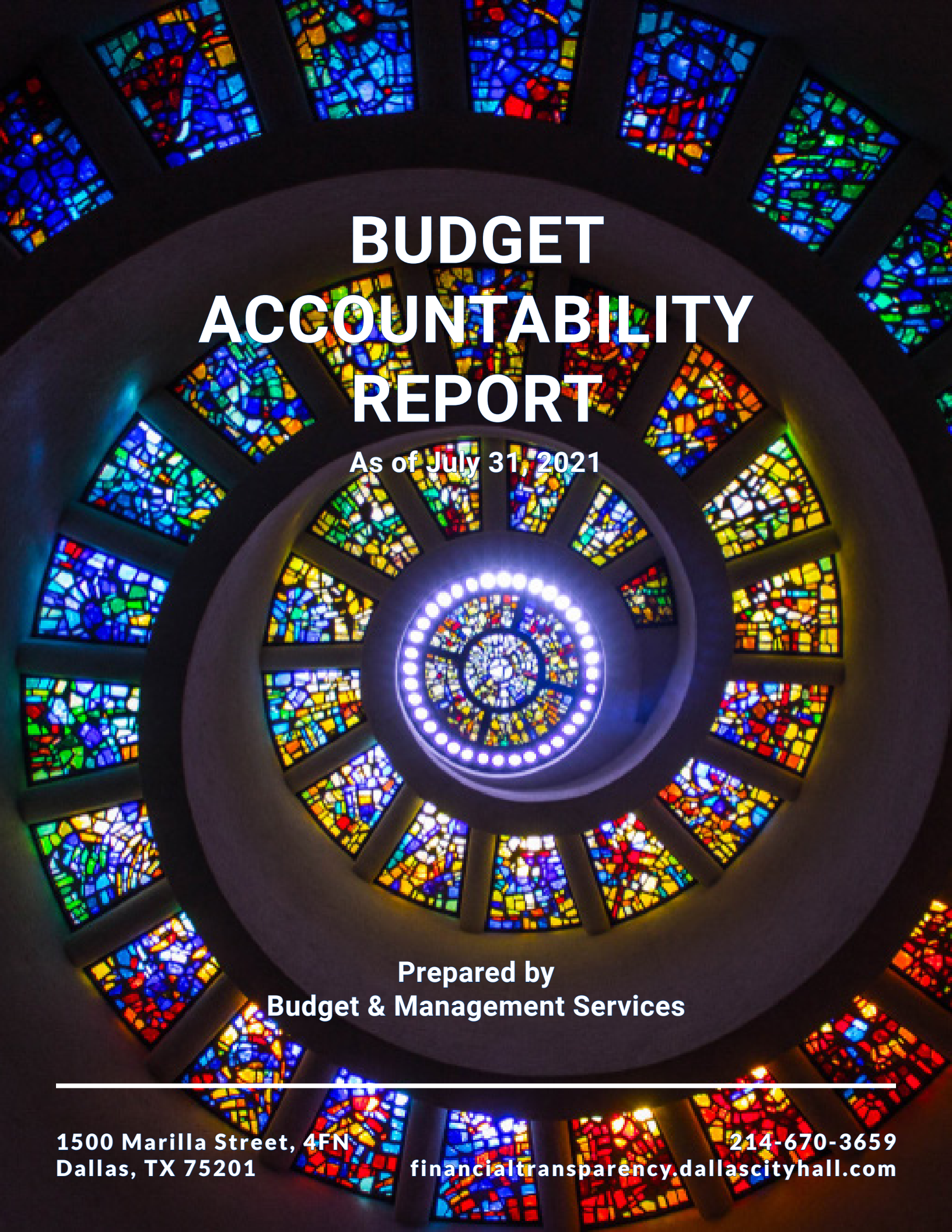

BUDGET ACCOUNTABILITY REPORT

As of July 31, 2021

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	18.3% under budget	18.3% under budget
Municipal Radio	31.6% under budget	11.2% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	5.2% over budget	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Bond and Construction Management	10.5% under budget	10.5% under budget
9-1-1 System Operations	8.2% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date	Year-End Forecast
17 On Target	24 On Target
6 Near Target	2 Near Target
12 Not on Target	9 Not on Target

Budget Initiative Tracker

18 Complete	2 At Risk
15 On Track	0 Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 31, 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 July 31, 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		$250,424,498	$14,432,147
Revenues	1,437,039,483	1,481,897,935	1,279,935,004	1,483,635,969	1,738,034
Expenditures	1,437,039,483	1,481,897,935	1,149,220,959	1,470,408,790	(11,489,145)
Ending Fund Balance	$235,992,351	$235,992,351		$263,651,677	$27,659,326

Fund Balance. As of July 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings.

Revenues. Through July 31, 2021, General Fund revenues are projected to be $1,738,000 over budget primarily due to property tax revenues forecast to be $15,392,000 over budget. This is primarily because supplemental property values are significantly higher than the certified values the appraisal districts provided last summer. This is partially offset by operating transfers projected to be under budget.

Expenditures. Through July 31, General Fund expenditures are projected to be $11,489,000 under budget primarily due to salary savings from vacant non-uniform positions across all General Fund departments.

FY 2020-21 Amended Budget. City Council amended the General Fund budget on June 9, 2021, by ordinance #31884 for mid-year appropriation adjustments. City Council further amended the General Fund budget on September 9, 2021 by ordinance #31986 for end-of-year appropriation adjustments.

June 9, 2021 revenue adjustments include:

- $8,749,000 increase in Sales Tax

June 9, 2021 expense adjustments include:

- $6,278,000 increase in Building Services
- $822,000 increase in Elections
- $1,649,000 increase in Code Compliance

VARIANCE NOTES

September 9, 2021 revenue adjustments include:

- $30,938,000 increase in Sales Tax
- $5,171,000 increase in Property Tax

September 9, 2021 expense adjustments include:

- $80,000 decrease in Budget and Management Services
- $10,791,000 increase in Building Services
- $75,000 decrease in City Auditor's Office
- $100,000 decrease in City Controller's Office
- $200,000 decrease in Independent Audit
- $68,000 increase in City Secretary's Office
- $32,000 increase in Elections
- $25,000 decrease in Civil Service
- $50,000 decrease in Code Compliance
- $500,000 decrease in Court and Detention Services
- $8,555,000 increase in Dallas Fire -Rescue
- $13,101,000 increase in Dallas Police Department
- $100,000 decrease in Housing and Neighborhood Revitalization
- $100,000 increase in Judiciary
- $300,000 decrease in Library
- $264,000 increase in Office of Management Services
- $7,181,000 increase in Non-Departmental
- $75,000 decrease in Office of Arts and Culture
- $87,000 increase in Office of Data Analytics and Business Intelligence
- $611,000 increase in Park and Recreation
- $100,000 decrease in Planning and Urban Design
- $50,000 decrease in Procurement Services
- $375,000 decrease in Public Works
- $200,000 decrease in Sustainable Development and Construction
- $450,000 decrease in Transportation
- $2,000,000 decrease in Salary and Benefit Stabilization

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[1]	$825,006,993	$830,178,309	$844,323,741	$845,570,053	$15,391,744
Sales Tax[2]	296,324,365	336,011,501	225,676,730	336,011,501	-
Franchise and Other	115,907,401	115,907,401	81,246,373	120,479,577	4,572,176
Charges for Services	105,618,133	105,618,133	71,020,460	105,992,927	374,794
Fines and Forfeitures[3]	23,554,646	23,554,646	20,545,475	25,015,491	1,460,845
Operating Transfers In[4]	42,410,021	42,410,021	12,437,586	21,027,322	(21,382,699)
Intergovernmental[5]	12,111,533	12,111,533	9,433,116	13,467,276	1,355,743
Miscellaneous[6]	6,716,212	6,716,212	9,746,474	9,904,091	3,187,879
Licenses and Permits	5,023,871	5,023,871	4,222,898	4,842,865	(181,006)
Interest[7]	4,366,308	4,366,308	1,282,151	1,324,866	(3,041,442)
Total Revenue	$1,437,039,483	$1,481,897,935	$1,279,935,004	$1,483,635,969	$1,738,034

VARIANCE NOTES

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

1 Property Tax. City Council increased the property tax budget by $5,171,316 on September 9 as part of the end-of-year appropriations adjustment process. Revenues are forecast to be $15,392,000 over budget primarily because supplemental property values are significantly higher than the certified values due to a record number of protests at the time of certification.

2 Sales Tax. City Council increased the sales tax budget by $8,749,000 on June 9 as part of the mid-year appropriations adjustment process. The budget was increased again by $30,938,000 on September 9 through the end-of-year appropriations adjustment process.

3 Fines and Forfeitures. Revenues are forecast to be $1,461,000 over budget primarily due to an increase in civil citation payments and dispositions.

4 Operating Transfers In. Revenues are forecast to be $21,383,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena and Revenue Stabilization Fund transfers.

5 Intergovernmental Revenues are forecast to be $1,356,000 over budget primarily due to larger-than-budgeted payments through DFW Airport revenue-sharing agreements.

6 Miscellaneous. Revenues are forecast to be $3,188,000 over budget primarily due to auction sales exceeding budget ($3,639,000) and an unbudgeted legal settlement with ATTPAC ($330,000). This is partially offset by reduced revenues associated with new Transportation (TRN) engineering review fees ($1,163,000).

7 Interest. Revenues are forecast to be $3,041,000 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	$239,251,377	$179,818,053	$221,802,507	($17,448,870)
Civilian Overtime	7,514,598	7,415,838	8,626,861	10,821,160	3,405,322
Civilian Pension	33,844,770	33,683,806	25,735,910	32,196,886	(1,486,920)
Uniform Pay	481,652,999	479,350,661	378,654,538	476,880,813	(2,469,848)
Uniform Overtime	30,835,323	54,862,512	47,756,316	59,178,437	4,315,925
Uniform Pension	167,665,603	167,665,603	133,380,951	168,584,739	919,136
Health Benefits	72,562,299	72,613,814	50,303,791	72,613,814	0
Workers Comp	16,977,554	16,977,554	0	16,977,554	0
Other Personnel Services	11,738,318	11,568,604	9,298,969	11,649,299	80,695
Total Personnel Services[1]	1,064,314,878	1,083,389,770	833,575,389	1,070,705,209	(12,684,561)
Supplies[2]	74,443,068	72,697,186	53,048,514	77,480,067	4,782,881
Contractual Services[3]	405,650,955	429,295,392	316,282,003	432,082,119	2,786,727
Capital Outlay[4]	11,244,563	15,008,933	12,410,189	17,439,020	2,430,087
Reimbursements[5]	(118,613,981)	(118,493,346)	(66,095,135)	(127,297,625)	(8,804,279)
Total Expenditures	$1,437,039,483	$1,481,897,935	$1,149,220,961	$1,470,408,790	($11,489,145)

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 $12,685,000 under budget primarily due to salary savings from non-uniform employees across all General Fund departments.

2 Supplies. Supplies are forecast to be $4,783,000 over budget primarily due to an increase in major accidents causing vehicle repairs coupled with an increase in proactive preventive maintenance on DFR fleet for apparatus/ambulances, the purchase of medical PPE and usage of medical supplies for staff at COVID-19 vaccination clinics, higher-than-budgeted uniform and equipment expenses for existing DPD uniform employees, and a Housing Street Reconstruction project that will be fully reimbursed by Community Development Block Grant (CDBG) funds within the Public Works Department.

3 Contractual Services. Contractual services are forecast to be $2,787,000 over budget due to maintenance work related to COVID-19 not completed by December 30 and various concrete projects completed by a contractor due to Public Works (PBW) staff working on a Housing Street Reconstruction project that will be fully reimbursed by CDBG funds. This is partially offset by savings in master lease drawdowns and a reduced annual TIF district payment.

4 Capital Outlay. Capital outlays are forecast to be $2,430,000 over budget due to the purchase of a new generator for the jail facility ($350,000), refrigerant replacement ($415,000), and the replacement of HVAC units at multiple locations.

VARIANCE NOTES

5 Reimbursements. Reimbursements are forecast to be $8,804,000 better than budget due to an unbudgeted reimbursement from Community Development Block Grant funds to cover a street operations project ($4,087,000) and reimbursements from the Federal Emergency Management Agency (FEMA) for DPD's ($2,780,000) and DFR's ($2,260,000) 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[1]	$4,172,709	$4,092,709	$3,022,599	$3,785,736	($306,973)
Building Services[2]	23,397,410	40,466,575	28,357,625	40,266,575	(200,000)
City Attorney's Office	16,978,300	16,978,300	13,464,322	16,969,783	(8,517)
City Auditor's Office[3]	3,123,860	3,048,860	2,319,217	2,967,647	(81,213)
City Controller's Office[4]	8,004,574	7,904,574	6,926,367	7,701,280	(203,294)
Independent Audit[5]	945,429	745,429	745,000	745,000	(429)
City Manager's Office	2,918,134	2,918,134	2,322,123	2,880,514	(37,620)
City Secretary's Office[6]	2,886,027	2,954,027	2,335,625	2,954,027	0
Elections[7]	1,106,896	1,960,528	1,913,210	1,959,528	(1,000)
Civil Service[8]	2,946,744	2,921,744	1,997,481	2,850,548	(71,196)
Code Compliance[9]	32,209,414	33,808,725	24,931,459	33,459,569	(349,156)
Court and Detention Services[10]	23,811,595	23,311,595	16,733,696	22,204,096	(1,107,499)
Jail Contract[11]	9,547,117	9,547,117	4,773,558	4,773,558	(4,773,559)
Dallas Animal Services	15,314,969	15,314,969	11,666,915	15,314,969	0
Dallas Fire-Rescue[12]	315,544,933	324,099,522	250,417,022	324,099,522	0
Dallas Police Department[13]	513,535,030	526,635,631	414,830,449	526,350,631	(285,000)
Housing and Neighborhood Revitalization[14]	3,587,062	3,487,062	1,990,709	3,287,761	(199,301)
Human Resources	6,055,192	6,055,192	4,738,870	5,930,192	(125,000)
Judiciary[15]	3,663,199	3,763,199	2,909,143	3,740,903	(22,296)
Library[16]	32,074,999	31,774,999	23,055,128	31,620,715	(154,284)
Management Services					
311 Customer Service Center[17]	4,639,768	4,439,768	2,253,231	4,246,080	(193,688)
Communications, Outreach, and Marketing[18]	2,295,750	2,195,750	1,510,076	1,980,174	(215,576)
Emergency Management Operations[19]	1,152,959	1,726,959	1,710,788	1,726,798	(161)
Office of Community Care[20]	8,415,504	8,165,505	4,081,589	8,045,819	(119,686)
Office of Community Police Oversight[21]	545,133	545,133	296,026	372,394	(172,739)
Office of Environmental Quality and Sustainability	4,247,434	4,247,433	4,158,782	4,039,380	(208,053)
Office of Equity and Inclusion[22]	2,401,046	2,641,135	2,110,722	2,641,135	0
Office of Government Affairs[23]	937,370	937,370	760,490	871,957	(65,413)
Office of Historic Preservation[24]	728,797	728,797	511,236	650,840	(77,957)
Office of Homeless Solutions	12,364,516	12,364,516	8,012,113	11,884,516	(480,000)
Office of Integrated Public Safety Solutions[25]	3,393,814	3,393,814	1,177,820	2,732,058	(661,756)
Mayor and City Council	5,140,653	5,140,653	4,016,868	4,889,328	(251,325)
Non-Departmental[26]	113,461,571	120,642,636	90,631,712	120,625,280	(17,356)
Office of Arts and Culture[27]	20,204,697	20,129,697	18,005,887	20,129,253	(444)
Office of Data Analytics and Business Intelligence[28]	1,261,913	1,348,913	1,475,649	1,348,079	(834)
Office of Economic Development	5,442,727	5,442,727	4,283,886	5,431,266	(11,461)
Park and Recreation[29]	94,313,446	94,924,446	76,386,156	94,924,299	(147)
Planning and Urban Design[30]	3,312,735	3,212,735	2,401,945	3,128,936	(83,799)
Procurement Services[31]	3,018,085	2,968,085	2,209,527	2,772,735	(195,350)
Public Works[32]	76,141,197	75,766,197	66,993,598	75,491,024	(275,173)
Sustainable Development and Construction[33]	1,868,980	1,668,980	1,793,607	1,466,484	(202,496)
Transportation[34]	43,105,575	42,655,575	30,166,513	42,326,184	(329,391)
Total Departments	1,430,217,263	1,477,075,715	1,144,398,741	1,465,586,570	(11,489,145)
Financial Reserves	0	0	0	0	0
Liability/Claims Fund Transfer	4,822,220	4,822,220	4,822,220	4,822,220	0
Salary and Benefit Stabilization[35]	2,000,000	0	0	0	0
Total Expenditures	$1,437,039,483	$1,481,897,935	$1,149,220,961	$1,470,408,790	($11,489,145)

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 Budget and Management Services. City Council decreased BMS' budget by $80,000 on September 9 by ordinance #31986. BMS is forecast to be $307,000 under budget primarily due to salary savings.

2 Building Services. City Council increased BSD's budget by $6,278,000 on June 9 by ordinance #31884 for maintenance and repair of City facilities and by $10,791,000 on September 9 by ordinance #31986 for additional major maintenance transfers and unbudgeted repairs due to Winter Storm Uri not considered insurable.

3 City Auditor's Office. City Council decreased AUD's budget by $75,000 on September 9 by ordinance #31986 due to a lower-than-anticipated contract expenses and salary savings.

4 City Controller's Office. City Council decreased CCO's budget by $100,000 on September 9 by ordinance #31986 due to salary savings.

5 Independent Audit. City Council decreased IND's budget by $200,000 due to a lower-than-anticipated contract expense associated with the City's annual independent audit.

6 City Secretary's Office. City Council increased SEC's budget by $68,000 on September 9 by ordinance #31986 due to termination payouts.

7 Elections. City Council increased the Elections budget by $822,000 on June 9 by ordinance #31884 due to a higher-than-anticipated contract expense with Dallas, Collin, and Denton counties for the May election and further increased the Elections budget by $32,000 on Septemeber 9 by ordinance #31986 due to the June run-off election and advertising.

8 Civil Service. City Council decreased CVS' budget by $25,000 on September 9 by ordinance #31986 due to salary savings.

9 Code Compliance. City Council increased CCS' budget by $1,649,000 on June 9 by ordinance #31884 to add 34 positions to be assigned to census tracks. City Council decreased CCS' budget by $50,000 on September 9 by ordinance #31884 due to salary savings.

10 Court and Detention Services. City Council decreased CTS' budget by $500,000 on September 9 by ordinance #31986 due to salary savings. CTS is projected to be $1,107,000 under budget due to salary savings associated with 61 vacant positions and a lower-than-anticipated number of ad hoc department requests for security services partially offset by a loss in reimbursement for security services caused by cancelled events.

11 Jail Contract. The Jail Contract is forecast to be $4,774,000 under budget due to delays in executing the contract with Dallas County.

12 Dallas Fire-Rescue. City Council increased DFR's budget by $8,555,000 on September 9 by ordinance #31986 due to increased overtime for sworn positions, medical supplies, parts for fleet repair/maintenance, and a decreased reimbursement from Aviation (AVI).

13 Dallas Police Department. City Council increased DPD's budget by $13,101,000 on September 9, 2021 by ordinance #31986 due to overtime for sworn positions associated with a greater focus on crime suppression efforts and higher than budgeted expenses for uniforms and equipment.

14 Housing and Neighborhood Revitalization. City Council decreased HOU's budget by $100,000 on September 9 by ordinance #31986. HOU is projected to be $199,000 under budget due to prior vacancies

VARIANCE NOTES

that have since been filled.

15 Judiciary. City Council increased CTJ's budget by $100,000 on September 9 by ordinance #31986 due to a higher-than-budgeted translation services expenses.

16 Library. City Council decreased LIB's budget by $300,000 on September 9 by ordinance #31986 due to salary savings.

17 311 Customer Service Center. City Council decreased 311's budget by $200,000 on September 9 by ordinance #31986 due to salary savings associated with 21 vacant positions.

18 Communications, Outreach, and Marketing. City Council decreased COM's budget by $100,000 on September 9 by ordinance #31986 due to salary savings and usage of CARES funding earlier in the fiscal year for Audiovisual and PC equipment upgrades.

19 Emergency Management Operations. City Council increased OEM's budget by $574,000 on September 9 by ordinance #31986 due to contracts with private bus companies for mobile warming services and other unbudgeted severe weather expenses during Winter Storm Uri.

20 Office of Community Care. City Council decreased OCC's budget by $250,000 on September 9 by ordinance #31986 due to lower-than-anticipated contract expenses associated with various facility closures.

21 Office of Community Police Oversight. OCPO is projected to be $173,000 under budget due to salary savings associated with two vacant positions.

22 Office of Equity and Inclusion. City Council increased OEI's budget by $240,000 on September 9 by ordinance #31986 due to unbudgeted termination payouts and contractual expenses for consultant contract for the Racial Equity Plan.

23 Office of Government Affairs. OGA is projected to be $65,000 under budget due to salary savings associated with three vacant positions.

24 Office of Historic Preservation. OHP is projected to be $78,000 under budget due to salary savings associated with one vacant position.

25 Office of Integrated Public Safety Solutions. IPSS is projected to be $662,000 under budget due to salary savings associated with 25 vacant positions which is partially offset by the purchase of vehicles for the Mobile Crisis Response and the RIGHT Care Teams.

26 Non-Departmental. City Council increased Non-D's budget by $7,181,000 on September 9 by ordinance #31986 due to an appropriation of excess revenue to be transferred to the Revenue Stabilizaton Fund to be used in a future year (FY24 and beyond).

27 Office of Arts and Culture. City Council decreased OAC's budget by $75,000 on September 9 by ordinance #31986 for salary savings.

28 Office of Data Analytics and Business Intelligence. City Council increased DBI's budget by $87,000 on September 9 by ordinance #31986 due to unbudgeted internal service charges and temporary staffing.

VARIANCE NOTES

29 Park and Recreation. City Council increased PKR's budget by $611,000 on September 9 by ordinance #31986 due to unbudgeted repairs associated with Winter Storm Uri that are not considered insurable. PKR currently estimates repair expenses at $10,000,000 and anticipates about $6,250,000 from insurance via reimbursements. This is partially offset by salary savings associated with vacant positions.

30 Planning and Urban Design. City Council decreased PUD's budget by $100,000 on September 9 by ordinance #31986 due to salary savings associated with four vacant positions.

31 Procurement Services. City Council decreased POM's budget by $50,000 on September 9 by ordinance #31986. POM is forecast to be $195,000 under budget primarily due to salary savings associated with six vacant positons.

32 Public Works. City Council decreased PBW's budget by $375,000 due to salary savings associated with 102 vacant positons.

33 Sustainable Development and Construction. City Council decreased DEV's budget by $200,000 on September 9 by ordinance #31986. DEV is projected to be $202,000 under budget primarily due to a delay in processing FY 2019-20 reimbursements from the Water Utilities and Building Inspection funds.

34 Transportation. City Council decreased TRN's budget by $450,000 on September 9 by ordinance #31884 due to salary savings associated with 30 vacant positions.

35 Salary and Benefit Stabilization. The FY 2020-21 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, $71,000 was transferred to SEC and OEI. City Council reallocated the remaining $1,929,000 S&B budget due to savings in the FY 2020-21 End of Year Ordinance.

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	119,164,299	107,987,363	119,163,563	(736)
Total Expenditures	112,758,320	119,164,299	94,320,395	119,163,563	(736)
Ending Fund Balance	$0	$0		$15,319,809	$15,319,809
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	42,010,429	70,121,067	(15,711,514)
Total Expenditures	85,832,581	85,832,581	46,408,774	70,121,067	(15,711,514)
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	1,019,046	1,307,642	(603,358)
Total Expenditures	1,875,612	1,875,612	1,419,236	1,664,655	(210,957)
Ending Fund Balance	$721,353	$721,353		$368,251	($353,102)
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	105,779,401	126,601,007	(467,903)
Total Expenditures	128,413,418	131,628,920	80,436,129	131,628,920	0
Ending Fund Balance	$31,860,022	$28,644,520		$17,123,548	($11,520,972)
STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES[5]					
Beginning Fund Balance	$9,918,699	$9,918,699		$10,383,149	$464,450
Total Revenues	66,355,747	66,355,747	57,341,764	66,355,747	0
Total Expenditures	66,329,747	68,829,747	33,662,406	68,829,747	0
Ending Fund Balance	$9,944,699	$7,444,699		$7,909,149	$464,450
SUSTAINABLE DEVELOPMENT AND CONSTRUCTION[6]					
Beginning Fund Balance	$47,421,969	$47,421,969		$51,667,089	$4,245,120
Total Revenues	33,644,751	33,644,751	29,785,269	35,382,793	1,738,042
Total Expenditures	36,544,104	38,544,104	30,615,276	37,948,564	(595,540)
Ending Fund Balance	$44,522,616	$42,522,616		$49,101,318	$6,578,702
WATER UTILITIES[7]					
Beginning Fund Balance	$140,647,348	$140,647,348		$131,522,556	($9,124,792)
Total Revenues	692,146,200	692,146,200	532,365,565	667,127,626	(25,018,574)
Total Expenditures	714,778,341	714,778,341	476,911,373	689,759,767	(25,018,574)
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	67,872,814	84,497,166	125,105
Total Expenditures	85,013,099	85,013,099	69,402,093	84,778,527	(234,572)
Ending Fund Balance	$4,949,078	$4,949,078		$7,385,825	$2,436,747
RADIO SERVICES					
Beginning Fund Balance	$1,039,213	$1,039,213		$1,351,631	$312,418
Total Revenues	12,843,519	12,843,519	9,156,974	12,578,667	(264,852)
Total Expenditures	13,423,481	13,423,481	10,378,758	13,211,727	(211,754)
Ending Fund Balance	$459,251	$459,251		$718,571	$259,320
EQUIPMENT AND FLEET MANAGEMENT					
Beginning Fund Balance	$12,006,161	$12,006,161		$11,979,713	($26,448)
Total Revenues	54,714,940	54,714,940	31,178,883	55,081,881	366,941
Total Expenditures	56,069,040	56,069,040	43,800,193	56,069,040	0
Ending Fund Balance	$10,652,061	$10,652,061		$10,992,554	$340,493
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	2,421,990	2,593,790	0
Total Expenditures	2,080,890	2,080,890	1,735,663	2,076,647	(4,243)
Ending Fund Balance	$4,632,984	$4,632,984		$4,670,430	$37,446
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	4,687,978	20,650,143	(2,424,607)
Total Expenditures	23,074,750	23,074,750	16,453,150	20,650,143	(2,424,607)
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	10,586,934	13,006,411	988,967
Total Expenditures	16,126,922	16,523,922	7,672,427	15,872,771	(651,151)
Ending Fund Balance	$1,733,911	$1,336,911		$5,857,345	$4,520,434
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	325,147,734	327,501,998	7,691,618
Total Expenditures	316,672,860	316,672,860	261,294,290	306,124,733	(10,548,127)
Ending Fund Balance	$46,764,761	$46,764,761		$67,931,306	$21,166,545
EMPLOYEE BENEFITS[10]					
City Contributions	99,503,000	99,503,000	69,640,255	99,503,000	$0
Employee Contributions	29,341,804	29,341,804	38,929,880	26,937,141	(2,404,663)
Retiree	27,290,950	27,290,950	19,854,927	27,283,270	(7,680)
Other	0	0	17,786	13,217,967	13,217,967
Total Revenues	156,135,754	156,135,754	128,442,847	166,941,378	10,805,624
Total Expenditures	163,814,169	163,814,169	125,832,154	165,922,755	2,108,586

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	412,736	23,001,180	$0
Third Party Liability	13,784,533	13,784,533	4,899,641	13,784,533	0
Purchased Insurance	7,480,093	7,480,093	21	7,480,093	0
Interest and Other	0	0	1,037,119	1,037,119	1,037,119
Total Revenues	44,265,806	44,265,806	6,349,517	45,302,925	1,037,119
Total Expenditures	47,212,601	47,212,601	19,214,757	30,725,106	(16,487,495)

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 July 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. City Council increased AVI's budget by $6,323,000 on June 9 by ordinance #31884 as part of the mid-year appropriations adjustment process due to higher expenses than budgeted, offset by increased revenue. City Council further increased AVI Transportation Regulation budget by $83,000 on September 9 by ordinance #31986 as part of the end-of-year appropriations adjustment process due to a contract for the FastTrack software.

2 Convention and Event Services. CCT revenues and expenses are projected to be $15,712,000 under budget due to various event cancellations as a result of COVID-19.

3 Municipal Radio. WRR revenues are projected to be $603,000 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 $211,000 under budget primarily due to lower sales commissions as a result of lower ad sales. WRR anticipates using fund balance to offset lost revenue.

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. City Council increased SAN's budget again by $2,405,000 on June 9 by ordinance #31986 as part of the mid-year appropriations adjustment process due to the use of fund balance to offset lost revenue and the increased expenses associated with the shingle cleanup at the former Blue Star Recycling facility.

5 Storm Drainage Management - DWU. City Council increased SDM's budget by $2,500,000 on September 9 by ordinance #31986 for the purchase of equipment and additonal transfers to the capital construction fund.

6 Sustainable Development and 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's expenses are projected to be $596,000 under budget primarily due to the elimination of POSSE system upgrades and reduced costs for the workflow evaluation staffing study. DEV's revenues are projected to be $1,738,000 over budget due to higher-than-budgeted permit activity.

7 Water Utilities. DWU revenues are projected to be $25,019,000 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, elimination of past-due fees associated with COVID-19, and decreased water usage resulting from significant rainfall. DWU expenses are projected to be $25,019,000 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.

8 Bond and Construction Management. BCM revenues and expenses are projected to be $2,425,000 under budget primarily due to salary savings associated with 39 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

VARIANCE NOTES

9 911 System Operations. City Council increased 911's budget by $397,000 on June 9 by ordinance #31884 due to the delayed implementation of the Next Generation 911 System to FY 2020-21 after being budgeted in FY 2019-20. 911 revenues are projected to be $989,000 over budget due to the collection of wireline fees from previous fiscal years.

10 Employee Benefits. Revenues are projected to be $10,806,000 over budget due to increased enrollment in flexible spending accounts and higher-than-projected supplemental life insurance. Expenses are projected to be $2,109,000 over budget due to increased employee participation in flexible spending accounts which is partially offset by other health benefit expenses being under budget due to a better claim experience and a CVS rebate.

11 Risk Management. ORM expenses are projected to be $16,487,000 under budget primarily due to a delay in anticipated claims expenses from FY 2020-21 to FY 2021-22 and a positive recovery resulting in a lower-than-expected payout.

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	$128,091,986	$86,560,009	$92,315,275
Park and Recreation Facilities [B]	261,807,000	206,776,093	121,158,501	24,488,737	61,128,855
Fair Park [C]	50,000,000	35,854,549	27,607,141	1,330,257	6,917,152
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	4,879,019	7,644,664	9,960,630
Library Facilities [E]	15,589,000	15,589,000	14,251,394	821,270	516,336
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	9,204,374	4,093,973	672,257
Public Safety Facilities [G]	32,081,000	27,737,155	15,183,755	9,566,550	2,986,850
City Facilities [H]	18,157,000	12,720,154	5,811,675	657,072	6,251,407
Economic Development [I]	55,400,000	36,709,750	14,315,532	11,519,904	10,874,314
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	3,307,090	10,599,522
Total	$1,050,000,000	$692,798,072	$340,585,949	$149,989,526	$202,222,597

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	$244,422,519	$14,512,771	$6,695,198
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	198,746,423	100,334,961	27,293,616
Economic Development [3]	55,000,000	55,000,000	36,508,504	6,212,759	12,278,737
Total	$642,000,000	$647,005,488	$479,677,446	$121,060,491	$46,267,551

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	$379,954,595	$18,909,106	$7,626,853
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	277,080,112	19,803,613	45,873,442
Park and Recreation Facilities [3]	343,230,000	353,022,660	343,273,936	3,395,766	6,352,958
Library Facilities [4]	46,200,000	47,692,804	46,972,469	539,788	180,547
Cultural Arts Facilities [5]	60,855,000	63,556,770	62,540,328	162,871	853,571
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	25,051,821	1,885,542	8,422,872
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	41,939,230	1,153,500	1,967,324
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	11,150,191	400,672	11,176,588
Court Facilities [11]	7,945,000	7,948,603	7,680,430	165,566	102,607
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,554,146	316,682	253,394
Total	$1,353,520,000	$1,398,175,273	$1,268,233,690	$46,736,313	$83,204,270

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.

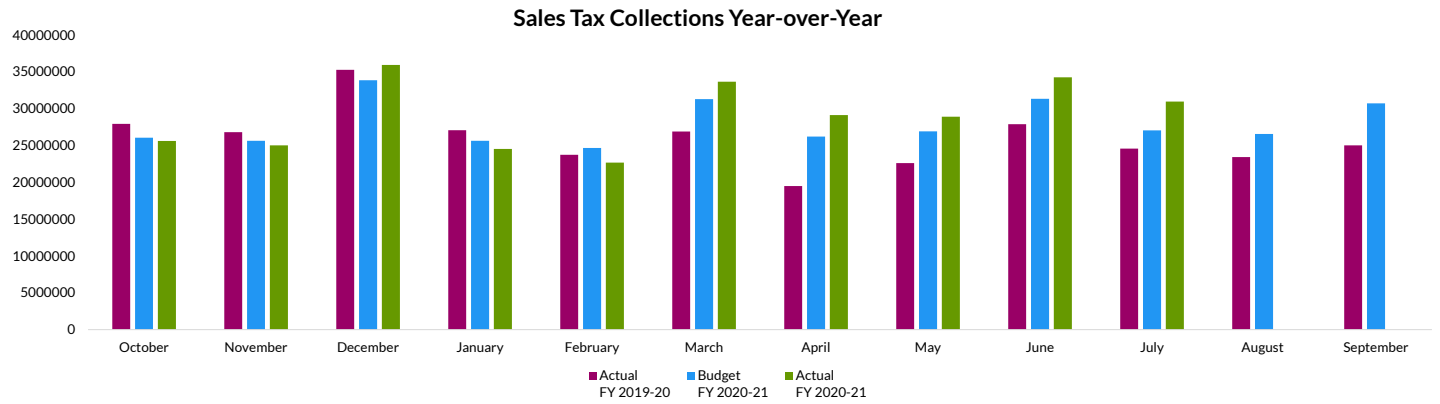
FY 2020-21 Financial Forecast Report

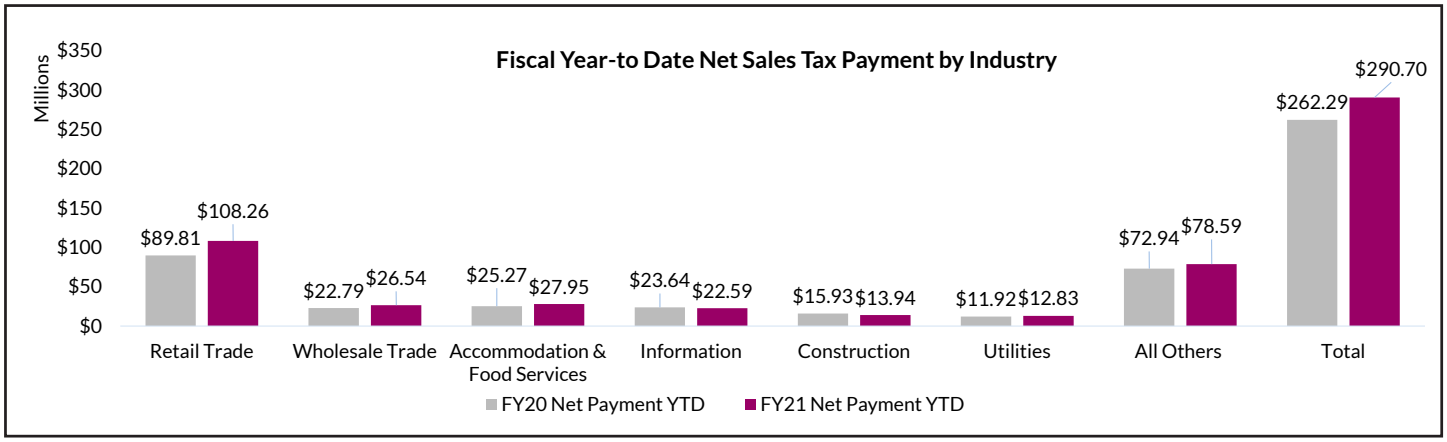
ECONOMIC INDICATORS

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 $310,738,000 in sales tax revenue. The FY 2020-21 budget was $296,324,365. We have since amended the budget and forecast to $336,012,000. City Council increased the sales tax budget by $8,749,000 on June 9 as part of the mid-year appropriations adjustment process. The budget was increased again by $30,938,000 on September 9 through the end-of-year appropriations adjustment process. There are two more months of receipts in the fiscal year. We will update the forecast 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	**July FY21 over July FY20**	**FYTD21 over FYTD20**
Retail Trade	34%	21%
Wholesale Trade	16%	16%
Accommodation and Food Services	55%	11%
Information	8%	-4%
Construction	4%	-12%
Utilities	-9%	8%
All Others	26%	8%
Total Collections	26%	11%

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.

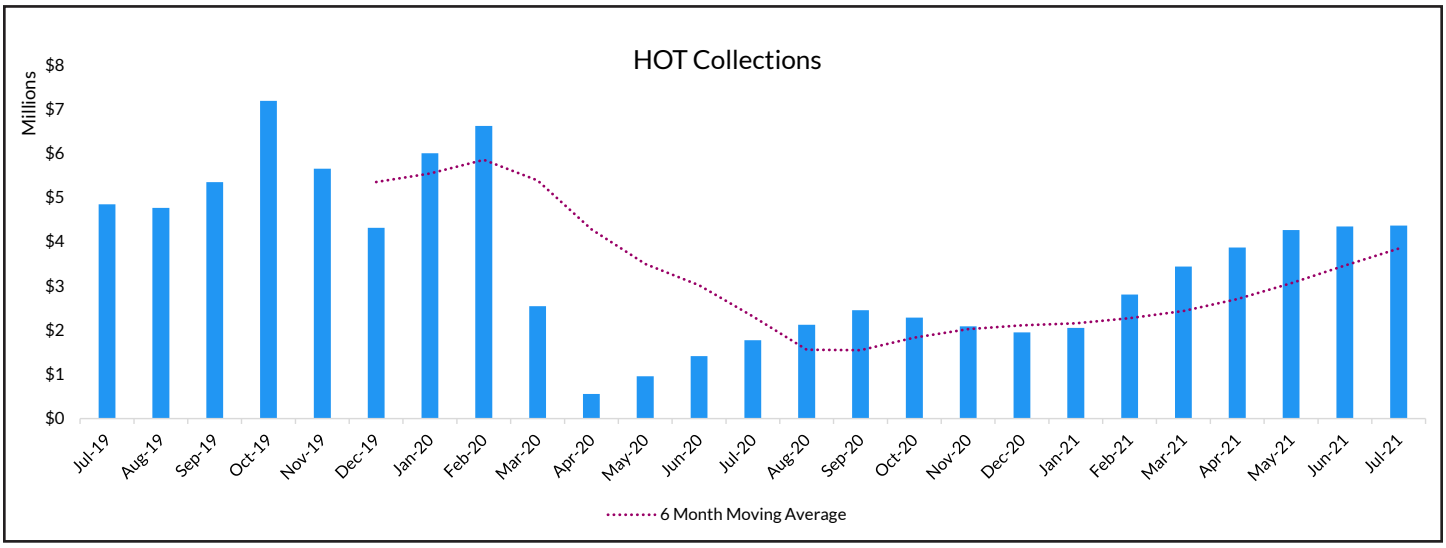
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

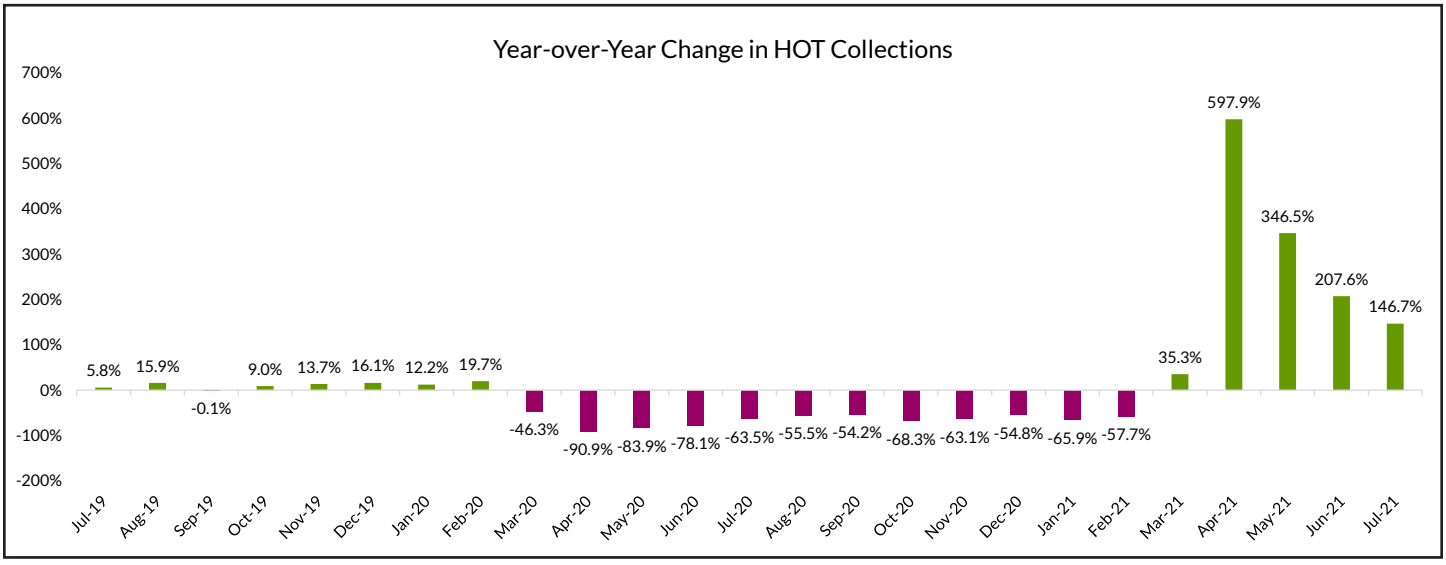
FY 2020-21 Financial Forecast Report

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

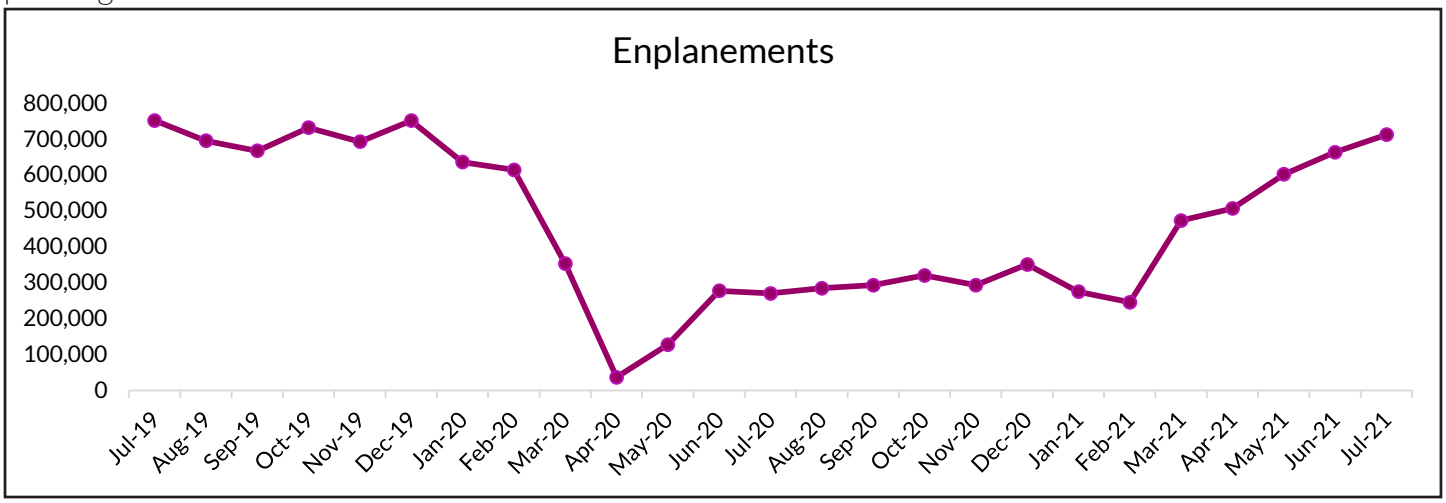
Convention Center Event Bookings

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	1
May	6	0	9	5
June	5	0	8	6
July	3	0	3	3
August	7	0	7	4
September	11	0	3	7
Total	79	49	74	32

Love Field Enplanements

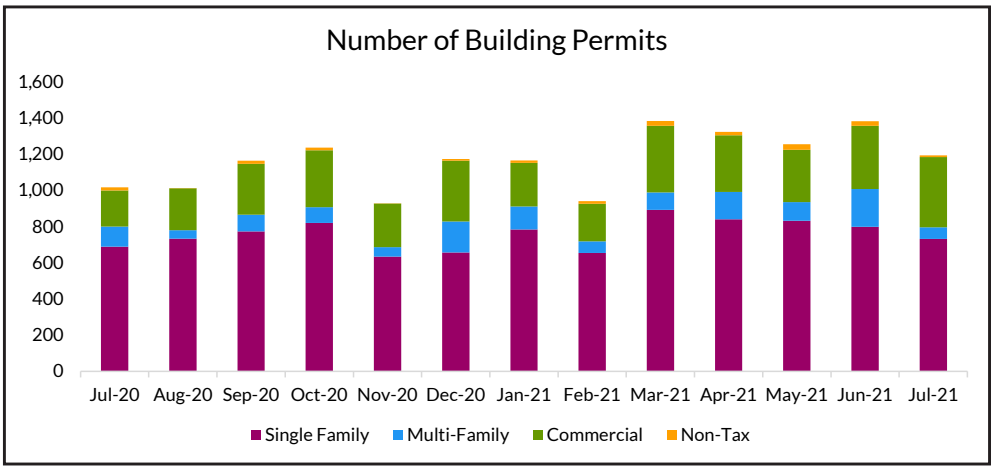
An enplanement is when a revenue-generating passenger boards an aircraft. Enplanements are the most important air traffic metric because enplaned passengers directly or indirectly generate 80 percent of Aviation revenues. Typically, Aviation generates only 20 percent of total operating revenues from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



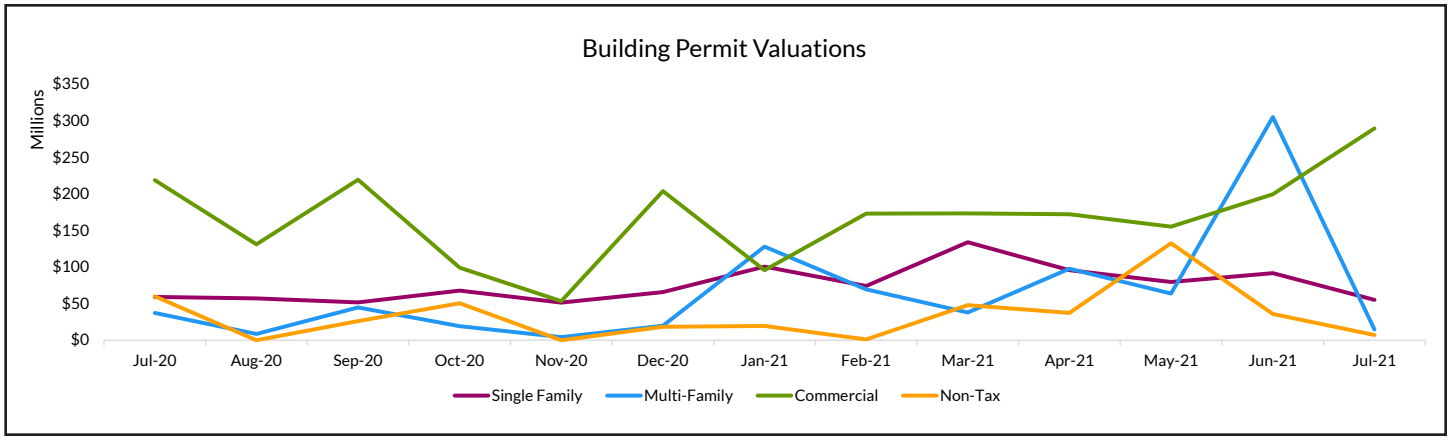
FY 2020-21 Financial Forecast Report

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

17 On Target

6 Near Target

12 Not on Target

Year-End Forecast

24 On Target

2 Near Target

9 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%	81.68%	65%	82%
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%	98%
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%	97.73%	98%	98%
	Environment & Sustainability					
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	74%	47.8%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	18.29%	19%	19%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	15.61	12.5	15.61
	Government Performance & Financial Management					
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	27.94%	75%	31%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	88.25%	70%	87%

* 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	204	120	220
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	75.76%	60%	60%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	98.38%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	90.57%	80%	85%
	Public Safety					
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	84.92%	90%	86%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.69%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	55.96%	60%	55%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	63.55%	90%	68%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	1,665.8	1,736.1	1,999	2,023
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	35%	42.1%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	86.87%	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%	31.19%	30%	31%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	72.2%	65%	67%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	87.49%	90%	90%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	59.26%	85%	60%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93.6%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	95.6%	95%	95%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	53%	6.9%	100%	19%

* 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%	85%	85.17%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.56%	4%	1%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	73%	50.4%	100%	85%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	99.88%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.71%	91%	91%
	Workforce, Education, & Equity					
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	55.2%	10%	25%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	33.33%	25%	33%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	70%	43%	80%	80%

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

VARIANCE NOTES

#3. As of August 30, DEV estimates residential permit review times at five weeks for first review. Five vacancies in the residential review team coupled with a large influx of applications has caused an increase in wait time. Applications are being diverted to third party reviewers to assist. DEV anticipates three week review times once process improvements are fully implemented.

#5. As of July 31, 65 of 136 milestones are complete with an additional 68 milestones in progress. Some milestones in progress are tied to the Urban Agriculture Plan, approved by City Council on August 25, and the Local Solid Waste Management Plan Update. OEQ has met with all involved City departments and anticipates completing 126 milestones by the end of September.

#7. SAN continues to be impacted by the higher than usual municipal solid waste volumes and the ability to fill vacancies which have resulted in an increase in missed service calls. A new temporary laborer staffing agency began on August 16 and operation processes have been improved to mitigate service impacts. SAN anticipates staffing to gradually return to normal by early September.

#8. In addition to continued software and IVR malfunctions, staffing shortages have impacted performance. 311 is working with HR to fill vacancies and have had five interviews, four job offers, and two job acceptances in July. Additionally, 311's new software is in the final stage of implementation and anticipated to be deployed by September.

#10. Contractor capacity and construction delays continue to adversely impact performance. HOU has closed 10 additional projects in July and will close additional applications as contractors become available.

FY 2020-21 Dallas 365

#14. DFR's four closed fire stations continue to impact response times due to displaced apparatus. One of the four stations will be back in service by September 2021. DFR is also using temporary stations to mitigate response time.

#16. DPD continues to balance the resource needs of call response times with proactive crime fighting efforts, which have resulted in violent crime reductions. DPD strives to answer 60% of priority 1 calls in under 8 minutes while also continuing the successful implementation of our crime reduction plan.

#17. Low staffing levels during most of the fiscal year and the Covid-19 pandemic have impacted performance levels. 469 applicants for the 911 position have been interviewed since January 1, 2021 and 45 remaining candidates are at various stages of the background process. As of August 27, 911 Call Taker staffing is at 95%. The 911 call center anticipates calls answered within 10 seconds to average 68% by the end of the fiscal year.

#24. Overall circulation of LIB materials, including technology devices, is down compared to last year because of COVID-19 closures and limited services. At any time, 80% of the 100 Chromebook technology bundles (paired with a hot spot) are checked out, and approximately 90% of the remaining individual hot spots are in use. LIB continues to revise its marketing tactics to increase awareness. July's technology circulation increased by 19.6% over June.

#27. PKR anticipated resuming TRec programming in April, but delayed because of continued COVID-19 precautions. Programming resumed at 13 locations on June 25 and has had 1,891 participants through July.

#30. Multiple weather events from November to February, particularly Winter Storm Uri, slowed anticipated construction schedules. Finalizing previously programmed projects also impacted performance. PBW anticipates completing 618 planned lane miles by the end of the fiscal year.

#35. EQU diverted resources in February and March to reviewing "Budgeting for Equity" submissions for the FY 2021-22 proposed budget, which caused a delay in the Equity Indicators alignment process. An additional seven departments will be reflected in the August report and EQU anticipates completing the targeted 33 departments by September.

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).

18	15	2	0
Complete	On Track	At Risk	Canceled

In the Spotlight

Fire Station 46 is back in action! This recently completed replacement Fire Station located at 331 East Camp Wisdom Road will begin serving its community later this month. The contractor is in the process of obtaining a certificate of occupancy so the building can be turned back over to the City and firefighters can move in over the next few weeks. These firefighters had been operating out of other fire stations during the construction and we are excited to welcome them home to a brand new, 12,000 sq. ft. upgraded facility that will help DFR respond to calls for help more efficiently and effectively. A big thank you to our DFR firefighters and to our Bond Office for shepherding this vital project!

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 outside organizations 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 program launched November 12. In December, staff reviewed and scored 129 applications. In January, staff identified 50 awardees, 45 of whom completed the required technical assistance/business coaching and received funds. From the initial award cycle, 44 of 45 businesses (97.8 percent) were from low- to moderate-income census tracts.

ENVIRONMENT & SUSTAINABILITY

3 Environmental Action Plan

INITIATIVE Initiate the 48 actions and 136 milestones identified in the Comprehensive Environmental and Climate Action Plan (CECAP) for FY 2020-21. (Environmental Quality and Sustainability)

STATUS OEQS has developed an RFCSP for community solar, which is currently under review by Procurement Services. A consultant for the Urban Agriculture Plan has been selected. City Council has approved the Urban Forest Master Plan, a resolution for sustainable procurement, and a resolution approving funds from the VW Mitigation Trust to develop electric vehicle charging infrastructure will go to City Council. OEQS is working on an application for more funds from the VW Mitigation Trust to install additional electric vehicle charging infrastructure.

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 has collected data for the first three quarters and developed a preliminary goal based on the collected information. SAN continues to analyze the data and adjust the collection routes periodically to improve vehicle efficiency.

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 In June, average speed of answer for Spanish calls increased to 10 minutes and 47 seconds. 311 has hired multiple new bilingual agents. To help reduce wait times, 311 will continue to work with HR to hire staff in at market rate, focus efforts on adding additional bilingual staff via a job fair, and continue the implementation of new modern software for the call center.

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 DBI has staffed 23 of 28 positions and is recruiting three Data Science Analysts, one Data Scientist, and an intern, all of whom are targeted to be hired by the end of September.

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 The Eviction Assistance Initiative served 163 households (386 people) from January 2021 to July 2021. In the month of July 2021, 21 households (49 people) were assisted. The initiative has assisted 100% of applicants who have sought legal services through advising, briefing, or full legal representation. These households met with a legal representative from Legal Aid of Northwest Texas to provide some measure of defense to the threat of eviction. The number of households that were helped this fiscal year is because of the CDC moratorium on evictions which was blocked by the Supreme Court on August 26, 2021. Eviction filings may increase in the coming months because of this.

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, 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 completed LED conversion of 533 street lights and installation of 80 new lights. Converstion of additional 1,611 street lights is underway with 583 in Design phase and 52 under construction. All contracts will be awarded on 9/22/2021.The Illegal dumping team is currently on track with the remediation of illegal dumping cases. Since October, CCS has resolved all code violations and remediated 341 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 expects to post the position before August. The Intake Specialist has been hired.

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 The Sobering Center manager has onboarded a manager and three supervisors. The City Attorney's Office is finalizing an Interlocal Agreement with the North Texas Behavioral Health Authority to co-locate a supervisor at the Sobering Center. The agreement is expected be approved, and the supervisor is set to start work this Fall. Renovations will be completed Fall 2021. The Center hosted a soft opening on May 19 and is on track for a full opening by Fall 2021. Center staff have begun interviewing individuals and connecting them to community-based treatment programs.

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 successfully executed its hiring plan goal by hiring 95 new members across the Fall 2020, Spring 2021 and Summer 2021 hiring classes. The department is in process of training these new personnel and is positioned to fully staff the new Station 59, as well as other assignments added over the last year.

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 and the percentage of crisis intervention calls handled by the teams increased from 10 percent of all such calls in January to 45 percent in June.

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 City will staff the Mobile Crisis Response Team with a manager (hired), supervisor positions (posted), and caseworkers (eight of which are in the onboarding process).

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 CIty Council approved the contract with both the North Texas Behavioral Health Authority (21-1465) and Metrocare Dallas (21-1462) on August 25, 2021. The services became available on September 1, 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 City Council awarded a contract for the violence interrupters program on April 28, and IPSS has hired a program manager. The program was operational on June 21.

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. Project ABLE certified multiple DPD instructors through its train-the-trainers event, and department-wide training began in April. DPD added more classes to expedite the training of all sworn officers.

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 DPD has hired 56 of the 95 non-sworn positions. Forty-two have completed training, and the transition from sworn to non-sworn is complete. Fourteen are still in training, and seven 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 RTCC construction is complete and is in the commissioning/certification process. DPD has hired 19 crime analysts, two are in the background check process, and one additional position needs to be filled.

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 six new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. As well, CCS has hired all three mow/clean crews (nine positions) in which equipment for the new crews has been recieved. CCS is proactively updating Salesforce to 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 All 1,125 laptops purchased with CARES Act funds, were delivered at the end of May and were made available for checkout mid-June.

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 is delayed but still on track for completion by the end of the fiscal year.

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 In July, TRec programming opened at 14 recreation centers and began offering activities such as sports, games, performing and fine arts, technology, fitness, etc.

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 (ADA). (Equity & Inclusion)

STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 22. The Oak Cliff Municipal Center and Fire Station 26 will be the first two buildings to be assessed - by 9/30. Ten more buildings are scheduled for ADA assessment by November 30. Previously assessed facilities Majestic Theatre restroom on hold pending updated schedule; MLK ramp project is complete; and City Hall L1 & L2 Garage are nearing completion – anticipated project closeout November 30.

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 more than 61 planned lane miles in targeted areas using the new equity framework for infrastructure projects. PBW has exceeded projections.

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 29 of 32 sidewalk projects, including six in July.

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. Staff expects to obligate the Union Bikeway project for construction by the end of FY 2020-21. Staff also plans to bid and award engineering services for Ross Ave. and Elam Rd. shared-use paths and consultant planning services for the Bike Plan Update on 9/22. Staff are also working to implement bike facilities on Lawnview Ave. and Vernon Rd. 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 City Council awarded the construction project for Gooch St. on April 28. Staff have received construction bids for Killough Blvd. and the project is scheduled for award on June 23. Finally, design is complete for Mesquite Heights and construction was awarded on September 9.

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 continues to provide translation services in various languages while actively working toward establishing the City as a trusted primary source of information.

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 The apprenticeship program began in February with two students from Thomas Jefferson P-TECH High School. City Council approved the contract for construction and installation of broadcasting and editing equipment on April 28.

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 The Drivers of Poverty procurement is being completed. The contract will be considered by Council in September 2021.

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 Financial Empowerment Center partners are currently working to hire and train financial coaches as well as working collaboratively with the City to develop the program implementation plan for submission to Cities for Financial Empowerment.

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 and ECO have issued a joint solicitation that will go to Council September 22, 2021. The current program partner, the Regional Black Contractors Association, has enrolled 41 clients as of June 30, funded by an allocation from the Texas Department of Criminal Justice.

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.

4	5	0	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 Security has been consolidated into the Court and Detention Services. The Public Safety Committee was briefed on the assessment results and recommended next steps on May 10. A comprehensive risk assessment plan has been created, prioritized, and funded via ARPA funds in the proposed FY 2021-22 budget in the amount of $6,425,750.

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 August 2022 (originally December 2020). Of the 33 planned sites, 21 are complete, and the remaining 12 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, and City of DeSoto to share premises, facilities, and/or equipment, and ILAs are pending with the cities of Mesquite and Sachse.

23 Historic Resource Survey

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

STATUS OHP presented the initial survey findings to the community on May 18, and staff anticipate hosting at least one more community meeting in the coming months. The final draft of the survey and public hearings are set for Spring 2022 with a target completion date in June 2022.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

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 finished the rollout of new models to existing users. New user classes have begun, and DPD anticipates all 2,000 cameras will be in service by the summer. DAS has purchased 50 cameras that will be active by May, 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 and issued all 1,835 sets of PPE, and all SCBA equipment has been delivered.

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, and staff is coordinating scheduling. 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 City Council has approved investments of $24.1 million in three NOFA projects this fiscal year—St. Jude, Westmoreland Heights, and Midpark Towers—for a total of 630 new units and a total investment of almost $100 million into housing projects in 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 City Council approved the consultant contract on April 28, and PUD launched the public process phase on August 28, 2021 with a draft plan by June 2022.

29 Juanita J. Craft Civil Rights House

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

STATUS The City received construction documents and delivered them to the National Park Service for approval. The National Park Service submitted the plan and specifications to the Texas State Historic Preserviation Officer at the Texas Historical Commission. McCoy Collaborative Preserviation Architects are proceeding with the construction documents and Building Services is working on consruction procurement.

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.