

# Memorandum



CITY OF DALLAS

DATE May 21, 2021

TO Honorable Mayor and Members of City Council

SUBJECT **Budget Accountability Report—March 2021**

Please find attached the March Budget Accountability Report (BAR) based on information through March 31, 2021. As a reminder, this report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report.

This month's BAR forecasts additional General Fund revenue, primarily from property tax and sales tax. Property tax is forecast to be \$14.1 million better than budget. When the appraisal districts certified values on August 20, about nine percent of property values were still in dispute. After protests were settled, the supplemental values for tax year 2020 were \$2.5 billion higher, resulting in more revenue than budgeted.

Additionally, sales tax is forecast to be \$35.2 million better than budget. We developed this year's budget only three months after the onset of COVID-19, before we knew the how long or severe the pandemic and resulting economic downturn would be. Based on data through March 31, however, we forecast sales tax to be better than budget.

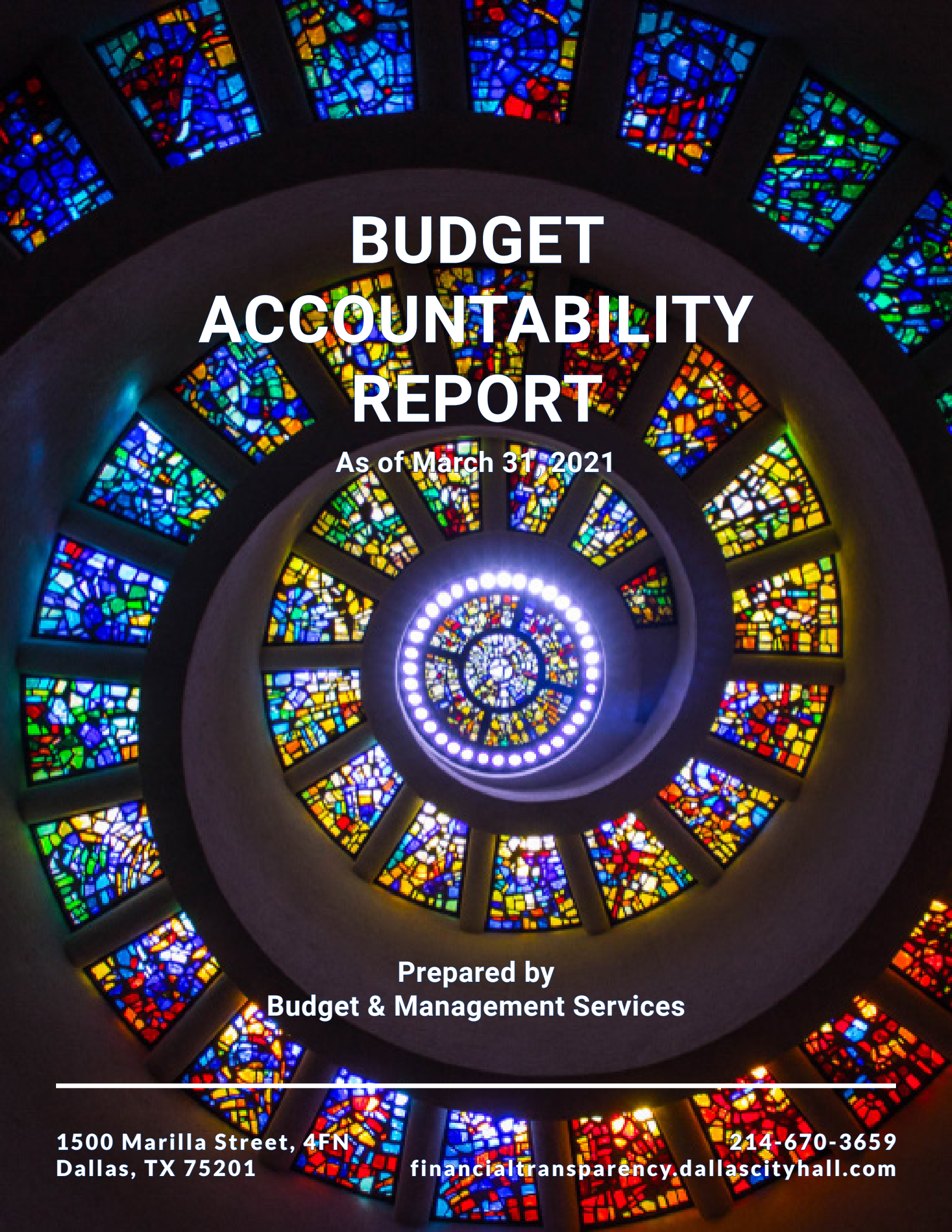
If you have any questions, please contact Jack Ireland, Director of Budget and Management Services.

M. Elizabeth Reich

Chief Financial Officer

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor 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 March 31, 2021**

**Prepared by  
Budget & Management Services**

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Dallas, TX 75201**

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# 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	19.6% under budget	19.6% under budget
Municipal Radio	31.2% under budget	9.9% 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	9.0% under budget	9.0% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 17  
On Target

! 7  
Near Target

✗ 11  
Not on Target

#### Year-End Forecast

✓ 27  
On Target

! 2  
Near Target

✗ 6  
Not on Target

### Budget Initiative Tracker

● 6  
Complete

! 1  
At Risk

✓ 28  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 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 March 31, 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	1,067,560,530	1,481,631,886	44,592,403
Expenditures	1,437,039,483	1,437,039,483	657,812,623	1,449,119,380	12,079,896
Ending Fund Balance	\$235,992,351	\$235,992,351		\$282,936,528	\$46,944,177

**Fund Balance.** As of March 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.

**Revenues.** Through March 31, 2021, General Fund revenues are projected to be \$44,592,000 over budget. Sales tax revenue is projected to be \$35,176,000 over budget based on actual collection trends. The City's sales tax collections are \$20,096,000 over budget six 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 charges for services and interest earnings, which are projected to be \$5,433,000 under budget and \$3,041,000 under budget, respectively.

**Expenditures.** Through March 31, 2021, General Fund expenditures are projected to be \$12,080,000 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 <sup>1</sup>	\$825,006,993	\$825,006,993	\$832,137,832	\$839,095,701	\$14,088,708
Sales Tax <sup>2</sup>	296,324,365	296,324,365	111,244,364	331,500,000	35,175,635
Franchise and Other	115,907,401	115,907,401	48,332,774	119,674,474	3,767,073
Charges for Services <sup>3</sup>	105,618,133	105,618,133	46,575,552	100,184,807	(5,433,326)
Fines and Forfeitures	23,554,646	23,554,646	10,669,288	24,042,330	487,684
Operating Transfers In	42,410,021	42,410,021	8,291,724	42,410,021	0
Intergovernmental	12,111,533	12,111,533	1,316,688	12,214,046	102,513
Miscellaneous <sup>4</sup>	6,716,212	6,716,212	5,577,890	6,241,029	(475,183)
Licenses and Permits	5,023,871	5,023,871	2,468,205	4,944,634	(79,237)
Interest <sup>5</sup>	4,366,308	4,366,308	946,213	1,324,844	(3,041,464)
<b>Total Revenue</b>	<b>\$1,437,039,483</b>	<b>\$1,437,039,483</b>	<b>\$1,067,560,530</b>	<b>\$1,481,631,886</b>	<b>\$44,592,403</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 \$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 \$35,176,000 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 six months, the City's sales tax collections are \$20,096,000 over budget.

**3 Charges for Services.** Revenues are forecast to be \$5,433,000 under budget primarily due to reduced parking fee revenues, which are projected to be \$1,409,000 under budget as a result of COVID-19. Additionally, barricade application fee revenues are projected to be \$853,000 under budget because of the pandemic and difficulties achieving compliance with the new fee. Ambulance revenues are projected to be \$821,000 under budget because COVID-19 has impacted residents' ability to pay ambulance fees. Finally, fire watch revenue is projected to be \$1,062,000 under budget due to the elimination of sizable public gatherings such as concerts, sporting events, and conferences.

**4 Miscellaneous.** Revenues are forecast to be \$475,000 under budget primarily due to \$1,119,000 in reduced revenues associated with new Transportation (TRN) engineering fees for locating utilities and for reviews of private development projects. These are partially offset by (1) an unbudgeted legal settlement with the AT&T Performing Arts Center for facility repair costs incurred by the City (approximately \$330,000) and (2) revenue from unclaimed property (\$236,000).

**5 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	\$102,272,739	\$229,601,446	(\$11,955,107)
Civilian Overtime	7,514,598	7,564,598	4,917,599	9,562,660	2,067,722
Civilian Pension	33,844,770	33,987,940	14,733,057	32,892,826	(1,095,115)
Uniform Pay	481,652,999	479,281,000	234,903,015	477,133,728	(2,216,933)
Uniform Overtime	30,835,323	33,207,322	30,156,958	50,356,774	17,149,452
Uniform Pension	167,665,603	167,665,603	81,531,354	168,122,126	456,523
Health Benefits	72,562,299	72,555,086	29,982,411	72,555,086	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,653,205	5,853,776	11,613,382	(39,823)
<b>Total Personnel Services<sup>1</sup></b>	<b>1,064,314,878</b>	<b>1,064,448,861</b>	<b>504,350,909</b>	<b>1,068,815,581</b>	<b>4,366,719</b>
Supplies	74,443,068	74,799,988	32,222,781	76,826,119	2,026,131
Contractual Services <sup>2</sup>	405,650,955	402,585,244	159,098,850	419,596,975	17,011,731
Capital Outlay <sup>3</sup>	11,244,563	13,698,737	5,897,216	14,735,786	1,037,049
Reimbursements <sup>4</sup>	(118,613,981)	(118,493,346)	(43,757,133)	(130,855,081)	(12,361,735)
<b>Total Expenditures</b>	<b>\$1,437,039,483</b>	<b>\$1,437,039,483</b>	<b>\$657,812,623</b>	<b>\$1,449,119,380</b>	<b>\$12,079,896</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 \$4,367,000 over budget primarily due to overtime for DPD (\$12,987,000) and DFR (\$4,163,000) uniform employees. This is partially offset by salary savings from non-uniform employees.

**2 Contractual Services.** Contractual services are forecast to be \$17,012,000 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 \$1,037,000 over budget due to purchase of materials (\$300,000) that will be fully reimbursed by bond funds, a new generator for a jail facility (\$350,000), and refrigerant replacement (\$415,000).

**4 Reimbursements.** Reimbursements are forecast to be \$12,362,000 better than budget due to unbudgeted repairs associated with Winter Storm Uri anticipated to be covered by insurance (\$7,420,000), 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 (\$1,194,000) 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	\$1,722,490	\$4,168,273	(\$4,436)
Building Services <sup>1</sup>	23,397,410	23,397,410	13,763,672	25,369,367	1,971,957
City Attorney's Office	16,978,300	16,978,300	7,470,378	16,967,371	(10,929)
City Auditor's Office	3,123,860	3,123,860	1,360,273	3,015,360	(108,500)
City Controller's Office	8,004,574	8,004,574	4,051,162	7,974,227	(30,347)
Independent Audit <sup>2</sup>	945,429	945,429	0	745,429	(200,000)
City Manager's Office <sup>3</sup>	2,918,134	2,918,134	1,377,654	2,961,755	43,621
City Secretary's Office	2,886,027	2,886,027	1,398,839	2,886,027	0
Elections <sup>4</sup>	1,106,896	1,106,896	1,724,237	1,944,316	837,420
Civil Service	2,946,744	2,946,744	1,189,869	2,867,021	(79,723)
Code Compliance <sup>5</sup>	32,209,414	32,209,414	13,049,768	31,362,553	(846,861)
Court and Detention Services <sup>6</sup>	23,811,595	23,811,595	13,733,254	22,337,749	(1,473,846)
Jail Contract	9,547,117	9,547,117	0	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	6,220,665	15,314,969	0
Dallas Fire-Rescue <sup>7</sup>	315,544,933	315,544,933	152,114,573	318,735,691	3,190,758
Dallas Police Department <sup>8</sup>	513,535,030	513,535,030	246,490,143	525,218,496	11,683,466
Housing and Neighborhood Revitalization <sup>9</sup>	3,587,062	3,587,062	1,086,476	3,352,718	(234,344)
Human Resources	6,055,192	6,055,192	2,731,069	6,027,595	(27,597)
Judiciary	3,663,199	3,663,199	1,591,035	3,580,358	(82,841)
Library	32,074,999	32,074,999	14,421,718	31,580,264	(494,735)
Management Services					
311 Customer Service Center <sup>10</sup>	4,639,768	4,639,768	1,882,380	4,229,030	(410,738)
Communications, Outreach, and Marketing <sup>11</sup>	2,295,750	2,295,750	855,017	2,057,763	(237,987)
Emergency Management Operations <sup>12</sup>	1,152,959	1,152,959	1,082,072	1,285,878	132,919
Office of Community Care	8,415,504	8,415,505	2,467,430	8,415,505	0
Office of Community Police Oversight	545,133	545,133	176,157	536,729	(8,404)
Office of Environmental Quality and Sustainability	4,247,434	4,247,433	2,519,694	4,222,896	(24,537)
Office of Equity and Inclusion	2,401,046	2,401,046	861,321	2,393,065	(7,981)
Office of Government Affairs	937,370	937,370	431,440	894,745	(42,625)
Office of Historic Preservation	728,797	728,797	326,684	728,797	0
Office of Homeless Solutions	12,364,516	12,364,516	6,338,781	12,239,655	(124,861)
Office of Integrated Public Safety Solutions	3,393,814	3,393,814	347,819	3,393,814	0
Mayor and City Council	5,140,653	5,140,653	2,322,239	5,140,653	0
Non-Departmental <sup>13</sup>	113,461,571	113,461,571	21,687,485	112,211,571	(1,250,000)
Office of Arts and Culture	20,204,697	20,204,697	15,057,193	20,098,584	(106,113)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	1,144,414	1,182,073	(79,840)
Office of Economic Development	5,442,727	5,442,727	2,509,805	5,406,958	(35,769)
Park and Recreation <sup>14</sup>	94,313,446	94,313,446	41,533,103	96,141,776	1,828,330
Planning and Urban Design	3,312,735	3,312,735	1,427,224	3,164,343	(148,392)
Procurement Services <sup>15</sup>	3,018,085	3,018,085	1,291,438	2,747,542	(270,543)
Public Works	76,141,197	76,141,197	46,973,524	75,747,101	(394,096)
Sustainable Development and Construction <sup>16</sup>	1,868,980	1,868,980	1,551,238	1,284,713	(584,267)
Transportation	43,105,575	43,105,575	19,528,893	42,817,312	(288,263)
<b>Total Departments</b>	<b>1,430,217,263</b>	<b>1,430,217,263</b>	<b>657,812,623</b>	<b>1,442,297,160</b>	<b>12,079,896</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>\$1,437,039,483</b>	<b>\$657,812,623</b>	<b>\$1,449,119,380</b>	<b>\$12,079,896</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.** BSD is projected to be \$1,972,000 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 \$847,000 under budget due to salary savings associated with 67 vacant positions as of March 31.

**6 Court and Detention Services.** CTS is projected to be \$1,474,000 under budget due to salary savings associated with 66 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 \$3,191,000 over budget primarily due to increased overtime for sworn positions (\$4,163,000), 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 \$11,683,000 over budget primarily due to \$12,987,000 in overtime for sworn positions associated with a greater focus on crime suppression efforts, which is partially offset by an anticipated reimbursement from FEMA (\$1,194,000).

**9 Housing and Neighborhood Revitalization.** HOU is projected to be \$234,000 under budget due to salary savings associated with two vacant positions.

**10 311 Customer Service Center.** 311 is projected to be \$411,000 under budget due to salary savings associated with 22 vacant positions.

**11 Communications, Outreach, and Marketing.** COM is projected to be \$238,000 under budget due to salary savings associated with five vacant positions.

**12 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.

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

**14 Park and Recreation.** PKR is projected to be \$1,828,000 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 million and anticipates about \$7.5 million from insurance via reimbursements. This is partially offset by salary savings associated with vacant positions.



## VARIANCE NOTES

**15 Procurement Services.** POM is projected to be \$271,000 under budget due to salary savings associated with three vacant positions.

**16 Sustainable Development and Construction.** DEV is projected to be \$584,000 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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**AVIATION<sup>1</sup>**

Beginning Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809
Total Revenues	112,758,320	112,758,320	59,428,737	119,232,144	6,473,824
Total Expenditures	112,758,320	112,758,320	47,582,317	119,232,144	6,473,824
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	11,788,657	69,045,069	(16,787,512)
Total Expenditures	85,832,581	85,832,581	25,328,784	69,045,069	(16,787,512)
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	568,705	1,314,642	(596,358)
Total Expenditures	1,875,612	1,875,612	974,630	1,689,835	(185,777)
Ending Fund Balance	\$721,353	\$721,353		\$350,071	(\$371,282)

**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	64,188,944	126,368,893	(700,017)
Total Expenditures	128,413,418	129,224,001	41,853,785	131,686,823	2,462,822
Ending Fund Balance	\$31,860,022	\$31,049,439		\$16,833,531	(\$14,215,908)

**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	34,641,821	66,395,361	39,614
Total Expenditures	66,329,747	66,329,747	17,314,626	66,329,747	0
Ending Fund Balance	\$9,944,699	\$9,944,699		\$10,448,763	\$504,064

**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	17,092,396	33,899,744	464,993
Total Expenditures	36,544,104	38,544,104	17,044,386	36,787,164	(1,756,940)
Ending Fund Balance	\$44,522,616	\$42,312,616		\$48,779,669	\$6,467,053

**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	313,549,839	680,836,382	(11,309,818)
Total Expenditures	714,778,341	714,778,341	260,131,352	703,468,523	(11,309,818)
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	40,592,823	84,393,936	21,875
Total Expenditures	85,013,099	85,013,099	50,034,140	84,785,522	(227,577)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$7,275,600	\$2,326,522

**RADIO SERVICES**

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,351,631	\$312,418
Total Revenues	12,843,519	12,843,519	5,701,715	12,578,519	(265,000)
Total Expenditures	13,423,481	13,423,481	5,872,604	13,397,899	(25,582)
Ending Fund Balance	\$459,251	\$459,251		\$532,251	\$73,000

**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	8,486,685	55,260,821	545,881
Total Expenditures	56,069,040	56,069,040	18,435,095	56,614,921	545,881
Ending Fund Balance	\$10,652,061	\$10,652,061		\$10,625,614	(\$26,447)

**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	1,538,572	2,593,790	0
Total Expenditures	2,080,890	2,080,890	1,277,864	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,666,187	\$33,203

**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	392,421	20,990,244	(2,084,506)
Total Expenditures	23,074,750	23,074,750	11,459,482	20,990,244	(2,084,506)
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	5,690,132	11,874,885	(142,559)
Total Expenditures	16,126,922	16,126,922	4,655,959	16,510,413	383,491
Ending Fund Balance	\$1,733,911	\$1,733,911		\$4,088,177	\$2,354,266

**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	304,149,744	325,003,084	5,192,704
Total Expenditures	316,672,860	316,672,860	230,893,639	316,672,860	0
Ending Fund Balance	\$46,764,761	\$46,764,761		\$54,884,264	\$8,119,503

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

City Contributions	99,503,000	99,503,000	42,085,704	99,503,000	0
Employee Contributions	29,341,804	29,341,804	22,086,186	41,038,680	11,696,876
Retiree	27,290,950	27,290,950	11,077,700	28,314,724	1,023,774
Other	0	0	14,272	14,272	14,272
Total Revenues	156,135,754	156,135,754	75,263,862	168,870,676	12,734,922
Total Expenditures	163,814,169	163,814,169	67,694,617	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 MANAGEMENT<sup>11</sup>**

Worker's Compensation	23,001,180	23,001,180	194,203	23,001,180	0
Third Party Liability	13,784,533	13,784,533	4,865,599	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,024,084	1,024,084	1,024,084
Total Revenues	44,265,806	44,265,806	6,083,907	45,289,890	1,024,084
Total Expenditures	47,212,601	47,212,601	14,290,817	38,432,206	(8,780,396)

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 March 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.** AVI expenses are projected to be \$6,474,000 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 \$6,474,000 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 \$16,788,000 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 \$186,000 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 \$2,463,000 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 \$1,757,000 under budget primarily due to savings in contractual services.

**6 Water Utilities.** DWU revenues are projected to be \$11,310,000 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 and elimination of past due fees associated with COVID-19. DWU expenses are projected to be \$11,310,000 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 \$546,000 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 \$546,000 to reflect increased charges to customer departments.

**8 Bond and Construction Management.** BCM revenues and expenses are projected to be \$2,085,000 under budget primarily due to salary savings associated with 41 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.

**9 911 System Operations.** 911 expenses are projected to be \$383,000 over budget primarily due to the delayed unbudgeted implementation of the Next Generation 911 System.

## VARIANCE NOTES

**10 Employee Benefits.** Employee benefits revenues are projected to be \$12,735,000 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 \$8,780,000 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	\$108,902,052	\$67,615,278	\$130,449,941
Park and Recreation Facilities [B]	261,807,000	206,776,093	93,025,040	44,861,379	68,889,674
Fair Park [C]	50,000,000	35,854,549	25,254,986	3,225,388	7,374,175
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	3,996,959	6,439,242	12,048,111
Library Facilities [E]	15,589,000	15,589,000	13,155,348	1,875,216	558,436
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	8,114,830	5,180,505	675,269
Public Safety Facilities [G]	32,081,000	27,737,155	12,338,929	11,680,760	3,717,467
City Facilities [H]	18,157,000	12,720,154	5,147,067	1,159,563	6,413,524
Economic Development [I]	55,400,000	36,709,750	11,224,677	11,256,247	14,228,826
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>\$281,242,461</b>	<b>\$156,600,667</b>	<b>\$254,954,944</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	\$238,899,972	\$18,172,891	\$8,557,625
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	191,089,203	107,066,603	28,219,194
Economic Development [3]	55,000,000	55,000,000	35,862,660	6,858,604	12,278,737
<b>Total</b>	<b>\$642,000,000</b>	<b>\$647,005,488</b>	<b>\$465,851,834</b>	<b>\$132,098,098</b>	<b>\$49,055,556</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	\$374,079,068	\$24,120,321	\$8,291,164
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	273,372,168	23,958,940	45,426,058
Park and Recreation Facilities [3]	343,230,000	353,022,660	340,400,655	2,711,674	9,910,331
Library Facilities [4]	46,200,000	47,693,804	46,491,545	1,000,053	202,206
Cultural Arts Facilities [5]	60,855,000	63,556,770	61,984,960	696,779	875,031
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,973,202	1,864,927	8,522,107
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	11,085,406	42,472	11,599,574
Court Facilities [11]	7,945,000	7,948,603	7,649,122	79,145	220,336
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,554,138	325,176	244,909
<b>Total</b>	<b>\$1,353,520,000</b>	<b>\$1,398,175,273</b>	<b>\$1,254,485,874</b>	<b>\$55,956,194</b>	<b>\$87,733,205</b>

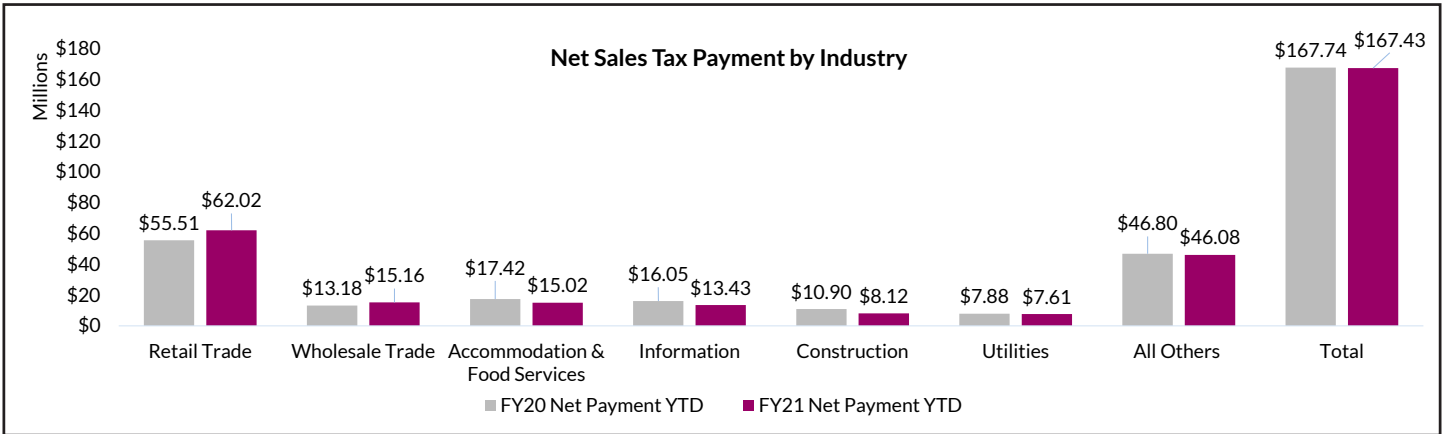
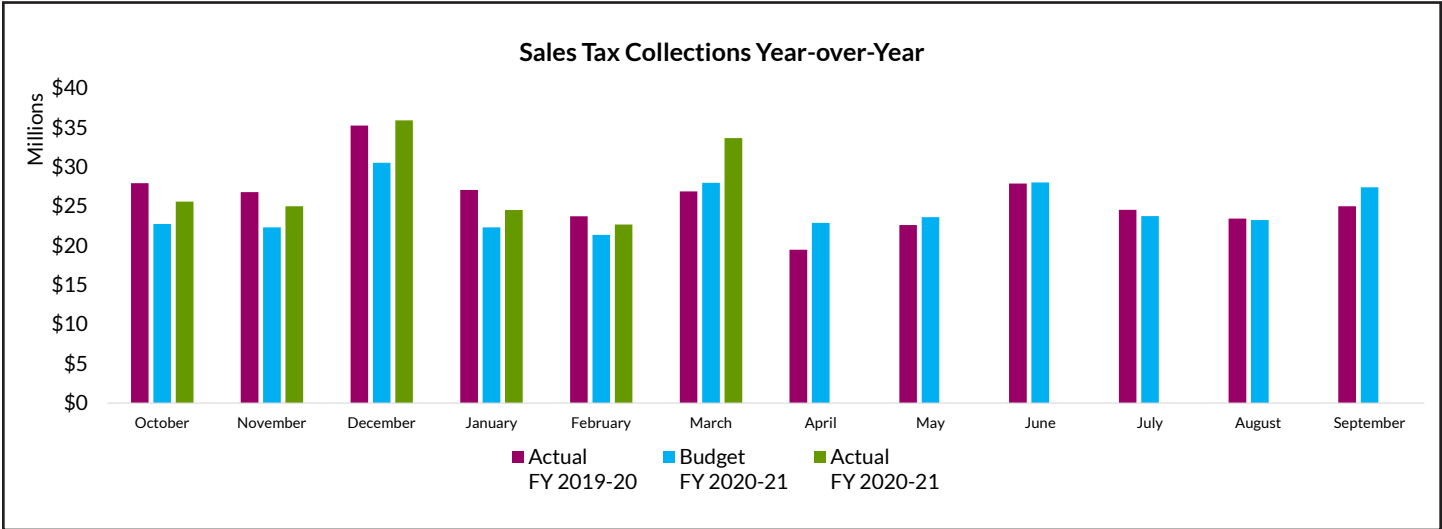
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 \$296,324,000 for FY 2020-21. As of March 31, the forecast for sales tax revenue is \$35,176,000 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	Mar FY21 over Mar FY20	FYTD21 over FYTD20
Retail Trade	43%	12%
Wholesale Trade	44%	15%
Accommodation and Food Services	54%	-14%
Information	-6%	-16%
Construction	12%	-26%
Utilities	37%	-4%
All Others	2%	-2%
Total Collections	-4%	0%

**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.

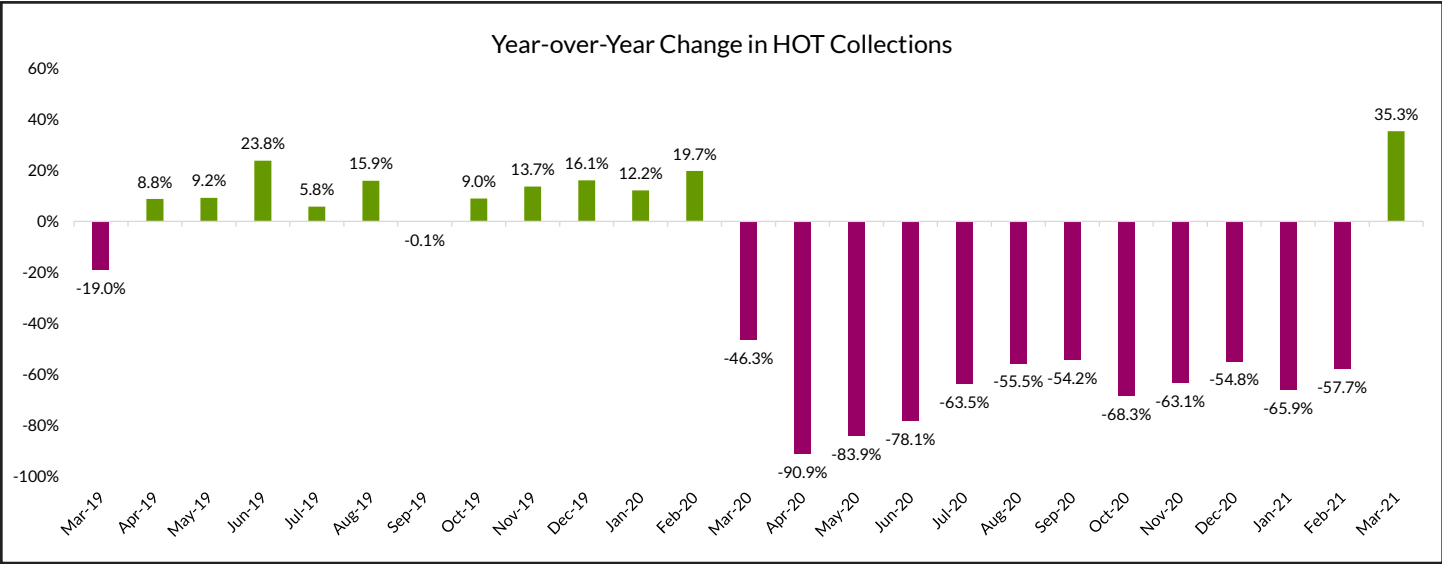
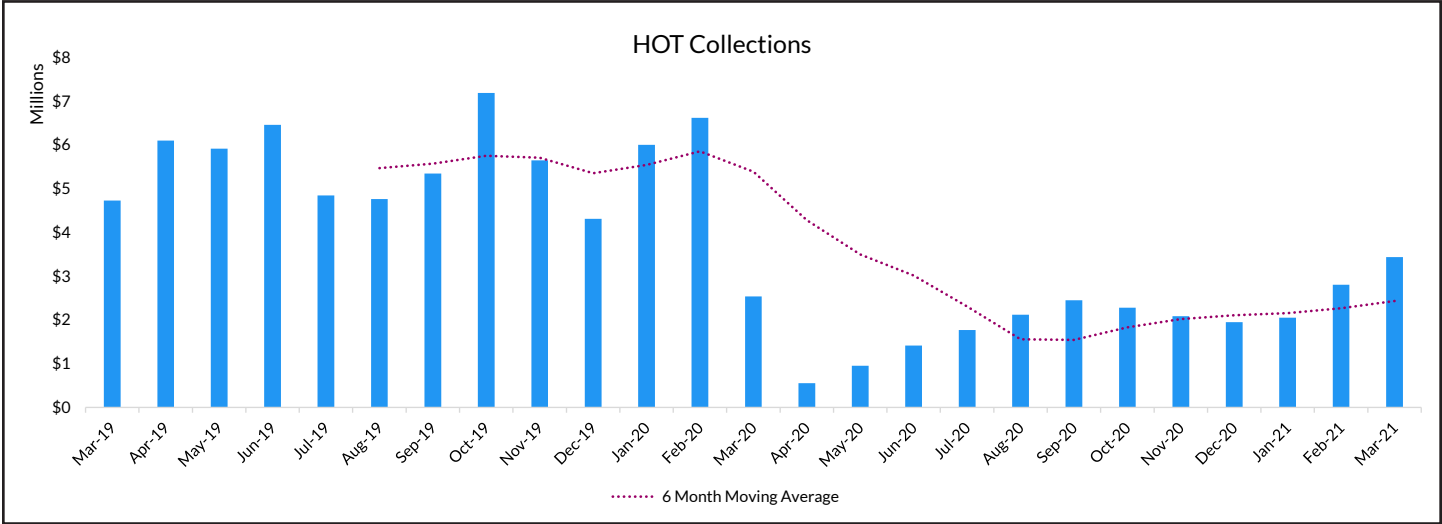
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

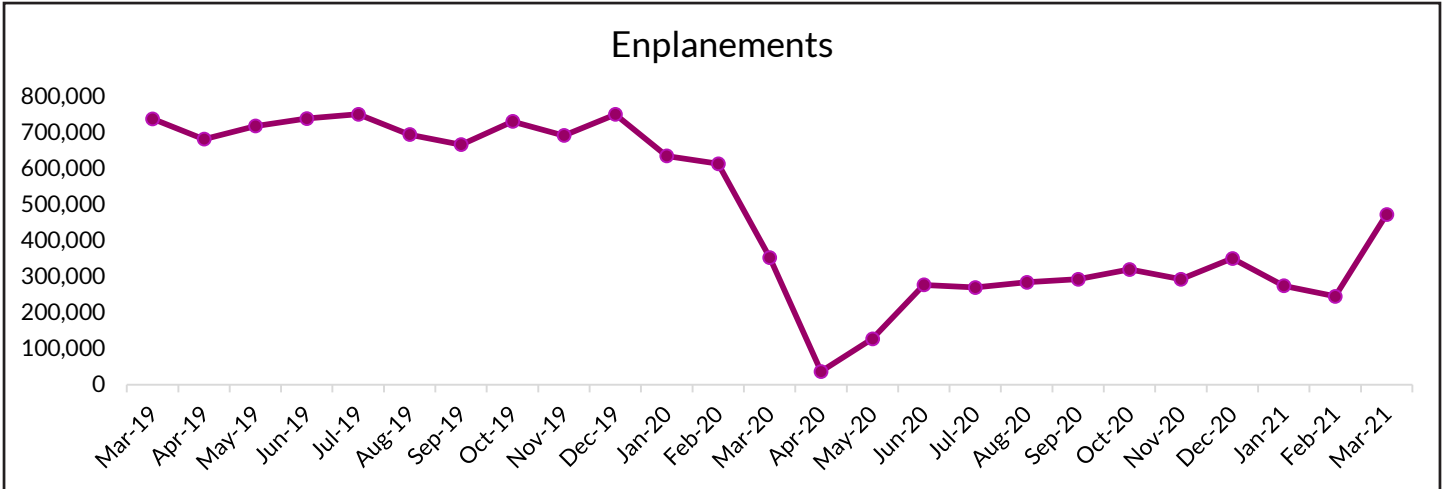
## Convention Center Event Bookings

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	4
June	5	0	8	4
July	3	0	3	2
August	7	0	7	4
September	11	0	3	6
Total	79	49	74	27

## 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.

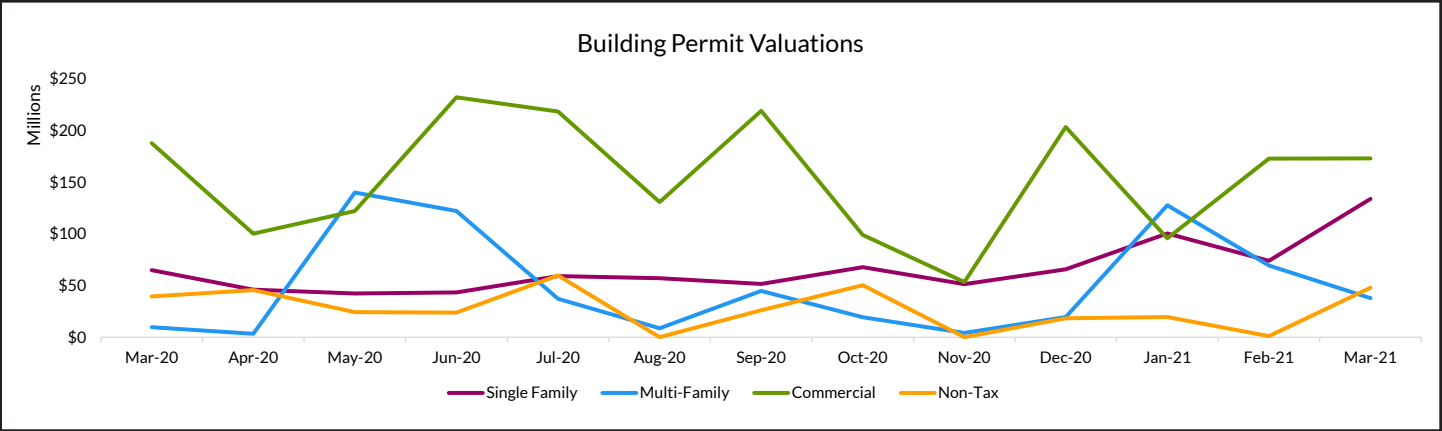
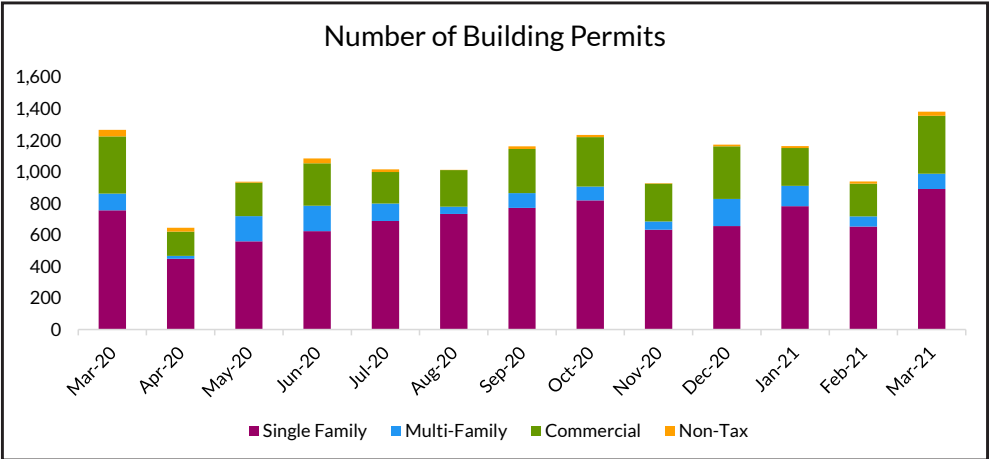


FY 2020-21 Financial Forecast Report

# 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

 7

Near Target

 11

Not on Target

## Year-End Forecast

 27

On Target

 2

Near Target

 6

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%	73.0%	65%	73.0%
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%	97.4%	98%	98%
<b>Environment &amp; Sustainability</b>						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	37%	16.9%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	18.9%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	13.34	12.5	14.1
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	28.1%	75%	40.4%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	85.4%	70%	86.2%

\* 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	151	120	180
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	69.3%	60%	69.3%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.6%	85%	98.6%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	72.7%	80%	80%
<b>Public Safety</b>						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	84.2%	90%	87%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.4%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	57.5%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	66.1%	90%	85%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	999.5	1,026.6	1,999	2,035.26
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	15%	21.95%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	84.9%	70%	70%
<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%	29.2%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	69.3%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	89.2%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	60.9%	85%	85%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	101.1%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	0%	0%	100%	20%

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

## FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Transportation &amp; Infrastructure</b>						
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	77%	76.9%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.73%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	25%	16.3%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	99.2%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.9%	91%	91%
<b>Workforce, Education, &amp; Equity</b>						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	13.5%	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	38%	15%	80%	82%

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

## VARIANCE NOTES

**#3.** As of April 29, DEV estimates residential permit review times at four weeks, up one week from the beginning of the month. DEV is interviewing consultants to improve the review process and anticipates a three-week review time without outside help once improvements are fully implemented.

**#5.** Staff are carefully monitoring progress on this plan and have initiated a majority of the actions for this year. Procurements are planned for the third and fourth quarters that will result in additional completed actions. OEQS is working with all 19 departments involved in implementing the annual work plan to activate any lagging actions.

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

**#8.** 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.

**#10.** Because of delays in closing applications from last fiscal year, contractors were at capacity and could not take on more projects. HOU starting closing new applications in March and will continue closing additional applications as contractors become available.

**#13.** Several clients exited to unfavorable destinations (for example, returned to a shelter, declined housing, or lacked an exit plan), in part because providing case management during COVID-19 presents challenges. However, OHS' partners continue to find creative ways to keep our residents housed, and staff anticipate reaching the target by year-end.

## FY 2020-21 Dallas 365

**#14.** DFR's four closed fire stations have impacted overall response times because of displaced apparatus. Additionally, call volumes spiked during Winter Storm Uri in February, which also significantly impacted response times. DFR is adding temporary stations in two affected districts and will continue to monitor response times of all displaced apparatus to maximize impact and minimize delays.

**#17.** As of May 2, DPD has filled 83 of 110 call-taker positions, 21 of whom are in training. Another 19 are in the background investigation process, and DPD is conducting interviews for the remaining vacancies weekly. Based on the hiring rate and newly streamlined training, DPD will be staffed at 95% and performing at the 90% target within 120 days.

**#24.** Overall circulation of LIB materials, including technology devices, is down compared to last year because of COVID-19 closures and limited services.

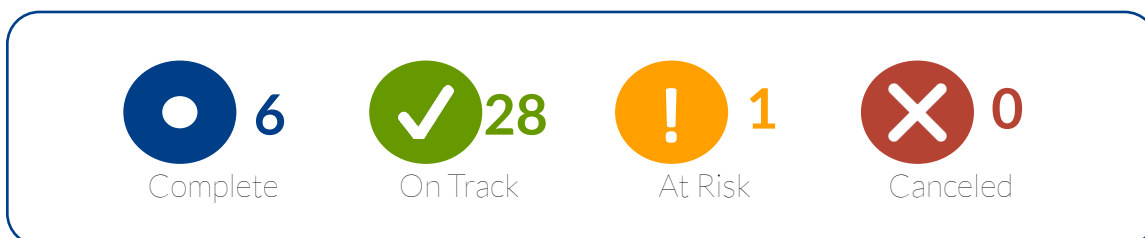
**#27.** Due to COVID-19 restrictions, PKR has limited its programs and services. PKR will resume programming at limited locations in June.

**#30.** Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules. Additional factors, including finalizing FY 2019-20 projects and complexities in the field 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. As of April 29, EQU has engaged six new departments in the Equity Indicators alignment process 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



Dallas Fire-Rescue (DFR) began an initiative in FY 2018-19 to protect our firefighters by investing in a complete replacement of its self-contained breathing apparatus (SCBA) devices, which provide breathable air in environments dangerous to life and health (*shown at left*).

DFR also purchased a complete second set of personal protective equipment (PPE)—including coat, pants, hood, gloves, helmet, and boots—for each of our emergency response personnel. This protective gear reduces exposure to heat, electrical, and chemical hazards, and a

second set of equipment allows for more frequent cleanings, ensuring our members have clean equipment on hand whenever the next call comes in.

As of March 31, DFR has purchased and issued all 1,835 sets of PPE, and all SCBA equipment has been delivered and tested. Staff are currently training to use the SCBA devices during operations.

## 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** As of March 31, OEQS has completed 29 milestones. OEQS is developing an RFCSP for a Community Solar Program, and the RFCSP for the Urban Agriculture Plan has been published. City Council approved the establishment of a permanent Environmental Commission on April 28. Contracts for updating the greenhouse gas inventory and for a fleet electrification study are on the City Council agenda in May.

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 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 March, the average speed of answer for 311 Spanish calls was 6 minutes and 3 seconds, a 21 percent improvement from last month. 311's target for FY 2020-21 is to answer Spanish calls within five minutes. As bilingual agents complete on-the-job training and actively field 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 22 out of 28 positions and is recruiting a GIS Analyst III, three Data Science Analysts, and one Data Scientist.

## 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 provided a measure of defense against the threat of eviction to 150 people/households through the Eviction Assistance Initiative.

## 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 installed 40 of 70 new City-owned street lights on Simpson Stuart Rd and ordered equipment for seven new City-owned street lights on Pear Ridge, pending delivery. Since October, CCS has resolved all code violations and remediated 43 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 June.

**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. Final renovation plans have been developed, and work will begin in May. CTS is planning a soft opening prior to June 1 to test processes.

**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 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 shot up from 10 percent of all such calls in January to nearly 70 percent in March.

**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 use a combination of internal new hires and contractors to staff the mobile crisis response team. IPSS plans to post seven Outreach Specialist positions, and staff are reviewing proposals from behavioral health organizations for the outsourced positions. The team will be operational in June.

**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 reviewed proposals from behavioral health organizations but have not yet selected a final provider. Services are expected to begin in 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 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. Train-the-trainer events began on January 25, and multiple instructors from DPD, other area police agencies, and academic institutions will be certified as ABLE trainers by May.

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 48 of the 95 non-sworn positions. Thirty-two have completed training, and the transition from sworn to non-sworn is complete. Sixteen are still in training, and 19 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. DPD has hired 18 crime analysts, three 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 three new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. Three additional officers are completing the onboarding process. CCS has also ordered equipment for the new crews and is updating Salesforce to report and 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** LIB made 100 technology bundles available for checkout in mid-March that include a Chromebook paired with a hot spot. LIB experienced delays getting Microsoft licensing in place for the 1,125 laptops purchased with CARES Act funds, but ITS is adding final security settings and staff expect them to be ready by the last week in May. These will also be paired with a hot spot as part of a bundle. At any time, 80 percent of these bundles are checked out. LIB has an additional 1,700 hot spots for checkout on their own, and about 50 percent are in use.

**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 continues and is on schedule for completion in Spring 2021.

**24 Youth Recreation** 

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

**STATUS** TRec programs 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** ADA projects at the North Central Police Station are in the design phase and anticipated to begin in August. Parking and curb corrections at Mildred Dunn and Fretz recreation centers were placed on hold pending additional information, but other Mildred Dunn corrections are anticipated to start in June. Correction of non-compliant features at the Municipal Court are scheduled to begin in April with anticipated completion in June. Lastly, ADA work on the second-floor bathroom at the Majestic Theatre is delayed.

**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 42.3 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 15 of 32 sidewalk projects, including four in March. Two more are under construction with an anticipated completion date of April 30.

**28 Bike Lanes** 

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

**STATUS** TRN plans to begin the Union Bikeway project in Summer 2021.

**29 Water/Wastewater Service** 

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

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

## FY 2020-21 Budget Initiative Tracker

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

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

**STATUS** 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** OCC is accepting proposals for program partners to address the drivers of poverty and expects to identify these partners by May.

**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** The procurement process is nearing completion. City Council will consider contract awards by the end of June.

**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 33 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** The Public Safety Committee was briefed on the assessment results and recommended next steps on May 10.

### 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 to share premises, facilities, and/or equipment, and ILAs are pending with the cities of Mesquite, Sachse, Fort Worth, and DeSoto.

### 23 Historic Resource Survey

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

**STATUS** OHP will present 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** Promote 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 two projects under the 2020 NOFA for a total of 428 new units.

**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 50 percent complete, and the interpretive plan with sample artifacts, images, and captions is complete. Isometric Studio is drafting a conceptual design presentation for staff and community stakeholders.

**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.

