

Memorandum



CITY OF DALLAS

DATE March 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – January 2022**

Please find attached the January Budget Accountability Report (BAR) based on information through January 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 \$10.8 million better than budget. While several revenues are slipping, sales taxes continues to make up for them. For the first four months of the fiscal year, we have realized sales tax receipts that are \$15.2 million better than we anticipated. We continue to work 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 \$5.7 million over budget. One of the issues affecting expenses continues to be uniform overtime. The Dallas Police Department and Dallas Fire-Rescue have forecast overtime to be a combined \$18.0 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 \$6.4 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.

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 January 31, 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	8% under budget	8% under budget
Development Services	✓	✓
Municipal Radio	19% under budget	5% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	9% under budget
Equipment and Fleet Management	✓	8% over budget
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 20
On Target

! 5
Near Target

✗ 10
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 January 31, 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 January 31, 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	801,042,490	1,546,041,234	10,824,776
Expenditures	1,535,018,900	1,535,216,458	458,646,644	1,540,893,889	5,677,431
Ending Fund Balance	\$272,058,286	\$272,058,286		\$292,389,175	\$20,330,889

Fund Balance. As of January 31, 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 January 31, 2022, General Fund revenues are projected to be \$10,825,000 over budget. Sales tax revenue is projected to be \$15,161,000 over budget based on actual collection trends four 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 \$4,870,000 under budget.

Expenditures. Through January 31, 2022, General Fund expenditures are projected to be \$5,677,000 over budget due to uniform overtime expenses, contractual services such as temporary staffing, and an unanticipated increase in fuel prices. 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	\$876,483,968	\$0
2	Sales Tax	344,283,066	344,283,066	129,724,446	359,443,879	15,160,813
3	Franchise and Other	117,599,602	117,599,602	22,057,619	117,613,443	13,841
4	Charges for Services	108,668,947	108,668,947	44,894,381	109,103,359	434,412
5	Fines and Forfeitures	26,390,716	26,390,716	6,631,349	22,023,759	(4,366,957)
6	Operating Transfers In	32,918,730	33,116,288	4,685,491	33,116,288	0
7	Intergovernmental	13,101,905	13,101,905	339,478	13,178,279	76,374
8	Miscellaneous	8,877,610	8,877,610	3,594,891	8,374,319	(503,291)
9	Licenses and Permits	5,844,356	5,844,356	2,047,812	5,853,932	9,576
10	Interest	850,000	850,000	222,128	850,008	8
Total Revenue		\$1,535,018,900	\$1,535,216,458	\$801,042,490	\$1,546,041,234	\$10,824,776

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 \$15,161,000 over budget based on actual collection trends four months into the fiscal year. However, our contract economist has forecast that the U.S. economy will slow in 2022.

4 Charges for Services. Charges for services are projected to be \$434,000 over budget primarily due to increased usage of emergency ambulance transport (based on current activity) in addition to the completion of the Electronic Patient Care Report (ePCR) quality assurance reviews.

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$4,367,000 under budget primarily due to declines in citations filled with the court (30% 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.

8 Miscellaneous. Miscellaneous revenues are projected to be \$503,000 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	\$75,160,659	\$251,458,417	(\$8,158,086)
	Non-uniform Overtime	6,826,827	6,826,827	4,004,004	8,799,773	1,972,946
	Non-uniform Pension	35,609,192	35,632,787	10,522,440	35,586,801	(45,986)
	Uniform Pay	496,243,907	497,132,747	143,522,650	482,341,588	(14,791,159)
	Uniform Overtime	35,775,121	35,775,121	20,834,753	53,779,182	18,004,061
	Uniform Pension	171,394,327	171,394,327	50,871,209	172,099,209	704,882
	Health Benefits	73,731,868	73,731,868	18,726,484	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	3,416,187	12,227,555	(37,545)
1	Total Personnel Services	\$1,102,293,613	\$1,102,491,171	\$327,058,384	\$1,100,140,286	(\$2,350,885)
2	Supplies	75,425,847	75,307,801	23,290,846	79,266,230	3,958,429
3	Contractual Services	433,322,701	433,564,387	114,013,051	437,645,615	4,081,228
4	Capital Outlay	11,677,806	11,554,166	3,737,116	12,706,682	1,152,516
5	Reimbursements	(87,701,067)	(87,701,067)	(9,452,753)	(88,864,924)	(1,163,857)
	Total Expenditures	\$1,535,018,900	\$1,535,216,458	\$458,646,644	\$1,540,893,889	\$5,677,431

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 \$2,351,000 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 overtime expenses in Dallas Police Department (\$6,387,000) and Dallas Fire-Rescue (\$11,617,000).

2 Supplies. Supplies are forecast to be \$4,081,000 over budget primarily due to an unanticipated increase in fuel prices.

4 Capital Outlay. Capital outlay is forecast to be \$1,153,000 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.

5 Reimbursements. Reimbursements are forecast to be \$1,164,000 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 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,337,590	\$14,437,642	\$21,203,184	(\$134,406)
2	Budget and Management Services	4,512,904	4,512,904	1,260,931	4,512,904	0
3	Building Services	24,356,319	24,356,319	8,400,430	24,336,783	(19,536)
4	City Attorney	17,814,203	18,011,761	5,618,525	18,213,590	201,829
5	City Auditor	3,048,254	3,048,254	1,028,645	2,935,303	(112,951)
6	City Controller	7,764,698	7,764,698	2,553,392	7,914,677	149,979
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,933,212	918,756	3,144,265	211,053
9	City Secretary	3,050,306	3,050,306	1,020,594	3,047,955	(2,351)
10	Elections	104,713	104,713	32,920	104,713	0
11	Civil Service	3,021,703	3,021,703	718,167	2,882,762	(138,941)
12	Code Compliance	35,032,924	35,032,924	10,403,384	34,863,182	(169,742)
13	Court and Detention Services	24,077,721	24,077,721	7,259,313	23,741,855	(335,866)
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	4,972,618	15,779,279	(289,241)
16	Dallas Fire-Rescue	335,699,096	335,699,096	107,278,275	341,682,602	5,983,506
17	Dallas Police Department	565,934,568	565,934,568	168,642,647	567,704,116	1,769,548
18	Data Analytics and Business Intelligence	3,988,372	3,988,372	935,754	3,741,461	(246,911)
19	Economic Development	3,252,177	3,252,177	1,240,143	3,239,035	(13,142)
20	Housing and Neighborhood Revitalization	3,825,426	3,825,426	687,490	3,683,915	(141,511)
21	Human Resources	7,199,251	7,199,251	2,487,875	7,199,251	0
22	Judiciary	3,675,924	3,675,924	1,177,303	3,675,924	0
23	Library	32,917,306	32,917,306	9,037,426	32,642,468	(274,838)
	Management Services					
24	311 Customer Service Center	5,079,860	5,079,860	1,022,808	5,079,860	0
25	Communications, Outreach, and Marketing	2,330,867	2,330,867	521,699	2,330,867	0
26	Community Care	9,204,147	9,204,147	1,803,485	9,204,147	0
27	Community Police Oversight	630,129	630,129	120,736	554,917	(75,212)
28	Emergency Management	1,130,290	1,130,290	327,682	1,130,290	0
29	Environmental Quality and Sustainability	4,255,762	4,255,762	1,980,245	4,021,087	(234,675)
30	Equity and Inclusion	2,644,998	2,644,998	744,341	2,534,637	(110,361)
31	Government Affairs	914,383	914,383	279,296	864,249	(50,134)
32	Historic Preservation	755,602	755,602	197,023	753,368	(2,234)
33	Homeless Solutions	11,913,143	11,913,143	6,060,818	11,913,143	0
34	Integrated Public Safety Solutions	4,969,809	4,969,809	772,443	4,601,111	(368,698)
35	Small Business Center	2,454,801	2,454,801	385,020	2,272,423	(182,378)
36	Mayor and City Council	5,351,007	5,351,007	1,697,466	5,351,006	0
37	Non-Departmental	115,542,145	115,542,145	4,898,821	115,542,145	0
38	Park and Recreation	99,627,169	99,627,169	33,940,805	99,818,276	191,107
39	Planning and Urban Design	4,209,553	4,209,553	1,676,053	4,353,826	144,273
40	Procurement Services	3,082,909	3,082,909	903,251	3,012,171	(70,738)
41	Public Works	76,357,799	76,357,799	44,221,826	76,357,799	0
42	Transportation	45,249,577	45,249,577	11,754,155	45,249,577	0
	Total Departments	\$1,525,515,093	\$1,525,712,651	\$458,646,644	\$1,531,390,082	\$5,677,431
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	\$458,646,644	\$1,540,893,889	\$5,677,431

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 \$202,000 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.

7 City Manager. CMO is projected to be \$211,000 over budget due to termination payouts for retiring employees.

16 Dallas Fire-Rescue. DFR is projected to be \$5,984,000 over budget primarily due to uniform overtime expenses (\$11,617,000) 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, partially offset by an additional \$4,132,000 reimbursement from the Coronavirus Relief Fund for eligible salary expenses. An unanticipated increase in fuel prices has increased DFR's projection by an additional \$550,000.

17 Dallas Police Department. DPD is projected to be \$1,770,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$6,387,000), a reduction in anticipated reimbursements, and an unanticipated increase in fuel prices (\$1,271,000), partially offset by salary savings associated with vacant uniform and non-uniform positions.

27 Community Police Oversight. OCPO is projected to be \$75,000 under budget primarily due to salary savings associated with two vacant positions.

29 Environmental Quality and Sustainability. OEQS is projected to be \$235,000 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.

31 Government Affairs. OGA is projected to be \$50,000 under budget primarily due to salary savings associated with three vacant positions.

34 Integrated Public Safety Solutions. IPSS is projected to be \$369,000 under budget primarily due to salary savings associated with four vacant positions.

35 Small Business Center. SBC is projected to be \$182,000 under budget primarily due to salary savings associated with three vacant positions.

38 Park and Recreation. PKR is projected to be \$191,000 over budget due to an unanticipated increase in fuel prices.

39 Planning and Urban Design. PUD is projected to be \$144,000 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
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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	54,918,357	142,389,852	0
Total Expenditures	142,389,852	142,389,852	42,899,540	142,389,853	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	19,361,406	92,423,717	(8,396,231)
Total Expenditures	100,819,948	100,819,948	23,236,900	92,423,717	(8,396,231)
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	11,393,494	33,485,019	8,492
Total Expenditures	38,383,670	38,383,670	10,586,592	38,383,670	0
Ending Fund Balance	\$44,079,897	\$44,079,897		\$44,122,113	\$42,216

4 MUNICIPAL RADIO

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	497,584	1,500,690	(360,310)
Total Expenditures	1,815,740	1,815,740	733,755	1,716,748	(98,992)
Ending Fund Balance	\$401,210	\$401,210		\$693,131	\$291,921

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	47,731,616	138,420,219	438,012
Total Expenditures	139,536,992	139,536,992	33,687,090	140,858,763	1,321,771
Ending Fund Balance	\$14,910,808	\$14,910,808		\$15,767,711	\$856,903

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	24,009,641	69,314,586	0
Total Expenditures	69,314,586	69,314,586	12,135,783	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	242,360,946	713,732,650	0
Total Expenditures	722,432,650	722,432,650	198,438,679	722,432,650	0
Ending Fund Balance	\$100,190,415	\$100,190,415		\$128,297,769	\$28,107,354

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	1,894,086	23,250,418	184,900
Total Expenditures	23,065,518	23,065,518	8,435,997	20,971,385	(2,094,133)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$0	\$1,173,960

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	8,500,259	60,053,653	4,746,793
Total Expenditures	56,541,723	56,541,723	14,854,195	61,287,216	4,745,493
Ending Fund Balance	\$9,390,751	\$9,390,751		\$11,344,096	\$1,953,345

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	775,055	2,593,790	0
Total Expenditures	2,323,978	2,323,978	1,116,767	2,311,748	(12,230)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,311,763	\$375,764

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	31,411,056	99,075,574	(101,317)
Total Expenditures	99,176,891	99,176,891	46,191,151	98,731,742	(445,149)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,651,490	\$1,953,762

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	3,822,745	13,238,788	(9,862)
Total Expenditures	13,248,650	13,248,650	4,589,303	13,246,412	(2,238)
Ending Fund Balance	\$517,133	\$517,133		\$1,421,389	\$904,256

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	4,199,911	12,017,444	0
Total Expenditures	14,341,472	14,341,472	6,612,512	14,756,644	415,172
Ending Fund Balance	\$1,856,241	\$1,856,241		\$3,887,669	\$2,031,428

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	214,980,920	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		\$66,318,456	\$2,697,200

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	26,686,049	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	14,357,234	40,959,071	0
Retiree	27,867,000	27,867,000	6,440,082	27,867,000	0
Other	0	0	(1,724)	3,783	3,783
Total Revenues	168,329,071	168,329,071	47,481,641	168,332,854	3,783
Total Expenditures	176,549,294	176,549,294	51,529,537	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	259,152	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,500,361	11,688,742	0
Purchased Insurance	11,096,779	11,096,779	1,300	11,096,779	0
Interest and Other	0	0	10,268	10,268	10,268
Total Revenues	36,870,656	36,870,656	4,771,081	36,879,011	8,355
Total Expenditures	52,064,548	52,064,548	16,060,987	52,618,581	554,033

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 January 31, 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 \$8,396,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$8,396,000 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 \$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 February 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 \$438,000 over budget due to stronger-than-anticipated residential collection revenues. SAN expenses are projected to be \$1,322,000 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 \$2,094,000 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 \$4,745,000 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 January 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 \$4,747,000 over budget to reflect increased charges to customer departments.

13 9-1-1 System Operations. 911 expenses are projected to be \$415,000 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	\$162,683,121	\$98,091,165	\$159,087,184
B	Park and Recreation Facilities	261,807,000	234,143,026	134,936,084	24,473,296	74,733,646
C	Fair Park	50,000,000	42,889,098	28,330,733	1,279,852	13,278,513
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	7,659,879	8,374,846	19,511,543
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	10,144,670	2,910,593	1,046,825
G	Public Safety Facilities	32,081,000	29,897,353	18,131,327	6,877,160	4,888,865
H	City Facilities	18,157,000	15,423,904	727,665	1,454,955	13,241,284
I	Economic Development	55,400,000	46,367,495	17,790,698	11,321,417	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	\$397,399,349	\$156,712,549	\$316,686,174

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	\$249,813,200	\$10,362,785	\$5,454,503
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	217,886,501	81,397,027	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	\$504,366,981	\$97,809,296	\$44,829,211

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	\$384,727,253	\$17,220,073	\$4,543,228
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	282,838,514	14,153,337	45,765,314
3	Park and Recreation Facilities	343,230,000	353,343,060	345,134,893	1,714,030	6,494,137
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	17,563	730,795
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,823,778	1,737,465	3,655,234
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	\$1,288,386,058	\$36,417,217	\$76,584,831

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.

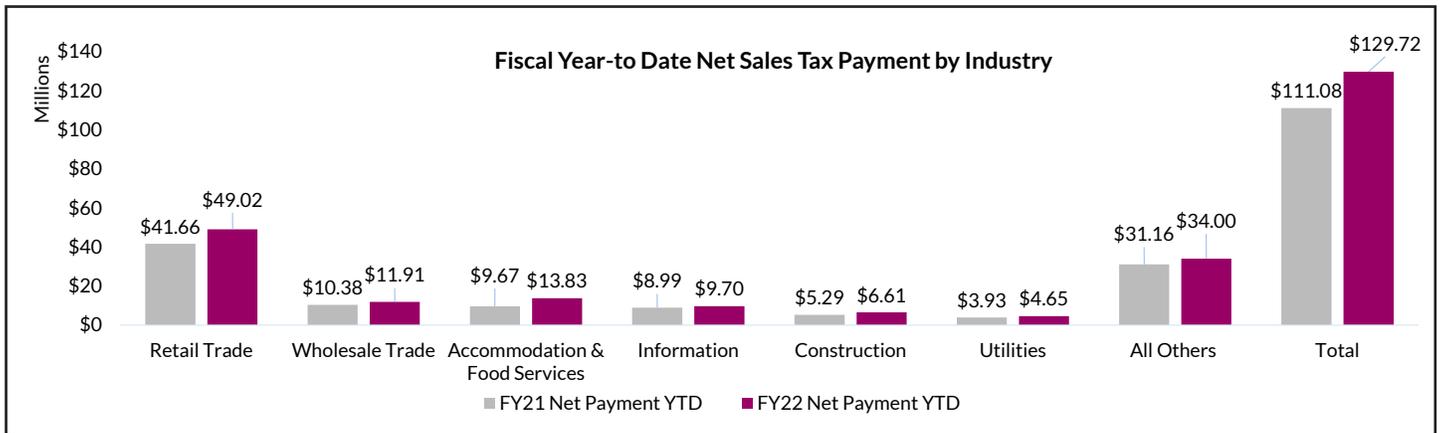
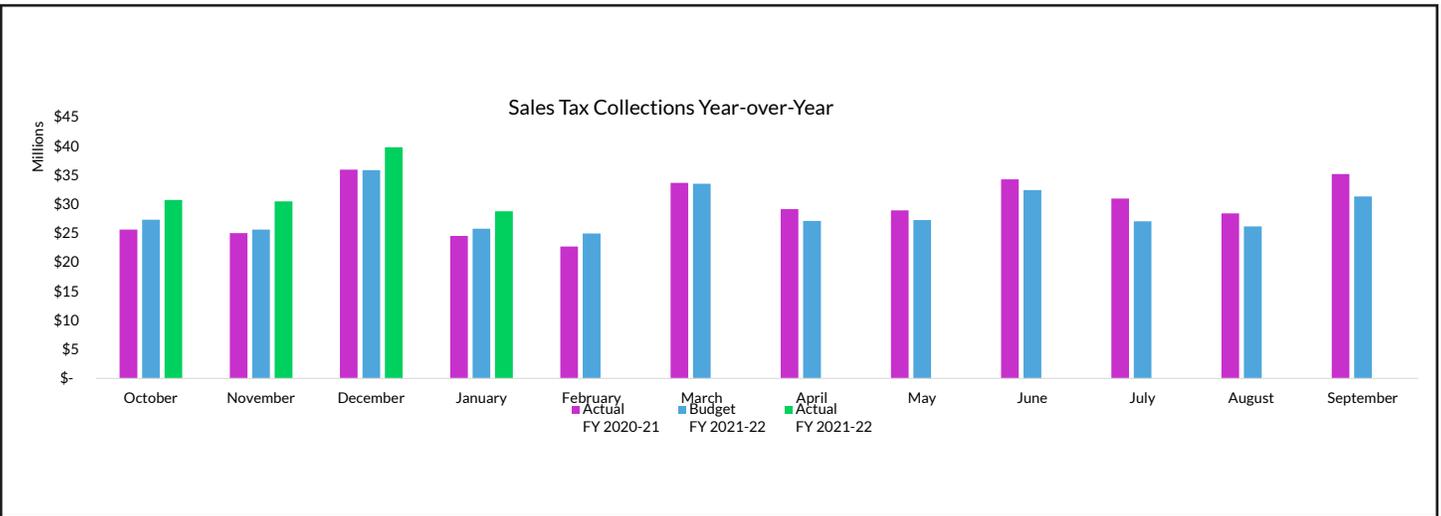
FY 2021-22 Financial Forecast Report

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 January 31, 2022, the sales tax forecast is \$359,443,879. 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	January FY22 over January FY21	FYTD22 over FYTD21
Retail Trade	9%	18%
Wholesale Trade	30%	15%
Accommodation and Food Services	27%	43%
Information	28%	8%
Construction	40%	25%
Utilities	27%	18%
All Others	12%	9%
Total Collections	17%	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.

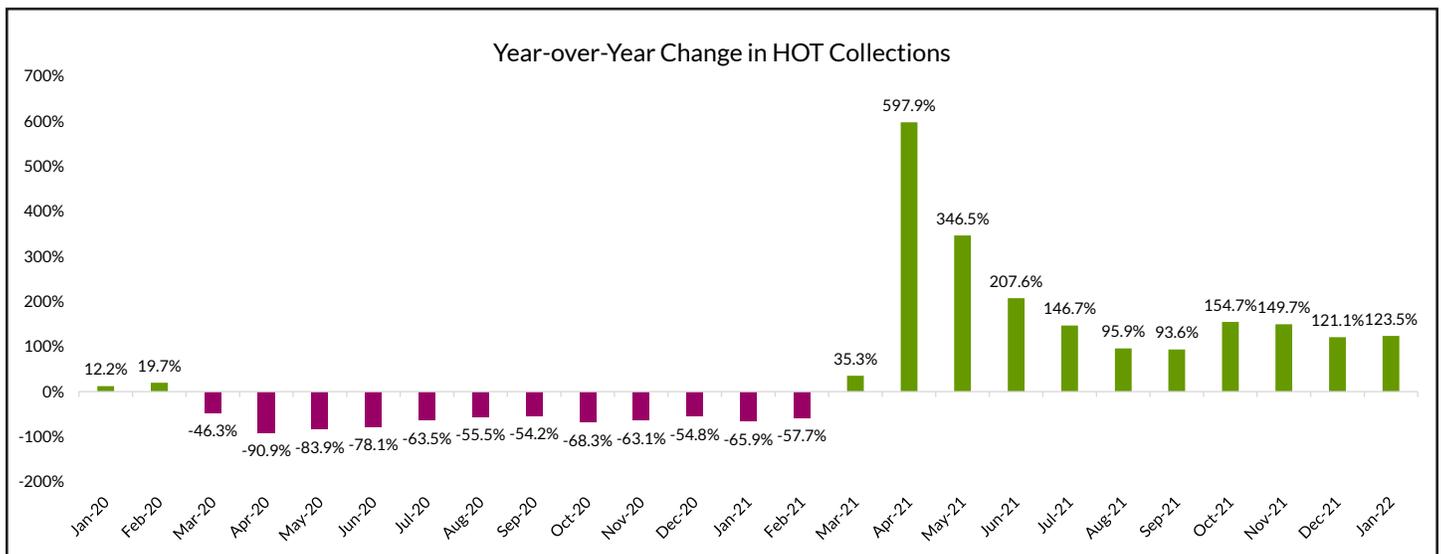
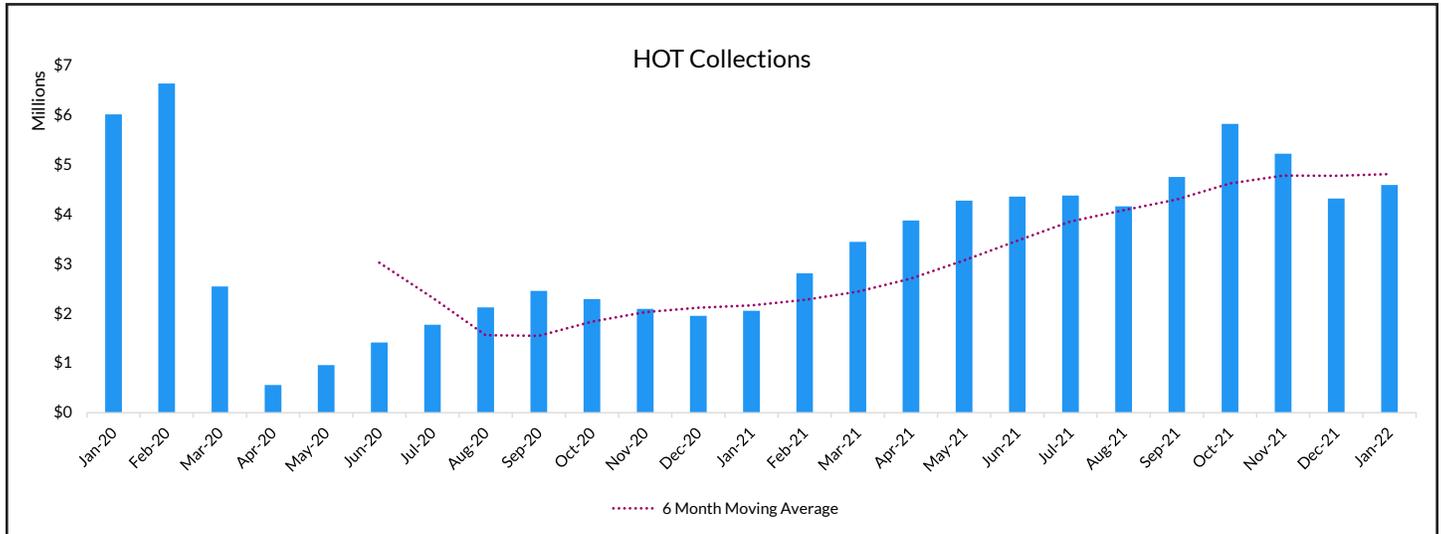
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

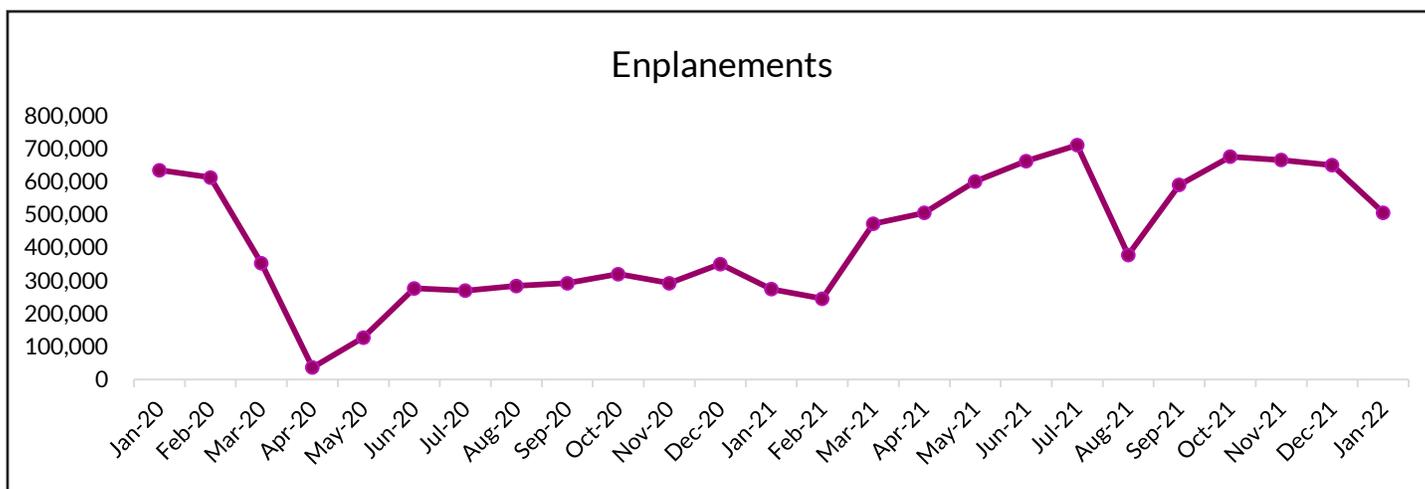
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	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	62

* 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.

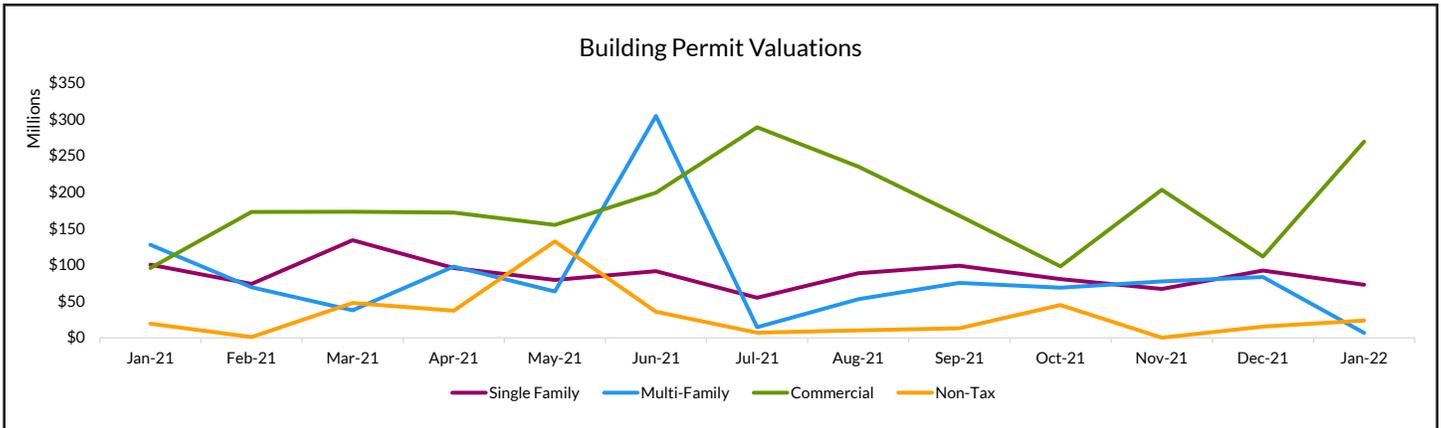
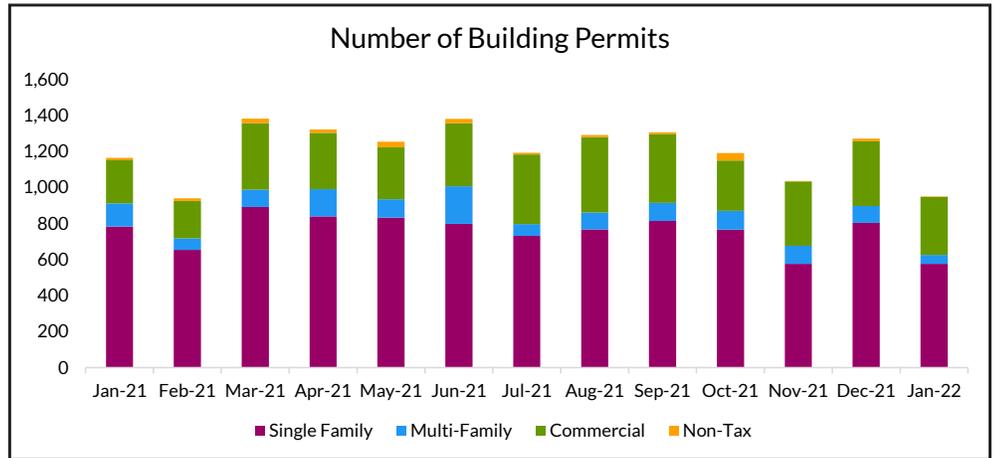


FY 2021-22 Financial Forecast Report

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	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%	97.7%	98.0%	98.2%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	4	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	44.7%	40.0%	40.0%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	75.0%	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%	14.5%	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%	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%	83.4%	90.5%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	34.6%	75.0%	58.4%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-1.0%	8.8%	-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%	91.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	75.0%	64.4%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	86.3%	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%	87.9%	90.0%	90.0%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,237.3	2,000.0	2,076.8
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.5%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	94.6%	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%	54.0%	64.0%	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%	85.1%	65.0%	83.3%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	63.5%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	82.4%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.7%	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%	26.5%	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%	58.5%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	74.0%	75.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	12.0%	19.8%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.3%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.9%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	13.7%	12.9%	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%	-47.3%	25%	25%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	64,198	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 During the first quarter of the fiscal year many newly funded projects are still in the planning phase. More forward momentum is anticipated in the second quarter. It is anticipated the target will be achieved by the close of the fourth quarter.

10 The average speed of answer (ASA) decreased in January. The ASA in December was 0:08:02, but improved performance in January showed a reduction in wait time to 0:03:48. Call center performance shall improve as newly hired agents complete training and then move to actively handling inbound calls.

11 In January, there was a decrease in preventable City equipment incidents; however, the YTD incidents are above target. The preventable vehicle and equipment incidents continue to extend from a few departments. The main causes are backing, turning when unsafe, and driver inattention. ORM continues to identify causes and provide recommendations to these departments to address incidents.

12 One project has been approved so far this fiscal year, Armonia Apartments. This is a small multifamily development constructed by a nonprofit organization. Nonprofit organizations are less likely to have the assets or ability to secure private financing for quality developments and require greater subsidy. Staff are working to bring additional projects to Council in the coming months.

14 The shortage is attributed to the impacts of the Covid-19 surge starting in December. The service provider had reduced staffing and was trying to managing the outbreaks.

17 Overall violent crime is down 15.71% 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 Violent Crime Plan.

18 DPD adjusted patrol division staffing to optimized efficiency and better answer the call volume in each division. In addition, DPD is proactively recruiting and hiring to meet the goal of 250 officers for FY 2021-22. To date, 64 sworn officers have been hired. In December, 24 recruits graduated from the academy and are currently in field training.

28 January participation was low due to COVID Omicron variant surge and related restrictions. Low staffing and participation resulted in limited facility openings and programming.

33 The quantity of long line marking miles was less than anticipated due to maintenance issues with the equipment. The maintenance issues have been resolved and Transportation is on track to meet the FY 2021-22 target.

34 In January 2021, content included a special hour-long panel discussion on vaccinations for Spanish-speaking audiences. In January 2022, content only included the regular recurring programming for the One Dallas Update. It is anticipated that additional programming will be provided in the coming months to meet the year-end target increase.

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

Congratulations to the Office of Arts & Culture (OAC) on their recent progress towards restoring the Juanita J. Craft House to its rightful state. The house, a city landmark and home to pioneering civil rights crusader Juanita J. Craft was flooded by broken pipes in 2018. Building on milestones like the Historic Structures Report in 2019 and a \$500,000 grant from the National Park Service, OAC partnered with the Junior League of Dallas to help raise funds to complete the necessary rehabilitation of the structure, and City Council approved the construction services contract on January 12, 2022.



Juanita J. Craft moved into 2618 Warren Avenue after the death of her husband. In 1935, Craft joined the NAACP, starting 182 rural NAACP chapters. She demonstrated against the segregated University of Texas Law School and North Texas State University and entered civil rights litigation against those schools in 1950 and 1955. Afterward, she served Dallas' youth by creating a dropout center, and her house was used as a meeting place for young civil rights leaders throughout the 1960s. In 1975, she was elected to the Dallas City Council, where she served four years working to improve the status of Hispanic and Native Americans.

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.

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.

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 percent from the same months of the prior year. The on-time brush and bulky waste service also reached the 99.9 percent 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 percent 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 were received 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 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 hired one Data Scientist position and one Data Science Analyst position in January 2022. Two additional Data Science Analyst positions will be hired in February 2022. Recruitment for additional 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 Phase one of the compensation study was completed in 2021. Phase two began in 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 January 2022, the Dallas Real Time Rapid Rehousing Initiative housed 93 households. Of this, 41 percent of the households consist of adults with children and 59 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 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, 64 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 January service level was 98.10 percent, with an average answer time of 4 seconds. DPD currently has 100 call takers and 22 trainees, making the 911 Call Center staffed at 87 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. 52.8 percent of crisis intervention calls were handled by RIGHT Care team as of January 31. 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 in Spring 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 January, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at five additional locations for a total of fifteen locations year to date. Traffic calming modifications such as speed cushions have been completed in three locations and are in progress for Van Horn Drive. February and March installations have been scheduled for S. Woody Road, Kidd Springs Drive, Carbondale Street, Hull Avenue, and Crest Ridge Drive. TRN is working with the Jefferson Boulevard Task Force to incorporate a road diet via pavement markings. Current configuration of six lanes will be reduced to four lanes. 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 was hired in January and three Supervisor positions are expected to start in February. HR Compensation is working on the position description for the Manager-Parking Enforcement position. TRN reviewed one facility option with Real Estate in January and will continue to search for additional facility options to accommodate remaining staff, service vehicles, and guest parking. 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 now has 22 new vehicles available for use; enough to operate the 24hr shift. TRN is currently working on obtaining more parking spaces at OCMC to accommodate the vehicles. TRN is continuing to working with DPD to schedule additional training and ride-along training opportunities. 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 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 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 included 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. As of January, some components of five power packs have been delivered to OEM. The remaining components of all six power packs will be delivered 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 CTS staff have scheduled projects with vendors to begin in February 2022. Locations include City Hall, Municipal Courts and the Oak Cliff Municipal Center. Encumbrances totaling \$475,000 have been made and delivery orders issued. Administrative Actions 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 Staff 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 were mailed out in December 2021. Through January 2022, PBW has completed cleanup of 581 alleys.

25 Library Master Plan

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

STATUS RFCSP (Request for competitive Sealed Proposal) is scheduled to post on February 17, 2022 for interested consultant review and submission of proposals. Consultant proposals will be due on March 18, 2022. 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 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 four of the 28 projects has been completed and seven 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 January, 157.72 lane miles have been restriped and 278 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. The first delivery order is in progress and expected to be issued in February.

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.

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 (CSAs) have been hired as of January 2022 and are expected to complete training in February 2022. The Language Access Coordinator requisition will be approved in February. EQU established a hiring committee and will begin recruiting candidates. The Language Skills Pay audit is being finalized. Once finalized, HR, COM and WCIA will work together to execute the 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. They have submitted paperwork and are currently awaiting an appointment with the IT Governance Board to discuss needs.

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 has been signed and returned to Mesquite. Technical personnel on the project have undergone several recent trainings. Another session will begin in February.

The Oak Lane site has its buildings set up on site and the radio tower is currently being erected. ITS is awaiting the final testing results from the dirt and water from the site for potential prior environmental contamination. The Public Safety "Go Live" date is still June 2022, but additional Oncon delays may impact that.

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 public meeting, hosted by Preservation Dallas, is scheduled for February 15, 2022. At the meeting, HHM will present the draft document and allow for public comments and input, which will be incorporated into the final draft. Final draft 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 \$176,481.19 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 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 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 continues to deliver live ethics training to all new employees and is in negotiations for new biennial online ethics eLearning 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.

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 in February 2022, with anticipated hire dates in March 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 Two Spanish-speaking CSAs were as of January 2022. Some positions were not able to be filled until the first quarter 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 was completed in January 2022. The ITS team will work with EQU to develop an ADA web training for all City departments, with 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% 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	Mar 2022	Aug 2022
Notes: Pre-Kickoff meeting with sponsors and high-level stakeholders has been scheduled to align problem statement, goal statement, and key performance indicators.							
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 scheduled to go live in March; this 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. All these are in effort to make the process more customer friendly.							
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	On Track	Mar 2022	May 2022
Notes: Initial observations, data assessment, and brainstorming sessions have been conducted. Aggressive 60-day action plan has been compiled and will be implemented by May 2022.							
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.	Initiation	Not Started	Mar 2022	Aug 2022
	Notes: Pre-Kickoff meeting with sponsors and high-level stakeholders has been scheduled to align problem statement, goal statement, and key performance indicators.						

