

Memorandum



CITY OF DALLAS

DATE February 19, 2021

TO Honorable Mayor and Members of City Council

SUBJECT **Budget Accountability Report—December 2020**

Please find attached the December Budget Accountability Report (BAR) based on information through December 31, 2020. As a reminder, this report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

If you have any questions, please contact Jack Ireland, Director of Budget and Management Services.

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
Billerae 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
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



BUDGET ACCOUNTABILITY REPORT

As of December 31, 2020

**Prepared by
Budget & Management Services**

**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	26.2% under budget	26.2% under budget
Municipal Radio	✓	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	✓	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Office of the Bond Program	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 21
On Target

! 5
Near Target

✗ 9
Not on Target

Year-End Forecast

✓ 30
On Target

! 0
Near Target

✗ 5
Not on Target

Budget Initiative Tracker

● 2
Complete

! 1
At Risk

✓ 32
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

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

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

General Fund Overview

The General Fund overview provides a summary of financial activity through December 31, 2020.

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$235,992,351	\$235,992,351		\$235,992,351	\$0
Revenues	1,437,039,483	1,437,039,483	425,816,029	1,449,602,523	12,563,040
Expenditures	1,437,039,483	1,437,039,483	306,658,310	1,440,573,854	3,534,371
Ending Fund Balance	\$235,992,351	\$235,992,351		\$245,021,021	\$9,028,669

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

Revenues. Through December 31, 2020, General Fund revenues are projected to be \$12,563,000 over budget primarily due to sales tax revenue, which is projected to be \$16,285,000 over budget based on actual collection trends. The City's collections for the first three months of FY 2020-21 are \$10,902,000 over budget. This is partially offset by interest earnings, which are projected to be \$3,279,000 under budget because of the Federal Reserve lowering interest rates.

Expenditures. Through December 31, 2020, General Fund expenditures are projected to be \$3,534,000 over budget primarily due to DPD and DFR uniform overtime, which is partially offset by salary savings from vacant civilian positions.

FY 2020-21 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$825,006,993	\$825,006,993	\$288,202,999	\$825,006,993	\$0
Sales Tax ¹	296,324,365	296,324,365	86,545,862	312,609,784	16,285,419
Franchise and Other	115,907,401	115,907,401	28,619,534	115,964,832	57,431
Charges for Services	105,618,133	105,618,133	8,873,581	104,562,347	(1,055,786)
Fines and Forfeitures	23,554,646	23,554,646	4,115,223	24,316,106	756,260
Operating Transfers In	42,410,021	42,410,021	4,145,862	42,410,021	0
Intergovernmental ²	12,111,533	12,111,533	654,854	11,472,429	(639,104)
Miscellaneous ³	6,716,212	6,716,212	3,219,358	7,147,425	431,213
Licenses and Permits	5,023,871	5,023,871	1,141,708	5,024,864	993
Interest ⁴	4,366,308	4,366,308	297,048	1,087,720	(3,278,588)
Total Revenue	\$1,437,039,483	\$1,437,039,483	\$425,816,029	\$1,449,602,523	\$12,563,040

VARIANCE NOTES

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

1 Sales Tax. Revenues are forecast to be \$16,285,000 over budget based on actual collection trends. The City's collections for the first three months of FY 2020-21 are \$10,902,000 over budget.

2 Intergovernmental. Revenues are forecast to be \$639,000 under budget primarily due to decreased vehicle registration revenue from an extended grace period that allows individuals to drive with expired registrations through March 2021.

3 Miscellaneous. Revenues are forecast to be \$431,000 over budget primarily due to an unbudgeted legal settlement with the AT&T Performing Arts Center for facility repair costs incurred by the City.

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

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,523,414	\$241,542,350	\$47,144,326	\$233,083,382	(\$8,373,170)
Civilian Overtime	7,514,598	7,564,598	2,295,567	8,477,374	912,776
Civilian Pension	33,844,770	33,910,354	6,886,264	33,293,586	(694,354)
Uniform Pay	481,652,999	479,281,000	108,315,931	478,099,953	(1,181,047)
Uniform Overtime	30,835,323	33,207,322	14,234,894	42,400,682	9,193,360
Uniform Pension	167,665,603	167,665,603	37,367,870	167,844,198	178,595
Health Benefits	72,562,299	72,555,086	14,215,150	72,555,086	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,744,994	2,940,042	12,068,384	315,179
Total Personnel Services¹	1,064,314,878	1,064,448,861	233,400,044	1,064,800,199	351,338
Supplies	74,443,068	74,459,001	13,926,460	75,278,080	299,279
Contractual Services	405,650,955	402,751,405	86,124,129	403,919,365	1,487,760
Capital Outlay	11,244,563	13,873,563	1,395,434	14,035,306	361,743
Reimbursements	(118,613,981)	(118,493,346)	(28,187,757)	(117,459,096)	1,034,250
Total Expenditures	\$1,437,039,483	\$1,437,039,483	\$306,658,310	\$1,440,573,854	\$3,534,371

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 \$351,000 over budget primarily due to overtime for DPD (\$5,775,000) and DFR (\$3,418,000) uniform employees, which is partially offset by salary savings associated with vacant civilian positions.

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure by Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Budget and Management Services	\$4,172,709	\$4,172,709	\$782,169	\$4,172,710	\$0
Building Services	23,397,410	23,397,410	5,800,770	23,397,410	0
City Attorney's Office	16,978,300	16,978,300	3,678,936	16,939,123	(39,177)
City Auditor's Office	3,123,860	3,123,860	768,942	2,986,071	(137,789)
City Controller's Office	8,004,574	8,004,574	2,049,970	8,004,574	0
Independent Audit	945,429	945,429	0	945,429	0
City Manager's Office ¹	2,918,134	2,918,134	625,680	2,952,692	34,558
City Secretary's Office	2,886,027	2,886,027	719,533	2,885,132	(895)
Elections	1,106,896	1,106,896	27,020	1,106,896	0
Civil Service	2,946,744	2,946,744	656,218	2,946,744	0
Code Compliance ²	32,209,414	32,209,414	5,992,146	31,659,414	(550,000)
Court and Detention Services ³	23,811,595	23,811,595	4,675,026	22,684,464	(1,127,131)
Jail Contract	9,547,117	9,547,117	1,591,186	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	2,962,460	15,287,910	(27,059)
Dallas Fire-Rescue ⁴	315,544,933	315,544,933	65,550,125	318,121,632	2,576,699
Dallas Police Department ⁵	513,535,030	513,535,030	108,284,154	518,563,200	5,028,170
Housing and Neighborhood Revitalization	3,587,062	3,587,062	467,370	3,453,970	(133,092)
Human Resources	6,055,192	6,055,192	1,179,836	6,035,793	(19,399)
Judiciary	3,663,199	3,663,199	397,139	3,662,526	(673)
Library	32,074,999	32,074,999	7,453,584	31,786,828	(288,171)
Management Services					
311 Customer Service Center	4,639,768	4,639,768	343,804	4,639,768	0
Communications, Outreach, and Marketing	2,295,750	2,295,750	373,331	2,231,720	(64,030)
Emergency Management Operations	1,152,959	1,152,959	194,930	1,152,959	0
Office of Community Care	8,415,504	8,415,504	994,010	8,405,745	(9,760)
Office of Community Police Oversight	545,133	545,133	79,514	545,133	0
Office of Environmental Quality and Sustainability	4,247,434	4,247,434	2,108,301	4,120,555	(126,878)
Office of Equity and Inclusion ⁶	2,401,046	2,401,046	368,220	2,473,982	72,936
Office of Government Affairs	937,370	937,370	228,881	937,370	0
Office of Historic Preservation	728,797	728,797	127,996	728,797	0
Office of Homeless Solutions	12,364,516	12,364,516	820,024	12,364,516	0
Office of Integrated Public Safety Solutions ⁷	3,393,814	3,393,814	188,637	2,939,547	(454,267)
Mayor and City Council	5,140,653	5,140,653	176,364	5,131,471	(9,182)
Non-Departmental	113,461,571	113,461,571	6,241,950	113,461,571	0
Office of Arts and Culture	20,204,697	20,204,697	11,298,281	19,987,522	(217,175)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	88,285	1,261,913	0
Office of Economic Development	5,442,727	5,442,727	1,222,548	5,415,825	(26,902)
Park and Recreation	94,313,446	94,313,446	18,404,148	94,269,849	(43,597)
Planning and Urban Design	3,312,735	3,312,735	634,906	3,237,761	(74,974)
Procurement Services	3,018,085	3,018,085	461,144	2,923,210	(94,875)
Public Works ⁸	76,141,197	76,141,197	37,219,949	75,510,960	(630,237)
Sustainable Development and Construction	1,868,980	1,868,980	779,049	1,868,980	0
Transportation	43,105,575	43,105,575	10,641,772	43,002,846	(102,729)
Total Departments	1,430,217,263	1,430,217,263	306,658,310	1,433,751,634	3,534,371
Financial Reserves	0	0	0	0	0
Liability/Claims Fund Transfer	4,822,220	4,822,220	0	4,822,220	0
Salary and Benefit Stabilization	2,000,000	2,000,000	0	2,000,000	0
Total Expenditures	\$1,437,039,483	1,437,039,483	\$306,658,310	1,440,573,854	\$3,534,371

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 City Manager's Office. CMO is projected to be \$35,000 over budget due to unbudgeted termination payouts.

2 Code Compliance. CCS is projected to be \$550,000 under budget due to salary savings associated with 73 vacant positions.

3 Court & Detention Services. CTS is projected to be \$1,127,000 under budget due to salary savings associated with 74 vacant positions.

4 Dallas Fire-Rescue. DFR is projected to be \$2,577,000 over budget primarily due to \$3,418,000 in increased overtime for sworn positions associated with citywide COVID-19 vaccination efforts completed in conjunction with Dallas County, as well as with increased backfill expenses from quarantined uniform staff.

5 Dallas Police Department. DPD is projected to be \$5,028,000 over budget due to \$5,775,000 in increased overtime for sworn positions associated with a focused effort on crime suppression efforts. City leadership and the new Police Chief will evaluate the current trajectory and recommend changes as needed going forward.

6 Office of Equity & Inclusion. EQU is projected to be \$73,000 over budget due to unbudgeted termination payouts.

7 Office of Integrated Public Safety Solutions. IPSS is projected to be \$454,000 under budget due to salary savings associated with 28 vacant positions.

8 Public Works. PBW is projected to be \$630,000 under budget primarily due to salary savings associated with 120 vacant positions.

FY 2020-21 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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AVIATION

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	112,758,320	112,758,320	29,139,891	112,758,320	0
Total Expenditures	112,758,320	112,758,320	19,044,377	112,758,320	0
Ending Fund Balance	\$0	\$0		\$0	\$0

CONVENTION AND EVENT SERVICES¹

Beginning Fund Balance	\$57,091,833	\$57,091,833		\$57,091,833	\$0
Total Revenues	85,832,581	85,832,581	1,538,368	63,338,747	(22,493,834)
Total Expenditures	85,832,581	85,832,581	2,750,843	63,338,747	(22,493,834)
Ending Fund Balance	\$57,091,833	\$57,091,833		\$57,091,833	\$0

MUNICIPAL RADIO

Beginning Fund Balance	\$685,965	\$685,965		\$685,965	\$0
Total Revenues	1,911,000	1,911,000	269,822	1,913,086	2,086
Total Expenditures	1,875,612	1,875,612	608,217	1,872,718	(2,894)
Ending Fund Balance	\$721,353	\$721,353		\$726,333	\$4,980

SANITATION SERVICES²

Beginning Fund Balance	\$33,204,530	\$33,204,530		\$33,204,530	\$0
Total Revenues	127,068,910	127,068,910	32,062,530	126,282,255	(786,655)
Total Expenditures	128,413,418	128,413,418	15,579,689	131,453,918	3,040,500
Ending Fund Balance	\$31,860,022	\$31,860,022		\$28,032,867	(\$3,827,155)

STORM DRAINAGE MANAGEMENT– DALLAS WATER UTILITIES

Beginning Fund Balance	\$9,918,699	\$9,918,699		\$9,918,699	\$0
Total Revenues	66,355,747	66,355,747	17,207,340	66,372,361	16,614
Total Expenditures	66,329,747	66,329,747	5,786,825	66,329,747	0
Ending Fund Balance	\$9,944,699	\$9,944,699		\$9,961,313	\$16,614

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION³

Beginning Fund Balance	\$47,421,969	\$47,421,969		\$47,421,969	\$0
Total Revenues	33,644,751	33,434,751	7,228,983	33,434,751	0
Total Expenditures	36,544,104	38,544,104	7,433,004	38,544,104	0
Ending Fund Balance	\$44,522,616	\$44,312,616		\$42,312,616	\$0

WATER UTILITIES⁴

Beginning Fund Balance	\$140,647,348	\$140,647,348		\$140,647,348	\$0
Total Revenues	692,146,200	692,146,200	160,644,183	679,430,483	(12,715,717)
Total Expenditures	714,778,341	714,778,341	127,976,556	702,062,624	(12,715,717)
Ending Fund Balance	\$118,015,207	\$118,015,207		\$118,015,207	\$0

FY 2020-21 Financial Forecast Report

INTERNAL SERVICE FUNDS

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

Beginning Fund Balance	\$5,590,116	\$5,590,116		\$5,590,116	\$0
Total Revenues	84,372,061	84,372,061	19,538,737	84,372,061	0
Total Expenditures	85,013,099	85,013,099	39,943,478	84,568,143	(444,956)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$5,394,034	\$444,956

RADIO SERVICES

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,039,213	\$0
Total Revenues	12,843,519	12,843,519	2,953,477	12,843,519	0
Total Expenditures	13,423,481	13,423,481	1,356,725	13,402,089	(21,392)
Ending Fund Balance	\$459,251	\$459,251		\$480,643	\$21,392

EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$12,006,161	\$12,006,161		\$12,006,161	\$0
Total Revenues	54,714,940	54,714,940	11,000	54,734,383	19,443
Total Expenditures	56,069,040	56,069,040	8,011,056	56,069,040	0
Ending Fund Balance	\$10,652,061	\$10,652,061		\$10,671,504	\$19,443

EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,120,084	\$4,120,084		\$4,120,084	\$0
Total Revenues	2,593,790	2,593,790	654,914	2,593,790	0
Total Expenditures	2,080,890	2,080,890	511,461	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,632,984	\$0

OFFICE OF BOND AND CONSTRUCTION MANAGEMENT

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	23,074,750	23,074,750	(19,100)	22,053,832	(1,020,918)
Total Expenditures	23,074,750	23,074,750	2,847,576	22,053,832	(1,020,918)
Ending Fund Balance	\$0	\$0		\$0	\$0

FY 2020-21 Financial Forecast Report

OTHER FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	\$5,843,389	\$5,843,389		\$5,843,389	\$0
Total Revenues	12,017,444	12,017,444	2,735,552	12,164,927	147,483
Total Expenditures	16,126,922	16,126,922	3,461,487	16,124,415	(2,507)
Ending Fund Balance	\$1,733,911	\$1,733,911		\$1,883,901	\$149,990

DEBT SERVICE

Beginning Fund Balance	\$43,627,241	\$43,627,241		\$43,627,241	\$0
Total Revenues	319,810,380	319,810,380	105,368,837	319,810,380	0
Total Expenditures	316,672,860	316,672,860	0	316,672,860	0
Ending Fund Balance	\$46,764,761	\$46,764,761		\$46,764,761	\$0

EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	21,340,435	99,503,000	\$0
Employee Contributions	29,341,804	29,341,804	11,253,134	29,341,804	0
Retiree	27,290,950	27,290,950	6,665,940	27,290,950	0
Other	0	0	(5,413)	0	0
Total Revenues	156,135,754	156,135,754	39,254,096	156,135,754	0
Total Expenditures	163,814,169	163,814,169	37,250,085	163,814,169	\$0

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

RISK MANAGEMENT

Worker's Compensation	23,001,180	23,001,180	58,471	23,001,180	\$0
Third Party Liability	13,784,533	13,784,533	4,848,162	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	14,943	14,943	14,943
Total Revenues	44,265,806	44,265,806	4,921,597	44,280,749	14,943
Total Expenditures	47,212,601	47,212,601	11,319,928	47,158,789	(\$53,813)

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

VARIANCE NOTES

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

1 Convention & Event Services. CCT revenues are projected to be \$22,494,000 under budget due to various event cancellations as a result of COVID-19. CCT expenses are also projected to be \$22,494,000 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.

2 Sanitation Services. SAN revenues are projected to be \$787,000 under budget due to decreased landfill activity by non-contract customers. SAN expenditures are projected to be \$3,041,000 over budget due to the shingle cleanup at the former Blue Star Recycling facility. SAN anticipates the use of fund balance to offset lost revenue.

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

4 Water Utilities. DWU revenues are projected to be \$12,716,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority (SRA) settlement, as well as an increase in unpaid utility bills and elimination of past due fees associated with COVID-19. DWU expenses are projected to be \$12,716,000 under budget primarily due to salary savings, decreased street rental payments, and reduced capital construction transfers. DWU anticipates the further use of fund balance to offset additional lost revenue.

FY 2020-21 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$306,967,270	\$94,763,119	\$48,581,679	\$163,622,472
Park and Recreation Facilities [B]	261,807,000	206,776,093	83,449,297	43,592,255	79,734,541
Fair Park [C]	50,000,000	35,854,549	24,524,157	3,073,660	8,256,732
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	3,719,042	2,261,570	16,503,701
Library Facilities [E]	15,589,000	15,589,000	11,088,030	3,488,183	1,012,787
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	5,980,461	7,511,930	478,214
Public Safety Facilities [G]	32,081,000	27,737,155	9,853,166	8,128,652	9,755,338
City Facilities [H]	18,157,000	12,720,154	4,704,720	1,261,935	6,753,498
Economic Development [I]	55,400,000	36,709,750	11,001,344	12,447,454	13,260,952
Homeless Assistance Facilities [J]	20,000,000	13,989,185	45,474	44,190	13,899,522
Total	\$1,050,000,000	\$692,798,072	\$249,128,809	\$130,391,508	\$313,277,756

2012 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$260,625,000	\$265,630,488	\$234,346,247	\$20,877,559	\$10,406,683
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	184,377,802	113,551,751	28,445,447
Economic Development [3]	55,000,000	55,000,000	35,435,638	8,106,725	11,457,637
Total	\$642,000,000	\$647,005,488	\$454,159,687	\$142,536,035	\$50,309,767

2006 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$390,420,000	\$406,490,554	\$376,331,105	\$23,480,539	\$6,678,910
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	271,140,531	22,148,187	49,468,448
Park and Recreation Facilities [3]	343,230,000	353,022,660	336,108,968	2,787,698	14,125,994
Library Facilities [4]	46,200,000	47,693,804	46,191,642	1,014,981	487,181
Cultural Arts Facilities [5]	60,855,000	63,556,770	60,056,742	2,388,083	1,111,946
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,904,925	1,724,782	8,730,529
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	1,452,418	0	47,582
Economic Development [8]	41,495,000	45,060,053	41,859,178	1,153,596	2,047,280
Farmers Market Improvements [9]	6,635,000	6,933,754	6,584,013	3,208	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	10,994,911	117,408	11,615,133
Court Facilities [11]	7,945,000	7,948,603	7,648,868	79,399	220,336
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,302,793	804,582	16,847
Total	\$1,353,520,000	\$1,398,175,273	\$1,247,576,093	\$55,702,462	\$94,896,717

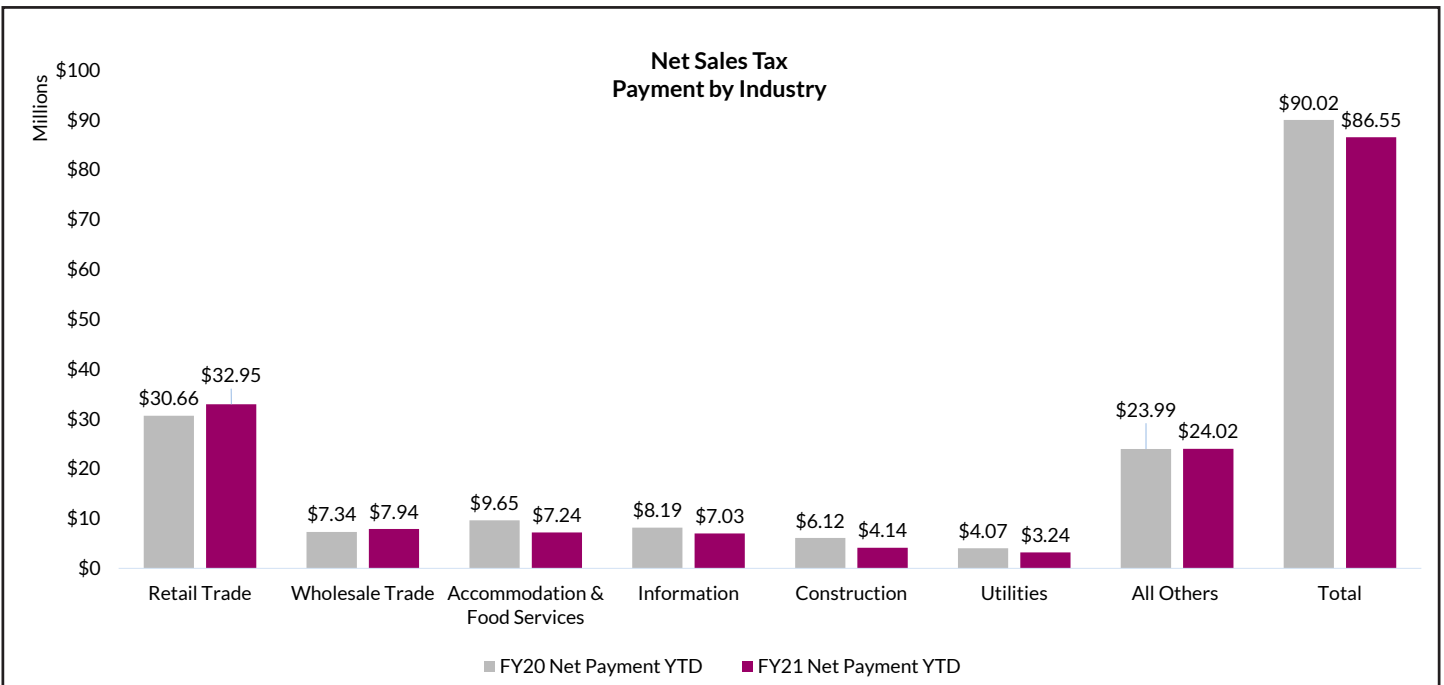
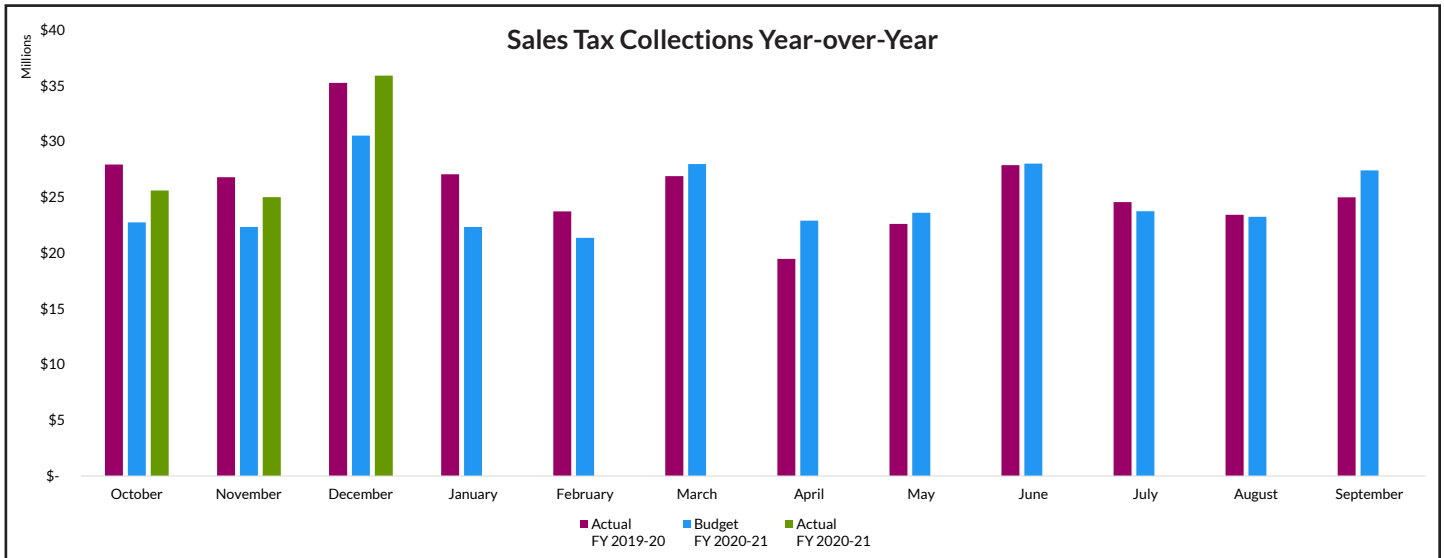
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

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



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

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	Dec FY21 over Dec FY20	FYTD21 over FYTD20
Retail Trade	8%	7%
Wholesale Trade	6%	8%
Accommodation and Food Services	-30%	-25%
Information	-14%	-14%
Construction	-16%	-32%
Utilities	-10%	-20%
All Others	18%	0%
Total Collections	2%	-4%

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

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

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

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

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

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

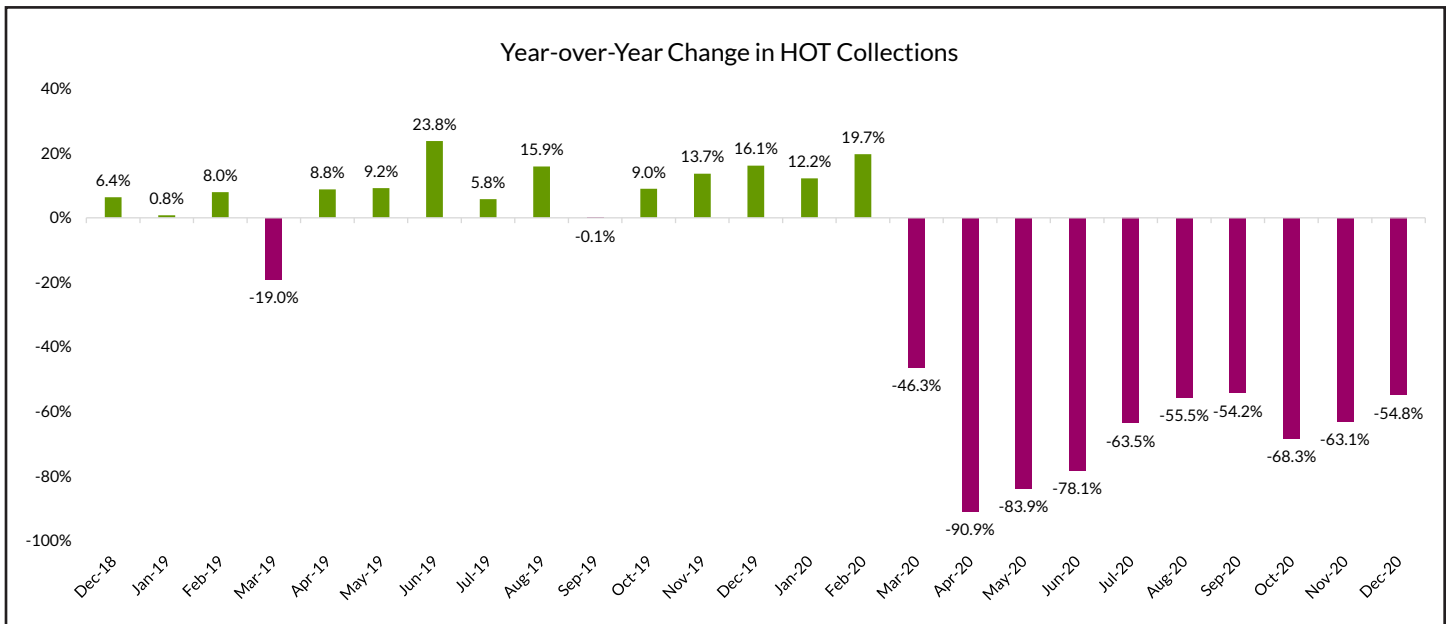
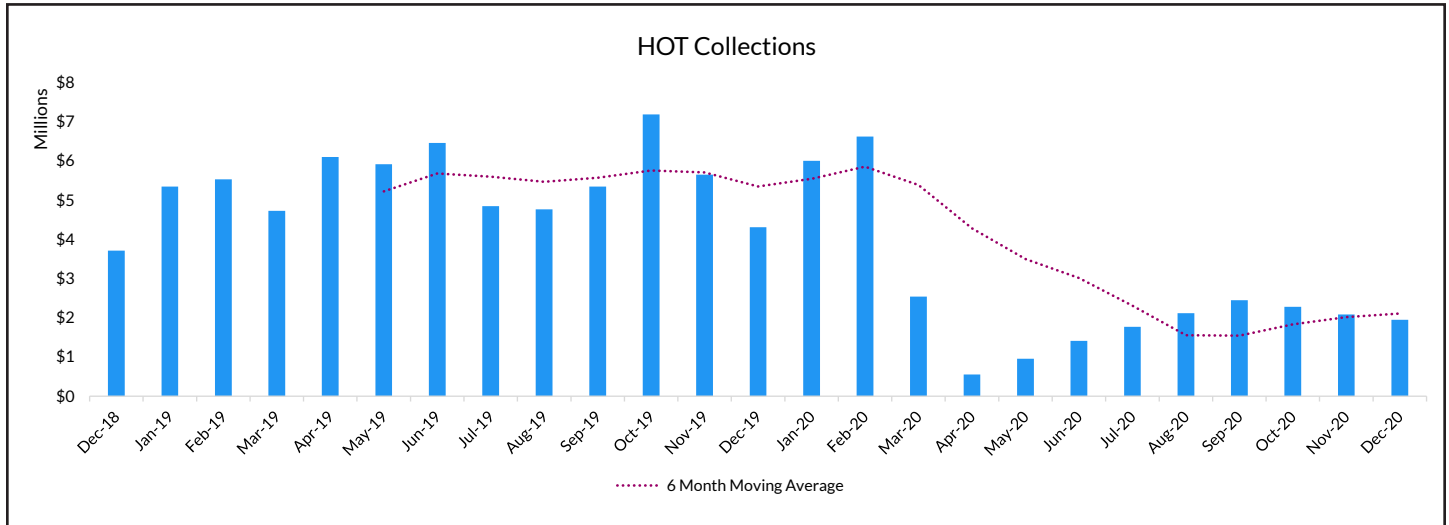
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

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



FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

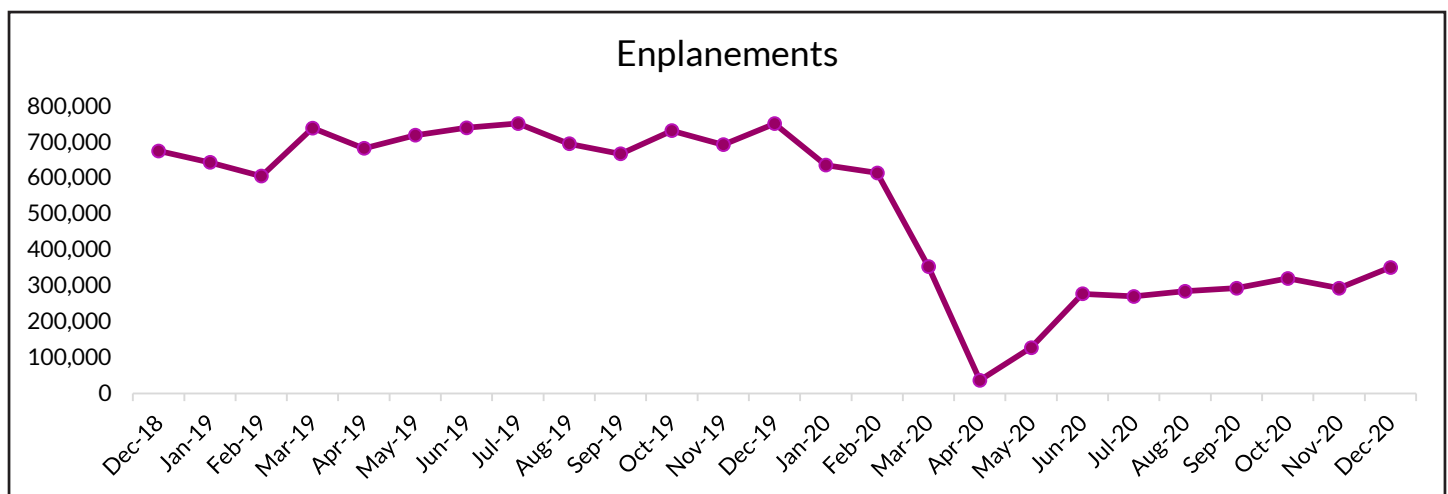
Convention Center Event Bookings

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

	FY19 Actual	FY20 Actual	FY21 Planned	FY21 Actual/Forecast
October	6	6	6	3
November	2	11	6	1
December	9	5	7	3
January	7	13	10	2
February	9	12	6	3
March	8	1	6	2
April	6	1	3	1
May	6	0	9	6
June	5	0	8	4
July	3	0	3	1
August	7	0	7	4
September	11	0	3	5
Total	79	49	74	35

Love Field Enplanements

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

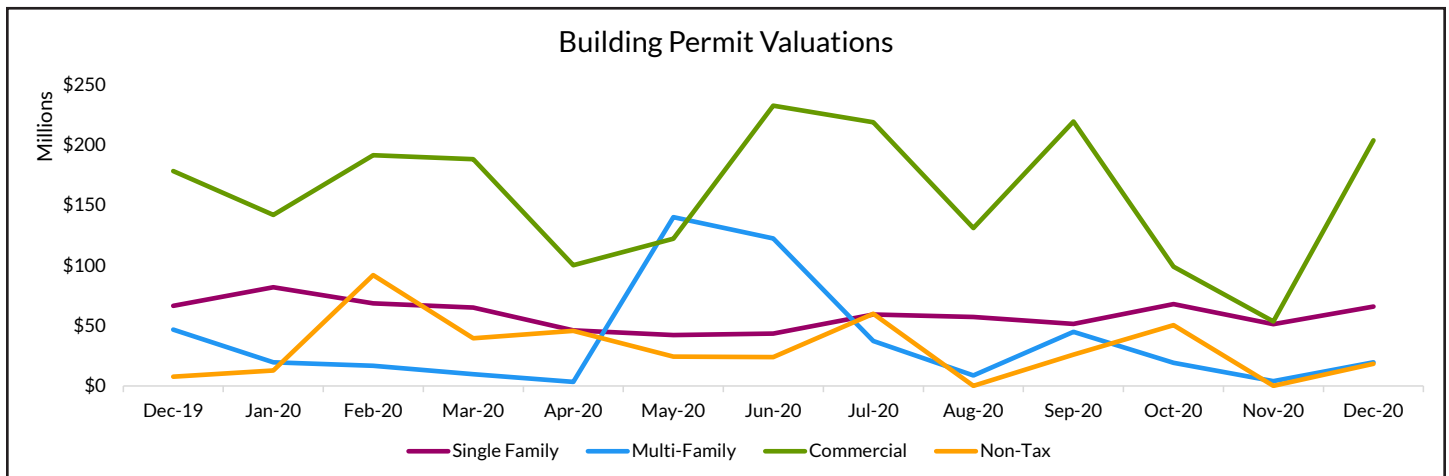
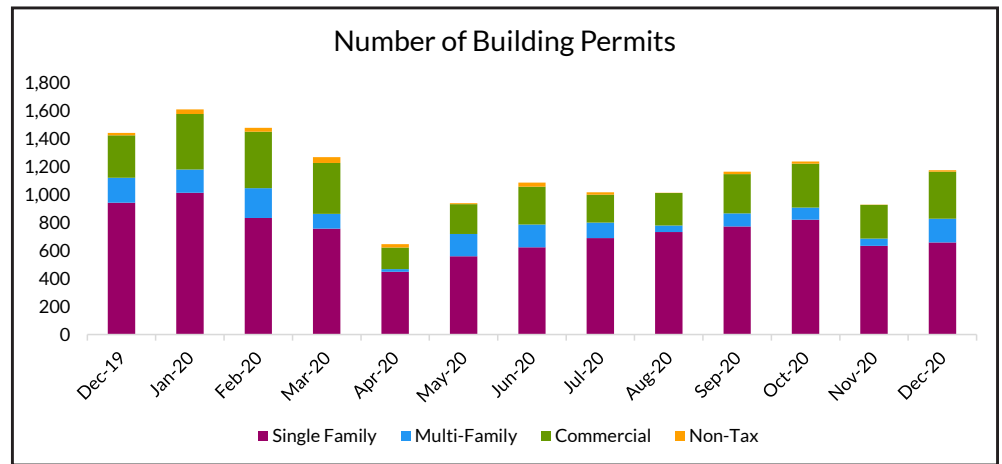


FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

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



DALLAS 365

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

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

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



#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of dollars spent with local M/WBE businesses (Economic Development)	69.98%	65%	70.2%	65%	65%
2	Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem (Economic Development)	N/A	40%	87%	40%	87%
3	Percentage of single-family permits reviewed in three days (Sustainable Development)	N/A	85%	0%	85%	0%
4	Percentage of inspections performed same day as requested (Sustainable Development)	96.77%	98%	98%	98%	98%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	9%	19.7%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	19.6%	19%	19.1%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	14.6	12.5	14
Government Performance & Financial Management						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	36%	75%	75%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	84.7%	70%	85.5%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Housing & Homeless Solutions						
10*	Average number of days to contract signing for Home Improvement and Preservation Program (HIPP) applications (Housing & Neighborhood Revitalization)	N/A	120	N/A	120	120
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	81%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	85%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	93.3%	80%	80%
Public Safety						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	87.7%	90%	90%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	90.6%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	57.9%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	71.5%	90%	85%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	499.8	534.7	1,999	2,139.0
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	9%	9.1%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	85%	70%	70%
Quality of Life, Arts, & Culture						
21	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	N/A	25%	27%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	62.7%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	88%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	75.3%	85%	85%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	96.3%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	0%	0%	100%	20%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Transportation & Infrastructure						
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	71%	70%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.3%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	10.4%	7.4%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	98.5%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.3%	91%	91%
Workforce, Education, & Equity						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	-2.5%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	50%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	8%	8%	80%	83%

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

VARIANCE NOTES

#3. As of February 1, DEV estimates residential permit review times at eight weeks, down from 13 weeks in December. On February 10, City Council will consider awarding a consultant contract to improve the review process. Staff anticipates a three-week review time once improvements are fully implemented.

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

#8. Multiple system malfunctions and COVID-19 have adversely impacted response times. 311 anticipates improvement as they continue to implement technology enhancements, fill vacancies, and move agents from training to call-taking.

#10. HOU received HIPP applications October 17, 2020, and with the goal of 120 days to close, the department anticipates closings in February or March 2021.

#17. DPD has multiple 911 call-taker candidates in the background review process and anticipates a return to full staffing soon. DPD is actively promoting the use of the Dallas Online Reporting System (DORS) for lower-priority calls, which will positively impact response times in the coming months.

#18. DPD will work to reduce crimes against persons through initiatives outlined in the 2020 crime plan and the efforts of the violent crime task force.

#24. Checkouts were lower than anticipated in December, possibly because of the holidays among other factors.

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

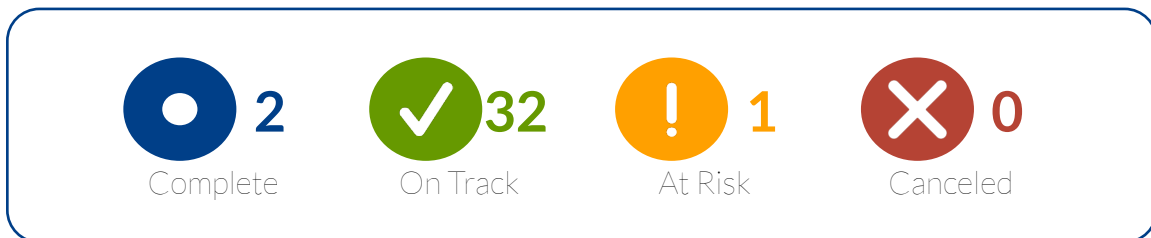
FY 2020-21 Dallas 365

#30. Contract work was delayed in December to finish previous months' work; PBW anticipates being back on target next month.

#33. Residents took 312 trips through December 2020, compared to 320 through December 2019. OCC anticipates fluctuations in usage due to the pandemic. The City will address ridership performance goals with DART at its quarterly meeting in February.

BUDGET INITIATIVE TRACKER

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



In the Spotlight



Budgets are tight for many of our residents, and during the pandemic, those budgets have been stretched even further. HIPP assists residents who need home repairs to make sure they and their families feel safe where they live. The program provides forgivable loans for structural or health and safety repairs, including foundation, siding, roofing, doors and windows, or major gas, plumbing, and electrical repairs. To ensure public health, staff hosted a drive-through application drop-off day in December. Staff anticipate closing loans with approved applicants in February or March.

FY 2020-21 Budget Initiative Tracker

ECONOMIC DEVELOPMENT

1 Workforce Development 

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

STATUS ECO continues to bring employees together to align efforts and ensure no duplication. The team is also working with Community Care and local partners like the South Dallas Employment Project to implement this initiative. To date, almost 250 residents have participated in programs offered by our workforce readiness program grantees.

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

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

STATUS B.U.I.L.D. launched its first grant program for minority- and women-owned business enterprises (M/WBEs) in November 2020, awarding up to \$3,000 each to 50 businesses, 87% of which are in low- to moderate-income census tracts. The awardees are completing the required technical assistance and business coaching to receive their funds by February 1.

ENVIRONMENT & SUSTAINABILITY

3 Environmental Action Plan 

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

STATUS OEQS has completed 21 milestones and initiated another 76. The RFCSP for the Urban Agriculture Plan is scheduled for January 2021, and Phase 1 of the community solar program is complete. The team is also negotiating contracts for electric fleet conversion and a greenhouse gas inventory update. Additionally, the Texas Tree Foundation briefed the ENVS Committee on the Urban Forest Master Plan on February 1.

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

4 Brush & Bulky Trash Collection 

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

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

FY 2020-21 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

5 Language Equity

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

STATUS 311 hired two new Spanish-speaking CSAs in January but has temporarily reassigned these agents to the new COVID Vaccine Appointment Hotline. Activation of the hotline also increased resident usage of LanguageLine services by 48%. Once Emergency Management procures emergency call center services, these CSAs will move back to 311 operations with the goal of answering 100% of Spanish calls within five minutes. In December, agents answered 76% of calls within this timeframe; the average speed of answer (ASA) was 6:50.

6 Data Analytics

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

STATUS Hiring is in progress. Five new team members joined in January, and two more will finish onboarding soon. The office is interviewing for the remaining positions this quarter.

7 Minimum Wage

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

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

HOUSING & HOMELESSNESS SOLUTIONS

8 Eviction Assistance

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

STATUS EQU is partnering with Legal Aid of NorthWest Texas (LANWT) to provide counseling and legal assistance to tenants facing eviction due to COVID-19. LANWT conducted four outreach events, provided legal assistance to 71 individuals, and closed 28 cases through the end of 2020.

9 Comprehensive Housing Policy

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

STATUS City Council adopted most changes to the Comprehensive Housing Policy at the end of FY2019-20, and staff has implemented many already. Others such as the Targeted Repair Program (TRP) will begin later this year. Through December, HOU has completed five home repairs.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY**10 Environmental Design** ✓

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

STATUS TRN completed the LED conversion of 76 street lights on Malcolm X Blvd. CCS combined its closure team with the illegal dumping program outlined in BIT item #21, which is operational.

11 Police Mediation ✓

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

STATUS OCPO is working with HR to reclassify the mediation coordinator position prior to posting.

12 Intoxication Recovery Center ✓

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

STATUS CTS hired the manager for the recovery center and is onboarding additional staff. The new manager is drafting policies and procedures for the program, and the center is on track to open June 1.

13 Fire-Rescue Response ✓

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

STATUS DFR hired 25 new members in the Fall 2020 class, with plans to hire additional members in the spring and summer to fully staff the new station and cover existing assignments while accounting for attrition.

14 RIGHT Care ✓

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

STATUS The first expansion team launched February 15, and the second is on track for March 1. The third and fourth teams will also launch in March. DPD and DFR are prepared for all five teams to be fully operational in April.

15 Mobile Crisis Response ✓

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

STATUS Staff interviewed candidates for the manager position on February 4. The selected candidate will hire the rest of the team by the end of March, and the team should be handling referrals from DPD by April.

16 Behavioral Health Care ✓

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

STATUS IPSS is arranging a contractual agreement with a service provider and plans to brief City Council on the plan in March.

17 Violence Interrupters ✓

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

STATUS Procurement Services will post the request for competitive sealed proposals (RFCSP) in February, with selection in April. HR has posted the project coordinator position.


FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY**18 21st Century Training** 

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

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

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

19 Staffing Study Implementation 

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

STATUS As of January 1, DPD has hired 24 of the 95 non-sworn positions and selected 40 additional candidates who are in the background check process.

20 Real-Time Crime Center 

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

STATUS Expansion of the RTCC is nearly complete—19 crime analysts are working at full capacity, and the remaining three are undergoing their background investigation as part of the hiring process.

FY 2020-21 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE

21 Illegal Dumping

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

STATUS CCS hired two supervisors for the illegal dump team in November 2020, and HR will advertise nine additional positions on February 1. HR will also advertise four Code Officer positions in February that will assist in proactively identifying illegal dumps and work with the camera crew to place cameras in chronic dumping areas. CCS has also ordered equipment for the new crews and is updating Salesforce to report and track illegal dumping cases.

22 Digital Equity

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

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

23 Branch Libraries

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

STATUS Construction of the Vickery Park branch library was substantially complete in November, but furniture installation continues due to COVID-related delays. The branch opened for curbside pickup February 2. Forest Green construction continues and is on schedule for completion in spring 2021.

24 Youth Recreation

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

STATUS TRec programs are tentatively scheduled to resume in spring 2021. PKR is offering virtual/remote programming through its social media channels.

TRANSPORTATION & INFRASTRUCTURE

25 Facility Accessibility

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

STATUS As a follow-up to the November 4 briefing to City Council, EQU posted the ADA Self-Evaluation and Transition Plan to its website at bit.ly/3azPJVx. The plan identifies barriers to City services, programs, and activities and the schedule for removing them where feasible.

26 Infrastructure Equity

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

STATUS PBW has completed 16.29 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects. This framework takes into account the predominant racial and ethnic group(s), socioeconomic status, and transportation access in a census tract with a focus on historically underrepresented communities of color, low-income neighborhoods, and areas without sidewalks.

27 Sidewalk Master Plan

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

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

28 Bike Lanes

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

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

29 Water/Wastewater Service

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

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

FY 2020-21 Budget Initiative Tracker

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

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

STATUS COM established the Virtual Language Center in September and launched the translation service request tool in January. Most print, video, and audio deliverables in English are translated to Spanish by default.

31 Fair Park Multimedia Center 

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

STATUS The City is accepting bids to install production equipment at the Multimedia Center, and COM is working with the City Attorney to finalize licensing that will permit the City to increase programming by airing others' content. In October, COM launched the City's Spanish-language channel, which airs 24/7 through Spectrum on Channel 99. Two seniors graduating from Thomas Jefferson P-Tech High School are starting the 10-week apprenticeship program in mid-February.

32 Direct Assistance 

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

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

33 Financial Empowerment Centers 

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

STATUS OCC has prepared the solicitation for program partners for the FEC pilot program and expects to identify these partners by March or April.

34 Reentry Services 

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

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

35 Equity & Inclusion 

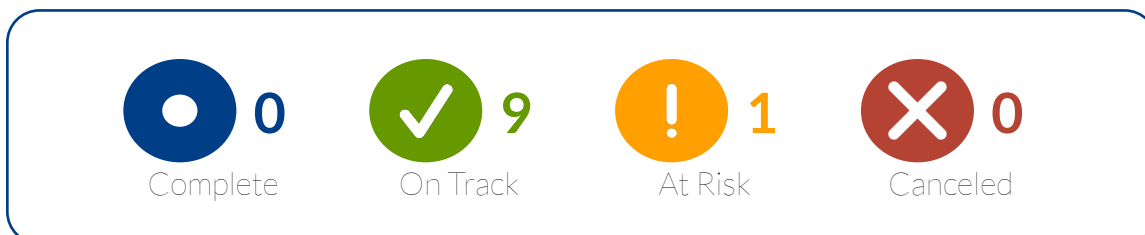
INITIATIVE Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

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

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

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

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

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

STATUS The vendor will brief the executive team in mid-February on the assessment results and recommended next steps.

7 P-25 Radio System

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

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

23 Historic Resource Survey

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

STATUS The consultant completed the field work (documenting and photographing each property in the survey area) in December and developed the database that will house all survey data. They are now digitizing and entering the data collected, conducting additional historical research on the properties, and drafting historic context statements.

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

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

STATUS DPD has purchased 500 additional cameras and initiated replacement of existing cameras. Staff anticipates 2,000 total cameras in service by summer 2021.

5 Firefighter Safety

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

STATUS DFR has purchased all sets of PPE (1,835) and distributed 1,672 to the field. DFR has 74 sets pending distribution and is awaiting delivery of the last 89 sets.

Budget Initiative Tracker

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

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

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

15 Affordable Housing 

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

STATUS HOU is evaluating applications for 760 new units and will present the first recommended project to City Council in February.

19 Comprehensive Plan 

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

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

29 Juanita J. Craft Civil Rights House 

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

STATUS OAC has secured more than \$800,000 for this project. McCoy Collaborative Preservation Architecture has completed Phase 1 of the design, and staff anticipates submitting Phase 2 of the design contract for City Council consideration in February. The historic house is on track to reopen in 2022.

Meanwhile, the South Dallas Cultural Center started an artist-in-residency program with artists of the African diaspora as part of its programming for the Craft House. The first resident artist is Nitashia Johnson, a Dallas-based photographer, videographer, and designer and a graduate of Booker T. Washington High School whose work has been featured in the New York Times. During her residency, she will engage with and document the South Dallas neighborhood and its residents for an online exhibition starting in February.

39 Ethics Training 

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

STATUS EQU launched online ethics training and field training December 9, and 74% of staff have completed the training at six weeks post-launch (ahead of schedule).

