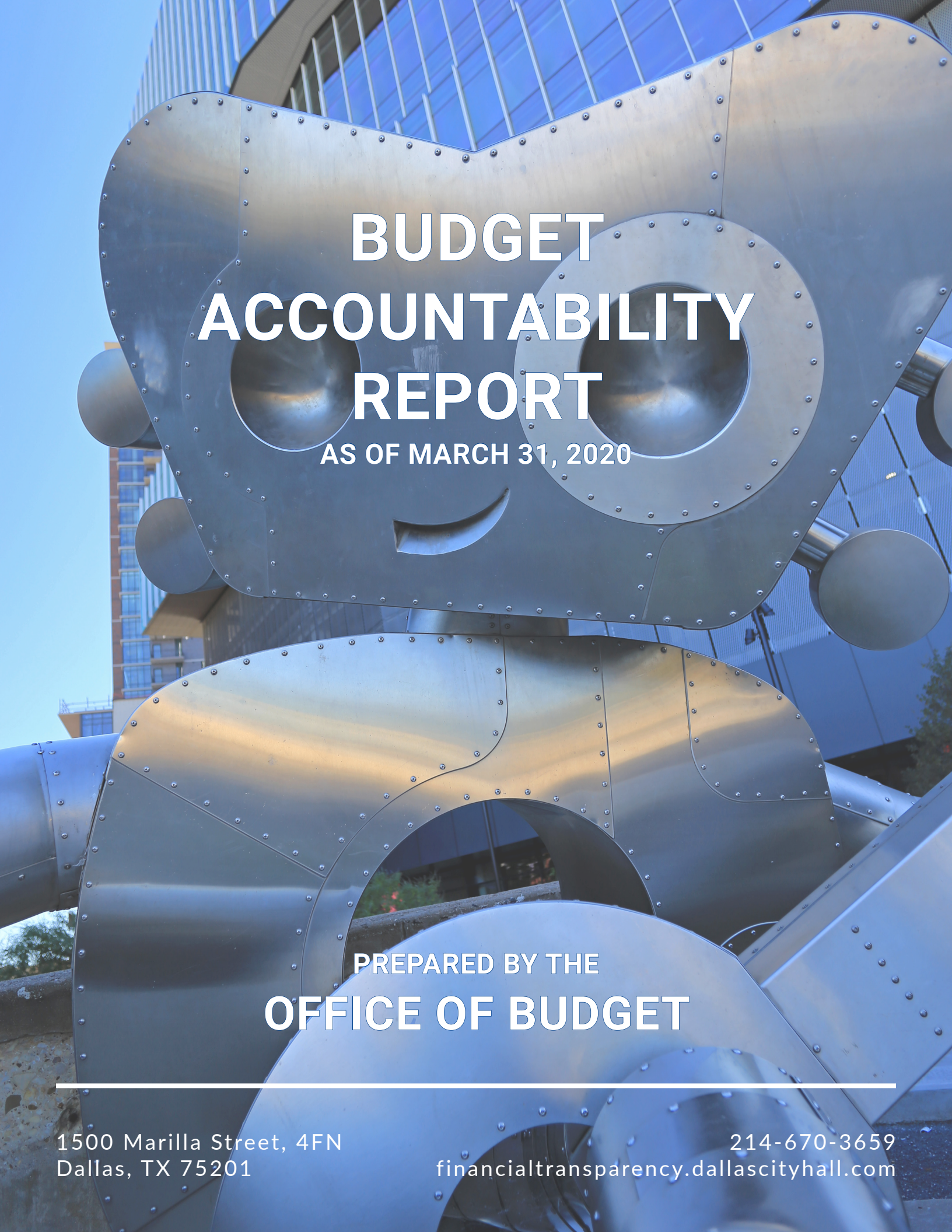

BUDGET ACCOUNTABILITY REPORT

AS OF MARCH 31, 2020

PREPARED BY THE

OFFICE OF BUDGET

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Dallas, TX 75201

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EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	*Expenses*
General Fund	✓	✓
Aviation	✗	✗
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

16 *On Target (YTD)*

17 *On Target (YE)*

19 *Not on Target (YTD)*

18 *Not on Target (YE)*

Budget Initiative Tracker

3 *Complete*

32 *On Target*

5 *At Risk*

0 *Canceled*

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 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 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 March 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	1,438,189,202	968,348,180	1,393,499,554	(44,689,648)
Expenditures	1,438,089,000	1,438,089,000	652,845,137	1,418,455,363	(19,633,637)
Ending Fund Balance	$220,020,092	$220,020,092		$210,868,213	($9,151,879)

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of March 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 March 31, 2020, General Fund revenues are projected to be $44,690,000 under budget primarily due to an anticipated decline of $25,170,000 in sales tax receipts associated with COVID-19. Additionally, charges for service revenues are forecast to be $12,843,000 under budget primarily due to a $6,581,000 decline in Park and Recreation (PKR) revenues associated with facility closures and a utilities agreement with Fair Park First. Moreover, an anticipated $4,852,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). Franchise and other revenues are forecast to be $10,097,000 under budget due to declining trends for fiber optics, DWU street rental payments, and Atmos revenues.

Expenditures. Through March 31, 2020, General Fund expenditures are projected to be $19,634,000 under budget primarily due to salary savings from vacant civilian positions associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund (470 in all funds) from May 13, 2020, to July 31, 2020, partially offset by an anticipated increase in hiring of police officers and the purchase of police equipment and uniforms.

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	$776,475,002	$788,298,415	$878,243
Sales Tax[2]	325,566,185	325,566,185	55,068,391	300,396,038	(25,170,147)
Franchise and Other[3]	129,339,760	129,339,760	50,391,225	119,242,537	(10,097,223)
Charges for Service[4]	115,177,017	115,177,017	48,109,218	102,333,608	(12,843,409)
Fines and Forfeitures	27,222,251	27,222,251	13,004,935	27,288,504	66,253
Operating Transfers In	25,694,602	25,694,602	8,192,223	25,694,602	0
Intergovernmental[5]	11,382,649	11,382,649	6,637,689	13,649,814	2,267,165
Miscellaneous	6,685,258	6,685,258	3,614,650	6,964,985	279,727
Licenses and Permits	5,154,061	5,154,061	3,407,183	5,083,804	(70,257)
Interest	4,547,247	4,547,247	3,447,664	4,547,247	0
Total Revenue	$1,438,189,202	$1,438,189,202	$968,348,180	$1,393,499,554	($44,689,648)

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 $878,000 over budget based on current trends and actual collections, partially offset by the October 2019 tornado and reappraisal process. The anticipated decline in 2019 taxable value is approximately $92,000,000.

2 Sales Tax. Sales tax revenues are forecast to be $25,170,000 under budget due to the economic impact of COVID-19.

3 Franchise and Other. Franchise and other revenues are forecast to be $10,097,000 under budget primarily due to a $4,126,000 decrease in fiber optics because of a decrease in business phone lines as a result of customers switching to wireless service. Additionally, DWU's street rental payment to the General Fund is forecast to be $2,570,000 under budget as a result of declining water revenues. Finally, Atmos revenues are forecast to be $3,900,000 under budget due to a mild winter causing a significant reduction in consumption combined with low natural gas prices.

4 Charges for Service. Charges for service revenues are forecast to be $12,843,000 under budget. There is an anticipated $4,852,000 reduction associated with the Ambulance Services Supplemental Payment Program (ASSPP). Dallas Fire-Rescue (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, parking meter fees are forecast to be $1,343,000 under budget, which is associated with the economic impact of COVID-19. This is partially offset by $1,100,000 in additional State Fair Patrol revenues for sworn officers at the annual State Fair of Texas.

Finally, PKR revenues are forecast to be $6,581,000 under budget. Specifically, $2,821,000 of revenue loss is due to facility closures associated with COVID-19. Additionally, utilities revenues are forecast to be $2,785,000 under budget due to Fair Park First paying for utilities, reducing the City's expenses and revenues.

VARIANCE NOTES

5 Intergovernmental. Intergovernmental revenues are forecast to be $2,267,000 over budget primarily due to Public Works (PBW) receiving a $1,667,000 reimbursement from Dallas County for street maintenance work, which will be appropriated at mid-year for equipment purchases. PBW is also expecting $353,000 in reimbursements from TxDOT, which will be used to offset the City's cost of TxDOT right-of-way mowing.

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	$243,450,086	$106,542,114	$217,998,769	($24,578,931)
Civilian Overtime	6,094,572	6,127,199	5,923,335	11,002,988	4,875,789
Civilian Pension	34,258,149	34,301,097	15,487,991	31,381,748	(2,795,471)
Uniform Pay	457,164,984	457,164,984	215,082,368	460,657,788	3,492,804
Uniform Overtime	40,551,607	40,551,607	23,402,998	44,618,892	4,067,285
Uniform Pension	164,529,405	164,529,405	77,102,473	164,529,405	0
Health Benefits	70,051,318	70,061,654	27,755,764	70,068,805	7,151
Workers Comp	14,933,520	14,933,520	0	14,933,520	0
Other Personnel Services	10,260,278	10,240,247	5,367,826	11,977,656	1,750,059
Total Personnel Services[1]	1,041,170,380	1,041,359,799	476,664,870	1,027,169,572	(13,181,314)
Supplies	82,737,886	82,445,240	35,190,951	80,568,922	(1,306,958)
Contractual Services	389,583,720	389,223,730	148,107,257	385,960,290	(4,587,534)
Capital Outlay[2]	14,823,774	15,476,411	3,756,047	17,155,509	1,424,919
Reimbursements	(90,226,760)	(90,416,180)	(10,873,987)	(92,398,931)	(1,982,751)
Total Expenditures	$1,438,089,000	$1,438,089,000	$652,845,137	$1,418,455,363	($19,633,637)

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 $13,181,000 under budget primarily due to salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, 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 Capital Outlay. Capital outlays are forecast to be $1,425,000 over budget primarily due to an approved use of salary savings by PBW to purchase equipment for an in-house preservation program, which is also supported by unplanned revenue from Dallas County.

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	$23,310,536	$12,168,514	$22,529,664	($780,872)
City Attorney's Office	18,483,486	18,483,486	8,325,030	17,934,149	(549,337)
City Auditor's Office[2]	3,398,923	3,398,923	1,223,476	2,978,111	(420,812)
City Manager's Office	2,936,728	2,936,728	1,355,698	2,851,214	(85,514)
City Secretary's Office	3,038,936	3,038,936	1,399,217	3,037,084	(1,852)
Elections	98,646	98,646	41,097	98,646	0
Civil Service[3]	3,274,657	3,274,657	1,366,756	3,053,307	(221,350)
Code Compliance	30,476,546	30,476,546	13,796,088	29,999,287	(477,259)
City Controller's Office[4]	7,210,578	7,210,578	3,054,319	6,769,990	(440,588)
Independent Audit	945,429	945,429	0	945,429	0
Court and Detention Services[5]	22,636,938	22,636,938	10,069,974	20,097,744	(2,539,194)
Jail Contract	9,158,124	9,158,124	3,815,589	9,158,124	0
Dallas Animal Services	15,635,492	15,635,492	6,923,753	15,511,876	(123,616)
Dallas Fire-Rescue[6]	317,747,117	317,747,117	153,369,437	319,999,174	2,252,057
Dallas Police Department[7]	516,967,195	516,967,195	240,003,554	522,058,432	5,091,237
Housing and Neighborhood Revitalization[8]	3,270,227	3,270,227	1,088,597	3,020,088	(250,139)
Human Resources[9]	6,556,941	6,556,941	3,439,711	6,100,107	(456,834)
Judiciary	3,806,942	3,806,942	1,941,551	3,765,988	(40,954)
Library[10]	33,876,186	33,876,186	15,625,809	31,244,857	(2,631,329)
Mayor and City Council[11]	5,017,657	5,017,657	2,319,090	5,098,884	81,227
Non-Departmental[12]	105,563,682	105,563,682	15,331,933	101,638,325	(3,925,357)
Office of Arts and Culture[13]	20,866,115	20,866,115	16,134,501	20,075,179	(790,936)
Office of Budget	3,879,425	3,879,425	1,925,973	3,864,425	(15,000)
Office of Economic Development	5,365,845	5,365,845	2,742,385	5,167,665	(198,180)
Office of Management Services					
311 Customer Service	4,835,776	4,835,776	2,456,910	4,596,527	(239,249)
Council Agenda Office	246,824	246,824	118,590	238,754	(8,070)
Emergency Management	1,122,694	1,122,694	622,596	1,117,490	(5,204)
Office of Business Diversity[14]	992,241	992,241	401,210	883,068	(109,173)
Office of Community Care	6,700,917	6,700,917	2,452,118	6,680,917	(20,000)
Office of Community Police Oversight[15]	475,000	475,000	34,247	263,979	(211,021)
Office of Environmental Quality and Sustainability	3,524,865	3,524,865	2,206,002	3,404,641	(120,224)
Office of Equity	492,264	492,264	213,177	492,264	0
Office of Ethics and Compliance[16]	227,912	227,912	56,731	131,777	(96,135)
Office of Fair Housing and Human Rights	519,488	519,488	223,377	498,687	(20,801)
Office of Historic Preservation[17]	626,200	626,200	172,443	563,151	(63,049)
Office of Homeless Solutions	12,126,340	12,126,340	7,208,148	12,095,319	(31,021)
Office of Innovation[18]	913,030	913,030	332,483	798,763	(114,267)
Office of Resiliency[19]	334,705	334,705	77,590	289,109	(45,596)
Office of Strategic Partnerships	1,084,555	1,084,555	505,487	1,044,379	(40,176)
Office of Welcoming Communities	751,913	751,913	245,419	724,532	(27,381)
Public Affairs and Outreach[20]	2,020,529	2,020,529	796,908	1,897,453	(123,076)
Park and Recreation[21]	98,596,497	98,596,497	46,045,561	89,257,438	(9,339,059)
Planning and Urban Design	3,396,703	3,396,703	1,426,330	3,327,162	(69,541)
Procurement Services[22]	3,021,425	3,021,425	1,176,806	2,655,648	(365,777)
Public Works[23]	77,176,071	77,176,071	46,639,727	76,523,300	(652,771)
Sustainable Development and Construction	1,858,966	1,858,966	1,539,318	1,807,378	(51,588)
Transportation[24]	45,270,589	45,270,589	17,680,765	43,914,731	(1,355,858)
Total Departments	$1,429,837,855	$1,429,837,855	$650,093,992	$1,410,204,218	($19,633,637)
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	0	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	$1,438,089,000	$652,845,137	$1,418,455,363	($19,633,637)

VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

1 Building Services. BSD is projected to be $781,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

2 City Auditor's Office. AUD is projected to be $421,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

3 Civil Service. CVS is projected to be $221,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

4 City Controller's Office. CCO is projected to be $441,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

5 Court and Detention Services. CTS is projected to be $2,539,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020 ($2,244,000) and the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree ($2,405,000). CTS savings are partially offset by increases in overtime ($809,000), termination payouts ($109,000), temporary help services ($156,000), and a loss of various reimbursement payments ($599,000).

6 Dallas Fire-Rescue. DFR is projected to be $2,252,000 over budget primarily due to a 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. Additionally, DFR has incurred higher-than-anticipated expenses to complete major maintenance of heavy apparatus vehicles damaged in the field while responding to calls. The department has taken action to mitigate these impacts by implementing civilian hiring freezes and delaying training and other professional development activities planned for FY 2019-20.

7 Dallas Police Department. DPD is projected to be $5,091,000 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. The increase in overtime is associated with the October 2019 tornado and COVID-19, offset by reimbursement from federal funds. 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.

8 Housing and Neighborhood Revitalization. HOU is projected to be $250,000 under budget due to salary savings, partially offset by termination payouts.

9 Human Resources. HR is projected to be $457,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

10 Library. LIB is projected to be $2,631,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

11 Mayor and City Council. MCC is projected to be $81,000 over budget due to salary equity adjustments, partially offset by vacancies and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

12 Non-Departmental. Non-D is projected to be $3,925,000 under budget due to delays in Master Lease purchases for fleet and equipment.

13 Office of Arts and Culture. OAC is projected to be $791,000 under budget due to deferral of many project-based grants to FY 2020-21 as a result of COVID-related closures, as well as salary savings associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020.

14 Office of Business Diversity. OBD is projected to be $109,000 under budget due to salary savings associated with a hiring freeze enacted March 19, 2020.

15 Office of Community Police Oversight. OPO is projected to be $211,000 under budget due to salary savings.

16 Office of Ethics and Compliance. EAC is projected to be $96,000 under budget due to salary savings.

17 Office of Historic Preservation. OHP is projected to be $63,000 under budget due to salary savings.

18 Office of Innovation. INO is projected to be $114,000 under budget due to salary savings.

19 Office of Resiliency. REO is projected to be $46,000 under budget due to salary savings.

20 Public Affairs and Outreach. PAO is projected to be $123,000 under budget due to salary savings, partially offset by temporary help services.

21 Park and Recreation. PKR is projected to be $9,339,000 under budget primarily due to salary savings ($7,205,000) associated with a hiring freeze enacted March 19, 2020, and an extended furlough of 388 civilian employees in the General Fund from May 13, 2020, to July 31, 2020, as well as the cancellation of various recreational programming ($703,000). Additionally, Fair Park First will make $2,785,000 in utility payments directly, offset by a revenue reduction in the same amount. PKR's savings are primarily offset by increases in overtime ($520,000) and termination payouts ($355,000).

22 Procurement Services. POM is projected to be $366,000 under budget primarily due to salary savings.

23 Public Works. PBW is projected to be $653,000 under budget primarily due to salary savings, partially offset by the purchase of equipment to start a new in-house preservation program authorized by use of salary savings and supported by unplanned revenue from Dallas County.

24 Transportation. TRN is projected to be $1,356,000 under budget primarily due to salary savings partially associated with an extended furlough of 388 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
AVIATION[1]					
Beginning Fund Balance	$5,570,308	$5,570,308		$5,419,811	($150,497)
Total Revenues	158,255,683	158,255,683	78,528,579	118,495,928	(39,759,755)
Total Expenditures	158,255,683	158,255,683	71,203,079	134,317,295	(23,938,388)
Ending Fund Balance	$5,570,308	$5,570,308		($10,401,556)	($15,971,864)
CONVENTION AND EVENT SERVICES[2]					
Beginning Fund Balance	$39,186,345	$39,186,345		$57,091,833	$17,905,488
Total Revenues	114,358,254	114,358,254	47,807,137	66,629,255	(47,728,999)
Total Expenditures	114,358,254	114,358,254	20,896,369	78,264,052	(36,094,202)
Ending Fund Balance	$39,186,345	$39,186,345		$45,457,036	$6,270,691
MUNICIPAL RADIO[3]					
Beginning Fund Balance	$768,840	$768,840		$957,554	$188,714
Total Revenues	2,161,634	2,161,634	953,048	1,515,000	(646,634)
Total Expenditures	2,067,782	2,067,782	1,077,451	1,826,323	(241,459)
Ending Fund Balance	$862,692	$862,692		$646,231	($216,461)

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

SANITATION SERVICES[4]					
Beginning Fund Balance	$24,416,494	$24,416,494		$40,213,874	$15,797,380
Total Revenues	120,129,201	120,129,201	60,918,905	119,911,919	(217,282)
Total Expenditures	122,129,201	122,129,201	45,456,701	127,945,397	5,816,196
Ending Fund Balance	$22,416,494	$22,416,494		$32,180,395	$9,763,901
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	32,036,174	61,097,773	160,936
Total Expenditures	60,936,837	60,936,837	29,687,670	60,277,652	(659,185)
Ending Fund Balance	$12,721,861	$12,721,861		$10,700,941	($2,020,920)
SUSTAINABLE DEVELOPMENT AND CONSTRUCTION[5]					
Beginning Fund Balance	$45,979,705	$45,979,705		$51,827,466	$5,847,761
Total Revenues	33,474,379	33,474,379	17,754,238	27,725,506	(5,748,873)
Total Expenditures	34,550,990	34,550,990	15,521,548	34,364,775	(186,215)
Ending Fund Balance	$44,903,094	$44,903,094		$45,188,197	$285,103

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

WATER UTILITIES[6]					
Beginning Fund Balance	$138,576,064	$138,576,064		$151,387,348	$12,811,284
Total Revenues	670,485,708	670,485,708	306,064,300	602,479,048	(68,006,660)
Total Expenditures	681,220,919	681,220,919	267,099,427	610,479,047	(70,741,872)
Ending Fund Balance	$127,840,853	$127,840,853		$143,387,349	$15,546,496

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
INFORMATION TECHNOLOGY[7]					
Beginning Fund Balance	$4,578,881	$4,578,881		$5,116,697	$537,816
Total Revenues	80,180,034	80,180,034	38,792,752	80,244,972	64,938
Total Expenditures	79,967,864	79,967,864	47,356,394	80,457,718	489,854
Ending Fund Balance	$4,791,051	$4,791,051		$4,903,951	$112,900
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	5,609,563	12,523,888	0
Total Expenditures	12,825,721	12,825,721	6,723,910	12,795,863	(29,858)
Ending Fund Balance	$622,252	$622,252		$992,007	$369,755
Note: FY 2019-20 budget reflects planned use of fund balance.					
EQUIPMENT AND FLEET MANAGEMENT					
Beginning Fund Balance	$6,362,857	$6,362,857		$7,143,432	$780,575
Total Revenues	56,213,623	56,213,623	9,048,179	56,213,623	0
Total Expenditures	56,235,872	56,235,872	26,739,791	56,235,872	0
Ending Fund Balance	$6,340,608	$6,340,608		$7,121,183	$780,575
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	1,156,351	2,593,790	0
Total Expenditures	2,005,981	2,005,981	1,302,253	2,005,981	0
Ending Fund Balance	$4,098,375	$4,098,375		$4,014,384	($83,991)
Note: FY 2019-20 budget reflects revenue in excess of expenses.					
OFFICE OF THE BOND PROGRAM[8]					
Beginning Fund Balance	$0	$0		($2,916,716)	($2,916,716)
Total Revenues	18,547,674	18,547,674	1,075,405	16,131,828	(2,415,846)
Total Expenditures	18,547,674	18,547,674	9,238,262	16,131,828	(2,415,846)
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 OPERATIONS[9]					
Beginning Fund Balance	$7,453,734	$7,453,734		$11,185,392	$3,731,658
Total Revenues	12,017,444	12,017,444	5,690,143	12,071,571	54,127
Total Expenditures	15,292,755	17,456,147	4,565,668	17,434,187	(21,960)
Ending Fund Balance	$4,178,423	$2,015,031		$5,822,776	$3,807,745

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

DEBT SERVICE					
Beginning Fund Balance	$23,358,486	$23,358,486		$28,898,633	$5,540,147
Total Revenues	305,536,876	305,536,876	285,178,383	306,210,659	673,783
Total Expenditures	305,451,298	305,451,298	226,541,848	305,451,298	0
Ending Fund Balance	$23,444,064	$23,444,064		$29,657,994	$6,213,930

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

EMPLOYEE BENEFITS					
City Contributions	$97,177,729	$97,177,729	40,667,663	97,177,729	$0
Employee Contributions	38,231,005	38,231,005	21,940,774	38,231,005	0
Retiree	32,507,154	32,507,154	15,754,755	32,507,154	0
Other	0	0	135,602	135,602	135,602
Total Revenues	167,915,888	167,915,888	78,498,793	168,051,490	135,602
Total Expenditures	$171,665,888	$171,665,888	72,287,603	171,665,888	$0

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[10]					
Worker's Compensation	$19,883,135	$19,883,135	744,929	19,883,135	$0
Third Party Liability	4,383,960	4,383,960	3,033,240	4,383,960	0
Purchased Insurance	4,526,340	4,526,340	0	4,526,340	0
Interest and Other	0	0	99,404	99,404	99,404
Total Revenues	28,793,435	28,793,435	3,877,573	28,892,839	99,404
Total Expenditures	$34,526,799	$34,526,799	15,008,922	30,247,393	($4,279,406)

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 March 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 $39,760,000 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 $23,938,000 under budget primarily due to salary savings associated with a 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.

2 Convention and Event Services. CCT revenues are projected to be $47,729,000 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 $36,094,000 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 is continuing 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 $241,000 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 expenses are projected to be $5,816,000 over budget due to emergency contract management, storm debris collection and hauling, brush collection services, overtime, and temporary labor services resulting from the October 2019 tornado.

5 Sustainable Development and Construction. DEV revenues are projected to be $5,749,000 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 will monitor permit activity monthly, which may result in a change in revenue estimates. DEV anticipates the use of fund balance to offset lost revenues.

6 Water Utilities. DWU revenues are projected to be $68,007,000 under budget primarily due to decreased water consumption associated with COVID-19. FY 2019-20's budget assumed 141.0 billion gallons of water usage, and the current estimate is 125.2 billion gallons. DWU expenses are projected to be $70,742,000 under budget primarily due to salary savings, decreased street rental payments, and a decreased capital construction transfer.

7 Information Technology. Information Technology expenses are projected to be $490,000 over budget primarily due to various 311 Customer Service Center software upgrades, an expansion of the City's VPN capacity to support work-from-home, additional Skype audio conference bridges, docks and power cords for laptops, and video monitoring for City Council meetings, partially offset by salary savings. ITS anticipates a use of federal funds to offset expenses.

8 Office of the Bond Program. OBP expenses are projected to be $2,416,000 under budget primarily due to salary and contract savings. 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.

VARIANCE NOTES

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 to implement a Next Generation 911 system.

10 Risk Management. ORM expenses are projected to be $4,279,000 under budget primarily due to anticipated claims expenses in FY 2019-20 being delayed to FY 2020-21.

Financial Forecast Report

2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	$533,981,000	$249,690,770	$112,590,993	$50,505,244	$86,594,533
Park and Recreation Facilities [B]	261,807,000	228,313,493	57,674,312	30,920,677	139,718,504
Fair Park [C]	50,000,000	28,820,000	8,795,087	11,375,569	8,649,344
Flood Protection and Storm Drainage [D]	48,750,000	19,422,354	2,276,160	3,704,405	13,441,789
Library Facilities [E]	15,589,000	15,589,000	3,789,672	9,168,265	2,631,063
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	1,677,832	2,548,910	9,612,378
Public Safety Facilities [G]	32,081,000	30,576,956	6,015,611	7,498,372	17,062,973
City Facilities [H]	18,157,000	14,077,418	4,537,798	1,048,996	8,490,624
Economic Development [I]	55,400,000	23,753,930	7,389,022	5,669,371	10,695,537
Homeless Assistance Facilities [J]	20,000,000	20,000,000	12,608	5,935	19,981,457
Total	$1,050,000,000	$644,083,041	$204,759,095	$122,445,745	$316,878,202

Note: The table above reflects expenditures and encumbrances recorded in the City's financial system of record. It does 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

16 On Target

19 Not on Target

Year-End Forecast

17 On Target

18 Not on Target

#	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%	83.30%	90%	90%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	90.95%	90%	90%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	50.32%	55%	48%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	87.33%	91%	88%
5	Homicide clearance rate (Police)	84.68%	60%	97.23%	60%	65%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	952	927.85	1,999	1,950.85
	Mobility Solutions, Infrastructure, & Sustainability					
7	Percentage of 2017 bond appropriation awarded ($644M appropriated ITD) (Bond Program)	70%	45%	57%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	59.08	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%	37.5%	42.0%	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%	25%	25.80%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	93.81%	98%	98%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	12.88	11.5	12.95
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	91.27%	95%	92%

* 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	2,500	693	5,000	2,500
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	32	11	45	25
17	Total number of new housing units occupied (Housing)	N/A	115	21	230	81
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	88.33%	85%	85%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.52%	98%	98%
	Human & Social Needs					
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	98.16%	95%	95%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	40%	60%	100%	75%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	73.22%	85%	57.86%
	Quality of Life					
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	3,350	3,346	7,000	3,346
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	52.33%	96%	65%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	91.9%	90%	90%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-6.62%	5%	5%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	-2.55%	1.5%	1.25%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	42.72%	42%	30%
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%	69%	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%	36%	70%	40%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	96.2%	96%	95%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	71.83%	68%	68%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	80.98%	50%	81%

VARIANCE NOTES

#1. Although five fire stations are currently closed, DFR's efforts at dynamic placement of displaced apparatus (based on ongoing data collection) has contributed to a 5.69% increase in performance since December. DFR will continue to make adjustments as necessary to exceed the target of 90%.

#3. Data through March was slightly below target. As of May 2020, DPD's Priority 1 response times have improved dramatically primarily due to reduced traffic associated with COVID-19 stay-at-home orders. DPD will work to continue this positive trend through implementation of 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 shortly. DPD is also actively promoting the use of the Dallas Online Reporting System for lower-priority calls.

#6. PENDING

#9. DWU is on target year-to-date. The year-end forecast was adjusted to 90% to reflect the anticipated slowdown in development-generated utility work and productivity constraints for project procurements as a result of COVID-19.

#12. Although performance for the month was on target at 98%, the YTD average is below target due to the October-December tornado recovery efforts—fewer potholes were repaired due to downed trees and power lines.

#13. Tonnage has increased as a result of the COVID-19 stay-at-home orders, while collection opportunities remain the same. As a result, SAN is increasing the forecast to 12.95 for April. This increase is in addition to the normal summer increase which occurs every year and is based on an average of prior years.

#14. TRN was previously working with four bucket trucks but recently received a repaired bucket truck from EFM. With the addition of the fifth truck, month-over-month performance improved from 91.48% to 94.2%. TRN anticipates continued improvement in response time with the release of the repaired truck.

#15. Although the current target is 2,083, the 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. Participation is low because residents are not registering for the homebuyer assistance program or not completing the program due to home qualification requirements. Participation has further decreased as a result of COVID-19.

#17. COVID-19 has delayed new construction and reduced housing availability. Anticipated construction projects intended to provide new housing units will not be complete by the end of the fiscal year.

#19. Same-day inspections are down 1.48% because of the amount of rain received in March. Inspectors must wait for rain to stop and contractors must remove water before rescheduling the inspections. Impacts include sewer relay, foundation, and electrical underground inspections.

#21. The year-end forecast has been adjusted to reflect the impact of COVID-19. Outreach staff have been reassigned to two temporary shelters, and OHS anticipates resuming some efforts to reclaim/repurpose encampment sites in July.

#22. COVID-19 has directly impacted case management to maintain housing and available resources for eviction prevention. OHS anticipates an influx of possible evictions in the next few months, which will contribute to more clients returning to homelessness. 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 & 24. In March, CCS took the lead on enforcing COVID-19 emergency regulations throughout Dallas, and approximately 200 Code Officers were dedicated to this special initiative. As of May 7, CCS has proactively responded to 18,700 COVID-19-related concerns. The department anticipates this shift in resources will continue to prevent it from achieving the targets for these two measures through year-end.

VARIANCE NOTES

#26. DAS saw a slight increase in loose and loose-owned dog bites in March, but the trend corrected in April with a 14% decrease over April 2019. DAS anticipates the measures it has implemented to date, including COVID-19 operations, will continue to decrease these numbers.

#27. Due to COVID-19 closures at Library facilities and suspension of programming; however, online visits and programming continue to increase.

#28. GED testing at the Central Library has been suspended until further notice as a result of COVID-19.

#29. YTD cultural service contracts are 2.3% below the goal of 55%. Arts Activate project grants, which are typically with smaller organizations and individual artists, are on hold due to ongoing COVID-related restrictions, social distancing/public health concerns, and City expense freezes. If restrictions are lifted and gatherings are encouraged, OAC may meet its year-end goal.

#30. PKR continues to maintain partnership opportunities with school districts and seek additional ones. The Trust for Public Land releases updated percentages in May, and PKR anticipates an increase in this measure as a result of established school partnerships.

#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. In response to COVID-19, most 311 staff have transitioned to work remotely. This, as well as system malfunctions and equipment issues have impacted 311's performance. City Council approved the procurement and installation of new equipment and software on March 25, which will improve overall performance.

#33. The year-end forecast is below target as a result of manual processes and vacancies.

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.

3	32	5	0
Complete	*On Target*	*At Risk*	*Canceled*

In the Spotlight

Park and Recreation recently joined WFAA's Good Morning Texas for a look inside the Rec@Home series, which includes fun child-friendly activities for families to do while sheltering at home. Programming like this is a prime example of how the City continues to find new and inventive ways to engage, entertain, and inform youth and teen residents.

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 recruiting trips are on hold. Training will continue and is still on track to exceed hiring goals. DPD anticipates ending the year with 3,150 officers instead of 3,053 as budgeted.

As of March 31, DFR has hired 40 firefighters, and attrition is 39. DFR expects to end the year with 1,981 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 has created the Intelligence-Led Policing Division. Interviews for non-sworn positions are scheduled for May, and hiring is expected in June.

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 City Council approved a new contract for body-worn cameras and in-car camera systems. ITS is working with the City Attorney's Office to finalize the contracts associated with this award. Once finalized and funded, the contract will provide cameras for multiple departments.

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 City Council approved the purchase of PPE on February 20. DFR has fitted and ordered PPE for approximately 550 members. Remaining members are scheduled to be fitted by June 6. The solicitation for SCBA is in the evaluation stage, tentatively scheduled for City Council consideration in June.

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 newly hired Office of Community Police Oversight (OPO) monitor began work February 24. The OPO has received 233 complaints as of April 30 and provided an overview of these complaints to the Community Police Oversight Board (CPOB). The office is developing job descriptions to better align its staff with the goals of community police oversight, identifying candidates to train board members on topics relevant to police oversight, and 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 management system manager started on March 17, and the initial assessments of the City's energy use, management, and conservation projects are underway.

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 $3.14 million in projects, including Winfrey Point water supply line replacement, Thanksgiving Square plumbing repairs, maintenance and repairs at MLK Center and City Hall, and the demolition of Fire Station #19.

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 hired three Senior Engineers and made offers for the remaining two positions, which staff anticipates filling by the third quarter.

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 Proposals were submitted for the bridge repair program, but the selection committee requested more time to evaluate due to COVID-19. As a result, PBW anticipates a delay in submitting the award for City Council consideration until September.

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 183.18 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 Signal Engineering division is working to install radar equipment at locations throughout the city, which will enhance traffic flow. 38 equipment installations remain. The hiring freeze is impacting TRN's ability to complete signal retiming, so TRN has submitted a request to approve these critical positions.

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 March 31, DWU has replaced or rehabilitated 18.67 miles of water main and 12.25 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 March, DWU conducted debris removal maintenance at 151 different locations (including 25 channels), resulting in the removal of approximately 4,708 cubic yards of debris. DWU has also completed 1,440 service requests addressing a variety of issues, including culvert/pipe blockages, concrete repairs, and storm drainage pipe inspection, cleaning and repairs. DWU is now also including responses to water pollution and water sampling requests by the Water Quality division added in March.

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 99 lots and a grant for $1.6 million.

MEASURE Percent increase in affordable housing units available

16 BUILD Initiative

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

STATUS OBD has developed a social media presence and the B.U.I.L.D. startup campaign. The office has finalized an MOU with Dallas Entrepreneur Center to establish an ecosystem based on the NextStreet study paid for by JPMorgan Chase. They have agreed to adopt the B.U.I.L.D. model and logo.

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.

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.

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 Staff briefed City Council on transit-oriented development planning and implementation on April 1. Other briefings on the Comprehensive Plan were delayed due to the suspension of City Council meetings as a result of COVID-19. The new dates for those briefings have yet to be determined.

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 Community partners are currently working remotely and not serving as many clients due to COVID-19. Child care services are closed, and no services are being provided. Next month's target will be adjusted to reflect the effects of COVID-19, and OCC will provide updated numbers of clients still employed.

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 As of April 10, the Office of Equity received 40 department responses to the Budgeting for Equity Tool. The office developed a 50-measure rubric to provide scores on a five-point Likert scale assessing each department's application of an equity lens. The Office of Equity will provide these department scores to the City Manager's Office in May.

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. The Chapter 51A agenda item was moved to the June 10 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 continues to meet its target rate of 85% of increasing emergency shelter capacity and connecting unsheltered individuals to shelter and supportive services through the 90-day Pay-To-Stay Program.

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 and others was suspended due to COVID-19. When normal operations resume, this program will be re-evaluated for efficacy and 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 CCS removed nearly 780 tons of bulk trash from the community and collected more than 680 tires in the first seven months of this initiative. However, there has been no activity since early March due to COVID-19 restrictions. Activity will resume once these restrictions are rescinded.

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 Starting April 8, DAS will have in-house dispatch from 7 a.m. to midnight, seven days a week.

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 is fully staffed and trained as of this month.

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 900 mobile hot spots are available at 10 branch library locations beginning this month.

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 partnered with Building Services to advertise the contract for restoration vendors and anticipates submitting it for City Council approval in the summer or early fall. Staff anticipates restoration will be completed by 2022.

$750,000 is budgeted for the restoration, including $250,000 from the City, and additional fundraising is ongoing. OAC is supporting development of a Friends group to assist with 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. Planned Spring Break camps were canceled due to the restrictions, but weekly live virtual programming is available for free to residents, with a focus on activities for schoolchildren at home and movement-based dance classes 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 The CECAP was finalized for public release on April 21. However, the ENVS Committee Chair deferred the resolution for City Council adoption of the plan to the May 27 Council Agenda to allow a briefing before the vote.

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 PKR interviewed candidates for Park Ranger in March and hired two candidates for each position. The department continues to monitor increased usership at parks and trails and compliance with social distancing and system closures due to 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 As of March, total enrollment in OST/after-school programs increased by 4.5%, bringing the year-to-date total to 1,366 participants. However, due to the impact of COVID-19 closures at recreation facilities and schools, the OST program has been suspended until recreation and school activities resume.

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 PKR served an additional 471 teens in March, bringing the total to 1,948 teens through the expansion of five locations to 13. PKR anticipated a significant increase during the peak season (April-September). However, it was necessary to adjust the year-end forecast from 95% to 7% due to recreation facility closures as a result of COVID-19.

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 conducted the first Level 1 Dallas Contracting Officer (D-COR) training session the week of May 4 with 36 participants. Trainings have been condensed and now include emergency procurements and contracts, as well as other processes updated due to COVID-19. Staff anticipates conducting Level 2 sessions in July and Level 3 sessions in August. Each level consists of three two-hour segments with additional opportunities through Learning Zen.

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 To date, EFM has assisted 15 departments with fleet purchase orders, with a total of 279 units ordered.

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 has reviewed and approved 20 projects from both enterprise funds and the General Fund. During its meeting on April 27, the board discussed project priorities and made recommendations for the upcoming meeting on May 28.

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 on track to roll out biennial ethics training for 2020. In addition, the office is using data from the Speak-Up Hotline as well as inquiries received to identify areas that need expansion.

Some ideas to expand the Values Ambassador program have been put on hold as a result of COVID-19. However, the office continues to develop plans for expansion in the future.

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 Data Academy launched in early March with two cohorts and will culminate in capstone data projects designed and built by program graduates. The Data Governance Team continues to uncover data gaps and explore citywide solutions to enable easier data sharing and stronger data protocol. In response to the public health crisis, Innovation designed and launched the COVID-19 Regional Dashboard to provide up-to-date information to residents, and it has been viewed more than 100,000 times.

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.

0	8	4	0
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 initial security assessments of City facilities have been returned to the City for validation, which should be completed by mid-May. The consultant should provide the draft security standard by the end of May. The enhanced assessment of critical City facilities will begin mid-May with stakeholder interviews the week of June 15 and on-site assessments toward the end of June.

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 Work has slowed due to a pending decision by the Garland, Mesquite, Rowlett and Sachse (GMRS) radio consortium that could allow the City use of towers on their system, saving significant time and funds as greenfield construction of up to three sites would not be required. In the meantime, ITS proposes moving forward with scope changes that will result in cost reductions for Dallas. The project is currently 21 months behind the original schedule.

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 911/DPD Communications is utilizing the Secondary Active abilities to process and dispatch calls. Due to COVID-19, PSAP is delayed until further notice.

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 Merrell and Monroe project for signs and markings (as part of the Dallas County trail project) is complete. Initial installation of Bike Harwood is complete; all other minor items will be completed by April.

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 Preservation Dallas raised $95,000 in grants, and the decision was made to use those funds rather than the $45,000 Texas Historical Commission grant. Responses were received with one award recipient. The contract is tentatively scheduled for City Council consideration on May 13. Activity on the grant will occur shortly thereafter, and the timeline to complete the survey is one year.

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 All grants have been extended to nonprofit organizations and service delivery is in progress. COVID-19 has caused some impediments to service delivery, but creative approaches are being employed to keep services uninterrupted.

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 Due to COVID-19 this project is delayed. Twenty branches have completely converted materials, including three floors at Central Library.

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 OSPGA has hired the Census coordinator, who has participated in or organized 112 events with departments, multiple committees, public meetings, and Census 2020 training.

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 An ADA Internal Advisory Committee and an external focus group of community stakeholders have been formed and are providing project support. Website reviews continue, along with creation of an inventory of department programs, services, and activities for review.

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 Prime Workforce Study is underway. OBD anticipates briefing preliminary recommendations to City Council in August with consideration of the new Business Inclusion and Development Plan in September. OBD does not anticipate COVID-19 delays at this time.

43 Compensation Study

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

STATUS Department modeling is about 75% complete, and the consultants are creating a list with recommended job titles and salary schedules and finalizing a new salary structure. The draft salary schedule has been reviewed and will be presented at the May 26 governance meeting.

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 ITS is finalizing all parallel payroll testing in preparation for building a production tenant by June with fully tested and accurate final configurations. Training has been developed and will be shared across all departments and divisions by mid-June.