

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2021**

Please find attached the December Budget Accountability Report (BAR) based on information through December 31. You may view all published reports on the [Financial Transparency website](#).

In this report, you will notice that our current forecast for General Fund revenues is \$9.1 million better than budget. While several revenues are slipping, sales taxes are making up for them. For the first three months of the fiscal year, we have realized sales tax receipts that are \$12.2 million better than we anticipated. We are working with our contract economist to update our sales tax forecast for the remainder of the fiscal year and will share that information with you at a future date.

This is offset by our current forecast for General Fund expenses which is \$7.9 million over budget. One of the issues affecting expenses is uniform overtime. Last month, the departments had not yet revised the forecasts to reflect recent experience, and thus the uniform overtime line-item was expected to come in on budget. However, now the Dallas Police Department and Dallas Fire-Rescue have forecast overtime to be a combined \$17.8 million over budget at the end of the fiscal year. DFR forecasts overtime to be \$11.6 million over-budget, while DPD forecasts overtime to be \$6.2 million over-budget. DFR's increased overtime spending is primarily the result of hire-backs needed to maintain minimum staffing levels to cover for higher attrition than anticipated and numerous firefighters required to quarantine for COVID-19. DPD's increased overtime spending is primarily to support 911, street racing, and COVID-19 activities.

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

Handwritten signature of M. Elizabeth Reich in blue ink.

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

- c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billieae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager
- Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

As of December 31, 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	✓	✓
Convention and Event Services	5% under budget	5% under budget
Development Services	✓	✓
Municipal Radio	17% under budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	8% under budget	8% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	6% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 22
On Target

! 6
Near Target

✗ 7
Not on Target

Year-End Forecast

✓ 31
On Target

! 3
Near Target

✗ 1
Not on Target

Budget Initiative Tracker

● 1
Complete

! 0
At Risk

✓ 34
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 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 22, 2021, effective October 1, 2021, through September 30, 2022. 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, 2022. The variance is the difference between the FY 2021-22 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 December 31, 2021.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$272,058,286	\$0
Revenues	1,535,018,900	1,535,018,900	454,318,510	1,544,139,689	9,120,789
Expenditures	1,535,018,900	1,535,018,900	346,979,496	1,542,912,750	7,893,850
Ending Fund Balance	\$272,058,286	\$272,058,286		\$273,285,225	\$1,226,939

Fund Balance. As of December 31, 2021, the beginning fund balance for the adopted and amended budget and YE forecast reflects the FY 2020-21 unaudited unassigned ending fund balance as projected during budget development (July 2021). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2020-21 audited statements become available in April 2022.

Revenues. Through December 31, 2021, General Fund revenues are projected to be \$9,121,000 over budget. Sales tax revenue is projected to be \$12,173,000 over budget based on actual collection trends three months into the fiscal year. This is partially offset by declines in charges for services, fines and forfeitures, and miscellaneous traffic impact fees, which are projected to be \$2,955,000 under budget, collectively.

Expenditures. Through December 31, 2021, General Fund expenditures are projected to be \$7,894,000 over budget due to uniform overtime expenses, contractual services, and a reduction in anticipated reimbursements, partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

FY 2021-22 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$287,856,393	\$876,483,968	\$0
2	Sales Tax	344,283,066	344,283,066	\$100,963,851	\$356,456,314	12,173,248
3	Franchise and Other	117,599,602	117,599,602	\$21,722,262	\$117,613,443	13,841
4	Charges for Services	108,668,947	108,668,947	\$35,177,746	\$107,546,789	(1,122,158)
5	Fines and Forfeitures	26,390,716	26,390,716	\$4,814,357	\$25,102,929	(1,287,787)
6	Operating Transfers In	32,918,730	32,918,730	\$0	\$32,918,730	0
7	Intergovernmental	13,101,905	13,101,905	\$240,843	\$13,062,198	(39,707)
8	Miscellaneous	8,877,610	8,877,610	\$2,316,360	\$8,332,072	(545,538)
9	Licenses and Permits	5,844,356	5,844,356	\$1,114,994	\$5,773,242	(71,114)
10	Interest	850,000	850,000	\$111,703	\$850,004	4
	Total Revenue	\$1,535,018,900	\$1,535,018,900	\$454,318,510	\$1,544,139,689	\$9,120,789

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.

2 Sales Tax. Revenue is forecast to be \$12,173,000 over budget based on actual collection trends three months into the fiscal year.

4 Charges for Services. Charges for services are projected to be \$1,122,000 under budget primarily due to decline in parking meter usage compared to same month last year (variability based on local economy).

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$1,288,000 under budget primarily due to decline in parking fine activity.

8 Miscellaneous. Miscellaneous revenues are projected to be \$546,000 under budget primarily due to delay in finalizing the review process for new adopted fees for traffic impact related to transportation.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$259,445,026	\$50,785,496	\$252,009,541	(\$7,435,485)
	Non-uniform Overtime	6,826,827	6,826,827	2,602,818	8,299,636	1,472,809
	Non-uniform Pension	35,609,192	35,609,192	7,122,177	35,165,536	(443,656)
	Uniform Pay	496,243,907	497,132,747	109,059,230	485,725,172	(11,407,575)
	Uniform Overtime	35,775,121	35,775,121	14,392,786	53,572,223	17,797,102
	Uniform Pension	171,394,327	171,394,327	38,603,688	172,079,542	685,215
	Health Benefits	73,731,868	73,731,868	13,525,720	73,731,868	0
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,262,614	2,476,640	12,000,642	(261,972)
1	Total Personnel Services	\$1,102,293,613	\$1,102,293,613	\$238,568,556	\$1,102,700,051	\$406,438
2	Supplies	75,425,847	75,418,007	18,337,051	76,708,794	1,400,993
3	Contractual Services	433,322,701	433,525,887	90,168,405	436,410,210	2,845,823
4	Capital Outlay	11,677,806	11,482,460	1,411,430	11,568,138	13,972
5	Reimbursements	(87,701,067)	(87,701,067)	(1,505,946)	(84,474,443)	3,226,624
	Total Expenditures	\$1,535,018,900	\$1,535,018,900	\$346,979,496	\$1,542,912,750	\$7,893,850

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 \$406,000 over budget primarily due to uniform overtime expenses for DPD (\$6,180,000) and DFR (\$11,617,000), which are partially offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	\$21,337,590	\$13,136,666	\$21,203,183	(\$134,407)
2	Budget and Management Services	4,512,904	4,512,904	927,966	4,512,904	0
3	Building Services	24,356,319	24,356,319	6,446,799	24,338,877	(17,442)
4	City Attorney	17,814,203	17,814,203	4,179,919	17,814,203	0
5	City Auditor	3,048,254	3,048,254	557,619	2,929,754	(118,500)
6	City Controller	7,764,698	7,764,698	1,778,430	7,461,306	(303,392)
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,933,212	681,210	2,933,212	0
9	City Secretary	3,050,306	3,050,306	772,157	3,044,423	(5,883)
10	Elections	104,713	104,713	24,809	104,713	0
11	Civil Service	3,021,703	3,021,703	492,860	2,868,778	(152,925)
12	Code Compliance	35,032,924	35,032,924	7,243,063	34,798,354	(234,570)
13	Court and Detention Services	24,077,721	24,077,721	4,926,337	23,745,538	(332,183)
14	Jail Contract	9,450,527	9,450,527	0	9,450,527	0
15	Dallas Animal Services	16,068,520	16,068,520	3,569,328	15,739,745	(328,775)
16	Dallas Fire-Rescue	335,699,096	335,699,096	80,853,752	344,484,575	8,785,479
17	Dallas Police Department	565,934,568	565,934,568	129,294,094	568,279,687	2,345,119
18	Data Analytics and Business Intelligence	3,988,372	3,988,372	725,087	3,912,257	(76,115)
19	Economic Development	3,252,177	3,252,177	795,167	3,250,124	(2,053)
20	Housing and Neighborhood Revitalization	3,825,426	3,825,426	472,296	3,717,187	(108,239)
21	Human Resources	7,199,251	7,199,251	1,715,731	7,199,251	0
22	Judiciary	3,675,924	3,675,924	900,492	3,658,087	(17,837)
23	Library	32,917,306	32,917,306	6,681,005	32,570,800	(346,506)
	Management Services					
24	311 Customer Service Center	5,079,860	5,079,860	1,558,612	5,079,860	0
25	Communications, Outreach, and Marketing	2,330,867	2,330,867	390,636	2,295,871	(34,996)
26	Community Care	9,204,147	9,204,147	1,318,073	9,204,147	0
27	Community Police Oversight	630,129	630,129	90,111	574,890	(55,239)
28	Emergency Management	1,130,290	1,130,290	211,436	1,130,290	0
29	Environmental Quality and Sustainability	4,255,762	4,255,762	1,449,551	4,035,509	(220,253)
30	Equity and Inclusion	2,644,998	2,644,998	598,878	2,513,830	(131,168)
31	Government Affairs	914,383	914,383	197,916	839,848	(74,535)
32	Historic Preservation	755,602	755,602	151,203	747,067	(8,535)
33	Homeless Solutions	11,913,143	11,913,143	1,225,866	11,913,143	0
34	Integrated Public Safety Solutions	4,969,809	4,969,809	497,352	4,611,606	(358,203)
35	Small Business Center	2,454,801	2,454,801	237,098	2,454,801	0
36	Mayor and City Council	5,351,007	5,351,007	1,297,821	5,305,094	(45,913)
37	Non-Departmental	115,542,145	115,542,145	3,769,230	115,542,145	0
38	Park and Recreation	99,627,169	99,627,169	20,840,178	99,627,169	0
39	Planning and Urban Design	4,209,553	4,209,553	1,284,126	4,258,374	48,821
40	Procurement Services	3,082,909	3,082,909	673,393	2,967,028	(115,881)
41	Public Works	76,357,799	76,357,799	36,820,494	76,295,781	(62,018)
42	Transportation	45,249,577	45,249,577	8,192,737	45,249,577	0
	Total Departments	\$1,525,515,093	\$1,525,515,093	\$346,979,496	\$1,533,408,943	\$7,893,850
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	4,483,807	0	4,483,807	0
45	Salary and Benefit Stabilization	5,020,000	5,020,000	0	5,020,000	0
	Total Expenditures	\$1,535,018,900	\$1,535,018,900	\$346,979,496	\$1,542,912,750	\$7,893,850

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.

11 Civil Service. CVS is projected to be \$153,000 under budget primarily due to salary savings associated with seven vacant positions.

16 Dallas Fire-Rescue. DFR is projected to be \$8,785,000 over budget primarily due to uniform overtime (\$11,617,000) expenses as a result of the surge in COVID-19 quarantines, higher than anticipated attrition, prolonged training timelines to enter new members to the field, and higher than anticipated light duty injuries.

17 Dallas Police Department. DPD is projected to be \$2,345,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, a reduction in reimbursements, and increased uniform overtime (\$6,180,000) which are partially offset by salary savings associated with vacant uniform and non-uniform positions.

27 Community Police Oversight. OCPO is projected to be \$55,000 under budget primarily due to salary savings associated with two vacant positions.

29 Environmental Quality and Sustainability. OEQS is projected to be \$220,000 under budget primarily due to salary savings associated with 13 vacant positions, which is partially offset by decreased reimbursements from Water Utilities and Storm Drainage Management.

30 Equity and Inclusion. OEI is projected to be \$131,000 under budget primarily due to salary savings associated with four vacant positions.

31 Government Affairs. OGA is projected to be \$75,000 under budget primarily due to salary savings associated with three vacant positions.

34 Integrated Public Safety Solutions. IPSS is projected to be \$358,000 under budget primarily due to salary savings associated with six vacant positions.

39 Planning and Urban Design. PUD is projected to be \$49,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	\$15,319,809	\$15,319,809		\$15,319,809	\$0
Total Revenues	142,389,852	142,389,852	\$41,762,029	\$142,389,852	0
Total Expenditures	142,389,852	142,389,852	\$25,928,588	\$142,389,852	0
Ending Fund Balance	\$15,319,809	\$15,319,809		\$15,319,809	\$0
2 CONVENTION AND EVENT SERVICES					
Beginning Fund Balance	\$39,553,867	\$39,553,867		\$39,553,867	\$0
Total Revenues	100,819,948	100,819,948	13,084,872	95,400,070	(5,419,878)
Total Expenditures	100,819,948	100,819,948	16,406,206	95,400,070	(5,419,878)
Ending Fund Balance	\$39,553,867	\$39,553,867		\$39,553,867	\$0
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	\$48,987,040	\$48,987,040		\$48,987,040	\$0
Total Revenues	33,476,527	33,476,527	8,414,216	33,476,527	0
Total Expenditures	38,383,670	38,383,670	8,287,460	38,383,670	0
Ending Fund Balance	\$44,079,897	\$44,079,897		\$44,079,897	\$0
4 MUNICIPAL RADIO					
Beginning Fund Balance	\$355,950	\$355,950		\$355,950	\$0
Total Revenues	1,861,000	1,861,000	390,590	1,550,690	(310,310)
Total Expenditures	1,815,740	1,815,740	598,988	1,768,518	(47,222)
Ending Fund Balance	\$401,210	\$401,210		\$138,122	(\$263,088)
5 SANITATION SERVICES					
Beginning Fund Balance	\$16,465,593	\$16,465,593		\$16,465,593	\$0
Total Revenues	137,982,207	137,982,207	35,752,367	136,240,865	(1,741,342)
Total Expenditures	139,536,992	139,536,992	25,856,150	139,536,992	0
Ending Fund Balance	\$14,910,808	\$14,910,808		\$13,169,466	(\$1,741,342)
6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES					
Beginning Fund Balance	\$10,386,150	\$10,386,150		\$10,386,150	\$0
Total Revenues	69,314,586	69,314,586	17,764,197	69,314,586	0
Total Expenditures	69,314,586	69,314,586	7,439,007	69,314,586	0
Ending Fund Balance	\$10,386,150	\$10,386,150		\$10,386,150	\$0
7 WATER UTILITIES					
Beginning Fund Balance	\$108,890,415	\$108,890,415		\$108,890,415	\$0
Total Revenues	713,732,650	713,732,650	183,862,353	713,732,650	0
Total Expenditures	722,432,650	722,432,650	134,648,830	722,432,650	0
Ending Fund Balance	\$100,190,415	\$100,190,415		\$100,190,415	\$0

FY 2021-22 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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8 BOND AND CONSTRUCTION MANAGEMENT

Beginning Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$1,173,960)	\$0
Total Revenues	23,065,518	23,065,518	370,375	21,129,578	(1,935,940)
Total Expenditures	23,065,518	23,065,518	7,004,302	21,129,578	(1,935,940)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$1,173,960)	\$0

9 EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$10,625,614	\$0
Total Revenues	55,306,860	55,306,860	4,418,874	57,010,925	1,704,065
Total Expenditures	56,541,723	56,541,723	10,795,916	58,245,305	1,703,582
Ending Fund Balance	\$9,390,751	\$9,390,751		\$9,391,234	\$483

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$4,666,187	\$0
Total Revenues	2,593,790	2,593,790	706,978	2,595,822	2,032
Total Expenditures	2,323,978	2,323,978	990,505	2,176,052	(147,926)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,085,957	\$149,958

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$7,697,728	\$7,697,728		\$7,697,728	\$0
Total Revenues	99,176,891	99,176,891	23,245,356	99,190,920	14,029
Total Expenditures	99,176,891	99,176,891	42,190,711	99,096,518	(80,373)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$7,792,130	\$94,402

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$517,133	\$0
Total Revenues	13,248,650	13,248,650	2,810,168	13,248,671	21
Total Expenditures	13,248,650	13,248,650	4,242,718	13,238,508	(10,142)
Ending Fund Balance	\$517,133	\$517,133		\$527,296	\$10,163

FY 2021-22 Financial Forecast Report

OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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13 9-1-1 SYSTEM OPERATIONS

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$4,180,269	\$0
Total Revenues	12,017,444	12,017,444	2,589,720	12,142,239	124,795
Total Expenditures	14,341,472	14,341,472	6,196,119	14,764,016	422,544
Ending Fund Balance	\$1,856,241	\$1,856,241		\$1,558,492	(\$297,749)

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	345,529,961	345,529,961	105,044,380	345,529,962	0
Total Expenditures	348,776,403	348,776,403	0	348,776,403	0
Ending Fund Balance	\$63,621,256	\$63,621,256		\$63,621,256	\$0

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	21,988,643	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	11,658,066	40,959,071	0
Retiree	27,867,000	27,867,000	4,303,933	27,867,000	0
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	37,954,425	168,332,854	3,783
Total Expenditures	176,549,294	176,549,294	31,542,425	176,549,294	0

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

16 RISK MANAGEMENT

Worker's Compensation	14,085,135	14,085,135	187,493	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,500,294	11,688,742	0
Purchased Insurance	11,096,779	11,096,779	1,300	11,096,779	0
Interest and Other	0	0	8,355	8,355	8,355
Total Revenues	36,870,656	36,870,656	4,697,441	36,879,011	8,355
Total Expenditures	52,064,548	52,064,548	13,132,163	52,064,548	0

Note: FY 2021-22 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 December 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2021-22 amended beginning fund balance after FY 2020-21 audited statements become available in April 2022. 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.

2 Convention and Event Services. CCT revenues are projected to be \$5,420,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$5,420,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

4 Municipal Radio. WRR revenues are projected to be \$310,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. A request for proposal (RFP) for private management of station programming is currently being negotiated. Arts and Culture (OAC) anticipates a February 2022 presentation to the Quality of Life, Arts, and Culture Committee in partnership with the preferred vendor.

8 Bond and Construction Management. BCM revenues and expenses are projected to be \$1,936,000 under budget primarily due to salary savings associated with 46 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.

9 Equipment and Fleet Management. EFM expenses are projected to be \$1,704,000 over budget due to an unanticipated increase in fuel prices. EFM revenues are projected to be \$1,704,000 over budget to reflect increased charges to customer departments.

10 Express Business Center. EBC expenses are projected to be \$110,000 under budget due to salary savings associated with three vacant positions.

13 9-1-1 System Operations. 911 expenses are projected to be \$423,000 over budget primarily due to costs associated with the transition of the 911 call centers from an analog network to a digital network (ESINet). 911 anticipates using fund balance to cover the increased expense.

FY 2021-22 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$157,935,838	\$89,315,100	\$172,610,531
B	Park and Recreation Facilities	261,807,000	234,143,026	133,745,972	20,542,432	79,854,622
C	Fair Park	50,000,000	42,889,098	28,300,443	1,337,789	13,250,866
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	7,326,678	8,634,615	19,584,976
E	Library Facilities	15,589,000	15,589,000	14,797,027	327,152	464,821
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,212,351	3,197,328	692,409
G	Public Safety Facilities	32,081,000	29,897,353	17,975,778	7,224,002	4,697,572
H	City Facilities	18,157,000	15,423,904	6,150,494	1,495,955	7,777,455
I	Economic Development	55,400,000	46,367,495	17,682,500	11,429,616	17,255,379
J	Homeless Assistance Facilities	20,000,000	16,978,370	2,270,068	1,660,445	13,047,857
Total		\$1,050,000,000	\$870,798,072	\$396,397,149	\$145,164,435	\$329,236,488

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$249,319,775	\$10,733,345	\$5,577,368
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	214,086,458	85,197,070	27,091,472
3	Economic Development	55,000,000	55,000,000	36,667,280	6,049,484	12,283,236
Total		\$642,000,000	\$647,005,488	\$500,073,512	\$101,979,900	\$44,952,076

2006 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$384,262,898	\$16,405,398	\$5,822,258
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	282,005,965	14,784,453	45,966,748
3	Park and Recreation Facilities	343,230,000	353,343,060	344,532,497	2,157,258	6,653,304
4	Library Facilities	46,200,000	48,318,600	47,447,913	93,988	776,699
5	Cultural Arts Facilities	60,855,000	63,821,447	62,696,798	20,773	1,103,876
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	25,311,608	1,738,872	9,165,998
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	41,859,178	1,153,500	2,047,376
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,302,124	264,221	11,161,107
11	Court Facilities	7,945,000	8,146,606	7,711,456	125,525	309,625
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	64,822,297	6,299	1,244,342
Total		\$1,353,520,000	\$1,401,388,107	\$1,280,010,915	\$36,750,300	\$84,626,891

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.

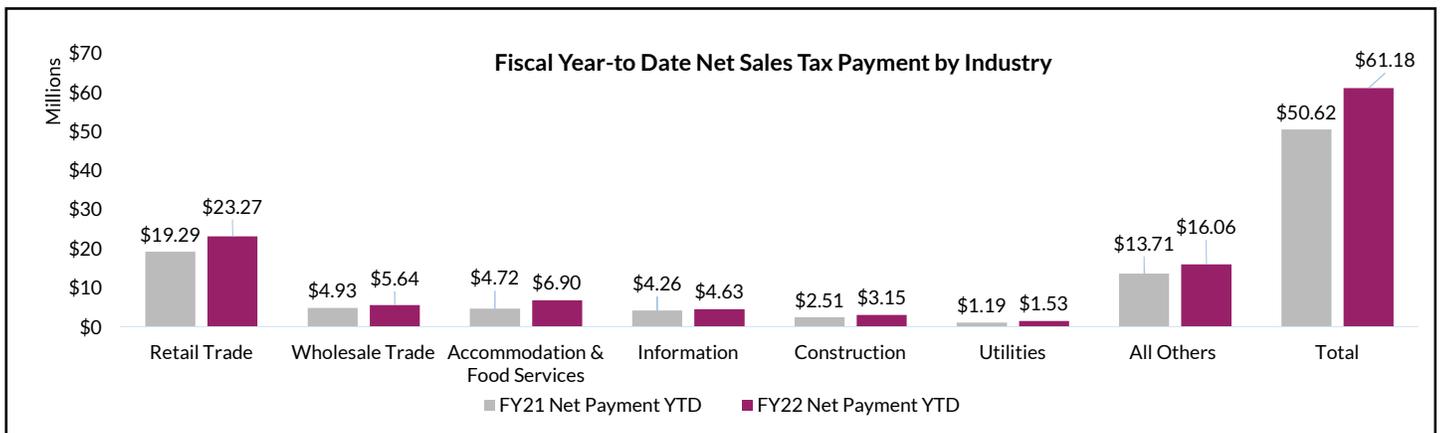
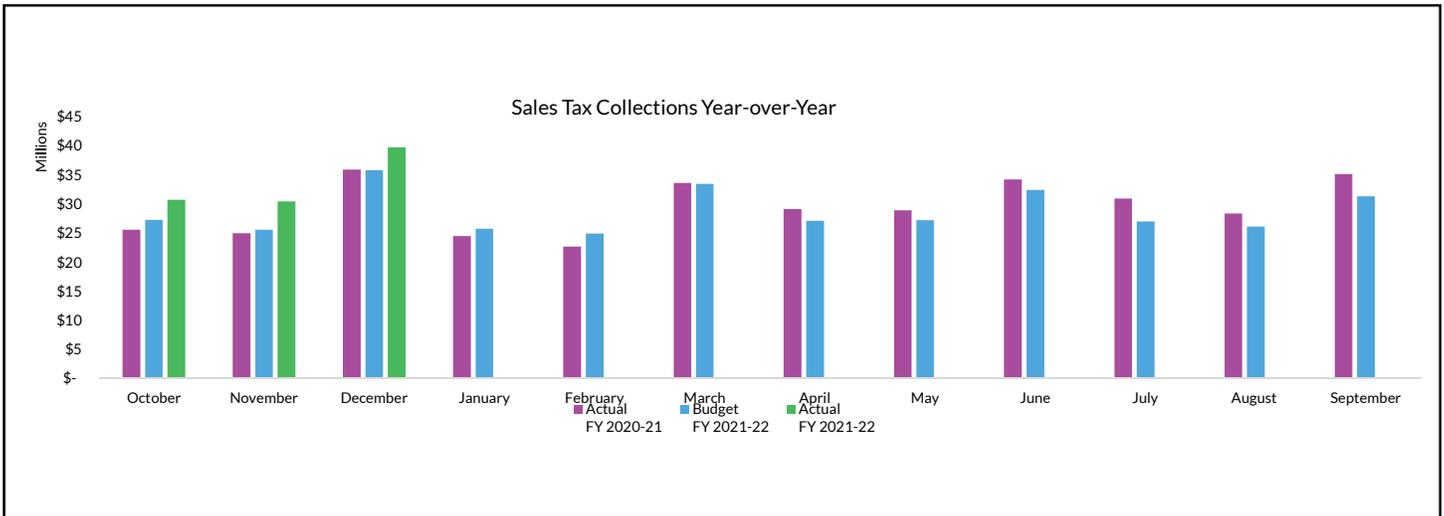
FY 2021-22 Financial Forecast Report

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 2020-21, the City received \$354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted \$344,283,066. As of December 31, 2021, the sales tax forecast is \$356,456,314. 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. The Sales Tax Industry data lags a month behind the total Sales Tax Collections actuals.



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

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	November FY22 over November FY21	FYTD22 over FYTD21
Retail Trade	17%	21%
Wholesale Trade	19%	14%
Accommodation and Food Services	52%	46%
Information	0%	9%
Construction	29%	25%
Utilities	32%	28%
All Others	25%	17%
Total Collections	22%	21%

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.

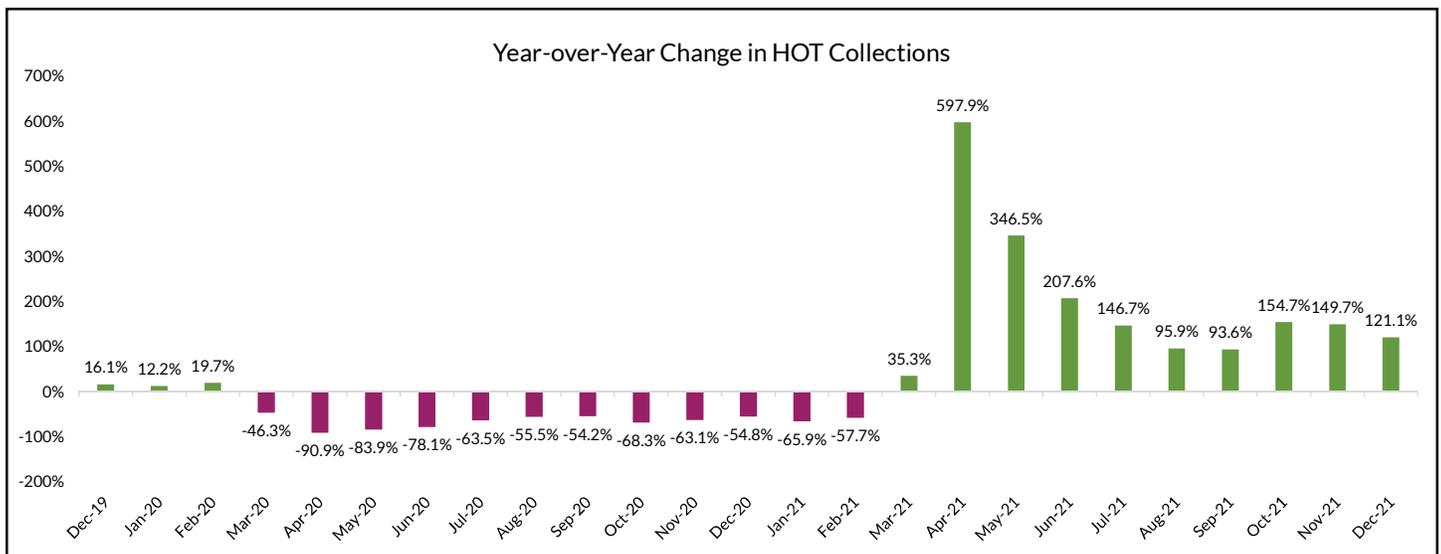
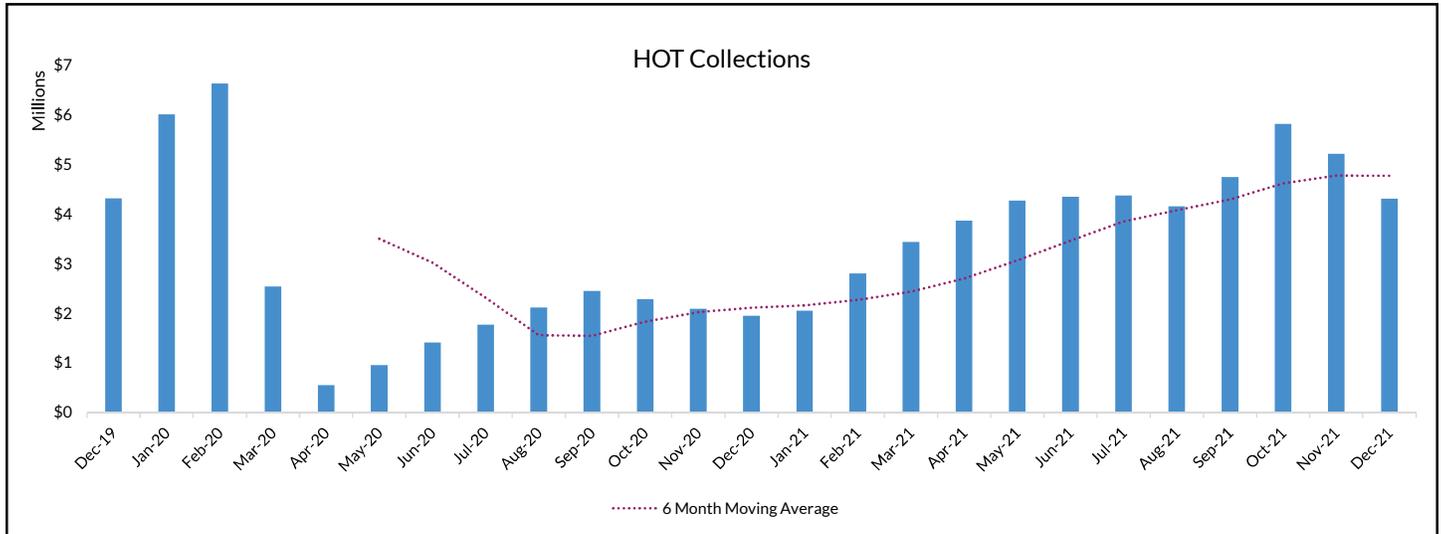
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2021-22 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 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

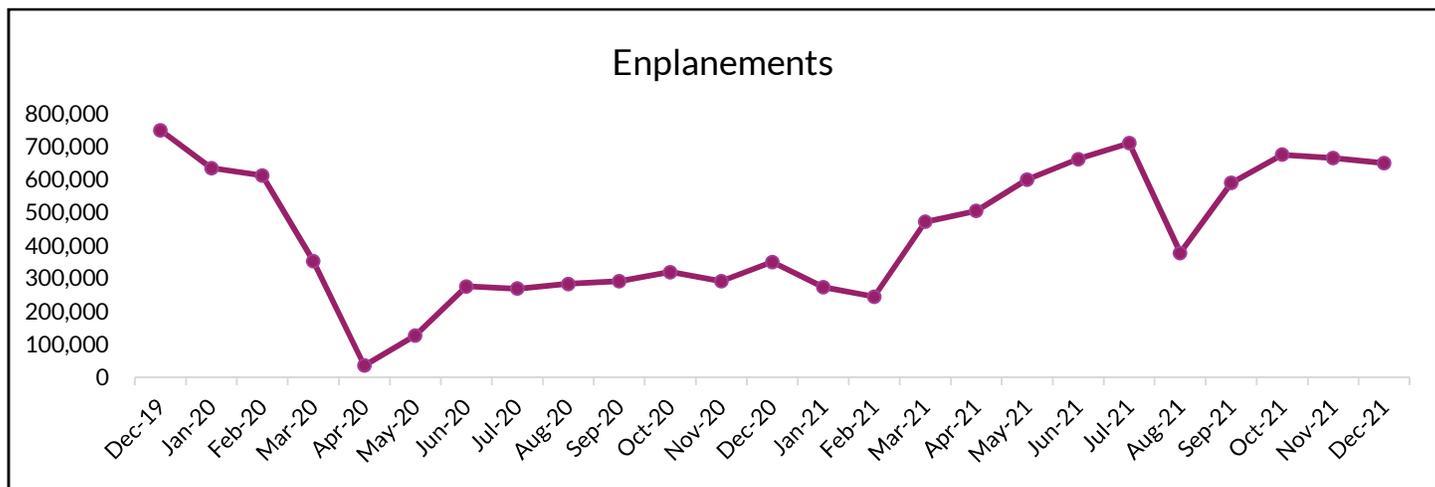
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	6
December	5	2	11	6
January	13	1	6	8
February	12	0	10	8
March	1	2	4	7
April	1	1	5	4
May	0	6	3	4
June	0	7	9	5
July	0	7	3	1
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	64

* Due to shifts in cancellations and rescheduling, FY22 actuals for prior months may be updated.

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.

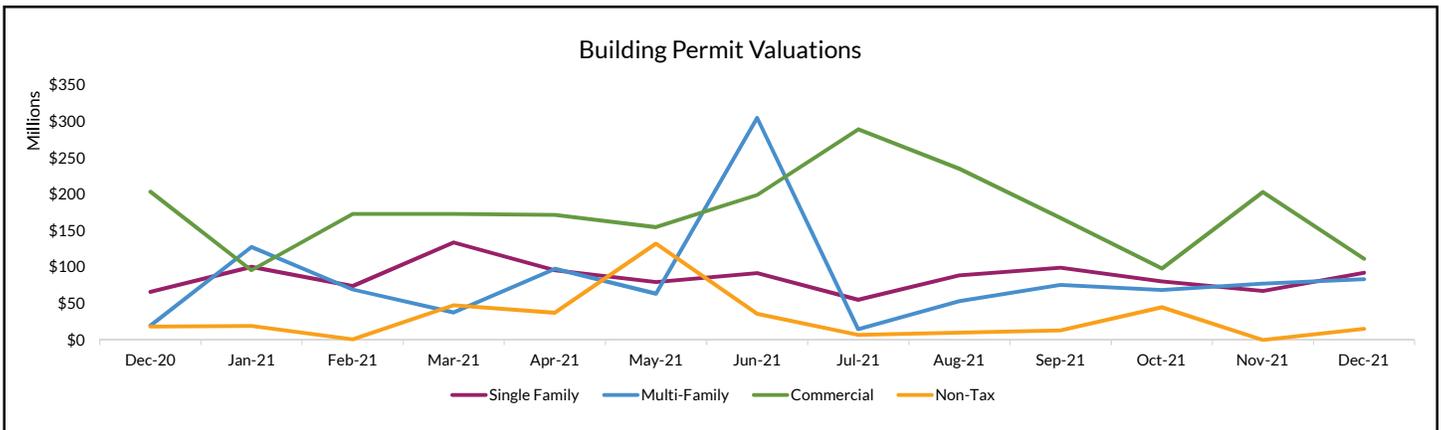
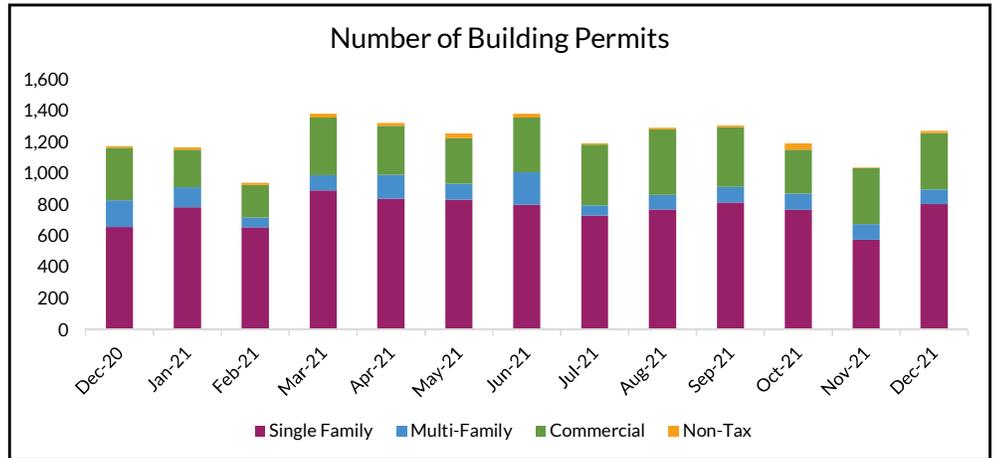


FY 2021-22 Financial Forecast Report

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 2020-21 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, 2022.

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



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	98.4%	98.0%	98.5%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	3	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	42.2%	40.0%	40.0%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	72.5%	65.0%	65.0%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (Office of Environmental Quality & Sustainability)	92.7%	14.6%	2.3%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	18.9%	18.8%	19.0%	19.0%

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

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	90.0%	88.3%	90.0%	90.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	87.1%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	30.2%	75.0%	59.8%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-1.0%	15.8%	-3.3%	-1.0%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	49.2%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	90.7%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	75.0%	71.4%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	86.8%	90.0%	86.8%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue)	83.9%	90.0%	89.1%	90.0%	89.1%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,223.7	2,000.0	2,044.7
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	87.6%	60.0%	88.2%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	93.5%	90.0%	91.4%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	88.4%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	50.7%	52.2%	80.0%	80.0%

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

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	84.3%	65.0%	83.3%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	60.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	80.7%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	99.1%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	26.0%	26.2%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,492	1,604	1,604
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	63.2%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	73.0%	72.8%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	4.0%	5.5%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.1%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.7%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	10.2%	10.3%	50.0%	50.1%
Workforce, Education, & Equity						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	468.4%	25%	25%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	63,682	62,000	62,000

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

FY 2021-22 Dallas 365

VARIANCE NOTES

5 As of December 2021, 44% of the 263 milestones are ongoing and will be completed in the 4th quarter. Many of the projects in the workplan are still in the development phase and implementation has been delayed. Activity is expected to increase as the fiscal year proceeds. OEQ anticipates the 92% target will be met.

10 311 lowered its average wait time by 56 seconds from November to December and anticipates a continued reduction in wait times as additional agents are released from training. 311 will continue to focus its efforts on filling vacancies and training staff. Additionally, 311 is awaiting an ITS upgrade to activate courtesy callback software features to improve service. The callback feature is estimated to roll out in June 2022.

11 The increase in preventable City equipment incidents is mainly from three departments (DPD, DFR, and PBW). Backing, turning when unsafe, and driver inattention were the top 3 causes of incidents. ORM will continue to identify causes and provide recommendations to address incidents.

12 One project (Armonia Apartments) has been approved this fiscal year. This project will not strongly impact the overall percentage of developer funding by the end of the fiscal year. The next project in the NOFA process is in the underwriting stage. Additionally, a new application was received in January for a 300-unit mixed income rental project, which staff will review in the coming months.

17 DPD strives to ensure that all crime against persons is reduced to less than 2000 crimes per 100,00 residents. Crime is increasing nationwide, and we continue to see a reduction in crimes against persons in Dallas. The Chief's Crime Reduction Plan is a multi-pronged approach to crime reduction.

27 No programming at select facilities due to closures from storm damage, renovations, and pandemic/staffing. The damages suffered from the 2021 Winter Storm forced the closure or temporary closures of numerous facilities: Samuell Grand, Dr. Martin Luther King Jr., Eloise Lundy and the Teen Tech Center either eliminated or severely reduced the ability to provide programming. Temporary facility closures due to COVID19 outbreaks also hampered PRK's ability to offer programming.

28 TRec participation is impacted by holidays, inclement weather, school season/schedule, and the pandemic. PKR anticipates an increase in participation during peak and summer months.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 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).



In the Spotlight

Communications, Outreach, and Marketing is in the Spotlight this month for its efforts to increase language access, particularly for Spanish speakers. Since last year, the video production team has simulcast City Council meetings with Spanish captions, both streaming online and on Dallas City Television. Since



the language access team formed and partnered with the video production unit, COM has also been producing outstanding original Spanish language content, like the Budget 101 videos debuted last summer. This team works hand in hand with departments to create engaging community outreach materials for audiences that primarily speak Spanish, going beyond captioning or translation, and producing original Spanish language content. Most recently, COM debuted the One Dallas Update, a weekly city news wrap-up in both English and Spanish, using Spanish-speaking on-air talent reading from original Spanish scripts. Big thanks to the COM language access and video production teams for these achievements in equity and inclusion; we can't wait to watch what you do next!

FY 2021-22 Budget Initiative Tracker

ECONOMIC DEVELOPMENT**1 Economic Development Entity** ✓

INITIATIVE Launch the economic development entity called for in the Economic Development Policy with \$7 million over 3 years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY 2021-22, ECO will spend \$2 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 and Year 3. (ECO)

STATUS The Taskforce has held meetings to discuss bylaws, certificate of formation, interlocal agreement, economic development incentive policy, and the board nomination process. On November 1, ECO briefed the Economic Development Committee on the Economic Development Corporation (EDC) formation documents. Full council consideration of the EDC has been postponed until January 2022 with additional council briefings scheduled.

2 Small Business Center ✓

INITIATIVE Establish a Small Business Center focused on business diversity, including the Minority/Women-owned Business Enterprises program, workforce development and reentry services, and entrepreneurship to support local businesses. (ECO)

STATUS SBC has hired a Director and will be posting jobs for two divisional managers in January 2022. Listening sessions hosted by City Council representatives for each district are in progress to analyze existing and necessary resources as requested by small businesses.

ENVIRONMENT & SUSTAINABILITY**3 Sanitation Collection** ✓

INITIATIVE Keep Dallas a safe, clean, and beautiful place to live by improving trash, recycling, and brush and bulky trash service delivery, including increasing employee pay to attract enough staff to meet our requirements and creating an outreach/compliance division to strengthen customer experience. (SAN)

STATUS SAN residential collection services have shown improvements from FY 2020-21. The number of missed garbage and recycling service calls in October and November 2021 decreased approximately 15% from the same months of the prior year. The on-time brush and bulky waste service also reached the 99.9% target in the first two months of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. SAN saw a 12.5% increase in the number of filled truck driver positions at the beginning of FY 2021-22; however the number has plateaued and is still about 10 percent short from the goal of 240. Sanitation continues to hold weekly interviews and job offers are extended the same day for truck driver positions.

SAN is in the hiring process for the Outreach and Enforcement Team Manager position. Once that position is hired, the hiring process for the Inspector positions will start immediately.

4 Air Quality Monitors ✓

INITIATIVE Install \$1 million worth of additional Air Quality Monitors around the city to collect data on air quality and inform policy decisions affecting residents' health and quality of life. (OEQS)

STATUS OEQS staff are working with the Office of Procurement Services and have issued a request for bid for the air quality monitoring equipment. Bids are due in January 2022 with an anticipated agenda item for City Council contract approval in March 2022.

FY 2021-22 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY**5 Solar Energy Initiative** 

INITIATIVE Invest \$1.5 million in FY 2021-22 and \$500,000 in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, and retrofit controls at City facilities. (BSD)

STATUS Approximately \$1.5 million in energy efficiency and solar panel installation projects are in development and anticipated to be reviewed by the Environmental Commission in February 2022 and Environment and Sustainability Committee in March 2022 in advance of City Council consideration of contracts in March/April 2022.

6 Comprehensive Food & Urban Agriculture Plan 

INITIATIVE Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQS)

STATUS OEQS staff have initiated efforts under the contract for the Comprehensive Food & Urban Agriculture Plan and have been in contact with internal/external stakeholders to identify key project priorities. External community engagement activities are planned for early March 2022. OEQS staff are also working with the City's internal Food Equity group towards identifying and working together on one or more pilot projects in spring 2022.

7 Branch Out Dallas 

INITIATIVE Relaunch Branch Out Dallas to provide 2,500 native trees to residents to plant in yards across Dallas helping to reduce heat island effect and stormwater runoff to our drainage system. (SDM)

STATUS The City held the FY 2021-22 Branch Out Dallas event on November 6, 2021 and distributed 2,500 trees across the City for residential properties. The FY 2022-23 activities are currently being planned and will be provided in Spring 2023.

8 Water Distribution System 

INITIATIVE Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY 2021-22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and, begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

STATUS The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU is currently reclassifying two existing vacant positions with an anticipated hire date in March 2022.

FY 2021-22 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

9 Equipment and Fleet

INITIATIVE Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy vehicles used by Public Works and Dallas Water Utilities by investing \$75 million for the purchase of replacement and additional fleet and equipment. (EFM, SDM, DWU, and SAN)

STATUS: The FY 2021-22 fleet acquisition is currently underway for five departments including 418 vehicles on order with a replacement cost of approximately \$29 million.

10 Data Analytics

INITIATIVE Harness the power of data to increase transparency and accountability by adding six new positions to the Office of Data Analytics & Business Intelligence, investing in the City's Data Inventory, and embracing data-driven decision making across our organization. (DBI)

STATUS DBI is conducting interviews for one Data Scientist and three Data Science Analyst positions. Staff expect to fill these four roles by the end of January 2022.

11 Total Compensation Study

INITIATIVE Invest in our City employees and improve recruiting and retention of high-caliber and diverse employees by continuing to implement the Total Compensation Study and ensuring competitive pay. (HR)

STATUS Phase one of the compensation study was completed in 2021. Phase two will begin in late January 2022 and will be focused on moving positions that were not able to be moved to market in phase one and beginning the review to address internal pay compression.

HOUSING & HOMELESSNESS SOLUTIONS

12 Addressing Homelessness

INITIATIVE Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program that employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program will be implemented from FY 2021-22 through FY 2023-24. It is anticipated approximately 1,000 individuals will be housed in the first year and a total of 2,762 individuals housed by the end of September 2023. The third year of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

STATUS From October 2021 to December 2021, the Dallas Real Time Rapid Rehousing Initiative housed 64 households. Of this, 55% of the households consist of adults with children and 45% are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

13 Affordable Housing Units

INITIATIVE Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

STATUS HOU is implementing this new funding along with other measures through the existing Notice of Funding Availability. HOU anticipates bringing the first project to the City Council for approval in January 2022 for water infrastructure related to the development of 125 for-sale single family homes.

FY 2021-22 Budget Initiative Tracker

HOUSING & HOMELESSNESS SOLUTIONS**14 Preservation of Affordable Housing** 

INITIATIVE Devote \$11.3 million for the preservation of affordable housing and investment in water and sewer infrastructure in qualified census tracts. In FY 2021-22, HOU will spend \$2 million for neighborhood infrastructure and \$2 million to preserve 20 housing units. (HOU)

STATUS In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. Application launch is tentatively scheduled for spring 2022.

PUBLIC SAFETY**15 Police Response Times** 

INITIATIVE Improve response times to high priority calls by hiring 250 police officers to end FY 2021-22 at 3,155 police officers, and by continuing to implement the recommendations of the KPMG efficiency study. (DPD)

STATUS DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and end the fiscal year with 3,155 officers. Year to date in FY 2021-22, 35 sworn officers have been hired. In December, 24 recruits graduated the academy and are currently in field training.

16 911 Response 

INITIATIVE Answer 90 percent of 911 calls within 10 seconds by adding 911 call takers and dispatchers and increasing pay to improve talent acquisition and retention. (DPD)

STATUS The December service level was 97.6 percent, with an average answer time of 3 seconds. DPD currently has 92 call takers and 29 trainees, making the 911 Call Center staffed at 86 percent.

17 RIGHT Care 

INITIATIVE Mitigate behavioral health crises and avoid unnecessary arrests and hospitalizations by adding \$2 million to double the number of RIGHT Care teams from five to ten. (IPSS)

STATUS The RIGHT Care team performance continues to excel as it becomes more established. 52.2 percent of crisis intervention calls were handled by RIGHT Care team as of December 30. An additional team was added to the program in December 2021 for a total of seven teams, so that each police division within the city has a designated team. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team. Three additional teams (one support team and two overnight teams) are planned to be implemented by March 2022.

18 Street Racing Remediation 

INITIATIVE Address city wide speeding and unsafe drivers with \$500,000 for traffic calming in neighborhoods and \$200,000 for a street racing remediation pilot project. (TRN)

STATUS In December, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at five additional locations for a total of ten locations year to date. Traffic calming modifications such as speed cushions have been completed at three locations; modifications at six more locations are currently in progress. The Jefferson Temporary Road Diet Demonstration Project has progressed. Construction drums and arrow/message boards that created the lane reduction road diet have been removed, and the task force has been presented with study findings and recommendations. Follow up meetings with the task force have been planned to further inspect raw traffic data.

FY 2021-22 Budget Initiative Tracker

PUBLIC SAFETY**19 Non-Emergency Enforcement** ✓

INITIATIVE Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD and TRN)

STATUS As of December, candidates for the Operation Manager and Supervisor positions have been selected, and HR Compensation is working on the position description for Manager-Parking Enforcement position. In order to accommodate staff, service vehicles, and guest parking, options for a larger facility are being sought out. Real Estate will meet with TRN in January to review facility options. Traffic Control Safety training with DPD was completed in December and additional trainings are expected to be scheduled. Both departments anticipate a transition date of late July 2022.

21 Tornado Warning Sirens ✓

INITIATIVE Improve tornado warning siren coverage by purchasing and installing 10 additional sirens for a total of 178 sirens citywide. (OEM)

STATUS The 10 new potential siren locations have been identified and the process to get the sites approved by Oncor and the Department of Public Works is making progress. An Oncor project manager will be assigned in January 2022 and will review and approve the sites. Once the sites are approved for installation, materials will be ordered and the vendor can begin work.

20 Single-Role Paramedic Program ✓

INITIATIVE Develop and pilot a new Single-Role Paramedic Program to introduce a new career path within Dallas Fire-Rescue to better meet workload demands and calls for medical service. (DFR)

STATUS DFR has identified the rescue vehicles for the pilot program and solicited volunteers from current paramedics. The pilot program is on track to begin in February 2022.

22 Emergency Preparedness ✓

INITIATIVE Prepare for emergency situations that may require sheltering through the purchase and installation of eight generators in City facilities and the purchase of six mobile "power packs" that can be used to provide warming or cooling for up to a 5,000 square foot facility. (BSD and OEM)

STATUS City Council approved the purchase of the eight generators in September 2021 and they are currently being manufactured. The January 12 City Council agenda includes a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. BSD anticipates installations to be completed by spring 2022. OEM anticipates the six mobile generator kits and components to be delivered by the end of January 2022.

23 City Facility Security Assessment ✓

INITIATIVE In FY 2021-22, initiate \$3.5 million (of \$6.4 million allocated) of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

STATUS CTS staff identified existing City contracts that will be utilized to provide estimates for the FY 2021-22 projects. Several vendors have provided cost estimates. Staff is coordinating with impacted departments to develop a schedule for each project. No expenses have been incurred as of December 2021.

FY 2021-22 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE**24 Trail Program**

INITIATIVE Clean 1,365 unimproved alleys spanning 129 miles and launch a pilot trail program transforming 33 alleys into safe, well-lit trails. (Revised)(PBW)

STATUS As of November 2021, the PBW completed cleanup of 135 alleys. Staff also started contacting HOAs and NAs with alley conversion projects (sidewalks and decomposed granite trails and lighting) but did not receive any feedback. With lack of interest from the HOAs and NAs, Public Works began developing individual resident letters to seek 2/3's resident approval through petition and to identify a champion for a maintenance agreement. Letters are scheduled to be mailed out in December 2021.

25 Library Master Plan

INITIATIVE Utilize federal ARPA funds to leverage private funds and initiate a new Library master plan. (LIB)

STATUS RFCSP specifications were submitted to Procurement in December 2021 for review and approval. LIB is waiting for feedback and a tentative timeline for proposal posting. The Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor upon contract execution.

26 White Rock Lake

INITIATIVE Initiate a Comprehensive Master Plan for White Rock Lake and procure a consultant to provide preliminary engineering to determine a phased approach for the dredging of White Rock Lake. (PKR and DWU)

STATUS The White Rock Lake Dredging Feasibility Study was completed in September 2020. PKR is currently discussing the dredging design with DWU.

27 Wi-Fi at Park Facilities

INITIATIVE Install Wi-Fi at 63 park facilities. (PKR)

STATUS PKR and ITS plan to meet in January 2022 to kick off and discuss project scope of the WiFi expansion.

FY 2021-22 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**28 Sidewalk Master Plan** ✓

INITIATIVE Improve pedestrian mobility by reconstructing and repairing half of the Sidewalk Master Plan's \$30 million priority projects within the next two years. In FY 2021-22, PBW will spend \$9.7 million in bond funds (certificate of obligation and general obligation bonds), and \$0.3 million from the General Fund to complete 28 sidewalk projects, which equates to approximately 20.4 miles of sidewalk improvements. (PBW)

STATUS PBW is on track to complete approximately 20.4 miles of sidewalk improvements by September 2022. Construction has already begun under an existing contract and an additional contract is scheduled for City Council consideration in February 2022.

30 Crosswalks ✓

INITIATIVE In FY 2021-22, spend \$2.5 million (of \$5.0 million allocated) to restripe 540 lane miles and paint 504 crosswalks. (TRN)

STATUS As of December, 126.22 lane miles have been restriped and 259 crosswalks have been painted.

29 Traffic Signals ✓

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$2 million to design 50 traffic signals to leverage federal and county funds. (Revised)(TRN)

STATUS TRN is currently waiting to receive the match fund agreements for signal projects from other entities (TxDOT, Dallas County, and NCTCOG) in order to begin design contracts and RFPs.

31 School Zone Flashing Beacons ✓

INITIATIVE Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative will be implemented in three phases. In FY 2021-22 spend \$2.0 million to procure service contract for the replacement of the school zone flashing beacon system. Phase 1 will be purchasing the system, and the vendor chosen will be responsible for the installation of all in field equipment in phases 2 and 3. (TRN)

STATUS A comprehensive plan for the deployment of the school zone flashing beacons is in progress, with the first delivery order expected to be issued in January 2022.

32 Bike Lanes ✓

INITIATIVE Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

STATUS The Union Bikeway project is prepared to be put out to bid and staff are in the final stages of the procurement process for consultant planning services for the Bike Plan Update. City Council approved the engineering contracts to design shared-use paths along Ross Avenue between Greenville and I-345 and along Elam Road between Pemberton Hill Road/At&T Trail and Jim Miller Road.

FY 2021-22 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**33 Language Access**

INITIATIVE Hire four additional Spanish speaking agents in 311, add a City language access coordinator, and ensure bilingual employees receiving language pay serve the public effectively. (311, EQU, and COM)

STATUS 311 recruitment efforts have allowed management to hire four bilingual customer service agents (CSAs) during Q1 of FY 2021-22. Their training will be completed by February at which time they will become full time employees. EQU is currently undergoing the requisition process for the Language Access Coordinator position, with the goal to recruit and begin interviewing candidates in January 2022. The Language Skill Assignment Pay audit is currently in progress with the City Auditor's Office.

34 Accessibility

INITIATIVE Implement software system to track identified American Disabilities Act (ADA) compliance issues and barrier removal costs. (EQU)

STATUS EQU is working with ITS representatives to research and explore different software solutions that will be compatible with the City's systems and requirements.

35 Water/Wastewater Service

INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas. (DWU)

STATUS The Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas have been surveyed, are currently under design, and are planned to be awarded for construction in summer 2022. For the remaining occupied and unserved areas, engineering firms have been selected and the design contract awards are planned for City Council approval in February 2022. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19, FY 2019-20, and FY 2020-21 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 seven initiatives below, using the initiative numbers from the prior reports for reference.

**FY 2018-19****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. (ITS)

STATUS The project is on track to go live in August 2022 (originally December 2020). Of the 33 planned sites, 22 are complete, and the remaining 11 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, City of DeSoto, and City of Sachse to share premises, facilities, and/or equipment. An ILA with the City of Mesquite is scheduled to go before their City Council for approval in January 2022. Technical personnel on the project have undergone several recent trainings. Additional trainings are scheduled for January 2022, along with departmental training in March 2022.

The Oak Lane site was delayed due to environmental concerns raised by OEQS in October 2021, but is now moving forward. An environmental plan to mitigate the found hazards was developed and reviewed by OEQS in December 2021.

23 Historic Resource Survey

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

STATUS OHP consultants HHM provided draft survey and context statements in November 2021. OHP staff and Preservation Dallas reviewed the document in November and December 2021 and are prepared to provide comments back to HHM by mid-January 2022.

FY 2019-20**29 Juanita J. Craft Civil Rights House**

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

STATUS An executed contract and approval for all building permits has been issued with construction kick off beginning at the end of February 2022. Exhibits construction is underway as well.

39 Ethics Training

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

STATUS Due to the delayed launch of Biennial Ethics training in 2020, the training program's delivery spanned from FY 2020-21 to FY 2021-22 and was completed in December 2021. On December 8, City Council voted to approve amendments to the Code of Ethics creating the new Inspector General role, Chief Integrity Officer role, and an Integrity Champions program. The Values Ambassador program is cancelled and will be replaced in 2022 with the new Inspector General's Office

Budget Initiative Tracker

MULTI-YEAR INITIATIVES**FY 2020-21****4 Brush and Bulky Trash Collection** 

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

STATUS SAN is working with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From October 2021 to December 2021, SAN averaged 11.5 total miles driven per tons of bulk and brush collected.

11 Police Mediation 

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

STATUS OPO has scheduled interviews for the Intake Specialist and Mediation Coordinator positions for early January 2022, with anticipated hire dates in February 2022.

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)

STATUS One Spanish-speaking CSA was hired; a second agent will be hired in January 2022. Some positions were not able to be filled until Q1 of FY 2021-22 due to labor shortages. 311 will continue its recruiting efforts for bilingual agents during FY 2021-22 with the aid of HR and job fairs, in order to show a reduction in wait times for Spanish-speaking residents. In addition, the continued utilization of LanguageLine, 311's translation service provider, allows 311 to bridge language and cultural barriers on-demand, 24/7/365 days a year.

25 Facility Accessibility 

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

STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22. There are no building reviews scheduled from December through February to avoid winter weather events preventing scheduled completion. However, the Cotton Bowl was assessed in response to ADA complaint in December 2021. The City is awaiting the final barrier report and cost estimates. Training for ITS on website accessibility is anticipated to end January 2022.

PROCESS IMPROVEMENT

The process improvement team strives to transform the culture at the City of Dallas so that continuous improvement is an intrinsic part of daily operations, data insights drive leadership decision-making, and reliability and high performance are a part of the organizational DNA.

The focus for FY 2021-22 is to build awareness, establish a structured approach to the way process improvement is done at City of Dallas, and expand the knowledge base across all functions.

For each process improvement project, the below table includes Phase and Status. Project phase will be reported as Initiation, Planning, Execution, or Closure. Project status will be reported as Not Started, On-Track, Delayed, or Completed. Additional projects will be added to the list throughout the course of the fiscal year.



	Project Title	Dept	Description	Phase	Status	Start Date	End Date
1	Building Inspection Call Center	SDC	Increasing customer satisfaction at the BI Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls	Closure	Completed	May 2021	Oct 2021
Notes: Project successfully increased average call handle rate by over 20% and empowered internal staff to continually improve their process in order to sustain the results.							
2	Low Sterret Prisoner Intake	DPD	Streamlining the central prisoner intake process at Low Sterret in order to increase officer availability and/or reduce overtime	Initiation	Not Started	Feb 2022	Jul 2022
Notes: This project is a collaboration between several entities. Leadership approval has been received, KPIs have been agreed upon and team formation is in progress. Work expected to begin beginning of March.							
3	Water / Wastewater Permit Process	SDC/ DWU	Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time	Execution	On Track	Nov 2021	Mar 2022
Notes: With 53% of Water/Wastewater applications having to be reworked due to them not being completed correctly, the team is concentrating on redesigning the application with customer input. The redesign coupled with an online FAQ's will greatly reduce rework, thus allowing more throughput.							

