materials. It will also save labor more efficiently tracking materials throughout the library system, including easier and faster charge and discharge, inventory of materials, and materials handling. This increased efficiency will free up the library to dedicate more of its personnel resources to other vital services provided to Dallas residents, such as outreach and programming. Phase 1 will start in FY 2018-19 and focus on the Central Library; we expect to implement the entire system by 2021.



### *Focusing on supplementing education where it's needed*

This year, Dallas Public Library (DPL) made equity adjustments to ensure its services and programs are available at all library locations. By focusing on places that have less support from Branch Friends Groups, the library was able to reallocate resources to guarantee all libraries could offer high-quality summer learning opportunities throughout the city. The library is focused on STEAM (Science, Technology, Engineering, Art, and Math), reading, animal visits, and “maker” type events, all of which are free for the public.

To continue to provide these and similar services to more Dallas residents, the City is adding more than \$1 million in FY 2019-20 to fund operation and maintenance at two libraries expected to open in fall 2019. The FY 2019-20 planned budget includes \$783,000 to operate the new Vickery Meadow Branch Library and \$264,000 to operate the replacement Forest Green Branch Library.

# QUALITY OF LIFE

As planned last year, in FY 2018-19, the budget calls for \$300,000 for English Language Learning (ELL) programs: \$235,000 from the General Fund and \$65,000 in grant funding. In addition to dedicating staff to support this program, we will continue to rely on our many dedicated volunteers. The library will continue to offer GED classes at various branch libraries, as well as the GED testing center at the Central Library, at no cost to qualified participants.

## ENHANCING PARKS AND PUBLIC SPACES

### *Offering more aquatics services*

The City is adding funds to expedite construction and enhancement of promised aquatics programs and spaces, including all the aquatic facilities included in the 2017 Bond Program. Six spraygrounds – located at Grauwlyer Park, Jaycee Zaragoza Park, K. B. Polk Park, Kleberg Park, Nash Davis Park and Timberglen Park – are scheduled to be completed for summer of 2019, instead of being staggered from 2020 to 2022. Four aquatic center projects are now scheduled to be completed for the summer 2020, instead of 2021 to 2022. This includes an expansion of the current Bahama Beach space, replacements of pools with new neighborhood family aquatic centers at Harry Stone and Exline Parks, and Phase 1 of the Bachman Regional Aquatic Center.

The new spraygrounds are in areas not currently served with this type of facility and will provide a needed amenity to those residents. Exline and Harry Stone Aquatic Centers are replacing old pools nearing the end of their life and Bahama Beach needs new features to remain competitive. Bachman Regional Family Aquatic Center was included in the Aquatics Master Plan and will provide an outdoor water park in another underserved area.

**Dallas Public Library**

The DPL's GED Testing and Workforce Development Project was recently recognized by the Urban Libraries Council for its innovation as a tool for Dallas adults to earn their GED. The project was created to address the needs of the nearly 28 percent of Dallas County adults with less than a high school education. DPL opened the first GED testing center in a public library in Texas and has since become the leader among Dallas-area certified testing centers.

The Urban Libraries Council's panel of experts selected Dallas from a pool of more than 250 submissions to be one of 10 libraries that represents the 21<sup>st</sup>-century library's role as a leader and pioneer for change. This award recognized the great work done by Dallas libraries to serve as anchors within their communities and center for learning and economic opportunities.

# QUALITY OF LIFE



## *Expanding green space*

The City is currently partnering with the Dallas Independent School District (DISD) and the Richardson Independent School District (RISD) to bring more residents within a 10-minute walking distance (about ½ a mile) of green spaces and parks. Through this partnership, we will set aside \$102,000 in FY 2018-19 and \$187,500 in FY2019-20 to fund

capital improvements and bring school playgrounds up to City standards. This will give residents additional access to five new playgrounds on DISD campuses and a new loop trail on an RISD campus. The Park and Recreation Department is also exploring additional ISD partnerships for Park and Recreation Board and City Council consideration.

## *Investing in programming for all ages*

Seniors who attended citywide town hall meetings throughout the year repeatedly asked for a space they could call their own, and so the City is also investing in a facility for them. A new 22,000 square foot state-of-the-art health and wellness center serving adults age 60 and older will open in Oak Cliff this fall under a cooperative venture between the City of Dallas and the nonprofit WellMed Charitable Foundation (WCF).

The WellMed center will be a space for active, engaged, and vibrant seniors. It will offer a host of activities include aerobics and other fitness classes, walking clubs, weight training, games, book clubs, day trips, fitness and nutrition classes, volunteer opportunities, healthy cooking classes in the demonstration kitchen, internet safety classes in a computer lab, caregiver support programs, and arts and crafts. WellMed doctors, nurses, and staff will provide complimentary health care services, such as diabetes screenings and flu shots to center members. The City will provide additional funding in FY 2019-20 to continue expanding senior programming hours.

## **ENHANCING DALLAS' AMAZING ARTS SCENE AND COMMUNITY**

### *Completing the Dallas Cultural Plan*

As part of our effort to enhance quality of life services, the City has undertaken a strategic initiative to create the Dallas Cultural Plan 2018, an inclusive process that engages residents, artists, arts organizations, and other sectors to identify cultural needs, opportunities, and resources. It allows the City to think strategically about how to use its resources to help communities achieve their goals.

The Dallas Cultural Plan 2018 will:

1. Analyze the city's cultural priorities
2. Determine how Dallas residents experience culture in their daily lives
3. Plan how the city can continue to be arts-friendly

# QUALITY OF LIFE

In six months, the Dallas Cultural Plan engaged with more than 7,500 residents at 96 events across the city, touching each City Council district at least once and partnering with dozens of organizations, individuals, and companies.



For more about the Dallas Cultural Plan, please visit [dallasculturalplan.com](http://dallasculturalplan.com).

## *Bringing pop-up cultural centers to residents in historically underserved areas*

In FY 2019-20, the City will invest \$376,000 to bring cultural activities and special events to areas of the City that don't normally have convenient access, using an asset-light model that puts "pop-up" festivals, performances, workshops, and camps into temporary spaces across Dallas. The main cost will be artistic and professional services, such as space and stage rentals.

As in the current budget, OCA will continue to devote \$285,000 to maintain support for culturally specific arts groups in alignment with the City's cultural policy.

## *Updating Municipal Radio programming*

As the way we consume information and our media preferences change, the City has continually striven to adapt to the methods of communication that will serve you best. In thinking more strategically about the programming and content of our radio channels, Dallas Municipal Radio is aligning its content choices with the usage and preferences of residents. As a result, WRR will no longer broadcast City Council agenda meetings on Wednesdays. Instead, WRR will use that time for the more popular, preferred programming that aligns better with current markets. This will drive more ad revenue as we increase our listenership during those critical timeslots. Residents will still have ready access to City Council meetings via livestreaming on the internet and cable TV programming, as well as archived content on our website.

***Dallas Convention Center***

The Kay Bailey Hutchison Convention Center was one of 16 organizations recognized by the U.S. Environmental Protection Agency (EPA) for outstanding participation in the EPA's Food Recovery Challenge. The Convention Center's Good Neighbor Program – created in 2015 in partnership with food and beverage provider Centerplate – provides unconsumed food to local nonprofits serving homeless individuals and families. To date, the City has diverted 7.6 tons of food and surplus exhibit items from the landfill, providing a service to individuals in need and helping to extend the life of the landfill and reduce future costs to residents.



# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## DALLAS RESIDENTS DESERVE A CITY GOVERNMENT THAT PRIORITIZES FISCAL RESPONSIBILITY

“If we can be community-centric and fiscally responsible at the same time, we would be taking a step in the right direction.”  
- District 12 resident

The residents of Dallas deserve a City government that measures its performance and exercises prudent financial management. We do this by: holding ourselves accountable to the public; focusing on the financial sustainability of our services; and ensuring the City is an employer of choice. The City has invested significantly in this goal this year, putting aside additional resources for critical initiatives that improve our public service product by enhancing government performance and financial management. This

includes investing in better technology for our financial systems, improving employee benefits, enhancing public information, and bringing the City Council to you through public meetings and offices.

## EXPANDING OPPORTUNITIES FOR RESIDENTS AND COUNCIL TO ENGAGE

### *Hosting City Council agenda meetings in locations around the City*

We recognize coming to City Hall during regular City Council meetings may be difficult for many residents. Therefore, we are expanding access to elected officials and City staff by broadcasting six City Council meetings from locations throughout the city. This budget includes funding for mobile broadcast



equipment, as well as renting vehicles to transport the needed resources for these meetings. We will schedule these meetings in community centers and other locations accessible to residents.

### *Expanding the City Council district office program*

Continuing efforts from last fiscal year, the City is expanding its district office program, which places district offices outside of City Hall. This gives residents closer and better access to their elected officials.

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## LAUNCHING THE NEW 311 MOBILE APP

The City is also implementing a new 311 service request software package that includes a new mobile app and an update to the online system, scheduled to go live at the end of August. Our objectives are to provide more user-friendly features, better location tools (especially on the app), and more communication to the customer about the status of their service request.



We invested in an automated system managed by 311 to help residents find out if their car has been impounded and how to retrieve it. Prior to December 2017, these calls (around 7,000 a month) were handled manually by DPD staff. Since then, there has been an 80 percent reduction in the average length of time customers wait to get their call answered and a 78 percent reduction in the percent of customers who hang up while they are waiting.

## ENCOURAGING PARTICIPATION IN CENSUS 2020

### *What you can do for Dallas through Census 2020*

The City is asking all Dallas residents to participate in Census 2020. When residents participate in the census, they provide valuable information used to determine not only our overall population, but also the characteristics of our community. Demographic data tells policy makers how many residents fall into each age, race, ethnicity, income, and educational category. It informs research such as the Equity Indicators project, which helps the public and policy makers understand where inequities exist within our community.

Census data can be used to determine which areas of town need the greatest assistance, which residents are in greatest need for economic programs, and where the community is primed for growth. It also allows for expansion of services through proper planning – like for parks, public safety, libraries, and social services.

Further, Census data is used to set federal formula funding for senior care, childhood programming, and much more. To do our part to assist in this important effort, the City is providing \$75,000 to fund staff and materials to support the Mayor’s Complete Count Committee. This resident-based group will work with the City and the federal government on outreach efforts to encourage local participation in the Census.

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

***Investing for Performance***  
Government Performance and Financial Management play a major role in how the City is perceived by residents, the business community, and community partners. To this end, the City wants to be a good neighbor and partner within the community.

The City chose to focus on two critically important measures in this area – timely vendor payments and working with vendors from our city. We are proud to report both measures have been on track consistently throughout the year. Just another way we are putting Service First in all we do!

## **ESTABLISHING AN OFFICE OF INNOVATION**

The new Office of Innovation will seek opportunities to drive operational and technological improvements, create change by introducing new ideas to City leaders and external partners, and organize and encourage new and innovative projects. Under the Office of Innovation, the City will implement data-driven solutions to foster a culture of innovation, efficiency, and process improvement.

## **OBSERVING THE AMERICANS WITH DISABILITIES ACT**

The budget includes \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan, which will enhance the City’s ADA compliance and address accessibility issues in City facilities. This builds on our efforts in FY 2017-18 to hire an ADA Coordinator to address compliance issues in Dallas. We are also investing critical bond money to make the City more accessible.

## **RAISING THE CITY EMPLOYEE MINIMUM WAGE AND ADDING OPTIONS TO THE HEALTH BENEFITS PROGRAM**

### *Investing in our employees*

We believe strongly in attracting and maintaining the best talent, so we can put Service First. To do this, we must pay our staff at a competitive rate, which is why the City is investing in a total compensation study to see how we compare to other organizations and identify gaps. This \$500,000 investment will make sure we are competitive and have the best staff to serve you.

On October 1, the City will raise the minimum wage for its employees to \$11.50 an hour from \$10.94. We estimate 550 employees will receive a pay increase as a result. The City will also raise the starting wage for truck drivers to \$16.50 in recognition of changing regional market conditions for truck drivers. Most of the City’s truck drivers work in Sanitation Services, but

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

Dallas Water Utilities, Public Works, and Aviation also employ truck drivers. Truck drivers are currently in high demand and often lured away by better pay. This trend has led to high turnover which leads to decreased efficiency, reduced service quality and increased overtime. Additionally, the City will continue to offer an annual three percent merit increase for civilian employees. Finally, per City ordinance, we will



increase our minimum wage for City contracts to \$11.15 an hour from \$10.94 based on the most recent Massachusetts Institute of Technology living wage study.

Because our staff are our greatest resource, the City strives to improve their well-being through its benefits programs. This year, the City is adding a third health insurance option. The 2018-19 health plan is designed to provide employees with more choice and to foster ownership and engagement among employees, with a long-term, strategic approach. The plan design includes three distinct health benefit options to suit the needs of the diverse employee population of the City of Dallas.

The first plan is preserving the most popular **Health Reimbursement Arrangement (HRA)**, a health reimbursement account, which is an IRS-approved, employer-funded, tax-advantaged health benefit plan that reimburses employees for out-of-pocket medical expenses and individual health insurance premiums.

The second plan is a modified **Exclusive Provider Organization (EPO)** – the modified EPO in the new plan offers \$25 copays for primary office visits and \$50 copays for specialist visits, providing better predictability and cost control for employees. Also, it gives access to fixed cost services for urgent care and telehealth while having a lower deductible.

The third plan, the newest option, is a **Health Savings Account (HSA)**. An HSA is a tax-advantaged medical savings account available to those enrolled in a high-deductible health plan (HDHP). The cost to employees for the HSA plan will be significantly lower than the options the City offered in the previous year.

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## IMPROVING OUR TECHNOLOGY AND PROCESSES

### *Increasing transparency in our accounting practices and open records*

The Controller's Office is in the process of exploring and implementing software to improve its record management system and be more transparent. With all the business the City conducts, and with all the billions of dollars of funds that pass through the City, having this increased transparency and cleaner records management will provide us with more accountability and a better response to your requests and needs.

To provide a similar accountability and response benefit to our residents, the City is also adding four positions in the Open Records Request Center of the City Secretary's Office. Having these additional staff resources will allow us to more effectively address the growing number residents' open record needs, which will not only provide more accountability but will allow us to connect with you as we expand our open communication and transparency with residents.



# FIVE-YEAR FORECAST

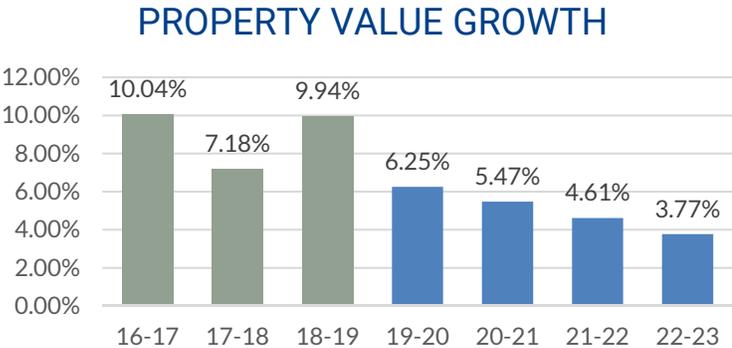
## GENERAL FUND

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

The City’s financial position is directly linked to the local, national, and global economies. Overall, the national economy is expected to slow. Consumer spending continues to drive the overall economy, a factor likely bolstered by the 2017 tax cut, and it will likely continue with job growth. The Dallas area economy has outperformed the nation in recent years, a trend expected to continue. Revenue projections detailed below focus primarily on property tax and sales tax revenue, which account for 76 percent of the General Fund revenue in FY 2018-19. The projections are based on an analysis of variables including job growth, wage growth, employment growth, housing supply, mortgage rates, and historical trends.

## PROPERTY TAXES

Property taxes are levied on net assessed value, which includes locally assessed real property, improvements, and personal property less exemptions. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, exemptions, legislative changes, and construction activity. Market and



growth estimates are based on historical trends. Property tax values increased 9.94 percent in FY 2018-19. The forecast assumes 6.25 percent growth in FY 2019-20.

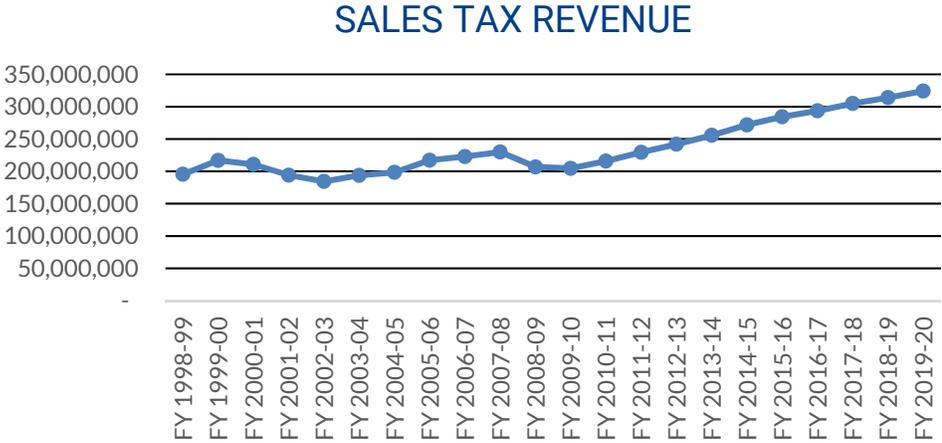
The 2018 certified values reflect significant growth within the commercial and residential categories. TXP Consulting’s analysis uses interest rates, local job and household growth, wage growth, and institutional capital interest in the region as factors that shape the property tax value projection for FY 2019-20 through FY 2022-23. New commercial construction growth is expected to remain strong next year, with high-end multifamily and office construction being the leading contributors.

Fiscal year	New Construction Value	Total % Change
FY 2009-10	1,717,630,312	-9.2%
FY 2010-11	1,014,356,057	-40.9%
FY 2011-12	731,024,938	-27.9%
FY 2012-13	792,860,283	8.5%
FY 2013-14	976,046,178	23.1%
FY 2014-15	1,561,130,657	59.9%
FY 2015-16	2,018,934,470	29.3%
FY 2016-17	2,535,856,475	25.6%
FY 2017-18	3,313,184,804	30.7%
FY 2018-19	3,574,851,219	7.9%

# FIVE-YEAR FORECAST

## SALES TAX

The City collects 8.25 percent on taxable goods or services sold within the city limits. Of the 8.25 percent collected, the state retains 6.25 percent and distributes one percent to the City of Dallas and 1 percent to the Dallas Area Rapid Transit (DART).



Sales tax revenue is the most volatile revenue the City’s General Fund collects. After declines in sales tax revenue from FY 2007-08 to FY 2009-10 due to the recession, year-over-year collections improved (starting in FY 2010-11) and collections have improved every year since FY 2010-11. The forecast assumes sales tax revenues will grow moderately from FY 2018-19 through FY 2019-20 and slow, but not contract, in FY 2020-21 and FY 2021-22.

## OTHER REVENUE

Other revenue consists of revenues collected from various sources including franchise revenues, licenses and permits, intergovernmental, fines and forfeitures, charges for services, and miscellaneous. Revenue projections for other revenue are forecast to remain flat with no significant variances projected.

## EXPENDITURES

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

## PERSONNEL SERVICES

Personnel services expenditure projections assume a constant level of staffing for civilian employees, and a three percent merit increase annually. Sworn salary projections reflect the Meet and Confer Agreement. The agreement includes two step increases in the first year of the agreement, a single step increase in the second year, two more step increases in the third year, and a two percent pay increase for personnel who have reached the top step in their respective rank. FY 2019-20 reflects full-year funding of FY 2018-19 increases.

# FIVE-YEAR FORECAST

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

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

The Police and Fire-Rescue departments are focused on aggressive recruitment and the forecast assumes 3,062 sworn police officers and 1,960 sworn fire-rescue officers by October 1, 2020. The forecast assumes a seven percent increase in health insurance FY 2020-21 – FY 2022-23.

## OTHER EXPENSES

Growth rates for supplies, contractual services, and capital outlay are forecast to increase 1.4 percent based on the three-year average of the Consumer Price Index (CPI). In FY 2018-19, the forecast assumes an annual contribution of \$3.8 million for unimproved streets and alleys, and \$51.8 million (24 percent increase compared to FY 2017-18) in the required payment for tax increment financing (TIF).

CPI	
Year	Dec.-Dec. Increase
2012	1.5%
2013	1.3%
2014	0.5%
2015	0.4%
2016	1.9%
2017	2.0%

## FUND BALANCE

The City’s Financial Management Performance Criteria states, “unassigned Fund Balance of the General Fund shall be maintained at a level not less than 40 days of the General Fund operating expenditures less debt service”. The establishment and maintenance of a financial reserve policy is critical to prudent financial management. The projection reflects unassigned Fund balance at 40+ days of the General Fund operating expenditures in FY 2018-19 and FY 2019-20. The General Fund is forecast to be out of structural balance in FY 2019-20, as can be seen in the table on the next page. Although that is what is forecast, the City will not allow that to occur, and actions will be taken to secure a structural balance through budget reductions, revenue increases, or other corrective actions.

# FIVE-YEAR FORECAST

General Fund					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Property Tax	\$727.9	\$772.9	\$814.8	\$852.0	\$883.8
Sales Tax	\$311.6	\$326.0	\$333.5	\$340.8	\$347.7
Other Revenue	\$326.4	\$316.1	\$316.1	\$316.1	\$316.1
<b>Total Revenues</b>	<b>\$1,366.0</b>	<b>\$1,415.0</b>	<b>\$1,464.4</b>	<b>\$1,508.9</b>	<b>\$1,547.6</b>
<b>Expenditures</b>	<b>\$1,366.0</b>	<b>\$1,420.3</b>	<b>\$1,498.1</b>	<b>\$1,545.5</b>	<b>\$1,591.6</b>
Ending Fund Balance	\$184.3	\$180.5	\$146.9	\$110.3	\$66.3
Days of Reserve	49.3	46.4	35.8	26.0	15.2

## OUTLOOK

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

- Aviation
- Convention and Event Services
- Dallas Water Utilities
- Dallas Water Utilities – Storm Drainage Management
- Municipal Radio
- Sanitation Services
- Sustainable Development and Construction

# FIVE-YEAR FORECAST

## AVIATION

The Department of Aviation manages Love Field, Dallas Executive Airport, and the Dallas Vertiport. Dallas Love Field is one of the busiest medium-hub air carrier/general aviation airports in the world and has experienced unprecedented growth in passenger traffic since the repeal of the Wright Amendment in 2014. The airport continues to grow and create an innovative airport experience and a positive economic impact.

### Forecast Highlights

- Airport concessionaires (parking, rental car, food & beverage, and retail) and terminal rents from tenants are projected to increase 13 percent in FY 2018-19 compared to FY 2017-18.
- Revenue from airline landing fees are expected to climb slightly (less than one percent) compared to FY 2017-18 due to the positive travel outlook.
- 13 new positions are projected in FY 2018-19 to keep pace with record airport passenger growth and technology.

Aviation					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Rental on Airport	\$56.0	\$64.8	\$65.4	\$66.1	\$66.7
Concessions	\$59.2	\$59.8	\$60.1	\$60.7	\$61.3
Landing Fees	\$21.9	\$21.9	\$22.1	\$22.3	\$22.6
Other	\$6.6	\$6.7	\$6.7	\$6.8	\$6.8
<b>Total Revenues</b>	<b>\$143.4</b>	<b>\$152.9</b>	<b>\$154.4</b>	<b>\$155.9</b>	<b>\$157.4</b>
<b>Expenditures</b>	<b>\$143.3</b>	<b>\$152.9</b>	<b>\$155.9</b>	<b>\$159.0</b>	<b>\$162.2</b>
<b>Ending Fund Balance</b>	<b>\$14.2</b>	<b>\$14.2</b>	<b>\$14.2</b>	<b>\$14.2</b>	<b>\$14.2</b>

# FIVE-YEAR FORECAST

## CONVENTION AND EVENT SERVICES

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

### Forecast Highlights

- Food and beverage, space rental, and electrical charges, which constitute 23 percent of the revenue increase, are projected to increase from major shows and conferences, such as the Supercomputing Conference 2018, and O’Reilly Auto Parts.
- The Hotel Occupancy Tax and Alcohol Beverage Tax are projected to increase by seven percent in FY 2018-19 and six percent in FY 2019-20.
- Major expenditures in FY 2018-19 and FY 2019-20 include a contractual payment to Visit Dallas and a transfer to the Office of Cultural Affairs.
- Two positions are added in FY 2018-19 to enhance contract monitoring and client services.
- A \$14 million capital transfer in FY 2018-19 will help address outstanding infrastructure needs and maintain competitiveness.

Convention and Event Services					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Hotel Occupancy Tax	\$64.2	\$68.1	\$69.1	\$71.1	\$73.3
Alcohol Beverage Tax	\$14.5	\$15.2	\$15.5	\$16.2	\$17.0
Contract Services/Other	\$29.9	\$24.4	\$25.4	\$26.4	\$27.5
<b>Total Revenues</b>	<b>\$108.6</b>	<b>\$107.7</b>	<b>\$109.9</b>	<b>\$113.8</b>	<b>\$117.8</b>
<b>Expenditures</b>	<b>\$108.6</b>	<b>\$107.7</b>	<b>\$109.3</b>	<b>\$112.6</b>	<b>\$116.2</b>
<b>Ending Fund Balance</b>	<b>\$33.2</b>	<b>\$33.2</b>	<b>\$33.8</b>	<b>\$35.0</b>	<b>\$36.8</b>

# FIVE-YEAR FORECAST

## DALLAS WATER UTILITIES

Dallas Water Utilities (DWU) is owned and operated by the City of Dallas as a self-supporting Enterprise Fund, and it receives revenues through the sale of water and wastewater services.

Effective October 1, Storm Drainage Management (SDM) will be combined with DWU. Water resource programs were historically implemented for one or two purposes: flood control or water supply. By consolidating storm drainage, water supply, and wastewater utilities, Dallas will better align itself with national standards and take a holistic approach to planning, operating, and future needs. Compliance activities and drainage system operations and maintenance activities will continue in the new “one water” system.

The table on the next page reflects the water and wastewater utilities forecast. There are no proposed retail revenue increases in FY 2018-19 or FY 2019-20 as a result of the Sabine River Authority/Lake Fork dispute settlement. Moving forward, retail revenue increases, on average under three percent are expected in FY 2020-21, FY 2021-22, and FY 2022-23. This will cover higher personnel costs, additional payments to connect Lake Palestine to Dallas water supply system, and Dallas’ share of the Lake Lewisville Dam repairs.

RESIDENTIAL MONTHLY FEE



### Forecast Highlights

- Add three new positions in FY 2019-20 to enhance operations at the East Side Water Treatment Plant.
- Implement wholesale customer paybacks of \$6.3 million each year projected in FY 2017-18 through FY 2020-21.

# FIVE-YEAR FORECAST

Dallas Water Utilities					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Water Retail	\$301.9	\$306.1	\$316.0	\$326.0	\$336.3
Water Wholesale	\$90.0	\$93.5	\$90.3	\$92.3	\$94.3
Wastewater Retail	\$242.7	\$245.9	\$260.3	\$268.3	\$276.7
Wastewater Wholesale	\$12.7	\$12.6	\$11.5	\$11.8	\$12.0
Other	\$17.7	\$17.6	\$7.5	\$7.5	\$7.5
<b>Total Revenues</b>	<b>\$665.0</b>	<b>\$675.7</b>	<b>\$685.6</b>	<b>\$705.9</b>	<b>\$726.8</b>
<b>Expenditures</b>	<b>\$665.5</b>	<b>\$685.1</b>	<b>\$719.5</b>	<b>\$734.2</b>	<b>\$746.7</b>
<b>Ending Fund Balance</b>	<b>\$117.8</b>	<b>\$108.5</b>	<b>\$74.6</b>	<b>\$46.3</b>	<b>\$26.4</b>

# FIVE-YEAR FORECAST

## DALLAS WATER UTILITIES - STORM DRAINAGE MANAGEMENT

DWU-SDM revenue is collected to support the cost of compliance with the City’s storm drainage discharge permit with the Texas Commission on Environmental Quality (TCEQ), as well as operation, maintenance, and enhancement of local drainage systems.

Effective October 1, SDM will be combined with DWU. The revenue forecast reflects storm water fees and is projected to grow 5 percent each year during the forecast period.

### Forecast Highlights

- The average residential customer monthly fee in FY 2018-19 is projected to increase from \$7.09 to \$7.41.
- FY 2018-19 reflects assignment of 42 positions from SDM to the Office of Environmental Quality.
- 26 positions added in FY 2019-20 to create a new division dedicated to neighborhood drainage.

RESIDENTIAL MONTHLY FEE



Dallas Water Utilities - Storm Drainage Management					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Revenues	\$58.4	\$60.9	\$63.4	\$65.9	\$68.5
Expenditures	\$58.4	\$60.9	\$63.4	\$65.9	\$68.5
Ending Fund Balance	\$7.6	\$7.6	\$7.6	\$7.6	\$7.6

# FIVE-YEAR FORECAST

## MUNICIPAL RADIO

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

Municipal Radio					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Revenues	\$2.2	\$2.2	\$2.2	\$2.3	\$2.4
Expenditures	\$2.1	\$2.1	\$2.2	\$2.2	\$2.3
Ending Fund Balance	\$1.3	\$1.4	\$1.5	\$1.5	\$1.7

# FIVE-YEAR FORECAST

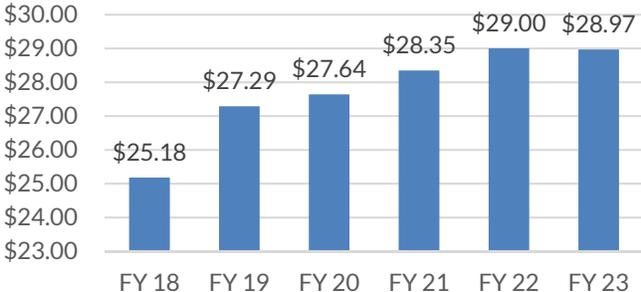
## SANITATION SERVICES

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

### Forecast Highlights

- Sanitation Services anticipates residential fee increases in future years, primarily related to employee merit and healthcare increases, as well as increased equipment maintenance and replacement costs related to an aging fleet.
- The residential monthly fee in FY 2018-19 is projected to increase by 8.4 percent (monthly fee projected to increase from \$25.18 to \$27.29).
- Implement a pay equity adjustment for truck drivers in FY 2018-19.
- \$3.1 million increase in transfer to the Sanitation Capital Improvement Fund in FY 2018-19.

RESIDENTIAL MONTHLY FEE



Sanitation Services					
\$ in Millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Residential Collection	\$81.8	\$82.7	\$84.4	\$86.1	\$86.0
Landfill Revenue	\$29.8	\$29.8	\$29.8	\$29.8	\$29.8
Other	\$1.1	\$1.0	\$1.0	\$1.0	\$1.0
<b>Total Revenues</b>	<b>\$112.7</b>	<b>\$113.5</b>	<b>\$115.2</b>	<b>\$116.9</b>	<b>\$116.8</b>
<b>Expenditures</b>	<b>\$112.7</b>	<b>\$113.5</b>	<b>\$115.2</b>	<b>\$116.9</b>	<b>\$116.8</b>
<b>Ending Fund Balance</b>	<b>\$29.6</b>	<b>\$29.6</b>	<b>\$29.6</b>	<b>\$29.6</b>	<b>\$29.6</b>

# FIVE-YEAR FORECAST

## SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Sustainable Development and Construction provides plan review services for commercial and residential development and redevelopment projects, issues construction and trade permits, and processes Certificates of Occupancy applications for new and existing businesses. After rapid growth between FY 2011-12 and FY 2015-16, construction activity has stabilized and will likely remain at a similar volume for the next several years. For this reason, limited growth in revenues is projected during the forecast period. Expenses related to hiring new inspectors will be off-set by efficiencies realized by the Electronic Plan Review System.

### Forecast Highlights

- Technology and facility enhancements projected in the coming years are supported primarily by fund balance.
- Assumes full implementation of Electronic Plan Review by the start of FY 2019-20.

Sustainable Development and Construction					
\$ in millions					
	FY 2018-19 Adopted	FY 2019-20 Planned	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
Building Plan Review	\$18.8	\$19.0	\$19.1	\$19.2	\$19.3
Building Permit Remodel	\$13.8	\$13.9	\$14.0	\$14.0	\$14.1
Other	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
<b>Total Revenues</b>	<b>\$33.1</b>	<b>\$33.5</b>	<b>\$33.6</b>	<b>\$33.8</b>	<b>\$34.0</b>
<b>Expenditures</b>	<b>\$34.6</b>	<b>\$34.6</b>	<b>\$35.3</b>	<b>\$35.9</b>	<b>\$36.8</b>
<b>Ending Fund Balance</b>	<b>\$42.5</b>	<b>\$41.8</b>	<b>\$40.1</b>	<b>\$38.0</b>	<b>\$35.1</b>

# 2018 COMMUNITY ENGAGEMENT

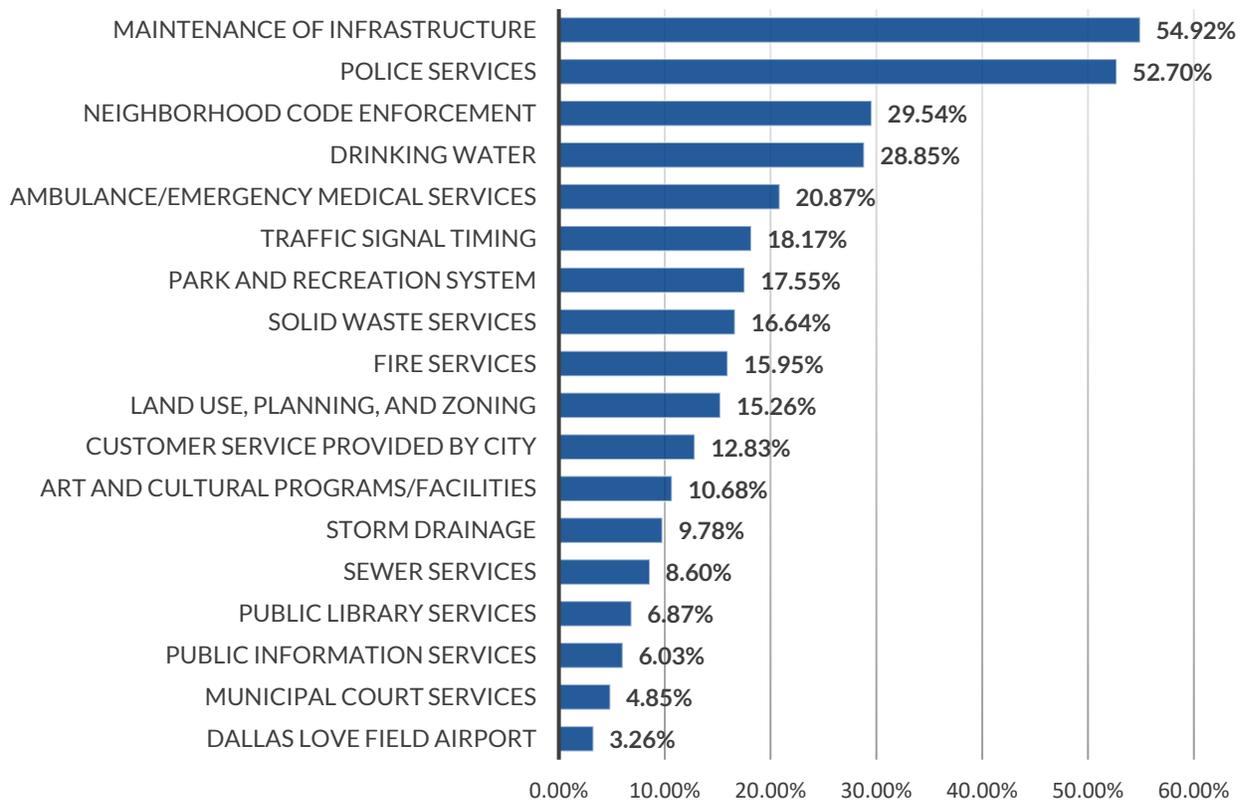
## ENGAGING THE COMMUNITY

Community engagement is a key step in developing our annual budget. Our robust engagement activities this year included input at general City-planned events, online and written surveys, public hearings, and town hall meetings.

The City Manager and staff attended meetings throughout Dallas to see and hear from residents firsthand the needs of the community. He also had an opportunity to have a little fun at events like ‘Chief on the Beat’ at Beckley-Saner Recreation Center. Other community events where residents shared feedback were Women’s History Month activities, the Senior Games Opening Ceremony, and Annual Egg Hunts.

The City also completed its biannual community survey of residents, a scientifically tested tool for the City to gather feedback. In completing the survey, residents shared their perceptions of City services and the general quality of life in Dallas. Results from the community survey varied by district, but three top priorities emerged: maintenance of infrastructure, police services, and neighborhood code enforcement. These items form the foundation of the FY 2018-19 and FY 2019-20 budgets.

## MAJOR SERVICE PRIORITIES

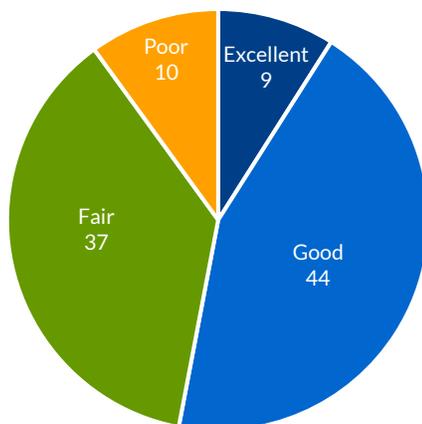


# 2018 COMMUNITY ENGAGEMENT

The items residents felt were the biggest problems in the City, based on the percentage of residents who rated the item as a “major” problem, were homelessness (64 percent), infrastructure and streets (58 percent), drugs (56 percent), crime (48 percent), and aggressive solicitation and panhandling (41 percent).

In terms of overall satisfaction, Dallas has consistently outperformed other large cities during the past seven years. The City’s Composite Satisfaction Index, based on an average satisfaction rating of 12 major service categories, is 101.8 – significantly better than the large U.S. city average of 93.2.

## QUALITY OF CITY SERVICES



Overall, 53 percent of residents rated City services “excellent” or “good.” Specific services residents rated highly include:

- Dallas Love Field Airport (91 percent)
- Fire services (89 percent)
- Public library services (85 percent)
- Art and cultural programs/facilities (84 percent)
- Sewer services (78 percent)
- Ambulance/emergency medical services (78 percent)

For complete results of our community survey, please visit [the Office of Budget website](#).

In addition to onsite meetings, the City collected responses to an online survey. In total, residents completed 1,382 surveys, with 143 surveys collected at community meetings. This year, we also included surveys collected through City Hall on the Go, allowing us to engage a wider range of residents.

We thank all residents who attended sessions, completed surveys, or provided comments during the development of this year’s budget. City leadership is encouraged that residents know we are listening and working hard to keep Service First