

BUDGET ACCOUNTABILITY REPORT

As of July 31, 2022



Prepared by Budget & Management Services

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EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	9% over budget	6% over budget
Convention and Event Services	10% over budget	10% over budget
Development Services	16% over budget	✓
Municipal Radio	19% under budget	6% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	7% over budget	✓
Bond and Construction Management	✓	15% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	31% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	6% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 19
On Target

! 5
Near Target

✗ 11
Not on Target

Year-End Forecast

✓ 22
On Target

! 5
Near Target

✗ 8
Not on Target

Budget Initiative Tracker

● 3
Complete

! 0
At Risk

✓ 32
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 31, 2022, 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 22, 2021, effective October 1, 2021, through September 30, 2022. 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, 2022. The variance is the difference between the FY 2021-22 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 July 31, 2022.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$287,241,830	\$15,183,544
Revenues	1,535,018,900	1,560,076,196	1,430,025,719	1,595,210,699	35,134,503
Expenditures	1,535,018,900	1,560,076,196	1,247,086,212	1,567,545,615	7,469,418
Ending Fund Balance	\$272,058,286	\$272,058,286		\$314,906,914	\$42,848,629

Fund Balance. As of July 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings.

Revenues. Through July 31, 2022, General Fund revenues are projected to be \$35,135,000 over budget. Sales tax revenue is projected to be \$28,604,000 over budget based on actual collection trends. Additionally, Franchise and other revenue is forecast to be \$5,856,000 over budget. This is partially offset by decline in fines and forfeitures and operating transfers in. Fines and forfeitures fees combined with operating transfers in are projected to be \$8,567,000 under budget.

Expenditures. Through July 31, 2022, General Fund expenditures are projected to be \$7,469,000 over budget primarily due to uniform overtime expenses and contractual services such as temporary staffing. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

FY 2021-22 Amended Budget. City Council amended the General Fund budget on:

- December 8, 2021, by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division.
- May 11, 2022, by ordinance #32193 in the amount of \$24,859,738 due to additional sales tax revenue and intergovernmental revenue from Dallas County. This allocation will be used for the maintenance and operation of various departments and activities.

FY 2021-22 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$876,175,644	\$878,236,382	\$1,752,414
2	Sales Tax	344,283,066	364,294,064	335,437,080	392,897,924	28,603,860
3	Franchise and Other	117,599,602	117,599,602	72,501,451	123,455,337	5,855,735
4	Charges for Services	108,668,947	108,668,947	84,856,989	111,542,487	2,873,540
5	Fines and Forfeitures	26,390,716	26,390,716	18,986,055	22,857,046	(3,533,670)
6	Operating Transfers In	32,918,730	33,116,288	14,254,030	28,083,394	(5,032,894)
7	Intergovernmental	13,101,905	17,950,645	11,772,098	19,490,278	1,539,633
8	Miscellaneous	8,877,610	8,877,610	10,124,370	10,719,048	1,841,438
9	Licenses and Permits	5,844,356	5,844,356	4,302,965	5,628,271	(216,085)
10	Interest	850,000	850,000	1,615,038	2,300,531	1,450,531
Total Revenue		\$1,535,018,900	\$1,560,076,196	\$1,430,025,719	\$1,595,210,699	\$35,134,503

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.

2 Sales Tax. City Council increased the sales tax budget to be \$364,294,064 on May 11 as part of the mid-year appropriations adjustment process. Revenues are forecast to be \$28,604,000 over the amended budget based on actual collection trends ten months into the fiscal year and continued growth for the remainder of the fiscal year. The revised forecast is based on analysis by our contract economist considering strong wage and employment growth as well as inflation.

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$3,534,000 under budget primarily due to declines in citations filled with the court (22.9 percent decline compared to the same period last year from October to July), in addition to decline in parking fine activity.

6 Operating Transfers In. The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues are forecast to be \$5,033,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena transfer.

7 Intergovernmental. City Council increased Intergovernmental revenue by \$4,849,000 on May 11 as part of the mid-year appropriations adjustment process, due to an unanticipated reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1961. This reimbursement represents Dallas County's 50/50 cost participation in Public Works resurfacing projects that will mutually benefit both Dallas County and the City of Dallas.

8 Miscellaneous. Miscellaneous revenues are projected to be \$1,841,000 over budget primarily due to auction sales exceeding budget.

VARIANCE NOTES (continued)

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.

10 Interest. Interest revenue is projected to over budget by \$1,451,000 primarily due to improved market conditions and anticipated interest rate hikes.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$261,869,939	\$194,767,706	\$238,886,309	(\$22,983,630)
	Non-uniform Overtime	6,826,827	6,826,827	12,120,238	14,398,149	7,571,322
	Non-uniform Pension	35,609,192	37,712,500	28,583,286	34,638,422	(3,074,078)
	Uniform Pay	496,243,907	497,132,747	382,453,408	480,396,091	(16,736,656)
	Uniform Overtime	35,775,121	35,775,121	60,243,531	71,029,748	35,254,627
	Uniform Pension	171,394,327	171,394,327	136,166,719	172,169,453	775,126
	Health Benefits	73,731,868	73,765,142	45,237,732	73,765,142	0
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,286,173	9,160,551	12,228,468	(57,705)
1	Total Personnel Services	\$1,102,293,613	\$1,106,878,666	\$868,733,172	\$1,107,627,673	\$749,006
2	Supplies	75,425,847	78,771,479	68,017,580	88,464,454	9,692,975
3	Contractual Services	433,322,701	446,989,286	342,272,139	448,246,843	1,257,556
4	Capital Outlay	11,677,806	15,137,831	12,575,476	16,738,869	1,601,038
5	Reimbursements	(87,701,067)	(87,701,067)	(44,512,155)	(93,532,224)	(5,831,157)
	Total Expenditures	\$1,535,018,900	\$1,560,076,196	\$1,247,086,212	\$1,567,545,615	\$7,469,418

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 \$749,000 over budget primarily due to uniform overtime expenses in Dallas Police Department (\$8,896,000) and Dallas Fire-Rescue (\$26,358,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

2 Supplies. Supplies are forecast to be \$9,963,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center; protective equipment for Dallas Police Department; various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet; increases in the cost for building materials used by Building Services; supplies for Park & Recreation facilities improvements; and usage of Transportation signal systems supplies.

3 Contractual Services. Contractual services are forecast to be \$1,258,000 over budget primarily due to repair work at various City facilities, emergency lighting repairs at Moss Park soccer fields, rental equipment for Public Work's in-house preservation service, various contractor service fees in Public Works, and temporary staffing costs across several General Fund departments. These costs are partially offset by savings in salary and benefit stabilization.

4 Capital Outlay. Capital outlay is forecast to be \$1,601,000 over budget primarily due to Public Works and Code Compliances equipment and supply chain interruptions in Park and Recreation; long wait times for materials orders have caused items ordered in the prior fiscal year to be reflected in the FY 2021-22 budget.

VARIANCE NOTES (continued)

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.

5 Reimbursements. Reimbursements are forecast to be \$5,831,000 better than budget primarily due to additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible Dallas Fire-Rescue salary expenses, partially offset by a reduction in anticipated reimbursements for Dallas Police Department.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	\$21,377,336	\$20,943,625	21,085,463	(\$291,873)
2	Budget and Management Services	4,512,904	4,541,156	3,136,477	4,322,537	(218,619)
3	Building Services	24,356,319	24,338,775	21,064,160	26,351,790	2,013,015
4	City Attorney	17,814,203	18,565,088	14,657,936	18,646,616	81,528
5	City Auditor	3,048,254	3,064,115	2,317,165	2,956,758	(107,357)
6	City Controller	7,764,698	7,804,952	6,569,661	7,754,577	(50,375)
7	Independent Audit	745,429	745,429	752,000	752,000	6,571
8	City Manager	2,933,212	2,987,300	2,612,520	3,214,724	227,424
9	City Secretary	3,050,306	3,068,256	2,373,486	3,068,256	0
10	Elections	104,713	283,013	90,815	283,013	0
11	Civil Service	3,021,703	3,037,119	1,861,855	2,651,429	(385,690)
12	Code Compliance	35,032,924	35,314,022	27,285,981	35,301,555	(12,467)
13	Court and Detention Services	24,077,721	24,005,239	20,455,946	24,057,329	52,090
14	Jail Contract	9,450,527	9,450,527	6,903,548	8,989,658	(460,869)
15	Dallas Animal Services	16,068,520	16,173,829	12,585,065	16,097,723	(76,106)
16	Dallas Fire-Rescue	335,699,096	336,663,887	278,115,285	351,586,451	14,922,564
17	Dallas Police Department	565,934,568	566,879,714	452,510,870	569,067,662	2,187,948
18	Data Analytics and Business Intelligence	3,988,372	4,058,538	2,397,126	3,179,463	(879,075)
19	Economic Development	3,252,177	3,541,806	3,233,177	3,525,704	(16,102)
20	Housing and Neighborhood Revitalization	3,825,426	3,815,087	1,995,218	3,697,406	(117,681)
21	Human Resources	7,199,251	7,387,253	5,567,905	7,168,977	(218,276)
22	Judiciary	3,675,924	3,850,484	3,110,764	4,194,124	343,640
23	Library	32,917,306	33,155,563	24,208,111	32,493,876	(661,687)
	Management Services					
24	311 Customer Service Center	5,079,860	5,130,513	2,638,980	4,833,663	(296,850)
25	Communications, Outreach, and Marketing	2,330,867	2,416,584	1,507,574	2,313,348	(103,236)
26	Community Care	9,204,147	9,242,978	4,271,490	9,068,087	(174,891)
27	Community Police Oversight	630,129	632,951	329,611	513,307	(119,644)
28	Emergency Management	1,130,290	1,135,003	830,645	1,077,398	(57,605)
29	Environmental Quality and Sustainability	4,255,762	4,319,929	3,388,937	4,165,326	(154,603)
30	Equity and Inclusion	2,644,998	2,898,879	2,056,060	2,639,384	(259,495)
31	Government Affairs	914,383	919,693	813,259	918,764	(929)
32	Historic Preservation	755,602	760,575	521,530	692,866	(67,709)
33	Homeless Solutions	11,913,143	11,987,770	9,373,838	11,987,770	0
34	Integrated Public Safety Solutions	4,969,809	4,984,006	2,063,456	4,330,489	(653,517)
35	Small Business Center	2,454,801	2,509,055	1,080,324	2,123,364	(385,691)
36	Mayor and City Council	5,351,007	5,432,068	4,332,714	5,510,510	78,442
37	Non-Departmental	115,542,145	122,818,281	96,577,664	118,161,950	(4,656,331)
38	Park and Recreation	99,627,169	101,068,491	86,501,319	102,323,313	1,254,822
39	Planning and Urban Design	4,209,553	6,752,112	4,301,996	6,541,414	(210,698)
40	Procurement Services	3,082,909	3,103,102	2,225,483	2,749,966	(353,136)
41	Public Works	76,357,799	81,871,019	72,413,685	81,871,019	0
42	Transportation	45,249,577	45,298,648	37,108,950	45,297,777	(871)
	Total Departments	\$1,525,515,093	\$1,547,390,145	\$1,247,086,212	\$1,557,566,808	\$10,176,662
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	0	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	3,202,244	0	495,000	(2,707,244)
	Total Expenditures	\$1,535,018,900	\$1,560,076,196	\$1,247,086,212	\$1,567,545,615	\$7,469,418

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 Arts and Culture. City Council increased OAC's budget by \$40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

2 Budget and Management Services. City Council increased BMS's budget by \$28,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

3 Building Services. City Council decreased BSD's budget by \$18,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. BSD is projecting to be \$2,013,000 over budget primarily due to increased cost of materials due to inflation, emergency projects such as asbestos abatement, and a reduction in reimbursable work orders.

4 City Attorney. City Council increased CAO's budget by \$197,558 on December 8 by resolution #21-2023 and by \$553,000 on May 11 by ordinance #32193 for the establishment of the Inspector General Division, one-time Employee Retirement Fund (ERF) pension costs, and the Compensation Study Phase II implementation. CAO is projected to be \$82,000 over budget primarily due to termination payouts for retiring employees.

5 City Auditor. City Council increased AUD's budget by \$16,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

6 City Controller. City Council increased CCO's budget by \$40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

7 Independent Audit. The Independent Audit is projected to be \$7,000 over budget due to an increase contract cost.

8 City Manager. City Council increased CMO's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. CMO is projected to be \$227,000 over budget due to termination payouts for retiring employees and personnel costs associated with organizational changes made effective in February.

9 City Secretary. City Council increased SEC's budget by \$18,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

10 Elections. City Council increased Election's budget by \$178,000 on May 11 by ordinance #32193 due to a higher-than-anticipated contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit.

VARIANCE NOTES (continued)

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.

11 Civil Service. City Council increased CVS's budget by \$15,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. Civil Service is projected to be \$386,000 under budget primarily due to salary savings associated with eight vacant positions.

12 Code Compliance. City Council increased CCS's budget by \$281,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

13 Court and Detention Services. City Council decreased CTS's budget by \$72,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. CTS is projecting to be \$52,000 over budget primarily due to the school crossing guard service contract and overtime expenses, partially offset by salary savings associated with 70 vacant positions.

14 Jail Contract. The Jail Contract is projected to be \$461,000 under budget due to a new contract with Dallas County.

15 Dallas Animal Services. City Council increased DAS's budget by \$33,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

16 Dallas Fire-Rescue. City Council increased DFR's budget by \$965,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices. DFR is projected to be \$14,923,000 over budget primarily due to uniform overtime expenses (\$26,358,000) as a result of a winter surge in COVID-19 quarantines requiring backfill, higher than anticipated attrition, prolonged training timelines, and higher than anticipated injuries resulting in light duty. Operational expenses have also been impacted by increased costs for EMS supplies and the cost to repair, maintain, and fuel apparatus. This is partially offset by additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible uniform salary expenses.

17 Dallas Police Department. City Council increased DPD's budget by \$945,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices, partially offset by a decrease to reallocate existing resources between various City departments. DPD is projected to be \$2,188,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$8,896,000), a reduction in anticipated reimbursements, and additional increases in fuel prices (\$2,464,000), partially offset by salary savings associated with vacant uniform and non-uniform positions.

18 Data Analytics and Business Intelligence. City Council increased DBI's budget by \$70,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. DBI is projected to be \$879,000 under budget primarily due to salary savings associated with 12 vacant positions.

VARIANCE NOTES (continued)

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.

19 Economic Development. City Council increased ECO's budget by \$290,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

20 Housing and Neighborhood Revitalization. City Council decreased HOU's budget by \$10,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

21 Human Resources. City Council increased HR's budget by \$188,000 on May 11 by resolution ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and temporary staffing costs related to Workday implementation.

22 Judiciary. City Council increased CTJ's budget by \$175,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. CTJ is projected to be \$344,000 over budget primarily due to temporary help expenses and translation services.

23 Library. City Council increased LIB's budget by \$238,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. LIB is projected to be \$662,000 under budget primarily due to salary savings associated with 30 vacant positions, partially offset by the use of savings to replace the flooring at the Kleberg-Rylie Branch Library, to replace shelving units at the J. Erik Jonsson Central Library, to repair the exterior entry plaza at the Lakewood Branch Library, and to purchase equipment for Enhanced Library Card services.

24 311 Customer Service Center. City Council increased 311's budget by \$51,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. 311 is projected to be \$297,000 under budget primarily due to salary savings associated with 27 vacant positions.

25 Communications, Outreach, and Marketing. City Council increased COM's budget by \$86,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

26 Community Care. City Council increased OCC's budget by \$39,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

27 Community Police Oversight. City Council increased OCPO's budget by \$3,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OCPO is projected to be \$120,000 under budget primarily due to salary savings associated with three vacant positions.

28 Emergency Management. City Council increased OEM's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

VARIANCE NOTES (continued)

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.

29 Environmental Quality and Sustainability. City Council increased OEQS's budget by \$64,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OEQS is projected to be \$155,000 under budget primarily due to salary savings and other professional services savings (personnel development, printing services) associated with 12 vacant positions.

30 Equity and Inclusion. City Council increased OEI's budget by \$254,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. OEI is projected to be \$259,000 under budget primarily due to salary savings associated with vacant positions, partially offset by temporary staffing costs.

31 Government Affairs. City Council increased OGA's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

32 Historic Preservation. City Council increased OHP's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OHP is projected to be \$68,000 under budget primarily due to salary savings associated with vacant positions.

33 Homeless Solutions. City Council increased OHS's budget by \$75,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

34 Integrated Public Safety Solutions. City Council increased IPSS's budget by \$14,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. IPSS is projected to be \$654,000 under budget primarily due to salary savings associated with vacant positions and savings realized in the Youth Advocate Program for Violence Interruptors.

35 Small Business Center. City Council increased SBC's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. SBC is projected to be \$386,000 under budget primarily due to salary savings associated with three vacant positions.

36 Mayor and City Council. City Council increased MCC's budget by \$81,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. MCC is projected to be \$78,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with two vacant positions.

37 Non-Departmental. City Council increased Non-D's budget by \$7,276,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, HRIS module implementation (\$1,939,000), and expenses associated with a new data center (\$5,200,000). Non-D is projected to be \$4,656,000 under budget primarily due to savings associated with delayed Master Lease drawdowns and the elimination of a transfer to the Information Technology Equipment Fund.

VARIANCE NOTES (continued)

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.

38 Park and Recreation. City Council increased PKR's budget by \$1,441,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, the increase in fuel prices, and partial design costs (\$600,000) for future capital improvements at Fair Park. PKR is projected to be \$1,255,000 over budget primarily due to emergency lighting repairs at Moss Park soccer fields due to high winds (\$1,500,000) and the implementation of additional preventive security measures at recreational facilities (\$520,000), partially offset by salary savings associated with vacant positions.

39 Planning and Urban Design. City Council increased PUD's budget by \$2,543,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and zoning updates.

40 Procurement Services. City Council increased POM's budget by \$20,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. POM is projected to be \$353,000 under budget primarily due to salary savings associated with nine vacant positions.

41 Public Works. City Council increased PBW's budget by \$5,513,000 on May 11 by ordinance #32193 for street resurfacing projects including preventive maintenance, Smart Cities pilot projects, and in-house asphalt treatments, one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

42 Transportation. City Council increased TRN's budget by \$49,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

44 Liability/Claims Fund Transfer. The transfer from the General Fund to the Liability Fund was increased by \$5,000,000 for environmental remediation efforts and other liability considerations.

45 Salary and Benefit Stabilization. The FY 2021-22 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$1,874,000 was transferred to all General Fund departments for adjustments including truck driver pay increases (\$569,000), judiciary pay increases (\$153,000), and other adjustments as a result of the Compensation Study (\$1,153,000). S&B is projected to transfer an additional (\$495,000) by the end of the fiscal year.

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	\$15,319,809	\$15,319,809		\$48,029,990	\$32,710,181
Total Revenues	142,389,852	142,389,852	145,344,482	155,542,664	13,152,812
Total Expenditures	142,389,852	142,389,852	108,093,814	151,334,017	8,944,165
Ending Fund Balance	\$15,319,809	\$15,319,809		\$52,238,637	\$36,918,828
2 CONVENTION AND EVENT SERVICES					
Beginning Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470
Total Revenues	100,819,948	100,819,948	85,239,389	110,831,405	10,011,457
Total Expenditures	100,819,948	100,819,948	60,064,261	110,831,405	10,011,457
Ending Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	32,520,675	31,568,631	37,702,874	5,182,199
Total Expenditures	38,383,670	52,548,670	29,033,269	52,839,767	291,097
Ending Fund Balance	\$44,079,897	\$28,959,045		\$33,883,871	\$4,924,826
4 MUNICIPAL RADIO					
Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	1,251,537	1,501,360	(359,640)
Total Expenditures	1,815,740	1,815,740	1,421,071	1,697,991	(117,749)
Ending Fund Balance	\$401,210	\$401,210		\$712,558	\$311,348
5 SANITATION SERVICES					
Beginning Fund Balance	\$16,465,593	\$16,465,593		\$18,206,255	\$1,740,662
Total Revenues	137,982,207	137,982,207	119,030,858	142,577,960	4,595,753
Total Expenditures	139,536,992	141,699,380	82,496,267	141,699,380	0
Ending Fund Balance	\$14,910,808	\$12,748,420		\$19,084,835	\$6,336,415
6 STORM DRAINAGE MANAGEMENT–DALLAS WATER UTILITIES					
Beginning Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353
Total Revenues	69,314,586	69,314,586	61,130,683	69,314,586	0
Total Expenditures	69,314,586	71,814,586	49,518,629	71,814,586	0
Ending Fund Balance	\$10,386,150	\$7,886,150		\$16,363,503	\$8,477,353
7 WATER UTILITIES					
Beginning Fund Balance	\$108,890,415	\$108,890,415		\$136,997,769	\$28,107,354
Total Revenues	713,732,650	713,732,650	607,967,513	765,788,396	52,055,746
Total Expenditures	722,432,650	755,468,335	572,173,461	739,258,769	(16,209,566)
Ending Fund Balance	\$100,190,415	\$67,154,730		\$163,527,396	\$96,372,666

FY 2021-22 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
8 BOND AND CONSTRUCTION MANAGEMENT					
Beginning Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$2,279,033)	(\$1,105,073)
Total Revenues	23,065,518	23,065,518	9,872,385	21,987,509	(1,078,009)
Total Expenditures	23,065,518	23,065,518	16,156,836	19,708,476	(3,357,042)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$0	\$1,173,960
9 EQUIPMENT AND FLEET MANAGEMENT					
Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	63,049,824	32,551,190	64,429,852	1,380,028
Total Expenditures	56,541,723	64,284,687	48,260,352	66,204,174	1,919,487
Ending Fund Balance	\$9,390,751	\$9,390,751		\$10,803,336	\$1,412,585
10 EXPRESS BUSINESS CENTER					
Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	2,353,008	3,398,309	804,519
Total Expenditures	2,323,978	2,323,978	1,928,013	2,322,390	(1,588)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$6,105,641	\$1,169,642
11 INFORMATION TECHNOLOGY					
Beginning Fund Balance	\$7,697,728	\$7,697,728		\$9,307,658	\$1,609,930
Total Revenues	99,176,891	99,176,891	81,711,126	99,133,757	(43,134)
Total Expenditures	99,176,891	99,176,891	76,337,678	98,523,577	(653,314)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,917,838	\$2,220,110
12 RADIO SERVICES					
Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	9,886,788	13,245,702	(2,948)
Total Expenditures	13,248,650	13,629,450	10,316,485	13,561,140	(68,310)
Ending Fund Balance	\$517,133	\$136,333		\$1,113,575	\$977,242

FY 2021-22 Financial Forecast Report

OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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13 9-1-1 SYSTEM OPERATIONS

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	10,084,682	12,681,597	664,153
Total Expenditures	14,341,472	14,808,520	10,931,301	15,292,904	484,384
Ending Fund Balance	\$1,856,241	\$1,389,193		\$4,015,562	\$2,626,369

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,962	345,529,962	335,386,317	321,720,039	9,862,821
Total Expenditures	348,776,403	348,776,403	287,639,122	334,161,703	(14,614,700)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$56,991,515	\$27,174,721

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	62,397,157	101,102,867	\$1,599,867
Employee Contributions	40,959,071	40,959,071	34,708,447	44,568,798	3,609,727
Retiree	27,867,000	27,867,000	10,712,124	26,857,732	(1,009,268)
Other	0	0	74,525	74,525	74,525
Total Revenues	168,329,071	168,329,071	107,892,252	172,529,397	4,274,851
Total Expenditures	176,549,294	176,549,294	67,884,812	178,389,962	1,840,668

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

16 RISK MANAGEMENT

Worker's Compensation	14,085,135	14,085,135	526,063	14,085,135	\$0
Third Party Liability	11,688,742	11,096,779	4,814,720	16,688,742	5,000,000
Purchased Insurance	11,096,779	11,096,779	1,639	11,096,779	0
Interest and Other	0	0	100,835	100,835	100,835
Total Revenues	36,870,656	36,870,656	5,443,257	36,971,491	5,100,835
Total Expenditures	52,064,548	52,064,548	21,582,364	43,905,471	(8,159,077)

Note: FY 2021-22 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 June 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. 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 revenues are projected to be \$13,152,000 over budget primarily due to higher-than-expected revenue from garage parking and concessions. AVI expenses are projected to be \$8,944,000 over budget primarily due to a capital construction transfer (\$7,000,000), DPD personnel expenditures (\$1,300,000), and a reimbursement to DFR's paramedic team (\$1,300,000).

2 Convention and Event Services. CCT revenues are projected to be \$10,011,000 over budget due to a projected increase in Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections, which have recovered to that of pre-pandemic levels. CCT expenses are also projected to be \$10,011,000 over budget due to an increased capital construction transfer.

3 Development Services. City Council increased DEV's budget by \$14,165,000 on August 10 by resolution #22-1139 for the purchase of a property for the Stemmons Project. DEV revenues are projected to be \$5,182,000 over budget due to higher-than-budgeted permit activity. DEV expenses are projected to be \$291,000 over budget primarily due to increased costs for temporary staffing and overtime, which are partially offset by salary savings associated with vacant positions.

4 Municipal Radio. WRR revenues are projected to be \$360,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. On June 9, City Council approved the transfer of operation of WRR to KERA. WRR expenses are projected to be \$118,000 under budget primarily due to salary savings associated with one vacancy and lower-than-expected music licensing fees.

5 Sanitation Services. City Council increased SAN's budget by \$2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues are projected to be \$4,596,000 over budget due to stronger than anticipated residential collection revenues.

6 Storm Drainage Management - Dallas Water Utilities. City Council increased SDM's budget by \$2,500,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. The budget increase is supported by use of the Fund Balance.

7 Water Utilites. City Council increased DWU's budget by \$33,036,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. DWU revenues are projected to be over budget by \$52,056,000 due to higher than expected consumption attributed to dry weather. DWU expenses are projected to be \$16,210,000 under budget due to the close out of old bond funds and balances transferred to the debt service sinking fund and salary savings associated with vacant positions, which are partially offset by an increased cost in fuel.

8 Bond and Construction Management. BCM expenses are projected to be \$3,357,000 under budget primarily due to salary savings associated with 49 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project. BCM revenues are projected to be \$1,078,000 under budget due to charges to capital projects encumbered in the prior fiscal year.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of June 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. 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.

9 Equipment and Fleet Management. City Council increased EFM's budget by \$7,743,000 on May 11 by ordinance #32193 due to the increase in fuel prices. EFM revenues are estimated to be \$1,380,000 over budget due to the increased cost of fuel being charged back to customer departments. EFM expenses are projected to be \$1,919,000 over budget due to continued increases in fuel prices, and additional costs associated with extended life repairs to equipment. The FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In July 2022, the actual average blended rate was \$3.60 per gallon.

10 Express Business Center. Express Business Center revenues are \$805,000 over budget due to an increase in auto pound sales.

12 Radio Services. City Council increased Radio Services' budget by \$381,000 on May 11 by ordinance #32193 for consulting and engineering support for the P25 Radio System Project. Radio expenses are projected to be \$68,000 under budget primarily due to salary savings associated with five vacant positions.

13 9-1-1 System Operations. City Council increased 911's budget by \$467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 expenses are projected to be \$484,000 over budget primarily due to equipment purchased for the 911 Next Generation project. 911 revenues are projected to be \$664,000 over budget due to increased collections for wireless and wireline fees.

14 Debt Service. Debt Service revenues are projected to be \$9,863,000 over budget primarily due to an increase in property tax penalties and interest and unbudgeted transfers to debt service from Sanitation Services and Storm Drainage Management. Debt Service expenses are projected to be \$14,615,000 under budget due to interest savings realized in the November 2021 bond sale, as well as a lower than budgeted cash payment to pay off Commercial Paper.

15 Employee Benefits. Expenses are projected to be \$1,841,000 over budget primarily due to higher participation in the voluntary products like dental and FSA spending accounts in which enrollees incur the full cost. Revenues are projected to be \$4,275,000 over budget primarily due to higher employee contributions related to the aforementioned higher participation in voluntary products which are partially offset by a steady decline in medical enrollment by retirees.

16 Risk Management. The transfer from the General Fund to the Liability Fund was increased by \$5,000,000 for environmental remediation efforts and other liability considerations. Risk Management expenses are projected to be \$8,159,000 under budget primarily due to a delay in anticipated claims expenses and lower-than-expected payout in FY 2021-22 resulting in some claims to be moved over to FY 2022-23.

FY 2021-22 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$190,554,507	\$86,185,526	\$143,121,437
B	Park and Recreation Facilities	261,807,000	234,143,026	159,392,582	14,700,046	60,050,398
C	Fair Park	50,000,000	42,889,098	29,304,474	3,158,654	10,425,970
D	Flood Protection and Storm Drainage	48,750,000	34,543,268	10,222,325	14,039,737	10,281,207
E	Library Facilities	15,589,000	15,589,000	14,784,533	270,356	534,111
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	11,075,531	2,084,245	942,312
G	Public Safety Facilities	32,081,000	29,897,353	24,087,253	1,844,008	3,966,092
H	City Facilities	18,157,000	15,423,904	1,904,995	797,426	12,721,483
I	Economic Development	55,400,000	46,367,495	18,946,940	10,169,730	17,250,824
J	Homeless Assistance Facilities	20,000,000	17,981,370	8,399,858	500,000	9,081,512
Total		\$1,050,000,000	\$870,798,072	\$468,672,998	\$133,749,728	\$268,375,346

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$255,381,278	\$5,098,786	\$5,150,424
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	232,492,213	65,746,654	28,136,133
3	Economic Development	55,000,000	55,000,000	37,739,662	4,647,279	12,613,059
Total		\$642,000,000	\$647,005,488	\$525,613,152	\$75,492,719	\$45,899,617

2006 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$391,511,454	\$10,370,209	\$4,608,891
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	285,652,448	18,436,814	38,667,904
3	Park and Recreation Facilities	343,230,000	353,343,060	346,640,747	1,431,222	5,271,091
4	Library Facilities	46,200,000	48,318,600	47,665,916	11,042	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,091,775	59,834	669,839
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,944,198	1,575,219	3,697,060
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	41,939,230	1,153,500	1,967,324
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,403,883	264,221	11,059,347
11	Court Facilities	7,945,000	8,146,606	7,865,684	120	280,802
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,231,345	97,959	743,634
Total		\$1,353,520,000	\$1,401,388,107	\$1,300,004,862	\$33,400,152	\$67,983,092

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.

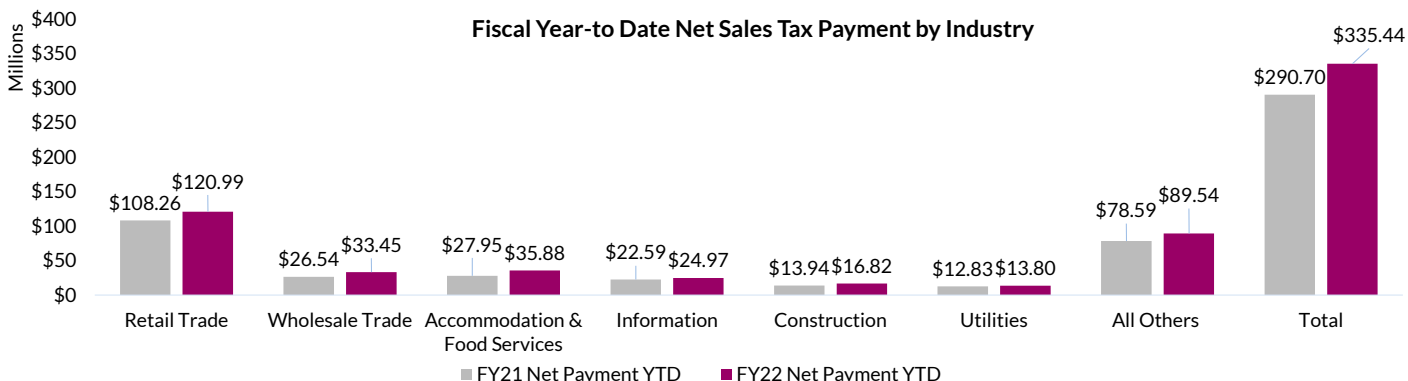
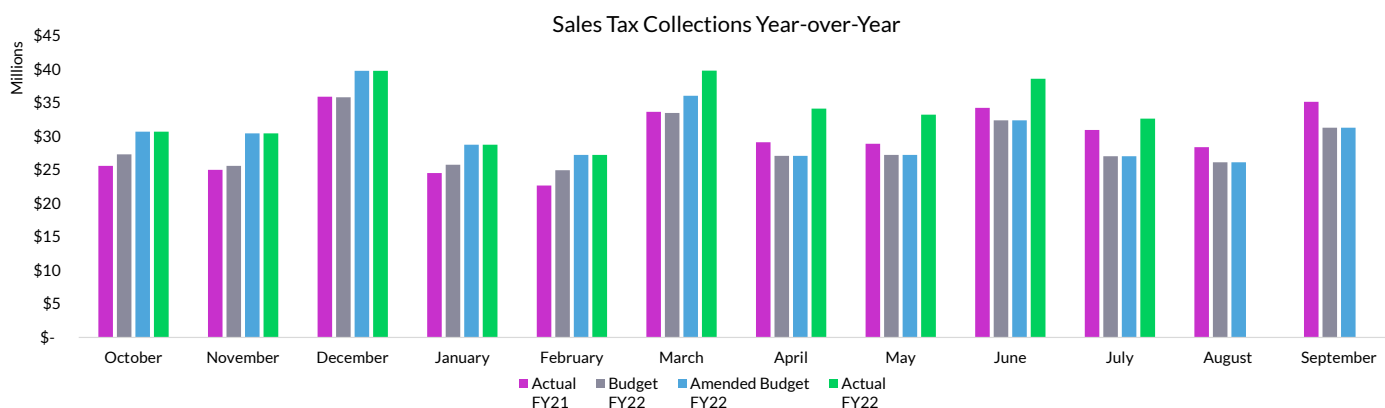
FY 2021-22 Financial Forecast Report

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 2020-21, the City received \$354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted \$344,283,066, which was increased to \$364,294,064 as part of the mid-year budget ordinance #32193 approved by the City Council on May 11. As of July 31, 2022, the sales tax forecast is \$392,897,924 based on the latest forecast by our contract economist. We will update the forecast 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 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	July FY22 over July FY21	FYTD22 over FYTD21
Retail Trade	-2%	12%
Wholesale Trade	25%	26%
Accommodation and Food Services	12%	26%
Information	3%	11%
Construction	7%	21%
Utilities	33%	8%
All Others	5%	14%
Total Collections	5%	15%

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.

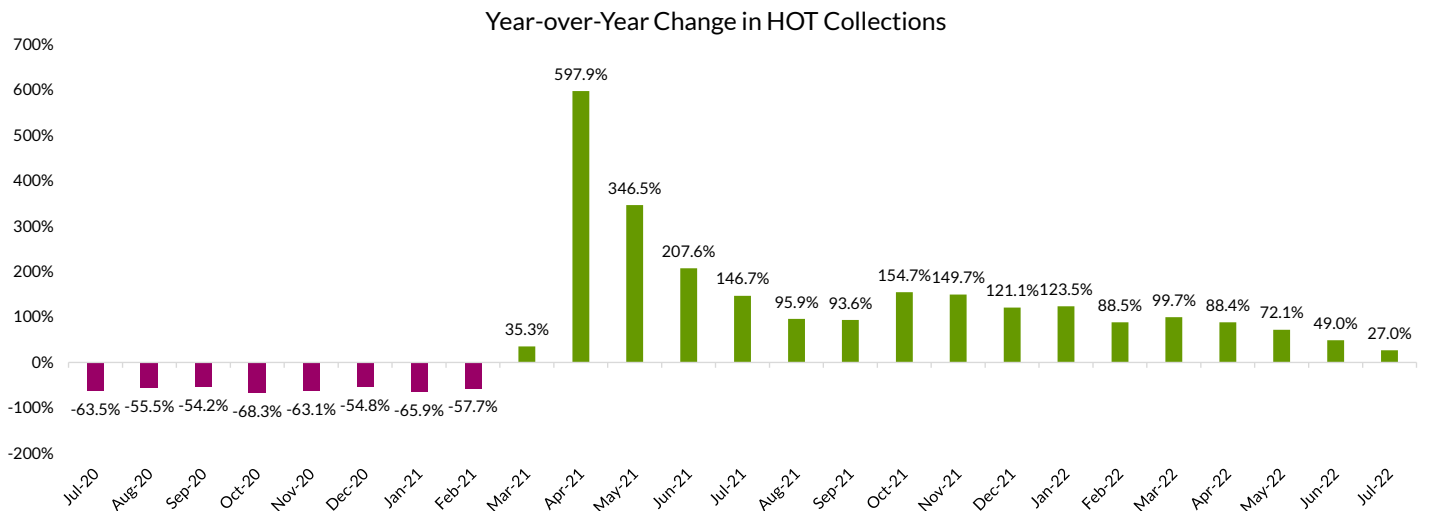
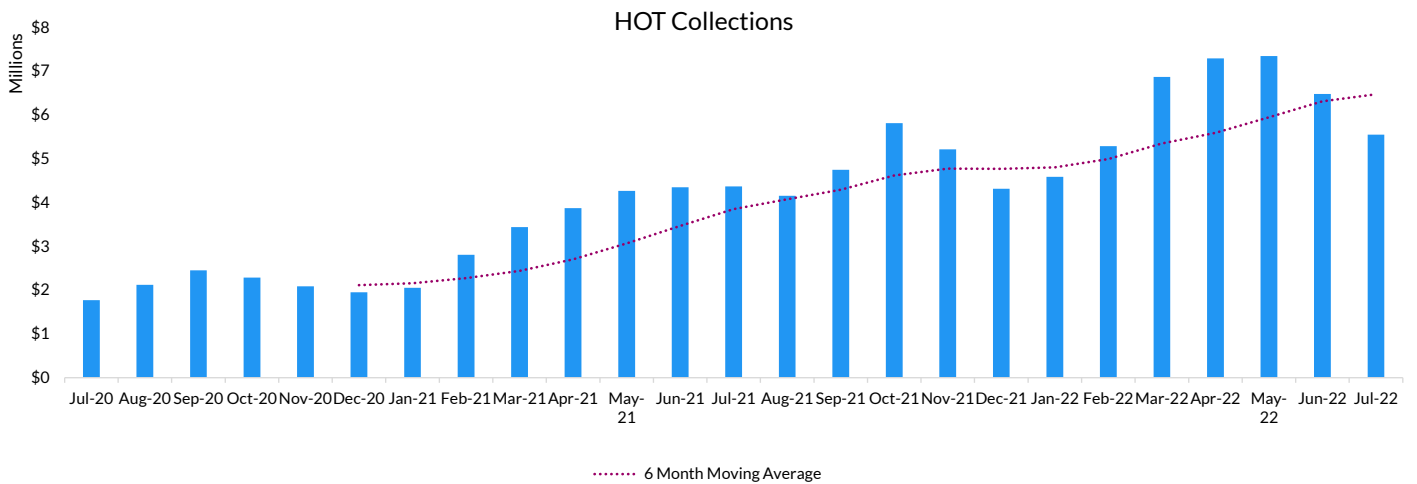
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2021-22 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 2021-22 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.

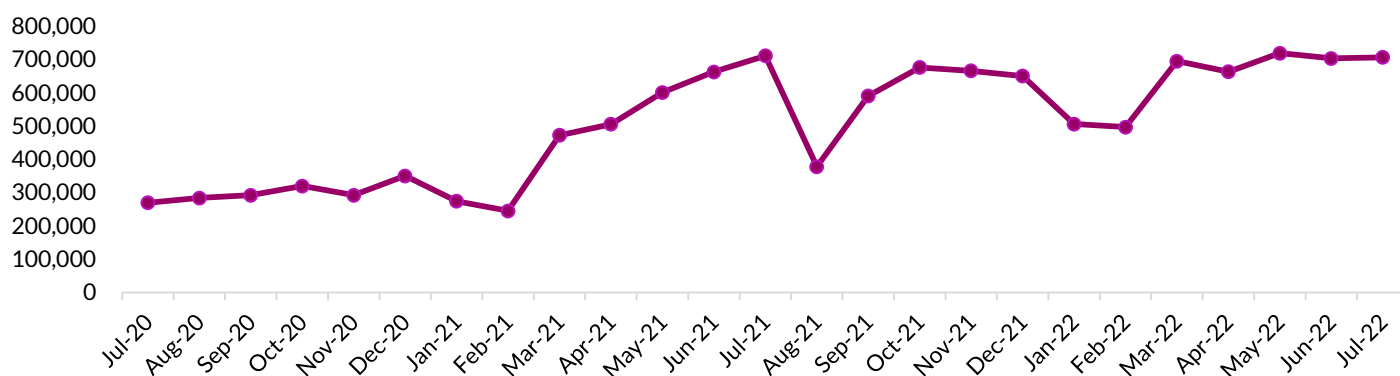
	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	5
December	5	2	11	9
January	13	1	6	4
February	12	0	10	10
March	1	2	4	13
April	1	1	5	8
May	0	6	3	6
June	0	7	9	11
July	0	7	3	4
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	85

* Due to shifts in cancellations and rescheduling, FY 2021-22 actuals for prior months may be updated.

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.

Enplanements

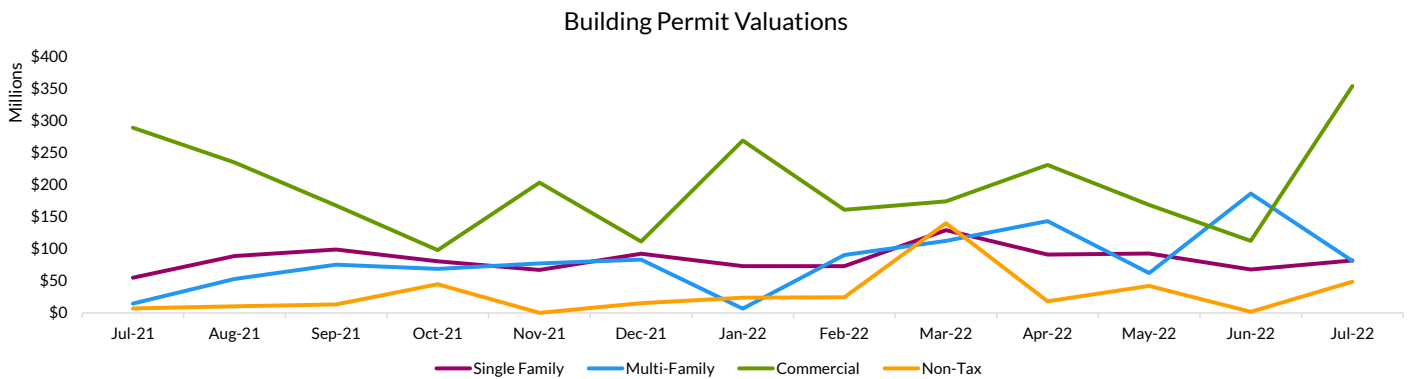
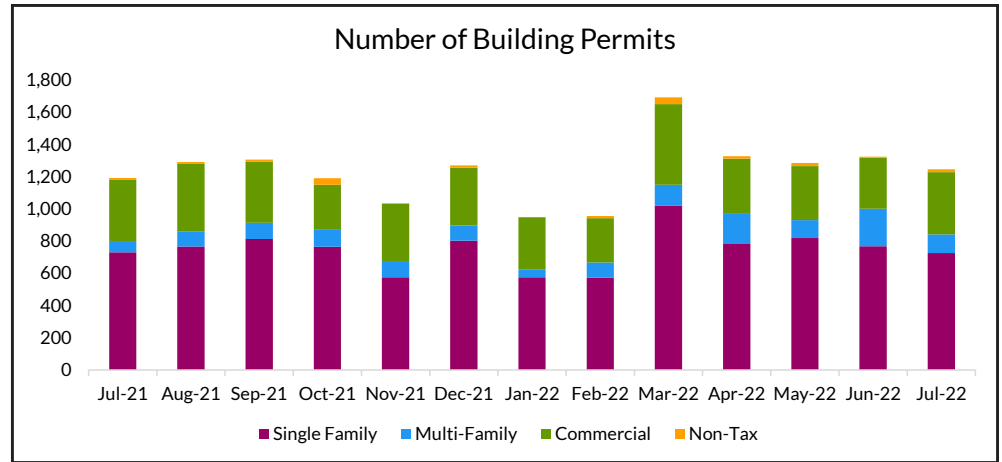


FY 2021-22 Financial Forecast Report

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 2020-21 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, 2022.

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.



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	98.5%	98.0%	98.5%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	5.5	5	5.4
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	39.3%	40.0%	39.3%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	83.8%	65.0%	83.8%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (242 of 263 milestones) (Office of Environmental Quality & Sustainability)	92.7%	27.0%	25.5%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	19.0%	18.7%	19.0%	18.7%

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

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	90.0%	88.1%	90.0%	88.1%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	95.9%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	50.7%	75.0%	58.4%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	3.1%	-3.3%	2.9%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	84.2%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	93.1%	85.0%	93.1%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	86.9%	80.0%	85.8%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.1%	90.0%	85.5%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue)	83.9%	90.0%	87.5%	90.0%	87.5%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,278.0	2,000.0	2,262.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.4%	60.0%	47.4%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	96.2%	90.0%	96.2%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	83.6%	70.0%	83.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	73.5%	52.2%	80.0%	52.2%

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

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	83.7%	65.0%	83.7%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	41.2%	5.0%	23.3%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	77.2%	75.0%	77.2%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.9%	93.0%	98.9%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	30.0%	29.7%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	2,120	1,604	2,120
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	74.9%	80.0%	74.9%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	86.0%	79.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	82.0%	62.1%	100.0%	90%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.0%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.8%	91.0%	92.5%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	40.2%	72.9%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	108.0%	25%	108.0%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	65,461	62,000	65,348

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

FY 2021-22 Dallas 365

VARIANCE NOTES

2 The average number of days to prescreen permit applications slightly increased due to new staff cross-training with experienced staff and the migration of ProjectDox 9.2 update.

5 As of July, over 95% of the milestones are underway. 133 milestones representing actions by 17 City departments are ongoing and will be marked complete for FY22 in the 4th quarter. Staff estimate meeting the Dallas 365 goal of 92% completion of plan milestones by September.

10 311 had an increase in 311-only call volume, resignations (5), recent SPAM calls to Water Customer Service where non-city employees were requesting payments from residents, and a high call volume from DWU customers with more than 60 days of outstanding balances. 311 is a multi-discipline call center; therefore, the most prolonged call holding is automatically routed to an agent. 311-only calls are affected by this multi-discipline approach. 311 continues to focus on filling vacancies and training staff to meet demand. An ITS upgrade to activate courtesy callback software features has been re-visited with a tentative start date of October 1st.

11 There has been a 3.09% increase in preventable incidents from October 2021 to July 2022. However, an unusually high number of incidents during the first quarter affects the overall year-to-date performance. In July, ORM safety personnel continued to visit multiple workplace sites and met with department staff to discuss action plans to increase safety awareness. Action plans included: Toolbox talks, Safe Driving Awareness, etc.

15 DFR is experiencing increased response times due to several factors. The summer months traditionally represent a sharp increase in calls for service; 2022 is no exception. The call volume DFR experienced in July represented an 8.3% increase over June (and 13.3% more than in April). Additionally, while DFR's EMS transport rate has historically been 40-45%, that figure is now 55-62%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn causes increases in response times.

17 Overall, violent crime is down 4.9% for July 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. The department is targeting hot spots such as apartment complexes to decrease crime. DPD is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. Additionally, with our Domestic Violence Task Force in place, the department is seeing a reduction in Aggravated Assault and Family Violence. 6.06% decrease compared to the same period in 2021.

18 In FY 2021-22, 151 sworn officers have been hired. DPD continues to proactively recruit and hire to meet the hiring goal for FY 2021-22. In June, 28 recruits started their academy training, and another class will graduate in August to begin their field training. The Dallas Police Department is committed to its Violent Crime Plan; overall, violent crime is down 4.9% YTD.

21 The RIGHT Care team has responded to 8,424 of 12,919 mental health calls for service as of July. In addition, the team has responded to 1,741 DPD Patrol-requested calls that did not originate as mental health calls. Therefore, the forecast has been adjusted to account for the increase in call volume. OIPSS continues to expand the team, provide additional training, and partner with external stakeholders for operational support to address the growing demand for mental health services.

FY 2021-22 Dallas 365

VARIANCE NOTES

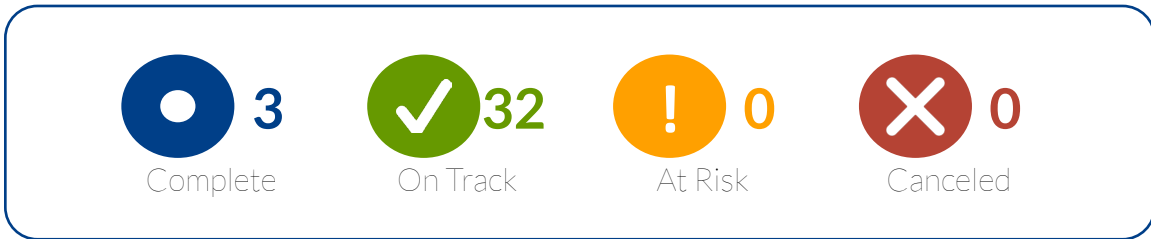
28 The COVID-19 evolution of the Delta and Omicron variants affected the program participation rate, caused staff shortages, and posed hiring challenges. PKR has recently completed the interview process and identified two potential candidates for the Manager position vacancy. In addition, division-wide performance measures are being developed to incorporate staff performance plans for a more holistic approach to providing teen programming.

29 The complexities of contract negotiations on projects and the escalating costs of materials impact the construction schedules, resulting in a variance. Staff will expedite projects when feasible to meet the annual target and the 6-year implementation schedule.

30 Supply chain issues, cement shortages, and labor issues with our contractors have impacted performance and reduced the year-end forecast numbers.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 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

Pay-to-Stay Program Success!

The Office of Homeless Solutions' (OHS) greatest challenge is affordable housing access. As a result, OHS is working with contributing partners. They have formed a permanent supportive housing work group, are exploring master leasing options, acquiring two properties for supportive housing, and connecting with services that cater to the critically homeless. OHS has also provided shelter funding to provide more space for those in need. Providing more shelter beds increases the chances of building relationships with homeless individuals. As of July, 86.9% of beds are occupied under the Pay-to-Stay program.



FY 2021-22 Budget Initiative Tracker

ECONOMIC DEVELOPMENT**1 Economic Development Entity** 

INITIATIVE Launch the economic development entity called for in the Economic Development Policy with \$7 million over 3 years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY 2021-22, ECO will spend \$2 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 and Year 3. (ECO)

STATUS City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022 and the certificate of formation was filed with the State of Texas in February. Applications for board member nominations opened in March and closed on April 30, 2022. The nominating committee met in May to develop a slate of nominees and intends to present the list to City Council in August.

2 Small Business Center 

INITIATIVE Establish a Small Business Center focused on business diversity, including the Minority/Women-owned Business Enterprises program, workforce development and reentry services, and entrepreneurship to support local businesses. (ECO)

STATUS The Small Business Center (SBC) was established effective October 1, 2021, and a director was hired in November 2021. The SBC convenes and leverages existing external efforts to address challenges affecting workforce readiness, capacity building of minority, women, and veteran-owned businesses, business startups and retention strategies, and re-entry services for formerly incarcerated residents.

ENVIRONMENT & SUSTAINABILITY**3 Sanitation Collection** 

INITIATIVE Keep Dallas a safe, clean, and beautiful place to live by improving trash, recycling, and brush and bulky trash service delivery, including increasing employee pay to attract enough staff to meet our requirements and creating an outreach/compliance division to strengthen customer experience. (SAN)

STATUS SAN residential collection services continues to show improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through July 2022 decreased approximately 24 percent from the same months of the prior year. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. Through July 2022, the Department's filled truck driver positions increased by four percent compared to last fiscal year. SAN is now approximately six percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and extend same-day job offers for qualified candidates.

The Outreach and Enforcement Managers were hired in February 2022 and the hiring process for the Inspector positions is underway at this time.

4 Air Quality Monitors 

INITIATIVE Install \$1 million worth of additional Air Quality Monitors around the city to collect data on air quality and inform policy decisions affecting residents' health and quality of life. (OEQS)


STATUS The first contract for Level 1 sensors has been approved by City Council. OEQS staff held a series of three neighborhood meetings in West Dallas to attain community input regarding the locations for the first of several monitors. Work continues on the data platform and data qualification procedures. Equipment was ordered in May and will be calibrated for installation in early summer 2022.

FY 2021-22 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY**5 Solar Energy Initiative** 

INITIATIVE Invest \$1.5 million in FY 2021-22 and \$500,000 in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, and retrofit controls at City facilities. (BSD)

STATUS Approximately \$1.5 million in energy efficiency and solar panel installation projects are in development. Briefings were provided to the Environmental Commission in February 2022 and to the Environment and Sustainability Committee in April 2022. City Council approved the project contracts on April 13, 2022. The projects are estimated to be completed by end of 2022.

6 Comprehensive Food & Urban Agriculture Plan 

INITIATIVE Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQS)

STATUS OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes, to be implemented in summer 2022.

7 Branch Out Dallas 

INITIATIVE Relaunch Branch Out Dallas to provide 2,500 native trees to residents to plant in yards across Dallas helping to reduce heat island effect and stormwater runoff to our drainage system. (SDM)

STATUS The City held the FY 2021-22 Branch Out Dallas event on November 6, 2021 and distributed 2,500 trees across the City for residential properties. The FY 2022-23 activities are currently being planned and will be provided in spring 2023.

8 Water Distribution System 

INITIATIVE Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY 2021-22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and, begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

STATUS The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU is currently reclassifying two existing positions who will be responsible for developing a Lead Service Line inventory, contacting schools and day care centers to develop a facilities database and distribute education material, and developing the plan to conduct sampling and lead testing.

FY 2021-22 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

9 Equipment and Fleet

INITIATIVE Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy vehicles used by Public Works and Dallas Water Utilities by investing \$75 million for the purchase of replacement and additional fleet and equipment. (EFM, SDM, DWU, and SAN)

STATUS: The FY 2021-22 fleet acquisition is currently underway for 13 departments, including 632 vehicles on order with a replacement cost of approximately \$75.6 million.

10 Data Analytics

INITIATIVE Harness the power of data to increase transparency and accountability by adding six new positions to the Office of Data Analytics & Business Intelligence, investing in the City's Data Inventory, and embracing data-driven decision making across our organization. (DBI)

STATUS As of July, one Data Coordinator, one GIS intern, and one Sr. Data Science Analyst II have been hired. The department is currently in the recruitment process for one Data Science Analyst II, one Sr. Data Science Analyst, and one Sr. GIS Analyst.

11 Total Compensation Study

INITIATIVE Invest in our City employees and improve recruiting and retention of high-caliber and diverse employees by continuing to implement the Total Compensation Study and ensuring competitive pay. (HR)

STATUS Phase one of the compensation study was completed in 2021. Phase two was completed in April and was focused on moving positions that were not able to be moved to market in phase one and addressing internal pay compression. Phase three, beginning in FY 2022-23, will continue to address internal pay compression.

HOUSING & HOMELESSNESS SOLUTIONS

12 Addressing Homelessness

INITIATIVE Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program that employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program will be implemented from FY 2021-22 through FY 2023-24. It is anticipated approximately 1,000 individuals will be housed in the first year and a total of 2,762 individuals housed by the end of September 2023. The third year of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

STATUS From October 2021 to July 2022, the Dallas Real Time Rapid Rehousing Initiative housed 1014 individuals. Of this, 29% of the households consist of adults with children and 71% are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

13 Affordable Housing Units

INITIATIVE Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

STATUS Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. Construction is anticipated to begin by October 2022. Twenty percent of these homes will be reserved for families 80 percent AMI and the remaining homes will be restricted to 120 percent AMI and below. HOU anticipates bringing an additional project to the City Council for approval in August 2022 for a 168-unit multifamily development. Pending City Council and permit approval, construction is expected to begin by spring 2023.

FY 2021-22 Budget Initiative Tracker

HOUSING & HOMELESSNESS SOLUTIONS**14 Preservation of Affordable Housing** ✓

INITIATIVE Devote \$11.3 million for the preservation of affordable housing and investment in water and sewer infrastructure in qualified census tracts. In FY 2021-22, HOU will spend \$2 million for neighborhood infrastructure and \$2 million to preserve 20 housing units. (HOU)

STATUS In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. The application opened in May, and HOU has received 45 applications. The first five have entered pre-construction processes, and 11 are undergoing the bid process.

PUBLIC SAFETY**15 Police Response Times** ✓

INITIATIVE Improve response times to high priority calls by hiring 250 police officers to end FY 2021-22 at 3,155 police officers, and by continuing to implement the recommendations of the KPMG efficiency study. (DPD)

STATUS DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and anticipates ending the fiscal year with 3,140 officers. Year to date in FY 2021-22, 134 sworn officers have been hired. In June, 28 recruits graduated the academy and are currently in field training.

16 911 Response ✓

INITIATIVE Answer 90 percent of 911 calls within 10 seconds by adding 911 call takers and dispatchers and increasing pay to improve talent acquisition and retention. (DPD)

STATUS The June service level was 97.48 percent, with an average answer time of 4 seconds. DPD currently has 124 call takers and 17 trainees, making the 911 Call Center staffed at 88 percent.

17 RIGHT Care ✓

INITIATIVE Mitigate behavioral health crises and avoid unnecessary arrests and hospitalizations by adding \$2 million to double the number of RIGHT Care teams from five to ten. (IPSS)

STATUS The RIGHT Care team performance continues to excel as it becomes more established. Nine teams (one for each of the seven police patrol divisions and two dedicated roving teams) are currently operating from 7am-11pm, seven days a week. Two Citywide overnight roving teams are expected to launch September 2022. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

18 Street Racing Remediation ✓

INITIATIVE Address city wide speeding and unsafe drivers with \$500,000 for traffic calming in neighborhoods and \$200,000 for a street racing remediation pilot project. (TRN)

STATUS In June, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at two locations. Twenty locations have been completed this fiscal year. Traffic calming installations and modifications, such as speed cushions, have been completed at 20 locations with designs in progress at another two locations. Design has been completed for Jefferson Boulevard to reduce the current configuration of six lanes to four lanes. The road diet installation is now in progress and scheduled to complete by fall 2022.

FY 2021-22 Budget Initiative Tracker

PUBLIC SAFETY**19 Non-Emergency Enforcement** ✓

INITIATIVE Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD and TRN)

STATUS One Parking Supervisor position was onboarded in July. The Manager-Parking Enforcement position has been reposted and TRN has participated in a job fair to increase hiring for additional Parking Enforcement Officer positions. TRN has completed additional facility site visits and is now reviewing lease options, including a construction option for OCMC to accommodate additional parking team members. The Courts Adjudication Team relocated in March and their current facility and furniture are now available for TRN non-emergency enforcement use. TRN, DPD, and 311 have met regarding the "Train the Trainer" course to provide training for TRN. Both departments are actively working towards the transfer of services through 311 with an anticipated transition date of August 2022.

21 Tornado Warning Sirens ✓

INITIATIVE Improve tornado warning siren coverage by purchasing and installing ten additional sirens for a total of 178 sirens citywide. (OEM)

STATUS All ten sites have been identified and approved by Oncor, and all but one have been approved by the Department of Public Works. The tenth site is slated for Forest Cliff Park. OEM has scheduled a briefing to the Park and Recreation Board regarding the Forest Cliff Park for August 2022. All components of the sirens have been delivered, and OEM staff has coordinated with ITS to ensure P25-compliant radios and associated hardware are on hand for installation. The project is still on schedule to be completed by summer 2022.

23 Facility Security Assessment ✓

INITIATIVE In FY 2021-22, initiate \$3.5 million (of \$6.4 million allocated) of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

STATUS Security enhancement projects such as security signage, window film, high speed gates, and camera upgrades are underway in various park locations, recreation centers, City Hall, Oak Cliff Municipal Center, Municipal Court facilities, Libraries, and DAS. Year-to-date obligations total \$2.5 million for security operation upgrades and radio communication systems.

20 Single-Role Paramedic Program ✓

INITIATIVE Develop and pilot a new Single-Role Paramedic Program to introduce a new career path within Dallas Fire-Rescue to better meet workload demands and calls for medical service. (DFR)

STATUS Phase One of the Single Role Paramedic program introduced a new career path within Dallas Fire-Rescue. Phase two (pilot program) began in February 2022, consisting of two DFR rescues staffed with existing personnel. Phase Two will be utilized to evaluate the feasibility, extent, and direction of Phase Three, which will be implemented in FY 2022-23.

22 Emergency Preparedness ✓

INITIATIVE Prepare for emergency situations that may require sheltering through the purchase and installation of eight generators in City facilities and the purchase of six mobile "power packs" that can be used to provide warming or cooling for up to a 5,000 square foot facility. (BSD and OEM)

STATUS City Council approved the purchase of the eight generators in September 2021; all eight have arrived and are currently stored offsite. Permits have been received for four of the generators (Audelia Road Library, Beckley Saner Rec Center, Jaycee-Zaragoza Rec Center, and Marcus Park Rec Center) and installation will begin August 1 with completion expected by the end of October.

With the use of additional funding sourced from the Homeland Security Grant Program, OEM has been able to procure two additional power packs, for a total of eight. Five power packs are now fully operational and the last three will be delivered in August 2022. OEM is currently developing Standard Operating Procedures (SOPs) for deploying the power pack units.

FY 2021-22 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE**24 Trail Program** 

INITIATIVE Clean 1,365 unimproved alleys spanning 129 miles and launch a pilot trail program transforming 33 alleys into safe, well-lit trails. (Revised)(PBW)

STATUS Through June, PBW has completed cleanup of 1,363 unimproved alleys. Two alleys were not cleaned, as once field inspected it was determined that no cleanup was needed. Two additional alleys were added to the pilot trail program for a total of 35 alleys. 15 of the total 35 alleys to be converted to trails have been approved to move forward (with an additional eight being contingent upon Historic Preservation approval). 12 alleys were disqualified due to property owner rejection of improvements or other factors.

26 White Rock Lake 

INITIATIVE Initiate a Comprehensive Master Plan for White Rock Lake and procure a consultant to provide preliminary engineering to determine a phased approach for the dredging of White Rock Lake. (PKR and DWU)

STATUS The consultant contracts for the Master Plan and preliminary engineering for White Rock Lake Dredging will be brought forward for City Council consideration in September 2022.

25 Library Master Plan 

INITIATIVE Utilize federal ARPA funds to leverage private funds and initiate a new Library master plan. (LIB)

STATUS A new RFP was posted and closed on June 28, 2022. Procurement estimates evaluations of proposals to be completed by August and will then prepare for Council agenda. Upon contract execution, the Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor.

27 Wi-Fi at Park Facilities 

INITIATIVE Install Wi-Fi at 63 park facilities. (PKR)

STATUS This project uses \$3.0 million of ARPA funding that has been allocated for Park & Rec's enhancements. The ITS vendors have submitted quotes for the WiFi installation and equipment at 63 locations. PKR has approved the amounts and forwarded to ITS for processing, with a preliminary City Council date set for August 2022.

FY 2021-22 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**28 Sidewalk Master Plan** ✓

INITIATIVE Improve pedestrian mobility by reconstructing and repairing half of the Sidewalk Master Plan's \$30 million priority projects within the next two years. In FY 2021-22, PBW will spend \$9.7 million in bond funds (certificate of obligation and general obligation bonds), and \$0.3 million from the General Fund to complete 28 sidewalk projects, which equates to approximately 20.4 miles of sidewalk improvements. (PBW)

STATUS PBW is on track to complete approximately 20.4 miles of sidewalk improvements by September 2022. Construction on 14 of the 28 projects has been completed and seven projects are under construction. Several projects have been impacted by a cement shortage.

30 Crosswalks ✓

INITIATIVE In FY 2021-22, spend \$2.5 million (of \$5.0 million allocated) to restripe 540 lane miles and paint 504 crosswalks. (TRN)

STATUS Through July 891.08 lane miles have been restriped which exceeds the fiscal year-end goal of 540 lane miles. 1,075 crosswalks have been refreshed as of July 2022.

32 Bike Lanes ✓

INITIATIVE Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

STATUS As of July, the Richmond Bike Lane installation has been completed.

29 Traffic Signals ✓

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$2 million to design 50 traffic signals to leverage federal and county funds. (Revised)(TRN)

STATUS TRN is currently waiting to receive the match fund agreement from TxDOT in addition to the ones received from Dallas County and NCTCOG for the design of 44 signals in total. Design is expected to begin this fiscal year and the project to replace traffic lights will be a multi-year effort.

31 School Zone Flashing Beacons ✓

INITIATIVE Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative will be implemented in three phases. In FY 2021-22 spend \$2.0 million to procure service contract for the replacement of the school zone flashing beacon system. Phase 1 will be purchasing the system, and the vendor chosen will be responsible for the installation of all in field equipment in phases 2 and 3. (TRN)

STATUS As of July, the school zone flashing beacons have been delivered and installation is underway.

FY 2021-22 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**33 Language Access**

INITIATIVE Hire four additional Spanish speaking agents in 311, add a City language access coordinator, and ensure bilingual employees receiving language pay serve the public effectively. (311, EQU, and COM)

STATUS Four Spanish-speaking customer service agents were hired in January 2022 and completed training in February 2022. The Language Access Coordinator position has closed, first round interviews with HR have been scheduled, and second round interviews will include a full panel with representatives from DPD, OCC, COM, and PUD. The Language Skill Assignment Pay audit was published on February 25, 2022. COM and EQU will work in conjunction with HR to review the policy, research peer city policies, and implement recommendations.

34 Accessibility

INITIATIVE Implement software system to track identified American Disabilities Act (ADA) compliance issues and barrier removal costs. (EQU)

STATUS EQU, ITS, and the proposed (ADA) software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Software testing with City of Dallas stakeholders is currently ongoing, software add-ons have been requested, and a stakeholder's review is scheduled for July.

35 Water/Wastewater Service

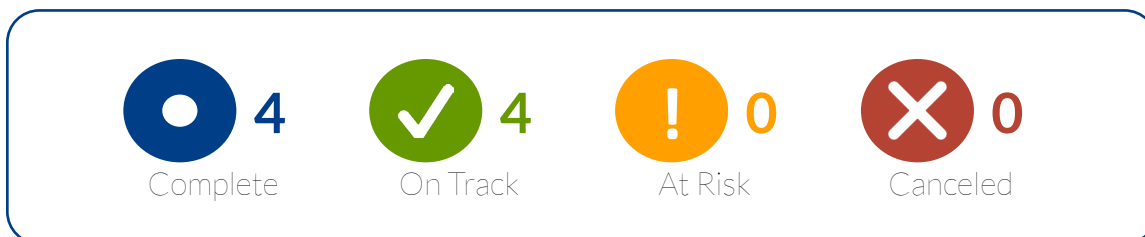
INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas. (DWU)

STATUS The construction of new water and wastewater pipelines for occupied areas is underway in the Mesquite Heights and Gooch Street areas. Wasco and Killough from Wasco to University Hills Boulevard have been awarded for construction. Design contracts for all remaining occupied and unserved areas of the City were awarded by Council on February 9, 2022 and engineering work is underway. Construction contracts are planned to be awarded in summer 2022.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19, FY 2019-20, and FY 2020-21 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 seven initiatives below, using the initiative numbers from the prior reports for reference.

**FY 2018-19****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. (ITS)

STATUS The project is on track to go live in August 2022. Of the 33 planned sites, 27 are complete and the remaining five are approximately 75 percent complete.

The original planned power source at the Desoto Radio Site cannot support the project, so Oncor will deliver a new power distribution. The delay is pushing back public safety migration and testing, so ITS will wait to migrate public safety departments until after the State Fair of Texas has concluded. Other departments including PKR, OAC, CCS, and TRN have already been migrated to the new radio system. DAS and PBW are currently undergoing migration.

User training for several departments (including 311, Code, Parks, and Stormwater) began in April.

23 Historic Resource Survey

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

STATUS OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council is planned for August 2022.

FY 2019-20**29 Juanita J. Craft Civil Rights House**

INITIATIVE Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (OAC)

STATUS The Mayor proclaimed February 9, 2022 as Juanita Craft Day and City Council accepted \$176,481 in private donations for the Craft House from the Junior League of Dallas and other community stakeholders with the total private donations to this project at \$403,000. An executed contract and approval for all building permits have been issued and construction is now underway. OAC estimates that the restoration process is approximately 35% complete. Despite extensive repairs anticipated to the foundation and floor, OAC's goal remains to complete construction in September.

39 Ethics Training

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

STATUS The Biennial Ethics training program was completed in December 2021. On December 8, City Council voted to approve amendments to the Code of Ethics creating the new Inspector General role, Chief Integrity Officer role, and an Integrity Champions program. The Values Ambassador program is cancelled and will be replaced in 2022 with the new Inspector General's Office. EQU acquired new Ethics eLearning content and continues to deliver live Ethics training to all new employees through New Employee Orientation and Fire Academy programs.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES**FY 2020-21****4 Brush and Bulky Trash Collection**

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

STATUS SAN continues to work with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From April to June 2022 (Q3), SAN averaged 14.43 total miles driven per tons of bulk and brush collected. This is a 5.65% improvement from January to March 2022 (Q2). SAN will continue to monitor miles per tons of bulk and brush to ensure it continues to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP.

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)

STATUS 311 recruitment efforts have allowed management to hire four additional bilingual CSAs during the second quarter of FY 2021-22. Their training will be completed in March 2022. Additionally, 311 has maintained its utilization of LanguageLine, a translation service provider, which allows 311 to bridge language and cultural barriers on-demand, 24/7/365 days a year.

11 Police Mediation

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

STATUS As of July, both positions have been filled and the new hires have been onboarded.

25 Facility Accessibility

INITIATIVE Increase accessibility for residents with disabilities by updating City facilities in compliance with the Americans with Disabilities Act (ADA). (EQU)

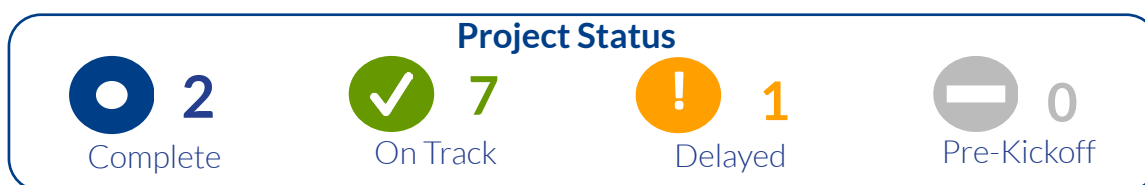
STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22; 17 building reviews have been completed since October 2021. ADA compliance improvements are ongoing in 5th floor restrooms (City Council Chambers); the project is 80% complete. Renovations to the two of the four 4th and 6th floor City Hall restrooms have been completed; the other two estimated to be completed in September 2022. ITS Website training has been completed and EQU and ITS have selected training modules for Accessibility Training for the CoD (Department) web content uploaders. The three-part training is anticipated by the end of the fiscal year.





PROCESS IMPROVEMENT

The Process Improvement Team seeks to build a culture of continuous improvement throughout the City of Dallas, partnering with departments to leverage data and research-based best practices for transformative operational success today while laying the foundation for future innovation.









In its first operational year, the Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination and collaboration. The following table summarizes current Process Improvement projects for FY 2021-22. Additional projects will be added to the list throughout the course of the fiscal year.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<u>Building Inspection Call Center</u> Increase customer satisfaction at the Building Inspection Call Center (DEV)		May – Oct 2021	Call handle rate (90%)	64%	79%
Status Update: Complete. The Process Improvement team is engaged with new leadership to support daily performance monitoring using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure an upward trend. DEV is currently facing staffing challenges that are affecting overall performance. Work instructions are being developed to improve knowledge transfer.						
2	<u>Low Sterrett Prisoner Intake</u> Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity (DPD)		Mar – Jan 2023	TBD	TBD	TBD
Status Update: Delayed. This project is pending final approval from County leadership and coordination with all entity stakeholder schedules to visit Low Sterrett for an exploratory assessment meeting. The project is facilitated by Toyota Consulting Services.						
3	<u>Water/Wastewater Permit Process</u> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)		Nov 2021 – Mar 2022	Permit Application Cycle Time (1 day)	45 days	1 days
Status Update: Complete. The team is working on making minor adjustments to the application to further improve commercial and residential customers. DEV is overcoming staffing challenges and plans to cross train staff to fill the needs. Frequent check-ins will continue to ensure an upward trend.						
4	<u>SFD Building Permit Process</u> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 – TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
Status Update: On Track. Action items are being rolled out for process redesign. Timeline TBD.						

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	<u>DPD Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. Weekly meetings with stakeholder are taking place to determine best fit model to represent all factors to be considered. Comprehensive data assessment is ongoing, insights and conclusions will be delivered shortly in order to determine next steps.			
6	<u>DFR Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. Weekly meetings with stakeholders are taking place. Relevant factors have been determined. Training pipeline project will be launched as a result of process analysis.			
7	<u>New Employee Hiring</u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. (HR/CVS)		Mar - Aug 2022	Percentage of hiring managers introduced to standardized tools (100%)	0%	75%
			Status Update: On Track. New tools for hiring managers and department leadership have been developed and presented to department directors. These tools include updated instructions to guide hiring managers through the process, and also a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.			
8	<u>New Employee Onboarding</u> Reduce lead time for onboarding new employees to maximize throughput and increase internal customer satisfaction. (HR/CVS)		Aug - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. Team has been formed and weekly meetings are being conducted. Opportunities for improvement are being identified and solutions will be documented in an action plan. The actions will result a process redesign, to be communicated in the near future.			
9	<u>Contract Review and Execution</u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		Aug - Dec 2022	Number of contract development days	TBD	TBD
			Status Update: On Track. The kickoff meeting has taken place and a data collection plan has been compiled. Next steps include conducting a data assessment and documenting the current process.			
10	<u>Risk Review & Certificate of Insurances</u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Sept 2022 - Jan 2023	TBD	TBD	TBD
			Status Update: On Track. A process map has been created and opportunities for improvement have been identified. Next steps include an executive review.			

