

Memorandum



CITY OF DALLAS

DATE April 22, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – February 2022**

Please find attached the February Budget Accountability Report (BAR) based on information through February 28. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecasts for all operating funds, an update on General Obligation Bond spending, current economic indicators, the status of Dallas 365 measures, updates for highlighted budget initiatives, and the status of active process improvement projects.

In this month's report, you will notice that General Fund revenues are forecasted to exceed budget by \$28.2 million. This is primarily the result of sales tax revenue that is now forecasted to exceed budget by \$31.3 million. We have worked with our contract economist to update the forecast which considers strong wage and employment growth, as well as inflation and anticipated slowing of the economy later in 2022. General Fund expenditures are anticipated to offset \$7.2 million of the forecasted revenue. We will be briefing the Government Performance and Financial Management Committee on April 25 on our recommended uses of the projected General Fund surplus. Following the GPFM committee discussion, we will take the FY 2021-22 Mid-Year Budget Ordinance to the City Council for consideration and approval on May 11.

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

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor 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 February 28, 2022



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	7% under budget	7% under budget
Development Services	✓	✓
Municipal Radio	19% under budget	7% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	8% under budget
Equipment and Fleet Management	14% over budget	14% over budget
Express Business Center	✓	10% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 19
On Target

! 7
Near Target

✗ 9
Not on Target

Year-End Forecast

✓ 32
On Target

! 1
Near Target

✗ 2
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 February 28, 2022, 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 February 28, 2022.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$287,241,830	\$15,183,544
Revenues	1,535,018,900	1,535,216,458	845,358,624	1,563,407,964	28,191,506
Expenditures	1,535,018,900	1,535,216,458	589,596,486	1,542,409,157	7,192,699
Ending Fund Balance	\$272,058,286	\$272,058,286		\$308,240,637	36,182,351

Fund Balance. As of February 28, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings.

Revenues. Through February 28, 2022, General Fund revenues are projected to be \$28,192,000 over budget. Sales tax revenue is projected to be \$31,262,000 over budget based on actual collection trends five months into the fiscal year. This is partially offset by declines in fines and forfeitures and miscellaneous traffic impact fees. Fines and forfeitures combined with miscellaneous traffic impact fees are projected to be \$5,349,000 under budget.

Expenditures. Through February 28, 2022, General Fund expenditures are projected to be \$7,193,000 over budget due to uniform overtime expenses, contractual services such as temporary staffing, an unanticipated increase in fuel prices, and street resurfacing projects funded through a reimbursement from Dallas County. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

FY 2021-22 Amended Budget. City Council amended the General Fund budget on:

- December 8, 2021, by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division.

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	\$586,844,895	\$877,313,447	\$829,479
2	Sales Tax	344,283,066	344,283,066	156,962,561	375,544,901	31,261,835
3	Franchise and Other	117,599,602	117,599,602	29,976,179	118,975,944	1,376,342
4	Charges for Services	108,668,947	108,668,947	50,342,313	108,716,716	47,769
5	Fines and Forfeitures	26,390,716	26,390,716	8,347,594	21,548,264	(4,842,452)
6	Operating Transfers In	32,918,730	33,116,288	4,685,491	28,383,394	(4,732,894)
7	Intergovernmental	13,101,905	13,101,905	452,538	17,906,401	4,804,496
8	Miscellaneous	8,877,610	8,877,610	4,912,234	8,371,263	(506,347)
9	Licenses and Permits	5,844,356	5,844,356	2,405,544	5,797,622	(46,734)
10	Interest	850,000	850,000	429,276	850,012	12
	Total Revenue	\$1,535,018,900	\$1,535,216,458	\$845,358,624	\$1,563,407,964	\$28,191,506

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. Sales tax revenue is forecast to be \$31,262,000 over budget based on actual collection trends five months into the fiscal year and anticipated growth for the remainder of the fiscal year. The revised forecast is based on analysis by our contract economist considering strong wage and employment growth as well as inflation and anticipated slowing of the economy later in 2022

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$4,842,000 under budget primarily due to declines in citations filled with the court (30 percent decline compared to the same period last year from October to January), in addition to decline in parking fine activity.

6 Operating Transfers In. The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues are forecast to be \$4,733,000 under budget primarily because a transfer to the General Fund from the Revenue Stabilization Fund will be deferred from FY 2021-22 to a future year. This transfer is deferred because other General Fund revenues are forecast to exceed the total budgeted amount for the current fiscal year.

7 Intergovernmental. Intergovernmental revenue is projected to be over budget by \$4,804,000 primarily due to an unbudgeted reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1961. This \$4.8M reimbursement represents Dallas County's 50/50 cost participation in Public Works resurfacing projects that will mutually benefit both Dallas County and the City of Dallas.

8 Miscellaneous. Miscellaneous revenues are projected to be \$506,000 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	\$259,616,502	\$92,699,831	\$248,556,500	(\$11,060,003)
	Non-uniform Overtime	6,826,827	6,826,827	5,149,118	10,205,440	3,378,613
	Non-uniform Pension	35,609,192	35,632,787	13,013,969	35,421,088	(211,699)
	Uniform Pay	496,243,907	497,132,747	181,009,262	479,332,110	(17,800,637)
	Uniform Overtime	35,775,121	35,775,121	26,552,517	54,270,131	18,495,010
	Uniform Pension	171,394,327	171,394,327	64,121,080	172,118,815	724,488
	Health Benefits	73,731,868	73,731,868	23,113,080	73,731,868	0
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,265,100	4,283,163	11,943,599	(321,501)
1	Total Personnel Services	\$1,102,293,613	\$1,102,491,171	\$409,942,021	\$1,095,695,442	(\$6,795,729)
2	Supplies	75,425,847	75,307,801	28,458,040	81,136,421	5,828,620
3	Contractual Services	433,322,701	433,564,387	158,177,524	442,727,938	9,163,551
4	Capital Outlay	11,677,806	11,554,166	4,989,542	12,778,608	1,224,442
5	Reimbursements	(87,701,067)	(87,701,067)	(11,970,640)	(89,929,252)	(2,228,185)
	Total Expenditures	\$1,535,018,900	\$1,535,216,458	\$589,596,486	\$1,542,409,157	\$7,192,699

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 \$6,796,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, which are partially offset by uniform and non-uniform overtime expenses in Dallas Police Department (\$6,878,000) and Dallas Fire-Rescue (\$11,617,000), and other General Fund departments.

2 Supplies. Supplies are forecast to be \$5,829,000 over budget primarily due to an unanticipated increase in fuel prices, radios and other expenses related to the Real-Time Crime Center, protective equipment for Dallas Police Department, and various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet.

3 Contractual Services. Contractual services are forecast to be \$9,164,000 over budget largely due to an unbudgeted \$4,849,000 reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1964, for street resurfacing projects. Other contractual service expenditures projected to be over budget include rental equipment for Public Work's in-house preservation service and temporary staffing costs across several General Fund departments.

4 Capital Outlay. Capital outlay is forecast to be \$1,224,000 over budget primarily due to supply chain interruptions in Park and Recreation; long wait times for materials orders have caused items ordered in the prior fiscal year to be reflected in the FY 2021-22 budget.

VARIANCE NOTES (continued)

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.

5 Reimbursements. Reimbursements are forecast to be \$2,228,000 better than budget primarily due to an additional \$4,132,000 reimbursement from the Coronavirus Relief Fund for eligible Dallas Fire-Rescue salary expenses, partially offset by a reduction in anticipated reimbursements for Dallas Police Department.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Ad- opted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,337,590	\$15,207,218	\$21,203,183	(\$134,407)
2	Budget and Management Services	4,512,904	4,512,904	1,600,545	4,509,001	(3,903)
3	Building Services	24,356,319	24,356,319	9,959,622	24,213,105	(143,214)
4	City Attorney	17,814,203	18,011,761	6,955,366	18,261,245	249,484
5	City Auditor	3,048,254	3,048,254	1,194,547	3,016,937	(31,317)
6	City Controller	7,764,698	7,764,698	3,132,517	7,914,504	149,806
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,933,212	1,149,852	3,021,725	88,513
9	City Secretary	3,050,306	3,050,306	1,232,982	3,014,175	(36,131)
10	Elections	104,713	104,713	40,936	283,013	178,300
11	Civil Service	3,021,703	3,021,703	855,870	2,783,884	(237,819)
12	Code Compliance	35,032,924	35,032,924	12,686,302	34,827,812	(205,112)
13	Court and Detention Services	24,077,721	24,077,721	8,978,508	24,071,193	(6,528)
14	Jail Contract	9,450,527	9,450,527	(4,773,558)	9,450,527	0
15	Dallas Animal Services	16,068,520	16,068,520	5,932,300	16,068,520	0
16	Dallas Fire-Rescue	335,699,096	335,699,096	133,687,922	339,253,475	3,554,379
17	Dallas Police Department	565,934,568	565,934,568	214,136,526	566,782,495	847,927
18	Data Analytics and Business Intelligence	3,988,372	3,988,372	1,144,396	3,394,778	(593,594)
19	Economic Development	3,252,177	3,252,177	1,575,083	3,237,707	(14,470)
20	Housing and Neighborhood Revitalization	3,825,426	3,825,426	871,417	3,738,299	(87,127)
21	Human Resources	7,199,251	7,199,251	2,990,740	7,226,226	26,975
22	Judiciary	3,675,924	3,675,924	1,483,724	3,675,924	0
23	Library	32,917,306	32,917,306	12,073,982	32,273,455	(643,851)
	Management Services					
24	311 Customer Service Center	5,079,860	5,079,860	1,636,825	5,079,860	0
25	Communications, Outreach, and Marketing	2,330,867	2,330,867	683,020	2,307,058	(23,809)
26	Community Care	9,204,147	9,204,147	2,094,934	9,204,147	0
27	Community Police Oversight	630,129	630,129	154,010	558,771	(71,358)
28	Emergency Management	1,130,290	1,130,290	432,351	1,130,290	0
29	Environmental Quality and Sustainability	4,255,762	4,255,762	2,213,923	4,211,510	(44,252)
30	Equity and Inclusion	2,644,998	2,644,998	885,101	2,708,968	63,970
31	Government Affairs	914,383	914,383	319,900	865,577	(48,806)
32	Historic Preservation	755,602	755,602	241,131	755,602	0
33	Homeless Solutions	11,913,143	11,913,143	6,678,393	11,913,143	0
34	Integrated Public Safety Solutions	4,969,809	4,969,809	988,491	4,612,797	(357,012)
35	Small Business Center	2,454,801	2,454,801	489,335	2,231,349	(223,452)
36	Mayor and City Council	5,351,007	5,351,007	2,113,428	5,351,007	0
37	Non-Departmental	115,542,145	115,542,145	31,626,146	115,542,145	0
38	Park and Recreation	99,627,169	99,627,169	41,945,017	99,938,902	311,733
39	Planning and Urban Design	4,209,553	4,209,553	2,040,782	4,317,774	108,221
40	Procurement Services	3,082,909	3,082,909	1,118,951	2,907,357	(175,552)
41	Public Works	76,357,799	76,357,799	46,770,254	81,206,539	4,848,740
42	Transportation	45,249,577	45,249,577	15,047,698	45,095,943	(153,634)
	Total Departments	\$1,525,515,093	\$1,525,712,651	\$589,596,486	\$1,532,905,350	\$7,192,699
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	\$1,535,216,458	\$589,596,486	\$1,542,409,157	\$7,192,699

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.

4 City Attorney. City Council increased CAO's budget by \$197,558 on December 8, 2021 by resolution #21-2023 in order to establish the Inspector General Division. CAO is projected to be \$249,000 over budget due to termination payouts for retiring employees.

6 City Controller. CCO is projected to be \$150,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 17 vacant positions.

8 City Manager. CMO is projected to be \$89,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

10 Elections. Elections is projected to be \$178,000 over budget due to a higher than anticipated contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit.

11 Civil Service. Civil Service is projected to be \$238,000 under budget primarily due to salary savings associated with nine vacant positions.

16 Dallas Fire-Rescue. DFR is projected to be \$3,554,000 over budget primarily due to uniform overtime expenses (\$11,617,000) as a result of a winter surge in COVID-19 quarantines requiring backfill, higher than anticipated attrition, prolonged training timelines, and higher than anticipated injuries resulting in light duty. Operational expenses have also been impacted by increased costs to repair, maintain, and fuel apparatus, as well as to issue needed EMS supplies. This is partially offset by additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible uniform salary expenses.

17 Dallas Police Department. DPD is projected to be \$848,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$6,878,000), a reduction in anticipated reimbursements, and an unanticipated increase in fuel prices (\$2,074,000), partially offset by salary savings associated with vacant uniform and non-uniform positions.

18 Data Analytics and Business Intelligence. DBI is projected to be \$594,000 under budget primarily due to salary savings associated with 11 vacant positions.

21 Human Resources. HR is projected to be \$27,000 over budget primarily due to temporary staffing costs related to Workday implementation.

23 Library. LIB is projected to be \$644,000 under budget primarily due to salary savings associated with 30 vacant positions, partially offset by the use of savings to replace the flooring at the Kleberg-Rylie Branch Library.

27 Community Police Oversight. OCPO is projected to be \$71,000 under budget primarily due to salary savings associated with two vacant positions.

30 Equity and Inclusion. EQU is projected to be \$64,000 over budget primarily due to personnel costs associated with organizational changes made effective in February.

31 Government Affairs. OGA is projected to be \$49,000 under budget primarily due to salary savings associated with three vacant positions.

34 Integrated Public Safety Solutions. IPSS is projected to be \$357,000 under budget primarily due to salary savings associated with four vacant positions.

VARIANCE NOTES (continued)

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.

35 Small Business Center. SBC is projected to be \$223,000 under budget primarily due to salary savings associated with three vacant positions.

38 Park and Recreation. PKR is projected to be \$312,000 over budget due to an unanticipated increase in fuel prices.

39 Planning and Urban Design. PUD is projected to be \$108,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

40 Procurement Services. POM is projected to be \$176,000 under budget primarily due to salary savings associated with six vacant positions.

41 Public Works. PBW is projected to be \$4,849,000 over budget due to an unbudgeted reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1964, for street resurfacing projects including preventive maintenance, Smart Cities pilot projects, and in-house asphalt treatments. Appropriations will be increased on the FY 2021-22 midyear ordinance to reflect the receipt of funds.

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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1 AVIATION

Beginning Fund Balance	\$15,319,809	\$15,319,809		\$48,029,990	\$32,710,181
Total Revenues	142,389,852	142,389,852	71,913,448	142,389,852	0
Total Expenditures	142,389,852	142,389,852	51,255,580	142,389,852	0
Ending Fund Balance	\$15,319,809	\$15,319,809		\$48,029,989	\$32,710,181

2 CONVENTION AND EVENT SERVICES

Beginning Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470
Total Revenues	100,819,948	100,819,948	29,966,188	93,754,444	(7,065,504)
Total Expenditures	100,819,948	100,819,948	25,043,724	93,754,444	(7,065,504)
Ending Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470

3 DEVELOPMENT SERVICES

Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	33,476,527	14,431,457	34,188,929	712,402
Total Expenditures	38,383,670	38,383,670	13,361,008	38,101,511	(282,159)
Ending Fund Balance	\$44,079,897	\$44,079,897		\$45,108,182	\$1,028,285

4 MUNICIPAL RADIO

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	621,794	1,500,750	(360,250)
Total Expenditures	1,815,740	1,815,740	826,436	1,685,060	(130,680)
Ending Fund Balance	\$401,210	\$401,210		\$724,879	\$323,669

5 SANITATION SERVICES

Beginning Fund Balance	\$16,465,593	\$16,465,593		\$18,206,255	\$1,740,662
Total Revenues	137,982,207	137,982,207	57,444,468	138,362,375	380,168
Total Expenditures	139,536,992	139,536,992	41,285,980	141,699,380	2,162,388
Ending Fund Balance	\$14,910,808	\$14,910,808		\$14,869,250	(\$41,558)

6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353
Total Revenues	69,314,586	69,314,586	29,397,923	69,314,586	0
Total Expenditures	69,314,586	69,314,586	15,353,020	69,314,586	0
Ending Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353

7 WATER UTILITIES

Beginning Fund Balance	\$108,890,415	\$108,890,415		\$136,997,769	\$28,107,354
Total Revenues	713,732,650	713,732,650	293,100,819	713,732,650	0
Total Expenditures	722,432,650	722,432,650	239,471,604	722,400,725	(31,925)
Ending Fund Balance	\$100,190,415	\$100,190,415		\$128,329,694	\$28,139,279

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)		(\$2,279,033)	(\$1,105,073)
Total Revenues	23,065,518	23,065,518	3,223,492	23,488,086	422,568
Total Expenditures	23,065,518	23,065,518	9,598,539	21,208,688	(1,856,830)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$365	\$1,174,325

9 EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	55,306,860	12,763,903	63,112,959	7,806,099
Total Expenditures	56,541,723	56,541,723	27,671,869	64,284,687	7,742,964
Ending Fund Balance	\$9,390,751	\$9,390,751		\$11,405,929	\$2,015,178

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	1,037,451	2,593,790	0
Total Expenditures	2,323,978	2,323,978	1,067,934	2,085,690	(238,288)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,537,821	\$601,822

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$7,697,728	\$7,697,728		\$9,307,658	\$1,609,930
Total Revenues	99,176,891	99,176,891	39,674,300	99,079,593	(97,298)
Total Expenditures	99,176,891	99,176,891	50,097,477	99,067,259	(109,632)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,319,992	\$1,622,264

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	5,925,920	13,240,577	(8,073)
Total Expenditures	13,248,650	13,248,650	5,417,823	13,459,011	210,361
Ending Fund Balance	\$517,133	\$517,133		\$1,210,579	\$693,446

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		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	3,958,516	12,089,109	71,665
Total Expenditures	14,341,472	14,341,472	7,272,598	14,749,726	408,254
Ending Fund Balance	\$1,856,241	\$1,856,241		\$3,966,252	\$2,110,011

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,961	345,529,961	310,856,151	345,856,961	326,999
Total Expenditures	348,776,403	348,776,403	0	339,147,345	(9,629,058)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$76,274,513	\$ 12,653,257

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	32,622,007	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	17,842,542	40,959,071	0
Retiree	27,867,000	27,867,000	9,677,238	27,867,000	0
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	60,103,583	168,332,854	3,783
Total Expenditures	176,549,294	176,549,294	56,535,345	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	278,152	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,534,409	11,688,742	0
Purchased Insurance	11,096,779	11,096,779	1,300	11,096,779	0
Interest and Other	0	0	12,990	12,990	12,990
Total Revenues	36,870,656	36,870,656	4,826,851	39,150,398	8,355
Total Expenditures	52,064,548	52,064,548	19,222,195	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 February 28, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 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.

2 Convention and Event Services. CCT revenues are projected to be \$7,066,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$7,066,000 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.

3 Development Services. DEV revenues are projected to be \$712,000 over budget due to higher-than-budgeted permit activity.

4 Municipal Radio. WRR revenues are projected to be \$360,000 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 spring 2022 presentation to the Quality of Life, Arts, and Culture Committee in partnership with the preferred vendor.

5 Sanitation Services. SAN revenues are projected to be \$380,000 over budget due to stronger-than-anticipated residential collection revenues. SAN expenses are projected to be \$2,162,000 over budget due to an unanticipated increase in fuel prices. SAN anticipates using fund balance to cover the increased expense.

8 Bond and Construction Management. BCM expenses are projected to be \$1,857,000 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. BCM revenues are projected to be \$423,000 over budget due to charges to capital projects encumbered in the prior fiscal year.

9 Equipment and Fleet Management. EFM expenses are projected to be \$7,743,000 over budget due to an unanticipated increase in fuel prices. The FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In February 2022, the actual average blended rate was \$2.71 per gallon and is anticipated to increase to \$3.50 or more per gallon. EFM revenues are projected to be \$7,806,000 over budget to reflect increased charges to customer departments.

10 Express Business Center. Express Business Center expenses are projected to be \$238,000 under budget primarily due to additional office supplies reimbursements and salary savings associated with three vacant positions.

12 Radio Services. Radio expenses are projected to be \$210,000 over budget primarily due to consulting and engineering support for the P25 Radio System Project, partially offset by salary savings associated with seven vacant positions.

13 9-1-1 System Operations. 911 expenses are projected to be \$408,000 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 revenues are projected to be \$72,000 over budget due to increased collections for wireless and wireline fees. 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	\$166,482,982	\$96,882,922	\$156,495,566
B	Park and Recreation Facilities	261,807,000	234,143,026	138,797,543	22,684,573	72,660,910
C	Fair Park	50,000,000	42,889,098	28,339,361	2,417,738	12,131,998
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	8,430,040	7,604,870	19,511,359
E	Library Facilities	15,589,000	15,589,000	14,725,103	268,819	595,078
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,240,550	2,814,713	1,046,825
G	Public Safety Facilities	32,081,000	29,897,353	20,247,673	4,992,509	4,657,171
H	City Facilities	18,157,000	15,423,904	759,115	1,427,015	13,237,775
I	Economic Development	55,400,000	46,367,495	18,667,509	10,444,607	17,255,379
J	Homeless Assistance Facilities	20,000,000	16,978,370	3,423,424	507,090	13,047,857
Total		\$1,050,000,000	\$870,798,072	\$410,113,300	\$150,044,856	\$310,639,917

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	\$251,184,443	\$9,024,237	\$5,421,808
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	221,052,132	78,228,395	27,094,472
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	\$508,903,855	\$93,302,116	\$44,799,517

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	\$385,217,928	\$16,746,474	\$4,526,152
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	283,340,185	13,652,110	45,764,871
3	Park and Recreation Facilities	343,230,000	353,343,060	345,301,287	1,823,338	6,218,435
4	Library Facilities	46,200,000	48,318,600	47,582,970	93,988	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,073,089	15,367	732,991
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,823,778	1,707,255	3,685,444
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	41,939,230	1,153,500	1,967,324
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	11,310,716	264,221	11,152,514
11	Court Facilities	7,945,000	8,146,606	7,819,973	56,728	269,905
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,077,459	6,299	989,179
Total		\$1,353,520,000	\$1,401,388,107	\$1,289,544,797	\$35,519,293	\$76,324,017

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.

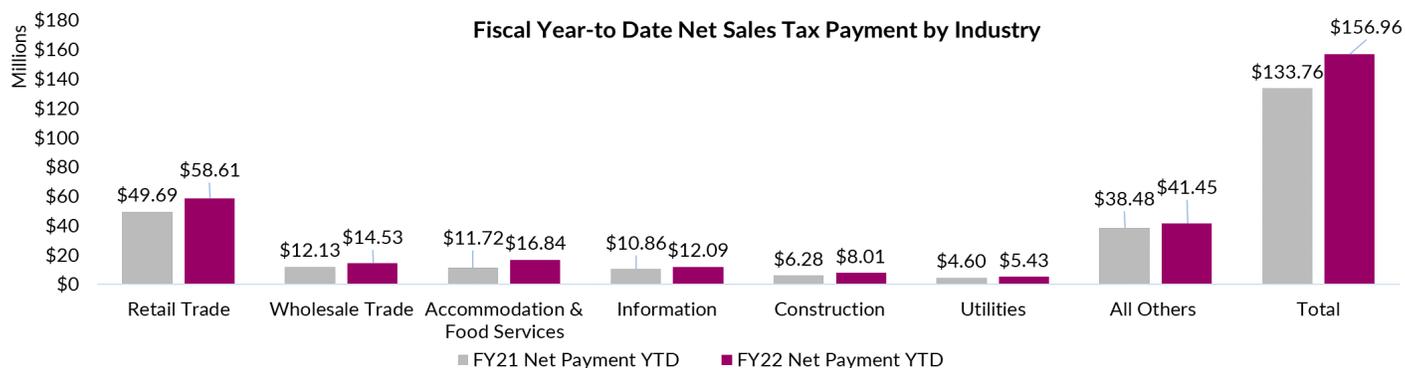
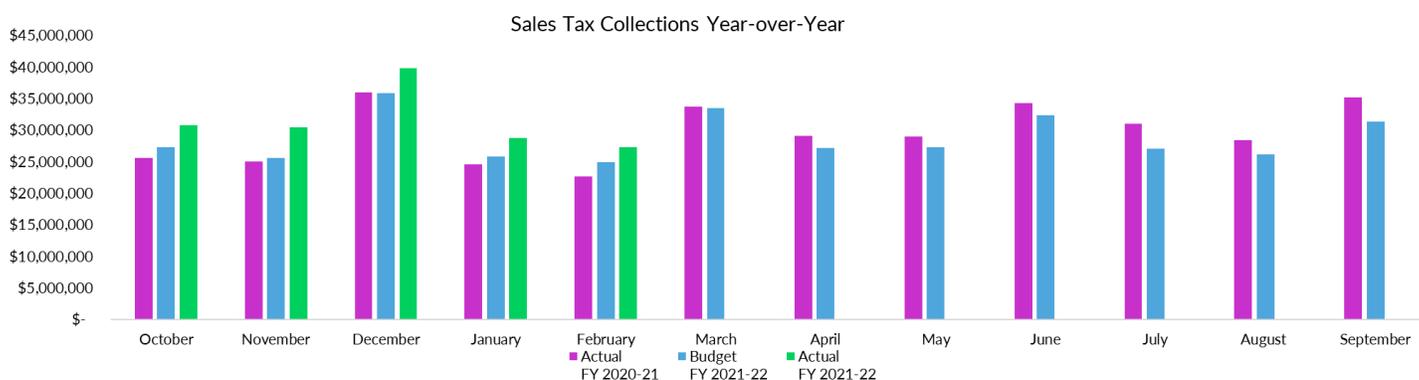
FY 2021-22 Financial Forecast Report

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 February 28, 2022, the sales tax forecast is \$375,544,901. We will update the forecast throughout the year as additional information becomes available.

The charts in this section provide more information about sales tax collections.



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

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	February FY22 over February FY21	FYTD22 over FYTD21
Retail Trade	19%	16%
Wholesale Trade	50%	22%
Accommodation and Food Services	47%	45%
Information	28%	10%
Construction	41%	29%
Utilities	16%	17%
All Others	2%	7%
Total Collections	20%	17%

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.

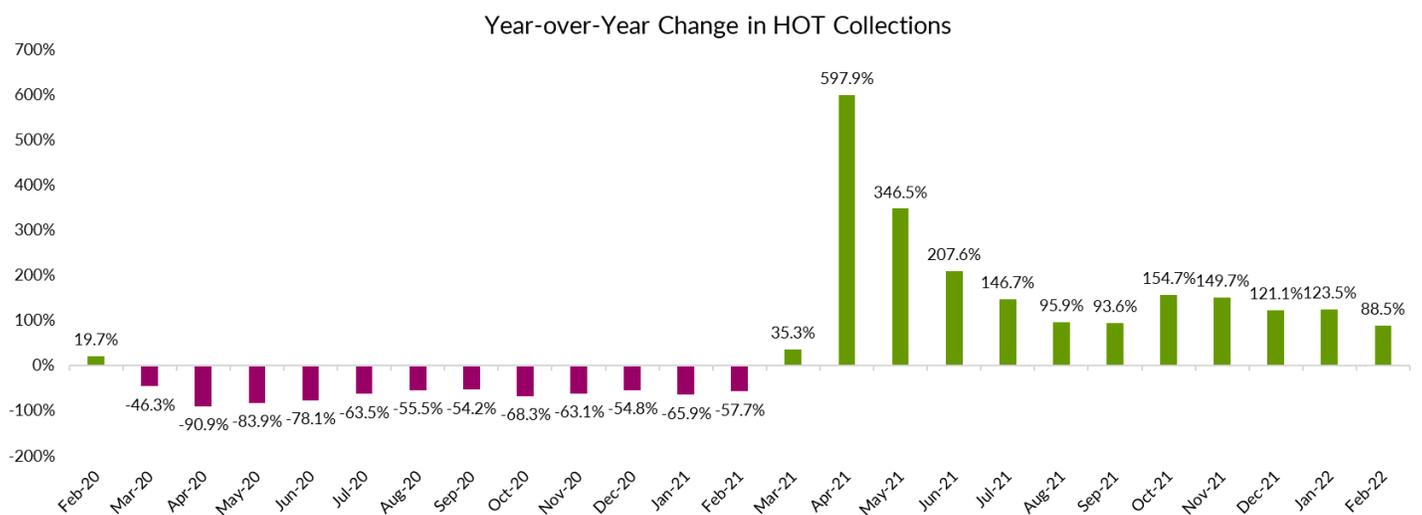
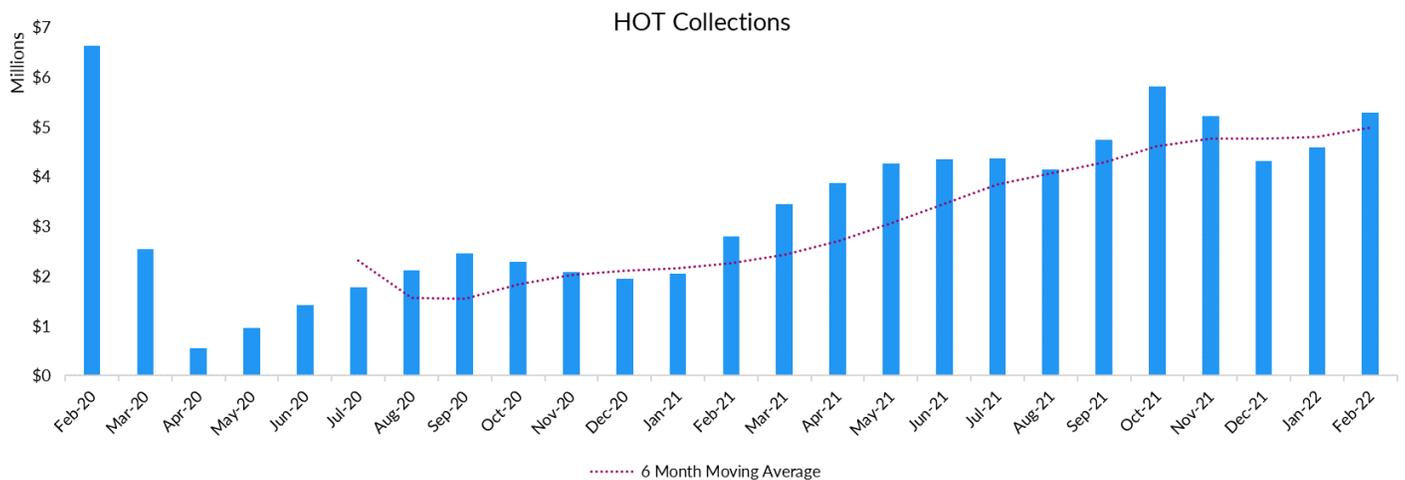
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

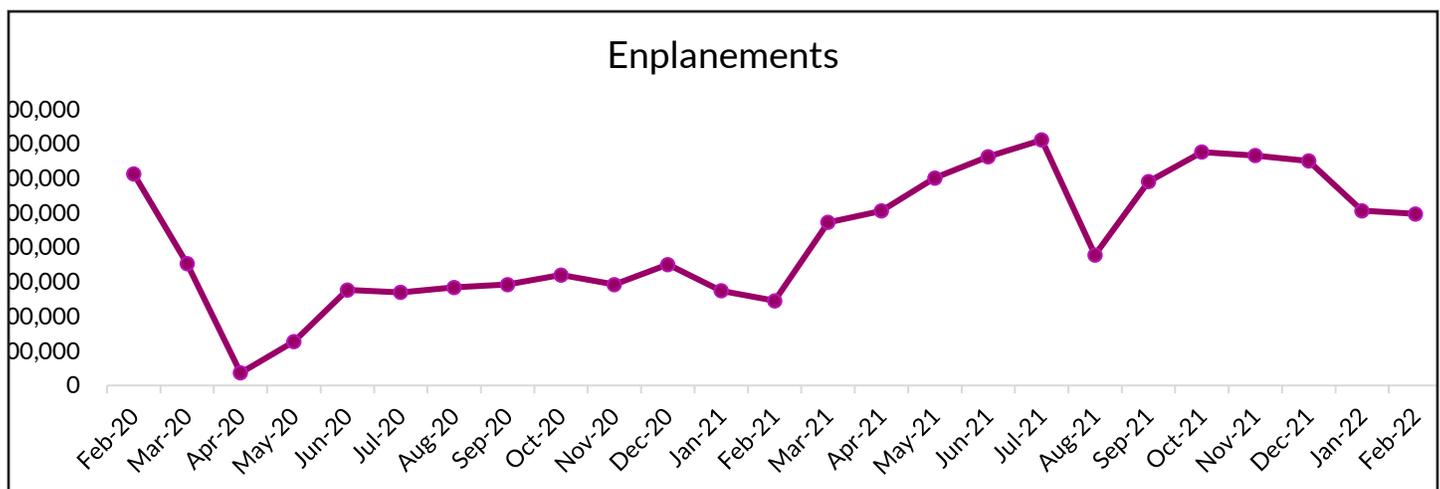
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	5
December	5	2	11	9
January	13	1	6	4
February	12	0	10	10
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, FY 2021-22 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.

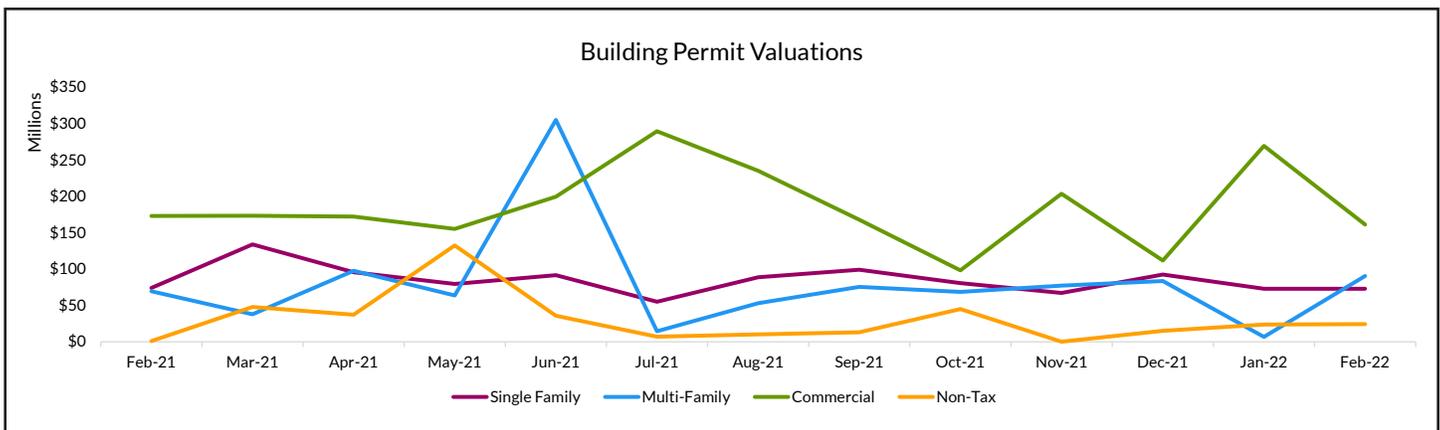
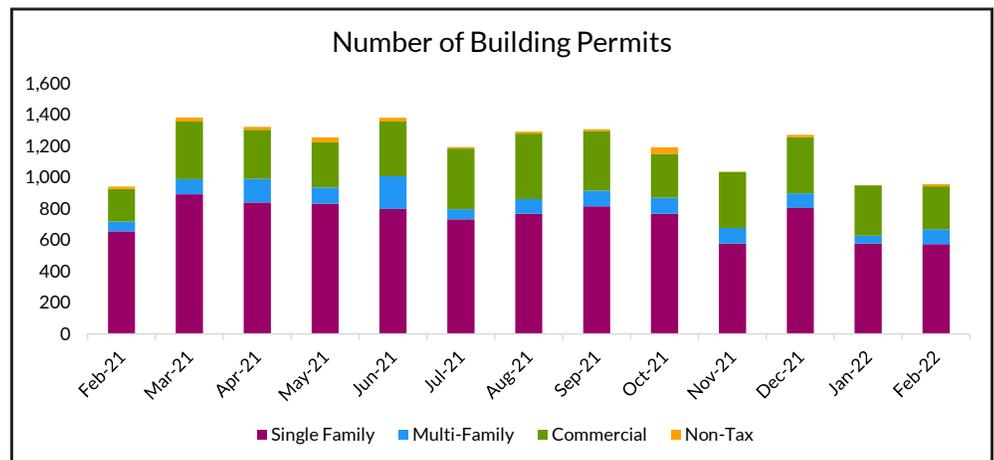


FY 2021-22 Financial Forecast Report

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	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%	97.3%	98.0%	98.2%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	4.2	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	43.3%	40.0%	40.0%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	75.8%	65.0%	65.0%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (237 of 263 milestones) (Office of Environmental Quality & Sustainability)	92.7%	14.5%	3.0%	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%	19.0%	18.6%	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%	89.0%	87.3%	90.0%	90.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	92%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	25.5%	75.0%	58.4%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	7.6%	-3.3%	-1.0%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	61.5%	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%	92.7%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	61.1%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.6%	90.0%	90.0%
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%	87.6%	90.0%	90.0%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,154.0	2,000.0	2,070.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.9%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	95.2%	90.0%	91.4%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	79.9%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	57.2%	50.5%	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%	85.5%	65.0%	83.3%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	23.3%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	79.7%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.8%	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%	28.0%	26.7%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,615	1,604	1,604
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	58.4%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	77.0%	76.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	20.0%	25.9%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	99.0%	99.1%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	93.2%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	17.1%	18.9%	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%	-38.7%	25%	25%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	64,063	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 Eight of 263 CECAP milestones representing 17 different City departments are complete. As of the February 2022 report, 35 percent of the milestones are in progress. OEQ anticipates many of the milestones in progress to be completed in late FY 2021-22. Additionally, major projects that support multiple milestones like the Urban Agriculture Plan and Fleet Electrification Plan are scheduled for completion by September

10 311 lowered its wait time from 0:03:48 in January to 0:02:27 in February. Call center performance has improved month-over-month due to increased hiring practices and new call center monitoring software. 311 will continue to focus its efforts on filling vacancies and training staff. An ITS upgrade to activate courtesy callback software features is estimated to roll out in June 2022 to improve service.

11 In February 2021, there were 35 preventable incidents in comparison to 29 in February 2022. In January and February 2022, there has been a decrease in preventable city vehicle and equipment incidents. However, an unusually high number of incidents during the first quarter is impacting the overall performance. ORM has identified the following primary causes of incidents: backing, turning when unsafe, and driver inattention.

14 The 19 percent shortage is attributed to reduced staffing and sheltered guests in response to the COVID-19 Omicron surge from December 2021 - February 2022. OHS also met with management at the Bridge at this time to clarify contract language related to guest enrollment. The end of the surge and the clarification of program language yielded a positive result at the end of February, and OHS anticipates a continuation of this trend through the end of the fiscal year.

17 Overall violent crime is down 16.76% in 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. The department will be targeting hot spots such as apartment complexes to decrease crime. DPD is implementing the Place Network Investigations (PNI) plan as part of the ViolentCrime Plan.

18 DPD adjusted patrol division staffing to help better answer the call volume at each division. DPD proactively recruits and hires to meet the goal of 250 officers for FY 2021-22. To date, 82 sworn officers have been hired. In February, 21 recruits graduated the academy and are currently in field training. On March 2, 2022, a new academy class began with 22 recruits.

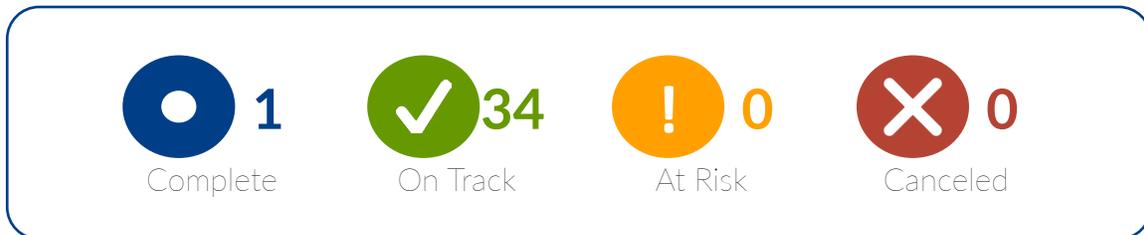
21 February call volumes and calls for service were negatively impacted by two weeks of inclement weather. March data reflects an improvement to the expected service delivery levels.

28 Participation rates declined in response to the pandemic COVID 19 Omicron variant surge in February. Additionally, PKR reviewed site locations for improved attendance and were adapted to better meet teen programming needs. Trends indicate that the target will be met during peak season (April – September).

34 In February 2022, there was a high increase in programming due to the regular, recurring production of Informe Una Sola Dallas, a short, weekly television series in Spanish. However, the year-to-date multicultural content remains below target, as this increase did not fully offset year-over-year declines from January 2021 to January 2022.

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

The Department of Public Works (PBW) has been paving the path to success by delivering concrete results for Dallas residents. PBW is ahead of schedule for their planned lane miles improved. Even before rolling into the busy summer season, PBW has already improved 217 of the 837 targeted miles – nearly one-fourth of the target for the season which ends in September.

This progress includes the near completion of targeted lane miles improved in areas of inequity (63 of 70 identified miles or 90% completion). This work supports the City’s longstanding commitment to protect and enhance the City’s transportation and infrastructure network while continuing to deliver innovative, safe, and equitable infrastructure solutions and moving Dallas forward with a “service first” mentality.



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. City Council approved creation of the Economic Development Corporation, including the certificate of formation and bylaws, on January 12, 2022. In February, the EDC certificate of formation was filed with the State of Texas. The nomination period was delayed and will take place in March 2022.

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 posted 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. SBC launched the Food Series Collaborative, a seven-week virtual presentation designed to engage food industry startups and existing small businesses. The Encanto Market & Cocina Grand Opening was held in February 2022 and is an example of the SBC's Adaptive Reuse Program.

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 from October 2021 through February 2022 decreased approximately 10 percent from the same months of the prior year. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. In early March 2022, the Department's filled truck driver positions increased by 18.4 percent compared to last fiscal year. SAN is now approximately 4 percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and job offers are extended the same day for truck driver positions.

The Outreach and Enforcement Team Manager was hired in February 2022 and the hiring process for the Inspector positions is underway.

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 Bids for equipment will be received in spring 2022, with an anticipated agenda item for Council contract approval in summer 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 the Environmental Commission was briefed on them in February 2022. The projects are planned to be on the April 4, 2022 agenda for the Environment and Sustainability Committee in advance of City Council consideration of contracts on April 13, 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.

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 hired two Data Science Analyst positions in February 2022 and an additional Data Science Analyst will start in March 2022. Recruitments for Data Coordinator, Data Analytics Administrator, Senior Analytics Manager, and Data Analyst positions are underway.

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 OPO will schedule interviews for the Intake Specialist and Mediation Coordinator positions to take place in March 2022, with anticipated hire dates in April or May 2022.

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 February 2022, the Dallas Real Time Rapid Rehousing Initiative housed 129 households. Of this, 55 percent of the households consist of adults with children and 45 percent 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 Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. 20 percent of these homes will be reserved for families 80 percent AMI and the remaining homes will be restricted to 120 percent AMI and below.

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, 82 sworn officers have been hired. In February, 21 recruits graduated the academy and are currently in field training.

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. 50.5 percent of crisis intervention calls were handled by RIGHT Care team as of February 28. 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. Team eight is in the final planning stages and is projected to launch in April 2022. The remaining two teams (one support team and one overnight team) are planned to be implemented in spring 2022. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

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 February service level was 99.01 percent, with an average answer time of 3 seconds. DPD currently has 110 call takers and 10 trainees, making the 911 Call Center staffed at 85 percent.

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 February, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at five additional locations for a total of twenty locations this fiscal year. Traffic calming modifications such as speed cushions have been completed at five locations and are in progress at another location with an estimated completion in March. March installations have been scheduled for six additional locations. TRN is working with the Jefferson Boulevard Task Force to create plans to incorporate a road diet via pavement markings, reducing the current configuration of six lanes down to four lanes. Design plans are scheduled to begin in March 2022 and construction is tentatively scheduled to complete by August 2022.

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 An Operation Manager position and three Supervisor positions have all been filled, and the Senior Officer and Parking Enforcement Officer positions have been posted. HR Compensation is finalizing the position description for the Manager-Parking Enforcement position and TRN expects to be able to post the position in March 2022. TRN continues to work with Real Estate on additional facility options to accommodate remaining staff, service vehicles, and guest parking. One site was reviewed in January and two additional site visits are scheduled for March. In the meantime, the Courts Adjudication Team will be relocating in March and their current facility and furniture will be available for TRN non-emergency enforcement use. TRN non-emergency enforcement has enough vehicles available for use to operate the 24hr shift. TRN is currently working on obtaining more parking spaces at OCMC to accommodate the vehicles. TRN continues to work on a training strategy with DPD and will meet again in March to schedule training dates. Both departments anticipate a transition date of late July 2022.

21 Tornado Warning Sirens ✓

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

STATUS The ten new potential siren locations have been identified and the process to get the sites approved by Onco and the Department of Public Works is expected to complete by spring 2022. Once the sites are approved for installation, materials will be ordered, and the vendor can begin work. The sites are expected to operational by summer 2022.

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 will be implemented in spring 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 seven have been delivered. The last generator is anticipated to arrive by the end of March. The January 12 City Council agenda included a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. BSD anticipates installations to be completed before the end of June 2022.

All of the components for the six power packs will be delivered to OEM by March 2022. Equipment numbers and registration will also be completed in March 2022 and all six power packs will be fully operational.

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 Projects began in February 2022 at locations including City Hall, Municipal Courts and the Oak Cliff Municipal Center. Encumbrances totaling \$710,000 have been made and delivery orders issued. Administrative Actions totaling \$1.3 million are in the process for approval for security surveillance and door badge access projects.

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 Through February, PBW has completed cleanup of 709 of 1,365 alleys.

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.

25 Library Master Plan 

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

STATUS Revisions to a new RFP (Request for Proposal) are in process to allow for and attract more consultant proposal submissions. A new schedule for posting and proposal submission deadline will be provided by Office of Procurement Services. The Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor upon contract execution.

27 Wi-Fi at Park Facilities 

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

STATUS PKR and ITS are actively working to complete the WiFi expansion project design and business requirements.

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 on seven of the 28 projects has been completed and six projects are under construction.

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 February, 230.83 lane miles have been restriped and 297 crosswalks have been painted.

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 will be bid for construction in February 2022, and a consultant is now under contract to update the Dallas Bike Plan. 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.

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 and the first delivery order was issued in February.

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 Four Spanish-speaking customer service agents were hired in January 2022 and completed training in February 2022. EQU's Language Access Coordinator position posting closed on February 28 and the department is now waiting for the qualifying candidate list to begin interviews. The Language Skill Assignment Pay audit was published on February 25, 2022. COM and EQU will work in conjunction with HR to review the policy and implement recommendations.

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. EQU received approval from the IT Governance Board in February 2022 regarding the compliance recording capabilities of their software system demonstration, but further discussion is needed to assess COD system compatibility. The EQU team has scheduled another demonstration for March 2022 and anticipates a contract in spring 2022.

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 moving forward with a Public Safety "Go Live" date of June 2022. 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, City of Sachse and City of Mesquite to share premises, facilities, and/or equipment. Training is about to commence with an emphasis on dispatch and radio use.

Oncor has advised the project team about potential significant delays in providing meters and meter equipment at seven of the radio sites. Alternative meter sources for two of the seven sites have been identified, and executive leadership continues to work with Oncor to develop solutions..

23 Historic Resource Survey ✓

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

STATUS OHP Staff and Preservation Dallas provided HHM (consultant) with comments on the draft survey and context statements document in January 2022. A final draft survey from HHM (consultant) will be submitted to OHP staff in April 2022, presented to the Landmark Commission and CPC in May 2022, and presented to City Council in June 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 The Mayor proclaimed February 9, 2022 as Juanita Craft Day and City Council accepted \$176,481 in private donations for the Craft House from the Junior League of Dallas and other community stakeholders with the total private donations to this project at \$403,000. An executed contract and approval for all building permits have been issued and construction is now underway.

39 Ethics Training ●

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

STATUS The Biennial Ethics training program 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. EQU acquired new Ethics eLearning content and continues to deliver live Ethics training to all new employees through New Employee Orientation and Fire Academy programs.

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.

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 311 recruitment efforts have allowed management to hire four additional bilingual CSAs during the second quarter of FY 2021-22. Their training will be completed in March 2022. Additionally, 311 has maintained its utilization of LanguageLine, a translation service provider, which allows 311 to bridge language and cultural barriers on-demand, 24/7/365 days a year.

11 Police Mediation

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

STATUS OPO will schedule interviews for the Intake Specialist and Mediation Coordinator positions to take place in March 2022, with anticipated hire dates in April or May 2022.

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; 11 building reviews have been completed since October 2021. ADA compliance improvements are schedule for 4th and 6th floor City Hall restrooms in March 2022. Training for ITS on website accessibility was completed in January 2022, and the ITS Team will work with EQU to develop an ADA web training for all City departments with an anticipated completion in late FY 2021-22.

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	DEV	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 percent and empowered internal staff to continually improve their process in order to sustain the results. Following up with new supervisor in April 2022 to ensure process changes are still in place and results continue to trend upward.							
2	Low Sterrett Prisoner Intake	DPD	Streamlining the central prisoner intake process at Low Sterrett in order to increase officer availability and/or reduce overtime	Planning	On Track	Mar 2022	Aug 2022
Notes: Pre-Kickoff meeting with sponsors and high-level stakeholders has been held. Team member selection is ongoing and Kick-off meeting to take place by May 2022.							
3	Water / Wastewater Permit Process	DEV/ 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: The Water/Wastewater permit team has reduced their backlog from 45 days down to 0, (working on permits the day received). The revised application is designed to be more user-friendly and is scheduled to go live in March. It will be accompanied by FAQs, Bonded contractors list, 3-page bond agreement and revised meter fees. Each item placed online will have embedded links to the other documents.							
4	SFD Building Permit Process	DEV	Decreasing building permits issuance lead time for single-family residential developments requested at the City of Dallas and stopping the loss in revenue and ongoing customer dissatisfaction.	Execution	Delayed	TBD	May 2022
Notes: Initial observations, data assessment, and brainstorming sessions have been conducted. Though an aggressive 60-day action plan has been compiled, implementation has been delayed due to a pending software upgrade. Plan implementation will commence immediately following software upgrade by ITS.							
5	DPD Workload Optimization	DPD	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.	Planning	On Track	Jan 2022	Jul 2022
Notes: Data assessment is ongoing; site observations to be scheduled.							

PROCESS IMPROVEMENT

	Project Title	Dept	Description	Phase	Status	Start Date	End Date
6	DFR Workload Optimization	DFR	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.	Planning	On Track	Jan 2022	Jul 2022
	Notes: Data assessment is ongoing; additional actions to be determined upon implementation of automated scheduling system.						
7	New Employee Hiring & Onboarding	HR/ CVS	Reducing lead time for onboarding new employees in order to maximize throughput and increase internal customer satisfaction.	Execution	On Track	Mar 2022	Aug 2022
	Notes: Pre-kickoff meeting has with sponsors and high-level stakeholders has been held. Team selection has been completed and weekly meetings are ongoing. Next steps are documenting the current state and identifying process gaps						

