Memorandum

CITY OF DALLAS

DATE January 22, 2021

TO Honorable Members of the Government Performance and Financial Management Committee: Cara Mendelsohn (Chair), Jennifer S. Gates (Vice Chair), Deputy Mayor Pro Tem B. Adam McGough, Adam Bazaldua, and Casey Thomas, II

SUBJECT **Budget Accountability Report—November 2020**

Please find attached the first Budget Accountability Report (BAR) of FY 2020-21 based on information through November 30, 2020. The BAR combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report. Beginning this year, we have "raised the BAR" once again by adding a section to the FFR with selected economic indicators that influence the City's budget and forecasts, such as sales tax collections, building permit activity, and event bookings at the Kay Bailey Hutchison Convention Center.

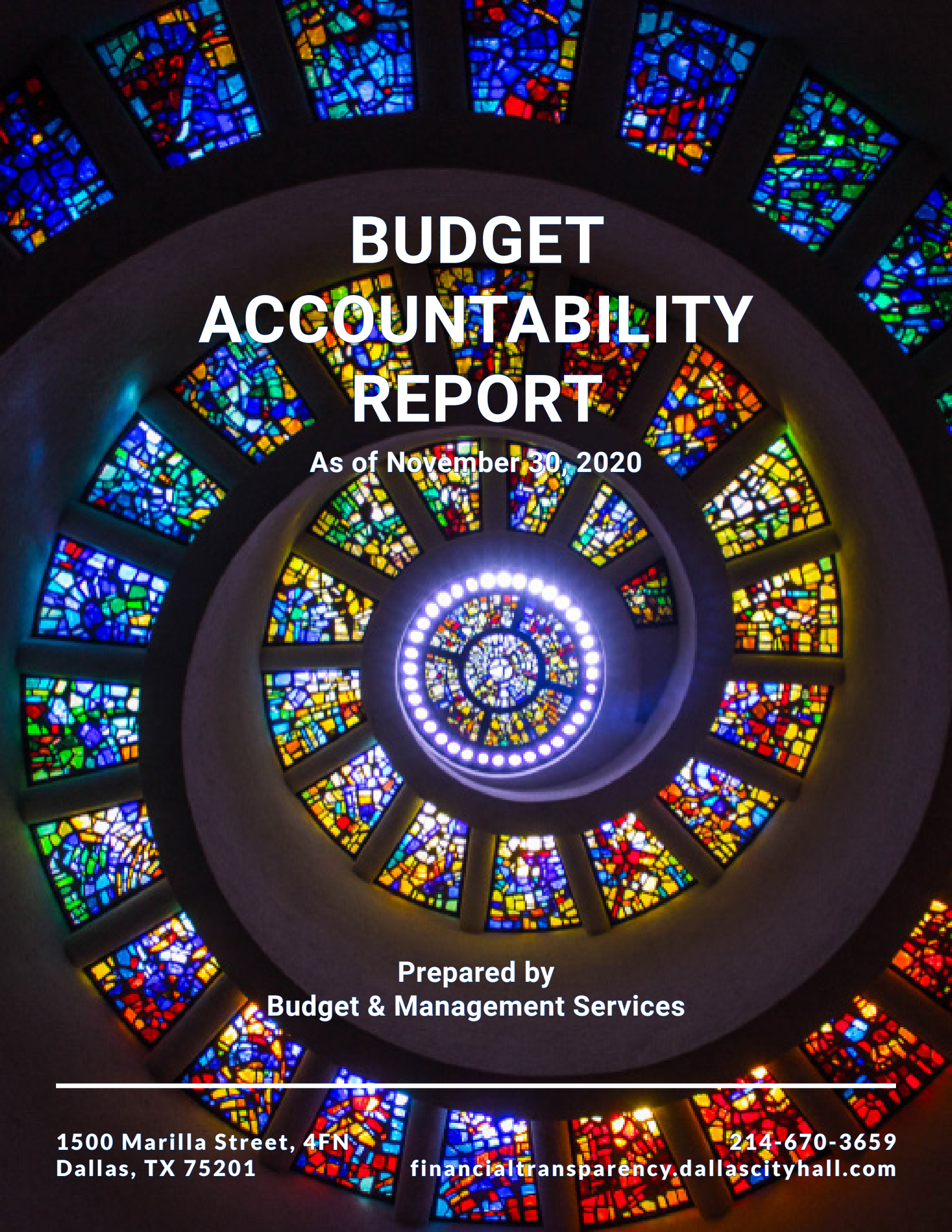
Please note that next month's BAR (through December 31, 2020) will include details on the impact, if any, of unfunded COVID-19 testing and vaccination initiatives that Emergency Management is coordinating, as well as the forecasted expense for the shingle cleanup being managed by Sanitation Services at the former Blue Star Recycling facility. We are also monitoring sales tax receipts closely and will update the forecast in the December BAR if appropriate.

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

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: Honorable Mayor and Members of City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



BUDGET ACCOUNTABILITY REPORT

As of November 30, 2020

Prepared by
Budget & Management Services

1500 Marilla Street, 4FN
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	26.2% under budget	26.2% under budget
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

Dallas 365

Year-to-Date	Year-End Forecast
26 On Target	30 On Target
3 Near Target	0 Near Target
6 Not on Target	5 Not on Target

Budget Initiative Tracker

2 Complete	1 At Risk
32 On Track	0 Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through November 30, 2020, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 23, 2020, effective October 1, 2020, through September 30, 2021. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2021. The variance is the difference between the FY 2020-21 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

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

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	$235,992,351	$235,992,351		$235,992,351	$0
Revenues	1,437,039,483	1,437,039,483	138,784,351	1,436,790,323	(249,160)
Expenditures	1,437,039,483	1,437,039,483	65,964,723	1,439,459,412	2,419,928
Ending Fund Balance	$235,992,351	$235,992,351		$233,323,263	($2,669,087)

Fund Balance. As of November 30, 2020, the beginning fund balance for the adopted and amended budget and YE forecast reflects the FY 2019-20 unaudited unassigned ending fund balance as projected during budget development (July 2020). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2019-20 audited statements become available in April 2021.

Revenues. Through November 30, 2020, General Fund revenues are projected to be $249,000 under budget due to lost revenues from the Moody Performance Hall and Majestic Theater. This is partially offset by (1) an unbudgeted legal settlement with the AT&T Performing Arts Center for legal expenses incurred by the City and (2) unbudgeted fleet auction sales by Dallas Fire-Rescue (DFR).

Expenditures. Through November 30, 2020, General Fund expenditures are projected to be $2,420,000 over budget primarily due to DPD uniform overtime, which is partially offset by salary savings from vacant civilian positions.

FY 2020-21 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax	$825,006,993	$825,006,993	$50,785,997	$825,006,993	$0
Sales Tax	296,324,365	296,324,365	50,618,858	296,324,365	0
Franchise and Other	115,907,401	115,907,401	23,582,792	115,907,401	0
Charges for Services[1]	105,618,133	105,618,133	8,163,268	104,706,816	(911,317)
Fines and Forfeitures	23,554,646	23,554,646	3,084,453	24,392,385	837,739
Operating Transfers In	42,410,021	42,410,021	0	42,410,021	0
Intergovernmental	12,111,533	12,111,533	0	11,595,463	(516,070)
Miscellaneous[2]	6,716,212	6,716,212	2,194,121	7,062,171	345,959
Licenses and Permits	5,023,871	5,023,871	201,823	5,018,400	(5,471)
Interest	4,366,308	4,366,308	153,040	4,366,308	0
Total Revenue	$1,437,039,483	$1,437,039,483	$138,784,351	$1,436,790,323	($249,160)

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 Charges for Services. Charges for services are forecast to be $911,000 under budget primarily due to projected losses of $150,000 in Library (LIB) revenue and $546,000 in revenue from Moody Performance Hall and Majestic Theater due to COVID-19 restrictions. Additionally, revenues associated with the Perot Museum lease are projected to be $186,000 under budget.

2 Miscellaneous. Miscellaneous revenues are forecast to be $346,000 over budget primarily due to (1) an unbudgeted legal settlement with the AT&T Performing Arts Center for legal expenses incurred by the City and (2) unbudgeted fleet auction sales by DFR.

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	$241,523,414	$241,542,350	$0	$237,679,426	($3,862,924)
Civilian Overtime	7,514,598	7,564,598	0	8,009,114	444,516
Civilian Pension	33,844,770	33,910,354	0	33,482,972	(427,382)
Uniform Pay	481,652,999	481,652,999	0	481,652,999	0
Uniform Overtime	30,835,323	30,835,323	0	35,510,323	4,675,000
Uniform Pension	167,665,603	167,665,603	232,096	167,665,603	0
Health Benefits	72,562,299	72,555,086	0	72,555,086	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,744,994	0	11,642,447	(102,547)
Total Personnel Services[1]	1,064,314,878	1,064,448,861	232,096	1,065,175,524	726,663
Supplies	74,443,068	74,459,001	7,624,175	75,059,465	600,464
Contractual Services	405,650,955	402,751,405	57,214,577	403,326,231	574,826
Capital Outlay	11,244,563	13,873,563	904,861	13,873,563	0
Reimbursements	(118,613,981)	(118,493,346)	(10,986)	(117,975,371)	517,975
Total Expenditures	$1,437,039,483	$1,437,039,483	$65,964,723	$1,439,459,412	$2,419,928

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 $727,000 over budget primarily due to overtime for DPD uniform employees, which is partially offset by salary savings associated with vacant civilian positions.

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure by Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Budget and Management Services	$4,172,709	$4,172,709	$54,030	$4,172,709	$0
Building Services	23,397,410	23,397,410	2,683,507	23,397,410	0
City Attorney's Office	16,978,300	16,978,300	166,993	16,949,402	(28,898)
City Auditor's Office	3,123,860	3,123,860	177,314	3,081,072	(42,788)
City Controller's Office	8,004,574	8,004,574	230,245	8,004,574	0
Independent Audit	945,429	945,429	0	945,429	0
City Manager's Office	2,918,134	2,918,134	21,411	2,918,134	0
City Secretary's Office	2,886,027	2,886,027	183,762	2,886,027	0
Elections	1,106,896	1,106,896	1,308	1,106,896	0
Civil Service	2,946,744	2,946,744	66,559	2,946,744	0
Code Compliance	32,209,414	32,209,414	660,860	32,209,414	0
Court and Detention Services	23,811,595	23,811,595	915,169	23,637,558	(174,037)
Jail Contract	9,547,117	9,547,117	0	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	622,303	15,285,855	(29,114)
Dallas Fire-Rescue	315,544,933	315,544,933	4,745,263	315,544,933	0
Dallas Police Department[1]	513,535,030	513,535,030	8,683,080	518,452,804	4,917,774
Housing and Neighborhood Revitalization[2]	3,587,062	3,587,062	152,446	3,370,228	(216,834)
Human Resources	6,055,192	6,055,192	127,980	6,040,931	(14,261)
Judiciary	3,663,199	3,663,199	49,817	3,663,199	0
Library	32,074,999	32,074,999	1,922,467	31,818,404	(256,595)
Management Services					
311 Customer Service Center	4,639,768	4,639,768	154,085	4,637,666	(2,102)
Communications, Outreach, and Marketing	2,295,750	2,295,750	35,046	2,272,356	(23,394)
Emergency Management Operations	1,152,959	1,152,959	58,369	1,152,959	0
Office of Community Care	8,415,504	8,415,504	81,216	8,415,504	0
Office of Community Police Oversight	545,133	545,133	3,637	540,428	(4,705)
Office of Environmental Quality and Sustainability	4,247,434	4,247,434	250,132	4,175,388	(72,046)
Office of Equity and Inclusion	2,401,046	2,401,046	70,613	2,401,046	0
Office of Government Affairs	937,370	937,370	59,169	899,503	(37,867)
Office of Historic Preservation	728,797	728,797	4,645	698,450	(30,347)
Office of Homeless Solutions	12,364,516	12,364,516	192,506	12,364,516	0
Office of Integrated Public Safety Solutions	3,393,814	3,393,814	1,952	3,332,202	(61,612)
Mayor and City Council	5,140,653	5,140,653	65,535	5,140,654	0
Non-Departmental	113,461,571	113,461,571	1,691,309	113,461,571	0
Office of Arts and Culture	20,204,697	20,204,697	4,114,251	19,987,071	(217,626)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	46,969	1,261,913	0
Office of Economic Development	5,442,727	5,442,727	92,526	5,415,928	(26,799)
Park and Recreation	94,313,446	94,313,446	7,008,503	94,313,446	0
Planning and Urban Design	3,312,735	3,312,735	41,723	3,236,091	(76,644)
Procurement Services	3,018,085	3,018,085	51,131	3,008,170	(9,915)
Public Works[3]	76,141,197	76,141,197	25,893,133	75,171,216	(969,981)
Sustainable Development and Construction	1,868,980	1,868,980	51,829	1,868,980	0
Transportation	43,105,575	43,105,575	4,531,928	42,903,293	(202,282)
Total Departments	$1,430,217,263	$1,430,217,263	$65,964,723	$1,432,637,192	$2,419,928
Financial Reserves	0	0	0	0	0
Liability/Claims Fund Transfer	4,822,220	4,822,220	0	4,822,220	0
Salary and Benefit Stabilization	2,000,000	2,000,000	0	2,000,000	0
Total Expenditures	$1,437,039,483	$1,437,039,483	$65,964,723	$1,439,459,412	$2,419,928

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 Dallas Police Department. DPD is projected to be $4,918,000 over budget due to increased overtime for sworn positions associated with a focused effort on crime suppression efforts in the first quarter. City leadership and the new Police Chief will evaluate the current trajectory and recommend changes as needed going forward.

2 Housing and Neighborhood Revitalization. HOU is projected to be $217,000 under budget due to salary savings associated with vacant positions.

3 Public Works. PBW is projected to be $970,000 under budget primarily due to salary savings associated with 120 vacant positions.

FY 2020-21 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
AVIATION					
Beginning Fund Balance	$0	$0		$0	$0
Total Revenues	112,758,320	112,758,320	19,463,029	112,758,320	0
Total Expenditures	112,758,320	112,758,320	9,829,300	112,758,320	0
Ending Fund Balance	$0	$0		$0	$0
CONVENTION AND EVENT SERVICES[1]					
Beginning Fund Balance	$57,091,833	$57,091,833		$57,091,833	$0
Total Revenues	85,832,581	85,832,581	5,202,414	63,324,298	(22,508,283)
Total Expenditures	85,832,581	85,832,581	1,798,287	63,324,298	(22,508,283)
Ending Fund Balance	$57,091,833	$57,091,833		$57,091,833	$0
MUNICIPAL RADIO					
Beginning Fund Balance	$685,965	$685,965		$685,965	$0
Total Revenues	1,911,000	1,911,000	176,532	1,911,000	0
Total Expenditures	1,875,612	1,875,612	361,980	1,873,374	(2,238)
Ending Fund Balance	$721,353	$721,353		$723,591	$2,238
SANITATION SERVICES[2]					
Beginning Fund Balance	$33,204,530	$33,204,530		$33,204,530	$0
Total Revenues	127,068,910	127,068,910	22,444,158	125,824,629	(1,244,281)
Total Expenditures	128,413,418	128,413,418	3,807,385	128,413,418	0
Ending Fund Balance	$31,860,022	$31,860,022		$30,615,741	($1,244,281)
STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES					
Beginning Fund Balance	$9,918,699	$9,918,699		$9,918,699	$0
Total Revenues	66,355,747	66,355,747	11,260,884	66,368,747	13,000
Total Expenditures	66,329,747	66,329,747	1,309,503	66,329,747	0
Ending Fund Balance	$9,944,699	$9,944,699		$9,957,699	$13,000
SUSTAINABLE DEVELOPMENT AND CONSTRUCTION					
Beginning Fund Balance	$47,421,969	$47,421,969		$47,421,969	$0
Total Revenues	33,644,751	33,644,751	4,571,093	33,644,751	0
Total Expenditures	36,544,104	36,544,104	1,489,414	36,544,104	0
Ending Fund Balance	$44,522,616	$44,522,616		$44,522,616	$0
WATER UTILITIES[3]					
Beginning Fund Balance	$140,647,348	$140,647,348		$140,647,348	$0
Total Revenues	692,146,200	692,146,200	105,535,325	682,426,037	(9,720,163)
Total Expenditures	714,778,341	714,778,341	57,421,447	707,829,146	(6,949,195)
Ending Fund Balance	$118,015,207	$118,015,207		$115,244,239	($2,770,968)

FY 2020-21 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
INFORMATION TECHNOLOGY					
Beginning Fund Balance	$5,590,116	$5,590,116		$5,590,116	$0
Total Revenues	84,372,061	84,372,061	12,576,435	84,372,061	0
Total Expenditures	85,013,099	85,013,099	17,321,796	84,704,982	(308,117)
Ending Fund Balance	$4,949,078	$4,949,078		$5,257,195	$308,117
RADIO SERVICES					
Beginning Fund Balance	$1,039,213	$1,039,213		$1,039,213	$0
Total Revenues	12,843,519	12,843,519	1,969,941	12,843,519	0
Total Expenditures	13,423,481	13,423,481	696,558	13,423,481	0
Ending Fund Balance	$459,251	$459,251		$459,251	$0
EQUIPMENT AND FLEET MANAGEMENT					
Beginning Fund Balance	$12,006,161	$12,006,161		$12,006,161	$0
Total Revenues	54,714,940	54,714,940	3,617	54,714,940	0
Total Expenditures	56,069,040	56,069,040	2,722,405	56,069,040	0
Ending Fund Balance	$10,652,061	$10,652,061		$10,652,061	$0
EXPRESS BUSINESS CENTER					
Beginning Fund Balance	$4,120,084	$4,120,084		$4,120,084	$0
Total Revenues	2,593,790	2,593,790	421,826	2,593,790	0
Total Expenditures	2,080,890	2,080,890	229,173	2,080,890	0
Ending Fund Balance	$4,632,984	$4,632,984		$4,632,984	$0
OFFICE OF BOND AND CONSTRUCTION MANAGEMENT					
Beginning Fund Balance	$0	$0		$0	$0
Total Revenues	23,074,750	23,074,750	2,050	22,208,492	(866,258)
Total Expenditures	23,074,750	23,074,750	447,424	22,208,492	(866,258)
Ending Fund Balance	$0	$0		($0)	$0

FY 2020-21 Financial Forecast Report

OTHER FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	$5,843,389	$5,843,389		$5,843,389	$0
Total Revenues	12,017,444	12,017,444	1,838,103	12,017,444	0
Total Expenditures	16,126,922	16,126,922	3,276,763	16,126,922	0
Ending Fund Balance	$1,733,911	$1,733,911		$1,733,911	$0
DEBT SERVICE					
Beginning Fund Balance	$43,627,241	$43,627,241		$43,627,241	$0
Total Revenues	319,810,380	319,810,380	18,696,742	319,810,380	0
Total Expenditures	316,672,860	316,672,860	0	316,672,860	0
Ending Fund Balance	$46,764,761	$46,764,761		$46,764,761	$0
EMPLOYEE BENEFITS					
City Contributions	99,503,000	99,503,000	0	99,503,000	0
Employee Contributions	29,341,804	29,341,804	28,641	29,341,804	0
Retiree	27,290,950	27,290,950	2,302,179	27,290,950	0
Other	0	0	529	529	529
Total Revenues	156,135,754	156,135,754	2,331,350	156,136,283	529
Total Expenditures	163,814,169	163,814,169	15,067,217	164,604,081	789,912

Note: FY 2020-21 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

RISK MANAGEMENT					
Worker's Compensation	23,001,180	23,001,180	4,936	23,001,180	0
Third Party Liability	13,784,533	13,784,533	0	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	0	7,480,093	0
Interest and Other	0	0	8,759	8,759	8,759
Total Revenues	44,265,806	44,265,806	13,695	44,274,565	8,759
Total Expenditures	47,212,601	47,212,601	10,187,115	47,212,601	0

Note: FY 2020-21 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2020, the YE forecast beginning fund balance represents the FY 2019-20 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2020-21 amended beginning fund balance after FY 2019-20 audited statements become available in April 2021. 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 Convention and Event Services. CCT revenues are projected to be $22,508,000 under budget due to various event cancellations as a result of COVID-19. CCT expenses are also projected to be $22,508,000 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.

2 Sanitation Services. SAN revenues are projected to be $1,244,000 under budget due to decreased landfill activity by non-contract customers. SAN anticipates the use of fund balance to offset lost revenue.

3 Water Utilities. DWU revenues are projected to be $9,720,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority (SRA) settlement. DWU expenses are projected to be $6,949,000 under budget primarily due to salary savings and decreased street rental payments. DWU anticipates the further use of fund balance to offset additional lost revenue.

FY 2020-21 Financial Forecast Report

GENERAL OBLIGATION BONDS

2017 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	$533,981,000	$306,967,270	$80,407,128	$49,643,608	$176,916,534
Park and Recreation Facilities [B]	261,807,000	206,776,093	80,838,946	44,865,577	81,071,570
Fair Park [C]	50,000,000	35,854,549	22,627,357	4,893,189	8,334,004
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	3,590,167	2,390,444	16,503,701
Library Facilities [E]	15,589,000	15,589,000	11,072,084	3,450,294	1,066,621
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	5,073,167	8,370,983	526,454
Public Safety Facilities [G]	32,081,000	27,737,155	8,829,114	9,141,975	9,766,066
City Facilities [H]	18,157,000	12,720,154	4,406,865	1,544,940	6,768,349
Economic Development [I]	55,400,000	36,709,750	10,980,875	12,467,923	13,260,952
Homeless Assistance Facilities [J]	20,000,000	13,989,185	33,508	19,055	13,936,622
Total	$1,050,000,000	$692,798,072	$227,859,211	$136,787,989	$328,150,873

2012 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	$260,625,000	$265,630,488	$232,662,676	$21,931,383	$11,036,429
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	172,227,195	125,702,358	28,445,447
Economic Development [3]	55,000,000	55,000,000	34,040,252	9,501,031	11,458,717
Total	$642,000,000	$647,005,488	$438,930,122	$157,134,773	$50,940,593

2006 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	$390,420,000	$406,490,554	$375,190,062	$24,356,330	$6,944,161
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	269,887,457	23,876,898	48,992,811
Park and Recreation Facilities [3]	343,230,000	353,022,660	336,043,039	2,622,821	14,356,800
Library Facilities [4]	46,200,000	47,693,804	46,157,099	1,049,061	487,643
Cultural Arts Facilities [5]	60,855,000	63,556,770	59,701,870	2,742,955	1,111,946
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,900,186	1,724,782	8,735,268
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	1,452,418	0	47,582
Economic Development [8]	41,495,000	45,060,053	41,859,178	1,153,596	2,047,280
Farmers Market Improvements [9]	6,635,000	6,933,754	6,584,013	3,208	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	10,938,329	152,098	11,637,024
Court Facilities [11]	7,945,000	7,948,603	7,647,510	55,751	245,341
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,302,793	804,924	16,505
Total	$1,353,520,000	$1,398,175,273	$893,830,222	$409,376,158	$94,968,893

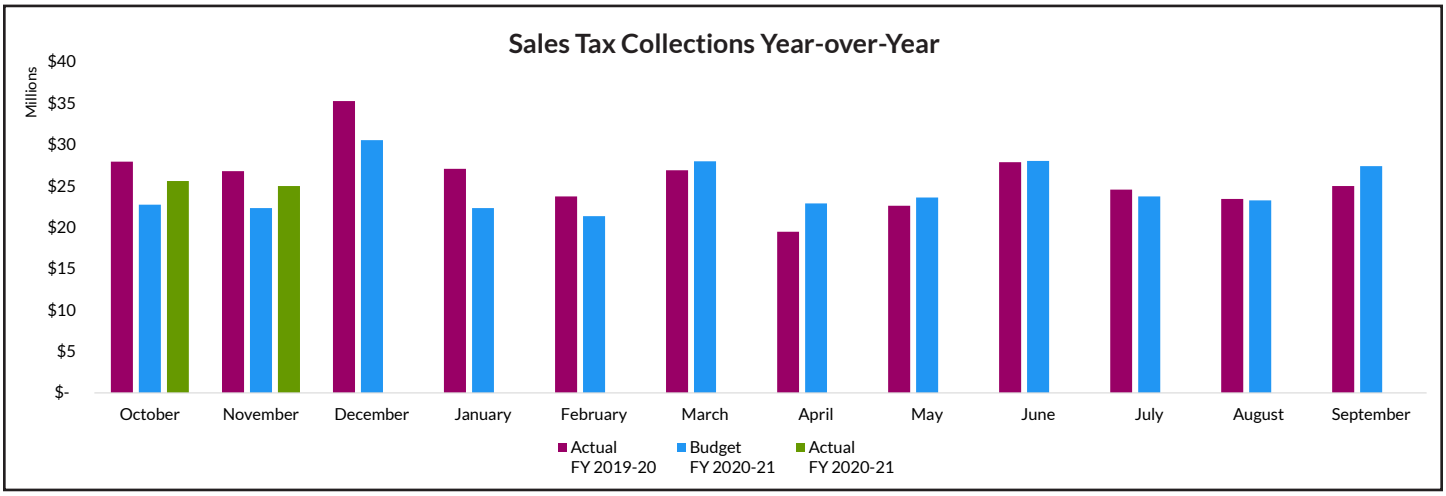
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

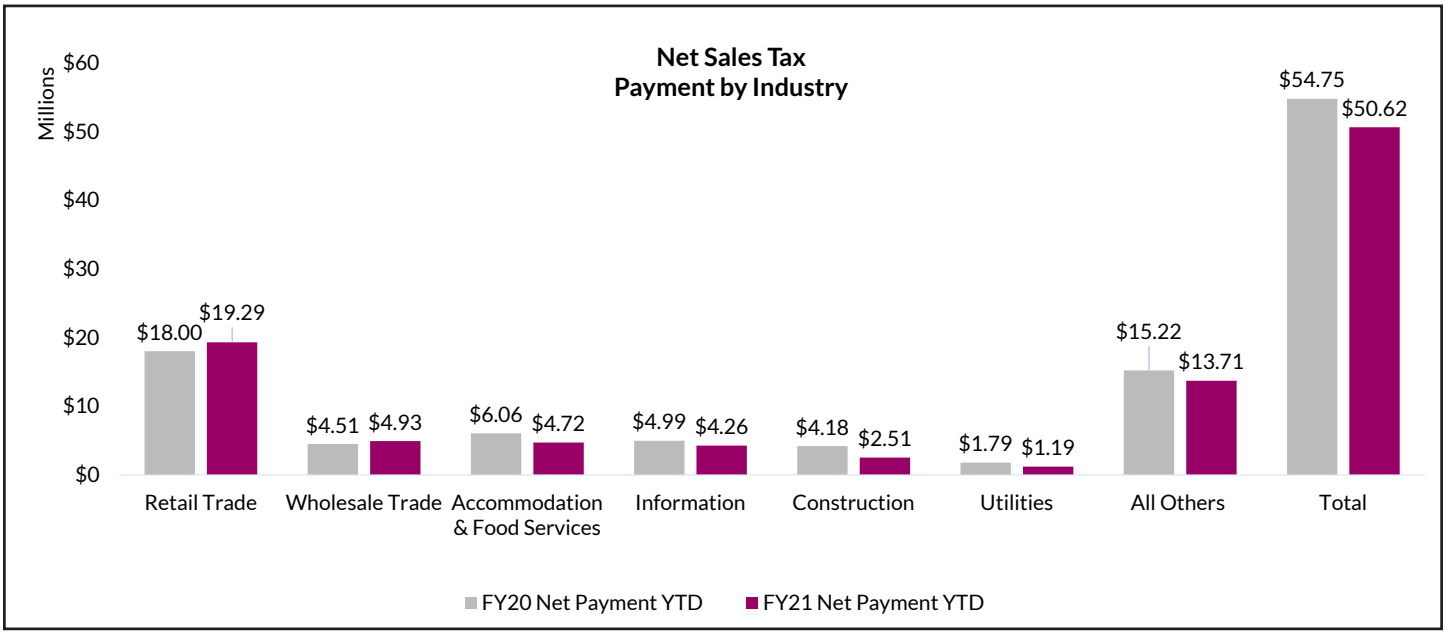
FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

The current sales tax rate is 8.25 percent—6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2019-20, the City received $310.7 million in sales tax revenue, but because of COVID-19 and the subsequent economic decline, we budgeted only $296.3 million for FY 2020-21. As of November 30, 2020, the forecast for sales tax revenue is at budget—we will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.





Note: Net sales tax payments by industry do not include the City's self-reported sales tax numbers.

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	**Nov FY21 over FY20**	**YTD FY21 over FY20**
Retail Trade	12%	7%
Wholesale Trade	13%	9%
Accommodation and Food Services	-22%	-22%
Information	-7%	-15%
Construction	-43%	-40%
Utilities	-19%	-33%
All Others	-17%	-10%
Total Collections	-7%	-8%

Retail Trade. Includes establishments engaged in selling (retailing) merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise, so retailers are organized to sell merchandise in small quantities to the general public.

Wholesale Trade. Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production.

Accommodation and Food Services. Includes establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

Information. Includes establishments engaged in (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

Construction. Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in this sector.

Utilities. Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

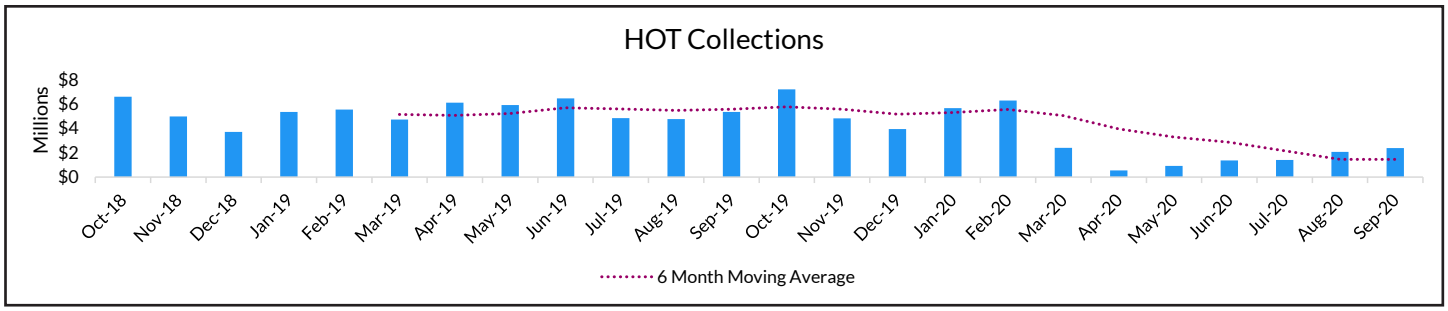
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

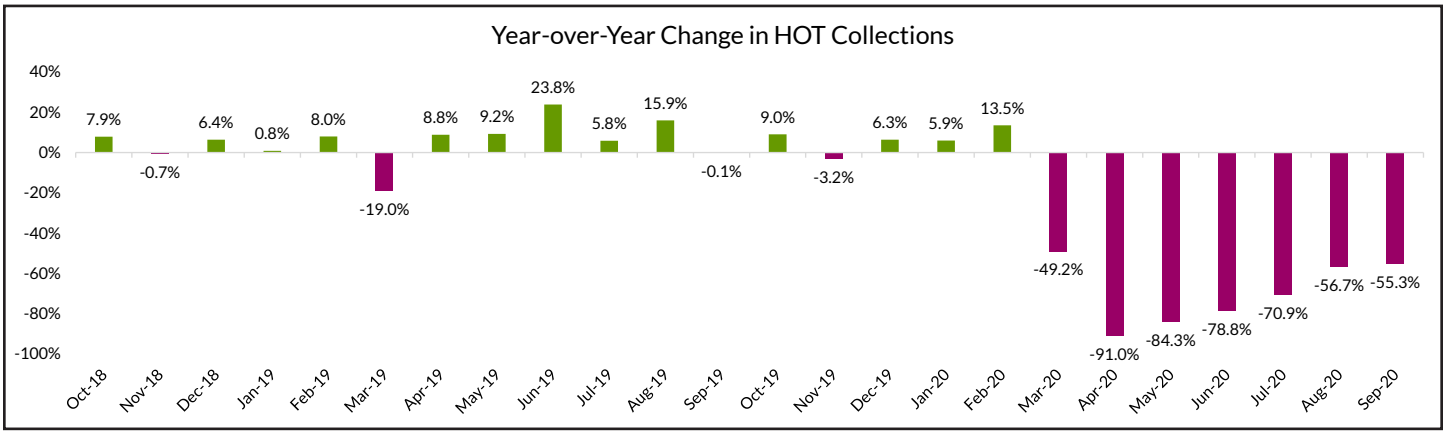
FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 13 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and seven percent goes to the City. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.





FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

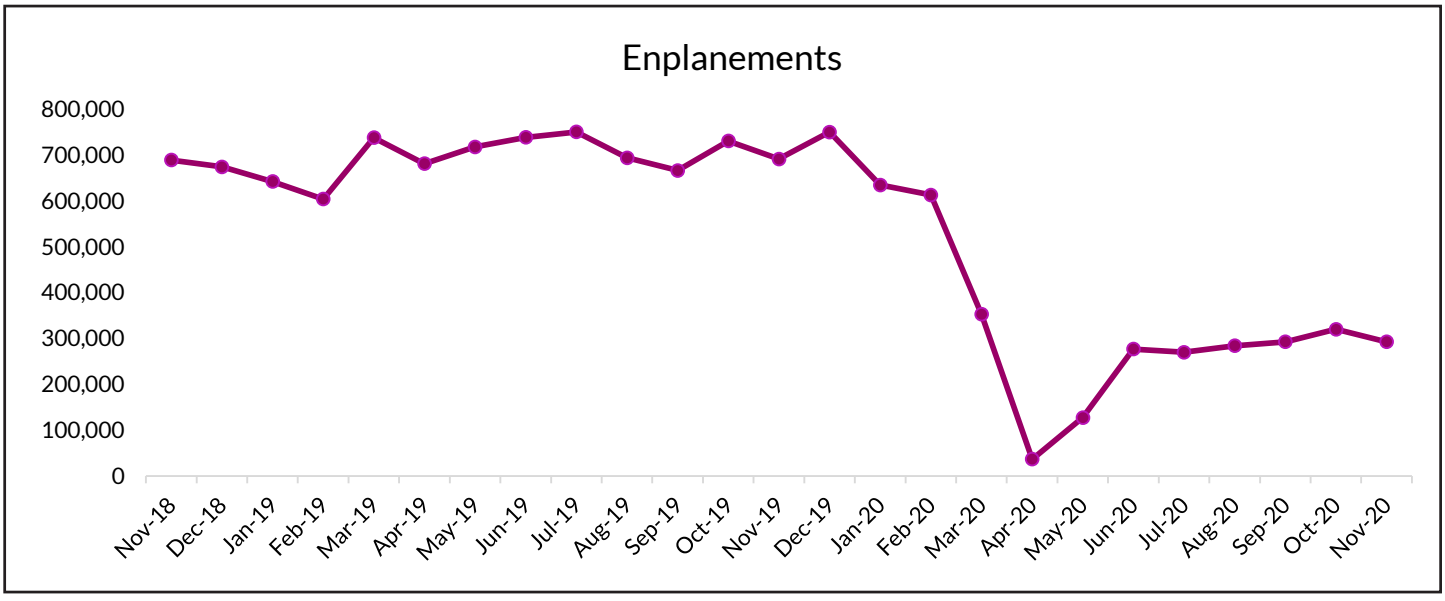
Convention Center Event Bookings

The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY19 Actual	FY20 Actual	FY21 Planned	FY21 Actual/Forecast
October	6	6	6	3
November	2	11	6	1
December	9	5	7	3
January	7	13	10	3
February	9	12	6	4
March	8	1	6	2
April	6	1	3	2
May	6	0	9	6
June	5	0	8	4
July	3	0	3	1
August	7	0	7	5
September	11	0	3	5
Total	79	49	74	39

Love Field Enplanements

An enplanement is when a revenue-generating passenger boards an aircraft. Enplanements are the most important air traffic metric because enplaned passengers directly or indirectly generate 80 percent of Aviation revenues. Typically, Aviation generates only 20 percent of total operating revenues from non-passenger-related activities.

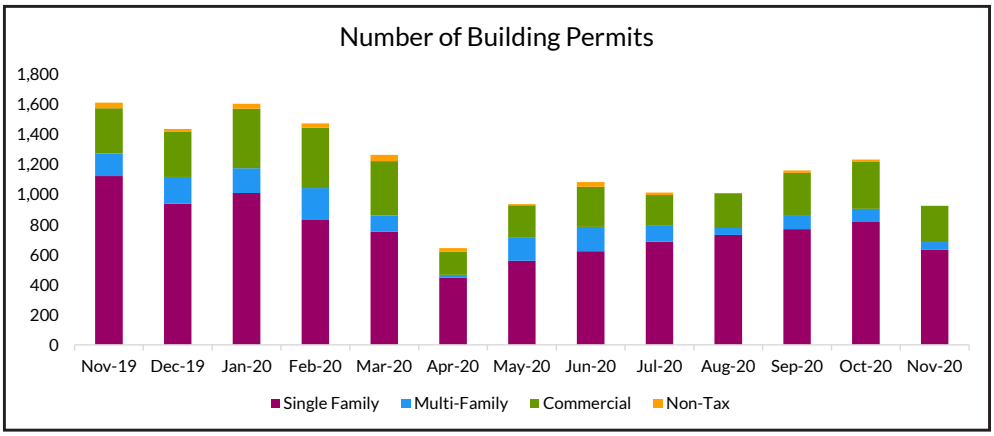


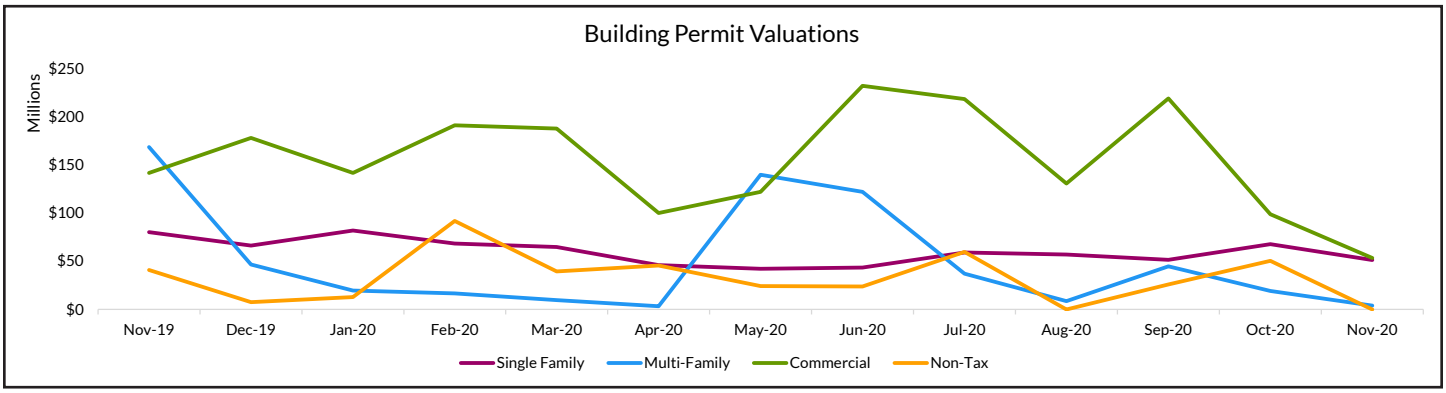
FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.

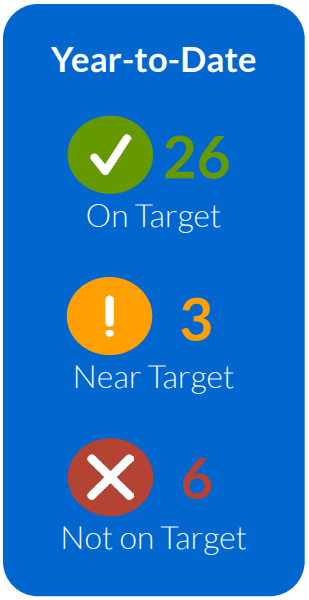


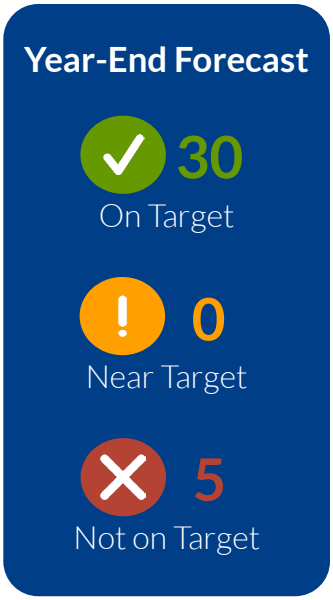


DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2019-20 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2021.





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

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Economic Development					
1	Percentage of dollars spent with local M/WBE businesses (Economic Development)	69.98%	65%	76.8%	65%	65%
2	Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem (Economic Development)	N/A	40%	85%	40%	55%
3	Percentage of single-family permits reviewed in three days (Sustainable Development)	N/A	85%	0%	85%	0%
4	Percentage of inspections performed same day as requested (Sustainable Development)	96.77%	98%	98%	98%	98%
	Environment & Sustainability					
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	0%	0%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	19.1%	19%	19.1%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	14	12.5	14
	Government Performance & Financial Management					
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	27%	75%	75%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	85.5%	70%	85.5%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Housing & Homeless Solutions					
10*	Average number of days to contract signing for Home Improvement and Preservation Program (HIPP) applications (Housing & Neighborhood Revitalization)	N/A	120	N/A	120	120
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	81%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	84%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	91%	80%	80%
	Public Safety					
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	91%	90%	90%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	90.9%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	58.54%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	71.3%	90%	85%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	1,999	375.9	1,999	2,139.0
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	9%	9%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	85%	70%	70%
	Quality of Life, Arts, & Culture					
21	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	N/A	25%	27%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	67%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	87.8%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	79.44%	85%	85%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	96.3%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	0%	0%	100%	20%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Transportation & Infrastructure					
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	69%	69%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.03%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	6%	6%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	98.3%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	93%	91%	91%
	Workforce, Education, & Equity					
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	66.1%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	25%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	0%	3%	80%	83%

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

VARIANCE NOTES

#3. As of January 11, DEV estimates residential permit review times at 10 weeks. Staff reviews plans to ensure they meet Dallas Development Code standards. The FY 2020-21 measure is based on estimated queue time to first plan review; required corrections and resubmittals add time to the this step. On February 10, City Council will consider awarding a consultant contract to improve the review process.

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

#8. Multiple system malfunctions and COVID-19 have adversely impacted response times. 311 anticipates improvement as they continue to implement technology enhancements, fill vacancies, and move agents from training to call-taking.

#10. HOU received HIPP applications October 17, 2020, and with the goal of 120 days to close, the department anticipates closings in February or March 2021.

#17. DPD has selected 20 new 911 call-takers who are in the background review process.

#18. DPD will work to reduce crimes against persons through initiatives outlined in the 2020 crime plan and the efforts of the violent crime task force.

#24. Checkouts were lower than anticipated in November, possibly because of the Thanksgiving holiday among other factors.

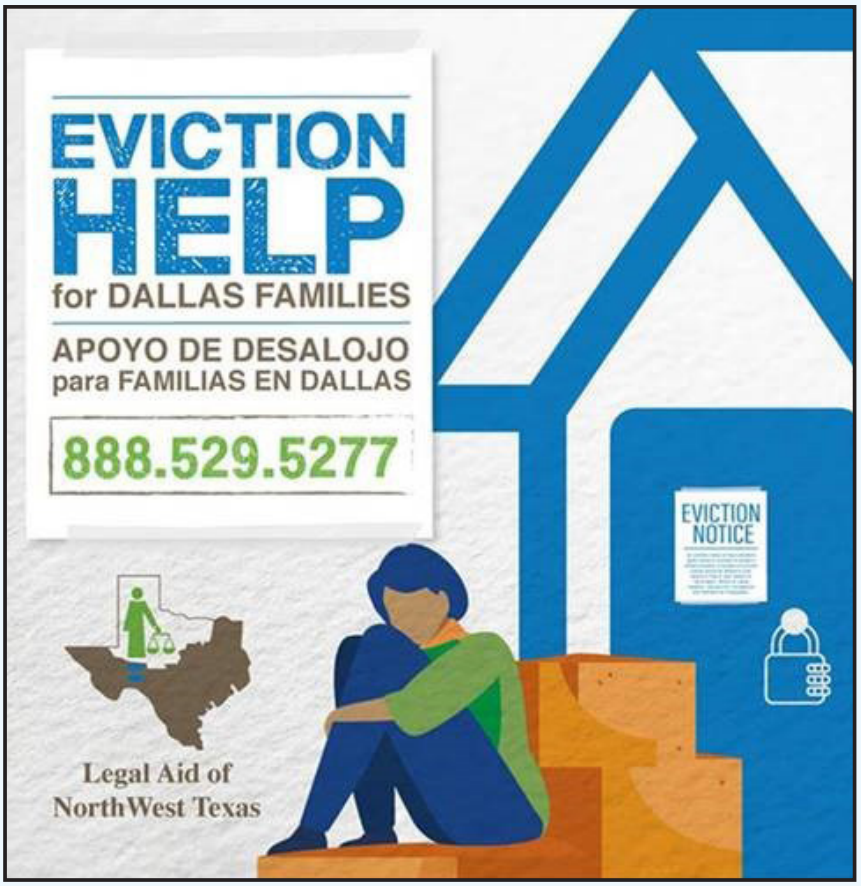
#27. Due to COVID-19 restrictions, PKR has limited its programs and services. PKR hopes to resume programming adapted to COVID restrictions in future months.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2020-21 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is "complete" (blue circle), "on track" for completion by the end of the fiscal year (green check mark), "at risk" of not being completed by the end of the fiscal year (yellow exclamation mark), or "canceled" (red x).

2	32	1	0
Complete	On Track	At Risk	Canceled

In the Spotlight



Equity & Inclusion and its nonprofit partner, Legal Aid of Northwest Texas, are connecting tenants facing eviction because of COVID-19 to resources ranging from housing assistance and direct legal services to financial education. Through the end of 2020, LANWT assisted 71 unduplicated households, including 51 making less than 80% of area median income and 33 with female heads of household. City Council awarded additional funds on January 13 to continue the program.

FY 2020-21 Budget Initiative Tracker

ECONOMIC DEVELOPMENT

1 Workforce Development

INITIATIVE Merge business and workforce development efforts into a single team that will collaborate with community and business stakeholders to prepare residents for emerging job growth sectors. (Economic Development)

STATUS ECO continues to bring employees together to align efforts and ensure no duplication. The team is also working with Community Care and local partners like the South Dallas Employment Project to implement this initiative.

2 B.U.I.L.D. Program

INITIATIVE Roll out the Broadening Urban Investment to Leverage Dallas (B.U.I.L.D.) program to strengthen small businesses and provide access to technical training, funding, mentorship, and capacity-building guidance. (Economic Development)

STATUS The City implemented B.U.I.L.D.'s first grant program for minority- and women-owned business enterprises (M/WBEs) in November 2020, awarding up to $3,000 each to 50 businesses. The awardees are completing the required technical assistance and business coaching to receive their funds by February 1.

ENVIRONMENT & SUSTAINABILITY

3 Environmental Action Plan

INITIATIVE Initiate the 48 actions and 137 milestones identified in the Comprehensive Environmental and Climate Action Plan (CECAP) for FY 2020-21. (Environmental Quality and Sustainability)

STATUS The RFCSP for the Urban Agriculture Plan is scheduled for January 2021, and OEQS received an initial report from the U.S. Department of Energy that supports development of the RFCSP for the community solar program. The team is also negotiating contracts for electric fleet conversion and a greenhouse gas inventory update. Additionally, OEQS has deployed air quality monitors deployed, and the Urban Forest Master Plan is substantially complete.

You can find more details on the CECAP, including the full work plan for FY 2020-21, at dallasclimateaction.com/cecap.

4 Brush & Bulky Trash Collection

INITIATIVE Streamline brush/bulky trash collection to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP. (Sanitation Services)

STATUS SAN aims to increase the amount of trash collected (in tons) per mile driven through this initiative, but this is a new measure for the department. SAN will collect baseline data in FY 2020-21 and report the measure quarterly in FY 2021-22. Currently the manually collected data does not appear to be consistent; the management team is working with the district offices to ensure data is collected accurately.

FY 2020-21 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

5 Language Equity

INITIATIVE Assist residents in their primary languages, which include Spanish, Vietnamese, Arabic, French, Burmese, Hindi, Korean, Swahili, and Mandarin, by recruiting four additional Spanish-speaking customer service agents and maintaining LanguageLine translation services. (311 Customer Service Center)

STATUS 311's goal for FY 2020-21 is to answer Spanish calls within five minutes. The average speed of answer (ASA) improved from 9:00 in October to 6:33 in November. The team will continue to focus on staffing and operational strategies to answer all calls as quickly as possible.

6 Data Analytics

INITIATIVE Build a new team that will harness the City's data to promote transparency and accessibility to the public and provide crucial insights that support better decision-making throughout the organization. (Data Analytics & Business Intelligence)

STATUS Hiring is in progress. Five new team members joined in January, and the office is interviewing for the remaining positions this quarter. Training begins in February.

7 Minimum Wage

INITIATIVE Lead by example by increasing the minimum wage for permanent, part-time, seasonal, and temporary City employees to $14 per hour in FY 2020-21. (Human Resources)

STATUS City Council approved the $14 minimum wage as part of adopting the FY 2020-21 budget. The increase took effect October 1, 2020.

HOUSING & HOMELESSNESS SOLUTIONS

8 Eviction Assistance

INITIATIVE Alleviate financial hardship through an eviction assistance program that connects tenants facing eviction to resources ranging from housing assistance and direct legal services to financial education. (Equity & Inclusion)

STATUS EQU partnered with Legal Aid of Northwest Texas to provide counseling and legal assistance to tenants facing eviction due to COVID-19. The office used CARES Act funding to operate the program through the end of 2020, assisting 71 individuals. City Council awarded additional funds on January 13 to continue the program.

9 Comprehensive Housing Policy

INITIATIVE Refine the Comprehensive Housing Policy to better meet residents' housing needs, including changing the terms of some loans from repayable to forgivable and creating a targeted home rehabilitation program. (Housing & Neighborhood Revitalization)

STATUS City Council adopted changes to the Targeted Rehabilitation Program (TRP), Home Improvement and Preservation Program (HIPP), and Dallas Homebuyers Assistance Program (DHAP) at the end of FY2019-20.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY

10 Environmental Design

INITIATIVE Reduce crime and improve quality of life by remedying environmental issues such as vacant lots, abandoned properties, substandard structures, and insufficient lighting. (Code Compliance, Transportation)

STATUS TRN is currently converting street lights on Malcolm X Blvd. CCS combined its closure team with the illegal dumping program outlined in BIT item #21, which is operational.

11 Police Mediation

INITIATIVE Strengthen accountability through the Office of Community Police Oversight by adding a mediation coordinator and intake specialist. (Community Police Oversight)

STATUS OCPO hired an intake specialist on November 2, and the process to hire the mediation coordinator is on track.

12 Intoxication Recovery Center

INITIATIVE Divert public intoxication cases from jail to a recovery services center staffed with case workers who will help individuals identify and manage substance use disorders. (Court and Detention Services)

STATUS CTS finished interviewing candidates for the Manager II position in December, and expects the selected candidate to begin in January. This individual will draft policies for the new program and begin onboarding the new team.

13 Fire-Rescue Response

INITIATIVE Augment our fire-rescue response by hiring 21 new firefighters to fully staff Station #59 (scheduled to open in September 2021) and operating a ladder truck at Station #18 to respond more efficiently to multi-story structure fires in downtown. (Fire-Rescue)

STATUS DFR hired 23 new members in the Fall 2020 class, with plans to hire additional members in the spring and summer to fully staff the new station and cover existing assignments while accounting for attrition. The ladder truck at Station #18 began operating August 14, 2020, and has responded to 841 emergency requests for service, including 104 reported/working structure fires.

14 RIGHT Care

INITIATIVE Expand the RIGHT Care program to five teams to avoid unnecessary hospitalization, arrests, and interactions between residents and law enforcement. (Integrated Public Safety Solutions)

STATUS The first expansion team is on track to launch on February 15; three additional teams will launch in March and April. DPD and DFR are prepared for all five teams to be fully operational in April. This is contingent on our partners—Parkland Health and Hospital Systems and the North Texas Behavioral Health Authority—hiring additional licensed clinicians and eight qualified mental health professionals for the communications center, respectively.

15 Mobile Crisis Response

INITIATIVE Form a mobile crisis response team to support police officers when residents need direct services such as food, housing, transportation, or shelter in cases of domestic violence. (Integrated Public Safety Solutions)

STATUS IPSS has created operating procedures, and Human Resources (HR) has posted the Manager III position.

16 Behavioral Health Care

INITIATIVE Remove barriers to behavioral health care in communities with limited or no access to these services to mitigate behavioral health crises. (Integrated Public Safety Solutions)

STATUS IPSS is researching the best form of programming available to ensure equal access to care.

17 Violence Interrupters

INITIATIVE Partner with community organizations to establish violence interrupters—credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods. (Integrated Public Safety Solutions)

STATUS IPSS has written and submitted the request for competitive sealed proposals (RFCSP) to Procurement Services for posting in January. HR has posted the project coordinator position.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY

18 21st Century Training

INITIATIVE Improve police training in alignment with the principles of 21st Century Policing by enhancing external review, expanding programs to reduce implicit bias, and requiring annual training in alternative solutions, de-escalation, and less-lethal tactics. (Police)

STATUS DPD is partnering with the Caruth Police Institute, a recognized center of excellence, and the Meadows Mental Health Policy Institute to implement Active Bystandership for Law Enforcement (ABLE) training. Project ABLE is an evidence-based education program designed to not only prevent harm but change the culture of policing. Train-the-trainer events will begin by the end of February, and multiple instructors from DPD, other area police agencies, and academic institutions will be certified as ABLE trainers.

All DPD officers are trained in less-lethal tactics, including taser and baton annual certification, de-escalation, and alternative force solutions.

19 Staffing Study Implementation

INITIATIVE Respond more efficiently to high-priority calls and free up resources for other efforts through continued implementation of staffing study recommendations, including transitioning 95 sworn positions to patrol and adding 95 non-sworn positions. (Police)

STATUS As of January 1, DPD has hired 24 of the 95 non-sworn positions and selected 53 additional candidates who are in the background check process.

20 Real-Time Crime Center

INITIATIVE Expand the Real-Time Crime Center team by adding 11 civilian crime intelligence analysts, for a total of 22 staff who analyze imaging and data in real time to proactively implement crime-fighting strategies. (Police)

STATUS Fifteen crime analysts are working at full capacity, and seven new hires are undergoing their background investigation as part of the hiring process.

FY 2020-21 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE

21 Illegal Dumping

INITIATIVE Target illegal dumping by investing $500,000 for Code Compliance to add three new mow/clean crews. (Code Compliance)

STATUS CCS hired two supervisors for the illegal dump team in November 2020, and HR will advertise nine additional positions on February 1. HR will also advertise four Code Officer positions in February that will assist in proactively identifying illegal dumps and work with the camera crew to place cameras in chronic dumping areas. CCS has also ordered equipment for the new crews and is updating Salesforce to report and track illegal dumping cases.

22 Digital Equity

INITIATIVE Continue bridging the digital divide by making additional mobile hot spots and Chromebooks available for checkout at select libraries. (Library)

STATUS LIB has 3,000 hot spots in circulation, including 2,100 deployed in December, and is waiting on Chromebook delivery.

23 Branch Libraries

INITIATIVE Open two state-of-the-art branch libraries at Vickery Park in Fall 2020 and Forest Green in Spring 2021. (Library)

STATUS Construction of the Vickery Park branch library was substantially complete in November, but furniture installation continues due to COVID-related delays. A soft opening is planned for January. Forest Green construction continues and is on schedule for completion in spring 2021.

24 Youth Recreation

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

STATUS Due to COVID-19 restrictions, PKR has limited its programs and services. PKR hopes to resume programming adapted to COVID restrictions in future months.

TRANSPORTATION & INFRASTRUCTURE

25 Facility Accessibility

INITIATIVE Increase accessibility for residents with disabilities by updating City facilities in compliance with the Americans with Disabilities Act. (Equity & Inclusion)

STATUS EQU aims to resolve 100% of high-priority barriers within two years of discovery. The Department of Justice rates all barriers as high, medium, or low priority—high-priority areas can cause the greatest harm to residents if unresolved. The ADA team is currently working with BSD and PBW to address high-priority barriers at 14 City facilities.

26 Infrastructure Equity

INITIATIVE Dedicate $32.4 million to make equitable investments in streets, alleys, sidewalks, and other infrastructure, including $8.6 million dedicated to underserved neighborhoods and near schools and senior centers. (Public Works)

STATUS PBW has completed 9.27 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects. This framework takes into account the predominant racial and ethnic group(s), socioeconomic status, and transportation access in a census tract with a focus on historically underrepresented communities of color, low-income neighborhoods, and areas without sidewalks.

27 Sidewalk Master Plan

INITIATIVE Increase accessibility for residents with disabilities by implementing the Sidewalk Master Plan with $9.4 million in bond funds. (Public Works)

STATUS Public Works has completed four sidewalk projects, and two more are under construction.

28 Bike Lanes

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

STATUS TRN plans to implement 1.1 miles of buffered bike lanes on West Commerce from Fort Worth Ave. to Riverfront Blvd. in the last week of January.

29 Water/Wastewater Service

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

STATUS DWU has started designing infrastructure improvements for three areas defined in the FY 2020-21 unserved areas work plan. DWU expects City Council to award the construction contract for these improvements before the end of the fiscal year.

FY 2020-21 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY

30 Virtual Language Center

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

STATUS COM hired a Senior Project Specialist in October and a translator in December and launched the 311 service request tool for written translation requests in January. The team is working with Welcoming America and the Office of Equity & Inclusion to adopt a language access strategy based on best practices from other Welcoming Cities.

31 Fair Park Multimedia Center

INITIATIVE Launch the Multimedia Center at Fair Park to magnify the impact of City programs and services, broadcast a Spanish-language City television channel, provide apprenticeships for local students, and bolster resilience through additional digital communications capacity. (Communication, Outreach, & Marketing)

STATUS COM posted the procurement opportunity to Bonfire in December and conducted a pre-submission meeting with prospective vendors in January for an anticipated launch by September 2021.

32 Direct Assistance

INITIATIVE Meet residents' basic needs with direct assistance, including rent and utility assistance, food distribution, benefits navigation, and clothing distribution. (Community Care)

STATUS OCC has spent $5.3 million from the Coronavirus Relief Fund for rental and utility assistance, food and grocery distribution, mental health, and nonprofit support. Assistance is ongoing, and OCC will continue to compile FY 2019-20 data from all funding sources as a baseline for FY 2020-21.

33 Financial Empowerment Centers

INITIATIVE Pilot two Financial Empowerment Centers (FECs), community-based centers that offer financial coaching, employment referrals, mental health services, and housing support to help low-income residents navigate out of poverty and achieve financial stability. (Community Care)

STATUS OCC began the hiring process for the FEC manager and plans to release specifications for the center by the end of January. The team anticipates the FECs will be up and running by February.

34 Reentry Services

INITIATIVE Support formerly incarcerated people reentering public life through community-based services such as housing placement, job skills training, job placement, and wraparound support services. (Community Care, Economic Development)

STATUS As a result of the FY 2019-20 hiring freeze and transition to ECO in FY 2020-21, hiring through the Fresh Start program has been delayed. Staff continues to work with HR and Civil Service to revise the onboarding process.

35 Equity & Inclusion

INITIATIVE Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

STATUS The City consolidated its offices of Equity, Fair Housing & Human Rights, Resilience, and Welcoming Communities & Immigrant Affairs into the Office of Equity & Inclusion, effective October 1.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19 and FY 2019-20 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these 10 initiatives below, using the initiative numbers from the prior reports for reference.

FY 2018-19

5 Security of City Facilities

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

STATUS The vendor will brief the executive team in mid-February on the assessment results and recommended next steps.

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.

23 Historic Resource Survey

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

STATUS The consultant completed the field work (documenting and photographing each property in the survey area) in December and developed the database that will house all survey data. They are now digitizing and entering the data collected, conducting additional historical research on the properties, and drafting historic context statements.

FY 2019-20

4 Body-Worn Cameras

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

STATUS DPD has purchased 500 additional cameras and initiated replacement of existing cameras. Staff anticipates 2,000 total cameras in service by summer 2021.

5 Firefighter Safety

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

STATUS DFR has purchased all sets of PPE (1,835) and distributed 1,672 to the field. DFR has 74 sets pending distribution and is awaiting delivery of the last 89 sets.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

FY 2019-20, continued

12 Traffic Signals

INITIATIVE Promote safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections and retiming 250 traffic signals. This is a multi-year initiative begun in FY 2018-19. (Transportation)

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

15 Affordable Housing

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

STATUS As of September 30, City Council has approved all 2019 NOFA applications recommended by staff. These applications will result in construction of up to 362 new affordable single-family units through the sale of 294 City-owned lots and $11.7 million in funding. HOU posted a new standing NOFA in August. The 2020 NOFA is an open application, and funds will be awarded as available.

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 anticipates City Council will defer action on the consultant contract (scheduled for consideration on January 27) and the City Plan Commission rules until April 14 to ensure the Economic Development Plan is completed first.

29 Juanita J. Craft Civil Rights House

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

STATUS OAC has secured a new $50,000 grant from the Hillcrest Foundation, which is scheduled for City Council consideration January 27. McCoy has completed Phase 1 of the design, and staff anticipates City Council will consider the design contract for Phase 2 in February. The Friends of the Juanita Craft House and Museum group finalized its nonprofit status and began fundraising along with the Junior League of Dallas, which selected the restoration as its Centennial Project. The restoration is on track for the facility to reopen in 2022.

Meanwhile, the South Dallas Cultural Center started an artist-in-residency program with artists of the African diaspora as part of its programming for the Craft House. The first resident artist is Nitashia Johnson, a Dallas-based photographer, videographer, and designer and a graduate of Booker T. Washington High School whose work has been featured in the New York Times. During her residency, she will engage with and document the South Dallas neighborhood and its residents for an online exhibition.

39 Ethics Training

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

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