

BUDGET ACCOUNTABILITY REPORT

As of April 30, 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	✓	✓
Convention and Event Services	7% under budget	7% under budget
Development Services	6% over budget	✓
Municipal Radio	19% under budget	7% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	8% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	11% over budget	13% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 18
On Target

! 8
Near Target

✗ 9
Not on Target

Year-End Forecast

✓ 23
On Target

! 6
Near Target

✗ 6
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 April 30, 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 April 30, 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	1,265,654,677	1,563,194,568	3,118,372
Expenditures	1,535,018,900	1,560,076,196	820,511,060	1,563,036,770	2,960,574
Ending Fund Balance	\$272,058,286	\$272,058,286		\$287,399,628	\$15,341,342

Fund Balance. As of April 30, 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 April 30, 2022, General Fund revenues are projected to be \$3,118,00 over budget. After increasing sales tax revenue budget at mid-year, sales tax revenue is still forecast to exceed the budget by \$11,251,000. This is partially offset by declines in fines and forfeitures and miscellaneous traffic impact fees. Fines and forfeitures combined with miscellaneous traffic impact fees are projected to be \$6,223,000 under budget.

Expenditures. Through April 30, 2022, General Fund expenditures are projected to be \$2,961,000 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	\$870,171,078	\$877,313,447	\$829,479
2	Sales Tax	344,283,066	364,294,064	230,934,028	375,544,901	11,250,837
3	Franchise and Other	117,599,602	117,599,602	57,756,591	117,298,401	(301,201)
4	Charges for Services	108,668,947	108,668,947	63,569,152	109,101,044	432,097
5	Fines and Forfeitures	26,390,716	26,390,716	12,694,192	21,460,025	(4,930,691)
6	Operating Transfers In	32,918,730	33,116,288	9,568,539	29,383,394	(3,732,894)
7	Intergovernmental	13,101,905	17,950,645	9,674,924	17,868,711	(81,934)
8	Miscellaneous	8,877,610	8,877,610	7,168,726	7,585,660	(1,291,950)
9	Licenses and Permits	5,844,356	5,844,356	3,315,260	5,774,950	(69,406)
10	Interest	850,000	850,000	802,186	1,864,036	1,014,036
	Total Revenue	\$1,535,018,900	\$1,560,076,196	\$1,265,654,677	\$1,563,194,568	\$3,118,372

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 \$11,251,000 over budget based on actual collection trends seven months into the fiscal year and anticipated 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 and anticipated slowing of the economy later in 2022.

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$4,931,000 under budget primarily due to declines in citations filled with the court (25.8 percent decline compared to the same period last year from October to February), 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 \$3,733,000 under budget primarily because a transfer to the General Fund from the Revenue Stabilization Fund will be deferred from FY 2021-22 to a future year. This transfer is deferred because other General Fund revenues are forecast to exceed the total budgeted amount for the current fiscal year.

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 \$1,292,000 under budget primarily due to delay in finalizing the review process for new adopted fees for traffic impact related to transportation.

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 \$1,014,036 primarily due to improved market conditions and approximately five times rate increases before end of the year according to the City Comptroller's Office.

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	\$261,611,013	\$128,776,389	\$245,158,477	(\$16,452,536)
	Non-uniform Overtime	6,826,827	6,826,827	7,406,667	11,551,288	4,724,461
	Non-uniform Pension	35,609,192	37,965,402	18,214,121	36,199,668	(1,765,734)
	Uniform Pay	496,243,907	497,132,747	272,106,733	477,659,759	(19,472,988)
	Uniform Overtime	35,775,121	35,775,121	40,882,100	62,340,262	26,565,141
	Uniform Pension	171,394,327	171,394,327	96,840,562	172,242,998	848,671
	Health Benefits	73,731,868	73,680,884	31,949,013	73,739,540	58,656
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,294,023	6,313,512	12,257,850	(36,173)
1	Total Personnel Services	\$1,102,293,613	\$1,106,796,236	\$602,489,097	\$1,101,265,733	(\$5,530,502)
2	Supplies	75,425,847	76,908,908	45,968,223	83,346,935	6,438,027
3	Contractual Services	433,322,701	451,417,954	195,764,961	459,314,083	7,896,128
4	Capital Outlay	11,677,806	12,654,166	8,316,317	14,431,629	1,777,463
5	Reimbursements	(87,701,067)	(87,701,068)	(32,027,538)	(95,321,610)	(7,620,542)
	Total Expenditures	\$1,535,018,900	\$1,560,076,196	\$820,511,060	\$1,563,036,770	\$2,960,574

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 \$5,531,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, which are partially offset by uniform and non-uniform overtime expenses in Dallas Police Department (\$7,451,000) and Dallas Fire-Rescue (\$19,114,000).

2 Supplies. Supplies are forecast to be \$6,438,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center, protective equipment for Dallas Police Department, and various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet.

3 Contractual Services. Contractual services are forecast to be \$7,896,000 over budget primarily due to 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.

4 Capital Outlay. Capital outlay is forecast to be \$1,777,000 over budget primarily due to Public Works 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 \$7,621,000 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 Ad- opted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,377,336	\$17,474,066	\$21,203,065	(\$174,271)
2	Budget and Management Services	4,512,904	4,541,156	2,089,018	4,365,503	(175,653)
3	Building Services	24,356,319	24,338,775	14,319,242	25,744,247	1,405,472
4	City Attorney	17,814,203	18,565,088	9,640,941	18,822,321	257,233
5	City Auditor	3,048,254	3,064,115	1,612,238	3,014,132	(49,983)
6	City Controller	7,764,698	7,804,952	4,354,573	7,872,760	67,808
7	Independent Audit	745,429	745,429	-	745,429	-
8	City Manager	2,933,212	2,987,300	1,671,199	3,190,430	203,130
9	City Secretary	3,050,306	3,068,256	1,619,300	3,050,306	(17,950)
10	Elections	104,713	283,013	58,825	283,013	-
11	Civil Service	3,021,703	3,037,119	1,279,076	2,675,526	(361,593)
12	Code Compliance	35,032,924	35,314,022	17,341,664	34,736,530	(577,492)
13	Court and Detention Services	24,077,721	24,005,239	12,637,628	24,140,798	135,559
14	Jail Contract	9,450,527	9,450,527	(4,773,558)	8,989,658	(460,869)
15	Dallas Animal Services	16,068,520	16,173,829	8,376,328	16,213,489	39,660
16	Dallas Fire-Rescue	335,699,096	336,663,887	194,705,319	342,176,980	5,513,093
17	Dallas Police Department	565,934,568	566,879,714	313,961,626	566,826,279	(53,435)
18	Data Analytics and Business Intelligence	3,988,372	4,058,538	1,555,648	3,215,628	(842,910)
19	Economic Development	3,252,177	3,541,806	2,124,471	3,529,027	(12,779)
20	Housing and Neighborhood Revitalization	3,825,426	3,815,087	1,266,763	3,697,637	(117,450)
21	Human Resources	7,199,251	7,387,253	3,823,540	7,520,952	133,699
22	Judiciary	3,675,924	3,850,484	2,056,254	3,978,912	128,428
23	Library	32,917,306	33,155,563	16,332,792	32,450,094	(705,469)
	Management Services					
24	311 Customer Service Center	5,079,860	5,130,513	1,315,655	5,130,513	-
25	Communications, Outreach, and Marketing	2,330,867	2,416,584	953,097	2,379,021	(37,563)
26	Community Care	9,204,147	9,242,978	2,792,053	9,203,996	(38,982)
27	Community Police Oversight	630,129	632,951	209,864	528,181	(104,770)
28	Emergency Management	1,130,290	1,135,003	592,890	1,131,977	(3,026)
29	Environmental Quality and Sustainability	4,255,762	4,319,929	2,276,834	4,055,529	(264,400)
30	Equity and Inclusion	2,644,998	2,898,879	1,267,736	2,955,607	56,728
31	Government Affairs	914,383	919,693	418,829	829,819	(89,874)
32	Historic Preservation	755,602	760,575	347,397	734,296	(26,279)
33	Homeless Solutions	11,913,143	11,987,770	7,308,590	11,972,896	(14,874)
34	Integrated Public Safety Solutions	4,969,809	4,984,006	1,385,432	4,737,920	(246,086)
35	Small Business Center	2,454,801	2,509,055	694,450	2,257,550	(251,505)
36	Mayor and City Council	5,351,007	5,432,068	2,861,418	5,502,213	70,145
37	Non-Departmental	115,542,145	122,818,281	36,722,077	122,818,281	-
38	Park and Recreation	99,627,169	101,068,491	57,474,192	101,068,491	-
39	Planning and Urban Design	4,209,553	6,752,112	2,752,447	6,845,146	93,034
40	Procurement Services	3,082,909	3,103,102	1,517,941	2,900,302	(202,800)
41	Public Works	76,357,799	81,871,019	50,696,718	81,683,285	(187,734)
42	Transportation	45,249,577	45,298,648	25,396,488	45,172,979	(125,669)
	Total Departments	\$1,525,515,093	\$1,547,390,145	\$820,511,060	\$1,550,350,719	\$2,960,574
43	Financial Reserves	0	0	0	-	-
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	-	9,483,807	-
45	Salary and Benefit Stabilization	5,020,000	3,202,244	-	3,202,244	-
	Total Expenditures	\$1,535,018,900	\$1,560,076,196	\$820,511,060	\$1,563,036,770	\$2,960,574

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 \$1,405,000 over budget primarily due to increased cost of materials, emergency projects such as asbestos abatement, and an anticipated 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 \$257,000 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. CCO is projected to be \$68,000 over budget primarily due to temporary staffing costs and overtime expenses for accounts payable, partially offset by salary savings associated with 15 vacant positions.

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 \$203,000 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 \$362,000 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 \$136,000 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. DAS is projected to be \$40,000 over budget primarily due to temporary staffing costs.

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 \$5,513,000 over budget primarily due to uniform overtime expenses (\$19,114,000) 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 to repair, maintain, and fuel apparatus, as well as to issue needed EMS supplies. 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 \$53,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions, partially offset by higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$7,451,000), a reduction in anticipated reimbursements, and an unanticipated increase in fuel prices (\$2,074,000).

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 \$843,000 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. HR is projected to be \$134,000 over budget primarily due to 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 \$128,000 over budget primarily due to temporary help expenses and translation service

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 \$705,000 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.

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.

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. OCC is projected to be \$13,000 over budget primarily due to termination payouts for retiring employees.

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 \$105,000 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 \$264,000 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 \$57,000 over budget primarily due to temporary staffing costs and personnel costs associated with organizational changes made effective in February.

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. OGA is projected to be \$90,000 under budget primarily due to salary savings associated with four vacant positions.

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.

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 \$246,000 under budget primarily due to salary savings associated with four vacant positions.

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 \$252,000 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 \$70,000 over budget primarily due to temporary staffing costs, 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).

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.

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.

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. PUD is projected to be \$93,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

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 \$203,000 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).

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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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	114,934,245	148,141,029	5,751,177
Total Expenditures	142,389,852	142,389,852	83,151,354	142,384,234	(5,618)
Ending Fund Balance	\$15,319,809	\$15,319,809		\$53,786,785	\$38,466,976

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	63,074,884	94,049,126	(6,770,822)
Total Expenditures	100,819,948	100,819,948	47,304,315	94,049,126	(6,770,822)
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	33,476,527	25,861,014	35,483,835	2,007,308
Total Expenditures	38,383,670	38,383,670	20,993,078	38,471,420	87,750
Ending Fund Balance	\$44,079,897	\$44,079,897		\$46,033,179	\$1,953,282

4 MUNICIPAL RADIO

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	1,026,607	1,500,750	(360,250)
Total Expenditures	1,815,740	1,815,740	1,163,995	1,657,003	(158,737)
Ending Fund Balance	\$401,210	\$401,210		\$752,936	\$351,726

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	95,261,660	140,209,606	2,227,399
Total Expenditures	139,536,992	143,861,768	63,508,849	143,861,768	0
Ending Fund Balance	\$14,910,808	\$10,586,032		\$14,554,093	\$3,968,061

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	41,996,743	69,314,586	0
Total Expenditures	69,314,586	71,814,586	37,726,706	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	402,579,131	723,427,412	9,694,762
Total Expenditures	722,432,650	755,468,335	358,074,332	755,468,341	6
Ending Fund Balance	\$100,190,415	\$67,154,730		\$104,956,840	\$37,802,110

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
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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	5,352,285	23,503,208	437,690
Total Expenditures	23,065,518	23,065,518	11,795,906	21,223,587	(1,841,931)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$587	\$1,174,547

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	17,486,638	63,109,816	59,992
Total Expenditures	56,541,723	64,284,687	44,928,334	64,272,723	(11,964)
Ending Fund Balance	\$9,390,751	\$9,390,751		\$11,414,752	\$2,024,001

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	1,578,217	2,889,643	295,853
Total Expenditures	2,323,978	2,323,978	1,367,749	2,026,851	(297,127)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,892,513	\$956,514

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	47,954,572	99,103,094	(73,797)
Total Expenditures	99,176,891	99,176,891	59,418,861	98,877,502	(299,389)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,533,250	\$1,835,522

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	6,861,856	13,243,171	(5,479)
Total Expenditures	13,248,650	13,629,450	5,994,535	13,489,579	(139,871)
Ending Fund Balance	\$517,133	\$136,333		\$1,182,605	\$1,046,272

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	6,633,848	12,265,628	248,184
Total Expenditures	14,341,472	14,808,520	8,121,860	15,437,767	629,247
Ending Fund Balance	\$1,856,241	\$1,389,193		\$3,454,730	\$2,065,537

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,961	345,529,962	319,859,360	346,114,399	584,437
Total Expenditures	348,776,403	348,776,403	249,653,363	334,161,703	(14,614,700)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$81,517,593	\$17,896,337

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	38,544,740	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	21,400,330	45,993,747	5,034,676
Retiree	27,867,000	27,867,000	9,677,238	25,403,000	(2,464,000)
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	69,626,091	170,903,530	2,574,459
Total Expenditures	176,549,294	176,549,294	58,257,016	175,465,799	(1,083,495)

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	287,092	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,545,500	11,688,742	(0)
Purchased Insurance	11,096,779	11,096,779	1,469	11,096,779	0
Interest and Other	0	0	4,760	4,760	4,760
Total Revenues	36,870,656	36,870,656	4,838,821	36,875,416	4,760
Total Expenditures	52,064,548	52,064,548	19,278,890	35,520,379	(16,544,169)

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 April 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.

2 Convention and Event Services. CCT revenues are projected to be \$6,771,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$6,771,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

3 Development Services. DEV revenues are projected to be \$2,007,000 over budget due to higher-than-anticipated permit activity. DEV expenses are projected to be \$88,000 over budget primarily due to the increase in fuel prices.

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.

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 \$2,227,000 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 #31293 to support capital construction and equipment purchases. The budget increase is supported by use of the Fund Balance.

8 Bond and Construction Management. BCM expenses are projected to be \$1,842,000 under budget primarily due to salary savings associated with 47 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 \$438,000 over budget due to charges to capital projects encumbered in the prior fiscal year.

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. The FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In March 2022, the actual average blended rate was \$2.71 per gallon and is anticipated to increase to \$3.50 or more per gallon.

10 Express Business Center. Express Business Center expenses are projected to be \$297,000 under budget primarily due to additional office supplies reimbursements and salary savings associated with three vacant positions.

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 \$140,000 under budget primarily due to salary savings associated with seven vacant positions.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 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.

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 \$629,000 over budget primarily due to equipment purchased for the 911 Next Generation project. 911 revenues are projected to be \$248,000 over budget due to increased collections for wireless and wireline fees. 911 anticipates using fund balance to cover the increased expense.

14 Debt Service. 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.

16 Risk Management. Risk Management expenses are projected to be \$16,544,000 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	\$175,969,756	\$92,034,319	\$151,857,395
B	Park and Recreation Facilities	261,807,000	234,143,026	142,842,610	19,986,818	71,313,598
C	Fair Park	50,000,000	42,889,098	28,938,177	2,831,902	11,119,019
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	9,121,263	6,924,275	19,500,731
E	Library Facilities	15,589,000	15,589,000	14,759,860	267,953	561,187
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,354,197	2,715,162	1,032,728
G	Public Safety Facilities	32,081,000	29,897,353	22,038,344	3,635,710	4,223,299
H	City Facilities	18,157,000	15,423,904	852,248	1,687,946	12,883,709
I	Economic Development	55,400,000	46,367,495	18,894,755	10,221,915	17,250,824
J	Homeless Assistance Facilities	20,000,000	16,978,370	3,423,424	517,898	13,037,048
Total		\$1,050,000,000	\$870,798,072	\$427,194,636	\$140,823,898	\$302,779,538

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	\$252,405,852	\$7,881,493	\$5,343,143
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	223,670,481	75,689,497	27,015,022
3	Economic Development	55,000,000	55,000,000	37,640,337	5,250,134	12,109,529
Total		\$642,000,000	\$647,005,488	\$513,716,669	\$88,821,125	\$44,467,694

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	\$387,304,948	\$14,689,907	\$4,495,698
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	284,382,435	12,686,735	45,687,996
3	Park and Recreation Facilities	343,230,000	353,343,060	345,812,679	1,624,082	5,906,299
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	63,074,784	74,803	671,859
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,831,390	93,157	5,291,931
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	11,351,714	264,221	11,111,517
11	Court Facilities	7,945,000	8,146,606	7,826,824	50,582	269,199
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,077,459	6,299	989,179
Total		\$1,353,520,000	\$1,401,388,107	\$1,293,325,563	\$30,654,341	\$77,408,203

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.

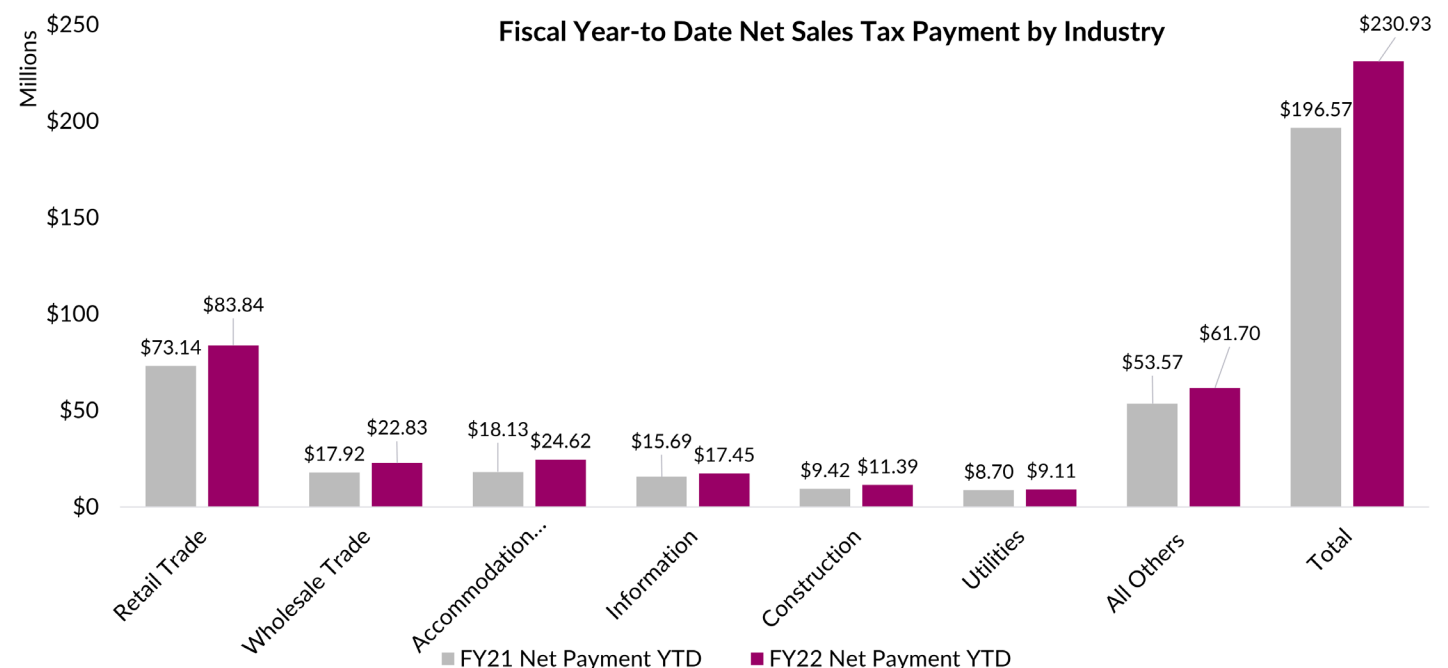
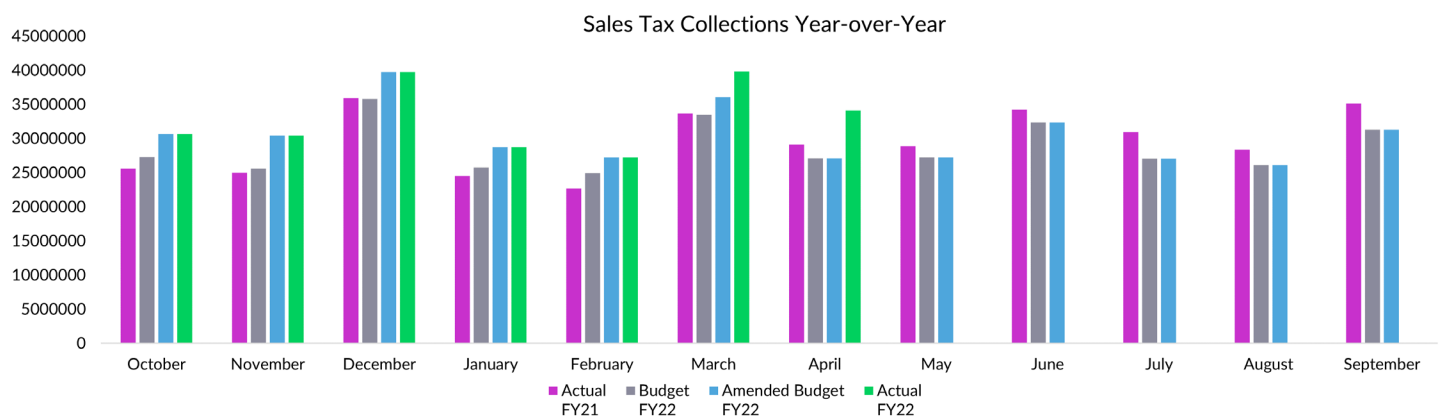
FY 2021-22 Financial Forecast Report

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 April 30, 2022, the sales tax forecast is \$375,071,576. We will update the forecast throughout the year as additional information becomes available.

The charts in this section provide more information about sales tax collections.



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

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	April FY22 over April FY21	FYTD22 over FYTD21
Retail Trade	7%	15%
Wholesale Trade	69%	27%
Accommodation and Food Services	21%	36%
Information	21%	11%
Construction	18%	21%
Utilities	-43%	5%
All Others	19%	15%
Total Collections	17%	17%

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.

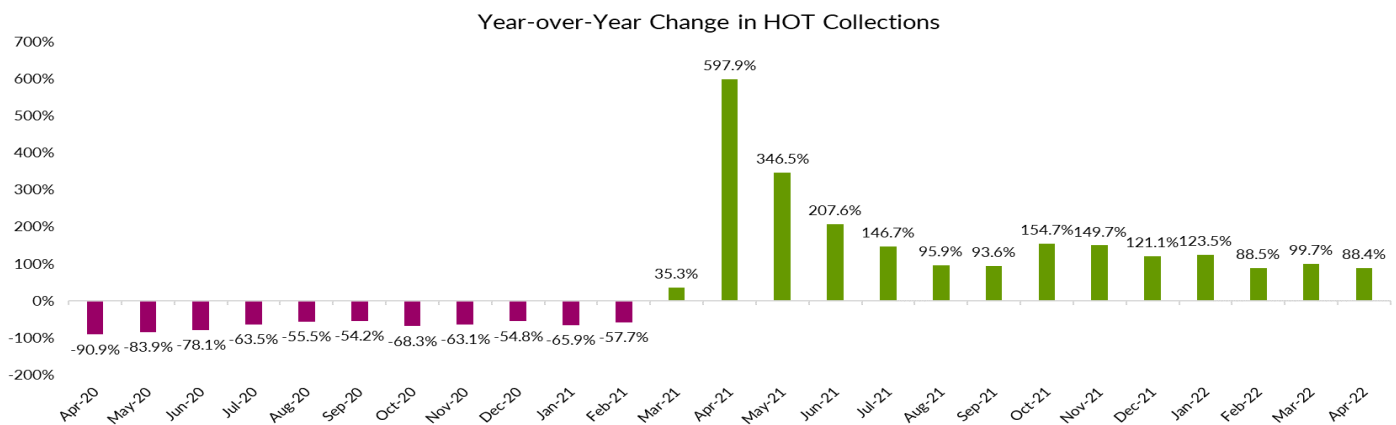
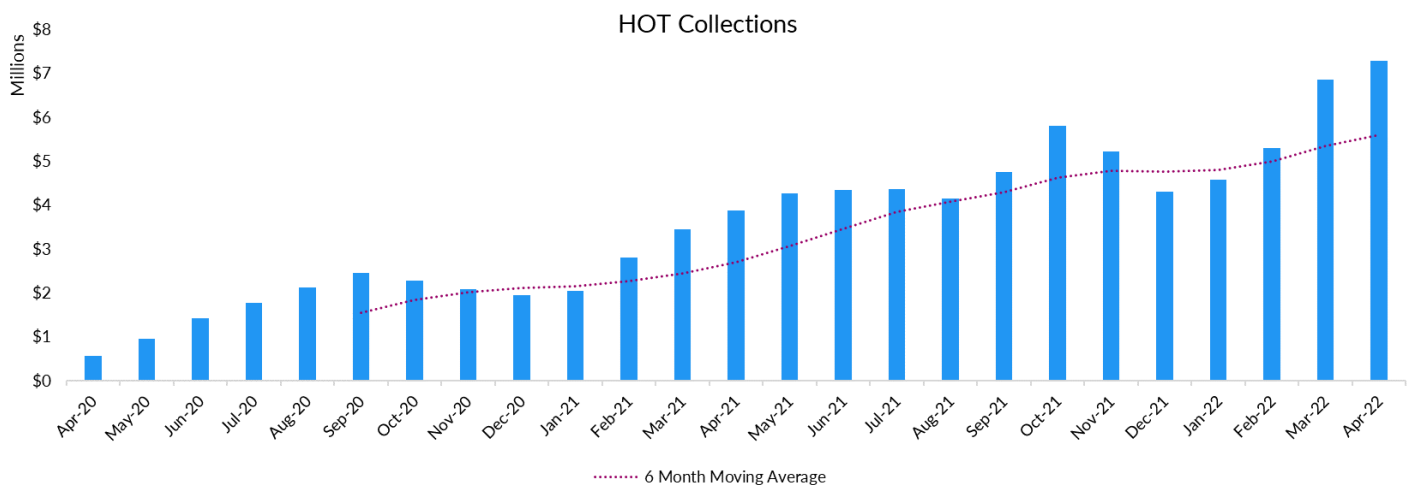
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

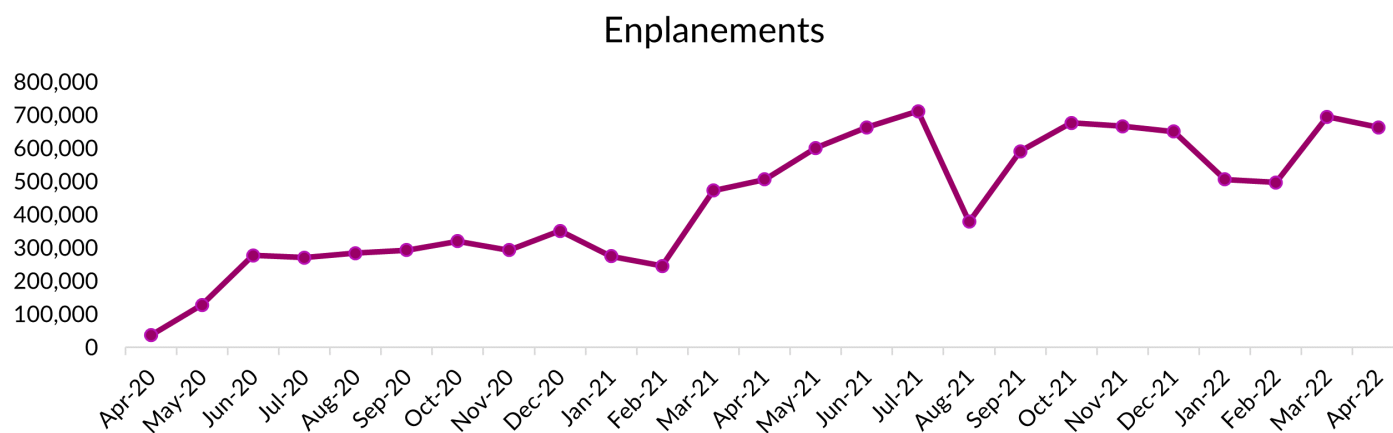
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	4
June	0	7	9	5
July	0	7	3	1
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	74

* 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.

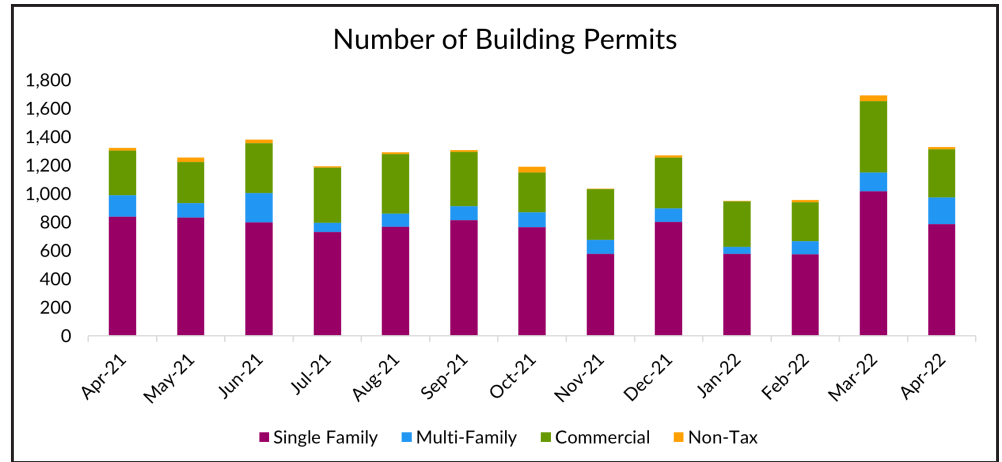


FY 2021-22 Financial Forecast Report

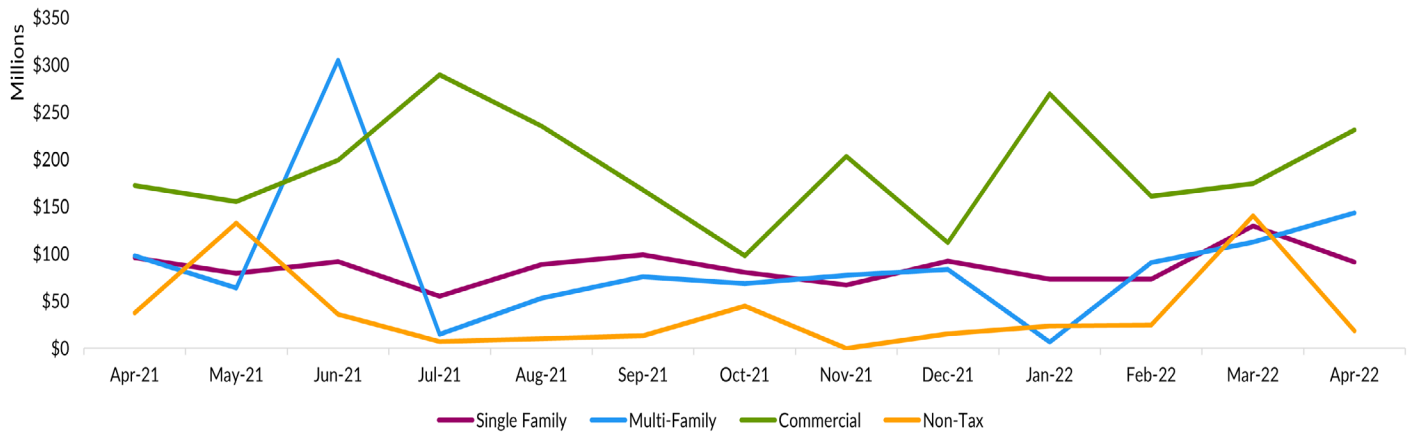
ECONOMIC INDICATORS

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.



Building Permit Valuations



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	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%	97.8%	98.0%	97.6%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	5.1	5	5.1
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	43.3%	40.0%	43.3%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	87.3%	65.0%	87.3%
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%	19.8%	9.9%	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%	18.6%	19.0%	18.6%

* 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%	89.0%	87.4%	90.0%	87.4%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	93.5%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	32.7%	75.0%	43.1%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	1.9%	-3.3%	0%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	61.5%	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%	94.1%	85.0%	94.1%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	70.5%	80.0%	74.5%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.5%	90.0%	86.3%
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%	87.3%	90.0%	87.3%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2212	2,000.0	2,124.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.9%	60.0%	47.9%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	96.1%	90.0%	96.1%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	81.4%	70.0%	77.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	63.7%	48.3%	80.0%	80.0%

* 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%	85.5%	65.0%	85.5%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	70.7%	5.0%	23.3%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	75.7%	75.0%	75.7%
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%	28.0%	28.6%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,725	1,604	1,725
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	71.5%	80.0%	45%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	77.0%	77.6%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	42.0%	37.3%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	99.0%	99.0%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	93.0%	91.0%	93.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	17.1%	34.7%	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%	-10.7%	25%	37.4%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	62,000	62,000	62,000

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

FY 2021-22 Dallas 365

VARIANCE NOTES

2 A surge in permit applications in April follows a broader increase in new construction across the North Texas region, which is up ten percent for the first four months of 2022 as compared with the same period in 2021. DEV anticipates the application volume increase to continue in May and has adjusted staffing to reduce prescreen times.

5 OEQ anticipates the 92 percent target will be met. In addition to the completed 9.9 percent, an additional 77 percent of the milestones are underway; Major projects that support multiple milestones like the Urban Agriculture Plan and Fleet Electrification Plan are scheduled for completion by the end of the fiscal year.

10 311 calls increased 13.76 percent comparing March to April (18,493 calls handled in March compared to 21,038 handled in April) and this created a slight uptick in the "Average Speed of Answer" from 1:21 to 1:50. The increase in call volume and the decrease of three 311 trained agents impacted the measure. 311 will continue to focus on filing vacancies and training staff. An ITS upgrade to activate courtesy callback software features is estimated to roll out in June 2022 to improve service.

11 There has been a 12.28 percent increase in preventable incidents, from March to April 2022. A high number of incidents between October and December 2021 is impacting the overall year-to-date performance and year-end forecast. In April, ORM safety personnel visited 52 workplace sites and met with 25 department staff to discuss action plans to increase safety awareness. Action plans include conducting toolbox talks and safe driving awareness training sessions.

14 Beds utilized under the Pay-to-Stay program increased from 46 percent in February to 98.3 percent in April. The COVID-19 surge between December and February impacted the year-to-date performance and year-end forecast.

17 DPD is committed to its Violent Crime Plan and overall, violent crime is down 15.71 percent in 2022 compared to the same period in 2021. DPD strives to see a reduction in crimes against persons with the focus on interrupting and disrupting violent people and places. Homicides currently show an increase in this FY, as a result, DPD will be targeting hot spots such as apartment complexes to decrease crime. City Council was briefed June 15, 2022 on crime reduction strategies and efforts.

18 DPD adjusted patrol division staffing to help better answer the call volume at each division. Promotions have just occurred, 83 Senior Corporals and 50 Sergeants were promoted and sent to patrol. To date, in FY 2021-22, 110 sworn have been hired. DPD continues to proactively recruit and hire to meet the hiring goal for this fiscal year. In May, 25 recruits graduated the academy and are currently in field training.

21 The City has received 11,216 mental health calls for service between October 2021 and April 2022 (a 131 percent increase over the same period in FY 2020-21). RIGHT Care has responded to 5,639 mental health calls for service (a 285 percent increase over the same period in FY 2020-21). RIGHT Care has also responded to an additional 2,106 calls for service, at the request of DPD Patrol, that did not originate as a mental health call. OIPSS continues to add new teams as part of the expansion plan, provide additional training and capabilities to our existing teams, and partner with external stakeholders for operational support to address the growing demand for mental health services.

28 The prolonged effects of COVID-19 and low participation at five locations severely impact initial projections. If attendance trends continue to decline, attendance is forecasted at 45 percent of the original target. However, PKR plans to engage more teens through daily program offerings rather than focusing exclusively on the late-night program.

FY 2021-22 Dallas 365

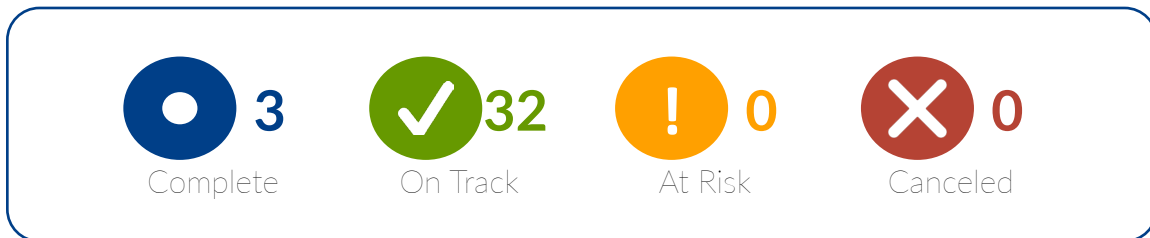
VARIANCE NOTES

30 By the end of the fiscal year, PBW anticipates completing the remaining lane miles of the paving program. Winter months are typically slower, which is typically offset by increases through the spring and summer months.

34 Hours of content have increased since the Fair Park Multimedia Center opened in April, and there has been an increase in programming every month, excluding January. The gradual increase in content over the last quarter will offset the January influx. Fifty-six hours of DPD Chief interviews were broadcasted in January 2021, which skews the percentage increase of original multicultural and multilingual content. The hours of content created excluding January increases year-to-date from 7.25 hours to 51.5 hours, a 610 percent increase.

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

Put Your Paws Together for Dallas Animal Services!



Dallas Animal Services has consistently exceeded its target for the percentage increase in dogs and cats fostered over the last fiscal year. From October through April, DAS has sent 1,287 pets into foster homes, representing a 70.7 percent increase over the same period last year.

DAS strives to lead the nation in compassionate care of animals while finding positive outcomes for all placeable pets through innovative community programming, including their new foster program getting national attention - Three to Thrive. This program asks residents to provide a foster home for newly vaccinated dogs for the three days required for their bodies to build immunity so that when they enter the shelter, they're protected from illness.

If you can help by fostering a pet for three days (or longer), please visit www.BeDallas90.org/foster and sign up today! They'll give you all of the training and supplies you need to save the life of a Dallas pet!



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 will meet in May to develop a slate of nominees.

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 the director, Joyce Williams, 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 May 2022 decreased approximately 20 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 May 2022, the Department's filled truck driver positions increased by four percent compared to last fiscal year. SAN is now approximately nine 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 Team Manager was hired in February 2022 and the hiring process for the Enforcement Manager and Outreach Specialist 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 into optimal locations for the first several monitors. Work continues on the data platform and data qualification procedures. Equipment will be ordered in May and 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 late spring 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 nine departments, including 463 vehicles on order with a replacement cost of approximately \$50 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 DBI is in the process of Hiring the Data Science Analyst position, is interviewing for the Data Coordinator position, and is in the recruitment process for the two Data Analytics Administrators, one Senior Analytics Manager, one Data Analyst, and one GIS Intern positions.

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 April 2022, the Dallas Real Time Rapid Rehousing Initiative housed 247 households. Of this, 60 percent of the households consist of adults with children and 40 percent 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. 20 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.

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. Application launch is tentatively scheduled for spring 2022.

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 end the fiscal year with 3,155 officers. Year to date in FY 2021-22, 108 sworn officers have been hired. In May, 25 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 April service level was 97.87 percent, with an average answer time of 4 seconds. DPD currently has 122 call takers and 8 trainees, making the 911 Call Center staffed at 87 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. 50.5 percent of crisis intervention calls were handled by RIGHT Care team as of February 28. Eight teams are currently operating - one for each of the seven police patrol divisions and a dedicated roving team. A second roving team is expected to launch at the end of May 2022. Two Citywide overnight roving teams are expected to launch July 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 April, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at three locations and ongoing at another two locations, for a total of 25 locations this fiscal year. Traffic calming installations and modifications, such as speed cushions, have been completed at 17 locations with designs in progress at another two locations. Designs are in progress to create a road diet via pavement markings at Jefferson Boulevard to reducing the current configuration of six lanes down to four lanes. Construction is tentatively scheduled to be completed by August 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 HR Compensation has posted the Manager-Parking Enforcement position, interviews are in progress for Parking Enforcement Officer positions, and TRN joined the hiring event at the Convention Center on April 7 to recruit parking enforcement candidates. TRN continues to work with Public Works to coordinate parking options. TRN has completed additional facility site visits and is now reviewing lease options. The Courts Adjudication Team relocated in March and their current facility and furniture are now available for TRN non-emergency enforcement use. TRN and DPD are currently working on a "Train the Trainer" course to provide training for TRN. Both departments are actively working towards the transfer of services with an anticipated transition date in late July.

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. Notice to residents for all ten siren locations have been mailed with the comment period ending on May 6, 2022. Once the comment period is over, OEM will schedule a public hearing regarding the Forest Cliff Park site and a briefing memo to the Park and Recreation Board. Almost all components of the sirens have been ordered and delivered, and OEM staff is coordinating with ITS on the purchase of radios for the sirens. 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 are underway in various park locations, City Hall, Oak Cliff Municipal Center, and Municipal Court facilities. Year-to-date obligations total \$1,285,000 for security operation upgrades and radio communication systems. Installation for video management systems is projected to begin in May and June for the Dallas Animal Shelter, Rec Centers, and Cultural Arts Centers subject to hardware and equipment availability.

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 DFR has identified the rescue vehicles for the pilot program and solicited volunteers from current paramedics. The pilot program will be implemented in spring 2022.

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. The January 12 City Council agenda included a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. The project drawings will be submitted to the City for a plan review on May 5, 2022. BSD estimates a completion date of September 2022.

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. Material orders for the final three power packs are in progress.

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 April, PB 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. 19 of the total 33 alleys to be converted to trails have been approved to move forward (four are contingent upon Historic Preservation approval) and PBW continues to work with residents and the City Council to gain approval of the remaining 14 alleys

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 By the end of this fiscal year, PKR will engage a consultant to update the Comprehensive Master Plan for White Rock Lake and move forward with procuring a consultant for preliminary engineering and conceptual design

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 has been posted with a current closing date of June 28, 2022. Procurement estimates evaluations of proposals to be completed by August and will then prepare for Council agenda.

27 Wi-Fi at Park Facilities

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

STATUS This project uses \$2.5 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. Once the delivery order is processed, PKR will provide a timeline of estimated start and completion dates for this phase.

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 eight of the 28 projects has been completed and six projects are under construction.

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 April, 423.83 lane miles have been restriped and TRN is on track to restripe more than 540 lane miles by the end of the fiscal year. 620 crosswalks have been painted as of April 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 The Union Bikeway project was advertised for bid in February 2022 and a consultant is now under contract to update the Dallas Bike Plan. The Vernon Bike Lanes bikeway 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 The first delivery order for school zone flashing beacons was issued in February. A comprehensive plan for the deployment of the school zone flashing beacons is in progress.

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. A 30-day software testing period is anticipated to begin late May.

35 Water/Wastewater Service

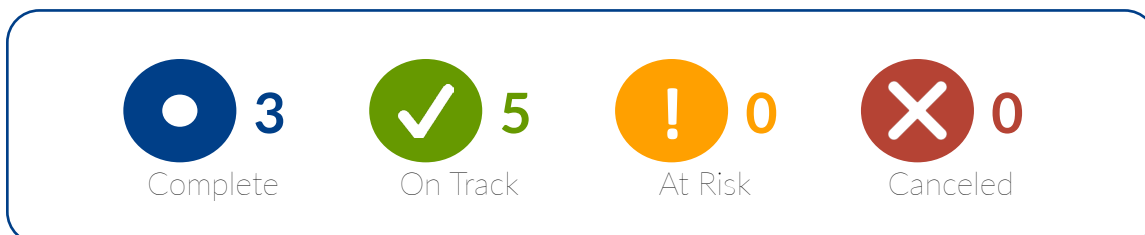
INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco Lane, 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, 23 are complete or very near completion, and the remaining ten are approximately 75 percent complete. An additional site was planned for inside the Dallas County Jail, but Dallas County has chosen to go a different path using inbuilding technology.

Oncor has advised the project team about potential significant delays in providing meters and meter equipment at seven of our radio sites. Additionally, the original planned power source at the Desoto Radio Site cannot support the project, and executive leadership is working with Oncor to explore additional solutions.

23 Historic Resource Survey 

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

STATUS OHP staff and Preservation Dallas are scheduled to present the final report to the Landmark Commission and the City Plan Commission in May 2022. OHP expects to place the item on City Council agenda in June 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, with a goal 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 January to March 2022 (Q2), SAN averaged 8.78 total miles driven per tons of bulk and brush collected. This is a 23.78% improvement from October to December 2021 (Q1). 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 The Intake Specialist position has been filled and the candidate for the Mediation Coordinator position is currently being onboarded by HR. Both positions are anticipated to start by the end of May 2022.

25 Facility Accessibility

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

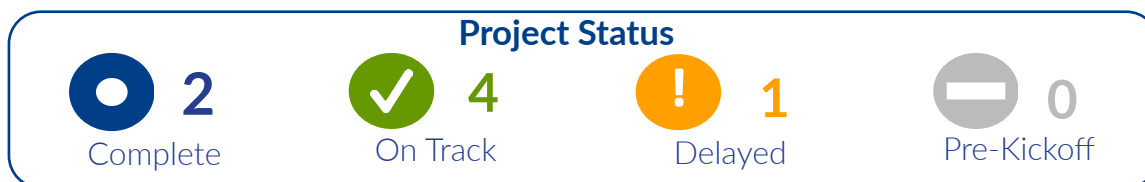
STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22; 11 building reviews have been completed since October 2021. ADA compliance improvements are ongoing in 4th, 5th, and 6th floor City Hall restrooms; completion is anticipated by mid-June. ITS Website training has been completed and EQU and ITS will next design Web Accessibility Training for the CoD (Department) Web content uploaders. 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	Building Inspection Call Center Increase customer satisfaction at the Building Inspection Call Center (DEV)		May – Oct 2021	Call handle rate (90%)	64%	87%
				Status Update: Complete. Engaged with new leadership to support daily monitoring of performance using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure upward trend.		
2	Low Sterrett Prisoner Intake Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity (DPD)		Mar – Aug 2022	TBD	TBD	TBD
				Status Update: On Track. Met with Sheriff's office to coordinate upcoming site visit for all key stakeholders prior to brainstorming sessions.		
3	Water/Wastewater Permit Process 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	4 days
				Status Update: Complete. Executive Review held to present results to City leaders. Plan to implement further technical improvements underway.		
4	SFD Building Permit Process 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: Delayed. Initial observations, data assessment, and brainstorming sessions have been conducted. Though an aggressive 60-day action plan has been compiled, implementation has been delayed due to a pending software upgrade. Plan implementation will commence immediately following software upgrade by ITS.		
5	DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan – Jul 2022	TBD	TBD	TBD
				Status Update: On Track. Data assessment is ongoing; site observations to be scheduled.		

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
6	DFR Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan - Jul 2022	TBD	TBD	TBD
			Status Update: On Track. Initial assessment complete. Stakeholder meeting to be held to align on problem statement, goal statement, and scope of engagement.			
7	New Employee Hiring & Onboarding Reduce lead time for onboarding new employees to maximize throughput and increase internal customer satisfaction. (HR/CVS)		Mar - Aug 2022	TBD	TBD	TBD
			Status Update: On Track. Meeting weekly to brainstorm solutions and implement them in an iterative manner.			

