

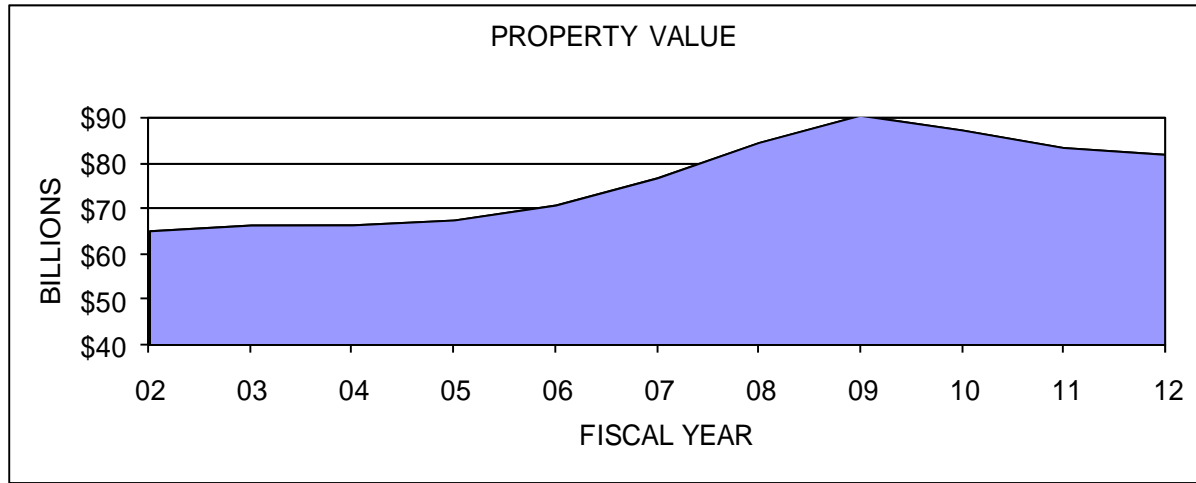
# MAJOR REVENUE SOURCES

## GENERAL FUND MAJOR REVENUE SOURCES

The revenue sources described in this section account for \$870,025,085 of the City's total General Fund operating revenues and \$207,867,166 of the Tax Supported Debt Service revenues.

### PROPERTY TAXES

Property (ad valorem) taxes attach as an enforceable lien on property as of each January 1st. The City's property tax is levied each September on the assessed value listed as of the prior January 1<sup>st</sup> for all real property and income-producing personal property located in the City. Assessed values are established by the four Counties in which the City of Dallas is located, 100% of the estimated market value and certified by the Appraisal Review Board. The assessed taxable value for the tax roll as of January 1, 2011 (upon which the FY 2011-12 levy is based) is \$81,993,746,356. The 2011 tax roll is 1.7% less than the 2010 tax roll.



The City is permitted by Article XI, Section 5 of the State of Texas Constitution to levy taxes up to \$2.50 per \$100 of assessed valuation for general governmental services including the payment of principal and interest on general obligation long-term debt. The tax rate for the year ending September 30, 2012 is 79.70¢ per \$100 of which 53.79¢ is allocated for general government operations and maintenance and 25.91¢ is allocated for general obligation debt service payments.

Taxes are due January 31st following the September levy and are considered delinquent after January 31st of each year. Based upon historical collection trends, current tax collections for the year ending September 30, 2012 are estimated to be 96.40% of levy and will generate \$425,166,765 in General Fund revenues and \$204,797,748 in Debt Service revenues for a total of \$629,964,513 in revenues. Prior year taxes, penalties, and interest are expected to produce an additional \$11,120,539 in revenues.

# MAJOR REVENUE SOURCES

## **AMBULANCE REVENUES**

The Dallas Fire Department provides emergency ambulance services within the boundaries of the City of Dallas and the City of Cockrell Hill to any person requesting aid. The emergency medical staff transports the individual or individuals to a hospital providing emergency aid for a transport charge plus itemized charges. The charge is \$800 for residents and \$900 for non-city residents, and \$125 for treatment/non-transport services.

The billing and collection of ambulance fees is provided by an outside agency through a contract with the City of Dallas. To estimate the FY 2011-12 revenue, historical information is used to project the gross amount billed, and a projected rate is applied to this amount.

## **SANITATION SERVICES REVENUE**

Sanitation Services Revenue is collected to match the cost of providing garbage collection, brush and bulky collection, and recyclables collection services for residential customers and a few small commercial customers. This revenue is based on fees, which are collected through the monthly utility bills issued by Dallas Water Utilities. The FY 2011-12 estimated revenue is determined by multiplying the current residential rate of \$20.25 per month (no change from FY10-11) by the projected number of residential customers, plus estimates for fees for “pack out” service, commercial customers’ fees, and fees for collection of dead animals from vets and pet rescue shelters. The Sanitation rate is directly supported by revenues from the residential recycling program – which is estimated to increase by 61% over the FY11 recycling revenue. In addition, an allowance of 1.25% is assumed for uncollectible accounts.

## **PRIVATE DISPOSAL REVENUE**

Private Disposal Revenue is collected primarily at the McCommas Bluff Landfill from private (commercial) waste haulers for the privilege of disposing of solid waste at the site. The rate at the McCommas Bluff Landfill stays unchanged at \$21.50 per ton in FY 2011-12. The Bachman Transfer Station rate remains unchanged at \$47 per ton. City of Dallas residents hauling their own household and yard wastes are exempt from the fees. Commercial haulers may also elect to enter into a disposal contract with the City, allowing for a discount from the posted rate in exchange for a guaranteed minimum amount of waste disposal over a specific time period. The FY 2011-12 figure is determined by projecting an estimate for commercial waste tons to be delivered to the landfill at the solid waste disposal fee, with consideration for waste tonnage under disposal contracts continuing into FY 2011-12. In addition, an allowance of 1.7% is assumed for uncollectible accounts.

# MAJOR REVENUE SOURCES

## **FRANCHISE FEE REVENUE**

The City of Dallas maintains non-exclusive franchise agreements with utilities and other service providers that use the City's right-of-ways to provide services to the public. These franchise ordinances provide for compensation to the City in the form of franchise fees. These fees are in lieu of all other fees and charges related to the use of the right-of-ways. They are in addition to sales and ad valorem taxes.

Generally, franchise fees are calculated based on a percentage of the companies' gross receipts as a result of doing business in Dallas. Time Warner, pays a fee equal to 5% of gross receipts, paid monthly, 30 days after the end of the period covered. Franchise fees for Atmos Energy are 4% of their gross receipts, paid quarterly, by wire transfer. Projections for FY 2011-12 revenues for cable are based on historical data trended forward using regression analysis. Franchise fees for TXU Electric are based on a fee per kilowatt hour consumed and are projected for FY 2011-12 using historical data, trended forward by statistical analysis techniques and normalized for weather.

Certificated telecommunications providers no longer pay franchise fees to the City. Pursuant to Local Government Code 283 telecommunications providers must compensate the City for use of the right-of-way on a per access line basis. These fees are to be paid to the City 45 days after the end of each calendar quarter. It is anticipated that these municipal fees for all telecommunications providers in the City will total \$29,425,003 for FY 2011-12.

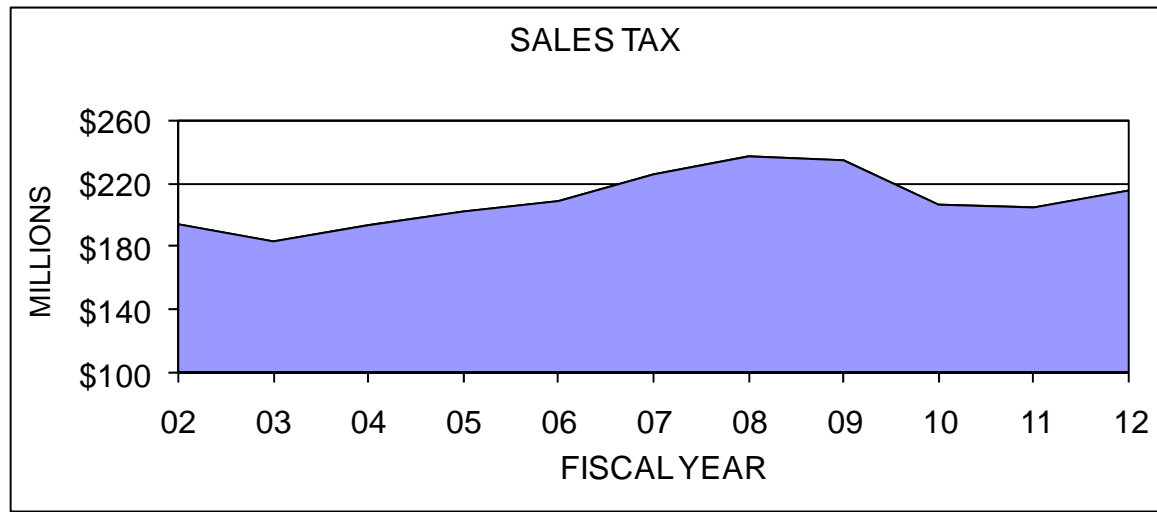
## **MUNICIPAL COURT REVENUES**

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

# MAJOR REVENUE SOURCES

## SALES TAX

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



As illustrated in the accompanying graph, sales tax receipts have increased from \$194.1 million in FY 2001-02 to a projected \$215,508,103 million in FY 2011-12. Sales tax revenues are historically volatile; therefore, actual collections may differ significantly from the budgeted amount.

## SECURITY ALARM PERMIT FEE

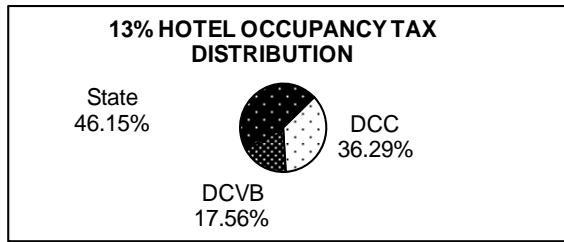
The City of Dallas charges an annual permit fee of \$50 for a residence and \$100 for a business permit. A permitted alarm site is allowed three free false burglar alarms in a twelve-month period. The 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> false burglar alarms are \$50, 7<sup>th</sup> and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

# MAJOR REVENUE SOURCES

## ENTERPRISE FUND MAJOR REVENUE SOURCES

### HOTEL OCCUPANCY TAXES

The Hotel Occupancy Tax rate in the City of Dallas is 13% of the room rate charged within the City limits. This tax is collected by the Hotel at the point of sale and forwarded to the State (6%) and City (7%) on a monthly basis.



Of the 7% received by the City of Dallas, 32.6% of it is distributed to the Dallas Convention and Visitors Bureau (DCVB) to market and promote the City of Dallas as a convention and tourist destination and 67.4% of it is retained by Dallas Convention Center to support operations and capital improvements.

Hotel occupancy tax revenues are historically volatile; therefore, actual collections may differ significantly from the budgeted amount. For Budget FY 2011-12, the City's portion of the Hotel Occupancy Tax revenue (7%) is projected at \$34,600,000. The

distribution of the 13% hotel occupancy tax is illustrated in the accompanying graph.

### STORM WATER REVENUES

The Storm Drainage Management Utility 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), operation, maintenance and enhancement of the levee system, and operating and maintenance of the City's storm natural and improved storm drainage system. Compliance activities include, but are not limited to: water quality sampling and analysis; creek monitoring; public education and outreach; hazardous spill response, cleanup and disposal; construction compliance inspections, industrial facility inspections; and engineering, design and inspection of storm sewer infrastructure. Drainage system operating and maintenance activities include, but are not limited to: natural and improved channel maintenance; creek, river and levee maintenance; cleaning and maintenance of storm sewers and inlets; and monthly sweeping of the City's major thoroughfares. The fee is billed and collected through the monthly water bill.

The FY 2011-12 projected revenue and rates are based on the results of a recent rate and structure study. Proposed fees are based on size (gross parcel size), a calculated drainage area, and general use (raw vacant land, residential, or commercial) of each property within the City. The fees were last adjusted in 2009. FY 2011-12 projected revenue provides for a 30-day fund reserve in accordance with the City's Financial Management Criteria.

# MAJOR REVENUE SOURCES

## WATER/WASTEWATER REVENUES

The Water Utilities Department is owned and operated by the City of Dallas as a self-supporting enterprise fund. The department receives no tax dollars and obtains its revenues through the sale of water and wastewater services in five customer classes. These classes are Residential, General Service, Municipal, Optional General Service, and Wholesale. The wholesale customer class is comprised of 23 communities outside the City of Dallas which receives water service, and 11 communities, which receive wastewater service. Rates for each class are determined by a cost of service study that assigns costs to each class based on the department's cost to provide them with these services.

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

- 38.3% of the revenues come from the Residential class,
- 40.9% comes from the General class,
- 0.8% comes from the Municipal class,
- 3.5% comes from the Optional General class
- 16.5% comes from the Wholesale class.

These revenues are used to pay for the following:

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

The Water Utilities Department also receives other miscellaneous revenues such as, but not limited to, interest earnings, connection fees, and system improvement contributions. In FY 2011-12, water and wastewater revenues will total \$551.9M including a 5.9% increase in retail revenues. Water revenues can fluctuate depending on the summer temperatures and the amount of rainfall in the area.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program

1. The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of undesignated fund balance accumulated through prior year surplus. Nonrecurring or one-time revenues should, to the extent possible, only be used for one-time expenditures (expenditures not expected to reoccur and requiring future appropriations) to avoid future shortfalls.
  
2. The year-to-year increase of actual revenue from the levy of the ad valorem tax will generally not to exceed 8%:
  - Excluding taxable value gained by through annexation or consolidation;
  - Excluding the value gained through new construction;
  - Excluding expenditure increases mandated by the voters or another governmental entity; and
  - Not excluding the valuation gained through revaluation or equalization programs.
  
3. Debt will not be used to fund current operating expenditures.

### Status

In Compliance

In Compliance  
The percentage change in base revenue (from FY 2010-11 to FY 2011-12) is -2.0%.

Adjusted revenues cannot exceed “base” revenues more than 8%.

Base revenues = FY 2010-11 budgeted revenues from current tax roll (in 000's)	\$ 640,832
2011-12 Ad-Valorem Tax Revenue	\$ 629,965
Less: Voter Mandated-Debt Service	(\$ 3,832)
Growth from Annexation	\$ 0
Growth from New Construction	\$ 5,623
Adjusted revenue recommendation:	\$ 628,174
% Change from base revenues:	-2.0%

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

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program (Continued)

4. All retirement systems will be financed in a manner to systematically fund liabilities. The City will assure sufficient funds are provided to pay current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a programmed period. No less than annual reviews will be provided to Council by the pension funds.

### Status

In Compliance

5. Actuarial analysis will be performed annually on all retirement systems. Adjustments in benefits and contributions will be authorized only after meeting the test of actuarial soundness. All health plans should have actuarial reviews performed bi-annually to determine the required levels of funding necessary. These health plans shall be financed in a manner to ensure sufficient funds are available to fund current liabilities and provide some reserve levels for extraordinary claims.

In Compliance

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

Not In Compliance

Convention & Event Services does not have sufficient fund balance to meet the guideline.



# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program (Continued)

7. The Emergency Reserve shall be used to provide for temporary financing of unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, a 5% decline in property values, or an unexpected liability created by Federal or State legislative action. Funds shall be allocated from the Emergency Reserve only after an analysis has been prepared by the City Manager and presented to City Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources. The analysis shall address the nature of the adopted expenditure and the revenue requirement in subsequent budget years. Prior to allocating funds from the Emergency Reserve, the City Council shall find that an emergency or extraordinary need exists to justify the use of these funds. Funds shall be allocated each year in the budget process to replace any use of the Emergency Reserve funds during the preceding fiscal year to maintain the balance of the Emergency Reserve levels.

### Status

In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program (Continued)

8. The Contingency Reserve shall be used to provide for unanticipated needs that arise during the year: for example, expenses associated with new service needs that have been identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve cost savings. Funds shall be allocated from the Contingency Reserve only after an analysis has been prepared by the City Manager and presented to the City Council outlining the initial and recurring costs associated with the adopted expenditure. Additionally, these funds would be used prior to use of the Emergency Reserve funds. Funds shall be allocated each year in the budget process to replace any use of the Contingency Reserve funds during the preceding fiscal year and to maintain the balance of the Contingency Reserve at a level ranging from ½% to 1% of budgeted departmental expenditures.

### Status

In Compliance

The proposed Contingency Reserve level is \$5,100,000 or 0.5% of the General Fund budget. It will be funded from FY 2010-11 Contingency Reserve ending balance of \$3,436,886 and FY 2011-12 General Fund contribution of \$1,663,114.

## FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

### FY 2011-12 Proposed Budget Status

#### Operating Program (Continued)

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

#### Status

In Compliance

Emergency Reserve  
9/30/11 (projected ending balance)   \$ 17.6M

Contingency Reserve  
9/30/11 (projected ending balance)   \$ 3.4M  
FY2011-12 appropriations           \$ 1.7M

Fund Balance 9/30/11 (projected)   \$ 40.0M

Combined   \$ 62.7M  
\$62.7M is 6.2% of the proposed General Fund budget

10.A Risk Reserve shall be maintained at a level, which, together with purchased insurance policies, adequately protects the City's assets against loss. An analysis shall be conducted every three years or when the deductible level of the City's property insurance is modified (whichever is earlier), to determine the appropriate level of this reserve.

In Compliance

The proposed Risk Reserve level is \$1,250,000. It will be funded from the FY 2010-11 Risk Reserve ending balance of \$1,250,000.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program (Continued)

11. A General Fund liability fund shall be budgeted annually to provide for outstanding and anticipated claims expense and resulting liabilities during the budget year. An individual judgment settlement cap is set at \$5,000,000. The Emergency Reserve will be accessed should the cap be exceeded. An independent actuarial analysis shall be conducted every two years to determine the appropriate level of this fund.
12. Consider the establishment of a Landfill Closure / Post-Closure Reserve to provide for any future potential liabilities. Analysis will be performed periodically to determine appropriate timing and amount of funding needs. Funds could be allocated from an increase in user fees.
13. Operating expenditures will be programmed to include current costs of fully maintaining City facilities, including parks, streets, levees, vehicles, buildings, and equipment. A cost benefit analysis will be performed on replacement cost versus projected required maintenance costs to determine the level at which City facilities should be maintained. The analysis will also determine the long-term cost of any potential deferred maintenance cost. Normal maintenance will be funded through the operating budget.
14. An annual assessment and five year projection for all equipment and maintenance needs should be performed, and a maintenance and replacement schedule developed based on the projection.

### Status

- In Compliance  
The proposed Liability/Claims Fund will be funded at \$8,568,433. It will be funded from the Liability/Claims Fund FY2010-11 ending balance of \$1,249,240, and FY2011-12 General Fund contribution of \$5,288,198, General Fund departmental contributions of \$735,465 and other funds contributions of \$1,295,530.
- Establishment of reserve is not recommended at this time.
- Not In Compliance
- In Compliance, current replacement fleet and IT equipment schedules are prepared.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Operating Program (Continued)

15. An annual review of selected fees and charges will be conducted to determine the extent to which the full cost of associated services is being recovered by revenues. All fees and charges will be reviewed at least once every four years.

### Status

In Compliance  
A fees and charges study will be completed for approximately 25% of all fees in FY 2011-12.

### Capital and Debt Management

16. Any capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project. (Bonds issued for street resurfacing shall be financed for a period not to exceed 10 years.)

In Compliance

17. The net (non self-supporting) General Obligation (G.O.) Debt of Dallas will not exceed 4% of the true market valuation of the taxable property of Dallas.

In Compliance  
1.8%

18. Total direct plus overlapping debt shall be managed so as to not exceed 8% of market valuation of taxable property of Dallas. All debt, which causes total direct plus overlapping debt to exceed 6% of market valuation, shall be carefully planned and coordinated with all overlapping jurisdictions.

In Compliance  
4.5%

19. Interest expenses and other capital related expenses incurred prior to actual operation will be capitalized only for facilities of enterprise activities.

In Compliance

20. Average (weighted) General Obligation bond maturities (exclusive of Pension Obligation Bonds) shall be kept at or below 10 years.

In Compliance  
6.6 Years

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

<u>Capital and Debt Management (Continued)</u>	<u>Status</u>
21. Annual General Obligation debt service (contribution) including certificates of obligation debt for risk management funding shall not exceed 20% of the total governmental fund expenditures (comprised of general fund, special funds, debt service funds and capital project funds).	In Compliance 14.0% (Annual Debt Service Contribution, \$233.9m / Proposed Outstanding Debt at 9/30/12 , \$1.67b)
22. Per Capita General Obligation Debt including Certificates of Obligation, Equipment Acquisition Notes and General Obligation Bonds will be managed to not exceed 10% of the latest authoritative computation of Dallas' per capita annual personal income.	In Compliance 3.0% Total Debt 2.4%-GO Bond Debt
23. Debt may be used to finance betterments intended to extend service life of original permanent capital improvements under the following conditions: <ul style="list-style-type: none"> <li>• the original improvement is at or near the end of its expected service life;</li> <li>• the betterment extends the life of the original improvement by at least one third of the original service life;</li> <li>• the life of the financing is less than the life of the betterment;</li> <li>• the betterment is financed through either C.O.'s or G.O.'s.</li> </ul>	In Compliance
24. Interest earnings from G.O. Bonds shall be used solely to fund capital expenditures, debt service, or used to fund a reserve for capital contingencies.	In Compliance

## FINANCIAL MANAGEMENT PERFORMANCE CRITERIA FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

<u>Capital and Debt Management (Continued)</u>	<u>Status</u>
25. Certificates of Obligation should be used only to fund tax-supported projects previously approved by the voters; or for risk management funding as authorized by the City Council; or non-tax revenue-supported projects approved by City Council.	In Compliance
26. Certificates of Obligation (C.O.) Debt including that for risk management funding supported by an ad valorem tax pledge should not exceed 15% of total authorized and issued General Obligation (G.O.) Debt. <ul style="list-style-type: none"> <li>• All C.O.'s issued in lieu of revenue bonds should not exceed 10% of outstanding G.O. Debt.</li> </ul>	In Compliance 0.6%
27. Certificates of Obligation will be limited to projects consistent with Financial Management Performance Criteria for debt issuance.	In Compliance
28. Certificates of Obligation for an enterprise system will be limited to only those projects, which can demonstrate the capability to support the certificate debt either through its own revenues, or another pledged source other than ad valorem taxes.	In Compliance
29. Certificates of Obligation authorization will remain in effect for no more than five years from the date of approval by the City Council.	In Compliance
30. Certificates of Obligation authorized for risk management funding shall be issued for a term not to exceed 20 years.	In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

- |   | <u>Status</u> |
|---|---------------|
| 31. Tax Increment Financing zones should be established where revenues will recover 1.25 times the public cost of debt in order to provide an adequate safety margin.   | In Compliance |
| 32. A Tax Increment Financing Reinvestment Zone may not be created if more than 10 percent of the property in the adopted zone, excluding property dedicated for public use, is used for residential purposes. "Residential purposes" includes property occupied by a house, which is less than five living units.  | In Compliance |
| 33. Pursuant to the provisions of the Texas Tax Code, the City creates reinvestment zones both for tax increment financing ("TIF RZ") and for the tax abatement ("TA RZ"). TA RZs are created for the purpose of granting tax abatement on real or business personal property or both located in the TA RZ. For the FMPC, TIF RZs and TA RZs shall be referred to as Reinvestment Zones ("RZ"). | In Compliance |

No RZ can be created if the total property tax base of certain TIF RZs plus the total real property and business personal property tax base (if there is business personal property tax being abated) of TA RZs exceeds 10% of the total tax base (all real and business personal property) of the City. Reinvestment zones that are no longer collecting tax increment or abating taxes (i.e. now contributing 100% to the City of Dallas property tax revenues) will be excluded from the calculation.



# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

### Status

34. All PID and TIF proposals, even “pay-as-you-go” projects, will be evaluated for service impact. A five-year fiscal note must accompany any request to establish a PID or TIF including repayment terms of any inter-fund borrowing. In Compliance
35. All adopted PID or TIF debt issuances supported by a district's revenues, are subject to the following criteria: In Compliance
- Coverage Tests - The project should provide for revenues, net of overlapping taxes, of 1.25 times maximum annual debt service requirement. The issuance of TIF bonds may be considered prior to achieving coverage ratio of 1.25 if:
    - a developer or property owner provides a credit enhancement such as a letter of credit or bond insurance from an AAA-rated financial institution for the entire amount of the debt issue; and
    - in the event that there is insufficient TIF increment revenues to retire TIF bonds, which event consequently requires that the credit enhancement mechanism be called upon to service the TIF bonded indebtedness, contingent liability to reimburse a credit-enhancer would be the sole liability of the developer or its affiliates; and
    - in the event that there are changes in the rating of the financial institution providing credit enhancement, then that institution shall be replaced with an AAA-rated financial institution within 90 days; and

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

### Status

- in the event that no replacement of an AAA-rated institution is provided, no further TIF bonds in advance of the 1.25 coverage ratio will be provided for any additional TIF projects undertaken by the developer or its affiliates.
- Additional Bonds Test - the project should include an additional bonds test parallel to the coverage test.
- Reserve Fund - the project should include a debt service reserve fund equal to the maximum annual debt service requirements.
- Limitations on Amount of PID/TIF Bonds- The total amount of PID/TIF indebtedness will be included and managed as part of the City's overlapping debt, and
- The total amount of PID/TIF debt outstanding should generally not exceed 20% of the City's outstanding general obligation indebtedness.
- PID/TIF bonds should be limited to projects consistent with the City's previously adopted Financial Management Performance Criteria for debt issuance.
- PID bonds should be limited to those projects, which can demonstrate the ability to support the debt either through its own revenues or another pledge source other than ad valorem taxes.
- PID/TIF bond authorizations should remain in effect for no more than five years from the date of City Council approval.

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

	<u>Status</u>
36. All adopted PID or TIF debt issuances must mature on or before the termination date of the respective PID or TIF district and, further, all bonds must also conform to the district's Financial Plan by maturing on or before the plan's projected date by which all district expenses would be paid, repayment of bonds.	In Compliance
37. The City will not propose the issuance of any unrated, high yield PID/TIF bond which could be labeled a "high risk bond" except for small (less than \$5 million) private placements coordinated with the City's Financial Advisor. <ul style="list-style-type: none"><li>• All projects must be carefully evaluated for credit-worthiness and meet the criteria above whether or not a credit rating is obtained.</li></ul>	In Compliance
38. The City should use PID/TIF bonds only when other options have been considered.	In Compliance
39. Advance refundings and forward delivery refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 4%.  Current refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 3%.	In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Capital and Debt Management (Continued)

40. Each Enterprise Fund (where applicable) will maintain fully funded debt service reserves. A surety bond (or other type of credit facility such as a letter of credit) may be used in lieu of funding the reserve if the former is economically advantageous.

### Status

In Compliance

### Accounting, Auditing, and Financial Planning

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

In Compliance

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

Not In Compliance

FY 2009-10 CAFR was issued June 10, 2011.

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

In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### **Budget**

- |   |               |
|---|---------------|
| 44. Revenues and expenditures will be projected annually for at least three years beyond the current budget projections.  | In Compliance |
| 45. Financial systems will be maintained to monitor expenditures, revenues and performance of all municipal programs on an ongoing basis.   | In Compliance |
| 46. Operating expenditures will be programmed to include the cost of implementing service of the capital improvements, and future revenues necessary for these expenditures will be estimated and provided for prior to undertaking the capital improvement.  | In Compliance |
| 47. A report reflecting end of fiscal year status of performance against these criteria will be prepared within 60 days after official presentation of the Comprehensive Annual Financial Report to the City Council. A pro forma report reflecting Proposed Budget status will be submitted with the City Manager's Proposed Budget each year. | In Compliance |

### **Cash Management**

- |   |               |
|---|---------------|
| 48. Investments will be made in conformance with the City's investment policy, with the primary objectives of preservation of capital, maintenance of sufficient liquidity and maximization of return on the portfolio. | In Compliance |
| 49. The accounting system and cash forecasting system will provide regular information concerning cash position and investment.   | In Compliance |

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Cash Management (Continued)

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

### Status

Not in Compliance, Convention and Event Services will not maintain a positive cash balance due to timing of receivables.

### Grants and Trusts

51. All grants will be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations will be managed and expended according to the wishes and instructions of the donor.

In Compliance

52. Prior to acceptance of proposed gifts and donations and governmental grants a fiscal review will be conducted. The review should consider matching requirements, impacts on both revenues and expenditures for the next five years, whether the objectives of the gifts, donation or grants meet the strategic goals of the City, and any potential impact of loss of funds.

In Compliance

### Dallas Water Utilities

1. Current revenues will be sufficient to support current expenses including debt service and other obligations of the system.

In Compliance

2. Long-term debt will be used only for capital expansion, replacement and improvement of plant, not for current expenses.

In Compliance

# FINANCIAL MANAGEMENT PERFORMANCE CRITERIA

## FY 2011-12 Proposed Budget Status

### Dallas Water Utilities (Continued)

- |   | <u>Status</u>   |
|---|---|
| 3. Short-term debt, including tax-exempt commercial paper, will be used as authorized for interim financing of projects which result in capital improvements. The authorization of tax-exempt commercial paper will be limited to 20% of the 10-year capital improvement program in effect at the time of the commercial paper authorization. No commercial paper program will be authorized for more than ten years. Outstanding tax-exempt commercial paper will never exceed the amount authorized by Council. | In Compliance   |
| 4. Contingency reserves will be appropriated at a level sufficient to provide for unanticipated, nonrecurring expenditures.   | In Compliance   |
| 5. Debt financing for capital projects will not exceed the useful life of the asset, and in no case shall the term exceed 30 years.   | In Compliance   |
| 6. An unreserved cash balance will be maintained such that it provides a minimum quick ratio of 1.50 and at least 30 days of budgeted expenditures for operations and maintenance in net working capital.   | In Compliance   |
| 7. Net revenues available for debt service should be at least 1.5 times the maximum annual principal and interest requirements of relevant outstanding revenue bonds at the end of the fiscal year, and at least 1.3 times maximum-year requirements at all times, measured during a fiscal year using the previous year net revenues available for debt service.   | In Compliance<br>1.61 times maximum annual principal and interest |

## FINANCIAL MANAGEMENT PERFORMANCE CRITERIA FY 2011-12 Proposed Budget Status

### Dallas Water Utilities (Continued)

### Status

- |  |   |
|--|---|
| 8. Current revenues which are more than operating expenses and debt service will be used for capital expenditures and other water and wastewater purposes.   | In Compliance   |
| 9. Funds available from current rates in each fiscal year for system rehabilitation, replacement, and expansion will be appropriated equal to or more than financial statement depreciation expense reasonably estimated in the same year.   | In Compliance   |
| 10. Capital financing will be provided through a combination of revenue bonds, current revenues, contributed capital, and short-term debt. An equity to debt ratio of at least 20% should be maintained on all capital projects.   | In Compliance   |
| 11. Retail cost of service studies will be performed at least every two years and reviewed annually. Rate adjustments will be recommended when required, but, normally, no more frequently than annually.  | In Compliance   |
| 12. Wholesale treated water rates for customer cities and other governmental entities will be determined on the basis of the inter-city agreement of 1979. Wholesale wastewater and untreated water rates will be determined on the basis of contractual agreements with wholesale customers. Rates shall be adjusted annually if cost of service studies indicate a need therefore. | In Compliance, current agreement approved by council in 2010. |
| 13. Funds generated by Dallas Water Utilities will be used solely for the development, operation, and maintenance of the water and wastewater utility system.  | In Compliance   |



# GLOSSARY OF BUDGET TERMINOLOGY

## **AD VALOREM TAX**

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

## **AGENCY FUND**

Agency fund consists of resources retained by the governmental unit as an agent for another governmental unit.

## **APPROPRIATION**

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

## **ARBITRAGE**

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

## **ASSESSED VALUATION**

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

## **BOND**

A written promise to pay a sum of money on a specified date at a specified interest rate. General Obligation (GO) and Revenue Bonds are used for funding permanent capital improvements such as buildings, streets, and bridges.

## **BUDGET**

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

## **CAPITAL CONSTRUCTION FUND**

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

## **CAPITAL EXPENDITURE**

A capital expenditure is the acquisition or construction of an asset that has a useful life greater than one year.

# GLOSSARY OF BUDGET TERMINOLOGY

## **CAPITAL GIFTS AND DONATIONS**

Contributions by individuals or organizations for the purpose of funding capital improvements within the scope of interest of the donor.

## **CAPITAL IMPROVEMENT PROGRAM (CIP)**

The City's plan to finance major infrastructure development and improvement. It is primarily funded through General Obligation Bonds and Revenue Bonds.

## **CAPITAL PROJECTS FUND**

Fund used to account for and report financial sources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

## **CERTIFICATE OF OBLIGATION (CO)**

A written promise secured by the full faith and credit of the City. Used for funding permanent capital improvements. Debt Service is paid from ad valorem taxes or operating revenues.

## **COMMERCIAL PAPER**

A short-term promissory note offering flexibility to borrow as needed at the time of the actual award of projects instead of sale of bond. Used for interim financing for water and wastewater improvements.

## **COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)**

Federal funds available to municipalities specifically for activities and programs to create viable urban communities for low and moderate income persons.

## **CONTINGENCY RESERVE**

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

## **CONTRACTUAL SERVICE**

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

## **DEBT SERVICE**

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

# GLOSSARY OF BUDGET TERMINOLOGY

## **DEPARTMENT**

A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

## **EMERGENCY RESERVE**

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

## **ENCUMBRANCE**

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

## **ENTERPRISE FUND**

These funds are fully supported by charges for service. Each fund establishes revenue-based fees and charges to recoup the costs of providing the services.

## **EQUIPMENT ACQUISITION NOTES**

Short term note financing secured by the full faith and credit of the City used for funding capital equipment purchases. Debt service requirements are met with ad valorem or operating transfers from fee supported funds.

## **FIDUCIARY FUND**

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

## **FINANCIAL MANAGEMENT PERFORMANCE CRITERIA**

The City maintains Financial Management Performance Criteria (FMPC), established in the late 1970's to reflect financial policies that the City believes necessary for planning purposes and to measure sound financial condition. These criteria are applied to the ongoing management of the City's finances and covers the following aspects of financial management: operating programs; capital and debt management; accounting, auditing and financial planning; cash management; grants and trusts; and Dallas Water Utilities.

## **FINES AND FORFEITURES**

Charges levied by City departments to individuals and businesses that are resolved through payment or loss of property.

## **FISCAL YEAR**

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

# GLOSSARY OF BUDGET TERMINOLOGY

## **FRANCHISE FEE**

A fee levied by the City Council on businesses that use the City's right-of-way to deliver services. This fee is usually charged as a percentage of gross receipts.

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

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

## **FULL YEAR FUNDING**

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

## **FUND**

A fiscal and accounting entity with a self-balancing set of accounts (assets, liabilities, fund balance) which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

## **FUND BALANCE**

The difference between a fund's assets and liabilities. For the purposes of this document, two different calculations are utilized. For the General Fund, the unreserved undesignated portion of fund balance is reported. For Other Funds, fund balance is reported as current assets less current liabilities less reserves for encumbrances. For non-enterprise funds, sick and vacation accruals are excluded. For multi-year funds, reserves for encumbrances are not excluded. For funds that utilize inventory accounting, inventory encumbrances are not deducted (to avoid double-reduction).

## **GENERAL CAPITAL RESERVE**

Depository for proceeds from property sale, abandonments, or reimbursements of prior loans/advances providing funds for Capital Improvements and/or to provide interim financing for Capital Projects.

## **GENERAL FUND**

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

# GLOSSARY OF BUDGET TERMINOLOGY

## **GENERAL OBLIGATION BOND**

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

## **GRANT**

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

## **IN SERVICE DATE**

Date on which a City facility is available to the public.

## **INTER-DEPARTMENT FINANCING**

Short-term interim financing from one City department to another City department (necessary due to timing of project with permanent financing mechanism) with the repayment of the loan plus interest once permanent financing is in place.

## **INTEREST EARNED**

Assets collected through investment of cash.

## **INTERFUND REVENUE**

Assets transferred from one fund to another for services rendered. These are revenues from various funds that provide indirect cost payments to the General Fund. In addition, this revenue also includes Dallas Water Utilities street rental payment and surplus property auction revenue.

## **INTERGOVERNMENTAL REVENUE**

Money collected from other governmental entities.

## **INTERNAL SERVICE FUND**

Fund used to account for goods or services given to one department by another on a cost reimbursement basis.

## **KEY FOCUS AREA**

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

# GLOSSARY OF BUDGET TERMINOLOGY

## **LIABILITY RESERVE**

Funds reserved for outstanding current and forecasted future liabilities.

## **LICENSE AND PERMITS REVENUE**

These are revenues related to various license and permit fees.

## **MISCELLANEOUS REVENUE**

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

## **MODIFIED ACCRUAL BASIS OF ACCOUNTING**

Basis of accounting according to which (a) revenues are recognized in the accounting period in which they became available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

## **ONE TIME RESOURCES**

These are non-recurring revenues, which will be used for one-time expenses.

## **OPERATING AND MAINTENANCE COST**

Operational cost incurred by a facility for one year.

## **OPERATING BUDGET**

The personnel, supply, service, and short term capital expenditures of a department.

## **PERMANENT FUND**

Fund used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for the benefit of the government or its citizenry.

## **PROGRAM**

A sub-unit of a department.

## **PROPRIETARY FUND**

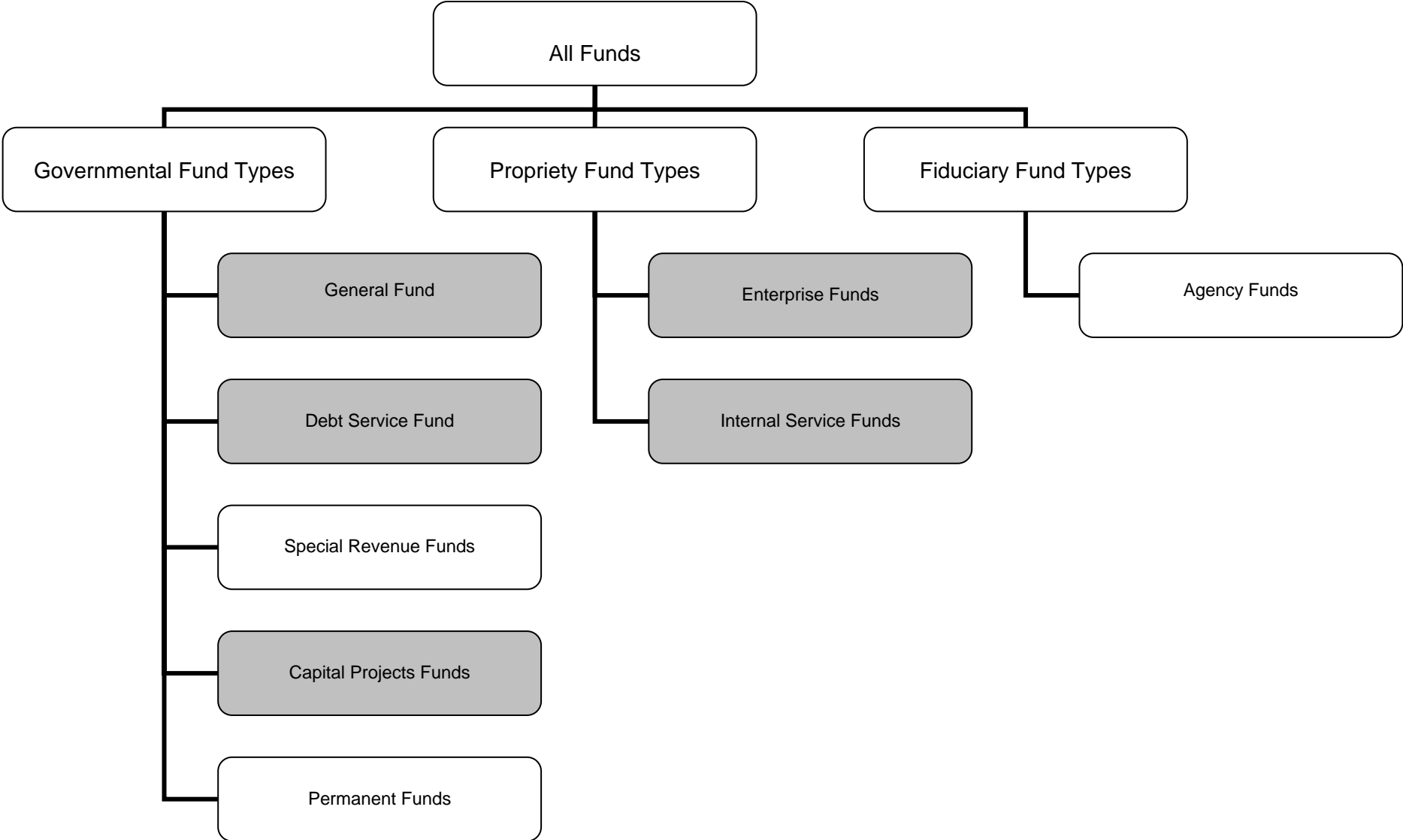
A proprietary fund is one having profit and loss aspects. The two types of proprietary funds are enterprise and internal service funds.

## **GLOSSARY OF BUDGET TERMINOLOGY**

### **SPECIAL REVENUE FUND**

Fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

# CITY OF DALLAS FUND STRUCTURE



Note: Shading indicates Funds included with FY 2011-12 Budget



# COMMUNITY PROFILE

## CITY OF DALLAS, TEXAS

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

*\*Source: U.S. Census Bureau, 2010 Population Estimates*

**Population Trends (Census Data):**

1960	679,684		1990	1,007,618
			2000	1,188,580
			2010	1,197,816

The following denotes the 2010 estimate for population and racial/ethnic composition of the City of Dallas:

**Population by Race:**

Hispanic	42.4%
White	28.8%
Black	24.6%
American Indian	0.3%
Asian	2.8%
Other	0.2%
Two or more races	1.0%

**Population by Sex:**

Female	50%
Male	50%

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

**Population by Age:**

Under 18 years	26.5%
19 to 24 years	10.5%
25 to 34 years	18.4%
35 to 49 years	20.7%
50 to 64 years	15.1%
65 and over	8.8%
 Median Age	 31.8

*\*Source: U.S. Census Bureau, 2010 Population Estimates*

**Total area (in square miles):**

Land area (in square miles):	384.93
Lake Area (in square miles)	343.56
	41.37

**Climate:**

Daily Mean Temperature, Annual Average (July 2010-June 2011)	68°F
Precipitation, Average Annual Total (July 2010-June 2011)	33.18 inches

*\*Source: U.S. Oceanic and Atmospheric Administration*

**Miles of Streets:**

Paved (lane miles)	11,661.76
Unpaved (gravel)	22.94

**Number of street lights**

86,078

**Fire Protection:**

Number of stations	56
Number of uniformed personnel (FTEs, FY 2011-12 Proposed)	1,927.8

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

**Police Protection:**

Number of stations	7
Number of uniformed personnel (FTEs, FY 2011-12 Proposed)	3,493.8

**Parks:**

Number of Parks	371
Total Park Acreage	23,080

**Public Libraries:**

Public Library Locations	29
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**Transportation:**

Love Field (FY 2010) Total Passengers	7,863,860
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Dallas Executive (General Aviation Airport) Number of operations (annual, FY 2010)	53,053
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Dallas/Forth Worth International Airport (FY 2010) Total Domestic Revenue Passengers	50,860,579
Passenger Enplanements	25,525,998
Domestic Cargo (tons)	383,247

**Construction Activity (FY 2009-10):**

Permits Issued	29,348
Estimated Value	\$1,958,913,994

**Median Family Income:**

\$42,699

\*Source: U.S. Census Bureau, 2009 American Community Survey

**Unemployment Rate (June 2011):**

8.7%

\*Source: Texas Workforce Commission, Not Seasonally Adjusted

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

## **Employment:**

### **Largest Public Companies by Revenue**

(\$ Millions)\*

### **Revenue**

(\$ Millions)

AT&T	124,629.0
Texas Instruments	13,966.0
Dean Foods	12,142.2
Southwest Airlines	12,104.0
Tenet Health Care	9,233.0
Holly	8,322.9
Energy Future Holdings	8,235.0
Energy Transfer Equity	6,598.1
Celanese	5,918.0
Atmos Energy	4,789.7

\*Source: "Fortune 500", Fortune Magazine, 2011

### **Largest Private Employers**

(by Largest Employment Site)\*

### **# Local Employees**

Texas Instruments	9,800
Baylor University Medical Center	5,500
Children's Medical Center Dallas	5,376
Pilgrim's Pride	5,300
AT&T	4,090
Odyssey Healthcare	4,000
Texas Health Presbyterian Hospital Dallas	3,842
Southwest Airlines	3,384
Nations Broadband Inc.	2,500
Medical City Dallas Hospital	2,259

\*Source: Dunn & Bradstreet 2011, Hoovers, Dallas Business Journal 2011 Book of Lists and the Office of Economic Development

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

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

*(Dallas City Limits)\**

University of North Texas Dallas  
University of Texas Southwestern Medical Center at Dallas  
Baylor College of Dentistry (Texas A&M System)  
Criswell College  
Dallas Baptist University  
Paul Quinn College  
University of Phoenix - Dallas  
Dallas County Community College District:  
    El Centro College  
    Mountain View College  
    Richland College  
    Cedar Valley College

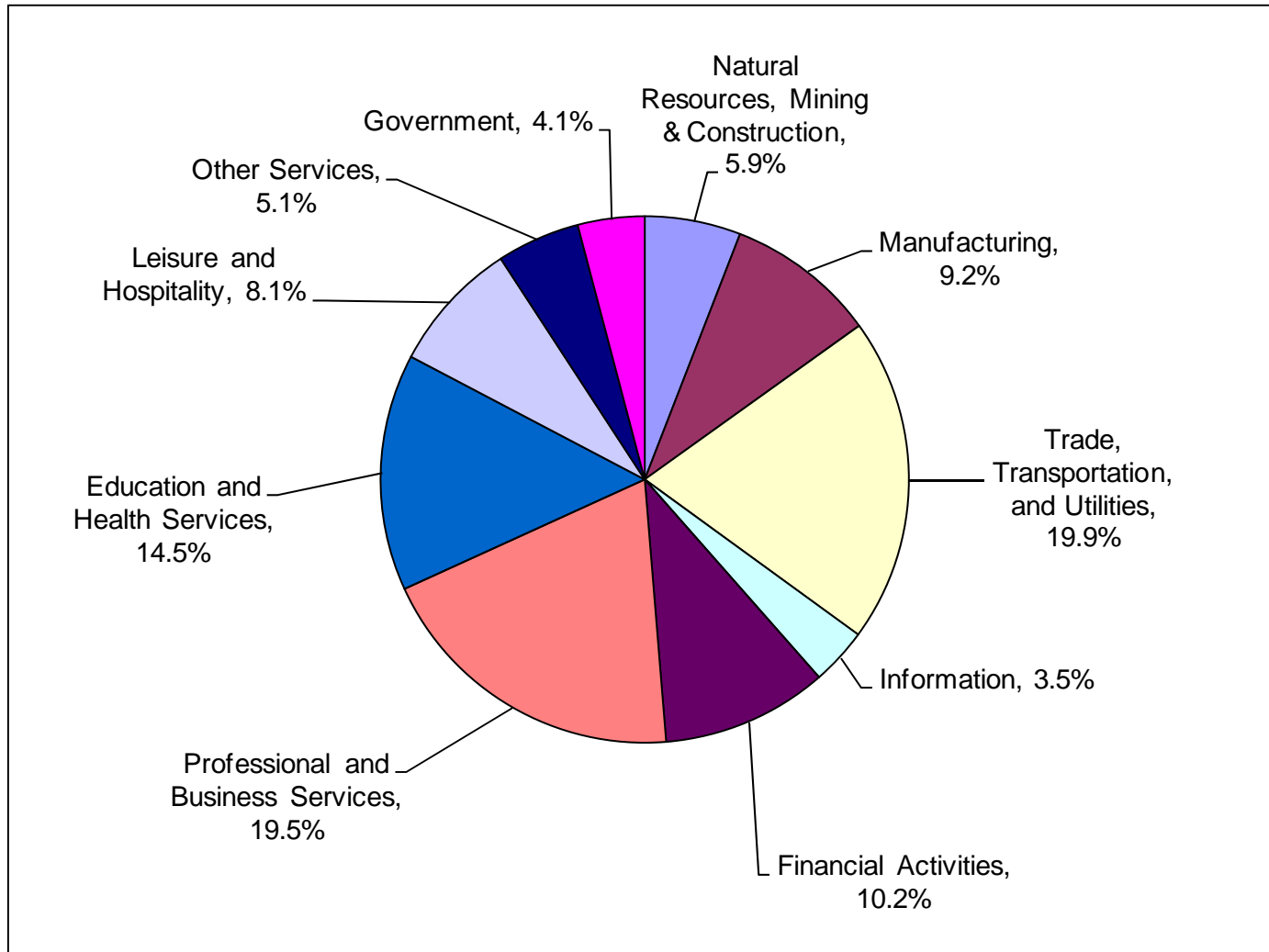
Public University  
Public University  
Independent Graduate  
Independent Senior College  
Independent Senior College  
Independent Senior College  
Independent Senior College  
Community College

*\*Source: Office of Economic Development*

# COMMUNITY PROFILE CITY OF DALLAS, TEXAS

## Employment by Industry

*\*Source: Dun & Bradstreet and Office of Economic Development*



## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>General Fund</b>			
<b>Business Development &amp; Procurement Services</b>			
2.61 Vendor Development	\$140,562	\$129,241	\$133,406
6.12 Business Inclusion & Development Compliance Monitoring	\$394,716	\$413,825	\$409,680
6.56 Purchasing/Contract Management	\$1,552,474	\$1,519,043	\$1,467,542
<b>Total Business Development &amp; Procurement Services</b>	<b>\$2,087,752</b>	<b>\$2,062,109</b>	<b>\$2,010,628</b>
<b>City Attorney's Office</b>			
1.26 Police Legal Liaison & Prosecution	\$1,830,278	\$1,626,847	\$1,965,101
3.11 Environmental Enforcement, Compliance, and Support (Legal Services)	\$0	\$0	\$0
3.19 Neighborhood Integrity and Advocacy (Legal Services)	\$792,152	\$717,011	\$1,148,332
6.28 DFW International Airport Legal Counsel	\$407,038	\$442,946	\$488,218
6.36 General Counsel	\$3,248,935	\$3,263,422	\$3,272,136
6.51 Litigation	\$3,665,587	\$3,657,608	\$3,848,432
<b>Total City Attorney's Office</b>	<b>\$9,943,990</b>	<b>\$9,707,834</b>	<b>\$10,722,219</b>
<b>City Auditor's Office</b>			
6.9 Audits and Reviews	\$1,679,096	\$1,671,490	\$1,730,026
6.39 Grants Compliance	\$0	\$0	\$0
6.40 HOPWA and ESG Funds Monitoring	\$119,932	\$120,578	\$0
6.47 Investigations	\$308,078	\$300,154	\$314,495
<b>Total City Auditor's Office</b>	<b>\$2,107,106</b>	<b>\$2,092,222</b>	<b>\$2,044,521</b>
<b>City Controller's Office</b>			
6.2 Accounts Payable	\$953,377	\$921,227	\$867,410
6.13 Cash and Debt Management	\$458,955	\$464,070	\$444,119
6.24 Cost Accounting and Fixed Assets	\$224,439	\$222,105	\$224,618
6.27 Deferred Compensation	\$0	\$0	\$0
6.34 Financial Reporting	\$854,657	\$777,171	\$950,438
6.44 Independent Audit	\$772,000	\$1,072,000	\$937,440
6.54 Payroll	\$637,161	\$652,170	\$669,453
6.58 Reconciliations	\$429,646	\$430,502	\$430,393
<b>Total City Controller's Office</b>	<b>\$4,330,235</b>	<b>\$4,539,245</b>	<b>\$4,523,871</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>City Manager's Office</b>			
2.11 Dallas CityDesign Studio	\$118,603	\$118,603	\$195,320
6.14 City Administration	\$1,412,231	\$1,352,569	\$1,286,671
<b>Total City Manager's Office</b>	<b>\$1,530,834</b>	<b>\$1,471,172</b>	<b>\$1,481,991</b>
<b>City Secretary's Office</b>			
6.8 Archives	\$154,821	\$157,014	\$150,901
6.11 Boards and Commissions Support	\$273,984	\$303,075	\$298,742
6.16 City Council Support	\$547,323	\$430,896	\$422,030
6.25 Customer Service	\$197,534	\$218,222	\$201,270
6.30 Elections	\$2,668,402	\$2,767,022	\$788,852
6.59 Records Management	\$418,709	\$432,930	\$408,651
<b>Total City Secretary's Office</b>	<b>\$4,260,773</b>	<b>\$4,309,159</b>	<b>\$2,270,446</b>
<b>Civil Service</b>			
6.4 Analysis/Development and Validation	\$184,044	\$189,368	\$512,813
6.5 Applicant Processing - Civilian	\$252,709	\$259,857	\$335,318
6.6 Applicant Processing - Uniform	\$210,969	\$225,195	\$221,084
6.20 Civil Service Board Administration/Employee Appeals Process	\$348,418	\$333,396	\$332,294
6.35 Fire Applicant - Physical Abilities Testing	\$25,946	\$26,148	\$26,509
<b>Total Civil Service</b>	<b>\$1,022,086</b>	<b>\$1,033,964</b>	<b>\$1,428,018</b>
<b>Code Compliance Services</b>			
2.43 Regulation and Enforcement of For Hire Transportation	\$801,834	\$748,135	\$813,418
3.8 Dallas Animal Services	\$6,609,654	\$6,862,929	\$6,275,381
3.18 Neighborhood Code Compliance Services	\$15,035,963	\$14,575,209	\$15,092,462
3.20 Neighborhood Nuisance Abatement	\$5,200,091	\$5,307,868	\$5,066,684
<b>Total Code Compliance Services</b>	<b>\$27,647,542</b>	<b>\$27,494,141</b>	<b>\$27,247,945</b>
<b>Court and Detention Services</b>			
1.2 City Detention Center	\$1,118,374	\$1,274,398	\$1,135,009
1.15 Lew Sterrett Jail Contract	\$8,116,058	\$8,116,058	\$7,851,819
1.16 Municipal Court Services	\$9,880,997	\$9,238,379	\$9,782,070
3.15 Illegal Dump Team - Criminal Investigations and Arrests	\$0	\$0	\$0
<b>Total Court and Detention Services</b>	<b>\$19,115,429</b>	<b>\$18,628,835</b>	<b>\$18,768,898</b>



## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>EBS - Building Services</b>			
1.31 Security Service for City Facilities	\$3,136,897	\$3,185,006	\$2,575,171
2.3 Bullington Truck Terminal and Pedestrian Way Operation and Maintenance	\$354,906	\$333,540	\$317,527
4.15 Thanksgiving Square Support	\$345,971	\$345,971	\$345,971
6.17 City Facility Operation, Maintenance and Repair	\$11,972,350	\$11,654,239	\$11,000,471
6.32 Energy Procurement, Monitoring and Conservation	\$5,078,322	\$5,209,301	\$3,571,660
<b>Total EBS - Building Services</b>	<b>\$20,888,446</b>	<b>\$20,728,057</b>	<b>\$17,810,800</b>
<b>Fire</b>			
1.7 Emergency Medical Service	\$8,395,098	\$7,921,572	\$9,579,371
1.8 Fire and Rescue Emergency Response	\$154,045,703	\$154,101,209	\$152,832,033
1.9 Fire and Rescue Equipment Maintenance and Supply	\$6,213,800	\$6,449,140	\$6,912,332
1.10 Fire Dispatch and Communications	\$4,238,232	\$5,057,978	\$4,604,070
1.11 Fire Investigation & Explosive Ordnance Disposal	\$3,200,477	\$3,215,137	\$3,336,190
1.12 Fire Training and Recruitment	\$9,844,252	\$9,668,521	\$18,392,952
1.13 Inspection and Life Safety Education	\$9,161,401	\$9,100,348	\$9,064,732
1.32 Special Operations	\$268,800	\$308,837	\$291,014
2.19 Fire Inspection for New Construction	\$453,765	\$474,995	\$530,621
<b>Total Fire</b>	<b>\$195,821,528</b>	<b>\$196,297,737</b>	<b>\$205,543,315</b>
<b>Housing / Community Services</b>			
1.30 Project Reconnect/Offender Re-entry Program	\$250,000	\$250,000	\$351,572
2.8 Community Based Development Organization (CBDO)	\$0	\$0	\$0
2.20 First-Time Homebuyer Loans	\$0	\$0	\$0
2.26 Home Repair - South Dallas/Fair Park	\$0	\$0	\$0
2.27 Housing Development Loan Program	\$0	\$0	\$0
2.28 Housing Services	\$0	\$0	\$0
2.31 Neighborhood Enhancement Program (NEP)	\$0	\$0	\$0
2.32 Neighborhood Investment Program - Infrastructure Improvements	\$0	\$0	\$0
2.33 Neighborhood Non-Profits Housing Development	\$0	\$0	\$0
2.42 Reconstruction/SHARE Housing for Low-Income Households	\$0	\$0	\$0
2.44 Residential Development Acquisition Loan Program	\$0	\$0	\$0
2.60 Urban Land Bank	\$109,242	\$109,242	\$125,840
3.6 Community Centers - MLK/WDMC	\$1,099,134	\$1,144,333	\$1,512,082

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
3.7	\$5,262,188	\$5,251,214	\$5,312,869
3.9	\$100,000	\$100,000	\$100,000
3.10	\$0	\$0	\$0
3.14	\$0	\$0	\$0
3.17	\$0	\$0	\$0
3.21	\$0	\$0	\$0
3.24	\$130,797	\$122,341	\$202,355
3.25	\$103,649	\$103,722	\$107,995
3.28	\$0	\$0	\$0
5.3	\$0	\$0	\$0
5.5	\$0	\$0	\$0
6.23	\$394,574	\$354,238	\$248,494
6.41	\$0	\$0	\$0
6.62	\$0	\$0	\$0
6.63	\$0	\$0	\$0
<b>Total Housing / Community Services</b>	<b>\$7,449,584</b>	<b>\$7,435,090</b>	<b>\$7,961,207</b>
<b>Human Resources</b>			
6.21	\$313,781	\$310,042	\$395,203
6.42	\$1,398,683	\$1,390,662	\$1,314,566
6.43	\$1,351,298	\$1,342,397	\$1,761,617
<b>Total Human Resources</b>	<b>\$3,063,762</b>	<b>\$3,043,101</b>	<b>\$3,471,386</b>
<b>Judiciary</b>			
1.3	\$344,610	\$155,889	\$351,755
1.4	\$0	\$0	\$0
1.5	\$626,322	\$568,038	\$601,405
1.17	\$1,863,821	\$1,926,985	\$1,981,846
6.49	\$128,813	\$135,122	\$131,324
<b>Total Judiciary</b>	<b>\$2,963,566</b>	<b>\$2,786,034</b>	<b>\$3,066,330</b>
<b>Library</b>			
5.2	\$4,452,770	\$4,846,826	\$4,251,501
5.4	\$15,137,935	\$14,544,023	\$13,987,037
<b>Total Library</b>	<b>\$19,590,705</b>	<b>\$19,390,849</b>	<b>\$18,238,538</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Management Services</b>			
1.6	\$354,781	\$347,321	\$357,474
3.13	\$570,356	\$542,787	\$503,227
6.1	\$641,437	\$464,318	\$859,255
6.10	\$0	\$0	\$0
6.15	\$139,773	\$142,208	\$144,307
6.33	\$77,606	\$54,505	\$73,035
6.45	\$0	\$0	\$0
6.46	\$0	\$0	\$0
6.55	\$281,380	\$328,356	\$379,413
6.61	\$459,154	\$527,549	\$913,880
<b>Total Management Services</b>	<b><u>\$2,524,487</u></b>	<b><u>\$2,407,044</u></b>	<b><u>\$3,230,591</u></b>
<b>Mayor and Council</b>			
6.3	\$3,618,295	\$3,575,524	\$3,617,124
<b>Total Mayor and Council</b>	<b><u>\$3,618,295</u></b>	<b><u>\$3,575,524</u></b>	<b><u>\$3,617,124</u></b>
<b>Office of Cultural Affairs</b>			
4.2	\$2,685,913	\$2,741,778	\$3,079,365
4.3	\$0	\$0	\$214,629
4.4	\$100,000	\$97,000	\$0
4.5	\$4,486,786	\$4,697,154	\$5,364,893
4.6	\$3,827,018	\$3,789,714	\$3,389,327
4.8	\$766,555	\$537,998	\$693,366
4.14	\$0	\$13,195	\$0
5.1	\$663,548	\$613,611	\$658,100
<b>Total Office of Cultural Affairs</b>	<b><u>\$12,529,820</u></b>	<b><u>\$12,490,450</u></b>	<b><u>\$13,399,680</u></b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Office of Economic Development</b>			
2.1 Area Redevelopment	\$42,225	\$0	\$119,394
2.4 Business Development	\$0	\$0	\$86,398
2.14 Dallas Film Commission	\$165,915	\$156,122	\$151,122
2.16 Economic Development Research and Information Services	\$0	\$3,518	\$0
2.29 Inland Port Development	\$34,717	\$82,138	\$23,328
2.30 International Business Development	\$13,000	\$220,757	\$25,755
2.40 Protocol/World Affairs Council Contract	\$0	\$0	\$0
2.47 Small Business Initiatives	\$220,235	\$0	\$161,978
2.48 South Dallas/Fair Park Trust Fund	\$28,941	\$35,239	\$25,470
<b>Total Office of Economic Development</b>	<b>\$505,033</b>	<b>\$497,774</b>	<b>\$593,445</b>
<b>Office of Financial Services</b>			
6.19 Citywide Capital and Operating Budget Development and Monitoring	\$1,136,264	\$957,268	\$1,149,654
6.38 Grant Administration	\$236,279	\$233,712	\$260,974
6.65 Utility Management	\$166,202	\$307,716	\$349,959
<b>Total Office of Financial Services</b>	<b>\$1,538,745</b>	<b>\$1,498,696</b>	<b>\$1,760,587</b>
<b>Office of Financial Services - Appraisal Districts</b>			
6.7 Appraisal Districts	\$3,257,625	\$3,216,092	\$3,320,943
<b>Total Office of Financial Services - Appraisal Districts</b>	<b>\$3,257,625</b>	<b>\$3,216,092</b>	<b>\$3,320,943</b>
<b>Office of Financial Services - Dallas County Tax Collection</b>			
6.26 Dallas County Tax Collection	\$575,854	\$551,648	\$555,854
<b>Total Office of Financial Services - Dallas County Tax Collection</b>	<b>\$575,854</b>	<b>\$551,648</b>	<b>\$555,854</b>
<b>Office of Financial Services - Non-Departmental</b>			
6.31 EMS Compliance Program	\$0	\$42,175	\$309,410
6.37 General Obligation Commercial Paper Program	\$3,700,000	\$2,900,000	\$4,899,065
6.53 Non-Departmental	\$17,550,569	\$16,741,568	\$13,108,917
6.64 Tax Increment Financing Districts Payments	\$10,665,545	\$11,667,011	\$11,514,898
<b>Total Office of Financial Services - Non-Departmental</b>	<b>\$31,916,114</b>	<b>\$31,350,754</b>	<b>\$29,832,290</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Office of Financial Services - Reserves and Transfers</b>			
6.22	\$3,645,769	\$3,645,769	\$1,663,114
6.50	\$6,568,774	\$6,568,774	\$5,288,198
6.60	\$2,348,000	\$2,348,000	\$3,700,000
<b>Total Office of Financial Services - Reserves and Transfers</b>	<b>\$12,562,543</b>	<b>\$12,562,543</b>	<b>\$10,651,312</b>
<b>Park and Recreation</b>			
2.35	\$7,383,686	\$7,527,608	\$7,113,197
3.12	\$112,884	\$17,289	\$57,944
4.1	\$2,946,250	\$3,235,203	\$2,621,015
4.7	\$3,491,062	\$3,434,443	\$3,554,184
4.9	\$12,480,967	\$12,251,947	\$14,136,178
4.10	\$13,665,805	\$13,623,376	\$11,976,455
4.11	\$728,341	\$801,285	\$623,902
4.12	\$419,162	\$394,665	\$1,613,242
4.13	\$22,471,892	\$22,725,252	\$22,668,523
<b>Total Park and Recreation</b>	<b>\$63,700,049</b>	<b>\$64,011,068</b>	<b>\$64,364,640</b>
<b>Police</b>			
1.14	\$0	\$0	\$0
1.18	\$15,803,858	\$14,628,027	\$11,117,722
1.19	\$24,761,630	\$25,400,901	\$24,766,149
1.20	\$924,955	\$995,671	\$1,039,145
1.21	\$59,415,441	\$58,021,935	\$56,694,436
1.22	\$211,177,039	\$212,567,055	\$217,203,086
1.23	\$7,801,067	\$7,619,651	\$7,906,691
1.24	\$4,010,273	\$4,331,568	\$4,092,656
1.25	\$10,395,021	\$11,137,108	\$10,319,003
1.27	\$27,298,245	\$27,694,759	\$25,397,269
1.28	\$7,962,534	\$7,758,809	\$7,563,128
1.29	\$33,520,273	\$31,608,266	\$33,215,032
<b>Total Police</b>	<b>\$403,070,336</b>	<b>\$401,763,750</b>	<b>\$399,314,317</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Public Works and Transportation</b>			
1.1	\$329,382	\$325,957	\$320,206
2.5	\$1,121,442	\$844,037	\$1,818,266
2.7	\$491,181	\$567,204	\$487,831
2.36	\$246,438	\$230,349	\$227,478
2.50	\$251,734	\$190,502	\$345,978
3.1	\$650,709	\$791,673	\$320,642
3.2	\$511,311	\$550,379	\$118,550
6.48	\$365,246	\$307,129	\$309,279
6.52	\$1,050,825	\$1,052,264	\$1,009,846
<b>Total Public Works and Transportation</b>	<b>\$5,018,268</b>	<b>\$4,859,494</b>	<b>\$4,958,076</b>
<b>Sanitation Services</b>			
3.3	\$329,922	\$400,561	\$346,418
3.4	\$11,201,110	\$11,589,892	\$11,739,151
3.5	\$850,988	\$850,988	\$851,008
3.16	\$16,378,568	\$17,205,613	\$17,318,968
3.23	\$31,849,601	\$31,576,268	\$32,135,487
3.29	\$12,162,776	\$12,253,625	\$12,079,682
<b>Total Sanitation Services</b>	<b>\$72,772,965</b>	<b>\$73,876,947</b>	<b>\$74,470,714</b>
<b>Street Services</b>			
2.45	\$13,157,973	\$12,928,040	\$9,775,179
2.46	\$8,537,920	\$8,487,287	\$8,713,235
2.52	\$12,342,907	\$12,260,812	\$12,334,981
2.53	\$14,962,768	\$14,967,519	\$15,304,157
2.55	\$3,865,589	\$4,572,069	\$4,733,206
2.56	\$2,189,184	\$2,207,208	\$2,248,351
<b>Total Street Services</b>	<b>\$55,056,341</b>	<b>\$55,422,935</b>	<b>\$53,109,109</b>
<b>Street Services – Street Lighting</b>			
2.51	\$17,337,556	\$17,244,924	\$18,558,543
<b>Total Street Services – Street Lighting</b>	<b>\$17,337,556</b>	<b>\$17,244,924</b>	<b>\$18,558,543</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Sustainable Development and Construction</b>			
2.25	\$0	\$0	\$200,000
2.41	\$78,524	\$17,870	\$0
2.49	\$303,871	\$303,871	\$342,485
2.57	\$532,679	\$400,389	\$478,507
3.22	\$0	\$0	\$0
6.57	\$0	\$0	\$0
<b>Total Sustainable Development and Construction</b>	<b>\$915,074</b>	<b>\$722,130</b>	<b>\$1,020,992</b>
<b>Trinity Watershed Management</b>			
2.58	\$150,550	\$247,514	\$248,233
<b>Total Trinity Watershed Management</b>	<b>\$150,550</b>	<b>\$247,514</b>	<b>\$248,233</b>
<b>General Fund Total</b>	<b>\$1,008,872,993</b>	<b>\$1,007,318,836</b>	<b>\$1,009,596,563</b>
<b>Enterprise Funds</b>			
<b>Aviation</b>			
2.6	\$11,810,759	\$13,048,211	\$11,136,205
2.15	\$31,911,362	\$30,185,323	\$33,209,725
2.23	\$3,284,732	\$3,279,119	\$3,336,100
<b>Total Aviation</b>	<b>\$47,006,853</b>	<b>\$46,512,653</b>	<b>\$47,682,030</b>
<b>Convention and Event Services</b>			
2.10	\$18,268,963	\$18,145,933	\$18,692,063
2.12	\$37,835,619	\$39,049,484	\$38,298,776
2.13	\$1,544,460	\$1,621,370	\$1,369,842
2.34	\$363,829	\$425,526	\$369,383
2.59	\$622,736	\$670,862	\$656,920
<b>Total Convention and Event Services</b>	<b>\$58,635,607</b>	<b>\$59,913,175</b>	<b>\$59,386,984</b>
<b>Office of Cultural Affairs -- Municipal Radio</b>			
4.16	\$2,717,088	\$2,631,672	\$2,795,120
<b>Total Office of Cultural Affairs -- Municipal Radio</b>	<b>\$2,717,088</b>	<b>\$2,631,672</b>	<b>\$2,795,120</b>

## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)
<b>Sustainable Development and Construction - Enterprise</b>			
2.2	\$587,270	\$549,520	\$424,778
2.9	\$7,531,259	\$7,464,434	\$8,081,808
2.17	\$820,538	\$785,805	\$960,225
2.18	\$4,914,852	\$4,829,145	\$5,539,303
2.24	\$456,654	\$458,226	\$441,388
2.37	\$176,916	\$168,979	\$169,761
2.38	\$713,707	\$646,985	\$741,632
2.39	\$191,372	\$191,962	\$183,427
2.54	\$331,259	\$338,561	\$380,197
2.65	\$1,067,246	\$1,036,154	\$940,831
<b>Total Sustainable Development and Construction - Enterprise</b>	<b>\$16,791,073</b>	<b>\$16,469,771</b>	<b>\$17,863,350</b>
<b>Trinity Watershed Management – Storm Drainage Management</b>			
2.21	\$10,243,523	\$10,574,428	\$11,083,107
2.22	\$1,730,402	\$1,727,652	\$1,782,842
3.26	\$34,254,080	\$33,316,932	\$35,195,144
3.27	\$3,890,960	\$3,462,700	\$3,466,118
<b>Total Trinity Watershed Management – Storm Drainage Management</b>	<b>\$50,118,965</b>	<b>\$49,081,712</b>	<b>\$51,527,211</b>
<b>Water Utilities</b>			
2.62	\$252,754,883	\$235,983,531	\$267,111,055
2.63	\$100,404,142	\$98,575,150	\$100,886,708
2.64	\$13,213,687	\$12,930,406	\$13,464,228
3.30	\$16,477,259	\$16,419,676	\$16,758,918
3.31	\$48,411,040	\$48,153,595	\$48,796,287
3.32	\$5,391,708	\$5,388,843	\$6,607,759
6.18	\$0	\$0	\$411,570
6.29	\$69,870,934	\$68,749,905	\$72,859,818
6.66	\$0	\$0	\$0
6.67	\$3,244,995	\$2,757,552	\$3,160,024
6.68	\$21,471,647	\$21,281,672	\$21,543,938
<b>Total Water Utilities</b>	<b>\$531,240,295</b>	<b>\$510,240,330</b>	<b>\$551,600,305</b>



## Summary of Services By Department

Service(s)	FY 2010-11 Operating Budget (Dollars)	FY 2010-11 Operating Estimate (Dollars)	FY 2011-12 Operating Proposed (Dollars)	
<b>Internal Services</b>				
<b>Communication &amp; Information Services</b>				
6.A	9-1-1 Technology/Education Services	\$13,911,597	\$13,548,277	\$13,905,424
6.C	Cable Access and Audiovisual Services	\$459,800	\$375,318	\$460,610
6.K	Internal Application Services	\$13,362,370	\$12,880,668	\$14,352,414
6.L	Internal Computer Support	\$5,702,615	\$5,564,281	\$5,617,122
6.M	Internal Desktop Support	\$1,916,085	\$1,898,438	\$1,751,431
6.N	Internal Radio Communication	\$3,618,348	\$3,391,227	\$3,431,120
6.O	Internal Telephone and Data Communication	\$8,962,524	\$9,155,172	\$8,624,975
6.P	Public Safety Technology Support	\$6,265,264	\$6,046,788	\$6,106,440
6.R	Strategic Technology Management	\$7,867,833	\$7,600,280	\$7,664,312
	<b>Total Communication &amp; Information Services</b>	<b>\$62,066,436</b>	<b>\$60,460,449</b>	<b>\$61,913,848</b>
<b>EBS - Equipment Services</b>				
6.D	City Fleet Asset Management	\$2,582,020	\$2,257,303	\$2,474,226
6.E	City Fleet Maintenance and Repair Services	\$21,888,180	\$22,883,501	\$21,093,489
6.F	City Fleet Paint and Body Shop Coordination	\$2,157,809	\$2,554,820	\$1,425,789
6.H	Environmental Services for City Fleet Operations	\$666,076	\$464,930	\$456,958
6.I	Fuel Procurement and Management	\$17,639,066	\$20,478,529	\$22,329,866
	<b>Total EBS - Equipment Services</b>	<b>\$44,933,151</b>	<b>\$48,639,083</b>	<b>\$47,780,328</b>
<b>Employee Benefits</b>				
6.J	HR Benefits Administration Services	\$512,035	\$512,033	\$612,387
6.Q	Risk Management Services	\$1,268,062	\$1,290,569	\$1,336,304
	<b>Total Employee Benefits</b>	<b>\$1,780,097</b>	<b>\$1,802,602</b>	<b>\$1,948,691</b>
<b>Express Business Center</b>				
6.B	Business Services	\$3,342,167	\$3,316,837	\$3,178,150
6.G	Disposal of Surplus and Police Unclaimed Property	\$707,297	\$868,256	\$687,663
	<b>Total Express Business Center</b>	<b>\$4,049,464</b>	<b>\$4,185,093</b>	<b>\$3,865,813</b>