

Memorandum



CITY OF DALLAS

DATE July 24, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – May 2020**

Please find attached the most recent Budget Accountability Report (BAR) based on information through May 31, 2020. This report combines the Financial Forecast Report, Dallas 365, and Budget Initiative Tracker into a single monthly report. This report includes the mid-year appropriation adjustments the City Council approved on June 10, 2020 by ordinance #31553, as well as new tables for the 2006 and 2012 bond programs at the City Council's request.

As a reminder, we are reflecting the effects of COVID-19 and the subsequent economic crisis on our end-of-year revenue and expense forecasts. We are still identifying expenses eligible for reimbursement from the U.S. Treasury Coronavirus Relief Fund (CRF), which will resolve the Dallas Police Department expense overage. Working with our contract economist, we updated our sales tax forecast based on receipts from the State Comptroller's Office on July 8 that were better than previously forecast.

Thank you for your continued support as we work to understand the current and long-term effects of the COVID-19 economic crisis on the City's budget. If you have any questions, please contact me or Jack Ireland, Director of the Office of Budget.

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

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billierae 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
Nadia Chandler Hardy, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



BUDGET ACCOUNTABILITY REPORT

AS OF MAY 31, 2020

**PREPARED BY THE
OFFICE OF BUDGET**

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✗	✗
Convention and Event Services	✗	✗
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



On Target (YTD)



On Target (YE)



Not on Target (YTD)



Not on Target (YE)

Budget Initiative Tracker



Complete



On Target



At Risk



Cancelled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through May 31, 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 May 31, 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	990,370,051	1,393,753,477	(35,742,427)
Expenditures	1,438,089,000	1,429,495,904	844,709,290	1,401,813,932	(27,681,972)
Ending Fund Balance	\$220,020,092	\$219,919,890		\$227,763,567	\$7,843,677

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of May 31, 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 May 31, 2020, General Fund revenues are projected to be \$35,742,000 under budget primarily due to an anticipated decline of \$16,281,000 in sales tax receipts associated with the economic impact of COVID-19. Additionally, charges for service revenues are forecast to be \$11,669,000 under budget primarily due to a \$5,105,000 decline in Park and Recreation revenues associated with facility closures. Moreover, an anticipated \$5,315,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). Franchise and other revenues are forecast to be \$4,151,000 under budget due to declining Atmos revenues.

Expenditures. Through May 31, 2020, General Fund expenditures are projected to be \$27,682,000 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) from May 13, 2020, to July 31, 2020. Also, confirmed eligible COVID-19 expenses have been reduced via increased reimbursements from the Coronavirus Relief Fund. This is partially offset by an anticipated 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.

(continued on pg. 4)

VARIANCE NOTES

Revenue adjustments include:

- \$6,600,000 decrease in Franchise and Other
- \$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 ¹	\$787,420,172	\$787,420,172	\$777,917,852	\$786,890,377	(\$529,795)
Sales Tax ²	325,566,185	325,566,185	55,164,683	309,284,972	(16,281,213)
Franchise and Other ³	129,339,760	122,739,557	51,042,391	118,588,969	(4,150,588)
Charges for Service ⁴	115,177,017	111,417,257	52,764,097	99,748,051	(11,669,206)
Fines and Forfeitures ⁵	27,222,251	27,222,251	15,116,617	24,696,036	(2,526,215)
Operating Transfers In	25,694,602	25,694,602	17,502,381	25,694,602	0
Intergovernmental ⁶	11,382,649	13,049,314	9,061,801	13,426,780	377,466
Miscellaneous ⁷	6,685,258	6,685,258	4,343,613	5,884,240	(801,018)
Licenses and Permits	5,154,061	5,154,061	3,608,936	4,992,203	(161,858)
Interest	4,547,247	4,547,247	3,847,679	4,547,247	0
Total Revenue	\$1,438,189,202	\$1,429,495,904	\$990,370,051	\$1,393,753,477	(\$35,742,427)

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. Property tax revenues are forecast to be \$530,000 under budget based on current trends and actual collections. This forecast factors in the October 2019 tornado and reappraisal process and the subsequent anticipated decline in 2019 taxable value of approximately \$92,000,000.

2 Sales Tax. Sales tax revenues are forecast to be \$16,281,000 under budget due to the economic impact of COVID-19.

3 Franchise and Other. The budget for franchise and other revenues was decreased by \$6,600,000 on June 10, 2020, as part of the mid-year appropriation adjustment process. Revenues are forecast to be \$4,151,000 under budget primarily due to a projected \$4,016,000 decline in Atmos revenues because reduced consumption associated with the mild winter combined with low natural gas prices.

4 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 \$11,669,000 under budget. An anticipated \$5,315,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). DFR was informed that municipal EMS providers would see a significant cut in payments, but the final estimate for ASSPP will not be known until later in the fiscal year. Moreover, PKR revenues are forecast to be \$5,105,000 under budget due to facility closures associated with COVID-19, and parking meter fees are forecast to be \$1,516,000 under budget, also due to COVID-19. This is partially offset by \$1,100,000 in additional revenue for sworn officers at the annual State Fair of Texas.

5 Fines and Forfeitures. Fines and forfeitures revenues are forecast to be \$2,526,000 under budget primarily due to a \$1,011,000 decrease in parking fines and a \$1,163,000 decrease in citation revenues associated with COVID-19.

6 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.

VARIANCE NOTES

7 Miscellaneous. Miscellaneous revenues are forecast to be \$801,000 under budget primarily due to an \$845,000 accounting correction associated with the Meyerson Symphony Center contract, offset by an equivalent reduction in expenses.

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	\$238,734,231	\$140,477,468	\$220,045,493	(\$18,688,738)
Civilian Overtime	6,094,572	6,127,199	7,445,394	10,299,412	4,172,213
Civilian Pension	34,258,149	34,177,219	20,373,142	31,486,240	(2,690,979)
Uniform Pay	457,164,984	457,164,984	292,477,802	460,596,404	3,431,420
Uniform Overtime	40,551,607	42,604,287	30,817,666	47,082,943	4,478,656
Uniform Pension	164,529,405	164,529,405	103,030,873	164,529,405	0
Health Benefits	70,051,318	70,061,654	37,626,341	70,071,284	9,630
Workers Comp	14,933,520	14,933,520	0	14,933,520	0
Other Personnel Services	10,260,278	10,227,597	7,300,045	12,289,124	2,061,527
Total Personnel Services¹	1,041,170,380	1,038,560,096	639,548,732	1,031,333,825	(7,226,271)
Supplies	82,737,886	78,862,605	44,786,777	80,419,924	1,557,319
Contractual Services	389,583,720	385,337,957	182,963,389	383,107,628	(2,230,329)
Capital Outlay	14,823,774	17,151,426	8,066,409	17,963,493	812,067
Reimbursements ²	(90,226,760)	(90,416,180)	(30,656,016)	(111,010,938)	(20,594,758)
Total Expenditures	\$1,438,089,000	\$1,429,495,904	\$844,709,290	\$1,401,813,932	(\$27,681,972)

VARIANCE NOTES

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

1 Personnel Services. Personnel services are forecast to be \$7,226,000 under budget primarily 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 from May 13, 2020, to July 31, 2020. This is partially offset by an anticipated increase in 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 now anticipates ending the year with 3,150 officers. Funding for these additional 97 officers was not anticipated in the adopted budget.

2 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 \$20,595,000 over budget due to an anticipated use of the Coronavirus Relief Fund (from the U.S. Treasury) to pay 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 ¹	\$23,310,536	\$23,110,777	\$14,740,127	\$20,508,993	(\$2,601,784)
City Attorney's Office	18,483,486	18,483,486	10,947,053	17,723,552	(759,934)
City Auditor's Office ²	3,398,923	3,398,923	1,638,305	2,814,011	(584,912)
City Manager's Office ³	2,936,728	2,936,728	1,788,624	2,614,459	(322,269)
City Secretary's Office	3,038,936	3,038,936	1,870,390	3,012,482	(26,454)
Elections	98,646	98,646	45,108	98,646	0
Civil Service ⁴	3,274,657	3,274,657	1,738,720	2,802,310	(472,347)
Code Compliance ⁵	30,476,546	30,476,546	18,099,868	27,095,376	(3,381,170)
City Controller's Office ⁶	7,210,578	7,760,563	4,174,821	6,997,998	(762,565)
Independent Audit	945,429	945,429	(9,568)	945,429	0
Court and Detention Services ⁷	22,636,938	20,980,196	12,848,284	19,452,533	(1,527,663)
Jail Contract	9,158,124	9,158,124	5,341,824	9,158,124	0
Dallas Animal Services ⁸	15,635,492	15,635,492	8,997,328	14,169,930	(1,465,562)
Dallas Fire-Rescue ⁹	317,747,117	320,299,797	197,150,448	318,591,336	(1,708,461)
Dallas Police Department ¹⁰	516,967,195	516,967,195	321,935,936	522,118,243	5,151,048
Housing and Neighborhood Revitalization ¹¹	3,270,227	3,270,227	1,718,823	3,106,702	(163,525)
Human Resources ¹²	6,556,941	6,465,527	4,323,156	5,962,734	(502,793)
Judiciary	3,806,942	3,806,942	2,425,084	3,763,860	(43,082)
Library ¹³	33,876,186	32,276,186	20,352,288	29,715,571	(2,560,615)
Mayor and City Council ¹⁴	5,017,657	5,117,657	3,111,573	4,784,579	(333,078)
Non-Departmental ¹⁵	105,563,682	101,709,282	17,188,194	101,138,351	(570,931)
Office of Arts and Culture ¹⁶	20,866,115	20,866,115	17,632,483	17,831,681	(3,034,434)
Office of Budget	3,879,425	3,879,425	2,528,073	3,759,668	(119,757)
Office of Economic Development ¹⁷	5,365,845	5,365,845	3,582,405	5,059,939	(305,906)
Office of Management Services					
311 Customer Service Center ¹⁸	4,835,776	4,835,776	2,144,762	4,499,014	(336,762)
Council Agenda Office	246,824	246,824	144,062	240,077	(6,747)
Emergency Management	1,122,694	1,122,694	906,454	1,110,916	(11,778)
Office of Business Diversity ¹⁹	992,241	992,241	525,146	843,978	(148,263)
Office of Community Care	6,700,917	6,700,917	3,214,802	6,463,926	(236,991)
Office of Community Police Oversight ²⁰	475,000	475,000	71,174	279,877	(195,123)
Office of Environmental Quality and Sustainability ²¹	3,524,865	3,524,865	2,691,313	2,883,681	(641,184)
Office of Equity ²²	492,264	492,264	261,904	436,776	(55,488)
Office of Ethics and Compliance ²³	227,912	227,912	58,487	118,431	(109,481)
Office of Fair Housing and Human Rights	519,488	519,488	306,706	501,425	(18,063)
Office of Historic Preservation ²⁴	626,200	626,200	258,941	560,298	(65,902)
Office of Homeless Solutions	12,126,340	12,126,340	9,048,730	11,955,984	(170,356)
Office of Innovation ²⁵	913,030	913,030	493,923	717,979	(195,051)
Office of Integrated Public Safety Solutions ²⁶	0	115,798	0	115,798	0
Office of Resiliency ²⁷	334,705	334,705	125,931	257,545	(77,160)
Office of Strategic Partnerships and Governmental Affairs ²⁸	1,084,555	1,084,555	802,003	960,108	(124,447)
Office of Welcoming Communities ²⁹	751,913	751,913	336,765	645,971	(105,942)
Public Affairs and Outreach ³⁰	2,020,529	2,020,529	1,089,740	1,757,017	(263,512)
Park and Recreation ³¹	98,596,497	93,336,737	59,721,523	88,623,858	(4,712,879)
Planning and Urban Design ³²	3,396,703	3,396,703	1,905,842	3,006,924	(389,779)
Procurement Services ³³	3,021,425	3,021,425	1,609,286	2,316,367	(705,058)
Public Works ³⁴	77,176,071	78,609,407	53,649,705	77,553,406	(1,056,001)
Sustainable Development and Construction ³⁵	1,858,966	1,858,966	1,523,423	1,687,302	(171,664)
Transportation ³⁶	45,270,589	44,587,769	23,898,176	42,799,627	(1,788,142)
Total Departments	\$1,429,837,855	\$1,421,244,759	\$838,958,145	\$1,393,562,787	(\$27,681,972)
Liability/Claim Fund Transfer	2,751,145	2,751,145	2,751,145	2,751,145	0
Contingency Reserve	3,000,000	3,000,000	3,000,000	3,000,000	0
Salary and Benefit Reserve	2,500,000	2,500,000	0	2,500,000	0
Total Expenditures	\$1,438,089,000	\$1,429,495,904	\$844,709,290	\$1,401,813,932	(\$27,681,972)

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 \$2,602,000 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 from May 13, 2020, to July 31, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

2 City Auditor's Office. AUD is projected to be \$585,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and an anticipated reduction in the need for audit co-sourcing services in FY 2019-20.

3 City Manager's Office. CMO is projected to be \$322,000 under budget due to the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

4 Civil Service. CVS is projected to be \$472,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020.

5 Code Compliance. CCS is projected to be \$3,381,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

6 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 \$763,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

7 Court and Detention Services. CTS' budget was decreased by \$1,657,000 on June 10, 2020, by ordinance #31553. CTS is projected to be \$1,528,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020 (\$2,304,000) and with the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree (\$748,000), as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. CTS savings are partially offset by increases in overtime (\$844,000), termination payouts (\$109,000), and temporary help services (\$117,000).

8 Dallas Animal Services. DAS is projected to be \$1,466,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

9 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 reimbursement from AVI for emergency medical services (EMS). The reduction in passengers due to COVID-19 has reduced the EMS coverage needed to safely operate the airport.

10 Dallas Police Department. DPD is projected to be \$5,151,000 over budget primarily due to higher-than-anticipated hiring of police officers, uniforms, and overtime for civilian and sworn positions, partially offset by civilian salary savings and an anticipated transfer of eligible expenses to the Coronavirus Relief Fund. The increase in overtime is associated with the October 2019 tornado, COVID-19, 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 the end of FY 2019-20, but DPD now anticipates ending the year with 3,150 officers. Funding for these additional 97 officers was not anticipated in the adopted budget.

11 Housing and Neighborhood Revitalization. HOU is projected to be \$164,000 under budget due to salary savings, partially offset by termination payouts.

12 Human Resources. HR's budget was decreased by \$91,000 on June 10, 2020, by ordinance #31553. HR is projected to be \$503,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

13 Library. LIB's budget was decreased by \$1,600,000 on June 10, 2020, by ordinance #31553. LIB is projected to be \$2,561,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

14 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 \$333,000 under budget due to salary savings associated with vacancies and an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. This is primarily offset by salary equity adjustments.

15 Non-Departmental. The Non-D budget was decreased by \$3,854,000 on June 10, 2020, by ordinance #31553.

16 Office of Arts and Culture. OAC is projected to be \$3,034,000 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 from May 13, 2020, to July 31, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

17 Office of Economic Development. ECO is projected to be \$306,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, primarily offset by lower forecasts for TIF reimbursements.

18 311 Customer Service Center. 311 is projected to be \$337,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by an increase in overtime.

19 Office of Business Diversity. OBD is projected to be \$148,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

20 Office of Community Police Oversight. OCPO is projected to be \$195,000 under budget due to salary savings.

21 Office of Environmental Quality and Sustainability. OEQS is projected to be \$641,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by reduced reimbursements from DWU and SDM.

22 Office of Equity. EQU is projected to be \$55,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

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

24 Office of Historic Preservation. OHP is projected to be \$66,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

25 Office of Innovation. INO is projected to be \$195,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

26 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.

27 Office of Resiliency. REO is projected to be \$77,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

28 Office of Strategic Partnerships and Governmental Affairs. OSPGA is projected to be \$124,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

29 Office of Welcoming Communities and Immigrant Affairs. WCIA is projected to be \$106,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

30 Public Affairs and Outreach. PAO is projected to be \$264,000 under budget due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

31 Park and Recreation. PKR's budget was decreased by \$5,260,000 on June 10, 2020, by ordinance #31553. PKR is projected to be \$4,713,000 under budget primarily due to salary savings (\$3,698,000) associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020; the cancellation of various recreational programming (\$1,207,000); and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund. PKR's savings are primarily offset by increases in overtime (\$670,000) and termination payouts (\$409,000).

32 Planning and Urban Design. PUD is projected to be \$390,000 under budget primarily due to the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

33 Procurement Services. POM is projected to be \$705,000 under budget primarily due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

34 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 \$1,056,000 under budget primarily due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

35 Sustainable Development and Construction. DEV is projected to be \$172,000 under budget primarily due to salary savings and the anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

36 Transportation. TRN's budget was decreased by \$683,000 on June 10, 2020, by ordinance #31553. TRN is projected to be \$1,788,000 under budget primarily due to salary savings partially associated with an extended furlough of 389 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

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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AVIATION¹

Beginning Fund Balance	\$5,570,308	\$5,570,308		\$5,419,811	(\$150,497)
Total Revenues	158,255,683	158,255,683	93,937,666	123,988,898	(34,266,785)
Total Expenditures	158,255,683	158,255,683	91,394,608	138,898,108	(19,357,575)
Ending Fund Balance	\$5,570,308	\$5,570,308		(\$9,489,399)	(\$15,059,707)

CONVENTION AND EVENT SERVICES²

Beginning Fund Balance	\$39,186,345	\$39,186,345		\$57,091,833	\$17,905,488
Total Revenues	114,358,254	114,358,254	55,483,798	67,313,237	(47,045,017)
Total Expenditures	114,358,254	114,358,254	27,386,998	67,313,237	(47,045,017)
Ending Fund Balance	\$39,186,345	\$39,186,345		\$57,091,833	\$17,905,488

MUNICIPAL RADIO³

Beginning Fund Balance	\$768,840	\$768,840		\$957,554	\$188,714
Total Revenues	2,161,634	2,161,634	1,102,376	1,515,000	(646,634)
Total Expenditures	2,067,782	2,067,782	1,252,418	1,800,597	(267,185)
Ending Fund Balance	\$862,692	\$862,692		\$671,957	(\$190,735)

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

SANITATION SERVICES⁴

Beginning Fund Balance	\$24,416,494	\$24,416,494		\$40,213,874	\$15,797,380
Total Revenues	120,129,201	120,129,201	81,727,760	120,129,201	0
Total Expenditures	122,129,201	127,945,397	66,093,530	127,945,397	0
Ending Fund Balance	\$22,416,494	\$16,600,298		\$32,397,678	\$15,797,380

STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$12,721,861	\$12,721,861		\$9,880,820	(\$2,841,041)
Total Revenues	60,936,837	60,936,837	42,389,899	61,114,709	177,872
Total Expenditures	60,936,837	60,936,837	36,922,893	59,414,024	(1,522,813)
Ending Fund Balance	\$12,721,861	\$12,721,861		\$11,581,505	(\$1,140,356)

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION⁵

Beginning Fund Balance	\$45,979,705	\$45,979,705		\$51,827,466	\$5,847,761
Total Revenues	33,474,379	33,474,379	21,087,069	28,082,662	(5,391,717)
Total Expenditures	34,550,990	34,550,990	21,376,712	33,305,033	(1,245,957)
Ending Fund Balance	\$44,903,094	\$44,903,094		\$46,605,095	\$1,702,001

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

WATER UTILITIES⁶

Beginning Fund Balance	\$138,576,064	\$138,576,064		\$151,387,348	\$12,811,284
Total Revenues	670,485,708	670,485,708	397,599,823	620,553,867	(49,931,841)
Total Expenditures	681,220,919	681,220,919	357,141,693	628,553,867	(52,667,052)
Ending Fund Balance	\$127,840,853	\$127,840,853		\$143,387,348	\$15,546,495

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	46,902,691	80,246,598	66,564
Total Expenditures	79,967,864	79,967,864	57,190,979	79,737,105	(230,759)
Ending Fund Balance	\$4,791,051	\$4,791,051		\$5,626,191	\$835,140

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	8,646,707	12,524,378	490
Total Expenditures	12,825,721	12,825,721	10,702,289	12,685,805	(139,916)
Ending Fund Balance	\$622,252	\$622,252		\$1,102,555	\$480,303

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

EQUIPMENT AND FLEET MANAGEMENT⁷

Beginning Fund Balance	\$6,362,857	\$6,362,857		\$7,143,432	\$780,575
Total Revenues	56,213,623	56,213,623	17,464,199	56,213,623	0
Total Expenditures	56,235,872	56,235,872	32,797,270	51,999,042	(4,236,830)
Ending Fund Balance	\$6,340,608	\$6,340,608		\$11,358,013	\$5,017,405

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

EXPRESS BUSINESS CENTER⁸

Beginning Fund Balance	\$3,510,566	\$3,510,566		\$3,426,575	(\$83,991)
Total Revenues	2,593,790	2,593,790	1,549,461	2,593,874	84
Total Expenditures	2,005,981	2,005,981	2,360,846	1,892,938	(113,043)
Ending Fund Balance	\$4,098,375	\$4,098,375		\$4,127,512	\$29,137

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

OFFICE OF THE BOND PROGRAM⁹

Beginning Fund Balance	\$0	\$0		(\$2,916,716)	(\$2,916,716)
Total Revenues	18,547,674	18,547,674	63,448	15,424,313	(3,123,361)
Total Expenditures	18,547,674	18,547,674	10,773,833	15,424,313	(3,123,361)
Ending Fund Balance	\$0	\$0		(\$2,916,716)	(\$2,916,716)

Financial Forecast Report

OTHER FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS¹⁰					
Beginning Fund Balance	\$7,453,734	\$7,453,734		\$11,185,392	\$3,731,658
Total Revenues	12,017,444	12,017,444	7,798,350	12,082,446	65,002
Total Expenditures	15,292,755	17,456,147	9,897,891	17,316,381	(139,766)
Ending Fund Balance	\$4,178,423	\$2,015,031		\$5,951,457	\$3,936,426

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

DEBT SERVICE¹¹

Beginning Fund Balance	\$23,358,486	\$23,358,486		\$28,898,633	\$5,540,147
Total Revenues	305,536,876	305,536,876	287,529,800	305,152,955	(383,921)
Total Expenditures	305,451,298	305,451,298	226,541,848	297,317,298	(8,134,000)
Ending Fund Balance	\$23,444,064	\$23,444,064		\$36,734,290	\$13,290,226

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

EMPLOYEE BENEFITS¹²

City Contributions	\$97,177,729	\$97,177,729	\$54,495,279	\$97,178,000	\$271
Employee Contributions	38,231,005	38,231,005	28,309,835	29,770,640	(8,460,365)
Retiree	32,507,154	32,507,154	20,429,327	28,788,573	(3,718,581)
Other	0	0	157,884	157,884	157,884
Total Revenues	167,915,888	167,915,888	103,392,326	155,895,097	(12,020,791)
Total Expenditures	\$171,665,888	\$171,665,888	\$99,432,658	\$154,776,692	(\$16,889,196)

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 MANAGEMENT¹³

Worker's Compensation	\$19,883,135	\$19,883,135	\$770,802	\$19,883,135	\$0
Third Party Liability	4,383,960	4,383,960	3,038,478	4,383,960	0
Purchased Insurance	4,526,340	4,526,340	0	4,526,340	0
Interest and Other	0	0	117,863	117,863	117,863
Total Revenues	28,793,435	28,793,435	3,927,142	28,911,298	117,863
Total Expenditures	\$34,526,799	\$34,526,799	\$19,241,311	\$30,227,756	(\$4,299,043)

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 May 31, 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 \$34,267,000 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 \$19,358,000 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 currently anticipates approximately \$53,800,000 in CARES Act funding, which will mitigate some of the financial impacts of COVID-19: \$19,800,000 for remaining FY 2019-20 operating expenses, \$10,000,000 for current fiscal year debt service payments, \$4,000,000 for capital transfer, and \$20,000,000 for next fiscal year's debt service payments.

2 Convention and Event Services. CCT revenues are projected to be \$47,045,000 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 projected to be \$47,045,000 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. CCT continues to work with its hotel partners, VisitDallas, Spectra Venue Management, and the Dallas Tourism Public Improvement District to forecast HOT decreases and potentially rebook clients later in the fiscal year.

3 Municipal Radio. WRR revenues are projected to be \$647,000 under budget due to the onset of COVID-19. Expenses are projected to be \$267,000 under budget primarily due to salary savings and a decrease in local agency commission fees. WRR will continue to publicly broadcast City Council meetings and classical music to Dallas residents. 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 lost revenues.

5 Sustainable Development and Construction. DEV revenues are projected to be \$5,392,000 under budget due to the onset of COVID-19. DEV is currently projecting a 20 percent across-the-board reduction in revenue due to diminished permit activity. DEV anticipates the use of fund balance to offset lost revenues.

6 Water Utilities. DWU revenues are projected to be \$49,932,000 under budget primarily due to decreased water consumption associated with COVID-19. FY 2019-20's budget assumed 141 billion gallons of water usage, and the current estimate is 133 billion gallons. DWU expenses are projected to be \$52,667,000 under budget primarily due to salary savings, decreased street rental payments, a decreased capital construction transfer, and an anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

7 Equipment and Fleet Management. EFM expenses are projected to be \$4,237,000 under budget primarily due to lower fuel costs.

8 Express Business Center. EBC expenses are projected to be \$113,000 under budget primarily due to an anticipated transfer of eligible expenses to the Coronavirus Relief Fund.

VARIANCE NOTES

9 Office of the Bond Program. OBP expenses are projected to be \$3,123,000 under budget primarily due to salary (\$2,024,000) and contract savings (\$1,524,000). 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.

10 911 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 to implement a Next Generation 911 system.

11 Debt Service. Debt Service expenses are projected to be \$8,134,000 under budget due to the City forgoing a planned bond sale in May 2020.

12 Employee Health Benefits. EHB expenses are projected to be \$16,889,000 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. Revenues are projected to be \$12,021,000 under budget primarily due to employee and retiree contributions.

13 Risk Management. ORM expenses are projected to be \$4,299,000 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	\$50,909,525	\$47,414,102	\$117,849,615
Park and Recreation Facilities [B]	261,807,000	157,308,992	63,478,892	34,460,465	59,369,635
Fair Park [C]	50,000,000	28,820,000	10,959,968	14,409,155	3,450,877
Flood Protection and Storm Drainage [D]	48,750,000	9,422,353	2,557,072	3,423,493	3,441,788
Library Facilities [E]	15,589,000	15,589,000	5,660,633	8,607,570	1,320,797
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	1,863,556	2,972,309	9,003,255
Public Safety Facilities [G]	32,081,000	25,576,956	4,922,222	12,584,947	8,069,787
City Facilities [H]	18,157,000	10,016,404	2,677,823	1,202,042	6,136,540
Economic Development [I]	55,400,000	26,321,930	7,389,022	7,096,371	11,836,537
Homeless Assistance Facilities [J]	20,000,000	11,000,000	17,108	10,935	10,971,957
Total	\$1,050,000,000	\$514,067,998	\$150,435,822	\$132,181,389	\$231,450,787

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	\$222,295,317	\$26,807,254	\$13,117,917
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	143,360,176	154,559,273	28,455,551
Economic Development [3]	55,000,000	55,000,000	32,757,590	6,972,774	15,269,636
Total	\$642,000,000	\$643,595,488	\$398,413,083	\$188,339,301	\$56,843,104

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	\$372,065,151	\$28,118,345	\$22,056
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	265,125,545	26,684,987	50,946,634
Park and Recreation Facilities [3]	343,230,000	351,522,660	334,406,353	2,195,508	14,920,799
Library Facilities [4]	46,200,000	47,693,804	44,735,747	988,624	1,969,432
Cultural Arts Facilities [5]	60,855,000	63,331,770	58,303,158	3,101,774	1,926,837
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,298,049	2,102,206	8,959,981
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	41,782,678	1,230,096	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	10,789,851	2,400	11,935,200
Court Facilities [11]	7,945,000	7,948,603	7,617,557	3,166	327,880
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,244,890	860,324	19,008
Total	\$1,353,520,000	\$1,388,765,272	\$1,231,405,411	\$65,290,638	\$92,069,223

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.

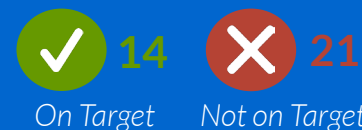
DALLAS 365

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.

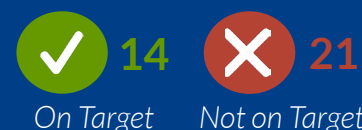
Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2020.

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

Year-to-Date



Year-End Forecast



#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Public Safety						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	84.26%	90%	84.74%	90%	80%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	89.75%	90%	85%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	52.96%	55%	48%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	88.26%	91%	88%
5	Homicide clearance rate (Police)	84.68%	60%	87.85%	60%	65%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	1,296	1,281.89	1,999	1,880
Mobility Solutions, Infrastructure, & Sustainability						
7	Percentage of 2017 bond appropriation awarded (\$514M appropriated ITD) (Bond Program)	70%	60%	75%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	58.78	60	60
9	Percentage of planned small diameter water and wastewater pipeline system repaired or replaced (72 out of 8,000 miles) (Water Utilities)	100%	58.2%	46.4%	100%	90%
10	Percentage compliance with state and federal standards and regulations for drinking water (Water Utilities)	100%	100%	100%	100%	100%
11	Percentage of planned lane miles improved (710 out of 11,800 miles) (Public Works)	82%	46%	53.2%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	94.26%	98%	96%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	15.5	11.5	13.23
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	91.59%	95%	91%

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

DALLAS 365

#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	Year-End Target	Year-End Forecast
Economic & Neighborhood Vitality						
15	Number of jobs created or retained through written commitment (Economic Development)	6,001	3,333	693	5,000	2,500
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	30	11	45	25
17	Total number of new housing units occupied (Housing)	N/A	153	71	230	81
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	90.75%	85%	85%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.58%	98%	98%
Human & Social Needs						
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	99.5%	95%	99%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	60%	60%	100%	75%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	74.65%	85%	70.18%
Quality of Life						
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	4,550	3,535	7,000	4,949
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	52.63%	96%	65%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	91.3%	90%	90%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-3.94%	5%	0%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	-15.61%	1.5%	-20%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	42.72%	42%	42%
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%	55%	52.7%
30	Percentage of residents within ½ mile of a park (Park and Recreation)	69%	70%	71%	70%	71%
31	Participation rate at late-night Teen Recreation (TRec) sites (28,590 annual participants) (Park and Recreation)	N/A	50%	6.8%	100%	7%
Government Performance & Financial Management						
32	Percentage of 311 calls answered within 90 seconds (311)	57.98%	70%	41.99%	70%	40%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	93.52%	96%	86.99%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	73.25%	68%	68%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	77.4%	50%	77%

VARIANCE NOTES

#1. Six fire stations are completely closed for various reasons, displacing the responding apparatus and negatively affecting overall response times. DFR will continue monitoring operations from the new apparatus locations to minimize delays and adjust assigned locations, if necessary. Two stations will reopen by the end of July.

#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.

#3. Average response times continue to improve because COVID-19 has resulted in less traffic and reduced travel times. Monthly actuals in March and April exceeded the goal of 55%, and performance in May reached 58.19%. DPD will work to continue this positive trend by implementing KPMG's recommendations designed to streamline and expedite the call response process.

#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 this fiscal year. DPD is also actively promoting the use of the Dallas Online Reporting System for lower-priority calls, which will positively impact response times in the coming months.

#9. City Council approved one pipeline replacement contract on June 24 for \$11.9 million, and another construction contract for \$13.03 million is scheduled for City Council consideration on August 26. DWU expects to submit two additional construction contracts currently under bid advertisement for consideration in September. These contracts affect a sizable number of small and medium pipelines, and DWU anticipates improved performance by the end of the fiscal year.

#12. Pothole repairs have been lower than expected due to 1) the October 2019 tornado, which resulted in downed trees and power lines and hampered repair activity, and 2) alternate work schedules and limited staff as a result of COVID-19. Performance increased to 98.7% in May, but this was not sufficient to bring the YTD or YE average up to target.

#13. SAN has staggered start times for collection routes because of COVID-19, which impacts daily completion times and, subsequently, missed service calls. SAN has increased its year-end forecast to 13.23 as a result.

#14. TRN continues to work with EFM to improve repair times for bucket trucks. The Signal Team needs six trucks to achieve the target of 95% and currently has four, achieving 93.2% performance in May.

#15. Although the current target is 3,333, actual YTD performance is dependent on demand from external sources (developers/investors) seeking incentives for investment in the creation/retention of jobs, which has been adversely impacted by COVID-19. The year-end forecast has been reduced accordingly.

#16. Although staff and funding are available for DHAP, participation was lower than anticipated earlier in the year. Staff planned to present program changes to City Council in the spring, but COVID-19 shifted the City's focus and restricted residents' financial ability to purchase a home, further reducing projected participation.

#17. HOU initially anticipated at least one apartment complex would be complete by the end of the fiscal year, but none are on track, decreasing the YE target by more than 100 units. COVID-19 accounts for the remaining decrease. Although construction is considered an essential activity, the process has slowed; many builders are small and/or nonprofit and have experienced a decrease in capacity.

#19. DEV changed its process to eliminate excess idle time beginning the first week in June. As expected, this increased performance to more than 97% for the month, and DEV anticipates further improvement in July (the first full month with the new process).

#20. OCC recently reviewed its performance measures and determined this measure erroneously included clients served by another fund. This month's YTD actual and YE forecast reflect the recalculation without those clients.

#21. Encampment resolutions halted in March in accordance with CDC guidance on operations related to COVID-19. Additionally, COVID-19 has directly impacted resources as staff were reassigned to temporary shelter operations. As clients transition back to standard shelter providers and/or permanent housing, staff will return to this effort.

VARIANCE NOTES

#22. COVID-19 has directly impacted case management to maintain housing and available resources for client placement. As OHS increases efforts toward a rapid rehousing program, they will continue to partner with MDHA in identifying resources to help clients stay in permanent housing.

#23. Single-family rental property inspections have declined because Code Compliance is dedicating 50% of its normal inspection time to education and enforcement related to COVID-19.

#24. The Neighborhood Code division (NCD) is working to balance issues related to the Amended Emergency Regulations (AER) and business-as-usual Code concerns. Because AER issues take priority, other items become backlogged, and officers have to catch up on overdue and coming-due cases. NCD also identified a number of cases from the Service First unit that transferred inaccurately to NCD as “missed”; staff are working with ITS to remedy this issue.

#26. DAS has implemented various measures that reduced loose and loose owned dog bites for several periods, but not consistently throughout the year. As a result, DAS is forecasting a 0% change year-over-year. However, the increase in bites is disproportionately related to loose owned dogs (rather than loose stray dogs), reinforcing the importance of DAS’ continued enforcement of the City’s dangerous and aggressive dog ordinances. DAS has decreased loose stray dog bites by 14.58% compared to FY 2018-19 YTD.

#27. Due to COVID-19 closures at Library facilities and suspension of programming; 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 closures at recreation facilities, the TRec program has been suspended until all recreation activities resume. The year-end forecast has been reduced to reflect this suspension and the impact of recreation programs operating at limited capacity moving forward.

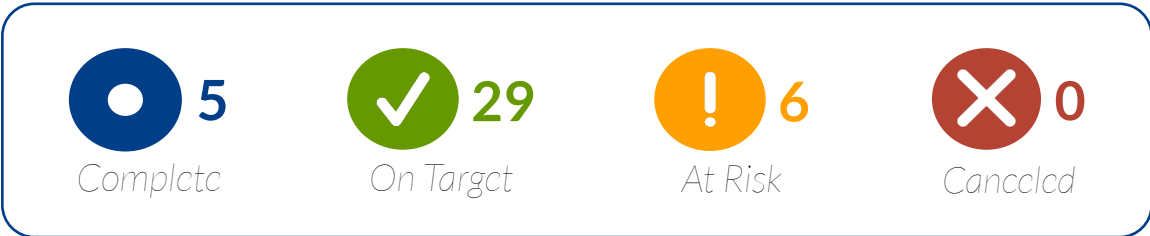
#32. COVID-19 and difficulty retaining English-speaking and bilingual agents have negatively impacted response times. In addition, system malfunctions continue; however, City Council approved procurement and installation of new call center software, which 311 anticipates will improve overall performance.

#33. Because of COVID-19, Accounts Payable (AP) transitioned from manual to electronic invoice processing, which required significant training and lead time for vendors, departments, and AP staff, resulting in processing delays. The new electronic system has also given CCO more insight into previously unpaid past due invoices, creating additional backlog. CCO has redeployed resources to assist with data entry and processing.

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. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on target” 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).

We have also selected a relevant performance measure for each initiative to indicate whether the initiative is achieving its intended outcome. Once an initiative is marked complete and data becomes available, we will begin reporting the year-end target for the measure, as well as the year-to-date actual.



In the Spotlight



Workday is live! The City’s new HR and payroll system is the go-to resource for employees to enter their time, request time off, view pay slips, enroll in benefits, and more. This new tool provides real-time reporting for better decision making, improves transparency, and simplifies workflows—all with a lot less paper.

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 Recruiting has exceeded goals, and DPD is on track to end the year with 3,150 officers instead of 3,053 as budgeted.

As of May 31, DFR has hired 65 firefighters, and attrition is 47. DFR expects to end the year with 1,969 firefighters.


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 DPD is interviewing analyst candidates, and they will be onboarded by the end of the fiscal year.

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 and the City Attorney's Office finalized the contracts for body-worn cameras in mid-June, and ITS senior management will begin implementation.

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 Final fittings for PPE are complete, and DFR intends to issue all PPE by early September. DFR anticipates submitting the SCBA contract for City Council consideration in August.

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 has received 384 complaints as of June 30 and provided an overview of these complaints to the Community Police Oversight Board (CPOB). OCPO investigates complaints weekly in partnership with DPD, and the majority of complaints are resolved at that time. OCPO then notifies complainants of the resolution. About 20% of complaints are sent for further investigation.

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 \$5.8 million in projects, including renovation and repairs at Southern Skates Roller Rink, Lake Highlands Recreation Center, and Larry Johnson Recreation Center, as well as boiler replacement at the Central Library.

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 With City Council approval of the contract for repairs to the West Lawther Drive Bridge over Rush Creek on May 13, PBW has expended 77% of the \$1 million in the bridge fund for FY 2019-20. The department began fee negotiations with the most qualified firm for the bridge management contract and anticipates submitting it for City Council approval in August, expending the remaining funds.

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 377.7 lane miles to date between bond projects and General Fund maintenance and is on track for completion by the end of the year.

MEASURE Percentage of planned lane miles improved

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

STATUS The recent hiring freeze delayed hiring of two signal engineers, but both exception requests were approved and TRN anticipates extending offers to candidates in July. 33 equipment installations remain.

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 May 31, DWU has replaced or rehabilitated 20.51 miles of water main and 13.51 miles of wastewater main.

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 May, DWU conducted debris removal maintenance at 167 different locations (including 40 channels), resulting in the removal of approximately 10,317 cubic yards of debris. DWU has also completed 2,151 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 City Council approved the sale of 48 lots and \$1.9 million in construction funding in May. Three proposals are pending City Council consideration.

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 On June 24, OBD launched the B.U.I.L.D. website at dallas.ecomap.tech. There, Dallas entrepreneurs can find the resources they need to grow their startup, small business, or nonprofit venture.

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 ECO and OBD recently launched the \$5 million Small Business Continuity Fund to support small businesses in high-opportunity areas. Almost 240 grant applications and 45 loan applications are in underwriting, totaling more than \$3 million. About 1,100 small businesses remain on the grant and loan waiting lists, and staff will continue processing applications until funds are fully deployed.

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 ECO is fostering reinvestment in the City's 19 TIF districts with impactful projects that positively impact Dallas' economic and fiscal health. Projects include the Southwest Center Mall redevelopment, a mixed-income housing project at 2400 Bryan in the Deep Ellum TIF District, and improvements at Hogg Elementary School in the Oak Cliff Gateway TIF District.

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 POM received 14 proposals to update the Comprehensive Plan, and staff anticipate submitting a contract for City Council consideration in August. PUD briefed the City Plan Commission (CPC) on June 18, and the CPC is establishing a new committee to oversee the update. Staff are also actively preparing to launch community engagement.

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 May 31, 75% of participants remain employed through the Overcoming Barriers to Work program. International Rescue Committee will report results in August.

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 partnered with Dallas Truth, Racial Healing and Transformation (TRHT) to host a three-part series of virtual community conversations in June and July on racial equity, justice, and resilience.

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 No additional inclement weather shelters have been needed since the February 4-5 operation at the J. Erik Jonsson Central Library. Councilmember Mendelsohn moved to hold the Chapter 45 and Chapter 51A agenda items under advisement until the September 23 Council Agenda.

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 has disbursed 67% of funds budgeted for FY 2019-20 to The Bridge and is on target to spend all funds by the end of FY 2019-20 to provide beds for those experiencing homelessness.

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 team has been unable to start new projects since early March. However, staff have revisited census tracts previously identified for Community Clean projects. As of July 2, the team has identified more than 1,200 overgrown vacant lots and 64 vacant structures, notified property owners, and referred cases to the Nuisance Abatement team to secure, cut, and/or clean.

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 May 31, DAS responded to 96% 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 May 31, DAS has increased calls closed during overnight hours on weekends by 50%.

MEASURE Percent decrease in loose dog calls

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. Checked out hot spots remain with customers due to COVID-19.

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 Contract negotiations are underway with the selected restoration firm. Staff anticipate restoration will be completed by 2022. OAC has secured \$750,000 for the restoration, including \$250,000 from the City, and additional fundraising is ongoing. OAC is supporting development of a Friends group, which is obtaining 501(c)(3) status and will partner with the City in ongoing fundraising and support.

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 Prior to COVID-19 restrictions, OAC hired a new manager and completed pilot events in seven City Council districts. Full neighborhood implementation has been impacted by COVID-19 and related furloughs, but weekly live virtual programming is ongoing, with a focus on cultural activities for school-aged children and movement-based workshops for all ages.

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 Staff are developing the draft Year 1 Work Plan for implementation, which they will brief to the Environment and Sustainability Committee in August. The CECAP website now also supports ongoing public transparency during implementation.

MEASURE Percentage of 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 Hiring for vacant Park Ranger positions has been delayed because of COVID-19.

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 continued COVID-19 closures at recreation facilities, the OST program remains suspended.

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 continued COVID-19 closures at recreation facilities, the TRec program remains suspended.

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 Staff have trained three cohorts of Level 1 Dallas Contracting Officers (D-COR). Level 2 and Level 3 are in development. Implementation of the Bonfire Contract Management module is underway; templates for monitoring plans, remedy plans, and risk assessments are fully developed.

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 As of May 31, EFM has ordered 289 units for 15 departments. EFM is also meeting with smaller General Fund departments to improve the health of the City's smaller fleets.

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 did not approve any new technology requests at its June 25 meeting.

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 Office of Ethics and Compliance is coordinating with the Human Resources training team to roll out biennial ethics training for 2020. Staff are also working with POM to identify vendors to review materials for possible updates. In addition, the office is using data from the Speak-Up Hotline as well as inquiries received to identify areas that need expansion.

The Values Ambassador program is suspended due to COVID-19, but the office continues to develop plans for expansion once normal activities resume.

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 first Data Academy cohorts finished training in June. Also in June, the office presented a formal data analytics strategy to the GPFM Committee for feedback. The Citywide Data Governance Team is identifying high-need, high-impact datasets as it builds a consolidated data inventory with associated data standards for the City.

The office replaced DPD's static monthly crime statistics report with an interactive dashboard that, for the first time, presents the public with dynamic data on crime categories. Additionally, the COVID-19 DFW Regional Dashboard continues to serve as an important City resource, providing up-to-date public health information to residents and garnering more than 300,000 views.

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.



Complete



On Target



At Risk



Canceled

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 security assessment of City facilities will be complete and a Citywide security standard developed by the end of June. The remaining two project phases—a security awareness program for staff and presentations to City management and stakeholders—will be complete by September.

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 On June 24, City Council approved Supplemental Agreement No. 2, which changes the project scope to address redundancy and site allocation issues. The project is scheduled for completion in October 2022 (originally December 2020).

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 The project was delayed because of COVID-19. However, installation of furniture, network cabling, and power poles began last week, and ITS will begin configuring and installing technological equipment once complete.

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 Bike Harwood louver installation is scheduled to be complete by July.

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 Staff issued the final contract for the survey and acceptance of the grants from Preservation Dallas on June 18. The Office of Historic Preservation will work with the consultant (HHM) to determine the start date for the survey and issue the Notice to Proceed.

Budget Initiative Tracker

FY 2018-19 INITIATIVES

Human & 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 Grantees have continued delivering services to low-income immigrants, notwithstanding the many barriers created by working remotely. Through innovative approaches to work, all grantees are on track to reach their stated goals.

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 Installation and testing resumed in June with COVID-19 protocols in place. Library, ITS, and the vendor are continuing remote installation of software to all equipment.

Government Performance & 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 Census coordinator continues to assist departments and the CCC with community outreach to increase participation. Census response rates as of July 2 range from 46.88% in District 2 to 66.08% in District 9.

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 Staff presented the draft transition plan to the ADA Internal Advisory Committee on June 22, and it is now under public review (including by the external focus groups); comments are due July 15. An online form for ADA requests will be added to the City's 311 website for testing on July 20. Staff anticipates submitting the plan for City Council consideration in September.

42 Availability & Disparity (A&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 draft chapters of the A&D Study are complete, and OBD is preparing to brief City Council in September.

43 Compensation Study 

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

STATUS Analysis and data collection are complete, and HR recommended a new salary structure and title changes to the City Manager on June 5. Staff are still reviewing options for implementation, including timelines and budget impacts.

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 Civilian payroll began processing in Workday on July 1 for the June 17-30 pay period, and uniform payroll will process on July 8 for the June 24-July 7 pay period. Employees will be able to access historical information in the City's legacy payroll system, Lawson, in read-only mode.

