

# Memorandum



CITY OF DALLAS

DATE August 20, 2021

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report—June 2021**

Please find attached the June Budget Accountability Report (BAR) based on information through June 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 are included in this report. 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.

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 June 30, 2021**

**Prepared by  
Budget & Management Services**

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**1500 Marilla Street, 4FN  
Dallas, TX 75201**

**214-670-3659  
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# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	18.3% under budget	18.3% under budget
Municipal Radio	31.6% under budget	13.4% 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	10.2% under budget	10.2% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 17  
On Target

! 6  
Near Target

✗ 12  
Not on Target

#### Year-End Forecast

✓ 26  
On Target

! 1  
Near Target

✗ 8  
Not on Target

### Budget Initiative Tracker

● 9  
Complete

! 2  
At Risk

✓ 24  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through June 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 June 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		\$250,424,498	\$14,432,147
Revenues	1,437,039,483	1,445,788,159	1,279,926,747	1,481,897,935	36,109,776
Expenditures	1,437,039,483	1,445,788,159	1,050,453,903	1,461,021,030	15,232,871
Ending Fund Balance	\$235,992,351	\$235,992,351		\$271,301,403	\$35,309,052

**Fund Balance.** As of June 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 June 30, 2021, General Fund revenues are projected to be \$36,110,000 over budget. Sales tax revenue is projected to be \$30,938,000 over budget based on actual collection trends. Additionally, property tax is forecast to be \$19,707,000 over budget. This is primarily because supplemental 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) projected to be under budget.

**Expenditures.** Through June 30, General Fund expenditures are projected to be \$15,233,000 over budget primarily due to DPD and DFR uniform overtime and repair costs to City facilities associated with Winter Storm Uri (PKR). 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 <sup>1</sup>	\$825,006,993	\$825,006,993	\$842,608,699	\$844,714,339	\$19,707,346
Sales Tax <sup>2</sup>	296,324,365	305,073,041	196,751,544	336,011,501	30,938,460
Franchise and Other	115,907,401	115,907,401	80,567,843	119,898,376	3,990,975
Charges for Services	105,618,133	105,618,133	63,685,338	107,444,282	1,826,149
Fines and Forfeitures <sup>3</sup>	23,554,646	23,554,646	18,525,903	24,734,973	1,180,327
Operating Transfers In <sup>4</sup>	42,410,021	42,410,021	8,291,724	21,027,322	(21,382,699)
Intergovernmental <sup>5</sup>	12,111,533	12,111,533	9,183,116	13,390,063	1,278,530
Miscellaneous <sup>6</sup>	6,716,212	6,716,212	8,549,025	8,767,447	2,051,235
Licenses and Permits <sup>7</sup>	5,023,871	5,023,871	3,790,055	4,584,766	(439,105)
Interest <sup>8</sup>	4,366,308	4,366,308	1,234,140	1,324,866	(3,041,442)
<b>Total Revenue</b>	<b>\$1,437,039,483</b>	<b>\$1,445,788,159</b>	<b>\$1,233,187,388</b>	<b>\$1,481,897,935</b>	<b>\$36,109,776</b>

**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 \$19,707,000 over budget primarily because supplemental property values are significantly higher than the certified values due to a record number of protests. Now that protests have been resolved, the value is \$149.1 billion.

**2 Sales Tax.** City Council increased the sales tax budget by \$8,749,000 on June 9 as part of the mid-year appropriations adjustment process. Revenues are forecast to be \$30,938,000 over budget based on actual collection trends.

**3 Fines and Forfeitures.** Revenues are forecast to be \$1,180,000 over budget primarily due to an increase in civil citation payments and dispositions.

**4 Operating Transfers In.** Revenues are forecast to be \$21,383,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena and Revenue Stabilization Fund transfers.

**5 Intergovernmental** Revenues are forecast to be \$1,279,000 over budget primarily due to a larger-than-budgeted payment through the DFW Airport revenue-sharing agreements.

**6 Miscellaneous.** Revenues are forecast to be \$2,051,000 over budget primarily due to auction sales exceeding budget (\$2,557,000), an unbudgeted legal settlement with ATTPAC (\$330,000), and unclaimed surplus property (\$254,000). This is partially offset by reduced revenues associated with new Transportation (TRN) engineering review fees (\$1,147,000).

**7 Licenses and Permits.** Revenues are forecast to be \$439,000 under budget primarily due to lower-than-expected collections for beer licenses (\$225,000), liquor licenses (\$182,000), and dockless permits (\$200,000). This is partially offset by higher-than-expected Sustainable Development and Construction (DEV) license fees (\$438,000).

**8 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	\$241,826,877	\$162,164,687	\$225,903,687	(\$15,923,191)
Civilian Overtime	7,514,598	7,415,838	7,669,818	9,993,409	2,577,571
Civilian Pension	33,844,770	34,047,406	23,290,384	32,362,871	(1,684,535)
Uniform Pay	481,652,999	479,350,661	343,040,321	477,008,115	(2,342,546)
Uniform Overtime	30,835,323	33,207,322	43,347,902	57,304,888	24,097,566
Uniform Pension	167,665,603	167,665,603	120,609,072	168,400,054	734,451
Health Benefits	72,562,299	72,613,814	45,254,060	72,613,814	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,659,504	8,471,227	11,601,892	(57,612)
<b>Total Personnel Services<sup>1</sup></b>	<b>1,064,314,878</b>	<b>1,064,764,580</b>	<b>753,847,471</b>	<b>1,072,166,283</b>	<b>7,401,703</b>
Supplies <sup>2</sup>	74,443,068	72,512,979	48,720,373	77,037,455	4,524,476
Contractual Services <sup>3</sup>	405,650,955	412,285,525	297,706,822	428,814,813	16,529,288
Capital Outlay <sup>4</sup>	11,244,563	14,718,421	9,626,913	18,331,881	3,613,460
Reimbursements <sup>5</sup>	(118,613,981)	(118,493,346)	(59,447,676)	(135,329,402)	(16,836,056)
<b>Total Expenditures</b>	<b>\$1,437,039,483</b>	<b>\$1,445,788,159</b>	<b>\$1,050,453,903</b>	<b>\$1,461,021,030</b>	<b>\$15,232,871</b>

**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 \$7,402,000 over budget primarily due to overtime for DPD (\$17,607,000) and DFR (\$6,491,000) uniform employees. This is primarily offset by salary savings from non-uniform employees.

**2 Supplies.** Supplies are forecast to be \$4,524,000 over budget primarily due to an increase in major accidents causing vehicle repairs coupled with an increase in proactive preventive maintenance on DFR fleet for apparatus/ambulances, the purchase of medical PPE and usage of medical supplies for staff at COVID vaccination clinics, higher-than-budgeted uniform and equipment expenses for existing DPD uniform employees, and a Housing Street Reconstruction project that will be fully reimbursed by Community Development Block Grant (CDBG) funds within the Public Works Department.

**3 Contractual Services.** Contractual services are forecast to be \$16,529,000 over budget due to unbudgeted repairs associated with Winter Storm Uri in February that will be partially offset by a reimbursement from property insurance, maintenance work related to COVID-19 not completed by December 30, and various concrete projects completed by a contractor due to PBW staff working on a Housing Street Reconstruction project that will be fully reimbursed by CDBG funds (PBW). This is partially offset by savings in master lease drawdowns and a reduced annual TIF district payment.

**4 Capital Outlay.** Capital outlays are forecast to be \$3,613,000 over budget due to the purchase of a new generator for the jail facility (\$350,000), refrigerant replacement (\$415,000), and the replacement of HVAC units at multiple locations.

## VARIANCE NOTES

**5 Reimbursements.** Reimbursements are forecast to be \$16,836,000 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 (\$4,087,000), ARPA-eligible reimbursements related to facility maintenance and installations (\$1,427,000), and reimbursements from the Federal Emergency Management Agency (FEMA) for DPD's (\$2,780,000) and DFR's (\$2,260,000) 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	\$2,720,242	\$4,091,902	(\$80,807)
Building Services <sup>1</sup>	23,397,410	29,675,143	26,826,209	32,953,194	3,278,051
City Attorney's Office	16,978,300	16,978,300	12,209,961	16,948,568	(29,732)
City Auditor's Office	3,123,860	3,123,860	2,090,211	2,985,100	(138,760)
City Controller's Office	8,004,574	8,004,574	6,277,174	7,894,066	(110,508)
Independent Audit <sup>2</sup>	945,429	945,429	0	745,429	(200,000)
City Manager's Office	2,918,134	2,918,134	2,112,742	2,918,134	0
City Secretary's Office	2,886,027	2,886,027	2,131,407	2,885,616	(411)
Elections <sup>3</sup>	1,106,896	1,928,528	1,901,592	1,928,528	0
Civil Service	2,946,744	2,946,744	1,817,421	2,815,497	(131,247)
Code Compliance	32,209,414	33,858,725	21,457,387	33,799,997	(58,728)
Court and Detention Services <sup>4</sup>	23,811,595	23,811,595	14,972,616	23,241,336	(570,259)
Jail Contract	9,547,117	9,547,117	4,773,558	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	10,495,440	15,314,969	0
Dallas Fire-Rescue <sup>5</sup>	315,544,933	315,544,933	227,790,861	321,198,211	5,653,278
Dallas Police Department <sup>6</sup>	513,535,030	513,535,030	373,450,055	527,314,622	13,779,592
Housing and Neighborhood Revitalization <sup>7</sup>	3,587,062	3,587,062	1,811,431	3,362,374	(224,688)
Human Resources	6,055,192	6,055,192	4,290,982	6,046,172	(9,020)
Judiciary	3,663,199	3,663,199	2,632,856	3,662,134	(1,065)
Library	32,074,999	32,074,999	20,598,927	31,734,091	(340,908)
Management Services					
311 Customer Service Center <sup>8</sup>	4,639,768	4,639,768	2,885,739	4,228,958	(410,810)
Communications, Outreach, and Marketing <sup>9</sup>	2,295,750	2,295,750	1,314,863	2,155,481	(140,269)
Emergency Management Operations <sup>10</sup>	1,152,959	1,152,959	1,512,427	1,282,744	129,785
Office of Community Care	8,415,504	8,415,505	3,695,975	8,044,760	(370,745)
Office of Community Police Oversight <sup>11</sup>	545,133	545,133	269,366	502,967	(42,166)
Office of Environmental Quality and Sustainability <sup>12</sup>	4,247,434	4,247,433	3,609,524	3,807,829	(439,604)
Office of Equity and Inclusion <sup>13</sup>	2,401,046	2,401,046	1,412,027	2,659,168	258,122
Office of Government Affairs	937,370	937,370	689,407	926,107	(11,263)
Office of Historic Preservation	728,797	728,797	462,949	721,415	(7,382)
Office of Homeless Solutions	12,364,516	12,364,516	7,555,374	12,364,516	0
Office of Integrated Public Safety Solutions	3,393,814	3,393,814	466,962	3,391,166	(2,648)
Mayor and City Council	5,140,653	5,140,653	3,632,520	5,138,803	(1,850)
Non-Departmental <sup>14</sup>	113,461,571	113,461,571	89,486,393	109,589,690	(3,871,881)
Office of Arts and Culture	20,204,697	20,204,697	17,340,693	20,129,046	(75,651)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	1,763,074	1,261,645	(268)
Office of Economic Development	5,442,727	5,442,727	3,873,893	5,416,208	(26,519)
Park and Recreation <sup>15</sup>	94,313,446	94,313,446	67,899,471	95,781,761	1,468,315
Planning and Urban Design <sup>16</sup>	3,312,735	3,312,735	2,182,949	3,024,656	(288,079)
Procurement Services	3,018,085	3,018,085	2,013,216	2,954,209	(63,876)
Public Works	76,141,197	76,141,197	63,388,716	75,673,277	(467,920)
Sustainable Development and Construction <sup>17</sup>	1,868,980	1,868,980	1,761,058	1,290,445	(578,535)
Transportation <sup>18</sup>	43,105,575	43,105,575	28,054,014	42,466,902	(638,673)
<b>Total Departments</b>	<b>1,430,217,263</b>	<b>1,438,965,939</b>	<b>1,045,631,683</b>	<b>1,454,198,810</b>	<b>15,232,871</b>
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
<b>Total Expenditures</b>	<b>\$1,437,039,483</b>	<b>\$1,445,788,159</b>	<b>\$1,050,453,903</b>	<b>\$1,461,021,030</b>	<b>\$15,232,871</b>



## 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.** City Council increased BSD's budget by \$6,278,000 on June 9 by resolution #21-0977 for maintenance and repair of City facilities. BSD is projected to be \$3,278,000 over budget due to maintenance work related to COVID-19 not completed by December 30, reduced reimbursements from various City departments, and various emergency HVAC and plumbing repairs. This is partially offset by salary and overtime savings, and an expected reimbursement by ARPA funds.

**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 Elections.** City Council increased the Elections budget by \$822,000 on June 9 by resolution #21-0977 due to a higher-than-anticipated contract expense with Dallas, Collin, and Denton counties for the May election.

**4 Court and Detention Services.** CTS is projected to be \$570,000 under budget due to salary savings associated with 61 vacant positions and a lower-than-anticipated number of ad hoc department requests for security services partially offset by a loss in reimbursement for security services caused by cancelled events.

**5 Dallas Fire-Rescue.** DFR is projected to be \$5,653,000 over budget primarily due to increased overtime for sworn positions (\$6,491,000), medical supplies, parts for fleet repair/maintenance, and a decreased reimbursement from Aviation (AVI), all of which is partially offset by an anticipated reimbursement from FEMA (\$2,260,000). Increased uniform overtime is associated with citywide COVID-19 vaccination efforts, as well as with increased backfill expenses for quarantined uniform staff.

**6 Dallas Police Department.** DPD is projected to be \$13,780,000 over budget primarily due to \$17,607,000 in overtime for sworn positions associated with a greater focus on crime suppression efforts, higher than budgeted expenses for uniforms and equipment, which is partially offset by an anticipated reimbursement from FEMA (\$2,780,000).

**7 Housing and Neighborhood Revitalization.** HOU is projected to be \$225,000 under budget due to prior vacancies that have since been filled.

**8 311 Customer Service Center.** 311 is projected to be \$411,000 under budget due to salary savings associated with 21 vacant positions.

**9 Communications, Outreach, and Marketing.** COM is projected to be \$141,000 under budget due to salary savings associated with four vacant positions.

**10 Emergency Management Operations.** OEM is projected to be \$130,000 over budget primarily due to contracts with private bus companies for mobile warming services during Winter Storm Uri. 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 \$42,000 under budget due to salary savings associated with two vacant positions.

**12 Office of Environmental Quality and Sustainability.** OEQS is projected to be \$440,000 under budget due to salary savings associated with eight vacant positions.

**13 Office of Equity and Inclusion.** EQU is projected to be \$258,000 over budget due to unbudgeted termination payouts and contractual expenses for consultant fees for the Racial Equity Plan.

**14 Non-Departmental.** Non-D is projected to be \$3,872,000 under budget primarily due to savings from delayed master lease drawdowns and a reduced annual TIF district payment.

## VARIANCE NOTES

**15 Park and Recreation.** PKR is projected to be \$1,468,000 over budget due to unbudgeted repairs associated with Winter Storm Uri 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.

**16 Planning and Urban Design.** PUD is projected to be \$288,000 under budget due to salary savings associated with four vacant positions.

**17 Sustainable Development and Construction.** DEV is projected to be \$579,000 under budget primarily due to a delay in processing FY 2019-20 reimbursements from the Water Utilities and Building Inspection funds.

**18 Transportation.** TRN is projected to be \$639,000 under budget primarily due to salary savings associated with 30 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<sup>1</sup>**

Beginning Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809
Total Revenues	112,758,320	119,081,299	95,061,093	119,173,184	91,885
Total Expenditures	112,758,320	119,081,299	80,463,537	119,173,184	91,885
Ending Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809

**CONVENTION AND EVENT SERVICES<sup>2</sup>**

Beginning Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)
Total Revenues	85,832,581	85,832,581	30,767,992	70,123,780	(15,708,801)
Total Expenditures	85,832,581	85,832,581	42,410,155	70,123,780	(15,708,801)
Ending Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)

**MUNICIPAL RADIO<sup>3</sup>**

Beginning Fund Balance	\$685,965	\$685,965		\$725,264	\$39,299
Total Revenues	1,911,000	1,911,000	897,097	1,307,642	(603,358)
Total Expenditures	1,875,612	1,875,612	1,275,964	1,687,164	(188,448)
Ending Fund Balance	\$721,353	\$721,353		\$345,742	(\$375,611)

**SANITATION SERVICES<sup>4</sup>**

Beginning Fund Balance	\$33,204,530	\$33,204,530		\$22,151,461	(\$11,053,069)
Total Revenues	127,068,910	127,068,910	95,651,590	126,253,231	(815,679)
Total Expenditures	128,413,418	131,628,920	69,256,529	131,628,920	0
Ending Fund Balance	\$31,860,022	\$28,644,520		\$16,775,772	(\$11,868,748)

**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	51,590,394	66,365,861	10,114
Total Expenditures	66,329,747	66,329,747	29,271,587	66,326,233	(3,514)
Ending Fund Balance	\$9,944,699	\$9,944,699		\$10,422,777	\$478,078

**SUSTAINABLE DEVELOPMENT AND CONSTRUCTION<sup>5</sup>**

Beginning Fund Balance	\$47,421,969	\$47,421,969		\$51,667,089	\$4,245,120
Total Revenues	33,644,751	33,434,751	26,008,313	34,114,986	680,235
Total Expenditures	36,544,104	38,544,104	25,800,253	37,605,472	(938,632)
Ending Fund Balance	\$44,522,616	\$42,312,616		\$48,176,603	\$5,863,987

**WATER UTILITIES<sup>6</sup>**

Beginning Fund Balance	\$140,647,348	\$140,647,348		\$131,522,556	(\$9,124,792)
Total Revenues	692,146,200	692,146,200	469,012,225	668,731,235	(23,414,965)
Total Expenditures	714,778,341	714,778,341	424,011,842	691,363,376	(23,414,965)
Ending Fund Balance	\$118,015,207	\$118,015,207		\$108,890,415	(\$9,124,792)

## 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	60,955,447	84,492,991	120,930
Total Expenditures	85,013,099	85,013,099	64,282,396	84,264,577	(748,522)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$7,895,600	\$2,946,522

**RADIO SERVICES**

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,351,631	\$312,418
Total Revenues	12,843,519	12,843,519	8,241,263	12,579,470	(264,049)
Total Expenditures	13,423,481	13,423,481	10,018,166	13,420,652	(2,829)
Ending Fund Balance	\$459,251	\$459,251		\$510,449	\$51,198

**EQUIPMENT AND FLEET MANAGEMENT<sup>7</sup>**

Beginning Fund Balance	\$12,006,161	\$12,006,161		\$11,979,713	(\$26,448)
Total Revenues	54,714,940	54,714,940	26,585,987	55,404,597	689,657
Total Expenditures	56,069,040	56,069,040	37,591,336	56,758,697	689,657
Ending Fund Balance	\$10,652,061	\$10,652,061		\$10,625,613	(\$26,448)

**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	2,349,795	2,577,012	(16,778)
Total Expenditures	2,080,890	2,080,890	1,625,327	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,649,409	\$16,425

**OFFICE OF BOND AND CONSTRUCTION MANAGEMENT<sup>8</sup>**

Beginning Fund Balance	\$0	\$0		(\$1,173,960)	(\$1,173,960)
Total Revenues	23,074,750	23,074,750	1,057,028	20,726,788	(2,347,962)
Total Expenditures	23,074,750	23,074,750	15,338,950	20,726,788	(2,347,962)
Ending Fund Balance	\$0	\$0		(\$1,173,960)	(\$1,173,960)

## 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 OPERATIONS<sup>9</sup>**

Beginning Fund Balance	\$5,843,389	\$5,843,389		\$8,723,705	\$2,880,316
Total Revenues	12,017,444	12,017,444	9,622,763	11,976,818	(40,626)
Total Expenditures	16,126,922	16,523,922	7,063,499	16,100,607	(820,315)
Ending Fund Balance	\$1,733,911	\$1,336,911		\$4,599,916	\$3,660,005

**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	308,084,298	326,438,389	6,628,009
Total Expenditures	316,672,860	316,672,860	256,231,360	306,124,732	(10,548,128)
Ending Fund Balance	\$46,764,761	\$46,764,761		\$66,867,697	\$20,102,936

**EMPLOYEE BENEFITS<sup>10</sup>**

City Contributions	99,503,000	99,503,000	62,753,408	99,503,000	\$0
Employee Contributions	29,341,804	29,341,804	35,273,308	26,937,141	(2,404,663)
Retiree	27,290,950	27,290,950	16,551,659	27,283,270	(7,680)
Other	0	0	19,716	13,217,967	13,217,967
Total Revenues	156,135,754	156,135,754	114,598,091	166,941,378	10,805,624
Total Expenditures	163,814,169	163,814,169	112,887,952	165,922,755	2,108,586

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<sup>11</sup>**

Worker's Compensation	23,001,180	23,001,180	220,862	23,001,180	\$0
Third Party Liability	13,784,533	13,784,533	4,870,114	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,029,994	1,029,994	1,029,994
Total Revenues	44,265,806	44,265,806	6,120,991	45,295,800	1,029,994
Total Expenditures	47,212,601	47,212,601	18,446,513	31,950,106	(15,262,495)

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 May 31, 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.** City Council increased AVI's budget by \$6,322,979 on June 9 by resolution #21-0977 as part of the mid-year appropriations adjustment process due to higher expenses than budgeted, offset by increased revenue. The expenses will be used for unbudgeted reimbursements to DPD and DFR for services at Love Field and an unbudgeted insurance fee for commercial paper.

**2 Convention and Event Services.** CCT revenues and expenses are projected to be \$15,709,000 under budget due to various event cancellations as a result of COVID-19.

**3 Municipal Radio.** WRR revenues are projected to be \$603,000 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 \$188,000 under budget primarily due to lower sales commissions as a result of lower ad sales. WRR anticipates using fund balance to offset lost revenue.

**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. City Council increased SAN's budget again by \$2,405,000 on June 9 by resolution #21-0977 as part of the mid-year appropriations adjustment process due to the use of fund balance to offset lost revenue and the increased expenses associated with the shingle cleanup at the former Blue Star Recycling facility.

**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 \$939,000 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 \$23,415,000 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 \$23,415,000 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 \$690,000 over budget due to increased costs associated with Winter Storm Uri and for maintaining existing DPD fleet. Revenues are also projected to be \$690,000 over budget to reflect increased charges to customer departments.

**8 Bond and Construction Management.** BCM revenues and expenses are projected to be \$2,348,000 under budget primarily due to salary savings associated with 40 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.** City Council increased 911's budget by \$397,000 on June 9 by resolution #21-0977 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.** Revenues are projected to be \$10,806,000 over budget due to increased enrollment in flexible spending accounts and higher-than-projected supplemental life insurance. Expenses are projected to be \$2,109,000 over budget due to increased employee participation in flexible spending accounts which is partially offset by other health benefit expenses being under budget due to a better claim experience and a CVS rebate.

**11 Risk Management.** ORM expenses are projected to be \$15,262,000 under budget primarily due to a delay in anticipated claims expenses from FY 2020-21 to FY 2021-22 and a positive recovery resulting in a lower-than-expected payout.

## 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	\$120,767,772	\$85,503,958	\$100,695,540
Park and Recreation Facilities [B]	261,807,000	206,776,093	116,432,803	28,256,718	62,086,572
Fair Park [C]	50,000,000	35,854,549	27,406,401	1,306,080	7,142,068
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	4,511,673	6,663,276	11,309,363
Library Facilities [E]	15,589,000	15,589,000	13,944,765	1,099,456	544,779
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	9,051,294	4,247,053	672,257
Public Safety Facilities [G]	32,081,000	27,737,155	14,824,575	9,647,290	3,265,290
City Facilities [H]	18,157,000	12,720,154	5,611,107	756,880	6,352,167
Economic Development [I]	55,400,000	36,709,750	14,265,554	10,865,846	11,578,350
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	3,307,090	10,599,522
<b>Total</b>	<b>\$1,050,000,000</b>	<b>\$692,798,072</b>	<b>\$326,898,517</b>	<b>\$151,653,647</b>	<b>\$214,245,908</b>

**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	\$241,473,044	\$16,977,215	\$7,180,229
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	193,722,696	104,456,638	28,195,666
Economic Development [3]	55,000,000	55,000,000	36,501,207	6,220,056	12,278,737
<b>Total</b>	<b>\$642,000,000</b>	<b>\$647,005,488</b>	<b>\$471,696,947</b>	<b>\$127,653,909</b>	<b>\$47,654,632</b>

**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	\$378,829,286	\$19,748,578	\$7,912,690
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	275,781,507	21,071,378	45,904,281
Park and Recreation Facilities [3]	343,230,000	353,022,660	342,916,926	3,349,588	6,756,147
Library Facilities [4]	46,200,000	47,693,804	46,823,347	689,910	180,547
Cultural Arts Facilities [5]	60,855,000	63,556,770	62,540,328	147,902	868,540
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	25,051,821	1,885,542	8,422,872
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	0	145,2418	47,582
Economic Development [8]	41,495,000	45,060,053	1,153,500	41,939,230	1,967,324
Farmers Market Improvements [9]	6,635,000	6,933,754	3,208	6,584,013	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	400,672	11,125,739	11,201,040
Court Facilities [11]	7,945,000	7,948,603	165,566	7,680,430	102,607
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	316,682	64,554,146	253,394
<b>Total</b>	<b>\$1,353,520,000</b>	<b>\$1,398,175,273</b>	<b>\$1,133,982,843</b>	<b>\$180,228,873</b>	<b>\$83,963,557</b>

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.

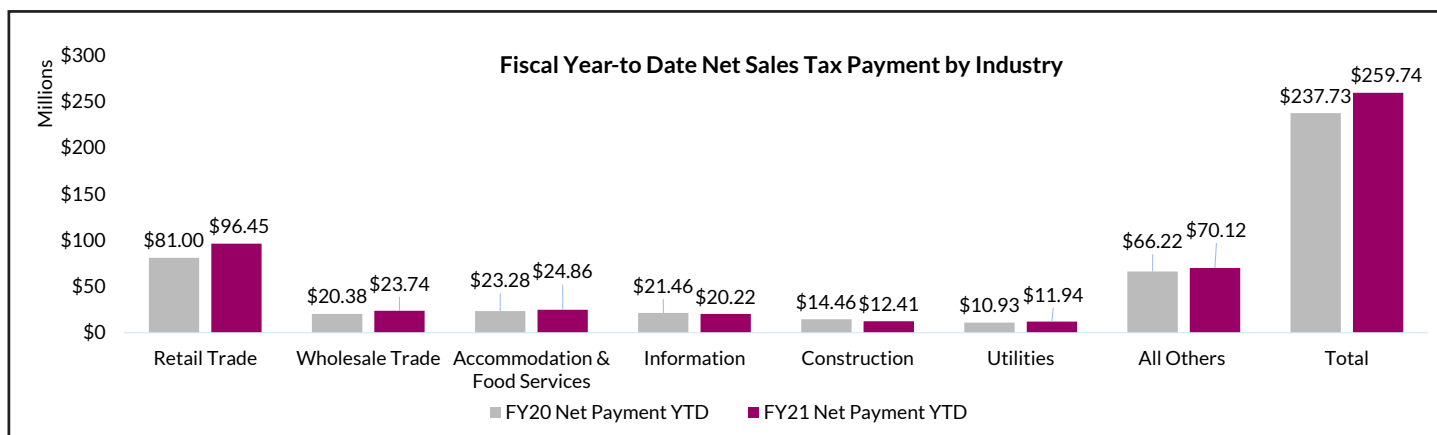
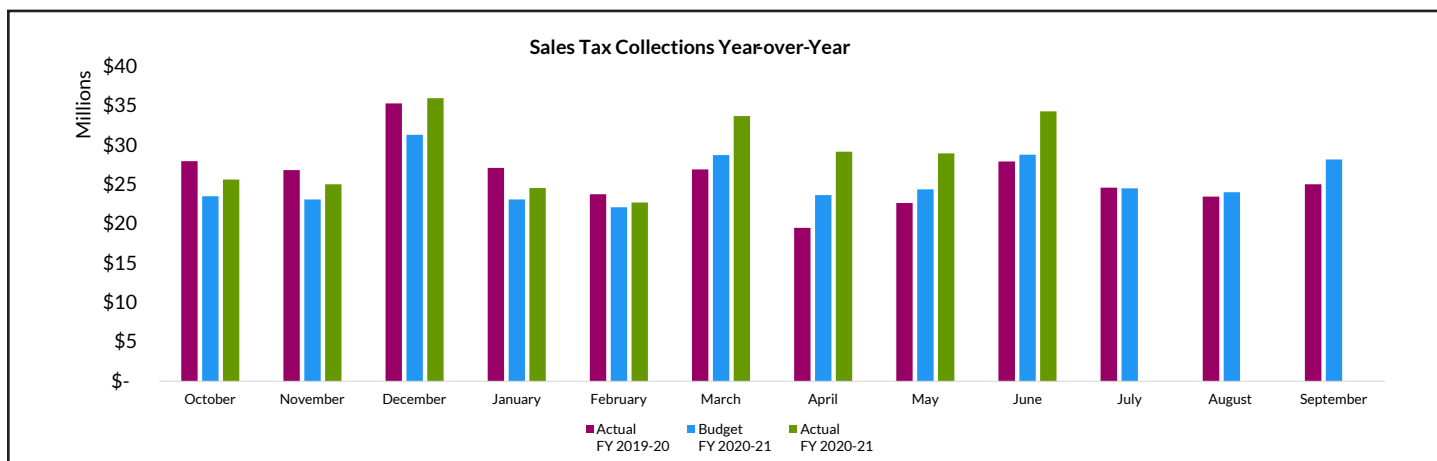


FY 2020-21 Financial Forecast Report

# 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 \$305,073,000 for FY 2020-21. As of June 30, the forecast for sales tax revenue is \$30,938,000 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	June FY21 over June FY20	FYTD21 over FYTD20
Retail Trade	21%	19%
Wholesale Trade	25%	16%
Accommodation and Food Services	46%	7%
Information	-2%	-6%
Construction	112%	-14%
Utilities	31%	9%
All Others	14%	6%
Total Collections	23%	9%

**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.

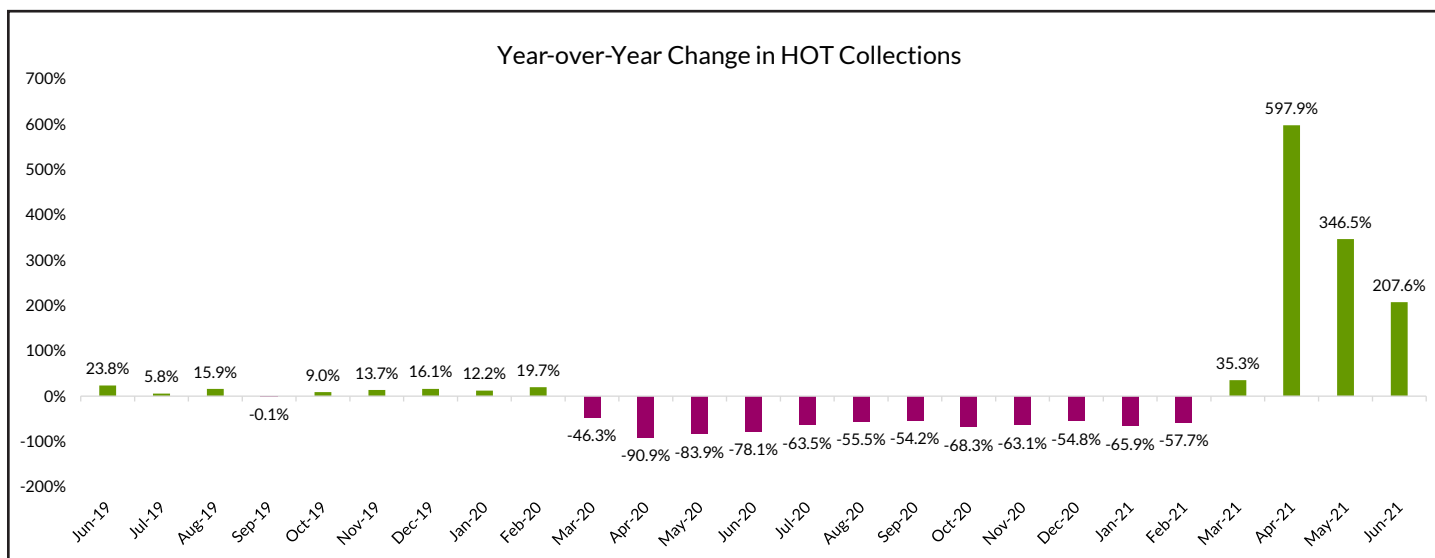
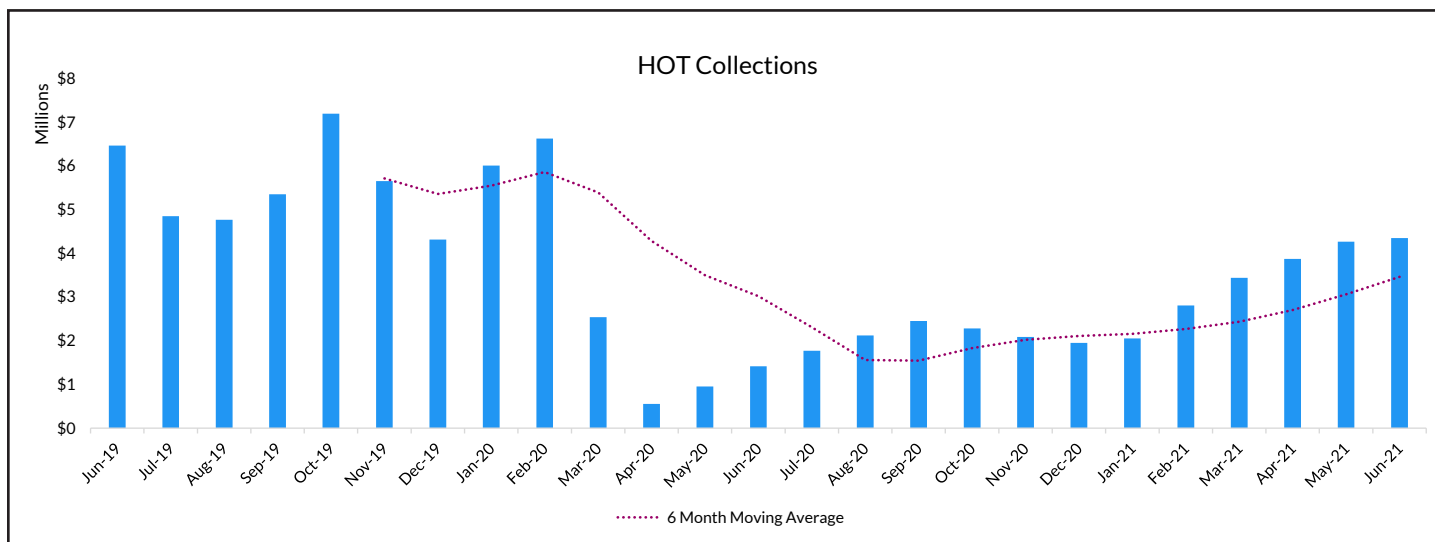
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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**

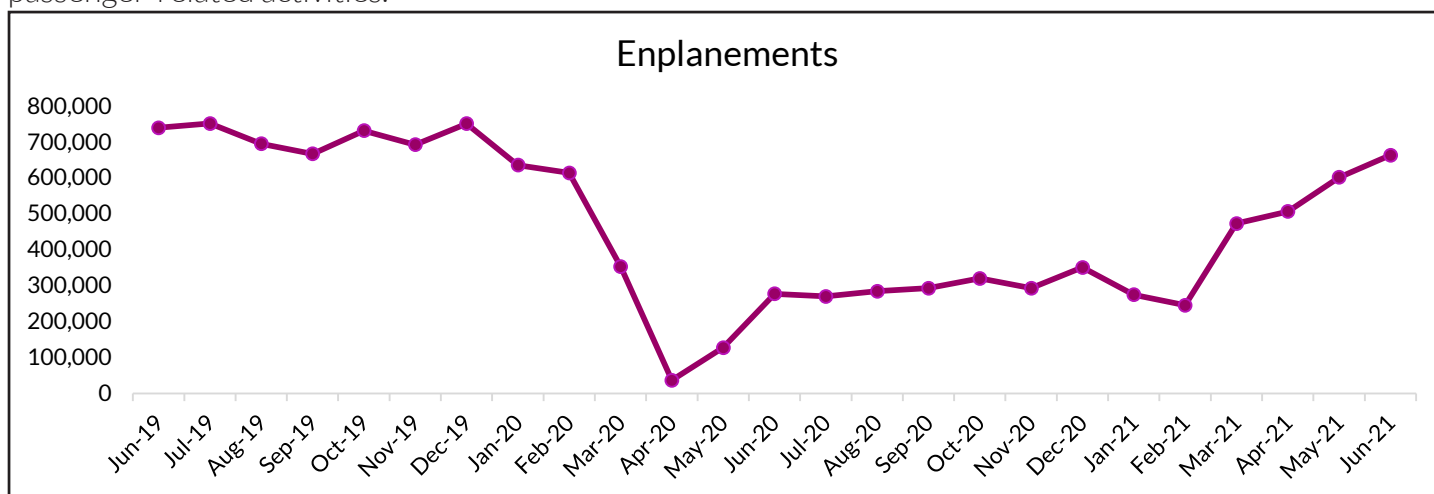
## Convention Center Event Bookings

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	6
July	3	0	3	3
August	7	0	7	4
September	11	0	3	7
Total	79	49	74	32

## 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.

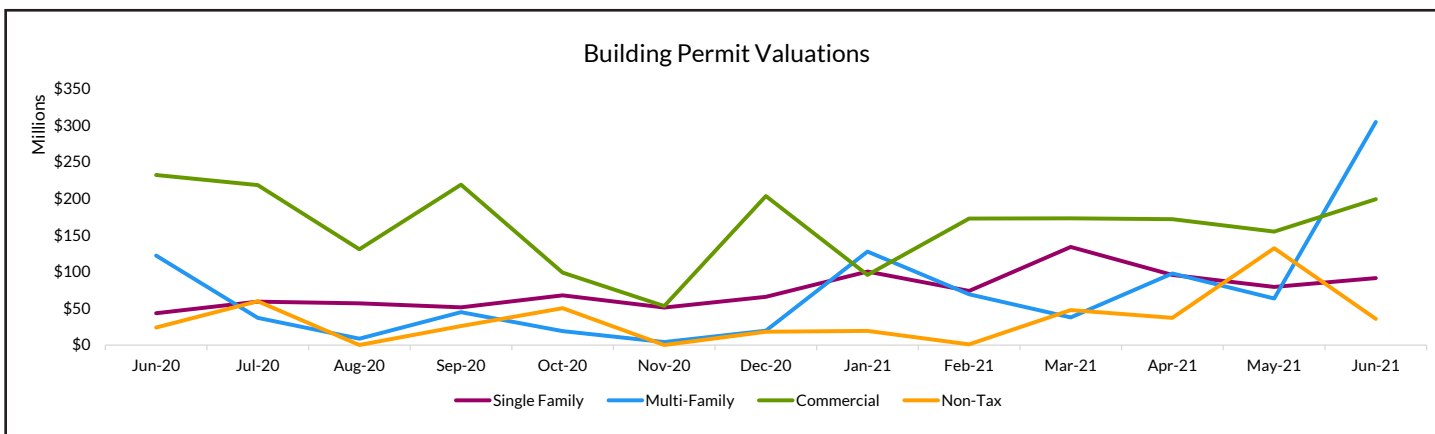
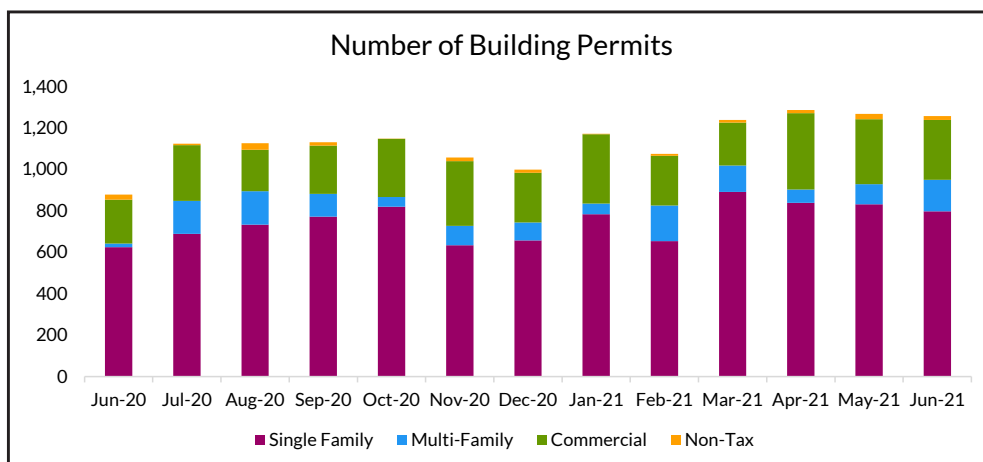


FY 2020-21 Financial Forecast Report

# 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

 17

On Target

 6

Near Target

 12

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
<b>Economic Development</b>						
1	Percentage of dollars spent with local M/WBE businesses (Economic Development)	69.98%	65%	74.59%	65%	74.6%
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%	97.78%	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%	97.69%	98%	98%
<b>Environment &amp; Sustainability</b>						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	64%	47.8%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	18.36%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	15.21	12.5	14.5
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	27.64%	75%	31%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	87.73%	70%	87.0%

\* 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
<b>Housing &amp; Homeless Solutions</b>						
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%	75.76%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.48%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	90.91%	80%	85%
<b>Public Safety</b>						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	84.74%	90%	86%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.65%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	56.47%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	61.49%	90%	68%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	1,499.3	1,545.8	1,999	1,999.00
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	30%	43.44%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	85.88%	70%	70.0%
<b>Quality of Life, Arts, &amp; Culture</b>						
21	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	N/A	27%	31.19%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	72.89%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	87.76%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	57.64%	85%	60%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93.44%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	98.03%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	40%	0.09%	100%	6%

\* 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
<b>Transportation &amp; Infrastructure</b>						
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	85%	84.45%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.58%	4%	1%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	59.5%	35.4%	100%	85%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	99.72%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.68%	91%	91.0%
<b>Workforce, Education, &amp; Equity</b>						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	50.7%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	57.14%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	70%	25%	80%	80%

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

## VARIANCE NOTES

**#3.** As of August 9, DEV estimates residential permit review times at five and a half weeks for first review. Five vacancies in the residential review team coupled with a large influx of applications has caused an increase in wait time. Applications are being diverted to 3rd party reviewers to assist. DEV anticipates faster review times once process improvements are fully implemented.

**#5.** As of June 30, 65 of 136 milestones are complete with an additional 68 milestones in progress. Some milestones in progress are tied to the Urban Agriculture Plan (going to Council on August 25th) and the Local Solid Waste Management Plan Update. OEQ is working with departments to activate lagging milestones and anticipates completing 126 milestones by the end of September.

**#7.** SAN continues to be impacted by the higher than usual municipal solid waste volumes and the ability to fill vacancies which have resulted in an increase in missed service calls.

**#8.** 311 continues to experience software and IVR malfunctions that adversely impact staff's performance. Replacement of 311's aged contact center software in late summer should positively impact this measure.

**#10.** Contractor capacity and construction delays due to permitting and lead testing continue to adversely impact performance. HOU has closed 15 projects YTD and will close additional applications as contractors become available.



## FY 2020-21 Dallas 365

**#14.** DFR's four closed fire stations continue to impact response times due to displaced apparatus. DFR is using temporary stations to mitigate response time. DFR will continue to monitor response times of all displaced apparatus to maximize impact and minimize delays.

**#16.** DPD continues to balance the resource needs of call response time with the needs of our proactive crime fighting efforts that have resulted in a reduction of violent crime. DPD strives to answer 60% of priority 1 calls in under 8 minutes while also continuing the successful implementation of our crime reduction plan.

**#17.** As of August 16, 911 Call Taker staffing is at 95%. After several candidate disqualifications, 45 remaining candidates are at various stages of the background process. 469 applicants for the 911 position have been interviewed since January 1, 2021. Given DPD implemented steps to augment 911 staffing levels on June 19, 2021, the 911 call center anticipates calls answered within 10 seconds to increase to an average of 90% by the end of the fiscal year.

**#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, 90% of the 100 Chromebook technology bundles (paired with a hot spot) are checked out, and approximately 70% of the remaining individual hot spots are in use. LIB continues to revise its marketing tactics to increase awareness. June's hotspot circulation increased by 56.6% over May.

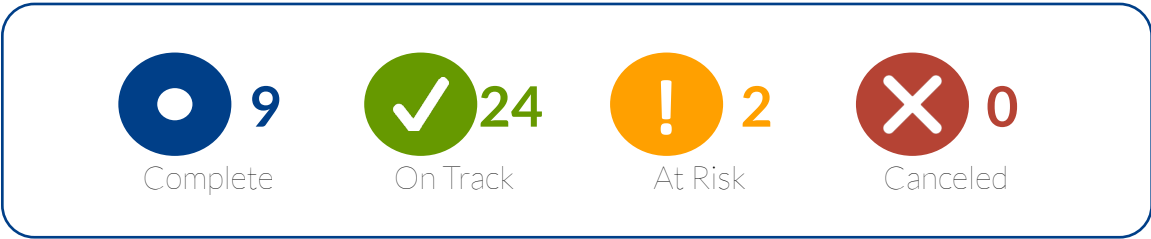
**#27.** PKR anticipated resuming TRec programming in April, but delayed because of continued COVID-19 precautions. Programming resumed at 13 locations on June 25.

**#30.** Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules. Finalizing previously programmed projects also impacted performance. PBW anticipates completing 618 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. Six departments have completed Phase III of the Equity Indicators alignment process and will be reflected in the July report. EQU plans to engage eight additional departments per month for the remaining quarter to reach 80% participation 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



Supporting business development activities for Dallas’ Minority/Women-owned Business Enterprises is a perennial priority for the City Council and City staff. The Economic Development Business Diversity Group is setting the tone for D365 by exceeding their target on measure #1: percentage of dollars spent with local M/WBE businesses. The City’s year end target spend is 65 percent, and this group has reported year to date actual spend at 74.59 percent. Big thanks to the Economic Development Business Diversity Group for advancing this important equity initiative!

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## 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 136 milestones identified in the Comprehensive Environmental and Climate Action Plan (CECAP) for FY 2020-21. (Environmental Quality and Sustainability)

**STATUS** OEQS has developed an RFCSP for community solar, which is currently under review by Procurement Services. A consultant for the Urban Agriculture Plan has been selected. City Council has approved the Urban Forest Master Plan, a resolution for sustainable procurement, and a resolution approving funds from the VW Mitigation Trust to develop electric vehicle charging infrastructure will go to City Council. OEQS is working on an application for more funds from the VW Mitigation Trust to install additional electric vehicle charging infrastructure.

You can find more details on the CECAP, including the full work plan for FY 2020-21, at [dallasclimateaction.com/cecap](https://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 has collected data for the first three quarters and developed a preliminary goal based on the collected information. SAN continues to analyze the data and adjust the collection routes periodically to improve vehicle efficiency.

## 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 June, average speed of answer for Spanish calls increased to 10 minutes and 23 seconds. 311 has hired multiple new bilingual agents. However, due to non-competitive market salary and labor shortage, many bilingual agents have accepted promotions to other departments or have found employment outside the City. 311 is exploring salary adjustments as part of the FY 2021-22 budget process to bolster retention and attract new staff.

## 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** The Eviction Assistance Initiative served 279 people from January 2021 to May 2021. In the month of May 2021, 49 people were assisted. These households met with a legal representative from Legal Aid of Northwest Texas to provide some measure of defense to the threat of 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 178 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 expects to post the position before August. The Intake Specialist has been hired.

**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 a manager and three supervisors. The City Attorney's Office is finalizing an Interlocal Agreement with the North Texas Behavioral Health Authority to co-locate a supervisor at the Sobering Center. The agreement is expected to be approved, and the supervisor is set to start work this Fall. Renovations will be completed by the end of July. The Center hosted a soft opening on May 19 and is on track for a full opening by the end of August 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 45 percent in June.

**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 extended an offer for the manager position in July. The seven outreach specialist positions have been posted and candidates are under review. 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 in August. IPSS expects them to start offering services by the end of August.

## 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 was operational on June 21.

**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 proactively 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 were made available for checkout 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** Youth between the ages of 13-17 have been invited to one of the 14 recreation centers for activities such as sports, games, performing and fine arts, technology, fitness, etc. TRec programming in July totaled 1,675 participants.

## 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 81 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects. PBW will exceed projections by the end of the fiscal year

**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 23 of 32 sidewalk projects, including one in June.

**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** The Drivers of Poverty procurement is being completed. The contract will be considered by Council in August 2021.

**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 approved 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 issued a joint solicitation that will go to Council September 22, 2021. The current program partner, the Regional Black Contractors Association, has enrolled 41 clients as of June 30, funded by an allocation from the Texas Department of Criminal Justice.

**35 Equity & Inclusion** 

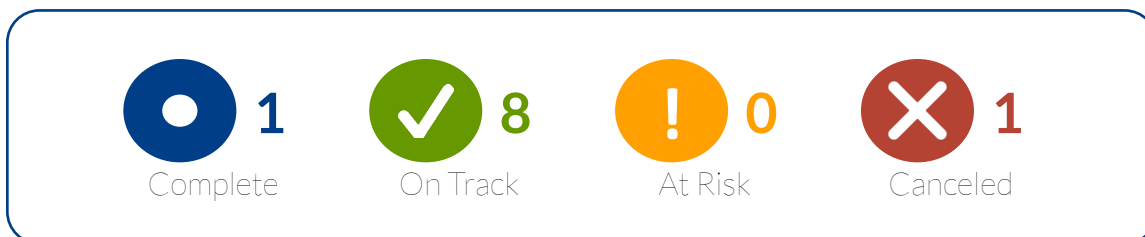
**INITIATIVE** Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

**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** Security has been consolidated into the Court and Detention Services. The Public Safety Committee was briefed on the assessment results and recommended next steps on May 10. A comprehensive risk assessment plan has been created, prioritized, and funded via ARPA funds in the proposed FY 2021-22 budget in the amount of \$6,425,750.

**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, 21 are complete, and the remaining 12 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, and City of DeSoto to share premises, facilities, and/or equipment, and ILAs are pending with the cities of Mesquite and Sachse.

**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 \$1.25 million for this project. The architect is finalizing construction documents. The Friends of the Craft House received their official 501(c) status from the IRS. Four 2021 Juanita J. Craft Artist Residency recipients have been announced and will complete programming in the Fall.

**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.

