

Memorandum



CITY OF DALLAS

DATE June 19, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – April 2020**

Please find attached the most recent Budget Accountability Report (BAR) based on information through April 30, 2020. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report. This report is consistent with the June 17, 2020, budget briefing to the City Council. Please note we will include the mid-year amendments City Council approved on June 10, 2020, next month in the May report.

As a reminder, we are reflecting the effects of COVID-19 and the subsequent economic crisis on our end-of-year revenue forecasts. It is important to note we are still making revenue forecasts with limited data, and they will change as more information becomes available. We are also reflecting our efforts to reduce expenses to offset the revenue losses. The end-of-year expenditure forecasts including the hiring freeze implemented on March 19; the extended furlough of 471 employees from May 13 through July 31; and the first phase of using federal funds for eligible expenses.

Thank you for your continued support as we work to understand the current and long-term effects of the COVID-19 economic crisis on the City's budget. If you have any questions, please contact me or Jack Ireland, Director of the Office of Budget.

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



BUDGET ACCOUNTABILITY REPORT

AS OF APRIL 30, 2020

**PREPARED BY THE
OFFICE OF BUDGET**

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

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

✓ YE forecast within 5% of budget

! YE forecast within 6-10% of budget

✗ YE forecast more than 10% from budget or no forecast provided

Dallas 365

✓ 14

On Target (YTD)

✓ 16

On Target (YE)

✗ 21

Not on Target (YTD)

✗ 19

Not on Target (YE)

Budget Initiative Tracker

○ 5

Complete

✓ 27

On Target

! 8

At Risk

✗ 0

Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through April 30, 2020, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2019, effective October 1 through September 30, 2020. 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, 2020. The variance is the difference between the FY 2019-20 Amended Budget and the YE Forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through April 30, 2020.

	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$219,919,890	\$219,919,890		\$235,824,022	\$15,904,132
Revenues	1,438,189,202	1,438,189,202	990,370,051	1,388,581,121	(49,608,081)
Expenditures	1,438,089,000	1,438,089,000	758,572,526	1,398,783,061	(39,305,939)
Ending Fund Balance	\$220,020,092	\$220,020,092		\$225,622,082	\$5,601,990

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of April 30, 2020, the YE forecast beginning fund balance represents the FY 2018-19 audited unassigned ending fund balance and includes FY 2018-19 YE savings.

FY 2019-20 Amended Budget. City Council approved FY 2020-21 mid-year budget amendments on June 10, 2020. Those will be reflected in the May report.

Revenues. Through April 30, 2020, General Fund revenues are projected to be \$49,608,000 under budget primarily due to an anticipated decline of \$25,170,000 in sales tax receipts associated with the economic impact of COVID-19. Additionally, charges for service revenues are forecast to be \$14,887,000 under budget primarily due to a \$7,604,000 decline in Park and Recreation (PKR) revenues associated with facility closures and the utilities agreement with Fair Park First. Moreover, an anticipated \$4,852,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). Franchise and other revenues are forecast to be \$10,382,000 under budget due to declining trends for fiber optics, DWU street rental payments, and Atmos revenues.

Expenditures. Through April 30, 2020, General Fund expenditures are projected to be \$39,306,000 under budget primarily due to salary savings from vacant civilian positions associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund (471 in all funds) from May 13, 2020, to July 31, 2020. Also, confirmed eligible COVID-19 expenses have been reduced via increased reimbursements from the Coronavirus Relief Fund. This is partially offset by an anticipated increase in hiring of police officers and the purchase of police equipment and uniforms.

Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax ¹	\$787,420,172	\$787,420,172	\$777,917,852	\$786,967,223	(\$452,949)
Sales Tax ²	325,566,185	325,566,185	55,164,683	300,396,038	(25,170,147)
Franchise and Other ³	129,339,760	129,339,760	51,042,391	118,958,199	(10,381,561)
Charges for Service ⁴	115,177,017	115,177,017	52,764,097	100,290,254	(14,886,763)
Fines and Forfeitures	27,222,251	27,222,251	15,116,617	26,905,906	(316,345)
Operating Transfers In	25,694,602	25,694,602	17,502,381	25,694,602	0
Intergovernmental ⁵	11,382,649	11,382,649	9,061,801	13,146,723	1,764,074
Miscellaneous	6,685,258	6,685,258	4,343,613	6,799,243	113,985
Licenses and Permits ⁶	5,154,061	5,154,061	3,608,936	4,875,686	(278,375)
Interest	4,547,247	4,547,247	3,847,679	4,547,247	0
Total Revenue	\$1,438,189,202	\$1,438,189,202	\$990,370,051	\$1,388,581,121	(\$49,608,081)

VARIANCE NOTES

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

1 Property Tax. Property tax revenues are forecast to be \$453,000 under budget based on current trends and actual collections. This forecast factors in the October 2019 tornado and reappraisal process. The anticipated decline in 2019 taxable value is approximately \$92,000,000.

2 Sales Tax. Sales tax revenues are forecast to be \$25,170,000 under budget due to the economic impact of COVID-19.

3 Franchise and Other. Franchise and other revenues are forecast to be \$10,382,000 under budget primarily due to a \$4,406,000 decrease in fiber optics because of a decrease in business phone lines as a result of customers switching to wireless service. Additionally, DWU's street rental payment to the General Fund is forecast to be \$2,385,000 under budget as a result of declining water revenues. Finally, Atmos revenues are forecast to be \$3,899,000 under budget due to a mild winter causing a significant reduction in consumption combined with low natural gas prices.

4 Charges for Service. Charges for service revenues are forecast to be \$14,887,000 under budget. An anticipated \$4,852,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). Dallas Fire-Rescue (DFR) was informed that municipal EMS providers would see a significant cut in payments, but the final estimate for ASSPP will not be known until later in the fiscal year. Moreover, parking meter fees are forecast to be \$1,405,000 under budget, which is associated with the economic impact of COVID-19. This is partially offset by \$1,100,000 in additional State Fair Patrol revenues for sworn officers at the annual State Fair of Texas.

Finally, PKR revenues are forecast to be \$7,604,000 under budget. Specifically, \$2,821,000 of revenue loss is due to facility closures associated with COVID-19. Additionally, Fair Park utilities revenues are forecast to be \$2,785,000 under budget due to Fair Park First paying for utilities, reducing the City's expenses and revenues.

VARIANCE NOTES

5 Intergovernmental. Intergovernmental revenues are forecast to be \$1,764,000 over budget primarily due to Public Works (PBW) receiving a \$1,667,000 reimbursement from Dallas County for street maintenance work, which was appropriated at mid-year for equipment purchases.

6 Licenses and Permits. License and permit revenues are forecast to be \$278,000 under budget primarily due to an anticipated \$389,000 decrease in revenue from fire prevention permits, partially offset by a \$106,000 overrun in Sustainable Development and Construction's (DEV) license fees.

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$243,326,547	\$242,577,701	\$123,580,210	\$219,115,345	(\$23,462,356)
Civilian Overtime	6,094,572	6,127,199	6,696,056	10,998,273	4,871,074
Civilian Pension	34,258,149	34,177,219	17,940,953	31,370,528	(2,806,691)
Uniform Pay	457,164,984	457,164,984	257,409,602	461,226,169	4,061,185
Uniform Overtime	40,551,607	40,551,607	27,554,268	45,193,438	4,641,831
Uniform Pension	164,529,405	164,529,405	91,177,237	164,529,405	0
Health Benefits	70,051,318	70,061,654	32,620,650	70,070,182	8,528
Workers Comp	14,933,520	14,933,520	0	14,933,520	0
Other Personnel Services	10,260,278	10,227,597	6,293,633	12,006,572	1,778,975
Total Personnel Services¹	1,041,170,380	1,040,350,886	563,272,609	1,029,443,432	(10,907,454)
Supplies	82,737,886	81,875,880	39,572,511	80,789,434	(1,086,446)
Contractual Services	389,583,720	390,547,824	170,542,243	382,637,575	(7,910,249)
Capital Outlay	14,823,774	15,730,590	5,176,257	16,069,666	339,076
Reimbursements ²	(90,226,760)	(90,416,180)	(19,991,094)	(110,157,046)	(19,740,866)
Total Expenditures	\$1,438,089,000	\$1,438,089,000	\$758,572,526	\$1,398,783,061	(\$39,305,939)

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 \$10,907,000 under budget primarily due to salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020. This is partially offset by an anticipated increase in hiring of police officers and overtime for both civilian and uniform employees. Dallas Police Department (DPD) ended FY 2018-19 with more officers than anticipated, is experiencing less attrition, and is increasing hiring. DPD's budget assumed 3,053 officers at the end of FY 2019-20, but DPD now anticipates ending the year with 3,150 officers. Funding for these additional 97 officers was not anticipated in the adopted budget.

2 Reimbursements. General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Reimbursements are forecast to be \$19,741,000 over budget due to an anticipated use of the Coronavirus Relief Fund (from the U.S. Treasury) to pay for COVID-19-related expenses incurred within the General Fund. This is primarily offset by lower forecasts for TIF reimbursements to the Office of Economic Development (ECO), decreased reimbursements to DFR and DPD from Aviation (AVI), and decreased reimbursements to the Office of Environmental Quality and Sustainability (OEQS) from DWU and Storm Drainage Management (SDM).

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure by Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services ¹	\$23,310,536	\$23,310,536	\$13,363,667	\$19,942,805	(\$3,367,731)
City Attorney's Office	18,483,486	18,483,486	9,654,104	17,649,612	(833,874)
City Auditor's Office ²	3,398,923	3,398,923	1,424,526	2,878,494	(520,429)
City Manager's Office ³	2,936,728	2,936,728	1,570,090	2,524,133	(412,595)
City Secretary's Office	3,038,936	3,038,936	1,682,856	3,023,443	(15,493)
Elections	98,646	98,646	41,443	98,646	0
Civil Service ⁴	3,274,657	3,274,657	1,558,877	2,877,796	(396,861)
Code Compliance ⁵	30,476,546	30,476,546	15,998,905	27,200,488	(3,276,058)
City Controller's Office ⁶	7,210,578	7,210,578	3,667,409	6,405,516	(805,062)
Independent Audit	945,429	945,429	(9,568)	945,429	0
Court and Detention Services ⁷	22,636,938	22,636,938	11,799,242	19,335,648	(3,301,290)
Jail Contract	9,158,124	9,158,124	4,578,707	9,158,124	0
Dallas Animal Services	15,635,492	15,635,492	7,995,684	15,043,082	(592,410)
Dallas Fire-Rescue ⁸	317,747,117	317,747,117	178,780,649	318,345,584	598,467
Dallas Police Department ⁹	516,967,195	516,967,195	285,183,934	519,883,785	2,916,590
Housing and Neighborhood Revitalization ¹⁰	3,270,227	3,270,227	1,363,926	3,040,753	(229,474)
Human Resources ¹¹	6,556,941	6,556,941	3,907,347	6,041,295	(515,646)
Judiciary	3,806,942	3,806,942	2,192,139	3,771,384	(35,558)
Library ¹²	33,876,186	33,876,186	18,182,174	29,812,499	(4,063,687)
Mayor and City Council ¹³	5,017,657	5,017,657	2,735,282	4,703,370	(314,287)
Non-Departmental ¹⁴	105,563,682	105,563,682	15,713,043	101,138,325	(4,425,357)
Office of Arts and Culture ¹⁵	20,866,115	20,866,115	16,420,504	18,659,889	(2,206,226)
Office of Budget	3,879,425	3,879,425	2,245,258	3,741,458	(137,967)
Office of Economic Development ¹⁶	5,365,845	5,365,845	3,181,822	4,993,603	(372,242)
Office of Management Services					
311 Customer Service Center ¹⁷	4,835,776	4,835,776	3,032,489	4,539,405	(296,371)
Council Agenda Office	246,824	246,824	131,831	239,043	(7,781)
Emergency Management	1,122,694	1,122,694	821,742	1,098,113	(24,581)
Office of Business Diversity ¹⁸	992,241	992,241	462,182	856,027	(136,214)
Office of Community Care	6,700,917	6,700,917	2,874,840	6,463,637	(237,280)
Office of Community Police Oversight ¹⁹	475,000	475,000	55,691	288,974	(186,026)
Office of Environmental Quality and Sustainability ²⁰	3,524,865	3,524,865	2,446,441	2,888,743	(636,122)
Office of Equity ²¹	492,264	492,264	238,572	451,467	(40,797)
Office of Ethics and Compliance ²²	227,912	227,912	56,791	118,431	(109,481)
Office of Fair Housing and Human Rights	519,488	519,488	267,655	499,983	(19,505)
Office of Historic Preservation ²³	626,200	626,200	212,515	551,859	(74,341)
Office of Homeless Solutions	12,126,340	12,126,340	7,695,755	12,126,340	0
Office of Innovation ²⁴	913,030	913,030	419,795	663,282	(249,748)
Office of Resiliency ²⁵	334,705	334,705	101,692	258,640	(76,065)
Office of Strategic Partnerships ²⁶	1,084,555	1,084,555	665,326	989,574	(94,981)
Office of Welcoming Communities ²⁷	751,913	751,913	293,357	628,852	(123,061)
Public Affairs and Outreach ²⁸	2,020,529	2,020,529	964,950	1,635,791	(384,738)
Park and Recreation ²⁹	98,596,497	98,596,497	54,800,927	88,612,276	(9,984,221)
Planning and Urban Design ³⁰	3,396,703	3,396,703	1,666,561	2,994,330	(402,373)
Procurement Services ³¹	3,021,425	3,021,425	1,396,861	2,323,447	(697,978)
Public Works ³²	77,176,071	77,176,071	48,225,782	76,163,475	(1,012,596)
Sustainable Development and Construction	1,858,966	1,858,966	1,273,052	1,770,981	(87,985)
Transportation ³³	45,270,589	45,270,589	21,484,555	43,154,084	(2,116,505)
Total Departments	\$1,429,837,855	\$1,429,837,855	\$752,821,381	\$1,390,531,916	(\$39,305,939)
Liability/Claim Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145	0
Contingency Reserve	3,000,000	3,000,000	3,000,000	3,000,000	0
Salary and Benefit Reserve	2,500,000	2,500,000	0	2,500,000	0
Total Expenditures	\$1,438,089,000	\$1,438,089,000	\$758,572,526	\$1,398,783,061	(\$39,305,939)

VARIANCE NOTES

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

1 Building Services. BSD is projected to be \$3,368,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

2 City Auditor's Office. AUD is projected to be \$520,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

3 City Manager's Office. CMO is projected to be \$413,000 under budget due to the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

4 Civil Service. CVS is projected to be \$397,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

5 Code Compliance. CCS is projected to be \$3,276,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

6 City Controller's Office. CCO is projected to be \$805,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

7 Court and Detention Services. CTS is projected to be \$3,301,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020 (\$2,266,000) and with the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree (\$2,405,000), as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. CTS savings are partially offset by increases in overtime (\$825,000), termination payouts (\$109,000), and temporary help services (\$127,000).

8 Dallas Fire-Rescue. DFR is projected to be \$598,000 over budget primarily due to a reduced reimbursement from AVI for emergency medical services (EMS). The reduction in passengers due to COVID-19 has reduced the EMS coverage needed to safely operate the airport. Additionally, DFR has incurred higher-than-anticipated expenses to complete major maintenance of heavy apparatus vehicles damaged in the field while responding to calls. The department has taken action to mitigate these impacts by implementing civilian hiring freezes and delaying training and other professional development activities planned for FY 2019-20. DFR also anticipates a transfer of eligible expenses to the Coronavirus Relief Fund.

9 Dallas Police Department. DPD is projected to be \$2,917,000 over budget primarily due to higher-than-anticipated hiring of police officers, uniforms, and overtime for civilian and sworn positions, partially offset by civilian salary savings and an anticipated transfer of eligible expenses to the Coronavirus Relief Fund. The increase in overtime is associated with the October 2019 tornado and COVID-19. DPD ended FY 2018-19 with more officers than anticipated, is experiencing less attrition, and is increasing hiring. DPD's budget assumed 3,053 officers at the end of FY 2019-20, but DPD now anticipates ending the year with 3,150 officers. Funding for these additional 97 officers was not anticipated in the adopted budget.

10 Housing and Neighborhood Revitalization. HOU is projected to be \$229,000 under budget due to salary savings, partially offset by termination payouts.

11 Human Resources. HR is projected to be \$516,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

12 Library. LIB is projected to be \$4,064,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

13 Mayor and City Council. MCC is projected to be \$314,000 under budget due to salary savings associated with vacancies and an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. This is primarily offset by salary equity adjustments.

14 Non-Departmental. Non-D is projected to be \$4,425,000 under budget due to delays in Master Lease purchases for fleet and equipment.

15 Office of Arts and Culture. OAC is projected to be \$2,206,000 under budget, primarily due to a reduction in Cultural Organizations Program contracts, deferral of one-third of its project-based grants to FY 2020-21, and a reduction in cultural center budgets. Further savings are due to salary savings associated with a hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

16 Office of Economic Development. ECO is projected to be \$372,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, primarily offset by lower forecasts for TIF reimbursements.

17 311 Customer Service Center. 311 is projected to be \$296,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by an increase in overtime.

18 Office of Business Diversity. OBD is projected to be \$136,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

19 Office of Community Police Oversight. OPO is projected to be \$186,000 under budget due to salary savings.

20 Office of Environmental Quality and Sustainability. OEQS is projected to be \$636,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by reduced reimbursements from DWU and SDM.

21 Office of Equity. EQU is projected to be \$41,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

22 Office of Ethics and Compliance. EAC is projected to be \$109,000 under budget due to salary savings.

23 Office of Historic Preservation. OHP is projected to be \$74,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

24 Office of Innovation. INO is projected to be \$250,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

25 Office of Resiliency. REO is projected to be \$76,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

26 Office of Strategic Partnerships and Governmental Affairs. OSPGA is projected to be \$95,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

27 Office of Welcoming Communities and Immigrant Affairs. WCIA is projected to be \$123,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

28 Public Affairs and Outreach. PAO is projected to be \$385,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

29 Park and Recreation. PKR is projected to be \$9,984,000 under budget primarily due to salary savings (\$6,058,000) associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, the cancellation of various recreational programming (\$703,000), and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. Additionally, Fair Park utilities expenses are forecast to be \$2,785,000 under budget due to Fair Park First paying for utilities, reducing the City's expenses and revenues. PKR's savings are primarily offset by increases in overtime (\$670,000) and termination payouts (\$389,000).

30 Planning and Urban Design. PUD is projected to be \$402,000 under budget primarily due to the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

31 Procurement Services. POM is projected to be \$698,000 under budget primarily due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

32 Public Works. PBW is projected to be \$1,013,000 under budget primarily due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by the purchase of equipment to start a new in-house preservation program authorized by use of salary savings and supported by unplanned revenue from Dallas County.

33 Transportation. TRN is projected to be \$2,117,000 under budget primarily due to salary savings partially associated with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
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AVIATION¹

Beginning Fund Balance	\$5,570,308	\$5,570,308		\$5,419,811	(\$150,497)
Total Revenues	158,255,683	158,255,683	87,364,506	120,340,933	(37,914,750)
Total Expenditures	158,255,683	158,255,683	79,327,753	135,382,282	(22,873,401)
Ending Fund Balance	\$5,570,308	\$5,570,308		(\$9,621,538)	(\$15,191,846)

CONVENTION AND EVENT SERVICES²

Beginning Fund Balance	\$39,186,345	\$39,186,345		\$57,091,833	\$17,905,488
Total Revenues	114,358,254	114,358,254	53,986,348	63,294,333	(51,063,921)
Total Expenditures	114,358,254	114,358,254	23,080,945	66,061,880	(48,296,374)
Ending Fund Balance	\$39,186,345	\$39,186,345		\$54,324,285	\$15,137,940

MUNICIPAL RADIO³

Beginning Fund Balance	\$768,840	\$768,840		\$957,554	\$188,714
Total Revenues	2,161,634	2,161,634	1,024,702	1,515,000	(646,634)
Total Expenditures	2,067,782	2,067,782	1,169,467	1,774,395	(293,387)
Ending Fund Balance	\$862,692	\$862,692		\$698,159	(\$164,533)

Note: FY 2019-20 budget reflects revenue in excess of expenses.

SANITATION SERVICES⁴

Beginning Fund Balance	\$24,416,494	\$24,416,494		\$40,213,874	\$15,797,380
Total Revenues	120,129,201	120,129,201	73,501,877	120,315,218	186,017
Total Expenditures	122,129,201	122,129,201	59,007,008	127,945,397	5,816,196
Ending Fund Balance	\$22,416,494	\$22,416,494		\$32,583,695	\$10,167,201

STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$12,721,861	\$12,721,861		\$9,880,820	(\$2,841,041)
Total Revenues	60,936,837	60,936,837	37,212,073	61,078,893	142,056
Total Expenditures	60,936,837	60,936,837	34,434,071	60,013,996	(922,841)
Ending Fund Balance	\$12,721,861	\$12,721,861		\$10,945,717	(\$1,776,144)

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION⁵

Beginning Fund Balance	\$45,979,705	\$45,979,705		\$51,827,466	\$5,847,761
Total Revenues	33,474,379	33,474,379	19,263,900	27,712,185	(5,762,194)
Total Expenditures	34,550,990	34,550,990	18,598,718	34,383,385	(167,605)
Ending Fund Balance	\$44,903,094	\$44,903,094		\$45,156,267	\$253,173

Note: FY 2019-20 budget reflects planned use of fund balance.

WATER UTILITIES⁶

Beginning Fund Balance	\$138,576,064	\$138,576,064		\$151,387,348	\$12,811,284
Total Revenues	670,485,708	670,485,708	351,062,162	606,068,398	(64,417,310)
Total Expenditures	681,220,919	681,220,919	304,202,119	614,268,401	(66,952,518)
Ending Fund Balance	\$127,840,853	\$127,840,853		\$143,187,346	\$15,346,493

Note: FY 2019-20 budget reflects planned use of fund balance.

Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
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INFORMATION TECHNOLOGY

Beginning Fund Balance	\$4,578,881	\$4,578,881		\$5,116,697	\$537,816
Total Revenues	80,180,034	80,180,034	45,559,977	80,243,832	63,798
Total Expenditures	79,967,864	79,967,864	52,485,911	79,223,112	(744,752)
Ending Fund Balance	\$4,791,051	\$4,791,051		\$6,137,416	\$1,346,365

Note: FY 2019-20 budget reflects revenue in excess of expenses.

RADIO SERVICES

Beginning Fund Balance	\$924,085	\$924,085		\$1,263,982	\$339,897
Total Revenues	12,523,888	12,523,888	6,543,095	12,523,888	0
Total Expenditures	12,825,721	12,825,721	10,453,453	12,626,079	(199,642)
Ending Fund Balance	\$622,252	\$622,252		\$1,161,791	\$539,539

Note: FY 2019-20 budget reflects planned use of fund balance.

EQUIPMENT AND FLEET MANAGEMENT⁷

Beginning Fund Balance	\$6,362,857	\$6,362,857		\$7,143,432	\$780,575
Total Revenues	56,213,623	56,213,623	13,328,748	56,213,623	0
Total Expenditures	56,235,872	56,235,872	30,779,177	50,943,235	(5,292,637)
Ending Fund Balance	\$6,340,608	\$6,340,608		\$12,413,820	\$6,073,212

Note: FY 2019-20 budget reflects planned use of fund balance.

EXPRESS BUSINESS CENTER⁸

Beginning Fund Balance	\$3,510,566	\$3,510,566		\$3,426,575	(\$83,991)
Total Revenues	2,593,790	2,593,790	1,397,125	2,593,790	0
Total Expenditures	2,005,981	2,005,981	4,718,996	1,897,555	(108,426)
Ending Fund Balance	\$4,098,375	\$4,098,375		\$4,122,810	\$24,435

Note: FY 2019-20 budget reflects revenue in excess of expenses.

OFFICE OF THE BOND PROGRAM⁹

Beginning Fund Balance	\$0	\$0		(\$2,916,716)	(\$2,916,716)
Total Revenues	18,547,674	18,547,674	147,725	14,049,560	(4,498,114)
Total Expenditures	18,547,674	18,547,674	10,236,871	14,049,561	(4,498,113)
Ending Fund Balance	\$0	\$0		(\$2,916,717)	(\$2,916,717)

Financial Forecast Report

OTHER FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS¹⁰					
Beginning Fund Balance	\$7,453,734	\$7,453,734		\$11,185,392	\$3,731,658
Total Revenues	12,017,444	12,017,444	4,817,244	12,072,921	55,477
Total Expenditures	15,292,755	17,456,147	4,125,451	17,434,187	(21,960)
Ending Fund Balance	\$4,178,423	\$2,015,031		\$5,824,126	\$3,809,095

Note: FY 2019-20 budget reflects planned use of fund balance.

DEBT SERVICE

Beginning Fund Balance	\$23,358,486	\$23,358,486		\$28,898,633	\$5,540,147
Total Revenues	305,536,876	305,536,876	282,277,295	305,183,691	(353,185)
Total Expenditures	305,451,298	305,451,298	226,541,848	305,451,298	0
Ending Fund Balance	\$23,444,064	\$23,444,064		\$28,631,026	\$5,186,962

Note: FY 2019-20 budget reflects revenue in excess of expenses.

EMPLOYEE BENEFITS¹¹

City Contributions	\$97,177,729	\$97,177,729	\$47,468,092	\$97,178,000	\$271
Employee Contributions	38,231,005	38,231,005	25,075,671	30,943,159	(7,287,846)
Retiree	32,507,154	32,507,154	18,091,880	27,833,284	(4,673,870)
Other	0	0	150,549	135,602	135,602
Total Revenues	167,915,888	167,915,888	90,786,193	156,090,045	(11,825,843)
Total Expenditures	\$171,665,888	\$171,665,888	\$86,166,391	\$156,494,466	(\$15,171,422)

Note: FY 2019-20 budget reflects revenue in excess of expenses. FY 2019-20 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

RISK MANAGEMENT¹²

Worker's Compensation	\$19,883,135	\$19,883,135	\$756,112	\$19,883,135	\$0
Third Party Liability	4,383,960	4,383,960	3,037,935	4,383,960	0
Purchased Insurance	4,526,340	4,526,340	0	4,526,340	0
Interest and Other	0	0	109,162	109,162	109,162
Total Revenues	28,793,435	28,793,435	3,903,208	28,902,597	109,162
Total Expenditures	\$34,526,799	\$34,526,799	\$16,847,066	\$30,247,213	(\$4,279,586)

Note: FY 2019-20 budget reflects planned use of fund balance. FY 2019-20 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (Worker's Compensation/Liability/Property Insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 30, 2020, YE forecast beginning fund balance represents the FY 2018-19 audited ending fund balance and any additional YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. AVI revenues are projected to be \$37,915,000 under budget primarily due to a loss of landing fees and garage parking associated with diminished air travel due to COVID-19. Expenses are projected to be \$22,873,000 under budget primarily due to salary savings associated with a hiring freeze enacted March 19, 2020, limited overtime, and elimination of temporary employees and various contractual expenses. AVI currently anticipates approximately \$53,800,000 in CARES Act funding, which will mitigate some of the financial impacts of COVID-19: \$19,800,000 for remaining FY 2019-20 operating expenses; \$10,000,000 for current fiscal year debt service payments; \$4,000,000 for capital transfer, and \$20,000,000 for next fiscal year's debt service payments.

2 Convention and Event Services. CCT revenues are projected to be \$51,064,000 under budget due to various event cancellations and significantly lower Hotel Occupancy Tax (HOT) and alcoholic beverage tax collections as a result of COVID-19. CCT expenses are projected to be \$48,296,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events. CCT continues to work with its hotel partners, VisitDallas, Spectra Venue Management, and the Dallas Tourism Public Improvement District to forecast HOT decreases and potentially rebook clients later in the fiscal year.

3 Municipal Radio. WRR revenues are projected to be \$647,000 under budget due to the onset of COVID-19. Expenses are projected to be \$293,000 under budget primarily due to salary savings and a decrease in local agency commission fees. WRR will continue to publicly broadcast City Council meetings and classical music to Dallas residents. WRR anticipates the use of fund balance to offset lost revenues.

4 Sanitation Services. SAN expenses are projected to be \$5,816,000 over budget due to emergency contract management, storm debris collection and hauling, brush collection services, overtime, and temporary labor services resulting from the October 2019 tornado.

5 Sustainable Development and Construction. DEV revenues are projected to be \$5,762,000 under budget due to the onset of COVID-19. DEV is currently projecting a 20 percent across-the-board reduction in revenue due to diminished permit activity. DEV anticipates the use of fund balance to offset lost revenue.

6 Water Utilities. DWU revenues are projected to be \$64,417,000 under budget primarily due to decreased water consumption associated with COVID-19. FY 2019-20's budget assumed 141 billion gallons of water usage, and the current estimate is 128 billion gallons. DWU expenses are projected to be \$66,953,000 under budget primarily due to salary savings, decreased street rental payments, and a decreased capital construction transfer.

7 Equipment and Fleet Management. EFM expenses are projected to be \$5,293,000 under budget primarily due to lower fuel costs.

8 Express Business Center. EBC expenses are projected to be \$108,000 under budget primarily due to an anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

VARIANCE NOTES

9 Office of the Bond Program. OBP expenses are projected to be \$4,498,000 under budget primarily due to salary (\$3,448,000) and contract savings (\$1,524,000). The centralized OBP charges each capital project budget for project implementation costs. Savings in actual OBP implementation expenses result in fewer charges to the capital project.

10 911 System Operations. 911's budget was increased by \$2,163,000 on January 8, 2020, by resolution #20-0130 to accept a matching grant through the Texas Commission on State Emergency Communications to implement a Next Generation 911 system.

11 Employee Health Benefits. EHB expenses are projected to be \$15,171,000 under budget due to lower-than-anticipated costs associated with voluntary products, Flexible Spending Accounts (FSAs), pre-65 retiree enrollees, and UnitedHealthCare billing credits. Employees pay 100% of the costs for voluntary benefits and FSAs, so revenues and expenses both decrease if employees do not choose those options. Revenues are projected to be \$11,826,000 under budget primarily due to employee and retiree contributions.

12 Risk Management. ORM expenses are projected to be \$4,280,000 under budget primarily due to anticipated claims expenses in FY 2019-20 being delayed to FY 2020-21.

Financial Forecast Report

2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$249,690,770	\$118,660,932	\$46,098,124	\$84,931,714
Park and Recreation Facilities [B]	261,807,000	228,313,493	61,199,307	28,243,419	138,870,767
Fair Park [C]	50,000,000	28,820,000	8,889,306	11,755,152	8,175,542
Flood Protection and Storm Drainage [D]	48,750,000	19,422,354	2,296,216	3,684,349	13,441,789
Library Facilities [E]	15,589,000	15,589,000	4,291,213	8,863,123	2,434,664
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	1,765,865	2,482,252	9,591,003
Public Safety Facilities [G]	32,081,000	30,576,956	6,175,661	7,459,919	16,941,376
City Facilities [H]	18,157,000	14,077,418	4,538,299	1,103,952	8,435,166
Economic Development [I]	55,400,000	25,180,930	7,389,022	5,669,371	12,122,537
Homeless Assistance Facilities [J]	20,000,000	20,000,000	12,608	5,935	19,981,457
Total	\$1,050,000,000	\$645,510,041	\$215,218,430	\$115,365,597	\$314,926,014

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

DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our six 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 2018-19 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, 2020.

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

Year-to-Date



Year-End Forecast



#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Public Safety						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	84.26%	90%	84.12%	90%	80%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	90.43%	90%	90%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	52.21%	55%	48%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	88.35%	91%	88%
5	Homicide clearance rate (Police)	84.68%	60%	106.20%	60%	65%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	1,117	1,097.49	1,999	1,880
Mobility Solutions, Infrastructure, & Sustainability						
7	Percentage of 2017 bond appropriation awarded (\$644M appropriated ITD) (Bond Program)	70%	52.5%	58%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	58.86	60	60
9	Percentage of planned small diameter water and wastewater pipeline system repaired or replaced (72 out of 8,000 miles) (Water Utilities)	100%	53.3%	44.5%	100%	90%
10	Percentage compliance with state and federal standards and regulations for drinking water (Water Utilities)	100%	100%	100%	100%	100%
11	Percentage of planned lane miles improved (710 out of 11,800 miles) (Public Works)	82%	35.5%	44.4%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	93.58%	98%	95%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	13.36	11.5	12.95
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	91.36%	95%	91%

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

DALLAS 365

#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	Year-End Target	Year-End Forecast
Economic & Neighborhood Vitality						
15	Number of jobs created or retained through written commitment (Economic Development)	6,001	2,916	693	5,000	2,500
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	37	11	45	25
17	Total number of new housing units occupied (Housing)	N/A	134	40	230	81
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	89.43%	85%	85%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.58%	98%	98%
Human & Social Needs						
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	94.7%	95%	95%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	50%	60%	100%	75%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	74.04%	85%	69.02%
Quality of Life						
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	3,950	3,414	7,000	3,414
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	51.43%	96%	65%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	91.6%	90%	91.6%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-3.03%	5%	5%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	-9.86%	1.5%	1.25%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	42.72%	42%	42%
29	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	59.7%	55%	52.7%	55%	52.7%
30	Percentage of residents within ½ mile of a park (Park and Recreation)	69%	70%	69%	70%	71%
31	Participation rate at late-night Teen Recreation (TRec) sites (28,590 annual participants) (Park and Recreation)	N/A	50%	6.8%	100%	7%
Government Performance & Financial Management						
32	Percentage of 311 calls answered within 90 seconds (311)	57.98%	70%	40.48%	70%	40%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	96.2%	96%	94%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	72.49%	68%	68%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	78.88%	50%	79%

VARIANCE NOTES

- #1.** Five fire stations are currently closed for various reasons, displacing the responding apparatus.
- #3.** Response times improved slightly starting in April due to reduced travel times as a result of stay-at-home orders. DPD will work to continue this positive trend by implementing KPMG's recommendations designed to streamline and expedite the call response process.
- #4.** Turnover in 911 call taker positions has resulted in vacancies. Multiple candidates are in the hiring process, and DPD anticipates a return to full staffing this fiscal year. DPD is also actively promoting the use of the Dallas Online Reporting System for lower-priority calls, which will positively impact response times in the coming months.
- #9.** The YTD performance and YE forecast were down in April because of less development and fewer outside agency projects than anticipated, as well as postponement of DWU contract awards. These awards are now planned for June and August. DWU still anticipates a slowdown in development-generated utility work and productivity constraints for project procurements as a result of COVID-19, so its YE forecast remains at 90%.
- #12.** Pothole repairs were lower than expected due to alternate work schedules and limited staff as a result of COVID-19. PBW anticipates returning to 98% next month, but this will not be sufficient to bring the year-end average up to target.
- #13.** Tonnage has increased as a result of the COVID-19 stay-at-home orders, while collection opportunities remain the same. As a result, SAN is increasing the forecast to 12.95 for April. This increase is in addition to the normal summer increase which occurs every year and is based on an average of prior years.
- #14.** TRN continues to work with EFM to improve repair times for bucket trucks. The Signal Team needs six trucks to achieve the target of 95% and currently has four. A fifth truck returned to service in March, improving performance to 94.2%, but another truck went down in April and performance dropped back to 91.9%.
- #15.** Although the current target is 2,916, actual YTD performance is dependent on demand from external sources (developers/investors) seeking incentives for investment in the creation/retention of jobs, which has been adversely impacted by COVID-19. The year-end forecast has been reduced accordingly.
- #16.** Although staff and funding are available for DHAP, participation was lower than anticipated earlier in the year. Staff planned to present program changes to City Council in the spring, but COVID-19 shifted the City's focus and restricted residents' financial ability to purchase a home, further reducing projected participation.
- #17.** HOU initially anticipated at least one apartment complex would be complete by the end of the fiscal year, but none are on track, decreasing the YE target by more than 100 units. COVID-19 accounts for the remaining decrease. Although construction is considered an essential activity, the process has slowed; many builders are small and/or nonprofit and have experienced a decrease in capacity.
- #19.** Same-day inspections were 1.42% short of the target. As a result, DEV is changing its process to eliminate excess idle time and anticipates an increase in the month of June.
- #20.** YTD performance is slightly below target because existing communication procedures were ineffective when staff began working from home. In response, OCC updated its communication methods and check-in procedures, and staff anticipate meeting the YE target by maintaining regular monthly contact with clients and conducting home visits and housing stability assessments.
- #21.** Encampment resolutions halted in March in accordance with CDC guidance on operations related to COVID-19. Additionally, COVID-19 has directly impacted resources as staff were reassigned to temporary shelter operations. As clients transition back to standard shelter providers and/or permanent housing, staff will return to this effort.
- #22.** COVID-19 has directly impacted case management to maintain housing and available resources for client placement. As OHS increases efforts toward a rapid rehousing program, they will continue to partner with MDHA in identifying resources to help clients stay in permanent housing.

VARIANCE NOTES

#23 & 24. In March, CCS took the lead on enforcing COVID-19 emergency regulations throughout Dallas, and approximately 200 Code Officers were dedicated to this special initiative. As of May 7, CCS has proactively responded to 18,700 COVID-19-related concerns. The department anticipates this shift in resources will continue to prevent it from achieving the targets for these two measures through year-end.

#26. The increase in bites is disproportionately related to loose owned dogs (rather than loose stray dogs), reinforcing the importance of DAS' continued enforcement of the City's dangerous and aggressive dog ordinances. DAS has decreased loose stray dog bites by 12.8% year-over-year.

#27. Due to COVID-19 closures at Library facilities and suspension of programming; however, online visits and programming continue to increase.

#28. GED testing at the Central Library has been suspended until further notice as a result of COVID-19.

#29. Many planned contract executions have been postponed as a result of COVID-19, including restrictions around public gatherings, facility closings, and budgetary constraints.

#30. The Trust for Public Land released updated data in May, and this percentage increased to 71%. PKR will continue to seek new partnership opportunities to increase access to parks and open spaces for residents.

#31. Due to COVID-19 closures at recreation facilities, the TRec program has been suspended until all recreation activities resume. The year-end forecast has been reduced to reflect this suspension and the impact of recreation programs operating at limited capacity moving forward.

#32. The mandated hiring freeze in response to COVID-19 and difficulty retaining bilingual agents have negatively impacted response times. In addition, system malfunctions continue; however, City Council approved the procurement and installation of new call center software, which 311 anticipates will improve overall performance.

#33. Because of COVID-19, Accounts Payable (AP) transitioned from manual to electronic invoice processing, which required significant training and lead time for vendors, departments, and AP staff and delayed processing.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 40 activities included in the FY 2019-20 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 target” 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).

We have also selected a relevant performance measure for each initiative to indicate whether the initiative is achieving its intended outcome. Once an initiative is marked complete and data becomes available, we will begin reporting the year-end target for the measure, as well as the year-to-date actual.



In the Spotlight



Dallas Animal Services is improving its response times through extended dispatch hours and an expanded overnight response team. DAS now has in-house dispatch from 7 a.m. to midnight, seven days a week, and a fully staffed and trained team on duty seven nights a week. As of April 30, DAS responded to 94.9% of residents' service requests within the established response time.

Budget Initiative Tracker

PUBLIC SAFETY**1 Police and Fire Uniform Staffing** 

INITIATIVE Recruit and retain police officers and firefighters through a new pay structure outlined in the 2019 Meet and Confer agreement. (Police and Fire-Rescue)

STATUS DPD recruiting trips are on hold, but training continues and DPD is still on track to exceed hiring goals. DPD anticipates ending the year with 3,150 officers instead of 3,053 as budgeted.

As of April 30, DFR has hired 65 firefighters, and attrition is 47. DFR expects to end the year with 1,981 firefighters.

MEASURE Turnover rate of tenured public safety employees

2 Police and Fire Uniform Pension 

INITIATIVE Secure the future of our first responders by contributing \$162 million to the Dallas Police and Fire Pension System, \$5.2 million more than last year. (Police and Fire-Rescue)

STATUS City pension contributions are being made in compliance with HB 3158 approved by the state legislature in 2017.

MEASURE Percentage of on-time contributions

3 Real-Time Crime Center 

INITIATIVE Establish a team of civilian crime intelligence analysts who will analyze imaging and data in real time to proactively implement crime-fighting strategies (Police)

STATUS DPD has created the Intelligence-Led Policing Division and anticipates hiring analysts in June.

MEASURE Percent increase in collection of RTCC footage as evidence

4 Body-Worn Cameras 

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

STATUS City Council approved a new contract for body-worn cameras and in-car camera systems. ITS is working with the City Attorney's Office to finalize the contracts associated with this award. Once finalized, the contract will provide cameras for multiple departments.

MEASURE Percentage of Internal Affairs complaints where police officer is cleared by body-worn camera footage

5 Firefighter Safety 

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

STATUS Final fittings for PPE are scheduled for early June, and DFR intends to issue all PPE by late August. DFR anticipates submitting the SCBA contract for City Council consideration in August.

MEASURE Percentage of firefighters who receive second set of PPE and replacement SCBA

6 Police Oversight 

INITIATIVE Strengthen relationships between the community and Dallas Police Department through the Office of Community Police Oversight. (Police)

STATUS The OPO has received 275 complaints as of May 31 and provided an overview of these complaints to the Community Police Oversight Board (CPOB).

MEASURE Number of complaints investigated

Budget Initiative Tracker

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

7 Energy Management

INITIATIVE Implement an energy management system to ensure the City continually and intentionally assesses energy use and opportunities for energy reduction. (Building Services)

STATUS The energy management system manager is gathering data and developing performance measures to set a management baseline.

MEASURE Percent decrease in energy usage

8 City Facility Major Maintenance

INITIATIVE Ensure City facilities stay safe and functional through major maintenance of roofs, HVAC, and other building systems. (Building Services)

STATUS BSD has initiated \$4.37 million in projects, including HVAC system repairs at Walnut Hill Recreation Center, maintenance and repairs at Oak Cliff Municipal Center, Municipal Courts Building, and City Hall, and repairs at fire stations #19, #16, #7, and #4.

MEASURE Percentage of funds deployed

9 2017 Bond Program

INITIATIVE Add five Senior Engineers to implement Public Works projects within the 2017 Bond Program in five years. (Office of the Bond Program)

STATUS OBP has filled all five Senior Engineer positions.

MEASURE Percentage of bond appropriation awarded

10 Bridge Maintenance

INITIATIVE Dedicate funding to establish a bridge maintenance and repair program for the more than 600 City-owned and maintained bridges. (Public Works)

STATUS Proposals were submitted for the bridge repair program, but the selection committee requested more time to evaluate due to COVID-19. As a result, PBW anticipates a delay in submitting the award for City Council consideration until September.

MEASURE Percentage of funds approved by City Council

11 Street Conditions

INITIATIVE Improve the pavement condition of 710 lane miles of streets and alleys. (Public Works)

STATUS PBW has completed 315.2 lane miles to date between bond projects and General Fund maintenance and is on track for completion by the end of the year.

MEASURE Percentage of planned lane miles improved

12 Traffic Signals

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

STATUS The Signal Engineering division is working to install radar equipment at locations throughout the city, but the hiring freeze is adversely impacting TRN's ability to complete this budget initiative. 33 equipment installations remain.

MEASURE Percent decrease in service requests for signal repairs

13 Water and Wastewater Infrastructure

INITIATIVE Conserve resources and maintain infrastructure through installation and rehabilitation of about 80 miles of water and wastewater mains. (Water Utilities)

STATUS As of April 30, DWU has replaced or rehabilitated 19.63 miles of water main and 13.05 miles of wastewater main.

MEASURE Percent decrease in breaks

14 Neighborhood Drainage

INITIATIVE Prevent flooding in local streets through the neighborhood drainage program, focusing on erosion control and channel repairs. (Water Utilities)

STATUS Through April, DWU conducted debris removal maintenance at 162 different locations (including 31 channels), resulting in the removal of approximately 7,734 cubic yards of debris. DWU has also completed 1,840 service requests addressing a variety of issues, including culvert/pipe blockages, concrete repairs, and storm drainage pipe inspection, cleaning and repairs. DWU is now also including responses to water pollution and water sampling requests by the Water Quality division added in March.

MEASURE Percent decrease in flood-related service requests

Budget Initiative Tracker

ECONOMIC & NEIGHBORHOOD VITALITY**15 Affordable Housing** 

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

STATUS City Council approved two proposals in April for 25 lots and \$1.64 million. Four additional proposals are under City Council consideration in May, and one has been delayed indefinitely by the developer.

MEASURE Percent increase in affordable housing units available

16 B.U.I.L.D. Initiative 

INITIATIVE Broaden investment in minority- and women-owned businesses based in Dallas through capacity-building resources and training. (Office of Business Diversity)

STATUS OBD has established goals and timelines for the three committees (Marketing, Funding/Access to Capital, and Support Services/Education) that incorporate the B.U.I.L.D. framework and benchmarks identified in the NextStreet study.

MEASURE Percentage of M/WBE spend

17 Small Business Development 

INITIATIVE Stimulate small businesses and startups in high-opportunity areas through training and other workforce development services. (Office of Economic Development)

STATUS ECO and OBD recently launched the \$5 million Small Business Continuity Fund to support small businesses in high-opportunity areas. Staff have received 2,633 applications for grants and 1,270 for loans, 83% and 78% of which are qualified for the lottery, respectively.

MEASURE Percent increase in small businesses in designated high-opportunity areas

18 Tax-Increment Financing 

INITIATIVE Spur development in 19 TIF districts throughout the city by reinvesting property tax revenue. (Office of Economic Development)

STATUS ECO is fostering reinvestment in the City's 19 TIF districts with impactful projects that positively impact Dallas' economic and fiscal health. Projects include the Southwest Center Mall redevelopment, a mixed-income housing project at 2400 Bryan in the Deep Ellum TIF District, and improvements at Hogg Elementary School in the Oak Cliff Gateway TIF District.

MEASURE Percent increase in taxable value in TIF districts

19 Comprehensive Plan 

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

STATUS On April 16, POM advertised the request for proposals for a consultant to update the Comprehensive Plan. Preparation for community engagement is underway.

MEASURE Percentage of project milestones completed

Budget Initiative Tracker

HUMAN & SOCIAL NEEDS**20 Overcoming Barriers to Work** 

INITIATIVE Partner with nonprofit and community partners to fund services that provide job training and career development to participants who face hurdles to employment, such as lack of transportation or child care. (Office of Community Care)

STATUS As of April 30, 46% of Bryan's House clients remain employed through the Overcoming Barriers to Work program. Salvation Army and International Rescue Committee will report results in August.

MEASURE Percentage of clients who remain employed after six months

21 Equity 

INITIATIVE Advance equity and inclusion in City government and across Dallas by understanding historical and deeply ingrained policies and practices and engaging the community to address present-day challenges. (Office of Equity)

STATUS The Office of Equity has assessed 40 department responses to the Budgeting for Equity Tool and provided scores to the City Manager's Office.

MEASURE Number of community events or collaborative community projects conducted

22 Inclement Weather Shelters 

INITIATIVE Ensure unsheltered individuals and families remain safe during periods of extreme heat or cold and provide resources for more permanent housing by funding temporary inclement weather shelters. (Office of Homeless Solutions)

STATUS No additional inclement weather shelters have been needed since the February 4-5 operation at the J. Erik Jonsson Central Library. The Chapter 45 and Chapter 51A agenda items were moved to the June 24 Council Agenda.

MEASURE Percent decrease in weather-related injuries

23 Pay-to-Stay Shelters 

INITIATIVE Increase emergency shelter capacity and connect unsheltered individuals to shelter, support services, and ultimately positive housing destinations through the 90-day pay-to-stay program. (Office of Homeless Solutions)

STATUS OHS has disbursed 59% of funds budgeted for FY 2019-20 to The Bridge.

MEASURE Percent increase in emergency shelter beds available

24 Neighborhood Grant Reclamation Program 

INITIATIVE Provide a vehicle for communities to revitalize former homeless encampments and transform them into community assets through the Neighborhood Grant Reclamation Program. (Office of Homeless Solutions)

STATUS OHS presented the NGRP to the Citizen Homeless Commission on March 12, with plans to submit to City Council for approval. However, on March 13, all work related to this program was suspended due to COVID-19. When normal operations resume, this program will be re-evaluated for further action.

MEASURE Percentage of NGRP projects completed

Budget Initiative Tracker

QUALITY OF LIFE**25 Community Clean!**

INITIATIVE Engage residents in the Community Clean! initiative to reduce illegal dumping, litter, and high weeds in focus neighborhoods through regular community-led cleanups. (Code Compliance)

STATUS The Community Clean team has identified 650 overgrown vacant lots and 28 vacant structures previously tagged for Community Clean projects. The team has sent notices to property owners and referred cases to the Nuisance Abatement team to cut and/or clean.

MEASURE Percent decrease in illegal dumping and other code violations in target areas

26 Animal Service Response

INITIATIVE Assign two agents to triage and dispatch calls seven days a week to improve response time. (Dallas Animal Services)

STATUS DAS now has in-house dispatch from 7 a.m. to midnight, seven days a week. As of April 30, DAS responded to 94.9% of residents' service requests within the established response time.

MEASURE Percentage of responses to DAS service requests within specified response time (varies by priority level)

27 Loose Dogs

INITIATIVE Augment overnight animal response by scheduling officers to be on duty seven nights a week instead of four with a focus on loose dog and bite hot spots. (Dallas Animal Services)

STATUS The Field Services team transitioned to 24/7 operations on December 4, and the night shift is fully staffed and trained as of March 31.

MEASURE Percent decrease in loose dog calls

28 Internet Access

INITIATIVE Expand Internet access to more residents by making 900 mobile hot spots available for checkout at high-opportunity libraries. (Library)

STATUS LIB made 900 mobile hot spots available at 10 branch library locations beginning in March. Checked out hot spots remain with customers due to COVID-19.

MEASURE Monthly checkout rate

29 Juanita J. Craft Civil Rights House

INITIATIVE Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (Office of Arts and Culture)

STATUS OAC partnered with Building Services to issue an RFQ for restoration vendors, which was approved by the National Parks Service. The selection committee evaluated submissions, and staff sent an RFP to qualified firms on May 12. Staff anticipates restoration will be completed by 2022.

\$750,000 is budgeted for the restoration, including \$250,000 from the City, and additional fundraising is ongoing. OAC is supporting development of a Friends group to assist with ongoing fundraising and support.

MEASURE Percentage of project milestones completed

30 Pop-Up Cultural Centers

INITIATIVE Create pop-up cultural centers to bring cultural activities to areas of the city without easy access to arts programming. (Office of Arts and Culture)

STATUS Prior to COVID-19 restrictions, OAC hired a new manager and completed pilot events in seven City Council districts. Full implementation has been impacted by COVID-19 and related furloughs. Planned Spring Break camps were canceled due to the restrictions, but weekly live virtual programming is available for free to residents, with a focus on activities for schoolchildren at home and movement-based dance classes for all ages.

MEASURE Percent increase in cultural programming attendance

31 Environmental Action Plan

INITIATIVE Mitigate the impacts of climate change on public health, City infrastructure, the economy, and the environment through development and implementation of the Comprehensive Environmental and Climate Action Plan (CECAP). This is a two-year initiative begun in FY 2018-19. (Office of Environmental Quality and Sustainability)

STATUS The City Council adopted the Comprehensive Environmental and Climate Action Plan on May 27 by unanimous vote. Staff will brief the Environment and Sustainability Committee on August 3 regarding an implementation plan and recommendations for a Community Advisory Committee.

MEASURE Percentage of project milestones completed

Budget Initiative Tracker

QUALITY OF LIFE**32 Park Rangers**

INITIATIVE Increase the safety of park patrons through the addition of four new Park Rangers. (Park and Recreation)

STATUS Staff continue to recruit and interview for vacant Park Ranger positions, but COVID-19 has delayed hiring.

MEASURE Percent decrease in park-related incidents/calls to DPD

33 Youth Recreation

INITIATIVE Expand opportunities for youth by providing recreational programming to residents aged 5-17 through the Out of School Time (OST) program. (Park & Recreation)

STATUS Due to continued COVID-19 closures at recreation facilities and schools, the OST program has been suspended until recreation and school activities resume.

MEASURE Percent increase in youth served

34 Teen Recreation

INITIATIVE Boost recreational programming for teenage residents (ages 13-17) with a focus on arts and culture, community service, health and wellness, leadership and life skills, and technology. (Park and Recreation)

STATUS Due to continued COVID-19 closures at recreation facilities, the TRec program has been suspended.

MEASURE Participation rate at late-night TRec sites

Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

35 Contract Management

INITIATIVE Centralize monitoring of vendor performance to ensure contracts are completed on time, within budget, and fulfill the terms of the agreement. (City Controller's Office, Office of Procurement Services)

STATUS Contract management tracking in Bonfire is ongoing. Staff conducted a second week of Level 1 Dallas Contracting Officer (D-COR) training; 84 nominees have completed training so far, and final L1 sessions are scheduled for the week of June 15. Staff has also developed certification testing and introduced independent study activities. Level 2 and Level 3 sessions are still on track for July and August.

MEASURE Percent decrease in audit findings

36 Fleet Management

INITIATIVE Drive operational efficiency, reduce overall costs, and improve delivery of City services through timely replacement of fleet vehicles. (Equipment and Fleet Management)

STATUS To date, EFM has assisted 15 departments with fleet purchase orders, with a total of 289 units ordered. EFM is also meeting with smaller General Fund departments to improve the health of the City's smaller fleets.

MEASURE Percent decrease in fleet that exceeds useful life

37 IT Governance

INITIATIVE To balance the needs of the organization and ensure security and stability in the City's technology investments, route all technology proposals and funding through the IT Governance Board for review, prioritization, and scheduling. (Information and Technology Services)

STATUS The IT Governance Board is tracking 51 IT projects. During its meeting on May 28, the board approved 10 technology efforts to be funded through the CARES Act.

MEASURE Percentage of IT projects completed on time

38 Property Tax Relief

INITIATIVE Provide tax relief to residents over 65 or with a disability by increasing the property tax exemption to \$100,000 from \$90,000. (Office of Budget)

STATUS City Council approved an increase in the property tax exemption on June 12, 2019, beginning with the 2019 tax year. Dallas County Tax Office distributed property tax bills and will collect revenue on behalf of the City.

MEASURE Percent increase in total value of exemption

39 Ethics Training

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

STATUS The Office of Ethics and Compliance is coordinating with the Human Resources training team to roll out biennial ethics training for 2020. Staff is also working with POM to identify vendors to review materials for possible updates. In addition, the office is using data from the Speak-Up Hotline as well as inquiries received to identify areas that need expansion.

The Values Ambassador program is suspended due to COVID-19, but the office continues to develop plans for expansion once normal activities resume.

MEASURE Percentage of employees trained

40 Data-Based Decision Making

INITIATIVE Cultivate the use of data analytics and evidence-based decision making throughout the City under the leadership of the Office of Innovation. (Office of Innovation)

STATUS The Office of Innovation conducted online trainings in April and May. In response to the public health crisis, Innovation designed and launched the COVID-19 Regional Dashboard to provide up-to-date information to residents, and it has been viewed more than 220,000 times. The Data Governance Team continues to uncover data gaps and explore citywide solutions to enable easier data sharing and stronger data protocol.

MEASURE Number of training hours provided

Budget Initiative Tracker

FY 2018-19 INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19 initiatives required additional time because of the scope and term of the project. We will continue to report the status of these 12 initiatives below, using the initiative numbers from the FY 2018-19 report for reference.



Complete



On Target



At Risk



Canceled

Public Safety

5 Security of City Facilities

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

STATUS The security assessment of City facilities will be complete and a Citywide security standard developed by the end of June. The remaining two project phases—a security awareness program for staff and presentations to City management and stakeholders—will be complete by September.

7 P-25 Radio System

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

STATUS Staff briefed the Public Safety Committee on June 8 regarding Change Order #2, which would change the project scope to address redundancy and site allocation issues. The change order is scheduled for City Council consideration on June 24, and the project is currently scheduled for completion in October 2022 (originally December 2020).

9 911 Operations Center

INITIATIVE Furthering the City's investment in the 911 emergency system with additional technology and expanded backup capacity. (Information and Technology Services)

STATUS 911/DPD Communications is using the secondary active abilities to process and dispatch calls. Due to COVID-19, PSAP is delayed until further notice.

Mobility Solutions, Infrastructure, & Sustainability

13 Bike Lanes

INITIATIVE Expanding bike lanes and improving mobility by increasing the current \$500,000 budget by \$500,000 per year for each of the next three years to achieve a \$2 million per year investment starting in FY 2020-21. (Transportation)

STATUS Initial installation of Bike Harwood is complete, and louver installation at the traffic signal is scheduled to be complete by July.

Economic & Neighborhood Vitality

23 Historic Resource Survey

INITIATIVE Devoting \$100,000 to conduct a historic resource survey with private partners. (Sustainable Development and Construction)

STATUS City Council voted to approve the contract for the survey and accept the grants from Preservation Dallas on May 27. The Office of Historic Preservation will work with the consultant (HHM) to determine the start date for the survey.

Budget Initiative Tracker

FY 2018-19 INITIATIVES

Human & Social Needs

26 Citizenship and Civil Legal Services 

INITIATIVE Committing \$175,000 to partner with nonprofit organizations to offer civil legal services and promote citizenship to immigrants. (Office of Welcoming Communities and Immigrant Affairs)

STATUS Grantees have continued delivering services to low-income immigrants, notwithstanding the many barriers created by working remotely. All grantees have kept pace with program expectations through innovative approaches to work.

Quality of Life

32 Library RFID 

INITIATIVE Implementing a \$2 million Radio Frequency Identification (RFID) system throughout our library system to improve security and better manage our materials and assets. (Library)

STATUS This project is delayed due to COVID-19. LIB is developing a redeployment plan in alignment with the "Return to Work" plan briefed to City Council on June 3.

Government Performance & Financial Management

39 Census 2020 

INITIATIVE Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee. (Office of Strategic Partnerships and Government Affairs)

STATUS The Census coordinator continues to assist departments and the CCC with community outreach to increase participation. Census response rates as of June 5 range from 46.06% in District 2 to 65.29% in District 9.

41 ADA Compliance 

INITIATIVE Investing \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan that enhances the City's ADA compliance and addresses accessibility issues in City facilities. (Office of Equity and Human Rights)

STATUS The ADA Internal Advisory Committee is set to review a draft transition plan. The external focus group will also discuss the ADA report and findings. Future meetings will focus on plan adoption.

42 Availability & Disparity (A&D) Study 

INITIATIVE Conducting a minority business study to inform decision makers on how the City can better support small and local businesses. (Office of Business Diversity)

STATUS OBD will present findings and recommendations from the A&D Study to City Council in late August.

43 Compensation Study 

INITIATIVE Complete a comprehensive study of the City's position classification and compensation systems. (Human Resources)

STATUS The consultants are preparing/editing job descriptions, and HR will present recommendations to City Council in June.

44 Workday HR/Payroll System 

INITIATIVE Implementing a new human resource and payroll system and evaluating an additional module for uniformed employee scheduling. (Information and Technology Services)

STATUS Workday remains on track to go live in June. Civilian time entry and approval will begin June 22, and uniform time entry and approval will begin the next week.

