

Memorandum



CITY OF DALLAS

DATE June 25, 2021


TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report—April 2021**

Please find attached the April Budget Accountability Report (BAR) based on information through April 30. As a reminder, this report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

Please note the appropriation changes you approved on June 9 as part of the mid-year budget ordinance are not reflected in this report—they will be included next month. Additionally, the June 16 briefing on the FY 2021-22 and FY 2022-23 budget was based on last month's BAR, which included information through March 31. You can view all published reports on the [Financial Transparency website](#).

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


M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: Honorable Mayor and Members of City Council
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
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 April 30, 2021

**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	5.7% over budget	5.7% over budget
Convention and Event Services	18.4% under budget	18.4% under budget
Municipal Radio	31.2% under budget	10.2% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	✓	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Bond and Construction Management	9.8% under budget	9.8% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 18
On Target

! 6
Near Target

✗ 11
Not on Target

Year-End Forecast

✓ 26
On Target

! 1
Near Target

✗ 8
Not on Target

Budget Initiative Tracker

● 6
Complete

! 2
At Risk

✓ 27
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through April 30, 2021, 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 April 30, 2021.

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$235,992,351	\$235,992,351		\$250,424,022	\$14,431,671
Revenues	1,437,039,483	1,437,039,483	1,127,302,033	1,470,769,081	33,729,598
Expenditures	1,437,039,483	1,437,039,483	832,325,159	1,452,056,765	15,017,281
Ending Fund Balance	\$235,992,351	\$235,992,351		\$269,136,338	\$33,143,988

Fund Balance. As of April 30, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings.

Revenues. Through April 30, 2021, General Fund revenues are projected to be \$33,730,000 over budget. Sales tax revenue is projected to be \$35,473,000 over budget based on actual collection trends. The City's sales tax collections are \$26,324,000 over budget seven months into the fiscal year. Additionally, property tax is forecast to be \$14,089,000 over budget. This is primarily because final property values are significantly higher than the certified values the appraisal districts provided last summer. This is partially offset by operating transfers (\$21,383,000) and interest earnings (\$3,041,000) projected to be under budget.

Expenditures. Through April 30, 2021, General Fund expenditures are projected to be \$15,017,000 over budget primarily due to DPD and DFR uniform overtime and repair costs to City facilities associated with Winter Storm Uri (Park and Recreation). This is partially offset by salary savings from vacant non-uniform positions across all General Fund departments.

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 ¹	\$825,006,993	\$825,006,993	\$836,551,991	\$839,095,701	\$14,088,708
Sales Tax ²	296,324,365	296,324,365	133,851,811	331,797,396	35,473,031
Franchise and Other	115,907,401	115,907,401	64,359,904	121,024,831	5,117,430
Charges for Services	105,618,133	105,618,133	51,902,325	107,019,763	1,401,630
Fines and Forfeitures	23,554,646	23,554,646	13,452,784	24,133,089	578,443
Operating Transfers In ³	42,410,021	42,410,021	8,291,724	21,027,322	(21,382,699)
Intergovernmental ⁴	12,111,533	12,111,533	8,437,492	13,324,458	1,212,925
Miscellaneous	6,716,212	6,716,212	6,381,716	6,859,509	143,297
Licenses and Permits	5,023,871	5,023,871	2,960,175	5,162,159	138,288
Interest ⁵	4,366,308	4,366,308	1,112,111	1,324,853	(3,041,455)
Total Revenue	\$1,437,039,483	\$1,437,039,483	\$1,127,302,033	\$1,470,769,081	\$33,729,598

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. Revenues are forecast to be \$14,089,000 over budget primarily because final property values are significantly higher than the certified values the appraisal districts provided last summer. Property values were certified at \$147.4 billion last summer. After certification, appraisal districts continued to resolve a record number of protests. Now that protests have been resolved, the value is \$150.0 billion, thereby increasing the revenue forecast.

2 Sales Tax. Revenues are forecast to be \$35,473,000 over budget based on actual collection trends. The City received \$4.2 million from the Texas Comptroller this year as part of audit findings from prior years (\$2.5 million in December and \$1.7 million in February). After seven months, the City's sales tax collections are \$26,324,000 over budget.

3 Operating Transfers In. Revenues are forecast to be \$21,383,000 under budget primarily because transfers to the General Fund from the Revenue Stabilization Fund and Sports Arena Fund will be deferred from FY 2020-21 to a future year. These transfers are deferred because other General Fund revenues are forecast to exceed the total budgeted amount for the current fiscal year.

4 Intergovernmental Revenues are forecast to be \$1,213,000 over budget primarily due to a larger-than-budgeted payment through the City's intergovernmental revenue-sharing agreements with Coppell, Grapevine, and Irving.

4 Interest. Revenues are forecast to be \$3,041,000 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	\$241,556,552	\$119,495,836	\$228,331,519	(\$13,225,034)
Civilian Overtime	7,514,598	7,494,937	5,667,436	10,141,984	2,647,047
Civilian Pension	33,844,770	33,987,940	17,212,398	32,788,451	(1,199,489)
Uniform Pay	481,652,999	479,350,661	270,621,437	477,518,643	(1,832,018)
Uniform Overtime	30,835,323	33,207,322	34,941,387	56,275,795	23,068,473
Uniform Pension	167,665,603	167,665,603	95,004,046	168,214,769	549,166
Health Benefits	72,562,299	72,555,086	35,088,220	72,564,667	9,581
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,653,205	6,706,946	11,679,820	26,615
Total Personnel Services¹	1,064,314,878	1,064,448,861	584,737,706	1,074,493,202	10,044,341
Supplies	74,443,068	74,799,988	36,673,599	76,799,757	1,999,769
Contractual Services ²	405,650,955	402,585,244	252,235,878	418,481,350	15,896,106
Capital Outlay ³	11,244,563	13,698,737	8,124,074	15,332,953	1,634,216
Reimbursements ⁴	(118,613,981)	(118,493,346)	(49,446,098)	(133,050,497)	(14,557,151)
Total Expenditures	\$1,437,039,483	\$1,437,039,483	\$832,325,159	\$1,452,056,765	\$15,017,281

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 \$10,044,000 over budget primarily due to overtime for DPD (\$17,457,000) and DFR (\$5,611,000) uniform employees. This is partially offset by salary savings from non-uniform employees.

2 Contractual Services. Contractual services are forecast to be \$15,896,000 over budget due to a higher-than-anticipated elections contract expense with Dallas, Collin, and Denton counties, unbudgeted repairs associated with Winter Storm Uri in February 2021 that are not considered insurable, and maintenance work related to COVID-19 not completed by December 30.

3 Capital Outlay. Capital outlays are forecast to be \$1,634,000 over budget due to purchase of materials that will be fully reimbursed by bond funds (\$300,000), a new generator for a jail facility (\$350,000), and refrigerant replacement (\$415,000).

4 Reimbursements. Reimbursements are forecast to be \$14,557,000 better than budget due to unbudgeted repairs associated with Winter Storm Uri anticipated to be covered by insurance (\$7,250,000), a reimbursement from Community Development Block Grant funds to cover a street operations project (\$2,421,000), and reimbursements from the Federal Emergency Management Agency (FEMA) for DPD's (\$4,100,000) and DFR's (\$2,300,000) vaccination efforts.

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	\$2,033,256	\$4,136,684	(\$36,025)
Building Services ¹	23,397,410	23,397,410	15,283,706	25,685,279	2,287,869
City Attorney's Office	16,978,300	16,978,300	9,080,225	16,843,870	(134,430)
City Auditor's Office	3,123,860	3,123,860	1,624,380	2,961,734	(162,126)
City Controller's Office	8,004,574	8,004,574	4,904,985	7,947,482	(57,092)
Independent Audit ²	945,429	945,429	0	745,429	(200,000)
City Manager's Office ³	2,918,134	2,918,134	1,591,197	2,962,369	44,235
City Secretary's Office	2,886,027	2,886,027	1,617,420	2,886,027	0
Elections ⁴	1,106,896	1,106,896	1,743,466	1,944,316	837,420
Civil Service	2,946,744	2,946,744	1,365,460	2,811,509	(135,235)
Code Compliance ⁵	32,209,414	32,209,414	15,868,637	31,252,892	(956,522)
Court and Detention Services ⁶	23,811,595	23,811,595	11,115,187	21,941,910	(1,869,685)
Jail Contract	9,547,117	9,547,117	4,773,558	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	7,770,976	15,312,657	(2,312)
Dallas Fire-Rescue ⁷	315,544,933	315,544,933	176,562,246	320,646,796	5,101,863
Dallas Police Department ⁸	513,535,030	513,535,030	289,103,379	527,298,621	13,763,591
Housing and Neighborhood Revitalization	3,587,062	3,587,062	1,376,016	3,462,329	(124,733)
Human Resources	6,055,192	6,055,192	3,175,072	6,013,676	(41,516)
Judiciary	3,663,199	3,663,199	1,974,273	3,592,168	(71,031)
Library	32,074,999	32,074,999	16,251,891	31,899,985	(175,014)
Management Services					
311 Customer Service Center ⁹	4,639,768	4,639,768	1,299,177	4,228,855	(410,913)
Communications, Outreach, and Marketing	2,295,750	2,295,750	984,349	2,204,991	(90,759)
Emergency Management Operations ¹⁰	1,152,959	1,152,959	1,221,212	1,285,878	132,919
Office of Community Care	8,415,504	8,415,505	2,900,209	8,254,825	(160,680)
Office of Community Police Oversight ¹¹	545,133	545,133	202,990	506,113	(39,020)
Office of Environmental Quality and Sustainability ¹²	4,247,434	4,247,433	3,333,422	3,767,180	(480,253)
Office of Equity and Inclusion ¹³	2,401,046	2,401,046	1,008,996	2,261,717	(139,329)
Office of Government Affairs	937,370	937,370	495,530	909,466	(27,904)
Office of Historic Preservation	728,797	728,797	374,537	721,777	(7,020)
Office of Homeless Solutions	12,364,516	12,364,516	6,658,847	12,238,603	(125,913)
Office of Integrated Public Safety Solutions ¹⁴	3,393,814	3,393,814	382,057	2,444,491	(949,323)
Mayor and City Council	5,140,653	5,140,653	2,693,925	5,123,748	(16,905)
Non-Departmental ¹⁵	113,461,571	113,461,571	94,829,390	112,211,571	(1,250,000)
Office of Arts and Culture	20,204,697	20,204,697	15,772,664	20,060,044	(144,653)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	1,239,827	1,223,974	(37,939)
Office of Economic Development	5,442,727	5,442,727	2,854,320	5,406,894	(35,833)
Park and Recreation ¹⁶	94,313,446	94,313,446	51,511,330	96,688,209	2,374,763
Planning and Urban Design	3,312,735	3,312,735	1,644,327	3,153,378	(159,357)
Procurement Services	3,018,085	3,018,085	1,504,301	2,870,879	(147,206)
Public Works	76,141,197	76,141,197	49,215,892	75,869,425	(271,772)
Sustainable Development and Construction ¹⁷	1,868,980	1,868,980	1,289,288	1,263,646	(605,334)
Transportation	43,105,575	43,105,575	23,693,239	42,646,030	(459,545)
Total Departments	1,430,217,263	1,430,217,263	832,325,159	1,445,234,545	15,017,281
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	\$832,325,159	\$1,452,056,765	\$15,017,281

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 \$2,288,000 over budget due to work related to COVID-19 not completed by December 30, as well as reduced reimbursements from various City departments.

2 Independent Audit. Expenditures are projected to be \$200,000 under budget due to a lower-than-anticipated contract expense associated with the City's annual independent audit.

3 City Manager's Office. CMO is projected to be \$44,000 over budget due to unbudgeted termination payouts.

4 Elections. Expenditures are projected to be \$837,000 over budget due to a higher-than-anticipated elections contract expense with Dallas, Collin, and Denton counties for the May election.

5 Code Compliance. CCS is projected to be \$957,000 under budget due to salary savings associated with 53 vacant positions.

6 Court and Detention Services. CTS is projected to be \$1,870,000 under budget due to salary savings associated with 60 vacant positions and a lower-than-anticipated number of ad hoc department requests for security services.

7 Dallas Fire-Rescue. DFR is projected to be \$5,102,000 over budget primarily due to increased overtime for sworn positions (\$5,611,000), medical supplies, parts for fleet repair/maintenance, and decreased reimbursement from Aviation (AVI), all of which is partially offset by an anticipated reimbursement from FEMA (\$2,300,000). Increased uniform overtime is associated with citywide COVID-19 vaccination efforts, as well as with increased backfill expenses for quarantined uniform staff.

8 Dallas Police Department. DPD is projected to be \$13,764,000 over budget primarily due to \$17,457,000 in overtime for sworn positions associated with a greater focus on crime suppression efforts, which is partially offset by an anticipated reimbursement from FEMA (\$4,100,000).

9 311 Customer Service Center. 311 is projected to be \$411,000 under budget due to salary savings associated with 25 vacant positions.

10 Emergency Management Operations. OEM is projected to be \$133,000 over budget due to contracts with private bus companies for mobile warming services during Winter Storm Uri in February 2021. OEM and other impacted departments are tracking severe weather expenses and plan to seek reimbursement from FEMA.

11 Office of Community Police Oversight. OCPO is projected to be \$39,000 under budget due to salary savings associated with two vacant positions.

12 Office of Environmental Quality and Sustainability. OEQS is projected to be \$480,000 under budget due to salary savings associated with 13 vacant positions.

13 Office of Equity and Inclusion. EQU is projected to be \$139,000 under budget due to salary savings associated with two vacant positions.

14 Office of Integrated Public Safety Solutions. IPSS is projected to be \$949,000 under budget due to salary savings associated with 27 vacant positions.

15 Non-Departmental. Non-D is projected to be \$1,250,000 under budget primarily due to savings from delayed master lease drawdowns.

VARIANCE NOTES

16 Park and Recreation. PKR is projected to be \$2,375,000 over budget due to unbudgeted repairs associated with Winter Storm Uri in February 2021 that are not considered insurable. PKR currently estimates repair expenses at \$10,000,000 and anticipates about \$7,250,000 from insurance via reimbursements. This is partially offset by salary savings associated with vacant positions.

17 Sustainable Development and Construction. DEV is projected to be \$605,000 under budget primarily due to a delay in processing FY 2019-20 reimbursements from the Water Utilities and Building Inspection funds.

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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AVIATION¹

Beginning Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809
Total Revenues	112,758,320	112,758,320	68,883,687	119,200,824	6,442,504
Total Expenditures	112,758,320	112,758,320	52,925,083	119,200,824	6,442,504
Ending Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809

CONVENTION AND EVENT SERVICES²

Beginning Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)
Total Revenues	85,832,581	85,832,581	15,683,477	69,998,267	(15,834,314)
Total Expenditures	85,832,581	85,832,581	30,059,893	69,998,267	(15,834,314)
Ending Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)

MUNICIPAL RADIO³

Beginning Fund Balance	\$685,965	\$685,965		\$725,264	\$39,299
Total Revenues	1,911,000	1,911,000	684,303	1,314,642	(596,358)
Total Expenditures	1,875,612	1,875,612	1,066,268	1,684,456	(191,156)
Ending Fund Balance	\$721,353	\$721,353		\$355,450	(\$365,903)

SANITATION SERVICES⁴

Beginning Fund Balance	\$33,204,530	\$33,204,530		\$22,151,461	(\$11,053,069)
Total Revenues	127,068,910	127,068,910	74,074,716	127,154,075	85,165
Total Expenditures	128,413,418	129,224,001	48,825,500	131,628,921	2,404,920
Ending Fund Balance	\$31,860,022	\$31,049,439		\$17,676,615	(\$13,372,824)

STORM DRAINAGE MANAGEMENT– DALLAS WATER UTILITIES

Beginning Fund Balance	\$9,918,699	\$9,918,699		\$10,383,149	\$464,450
Total Revenues	66,355,747	66,355,747	40,085,084	66,372,361	16,614
Total Expenditures	66,329,747	66,329,747	21,642,625	66,329,747	0
Ending Fund Balance	\$9,944,699	\$9,944,699		\$10,425,763	\$481,064

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION⁵

Beginning Fund Balance	\$47,421,969	\$47,421,969		\$51,667,089	\$4,245,120
Total Revenues	33,644,751	33,434,751	20,207,162	33,738,324	303,573
Total Expenditures	36,544,104	38,544,104	20,567,839	36,772,947	(1,771,157)
Ending Fund Balance	\$44,522,616	\$42,312,616		\$48,632,466	\$6,319,850

WATER UTILITIES⁶

Beginning Fund Balance	\$140,647,348	\$140,647,348		\$131,522,556	(\$9,124,792)
Total Revenues	692,146,200	692,146,200	361,130,850	673,795,543	(18,350,657)
Total Expenditures	714,778,341	714,778,341	337,725,494	696,427,683	(18,350,658)
Ending Fund Balance	\$118,015,207	\$118,015,207		\$108,890,416	(\$9,124,791)

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		\$7,667,186	\$2,077,070
Total Revenues	84,372,061	84,372,061	46,949,784	84,397,464	25,403
Total Expenditures	85,013,099	85,013,099	53,835,573	84,584,732	(428,367)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$7,479,918	\$2,530,840

RADIO SERVICES

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,351,631	\$312,418
Total Revenues	12,843,519	12,843,519	6,639,619	12,578,519	(265,000)
Total Expenditures	13,423,481	13,423,481	6,071,077	13,420,725	(2,756)
Ending Fund Balance	\$459,251	\$459,251		\$509,425	\$50,174

EQUIPMENT AND FLEET MANAGEMENT⁷

Beginning Fund Balance	\$12,006,161	\$12,006,161		\$11,979,713	(\$26,448)
Total Revenues	54,714,940	54,714,940	13,744,982	55,333,491	618,551
Total Expenditures	56,069,040	56,069,040	26,722,906	56,600,666	531,626
Ending Fund Balance	\$10,652,061	\$10,652,061		\$10,712,538	\$60,477

EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,120,084	\$4,120,084		\$4,153,287	\$33,203
Total Revenues	2,593,790	2,593,790	1,833,860	2,593,790	0
Total Expenditures	2,080,890	2,080,890	1,370,574	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,666,187	\$33,203

OFFICE OF BOND AND CONSTRUCTION MANAGEMENT⁸

Beginning Fund Balance	\$0	\$0		(\$1,173,960)	(\$1,173,960)
Total Revenues	23,074,750	23,074,750	802,498	20,824,836	(2,249,914)
Total Expenditures	23,074,750	23,074,750	12,579,538	20,824,836	(2,249,914)
Ending Fund Balance	\$0	\$0		(\$1,173,961)	(\$1,173,961)

FY 2020-21 Financial Forecast Report

OTHER FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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9-1-1 SYSTEM OPERATIONS⁹

Beginning Fund Balance	\$5,843,389	\$5,843,389		\$8,723,705	\$2,880,316
Total Revenues	12,017,444	12,017,444	6,607,283	12,071,094	53,650
Total Expenditures	16,126,922	16,126,922	6,577,334	16,522,283	395,361
Ending Fund Balance	\$1,733,911	\$1,733,911		\$4,272,516	\$2,538,605

DEBT SERVICE

Beginning Fund Balance	\$43,627,241	\$43,627,241		\$46,554,040	\$2,926,799
Total Revenues	319,810,380	319,810,380	305,815,517	325,003,084	5,192,704
Total Expenditures	316,672,860	316,672,860	256,231,360	316,672,860	0
Ending Fund Balance	\$46,764,761	\$46,764,761		\$54,884,264	\$8,119,503

EMPLOYEE BENEFITS¹⁰

City Contributions	99,503,000	99,503,000	48,967,867	99,503,000	0
Employee Contributions	29,341,804	29,341,804	27,827,678	41,038,680	11,696,876
Retiree	27,290,950	27,290,950	11,101,888	28,314,724	1,023,774
Other	0	0	26,776	26,776	26,776
Total Revenues	156,135,754	156,135,754	87,924,209	168,883,179	12,747,425
Total Expenditures	163,814,169	163,814,169	79,690,490	176,685,163	12,870,994

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 MANAGEMENT¹¹

Worker's Compensation	23,001,180	23,001,180	219,486	23,001,180	0
Third Party Liability	13,784,533	13,784,533	4,870,024	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,027,589	1,027,589	1,027,589
Total Revenues	44,265,806	44,265,806	6,117,120	45,293,395	1,027,589
Total Expenditures	47,212,601	47,212,601	15,654,965	37,220,323	(9,992,278)

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 April 30, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 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 expenses are projected to be \$6,443,000 over budget due to unbudgeted reimbursements to DPD and DFR for services at Love Field and an unbudgeted insurance fee for commercial paper. Revenues are projected to be \$6,443,000 over budget due to an anticipated increase in passenger enplanements. AVI received \$53.8 million in CARES Act funding and will use \$20 million in FY 2020-21 for debt service payments.

2 Convention and Event Services. CCT revenues and expenses are projected to be \$15,834,000 under budget due to various event cancellations as a result of COVID-19.

3 Municipal Radio. WRR revenues are projected to be \$596,000 under budget due to the loss of arts-related advertising revenues as a result of COVID-19. Similarly, expenses for personnel services are projected to be \$191,000 under budget primarily due to lower sales commissions as a result of lower ad sales. Arts and Culture (OAC) requested input from the Quality of Life, Arts, and Culture Committee on March 17 regarding an alternative management arrangement to overcome some of the challenges of WRR's current operating model.

4 Sanitation Services. City Council increased SAN's budget by \$811,000 on February 24 by resolution #21-0383 for restoration work related to the use of a temporary storm debris staging area after the October 2019 tornado. SAN expenses are projected to be \$2,405,000 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 and increased expenses.

5 Sustainable Development and Construction. City Council increased DEV's budget 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's expenses are projected to be \$1,771,000 under budget primarily due to the elimination of POSSE system upgrades and reduced costs for the workflow evaluation staffing study.

6 Water Utilities. DWU revenues are projected to be \$18,351,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority settlement, as well as an increase in unpaid utility bills, elimination of past due fees associated with COVID-19, and decreased water usage resulting from significant rainfall. DWU expenses are projected to be \$18,351,000 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.

7 Equipment and Fleet Management. EFM expenses are projected to be \$532,000 over budget due to increased costs associated with Winter Storm Uri and for maintaining existing DPD fleet. Revenues are also projected to be over budget by \$619,000 to reflect increased charges to customer departments.

8 Bond and Construction Management. BCM revenues and expenses are projected to be \$2,250,000 under budget primarily due to salary savings associated with 44 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

VARIANCE NOTES

9 911 System Operations. 911 expenses are projected to be \$395,000 over budget primarily due to the delayed implementation of the Next Generation 911 System to FY 2020-21 after being budgeted in FY 2019-20.

10 Employee Benefits. Employee benefits revenues are projected to be \$12,747,000 over budget primarily due to increased enrollment in flexible spending accounts and higher-than-projected supplemental life insurance. This is almost completely offset by \$12,871,000 in expenses for these products.

11 Risk Management. ORM expenses are projected to be \$9,992,000 under budget primarily due to a delay in anticipated claims expenses from FY 2020-21 to FY 2021-22.

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	\$111,630,931	\$66,695,663	\$128,640,676
Park and Recreation Facilities [B]	261,807,000	206,776,093	112,505,109	42,234,676	52,036,307
Fair Park [C]	50,000,000	35,854,549	27,096,553	1,378,386	7,379,610
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	4,273,261	6,162,940	12,048,111
Library Facilities [E]	15,589,000	15,589,000	13,608,249	1,422,316	558,436
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	8,660,631	4,634,703	675,269
Public Safety Facilities [G]	32,081,000	27,737,155	13,212,789	10,911,001	3,613,365
City Facilities [H]	18,157,000	12,720,154	5,173,990	1,132,241	6,413,923
Economic Development [I]	55,400,000	36,709,750	13,943,020	8,537,904	14,228,826
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	3,307,090	10,599,522
Total	\$1,050,000,000	\$692,798,072	\$310,187,106	\$146,416,921	\$236,194,045

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	\$239,676,527	\$17,214,778	\$8,739,184
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	192,258,524	105,897,281	28,219,194
Economic Development [3]	55,000,000	55,000,000	36,100,157	6,621,106	12,278,737
Total	\$642,000,000	\$647,005,488	\$468,035,208	\$129,733,165	\$49,237,115

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	\$375,256,165	\$22,873,429	\$8,360,960
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	274,806,414	22,524,786	45,425,966
Park and Recreation Facilities [3]	343,230,000	353,022,660	340,877,708	2,616,779	9,528,173
Library Facilities [4]	46,200,000	47,693,804	46,491,545	1,008,361	193,898
Cultural Arts Facilities [5]	60,855,000	63,556,770	62,423,006	258,734	875,031
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	25,028,143	1,904,067	8,428,026
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	1,153,500	2,047,376
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	11,101,789	45,472	11,580,190
Court Facilities [11]	7,945,000	7,948,603	7,649,122	154,088	145,393
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,554,138	321,260	248,824
Total	\$1,353,520,000	\$1,398,175,273	\$1,258,083,639	\$52,863,683	\$87,227,951

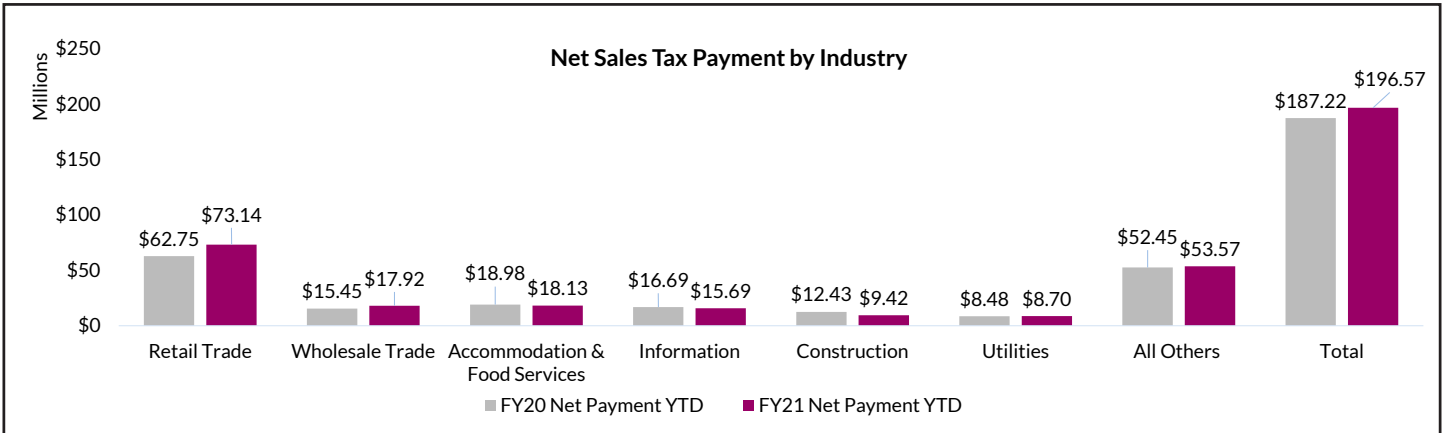
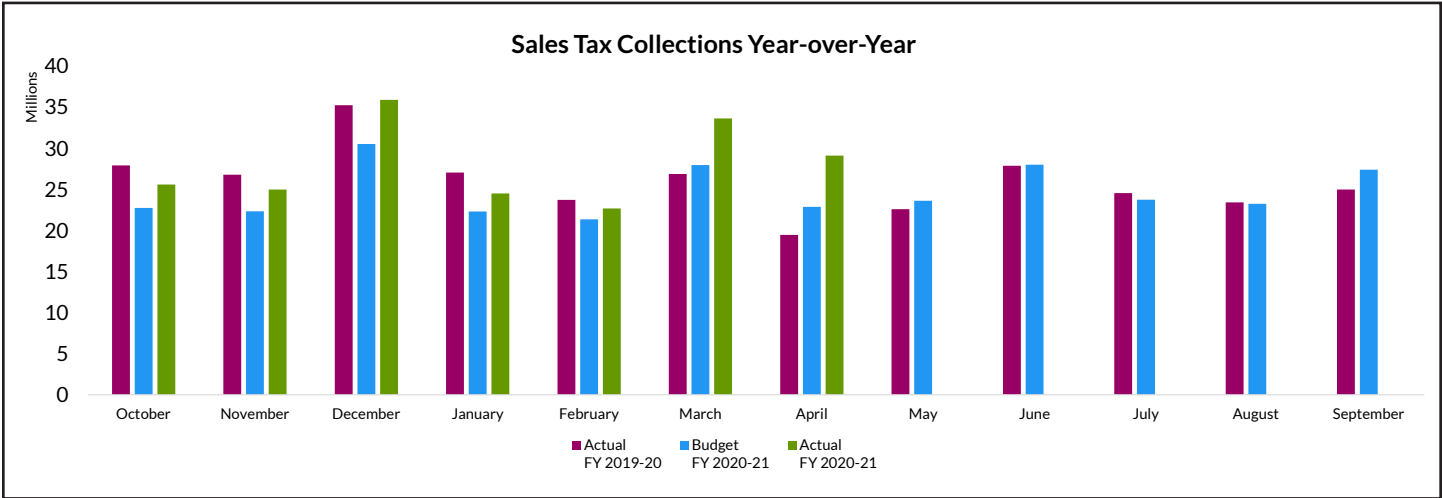
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 \$310,738,000 in sales tax revenue, but because of COVID-19 and the subsequent economic decline, we budgeted only \$296,324,000 for FY 2020-21. As of April 30, the forecast for sales tax revenue is \$35,473,000 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	Apr FY21 over Apr FY20	FYTD21 over FYTD20
Retail Trade	54%	17%
Wholesale Trade	21%	16%
Accommodation and Food Services	99%	-4%
Information	254%	-6%
Construction	-14%	-24%
Utilities	85%	3%
All Others	33%	2%
Total Collections	50%	5%

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.

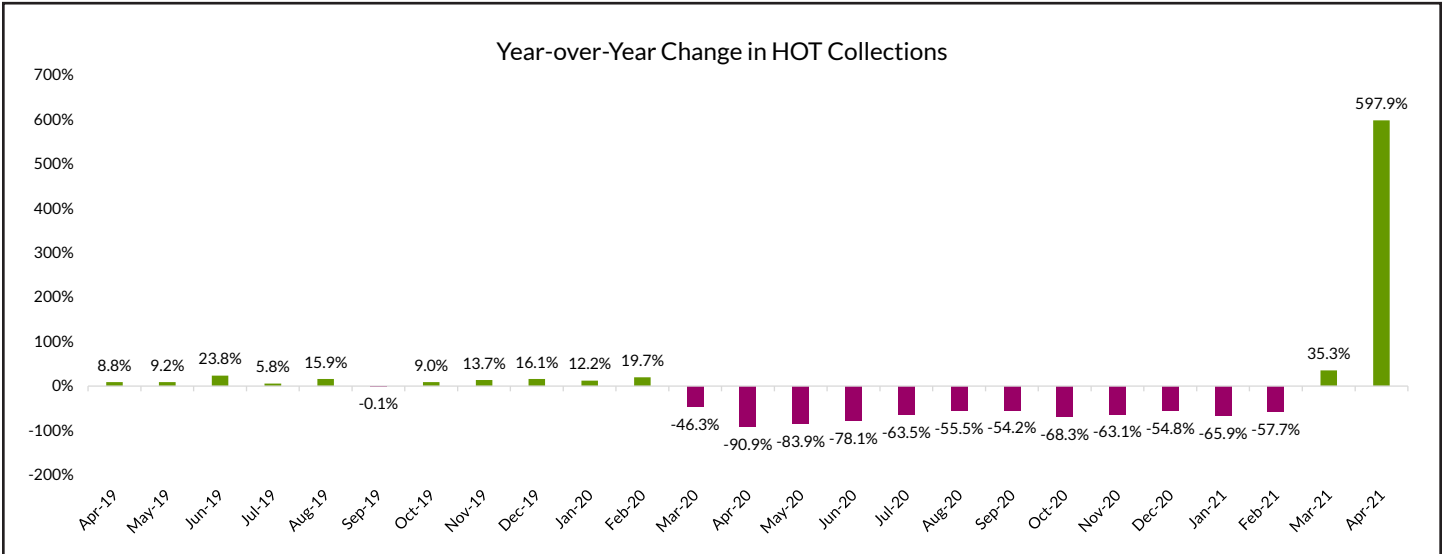
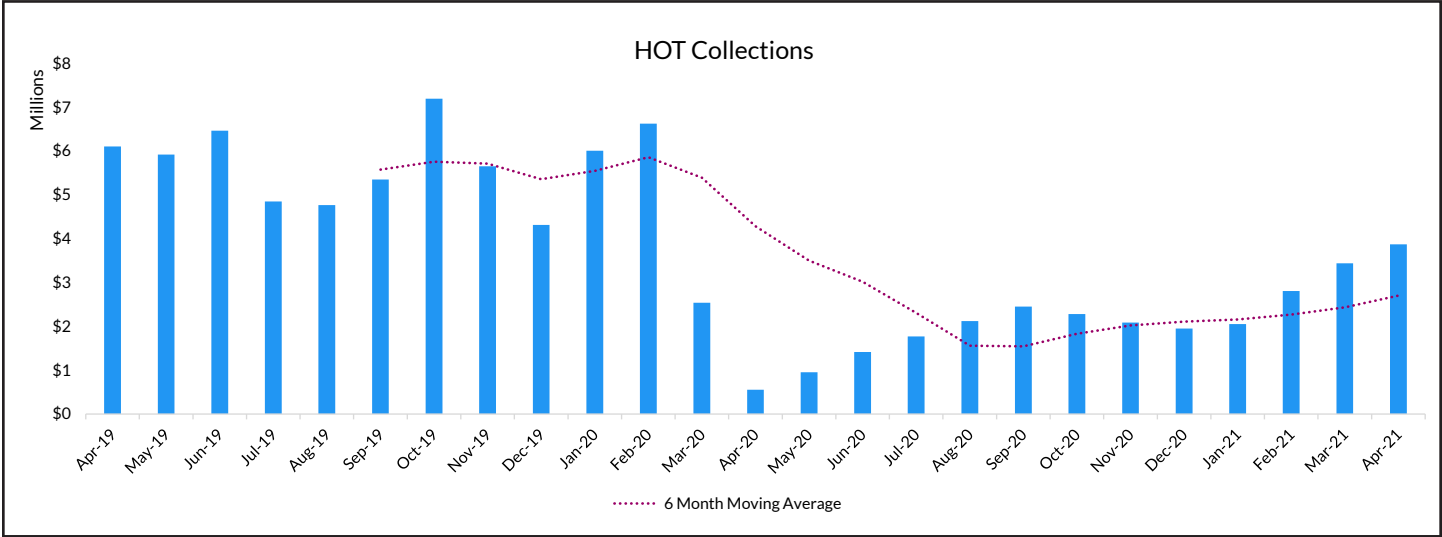
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

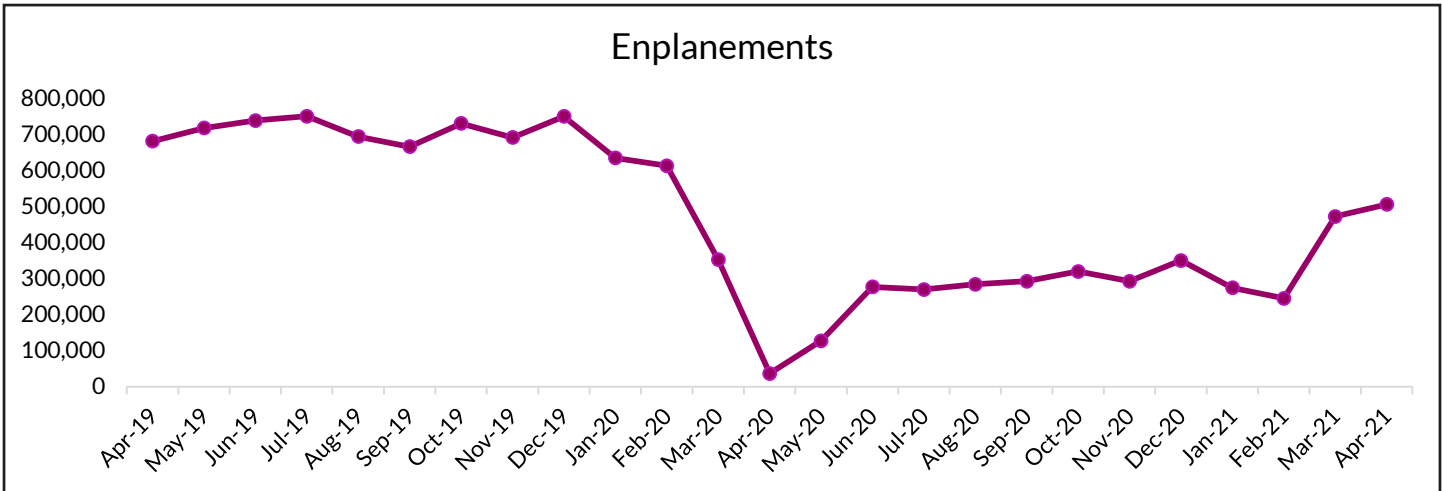
Convention Center Event Bookings

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	2
January	7	13	10	0
February	9	12	6	0
March	8	1	6	0
April	6	1	3	1
May	6	0	9	5
June	5	0	8	5
July	3	0	3	2
August	7	0	7	4
September	11	0	3	7
Total	79	49	74	30

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.

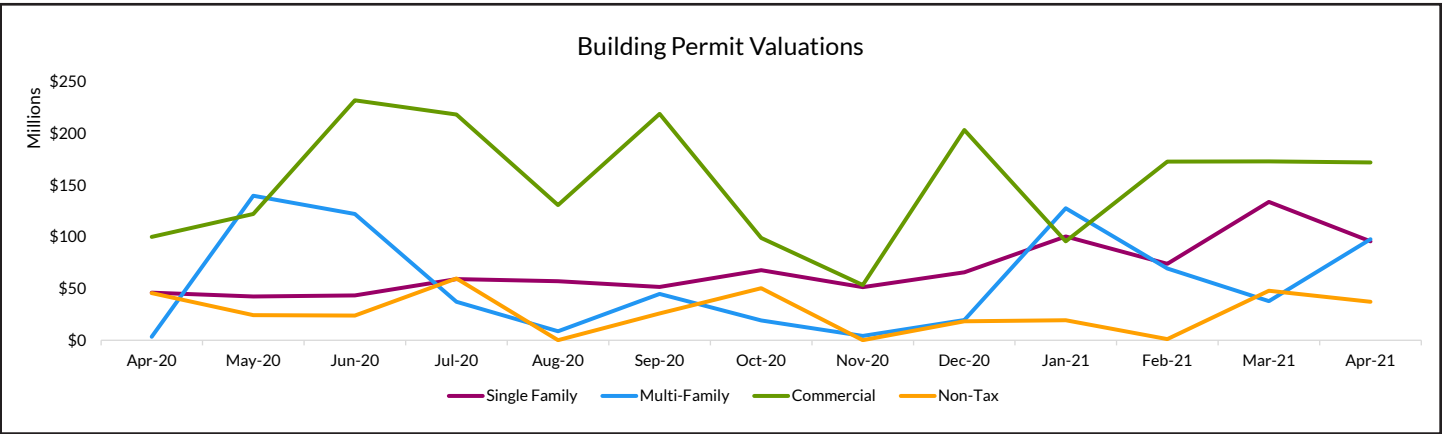
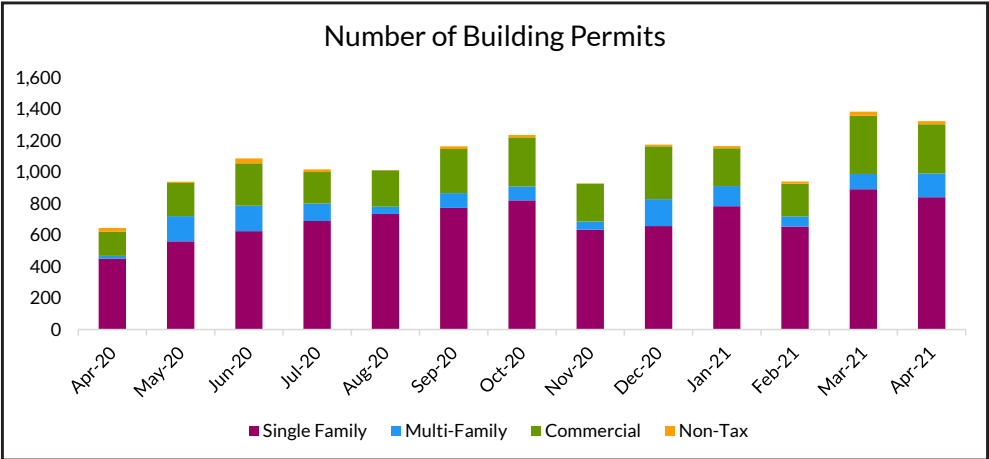


FY 2020-21 Financial Forecast Report

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.

Year-to-Date

 **18**
On Target

 **6**
Near Target

 **11**
Not on Target

Year-End Forecast

 **26**
On Target

 **1**
Near Target

 **8**
Not on Target

#	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%	73.3%	65%	73.3%
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%	97.8%	40%	97.8%
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%	97.5%	98%	98%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	46%	16.9%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	18.5%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	13.25	12.5	14.5
Government Performance & Financial Management						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	27.8%	75%	40.4%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	86.2%	70%	86.4%

* 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	164	120	180
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	76%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.5%	85%	98.6%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	104.2%	80%	80%
Public Safety						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	84.3%	90%	85%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.5%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	57.3%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	65.3%	90%	70%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	1,166.1	1,199.4	1,999	2,032.8
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	20%	31.81%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	86.2%	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	27%	29.2%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	71%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	89.1%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	57.4%	85%	60%
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%	102.2%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	13%	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%	77%	78.03%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.67%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	35.5%	20.7%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	99.4%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.8%	91%	91%
Workforce, Education, & Equity						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	22.7%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	57%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	45%	15%	80%	82%

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

VARIANCE NOTES

#3. As of May 20, DEV estimates residential permit review times at four weeks for first review. Required corrections /resubmissions in prescreening add time to this step. DEV is working with Matrix Consultants to expedite the review process and anticipates a three-week review time without outside help once improvements are fully implemented.

#5. About 45 milestones are complete as of May 2021, and OEQS will complete another 52 during the third quarter. Procurements are planned for the third and fourth quarters that will result in completed milestones, and several milestones are based on ongoing programmatic efforts that will be marked complete at the end of the fiscal year. OEQS has met with the 19 departments involved in implementing the work plan to activate lagging milestones, and staff still anticipate completing 126 milestones by year-end.

#7. SAN is still staggering collection start times to comply with COVID-19 restrictions, which adversely impacts completion times. Additionally, Winter Storm Uri delayed residential collection operations.

#8. 311 has experienced critical and consistent software and IVR malfunctions this year, adversely impacting staff's ability to efficiently assist residents, produce reports, and confidently measure call center performance. While not completely resolved, many of these issues have improved. Deployment of 311's new contact center software in late summer should resolve the majority of the remaining issues. Additionally, 311 enrolled 13 agents in training during April, and these agents will actively field incoming calls once training is complete.

#10. Because of delays in closing applications from last fiscal year, contractors were at capacity and could not take on more projects. HOU closed another eight projects in April (15 YTD) and will close additional applications as contractors become available.

#14. DFR's four closed fire stations have impacted overall response times because of displaced apparatus. DFR added temporary stations in two affected districts and will continue to monitor response times of all displaced apparatus to maximize impact and minimize delays.

FY 2020-21 Dallas 365

#17. As of June 2, 911 call taker staffing is at 76%, and 21 additional candidates are in background check process. Staffing is on track to be at 95% within 90 days. As the state reopens, 911 call volumes are increasing significantly, and DPD anticipates this volume will grow in the summer. Based on current trends, DPD forecasts a 20% increase in 911 call volume year-over-year, resulting in a year-end forecast of 70% for this measure.

#24. Overall circulation of LIB materials, including technology devices, is down compared to last year because of COVID-19 closures and limited services. At any time, 80% of the 100 Chromebook technology bundles (paired with a hot spot) are checked out, and approximately 50% of the remaining individual hot spots are in use.

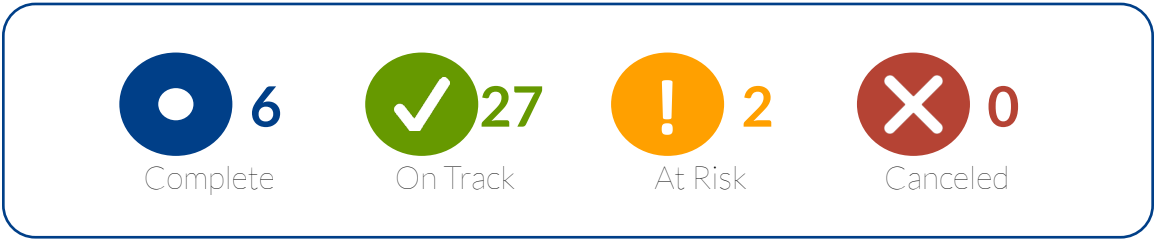
#27. PKR anticipated resuming TRec programming in April, but because of continued COVID-19 precautions, PKR has delayed until June when staff plan to resume at 13 locations.

#30. Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules. Finalizing previously programmed projects also impacted performance, but PBW is on track to complete all planned lane miles by the end of the fiscal year.

#35. EQU diverted resources in February and March to reviewing “Budgeting for Equity” submissions for the FY 2021-22 proposed budget. Two departments have completed Phase II of the Equity Indicators alignment process and will be reflected in the May report. EQU continues to actively engage departments and anticipates reaching the targeted 33 departments by year-end.

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



To more clearly align our equity efforts, the City consolidated the offices of Equity, Fair Housing and Human Rights, Resilience, and Welcoming Communities and Immigrant Affairs into the Office of Equity and Inclusion, effective October 1.

The new office has completed several initiatives already this year, including evaluating

departments’ Budgeting for Equity submissions for the upcoming FY 2021-22 budget. Most recently, they hosted a series of three virtual “lunch n’ learn” meetings for City employees to hear more about putting equity into action. The first was with Planning and Urban Development, the second covered racial trauma and self care, and the third was with Big Brothers and Big Sisters. Thanks to Equity and Inclusion for championing this important value of service!

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 has aligned business and workforce efforts to eliminate duplication, and the team is working with Community Care and outside organizations like the South Dallas Employment Project to implement this initiative.

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 The program launched November 12. In December, staff reviewed and scored 129 applications. In January, staff identified 50 awardees, 45 of whom completed the required technical assistance/business coaching and received funds. From the initial award cycle, 44 of 45 businesses (97.8 percent) were from low- to moderate-income census tracts.

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 Implementation is somewhat behind, but OEQS still anticipates completing all milestones by year-end. The RFCSP for the Urban Agriculture Plan has been published and submissions will be reviewed in June. City Council will also consider approving the Urban Forest Master Plan in June.

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 adjusts collection routes periodically to improve collection vehicle efficiency. The department has also rearranged collection equipment crews and is using more environmentally friendly vehicles. In addition, SAN plans to install a real-time fleet telematic system to improve the quality of collected data, such as actual completed routes and actual miles driven. This effort will support continuous improvement of collection routes.

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 In April, the average speed of answer (ASA) for 311 Spanish calls was 9 minutes and 39 seconds. The year-to-date ASA is 7:17. 311's target for FY 2020-21 is to answer Spanish calls within five minutes. As bilingual agents complete on-the-job training within the next two to four weeks and begin actively fielding incoming calls, response times will continue to decrease.

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 DBI has staffed 23 of 28 positions and is recruiting three Data Science Analysts, one Data Scientist, and an intern, all of whom are targeted to be hired by the end of September.

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 and Inclusion)

STATUS Legal Aid of NorthWest Texas representatives met with 129 people (71 adults and 58 children) in May to address the threat of a possible eviction.

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 changes to the Comprehensive Housing Policy on August 26, including creating the Targeted Repair Program (TRP) and updating the Home Improvement and Preservation Program (HIPP) and Dallas Homebuyers Assistance Program (DHAP) to increase participation. At this time last fiscal year, HOU had served 12 residents, and this year has served six. Now that construction has begun on several repairs, staff anticipate growth in the coming months.

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 has completed LED conversion of 76 street lights on Malcolm X Blvd. The Illegal dumping team is currently on track with the remediation of illegal dumping cases. Since October, CCS has resolved all code violations and remediated 53 vacant lots referred by IPSS.

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 HR reclassified the mediation position as a Mediation Manager, and OCPO expects to post the position before July.

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 The Sobering Center manager has onboarded three supervisors, and the North Texas Behavioral Health Authority will contract caseworkers through an interlocal agreement with the Marshal's Office. Renovations will be completed by the first week of June. The Center hosted a soft opening on May 19 and is on track for a full opening by the end of June 2021. Center staff have been interviewing individuals and connecting them to community-based treatment programs.

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 and 35 in the Spring 2021 class. The department plans to hire 35 additional members in the 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 As of April 1, all five teams are active and the percentage of crisis intervention calls handled by the teams increased from 10 percent of all such calls in January to 32 percent 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 The City will staff the Mobile Crisis Response Team with a combination of internal new hires and contractors. IPSS will extend an offer for the manager position and post seven outreach specialist positions in June. Staff have identified a behavioral health organization for the outsourced positions, and the team will be up and running by the end of the month.

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 Staff have identified a behavioral health organization, which City Council will consider on June 23. IPSS expects them to start offering services by the end of June.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY**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 City Council awarded a contract for the violence interrupters program on April 28, and IPSS has hired a program manager. The program will be operational by the end of June.

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. Project ABLE certified multiple DPD instructors through its train-the-trainers event, and department-wide training began in April. DPD added more classes to expedite the training of all sworn officers.

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 DPD has hired 56 of the 95 non-sworn positions. Forty-two have completed training, and the transition from sworn to non-sworn is complete. Fourteen are still in training, and seven are in the background check process. DPD is working to redeploy sworn positions to patrol and other units where they will be most effective based on departmental needs.

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 RTCC construction is complete and is in the commissioning/certification process. DPD has hired 19 crime analysts, two are in the background check process, and one additional position needs to be filled.

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 six new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. CCS received equipment for the new crews and is updating Salesforce to track illegal dumping cases in coordination with the Marshal's Office.

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 All 1,125 laptops purchased with CARES Act funds, were delivered at the end of May and are expected to be made available for checkout by mid-June.

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 Vickery Park Branch Library opened for curbside service February 2. Forest Green construction is delayed but still on track for completion by the end of the fiscal year.

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 adapted for COVID-19 restrictions are scheduled to resume at 13 locations in June. PKR will also offer teen summer camps at three locations in June.

FY 2020-21 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**25 Facility Accessibility**

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

STATUS Access ramp work at the MLK complex is ongoing. Work on ramps and handrails at MLK library is complete, and sidewalk corrections are 50 percent complete. Municipal Court ADA upgrades have begun that will address noncompliant furniture, handrails, sidewalk repair, and entry. Mildred Dunn's handrails, restroom, and entryway barrier removal work is on hold until August. Majestic Theatre restroom updates are scheduled for completion before the end of December.

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 50.1 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects.

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 19 of 32 sidewalk projects, including four in April.

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 completed 1.1 miles of buffered bike lanes on West Commerce from Fort Worth Ave. to Riverfront Blvd. Staff expects to obligate the Union Bikeway project for construction by the end of FY 2020-21. Staff also plans to bid and award engineering services for Ross Ave. and Elam Rd. shared-use paths and consultant planning services for the Bike Plan Update by year-end. Staff are working to implement bike facilities on Lawnview Ave. and Vernon Rd. 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 City Council awarded the construction project for Gooch St. on April 28. Staff have received construction bids for Killough Blvd. and the project is scheduled for award on June 23. Finally, design is complete for Mesquite Heights and construction is scheduled for award in September.

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 The Virtual Language Center continues to provide translation services in various languages while actively working toward establishing the City as a trusted primary source of information.

31 Fair Park Multimedia Center 

INITIATIVE Launch the Fair Park Multimedia Center (FPMC) 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 apprenticeship program began in February with two students from Thomas Jefferson P-TECH High School. City Council approved the contract for construction and installation of broadcasting and editing equipment on April 28.

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 Staff is evaluating Drivers of Poverty proposals and will select and notify partners in the coming weeks. Additionally, the CARES CDBG Drivers of Poverty solicitation has been published and proposals are being accepted.

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 City Council will consider contract awards on June 23. Additionally, OCC has launched the formal planning process with Cities for Financial Empowerment to align with pilot programming and will integrate newly selected partners once selected.

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 and ECO have developed solicitations for new reentry services partners, and additional services are targeted to begin in the summer. The current program partner, the Regional Black Contractors Association, has enrolled 41 clients as of March 31, funded by an allocation from the Texas Department of Criminal Justice.

35 Equity & Inclusion 

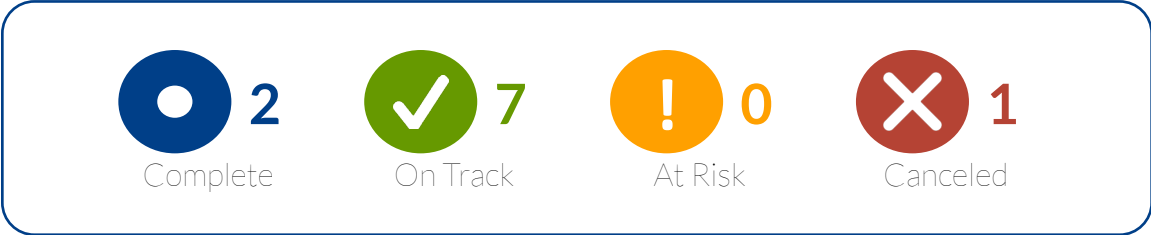
INITIATIVE Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

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 CTS briefed the Public Safety Committee on the assessment results and recommended next steps on May 10, and staff created a comprehensive risk assessment plan for implementation.

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 August 2022 (originally December 2020). Of the 33 planned sites, 20 are complete, and the remaining 13 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving and City of DeSoto to share premises, facilities, and/or equipment, and ILAs are pending with the cities of Mesquite, Sachse, and Fort Worth.

23 Historic Resource Survey

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

STATUS OHP presented the initial survey findings to the community on May 18, and staff anticipate hosting at least one more community meeting in the coming months. The final draft of the survey and public hearings are set for Spring 2022 with a target completion date in June 2022.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES**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 equipped 1,500 officers with cameras and finished the rollout of new models to existing users. New user classes have begun, and DPD anticipates all 2,000 cameras will be in service by the summer. DAS has purchased 50 cameras that will be active by May, and CTS has purchased 35 cameras for use this fiscal year.

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 and issued all 1,835 sets of PPE, and all SCBA equipment has been delivered.

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 The signal contractor has a work order to install radar at 20 of the 27 remaining locations, and staff is coordinating scheduling. City staff will handle installations at the remaining seven locations.

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 City Council has approved investments of \$24.1 million in three NOFA projects this fiscal year—St. Jude, Westmoreland Heights, and Midpark Towers—for a total of 630 new units and a total investment of almost \$100 million into housing projects in Dallas.

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 City Council approved the consultant contract on April 28, and PUD anticipates launching the public process phase in June 2021 with a draft plan by June 2022.

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 approximately \$1 million for this project. McCoy's construction documents are about 75 percent complete and under review by the National Park Service. Isometric Studio presented their conceptual design to staff and community stakeholders. Staff are awaiting the defined fabrication and implementation cost estimates for each exhibit in the house and are drafting the proposal for the general contractor.

39 Ethics Training 

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

STATUS EQU continues to deliver biennial ethics training. The Values Ambassador program was on hold while the Ethics Officer position was vacant and is discontinued pending an overall review of the entire Ethics program.

