



# **BUDGET ACCOUNTABILITY REPORT**

**As of January 31, 2021**

**Prepared by  
Budget & Management Services**

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Dallas, TX 75201**

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# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	31.6% under budget	31.6% under budget
Municipal Radio	✓	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	✓	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Bond and Construction Management	5.0% under budget	5.0% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 22  
On Target

! 4  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 28  
On Target

! 0  
Near Target

✗ 7  
Not on Target

### Budget Initiative Tracker

● 4  
Complete

! 1  
At Risk

✓ 30  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through January 31, 2021, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 23, 2020, effective October 1, 2020, through September 30, 2021. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2021. The variance is the difference between the FY 2020-21 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

The General Fund overview provides a summary of financial activity through January 31, 2021.

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$235,992,351	\$235,992,351		\$235,992,351	\$0
Revenues	1,437,039,483	1,437,039,483	796,064,964	1,445,319,558	8,280,075
Expenditures	1,437,039,483	1,437,039,483	404,113,227	1,441,638,746	4,599,263
Ending Fund Balance	\$235,992,351	\$235,992,351		\$239,673,163	\$3,680,812

**Fund Balance.** As of January 31, 2021, the beginning fund balance for the adopted and amended budget and YE forecast reflects the FY 2019-20 unaudited unassigned ending fund balance as projected during budget development (July 2020). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2019-20 audited statements become available in April 2021.

**Revenues.** Through January 31, 2021, General Fund revenues are projected to be \$8,280,000 over budget. Sales tax revenue is projected to be \$16,285,000 over budget based on actual collection trends. The City's sales tax collections for the first four months of FY 2020-21 are \$13,100,000 over budget.

This is partially offset by charges for service, which are projected to be \$4,273,000 under budget due to reduced parking fee revenue (\$2,372,000 under budget), barricade application fee revenue (\$853,000 under budget), and revenue from the Majestic and Moody theaters (\$543,000 under budget). Also, interest earnings are projected to be \$3,279,000 under budget because of the Federal Reserve lowering interest rates.

**Expenditures.** Through January 31, 2021, General Fund expenditures are projected to be \$4,599,000 over budget primarily due to DPD and DFR uniform overtime, which is partially offset by salary savings from vacant non-uniform positions.

## FY 2020-21 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$825,006,993	\$825,006,993	\$678,269,596	\$825,006,993	\$0
Sales Tax <sup>1</sup>	296,324,365	296,324,365	50,705,810	312,609,784	16,285,419
Franchise and Other	115,907,401	115,907,401	35,213,661	115,990,044	82,643
Charges for Services <sup>2</sup>	105,618,133	105,618,133	13,897,432	101,345,447	(4,272,686)
Fines and Forfeitures	23,554,646	23,554,646	6,383,027	23,748,921	194,275
Operating Transfers In	42,410,021	42,410,021	4,145,862	42,410,021	0
Intergovernmental	12,111,533	12,111,533	1,027,748	11,644,416	(467,117)
Miscellaneous <sup>3</sup>	6,716,212	6,716,212	4,050,825	6,353,418	(362,794)
Licenses and Permits	5,023,871	5,023,871	1,908,987	5,122,795	98,924
Interest <sup>4</sup>	4,366,308	4,366,308	462,016	1,087,720	(3,278,588)
<b>Total Revenue</b>	<b>\$1,437,039,483</b>	<b>\$1,437,039,483</b>	<b>\$796,064,964</b>	<b>\$1,445,319,558</b>	<b>\$8,280,075</b>

**VARIANCE NOTES**

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

**1 Sales Tax.** Revenues are forecast to be \$16,285,000 over budget based on actual collection trends. The City received \$2.5 million this year from the Texas Comptroller as part of an audit finding from a prior period. Also, the City's collections for the first four months of FY 2020-21 are \$13,100,000 over budget, and the City's economist, Dearmon Analytics LLC, provided a revised forecast based on actual collections and current economic trends.

**2 Charges for Services.** Revenues are forecast to be \$4,273,000 under budget primarily due to reduced parking fee revenue, which is projected to be \$2,372,000 under budget as a result of COVID-19. Additionally, closures at the Majestic and Moody theaters in compliance with COVID-19 protocols affected revenues at both facilities, which is projected to be \$543,000 under budget. Lastly, barricade application fee revenues are projected to be \$853,000 under budget because of the pandemic and difficulties achieving compliance with the new fee.

**3 Miscellaneous.** Revenues are forecast to be \$363,000 under budget primarily due to \$1,078,000 in reduced revenues associated with new Transportation (TRN) engineering fees for locating utilities and 311 T-Review, which are partially offset by an unbudgeted legal settlement with the AT&T Performing Arts Center for facility repair costs incurred by the City (approximately \$330,000).

**4 Interest.** Revenues are forecast to be \$3,279,000 under budget primarily due to the Federal Reserve lowering interest rates.

## FY 2020-21 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,523,414	\$241,556,552	\$66,732,491	\$233,435,707	(\$8,120,845)
Civilian Overtime	7,514,598	7,564,598	3,155,627	8,953,860	1,389,262
Civilian Pension	33,844,770	33,987,940	9,625,857	33,285,192	(702,748)
Uniform Pay	481,652,999	479,281,000	143,676,891	477,744,882	(1,536,118)
Uniform Overtime	30,835,323	33,207,322	18,883,876	42,881,488	9,674,166
Uniform Pension	167,665,603	167,665,603	49,910,950	167,936,841	271,238
Health Benefits	72,562,299	72,555,086	19,542,092	72,555,086	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,653,205	3,586,117	11,791,422	138,217
<b>Total Personnel Services<sup>1</sup></b>	<b>1,064,314,878</b>	<b>1,064,448,861</b>	<b>315,113,900</b>	<b>1,065,562,032</b>	<b>1,113,171</b>
Supplies	74,443,068	75,004,761	18,844,103	75,942,302	937,541
Contractual Services	405,650,955	402,430,644	100,906,413	406,450,645	4,020,001
Capital Outlay	11,244,563	13,648,563	2,388,511	13,636,660	(11,903)
Reimbursements	(118,613,981)	(118,493,346)	(33,139,700)	(119,952,893)	(1,459,547)
<b>Total Expenditures</b>	<b>\$1,437,039,483</b>	<b>\$1,437,039,483</b>	<b>\$404,113,227</b>	<b>\$1,441,638,746</b>	<b>\$4,599,263</b>

**VARIANCE NOTES**

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

**1 Personnel Services.** Personnel services are forecast to be \$1,113,000 over budget primarily due to overtime for DPD (\$6,256,000) and DFR (\$3,418,000) uniform employees, which is partially offset by salary savings associated with vacant civilian positions.

## FY 2020-21 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure by Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Budget and Management Services	\$4,172,709	\$4,172,709	\$1,123,432	\$4,170,259	(\$2,450)
Building Services <sup>1</sup>	23,397,410	23,397,410	8,705,658	24,136,034	738,624
City Attorney's Office	16,978,300	16,978,300	5,153,914	16,970,603	(7,697)
City Auditor's Office	3,123,860	3,123,860	959,454	2,987,429	(136,431)
City Controller's Office <sup>2</sup>	8,004,574	8,004,574	2,795,951	8,135,354	130,780
Independent Audit <sup>3</sup>	945,429	945,429	0	745,429	(200,000)
City Manager's Office <sup>4</sup>	2,918,134	2,918,134	740,565	2,946,229	28,095
City Secretary's Office	2,886,027	2,886,027	924,375	2,885,897	(130)
Elections <sup>5</sup>	1,106,896	1,106,896	34,741	1,928,272	821,376
Civil Service	2,946,744	2,946,744	834,239	2,946,744	0
Code Compliance <sup>6</sup>	32,209,414	32,209,414	8,131,721	31,655,871	(553,543)
Court and Detention Services <sup>7</sup>	23,811,595	23,811,595	6,430,916	22,926,361	(885,234)
Jail Contract	9,547,117	9,547,117	2,386,779	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	4,393,874	15,312,251	(2,718)
Dallas Fire-Rescue <sup>8</sup>	315,544,933	315,544,933	91,565,152	316,607,815	1,062,882
Dallas Police Department <sup>9</sup>	513,535,030	513,535,030	144,947,964	519,480,783	5,945,753
Housing and Neighborhood Revitalization	3,587,062	3,587,062	715,474	3,405,168	(181,894)
Human Resources	6,055,192	6,055,192	1,782,731	6,037,986	(17,206)
Judiciary	3,663,199	3,663,199	601,748	3,654,320	(8,879)
Library	32,074,999	32,074,999	9,717,393	31,775,673	(299,326)
Management Services					
311 Customer Service Center	4,639,768	4,639,768	1,366,026	4,639,768	0
Communications, Outreach, and Marketing	2,295,750	2,295,750	523,687	2,223,534	(72,216)
Emergency Management Operations <sup>10</sup>	1,152,959	1,152,959	307,255	1,241,531	88,572
Office of Community Care	8,415,504	8,415,505	1,335,262	8,408,683	(6,822)
Office of Community Police Oversight	545,133	545,133	118,223	544,654	(479)
Office of Environmental Quality and Sustainability	4,247,434	4,247,433	2,409,864	4,184,607	(62,826)
Office of Equity and Inclusion <sup>11</sup>	2,401,046	2,401,046	550,098	2,517,252	116,206
Office of Government Affairs	937,370	937,370	295,085	878,174	(59,196)
Office of Historic Preservation	728,797	728,797	205,056	728,797	0
Office of Homeless Solutions	12,364,516	12,364,516	1,176,874	12,278,433	(86,083)
Office of Integrated Public Safety Solutions <sup>12</sup>	3,393,814	3,393,814	228,014	3,064,215	(329,599)
Mayor and City Council	5,140,653	5,140,653	594,395	5,098,810	(41,843)
Non-Departmental	113,461,571	113,461,571	4,005,463	113,461,571	0
Office of Arts and Culture	20,204,697	20,204,697	12,375,795	19,983,785	(220,912)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	701,398	1,151,075	(110,838)
Office of Economic Development	5,442,727	5,442,727	1,611,534	5,407,026	(35,701)
Park and Recreation	94,313,446	94,313,446	27,984,962	94,268,676	(44,770)
Planning and Urban Design	3,312,735	3,312,735	996,774	3,180,881	(131,854)
Procurement Services	3,018,085	3,018,085	582,086	2,909,454	(108,631)
Public Works	76,141,197	76,141,197	40,538,319	75,683,788	(457,409)
Sustainable Development and Construction	1,868,980	1,868,980	1,101,481	1,849,590	(19,390)
Transportation	43,105,575	43,105,575	13,159,496	42,856,629	(248,946)
<b>Total Departments</b>	<b>1,430,217,263</b>	<b>1,430,217,263</b>	<b>404,113,227</b>	<b>1,434,816,526</b>	<b>4,599,263</b>
Financial Reserves	0	0	0	0	0
Liability/Claims Fund Transfer	4,822,220	4,822,220	0	4,822,220	0
Salary and Benefit Stabilization	2,000,000	2,000,000	0	2,000,000	0
<b>Total Expenditures</b>	<b>\$1,437,039,483</b>	<b>\$1,437,039,483</b>	<b>\$404,113,227</b>	<b>\$1,441,638,746</b>	<b>\$4,599,263</b>

## VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

**1 Building Services.** BSD is projected to be \$739,000 over budget due to work related to COVID-19 not completed by December 30, as well as reduced reimbursements from various City departments.

**2 City Controller's Office.** CCO is projected to be \$131,000 over budget due to unbudgeted termination payouts, overtime pay, and the purchase of office furniture, partially offset by salary savings associated with 12 vacant positions.

**3 Independent Audit.** Expenditures are projected to be \$200,000 under budget due to a lower-than-anticipated contract expense associated with the City's annual independent audit.

**4 City Manager's Office.** CMO is projected to be \$28,000 over budget due to unbudgeted termination payouts.

**5 Elections.** Expenditures are projected to be \$821,000 over budget due to a higher-than-anticipated elections contract expense with Dallas, Collin, and Denton counties.

**6 Code Compliance.** CCS is projected to be \$554,000 under budget due to salary savings associated with 70 vacant positions.

**7 Court & Detention Services.** CTS is projected to be \$885,000 under budget due to salary savings associated with 73 vacant positions.

**8 Dallas Fire-Rescue.** DFR is projected to be \$1,063,000 over budget primarily due to \$3,418,000 in overtime for sworn positions associated with citywide COVID-19 vaccination efforts completed in conjunction with Dallas County, as well as with increased backfill expenses from quarantined uniform staff. This is partially offset by an unbudgeted reimbursement from the Federal Emergency Management Agency (FEMA) for the department's vaccination efforts.

**9 Dallas Police Department.** DPD is projected to be \$5,946,000 over budget primarily due to \$6,256,000 in increased overtime for sworn positions associated with a greater focus on crime suppression efforts. City leadership and the new Police Chief will evaluate the current trajectory and recommend changes as needed going forward.

**10 Emergency Management Operations.** OEM is projected to be \$89,000 over budget due to contracts with private bus companies for mobile warming services during Winter Storm Uri in February 2021. OEM and other impacted departments are tracking severe weather expenses and plan to seek reimbursement from FEMA.

**11 Office of Equity & Inclusion.** EQU is projected to be \$116,000 over budget due to unbudgeted termination payouts.

**12 Office of Integrated Public Safety Solutions.** IPSS is projected to be \$330,000 under budget due to salary savings associated with 28 vacant positions.

## FY 2020-21 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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**AVIATION<sup>1</sup>**

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	112,758,320	112,758,320	39,601,984	113,250,824	492,504
Total Expenditures	112,758,320	112,758,320	28,267,533	117,981,090	5,222,770
Ending Fund Balance	\$0	\$0		(\$4,730,267)	(\$4,730,267)

**CONVENTION AND EVENT SERVICES<sup>2</sup>**

Beginning Fund Balance	\$57,091,833	\$57,091,833		\$57,091,833	\$0
Total Revenues	85,832,581	85,832,581	5,438,715	58,679,188	(27,153,393)
Total Expenditures	85,832,581	85,832,581	4,350,156	58,679,188	(27,153,393)
Ending Fund Balance	\$57,091,833	\$57,091,833		\$57,091,832	\$0

**MUNICIPAL RADIO<sup>3</sup>**

Beginning Fund Balance	\$685,965	\$685,965		\$685,965	\$0
Total Revenues	1,911,000	1,911,000	348,401	1,760,642	(150,358)
Total Expenditures	1,875,612	1,875,612	744,519	1,842,091	(33,521)
Ending Fund Balance	\$721,353	\$721,353		\$604,516	(\$116,837)

**SANITATION SERVICES<sup>4</sup>**

Beginning Fund Balance	\$33,204,530	\$33,204,530		\$33,204,530	\$0
Total Revenues	127,068,910	127,068,910	42,639,688	126,195,566	(873,344)
Total Expenditures	128,413,418	128,413,418	23,807,364	131,453,917	3,040,499
Ending Fund Balance	\$31,860,022	\$31,860,022		\$27,946,178	(\$3,913,844)

**STORM DRAINAGE MANAGEMENT– DALLAS WATER UTILITIES**

Beginning Fund Balance	\$9,918,699	\$9,918,699		\$9,918,699	\$0
Total Revenues	66,355,747	66,355,747	22,594,004	66,372,361	16,614
Total Expenditures	66,329,747	66,329,747	8,049,304	66,329,747	0
Ending Fund Balance	\$9,944,699	\$9,944,699		\$9,961,313	\$16,614

**SUSTAINABLE DEVELOPMENT AND CONSTRUCTION<sup>5</sup>**

Beginning Fund Balance	\$47,421,969	\$47,421,969		\$47,421,969	\$0
Total Revenues	33,644,751	33,434,751	10,383,110	33,434,751	0
Total Expenditures	36,544,104	38,544,104	10,517,029	37,751,148	(792,956)
Ending Fund Balance	\$44,522,616	\$42,312,616		\$43,105,572	\$792,956

**WATER UTILITIES<sup>6</sup>**

Beginning Fund Balance	\$140,647,348	\$140,647,348		\$140,647,348	\$0
Total Revenues	692,146,200	692,146,200	208,380,353	677,211,969	(14,934,231)
Total Expenditures	714,778,341	714,778,341	164,705,465	699,844,110	(14,934,231)
Ending Fund Balance	\$118,015,207	\$118,015,207		\$118,015,207	\$0



## FY 2020-21 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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**INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$5,590,116	\$5,590,116		\$5,590,116	\$0
Total Revenues	84,372,061	84,372,061	26,559,975	84,360,020	(12,041)
Total Expenditures	85,013,099	85,013,099	42,801,089	84,435,407	(577,692)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$5,514,729	\$565,651

**RADIO SERVICES**

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,039,213	\$0
Total Revenues	12,843,519	12,843,519	3,935,834	12,840,519	(3,000)
Total Expenditures	13,423,481	13,423,481	4,312,332	13,390,590	(32,891)
Ending Fund Balance	\$459,251	\$459,251		\$489,142	\$29,891

**EQUIPMENT AND FLEET MANAGEMENT**

Beginning Fund Balance	\$12,006,161	\$12,006,161		\$12,006,161	\$0
Total Revenues	54,714,940	54,714,940	23,417	54,745,065	30,125
Total Expenditures	56,069,040	56,069,040	10,907,470	56,069,040	0
Ending Fund Balance	\$10,652,061	\$10,652,061		\$10,682,186	\$30,125

**EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$4,120,084	\$4,120,084		\$4,120,084	\$0
Total Revenues	2,593,790	2,593,790	1,126,074	2,593,790	0
Total Expenditures	2,080,890	2,080,890	679,630	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,632,984	\$0

**OFFICE OF BOND AND CONSTRUCTION MANAGEMENT<sup>7</sup>**

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	23,074,750	23,074,750	(14,210)	21,914,905	(1,159,845)
Total Expenditures	23,074,750	23,074,750	8,476,116	21,914,905	(1,159,845)
Ending Fund Balance	\$0	\$0		(\$0)	\$0

## FY 2020-21 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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**9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$5,843,389	\$5,843,389		\$5,843,389	\$0
Total Revenues	12,017,444	12,017,444	3,154,680	11,876,221	(141,223)
Total Expenditures	16,126,922	16,126,922	4,114,601	16,124,415	(2,507)
Ending Fund Balance	\$1,733,911	\$1,733,911		\$1,595,195	(\$138,716)

**DEBT SERVICE**

Beginning Fund Balance	\$43,627,241	\$43,627,241		\$43,627,241	\$0
Total Revenues	319,810,380	319,810,380	247,957,296	319,810,380	0
Total Expenditures	316,672,860	316,672,860	0	316,672,860	0
Ending Fund Balance	\$46,764,761	\$46,764,761		\$46,764,761	\$0

**EMPLOYEE BENEFITS**

City Contributions	99,503,000	99,503,000	28,271,506	99,503,000	0
Employee Contributions	29,341,804	29,341,804	14,862,335	29,341,804	0
Retiree	27,290,950	27,290,950	6,665,940	27,290,950	0
Other	0	0	6,793	6,793	0
Total Revenues	156,135,754	156,135,754	49,806,574	156,142,547	0
Total Expenditures	163,814,169	163,814,169	54,898,143	163,814,169	0

Note: FY 2020-21 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**RISK MANAGEMENT<sup>8</sup>**

Worker's Compensation	23,001,180	23,001,180	170,495	23,001,180	0
Third Party Liability	13,784,533	13,784,533	4,858,210	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,018,071	1,018,071	1,018,071
Total Revenues	44,265,806	44,265,806	6,046,798	45,283,877	1,018,071
Total Expenditures	47,212,601	47,212,601	13,131,012	38,168,096	(9,044,506)

Note: FY 2020-21 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of January 31, 2021, the YE forecast beginning fund balance represents the FY 2019-20 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2020-21 amended beginning fund balance after FY 2019-20 audited statements become available in April 2021. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** AVI expenses are projected to be \$5,223,000 over budget due to unbudgeted reimbursements to DPD and DFR for services at Love Field. AVI anticipates the use of fund balance to offset increased expenses.

**2 Convention & Event Services.** CCT revenues are projected to be \$27,153,000 under budget due to various event cancellations as a result of COVID-19. CCT expenses are also projected to be \$27,153,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

**3 Municipal Radio.** WRR revenues are projected to be \$150,000 under budget due to the loss of arts-related advertising revenues as a result of COVID-19.

**4 Sanitation Services.** SAN revenues are projected to be \$873,000 under budget due to decreased landfill activity by non-contract customers and possibly due to an increased gate rate at McCommas Bluff Landfill. SAN expenses are projected to be \$3,041,000 over budget due to the shingle cleanup at the former Blue Star Recycling facility. SAN anticipates the use of fund balance to offset lost revenue and increased expenses.

**5 Sustainable Development & Construction.** DEV's budget was increased by \$2,000,000 on January 27 by resolution #21-0266 to authorize a professional services contract for supplemental permit plan review and inspection services. DEV anticipates the further use of fund balance to offset the increased expenses.

**6 Water Utilities.** DWU revenues are projected to be \$14,934,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority settlement, as well as an increase in unpaid utility bills and elimination of past due fees associated with COVID-19. DWU expenses are projected to be \$14,934,000 under budget primarily due to salary savings, decreased street rental payments, and reduced capital construction transfers. DWU anticipates the further use of fund balance to offset additional lost revenue.

**7 Bond & Construction Management.** BCM revenues and expenses are projected to be \$1,160,000 under budget primarily due to salary savings associated with 43 vacant positions.

**8 Risk Management.** ORM expenses are projected to be \$9,045,000 under budget primarily due to the delay of \$8,791,000 in anticipated claims expenses from FY 2020-21 to FY 2021-22.

## FY 2020-21 Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$306,967,270	96,706,375	49,338,921	160,921,974
Park and Recreation Facilities [B]	261,807,000	206,776,093	89,081,022	48,858,654	68,836,417
Fair Park [C]	50,000,000	35,854,549	24,805,742	2,802,000	8,246,807
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	3,719,042	5,844,119	12,921,152
Library Facilities [E]	15,589,000	15,589,000	12,347,344	2,609,053	632,603
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	6,527,582	6,767,753	675,269
Public Safety Facilities [G]	32,081,000	27,737,155	10,455,242	7,584,158	9,697,755
City Facilities [H]	18,157,000	12,720,154	4,908,172	1,072,443	6,739,539
Economic Development [I]	55,400,000	36,709,750	11,073,470	12,375,328	13,260,952
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	7,090	13,899,522
<b>Total</b>	<b>\$1,050,000,000</b>	<b>\$692,798,072</b>	<b>\$259,668,750</b>	<b>\$137,253,993</b>	<b>\$295,875,329</b>

**2012 Bond Program**

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$260,625,000	\$265,630,488	\$236,024,530	\$19,815,385	\$9,790,574
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	\$190,291,744	\$107,864,062	\$28,219,194
Economic Development [3]	55,000,000	55,000,000	\$35,748,572	\$6,961,385	\$12,290,044
<b>Total</b>	<b>\$642,000,000</b>	<b>\$647,005,488</b>	<b>\$462,064,845</b>	<b>\$134,640,831</b>	<b>\$50,299,812</b>

**2006 Bond Program**

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$390,420,000	\$406,490,554	\$377,533,311	\$21,733,971	\$7,223,272
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	271,891,490	22,124,108	48,741,568
Park and Recreation Facilities [3]	343,230,000	353,022,660	336,221,348	6,537,532	10,263,781
Library Facilities [4]	46,200,000	47,693,804	46,191,642	1,059,838	442,324
Cultural Arts Facilities [5]	60,855,000	63,556,770	61,001,089	1,668,735	886,946
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,904,925	1,724,782	8,730,529
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	1,452,418	0	47,582
Economic Development [8]	41,495,000	45,060,053	41,859,178	1,153,500	2,047,376
Farmers Market Improvements [9]	6,635,000	6,933,754	6,584,013	3,208	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	10,994,911	117,408	11,615,133
Court Facilities [11]	7,945,000	7,948,603	7,648,868	79,399	220,336
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,542,519	530,411	51,292
<b>Total</b>	<b>\$1,353,520,000</b>	<b>\$1,398,175,273</b>	<b>\$1,250,825,711</b>	<b>\$56,732,892</b>	<b>\$90,616,670</b>

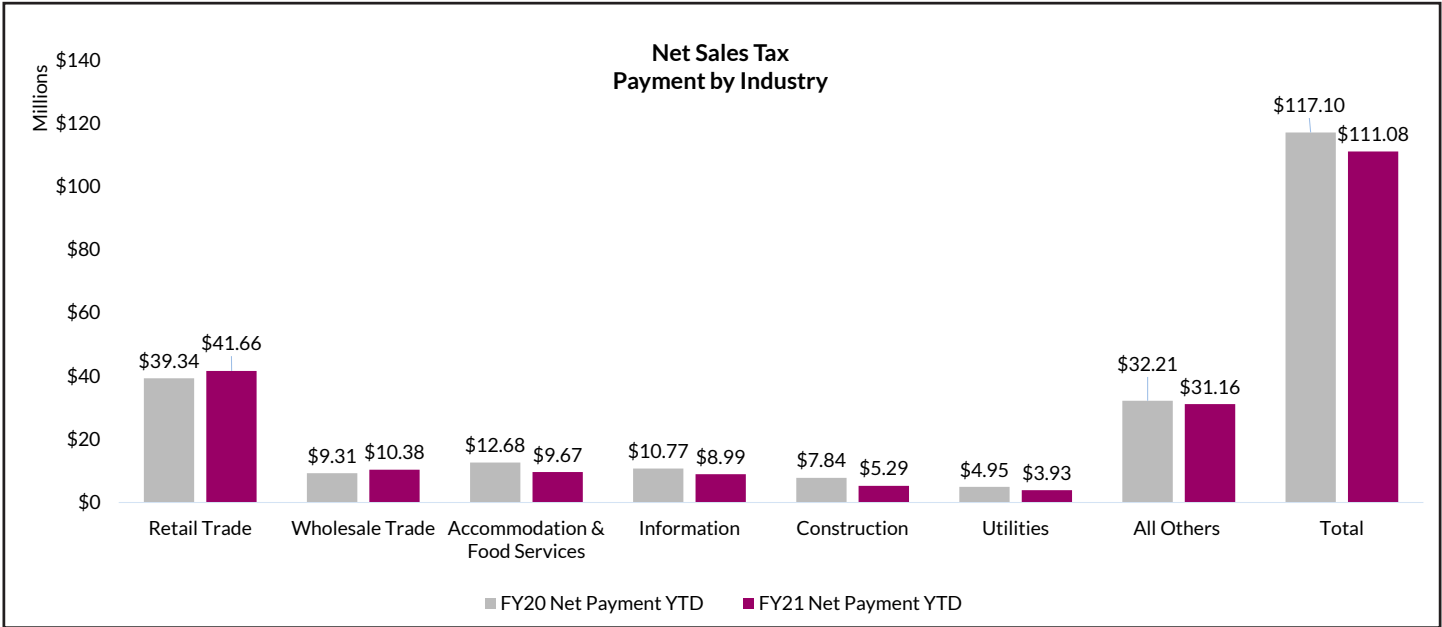
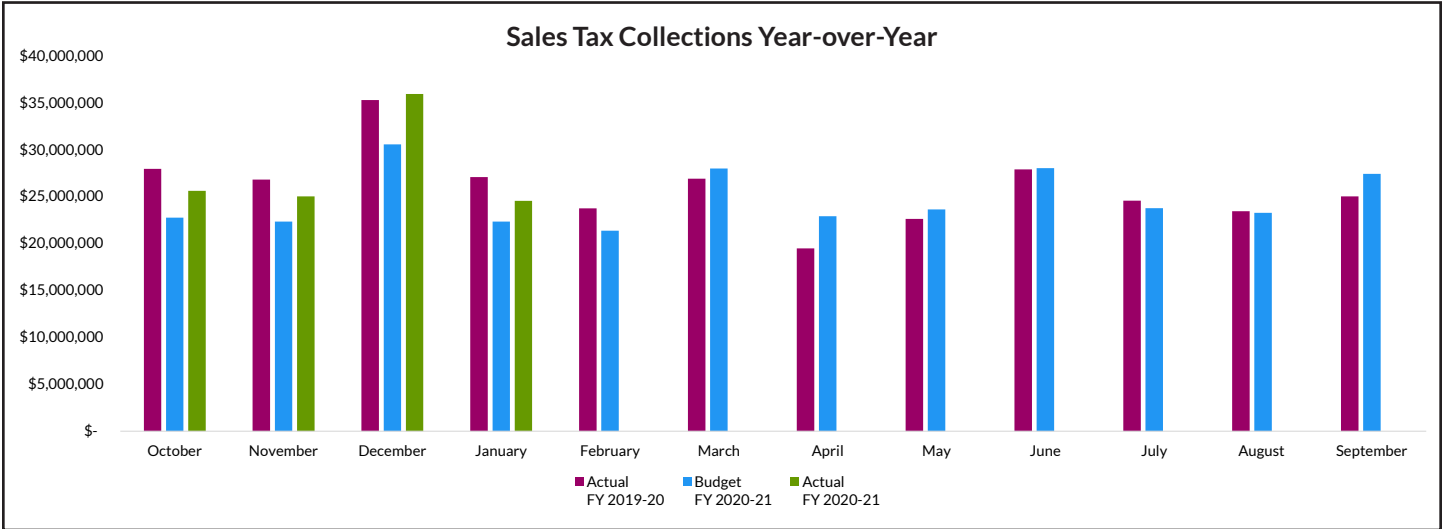
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2020-21 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent—6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2019-20, the City received \$310.7 million in sales tax revenue, but because of COVID-19 and the subsequent economic decline, we budgeted only \$296.3 million for FY 2020-21. As of January 31, 2021, the forecast for sales tax revenue is \$16,285,000 over budget—we will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.



Note: Net sales tax payments by industry do not include the City’s self-reported sales tax numbers.

## FY 2020-21 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	Jan FY21 over Jan FY20	FYTD21 over FYTD20
Retail Trade	0%	6%
Wholesale Trade	24%	11%
Accommodation and Food Services	-20%	-24%
Information	-24%	-17%
Construction	-33%	-32%
Utilities	-21%	-21%
All Others	-13%	-3%
Total Collections	-9%	-5%

**Retail Trade.** Includes establishments engaged in selling (retailing) merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise, so retailers are organized to sell merchandise in small quantities to the general public.

**Wholesale Trade.** Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production.

**Accommodation and Food Services.** Includes establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

**Information.** Includes establishments engaged in (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

**Construction.** Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in this sector.

**Utilities.** Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

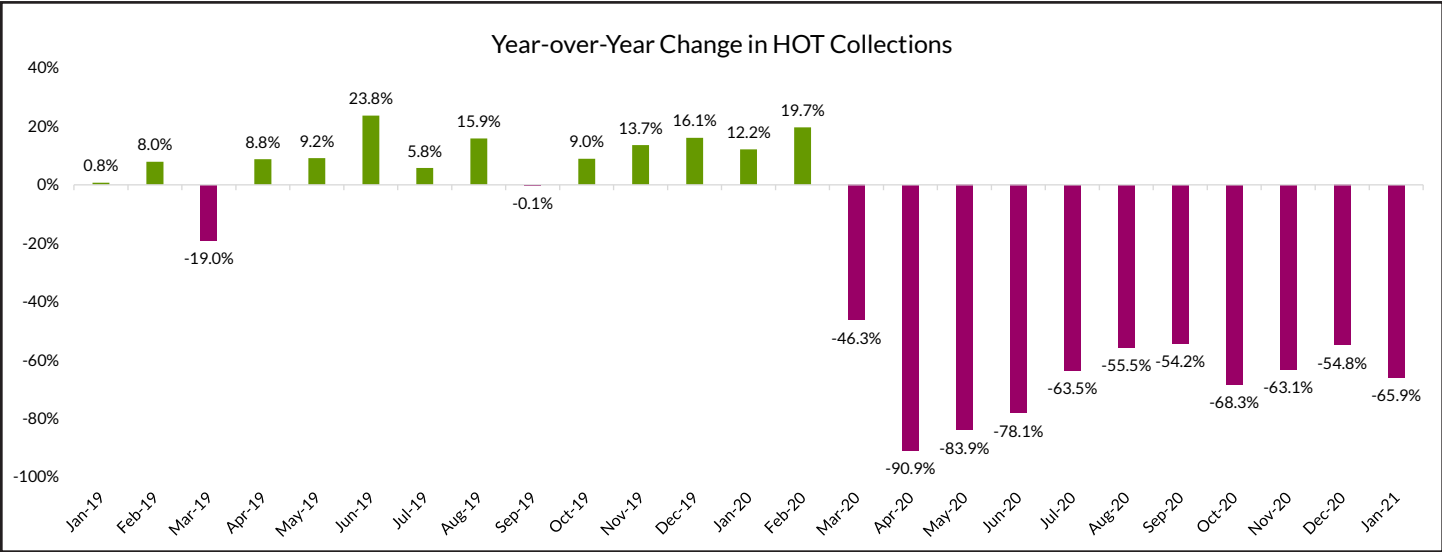
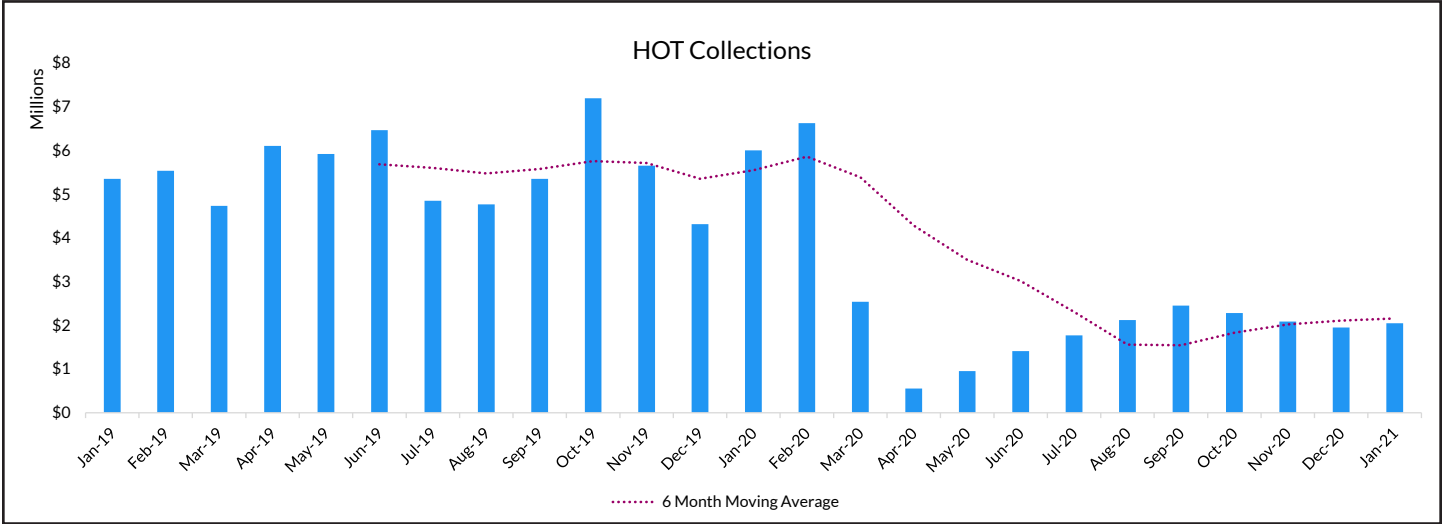
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2020-21 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 13 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and seven percent goes to the City. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.



FY 2020-21 Financial Forecast Report

# ECONOMIC INDICATORS

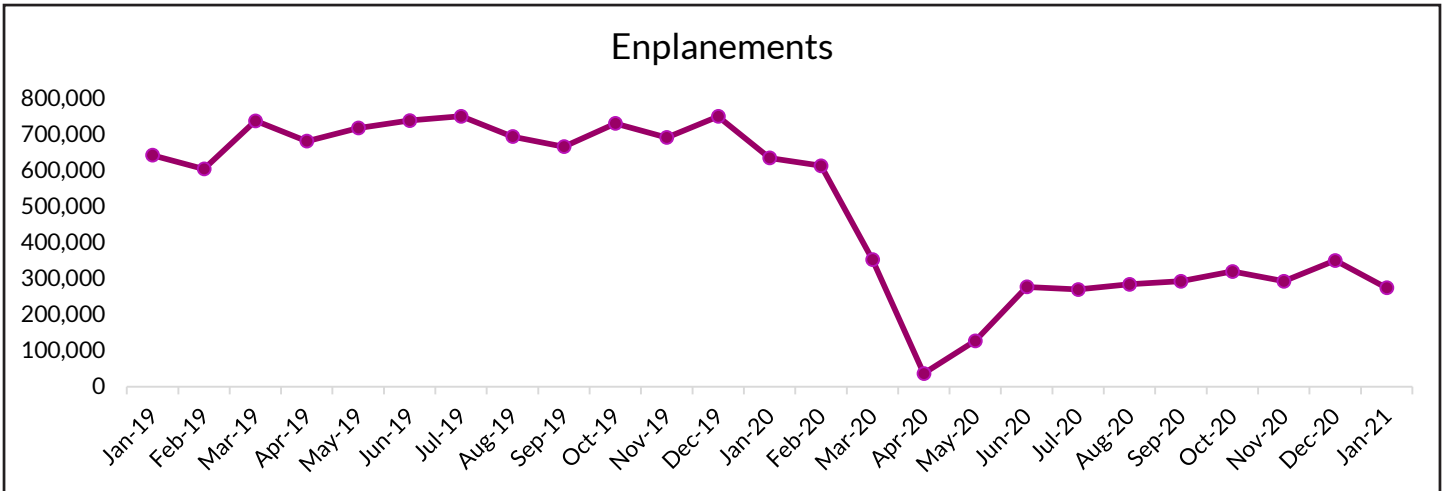
## Convention Center Event Bookings

The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY19 Actual	FY20 Actual	FY21 Planned	FY21 Actual/Forecast
October	6	6	6	3
November	2	11	6	1
December	9	5	7	2
January	7	13	10	0
February	9	12	6	0
March	8	1	6	0
April	6	1	3	0
May	6	0	9	0
June	5	0	8	8
July	3	0	3	0
August	7	0	7	5
September	11	0	3	6
<b>Total</b>	<b>79</b>	<b>49</b>	<b>74</b>	<b>25</b>

## Love Field Enplanements

An enplanement is when a revenue-generating passenger boards an aircraft. Enplanements are the most important air traffic metric because enplaned passengers directly or indirectly generate 80 percent of Aviation revenues. Typically, Aviation generates only 20 percent of total operating revenues from non-passenger-related activities.



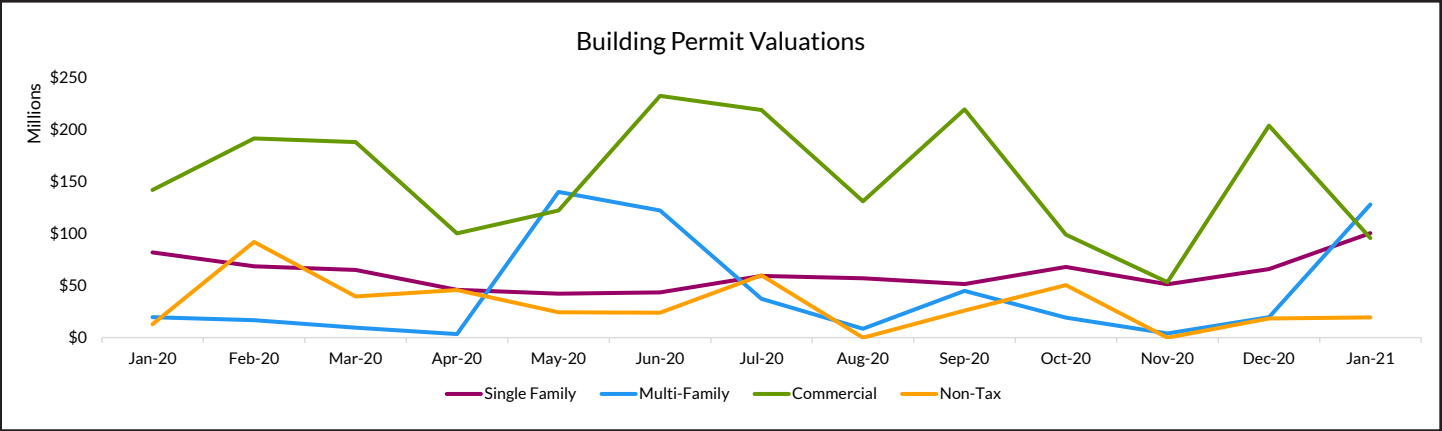
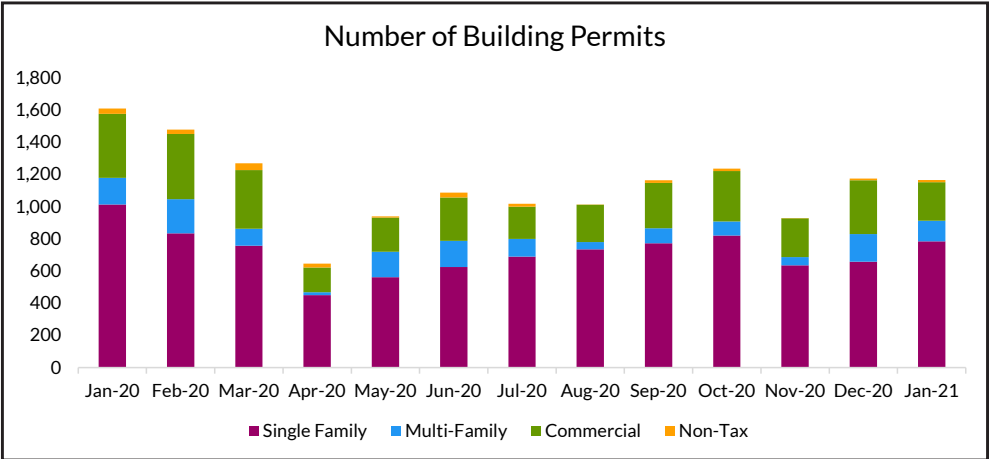


FY 2020-21 Financial Forecast Report

# ECONOMIC INDICATORS

## Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.



# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2019-20 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2021.

Measures are designated "on target" (green) if actual YTD performance is equal to or greater than the YTD target. If actual YTD performance is within five percent of the YTD target, it is "near target" (yellow). Otherwise, the measure is designated "not on target" (red). The same methodology applies to YE forecasts. Variance notes are provided for each red measure.

## Year-to-Date

 22

On Target

 4

Near Target

 9

Not on Target

## Year-End Forecast

 28

On Target

 0

Near Target

 7

Not on Target

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Percentage of dollars spent with local M/WBE businesses (Economic Development)	69.98%	65%	72.6%	65%	65%
2	Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem (Economic Development)	N/A	40%	88%	40%	88%
3	Percentage of single-family permits reviewed in three days (Sustainable Development)	N/A	85%	0%	85%	0%
4	Percentage of inspections performed same day as requested (Sustainable Development)	96.77%	98%	98%	98%	98%
<b>Environment &amp; Sustainability</b>						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	18%	19.7%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	19.7%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	14.16	12.5	14
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	0%	75%	40%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	84.3%	70%	75%

\* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

## FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Housing &amp; Homeless Solutions</b>						
10*	Average number of days to contract signing for Home Improvement and Preservation Program (HIPP) applications (Housing & Neighborhood Revitalization)	N/A	120	N/A	120	180
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	71%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.6%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	95%	80%	80%
<b>Public Safety</b>						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	87.5%	90%	90%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	90.6%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	58%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	71.7%	90%	85%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	666.3	704.4	1,999	2,113
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	9%	10.1%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	81.3%	70%	70%
<b>Quality of Life, Arts, &amp; Culture</b>						
21	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	N/A	25%	28%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	63.8%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	88.2%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	75.8%	85%	85%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	102%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	0%	0%	100%	20%

\* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

## FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Transportation &amp; Infrastructure</b>						
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	73%	73%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.6%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	10.4%	8.8%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	98.7%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.6%	91%	91%
<b>Workforce, Education, &amp; Equity</b>						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	4.5%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	57%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	13%	15%	80%	83%

\* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

## VARIANCE NOTES

**#3.** As of February 22, DEV estimates residential permit review times at nine weeks, up one week from last month but down from 13 weeks in December. DEV attributes the increase to the impact of Winter Storm Uri, which knocked out power at OCMC and remote employees' homes. City Council approved a consultant contract on February 10 to improve the review process, and staff anticipates a three-week review time once improvements are fully implemented.

**#7.** SAN has staggered collection start times to comply with COVID-19 restrictions, which adversely impacts completion times. Additionally, SAN continues to struggle to fill vacant positions.

**#8.** 311 has experienced critical and consistent software and IVR malfunctions this year, adversely impacting staff's ability to efficiently assist residents or compile reports. While not completely resolved, many of these issues have improved. Deployment of 311's new contact center software in late summer should resolve the majority of the remaining issues.

**#10.** HOU received HIPP applications October 17. With the goal of 120 days to close, the department anticipates closings in March.

**#17.** DPD has multiple 911 call-taker candidates in the hiring process and anticipates a return to staffing above 95% by late June/early July. DPD is actively promoting the use of the Dallas Online Reporting System (DORS) for lower-priority calls, which will positively impact response times in the coming months.

**#18.** The Police Chief is developing a new crime plan with the help of criminologists to reduce crime in Dallas. In the meantime, the violent crime response bureau is using Project Safe Neighborhood, the fugitive task force, and collaborative warrant roundups to arrest and prosecute wanted violent offenders.

## FY 2020-21 Dallas 365

**#24.** The number of available hot spots increased in January to 3,000 from 900, without a corresponding increase in checkouts, likely because branches are open only for curbside services. LIB continues to market its enhanced services and expects this percentage to increase in coming months.

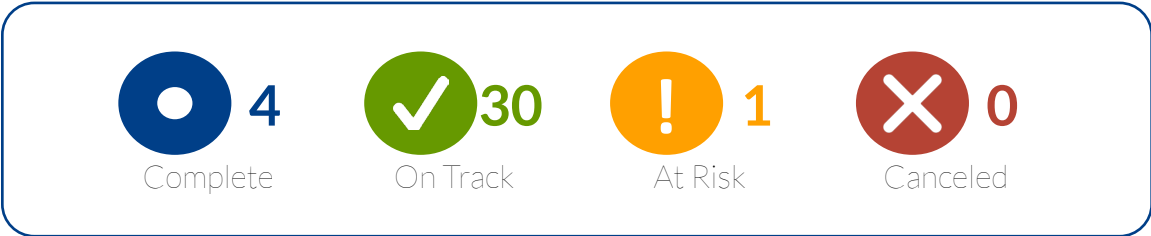
**#27.** Due to COVID-19 restrictions, PKR has limited its programs and services. PKR hopes to resume programming adapted to these restrictions in spring/summer 2021.

**#30.** Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules.

**#33.** Ridership increased in January but not by the anticipated 10%, presumably because of the ongoing impacts of COVID-19. Additionally, Winter Storm Uri significantly impacted ridership in February. Despite these challenges, OCC expects an increase in ridership during the summer and continues to project a year-end increase of 10%.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2020-21 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight



Code Compliance has been hosting weekly Community Clean Trash-Off events at locations around the city. These events give residents an opportunity to get rid of bulky items or hazardous waste and safely shred documents without having to travel long distances or be available during traditional work hours. This was particularly important after Winter Storm Uri delayed trash pickup and prevented safe travel. These events reduce waste and illegal dumping, keeping our communities clean, safe, and attractive. Be on the lookout for the next Community Clean in your neighborhood!

## FY 2020-21 Budget Initiative Tracker

# ECONOMIC DEVELOPMENT

## 1 Workforce Development

**INITIATIVE** Merge business and workforce development efforts into a single team that will collaborate with community and business stakeholders to prepare residents for emerging job growth sectors. (Economic Development)

**STATUS** ECO has aligned business and workforce efforts to eliminate duplication, and the team is working with Community Care and local partners like the South Dallas Employment Project to implement this initiative.

## 2 B.U.I.L.D. Program

**INITIATIVE** Roll out the Broadening Urban Investment to Leverage Dallas (B.U.I.L.D.) program to strengthen small businesses and provide access to technical training, funding, mentorship, and capacity-building guidance. (Economic Development)

**STATUS** B.U.I.L.D. launched its first grant program for minority- and women-owned business enterprises (M/WBEs) in November 2020, awarding up to \$3,000 each to 50 businesses, 87% of which are in low- to moderate-income census tracts. About half of the awardees (27) so far have completed the technical assistance and business coaching required to receive their funds.

# ENVIRONMENT & SUSTAINABILITY

## 3 Environmental Action Plan

**INITIATIVE** Initiate the 48 actions and 137 milestones identified in the Comprehensive Environmental and Climate Action Plan (CECAP) for FY 2020-21. (Environmental Quality and Sustainability)

**STATUS** OEQS has completed 21 milestones and initiated another 76. The ENVS Committee directed the Environment & Sustainability Task Force and CAO to draft an ordinance establishing a permanent Environmental Commission. OEQS is also continuing updates to the greenhouse gas inventory and negotiating contracts for the community solar program, electric vehicle fleet conversion, and renewable gas conversion. Lastly, staff is working with POM, SAN, and CCT on recommendations for a green procurement policy.

You can find more details on the CECAP, including the full work plan for FY 2020-21, at [dallasclimateaction.com/cecap](https://dallasclimateaction.com/cecap).

## 4 Brush & Bulky Trash Collection

**INITIATIVE** Streamline brush/bulky trash collection to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP. (Sanitation Services)

**STATUS** SAN aims to increase the amount of trash collected (in tons) per mile driven through this initiative, but this is a new measure for the department. SAN will collect baseline data in FY 2020-21 and report the measure quarterly in FY 2021-22. Currently the manually collected data does not appear to be consistent; the management team is working with the district offices to ensure data is collected accurately.

## FY 2020-21 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 5 Language Equity

**INITIATIVE** Assist residents in their primary languages, which include Spanish, Vietnamese, Arabic, French, Burmese, Hindi, Korean, Swahili, and Mandarin, by recruiting four additional Spanish-speaking customer service agents (CSAs) and maintaining LanguageLine translation services. (311 Customer Service Center)

**STATUS** 311 hired two new Spanish-speaking CSAs in January but has temporarily reassigned these agents to the new COVID Vaccine Appointment Hotline. Activation of the hotline also increased resident usage of LanguageLine services by 48%. Once Emergency Management procures emergency call center services, these CSAs will move back to 311 operations with the goal of answering 100% of Spanish calls within five minutes. In January, the average speed of answer (ASA) was 4:02, bringing the YTD average to 5:09.

## 6 Data Analytics

**INITIATIVE** Build a new team that will harness the City's data to promote transparency and accessibility to the public and provide crucial insights that support better decision-making throughout the organization. (Data Analytics & Business Intelligence)

**STATUS** Hiring is in progress. Five new team members joined in January, and DBI will begin the recruitment process for two more in March.

## 7 Minimum Wage

**INITIATIVE** Lead by example by increasing the minimum wage for permanent, part-time, seasonal, and temporary City employees to \$14 per hour in FY 2020-21. (Human Resources)

**STATUS** City Council approved the \$14 minimum wage as part of adopting the FY 2020-21 budget. The increase took effect October 1, 2020.

# HOUSING & HOMELESSNESS SOLUTIONS

## 8 Eviction Assistance

**INITIATIVE** Alleviate financial hardship through an eviction assistance program that connects tenants facing eviction to resources ranging from housing assistance and direct legal services to financial education. (Equity & Inclusion)

**STATUS** EQU is partnering with Legal Aid of NorthWest Texas (LANWT) to provide counseling and legal assistance to tenants facing eviction due to COVID-19. Winter Storm Uri posed an unexpected challenge, but LANWT has provided legal services to at least 40% of residents referred.

## 9 Comprehensive Housing Policy

**INITIATIVE** Refine the Comprehensive Housing Policy to better meet residents' housing needs, including changing the terms of some loans from repayable to forgivable and creating a targeted home rehabilitation program. (Housing & Neighborhood Revitalization)

**STATUS** City Council adopted changes to the Comprehensive Housing Policy on August 26, 2020, including creating the Targeted Repair Program (TRP) and updating the Home Improvement and Preservation Program (HIPP) and Dallas Homebuyers Assistance Program (DHAP) to increase participation.



## FY 2020-21 Budget Initiative Tracker

**PUBLIC SAFETY****10 Environmental Design** ✓

**INITIATIVE** Reduce crime and improve quality of life by remediating environmental issues such as vacant lots, abandoned properties, substandard structures, and insufficient lighting. (Code Compliance, Transportation)

**STATUS** TRN completed the LED conversion of 76 street lights on Malcolm X Blvd and ordered equipment for Pear Ridge, which is pending delivery.

**11 Police Mediation** ✓

**INITIATIVE** Strengthen accountability through the Office of Community Police Oversight by adding a mediation coordinator and intake specialist. (Community Police Oversight)

**STATUS** HR reclassified the mediation position as a Mediation Manager, and OCPO and HR plan to post the position in March.

**12 Intoxication Recovery Center** ✓

**INITIATIVE** Divert public intoxication cases from jail to a recovery services center staffed with case workers who will help individuals identify and manage substance use disorders. (Court and Detention Services)

**STATUS** Interviews for supervisor positions are scheduled for the first week of March. The new manager has developed policies and procedures for the program, and the center is on track to open June 1.

**13 Fire-Rescue Response** ✓

**INITIATIVE** Augment our fire-rescue response by hiring 21 new firefighters to fully staff Station #59 (scheduled to open in September 2021) and operating a ladder truck at Station #18 to respond more efficiently to multi-story structure fires in downtown. (Fire-Rescue)

**STATUS** DFR hired 25 new members in the Fall 2020 class, with plans to hire additional members in the spring and summer to fully staff the new station and cover existing assignments while accounting for attrition. The ladder truck at Station #18 is fully staffed and operational.

**14 RIGHT Care** ✓

**INITIATIVE** Expand the RIGHT Care program to five teams to avoid unnecessary hospitalization, arrests, and interactions between residents and law enforcement. (Integrated Public Safety Solutions)

**STATUS** The first expansion team launched February 15 at the Southeast Division, and the second is on track for March 1 at the Northeast Division. The third and fourth expansion teams are scheduled to launch by April 1.

**15 Mobile Crisis Response** ✓

**INITIATIVE** Form a mobile crisis response team to support police officers when residents need direct services such as food, housing, transportation, or shelter in cases of domestic violence. (Integrated Public Safety Solutions)

**STATUS** The program administrator began March 3, and the City is negotiating with a service provider to provide mobile crisis response services. Under this comprehensive contractual agreement, the teams would be contract employees.

**16 Behavioral Health Care** ✓

**INITIATIVE** Remove barriers to behavioral health care in communities with limited or no access to these services to mitigate behavioral health crises. (Integrated Public Safety Solutions)

**STATUS** IPSS is negotiating a contractual agreement with a service provider and plans to brief City Council on the plan in Spring 2021.

**17 Violence Interrupters** ✓

**INITIATIVE** Partner with community organizations to establish violence interrupters—credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods. (Integrated Public Safety Solutions)

**STATUS** The request for competitive sealed proposals (RFCSP) is open for solicitations, and staff are in the process of hiring the program manager. Programming is on track to begin in April.


## FY 2020-21 Budget Initiative Tracker

**PUBLIC SAFETY****18 21st Century Training** 

**INITIATIVE** Improve police training in alignment with the principles of 21st Century Policing by enhancing external review, expanding programs to reduce implicit bias, and requiring annual training in alternative solutions, de-escalation, and less-lethal tactics. (Police)

**STATUS** DPD is partnering with the Caruth Police Institute, a recognized center of excellence, and the Meadows Mental Health Policy Institute to implement Active Bystandership for Law Enforcement (ABLE) training. Project ABLE is an evidence-based education program designed to not only prevent harm but change the culture of policing. Train-the-trainer events are scheduled from January 25 to March 26, and multiple instructors from DPD, other area police agencies, and academic institutions will be certified as ABLE trainers.

All DPD officers are trained in less-lethal tactics, including taser and baton annual certification, de-escalation, and alternative force solutions.

**19 Staffing Study Implementation** 

**INITIATIVE** Respond more efficiently to high-priority calls and free up resources for other efforts through continued implementation of staffing study recommendations, including transitioning 95 sworn positions to patrol and adding 95 non-sworn positions. (Police)

**STATUS** As of February 1, DPD has hired 28 of the 95 non-sworn positions and selected 54 additional candidates who are in the background check process. DPD is working to redeploy sworn positions to patrol and other units where they will be most effective based on departmental needs.

**20 Real-Time Crime Center** 

**INITIATIVE** Expand the Real-Time Crime Center (RTCC) team by adding 11 civilian crime intelligence analysts, for a total of 22 staff who analyze imaging and data in real time to proactively implement crime-fighting strategies. (Police)

**STATUS** Expansion of the RTCC is scheduled to be complete by April 27. DPD has hired 18 crime analysts, and the remaining four are in the background check process.

## FY 2020-21 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****21 Illegal Dumping** ✓

**INITIATIVE** Target illegal dumping by investing \$500,000 for Code Compliance to add three new mow/clean crews. (Code Compliance)

**STATUS** CCS has hired three new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. Three additional officers are completing the onboarding process. CCS has also ordered equipment for the new crews and is updating Salesforce to report and track illegal dumping cases in coordination with the Marshal's Office.

**22 Digital Equity** ✓

**INITIATIVE** Continue bridging the digital divide by making additional mobile hot spots and Chromebooks available for checkout at select libraries. (Library)

**STATUS** LIB has 3,000 hot spots in circulation, including 2,100 deployed in December, and is waiting on Chromebook delivery.

**23 Branch Libraries** ✓

**INITIATIVE** Open two state-of-the-art branch libraries at Vickery Park in Fall 2020 and Forest Green in Spring 2021. (Library)

**STATUS** The Vickery Park branch library opened for curbside service February 2. Forest Green construction continues and is on schedule for completion in spring 2021.

**24 Youth Recreation** !

**INITIATIVE** Engage Dallas youth through expanded recreational and cultural programming, mentoring relationships, job training and apprenticeships, physical and mental health initiatives, and fun educational activities. (Park & Recreation)

**STATUS** TRec programs adapted for COVID-19 restrictions are tentatively scheduled to resume in Summer 2021. PKR is offering virtual/remote programming through its social media channels.

**TRANSPORTATION & INFRASTRUCTURE****25 Facility Accessibility** ✓

**INITIATIVE** Increase accessibility for residents with disabilities by updating City facilities in compliance with the Americans with Disabilities Act. (Equity & Inclusion)

**STATUS** EQU aims to resolve 100% of high-priority barriers within two years of discovery. EQU and BSD have identified approximately \$619,000 in ADA accessibility projects for this fiscal year and next. The current City Hall garage and exterior ramp project continues, and BSD is ready to schedule projects at the Municipal Court building. An accessibility review is also planned for the North Central Police Station.

**26 Infrastructure Equity** ✓

**INITIATIVE** Dedicate \$32.4 million to make equitable investments in streets, alleys, sidewalks, and other infrastructure, including \$8.6 million dedicated to underserved neighborhoods and near schools and senior centers. (Public Works)

**STATUS** PBW has completed 31.72 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects. This framework takes into account the predominant racial and ethnic group(s), socioeconomic status, and transportation access in a census tract with a focus on historically underrepresented communities of color, low-income neighborhoods, and areas without sidewalks.

**27 Sidewalk Master Plan** ✓

**INITIATIVE** Increase accessibility for residents with disabilities by implementing the Sidewalk Master Plan with \$9.4 million in bond funds. (Public Works)

**STATUS** PBW has completed four of 32 sidewalk projects, and two more are under construction.

**28 Bike Lanes** ✓

**INITIATIVE** Maintain our investment in bike lanes at \$1.5 million to continue expanding mobility options, improving air quality, and making Dallas more sustainable. (Transportation)

**STATUS** TRN completed 1.1 miles of buffered bike lanes on West Commerce from Fort Worth Ave. to Riverfront Blvd. in February and plans to begin the Union Bikeway project in summer 2021.

**29 Water/Wastewater Service** ✓

**INITIATIVE** Set aside \$2.9 million annually to extend water and wastewater infrastructure to all residents in unserved areas within the next 10 years. (Water Utilities)

**STATUS** The FY 2020-21 unserved areas work plan includes improvements at three locations: Gooch St., Killough Blvd., and Mesquite Heights. Construction awards are scheduled for City Council consideration in May, June, and September, respectively.

## FY 2020-21 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****30 Virtual Language Center** 

**INITIATIVE** Establish the City as a trusted primary source for information and ensure residents with limited English proficiency have equal access to programs and services through a new Virtual Language Center and other translation efforts. (Communication, Outreach, & Marketing)

**STATUS** The Virtual Language Center translated more than 500 requests in the first quarter, and staff is creating a Spanish style guide and glossary.

**31 Fair Park Multimedia Center** 

**INITIATIVE** Launch the Fair Park Multimedia Center (FPMC) to magnify the impact of City programs and services, broadcast a Spanish-language City television channel, provide apprenticeships for local students, and bolster resilience through additional digital communications capacity. (Communication, Outreach, & Marketing)

**STATUS** Viewers have watched content produced at the FPMC more than 8,500 times (226.4 hours). Two Thomas Jefferson P-Tech High School seniors began the 10-week apprenticeship program to learn video production, graphic design, and social media skills. COM has identified two finalists for the contract to install production equipment and anticipates submitting it for City Council consideration in May.

**32 Direct Assistance** 

**INITIATIVE** Meet residents' basic needs with direct assistance, including rent and utility assistance, food distribution, benefits navigation, and clothing distribution. (Community Care)

**STATUS** OCC has prepared the solicitation for program partners to address the drivers of poverty and expects to identify these partners by April or May.

**33 Financial Empowerment Centers** 

**INITIATIVE** Pilot two Financial Empowerment Centers (FECs), community-based centers that offer financial coaching, employment referrals, mental health services, and housing support to help low-income residents navigate out of poverty and achieve financial stability. (Community Care)

**STATUS** OCC has released the solicitation for program partners for the FEC pilot program and expects to identify these partners by April.

**34 Reentry Services** 

**INITIATIVE** Support formerly incarcerated people reentering public life through community-based services such as housing placement, job skills training, job placement, and wraparound support services. (Community Care, Economic Development)

**STATUS** OCC is working with ECO to align workforce, employment, and supportive services for justice-impacted individuals with the goal of releasing a joint solicitation in early summer and launching the program by July. The reentry services program funded by the Texas Department of Criminal Justice (TDCJ) is on track to meet its contractual targets.

**35 Equity & Inclusion** 

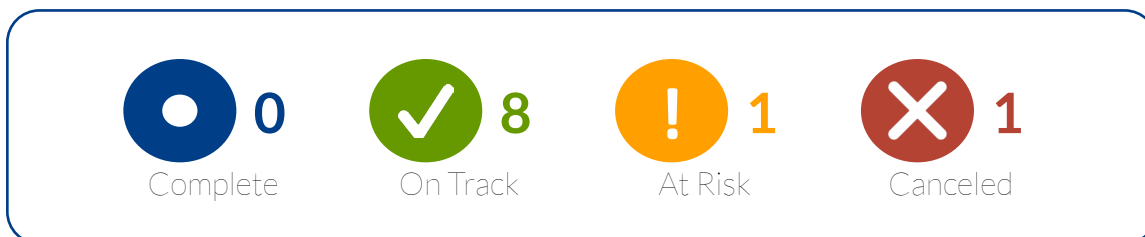
**INITIATIVE** Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

**STATUS** The City consolidated its offices of Equity, Fair Housing & Human Rights, Resilience, and Welcoming Communities & Immigrant Affairs into the Office of Equity & Inclusion, effective October 1.

## Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

While most initiatives can be completed in a single fiscal year, several FY 2018-19 and FY 2019-20 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these 10 initiatives below, using the initiative numbers from the prior reports for reference.

**FY 2018-19****5 Security of City Facilities**

**INITIATIVE** Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs. (Court & Detention Services)

**STATUS** The executive team and vendor are rescheduling the briefing on assessment results and recommended next steps due to Winter Storm Uri.

**7 P-25 Radio System**

**INITIATIVE** Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (Information & Technology Services)

**STATUS** The project is on track to go live in October 2022 (originally December 2020). Of the 32 planned sites, 18 are near completion, seven are in progress, and seven are awaiting ILA approval. Three of these are a collaboration with the GMRS Radio Consortium to expand coverage in eastern Dallas County while reducing construction costs.

**23 Historic Resource Survey**

**INITIATIVE** Devoting \$100,000 to conduct a historic resource survey with private partners. (Historic Preservation)

**STATUS** Historic Preservation granted the consultant a two-week extension for submitting the fieldwork report, now due March 6, because of invoicing issues and Winter Storm Uri. No subsequent deadlines have changed, and the project is still on track.

**FY 2019-20****4 Body-Worn Cameras**

**INITIATIVE** Enhance safety for officers and residents and encourage positive community interactions by purchasing additional body-worn cameras for police officers, the Marshal's Office and Dallas Animal Services officers. (Police)

**STATUS** DPD has equipped 1,500 officers with cameras and has finished the rollout of new models to existing users. New user classes begin the week of March 15, and DPD anticipates all 2,000 cameras will be in service by summer 2021.

**5 Firefighter Safety**

**INITIATIVE** Protect our firefighters by purchasing a second set of personal protective equipment (PPE) and a complete replacement of self-contained breathing apparatus (SCBA) to allow for cleaning equipment between fires. This is a two-year initiative begun in FY 2018-19. (Fire-Rescue)

**STATUS** DFR has purchased all sets of PPE (1,835) and distributed 1,686 sets to the field. DFR has also ordered all SCBA and is developing training on the new apparatus.

## Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****FY 2019-20, continued****12 Traffic Signals** 

**INITIATIVE** Promotes safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections and retiming 250 traffic signals. This is a multi-year initiative begun in FY 2018-19. (Transportation)

**STATUS** TRN has completed two additional equipment installations and is scheduling the remaining 27.

**15 Affordable Housing** 

**INITIATIVE** Further affordable housing throughout the city as prescribed in the Comprehensive Housing Policy through the 2020 Notice of Funds Available (NOFA). (Housing & Neighborhood Revitalization)

**STATUS** In January, City Council approved funding to rehabilitate a hotel to create 180 permanent supportive housing units. HOU will brief the next project application to City Council in February.

**19 Comprehensive Plan** 

**INITIATIVE** Update the City's Comprehensive Plan to incorporate more recent policy initiatives and encourage strategic land development while promoting equity, sustainability, and neighborhood revitalization. (Planning & Urban Design)

**STATUS** On January 27, City Council voted to defer action on the consultant contract until April 28 to ensure the Economic Development Plan is completed first.

**29 Juanita J. Craft Civil Rights House** 

**INITIATIVE** Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (Arts & Culture)

**STATUS** OAC has secured more than \$900,000 for this project, and fundraising continues in partnership with the Friends of the Juanita Craft House and the Junior League of Dallas. City Council approved Phase 2 of the design contract on February 24, and the historic house is on track to reopen in 2022.

Meanwhile, artist-in-residence Nitashia Johnson is engaging with and documenting the South Dallas neighborhood and its residents for an online exhibition at TheBeautyofSouthDallas.com.

**39 Ethics Training** 

**INITIATIVE** Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program. (Equity & Inclusion)

**STATUS** EQU continues to deliver biennial ethics training. The Values Ambassador program was on hold while the Ethics Officer position was vacant and is discontinued pending an overall review of the entire Ethics program.

