

# Memorandum



CITY OF DALLAS

DATE December 11, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – September 2020**

Please find attached the most recent Budget Accountability Report (BAR) based on information through September 30, 2020. This report combines the Financial Forecast Report, Dallas 365, and Budget Initiative Tracker into a single monthly report.

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

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

M. Elizabeth Reich  
Chief Financial Officer

[Attachment]

cc: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services  
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion  
Directors and Assistant Directors



# **BUDGET ACCOUNTABILITY REPORT**

**AS OF SEPTEMBER 30, 2020**

**PREPARED BY THE  
OFFICE OF BUDGET**

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1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)

# EXECUTIVE SUMMARY

## Financial Forecast Report

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

✓ YE forecast within 5% of budget     
 ! YE forecast within 6-10% of budget     
 ✗ YE forecast more than 10% from budget or no forecast provided

### Dallas 365

✓ 12

On Target (YE)

✗ 23

Not on Target (YE)

### Budget Initiative Tracker

○ 29

Complete

✗ 11

Incomplete



# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through September 30, 2020, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2019, effective October 1, 2019, through September 30, 2020. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-Date (YTD) Actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the Year-End (YE) Forecast, which projects anticipated revenues and expenditures as of September 30, 2020. The variance is the difference between the FY 2019-20 Amended Budget and the YE Forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

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

	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$219,919,890	\$219,919,890		\$235,824,022	\$15,904,132
Revenues	1,438,189,202	1,429,495,904	1,352,419,094	1,393,148,405	(36,347,499)
Expenditures	1,438,089,000	1,429,495,904	1,204,153,915	1,354,246,838	(75,249,066)
Ending Fund Balance	\$220,020,092	\$219,919,890		\$274,725,589	\$54,805,699

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

**Revenues.** Through September 30, 2020, General Fund revenues are projected to be \$36,347,000 under budget primarily because charges for service revenues are forecast to be \$17,497,000 under budget, largely due to a \$6,495,000 decline in Park and Recreation revenues associated with facility closures. Moreover, an anticipated \$7,700,000 reduction is associated with ambulance-related services. Lastly, a \$1,616,000 decline is projected for parking meter revenues.

Additionally, sales tax receipts were \$14,829,000 under budget due to the economic impact of COVID-19.

**Expenditures.** Through September 30, 2020, General Fund expenditures are projected to be \$75,249,000 under budget primarily due to salary savings from vacant civilian positions associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund (471 in all funds). Also, eligible COVID-19 expenses are being reduced via reimbursements from the Coronavirus Relief Fund (from the U.S. Treasury). This is partially offset by an increase in hiring of police officers and the purchase of police equipment and uniforms.

**FY 2019-20 Amended Budget.** City Council amended the General Fund budget on June 10, 2020, by ordinance #31553 for mid-year appropriation adjustments. Staff recommended a net decrease of \$2,093,000 for General Fund revenues and expenses and transfer of expense appropriations between departments. City Council approved all recommended adjustments except those affecting the Dallas Police Department (DPD). City Council action reduced the General Fund budget by an additional \$6,500,000.

Revenue adjustments include:

- \$6,600,000 decrease in Franchise and Other

## VARIANCE NOTES

- \$3,760,000 decrease in Charges for Service
- \$1,667,000 increase in Intergovernmental

Expense adjustments include:

- \$200,000 decrease for Building Services (BSD)
- \$550,000 increase for City Controller's Office (CCO)
- \$1,657,000 decrease for Court and Detention Services (CTS)
- \$2,553,000 increase for Dallas Fire-Rescue (DFR)
- \$91,000 decrease for Human Resources (HR)
- \$1,600,000 decrease for Library (LIB)
- \$100,000 increase for Mayor and City Council (MCC)
- \$3,854,000 decrease for Non-Departmental (Non-D)
- \$116,000 increase for Management Services (MGT)
- \$5,260,000 decrease for Park and Recreation (PKR)
- \$1,433,000 increase for Public Works (PBW)
- \$683,000 decrease for Transportation (TRN)

## Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	\$787,420,172	\$787,420,172	\$787,891,481	\$787,530,576	\$110,404
Sales Tax <sup>1</sup>	325,566,185	325,566,185	285,727,867	310,737,497	(14,828,688)
Franchise and Other	129,339,760	122,739,557	110,125,246	120,153,331	(2,586,226)
Charges for Service <sup>2</sup>	115,177,017	111,417,257	88,241,208	93,920,441	(17,496,816)
Fines and Forfeitures <sup>3</sup>	27,222,251	27,222,251	24,016,899	24,018,214	(3,204,037)
Operating Transfers In	25,694,602	25,694,602	25,694,604	25,694,604	2
Intergovernmental <sup>4</sup>	11,382,649	13,049,314	13,739,043	14,053,935	1,004,621
Miscellaneous <sup>5</sup>	6,685,258	6,685,258	7,425,795	7,447,276	762,018
Licenses and Permits <sup>6</sup>	5,154,061	5,154,061	4,589,297	4,624,878	(529,183)
Interest <sup>7</sup>	4,547,247	4,547,247	4,967,654	4,967,654	420,407
<b>Total Revenue</b>	<b>\$1,438,189,202</b>	<b>\$1,429,495,904</b>	<b>\$1,352,419,094</b>	<b>\$1,393,148,405</b>	<b>(\$36,347,499)</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 Sales Tax.** Sales tax revenues were \$14,829,000 under budget due to the economic impact of COVID-19.

**2 Charges for Service.** The budget for charges for service revenues was decreased by \$3,760,000 on June 10, 2020, as part of the mid-year appropriation adjustment process. Revenues are forecast to be \$17,497,000 under budget primarily due to a \$6,495,000 decline in PKR revenues associated with facility closures. Moreover, an anticipated \$7,700,000 reduction is associated with ambulance-related services. Finally, parking revenue is forecast to be \$1,616,000 under budget due to COVID-19.

**3 Fines and Forfeitures.** Fine and forfeiture revenues are forecast to be \$3,204,000 under budget primarily due to a \$3,251,000 decrease in non-traffic fines, warrant service fees, parking citations, and civil fines associated with COVID-19. This is partially offset by traffic citation revenue, which is \$1,272,000 over budget.

**4 Intergovernmental.** The budget for intergovernmental revenues was increased by \$1,667,000 on June 10, 2020, by ordinance #31553 as the result of a one-time transfer from Dallas County for equipment purchases. Revenues are forecast to be \$1,005,000 over budget primarily due to intergovernmental revenue-sharing agreements with Coppell, Euless, Grapevine, and Irving, which are \$1,149,000 over budget. Additionally, the City received an election refund of \$309,000 from Dallas County. This is partially offset by school crossing guard revenue, which is \$689,000 under budget.

**5 Miscellaneous.** Miscellaneous revenues are forecast to be \$762,000 over budget primarily because auto auction sale revenue is \$1,240,000 over budget.

**6 Licenses and Permits.** License and permit revenues are forecast to be \$529,000 under budget primarily due to a \$537,000 decrease in fire prevention permits, partially offset by a \$229,000 increase in license fees.

**7 Interest.** Interest is forecast to be \$420,000 over budget due to trends in actual collections.

## Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$243,326,547	\$238,296,709	\$174,513,158	\$207,697,196	(\$30,599,513)
Civilian Overtime	6,094,572	6,127,199	9,386,560	10,731,317	4,604,118
Civilian Pension	34,258,149	33,999,444	25,359,129	30,918,755	(3,080,689)
Uniform Pay	457,164,984	457,164,984	377,851,661	451,075,542	(6,089,442)
Uniform Overtime	40,551,607	42,604,287	42,306,222	50,617,461	8,013,174
Uniform Pension	164,529,405	164,529,405	136,937,049	164,062,114	(467,291)
Health Benefits	70,051,318	70,047,266	50,610,986	68,297,391	(1,749,875)
Workers Comp	14,933,520	14,933,520	14,933,520	14,933,520	0
Other Personnel Services	10,260,278	10,203,253	10,389,254	12,696,323	2,493,070
<b>Total Personnel Services<sup>1</sup></b>	<b>1,041,170,380</b>	<b>1,037,906,067</b>	<b>842,287,540</b>	<b>1,011,029,619</b>	<b>(26,876,448)</b>
Supplies	82,737,886	78,179,896	74,284,691	79,156,495	976,599
Contractual Services <sup>2</sup>	389,583,720	386,628,352	338,880,692	368,006,250	(18,622,102)
Capital Outlay	14,823,774	17,227,769	16,973,447	17,922,888	695,119
Reimbursements <sup>3</sup>	(90,226,760)	(90,446,180)	(68,272,454)	(121,868,414)	(31,422,234)
<b>Total Expenditures</b>	<b>\$1,438,089,000</b>	<b>\$1,429,495,904</b>	<b>\$1,204,153,915</b>	<b>\$1,354,246,838</b>	<b>(\$75,249,066)</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 \$26,876,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and a transfer of eligible personnel expenses to the Coronavirus Relief Fund (CRF). This is partially offset by increased hiring of police officers and overtime for both civilian and uniform employees. Dallas Police Department (DPD) ended FY 2018-19 with more officers than anticipated, is experiencing less attrition, and is increasing hiring. DPD's budget assumed 3,053 officers at the end of FY 2019-20, but DPD ended the year with 3,149 officers. Funding for these additional 96 officers was not anticipated in the adopted budget.

**2 Contractual Services.** Contractual services are forecast to be \$18,622,000 under budget due to the reduced salary and benefit reserve transfer because General Fund departments have personnel savings, the cancelled liability transfer because anticipated claims expenses were delayed to FY 2020-21, a reduction in Cultural Organizations Program contracts, the deferral of one-third of OAC's project-based grants to FY 2020-21, a reduction in the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree, finding an alternate source of funding for the FY 2019-20 operation and maintenance of the Dallas Streetcar, the cancellation of various summer programming by PKR, a lower-than-anticipated annual tax increment financing payment, and the elimination of the hiring and equipment reserve for DPD in FY 2019-20.

**3 Reimbursements.** General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Reimbursements are forecast to be \$31,422,000 over budget primarily due to an anticipated use of

## **VARIANCE NOTES**

the CRF for expenses related to COVID-19 incurred within the General Fund. This is primarily offset by lower forecasts for TIF reimbursements to the Office of Economic Development (ECO), decreased reimbursements to DFR and DPD from Aviation (AVI), and decreased reimbursements to the Office of Environmental Quality and Sustainability (OEQS) from DWU and Storm Drainage Management (SDM).



## Financial Forecast Report

**GENERAL FUND EXPENDITURES**

Expenditure by Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services <sup>1</sup>	\$23,310,536	\$23,110,777	\$19,845,189	\$21,964,428	(\$1,146,349)
City Attorney's Office <sup>2</sup>	18,483,486	18,483,486	14,133,639	17,155,563	(1,327,923)
City Auditor's Office <sup>3</sup>	3,398,923	3,398,923	2,161,659	2,617,797	(781,126)
City Manager's Office <sup>4</sup>	2,936,728	2,936,728	2,141,127	2,571,731	(364,997)
City Secretary's Office	3,038,936	3,038,936	2,435,377	2,881,343	(157,593)
Elections	98,646	98,646	67,047	81,599	(17,047)
Civil Service <sup>5</sup>	3,274,657	3,274,657	2,241,411	2,724,582	(550,075)
Code Compliance <sup>6</sup>	30,476,546	30,476,546	23,589,327	28,391,222	(2,085,324)
City Controller's Office <sup>7</sup>	7,210,578	7,760,563	5,689,735	6,799,553	(961,010)
Independent Audit <sup>8</sup>	945,429	945,429	729,426	729,426	(216,003)
Court and Detention Services <sup>9</sup>	22,636,938	20,980,196	16,815,976	19,361,221	(1,618,975)
Jail Contract	9,158,124	9,158,124	9,157,413	9,157,413	(711)
Dallas Animal Services <sup>10</sup>	15,635,492	15,635,492	12,383,720	13,900,456	(1,735,036)
Dallas Fire-Rescue <sup>11</sup>	317,747,117	320,299,797	268,916,080	304,727,472	(15,572,325)
Dallas Police Department <sup>12</sup>	516,967,195	516,967,195	429,452,239	500,839,890	(16,127,305)
Housing and Neighborhood Revitalization <sup>13</sup>	3,270,227	3,270,227	2,582,584	2,833,688	(436,539)
Human Resources <sup>14</sup>	6,556,941	6,465,527	5,028,154	5,793,252	(672,275)
Judiciary <sup>15</sup>	3,806,942	3,806,942	3,026,800	3,597,894	(209,048)
Library <sup>16</sup>	33,876,186	32,276,186	25,901,719	28,497,692	(3,778,494)
Mayor and City Council <sup>17</sup>	5,017,657	5,117,657	3,806,477	4,513,057	(604,600)
Non-Departmental <sup>18</sup>	105,563,682	101,709,282	93,489,762	99,449,749	(2,259,533)
Office of Arts and Culture <sup>19</sup>	20,866,115	20,866,115	18,918,064	17,750,843	(3,115,272)
Office of Budget <sup>20</sup>	3,879,425	3,879,425	3,263,974	3,628,661	(250,764)
Office of Economic Development <sup>21</sup>	5,365,845	5,365,845	4,510,529	4,753,714	(612,131)
Office of Management Services					
311 Customer Service Center <sup>22</sup>	4,835,776	4,835,776	2,572,565	4,260,870	(574,906)
Council Agenda Office <sup>23</sup>	246,824	246,824	191,735	227,580	(19,244)
Emergency Management Operations <sup>24</sup>	1,122,694	1,122,694	1,060,771	1,051,371	(71,323)
Office of Business Diversity <sup>25</sup>	992,241	992,241	709,252	846,378	(145,863)
Office of Community Care <sup>26</sup>	6,700,917	6,700,917	4,820,190	5,309,999	(1,390,918)
Office of Community Police Oversight <sup>27</sup>	475,000	475,000	217,803	259,490	(215,510)
Office of Environmental Quality and Sustainability	3,524,865	3,524,865	2,923,728	3,412,029	(112,836)
Office of Equity <sup>28</sup>	492,264	492,264	358,287	377,160	(115,104)
Office of Ethics and Compliance <sup>29</sup>	227,912	227,912	108,027	118,923	(108,989)
Office of Fair Housing and Human Rights <sup>30</sup>	519,488	519,488	380,464	491,465	(28,023)
Office of Historic Preservation <sup>31</sup>	626,200	626,200	358,798	498,843	(127,357)
Office of Homeless Solutions <sup>32</sup>	12,126,340	12,126,340	10,863,716	10,718,269	(1,408,071)
Office of Innovation <sup>33</sup>	913,030	913,030	659,069	822,077	(90,953)
Office of Integrated Public Safety Solutions <sup>34</sup>	0	115,798	86,000	86,000	(29,798)
Office of Resiliency <sup>35</sup>	334,705	334,705	144,027	158,955	(175,750)
Office of Strategic Partnerships and Governmental Affairs	1,084,555	1,084,555	971,430	1,074,632	(9,923)
Office of Welcoming Communities and Immigrant Affairs <sup>36</sup>	751,913	751,913	360,968	312,320	(439,593)
Public Affairs and Outreach <sup>37</sup>	2,020,529	2,020,529	1,418,246	1,533,268	(487,261)
Park and Recreation <sup>38</sup>	98,596,497	93,336,737	81,481,496	89,107,721	(4,229,016)
Planning and Urban Design <sup>39</sup>	3,396,703	3,396,703	2,509,216	2,987,952	(408,751)
Procurement Services <sup>40</sup>	3,021,425	3,021,425	2,001,909	2,358,036	(663,389)
Public Works <sup>41</sup>	77,176,071	78,609,407	75,145,154	76,587,292	(2,022,115)
Sustainable Development and Construction	1,858,966	1,858,966	1,797,087	1,806,553	(52,413)
Transportation <sup>42</sup>	45,270,589	44,587,769	39,726,549	42,117,413	(2,470,356)
<b>Total Departments</b>	<b>\$1,429,837,855</b>	<b>\$1,421,244,759</b>	<b>\$1,201,153,915</b>	<b>\$1,351,246,838</b>	<b>(\$69,997,921)</b>
Liability/Claim Fund Transfer <sup>43</sup>	2,751,145	2,751,145	0	0	(2,751,145)
Contingency Reserve	3,000,000	3,000,000	3,000,000	3,000,000	0
Salary and Benefit Reserve <sup>44</sup>	2,500,000	2,500,000	0	0	(2,500,000)
<b>Total Expenditures</b>	<b>\$1,438,089,000</b>	<b>\$1,429,495,904</b>	<b>\$1,204,153,915</b>	<b>\$1,354,246,838</b>	<b>(\$75,249,066)</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's budget was decreased by \$200,000 on June 10, 2020, by ordinance #31553. BSD is projected to be \$1,146,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and the transfer of eligible expenses to the Coronavirus Relief Fund (CRF).

**2 City Attorney's Office.** CAO is projected to be \$1,328,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

**3 City Auditor's Office.** AUD is projected to be \$781,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and a reduction in the need for audit co-sourcing services in FY 2019-20.

**4 City Manager's Office.** CMO is projected to be \$365,000 under budget due to the transfer of eligible expenses to the CRF.

**5 Civil Service.** CVS is projected to be \$550,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020.

**6 Code Compliance.** CCS is projected to be \$2,085,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF, partially offset by an increase in overtime and unbudgeted termination payouts.

**7 City Controller's Office.** CCO's budget was increased by \$550,000 on June 10, 2020, by ordinance #31553 for the reorganization of City payroll services. CCO is projected to be \$961,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

**8 Independent Audit.** IND is projected to be \$216,000 under budget to a lower-than-anticipated contract expense associated with the City's annual independent audit.

**9 Court and Detention Services.** CTS' budget was decreased by \$1,657,000 on June 10, 2020, by ordinance #31553. CTS is projected to be \$1,619,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020 (\$2,750,000) and savings from the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree (\$983,000), as well as the transfer of eligible expenses to the CRF. CTS savings are partially offset by increases in overtime (\$992,000), termination payouts (\$109,000), security services (\$561,000), and a decreased reimbursement from SDM (\$114,000).

**10 Dallas Animal Services.** DAS is projected to be \$1,735,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

**11 Dallas Fire-Rescue.** DFR's budget was increased by \$2,553,000 on June 10, 2020, by ordinance #31553 for the use of overtime and reduced reimbursements from AVI for emergency medical services (EMS). DFR is projected to be \$15,572,000 under budget primarily due to the transfer of eligible expenses to the CRF.

**12 Dallas Police Department.** DPD is projected to be \$16,127,000 under budget primarily due to the transfer of eligible expenses to the CRF, partially offset by higher-than-anticipated hiring of police officers, uniforms, and overtime for civilian and sworn positions. The increase in overtime is associated with the October 2019 tornado and the summer 2020 civil protests. DPD ended FY 2018-19 with more officers than anticipated, is experiencing less attrition, and is increasing hiring. DPD's budget assumed 3,053 officers at

## VARIANCE NOTES

the end of FY 2019-20, but DPD ended the year with 3,149 officers. Funding for these additional 96 officers was not anticipated in the adopted budget.

**13 Housing and Neighborhood Revitalization.** HOU is projected to be \$437,000 under budget due to salary savings, partially offset by termination payouts.

**14 Human Resources.** HR's budget was decreased by \$91,000 on June 10, 2020, by ordinance #31553. HR is projected to be \$672,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the CRF.

**15 Judiciary** CTJ is projected to be \$209,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020.

**16 Library.** LIB's budget was decreased by \$1,600,000 on June 10, 2020, by ordinance #31553. LIB is projected to be \$3,778,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the CRF.

**17 Mayor and City Council.** MCC's budget was increased by \$100,000 on June 10, 2020, by ordinance #31553 for salary equity adjustments. MCC is projected to be \$605,000 under budget due to salary savings associated with vacancies and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the CRF.

**18 Non-Departmental.** The Non-D budget was decreased by \$3,854,000 on June 10, 2020, by ordinance #31553. Non-D is projected to be \$2,260,000 under budget due to lower-than-anticipated expenses related to the annual TIF transfer and the transfer of eligible expenses to the CRF, which eliminated the need for the DPD hiring reserve.

**19 Office of Arts and Culture.** OAC is projected to be \$3,115,000 under budget primarily due to a reduction in Cultural Organizations Program contracts, deferral of one-third of its project-based grants to FY 2020-21, and a reduction in cultural center budgets. Further savings are due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and the transfer of eligible expenses to the CRF.

**20 Office of Budget.** BMS is projected to be \$251,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

**21 Office of Economic Development.** ECO is projected to be \$612,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF, primarily offset by a reduction in various reimbursements.

**22 311 Customer Service.** 311 is projected to be \$575,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

**23 Council Agenda Office.** The Agenda Office is projected to be \$19,000 under budget due to salary savings.

**24 Emergency Management Operations.** OEM is projected to be \$71,000 under budget due to the transfer of eligible expenses to the CRF.

**25 Office of Business Diversity.** OBD is projected to be \$146,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the CRF.

## VARIANCE NOTES

**26 Office of Community Care.** OCC is projected to be \$1,391,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, savings from the senior dental and employment services contracts, and contract cancellation in senior services programming.

**27 Office of Community Police Oversight.** OCPO is projected to be \$216,000 under budget due to salary savings.

**28 Office of Equity.** EQU is projected to be \$115,000 under budget due to salary savings.

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

**30 Office of Fair Housing and Human Rights.** FHO is projected to be \$28,000 under budget due to salary savings.

**31 Office of Historic Preservation.** OHP is projected to be \$127,000 under budget due to salary savings and the transfer of eligible expenses to the CRF.

**32 Office of Homeless Solutions.** OHS is projected to be \$1,408,000 under budget due to salary savings and the transfer of eligible expenses to the CRF, including expenses related to temporary inclement weather shelter operations at the Convention Center.

**33 Office of Innovation.** INO is projected to be \$91,000 under budget due to salary savings and the transfer of eligible expenses to the CRF.

**34 Office of Integrated Public Safety Solutions.** MGT's budget was increased by \$116,000 on June 10, 2020, by ordinance #31553 to establish the new Office of Integrated Public Safety Solutions. OIPSS is projected to be \$30,000 under budget due to salary savings.

**35 Office of Resiliency.** REO is projected to be \$176,000 under budget due to salary savings and the transfer of eligible expenses to the CRF.

**36 Office of Welcoming Communities and Immigrant Affairs.** WCIA is projected to be \$440,000 under budget due to salary savings, the transfer of eligible expenses to the CRF, and contract savings associated with citizenship and legal services.

**37 Public Affairs and Outreach.** PAO is projected to be \$487,000 under budget due to salary savings and the transfer of eligible expenses to the CRF.

**38 Park and Recreation.** PKR's budget was decreased by \$5,260,000 on June 10, 2020, by ordinance #31553. PKR is projected to be \$4,229,000 under budget primarily due to salary savings (\$4,114,000) associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund; the cancellation of various recreational programming; and the transfer of eligible expenses to the CRF. PKR's savings are primarily offset by increases in overtime (\$399,000), new alarm system installations (\$358,000), and termination payouts (\$558,000).

**39 Planning and Urban Design.** PUD is projected to be \$409,000 under budget primarily due to the transfer of eligible expenses to the CRF.

**40 Procurement Services.** POM is projected to be \$663,000 under budget primarily due to salary savings and the transfer of eligible expenses to the CRF.

**41 Public Works.** PBW's budget was increased by \$1,433,000 on June 10, 2020, by ordinance #31553 for the purchase of equipment supported by unplanned revenue from Dallas County. PBW is projected to be \$2,022,000 under budget primarily due to salary savings, the transfer of eligible expenses to the CRF, and unbudgeted reimbursements from SDM and various CDBG and PID projects.

## VARIANCE NOTES

**42 Transportation.** TRN's budget was decreased by \$683,000 on June 10, 2020, by ordinance #31553. TRN is projected to be \$2,470,000 under budget primarily due to salary savings partially associated with an extended furlough of 389 civilian employees in the General Fund and finding an alternate source of funding for FY 2019-20 operation and maintenance of the Dallas Streetcar.

**43 Liability/Claim Fund Transfer.** The transfer from the General Fund to the Liability Fund is not required in FY 2019-20 because anticipated claims expenses were delayed to FY 2020-21.

**44 Salary and Benefit Reserve.** The salary and benefit reserve has not been required in FY 2019-20 because General Fund departments have personnel savings from the hiring freeze enacted on March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and the transfer of eligible expenses to the CRF.



## Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
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**AVIATION<sup>1</sup>**

Beginning Fund Balance	\$5,570,308	\$5,570,308		\$5,419,811	(\$150,497)
Total Revenues	158,255,683	158,255,683	124,672,158	131,910,936	(26,344,747)
Total Expenditures	158,255,683	158,255,683	129,397,470	135,866,534	(22,389,149)
Ending Fund Balance	\$5,570,308	\$5,570,308		\$1,464,213	(\$4,106,095)

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

Beginning Fund Balance	\$39,186,345	\$39,186,345		\$57,091,833	\$17,905,488
Total Revenues	114,358,254	114,358,254	65,592,386	70,327,413	(44,030,841)
Total Expenditures	114,358,254	114,358,254	60,110,528	70,327,413	(44,030,841)
Ending Fund Balance	\$39,186,345	\$39,186,345		\$57,091,833	\$17,905,488

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

Beginning Fund Balance	\$768,840	\$768,840		\$957,554	\$188,714
Total Revenues	2,161,634	2,161,634	1,522,811	1,522,811	(638,823)
Total Expenditures	2,067,782	2,067,782	1,592,156	1,722,774	(345,008)
Ending Fund Balance	\$862,692	\$862,692		\$757,590	(\$105,102)

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

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

Beginning Fund Balance	\$24,416,494	\$24,416,494		\$40,213,874	\$15,797,380
Total Revenues	120,129,201	120,129,201	122,672,633	122,669,297	2,540,096
Total Expenditures	122,129,201	127,945,397	99,945,027	127,945,397	0
Ending Fund Balance	\$22,416,494	\$16,600,298		\$34,937,774	\$18,337,476

**STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES<sup>5</sup>**

Beginning Fund Balance	\$12,721,861	\$12,721,861		\$9,880,820	(\$2,841,041)
Total Revenues	60,936,837	60,936,837	64,153,442	61,466,835	529,998
Total Expenditures	60,936,837	65,536,837	56,133,932	63,903,455	(1,633,382)
Ending Fund Balance	\$12,721,861	\$8,121,861		\$7,444,200	(\$677,661)

**SUSTAINABLE DEVELOPMENT AND CONSTRUCTION**

Beginning Fund Balance	\$45,979,705	\$45,979,705		\$51,827,466	\$5,847,761
Total Revenues	33,474,379	33,474,379	31,429,729	34,549,647	1,075,268
Total Expenditures	34,550,990	34,550,990	29,058,325	33,470,076	(1,080,914)
Ending Fund Balance	\$44,903,094	\$44,903,094		\$52,907,037	\$8,003,943

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

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

Beginning Fund Balance	\$138,576,064	\$138,576,064		\$151,387,348	\$12,811,284
Total Revenues	670,485,708	670,485,708	650,114,078	649,884,903	(20,600,805)
Total Expenditures	681,220,919	681,220,919	581,431,061	646,199,008	(35,021,911)
Ending Fund Balance	\$127,840,853	\$127,840,853		\$155,073,243	\$27,232,390

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

## Financial Forecast Report

**INTERNAL SERVICE FUNDS**

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

Beginning Fund Balance	\$4,578,881	\$4,578,881		\$5,116,697	\$537,816
Total Revenues	80,180,034	80,180,034	78,742,273	80,194,450	14,416
Total Expenditures	79,967,864	79,967,864	75,133,489	79,623,460	(344,404)
Ending Fund Balance	\$4,791,051	\$4,791,051		\$5,687,687	\$896,636

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

**RADIO SERVICES**

Beginning Fund Balance	\$924,085	\$924,085		\$1,263,982	\$339,897
Total Revenues	12,523,888	12,523,888	12,531,820	12,610,155	86,267
Total Expenditures	12,825,721	12,825,721	12,186,853	12,629,744	(195,977)
Ending Fund Balance	\$622,252	\$622,252		\$1,244,393	\$622,141

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

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

Beginning Fund Balance	\$6,362,857	\$6,362,857		\$7,143,432	\$780,575
Total Revenues	56,213,623	56,213,623	34,427,310	56,374,937	161,314
Total Expenditures	56,235,872	56,235,872	50,256,252	52,446,496	(3,789,376)
Ending Fund Balance	\$6,340,608	\$6,340,608		\$11,071,872	\$4,731,264

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

**EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$3,510,566	\$3,510,566		\$3,426,575	(\$83,991)
Total Revenues	2,593,790	2,593,790	2,549,825	2,842,689	248,899
Total Expenditures	2,005,981	2,005,981	1,850,387	1,866,039	(139,942)
Ending Fund Balance	\$4,098,375	\$4,098,375		\$4,403,226	\$304,851

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

**OFFICE OF THE BOND PROGRAM<sup>8</sup>**

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	18,547,674	18,547,674	2,501,316	15,034,892	(3,512,782)
Total Expenditures	18,547,674	18,547,674	13,189,682	15,034,892	(3,512,782)
Ending Fund Balance	\$0	\$0		\$0	\$0

## Financial Forecast Report

# OTHER FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
<b>9-1-1 SYSTEM OPERATIONS<sup>9</sup></b>					
Beginning Fund Balance	\$7,453,734	\$7,453,734		\$11,185,392	\$3,731,658
Total Revenues	12,017,444	12,017,444	11,677,577	11,994,373	(23,071)
Total Expenditures	15,292,755	17,456,147	10,873,267	14,524,109	(2,932,038)
Ending Fund Balance	\$4,178,423	\$2,015,031		\$8,655,656	\$6,640,625

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

### DEBT SERVICE<sup>10</sup>

Beginning Fund Balance	\$23,358,486	\$23,358,486		\$34,291,584	\$10,933,098
Total Revenues	305,536,876	305,536,876	290,656,539	306,668,960	1,132,084
Total Expenditures	305,451,298	305,451,298	295,847,288	295,847,288	(9,604,010)
Ending Fund Balance	\$23,444,064	\$23,444,064		\$45,113,256	\$21,669,192

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

### EMPLOYEE BENEFITS<sup>11</sup>

City Contributions	\$97,177,729	\$97,177,729	\$80,516,421	\$97,633,306	\$455,577
Employee Contributions	38,231,005	38,231,005	42,762,387	42,762,387	4,531,382
Retiree	32,507,154	32,507,154	29,719,834	29,719,834	(2,787,320)
Other	0	0	128,782	128,782	128,782
Total Revenues	167,915,888	167,915,888	153,127,424	170,244,309	2,328,421
Total Expenditures	\$171,665,888	\$171,665,888	\$164,604,081	\$164,604,081	(\$7,061,807)

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

### RISK MANAGEMENT<sup>12</sup>

Worker's Compensation	\$19,883,135	\$19,883,135	\$21,110,809	\$21,110,809	\$1,227,674
Third Party Liability	4,383,960	4,383,960	4,701,029	4,701,029	\$317,069
Purchased Insurance	4,526,340	4,526,340	4,532,786	4,532,786	\$6,446
Interest and Other	0	0	148,886	148,886	\$148,886
Total Revenues	28,793,435	28,793,435	30,493,510	30,493,510	\$1,700,075
Total Expenditures	\$34,526,799	\$34,526,799	\$28,526,660	\$30,722,247	(\$3,804,552)

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

## VARIANCE NOTES

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

**1 Aviation.** AVI revenues are projected to be \$26,345,000 under budget primarily due to a loss of landing fees and garage parking associated with diminished air travel due to COVID-19. Expenses are projected to be \$22,389,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020, limited overtime, and elimination of temporary employees and various contractual expenses. AVI received approximately \$53,800,000 in CARES Act funding, which will mitigate some of the financial impacts of COVID-19: \$19.8 million for remaining FY 2019-20 operating expenses, \$10 million for current fiscal year debt service payments, \$4 million for capital transfer, and \$20 million for next fiscal year's debt service payments.

**2 Convention and Event Services.** CCT revenues are projected to be \$44,031,000 under budget due to various event cancellations and significantly lower Hotel Occupancy Tax (HOT) and alcoholic beverage tax collections as a result of COVID-19. CCT expenses are also projected to be \$44,031,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

**3 Municipal Radio.** WRR revenues are projected to be \$639,000 under budget due to the onset of COVID-19. Expenses are projected to be \$345,000 under budget primarily due to salary savings and a decrease in local agency commission fees. WRR anticipates the use of fund balance to offset lost revenues.

**4 Sanitation Services.** SAN's budget was increased by \$5,816,000 on June 10, 2020, by ordinance #31553 for emergency contract management expenses, storm debris collection and hauling, brush collection services, overtime, and temporary labor services resulting from the October 2019 tornado. SAN anticipates the use of fund balance to offset increased expenses.

**5 Storm Drainage Management—Dallas Water Utilities.** SDM's budget was increased by \$4,600,000 on September 9, 2020, by ordinance #31621 for fleet and capital contingency. SDM anticipates the use of fund balance for fleet and capital expenses.

**6 Water Utilities.** DWU revenues are projected to be \$20,601,000 under budget primarily due to decreased water consumption. The FY 2019-20 budget assumed 141 billion gallons of water usage, and actual usage is 139 billion gallons. DWU expenses are projected to be \$35,022,000 under budget primarily due to salary savings, decreased street rental payments, a decreased capital construction transfer, and the transfer of eligible expenses to the CRF.

**7 Equipment and Fleet Management.** EFM expenses are projected to be \$3,789,000 under budget primarily due to lower fuel costs and salary savings. Management used forecast savings to reduce next fiscal year's chargeback expenses Citywide.

**8 Office of the Bond Program.** OBP expenses are projected to be \$3,513,000 under budget primarily due to salary and contract savings, partially offset by a loss of SDM reimbursements. The centralized OBP charges each capital project budget for project implementation costs. Savings in actual OBP implementation expenses result in fewer charges to the capital project.

**9 911 System Operations.** 911's budget was increased by \$2,163,000 on January 8, 2020, by resolution #20-0130 to accept a matching grant through the Texas Commission on State Emergency Communications

## VARIANCE NOTES

to implement a Next Generation 911 system. 911 expenses are projected to be \$2,932,000 under budget due to a delay in implementing the planned system.

**10 Debt Service.** Debt Service expenses are projected to be \$9,604,000 under budget due to the City forgoing a planned bond sale in May 2020 and delayed issuance of equipment acquisition notes from May 2020 to June 2020, resulted in reduced interest costs during FY 2019-20.

**11 Employee Health Benefits.** EHB expenses are projected to be \$7,062,000 under budget due to lower-than-anticipated costs associated with voluntary products, Flexible Spending Accounts (FSAs), pre-65 retiree enrollees, UnitedHealthCare billing credits, and the postponement of elective surgeries. Employees pay 100% of the costs for voluntary benefits and FSAs, so revenues and expenses both decrease if employees do not choose those options.

**12 Risk Management.** ORM expenses are projected to be \$3,805,000 under budget primarily due to anticipated claims expenses in FY 2019-20 being delayed to FY 2020-21.



## Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$216,173,243	\$75,851,441	\$41,034,780	\$99,287,022
Park and Recreation Facilities [B]	261,807,000	157,308,992	78,151,513	25,409,400	53,748,078
Fair Park [C]	50,000,000	28,820,000	22,373,263	4,883,948	1,562,789
Flood Protection and Storm Drainage [D]	48,750,000	9,422,353	3,339,478	2,641,087	3,441,789
Library Facilities [E]	15,589,000	15,589,000	10,338,456	4,016,909	1,233,635
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	3,774,187	9,608,906	456,027
Public Safety Facilities [G]	32,081,000	25,576,956	7,530,004	10,211,086	7,835,866
City Facilities [H]	18,157,000	10,016,404	3,993,544	1,720,002	4,302,859
Economic Development [I]	55,400,000	26,321,930	10,935,875	8,431,440	6,954,615
Homeless Assistance Facilities [J]	20,000,000	11,000,000	33,508	19,055	10,947,437
<b>Total</b>	<b>\$1,050,000,000</b>	<b>\$514,067,998</b>	<b>\$216,321,269</b>	<b>\$107,976,613</b>	<b>\$189,770,117</b>

**2012 Bond Program**

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$260,625,000	\$262,220,488	\$231,415,900	\$20,929,937	\$9,874,652
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	157,629,786	140,299,766	28,445,447
Economic Development [3]	55,000,000	55,000,000	33,955,629	9,651,423	11,392,949
<b>Total</b>	<b>\$642,000,000</b>	<b>\$643,595,488</b>	<b>\$423,001,315</b>	<b>\$170,881,126</b>	<b>\$49,713,048</b>

**2006 Bond Program**

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$390,420,000	\$400,205,553	\$373,441,717	\$24,948,783	\$1,815,052
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	269,133,051	24,631,200	48,992,915
Park and Recreation Facilities [3]	343,230,000	351,522,660	335,609,365	1,672,069	14,241,227
Library Facilities [4]	46,200,000	47,693,804	45,293,927	1,848,537	551,340
Cultural Arts Facilities [5]	60,855,000	63,331,770	59,279,532	3,029,369	1,022,870
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,789,430	1,761,158	8,809,648
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	43,660,053	41,859,178	1,153,596	647,280
Farmers Market Improvements [9]	6,635,000	6,933,754	6,584,013	3,208	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	10,938,329	135,796	11,653,326
Court Facilities [11]	7,945,000	7,948,603	7,633,851	45,870	268,881
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,277,187	828,027	19,008
<b>Total</b>	<b>\$1,353,520,000</b>	<b>\$1,388,765,272</b>	<b>\$1,240,291,997</b>	<b>\$60,057,614</b>	<b>\$88,415,661</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.

# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our six strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2018-19 data is not available, N/A is listed.

For the September report, only year-end (YE) targets are presented for each measure. We compare the YE target with the department's actual performance as of September 30, 2020.

Measures are designated "on target" (green) if actual YE performance is equal to or greater than the YE target. If actual YE performance is not equal to the YE target, the measure is designated as "not on target" (red). Variance notes are provided for each measure not on target for FY 2019-20.

## Year-End Actuals



12

On Target



23

Not on Target

#	Measure	FY 2018-19 Actual	FY 2019-20 Target	FY 2019-20 Actual
<b>Public Safety</b>				
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	84.26%	90%	85.54%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	88.98%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	52.75%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	81.90%
5	Homicide clearance rate (Police)	84.68%	60%	72.36%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	1,999	2,028.89
<b>Mobility Solutions, Infrastructure, &amp; Sustainability</b>				
7	Percentage of 2017 bond appropriation awarded (\$514M appropriated ITD) (Bond Program)	70%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	58.46
9	Percentage of planned small diameter water and wastewater pipeline system repaired or replaced (72 out of 8,000 miles) (Water Utilities)	100%	100%	93.37%
10	Percentage compliance with state and federal standards and regulations for drinking water (Water Utilities)	100%	100%	100%
11	Percentage of planned lane miles improved (710 out of 11,800 miles) (Public Works)	82%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	95.37%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	14.66
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	91.55%

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

# DALLAS 365

#	Measure	FY 2018-19 Actual	FY 2019-20 Target	FY 2019-20 Actual
<b>Economic &amp; Neighborhood Vitality</b>				
15	Number of jobs created or retained through written commitment (Economic Development)	6,001	5,000	2,238
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	45	8
17	Total number of new housing units occupied (Housing)	N/A	230	130
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	93.83%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.77%
<b>Human &amp; Social Needs</b>				
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	99.33%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	100%	75%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	75.03%
<b>Quality of Life</b>				
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	7,000	4,895
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	54.42%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	90.6%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-10.39%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	-26.96%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	42.72%
29	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	59.7%	55%	52.7%
30	Percentage of residents within ½ mile of a park (Park and Recreation)	69%	70%	71%
31	Participation rate at late-night Teen Recreation (TRec) sites (28,590 annual participants) (Park and Recreation)	N/A	100%	6.8%
<b>Government Performance &amp; Financial Management</b>				
32	Percentage of 311 calls answered within 90 seconds (311)	57.98%	70%	35.68%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	82.15%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	76.67%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	69.98%

## VARIANCE NOTES

**#1.** Four fire stations are still closed for various reasons, displacing the responding apparatus and negatively impacting overall response times. DFR is working to add temporary stations in the near future in two of the impacted fire response districts. DFR will also continue monitoring response times of displaced apparatus to maximize impact and minimize delays.

**#2.** DFR has modified the EMS response model in response to COVID-19, reducing the number of apparatus sent on certain types of calls to prevent member exposure. DFR has also modified procedures for cleaning and disinfecting apparatus. These changes have put rescues out of service longer and affected overall response times. DFR will continue to modify procedures as needed to ensure the health and safety of residents and staff, while meeting or exceeding NFPA standards.

**#3.** September actuals for this measure increased to 57.25%. DPD will work to continue this positive trend by implementing KPMG's staffing optimization models at all seven patrol stations. DPD's largest division (Northeast) began its staffing optimization schedule and is being tested for efficiency.

**#4.** Turnover in 911 call taker positions has resulted in vacancies. Multiple candidates are in the hiring process, and DPD anticipates a return to full staffing soon. DPD is actively promoting the use of the Dallas Online Reporting System for lower-priority calls, which will positively impact response times in the coming months.

**#6.** DPD is working diligently to reduce assaults by continuing initiatives outlined in the 2020 crime plan and through the efforts of the violent crime task force.

**#9.** Replacements and rehabilitation were below target for the year because of less development and fewer outside agency projects than forecast due to COVID-19.

**#12.** Pothole repairs were impacted by 1) the October 2019 tornado, which resulted in redirection of staff to recovery efforts and hampered repair activity between October and December, and 2) alternate work schedules and limited staff in response to the COVID-19 pandemic, impacting performance from April to June.

**#13.** SAN has staggered start times for collection routes because of COVID-19, which impacts daily completion times and, subsequently, missed service calls. This, combined with difficulty filling vacancies, negatively impacted YE performance.

**#14.** A shortage of bucket trucks negatively impacted signal malfunction responses for FY 2019-20. TRN mitigated the issue by renting bucket trucks, staggering work schedules, and escalating EFM repair requests. TRN continues to work with EFM to improve truck availability in the future.

**#15.** Demand from developers and investors seeking incentives for investment in the creation/retention of jobs has been adversely impacted by COVID-19. Additionally, a major project initially scheduled for City Council consideration in September was delayed.

**#16.** Earlier in the year, HOU identified issues preventing people from applying to or completing the program, which led to fewer loan closures than anticipated. City Council approved changes to the program that staff expects will increase participation, but the economic impact of COVID-19 on the targeted income demographic continues to depress participation.

**#17.** New construction can take more than a year to complete and sell, and economic and weather conditions can impact construction timelines. When HOU set the target for the fiscal year, staff identified an apartment complex that would have added 100 units, but the complex was delayed, reducing the total number of units occupied. Single-family development, however, exceeded expectations.

**#19.** Performance has been impacted by system reporting issues such as after-hours and duplicate service requests. Additionally, inspections did not occur for three days in September because computers were being changed out. DEV continues to improve its process to accurately report data.

## VARIANCE NOTES

**#21.** Encampment resolutions halted in March in accordance with CDC guidance on operations related to COVID-19. Resolutions resumed July 13 with an emphasis on repetitive cleaning and connecting those experiencing homelessness with resources and shelter.

**#22.** COVID-19 has directly impacted case management to maintain housing and available resources for client placement. OHS has increased efforts toward a rapid rehousing program and continues to partner with MDHA in identifying resources to help clients stay in permanent housing. OHS helped place 180 applicants in FY 2019-20, 104 through rapid rehousing and 76 through the landlord subsidized leasing program.

**#23.** Single-family rental property inspections have been impacted by COVID-19 Amended Emergency Regulation (AER) inspection efforts. Half of Code Officers' hours are dedicated to proactive COVID-19 education, and the other 50% is used to respond to 311 service requests and multifamily rental inspections.

**#24.** Code Compliance is taking a 50/50 approach to AER issues and business-as-usual Code concerns to assist with COVID-19 efforts. Neighborhood Code Services is monitoring, enforcing, and educating residents and businesses about the AERs and addressing code cases (including high weed and litter requests) based on severity, as determined by staff. The Service First team is assisting with cases through the courtesy notice process.

**#26.** DAS implemented various measures in FY 2019-20 to reduce loose and loose owned dog bites. DAS was successful in decreasing loose unowned dog bites by 6.4% year-over-year, but loose owned dog bites increased in the last two months of the year, reinforcing the importance of DAS' continued enforcement of the City's dangerous and aggressive dog ordinances. Additionally, as a result of increased staff outreach, DAS is receiving record numbers of dog bite reports from medical facilities that staff previously would have been unaware of. DAS is working to prevent future incidents by researching its bite records to identify dogs with a history of repeated bites.

**#27.** COVID-19 closures at Library facilities and suspension of programming have impacted in-person library visits; however, online visits and programming continue to increase.

**#29.** More than 30 ArtsActivate project contracts were in process in March, but postponed because of COVID-19 and related budget constraints. These contracts are heavily weighted toward smaller organizations and artists, and OAC successfully completed two rounds of awards this fiscal year. If not for COVID-19, OAC would have exceeded its goal, ending the year at 56.4%.

**#31.** Due to COVID-19, recreation facilities were closed to the public from March to August. YE actuals reflect TRec participation from January to mid-March; peak TRec attendance was anticipated from April to September.

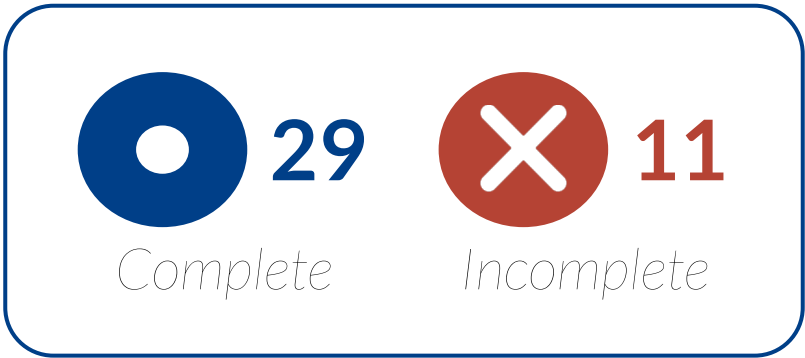
**#32.** 311 did not meet its YE target due to a number of unforeseen and unavoidable circumstances, including staffing challenges from the COVID-19 pandemic, continued software/hardware failures, and difficulty recruiting and retaining qualified Customer Service Agents. 311 continued to monitor its staffing levels and call volumes and adjust operations when appropriate to promote more efficient operations. ITS is currently implementing all new call center and IVR software that should increase speed and accuracy when processing calls. This, along with the increase in the City's minimum wage, should improve 311's service to internal and external customers in FY 2020-21 and beyond.

**#33.** Accounts Payable (AP) continues to experience an influx of invoices for processing. CCO redeployed staff from other departments to assist with the processing backlog, and management is prioritizing invoices daily to maximize timeliness. Additionally, CCO is working with POM to adjust contracts to reduce the overall number of invoices from vendors.



# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 40 activities included in the FY 2019-20 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. For the September report, the responsible department has provided a current status for the initiative and indicated whether the initiative is “complete” (blue circle) or “incomplete” (red x).



## In the Spotlight



*Photo by Urban Fabric Photography*

To mitigate the economic impact of COVID-19 on Dallas’ small business community, the Office of Economic Development has leveraged federal CARES Act funds to award nearly \$1 million in grants to date—83 in areas of high poverty—and an estimated \$336,500 in loans. These programs are still in place, and ECO will continue to review applications and award funds to eligible businesses in FY 2020-21.

## Budget Initiative Tracker

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

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

**STATUS** DPD lost 186 officers to attrition but maintained consistent hiring to end the year with 3,149 officers instead of 3,053 as budgeted. DFR lost 67 uniform members to attrition (versus 123 anticipated) to end the year with a uniform headcount of 1,976.

**MEASURE** Turnover rate of tenured public safety employees

**2 Police and Fire Uniform Pension**

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

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

**MEASURE** Percentage of on-time contributions

**3 Real-Time Crime Center**

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

**STATUS** Fourteen analysts are scheduled to start by the end of the first quarter of FY 2020-21. Six candidates are undergoing background checks, and the two remaining positions are at the interview stage. All positions will be filled by the end of the second quarter.

**MEASURE** Percent increase in collection of RTCC footage as evidence

**4 Body-Worn Cameras**

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

**STATUS** ITS encumbered \$900,000 on September 30, and DPD will begin deploying cameras by the end of the first quarter of FY 2020-21.

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

**5 Firefighter Safety**

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

**STATUS** DFR has purchased all PPE sets and issued those received; remaining sets will be delivered and issued in October. The City Council authorized a three-year master agreement for SCBA on September 23. DFR has ordered the equipment and is awaiting delivery.

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

**6 Police Oversight**

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

**STATUS** The OCPO received 589 complaints and inquiries as of September 30 and provided an overview of them to the Community Police Oversight Board (CPOB). OCPO is hiring staff to further the goals of community police oversight and continues to train board members on relevant topics. OCPO is also developing a complaint database and outreach materials.

**MEASURE** Number of complaints investigated

## Budget Initiative Tracker

# MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

## 7 Energy Management

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

**STATUS** The Energy Program Manager is developing a framework and performance measures for the energy management system, as well as actively participating in the technical assessment of potential mechanical system retrofits in response to COVID-19.

**MEASURE** Percent decrease in energy usage

## 8 City Facility Major Maintenance

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

**STATUS** BSD has initiated \$6.5 million in major maintenance projects and repairs to ensure safe and functional buildings and building systems. All major maintenance funds designated for FY 2019-20 have been spent or encumbered.

**MEASURE** Percentage of funds deployed

## 9 2017 Bond Program

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

**STATUS** OBP has filled all five Senior Engineer positions.

**MEASURE** Percentage of bond appropriation awarded

## 10 Bridge Maintenance

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

**STATUS** The City Council approved the bridge management contract on September 23, so PBW has spent or encumbered all of the \$1 million in bridge funds for FY 2019-20.

**MEASURE** Percentage of funds approved by City Council

## 11 Street Conditions

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

**STATUS** PBW has completed 710 lane miles of street improvements.

**MEASURE** Percentage of planned lane miles improved

## 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 two-year initiative begun in FY 2018-19. (Transportation)

**STATUS** The Traffic Signal team has filled one Engineer Assistant position and training is underway. TRN is scheduling the remaining 29 equipment installations.

**MEASURE** Percent decrease in service requests for signal repairs

## 13 Water and Wastewater Infrastructure

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

**STATUS** As of September 30, DWU has replaced or rehabilitated 40.32 miles of water main and 30.60 miles of wastewater main (70.91 total miles, or 88.64% of target). Replacements and rehabilitation were below target for the year because of less development and fewer outside agency projects than forecast as a result of COVID-19. Additionally, City Council delayed the award of a pipeline replacement contract scheduled for September 23 to further evaluate the qualifications of the low bidder, a new contractor for the City.

**MEASURE** Percent decrease in breaks

## 14 Neighborhood Drainage

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

**STATUS** Through September, DWU conducted debris removal maintenance at 294 locations (including 71 channels), resulting in the removal of approximately 15,771 cubic yards of debris. DWU has also completed 4,130 service requests addressing a variety of issues, including culvert/pipe blockages, concrete repairs, storm drainage pipe inspections, and responses to water pollution.

**MEASURE** Percent decrease in flood-related service requests

## Budget Initiative Tracker

**ECONOMIC & NEIGHBORHOOD VITALITY****15 Affordable Housing** 

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

**STATUS** As of year-end, City Council has approved all 2019 NOFA applications recommended by staff. These applications will result in construction of up to 362 new affordable single-family units through the sale of 294 City-owned lots and \$11.7 million in funding. HOU posted a new standing NOFA in August. The 2020 NOFA is an open application, and funds will be awarded as available.

**MEASURE** Percent increase in affordable housing units available

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

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

**STATUS** The B.U.I.L.D ecosystem has grown to more than 600 business service organizations and 378 resources. OBD has also developed monthly business outreach events (webinars) and is implementing small business assessment tools to enhance growth.

**MEASURE** Percentage of M/WBE spend

**17 Small Business Development** 

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

**STATUS** Due to COVID-19, ECO focused on maximizing support for existing small businesses using CARES Act funding. In just a few months, ECO awarded 133 grants totaling about \$998,500—83 in areas of high poverty—and 14 loans totaling an estimated \$336,500. These programs are still in place, and ECO will continue to review applications and award funds to eligible businesses in FY 2020-21.

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

**18 Tax-Increment Financing** 

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

**STATUS** As of September 30, the certified taxable value of real property in TIF districts increased 15% from tax year 2019 to tax year 2020 (compared to a 5% increase for the City as a whole). Since the inception of each TIF district, the aggregate taxable value of real property in TIF districts has grown 425%.

**MEASURE** Percent increase in taxable value in TIF districts

**19 Comprehensive Plan** 

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

**STATUS** The City Council delayed action on the consultant contract to update the comprehensive plan until January 27, 2021, delaying project kickoff by four months. The City Plan Commission (CPC) recommended establishing a new standing committee to oversee the update. City Council action on the CPC rules amendment is scheduled for December.

**MEASURE** Percentage of project milestones completed

## Budget Initiative Tracker

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

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

**STATUS** As of September 30, 89% of clients remain employed after six months through the Overcoming Barriers to Work program, which assists clients in obtaining employment and increasing their income to a livable wage.

**MEASURE** Percentage of clients who remain employed after six months

**21 Equity**

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

**STATUS** The Office of Equity conducted 25 community events and collaborative community projects in FY 2019-20.

**MEASURE** Number of community events or collaborative community projects conducted

**22 Inclement Weather Shelters**

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

**STATUS** OHS and its City and community partners operated temporary inclement weather shelters three times this fiscal year, the first two at the Kay Bailey Hutchison Convention Center in November and December 2019 and the third at the Central Library in February 2020. The City served 1,300 people during these eight nights (605 unduplicated), many of whom had been turned away from traditional shelters and would likely have spent the night unsheltered.

On November 11, 2020, City Council approved amendments to Chapter 45 of the City Code and Chapters 51 and 51A of the Development Code to allow external organizations to legally operate temporary inclement weather shelters.

**MEASURE** Percent decrease in weather-related injuries

**23 Pay-to-Stay Shelters**

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

**STATUS** OHS spent 100% of funds for FY 2019-20, providing 50 additional beds at The Bridge for those experiencing homelessness, a 20% increase in available beds.

**MEASURE** Percent increase in emergency shelter beds available

**24 Neighborhood Grant Reclamation Program**

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

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

**MEASURE** Percentage of NGRP projects completed



## Budget Initiative Tracker

## QUALITY OF LIFE

**25 Community Clean!**

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

**STATUS** Because of COVID-19 restrictions, the Community Clean program was on hold from March to July. As cases trended downward in the fourth quarter, the team assisted in three cleanup/outreach projects.

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

**26 Animal Service Response**

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

**STATUS** DAS now has in-house dispatch from 7 a.m. to midnight, seven days a week. As of September 30, DAS responded to 96.6% of residents' service requests within the established response time (compared to the target of 87%).

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

**27 Loose Dogs**

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

**STATUS** The Field Services team transitioned to 24/7 operations on December 4, and the night shift was fully staffed and trained as of March 31. As of September 30, DAS increased calls closed during overnight hours on weekends by 62%.

**MEASURE** Percent increase in calls closed during overnight hours on weekends

**28 Internet Access**

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

**STATUS** LIB made 900 mobile hot spots available at 10 branch library locations beginning in March.

**MEASURE** Monthly checkout rate

**29 Juanita J. Craft Civil Rights House**

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

**STATUS** OAC has secured nearly \$800,000 for the restoration, including a \$500,000 grant from the National Park Service. The City has contracted with McCoy Collaborative Preservation Architecture to perform the restoration. The Friends of the Juanita Craft House and Museum group is finalizing its nonprofit status and will partner with the City in ongoing fundraising and support. Lastly, the Junior League of Dallas selected the restoration as its Centennial Project, bringing additional funds to develop educational programming, school curriculum, and ongoing partnerships. Staff anticipate restoration will be completed and the facility reopened by 2022.

**MEASURE** Percentage of project milestones completed

**30 Pop-Up Cultural Centers**

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

**STATUS** OAC hired its first "pop-up" manager and conducted in-person programming in all 14 districts for students, seniors, and residents experiencing homelessness, plus more than 20 virtual events that reached more than 13,000 people. In-person programming included distributing 3,000 art kits in partnership with LIB and other community partnerships, live performances and art activities for seniors in partnership with PKR, winter dance and jazz concerts, and artist residencies in neighborhoods. Virtual programming included Homeschool Arts 101 in the summer and a commissioned jazz piece for the City's 2020 video congratulating graduating seniors.

**MEASURE** Percent increase in cultural programming attendance

**31 Environmental Action Plan**

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

**STATUS** The City Council unanimously adopted the CECAP on May 27. The Environment and Sustainability Task Force, which will advise staff and the ENV Committee on implementation, had its first meeting on September 25, and staff have provided a draft work plan for FY 2020-21 to the Task Force for review.

**MEASURE** Percentage of annual project milestones completed



## Budget Initiative Tracker

**QUALITY OF LIFE****32 Park Rangers** 

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

**STATUS** PKR selected final candidates and initiated the onboarding process. PKR continues to implement other pilot programs to ensure the safety of park users.

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

**33 Youth Recreation** 

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

**STATUS** Due to COVID-19, recreation facilities were closed to the public from mid-March to August 17, when PKR reopened facilities with limited capacity and programming. OST programs are postponed until further notice. Prior to COVID-19 closures, average weekly programming hours were 1,935 (compared to the target of 2,070).

**MEASURE** Percent increase in youth served

**34 Teen Recreation** 

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

**STATUS** Due to COVID-19, recreation facilities were closed to the public from mid-March to August 17, when PKR reopened facilities with limited capacity and programming. Teen programs are postponed until further notice. Prior to COVID-19 closures, 1,948 teens participated in TRec programming (peak attendance was expected from April to September).

**MEASURE** Participation rate at late-night TRec sites

## Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 35 Contract Management

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

**STATUS** The enterprise contract management system is running in Bonfire, and training begins in December. More than 200 participants have completed D-COR training.

**MEASURE** Percent decrease in audit findings

## 36 Fleet Management

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

**STATUS** EFM ordered 638 units for 20 departments in FY 2019-20.

**MEASURE** Percent decrease in fleet that exceeds useful life

## 37 IT Governance

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

**STATUS** The IT Governance Board reviewed and approved 38 technology requests in FY 2019-20, totaling nearly \$27 million and representing projects in 22 departments, including 10 CARES Act-funded projects.

**MEASURE** Percentage of IT projects completed on time

## 38 Property Tax Relief

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

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

**MEASURE** Percent increase in total value of exemption

## 39 Ethics Training

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

**STATUS** The anticipated rollout date for training is no later than December 1.

**MEASURE** Percentage of employees trained

## 40 Data-Based Decision Making

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

**STATUS** The FY 2020-21 adopted budget established the Office of Data Analytics and Business Intelligence effective October 1, 2020.

**MEASURE** Number of training hours provided

## Budget Initiative Tracker

# FY 2018-19 INITIATIVES

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



## Public Safety

### 5 Security of City Facilities

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

**STATUS** The vendor has submitted all deliverables. The only item remaining is to brief the recommendations to executives and City Council.

### 7 P-25 Radio System

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

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

### 9 911 Operations Center

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

**STATUS** COVID-19 restrictions delayed electrical work and installation of network cabling. However, the backup location is operational and in use by DPD, DFR, and 911. ITS is working with EBS to complete the electrical and cabling configurations. Staff anticipate completion by the end of November.

## Mobility Solutions, Infrastructure, & Sustainability

### 13 Bike Lanes

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

**STATUS** The Highland Road project is scheduled to be completed by April 2022.

## Economic & Neighborhood Vitality

### 23 Historic Resource Survey

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

**STATUS** The consultant (HHM) conducted the project kickoff meeting in July, and staff scheduled subsequent stakeholder meetings. In August, HHM presented the project approach to OHP staff, Preservation Dallas, and other stakeholders and initiated methodology and research design.

## Budget Initiative Tracker

## FY 2018-19 INITIATIVES

## Human &amp; Social Needs

## 26 Citizenship and Civil Legal Services

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

**STATUS** Thanks to our partners, immigrant residents have increased access to legal services that support their efforts to become U.S. citizens. Grantees have also defended individuals in deportation cases and helped keep families together. In FY 2019-20, WCIA and its grantees provided services to more than 380 individuals, hosted 20 marketing and outreach events, and trained nearly 60 volunteers to support the #MyDallas citizenship workshops.

## Quality of Life

## 32 Library RFID

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

**STATUS** RFID tagging and conversion is complete at all library locations, and software is operational for staff. The automated materials handling sorter (AMHS) will be delivered within the next few weeks and installation will take approximately four weeks.

## Government Performance &amp; Financial Management

## 39 Census 2020

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

**STATUS** The 2020 Census concluded on October 15. According to the U.S. Census Bureau, the Dallas self-response rate as of October 12 was 59.0%. City Census staff, including the Census Coordinator, completed outreach and material deployment at the end of September. The Census Coordinator will now assume other duties in OSPGA.

## 41 ADA Compliance

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

**STATUS** The Office of Equity and Inclusion and the consultant (Kimley-Horn) briefed City Council on the final ADA Self-Evaluation and Transition Plan on November 4.

## 42 Availability &amp; Disparity (A&amp;D) Study

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

**STATUS** The City Council approved amendments to the Business Inclusion and Development policy on September 23 based on the A&D Study findings.

## 43 Compensation Study

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

**STATUS** On September 23, the City Council approved implementation of phase 1 of a new civilian salary schedule recommended in the compensation study, including bringing any civilian employee below the minimum for their new grade to the minimum for the grade.

## 44 Workday HR/Payroll System

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

**STATUS** Three civilian and three uniform payroll cycles processed successfully in June and July, and the transition to Workday is complete. Employees will be able to access historical information in the City's legacy payroll system, Lawson, in read-only mode. Historical Lawson information will be accessible in a Workday format in Fall 2020.

