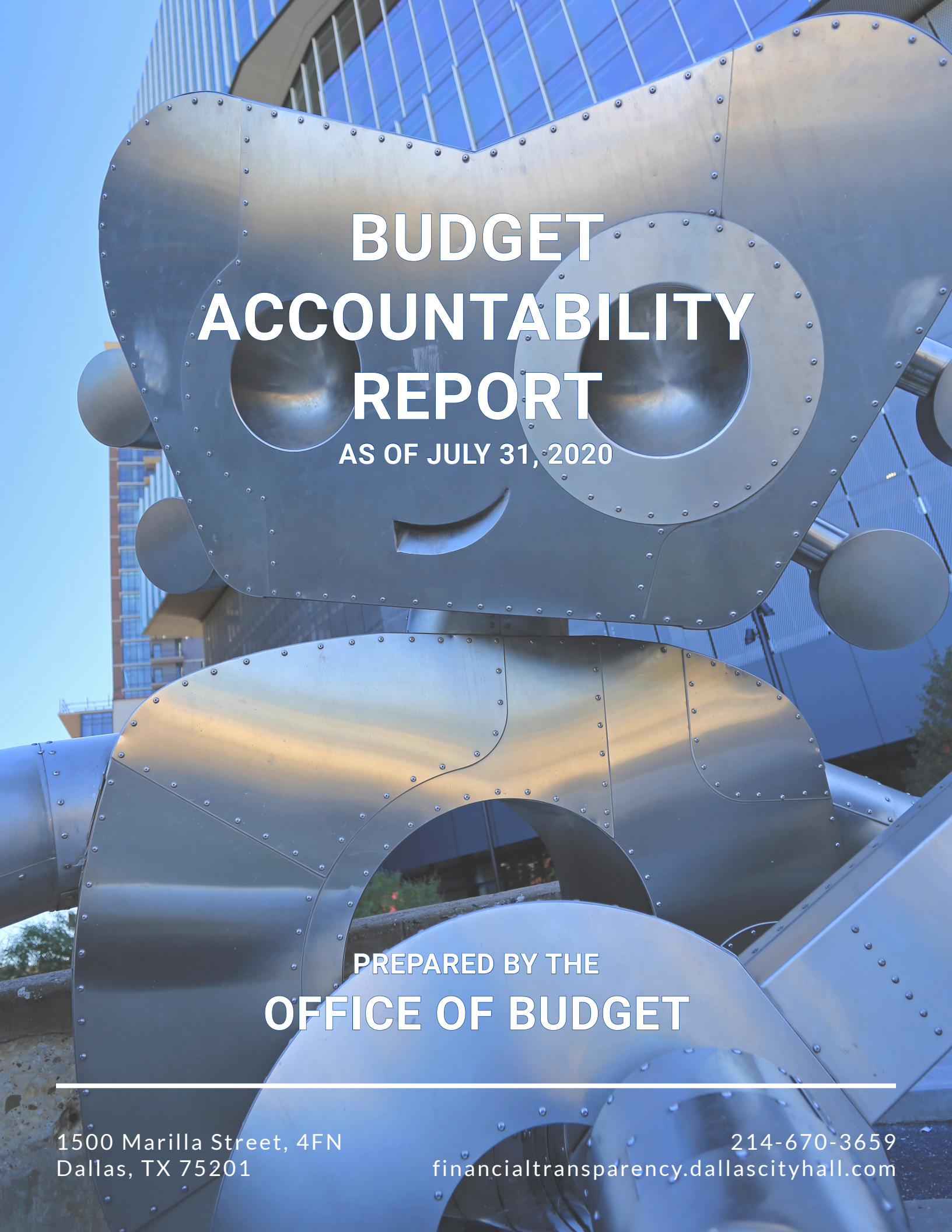

BUDGET ACCOUNTABILITY REPORT

AS OF JULY 31, 2020

PREPARED BY THE

OFFICE OF BUDGET

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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

12 *On Target (YTD)*

12 *On Target (YE)*

23 *Not on Target (YTD)*

23 *Not on Target (YE)*

Budget Initiative Tracker

7 *Complete*

27 *On Target*

6 *At Risk*

0 *Canceled*

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 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 July 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	1,223,505,526	1,390,748,232	(38,747,672)
Expenditures	1,438,089,000	1,429,415,904	1,011,186,870	1,360,151,017	(69,264,887)
Ending Fund Balance	$220,020,092	$219,999,890		$266,421,237	$46,421,347

Fund Balance. The summary includes fund balance with the YE revenue and expenditure forecasts. As of July 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 July 31, 2020, General Fund revenues are projected to be $38,748,000 under budget 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 $16,308,000 under budget due to a $6,783,000 decline in Park and Recreation revenues associated with facility closures. Moreover, an anticipated $5,847,000 reduction is associated with the Ambulance Services Supplemental Payment Program (ASSPP). Lastly, a $1,998,000 decline is projected for parking meter revenues.

Franchise and other revenues are forecast to be $2,549,000 under budget due to a projected $5,114,000 decline in fiber optics revenues because of customers switching to wireless. Additionally, naming rights sponsorships are projected to be $943,000 under budget. This is partially offset by Atmos revenues, which are anticipated to be $3,347,000 over the amended budget.

Expenditures. Through July 31, 2020, General Fund expenditures are projected to be $69,265,000 under budget primarily due to salary savings from vacant civilian positions associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund (471 in all funds). Also, eligible COVID-19 expenses have been reduced via transfers to the Coronavirus Relief Fund (from the U.S. Treasury). This is partially offset by an anticipated increase in hiring of police officers and the purchase of police equipment and uniforms.

VARIANCE NOTES

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

Revenue adjustments include:

- $6,600,000 decrease in Franchise and Other
- $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	$785,831,643	$787,223,985	($196,187)
Sales Tax[2]	325,566,185	325,566,185	209,916,637	309,284,972	(16,281,213)
Franchise and Other[3]	129,339,760	122,739,557	95,341,153	120,190,604	(2,548,953)
Charges for Service[4]	115,177,017	111,417,257	65,719,630	95,109,670	(16,307,587)
Fines and Forfeitures[5]	27,222,251	27,222,251	20,100,147	23,834,545	(3,387,706)
Operating Transfers In	25,694,602	25,694,602	21,598,492	25,694,602	0
Intergovernmental[6]	11,382,649	13,049,314	10,235,571	13,620,972	571,658
Miscellaneous[7]	6,685,258	6,685,258	5,959,422	6,213,352	(471,906)
Licenses and Permits	5,154,061	5,154,061	4,236,623	5,009,322	(144,739)
Interest	4,547,247	4,547,247	4,566,208	4,566,208	18,961
Total Revenue	$1,438,189,202	$1,429,495,904	$1,223,505,526	$1,390,748,232	($38,747,672)

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 $196,000 under budget based on current trends and actual collections.

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 $2,549,000 under budget due to a projected $5,114,000 decline in fiber optics revenues because of customers switching to wireless. Additionally, naming rights sponsorships are projected to be $943,000 under budget. This is partially offset by Atmos revenues, which are anticipated to be $3,347,000 over the amended budget.

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 $16,308,000 under budget. An anticipated $5,847,000 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 $6,783,000 under budget due to facility closures associated with COVID-19, and parking meter fees are forecast to be $1,998,000 under budget.

5 Fines and Forfeitures. Fines and forfeitures revenues are forecast to be $3,388,000 under budget primarily due to a $1,428,000 decrease in non-traffic fines, a $705,000 decrease in civil fines, and a $829,000 decrease in parking fines associated with COVID-19.

VARIANCE NOTES

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. Revenues are forecast to be $572,000 over budget primarily due to intergovernmental revenue-sharing agreements with Coppell, Euless, Grapevine, and Irving being $1,149,000 over budget. This is partially offset by a $666,000 decrease in the Dallas County reimbursement to CTS for child safety fees.

7 Miscellaneous. Miscellaneous revenues are forecast to be $472,000 under budget primarily due to an $817,000 accounting correction associated with the Meyerson Symphony Center contract, offset by an equivalent reduction in expenses. Additionally, rebate revenue is projected to be $204,000 over budget, and auto auction revenue is projected to be $198,000 over budget.

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	$240,345,712	$150,173,850	$208,922,461	($31,423,251)
Civilian Overtime	6,094,572	6,127,199	8,146,360	10,742,389	4,615,190
Civilian Pension	34,258,149	34,195,140	21,792,917	30,425,991	(3,769,149)
Uniform Pay	457,164,984	457,164,984	324,218,399	455,328,700	(1,836,284)
Uniform Overtime	40,551,607	42,604,287	36,032,349	49,369,139	6,764,852
Uniform Pension	164,529,405	164,529,405	116,469,041	164,062,114	(467,291)
Health Benefits	70,051,318	70,061,654	41,523,990	69,885,685	(175,969)
Workers Comp	14,933,520	14,933,520	14,933,520	14,933,520	0
Other Personnel Services	10,260,278	10,229,426	8,054,445	12,062,121	1,832,695
Total Personnel Services[1]	1,041,170,380	1,040,191,327	721,344,871	1,015,732,120	(24,459,207)
Supplies	82,737,886	81,596,773	53,099,455	78,444,915	(3,151,858)
Contractual Services	389,583,720	380,740,740	279,924,107	374,087,634	(6,653,106)
Capital Outlay[2]	14,823,774	17,333,244	11,208,770	18,244,290	911,046
Reimbursements[3]	(90,226,760)	(90,446,180)	(54,390,333)	(126,357,942)	(35,911,762)
Total Expenditures	$1,438,089,000	$1,429,415,904	$1,011,186,870	$1,360,151,017	($69,264,887)

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 $24,459,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and a transfer of eligible personnel expenses to the Coronavirus Relief Fund. 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 Capital Outlay. Capital outlays are forecast to be $911,000 over budget primarily due to expenses related to bike lane project designs incurred in Capital Outlay that were budgeted under Contractual Services.

3 Reimbursements. General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Reimbursements are forecast to be $35,912,000 over budget primarily due to an anticipated use of the Coronavirus Relief Fund 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	$16,915,495	$20,882,556	($2,228,221)
City Attorney's Office[2]	18,483,486	18,483,486	12,088,823	17,445,366	(1,038,120)
City Auditor's Office[3]	3,398,923	3,398,923	1,848,659	2,747,547	(651,376)
City Manager's Office[4]	2,936,728	2,936,728	1,908,379	2,743,223	(193,505)
City Secretary's Office	3,038,936	3,038,936	2,083,093	3,022,888	(16,048)
Elections	98,646	98,646	53,766	98,646	0
Civil Service[5]	3,274,657	3,274,657	1,933,923	2,778,159	(496,498)
Code Compliance[6]	30,476,546	30,476,546	19,357,766	28,087,753	(2,388,793)
City Controller's Office[7]	7,210,578	7,760,563	4,672,910	6,903,941	(856,622)
Independent Audit	945,429	945,429	(9,568)	945,429	0
Court and Detention Services[8]	22,636,938	20,980,196	14,312,802	19,682,304	(1,297,892)
Jail Contract	9,158,124	9,158,124	6,868,060	9,158,124	0
Dallas Animal Services[9]	15,635,492	15,635,492	10,251,079	14,020,618	(1,614,874)
Dallas Fire-Rescue[10]	317,747,117	320,219,797	221,805,945	307,027,970	(13,191,827)
Dallas Police Department[11]	516,967,195	516,967,195	360,011,470	501,432,780	(15,534,415)
Housing and Neighborhood Revitalization[12]	3,270,227	3,270,227	1,839,092	3,016,217	(254,010)
Human Resources[13]	6,556,941	6,465,527	4,779,604	6,053,037	(412,490)
Judiciary	3,806,942	3,806,942	2,803,246	3,784,855	(22,087)
Library[14]	33,876,186	32,276,186	22,421,295	28,578,380	(3,697,806)
Mayor and City Council[15]	5,017,657	5,117,657	3,176,342	4,813,293	(304,364)
Non-Departmental[16]	105,563,682	101,709,282	79,598,783	98,751,513	(2,957,769)
Office of Arts and Culture[17]	20,866,115	20,866,115	17,054,060	17,838,744	(3,027,371)
Office of Budget[18]	3,879,425	3,879,425	2,766,165	3,680,656	(198,769)
Office of Economic Development[19]	5,365,845	5,365,845	3,863,853	5,024,874	(340,971)
Office of Management Services					
311 Customer Service Center[20]	4,835,776	4,835,776	2,851,283	4,594,225	(241,551)
Council Agenda Office	246,824	246,824	164,039	235,781	(11,043)
Emergency Management	1,122,694	1,122,694	826,559	1,122,290	(404)
Office of Business Diversity[21]	992,241	992,241	572,552	837,702	(154,539)
Office of Community Care[22]	6,700,917	6,700,917	3,738,263	6,305,414	(395,503)
Office of Community Police Oversight[23]	475,000	475,000	93,196	268,994	(206,006)
Office of Environmental Quality and Sustainability[24]	3,524,865	3,524,865	2,510,141	2,182,868	(1,341,997)
Office of Equity	492,264	492,264	276,458	468,722	(23,542)
Office of Ethics and Compliance[25]	227,912	227,912	58,491	116,969	(110,943)
Office of Fair Housing and Human Rights[26]	519,488	519,488	328,827	476,364	(43,124)
Office of Historic Preservation[27]	626,200	626,200	290,160	564,492	(61,708)
Office of Homeless Solutions	12,126,340	12,126,340	9,168,284	12,041,143	(85,197)
Office of Innovation[28]	913,030	913,030	543,184	822,729	(90,301)
Office of Integrated Public Safety Solutions[29]	0	115,798	0	115,798	0
Office of Resiliency[30]	334,705	334,705	112,279	295,186	(39,519)
Office of Strategic Partnerships and Governmental Affairs	1,084,555	1,084,555	852,335	1,083,042	(1,513)
Office of Welcoming Communities[31]	751,913	751,913	302,013	593,788	(158,125)
Public Affairs and Outreach[32]	2,020,529	2,020,529	1,200,855	1,820,588	(199,941)
Park and Recreation[33]	98,596,497	93,336,737	72,297,737	85,024,763	(8,311,974)
Planning and Urban Design[34]	3,396,703	3,396,703	2,090,899	3,002,873	(393,830)
Procurement Services[35]	3,021,425	3,021,425	1,688,642	2,563,716	(457,709)
Public Works[36]	77,176,071	78,609,407	62,272,168	78,049,407	(560,000)
Sustainable Development and Construction[37]	1,858,966	1,858,966	1,673,930	1,612,605	(246,361)
Transportation[38]	45,270,589	44,587,769	29,118,390	41,681,542	(2,906,227)
Total Departments	$1,429,837,855	$1,421,164,759	$1,005,435,725	$1,354,399,872	($66,764,887)
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[39]	2,500,000	2,500,000	0	0	(2,500,000)
Total Expenditures	$1,438,089,000	$1,429,415,904	$1,011,186,870	$1,360,151,017	($69,264,887)

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 $2,228,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and the transfer of eligible expenses to the Coronavirus Relief Fund.

2 City Attorney's Office. CAO is projected to be $1,038,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

3 City Auditor's Office. AUD is projected to be $651,000 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.

4 City Manager's Office. CMO is projected to be $194,000 under budget due to the transfer of eligible expenses to the Coronavirus Relief Fund.

5 Civil Service. CVS is projected to be $496,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020.

6 Code Compliance. CCS is projected to be $2,389,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

7 City Controller's Office. CCO's budget was increased by $550,000 on June 10, 2020, by ordinance #31553 for the reorganization of City payroll services. CCO is projected to be $857,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

8 Court and Detention Services. CTS' budget was decreased by $1,657,000 on June 10, 2020, by ordinance #31553. CTS is projected to be $1,298,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020 ($2,837,000) and savings from the school crossing guard contract due to school closures associated with the Dallas County stay-at-home decree ($581,000), as well as the transfer of eligible expenses to the Coronavirus Relief Fund. CTS savings are partially offset by increases in overtime ($858,000), termination payouts ($109,000), security services ($553,000), and temporary help services ($144,000).

9 Dallas Animal Services. DAS is projected to be $1,615,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

10 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). DFR is projected to be $13,192,000 under budget primarily due to the transfer of eligible expenses to the Coronavirus Relief Fund.

11 Dallas Police Department. DPD is projected to be $15,534,000 under budget primarily due to the transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by higher-than-anticipated hiring of police officers, uniforms, and overtime for civilian and sworn positions. The increase in overtime is associated with the October 2019 tornado, COVID-19, and the summer 2020 civil protests, as well as

cancellation of an anticipated transfer of eligible overtime expenses to Confiscated Funds. 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.

12 Housing and Neighborhood Revitalization. HOU is projected to be $254,000 under budget due to salary savings, partially offset by termination payouts.

13 Human Resources. HR's budget was decreased by $91,000 on June 10, 2020, by ordinance #31553. HR is projected to be $412,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the Coronavirus Relief Fund.

14 Library. LIB's budget was decreased by $1,600,000 on June 10, 2020, by ordinance #31553. LIB is projected to be $3,698,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the Coronavirus Relief Fund.

15 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 $304,000 under budget due to salary savings associated with vacancies and an extended furlough of 389 civilian employees in the General Fund, as well as the transfer of eligible expenses to the Coronavirus Relief Fund. This is primarily offset by salary equity adjustments.

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

17 Office of Arts and Culture. OAC is projected to be $3,027,000 under budget primarily due to a reduction in Cultural Organizations Program contracts, deferral of one-third of its project-based grants to FY 2020-21, and a reduction in cultural center budgets. Further savings are due to salary savings associated with the hiring freeze enacted March 19, 2020, an extended furlough of 389 civilian employees in the General Fund, and the transfer of eligible expenses to the Coronavirus Relief Fund.

18 Office of Budget. BMS is projected to be $199,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

19 Office of Economic Development. ECO is projected to be $341,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund, primarily offset by lower forecasts for TIF reimbursements.

20 311 Customer Service Center. 311 is projected to be $242,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund, partially offset by an increase in overtime.

21 Office of Business Diversity. OBD is projected to be $155,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, and the transfer of eligible expenses to the Coronavirus Relief Fund.

22 Office of Community Care. OCC is projected to be $396,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, savings from the senior dental services contract, and contract cancellation in senior services programming.

23 Office of Community Police Oversight. OCPO is projected to be $206,000 under budget due to salary savings.

24 Office of Environmental Quality and Sustainability. OEQS is projected to be $1,342,000 under budget due to salary savings associated with the hiring freeze enacted March 19, 2020, the transfer of eligible expenses to the Coronavirus Relief Fund, and the further reduction of non-essential expenses, partially offset by reduced reimbursements from DWU and SDM.

25 Office of Ethics and Compliance. EAC is projected to be $111,000 under budget due to salary savings.

26 Office of Fair Housing and Human Rights. FHO is projected to be $43,000 under budget due to salary savings.

27 Office of Historic Preservation. OHP is projected to be $62,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

28 Office of Innovation. INO is projected to be $90,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

29 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.

30 Office of Resiliency. REO is projected to be $40,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

31 Office of Welcoming Communities and Immigrant Affairs. WCIA is projected to be $158,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

32 Public Affairs and Outreach. PAO is projected to be $200,000 under budget due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

33 Park and Recreation. PKR's budget was decreased by $5,260,000 on June 10, 2020, by ordinance #31553. PKR is projected to be $8,312,000 under budget primarily due to salary savings ($5,913,000) associated with the hiring freeze enacted March 19, 2020, and an extended furlough of 389 civilian employees in the General Fund; the cancellation of various recreational programming ($2,100,000); and the transfer of eligible expenses to the Coronavirus Relief Fund. PKR's savings are primarily offset by increases in overtime ($591,000) and termination payouts ($415,000).

34 Planning and Urban Design. PUD is projected to be $394,000 under budget primarily due to the transfer of eligible expenses to the Coronavirus Relief Fund.

35 Procurement Services. POM is projected to be $458,000 under budget primarily due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

36 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.

37 Sustainable Development and Construction. DEV is projected to be $246,000 under budget primarily due to salary savings and the transfer of eligible expenses to the Coronavirus Relief Fund.

38 Transportation. TRN's budget was decreased by $683,000 on June 10, 2020, by ordinance #31553. TRN is projected to be $2,906,000 under budget primarily due to salary savings partially associated with an extended furlough of 389 civilian employees in the General Fund, and finding an alternate source of funding for FY 2019-20 operation and maintenance of the Dallas Streetcar.

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

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	105,548,314	128,098,078	(30,157,605)
Total Expenditures	158,255,683	158,255,683	108,886,373	128,098,078	(30,157,605)
Ending Fund Balance	$5,570,308	$5,570,308		$5,419,811	($150,497)
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	60,106,973	65,899,142	(48,459,112)
Total Expenditures	114,358,254	114,358,254	31,456,476	65,899,142	(48,459,112)
Ending Fund Balance	$39,186,345	$39,186,345		$57,091,833	$17,905,488
MUNICIPAL RADIO[3]					
Beginning Fund Balance	$768,840	$768,840		$957,554	$188,714
Total Revenues	2,161,634	2,161,634	1,267,632	1,515,000	(646,634)
Total Expenditures	2,067,782	2,067,782	1,370,507	1,793,129	(274,653)
Ending Fund Balance	$862,692	$862,692		$679,425	($183,267)

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	102,994,210	121,064,719	935,518
Total Expenditures	122,129,201	127,945,397	77,621,272	127,945,397	0
Ending Fund Balance	$22,416,494	$16,600,298		$33,333,196	$16,732,898
STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES[5]					
Beginning Fund Balance	$12,721,861	$12,721,861		$9,880,820	($2,841,041)
Total Revenues	60,936,837	60,936,837	53,224,738	60,439,176	(497,661)
Total Expenditures	60,936,837	65,536,837	42,239,982	65,536,837	0
Ending Fund Balance	$12,721,861	$8,121,861		$4,783,159	($3,338,702)
SUSTAINABLE DEVELOPMENT AND CONSTRUCTION[6]					
Beginning Fund Balance	$45,979,705	$45,979,705		$51,827,466	$5,847,761
Total Revenues	33,474,379	33,474,379	25,555,715	29,273,848	(4,200,531)
Total Expenditures	34,550,990	34,550,990	24,083,553	31,842,786	(2,708,204)
Ending Fund Balance	$44,903,094	$44,903,094		$49,258,528	$4,355,434

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

WATER UTILITIES[7]					
Beginning Fund Balance	$138,576,064	$138,576,064		$151,387,348	$12,811,284
Total Revenues	670,485,708	670,485,708	518,349,124	644,651,349	(25,834,359)
Total Expenditures	681,220,919	681,220,919	474,273,449	655,391,831	(25,829,088)
Ending Fund Balance	$127,840,853	$127,840,853		$140,646,866	$12,806,013

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					
Beginning Fund Balance	$4,578,881	$4,578,881		$5,116,697	$537,816
Total Revenues	80,180,034	80,180,034	65,437,513	80,206,339	26,305
Total Expenditures	79,967,864	79,967,864	63,700,912	79,014,144	(953,720)
Ending Fund Balance	$4,791,051	$4,791,051		$6,308,892	$1,517,841
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	10,508,889	12,519,954	(3,934)
Total Expenditures	12,825,721	12,825,721	11,292,881	12,693,455	(132,266)
Ending Fund Balance	$622,252	$622,252		$1,090,481	$468,229
Note: FY 2019-20 budget reflects planned use of fund balance.					
EQUIPMENT AND FLEET MANAGEMENT[8]					
Beginning Fund Balance	$6,362,857	$6,362,857		$7,143,432	$780,575
Total Revenues	56,213,623	56,213,623	21,940,747	56,740,748	527,125
Total Expenditures	56,235,872	56,235,872	41,352,766	52,006,848	(4,229,024)
Ending Fund Balance	$6,340,608	$6,340,608		$11,877,332	$5,536,724
Note: FY 2019-20 budget reflects planned use of fund balance.					
EXPRESS BUSINESS CENTER					
Beginning Fund Balance	$3,510,566	$3,510,566		$3,426,575	($83,991)
Total Revenues	2,593,790	2,593,790	2,072,501	2,593,790	0
Total Expenditures	2,005,981	2,005,981	1,588,224	2,005,937	(44)
Ending Fund Balance	$4,098,375	$4,098,375		$4,014,428	($83,947)
Note: FY 2019-20 budget reflects revenue in excess of expenses.					
OFFICE OF THE BOND PROGRAM[9]					
Beginning Fund Balance	$0	$0		($2,916,716)	($2,916,716)
Total Revenues	18,547,674	18,547,674	737,869	15,021,910	(3,525,764)
Total Expenditures	18,547,674	18,547,674	11,873,613	15,021,910	(3,525,764)
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[10]					
Beginning Fund Balance	$7,453,734	$7,453,734		$11,185,392	$3,731,658
Total Revenues	12,017,444	12,017,444	4,817,244	12,072,921	55,477
Total Expenditures	15,292,755	17,456,147	4,125,451	17,434,187	(21,960)
Ending Fund Balance	$4,178,423	$2,015,031		$5,824,126	$3,809,095

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

DEBT SERVICE[11]					
Beginning Fund Balance	$23,358,486	$23,358,486		$34,291,584	$10,933,098
Total Revenues	305,536,876	305,536,876	282,277,295	305,017,730	(519,146)
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		$41,992,016	$18,547,952

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

EMPLOYEE BENEFITS[12]					
City Contributions	$97,177,729	97,177,729	61,360,341	97,177,729	$0
Employee Contributions	38,231,005	38,231,005	32,744,261	32,744,261	(5,486,744)
Retiree	32,507,154	32,507,154	25,104,047	28,788,573	(3,718,581)
Other	0	0	166,726	166,726	166,726
Total Revenues	167,915,888	167,915,888	119,375,376	158,877,290	(9,038,598)
Total Expenditures	$171,665,888	$171,665,888	$129,080,972	$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 MANAGEMENT[13]					
Worker's Compensation	$19,883,135	$19,883,135	20,710,151	20,710,151	$827,016
Third Party Liability	4,383,960	4,383,960	7,426,534	7,426,534	3,042,574
Purchased Insurance	4,526,340	4,526,340	5,066	5,066	(4,521,274)
Interest and Other	0	0	135,612	135,612	135,612
Total Revenues	28,793,435	28,793,435	28,277,363	28,277,363	(516,072)
Total Expenditures	$34,526,799	$34,526,799	20,896,503	30,726,951	($3,799,848)

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 July 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 $30,158,000 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 $30,158,000 under budget primarily due to salary savings associated with the hiring freeze enacted March 19, 2020, limited overtime, elimination of temporary employees and various contractual expenses, and the transfer of eligible expenses to the Coronavirus Relief Fund. 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 $48,459,000 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 $48,459,000 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 $275,000 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 increased expenses.

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

6 Sustainable Development and Construction. DEV revenues are projected to be $4,201,000 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.

7 Water Utilities. DWU revenues are projected to be $25,834,000 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 138 billion gallons. DWU expenses are projected to be $25,829,000 under budget primarily due to salary savings, decreased street rental payments, a decreased capital construction transfer, and the transfer of eligible expenses to the Coronavirus Relief Fund.

8 Equipment and Fleet Management. EFM expenses are projected to be $4,229,000 under budget primarily due to lower fuel costs and salary savings.

VARIANCE NOTES

9 Office of the Bond Program. OBP expenses are projected to be $3,526,000 under budget primarily due to salary ($2,777,000) and contract savings ($2,003,000), partially offset by a loss of SDM reimbursements ($602,000). 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 $9,039,000 under budget primarily due to employee and retiree contributions.

13 Risk Management. ORM expenses are projected to be $3,800,000 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	$61,331,032	$48,206,267	$106,635,944
Park and Recreation Facilities [B]	261,807,000	157,308,992	71,323,744	30,025,229	55,960,018
Fair Park [C]	50,000,000	28,820,000	15,353,878	11,312,060	2,154,062
Flood Protection and Storm Drainage [D]	48,750,000	9,422,353	3,036,650	2,943,915	3,441,788
Library Facilities [E]	15,589,000	15,589,000	8,415,057	5,925,801	1,248,142
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	2,157,822	10,452,584	1,228,714
Public Safety Facilities [G]	32,081,000	25,576,956	6,248,108	11,346,338	7,982,510
City Facilities [H]	18,157,000	10,016,404	3,208,294	2,214,650	4,593,460
Economic Development [I]	55,400,000	26,321,930	7,389,022	8,744,007	10,188,901
Homeless Assistance Facilities [J]	20,000,000	11,000,000	33,508	5,935	10,960,557
Total	$1,050,000,000	$514,067,998	$178,497,114	$131,176,787	$204,394,096

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	$226,912,874	$21,776,280	$13,531,334
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	149,956,382	147,973,171	28,445,447
Economic Development [3]	55,000,000	55,000,000	33,422,540	6,307,824	15,269,636
Total	$642,000,000	$643,595,488	$410,291,796	$176,057,275	$57,246,417

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	$372,779,510	$27,426,042	$0
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	267,018,595	24,507,604	51,230,967
Park and Recreation Facilities [3]	343,230,000	351,522,660	335,133,051	1,824,115	14,565,494
Library Facilities [4]	46,200,000	47,693,804	44,735,747	2,371,051	587,005
Cultural Arts Facilities [5]	60,855,000	63,331,770	58,527,825	3,774,923	1,029,023
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,589,391	1,927,206	8,843,638
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	10,916,274	24,676	11,786,501
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	64,257,696	847,519	19,008
Total	$1,353,520,000	$1,388,765,272	$1,235,394,755	$63,939,606	$89,430,911

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 forecast 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

12 On Target

23 Not on Target

Year-End Forecast

12 On Target

23 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%	85.16%	90%	85%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	88.97%	90%	89%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	52.24%	55%	54%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	85.38%	91%	88%
5	Homicide clearance rate (Police)	84.68%	60%	76.1%	60%	65%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	1,640	1,656.1	1,999	2,067
	Mobility Solutions, Infrastructure, & Sustainability					
7	Percentage of 2017 bond appropriation awarded ($514M appropriated ITD) (Bond Program)	70%	75%	87%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	58.64	60	58
9	Percentage of planned small diameter water and wastewater pipeline system repaired or replaced (72 out of 8,000 miles) (Water Utilities)	100%	73.9%	67.87%	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%	73%	74.6%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	95.15%	98%	96%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	14.29	11.5	13.7
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	91.48%	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	4,167	693	5,000	4,136
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	38	10	45	10
17	Total number of new housing units occupied (Housing)	N/A	192	98	230	120
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	92.60%	85%	85%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.70%	98%	97%
	Human & Social Needs					
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	99.6%	95%	99%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	80%	60%	100%	60%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	75.28%	85%	76%
	Quality of Life					
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	5,750	4,082	7,000	4,582
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	54.40%	96%	65%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	90.70%	90%	90%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-1.24%	5%	-3%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	-22.26%	1.5%	-24.7%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	42.72%	42%	42.72%
29	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than $100,000) (Cultural Affairs)	59.7%	55%	52.7%	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	83.3%	6.8%	100%	6.8%
	Government Performance & Financial Management					
32	Percentage of 311 calls answered within 90 seconds (311)	57.98%	70%	38.96%	70%	40%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	86.73%	96%	82.50%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	75%	68%	74%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	76%	50%	70%

VARIANCE NOTES

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

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

#3. DPD will work to improve this measure by implementing KPMG's staffing optimization models at all seven patrol stations. DPD's largest division (Northeast) is set to begin its staffing optimization schedule on September 16.

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

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

#9. Replacements and rehabilitation were below target in July 2020 because of less development and fewer outside agency projects than forecast. YTD performance is also slightly lower than forecast because DWU contract awards were postponed until August and September based on financial considerations related to COVID-19. DWU continues to anticipate a slowdown in development-generated utility work and productivity constraints for procurements due to COVID-19, as reflected in its lower year-end forecast.

#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 between October and December, and 2) alternate work schedules and limited staff as a result of COVID-19. Performance increased to 98.2% in July, 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 13.7 as a result.

#14. TRN continues to focus on maximizing work shifts of available drivers to improve signal response times.

#15. Although the current target is 4,167, 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. ECO anticipates a year-end total of 4,136 jobs based on agenda items scheduled for City Council consideration in August and September.

#16. HOU has received fewer applications than anticipated and fewer prequalified participants are moving forward with home purchases. HOU is currently seeking approval from the City Council for program changes to increase participation.

#17. Although completion of an apartment complex has been delayed, reducing the total number of units occupied, single-family development is on track with projections. HOU anticipates 120 homes will be sold by year-end.

#19. Performance has been impacted by system reporting issues such as after-hours and duplicate service requests (inspection reminders reported as inspections). DEV continues to improve its process to accurately report data and anticipates improvement in August.

#21. Encampment resolutions halted in March in accordance with CDC guidance on operations related to COVID-19. Resolutions resumed July 13 with an emphasis on repetitive cleaning and outreach efforts.

VARIANCE NOTES

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

#23. Single-family rental property inspections have been impacted by COVID-19 Amended Emergency Regulation (AER) inspection efforts. Code Officer schedules are dedicated to COVID-19 education, responding to 311 service requests, and multifamily rental inspections.

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

#26. DAS 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 3% increase in bites 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.

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

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

#31. Due to COVID-19 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. Major factors contributing to low performance include, but are not limited to: (1) an unusually high number of agents out due to COVID-19 testing or illness, (2) difficulty filling vacancies, complicated by social distancing requirements, and (3) an increase in incoming call volume, due in part to COVID-19, bulk trash changes, and DWU's resumption of its utility cutoff process). To shorten wait times, 311 has implemented standard "all hands" procedures, which require managers and quality assurance agents to assist with calls during peak volumes. 311 is working with HR to fill vacancies as quickly as possible, and technology improvements to improve the customer experience should be complete in 10-12 weeks.

#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 continues to redeploy 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.

7	27	6	0
Complete	On Target	At Risk	Canceled

In the Spotlight

Data Academy Graduates

- Training and Capstone Projects Complete

Name		
Whitney Hanson	Heather Murphy	Catherine Lee
Timothy Brown	Lorenzo Villa	Shaji Joseph
Maryam Daneshparvar	Bashu Bhatta	Alex Reyes
Susan Seitz	Khurram Qadri	Don Spear
Takele Dinka	Daryl Scott	Karen Holloway
Cosmin Spiridon	Javier Ramon	Isabel Huerta
Maria Durcanska	Hari Madeti	Audrey Mutai
Kimberly Mackey	Madeline Bruner	Heather Lepeska

CITY OF DALLAS OFFICE OF INNOVATION

On August 28th, the Office of Innovation hosted its first Data Academy graduation. Participants completed several months of instruction and project work, covering spreadsheet software, queries, data visualization, coding, and more. The aim is for participants to bring back their new data skills to their departments, where they can help foster a data-driven approach to service.

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.

DFR has hired 65 firefighters, and attrition is 52. 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 and DPD 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 Half the PPE sets have been delivered, and the remaining sets are scheduled to arrive throughout September. The City Council will consider the SCBA contract on August 26.

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 485 complaints as of July 31 and provided an overview of these complaints to the Community Police Oversight Board (CPOB). OCPO is developing job descriptions to better align its staff with the goals of community police oversight, identifying candidates to train board members on relevant topics, 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 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 $7.24 million in projects, including asphalt and concrete improvements at the MLK, Jr. Community Center, foundation and wall repairs at the Janie C. Turner Recreation Center, a roof replacement at the Northwest Patrol substation, and roof and building repairs at the Southwest Patrol substation.

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 PBW has expended 77% of the $1 million in the bridge fund for FY 2019-20. The department anticipates submitting the bridge management contract for City Council approval on September 23, 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 about 530 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 Traffic Signal team has filled one Engineer Assistant position and training is underway. Installation will ramp up as TRN fills open positions and trains new employees. 32 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 July 31, DWU has replaced or rehabilitated 28.59 miles of water main and 21.24 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 July, DWU conducted debris removal maintenance at 234 locations (including 58 channels), resulting in the removal of approximately 13,776 cubic yards of debris. DWU has also completed 2,955 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 HOU posted a standing NOFA in August. The NOFA is an open application, and funds will be awarded as available. If funds are not available, HOU will work with developers to obligate future funds when possible.

MEASURE Percent increase in affordable housing units available

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

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

STATUS The B.U.I.L.D. website is live at dallasbuilds.org with resources for entrepreneurs to grow their startup, small business, or nonprofit venture. More than 400 business support organizations (BSOs) have been added to the website, and more than 150 have verified their accounts. OBD will begin business outreach next month.

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 have awarded 64 grants and seven loans, for a total of more than $750,000 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 the ECO Committee on the comprehensive land use plan and a concurrent area planning program on September 8. The City Plan Commission (CPC) is considering establishment of a new standing committee to oversee the update on September 17. A consultant contract to update the comprehensive plan is scheduled for City Council consideration on September 23.

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 July 31, 80% of Bryan's House clients 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 with a diverse panel of community and City leaders.

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 September 23.

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 75% 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 June 30, DAS responded to 96.5% 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 June 30, DAS has increased calls closed during overnight hours on weekends by 55%.

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. With the restrictions, pop-up programming has pivoted to take-home art kits for families in partnership with OCC and LIB, music and art activities for seniors in partnership with PKR as part of the drive-thru Popsicle in the Park program, and virtual summer programs for students and families.

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 working with the ENV Committee chair and the City Manager to convene a Stakeholder Advisory Committee to advise on CECAP implementation. They are also developing a draft work plan for the remainder of FY 2019-20 and FY 2020-21.

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 anticipates beginning virtual interviews in August and selecting candidates by September.

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 The Contract Management team is completing implementation of the enterprise contract management system in Bonfire. The team has also trained more than 270 staff in D-COR Level 1 and is now providing Level 2 training.

MEASURE Percent decrease in audit findings

36 Fleet Management

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

STATUS EFM has ordered 310 units for 16 departments this fiscal year. Staff are 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 approved eight technology requests at its July 23 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 awaiting final contract approval from the City Attorney's Office for Skillsoft to provide biennial ethics training content. Training will be conducted through the end of October and include the code of ethics, ethical dilemmas, how to report, and other topics.

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 On August 28, the City hosted its first Data Academy graduation. Employees in this cohort completed formal training in spreadsheet software, queries, data visualization, and coding. To complete the training, participants were required to complete a capstone project, which they presented to the City Manager, other City leadership, and data industry experts.

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.

2	7	3	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 security assessment of City facilities and the dashboard are complete, as well as training on how to use the dashboard. The remaining items—developing a Citywide security standard and a security awareness program for staff, along with final presentations—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 The project is on track to go live in October 2022 (originally December 2020). Of the 32 planned sites, 18 are near completion, seven are in progress, and seven are awaiting ILA approval. Three of these are a collaboration with the GMRS Radio Consortium to expand coverage in eastern Dallas County while reducing construction costs.

9 911 Operations Center

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

STATUS COVID-19 restrictions delayed electrical work and installation of network cabling. However, the backup location is operational and in use by DPD, DFR, and 911. EBS and the ITS Network team are completing the remaining work now so the final call-taking stations can be installed and configured, completing the project.

Mobility Solutions, Infrastructure, & Sustainability

13 Bike Lanes

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

STATUS The Highland Road project is in progress.

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 Tagging is complete at all 28 branch locations, and only two floors remain at the Central Library. LIB, ITS, and the vendor continue to finalize software testing and equipment installation.

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 September 4 range from 50.51% to 69.89%. Census staff, Census Bureau Partnership Specialists, and the City's Census vendor are working with volunteers and partners to ensure a greater response rate by the September 30 deadline.

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 About 85% of contracted tasks are near completion, and the City has asked the contractor to add four buildings to the ADA transition plan. The ADA reviews of these additional buildings are scheduled to be complete the last week of August.

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 OBD briefed the City Council on the A&D Study findings and recommendations on August 5. The City Council will consider updates to the Business Inclusion and Development policy on September 23.

43 Compensation Study

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

STATUS HR is securing a vendor to develop a job description template using job content, career ladders, job families, and compensable factor language and link job documentation from the PAQs to the City's JDExpert database.

44 Workday HR/Payroll System

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

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