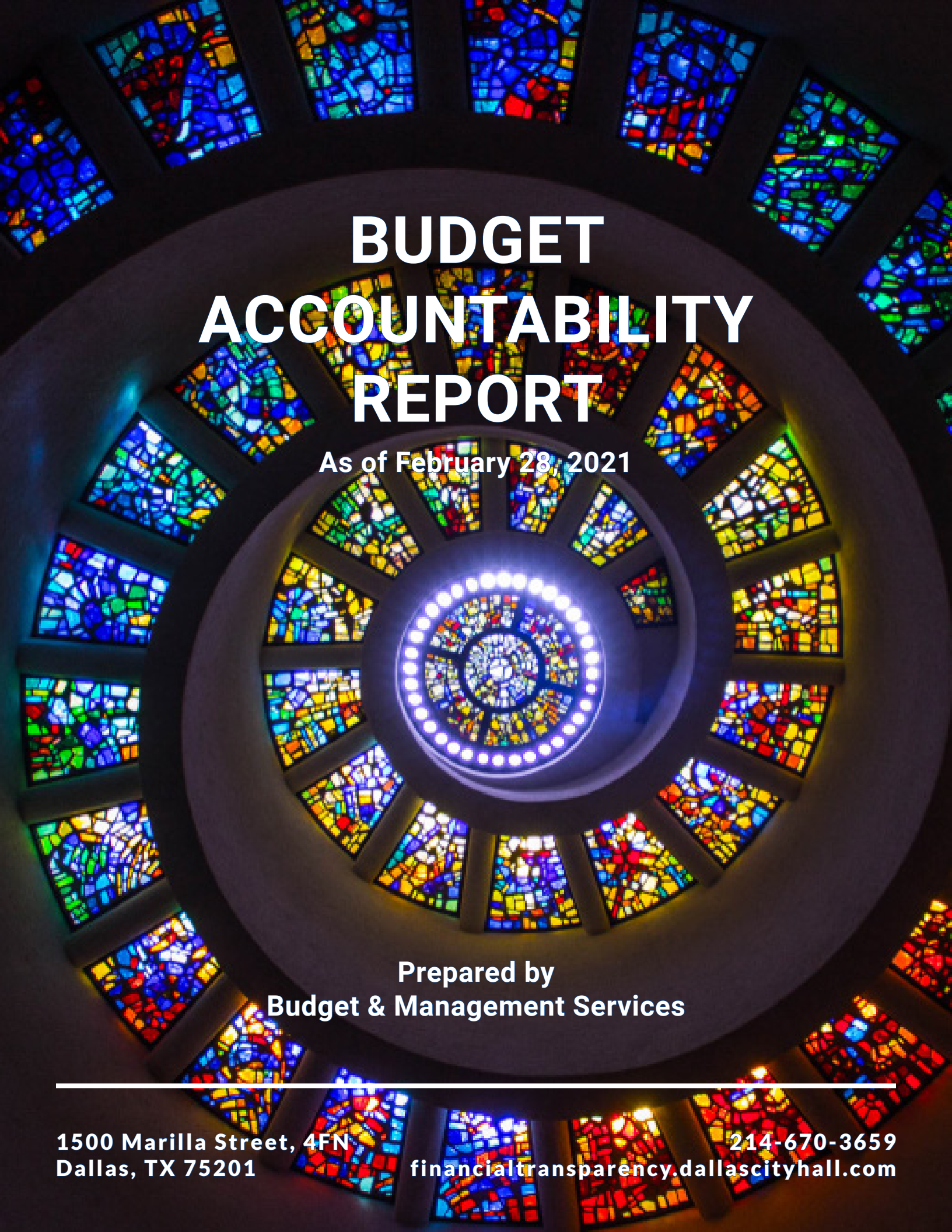


BUDGET ACCOUNTABILITY REPORT

As of February 28, 2021

Prepared by
Budget & Management Services

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	*Expenses*
General Fund	✓	✓
Aviation	5.6% over budget	5.6% over budget
Convention and Event Services	13.2% under budget	13.2% under budget
Municipal Radio	31.2% under budget	10.1% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	✓	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Bond and Construction Management	9.4% under budget	9.4% under budget
9-1-1 System Operations	✓	2.5% over budget
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date	Year-End Forecast
✓ 21 On Target	✓ 27 On Target
! 6 Near Target	! 2 Near Target
✗ 8 Not on Target	✗ 6 Not on Target

Budget Initiative Tracker

- 5 Complete
- 1 At Risk
- 29 On Track
- 0 Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through February 28, 2021, 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 February 28, 2021.

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	$235,992,351	$235,992,351		$250,424,022	$14,431,671
Revenues	1,437,039,483	1,437,039,483	988,082,969	1,448,064,408	11,024,925
Expenditures	1,437,039,483	1,437,039,483	521,161,430	1,444,698,818	7,659,334
Ending Fund Balance	$235,992,351	$235,992,351		$253,789,612	$17,797,262

Fund Balance. As of February 28, 2021, the beginning fund balance for the adopted and amended budget and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings.

Revenues. Through February 28, 2021, General Fund revenues are projected to be $11,025,000 over budget. Sales tax revenue is projected to be $16,285,000 over budget based on actual collection trends. The City's sales tax collections are $14,418,437 over budget five months into the fiscal year. This is partially offset by charges for services and interest earnings, which are projected to be $5,911,000 under budget and $3,190,000 under budget, respectively.

Expenditures. Through February 28, 2021, General Fund expenditures are projected to be $7,659,000 over budget primarily due to DPD and DFR uniform overtime and repair costs to City facilities associated with Winter Storm Uri (Park and Recreation). This is partially offset by salary savings from vacant non-uniform positions across all General Fund departments.

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	$816,462,885	$825,006,993	$0
Sales Tax[1]	296,324,365	296,324,365	86,718,118	312,609,784	16,285,419
Franchise and Other	115,907,401	115,907,401	45,553,195	119,543,561	3,636,160
Charges for Services[2]	105,618,133	105,618,133	18,083,799	99,706,859	(5,911,274)
Fines and Forfeitures	23,554,646	23,554,646	8,266,938	24,065,069	510,423
Operating Transfers In	42,410,021	42,410,021	4,145,862	42,523,563	113,542
Intergovernmental	12,111,533	12,111,533	1,027,748	12,214,046	102,513
Miscellaneous[3]	6,716,212	6,716,212	4,991,839	6,276,905	(439,307)
Licenses and Permits	5,023,871	5,023,871	2,098,044	4,941,758	(82,113)
Interest[4]	4,366,308	4,366,308	734,540	1,175,871	(3,190,437)
Total Revenue	$1,437,039,483	$1,437,039,483	$988,082,969	$1,448,064,408	$11,024,925

VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

1 Sales Tax. Revenues are forecast to be $16,285,000 over budget based on actual collection trends. The City received $4.2 million from the Texas Comptroller this year as part of audit findings from prior years ($2.5 million in December and $1.7 million in February). After five months, the City's sales tax collections are $14,418,437 over budget.

2 Charges for Services. Revenues are forecast to be $5,911,000 under budget primarily due to reduced parking fee revenue, which is projected to be $1,486,000 under budget as a result of COVID-19. Additionally, barricade application fee revenues are projected to be $853,000 under budget because of the pandemic and difficulties achieving compliance with the new fee. Ambulance revenues are projected to be $821,000 under budget because COVID-19 has impacted residents' ability to pay ambulance fees. Finally, fire watch revenue is projected to be $890,000 under budget due to the elimination of sizable public gatherings such as concerts, sporting events, and conferences.

3 Miscellaneous. Revenues are forecast to be $439,000 under budget primarily due to $1,078,000 in reduced revenues associated with new Transportation (TRN) engineering fees for locating utilities and for reviews of private development projects. These are partially offset by (1) an unbudgeted legal settlement with the AT&T Performing Arts Center for facility repair costs incurred by the City (approximately $330,000) and (2) revenue received from unclaimed property ($232,000).

4 Interest. Revenues are forecast to be $3,190,000 under budget primarily due to the Federal Reserve lowering interest rates.

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	$241,556,552	$85,911,076	$230,956,388	($10,600,165)
Civilian Overtime	7,514,598	7,564,598	4,109,420	8,835,034	1,270,436
Civilian Pension	33,844,770	33,987,940	12,360,260	33,235,539	(752,401)
Uniform Pay	481,652,999	479,281,000	181,177,366	478,072,583	(1,208,417)
Uniform Overtime	30,835,323	33,207,322	23,353,697	43,625,699	10,418,377
Uniform Pension	167,665,603	167,665,603	63,102,890	168,002,868	337,265
Health Benefits	72,562,299	72,555,086	25,004,018	72,555,086	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,653,205	4,763,270	11,561,516	(91,689)
Total Personnel Services[1]	1,064,314,878	1,064,448,861	399,781,998	1,063,822,267	(626,594)
Supplies	74,443,068	75,005,561	24,037,850	76,048,058	1,042,497
Contractual Services[2]	405,650,955	402,379,671	131,614,868	418,885,108	16,505,437
Capital Outlay	11,244,563	13,698,737	3,261,288	14,195,446	496,709
Reimbursements[3]	(118,613,981)	(118,493,346)	(37,534,574)	(128,252,061)	(9,758,715)
Total Expenditures	$1,437,039,483	$1,437,039,483	$521,161,430	$1,444,698,818	$7,659,334

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 $627,000 under budget primarily due to salary savings associated with vacant civilian positions, primarily offset by overtime for DPD ($6,256,000) and DFR ($4,163,000) uniform employees.

2 Contractual Services. Contractual services are forecast to be $16,505,000 over budget due to a higher-than-anticipated elections contract expense with Dallas, Collin, and Denton counties, unbudgeted repairs associated with Winter Storm Uri in February 2021 that are not considered insurable, maintenance work related to COVID-19 not completed by December 30, and completion of contract concrete work to meet current fiscal year service delivery targets.

3 Reimbursements. Reimbursements are forecast to be $9,759,000 more than budget primarily due to unbudgeted repairs anticipated to be covered by insurance associated with Winter Storm Uri and reimbursement from the Federal Emergency Management Agency (FEMA) for DFR's vaccination efforts.

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	$1,463,252	$4,170,019	($2,691)
Building Services[1]	23,397,410	23,397,410	11,060,594	25,495,241	2,097,831
City Attorney's Office	16,978,300	16,978,300	6,050,155	16,950,789	(27,511)
City Auditor's Office	3,123,860	3,123,860	1,149,683	3,041,618	(82,242)
City Controller's Office	8,004,574	8,004,574	3,457,926	7,979,467	(25,107)
Independent Audit[2]	945,429	945,429	0	745,429	(200,000)
City Manager's Office[3]	2,918,134	2,918,134	1,160,850	2,961,755	43,621
City Secretary's Office	2,886,027	2,886,027	1,168,037	2,886,027	0
Elections[4]	1,106,896	1,106,896	42,461	1,928,528	821,632
Civil Service	2,946,744	2,946,744	1,009,146	2,913,188	(33,556)
Code Compliance[5]	32,209,414	32,209,414	11,375,862	31,620,677	(588,737)
Court and Detention Services[6]	23,811,595	23,811,595	8,544,379	23,027,233	(784,362)
Jail Contract	9,547,117	9,547,117	3,182,372	9,547,117	0
Dallas Animal Services	15,314,969	15,314,969	5,422,098	15,309,389	(5,580)
Dallas Fire-Rescue[7]	315,544,933	315,544,933	117,437,307	317,776,236	2,231,303
Dallas Police Department[8]	513,535,030	513,535,030	188,778,039	519,480,783	5,945,753
Housing and Neighborhood Revitalization[9]	3,587,062	3,587,062	860,035	3,352,820	(234,242)
Human Resources	6,055,192	6,055,192	2,228,455	5,982,035	(73,157)
Judiciary	3,663,199	3,663,199	1,330,975	3,654,058	(9,141)
Library	32,074,999	32,074,999	11,768,188	31,615,036	(459,963)
Management Services					
311 Customer Service Center	4,639,768	4,639,768	1,519,465	4,639,768	0
Communications, Outreach, and Marketing	2,295,750	2,295,750	667,103	2,197,868	(97,882)
Emergency Management Operations[10]	1,152,959	1,152,959	819,507	1,285,878	132,919
Office of Community Care	8,415,504	8,415,505	2,112,118	8,414,383	(1,122)
Office of Community Police Oversight	545,133	545,133	150,217	536,510	(8,623)
Office of Environmental Quality and Sustainability	4,247,434	4,247,433	2,395,761	4,177,722	(69,711)
Office of Equity and Inclusion	2,401,046	2,401,046	686,419	2,387,285	(13,761)
Office of Government Affairs	937,370	937,370	360,414	894,745	(42,625)
Office of Historic Preservation	728,797	728,797	277,580	728,797	0
Office of Homeless Solutions	12,364,516	12,364,516	1,323,764	12,243,470	(121,046)
Office of Integrated Public Safety Solutions	3,393,814	3,393,814	308,801	3,393,814	0
Mayor and City Council[11]	5,140,653	5,140,653	1,941,114	5,281,713	141,060
Non-Departmental	113,461,571	113,461,571	19,114,883	112211571	(1,250,000)
Office of Arts and Culture	20,204,697	20,204,697	13,133,000	20,126,550	(78,147)
Office of Data Analytics and Business Intelligence	1,261,913	1,261,913	881,904	1,176,821	(85,092)
Office of Economic Development	5,442,727	5,442,727	1,974,475	5,408,569	(34,158)
Park and Recreation[12]	94,313,446	94,313,446	33,000,650	96,167,056	1,853,610
Planning and Urban Design	3,312,735	3,312,735	1,212,636	3,179,409	(133,326)
Procurement Services[13]	3,018,085	3,018,085	1,072,523	2,631,952	(386,133)
Public Works	76,141,197	76,141,197	44,762,382	75,734,219	(406,978)
Sustainable Development and Construction	1,868,980	1,868,980	1,349,372	1,812,042	(56,938)
Transportation	43,105,575	43,105,575	14,607,528	42,809,011	(296,564)
Total Departments	1,430,217,263	1,430,217,263	521,161,430	1,437,876,598	7,659,334
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	$521,161,430	1,444,698,818	$7,659,334

VARIANCE NOTES

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

1 Building Services. BSD is projected to be $2,098,000 over budget due to work related to COVID-19 not completed by December 30, as well as reduced reimbursements from various City departments.

2 Independent Audit. Expenditures are projected to be $200,000 under budget due to a lower-than-anticipated contract expense associated with the City's annual independent audit.

3 City Manager's Office. CMO is projected to be $44,000 over budget due to unbudgeted termination payouts.

4 Elections. Expenditures are projected to be $822,000 over budget due to a higher-than-anticipated elections contract expense with Dallas, Collin, and Denton counties.

5 Code Compliance. CCS is projected to be $589,000 under budget due to salary savings associated with 69 vacant positions as of March 31.

6 Court and Detention Services. CTS is projected to be $784,000 under budget due to salary savings associated with 73 vacant positions and a lower-than-anticipated number of ad hoc department requests for security services.

7 Dallas Fire-Rescue. DFR is projected to be $2,231,000 over budget primarily due to $4,163,000 in overtime for sworn positions associated with citywide COVID-19 vaccination efforts completed in conjunction with Dallas County ($2,300,000), as well as with increased backfill expenses for quarantined uniform staff. This is partially offset by an unbudgeted reimbursement from the Federal Emergency Management Agency (FEMA) for the department's vaccination efforts.

8 Dallas Police Department. DPD is projected to be $5,946,000 over budget primarily due to $6,256,000 in increased overtime for sworn positions associated with a greater focus on crime suppression efforts. City leadership and the new Police Chief will evaluate the current trajectory and recommend changes as needed going forward.

9 Housing and Neighborhood Revitalization. HOU is projected to be $234,000 under budget due to salary savings associated with three vacant positions.

10 Emergency Management Operations. OEM is projected to be $133,000 over budget due to contracts with private bus companies for mobile warming services during Winter Storm Uri in February 2021. OEM and other impacted departments are tracking severe weather expenses and plan to seek reimbursement from FEMA.

11 Mayor and City Council. MCC is projected to be $141,000 over budget due to unbudgeted termination payouts and overtime.

12 Park and Recreation. PKR is projected to be $1,854,000 over budget due to unbudgeted repairs associated with Winter Storm Uri in February 2021 that are not considered insurable. Repair expenses are currently estimated to be about $10 million while anticipating about $7.5 million from insurance via reimbursements. This is partially offset by salary savings associated with vacant positions.

13 Procurement Services. POM is projected to be $386,000 under budget due to salary savings associated with four 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[1]					
Beginning Fund Balance	$0	$0		$15,319,809	$15,319,809
Total Revenues	112,758,320	112,758,320	49,703,021	119,082,100	6,323,780
Total Expenditures	112,758,320	112,758,320	36,060,380	119,081,299	6,322,979
Ending Fund Balance	$0	$0		$15,320,610	$15,320,610
CONVENTION AND EVENT SERVICES[2]					
Beginning Fund Balance	$57,091,833	$57,091,833		$39,553,867	($17,537,966)
Total Revenues	85,832,581	85,832,581	8,152,437	74,494,548	(11,338,033)
Total Expenditures	85,832,581	85,832,581	17,858,129	74,494,548	(11,338,033)
Ending Fund Balance	$57,091,833	$57,091,833		$39,553,867	($17,537,966)
MUNICIPAL RADIO[3]					
Beginning Fund Balance	$685,965	$685,965		$725,264	$39,299
Total Revenues	1,911,000	1,911,000	446,534	1,314,642	(596,358)
Total Expenditures	1,875,612	1,875,612	823,779	1,685,497	(190,115)
Ending Fund Balance	$721,353	$721,353		$354,409	($366,944)
SANITATION SERVICES[4]					
Beginning Fund Balance	$33,204,530	$33,204,530		$22,151,461	($11,053,069)
Total Revenues	127,068,910	127,068,910	52,386,826	124,939,931	(2,128,979)
Total Expenditures	128,413,418	129,224,001	30,569,474	131,628,920	2,404,919
Ending Fund Balance	$31,860,022	$31,049,439		$15,462,472	($15,586,967)
STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES					
Beginning Fund Balance	$9,918,699	$9,918,699		$10,383,149	$464,450
Total Revenues	66,355,747	66,355,747	27,529,286	66,395,361	39,614
Total Expenditures	66,329,747	66,329,747	11,795,334	66,329,747	0
Ending Fund Balance	$9,944,699	$9,944,699		$10,448,763	$504,064
SUSTAINABLE DEVELOPMENT AND CONSTRUCTION[5]					
Beginning Fund Balance	$47,421,969	$47,421,969		$51,667,089	$4,245,120
Total Revenues	33,644,751	33,434,751	13,211,749	33,644,751	210,000
Total Expenditures	36,544,104	38,544,104	12,871,567	37,800,917	(743,187)
Ending Fund Balance	$44,522,616	$42,312,616		$47,510,923	$5,198,307
WATER UTILITIES[6]					
Beginning Fund Balance	$140,647,348	$140,647,348		$131,522,556	($9,124,792)
Total Revenues	692,146,200	692,146,200	252,846,123	682,658,243	(9,487,957)
Total Expenditures	714,778,341	714,778,341	208,102,627	705,290,383	(9,487,958)
Ending Fund Balance	$118,015,207	$118,015,207		$108,890,415	($9,124,792)

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		$7,667,186	$2,077,070
Total Revenues	84,372,061	84,372,061	33,864,252	84,388,020	15,959
Total Expenditures	85,013,099	85,013,099	45,589,369	84,315,177	(697,922)
Ending Fund Balance	$4,949,078	$4,949,078		$7,740,029	$2,790,951
RADIO SERVICES					
Beginning Fund Balance	$1,039,213	$1,039,213		$1,351,631	$312,418
Total Revenues	12,843,519	12,843,519	4,918,829	12,843,519	0
Total Expenditures	13,423,481	13,423,481	4,567,355	13,385,573	(37,908)
Ending Fund Balance	$459,251	$459,251		$809,577	$350,326
EQUIPMENT AND FLEET MANAGEMENT[7]					
Beginning Fund Balance	$12,006,161	$12,006,161		$11,979,713	($26,448)
Total Revenues	54,714,940	54,714,940	5,091,637	55,172,450	457,510
Total Expenditures	56,069,040	56,069,040	13,499,988	56,526,550	457,510
Ending Fund Balance	$10,652,061	$10,652,061		$10,625,613	($26,448)
EXPRESS BUSINESS CENTER					
Beginning Fund Balance	$4,120,084	$4,120,084		$4,153,287	$33,203
Total Revenues	2,593,790	2,593,790	1,331,520	2,593,790	0
Total Expenditures	2,080,890	2,080,890	893,793	2,080,890	0
Ending Fund Balance	$4,632,984	$4,632,984		$4,666,187	$33,203
OFFICE OF BOND AND CONSTRUCTION MANAGEMENT[8]					
Beginning Fund Balance	$0	$0		($1,173,960)	($1,173,960)
Total Revenues	23,074,750	23,074,750	377,088	21,249,598	(1,825,152)
Total Expenditures	23,074,750	23,074,750	9,797,348	21,249,598	(1,825,152)
Ending Fund Balance	$0	$0		($1,173,960)	($1,173,960)

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[9]					
Beginning Fund Balance	$5,843,389	$5,843,389		$8,723,705	$2,880,316
Total Revenues	12,017,444	12,017,444	4,731,889	11,732,460	(284,984)
Total Expenditures	16,126,922	16,126,922	4,219,567	16,523,922	397,000
Ending Fund Balance	$1,733,911	$1,733,911		$3,932,243	$2,198,332
DEBT SERVICE					
Beginning Fund Balance	$43,627,241	$43,627,241		$46,554,040	$2,926,799
Total Revenues	319,810,380	319,810,380	298,377,048	319,810,380	0
Total Expenditures	316,672,860	316,672,860	230,893,639	316,672,860	0
Ending Fund Balance	$46,764,761	$46,764,761		$55,092,049	$2,926,799
EMPLOYEE BENEFITS[10]					
City Contributions	99,503,000	99,503,000	35,182,600	99,503,000	0
Employee Contributions	29,341,804	29,341,804	18,467,013	41,038,680	11,696,876
Retiree	27,290,950	27,290,950	8,873,933	28,314,724	1,023,774
Other	0	0	11,286	11,286	11,286
Total Revenues	156,135,754	156,135,754	62,534,832	168,867,689	12,731,935
Total Expenditures	163,814,169	163,814,169	58,617,467	176,685,163	12,870,994

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[11]					
Worker's Compensation	23,001,180	23,001,180	171,253	23,001,180	0
Third Party Liability	13,784,533	13,784,533	4,861,775	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,020,676	1,020,676	1,020,676
Total Revenues	44,265,806	44,265,806	6,053,726	45,286,482	1,020,676
Total Expenditures	47,212,601	47,212,601	13,882,803	38,203,587	(9,009,014)

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 February 28, 2021, 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 Aviation. AVI expenses are projected to be $6,323,000 over budget due to unbudgeted reimbursements to DPD and DFR for services at Love Field and an unbudgeted insurance fee for commercial paper. Revenues are projected to be $6,323,000 over budget due to an anticipated increase in passenger enplanements. AVI received $53.8 million in CARES Act funding and will use $20 million in FY 2020-21 for debt service payments.

2 Convention and Event Services. CCT revenues and expenses are projected to be $11,338,000 under budget due to various event cancellations as a result of COVID-19. While this represents a 13 percent decrease from the approved budget, forecasted revenues and expenses have improved due to a recently signed contract to shelter unaccompanied minors, including space rental, equipment, parking, and food service.

3 Municipal Radio. WRR revenues are projected to be $596,000 under budget due to the loss of arts-related advertising revenues as a result of COVID-19. Similarly, expenses for personnel services are projected to be $190,000 under budget primarily due to lower sales commissions as a result of lower ad sales.

4 Sanitation Services. City Council increased SAN's budget by $811,000 on February 24 by resolution #21-0383 for restoration work related to the use of a temporary storm debris staging area after the October 2019 tornado. SAN revenues are projected to be $2,129,000 under budget due to decreased landfill business volume as a result of the economic downturn and Winter Storm Uri in February. Additionally, SAN expenses are projected to be $2,405,000 over budget due to the shingle cleanup at the former Blue Star Recycling facility. SAN anticipates the use of fund balance to offset lost revenue and increased expenses.

5 Sustainable Development & Construction. City Council increased DEV's budget by $2,000,000 on January 27 by resolution #21-0266 to authorize a professional services contract for supplemental permit plan review and inspection services. DEV anticipates the further use of fund balance to offset the increased expenses.

6 Water Utilities. DWU revenues are projected to be $9,488,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority settlement, as well as an increase in unpaid utility bills and elimination of past due fees associated with COVID-19. DWU expenses are projected to be $9,488,000 under budget primarily due to salary savings, decreased street rental payments, and reduced capital construction transfers. DWU anticipates the further use of fund balance to offset additional lost revenue.

7 Equipment and Fleet Management. EFM expenses are projected to be $458,000 over budget due to increased costs associated with Winter Storm Uri and for maintaining existing DPD fleet. Revenues are also projected to be over budget by $458,000 to reflect increased charges to customer departments.

8 Bond and Construction Management. BCM revenues and expenses are projected to be $1,825,000 under budget primarily due to salary savings associated with 44 vacant positions.

VARIANCE NOTES

9 911 System Operations. 911 expenses are projected to be $397,000 over budget primarily due to the delayed unbudgeted implementation of the Next Generation 911 System.

10 Employee Benefits. Employee benefits revenues are projected to be $12,732,000 over budget primarily due to a $1,555,000 increase in dental and vision benefit renewals. Additionally, enrollment in flexible spending accounts and supplemental life insurance was higher than originally projected. This is almost completely offset by $12,871,000 in expenses for these products.

11 Risk Management. ORM expenses are projected to be $9,009,000 under budget primarily due to the delay of $8,791,000 in anticipated claims expenses from FY 2020-21 to FY 2021-22.

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	$104,046,768	$69,911,517	$133,008,985
Park and Recreation Facilities [B]	261,807,000	206,776,093	92,222,833	45,241,632	69,311,628
Fair Park [C]	50,000,000	35,854,549	25,211,403	2,396,655	8,246,491
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	3,722,472	5,882,205	12,879,636
Library Facilities [E]	15,589,000	15,589,000	12,694,045	2,271,038	623,918
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	6,912,278	6,383,056	675,269
Public Safety Facilities [G]	32,081,000	27,737,155	10,831,390	13,208,386	3,697,379
City Facilities [H]	18,157,000	12,720,154	5,027,044	1,263,575	6,429,535
Economic Development [I]	55,400,000	36,709,750	11,105,960	12,344,838	13,258,952
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	7,090	13,899,522
Total	$1,050,000,000	$692,798,072	$271,856,766	$158,909,992	$262,031,314

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	$237,535,950	$19,523,431	$8,571,107
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	191,081,469	107,074,337	28,219,194
Economic Development [3]	55,000,000	55,000,000	35,771,984	6,949,280	12,278,737
Total	$642,000,000	$647,005,488	$464,389,403	$133,547,047	$49,069,038

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	$373,777,152	$24,790,739	$7,922,663
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	272,562,578	21,453,020	48,741,568
Park and Recreation Facilities [3]	343,230,000	353,022,660	340,289,384	2,571,526	10,161,750
Library Facilities [4]	46,200,000	47,693,804	46,191,642	1,086,472	415,690
Cultural Arts Facilities [5]	60,855,000	63,556,770	61,539,294	1,142,445	875,031
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	24,950,976	1,815,427	8,593,833
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	1,153,500	2,047,376
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	10,910,875	200,679	11,615,897
Court Facilities [11]	7,945,000	7,948,603	7,649,122	79,145	220,336
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,549,912	523,018	51,292
Total	$1,353,520,000	$1,398,175,273	$1,252,316,544	$54,819,179	$91,039,550

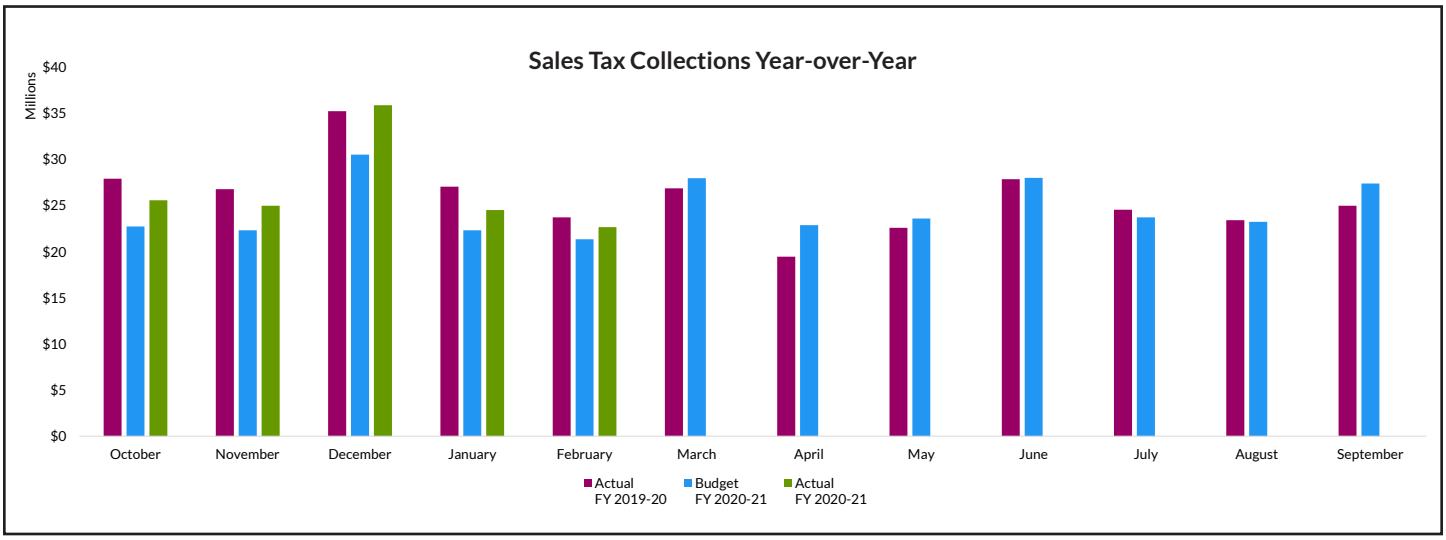
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

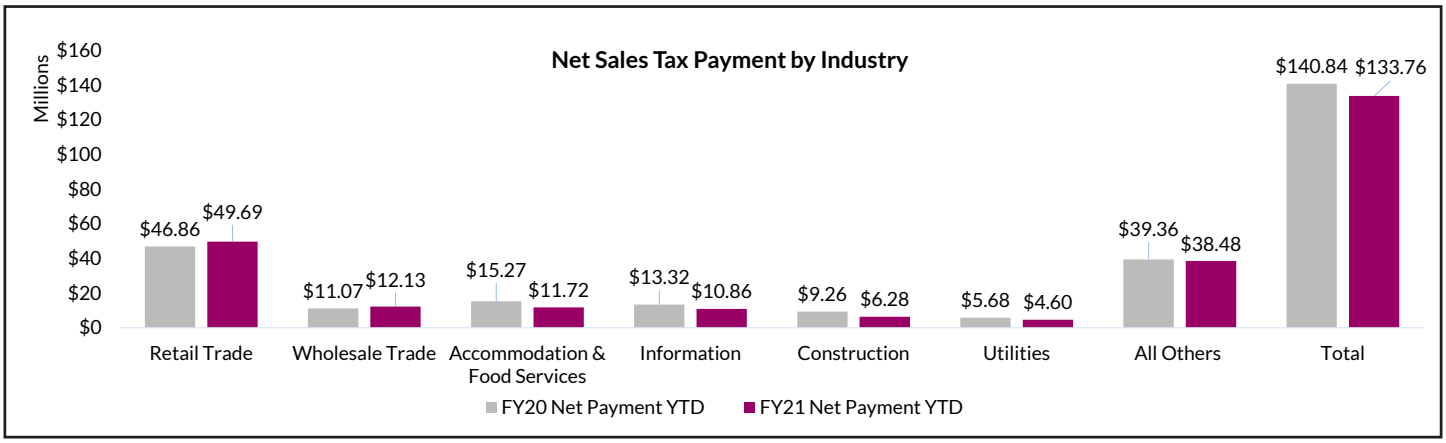
FY 2020-21 Financial Forecast Report

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 February 28, the forecast for sales tax revenue is $16.3 million over 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	**Feb FY21 over Feb FY20**	**FYTD21 over FYTD20**
Retail Trade	7%	6%
Wholesale Trade	-1%	10%
Accommodation and Food Services	-21%	-23%
Information	-27%	-18%
Construction	-30%	-32%
Utilities	-9%	-19%
All Others	2%	-2%
Total Collections	-4%	-5%

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.

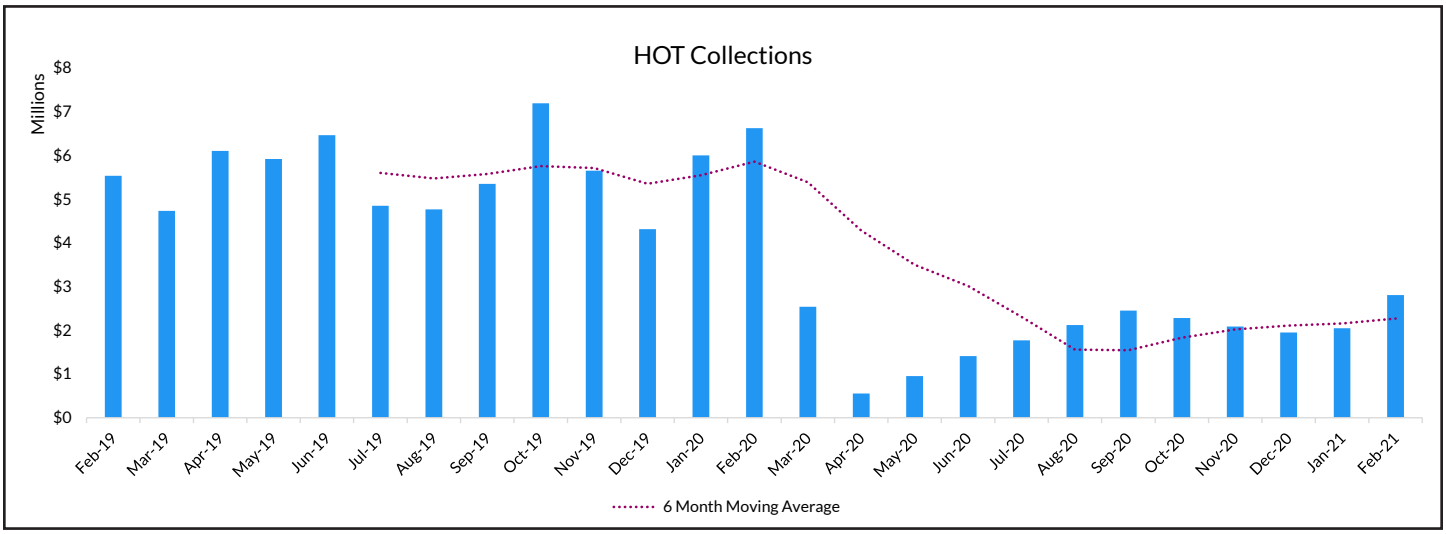
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

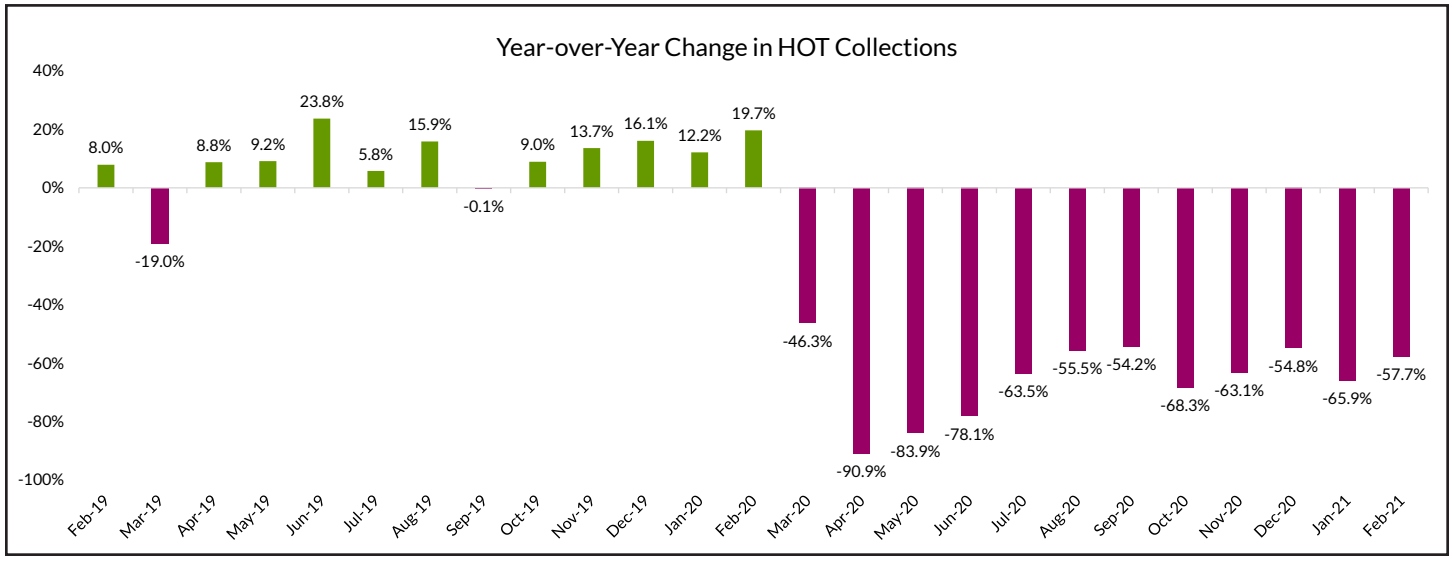
FY 2020-21 Financial Forecast Report

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

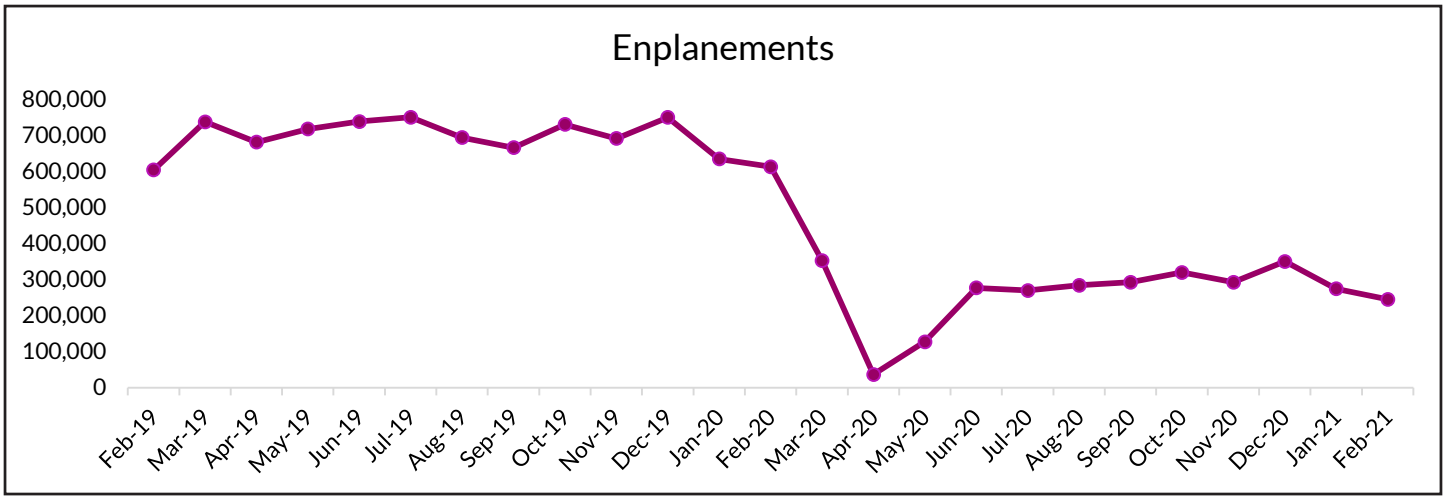
Convention Center Event Bookings

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	2
January	7	13	10	0
February	9	12	6	0
March	8	1	6	0
April	6	1	3	0
May	6	0	9	4
June	5	0	8	6
July	3	0	3	2
August	7	0	7	4
September	11	0	3	6
Total	79	49	74	28

Love Field Enplanements

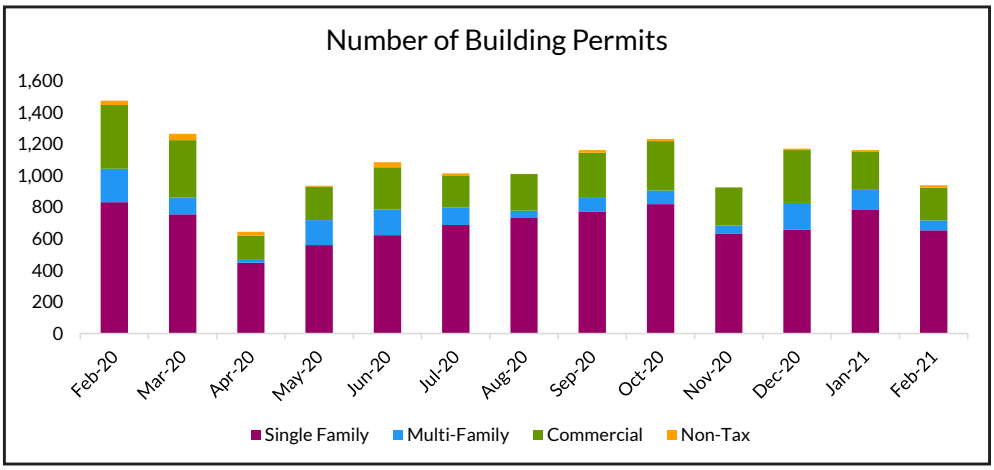
An enplanement is when a revenue-generating passenger boards an aircraft. Enplanements are the most important air traffic metric because enplaned passengers directly or indirectly generate 80 percent of Aviation revenues. Typically, Aviation generates only 20 percent of total operating revenues from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



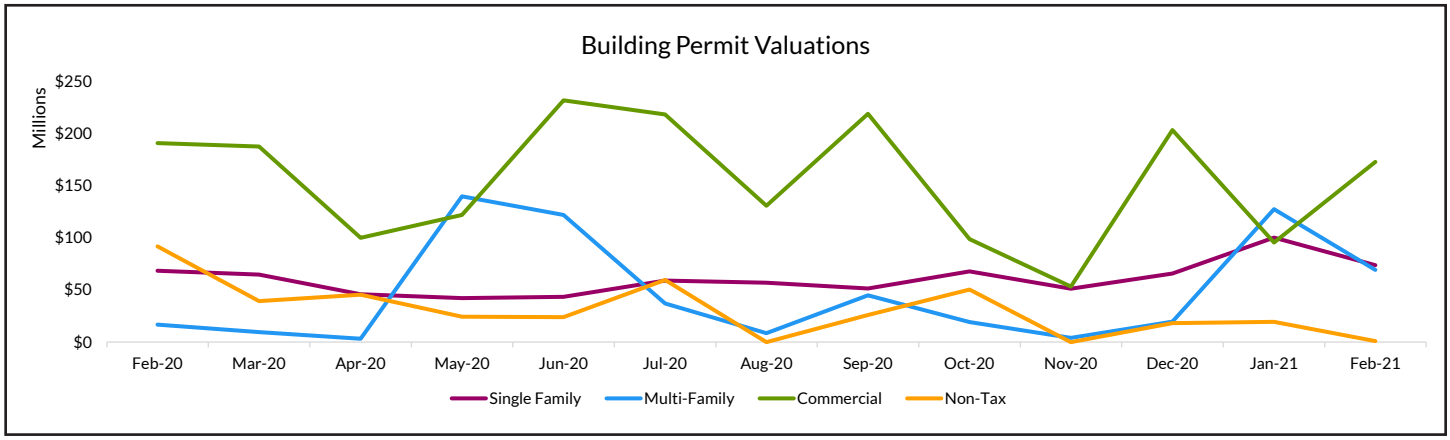
FY 2020-21 Financial Forecast Report

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.

Year-to-Date

21 On Target

6 Near Target

8 Not on Target

Year-End Forecast

27 On Target

2 Near Target

6 Not on Target

#	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%	71.6%	65%	71.6%
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%	97.8%	40%	97.8%
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%	97.3%	98%	98%
	Environment & Sustainability					
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	28%	15.4%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	19.2%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	13.3	12.5	14.1
	Government Performance & Financial Management					
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	28%	75%	40%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	84.7%	70%	86.2%

* 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	180
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	68.3%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.7%	85%	98.7%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	86.1%	80%	82%
	Public Safety					
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	83.3%	90%	87%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.2%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	57.2%	60%	60%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	68%	90%	85%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	832.9	847.8	1,999	2,035
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	9%	46.9%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	82.9%	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	27%	28%	30%	30%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	67.2%	65%	65%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	89.2%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	66.3%	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%	94.6%	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%	75%	76.4%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.72%	4%	2%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	19.2%	13.1%	100%	100%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	98.9%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.9%	91%	91%
	Workforce, Education, & Equity					
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	5.8%	10%	10%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	50%	25%	57%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	30%	15%	80%	83%

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

VARIANCE NOTES

#3. As of April 5, DEV estimates residential permit review times at three weeks, down six weeks from February 22, which staff attribute to contracted support from outside plan review firms. DEV is beginning to interview consultants to improve the review process and anticipates a three-week review time without outside help once improvements are fully implemented.

#5. OEQS has completed 21 of 136 milestones and initiated the majority of those remaining. The next reporting quarter will reflect completion of those milestones.

#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. 311 has experienced critical and consistent software and IVR malfunctions this year, adversely impacting staff's ability to efficiently assist residents, produce reports, and confidently measure call center performance. While not completely resolved, many of these issues have improved. Deployment of 311's new contact center software in late summer should resolve the majority of the remaining issues.

#10. HOU has finished reviewing applications from this fiscal year, but due to delays in closing applications from last fiscal year, contractors are at capacity and cannot take on more projects. HOU is ready to close the new applications as soon as contractors become available again.

#14. Call volumes spiked in February due to unusually icy road conditions, which also significantly impacted response times. Apparatus had to travel slowly to ensure the safety of first responders and others on the road, and in several instances, apparatus had to respond to incidents outside of their assigned service area. DFR is evaluating whether changes can improve preparedness in the case of future prolonged events such as this.

FY 2020-21 Dallas 365

#17. DPD has multiple 911 call-taker candidates in the hiring process and anticipates a return to staffing above 95 percent by late June/early July. DPD is actively promoting the use of the Dallas Online Reporting System (DORS) for lower-priority calls, which will positively impact response times in the coming months.

#24. The number of available hot spots increased in January to 3,000 from 900, creating a surplus. Staff also take several hot spots out of circulation each month to service, further reducing checkouts. LIB has revised its marketing tactics to increase the number of checkouts.

#27. Due to COVID-19 restrictions, PKR has limited its programs and services. PKR will resume programming at limited locations in June.

#30. Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules. Additional factors, including finalizing FY 2019-20 projects and complexities in the field also impacted performance, but PBW is on track to complete all planned lane miles by the end of the fiscal year.

#33. Ridership increased in February but not by the anticipated 10 percent, presumably because of the ongoing impacts of COVID-19, as well as Winter Storm Uri. Despite these challenges, OCC expects an increase in ridership during the summer and continues to project a year-end increase of 10 percent.

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).

5	29	1	0
Complete	On Track	At Risk	Canceled

In the Spotlight

Dallas averages more than 13,000 mental health calls annually. While police officers receive training in crisis intervention and deescalation, they are not qualified to intervene in a mental health crisis. The RIGHT Care program provides a better alternative. The multidisciplinary team includes a licensed mental health clinician, a paramedic, and law enforcement who can mobilize immediately in response to these calls and connect individuals to additional community-based health care resources if needed. Additionally, a clinician is embedded in the 911 Call Center to serve as a resource for call takers and assist in appropriately identifying mental health calls.

Based on the success of the pilot program launched in January 2018, we have expanded the program citywide, adding four new teams and new clinical resources for assessment and follow-up case management. As of April 1, all five teams are active and the percentage of crisis intervention calls handled by the teams shot up from 10 percent of all such calls in January to nearly 70 percent in March.

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 has aligned business and workforce efforts to eliminate duplication, and the team is 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 B.U.I.L.D. launched its first grant program for minority- and women-owned business enterprises (M/WBEs) in November 2020, awarding up to $3,000 each to 50 businesses, 87 percent of which are in low- to moderate-income census tracts. About half of the awardees (27) so far have completed the technical assistance and business coaching required to receive their funds.

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 As of February, OEQS has completed 21 out of 136 milestones. The final draft Urban Forest Master Plan has been briefed to the ENVS Committee, the Park Board, and the Environment & Sustainability Task Force (ESTF). The RFCSP for the Urban Agriculture Plan has been developed, and the contracts for updating the greenhouse gas inventory and fleet electrification study are on the City Council agenda in April. Staff are also working with the ESTF to develop recommendations for the Permanent Environmental Commission.

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 (CSAs) and maintaining LanguageLine translation services. (311 Customer Service Center)

STATUS 311 hired two new Spanish-speaking CSAs in January but has temporarily reassigned these agents to the new COVID Vaccine Appointment Hotline. Activation of the hotline also increased resident usage of LanguageLine services by 48 percent. Once Emergency Management procures emergency call center services, these CSAs will move back to 311 operations with the goal of answering 100 percent of Spanish calls within five minutes.

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 DBI will begin the recruitment process for two more in March.

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 and Inclusion)

STATUS EQU is partnering with Legal Aid of NorthWest Texas (LANWT) to provide counseling and legal assistance to tenants facing eviction due to COVID-19. Winter Storm Uri posed an unexpected challenge, but LANWT has provided legal services to at least 40 percent of residents referred.

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 Comprehensive Housing Policy on August 26, 2020, including creating the Targeted Repair Program (TRP) and updating the Home Improvement and Preservation Program (HIPP) and Dallas Homebuyers Assistance Program (DHAP) to increase participation. At this time last fiscal year, HOU had served 12 residents, and this year has served six. Now that construction has begun on several repairs, staff anticipate growth in the coming months.

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 has installed 40 of 70 new City-owned street lights on Simpson Stuart Rd and ordered equipment for seven new City-owned street lights on Pear Ridge, pending delivery. Since October, CCS has corrected 923 code violations and remediated 43 vacant lots referred by IPSS.

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 HR reclassified the mediation position as a Mediation Manager, and OCPO and HR plan to post the position in March.

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 Hiring recommendations have been made for two supervisor positions. The new manager has developed policies and procedures for the program, and the center is on track to open June 1.

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 25 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 is fully staffed and operational.

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 As of April 1, all five teams are active.

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 The program administrator began March 3, and the City is negotiating with a service provider to provide mobile crisis response services. Under this comprehensive contractual agreement, the teams would be contract employees.

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 negotiating a contractual agreement with a service provider and intends to brief City Council on the plan in Spring 2021.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY

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 The request for competitive sealed proposals (RFCSP) is open for solicitations, and staff are in the process of hiring the program manager. Programming is on track to begin in April.

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 began on January 25, 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 March 1, DPD has hired 48 of the 95 non-sworn positions. Thirty-two have completed training, and the transition from sworn to non-sworn is complete. Sixteen are still undergoing training, and 19 are in the background check process. DPD is working to redeploy sworn positions to patrol and other units where they will be most effective based on departmental needs.

20 Real-Time Crime Center

INITIATIVE Expand the Real-Time Crime Center (RTCC) 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 Expansion of the RTCC is scheduled to be complete by April 27. DPD has hired 18 crime analysts, and the remaining four are in the background check 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 has hired three new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. Three additional officers are completing the onboarding process. CCS has also ordered equipment for the new crews and is updating Salesforce to report and track illegal dumping cases in coordination with the Marshal's Office.

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 Of the 3,000 hot spots available for checkout since December 2020, LIB has created 100 technology bundles that include a Chromebook paired with a hot spot. These were available for checkout on March 9. An additional 1,125 bundles will be ready for checkout in mid-April.

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 Vickery Park Branch Library opened for curbside service February 2. 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 TRec programs adapted for COVID-19 restrictions are scheduled to resume at limited locations in June. PKR is offering virtual/remote programming through its social media channels.

FY 2020-21 Budget Initiative Tracker

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 contractors have completed ADA reviews of the North Central Police Station, which will be included in future barrier removal efforts. Correction of non-compliant features at the Municipal Court are scheduled to begin in April with anticipated completion in June. Additionally, barrier removal work related to the second floor bathroom at the Majestic Theatre is currently in the design and review stage; work on bathroom and signage is scheduled to begin in June.

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 31.72 of 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects.

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 PBW has completed 11 of 32 sidewalk projects, including two in February. Two more are under construction with anticipated completion dates of April 30.

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 completed 1.1 miles of buffered bike lanes on West Commerce from Fort Worth Ave. to Riverfront Blvd. in February and plans to begin the Union Bikeway project in Summer 2021.

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 The FY 2020-21 unserved areas work plan includes improvements at Gooch St., Killough Blvd., and Mesquite Heights. Construction awards are scheduled for City Council consideration in May, June, and September, respectively.

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 The Virtual Language Center translated more than 500 requests in the first quarter, and staff has created a "living" Spanish style guide and glossary.

31 Fair Park Multimedia Center

INITIATIVE Launch the Fair Park Multimedia Center (FPMC) 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 Viewers have watched content produced at the FPMC more than 8,500 times (226.4 hours). Two Thomas Jefferson P-Tech High School seniors began the 10-week apprenticeship program to learn video production, graphic design, and social media skills. COM has identified two finalists for the contract to install production equipment and anticipates submitting it for City Council consideration in May.

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 prepared the solicitation for program partners to address the drivers of poverty and expects to identify these partners by May.

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 has released the solicitation for program partners for the FEC pilot program and expects to identify these partners by the end of April.

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 OCC is working with ECO to align workforce, employment, and supportive services for justice-impacted individuals with the goal of releasing a joint solicitation in early summer and launching the program by July. The reentry services program funded by the Texas Department of Criminal Justice (TDCJ) is on track to meet its contractual targets.

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.

0	8	1	1
Complete	On Track	At Risk	Canceled

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 & Detention Services)

STATUS CTS and the vendor have briefed the executive team on 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 & 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 submitted a preliminary fieldwork report on March 8 that includes the draft reconnaissance survey of the 792 historic resources listed for the project. OHP staff will work with the consultants to provide comments by mid-April. Despite Winter Storm Uri, the project is still on track.

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 equipped 1,500 officers with cameras and has finished the rollout of new models to existing users. New user classes begin the week of March 15, and DPD anticipates all 2,000 cameras will be in service by summer 2021. DAS has purchased 50 cameras to be active by May 2021, and CTS has purchased 35 cameras for use this fiscal year.

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 1,686 sets to the field. DFR has also ordered all SCBA and is developing training on the new apparatus.

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 signal contractor has a work order to install radar at 20 of the 27 remaining locations. Staff is coordinating with the contractor to schedule work at these locations. City staff will handle installations at the remaining seven locations

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 & Neighborhood Revitalization)

STATUS In February, City Council approved a second major multi-family project valued at more than $51 million to bring 478 new housing units to Dallas.

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 & Urban Design)

STATUS On January 27, City Council voted to defer action on the consultant contract until April 28 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. (Arts & Culture)

STATUS OAC has secured approximately $1 million for this project. McCoy Collaborative Preservation Architecture has finalized the design development and submitted documents for Landmark Commission approval, pending staff review. The historic house is on track to reopen in 2022.

39 Ethics Training

INITIATIVE Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program. (Equity & Inclusion)

STATUS EQU continues to deliver biennial ethics training. The Values Ambassador program was on hold while the Ethics Officer position was vacant and is discontinued pending an overall review of the entire Ethics program.