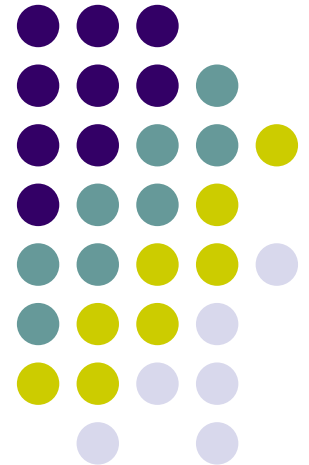


# City of Dallas Budgeting for Outcomes: Status Report

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***City Council Briefing  
June 21, 2006***





# Purpose of This Session:

- Review Status of Budgeting For Outcomes
- Review Preliminary Price of Government (POG) set in January 2006
- Review Price of Government Process
- Initial List of Offers/Services to be “Purchased” for FY 2006-07
- Updated Revenue Estimates for FY 2006-07
- Next Steps in the Price of Government Process
- Fee Based Services
- In Summary



**Disclaimer: All estimates in this document are subject to changes**



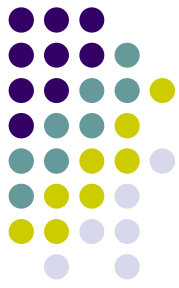
# Status of Budgeting for Outcomes



# Reminder:

## City-wide Results & Key Focus Areas

- **Key Focus Area – Economic Development**
  - Result 1: The economy is thriving, with diverse businesses growing and people working.
  - Result 2: People and goods move reliably, efficiently, and safely through the city.
  - Result 3: The city’s natural resources are conserved and protected for current and future generations.
- **Key Focus Area – Neighborhood Quality of Life**
  - Result 4: The city is composed of vibrant and viable neighborhoods.
  - Result 5: Residents and visitors enjoy high-quality and diverse recreational, cultural, and educational opportunities.
  - Result 6: People have the opportunity to lead a healthy, dignified life.



# City-wide Results & Key Focus Areas

- Key Focus Area – **Public Safety & Homeland Security**

Result 7: People feel safe where they live, work, and play.

- Key Focus Area – **Staff Accountability**

Result 8: City government is customer-focused, accountable, and effective – providing a good value.

- Key Focus Area – **Trinity River Project**

Result 9: The Trinity River Corridor enhances the vibrancy and vitality of the city.

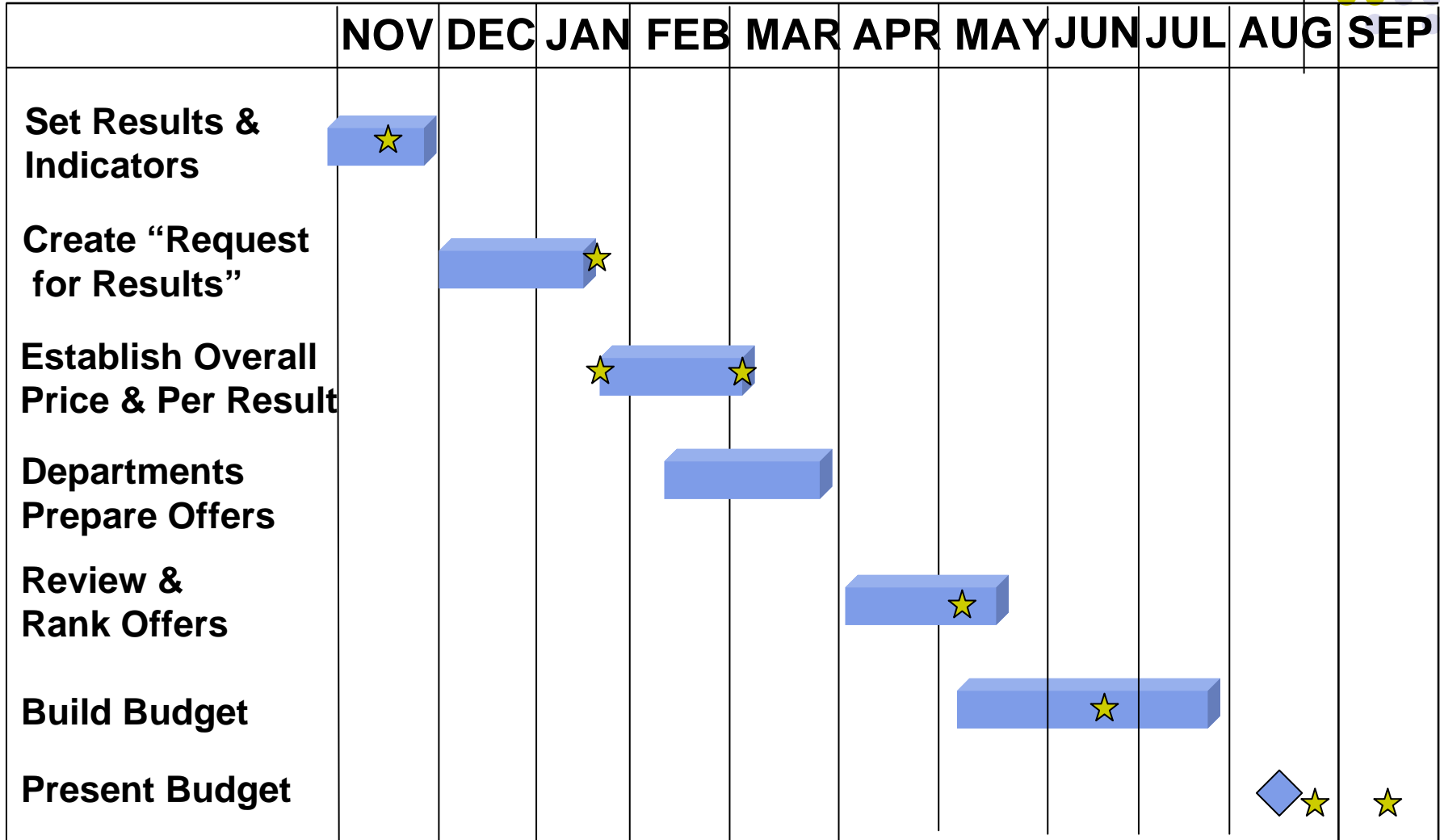


# Where are we in the Process?

- ✓ Established Citywide Results & Indicators
- ✓ Established Results Teams
- ✓ Created “Requests for Results”
- ✓ Set Overall “Price” of Dallas Government
- ✓ Invited Departments to Make Offers
- ✓ Allocated the “Price” to Each Result
- ✓ Evaluate & Prioritize Offers in Each Result
- ✓ Buy Down the List of Offers Until the Money Runs Out (“draw the line”)
- ✓ Review Preliminary Results
- Build Final Budget to Present to Council



# BFO Timeline







# Review Preliminary Price of Government set in January 2006

# Price of Government in Dallas:



- FY 2005-06 Price of Government \$1,620,698,546
- FY 2006-07 Price of Government \$1,680,224,002
- ❖ This price can be changed prior to budget adoption on September 27, 2006



## January 2006 Estimates:

- Ad Valorem Tax Revenue – projected 4.3% growth in property tax base
- No Ad Valorem Tax Rate increase
- Sales Tax Revenue – trend of 3.0% growth rate from current year budget
- Sanitation Fee increase of 99¢ per month for enhanced Sanitation/Recycling programs
- Water/Wastewater Rate increase of 8.2% for needed capital investment



# Review Price of Government Process



# Review of POG Process:

- Citywide desired Results and Indicators were drafted, presented to City Council and established
- Results Teams of City staff were created to develop “Requests for Results”, including Purchasing Strategies that were presented to City Council



# Review of POG Process:

- Results Teams held pre-proposal conferences with departments to discuss Purchasing Strategies and desired results
- City departments prepared offers to achieve the Purchasing Strategies
- Results Teams reviewed and developed an initial ranking of all offers



# Review of POG Process:

- Initial rankings were presented to the City Manager for feedback and observations
- The Natural Resources Results Team discussed the ranking process and initial rankings with the City Council
- Initial rankings and additional feedback were provided to departments



# Review of POG Process:

- Departments had the opportunity to refine offers to make them more competitive
- Revised offers were submitted to Results Teams
- Rankings were revised by the Results Teams





# Review of POG Process:

- City Manager met with Results Teams and department personnel to discuss rankings and review the “funding line”
  - Which offers are funded (above-the-line)
  - Which offers are not selected for purchase



# Review of POG Process:

- Included in today's briefing
  - Results Teams' Ranking Sheets
    - Bid (Offer) Number (see appendix for department code index)
    - Bid Name
    - Original Bid Price
    - Result Teams' Recommended Funding Level



# Review of POG Process:

- “Running” total of funds allocated to Results Teams
  - As Teams “spend” their allocation by purchasing offers, the running total is reduced – less is available
  - When the Running Total reaches \$0, the allocation is spent and no additional services are purchased
  - This is where “THE LINE” is drawn and the Running Total turns **RED**



# Initial List of Offers/Services to be “Purchased” for FY 2006-07

# List of Ranked Services by the Economy Result Team:



Result 1: The economy is thriving, with diverse businesses growing and people working.

RESULT = **Economy**

GENERAL FUND  
TOTAL = **\$11,874,591**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statements
1	ECO001-2	Business Development	\$ 820,504	\$ 820,504	\$ 11,054,087	
2	ECO003-2	The Area Redevelopment Group	\$ 118,930	\$ 118,930	\$ 10,935,157	
3	ECO004-2	Small Business Initiatives-Southern Dallas Focus	\$ 387,795	\$ 387,795	\$ 10,547,362	
4	ECO006-2	Research and Information Division	\$ 614,991	\$ 614,991	\$ 9,932,371	
5	DEV017	Forward Dallas Comprehensive Plan Implementation	\$ 648,529	\$ 495,067	\$ 9,437,304	Remove staff enhancement for Sr. Planner & Office Assistant
6	ECO002-2	Downtown Initiatives	\$ 693,969	\$ 693,969	\$ 8,743,335	
7	PKR002	Operations and Maintenance of Fair Park	\$ 3,530,970	\$ 3,383,868	\$ 5,359,467	Reduce overtime for special events
8	ECO009	Inland Port Development	\$ 174,058	\$ 174,058	\$ 5,185,409	
9	PWT041	Tax-Increment Financing and Urban Redevelopment	\$ 31,875	\$ -	\$ 5,185,409	
10	DEV001	Department Support - Development Services	\$ 349,236	\$ 349,236	\$ 4,836,173	
11	DEV022	Real Estate Services for Private Development	\$ 476,609	\$ 466,282	\$ 4,369,891	
12	ECO005-2	International Business Development	\$ 416,134	\$ 416,134	\$ 3,953,757	
13	PWT036	Floodplain Management	\$ 500	\$ -	\$ 3,953,757	
14	EBS007	Dallas Arts District Garage	\$ 972,817	\$ 872,817	\$ 3,080,940	Reduce garage improvements for painting/mural/golf cart
15	PWT038	Regulation and Enforcement for For Hire Transportation	\$ 760,489	\$ 700,258	\$ 2,380,682	Manage vacancies - for equivalent of 1 full-time position
16	HOU001	Urban Land Bank Demonstration Program	\$ 173,742	\$ 173,742	\$ 2,206,940	
17	POM010	Community Outreach Liaison Program	\$ 146,727	\$ 146,727	\$ 2,060,213	
18	PWT028	Parking Management-Meter/Lot Operations, Enforcement, Ticket Processing/Collections, Adjudication, and Customer Service	\$ 2,361,366	\$ 2,361,366	\$ (301,153)	Remove additional enforcement officers
19	PKR051	Operation & Maintenance of the Cotton Bowl	\$ 1,656,752	\$ 1,656,752	\$ (1,957,905)	
20	ECO014-2	University of North Texas-Dallas Campus	\$ 78,239	\$ 78,239	\$ (2,036,144)	Eliminates City's commitment to rental assistance for facility
21	PKR041	Fair Park Special Events Promotions - Enhancement	\$ 412,909	\$ 412,909	\$ (2,449,053)	
22	OCA014	Bishop Arts District Destination	\$ 30,000	\$ 30,000	\$ (2,479,053)	
23	PKR027	Maintenance/Restoration Program for Fair Park - Enhancement	\$ 1,126,526	\$ 1,126,526	\$ (3,605,579)	
24	POM003	Surety Support Program for City Contracts	\$ 32,790	\$ 32,790	\$ (3,638,369)	Could result in lower MWBE participation in City contracts
25	POM011	Dallas Alliance For Business Development	\$ 46,732	\$ 46,732	\$ (3,685,101)	Removes City of Dallas from program participation for "Best Practices" initiatives
26	PKR037	Fair Park Shuttle and Ambassador Program - Enhancement	\$ 155,120	\$ 155,120	\$ (3,840,221)	
27	POM012	Vendor Recruitment/Education	\$ 115,438	\$ 115,438	\$ (3,955,659)	Reduces the City's ability to attract and educate small and MWBE vendors
28	EHS102	Food Establishment Plans Permitting	\$ 237,639	\$ 237,639	\$ (4,193,298)	
29	ECO011-2	Film Industry Attraction Program	\$ 148,731	\$ 148,731	\$ (4,342,029)	
30	HOU005	Northern Sector Multifamily Redevelopment	\$ 5,000,000	\$ 5,000,000	\$ (9,342,029)	
31	PKR036	Fair Park Fountains - Enhancement	\$ 213,077	\$ 213,077	\$ (9,555,106)	

RESULT = Economy

GENERAL FUND  
TOTAL = \$11,874,591

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statements
32	PKR038	Enhanced Security at Fair Park	\$ 350,000	\$ 350,000	\$ (9,905,106)	
33	HOU004	Transit Oriented Redevelopment Program	\$ 5,000,000	\$ 5,000,000	\$ (14,905,106)	
34	ECO009A	Inland Port Administration	\$ 137,864	\$ 137,864	\$ (15,042,970)	
35	ECO005B	World Affairs Council & Protocol	\$ 253,364	\$ 253,364	\$ (15,296,334)	Eliminates City's International Liaison with a negative impact on foreign business delegations visiting Dallas
36	DEV017A	DISD & City of Dallas Demographic Coordinatior	\$ 100,000	\$ 100,000	\$ (15,396,334)	Provides funding for coordination with DISD on demographic projections
37	DEV022A	Real Estate Support for Kiosk & News racks program	\$ 158,327	\$ 158,327	\$ (15,554,661)	Slow down processing of Kiosk locations will result in delay in receipt of revenues
38	PKR039	Enhanced Color Bed Program	\$ 86,852	\$ 86,852	\$ (15,641,513)	

**Total**                      **\$ 27,516,104**

# Offers/Services Not Initially Funded in Result No. 1 - Economy



- Operation and Maintenance of the Cotton Bowl (\$1.7M)
- Additional Enforcement Officers in Parking Management-Meter/Lot Operations (\$300K)
- Enhanced Security at the City's Deep Ellum parking lots (\$45K)
- World Affairs Council & Protocol (\$253K)



# List of Ranked Services by the Mobility Result Team:



Result 2: People and goods move reliably, efficiently, and safely through the city.

RESULT =

**Mobility**

**GENERAL FUND**

TOTAL =

**\$57,984,026**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	STS001	Street/Alley Repair & Maintenance	\$ 17,332,508	\$ 17,332,508	\$ 40,651,518	No impacts
2	PWT007	Capital Planning and Implementation	\$ 1,731,009	\$ 1,731,009	\$ 38,920,509	No impacts
3	PWT001	Signal Maintenance Operations/Emergency Response	\$ 1,340,378	\$ 1,340,378	\$ 37,580,131	No impacts
4	PWT003	Signal Construction Operations	\$ 3,438,381	\$ 3,438,381	\$ 34,141,750	No impacts
5	PWT025	Pavement Markings	\$ 557,621	\$ 557,621	\$ 33,584,129	No impacts
6	SL01	Street Lighting	\$ 18,498,020	\$ 18,498,020	\$ 15,086,109	No impacts
7	PWT004	Traffic Sign Maintenance/Emergency Response	\$ 710,280	\$ 710,280	\$ 14,375,829	No impacts
8	PWT019	Transportation Engineering/Traffic-Signal Design & Inspection	\$ 1,207,768	\$ 1,207,768	\$ 13,168,061	No impacts
9	PWT015	Interagency Partnership Project Planning and Implementation	\$ 421,512	\$ 186,204	\$ 12,981,857	
10	PWT016	Transportation Planning	\$ 692,406	\$ 692,406	\$ 12,289,451	No impacts
11	PWT032	Signal Optimizations, Computerization of Signals, Intelligent Transportation Systems	\$ 803,230	\$ 775,000	\$ 11,514,451	
12	STS002	Routine and Preventive Maintenance (pothole repairs and level ups, inlet cleaning, guardrail repair, drainage, litter and illegal dumping, unimproved street and alley repairs, shoulder grading, and mowing of surplus and floodway areas)	\$ 7,566,605	\$ 7,566,605	\$ 3,947,846	No impacts
13	EBS010	Bullington Truck Terminal & Pedestrian Way Operation	\$ 264,952	\$ 255,000	\$ 3,692,846	Reductions as a part of line item review
14	STS003	Contracted Maintenance Services (median mowing, street sweeping, litter removal, and street sealing)	\$ 5,469,067	\$ 1,951,283	\$ 1,741,563	A \$3.5 M reduction would eliminate contracted median and right of way mowing and a 50% reduction in preventive maintenance treatments (slurry seal and micro surfacing).
15	PWT022	Traffic Safety Inspection of Public and Private Construction Sites	\$ 86,091	\$ 86,091	\$ 1,655,472	No impacts
16	PWT018	Street Cut Permit and Public Right-of-Way Construction Oversight	\$ 483,233	\$ 475,000	\$ 1,180,472	No positions will be lost, but the \$8K cut will impact office supplies, fuel, vehicles, communication equip., etc.
17	PWT005	Traffic Sign Fabrication	\$ 364,267	\$ 286,267	\$ 894,205	City will not be able to use industry recommended materials that doubles the life of signs. Results in replacements every 7 years vs. every 15 years.
18	PWT033	Enhancement-Signal Optimizations, Computerization of Signals, Intelligent Transportation Systems (Signal Timing and Loop Detector Repairs in various parts of the city)	\$ 219,565	\$ 219,565	\$ 674,640	No impacts if funded. If not funded because it is an enhancement. Failure to improve signal progression, reduce citizen fuel consumption and reduce travel time. Failure to meet air quality standards and loss of \$1,538,441 in federal matching funds.
19	PWT034	Enhancement-Signal Optimizations, Computerization of Signals, Intelligent Transportation Systems (Signal Timing and Loop Detector Repairs in north Dallas and downtown)	\$ 100,640	\$ 100,640	\$ 574,000	No impacts if funded. If not funded because it is an enhancement...Failure to improve signal progression, reduce citizen fuel consumption and reduce travel time. Failure to meet air quality standards and loss of \$1,871,890 in federal matching funds.
20	PWT030	Pavement Management (data collection and analysis for maintenance treatment recommendations)	\$ 492,423	\$ 482,000	\$ 92,000	Impacts ability to provide data for maintenance and repair recommendations
21	PWT027	Traffic Operations Inventory Management	\$ 95,278	\$ 95,278	\$ (3,278)	
22	PWT026	Enhancement-Pavement Markings	\$ 904,754	\$ 904,754	\$ (908,032)	Eliminates ability to proactively paint school crosswalks, stop bars, turn lane arrows. Eliminates installation of raised reflective pavement markers that improves visibility of lanes during night time and heavy rain storms.

RESULT = **Mobility**

GENERAL FUND  
TOTAL = **\$57,984,026**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
23	PWT035	Enhancement-Signal Optimizations, Computerization of Signals, Intelligent Transportation Systems (Citywide Communications Network - Planning and Feasibility Study)	\$ 75,000	\$ 75,000	\$ (983,032)	Does not allow city to review alternative communication system costs and technologies for the traffic signal computer control system. Could result in higher O&M in out years.
24	PWT002	Enhancement-Signal Maintenance Operations/Emergency Response (Bucket Truck Personnel)	\$ 191,503	\$ 191,503	\$ (1,174,535)	
25	PWT021	Enhancement-Transportation Engineering/Traffic-Signal Design & Inspection (GIS Analyst)	\$ 45,669	\$ 45,669	\$ (1,220,204)	Eliminates ability to geographically represent street network relationships between land development, traffic volume growth, and roadway capacity. Does not allow optimal programming of city bond funds and operating resources.
26	PKR035	Fair Park Wayfinding Signage Program	\$ 25,000	\$ -	\$ (1,220,204)	
27	PKR044	Enhanced Maintenance of Fair Park Streets and Sidewalks	\$ 140,000	\$ 140,000	\$ (1,360,204)	
28	SL01-A	Street Lighting - Enhanced 530 new Pedestrian Lighting for FY 06-07	\$ 100,000	\$ 100,000	\$ (1,460,204)	

**Total** \$ 59,444,230

# Offers/Services Not Initially Funded in Result No. 2 - Mobility



- Median mowing and preventive maintenance treatments (\$3.5M)
- Improved materials that would double the life of Traffic Signs (\$78K)

# List of Ranked Services by the Natural Resources Result Team:



Result 3: The city's natural resources are conserved and protected for current and future generations.

RESULT = **Natural Resources**

GENERAL FUND  
TOTAL = **\$1,415,740**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	EHS301	Air Quality Compliance	\$ 74,186	\$ 74,186	\$ 1,341,554	Proactive program and will improve air quality. The Program is State and Federally funded by Contract, limited to reimbursements providing up to 67% of the cost to operate. The City portion of funding is a 33% match. Revenues are also generated to offset city portion of the cost. Impact: Helps reduce emissions and insure compliance with ambient air quality standards
2	OEQ002	Environmental Management System	\$ 906,385	\$ 617,667	\$ 723,887	The service will be provided to insure the City's compliance with the EPA Consent Decree. The reduction in funding will limit the necessary support required for regulatory assistance with various State and Federal issues and the purchase of software upgrades and additional licenses.
3	EHS302	Ambient Air Quality Monitoring	\$ 74,447	\$ 74,447	\$ 649,440	Directly affects the air quality, proactive program, helps to monitor and maintain safe levels of Ozone. 50% of the program is funded by the state. It provides quality assurance of monitoring data collected for the state. Data is used for compliance and issuing health advisories. Impact: It provides quality assurance of monitoring data collected for the state. Data is used for compliance and issuing health advisories
4	OEQ007	Environmental Outreach	\$ 372,817	\$ 104,000	\$ 545,440	Same level of effort as current year plus Consent Decree. The base bid of \$104,000 and the enhancement portion total \$268,817. Recommend funding the mandated portion only. This is a proactive bid it has strong interdepartmental collaboration, directly reduces the City's negative impact on natural resources, and provides employee outreach and training. Impact: By funding the mandated portion only, we miss the opportunity to educate the younger generation the "recyclers of tomorrow"
5	PKR033	City Forester	\$ 49,990	\$ 49,990	\$ 495,450	Contractually obligated for one to one match grant funding. Impact: Failure to fund will result in loss of grant funding and jeopardize for future grant opportunities
6	PWT024	New: Environmental Management	\$ 48,909	\$ 48,909	\$ 446,541	Per department, this service addresses the second half of the D.O.J. consent decree. EMS. Impact: Without this bid item, PWT is vulnerable to violating environmental regulations and the EMS. Violations of federal environmental regulations carry a fine of \$32,500 per violation per day.
7	ATT002	Environmental Team	\$ 316,016	\$ 256,016	\$ 190,525	Increases ability to comply, and allows more aggressive enforcement of environmental laws. Recommend not hiring additional attorney (saves \$60,000). Impact: Failure to fund this bid may result in fines and lack of legal environmental representation for various departments
8	OEQ009	Air Quality Improvements	\$ 145,892	\$ 90,892	\$ 99,633	The reduction in fundings will reduce needed consulting for emission inventories and regulatory comments as well as the purchase of Outreach materials
9	PKR047	Dallas Zoo Environmental Compliance Team	\$ 99,633	\$ 99,633	\$ -	Proactive program and impacts surrounding neighborhoods, Zoo is included in the EPA compliance order. Impact: Impacts storm water quality in and around the zoo and surrounding neighborhoods, as well as the Trinity river
10	PWT010	Great Trinity Forest (GFT) Management Plan	\$ 348,760	\$ 348,760	\$ (348,760)	Relates to the Trinity River Project, affects surrounding neighborhoods. Impact: Works to achieve overall Trinity River Project objectives
11	PWT011	Joppa Neighborhood Green Building Pilot Project	\$ 600,000	\$ 600,000	\$ (948,760)	Promotes green building, preserving historical integrity of the former freedman's settlement. Impact: The city passes an opportunity to demonstrate environmental leadership
12	PWT031	Turtle Creek Pilot Project	\$ 727,903	\$ 727,903	\$ (1,676,663)	Proactive efforts to minimize flooding in the Henderson Central Expressway corridor.
13	PKR017	Urban Forestry Services Phase II-Enhanced	\$ 1,003,213	\$ 1,003,213	\$ (2,679,876)	Proactive efforts to preserve and plant trees. Directly addresses Urban Heat Island effect.
14	OEQ011	Urban Heat Island Effect	\$ 35,000	\$ 35,000	\$ (2,714,876)	A study of levels of ozone pollutants being released in the Downtown area.

**Total \$ 4,130,616**

# Offers/Services Not Initially Funded in Result No. 3 – Natural Resources



- Additional positions for Environmental Management System and Compliance with EPA Consent Decree (\$439K)

# List of Ranked Services by the Neighborhoods Result Team:



Result 4: The city is composed of vibrant and viable neighborhoods.



RESULT =

Neighborhoods

## GENERAL FUND

TOTAL =

\$28,263,344

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	CCS001	Neighborhood Code Compliance Services	\$ 11,721,251	\$ 11,532,738	\$ 16,730,606	Reduced \$188,513 as a result of line item review
2	CCS006	Dallas Animal Services	\$ 4,714,168	\$ 4,672,908	\$ 12,057,698	Reduced \$41,260 as a result of line item review
3	CCS006-A	Dallas Animal Services - Positions and equipment for new Animal Shelter opening June 07	\$ 673,952	\$ 473,952	\$ 11,583,746	Reduced \$200,000 from requested funds for new positions. Recommend phasing in new staff to full operation.
4	CCS007	Reduction of services requests and services provided for 3 specific Service Requests (Loose Animals, Dead Animals, and High Weeds)	\$ 53,382	\$ 53,382	\$ 11,530,364	Bid ranked high due to need and overall benefit to community.
5	CCS004	Neighborhood Nuisance Abatement (Mow Clean Operations)	\$ 3,739,171	\$ 3,491,171	\$ 8,039,193	Total reduction = \$248,000. Reduced \$98,000 from line item review of salaries and reduced \$150,000 which would effectively terminate the Neighborhood Mow Clean Program. The Department would no longer assign lots to neighborhood groups for mowing. All mowing activities will be conducted by the Mow Clean Division.
6	HOU002	People Helping People-Volunteer Home Repa	\$ 1,138,584	\$ 1,094,584	\$ 6,944,609	Reduced \$44,000 from 1000s, funded no additional FTEs.
7	EHS607	Environmental Assessments	\$ 742,140	\$ 642,140	\$ 6,302,469	Reduced \$100,000. Maintained current year service level with no additional FTEs.
8	CCS002	Multi Tenant Code Inspection Program	\$ 2,685,409	\$ 2,621,409	\$ 3,681,060	Reduced \$64,000 as a result of line item review.
10	CTS003	Illegal Dump Team - Criminal Investigations and Arrests	\$ 550,147	\$ 536,147	\$ 3,144,913	Reduced \$14,000 as a result of line item review.
11	CCS003	Relocation Assistance	\$ 205,037	\$ 205,037	\$ 2,939,876	No reduction, Proposed FY06-07 is less than FY05-06 Budget.
13	DEV019	Neighborhood Planning & Preservation	\$ 797,238	\$ 727,238	\$ 2,212,638	Reduced \$70,000. Funding proposes vacancy rate management to absorb reduction.
14	EBS006	Major Maintenance Planning, Design & Construction Program	\$ 617,301	\$ 604,301	\$ 1,608,337	Reduced \$13,000. Funding proposed new staff in FY06-07 for 9 months. This recommendation assumes approval of proposed 2006 Bond program.
16	CTJ002	Civil Adjudication Court (Civil Court for code violations)	\$ 306,502	\$ 251,502	\$ 1,356,835	Reduced \$55,000 as a result of line item review
17	PKR006	Athletic Field and Reservations Office	\$ 511,956	\$ 476,956	\$ 879,879	Reduced \$35,000 in enhancements for staff and vehicle on weekend. Recommend coverage with rescheduling of existing staff. Projected revenue exceeds Team bid price.
18	EHS614	Community Centers Programs, Marketing & Events (Special Events at Community Centers)	\$ 393,935	\$ 293,935	\$ 585,944	Reduced \$100,000 in staff enhancements.
19	EHS619	Community Centers Property Management and Administration	\$ 849,788	\$ 585,944	\$ -	Reduced enhancements include additional security costs (\$120k) at the community centers and improvements for the facilities such as security cameras and on-going needed preventive maintenance (\$150k)
20	ATT003	Community Prosecution	\$ 2,780,813	\$ 2,571,813	\$ (2,571,813)	Reduced \$209,000 in enhancements for staff and equipment to maintain current service level. Support program and its overall impact to neighborhood. Out of funds. Request funding increase should additional funds become available.
21	ECO007-2	South Dallas/Fair Park Neighborhood Development Fund	\$ 193,025	\$ 143,025	\$ (2,714,838)	Reduced \$50,000 from 3000s to limit Neighborhood Development Fund to proposed revenue. Primary focus of service is not citywide.
22	EHS801	Utility Pay Stations (Community Business Centers)	437,240.00	437,240.00	(3,152,078)	Very narrow service coverage
23	DEV024	Neighborhood Communications	\$ 127,250	\$ 63,625	\$ (3,215,703)	New service. Reduction has minimal impact on service delivery.
24	OCA010	Bath House Cultural Center Neighborhood Outreach/Community Liaison Program	\$ 48,188	\$ 48,188	\$ (3,263,891)	New service. Primary focus is not citywide.
25	EHS401	Single Room Occupancy Housing Development Project	\$ 3,000,000	\$ 3,000,000	\$ (6,263,891)	New service. Based on identified needs and priorities, service provided minimal impact to overall desired result.

Total

\$ 34,527,235

# Offers/Services Not Initially Funded in Result No. 4 – Neighborhoods



- Some positions for new Animal Shelter opening June 2007 (\$200K)
- Neighborhood Mow Clean Program (\$150K)
- Community Prosecution (\$2.9M)
- Utility Pay Stations (\$437K)

# List of Ranked Services by the Culture, Recreation & Education Result Team:



**Result 5:** Residents and visitors enjoy high-quality and diverse recreational, cultural, and educational opportunities.

RESULT = **Culture, Recreation, and Education**

GENERAL FUND  
TOTAL = **\$88,583,371**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	EBS011	Thanksgiving Square Support	318,629	318,629	\$ 88,264,742	City contractually bound by 75 yr agreement with Thanksgiving Square Foundation.
2	PKR005	Golf, Tennis & Concession Facility Management	\$ 3,127,562	3,118,404	\$ 85,146,338	Management of contracts for golf courses, tennis, gun ranges, and concession services. Removed funding for new FTEs.
3	OCA009	City Cultural Centers	\$ 3,321,773	2,857,773	\$ 82,288,565	Management of city cultural facilities. Removed funding for new FTEs.
4	LIB001	Neighborhood Branch Library Services	\$ 14,847,932	14,774,927	\$ 67,513,638	25 branch libraries and services provided throughout the city. Maintain enhancement for security \$113,156. Decreased training by \$11K and Kincare \$61,740. \$2.6M increase from FY05-06 budget for two new branches.
5	PKR003	Dallas Zoo & Aquarium	\$ 15,172,021	14,697,149	\$ 52,816,489	Management, maintenance, and services at the Dallas Zoo and Dallas Aquarium. Removed funding for new FTEs, but included \$125,128 for maintenance staff that EBS cut from their budget. Does not fund requested \$325K additional enhancement to maintenance staff or the \$150K enhancement for additional animal keepers for new exhibits.
6	LIB002	Central Library & Research Support	\$ 10,495,813	10,245,813	\$ 42,570,676	Downtown Library and research services. Allowed staff development for \$6,808 Removed funding for Anniversary Celebration \$100K and Downtown Branch Project for \$150K.
7	OCA004	Cultural Services Contracts Program	\$ 6,047,505	5,059,094	\$ 37,511,582	Partnerships for support of programming by non-profit arts/cultural organizations. Eliminated additional funding for cultural contracts requested as an enhancement, as well as new office assistant.
8	OCA006	Neighborhood Cultural Touring Program	\$ 559,628	345,800	\$ 37,165,782	Support for ethnic art/cultural programming in schools, senior homes, and other sites. Eliminated enhancements for Downtown Street Stage Expansion for \$20K and Club Creation Expansion for \$150K. Removed \$43K for a Coordinator Position.
9	PKR009	Recreation Center Services	\$ 13,779,085	12,994,085	\$ 24,171,697	Management, activities, and programs at 46 recreational centers. Eliminated request for new furniture for \$460K. Reduced new programs by \$224K and supplies by \$100K.
10	PKR010	Outreach & Partnership for Youth Recreation	\$ 1,147,312	1,124,417	\$ 23,047,280	After-school and summer programs for youth at non-city facilities. Removed funding for new FTEs.
11	LIB004	Multicultural Library Services	\$ 1,024,299	954,912	\$ 22,092,368	Multi-Lingual collection, language and educational services, and mobile libraries. Eliminated new positions and programs, except for the Volunteer Coordinator Position (\$52,298).
12	OCA007	Public Art for Dallas: A Major Asset	\$ 299,550	127,731	\$ 21,964,637	Development and maintenance of public art in parks, libraries, and neighborhoods. New bid price for Public Art will be \$127,731.
13	PKR004	Park Grounds Maintenance Services	\$ 22,193,614	21,445,823	\$ 518,814	Reduction eliminates the ability to provide weekend liter pick-up, which was added to the budget last year.
14	PKR007	Parks Capital Program Implementation & Development	\$ 2,385,706	1,019,597	\$ (500,783)	Management and professional services for ongoing implementation of parks bond program. Eliminated \$1.2M one-time cost for new facility for new Bond Program staff. Also, reduced \$151K for new staff.
15	PKR014	Botanical Agency & Recreation Facilities Partnership	\$ 1,072,221	872,221	\$ (1,373,004)	Contracted management for operation and maintenance of arboretum, Bahama Beach and other recreational facilities on city property. Eliminated Contract Compliance Administrator for \$100K and new Trinity Equestrian Center Contract for \$100K.
16	PKR012	Therapeutic Recreation & Community Service	\$ 922,331	876,540	\$ (2,249,544)	Recreation services for mentally, physically, or emotionally disabled clients. Removed funding for new FTEs.
17	EHS633	Senior Employment Initiative Contract	\$ 45,000	45,000	\$ (2,294,544)	Program for career counseling and job training through Senior Citizens of Greater Dallas
18	OCA003	Cultural Fund Development Manager	\$ 62,351	62,351	\$ (2,356,895)	Proposal for manager focused on arts/cultural fund-raising and development activities.
19	LIB007	TEENZone After School Programs	\$ 64,508	64,508	\$ (2,421,403)	After-school activities for education, wellness and career guidance. Program was previously grant funded, but not for FY06-07.
20	PKR011	Aquatic Services	\$ 921,768	921,768	\$ (3,343,171)	Management and services at 32 aquatic facilities not including splash grounds.
21	PKR032	Recreation Strategic Marketing Program	\$ 300,000	300,000	\$ (3,643,171)	Comprehensive marketing communications plan for recreational facilities and programs.
22	PKR019	Zoo Early Reading & Success in School Program	\$ 81,300	81,300	\$ (3,724,471)	Zoo based educational programs and services.
23	PKR040	Fair Park Enhanced Marketing Program	\$ 108,000	108,000	\$ (3,832,471)	Comprehensive marketing communications plan for Fair Park.
24	OCA005	Dallas Arts Partners / Support for Wallace Grant	\$ 302,209	252,209	\$ (4,084,680)	Partnerships with schools and non-profit arts organization to support youth art education. Decrease in funds available for contracting.

**Total** \$ 92,668,051

# Offers/Services Not Initially Funded in Result No. 5 – Culture, Recreation & Education



- Dallas Arts Partners/Support for Wallace Grant (\$302K)
- Current service level for maintenance of public art would be reduced (\$172K)
- Trinity Equestrian Center Contract (\$100K)

# Offers/Services Not Initially Funded in Result No. 5 – Culture, Recreation & Education (cont.)



- Weekend Litter Pick-up from Parks (\$748K)
- Therapeutic Recreation & Community Service (\$922K)
- Neighborhood and Community Pools - Aquatic Services (\$922K)

# List of Ranked Services by the Health & Dignity Result Team:



Result 6: People have the opportunity to lead a healthy, dignified life.

RESULT = **Health and Dignity**

GENERAL FUND  
TOTAL = **\$10,443,262**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	EHS623	Immunization Services	\$ 1,558,425	1,403,425	9,039,837	Maintain current budgeted FTE level, do not fund additional 3 FTEs
2	EHS603	Community Centers Social Services & Support Program	\$ 587,955	587,955	8,451,882	Fund proposal as submitted
3	EHS611	Health Authority	\$ 10,000	10,000	8,441,882	Mandated by Charter
4	EHS625	Community Preventive Health Services	\$ 2,730,604	2,314,604	6,127,278	Maintain current level of service - do not fund department's identified \$416K enhancement including the 5.2 FTEs
5	EHS612	Dental Health Services	\$ 675,000	675,000	5,452,278	Funding includes the requested enhancement of \$50K for services provided at the Vickery Meadows Dental Center to open April 2007
6	EHS615	HIV/AIDS Prevention and Education	\$ 250,000	250,000	5,202,278	Funding includes the requested enhancement of \$50K for HIV/AIDS outreach and prevention services specifically targeting women of color
7	EHS618	Food Protection and Education	\$ 2,066,601	1,964,589	3,237,689	Maintain current budgeted FTE level, do not fund additional 2 FTEs
8	EHS622	Homeless Childcare Contract	\$ 31,000	31,000	3,206,689	Fund proposal as submitted
9	EHS636	Day Resource Center	\$ 1,648,758	1,203,159	2,003,530	Department retracted request for \$350K for building. Funding is included for three FTEs including 2 night shift community outreach workers and one support staff. Does not fund request for 2nd support staff position. The result team recommends maintaining temp status for positions added in last year's budget process for the job training program.
10	EHS610	Health Surveillance Systems	\$ 104,059	104,059	1,899,471	Fund proposal as submitted
11	EHS604	Emergency Social Services Contract	\$ 80,000	80,000	1,819,471	Maintains the current service level
12	EHS620	Substance Abuse Treatment Contracts	\$ 375,000	375,000	1,444,471	Maintains the current service level
13	EHS635	Homeless Services Administration	\$ 330,384	239,186	1,205,285	Maintain current budgeted FTE level, do not fund additional 2 FTEs for administrative duties
14	EHS629	Senior Services	\$ 799,864	640,519	564,766	This service provides for the continuation of Office of Senior Affairs, Geriatric Substance Abuse, MLK Senior Center, and the Grandparenting Support Program. No funding was provided for increased staffing. The initial request for an additional \$100K for utility assistance has been reduced to \$50K.
15	EHS634	Homeless Housing Services	\$ 367,389	276,191	288,575	Maintain current GF budgeted FTE level, do not fund additional 2 FTEs requested for administrative duties. Determine if administrative costs for monitoring federal grants could be partially reimbursed by the grant.
16	EHS702	Homeless Outreach	\$ 106,106	106,106	182,469	Fund proposal as submitted
17	EHS701	Crisis Assistance	\$ 349,007	349,007	(166,538)	Lack of resources prohibits full funding of this effort, available funds will support the current programming at about a 50% level. Should additional resources become available, the team recommends full funding of this item.
18	EHS504	Senior Transportation Services	\$ 305,443	5,000	(171,538)	Should additional resource become available, a small pilot of this project would be considered. The purchase of 1000 para transit round trip passes from DART for seniors w/ disability certificates would further enhance independence for this population.
19	EHS626	Child Health Services Contract	\$ 62,000	62,000	(233,538)	Community-based contract in close proximity to other community clinics. Current contractor will continue to receive subcontracted grant funds for provision of immunization services.
20	EHS703	Project Reconnect / Ex-offender Reentry Program	\$ 157,258	157,258	(390,796)	This program effort is currently funded with CDBG dollars and the current level of service, including 2.0 FTEs, is proposed to be maintained for FY 06-07 CDBG projects.
21	DFD016	Critical Incident Stress Management Team	10,100	10,100	(400,896)	New Concept, may be considered in future

**Total \$ 10,844,158**



# Offers/Services Not Initially Funded in Result No. 6 – Health & Dignity



- Current service level for Crisis Assistance would be reduced (\$167K)

# List of Ranked Services by the Safety Result Team:



Result 7: People feel safe where they live,  
work, and play.

RESULT =

Safety

GENERAL FUND

TOTAL =

\$545,252,682

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	ATT004	Criminal Law and Prosecution	\$ 1,575,133	\$ 1,575,133	\$ 543,677,549	
2	CTS001	Municipal Court Services	\$ 11,769,624	\$ 10,896,052	\$ 532,781,497	maintain current service level
3	CTS004	Lew Sterrett Jail Contract	\$ 6,994,428	\$ 6,744,428	\$ 526,037,069	maintain current service level
4	DFD001	Fire Emergency Operations Response	\$ 121,015,245	\$ 118,077,351	\$ 407,959,718	maintain current service level
5	DFD002	Emergency Medical Services	\$ 35,695,180	\$ 32,173,809	\$ 375,785,909	maintain current service level
6	DFD003	Fire Dispatch	\$ 6,691,606	\$ 4,816,606	\$ 370,969,303	maintain current service level
7	DFD004	911 Communication Center	\$ 6,751,980	\$ 4,342,347	\$ 366,626,956	recommend funding current service level only pending review by 9-1-1 committee
8	DPD001	Police Patrol	\$ 172,707,567	\$ 158,901,231	\$ 207,725,725	maintain current service level
9	DPD003	Police Information Management	\$ 21,502,516	\$ 19,968,645	\$ 187,757,080	maintain current service level
10	DPD006	Police Special Operations	\$ 29,999,466	\$ 27,444,122	\$ 160,312,958	maintain current service level
11	CTJ001	Municipal Judges / Cases Docketed	\$ 1,338,113	\$ 1,338,113	\$ 158,974,845	maintain current service level
12	CTJ004	Municipal Court Security	\$ 401,103	\$ 401,103	\$ 158,573,742	maintain current service level
13	CTS002	City Detention Center	\$ 1,228,780	\$ 1,140,541	\$ 157,433,201	maintain current service level
14	DFD005	Fire Prevention Education & Inspection	\$ 7,766,970	\$ 4,962,532	\$ 152,470,669	maintain current service level
15	DFD006	Arson & Fire Investigation	\$ 3,407,032	\$ 2,837,587	\$ 149,633,082	maintain current service level
16	DFD007	Fire Recruit Training & Recruiting	\$ 1,955,237	\$ 1,495,267	\$ 148,137,815	maintain current service level
17	DFD008	Fire Vehicle Maintenance & Station Supply	\$ 11,663,212	\$ 11,412,817	\$ 136,724,998	maintain current service level
18	DFD009	Fire-Rescue Support Services	\$ 3,587,702	\$ 3,337,519	\$ 133,387,479	maintain current service level
19	OEM001	Emergency Management Operations	\$ 1,218,712	\$ 605,655	\$ 132,781,824	maintain current service level
20	DPD002	Police Criminal Investigations	\$ 53,485,580	\$ 49,935,080	\$ 82,846,744	maintain current service level
21	DPD004	Police Special Investigations	\$ 19,838,875	\$ 18,528,732	\$ 64,318,012	maintain current service level
22	DPD005	Police Property/Asset Management	\$ 19,204,820	\$ 11,741,015	\$ 52,576,997	maintain current service level
23	DPD007	Police Personnel Development	\$ 28,798,226	\$ 27,789,166	\$ 24,787,831	maintain current service level
24	DPD009	Police Professional Standards	\$ 8,618,565	\$ 8,272,097	\$ 16,515,734	maintain current service level
25	DPD0011	Police Department Support	\$ 4,382,245	\$ 4,382,245	\$ 12,133,489	maintain current service level
26	EBS012	Security Services for City Facilities	\$ 3,156,073	\$ 3,086,345	\$ 9,047,144	maintain current service level
27	DPD008	Police School Support/Youth Programs	\$ 4,853,633	\$ 3,850,049	\$ 5,197,095	Eliminate First Offender Program - service is offered by Dallas County
28	DPD0010	Police Community Outreach/Neighborhood Relations	\$ 6,279,941	\$ 4,351,803	\$ 845,292	Current service level less a reduction of resources for Walker Consent Decree based on PD recommendation to PSC in 6/06 This recommendation was a reduction of 17 Sworn and 5 civilian positions. These resources can be redeployed to vacant positions in other areas.
29	CVS003	Civil Service Test Analysis/Development & Validation	\$ 463,111	\$ 463,111	\$ 382,181	maintain current service level
30	CVS004	Civil Service Applicant Processing for Uniformed Employ.	\$ 375,723	\$ 375,723	\$ 6,458	maintain current service level
31	DFD013	Fire-Rescue Dept Wellness Fitness Program	\$ 732,625	\$ 200,000	\$ (193,542)	New program
32	PWT029	Automated Red Light Running Enforcement	\$ 1,187,467	\$ 1,187,467	\$ (1,381,009)	New program expected revenues at \$6M which will more than offset the cost of the program
33	DFD014	Fire Rescue Computer Assisted Dispatch	\$ 950,339	\$ 332,875	\$ (1,713,884)	Bid price includes CAD Administrator, \$120K for portable radios and \$100K for MDC replacements

RESULT = Safety

GENERAL FUND  
TOTAL = \$545,252,682

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
34	PKR025	Automated External Safety Defibrillators	\$ 128,000	\$ 122,250	\$ (1,503,259)	Recommend 53 AEDs and training
35	PKR024	Security Cameras at Park Facilities	\$ 155,040	\$ 31,920	\$ (1,535,179)	Recommend funding cameras at 7 location as a pilot program to determine effectiveness
36	PKR018	Park Department Ambassador Program	\$ 300,748	\$ -	\$ (1,535,179)	Do not recommend funding in this category
37	CVS006	Fire Applicant-Physical Abilities Test	\$ 50,962	\$ -	\$ (1,535,179)	Function will be absorbed by DFD using current resources

TOTAL \$ 547,120,736

# Offers/Services Not Initially Funded in Result No. 7 – Safety



- Additional Thermal Imagers for Fire Emergency Operation Response (\$140K)
- Additional front line and peak demand rescue units for Emergency Medical Services (\$1.9M)
- Walker Storefront civilian positions in Police Community Outreach/Neighborhood Relations (\$268K)

# Offers/Services Not Initially Funded in Result No. 7 – Safety (cont.)



- Automated Red Light Running Enforcement Contract (\$1.2M) – This enhancement may have generated revenues.
- Enhancements for: 3-1-1 and 9-1-1 systems (\$5M to \$7M)

# Offers/Services Not Initially Funded in Result No. 7 – Safety (cont.)



- General enhancements for Police programs and services including: additional police officers, enhanced police equipment, additional police vehicles, additional overtime, etc. (\$7M to \$10M)
- Police and Fire Competitive Pay Plan (\$15M to \$17M)
- Physical Fitness Program for Fire/Rescue (\$200K)

# List of Ranked Services by the Government Result Team:



Result 8: City government is customer-focused, accountable, and effective – providing a good value.



RESULT =

Government

GENERAL FUND

TOTAL =

\$118,196,809

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	BMS003	Debt Management	\$ 165,119	\$ 165,119	\$ 118,031,690	Good management of city resources.
2	BMS004	Cash and Investments	\$ 407,599	\$ 407,599	\$ 117,624,091	Protects our assets.
3	BMS016	Centralized Collection Unit	\$ 1,187,226	\$ 1,187,226	\$ 116,436,865	
4	BMS018	Dallas County Tax Collection	\$ 529,435	\$ 529,435	\$ 115,907,430	
5	BMS019	Dallas Central Appraisal District Contract	\$ 2,408,342	\$ 2,408,342	\$ 113,499,088	
6	BMS103	Quality Assur./Cust. Feedback	\$ 529,924	\$ 183,000	\$ 113,316,088	Funding for two positions and the citizen survey . This meets criteria and needs to be done.
7	CMO001	City Administration	\$ 2,064,260	\$ 2,064,260	\$ 111,251,828	
8	DFD010	Water Customer Service	\$ (49,755)	\$ (285,000)	\$ 111,536,828	Increased reimbursements to 05-06 levels.
9	EBS004	City Facility Elvevator & Escalator Man.	\$ 518,405	\$ 518,405	\$ 111,018,423	
10	EHS616	Vital Statistics	\$ 1,001,582	\$ 919,582	\$ 110,098,841	Reduction of enhancements (technology \$40k & 2 temps \$42k)
11	MCC001	Dept Support - Mayor and Council	\$ 2,937,102	\$ 2,922,102	\$ 107,176,739	No 15K funding for OT request
12	PER005	City University - Training	\$ 878,835	\$ 395,835	\$ 106,780,904	Base budget only -- no enhancements (\$450k prof. serv. & \$33k supplies). Meets bid criteria to build a knowledgeable workforce.
13	SEC004	Boards and Commissions	\$ 301,112	\$ 301,112	\$ 106,479,792	
14	BMS001	Operating Division	\$ 1,192,091	\$ 803,091	\$ 105,676,701	Deleted budget module software (\$389K).
15	BMS002	Capital Budget Division	\$ 71,631	\$ 71,631	\$ 105,605,070	Protects our assets -- bid strategy
16	BMS012	Payroll	\$ 1,022,611	\$ 1,022,611	\$ 104,582,459	
17	BMS013	Accounts Payable	\$ 922,515	\$ 671,540	\$ 103,910,919	Base budget no additional (5) ftes (\$250,975)
18	BMS015	Special Collections Division	\$ 3,372,317	\$ 3,291,517	\$ 100,619,402	Cut 2 FTEs added as enhancements (\$80,800)
19	BMS005	Utility Management	\$ 172,356	\$ 172,356	\$ 100,447,046	
20	BMS010	Financial Reporting	\$ 988,428	\$ 988,428	\$ 99,458,618	
21	BMS011	Reconciliations	\$ 46,928	\$ 46,928	\$ 99,411,690	
22	BMS022	Liability Reserve / Claims Funds	\$ 9,712,244	\$ 9,712,244	\$ 89,699,446	
23	EBS001	City Facility Oper., Maint. & Repair	\$ 11,142,673	\$ 9,467,673	\$ 80,231,773	Cut all enhancements, except work order system and maintenance of added square footage for new facilities.
24	PWT037	Infrastructure GIS Services	\$ 744,401	\$ 679,401	\$ 79,552,372	Did not fund GIS analyst enhancement (\$65K)
25	BMS014	Cost Accounting / Fixed Assets	\$ 305,651	\$ 305,651	\$ 79,246,721	
26	CTJ0005	Language Services	\$ 126,727	\$ 126,727	\$ 79,119,994	Mandate from the State. Funding for two persons.
27	CVS002	Civil Service Admin./Employee Appeals	\$ 180,049	\$ 180,049	\$ 78,939,945	
28	OCA011	Cable Access	\$ 759,219	\$ 213,022	\$ 78,726,923	Funded operation of Fire, PBW, and 6B and DISD/DCCCD education channels. Did not fund DCTV public access television (\$546,197). Funded portion that met bid strategy -- accessibility of information.
29	ATT006	General Counsel	\$ 3,310,158	\$ 3,167,579	\$ 75,559,344	Did not fund Sr. Eco. Dev. Atty (\$142k)
30	ATT007	Litigation	\$ 4,056,284	\$ 4,056,284	\$ 71,503,060	
31	BMS021	Contingency Reserve	\$ 1,391,954	\$ 1,391,954	\$ 70,111,106	
32	CMO006	Intergovernmental/Fund Development	\$ 281,267	\$ 115,589	\$ 69,995,517	Base funding only -- no enhancements Impact: Funded current level service. IGS indicates elimination of the funding for enhancements will hinder/eliminate their ability to apply for additional grants.
33	DFD011	311 Calltaking	\$ 1,817,004	\$ 1,000,000	\$ 68,995,517	Funded base budget with no enhancements and an adjustment for reimbursements, pending Task Force Review.
34	EFT001	Efficiency Team	\$ 500,717	\$ 480,717	\$ 68,514,800	Took out enhancement for programming, CIS charges.
35	CMO005	Intergovernmental/Legislative Services	\$ 589,579	\$ 589,579	\$ 67,925,221	
36	PER002	Human Resources Consultant Services	\$ 1,306,795	\$ 1,306,795	\$ 66,618,426	HR generalists -- ensure effective human resource processes with departments.
37	SEC006	Elections	\$ 3,671,746	\$ 1,318,246	\$ 65,300,180	Funded two elections based on average cost of election, including one to be a citywide run-off. Assumes some shared cost with other jurisdictions. Did not fund office assistant D enhancement.
38	SEC008	Customer Support --	\$ 257,454	\$ 223,903	\$ 65,076,277	Reduced enhancement of office assist. D (\$33K)
39	BMS025	City Agenda Process	\$ 244,280	\$ 244,280	\$ 64,831,997	
40	EBS003	City Facility Environmental Hazards Testing & Abatement	\$ 84,798	\$ 84,798	\$ 64,747,199	Manages risk and liability.
41	EBS005	City Facility Energy Man.	\$ 10,749,629	\$ 10,161,629	\$ 54,585,570	Increased cost of \$588k for electricity removed here and moved below the line.
42	EBS009	Custodial Service for City Facilities	\$ 5,566,740	\$ 5,287,914	\$ 49,297,656	Eliminated enhanced custodial support for Central Library and MLK Center - \$278,826
43	EHS802	Contracts & Grants Admin	\$ 156,515	\$ 156,515	\$ 49,141,141	

RESULT =

**Government**

**GENERAL FUND**

TOTAL =

**\$118,196,809**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
44	SEC005	Archives	\$ 201,809	\$ 152,649	\$ 48,988,492	Took out Archivist Enhancement = \$43,360; furniture - \$5,800
45	FHO001	Fair Housing/Human Rights Init.	\$ 62,316	\$ 62,316	\$ 48,926,176	
46	POM007	Internal P-Card/Travel Card Prog.	\$ 89,021	\$ 89,021	\$ 48,837,155	
47	PWT040	Public Works-Land Surveying Serv	\$ 132,960	\$ -	\$ 48,837,155	Funded only the portion reimbursed by DWU. There are other GF departments that request survey work at a cost of \$177,317.
48	PWT039	Survey Map and Plat Archive	\$ 4,174	\$ 4,174	\$ 48,832,981	
49	POM002	Purchasing/Contract Management	\$ 1,399,585	\$ 1,399,585	\$ 47,433,396	
50	PWT013	Public Works Capital Program Implementation-Survey Services	\$ 829,484	\$ 829,484	\$ 46,603,912	Critical given upcoming bond program.
51	SEC003	Records Management	\$ 466,037	\$ 466,037	\$ 46,137,875	
52	ATTO01	CAO Legal Dept Support	\$ 1,393,114	\$ 1,393,114	\$ 44,744,761	Base bid less IT project management software (\$216K) and trial preparation software (\$84k). Get \$ for trial prep. Software from risk reserve.
53	AUD002	Audit Dept. Support	\$ 401,457	\$ 401,457	\$ 44,343,304	
54	BMS009	City Controller Admin. Support	\$ 1,518,992	\$ 1,508,992	\$ 42,834,312	
55	CVS001	Department Support-Civil Service	\$ 152,912	\$ 152,912	\$ 42,681,400	Mandated -- just one position.
56	LIB003	Library Admin. Support	\$ 1,268,106	\$ 1,136,106	\$ 41,545,294	Base bid only was funded -- \$132,717 for enhancements out.
57	AUD001	Audit	\$ 2,383,372	\$ 2,220,380	\$ 39,324,914	Did not fund request for 2 added FTEs -- enhancement Impact: AUD indicates this funding is for restoration of two authorized audit positions. Total of 25 FTES is required to fully staff office.
58	BMS007	Office of Financial Services - Department Support	\$ 568,873	\$ 568,873	\$ 38,756,041	Funded additional FTE (Budget Director) .
59	BMS024	Non-Departmental	\$ 10,926,433	\$ 10,423,433	\$ 28,332,608	Reduced \$503k of lobbyist funding already funded in IGS.
60	BMS101	Performance Measurement	\$ 1,340,933	\$ 317,000	\$ 28,015,608	Funded roll forward salaries only, no funding for system maintenance until better numbers developed (current projection \$1.0M). No enhancements funded.
61	BMS102	Service Area Coord. Team	\$ 686,929	\$ 161,929	\$ 27,853,679	Funded base budget, no funding for enhancements, no Resource guide for new Dallas residents-- \$525k.
62	CCS005	Department Support - Code Compliance	\$ 1,284,388	\$ 1,072,552	\$ 26,781,127	Did not fund request for added FTEs (\$212K)
63	CTJ0006	Department Support - Judiciary	\$ 208,149	\$ 208,149	\$ 26,572,978	
64	CVS005	Applicant Processing-Civilian	\$ 739,815	\$ 686,740	\$ 25,886,237	Base funding only. Did not fund request for added FTE (\$53K) Impact: CVS indicates the reduction will delay provision of a certified list of applicants within 10 days, especially hurting departments under a consent decree to fill positions, or quota systems to complete inspections.
65	CVS007	Employee Criminal Background & Motor Vehicle Record Checks	\$ 44,468	\$ 44,468	\$ 25,841,769	
66	EBS002	Department Support-EBS	\$ 1,729,895	\$ 1,689,895	\$ 24,151,874	Did not fund request for added FTE (\$40K)
67	ECO008	Department Support-Office of Econ. Dev.	\$ 802,193	\$ 378,924	\$ 23,772,950	Reduction of reimbursements eliminates finance group (manager, accountant III, and vacant accountant II positions), eliminate agenda coordinator, eliminate North Texas Commission membership.
68	EHS803	Department Support - EHS	\$ 1,803,504	\$ 1,693,504	\$ 22,079,446	Did not fund request for 2 added FTEs (\$110)
69	HOU003	Housing Department Support	\$ 279,426	\$ 244,173	\$ 21,835,273	Line item review reduction (\$35K)
70	OCA001	Department Support - OCA	\$ 5,212,939	\$ 4,616,114	\$ 17,219,159	Funded \$1.1 m of increased energy cost.
71	OEQ001	Department Support-OEQ	\$ 328,161	\$ 328,161	\$ 16,890,998	
72	OEQ003	Compliance Assist. & Assess.	\$ 295,890	\$ 284,890	\$ 16,606,108	Reduced professional development. Compliance is mandated by EPA
73	PER001	Department Supp - Human Res.	\$ 332,073	\$ 332,073	\$ 16,274,035	
74	PER004	HRIS and HR Payroll Services	\$ 3,374,210	\$ 1,362,887	\$ 14,911,148	Funded base budget only. Outsourced vendor maintenance, internal CIS charges and requested enhancements moved below the line until funding considerations cleared up.
75	PER006	Compensation Analysis/Classification	\$ 336,324	\$ 336,324	\$ 14,574,824	
76	PIO001	Public Information Office	\$ 941,509	\$ 811,509	\$ 13,763,315	Did not fund request for 2 added FTEs
77	PKR008	PKR Department Support	\$ 5,839,284	\$ 5,693,284	\$ 8,070,031	Did not fund request for added FTE, added professional development (\$29K) and added personal development (\$7K)
78	POM001	PUR Administrative Support	\$ 233,063	\$ 233,063	\$ 7,836,968	
79	PWT023	Department Support-PBW and Trans	\$ 4,484,677	\$ 3,937,164	\$ 3,899,804	Did not fund request for 2 added FTEs (\$120K); additional savings per line item review.
80	SEC001	SEC Departmental Support	\$ 655,256	\$ 540,256	\$ 3,359,548	Funded current estimate only plus programming, no enhancements.

RESULT = **Government**

GENERAL FUND  
TOTAL = **\$118,196,809**

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
81	STS005	STS Department Supp.	\$ 2,674,295	2,674,295	\$ 685,254	
82	OEQ004	Internal Environmental Training/Education	\$ 177,643	\$ 150,643	\$ 534,611	The funding reduction will reduce the purchase of training and outreach materials.
83	ATT005	D/FW International Airport Legal Counsel	\$ 439,542	\$ 439,542	\$ 95,069	
84	BMS006	Deferred Compensation	\$ 109,238	\$ 109,238	\$ (14,169)	Reduction of funding is dependent upon board determination
85	POM004	Good Faith Effort Compliance	\$ 148,399	\$ 148,399	\$ (162,568)	This is a council mandated program, without funding the city will not be able to achieve contracting opportunities for local, minorities, and women owned business.
86	DEVO21	Real Estate Ser. for Public Use	\$ 286,643	\$ 286,643	\$ (449,211)	Can more/all of this function be reimbursed from GCR or funded out of budgeted cost for land acquisition.
87	PER003	Executive / Labor Recruiting	\$ 140,029	\$ 140,029	\$ (589,240)	Significant cost savings inhouse. Can it be funded/partially funded from departments that utilize service?
88	POM009	Procurement Training	\$ 88,090	\$ 88,090	\$ (677,330)	Impact: Trained users on procurement module is critical. PG agreement process was audited in 2003 with the finding that user training should be mandatory.
89	BMS020	Salary and Benefits Reserve	\$ 570,000	\$ 570,000	\$ (1,247,330)	
90	POM008	Vendor Support Services	\$ 83,816	\$ 83,816	\$ (1,331,146)	Impact: PUR indicates loss of \$83k would not fund bid security provided with all formal solicitations, in accordance with the City Charter.
91	EBS001-2	Increased Energy Costs -- EBS	\$ -	\$ 588,000	\$ (1,919,146)	
92	OCA001-2	Increased Energy Costs -- OCA	\$ -	\$ 596,825	\$ (2,515,971)	Increased energy costs anticipated to be \$597 k.
93	OCA011- 2	DCTV Public Access Television		\$ 546,197	\$ (3,062,168)	Committee felt that this had minimal impact on bid strategy -accessibility of information -- based on market share.
94	SEC006-2	Elections		\$ 300,000	\$ (3,362,168)	Potential cost for runoff election. Alternative is to fund out of contingency reserve.
95	PER004-2	HRIS and HR Payroll Services-- Lawson Contract Services	\$ -	\$ 2,011,323	\$ (4,527,294)	CIS transferred cost to maintain Lawson Payroll system to HR.
96	BMS008	Boards and Commissions Liaison	\$ 66,070	\$ 66,070	\$ (4,593,364)	Should be funded by Public Safety/DPD
97	OEQ012	Material Safety Data Sheet Software	\$ 10,000	\$ 10,000	\$ (4,684,006)	
98	BMS106	Customer Service Tactical Teams	\$ 565,426	\$ 300,000	\$ (4,984,006)	
99	LIB005	Dallas Cultural Marketing Initiative (joint w/ OCA013)	\$ 134,118	\$ 396,624	\$ (5,380,630)	
100	LIB009	Video Conference Centers	\$ 447,470	\$ 447,470	\$ (5,828,100)	
101	OCA012	Cultural Contracts Database & Web-	\$ 90,000	\$ 60,000	\$ (5,888,100)	
102	OEQ010	Green Procurement	\$ 28,000	\$ 28,000	\$ (5,916,100)	Ranked low on the department priority listing.
103	AUD003	New Non-Audit Service	\$ 578,606	\$ 578,606	\$ (6,494,706)	
104	AUD004	AUD New Department Service	\$ 220,994	\$ 220,994	\$ (6,715,700)	
105	BMS026	Utility Man. Customer Service	\$ 65,000	\$ 65,000	\$ (6,780,700)	
106	BMS104	311 System Configuration	\$ 23,000	\$ -	\$ (6,780,700)	
107	BMS105	311 Customer Service Center	\$ 1,967,974	\$ 0	\$ (6,780,700)	
108	DEVO20	Enterprise Wide City Council Agenda	\$ -	\$ -	\$ (6,780,700)	
109	EHS609	EHS Program Eval. & Needs Assess.	\$ 187,238	\$ 109,238	\$ (6,889,938)	Impact: Position provides complete technical support for gathering/analyzing info for all EHS services.
110	OCA002	Cultural Indicators & Planning Process	\$ 150,000	\$ 150,000	\$ (7,039,938)	
111	POM006	Regional Procurement Services	\$ 93,720	\$ 93,720	\$ (7,133,658)	Committee liked innovative quality of this bid, and hoped to get revenue/reimbursement to fund it. Impact: City currently has 6 interlocal agreements allowing smaller municipalities to access our pricing and terms. Council has continually requested some form of compensation for allowing other agencies access to City Contracts. An agenda item is on Council 6/28 to create Purchasing Program that provides additional opportunity to further aggregate our volume with the regional purchasing volume. Also, there are \$50k in revenues associated with this service.
112	OCA013	Dallas Cultural Marketing Initiative (joint w/ LIB005)	\$ 262,506	\$ -	\$ (7,133,658)	

Total \$ 126,176,664

# Offers/Services Not Initially Funded in Result No. 8 – Government



- Automation of Quality Assurance/Customer Feedback Mechanisms (\$210K)
- DCTV Public Access Television (\$546K)
- Public Works Land Surveying Services (\$133K)
- City Secretary's Office staff enhancements (\$115K)
- 2006 Bond Program Implementation

## Offers/Services Not Initially Funded in Result No. 8 – Government (cont.)



- Enhancements for: Electronic Document Management, Application Development, Business Process Management, Data Center Management, etc. (\$4.9M)
- Fuel Increases (\$2.5M)
- Electricity Increases (\$5M)
- Fleet Replacement (\$18M)
- Good Government Innovation Proposals (\$2M)

# List of Ranked Services by the Trinity Corridor Result Team:



Result 9: The Trinity River Corridor enhances the vibrancy and vitality of the city.

RESULT = Trinity Corridor

GENERAL FUND  
TOTAL = \$183,764

Line	Bid Number	Bid Name	Original Bid Price	Team Recommended Funding Level	Running	Comments / Impact Statement
1	ECO010-2	Trinity River Business Assessment and Recruitment	\$ 1,398,081	\$ 183,764	\$ -	
2	DEV018	Trinity River Development and Zoning	\$ 476,518	\$ 351,013	\$ (351,013)	
3	PWT020	Trinity River Corridor Governance Model	\$ 203,000	\$ 101,500	\$ (452,513)	The scope of the proposal will be reduced from the original intent; however any funding received will provide for additional consultant hours as it relates to the Lakes Design.
4	PWT012	Trinity River Neighborhood Greening Partnership	\$ 396,000	\$ 96,000	\$ (548,513)	The proposed level of funding is insufficient to carry out the program scope. The funding from the City can be scaled back to a lesser amount by reducing the number of neighborhoods involved. However, \$96,000 will not cover the fee for the UTA-SUPA faculty member (\$90000 per month) and graduate assistants (\$1200 per graduate assistant student per month) needed for a neighborhood. Therefore, the \$96,000 can be used as seed funding to raise the remaining funds needed to implement the program.

**Total** \$ 732,277

# Offers/Services Not Initially Funded in Result No. 9 – Trinity Corridor



- Implementation of the Trinity River Corridor Capital Programs:
  - Trinity River Business assessment and Recruitment
  - Trinity River Development and Zoning
  - Trinity River Corridor Governance Model
  - Trinity River Neighborhood Greening Partnership





# Updated Revenue Estimates for FY 2006-07



# Updated Revenue Estimates:

- Preliminary Property Tax Base released May 25 indicates growth of 7.6% could occur (Certified Tax Roll expected July 25)
- A growth of 7.6% could provide an additional \$16.8M in revenue
- Sales Tax trends have improved and could provide additional \$11.5M in revenue



# Next Steps in the Price of Government Process



## Next Steps:

- “Buy” some of the unfunded offers/services or
- Reduce the property tax rate



## Staff's Next Steps:

- Continue analysis of expenditures
- Update and revise revenue projections
- Recommend purchase of some of the unfunded offers/services



# Initial Recommendations:

- Improve Public Safety Pay Plan (\$15 to \$17M)
  - Enhance compensation program to improve competitiveness in the North Texas market
  - Retain 5-to-10 year employees
  - Enhance performance of departments
- Enhance Police services/programs (including 50 additional police officers)
- No premium increase for the employee/retiree health care program



# Fee Based Services: Brief Overview of Other Funds



# Updated Estimates: Sanitation

- In January, the POG included a 99¢ fee increase to pay for the estimated cost of the “Too Good to Throw Away Program” \$55,546,119
- Additional Revenue needed for full cost recovery of “Too Good to Throw Away Program” = additional 30¢ \$825,554
- Additional Revenue needed for full cost recovery of other Sanitation Services costs (fuel, labor, equipment, etc.) = additional 48¢ \$1,320,886
- Total Revised Revenue Needed (with total fee increase for full cost recovery of Sanitation Services = \$1.77) \$57,692,559
- Alternatives to \$1.77 per month fee increase:
  - Change program to once a week garbage collection and/or other service reductions
  - Charge less than full cost recovery and subsidize with taxes
  - Continue weekly Blue Bag program (28¢ increase) instead of “Too Good to Throw Away Program” (\$1.29 increase)



# Updated Estimates: Building Inspection



January POG	\$21,461,444
Revised Revenue Estimate	\$23,017,339



Given the revised revenue estimate, the following services could be “purchased”:

➤ Zoning	\$659K
➤ GIS Mapping for Private Dev.	\$657K
➤ Fire Safety Inspection Enhancement	\$682K
➤ Express Plan Review – 2 <sup>nd</sup> Team	\$660K

# Updated Estimates: Convention Center



January POG \$65,301,681

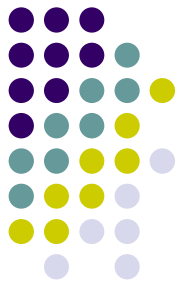
Revised Revenue Estimate \$56,147,682



Given the revised revenue estimate, the following services would not be “purchased” without a General Fund subsidy:

- Department Support \$2.2M
- Reunion Arena \$1.8M
- Farmers Market \$1.7M
- Special Events \$0.2M
- Union Station \$0.6M

# Updated Estimates: Storm Water



January POG	\$28,838,629
Revised Revenue Estimate	\$28,998,300



Note: Maintains current service level at the current fee

# Updated Estimates: Dallas Water Utilities



January POG (including rate increase of 8.2%)	\$467,263,039
Revised Revenue Estimate	\$467,263,039
Proposed Expenditures	\$467,263,039

Note: No estimate changes since January 2006

# Updated Estimates: 9-1-1 System Operations



January POG

\$13,438,156

Revised Revenue Estimate

\$13,029,546



Proposed Expenditures

\$13,029,546



# In Summary



## In Summary:

- The Price of Government established in January funded essentially the same level of services we are providing in the current year
- Little or no allowance for cost increases, e.g. rising fuel and electricity costs
- Little or no allowance for service enhancements, e.g. new staff for Animal Shelter, and EPA Consent Order compliance
- The Price of Government process causes us to examine services and processes in a new way
- Additional review of “lower priority” services is needed



## In Summary (cont.):

- As we work through the process we must decide whether to cut some existing services to cover rising expenses or to use additional revenue to buy new services, or both
- Initial projections indicate additional revenue will be available
- The City's commitment to enhance public safety annually would require the use of some additional revenue





# Appendix

# Department Codes:



Code	Name
ATT	City Attorney's Office
AUD	City Auditor's Office
BMS	Office of Financial Services
CCS	Code Compliance
CMO	City Manager's Office
CTJ	Judiciary
CTS	Court and Detention Services
CVS	Civil Service
DEV	Development Services
DFD	Fire
DPD	Police
EBS	Equipment and Building Services
ECO	Economic Development
EFT	Efficiency Team
EHS	Environmental and Health Services
FHO	Fair Housing Office

Code	Name
HOU	Housing
LIB	Library
MCC	Mayor and Council
OCA	Office of Cultural Affairs
OEM	Office of Emergency Management
OEQ	Office of Environmental Quality
PER	Human Resources
PIO	Public Information Office
PKR	Park and Recreation
POM	Business Dev & Procurement
PWT	Public Works and Transportation
SAN	Sanitation Services
SEC	City Secretary's Office
SL	Street Lighting
STS	Street Services