

BUDGET ACCOUNTABILITY REPORT

As of August 31, 2022



Prepared by Budget & Management Services

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EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	19% over budget	✓
Convention and Event Services	✓	✓
Development Services	21% over budget	✓
Municipal Radio	22% under budget	6% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	8% over budget	✓
Bond and Construction Management	✓	15% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	22% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	8% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 20
On Target

! 5
Near Target

✗ 10
Not on Target

Year-End Forecast

✓ 22
On Target

! 4
Near Target

✗ 9
Not on Target

Budget Initiative Tracker

● 12
Complete

! 0
At Risk

✓ 23
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through August 31, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2022. The variance is the difference between the FY 2021-22 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through August 31, 2022.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$287,241,830	\$15,183,544
Revenues	1,535,018,900	1,589,890,654	1,511,584,233	1,603,114,690	13,224,036
Expenditures	1,535,018,900	1,589,890,654	1,395,801,710	1,584,166,894	(5,723,760)
Ending Fund Balance	\$272,058,286	\$272,058,286		\$306,189,626	\$34,131,340

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

Revenues. Through August 31, 2022, General Fund revenues are projected to be \$13,224,000 over budget. Sales tax revenue is projected to be \$4,698,000 over budget based on actual collection trends. Additionally, Franchise and other revenue is forecast to be \$7,102,000 over budget. This is partially offset by decline in fines and forfeitures and operating transfers in. Fines and forfeitures fees combined with operating transfers in are projected to be \$8,286,000 under budget.

Expenditures. Through August 31, 2022, General Fund expenditures are projected to be \$5,724,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across all General Fund departments, partially offset by expenses for uniform overtime, contractual services such as temporary staffing, and supplies for various 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.
- September 28, 2022, by ordinance #32301 in the amount of \$29,814,458 due to additional sales tax revenue. 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	\$877,165,690	\$878,236,194	\$1,752,226
2	Sales Tax	344,283,066	394,108,522	367,497,168	398,806,270	4,697,748
3	Franchise and Other	117,599,602	117,599,602	91,727,681	124,701,369	7,101,767
4	Charges for Services	108,668,947	108,668,947	92,040,886	111,542,487	2,873,540
5	Fines and Forfeitures	26,390,716	26,390,716	22,857,046	23,104,477	(3,286,239)
6	Operating Transfers In	32,918,730	33,116,288	23,185,836	28,116,288	(5,000,000)
7	Intergovernmental	13,101,905	17,950,645	19,490,278	19,455,671	1,505,026
8	Miscellaneous	8,877,610	8,877,610	10,719,048	11,735,104	2,857,494
9	Licenses and Permits	5,844,356	5,844,356	5,628,271	5,666,830	(177,526)
10	Interest	850,000	850,000	1,272,329	1,750,000	900,000
Total Revenue		\$1,535,018,900	\$1,589,890,654	\$1,511,584,233	\$1,603,114,690	\$13,224,036

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 from \$364,294,064 to \$394,108,522 on September 28 by adopting the end of the year budget ordinance. Revenues are forecast to be \$4,698,000 over the amended budget based on actual collection trends eleven months into the fiscal year.

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$3,286,000 under budget primarily due to declines in citations filled with the court (18.4 percent decline compared to the same period last year from October to August), in addition to decline in parking fine activity.

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

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

8 Miscellaneous. Miscellaneous revenues are projected to be \$2,857,000 over budget primarily due to auction sales exceeding budget.

VARIANCE NOTES (continued)

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

10 Interest. Interest revenue is projected to be \$1,750,000 primarily due to improved market conditions and anticipated interest rate hikes.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$258,565,939	\$213,645,680	\$237,589,310	(\$20,976,629)
	Non-uniform Overtime	6,826,827	6,826,827	13,424,431	14,815,186	7,988,359
	Non-uniform Pension	35,609,192	37,712,500	31,231,485	34,440,822	(3,271,678)
	Uniform Pay	496,243,907	497,132,747	437,679,355	480,881,022	(16,251,725)
	Uniform Overtime	35,775,121	50,775,121	71,477,560	69,655,851	18,880,730
	Uniform Pension	171,394,327	171,394,327	154,823,488	172,184,411	790,084
	Health Benefits	73,731,868	73,765,142	49,656,349	73,765,506	364
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,286,173	10,391,974	12,273,609	(12,564)
1	Total Personnel Services	\$1,102,293,613	\$1,118,574,666	\$982,330,323	\$1,105,721,608	(\$12,853,058)
2	Supplies	75,425,847	77,930,683	76,372,719	89,728,582	11,797,899
3	Contractual Services	433,322,701	463,687,418	374,418,204	466,052,169	2,364,750
4	Capital Outlay	11,677,806	17,398,954	14,550,930	17,910,374	511,420
5	Reimbursements	(87,701,067)	(87,701,067)	(51,870,467)	(95,245,839)	(7,544,772)
	Total Expenditures	\$1,535,018,900	\$1,589,890,654	\$1,395,801,710	\$1,584,166,894	(\$5,723,760)

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 \$12,853,000 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 overtime expenses in Dallas Police Department (\$8,878,000) and Dallas Fire-Rescue (\$10,002,000) and non-uniform overtime expenses.

2 Supplies. Supplies are forecast to be \$11,798,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center; protective equipment for Dallas Police Department; various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet; increases in the cost for building materials used by Building Services; supplies for Park & Recreation facilities improvements; and usage of Transportation signal systems supplies.

3 Contractual Services. Contractual services are forecast to be \$2,365,000 over budget primarily due to outsourced fleet repairs, preventive maintenance, and groundskeeping of facilities maintained by DFR; temporary staffing costs across several General Fund departments; and a deposit for the November 8, 2022 joint election, to be reimbursed by Convention and Event Services. These costs are partially offset by savings in salary and benefit stabilization.

4 Capital Outlay. Capital outlay is forecast to be \$511,000 over budget primarily due to renovations at Code Compliance facilities, Transportation street light projects, and the Bike Plan supplemental agreement.

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 \$7,545,000 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, and a deposit from Convention and Event Services to cover the November 8, 2022 joint election, partially offset by a reduction in anticipated reimbursements for Dallas Police Department.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,127,336	\$20,344,426	21,039,810	(\$87,526)
2	Budget and Management Services	4,512,904	4,388,156	3,472,855	4,320,562	(67,594)
3	Building Services	24,356,319	26,538,775	22,905,473	26,505,386	(33,389)
4	City Attorney	17,814,203	18,665,088	16,163,385	18,620,208	(44,880)
5	City Auditor	3,048,254	2,989,115	2,481,673	2,786,177	(202,938)
6	City Controller	7,764,698	7,804,952	7,023,048	7,772,133	(32,819)
7	Independent Audit	745,429	752,000	752,000	752,000	0
8	City Manager	2,933,212	3,237,300	2,846,445	3,181,498	(55,802)
9	City Secretary	3,050,306	3,068,256	2,591,129	3,068,256	0
10	Elections	104,713	283,013	100,066	283,012	0
11	Civil Service	3,021,703	2,737,119	2,038,519	2,642,387	(94,732)
12	Code Compliance	35,032,924	35,314,022	29,501,686	35,301,555	(12,467)
13	Court and Detention Services	24,077,721	24,080,239	21,312,841	23,674,752	(405,487)
14	Jail Contract	9,450,527	8,989,658	7,598,918	8,989,658	0
15	Dallas Animal Services	16,068,520	16,173,829	13,871,595	16,070,408	(103,421)
16	Dallas Fire-Rescue	335,699,096	351,663,887	319,774,730	351,457,442	(206,445)
17	Dallas Police Department	565,934,568	569,379,714	512,626,538	569,351,227	(28,487)
18	Data Analytics and Business Intelligence	3,988,372	3,258,538	2,788,533	3,258,538	0
19	Economic Development	3,252,177	3,541,806	3,514,182	3,536,131	(5,675)
20	Housing and Neighborhood Revitalization	3,825,426	3,715,087	2,235,446	3,432,166	(282,921)
21	Human Resources	7,199,251	7,312,253	6,074,649	7,168,977	(143,276)
22	Judiciary	3,675,924	4,220,484	3,422,893	4,047,898	(172,586)
23	Library	32,917,306	32,692,563	26,473,922	32,224,248	(468,315)
	Management Services					
24	311 Customer Service Center	5,079,860	5,030,513	3,233,136	4,836,665	(193,848)
25	Communications, Outreach, and Marketing	2,330,867	2,344,584	1,685,619	2,248,284	(96,300)
26	Community Care	9,204,147	9,120,978	4,656,475	8,813,400	(307,578)
27	Community Police Oversight	630,129	548,951	367,236	515,750	(33,201)
28	Emergency Management	1,130,290	1,135,003	931,667	1,085,003	(50,000)
29	Environmental Quality and Sustainability	4,255,762	4,249,929	4,193,397	4,060,841	(189,088)
30	Equity and Inclusion	2,644,998	2,716,879	2,189,391	2,617,272	(99,607)
31	Government Affairs	914,383	969,693	917,651	953,733	(15,960)
32	Historic Preservation	755,602	726,575	576,517	724,094	(2,481)
33	Homeless Solutions	11,913,143	11,987,770	10,189,488	11,898,805	(88,965)
34	Integrated Public Safety Solutions	4,969,809	4,527,006	2,632,837	4,350,566	(176,440)
35	Small Business Center	2,454,801	2,209,055	1,196,556	2,102,603	(106,452)
36	Mayor and City Council	5,351,007	5,432,068	4,771,074	5,421,840	(10,228)
37	Non-Departmental	115,542,145	138,518,281	98,672,221	137,048,660	(1,469,621)
38	Park and Recreation	99,627,169	102,368,491	94,315,524	102,368,491	0
39	Planning and Urban Design	4,209,553	6,605,112	4,753,437	6,488,234	(116,878)
40	Procurement Services	3,082,909	2,813,102	2,403,469	2,740,013	(73,089)
41	Public Works	76,357,799	81,871,019	77,423,095	81,871,019	0
42	Transportation	45,249,577	45,298,648	41,294,162	45,053,385	(245,263)
	Total Departments	\$1,525,515,093	1,580,406,847	\$1,386,317,903	\$1,574,683,087	(\$5,723,760)
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	9,483,807	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	0	0	0	0
	Total Expenditures	\$1,535,018,900	\$1,589,890,654	\$1,395,801,710	\$1,584,166,894	(\$5,723,760)

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. City Council decreased OAC's budget by \$250,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased BMS's budget by \$153,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council increased BSD's budget by \$2,200,000 on September 28 by ordinance #32301 for emergency building maintenance and an increased cost in materials due to inflation.

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's budget was increased by \$100,000 on September 28 for retirement pay-outs via a transfer from S&B.

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. City Council decreased AUD's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings. AUD is projected to be \$203,000 under budget primarily due to salary savings as a result of vacant positions.

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

7 Independent Audit. City Council increased Independent Audit's budget by \$7,000 on September 28 by ordinance #32301 for an increase in the contract cost.

8 City Manager. City Council increased CMO's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. CMO's budget was increased by \$250,000 on September 28 for retirement pay-outs via a transfer from S&B.

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. City Council decreased CVS's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings.

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' 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. City Council increased CTS' budget by \$75,000 on September 28 by ordinance #32301 for school crossing guard services.

14 Jail Contract. City Council decreased the Jail Contract's budget by \$461,000 on September 28 by ordinance #32301 due to savings as a result of the new contract with Dallas County.

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

16 Dallas Fire-Rescue. City Council increased DFR's budget by \$965,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices. City Council increased DFR's budget by \$15,000,000 on September 28 by ordinance #32301 for uniform overtime 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. City Council increased DPD's budget by \$2,500,000 on September 28 by ordinance #32301 for uniform overtime expenses.

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. City Council decreased DBI's budget by \$800,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased HOU's budget by \$100,000 on September 28 by ordinance #32301 due to salary savings.

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.

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. City Council decreased HR's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council increased CTJ's budget by \$275,000 on September 28 by ordinance #32301 for translation services. CTJ's budget was also increased by \$95,000 on September 28 for temporary help expenses via a transfer from S&B.

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. City Council decreased LIB's budget by \$463,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased 311's budget by \$100,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased COM's budget by \$72,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased OCC's budget by \$122,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased OCPO's budget by \$84,000 on September 28 by ordinance #32301 due to salary savings. OCPO is projected to be \$33,000 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.

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. City Council decreased OEQS's budget by \$70,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased OEI's budget by \$182,000 on September 28 by ordinance #32301 due to salary savings.

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.

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's budget was increased by \$50,000 on September 28 for retirement pay-outs via a transfer from S&B.

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. City Council decreased OHP's budget by \$34,000 on September 28 by ordinance #32301 due to salary savings.

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' 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. City Council decreased IPSS' budget by \$457,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased SBC's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings. SBC is projected to be \$106,000 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.

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). City Council increased Non-D's budget by \$15,700,000 on September 28 by ordinance #32301 to transfer \$20,000,000 to a new Equity Fund for implementation of Racial Equity Plan Big Audacious Goals and \$200,000 to a new Disaster Response Fund for immediate response to disasters, partially offset by savings associated with delayed Master Lease drawdowns and the elimination of a transfer to the Information Technology Equipment Fund.

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. City Council increased PKR's budget by \$1,300,000 on September 28 by ordinance #32301 for unbudgeted emergency lighting repairs and increased preventive security measures at recreation centers.

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. City Council decreased PUD's budget by \$147,000 on September 28 by ordinance #32301 due to salary savings.

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. City Council decreased POM's budget by \$290,000 on September 28 by ordinance #32301 due to salary savings.

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, \$2,369,000 was transferred to General Fund departments for adjustments including truck driver pay increases (\$569,000), pay increases and temporary help expenses in Judiciary (\$248,000), other adjustments as a result of the Compensation Study (\$1,153,000), and for retirement pay-outs in CAO, CMO, and OGA (\$400,000). City Council reallocated the remaining \$2,651,000 S&B budget on September 28 by ordinance #32301 due to savings.

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	\$15,319,809	\$15,319,809		\$48,029,990	\$32,710,181
Total Revenues	142,389,852	151,389,852	160,872,583	179,496,951	28,107,099
Total Expenditures	142,389,852	151,389,852	119,387,807	151,069,961	(319,891)
Ending Fund Balance	\$15,319,809	\$15,319,809		\$76,456,980	\$61,137,171
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	110,831,405	95,412,481	112,148,539	1,317,134
Total Expenditures	100,819,948	110,831,405	66,530,419	110,831,405	0
Ending Fund Balance	\$39,553,867	\$39,553,867		\$44,780,471	\$5,226,604
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	33,468,516	37,495,451	40,572,693	7,104,177
Total Expenditures	38,383,670	53,383,670	31,251,960	52,552,362	(831,308)
Ending Fund Balance	\$44,079,897	\$29,071,886		\$37,041,095	\$7,969,209
4 MUNICIPAL RADIO					
Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	1,361,339	1,451,960	(409,040)
Total Expenditures	1,815,740	1,815,740	1,511,721	1,697,991	(117,749)
Ending Fund Balance	\$401,210	\$401,210		\$663,158	\$261,948
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	131,966,023	142,704,476	4,722,269
Total Expenditures	139,536,992	141,699,380	91,625,854	141,699,380	0
Ending Fund Balance	\$14,910,808	\$12,748,420		\$19,211,351	\$6,462,931
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	67,587,242	69,314,586	0
Total Expenditures	69,314,586	71,814,586	52,947,442	71,814,586	0
Ending Fund Balance	\$10,386,150	\$7,886,150		\$16,363,502	\$8,477,352
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	700,287,349	772,234,280	58,501,630
Total Expenditures	722,432,650	755,468,335	602,971,066	741,951,481	(13,516,854)
Ending Fund Balance	\$100,190,415	\$67,154,730		\$167,280,568	\$100,125,838

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	11,051,146	21,940,772	(1,124,746)
Total Expenditures	23,065,518	23,065,518	17,248,805	19,661,739	(3,403,779)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$0	\$1,173,960

9 EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	64,993,138	44,142,345	64,415,595	(577,543)
Total Expenditures	56,541,723	66,228,001	56,418,775	66,228,001	0
Ending Fund Balance	\$9,390,751	\$9,390,751		\$10,765,252	\$1,374,501

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	2,648,632	3,167,182	573,392
Total Expenditures	2,323,978	2,323,978	2,001,131	2,264,080	(59,898)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,932,823	\$996,824

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	90,267,280	99,167,818	(9,073)
Total Expenditures	99,176,891	99,176,891	79,701,551	98,377,059	(799,833)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$10,098,418	\$2,400,690

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	10,865,906	13,248,220	(430)
Total Expenditures	13,248,650	13,629,450	10,675,313	13,290,454	(338,996)
Ending Fund Balance	\$517,133	\$136,333		\$1,386,779	\$1,250,446

FY 2021-22 Financial Forecast Report

OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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	11,431,301	12,931,195	913,751
Total Expenditures	14,341,472	15,292,904	11,096,921	15,128,008	(164,896)
Ending Fund Balance	\$1,856,241	\$904,809		\$4,430,056	\$3,525,247

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,962	345,529,962	336,737,571	354,936,990	9,407,028
Total Expenditures	348,776,403	348,776,403	287,639,122	334,127,540	(14,648,863)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$90,374,347	\$26,753,091

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	68,372,803	101,102,867	\$1,599,867
Employee Contributions	40,959,071	40,959,071	38,267,448	44,568,798	3,609,727
Retiree	27,867,000	27,867,000	10,712,124	26,857,732	(1,009,268)
Other	0	0	166,655	166,655	166,655
Total Revenues	168,329,071	168,329,071	117,519,030	172,529,397	4,366,981
Total Expenditures	176,549,294	176,549,294	70,137,301	178,389,962	1,840,668

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

16 RISK MANAGEMENT

Worker's Compensation	14,085,135	14,085,135	560,753	14,085,135	\$0
Third Party Liability	11,688,742	11,096,779	4,814,720	16,688,742	5,000,000
Purchased Insurance	11,096,779	11,096,779	1,639	11,096,779	0
Interest and Other	0	0	121,238	121,238	121,238
Total Revenues	36,870,656	36,870,656	5,498,350	36,971,491	5,121,238
Total Expenditures	52,064,548	52,064,548	22,893,026	43,905,471	(8,159,077)

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of August 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. City Council increased AVI's budget by \$9,000,000 on September 28 by ordinance #32301 for increased DPD/DFR reimbursements (\$2,000,000) and a capital construction transfer (\$7,000,000). AVI revenues are projected to be \$28,107,000 over budget primarily due to higher-than expected revenue garage parking, concessions, and terminal rentals. AVI expenses are projected to be \$320,000 under budget primarily due to savings in rent expenses, which are partially offset by increases in airfield maintenance and job order contracts.

2 Convention and Event Services. City Council increased CCT's budget by \$10,011,000 on September 28 by ordinance #32301 for increased Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections. CCT revenues are projected to be \$1,317,000 over budget due to a projected increase in HOT and ABT collections, which have recovered to that of pre-pandemic levels.

3 Development Services. City Council increased DEV's budget by \$14,165,000 on August 10 by resolution #22-1139 for the purchase of a property for the Stemmons Project and by \$835,000 on September 28 by ordinance #32301 for additional Stemmons Project expenses and salary expenses as a result of staff added mid-year. DEV revenues are projected to be \$7,104,000 over budget due to higher permit activity.

4 Municipal Radio. WRR revenues are projected to be \$409,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. On June 9, City Council approved the transfer of operation of WRR to KERA. WRR expenses are projected to be \$118,000 under budget primarily due to salary savings associated with one vacancy and lower-than-expected music licensing fees.

5 Sanitation Services. City Council increased SAN's budget by \$2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues are projected to be \$4,722,000 over budget due to stronger than anticipated residential collection revenues.

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

7 Water Utilites. City Council increased DWU's budget by \$33,036,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. DWU revenues are projected to be over budget by \$58,502,000 due to higher than expected consumption attributed to dry weather. DWU expenses are projected to be \$13,517,000 under budget due to the close out of old bond funds and the balances transferred to the debt service sinking fund and salary savings due to vacancies partially offset by an increased cost in fuel.

8 Bond and Construction Management. BCM revenues are projected to be \$1,125,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$3,404,000 under budget primarily due to salary savings associated with 49 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of August 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

9 Equipment and Fleet Management. City Council increased EFM's budget by \$7,743,000 on May 11 by ordinance #32193 and by \$1,943,000 on September 28 by ordinance #32301 for increased fuel cost and department chargebacks. The FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In August 2022, the actual average blended rate was \$3.36 per gallon. EFM revenues are estimated to be \$578,000 under budget primarily due to a decline in equipment auction proceeds.

10 Express Business Center. Express Business Center revenues are \$573,000 over budget primarily due to an increase in auto pound sales.

12 Radio Services. City Council increased Radio Services' budget by \$381,000 on May 11 by ordinance #32193 for consulting and engineering support for the P25 Radio System Project. Radio expenses are projected to be \$339,000 under budget primarily due to salary savings associated with five vacant positions.

13 9-1-1 System Operations. City Council increased 911's budget by \$467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 revenues are projected to be \$914,000 over budget due to increased collections for wireless and wireline fees.

14 Debt Service. Debt Service revenues are projected to be \$9,407,000 over budget primarily due to an increase in property tax penalties and interest and unbudgeted transfers to debt service from Sanitation Services and Storm Drainage Management. Debt Service expenses are projected to be \$14,649,000 under budget due to interest savings realized in the November 2021 bond sale, as well as a lower than budgeted cash payment to pay off Commercial Paper.

15 Employee Benefits. Expenses are projected to be \$1,841,000 over budget primarily due to higher participation in the voluntary products like dental and FSA spending accounts in which enrollees incur the full cost. Revenues are projected to be \$4,367,000 over budget primarily due to higher employee contributions related to the aforementioned higher participation in voluntary products which are partially offset by a steady decline in medical enrollment by retirees.

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

FY 2021-22 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$195,897,929	\$79,692,350	\$144,271,191
B	Park and Recreation Facilities	261,807,000	234,143,026	160,762,622	13,597,467	59,782,936
C	Fair Park	50,000,000	42,889,098	29,481,510	2,981,618	10,425,970
D	Flood Protection and Storm Drainage	48,750,000	34,543,268	10,535,059	13,664,841	10,343,369
E	Library Facilities	15,589,000	15,589,000	14,819,449	235,439	534,111
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	11,283,661	1,876,172	942,255
G	Public Safety Facilities	32,081,000	29,897,353	24,421,951	1,608,717	3,866,685
H	City Facilities	18,157,000	15,423,904	1,958,719	743,702	12,721,483
I	Economic Development	55,400,000	46,367,495	19,009,238	10,657,433	16,700,824
J	Homeless Assistance Facilities	20,000,000	17,981,370	8,399,858	539,471	9,042,041
Total		\$1,050,000,000	\$870,798,072	\$476,569,996	\$125,597,210	\$268,630,866

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$255,768,964	\$4,831,872	\$5,029,652
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	238,189,790	60,212,205	27,973,005
3	Economic Development	55,000,000	55,000,000	37,739,662	4,647,279	12,613,059
Total		\$642,000,000	\$647,005,488	\$531,698,415	\$69,691,357	\$45,615,716

2006 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$391,983,151	\$9,961,711	\$4,545,692
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	287,270,753	16,767,548	38,718,865
3	Park and Recreation Facilities	343,230,000	353,343,060	346,695,391	1,503,859	5,143,811
4	Library Facilities	46,200,000	48,318,600	47,665,916	11,042	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,091,775	59,834	669,839
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,129,900	1,389,517	3,697,060
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	41,939,230	1,153,500	1,967,324
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,350,869	302,370	11,074,213
11	Court Facilities	7,945,000	8,146,606	7,865,684	120	280,802
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
Total		\$1,353,520,000	\$1,401,388,107	\$1,302,373,854	\$31,155,813	\$67,858,439

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.

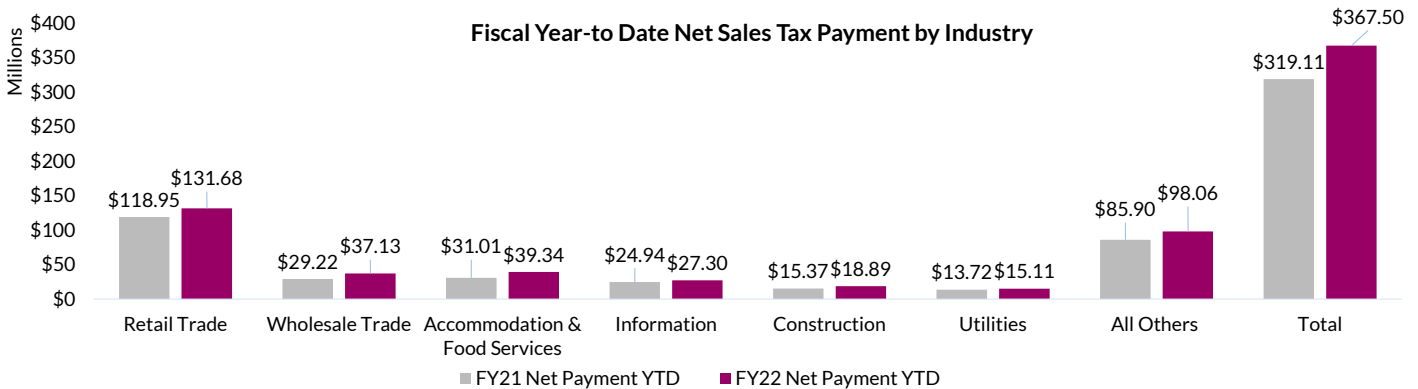
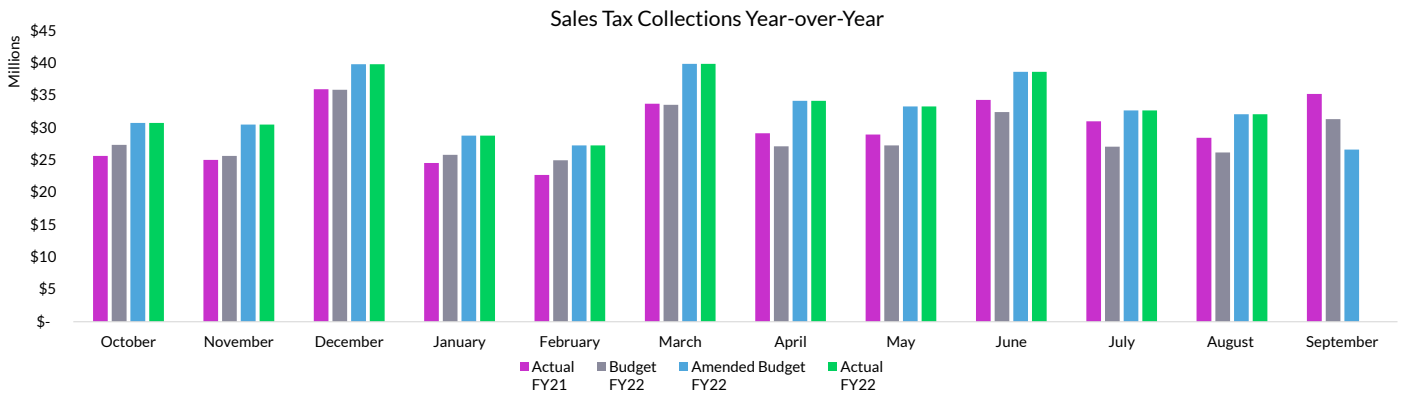
FY 2021-22 Financial Forecast Report

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 \$394,108,522 by the end of the year ordinance #32301 approved by the City Council on September 28. As of August 31, 2022, the sales tax forecast is \$398,806,270 based on actual collection trends eleven months into the fiscal year. We will continue to keep you updated.

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	August FY22 over August FY21	FYTD22 over FYTD21
Retail Trade	0%	11%
Wholesale Trade	38%	27%
Accommodation and Food Services	13%	27%
Information	-1%	9%
Construction	44%	23%
Utilities	48%	10%
All Others	17%	14%
Total Collections	13%	15%

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

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

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

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

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

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

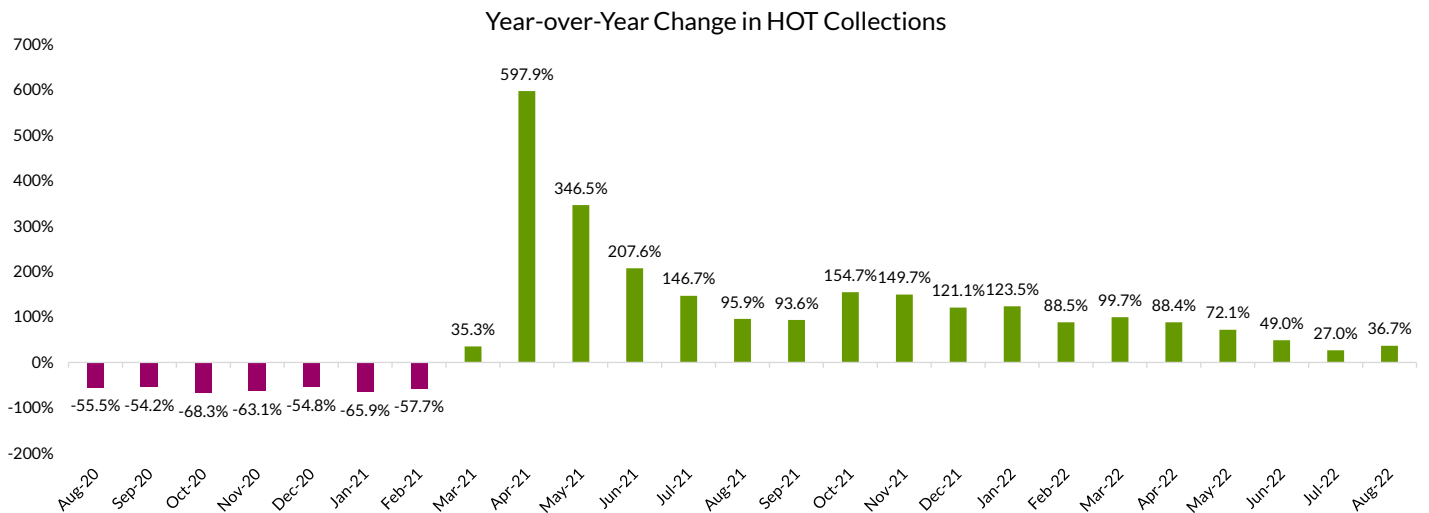
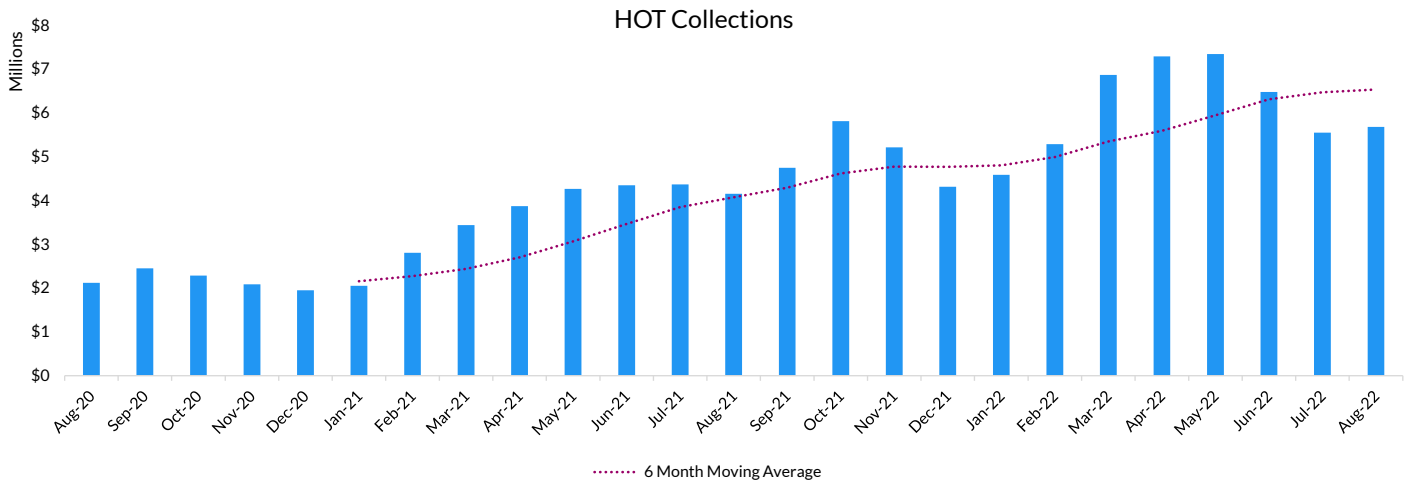
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

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



FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

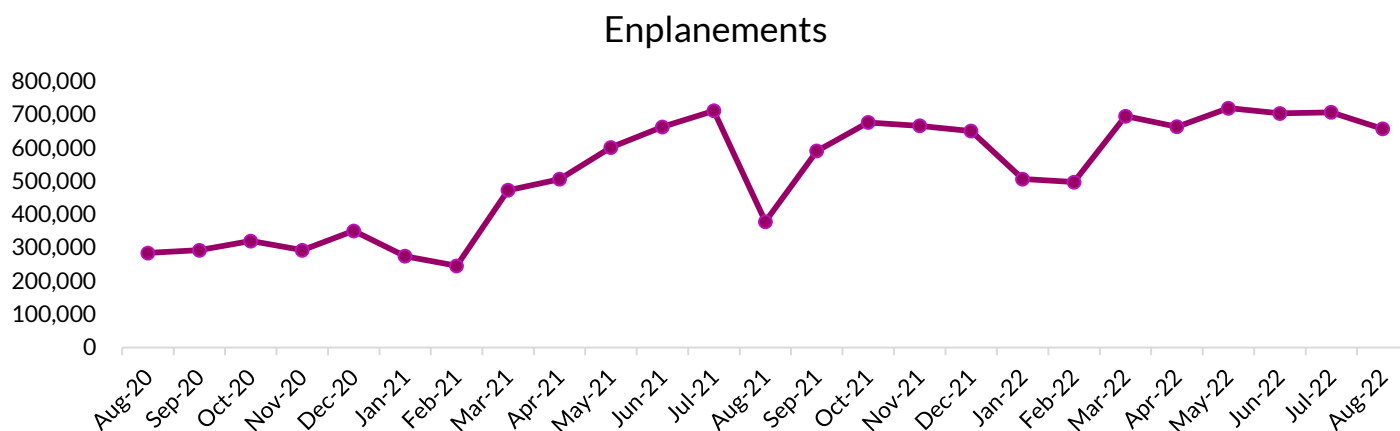
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	5
December	5	2	11	9
January	13	1	6	4
February	12	0	10	10
March	1	2	4	13
April	1	1	5	8
May	0	6	3	6
June	0	7	9	11
July	0	7	3	4
August	0	4	3	8
September	0	5	5	3
Total	49	39	73	87

* 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.

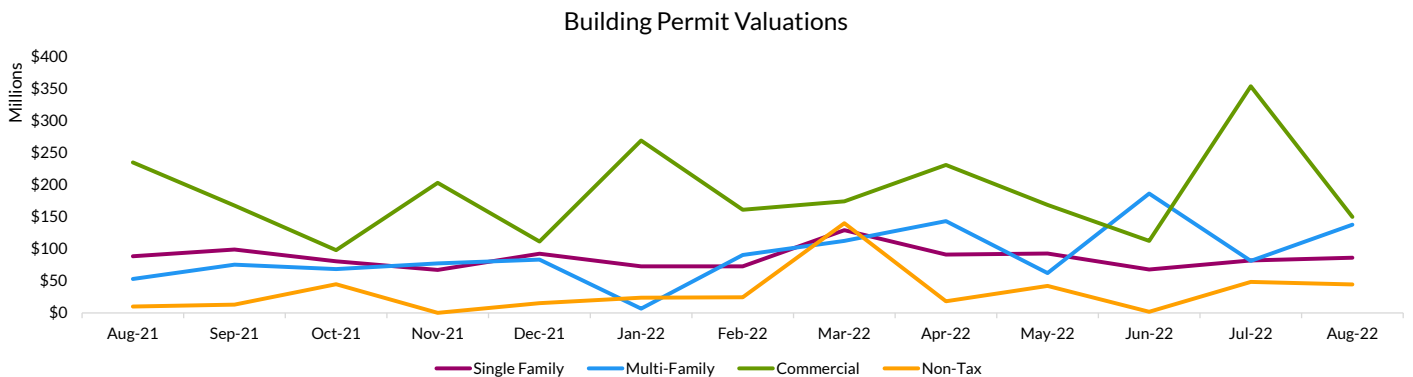
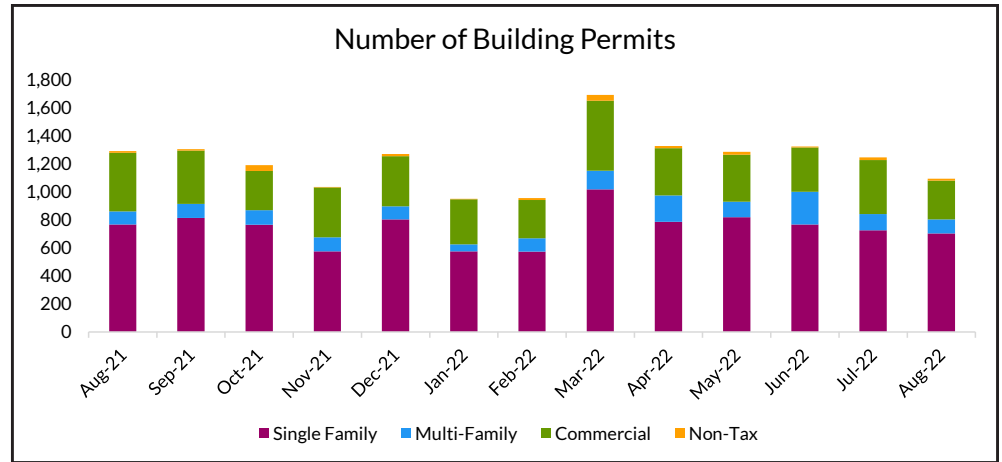


FY 2021-22 Financial Forecast Report

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.



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2020-21 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

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



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	98.5%	98.0%	98.5%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	5.6	5	5.7
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	39.2%	40.0%	39.2%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	82.8%	65.0%	82.8%	83.8%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (242 of 263 milestones) (Office of Environmental Quality & Sustainability)	92.7%	44.1%	84.0%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	19.0%	18.7%	19.0%	18.7%

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

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	90.0%	88.1%	90.0%	88.1%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	96.5%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	50.6%	75.0%	57.7%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	3.1%	-3.3%	4.0%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	85.6%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	93.6%	85.0%	93.6%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	93.5%	80.0%	92.4%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.1%	90.0%	85.3%
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%	87.4%	90.0%	87.4%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,296.0	2,000.0	2,287.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.1%	60.0%	47.1%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	96.3%	90.0%	96.3%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	84.3%	70.0%	82.2%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	73.5%	47.1%	80.0%	52.6%

* 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
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	83.7%	65.0%	83.7%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	36.7%	5.0%	23.3%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	76.8%	75.0%	77.2%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.9%	93.0%	98.9%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	30.0%	29.8%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	2,146	1,604	2,146
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	74.2%	80.0%	74.2%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	86.0%	79.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	96.0%	65.1%	100.0%	80.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.0%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.8%	91.0%	92.5%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	40.2%	72.9%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	37.2%	25%	46.6%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	65,804	62,000	66,127

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

FY 2021-22 Dallas 365

VARIANCE NOTES

2 The average number of days to complete application prescreens increased due to a Project Dox outage in August.

10 311 had an increase in call volume for 311-only calls and DWU calls for customers with over 60 days of outstanding balances. 311 is a multi-discipline call center; therefore, the longest call holding is automatically routed to an agent. This multi-discipline approach impacts this performance measure. 311 is focused on filling vacancies and training staff. An ITS upgrade to activate courtesy callback software features has been re-visited with a tentative start date of Oct. 1st.

11 There has been a 3.92% increase in preventable incidents from October 2021 to August 2022. However, an unusually high number of incidents during the first quarter impacts the overall year-to-date performance. In August, ORM safety personnel continued to visit multiple workplace sites and met with department staff to discuss action plans to increase safety awareness. Action plans included toolbox talks and safe driving awareness.

15 DFR continues to experience increased response times because of several factors. While call volume decreases from the traditional spike during the summer, it remains very high. In addition, DFR's EMS transport rate has historically been 40-45%, now over 60%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which causes increases in response times.

17 Overall violent crime is down 4.35% for August 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. DPD is targeting hot spots such as apartment complexes to decrease crime and is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan.

18 In FY 2021-22, 175 sworn officers have been hired. DPD continues to proactively recruit and hire to meet the hiring goal for FY 2021-22. In June, 28 recruits started their academy training, and 19 graduated in August to begin their field training. The Dallas Police Department is committed to its Violent Crime Plan; overall, violent crime is down 4.35% YTD.

21 The City has received 17,948 mental health calls for service from October 2021 - August 2022. RIGHT Care has responded to 8,999 mental health calls and an additional 1,838 calls at DPD Patrol's request, which did not originate as mental health calls. 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.

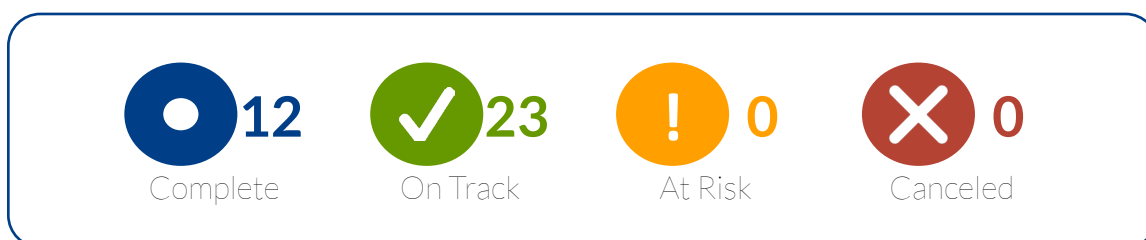
28 The participation rate at late-night teen recreation sites continues to be impacted by the COVID-19 evolution of the Delta and Omicron variants, staff shortages and hiring challenges. As a result, PKR has completed the interview process and identified two potential candidates for the Manager position vacancy. In addition, division-wide performance measures are being developed to incorporate staff performance plans for a more holistic approach to providing teen programming.

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

30 Supply chain issues, fires at cement plants, and ongoing staffing issues are impacting lane mile improvement goals. As a result, PBW is projecting 80% completion of the original goal.

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

CECAP Milestones are Underway through programs like Branch Out Dallas

Branch Out Dallas is led by a citywide team, community partners, and volunteers who distribute trees to residents who sign up online. The program started in 2018 to reduce the heat island effect and increase the overall tree canopy in the city. Each tree planted helps get closer to meeting these goals, which are also a part of the the Comprehensive Environmental and Climate Action Plan (CECAP) annual milestones.

CECAP aims to protect and enhance ecosystems, trees, and green spaces that can improve public health. The goal is to improve by targeting 33%, 37%, and 40% or more canopy cover citywide by 2030, 2040, and 2050, respectively. The plan also targets a 20%, 50%, and 75% reduction in the urban heat island index by 2030, 2040, and 2050, respectively.

As of August 31st, CECAP annual milestones are 84% complete. In addition, the Office of Environmental Quality and Sustainability is on track to complete its targeted milestones for the fiscal year



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. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022. After that, work will begin to develop a 3-year work plan and operational budget.

2 Small Business Center 

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

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

ENVIRONMENT & SUSTAINABILITY**3 Sanitation Collection** 

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

STATUS SAN residential collection services continues to show improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through August 2022 have decreased for the current fiscal year overall, however there was approximately an 8 percent increase in August 2022 compared to August 2021. 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 August 2022, the Department's filled truck driver positions increased by 5 percent compared to this same month last fiscal year. SAN is now approximately 9 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, the Enforcement Manager was hired in July 2022 and hiring for the 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 regarding the locations for the first of several monitors. Work continues on the data platform and data qualification procedures. Equipment was ordered in May, but shipments were delayed due to supply chain and manufacturer quality control issues. OEQS anticipates installation to allow equipment calibration in October 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. City Council approved the project contracts on April 13, 2022. Construction of solar PV projects at Dallas West Branch Library, Pleasant Oaks Recreation Center, and Fretz Park Recreation Center will start in October to November 2022. Construction of high-efficiency lighting & lighting controls projects at Juanita Craft Recreation Center, Hampton Illinois Branch Library, and City Hall Parking Garage will start in October to November 2022. All six projects are estimated to be completed by December 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.

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. The plan is currently out for departmental review. After a period for public review, the department anticipates bringing the plan forward for committee and City Council adoption in fall 2022. OEQS staff are also working with the City's internal Food Equity Working group, the Office of Community Care, and the Office of Procurement Services to pilot a project to provide 200 small growing units for food desert homes.

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 has reclassified two existing positions who are 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. The process is expected to continue into FY 2023-24.

FY 2021-22 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

9 Equipment and Fleet

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

STATUS: The FY 2021-22 fleet acquisition is currently underway for 13 departments, including 640 vehicles on order with a replacement cost of approximately \$75.8 million.

10 Data Analytics

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

STATUS As of August, one Data Coordinator, one GIS intern, and two Data Science Analysts have been hired. The department continues to grow the data team and is currently in the recruitment process for one Sr. Data Science Analyst, and one Sr. GIS Analyst.

11 Total Compensation Study

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

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

HOUSING & HOMELESSNESS SOLUTIONS

12 Addressing Homelessness

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


STATUS From October 2021 to August 2022, the Dallas Real Time Rapid Rehousing Initiative housed 1163 individuals, exceeding the goal for FY 2021-22. Of this, 57% of the households consist of adults with children and 43% are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

13 Affordable Housing Units

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

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

FY 2021-22 Budget Initiative Tracker

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

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

STATUS In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. The application opened in May, and HOU has received 66 applications year to date. These applications are moving quickly through the process, with 43 in various pre-construction processes. Home rehab activities are anticipated to continue through FY 2023-24.

PUBLIC SAFETY**15 Police Response Times** 

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

STATUS DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and anticipates ending the fiscal year with 3,140 officers. Year to date in FY 2021-22, 175 sworn officers have been hired.

17 RIGHT Care 


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

STATUS The RIGHT Care team performance continues to excel as it becomes more established. Nine teams (one for each of the seven police patrol divisions and two dedicated roving teams) are currently operating from 7am-11pm, seven days a week. Two additional Citywide overnight rover teams are expected to launch in early FY 2022-23. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

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 August service level was 96.92 percent, with an average answer time of 4 seconds. Pay increases were implemented in August 2021 and year to date, DPD has hired 36 new call takers and 9 dispatchers. The 911 Call Center is currently staffed at 87 percent, with 116 call takers and 7 trainees.

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 August, traffic calming installations and modifications, such as speed cushions, were completed at Harter Road from Lake Highlands Drive to Northcliff Drive. Street racing remediation measures such as raised pavement markers and ceramic buttons are being reviewed for possible implementation at Cesar Chavez Boulevard from Marilla Street to Commerce Street. Road diet installation has been completed for Jefferson Boulevard to reduce the current configuration of six lanes to four lanes. Pavement markings have been installed and signage is expected to be completed by October 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 TRN is completing hiring actions for Parking Enforcement Officer positions from Job Fair applicants. Additional Parking Enforcement Officer interviews are in progress. Part of the Parking team will be relocating to available space at Canton Street facility. Most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. DPD has drafted a "Train the Trainer" course to provide training for TRN, and TRN review is in progress. Both departments are actively working towards the transfer of services with an anticipated transition date in January 2023.

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. Almost all components of the sirens have been delivered, and OEM staff has coordinated with ITS to ensure P25-compliant radios and associated hardware are on hand for installation. Once final deliveries are completed, the project will be completed in fall 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 at various parks, recreation centers, City Hall Oak Cliff Municipal Center, Municipal Courts, Libraries and DAS. These enhancements include interior and exterior lighting, fencing, and surveillance systems. Once pending proposals in the amount of \$474,830 are processed and active, year-to-date obligations will total \$2,485,555.

20 Single-Role Paramedic Program ●

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

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

22 Emergency Preparedness ✓

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

STATUS City Council approved the purchase of the eight generators in September 2021; all eight have arrived and received permits for installation. Construction has started at two locations (Jaycee-Zaragoza Rec Center and Timberglen Rec Center), with construction at the remaining six expected to begin in September 2022. The entire project is expected to be completed by the end of December 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. All eight power packs have been received. Five are fully operational and the last three are waiting on final deliveries for connecting parts. OEM is currently developing Standard Operating Procedures (SOPs) for deploying the power pack units.

FY 2021-22 Budget Initiative Tracker

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

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

STATUS Through August, PBW has completed cleanup of 1,363 unimproved alleys. Two alleys were not cleaned, as once field inspected it was determined that no cleanup was needed.

The pilot trail program added two additional alleys for a total of 35 alleys. 14 of the total 35 alleys to be converted to trails have been approved to move forward, and eight alleys located in historic preservation areas were approved by the Landmark Commission. 13 alleys were disqualified due to property owner rejection of improvements or other factors.

26 White Rock Lake

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

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

25 Library Master Plan

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

STATUS A new RFP was posted and closed on June 28, 2022. Procurement evaluations of proposals are nearing completion, and the contract is tentatively scheduled for City Council consideration in November 2022. Upon contract execution, the Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor.

27 Wi-Fi at Park Facilities

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

STATUS This project uses \$3.0 million of ARPA funding that has been allocated for Park & Rec's enhancements. The funds have been encumbered; however, due to supply chain and contractor issues a full timeline is unavailable. The anticipated date for equipment delivery is the first quarter of FY 2022-23. A scaled down approach will complete 14 high priority sites by December 2022 using refurbished equipment.

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 all 28 sidewalk improvement projects by December 2022. Construction on 17 of the 28 projects has been completed. Several projects have been impacted by a cement shortage.

30 Crosswalks 

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

STATUS Through August 946.08 lane miles have been restriped which exceeds the fiscal year-end goal of 540 lane miles. 1,233 crosswalks have been refreshed as of August 2022.

32 Bike Lanes 

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

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

29 Traffic Signals 

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

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

31 School Zone Flashing Beacons 

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

STATUS As of August, installation for the school zone flashing beacons (phase 2) is underway.

FY 2021-22 Budget Initiative Tracker

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

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

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

34 Accessibility

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

STATUS EQU, ITS, and the proposed (ADA) software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Software testing with City of Dallas stakeholders was extended and is currently ongoing. Software budgeting for add-ons have been requested and the discussion with the vendor continue. EQU and ITS are working to confirm the software additions and City of Dallas contracting requirements.

35 Water/Wastewater Service

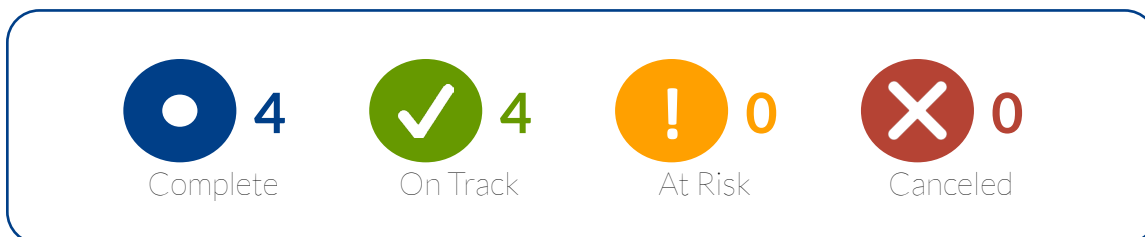
INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco Lane,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

STATUS Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area is expected to start in October 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house are planned to be awarded for construction in November 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 Of the 33 planned sites, 30 are complete and the remaining three are approximately 75 percent complete.

The original planned power source at the Desoto Radio Site cannot support the project, so Oncor will deliver a new power distribution in September 2022. The delay is pushing back public safety migration and testing, so ITS will wait to migrate public safety departments until after the State Fair of Texas has concluded. Other departments including PKR, OAC, CCS, CCT, and TRN have already been migrated to the new radio system. DWU is currently undergoing migration.

23 Historic Resource Survey

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

STATUS OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed.

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. Construction and rehabilitation of the Juanita J. Craft Civil Rights House is approximately 50% complete. The estimated completion date of construction has been extended to November 2022, for an expected opening date in February 2023 after installation of exhibits. The extension was due to additional work on remediation of water damage, as well as on the foundation, piers, and walls of the house.

39 Ethics Training

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

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

Budget Initiative Tracker

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

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

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

5 Language Equity

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

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

11 Police Mediation

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

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

25 Facility Accessibility

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

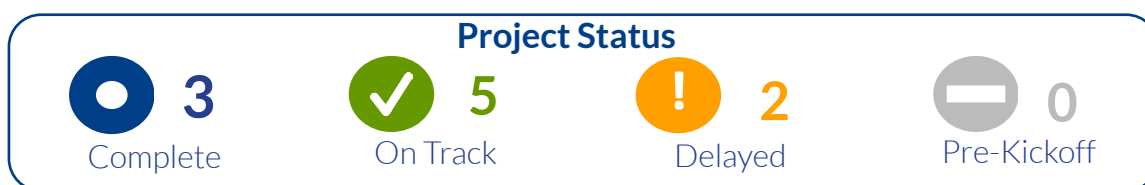
STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22; 17 building reviews have been completed since October 2021. ADA compliance improvements are ongoing in 5th floor restrooms (City Council Chambers); the project is 80% complete. Renovations to the 4th and 6th floor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





PROCESS IMPROVEMENT

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









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



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	Building Inspection Call Center Increase customer satisfaction at the Building Inspection Call Center (DEV)		May – Oct 2021	Call handle rate (90%)	64%	79%
				Status Update: Complete. The PI Team is engaged with new leadership to support daily performance monitoring using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure an upward trend. Because staffing challenges continue affecting overall performance, work instructions are being developed to improve knowledge transfer.		
2	Low Sterrett Prisoner Intake Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity (DPD)		TBD	TBD	TBD	TBD
				Status Update: Delayed. This project is pending final approval from County leadership and coordination with all entities' stakeholders' schedules to visit Low Sterrett for an exploratory assessment meeting. The project will be facilitated by Toyota Consulting Services.		
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	1 days
				Status Update: Complete. The team is working on making minor adjustments to the application to further improve commercial and residential customers. DEV is overcoming staffing challenges and plans to cross-train staff to fill the needs. Frequent check-ins will continue to ensure an upward trend.		
4	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. The rolling action items list is being reviewed by leaders to assign resources for action implementation. Timeline TBD.		

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	<u>DPD Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. Weekly meetings with stakeholders are taking place to determine the best fit model to represent all factors. A comprehensive data assessment is ongoing. Insights and conclusions will be delivered shortly to determine the next steps.			
6	<u>DFR Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. Relevant factors have been determined. The training pipeline project will be launched as a result of process analysis.			
7	<u>New Employee Hiring</u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. (HR/CVS)		Mar - Aug 2022	Percentage of hiring managers introduced to standardized tools (100%)	0%	100%
			Status Update: Complete. New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.			
8	<u>New Employee Onboarding</u> Reduce lead time for onboarding new employees to maximize throughput and increase internal customer satisfaction. (HR/CVS)		Aug - Dec 2022	TBD	TBD	TBD
			Status Update: On Track. A team has been formed and weekly meetings are being conducted. A process map is being developed, opportunities for improvement have started to be identified, and solutions will be documented in an action plan. The actions will result in a process redesign, to be communicated soon.			
9	<u>Contract Review and Execution</u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		Aug - Dec 2022	Number of contract development days	TBD	TBD
			Status Update: On Track. Team has been formed, and weekly meetings are being conducted. The process map is developed, opportunities for improvement have been identified, and solutions are currently documented in an action plan. An executive update is scheduled for 10/17.			
10	<u>Risk Review & Certificate of Insurances</u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Sept 2022 - Jan 2023	TBD	TBD	TBD
			Status Update: On Track. Data collection for validation and data analysis are taking place. The next steps are to conduct team meetings to document the current state and determine opportunities for improvement.			

