

FY 2019-20 Annual Budget: Government Performance and Financial Management

**City Council Briefing
August 21, 2019**

**M. Elizabeth Reich,
Chief Financial Officer**



Overview

- Strategic Priority Statement
- Organizational Structure
- FY 2018-19 Accomplishments
- FY 2019-20 Budget by Strategic Priority and Department
- FY 2019-20 Budget Highlights
- Dallas 365 Measures
- Appendix

Strategic Priority Statement

Ensure that internal operations are conducted in a manner that promotes our core values of empathy, ethics, excellence, and equity





Organizational Structure



FY 2018-19 Accomplishments

- Office of Budget
 - Selected as John A. Sasso Award recipient for outstanding community engagement and outreach to promote the Community Development Block Grant and HOME Investment Partnerships programs during National Community Development Week
 - Earned the GFOA Distinguished Budget Presentation Award for the 20th year in a row
 - Earned the ICMA Certificate of Distinction in Performance Management for the 3rd year in a row

FY 2018-19 Accomplishments

- City Controller's Office
 - As of June 30, paid 98.76% of invoices within 30 days (vs. goal of 94%)
 - Completed the 2018 Comprehensive Annual Financial Report (CAFR) and audit on March 21, the earliest release in 14 years
 - Continued implementing an online solution for reporting and collecting HOT, including on short-term rental properties, which will go live in October
 - Scheduled the first investor conference ever hosted by the City for November 12

FY 2018-19 Accomplishments

- Equipment and Fleet Management
 - Began implementing recommendations from the December 2018 Fleet Management Study
 - Instituted citywide Fleet Governance Committee to augment standardization, communication, and efficiencies
 - Implemented “Temp to Hire” program to fill vacant mechanic positions
 - Partnered with the Office of Procurement Services to strengthen the total cost of ownership (TCO) approach including vehicle procurement, maintenance, and training

FY 2018-19 Accomplishments

- Information and Technology Services
 - Deployed electronic planning solution in Sustainable Development and Construction
 - Replaced legacy (1999) Motorola 311 system with Salesforce CRM
 - Built and implemented City's new Financial Transparency portal
 - Launched Dallas Open Data portal to improve transparency; site hosts 100+ datasets
 - Deployed a single Citywide contract management system to track thousands of contracts

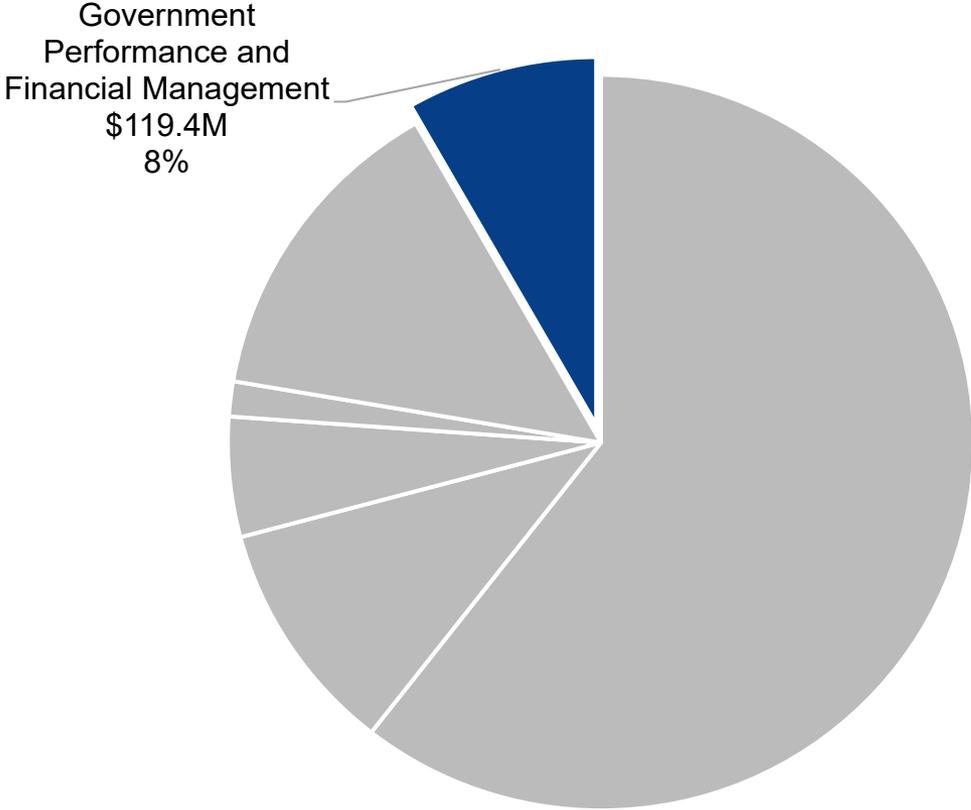
FY 2018-19 Accomplishments

- Office of Procurement Services
 - Migrated to an electronic solicitation portal, Bonfire, which allows the City to receive bids and proposals electronically, saving an enormous amount of paper and staff time
 - Received an Outstanding Agency Accreditation Achievement award from the National Institute of Governmental Purchasing
 - Launched a citywide acquisition plan to further strategic purchasing
 - Increased training for user departments on procurement rules

FY 2018-19 Accomplishments

- Office of Risk Management
 - Hired dedicated subrogation claims adjuster in February 2019; expect to exceed annual goal for subrogation claim recovery by more than 10%
 - Increased participation in annual safety conference by 86% compared to FY18
 - Integrated ISO 45001 into City's safety program to increase safety awareness and accountability and reduce occupational injuries
 - Secured property and casualty and cyber-liability insurance renewal quotes for \$427,000 less than budgeted (scheduled for City Council consideration on September 25)

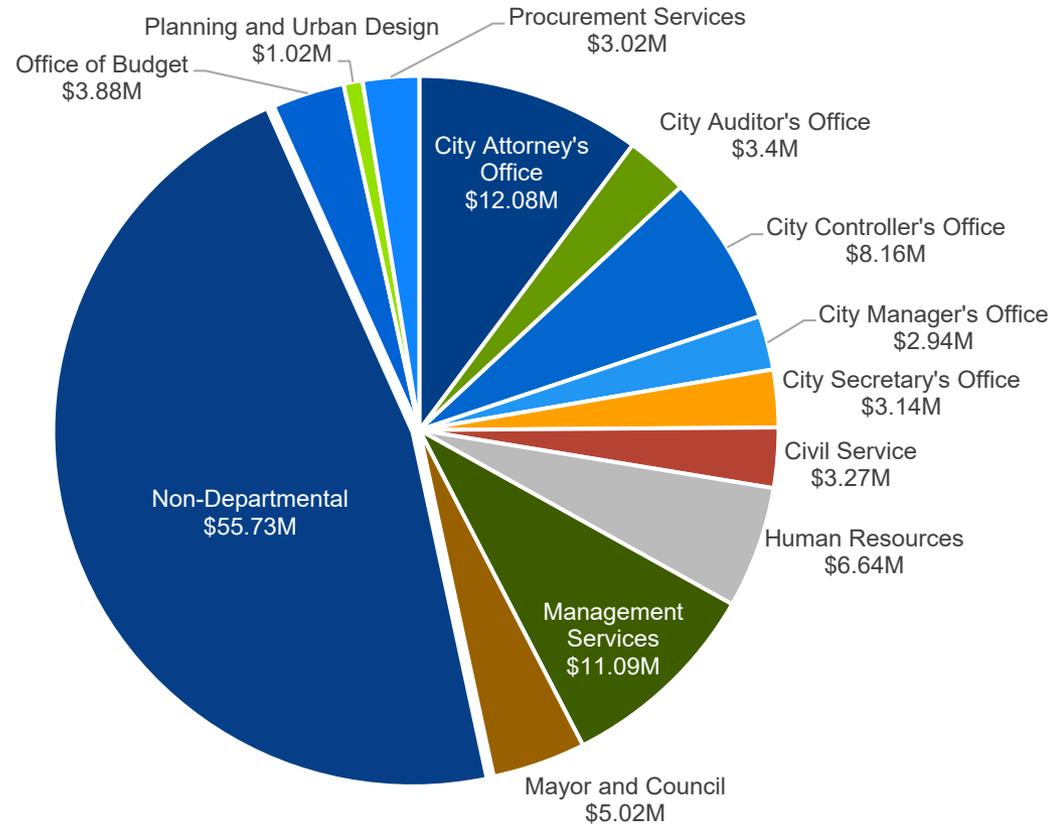
FY 2019-20 Budget by Strategic Priority



General Fund only



Strategic Priority Budget by Department



General Fund only

FY 2019-20 Budget Highlights

- Cultivate the use of data analytics and evidence-based decision making throughout the City under the leadership of the Office of Innovation
- Take a big-picture approach to technology projects by prioritizing proposals through the IT Governance Committee
- Drive operational efficiency, reduce overall costs, and improve delivery of City services through timely replacement and preventive maintenance of fleet vehicles

FY 2019-20 Budget Highlights

- Centralize monitoring of vendor performance to ensure contracts are completed on time, within budget, and fulfill the terms of the agreement
- Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program

FY 2018-19 Dallas 365 Measures

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	96%
Equipment & Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule	68%
Office of Business Diversity	Percentage of dollars spent with local M/WBE businesses	50%

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Appendix

- Community Survey Highlights
- Services by Strategic Priority
- Fee Review





Community Survey Highlights

RATING OF CUSTOMER SERVICE PROVIDED BY CITY EMPLOYEES

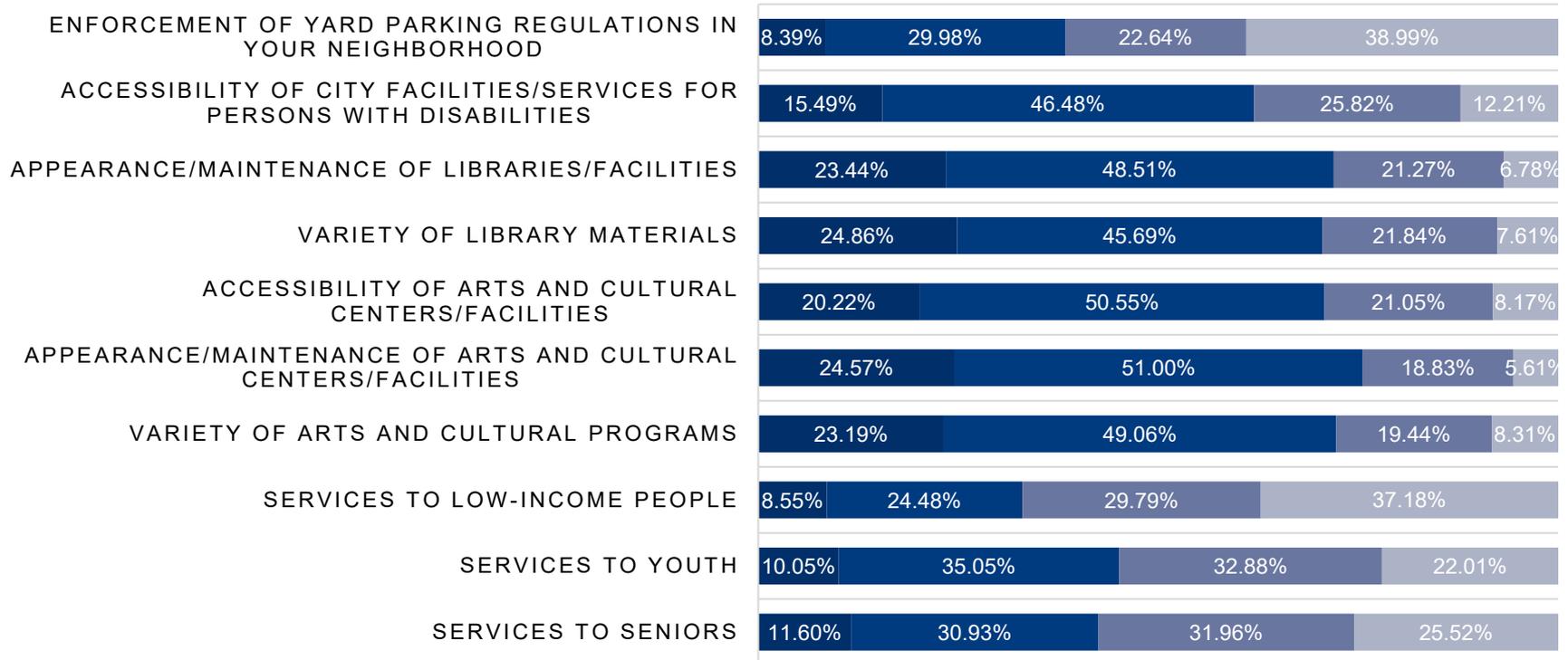
■ Courtesy ■ Knowledge ■ Overall ■ Responsiveness



Community Survey Highlights (cont.)

OTHER CITY SERVICES SATISFACTION RATINGS

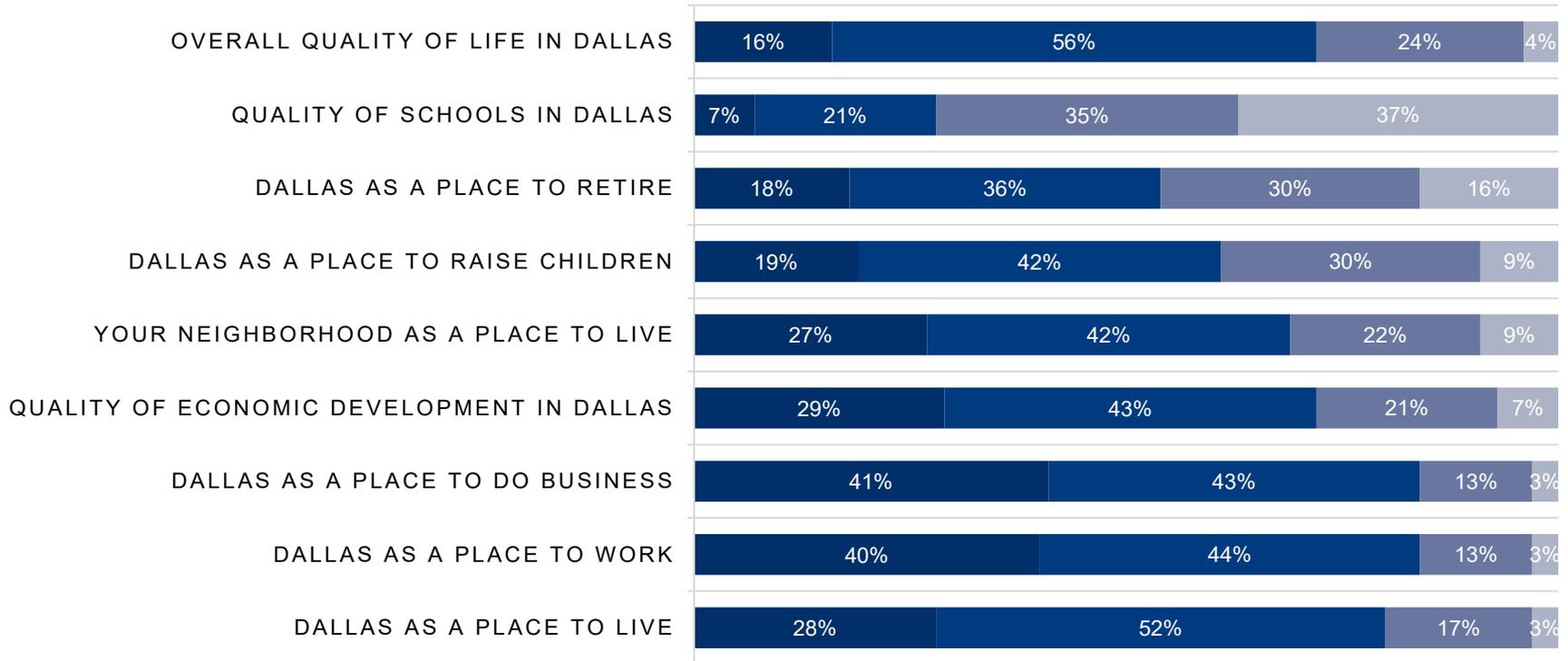
■ Excellent (4) ■ Good (3) ■ Fair (2) ■ Poor (1)



Community Survey Highlights (cont.)

QUALITY OF LIFE RATINGS

■ Excellent (4) ■ Good (3) ■ Fair (2) ■ Poor (1)



Services by Strategic Priority

Department/Service	FY 2019-20 Total Budget	FY 2020-21 Total Planned	FY 2019-20 General Fund Budget	FY 2020-21 General Fund Planned
City Attorney's Office				
Administrative Support	1,812,480	1,929,355	1,812,480	1,929,355
General Counsel	4,724,503	4,850,829	4,724,503	4,850,829
Litigation	5,538,991	5,808,081	5,538,991	5,808,081
City Auditor's Office				
Audits, Attestations and Investigations	3,398,923	3,474,444	3,398,923	3,474,444
City Controller's Office				
Accounts Payable	1,671,777	1,725,065	1,671,777	1,725,065
Cash and Debt Management	825,408	836,320	825,408	836,320
Contract Compliance and Monitoring	646,045	646,045	646,045	646,045
Deferred Compensation	122,838	167,043	122,838	167,043
EMS Compliance	379,290	385,409	379,290	385,409
Financial Reporting	2,517,276	2,562,518	2,517,276	2,562,518
Independent Audit	945,429	945,429	945,429	945,429
Internal Control Service	263,218	265,136	263,218	265,136
Payroll	784,727	826,644	784,727	826,644



Services by Strategic Priority

Department/Service	FY 2019-20 Total Budget	FY 2020-21 Total Planned	FY 2019-20 General Fund Budget	FY 2020-21 General Fund Planned
City Manager's Office				
City Administration	2,936,728	3,026,021	2,936,728	3,026,021
City Secretary's Office				
Archives	193,871	198,366	193,871	198,366
Boards and Commissions Support	321,706	328,025	321,706	328,025
City Council Support	1,031,215	1,053,772	1,031,215	1,053,772
Customer Service	231,977	237,175	231,977	237,175
Elections	98,646	1,101,644	98,646	1,101,644
Open Records	650,237	663,471	650,237	663,471
Records Management	609,930	617,332	609,930	617,332
Civil Service				
Analysis – Development and Validation	898,681	913,199	898,681	913,199
Applicant Processing – Civilian	1,109,869	1,158,499	1,109,869	1,158,499
Applicant Processing – Uniform	840,205	857,352	840,205	857,352
Civil Service Board Administration – Employee Appeals Process	425,902	485,998	425,902	485,998



Services by Strategic Priority

Department/Service	FY 2019-20 Total Budget	FY 2020-21 Total Planned	FY 2019-20 General Fund Budget	FY 2020-21 General Fund Planned
Human Resources				
Benefits Administration Services	604,768	608,498	604,768	608,498
Compensation Analysis - Classification	1,046,127	736,024	1,046,127	736,024
HRIS and HR Payroll Services	1,759,088	1,759,088	1,759,088	1,759,088
Human Resource Consulting	3,226,958	3,718,251	3,226,958	3,718,251
Management Services				
311 Customer Service Center	4,835,776	5,382,427	4,835,776	5,382,427
City Agenda Process	246,824	253,559	246,824	253,559
Office of Business Diversity	1,080,709	1,128,967	1,080,709	1,128,967
Office of Ethics and Compliance	227,912	227,912	227,912	227,912
Office of Innovation	963,030	1,025,506	963,030	1,025,506
Office of Resiliency	384,706	479,706	384,706	479,706
Office of Strategic Partnerships and Government Affairs	1,134,554	1,162,768	1,134,554	1,162,768
Public Affairs and Outreach	2,213,730	2,227,149	2,213,730	2,227,149



Services by Strategic Priority

Department/Service	FY 2019-20 Total Budget	FY 2020-21 Total Planned	FY 2019-20 General Fund Budget	FY 2020-21 General Fund Planned
Mayor and Council				
Administrative Support for the Mayor and City Council	5,017,657	5,162,957	5,017,657	5,162,957
Non-Departmental				
Contingency Reserve	3,000,000	1,500,000	3,000,000	1,500,000
General Obligation Commercial Paper and Master Lease Program	21,605,954	23,991,593	21,605,954	23,991,593
Liability-Claims Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145
Non-Departmental	24,868,525	23,407,044	24,868,525	23,407,044
Salary and Benefit Reserve	3,500,000	3,500,000	3,500,000	3,500,000
Office of Budget				
Citywide Capital and Operating Budget Dev and Monitoring	1,908,256	1,957,619	1,908,256	1,957,619
Grant Administration	1,260,435	1,292,587	1,260,435	1,292,587
Performance Planning	399,250	410,023	399,250	410,023
Utility Management	311,485	314,451	311,485	314,451



Services by Strategic Priority

Department/Service	FY 2019-20 Total Budget	FY 2020-21 Total Planned	FY 2019-20 General Fund Budget	FY 2020-21 General Fund Planned
Planning and Urban Design				
PNV Administration	1,023,775	1,108,565	1,023,775	1,108,565
Procurement Services				
Purchasing-Contract Management	3,021,426	3,094,114	3,021,426	3,094,114
Capital				
Capital Improvement	45,500,000	41,195,179	0	0
Debt Service				
Debt Service	5,636,360	5,854,545	0	0
Government Performance and Financial Management Total	170,508,320	169,312,848	119,371,960	122,263,125

*Internal service funds are not listed here because they are accounted for in the operating budget.

Fee Review

- Financial Management Performance Criterion (FMPC) #12, states “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 are reviewed at least once every four years
- Where feasible, the City shall set fees to achieve full cost recovery
- The City may subsidize the service funded by fees or charges based on other city objectives

Fee Review

- Several economic and policy considerations impact recovery levels
 - Establish fees at a level that permits all income groups to use the service
 - Communitywide benefit for certain services
 - Elasticity of demand—increasing the price of some services results in a reduction of demand for those services, and vice versa
 - Private sector may provide service and therefore demand may be dependent on what else is available at lower prices

Fee Review

- Fees reviewed this year:
 - Code Compliance
 - Dallas Animal Services
 - Dallas Fire Rescue – EMS
 - Dallas Fire Rescue – Life Safety
- FY 2019-20 additional revenue of \$4.1 million

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Animal Services					
1	Adoption (Dog)	\$85	\$223	\$45	20%
2	Adoption (Cat)	\$55	\$250	\$15	6%
3	Animal Control Fee (Impounded by City)	\$27	\$56	\$25	45%
4	Animal Control Administrative Fee (Boarding)	\$10	\$11	\$10	91%
5	Rabies Vaccination	\$10	\$20	\$10	50%
6	Microchip	\$15	\$6	\$10	167%
7	Spay/Neuter Surgery Fee	\$60	\$81	\$40	49%
8	Dangerous Dog Registration	\$50	\$6,016	\$250	4%
9	Aggressive Dog Registration	\$50	\$652	\$250	38%
10	Adoption – Dog at least 6 years or adopter age 65+	\$43	\$0	\$25	N/A
11	Adoption – Cat at least 6 years or adopter age 65+	\$27	\$0	\$5	N/A

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Animal Services					
12	Annual regulated animal permit	\$500	\$362	\$350	97%
13	Temporary regulated animal permit	\$250	\$470	\$250	53%
14	Breeding Permit	\$100	\$250	\$250	100%
Total Revenue \$430,000 (No change \$0)					

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Code Compliance					
1	Commercial Vacant Building Registration	\$73	\$79	\$79	100%
2	Credit Access Business Registration	\$76	\$67	\$67	100%
3	Demolition Service Fee	\$138	\$231	\$231	100%
4	Electronic Repair License	\$72	\$53	\$53	100%
5	Garage Sale Permit	\$25	\$73	\$25	34%
6	Group Housing Permit Reinspection Fee	\$50	\$1,877	\$50	3%
7	Group Housing Permit	\$500	\$3,593	\$500	14%
8	Home Repair License	\$68	\$48	\$48	100%
9	Motor Vehicle Repair	\$75	\$57	\$57	100%
10	Multi-Tenant Registration Administrative Failure	\$87	\$86	\$86	100%
11	Multi-Tenant Registration Fee	\$6	\$7	\$6	86%
12	Multi-Tenant Reinspection Fee – Exterior	\$20	\$70	\$20	29%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Code Compliance					
13	Multi-Tenant Reinspection Fee – Per inspection	\$46	\$86	\$46	53%
14	Multi-Tenant Swimming Pool Reinspection	\$43	\$20	\$20	100%
15	Scrap Tire Decal	\$75	\$58	\$58	100%
16	Scrap Tire – Duplicate and Renewal Fees	\$32	\$9	\$9	100%
17	Scrap Tire License	\$75	\$58	\$58	100%
18	Secure Closure	\$141	\$103	\$103	100%
19	Single Family Rental – Reinspection	\$43	\$82	\$43	52%
20	Single Family Rental Registration	\$43	\$127	\$43	34%
21	Swimming Pool Manager Certificate Fee	\$47	\$25	\$25	100%
22	Swimming Pool Permit Fee	\$47	\$20	\$20	100%
23	Weed Cutting	\$141	\$91	\$91	100%
24	Wood Vendor	\$64	\$44	\$44	100%
Total Revenue \$8.0 million (\$136,000 increase)					

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – EMS					
1	EMS: Treat-Non-Transport – Billable	\$125	\$864	\$125	14%
2	EMS: Transport – Resident	\$1,578	\$1,868	\$1,868	100%
3	EMS: Transport – Non Resident	\$1,678	\$1,868	\$1,868	100%
4	EMS – Mileage	\$15	\$13	\$15	115%
5	EMS – EMT Basic Internship – College District	\$50	\$1,807	\$75	4%
6	EMS – EMT Paramedic Internship – Corporate	\$50	\$873	\$75	9%
7	DFR Internal Internship EMT Basic	\$0	\$292	\$0	0%
8	DFR Internal Internship EMT Paramedic	\$0	\$201	\$0	0%
9	EMS Interns/Dr/Nurse/Support Groups	\$0	\$1,327	\$0	0%
10	MCHP – NAIP	\$125	\$252	\$252	0%
11	MCHP – CUH	\$125	\$280	\$280	100%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
1	Air Curtain Incinerator/Pit Burner/Trench Brn (per day)	\$404	\$228	\$228	100%
2	Amusement Building	\$150	\$155	\$155	100%
3	Asphalt (tar) kettles	\$199	\$243	\$243	100%
4	Candle and open flames	\$125	\$231	\$200	87%
5	Carnivals and Fairs, per day	\$200	\$717	\$350	49%
6	Combustible Storage (misc.)	\$250	\$337	\$310	92%
7	Comm. Cooking Fire – Ext. System	\$267	\$209	\$209	100%
8	Dry Cleaning Plant	\$300	\$130	\$130	100%
9	Explosive/Blasting (per day)	\$450	\$209	\$209	100%
10	Fireworks/Explosive Storage (per day)	\$300	\$1,432	\$800	56%
11	Fireworks/Explosive Transportation (per day)	\$300	\$275	\$275	100%
12	Fireworks Display (initial)	\$500	\$567	\$500	88%
13	Fireworks Display (subsequent)	\$300	\$264	\$264	100%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
14	Flammable/Combustible Liquids	\$250	\$404	\$376	93%
15	Floor/Wall Finishing	\$150	\$188	\$179	95%
16	Fruit and Crop Ripening	\$279	\$231	\$231	100%
17	1-10 liquid or gas-fueled vehicles or equipment in assembly buildings per event	\$200	\$234	\$234	100%
18	11-30 vehicles or equipment	\$300	\$456	\$400	88%
19	31 to 400 vehicles or equipment	\$400	\$766	\$550	72%
20	More than 400 vehicles or equipment	\$500	\$1,076	\$750	70%
21	Lumber Yards and Woodworking Plants	\$269	\$404	\$376	93%
22	Private Fire Hydrant and Water Supplies	\$350	\$486	\$443	91%
23	Pyro Special Effects Material (initial)	\$300	\$540	\$300	56%
24	Pyro Special Effects Material (subsequent)	\$300	\$173	\$173	100%
25	Refrigeration Equipment	\$205	\$249	\$234	94%
26	Scrap Tire Storage	\$200	\$202	\$200	99%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
27	State Lic Fac: Child Care (35 children or less)	\$150	\$850	\$300	35%
28	State Lic Fac: Child Care (more than 35 children)	\$200	\$587	\$400	68%
29	State Lic Fac: Child Care (Residential care)	\$200	\$560	\$350	63%
30	State Lic Fac: Child Care (Small assisted living)	\$200	\$1,348	\$640	48%
31	State Lic Fac: Child Care (Adult day care)	\$200	\$1,538	\$700	46%
32	Temporary Membrane Structures & Tents	\$300	\$330	\$323	98%
33	Tire – Rebuilding Plant	\$200	\$188	\$188	100%
34	Torch and open flames	\$200	\$304	\$273	90%
35	Waste Handling	\$250	\$310	\$288	93%
36	Welding/Cutting/Hot works	\$194	\$519	\$400	77%
37	Acetylene Generator	\$300	\$112	\$112	100%
38	Aerosol Products	\$250	\$249	\$249	100%
39	Aviation Facilities	\$300	\$447	\$407	91%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
40	Calcium Carbide Storage	\$300	\$102	\$102	100%
41	Compressed gas filing/storage/use	\$250	\$145	\$145	100%
42	Cryogenic fluids	\$250	\$427	\$401	94%
43	Hazardous materials	\$550	\$382	\$382	100%
44	Hazardous Production Material (HPM)	\$550	\$362	\$310	86%
45	High Piled Storage	\$200	\$620	\$450	73%
46	Industrial Oven	\$250	\$310	\$250	81%
47	Limited Access Gates 1-3 gates	\$250	\$310	\$300	97%
48	Limited Access Gates 4-7 gates	\$300	\$620	\$450	73%
49	Limited Access Gates 8 or more gates	\$400	\$620	\$550	89%
50	Liquid petroleum – Gas Storage/Use	\$254	\$321	\$305	95%
51	Liquid petroleum – Gas demonstration/portable cooking (vehicle)	\$300	\$202	\$202	100%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
52	Liquid petroleum – gas demonstration/portable cooking (cart)	\$150	\$155	\$150	97%
53	Magnesium	\$250	\$223	\$223	100%
54	Mobile Fueling: Site survey	\$400	\$216	\$216	100%
55	Mobile Fueling: Vehicle inspection	\$300	\$216	\$216	100%
56	Open burning/recreational fires	\$250	\$155	\$155	100%
57	Spray painting/dipping	\$200	\$785	\$350	45%
58	Plan reviews – access gates	\$200	\$1,099	\$300	27%
59	Plan reviews – fire lane / hydrant	\$200	\$932	\$350	38%
60	New Construction – Retest fee	\$622	\$399	\$399	100%
61	Special event – trade show (daytime – per hour)	\$150	\$310	\$110	35%
62	Special event – trade show (overtime – per hour)	\$150	\$796	\$110	14%
63	Late submittal fee – trade show & special events (rush fee)	\$622	\$310	\$310	100%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
64	Initial Reinspection fees	\$125	\$310	\$171	55%
65	2 nd + Inspection fees	\$205	\$216	\$205	95%
66	\$150 High Risk Registration Fee	\$150	\$216	\$200	92%
67	High Risk Blg – Public Ass – less than 5k sq ft	\$150	\$647	\$150	23%
68	High Risk Blg – Public Ass – 5k to less than 10k	\$200	\$562	\$200	31%
69	High Risk Blg – Public Ass – 10k to less than 60k	\$250	\$647	\$250	44%
70	High Risk Blg – Public Ass – 60k to less than 100k	\$250	\$694	\$300	43%
71	High Risk Blg – Public Ass – 100k sq ft and over	\$300	\$826	\$350	42%
72	High Risk Blg – HazMat – less than 5k sq ft	\$250	\$400	\$360	90%
73	High Risk Blg – HazMat – 5k to less than 10k	\$250	\$445	\$370	83%
74	High Risk Blg – HazMat – 10k to less than 60k	\$300	\$408	\$400	98%
75	High Risk Blg - HazMat – 60k to less than 100k	\$313	\$658	\$450	68%
76	High Risk Blg – HazMat – 100k sq ft and over	\$400	\$609	\$500	82%

Fee Review

#	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Fire Rescue – Life Safety					
77	High Risk Blg – High Rise Bus - less than 200k sq ft	\$250	\$1,009	\$250	25%
78	High Risk Blg – High Rise Bus - 200k to 600k sq ft	\$260	\$869	\$300	35%
79	High Risk Blg – High Rise Bus - over 600k sq ft	\$291	\$1,143	\$400	35%
80	High Risk Blg – High Rise Res - less than 250 units	\$300	\$1,104	\$300	27%
81	High Risk Blg – High Rise Res - 250-600 units	\$439	\$1,005	\$440	44%
82	High Risk Blg – High Rise Res - over 600 units	\$550	\$4,098	\$551	13%
83	High Risk Blg – Health Care – less than 100 beds	\$300	\$499	\$300	60%
84	High Risk Blg – Health Care – 100 to 500 beds	\$550	\$478	\$478	100%
85	High Risk Blg – Health Care – over 500 beds	\$650	\$478	\$478	100%
Total Revenue \$48.0 million (\$4.0 million increase)					