

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 15, 2022

22-0012

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
COUNCILMEMBER CARA MENDELSON, PRESIDING

PRESENT: [7] Mendelsohn, Willis, \*Atkins (\*\*1:03 p.m.), Bazaldua (\*\*1:35 p.m.),  
\*McGough, Ridley (\*\*1:04 p.m.), West

ABSENT: [0]

The meeting was called to order at 1:02 p.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 3:27 p.m.

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Chair

ATTEST:

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City Secretary Staff

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Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

**\*Note: Members of the Committee participated in this meeting by video conference.**

**\*\* Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 15, 2022

EXHIBIT A

**RECEIVED**

2022 NOV 10 PM 7:06  
CITY SECRETARY  
DALLAS, TEXAS

**City of Dallas**

*1500 Marilla Street,  
Council Chambers, 6th Floor  
Dallas, Texas 75201*

**Public Notice**

221063

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**November 15, 2022  
1:00 PM**

## 2022 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	<b>ENVIRONMENT AND SUSTAINABILITY</b> Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
<b>PUBLIC SAFETY</b> McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
<b>AD HOC JUDICIAL NOMINATING COMMITTEE</b> Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	<b>AD HOC LEGISLATIVE AFFAIRS</b> Atkins (C), McGough, Mendelsohn, Narvaez, Willis
<b>AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION</b> Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING &amp; ETHICS</b> Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
<b>AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS</b> Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

## **General Information**

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

## **Rules of Courtesy**

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while

## **Información General**

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne en el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

## **Reglas de Cortesía**

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las

attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisara al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

## **Handgun Prohibition Notice for Meetings of Governmental Entities**

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

*"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."*

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

*"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."*

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

*"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."*

This Council Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The meeting will be broadcast live on Spectrum Cable Channel 95 and online at [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv)

The public may also listen to the meeting as an attendee at the following videoconference link:

<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m93d7436147a8eca33ca7e751212e9243>

### Call to Order

### **MINUTES**

1. [22-2232](#) Approval of the October 24, 2022 Government Performance and Financial Management Committee Meeting Minutes

**Attachments:** [Minutes](#)

### **BRIEFING ITEMS**

- A. [22-2240](#) Development Services - Monthly Technology Update and Metrics Review  
[Andrew Espinoza, Director, Development Services]

**Attachments:** [Presentation](#)

- B. [22-2234](#) Dallas Police and Fire Pension (DPFP) System Overview  
[Kelly Gottschalk, Executive Director, Dallas Police and Fire Pension System; Brenda Barnes, Chief Financial Officer, Dallas Police and Fire Pension System]

**Attachments:** [Presentation](#)

- C. [22-2654](#) FY 2022-23 Debt Issuance Overview  
[Jack Ireland, Chief Financial Officer, City Manager's Office]

**Attachments:** [Presentation](#)

- D. [22-2235](#) Office of Procurement Services: Updates, FY 22 Performance, and P-Card Overview  
[Danielle Thompson, Director, Office of Procurement Services]

**Attachments:** [Presentation](#)



- E. [22-2236](#) Communications, Outreach & Marketing Department Update  
[Catherine Cuellar, Director, Communications, Outreach & Marketing]

**Attachments:** [Presentation](#)

- F. [22-2239](#) Process Improvement Team Update  
[Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive,  
Budget & Management Services]

**Attachments:** [Presentation](#)

#### **BRIEFINGS BY MEMORANDUM**

- G. [22-2238](#) Technology Accountability Report (information as of October 31, 2022)  
[Information & Technology Services]

**Attachments:** [Report](#)

- H. [22-2411](#) Office of the City Auditor's Performance Audit Recommendation  
Implementation Status as of October 31, 2022  
[City Auditor's Office]

**Attachments:** [Memorandum](#)

- I. [22-2241](#) GPFM Committee Forecast

**Attachments:** [Forecast](#)

#### **ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 15, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

Item 1: Approval of the October 24, 2022 Government Performance and Financial Management Committee Meeting Minutes

Councilmember West moved to adopt the minutes as presented.

Motion seconded by Councilmember Willis and unanimously adopted. (Atkins, Bazaldua, Ridley absent when vote taken.)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item A: Development Services - Monthly Technology Update and Metrics Review

The following individuals briefed the committee on the item:

- Andrew Espinoza, Director, Development Services Department; and
- William Zielinski, Chief Information Officer, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item B: Dallas Police and Fire Pension (DPFP) System Overview

The following individuals briefed the committee on the item:

- Kelly Gottschalk, Executive Director, Dallas Police and Fire Pension System;
- Joshua Mond, Deputy Executive Director and General Counsel, Dallas Police and Fire Pension System; and
- Willow Sanchez, Assistant City Attorney, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item C: FY 2022-23 Debt Issuance Overview

The following individuals briefed the committee on the item:

- Jack Ireland, Chief Financial Officer, City Manager's Office; and
- Willow Sanchez, Assistant City Attorney, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item D: Office of Procurement Services: Updates, FY 22 Performance, and P-Card Overview

The following individuals briefed the committee on the item:

- Danielle Thompson, Director, Office of Procurement Services;
- Angela Akins, Assistant Director, Office of Procurement Services; and
- Jack Ireland, Chief Financial Officer, City Manager's Office



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item E:            Communications, Outreach & Marketing Department Update

The following individuals briefed the committee on the item:

- Catherine Cuellar, Director, Communications, Outreach & Marketing;
- Kim Tolbert, Deputy City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING ITEMS

Item F: Process Improvement Team Update

Presiding Officer Mendelsohn deferred the item to the December 13, 2022 committee meeting.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 15, 2022

BRIEFING BY MEMORANDUM

Item G: Technology Accountability Report (information as of October 31, 2022)

Item H: Office of the City Auditor's Performance Audit Recommendation Implementation Status as of October 31, 2022

Items I: GPFM Committee Forecast

The committee discussed all items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 15, 2022

EXHIBIT C



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2240

**Item #:** A.

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Development Services - Monthly Technology Update and Metrics Review  
[Andrew Espinoza, Director, Development Services]



**City of Dallas**

# Development Services Monthly Technology and Metrics Review

**Government Performance &  
Financial Management Committee  
November 15, 2022**

Andrew Espinoza, Director/Chief Building Official  
Development Services  
City of Dallas

# Presentation Overview



- Technology
- Permit Metrics
- Communications
- Recruitment and Hiring
- Next Steps



# Technology



- Plan Review Project Dox
  - Meeting is scheduled for November to review enhancement requests
- Land Management Permitting Software
  - Statement of Work (SOW) completed November 2022
  - Once completed contract will be reviewed by City Attorney's Office

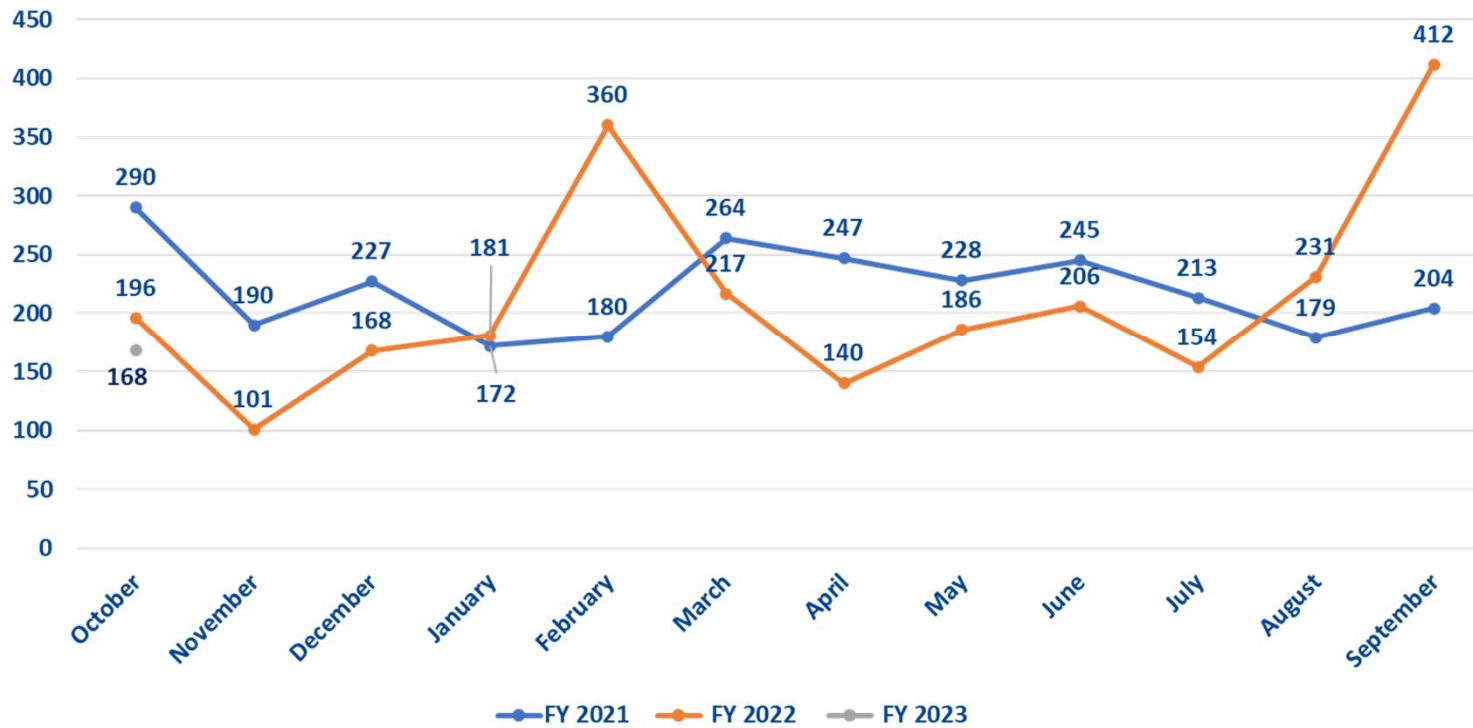




# Residential Permit Volume



### New Single Family Permits Created



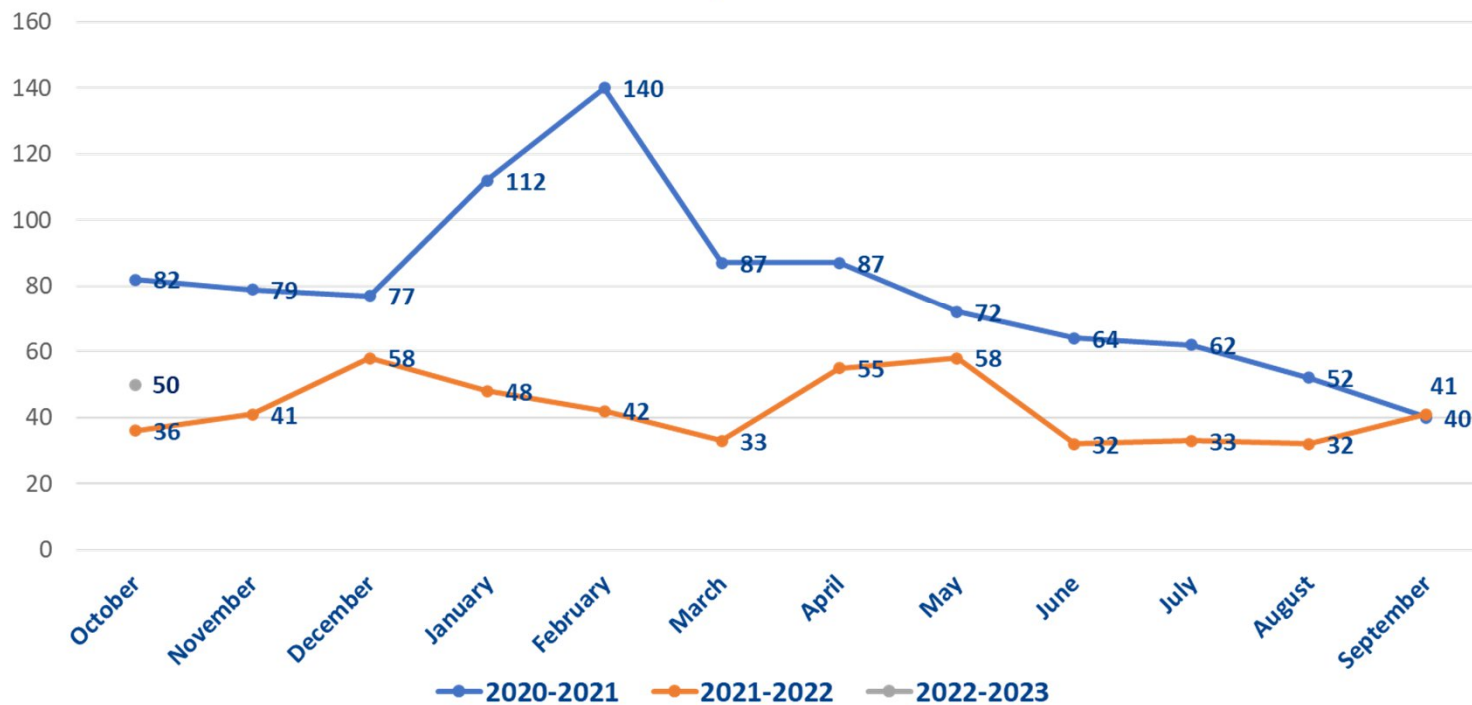
**A total of 168 were processed for the month. This represents a 60% decrease compared to the previous month of September.**



# Residential Permit Average Turnaround



**Residential New Single Family Permits-Average Days to Issue YTD Comparison**



**An increase of 9 days to issue new single family permits for the month of September.**

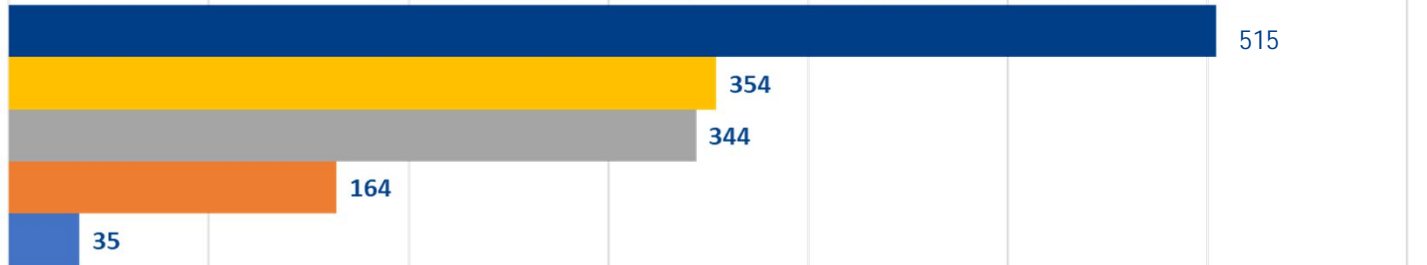
\*\*\*Note: As of November 14, 2022 there were 131 applications in "Over Due" status.



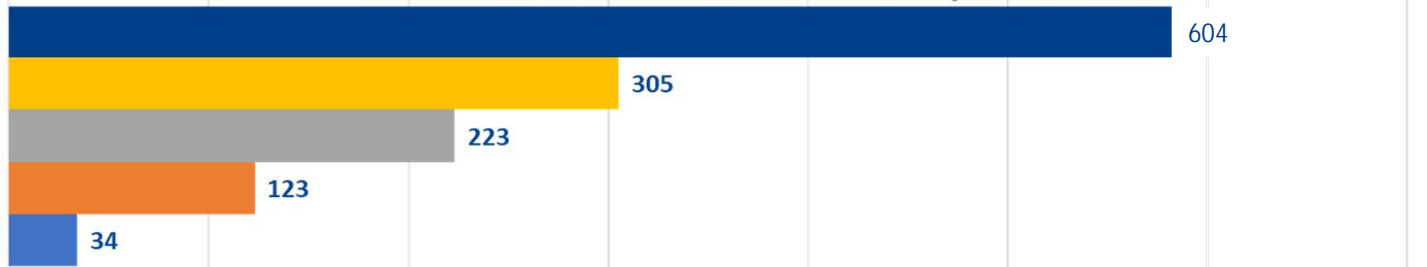
# Residential Permit Average Metrics



**Residential Permit Issued Totals October 2022**



**Residential Permit Issued Totals September 2022**



**35 RSVP New Single Family permits issued the same day for October**

**344 NSF permits issued for October a 54% increase in issuance from previous month**

**Third Party Vendors performed 604 reviews**

■ 3rd Party Reviews  
 ■ Remodel Issued  
 ■ NSF Permits City Issued  
 ■ Additions  
 ■ RSVP



# Communication and Outreach



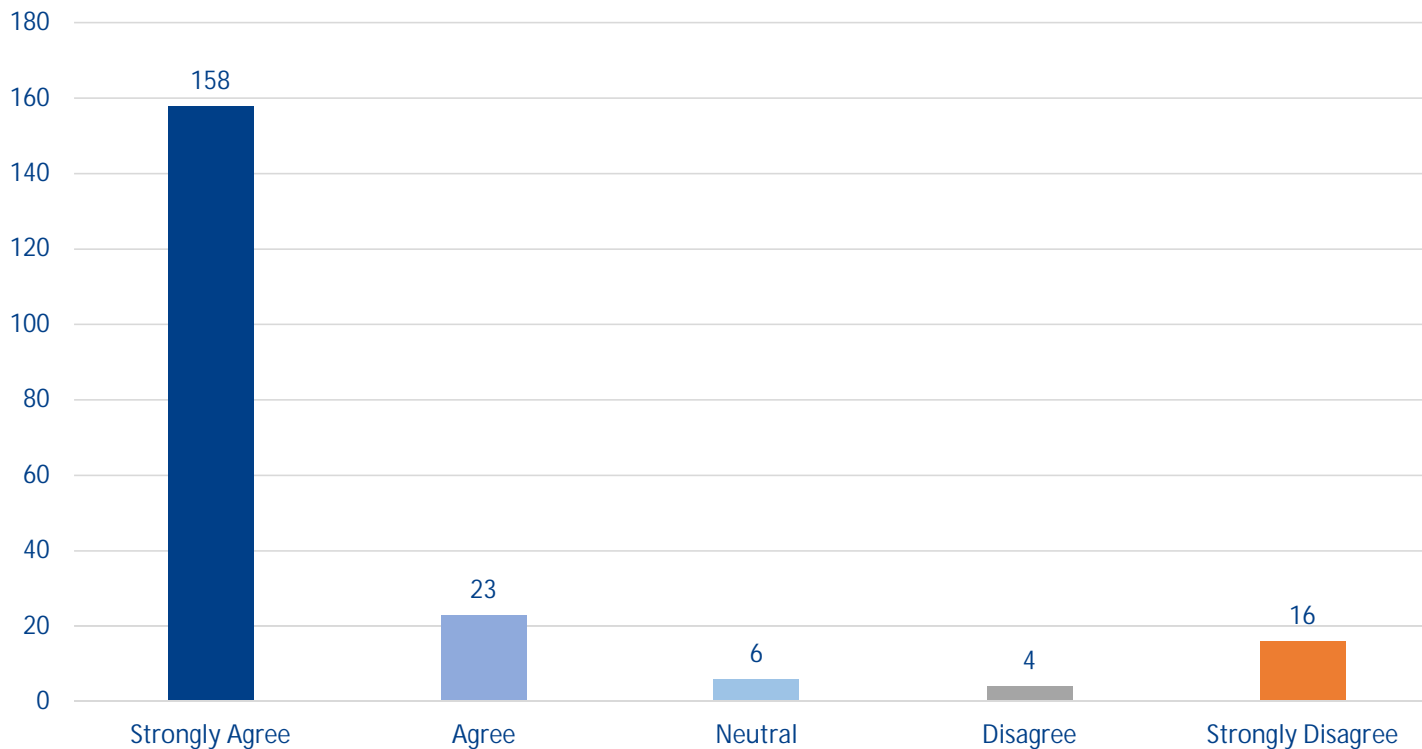
- Pop Up Saturday, October 22<sup>nd</sup>, 2022
- Total of 7 outreach engagement sessions
- Lunch and Learn Series
  - 36 attendees
- Social Media (Last 28 days)
  - Facebook post reach up 3.6% (4,127)
  - Facebook page visits up 342.7% (2,995 visits)
  - Constant Contact (Last 30 days) 1,371 sends/690 opens



# Communication and Outreach



August 2022-October 2022 Customer Survey Feedback



207 total Customer Service Surveys of 181 were positive. This represents an approximate 87% Customer Satisfaction rating



# Recruitment and Hiring

- Hosting 3rd Hiring Event November 28, 2022
- Currently have 80 vacancies

Position Status	Position Count
Pending Hires	20
New Job Postings	31
Candidates in Review/Interview	12
Pending Reclassification	12
Pending Reassignments	5
Total Vacancies	80

- Continue to work with the Matrix Group and HR Compensation/ on finalizing compensation study and Incentive Pay Program



## Next Steps



- Complete Land Management Contract Negotiations and submit Final Recommendations (November 2022)
- Finalize online permitting plan review customer enhancement recommendations (November 2022)
- Implementation of Matrix Recommendations (Ongoing)
- Continue recruitment efforts (Ongoing)





**City of Dallas**

# Development Services Monthly Technology and Metrics Review

**Government Performance &  
Financial Management Committee  
November 15, 2022**

Andrew Espinoza, Director/Chief Building Official  
Development Services  
City of Dallas





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2234

**Item #:** B.

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Dallas Police and Fire Pension (DPFP) System Overview  
[Kelly Gottschalk, Executive Director, Dallas Police and Fire Pension System; Brenda Barnes, Chief Financial Officer, Dallas Police and Fire Pension System]

# Dallas Police and Fire Pension System

## State of the Fund

City of Dallas: Government Performance and Financial Management Committee

Kelly Gottschalk, Executive Director  
Josh Mond, Deputy Executive Director &  
General Counsel

November 15, 2022



# Goals of the Presentation

- To provide important information to the GPFM Committee about the funded status of DPFP.
  - Based on the 1/1/2022 Actuarial Valuation
- To provide a brief review of the actuarial impact of the legislative changes in 2017 (HB 3158) and a summary of the review required by Statute in 2024/2025.
- To be candid with the GPFM Committee about challenges to the funded status of the Plan.



# Dallas Police & Fire Pension System (DPFP) Overview

Purpose: Provide retirement, death and disability benefits to police and firefighters employed by the City of Dallas.

DPFP has two defined benefit pension plans.

- The Regular Plan covers all members through their civil service ranks.
  - Established by Texas Statutes
  - 99.2% of DPFP's assets and liabilities are in the Regular Plan.
  - Membership:
    - Active – 5,088
    - Retirees & Beneficiaries – 5,196
- Supplemental Plan is for the chiefs and captures the additional pay a member may have above their highest civil service grade/step.
  - Established by City Ordinance. Benefit provisions follow the same structure as the Regular Plan.
  - 0.8% of DPFP assets and liabilities.
- This presentation includes information related to the Regular Plan only.



# Dallas Police & Fire Pension System (DPFP) - Governance

DPFP is an independent organization from the City of Dallas but is included in the City's financial statements and the City appoints the majority of the Board.

11-member Board of Trustees (restructured by HB 3158)

- 6 appointed by Mayor
- 1 Police Representative, elected by active members
- 1 Fire Representative, elected by active members
- 3 Non-members, selected by nominations committee representing 11 associations, elected by active members and retirees
- Trustees must have demonstrated financial, accounting, business, investment, real estate, or actuarial expertise
- An Investment Advisory Committee is required with the majority of the members being outside investment professionals and not Trustees.



# Funded Position Data

1-1-2022 Actuarial Valuation

Total Actuarial Accrued Liability:	\$5.2 billion
Market Value of Assets:	<u>\$2.2 billion</u>
Unfunded Liability:	\$3.0 billion
Funded % (Market Value):	41.83%

Projected year of full funding: 2090 (68 years)

- Assumes that every year all assumptions are met including the City Hiring Plan payroll projections from HB 3158 and 6.5% assumed rate of return.

The PRB requires funding period of less than 30 years. This requirement must be met by 2025.



# Funded Position Data

## 1-1-2022 Actuarial Valuation

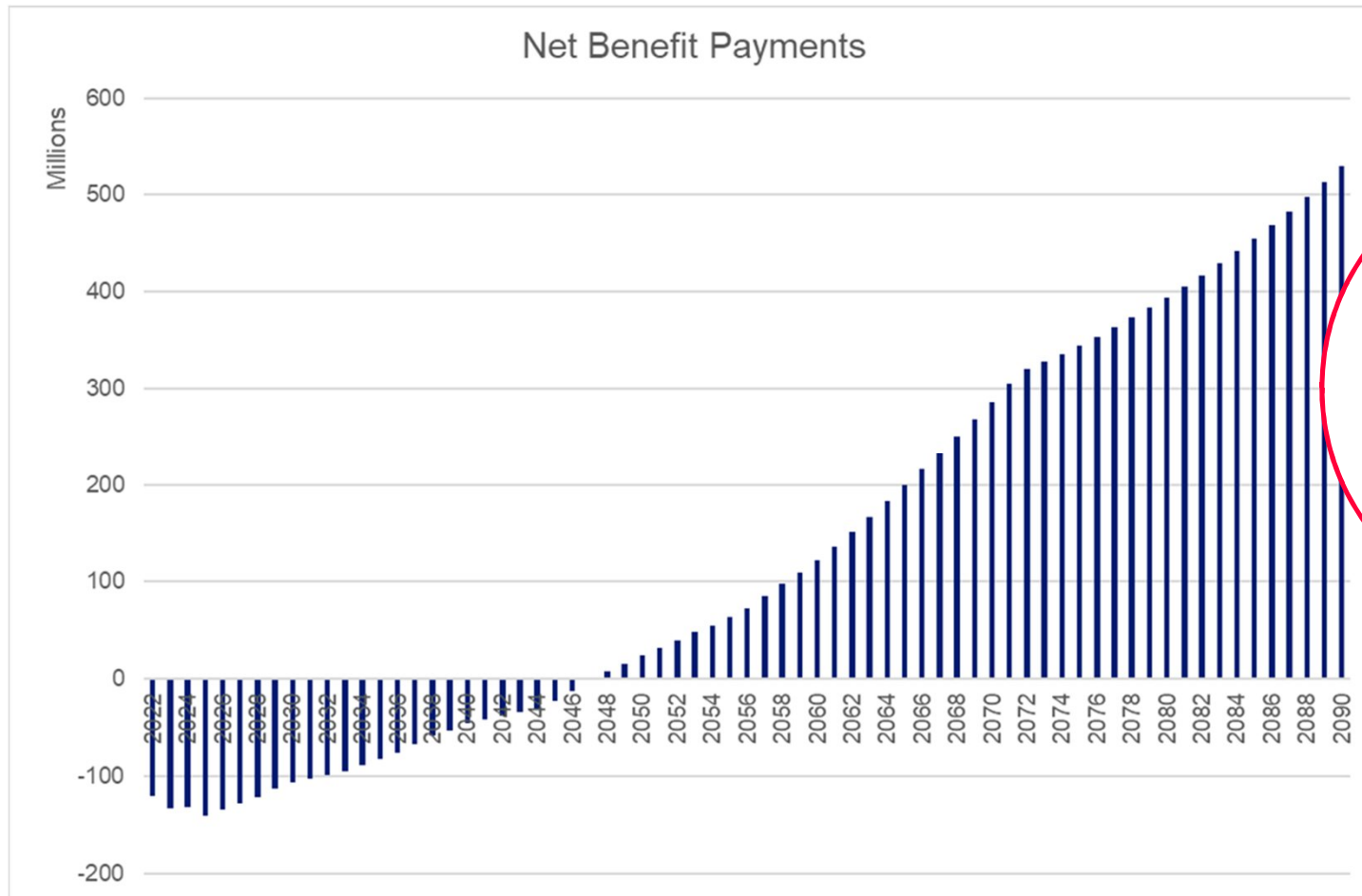
- City Actuarial Determined Contribution (ADC): 52.30%  
The ADC is the contribution needed each year to fund the plan in 23 years.
- Actual City Contribution in 2021: 38.73%  
Actual contributions include 34.50% of computation pay plus any additional amounts to meet the minimum contributions required in the Statute plus the additional \$13 million required annually until 2025.
- Based on the adopted Funding Policy, the DPFP Board is required to notify the City that the actual City contributions have been more than 2% below the Actuarial Determined Contribution (ADC) for two consecutive valuations and, in such event, the Board must consider whether to recommend a contribution increase to the City. This valuation marks that second valuation benchmark.

Annual Adjustment (COLA): If all assumptions are achieved, the first time an annual adjustment (COLA) could be considered is 2073 (51 years).



# Net Benefit Payments

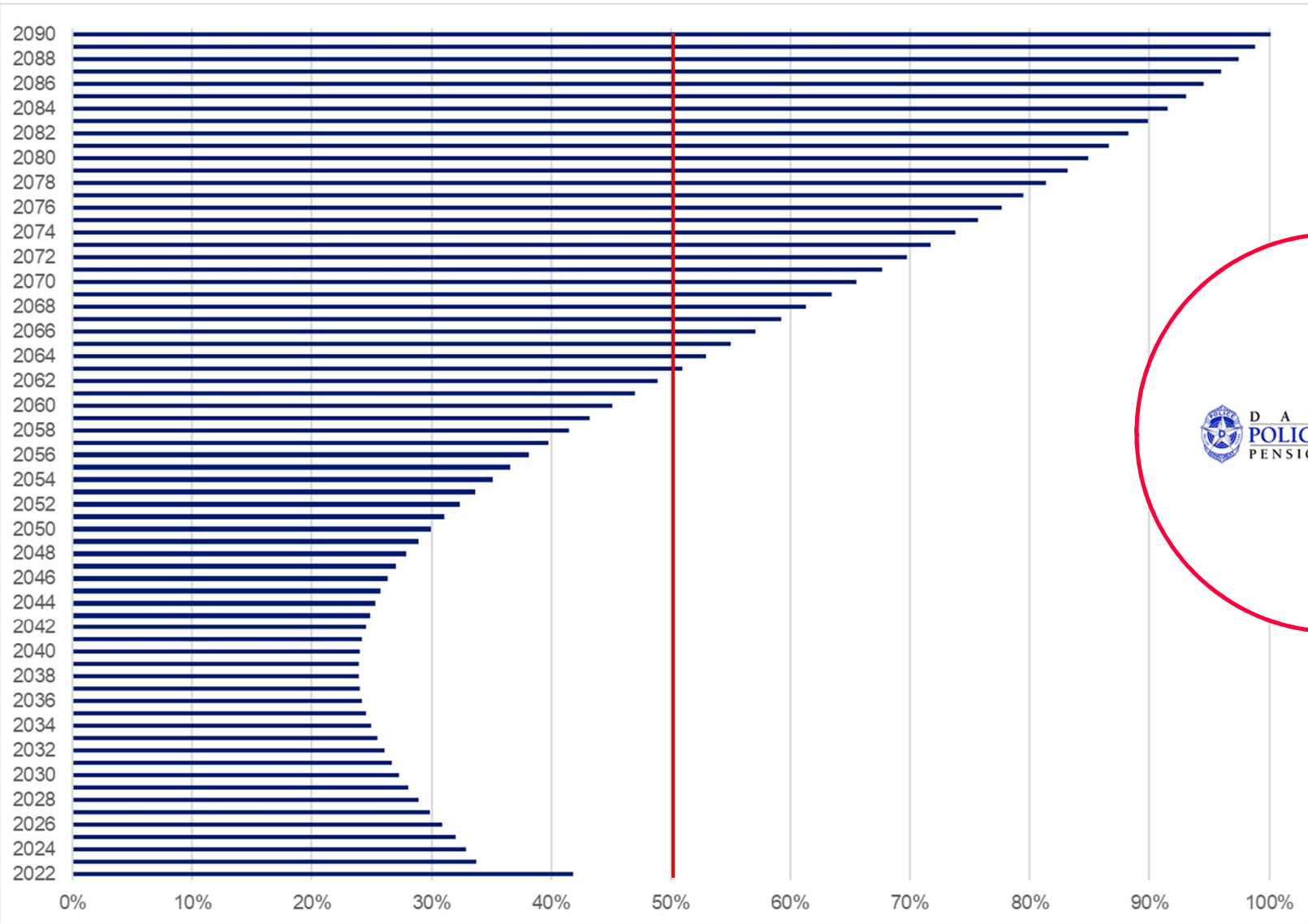
Benefit payments exceed contributions until 2047 (Hiring Plan)





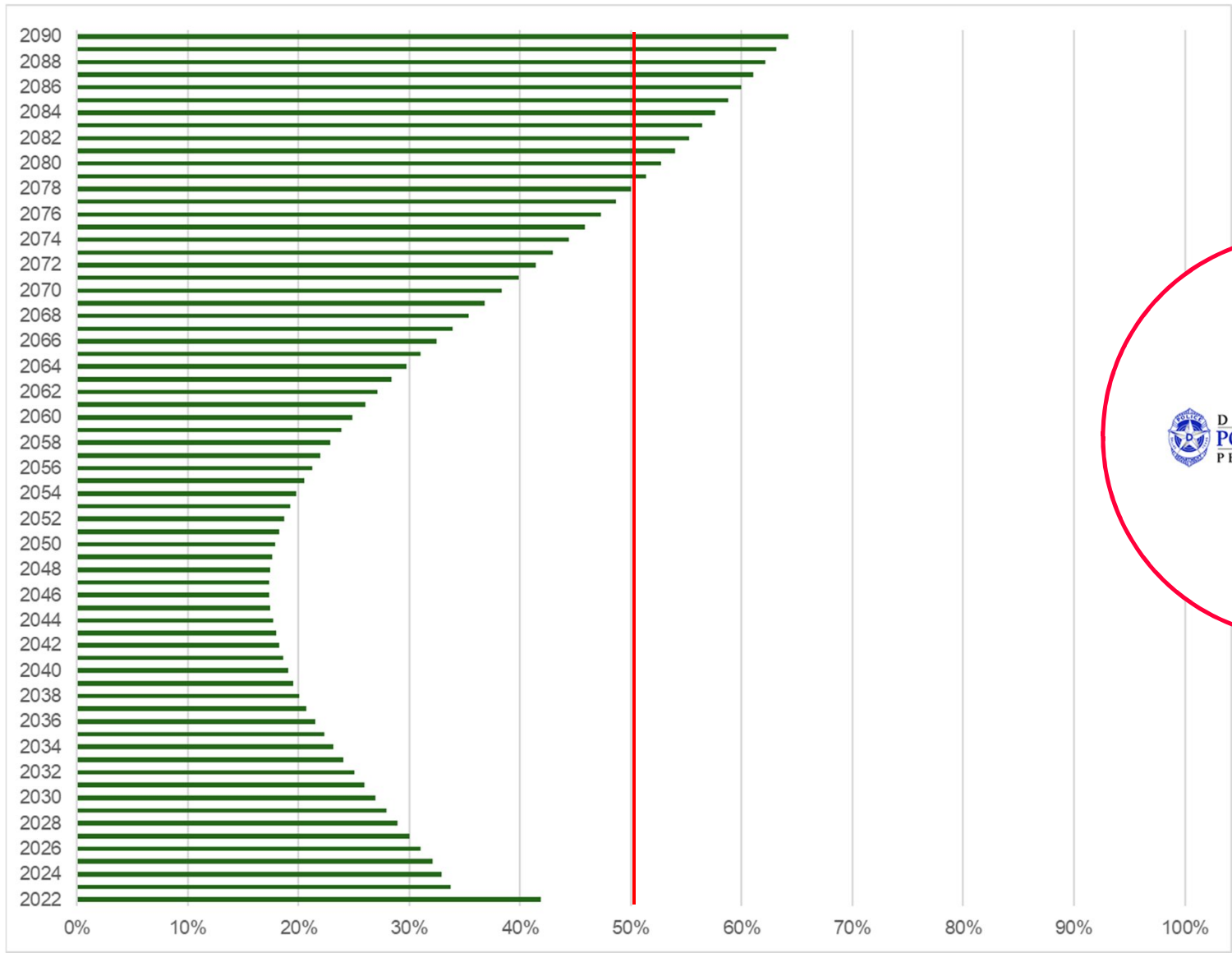
# Projected Funded Percentage

## City Hiring Plan Assumptions



# Projected Funded Percentage

2.5% growth on actual computation pay



# 2024 Statutorily Required Analysis & Changes

1. Before 7/1/2024 the PRB must hire an independent actuary to analyze the most recently completed valuation.
2. The independent actuary submits a report to the PRB not later than 10/1/2024:
  - Conclusion regarding whether the pension meets State Pension Review Board pension funding guidelines; and
  - Recommendations regarding changes to benefits or to member or city contribution rates.
3. Not later than 11/1/2024, the DPFP Board shall adopt a plan that:
  - Complies with funding and amortization period requirement under 802 of the Government Code
  - Takes into consideration the actuary's recommendations.
4. Not later than 12/1/2024, the PRB submits a report to the legislature regarding the actions taken to comply with this section, the Actuary's report and the DPFP Board's rules adopted under item 3.
5. 1/14/2025 the Legislative session begins.



The funding level will not meet funding requirements in 2024 so changes will be required. The funding gap cannot be solved in any meaningful way by benefit cuts, employee contribution increases, or investment returns. The reason for this is due both to the small difference between the actuarial normal cost of benefits and employee contribution rate as well the large amount of the accrued liability that has already been earned. The only viable solution is additional substantial funding from the City.

# 2017 Plan Changes

- During 2015 DPFP became aware that the Plan had significant funding issues.
- The funding issues caused by a combination of the plan design and investments results.
- DPFP and the City worked to develop a solution prior to the 2017 legislative session but were not able to come to an agreed upon solution.
- After a very difficult process, HB 3158 was adopted unanimously by the legislature. The City, DPFP and most of the associations supported the compromise legislation.
- Although the legislation contained massive changes to the benefits/contributions, it was known to all involved that this was a 7-year bridge and not a complete solution.
  - With the 2017 legislation the funded period was 44 years to full funding. The Plan was 49% funded and projected to decline for many years even if all the assumptions were met.
  - The legislation requires an actuarial analysis in 2024 to determine if the PRB requirements are met and if not, a solution must be adopted to meet the requirements.



# 2017 Plan Changes

- The 2017 changes impacted retirees, current and future active members. These changes were not simply a new tier of benefits that impact only future employees.
- For active employees hired prior to 3-1-2011, their benefit is now bifurcated – the time earned prior to 9-1-2017 is at the higher benefit formula and the time after 8-31-2017 is earned at the lower benefit formula.
  - Employees hired after 2-28-2011 already had a lower benefit structure.



Actuarial Data	2017 valuation <b>without</b> HB 3158	2017 valuation <b>with</b> HB 3158
City Actuarial Determined Contribution \$	\$250 million	\$169 million
City Actuarial Determined Contribution %	70%	47%
Expected Member Contributions	\$27 million	\$35 million
Years to Full Funding	Insolvent in less than 15 years	100% funded in 44 years
Funded %	40%	49%
Total Liability	\$5.4 billion	\$4.4 billion
Unfunded Liability	\$2.2 billion	\$3.2 billion

# Risks & Challenges to the Funded Status

- If all assumptions are met every year, the funding percentage is projected to be very low for many years.
  - A significant loss in any year would likely result in an insolvency projection.
- Benefit payments exceed contributions by \$100 million annually.
  - Meeting this liquidity demand has an impact on the investment allocation and reduces return potential.
- Payroll projections may be unachievable.
- The majority of the liability in the Plan has already been earned by the members and retirees. That portion of the liability would not be impacted by future changes.
- Adjustments to existing and future members benefits are not practical. The current member contribution of 13.5% is only 2% below the value of the benefit for new service earned.
- Investment returns can not solve the funding gap.





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2654

**Item #:** C.

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FY 2022-23 Debt Issuance Overview

[Jack Ireland, Chief Financial Officer, City Manager's Office]



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2235

**Item #:** D.

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Office of Procurement Services: Updates, FY 22 Performance, and P-Card Overview  
[Danielle Thompson, Director, Office of Procurement Services]





**City of Dallas**

# **Office of Procurement Services: Updates, FY 22 Performance, and P-Card Overview**

**Government Performance and Financial  
Management**

11/15/22

Danielle Thompson, Director;  
Angela Akins, Assistant Director  
Office of Procurement Services  
City of Dallas

# Presentation Overview



- Departmental Overview
- FY21 and FY22 Performance
- OPS Updates
- Equity in OPS
- P-Card & T-Card Program and Administrative Directive 4-15



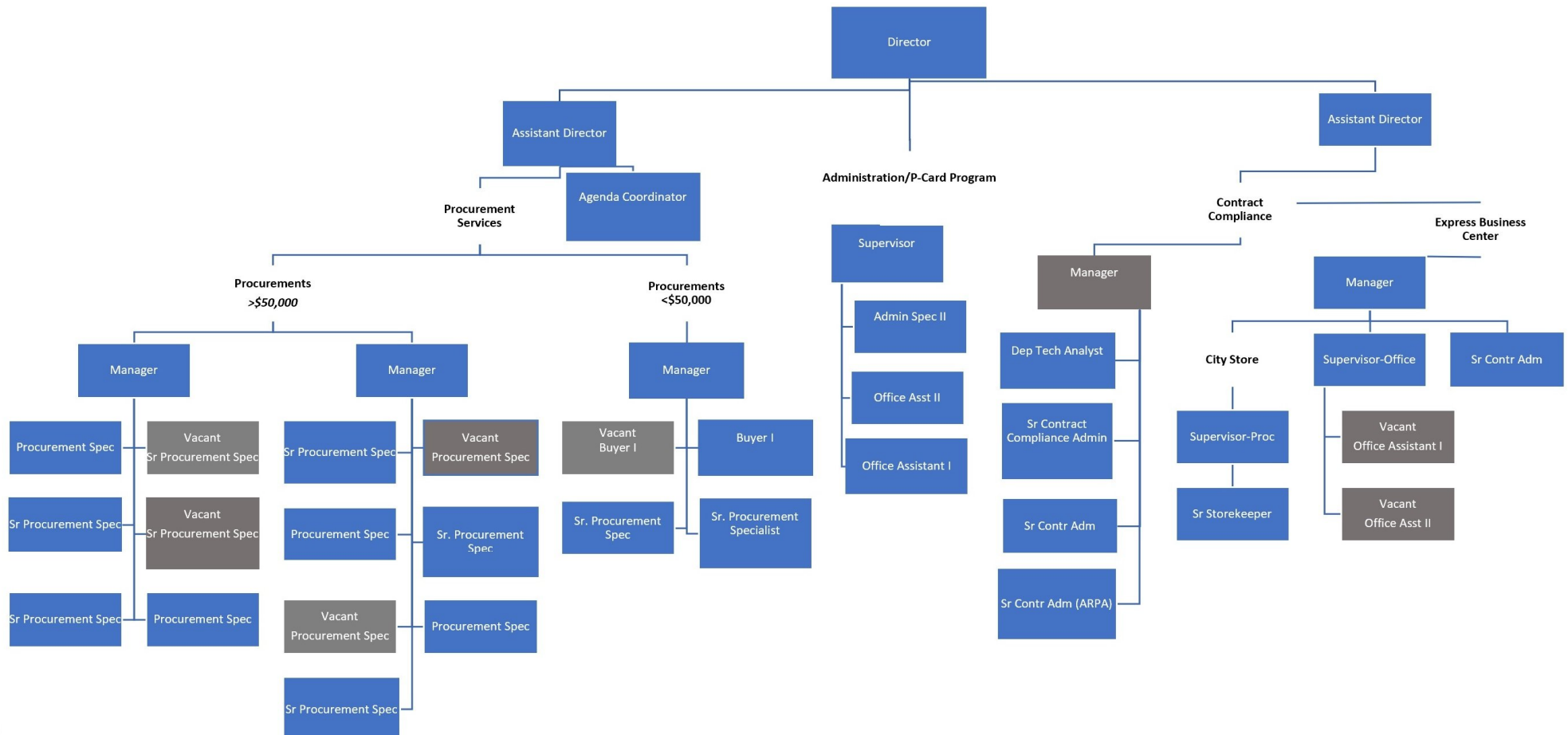
# Department Overview



- Nationally accredited by NIGP, the National Institute of Governmental Purchasing, as a Quality Public Procurement Department
- Procurement Services is Responsible for:
  - Purchasing and Contract Management -Purchases goods along with general and professional services in compliance with respective prevailing local, state, and federal statutes, and provides oversight for contract management across all City departments.
  - Express Business Center - Express Business Center provides reprographic services, manages City office supplies and mail services.
  - City Store - The City Store disposes of surplus, police-confiscated, and unclaimed property in compliance with Administrative Directive 6-1 and the City Charter. Also manages public auctions, sealed bids, and a store front concept (City Store) to display and sell a wide range of property to the public. This service generates revenue for the City.



# Organization Chart



# Division Structure



Division	Responsibilities	Number of Staff
Administration	Racial Equity Plan, Outreach, Engagement, Sustainable Procurement (CECAP), P-Card, T-Card and office management	1- Director 1 – Supervisor 2 – Office/Administrative Assistants 1 – P-Card/T-Card Coordinator
Procurement	Purchases of Goods & Services Under \$3,000, Under \$100k, Over \$100k, Living Wage, Sole Sources, Interlocal Agreements, and Cooperatives	1 – Assistant Director 3 – Managers 1 – Agenda Coordinator 9 - Senior Procurement Specialist 6 - Procurement Specialists 2 - Buyer I
Contract Management	Contract Compliance and management, Extensions, AA's, Ratifications, Price Increases, Terminations, D-COR Training, ARPA/Grant Reporting, and Reporting	1 – Assistant Director 1 – Manager 2 – Senior Contract Comp Admin 1 – Technology Analyst 1- Senior Contract Comp Admin (ARPA)
Express Business Center	City Mail, Reprographics, Office Supply Contract	1- Manager 1 – Supervisor 2 – Office Assistants 1 – Senior Contract Admin
City Store	Sell of Surplus Items, Auction of vehicles, PPE Administration, City Storage, and City Pick-up/Delivery of Equipment Sold or Purchased	1 – Supervisor 1 – Senior Storekeeper

# Procurement Budget and Personnel



## PROCUREMENT SERVICES

### ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the budget for FY 2022-23 and planned budget for FY 2023-24.

Category	FY 2021-22 Budget	FY 2021-22 Forecast	FY 2022-23 Budget	FY 2023-24 Planned
Personnel Services	2,673,237	2,413,358	2,526,297	2,577,819
Supplies - Materials	9,306	10,125	12,412	9,306
Contractual - Other Services	420,559	447,138	475,380	497,089
Capital Outlay	0	0	0	0
<b>Expense Total</b>	<b>\$3,103,102</b>	<b>\$2,870,622</b>	<b>\$3,014,089</b>	<b>\$3,084,214</b>
Reimbursements	0	0	0	0
<b>Department Total</b>	<b>\$3,103,102</b>	<b>\$2,870,622</b>	<b>\$3,014,089</b>	<b>\$3,084,214</b>
<b>Department Revenue Total</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$110,000</b>

Category	FY 2021-22 Budget	FY 2021-22 Forecast	FY 2022-23 Budget	FY 2023-24 Planned
Regular Civilian	29.00	24.84	26.27	26.27
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.05	0.05
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00
<b>Department Total</b>	<b>29.00</b>	<b>24.84</b>	<b>26.32</b>	<b>26.32</b>



# Express Business Center Budget and Personnel



## EXPRESS BUSINESS CENTER

### ANNUAL OPERATING EXPENSE AND REVENUE

The table below provides a summary of the amended budget and forecast for the current year compared to the budget for FY 2022-23 and planned budget for FY 2023-24.

Category	FY 2021-22 Budget	FY 2021-22 Forecast	FY 2022-23 Budget	FY 2023-24 Planned
Personnel Services	716,566	574,840	740,894	759,206
Supplies - Materials	1,827,585	1,827,585	1,827,233	1,827,452
Contractual - Other Services	979,827	1,184,928	993,855	999,103
Capital Outlay	0	0	0	0
<b>Expense Total</b>	<b>\$3,523,978</b>	<b>\$3,587,353</b>	<b>\$3,561,983</b>	<b>\$3,585,761</b>
Reimbursements	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)
<b>Department Total</b>	<b>\$2,323,978</b>	<b>\$2,387,353</b>	<b>\$2,361,983</b>	<b>\$2,385,761</b>
<b>Department Revenue Total</b>	<b>\$2,593,790</b>	<b>\$3,042,449</b>	<b>\$2,593,790</b>	<b>\$2,593,790</b>

Category	FY 2021-22 Budget	FY 2021-22 Forecast	FY 2022-23 Budget	FY 2023-24 Planned
Regular Civilian	9.25	8.09	9.00	9.00
Regular Uniform	0.00	0.00	0.00	0.00
Civilian Overtime	0.00	0.00	0.04	0.04
Uniform Overtime	0.00	0.00	0.00	0.00
Temporary Help	0.00	0.00	0.00	0.00



# FY21 and FY22 Performance



Performance Measure	FY 21 Number & Value	FY 22 Number & Value	OPS Division
Total Procurements	681 = \$1,272,366,125	702 = \$1,543,677,221	Procurement
Total D-COR Trainings	296 (36 Departments) Employees completed Level 1	531 (41 Departments) Employees completed Level 1	Contract Management
Total Ratifications	66 = \$18,135,343	49 = \$22,398,403	Contract Management
Total Reprographics	394 = \$192,646 (Revenue)	483 = \$267,091 (Revenue)	Express Business Center (EBC)
Total Items Sold	442 = \$286,135 (Revenue)	544 = \$370,490 (Revenue)	City Store
Total Vehicles Sold	8,003 = \$12,284,754 (Revenue)	8,595 = \$13,165,870 (Revenue)	City Store





# OPS Updates



- Partnering with Budget Management Services, Performance, Strategy, and Innovation team to implement a Lean Six Sigma process improvement of the entire procurement process to reduce inefficiencies, decrease timelines, simplify, and reduce the number of form's
- Provide the following NEW services to vendors and the business community
  - Meet & Greets – Introduction to City and vendor pitch
  - Debriefs – Formal meetings with OPS and City departments to provide suppliers with valuable insight as a developmental opportunity to learn the factors that hindered the successful awarding of the solicitation
  - Procurement Quarterly Forecast Information Sessions –Trains vendors on how to utilize the 3-month solicitation forecast, giving tips and resources on how to prepare successful bids and proposals
  - Procurement & Contracting Masterclass series with Dallas Fort Worth Minority Supplier Development Council – collaboration to engage participating vendors to receive intensive departmental technical assistance and procurement training by City of Dallas subject matter experts and executives.



# Equity in OPS



- Design and implement an annual outreach, training, and community engagement schedule to increase procurement accessibility and build a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development
- Develop and implement additional training modules into the Dallas Contracting Officer Representative (D-COR) program highlighting the Racial Equity Plan goals and contract management enforcement strategies
- Increase the number of trainings from 0 to 4 per year
- Increase the opportunity for M/WBE firms to propose or bid where the City's M/WBE program does not apply
- Increase the number of large contracts broken down to smaller contracts, targeting small and minority firms from 0 to 15



# P-Card & T-Card Program



- Program managed in accordance with Administrative Directive 4 -15
  - On 10/1/22 AD 4-15 Purchasing Card Policy & Procedures (Interim) was issued
  - CFO, OPS, and CCO will be updating the AD to include simpler language, clearer directions, as well as the auditing plan
- The City of Dallas P-Card is a procurement card for authorized small dollar purchases of goods and services, valued at \$3,000 or less for official City business
- The City of Dallas T-Card is a travel card for authorized official City travel-related business expenses



# P-Card & T-Card Program



- Department Directors assign a coordinator and backup (if possible), who is responsible for the administration and control of the departmental P-Card/T-Card Program
- The P-Card/T-Card is issued in the cardholder's name and department, but the cardholder's personal credit is not affected by the use of the card
- Any merchant who accepts MasterCard will accept payment through the City of Dallas MasterCard P-Card/T-Card
- P-Cards have a single transaction limit, monthly cycle limit, and the daily number of transactions per day limit. The daily number of transactions per day is set at 10. There is no "daily spending limit" for P-Cards



# Next Steps



- Open to process improvement recommendations
- Open to answer any questions





**City of Dallas**

# **Office of Procurement Services: Updates, FY 22 Performance, and P-Card Overview**

**Government Performance and Financial  
Management**

11/15/22

Danielle Thompson, Director;  
Angela Akins, Assistant Director  
Office of Procurement Services  
City of Dallas



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2236

**Item #:** E.

---

Communications, Outreach & Marketing Department Update  
[Catherine Cuellar, Director, Communications, Outreach & Marketing]



**City of Dallas**

# **Communications Update**

**Government Performance  
& Financial Management  
November 15, 2022**

Kimberly Bizer Tolbert, Deputy City Manager

Catherine Cuellar, Director  
Communications, Outreach & Marketing



# Presentation Overview



- Guiding COM Pillars
- COM Divisions
- Fair Park Multimedia Center
- Looking Forward



# Introduction



# COM Pillars



Communications  
& Marketing

Engagement &  
Outreach

Education & Workforce  
Development



# COM Divisions



Public  
Information

Language  
Access Center

Design, Brand &  
Visual Identity

Broadcast and  
Audio/Visual



# Public Information & Communication



- Marketing toolkit
- Streamlined service menu
- Microsoft model for other government clients
- Subject Matter Expertise in external trainings
- Expanded Crisis Communications toolkit
- Proactive pitching earning positive media



# Special Events



THE CITY OF DALLAS PRESENTS

## Women's History Celebration

LUNCHEON & COMMEMORATION



Guest Speaker  
Cheryl Polote Williamson



HOSTED BY

*The Women of the Dallas City Council*

## SUMMER OF SAFETY

SUMMER ACTIVITIES FOR KIDS AND TEENS

**FREE**  
**LOW-COST**



- Dallas Park and Recreation: Teen All Access Pass
- Aquatic Centers
- Recreation Centers' Classes and Programs
- Dallas Public Library
- SMART Summer with Mayor Johnson
- DPD P.A.L. Program

For more information, please visit: [bit.ly/DallasSummerOfSafety](http://bit.ly/DallasSummerOfSafety)

## 40 YEARS STRONG

A LOOK TOWARD THE FUTURE

DR. MARTIN LUTHER KING JR.

# MLK

CELEBRATION WEEK

JANUARY 10-17, 2022




# PRIDE KICK OFF



CITY COUNCIL MEMBER - DISTRICT 6  
**OMAR NARVAÉZ**

CITY COUNCIL MEMBER - DISTRICT 1  
**CHAD WEST**

THE CITY OF DALLAS PROUDLY PRESENTS

## PRIDE FLAG UNVEILING & 2022 PRIDE MONTH DECLARATION

### WEDNESDAY JUNE 1ST

**8:00 AM**  
DALLAS LOVE FIELD  
8008 Herb Kelleher Way  
Dallas, TX 75235

**12:00 PM**  
CITY HALL PLAZA  
1500 Marilla St.  
Dallas, TX 75201

SPONSORED BY

**LGBT** Employee Association of Dallas

**City of Dallas**



# Strategic Editorial Calendar Planning



Creation and continued development of Master Editorial Calendar and Monthly Editorial Calendar for publishing planning has provided the team with further ability to strategize and manage projects.

## COM EDITORIAL CALENDAR FY2022-2023

MARKETING CAMPAIGNS	BROADCAST
SOCIAL MEDIA	MEDIA

This calendar is for the COM department to prepare for priority campaigns and coordinate publishing schedules.

ANNUAL PROJECTS	STARTING	ENDING	ONGOING PROJECTS	ONGOING PROJECTS
MLK CELEBRATION OCC	July	January	RACIAL EQUITY PLAN OEI	GIVE RESPONSIBLY OHS
BUDGET BOOK & OUTREACH BMS	February	August	CECAP OEQS	DISTRICT FACT SHEETS ECO MCC
LEGISLATIVE PRIORITIES OGA	August	December	VISION ZERO TRN	FORWARD DALLAS/BIKE PLAN PUDTRN
PROCESS IMPROVEMENT BMS	Jan	December	FEC OCC	EXPRESS BUSINESS CENTER OPS
CONSERVATION DWU	June	August	PAD OCC/LIB/PKR	ARPA NRP HOU
HOLIDAY MESSAGES HR/BSD	Jan	December	DALLAS SECURE ITS	NO MORE VIOLENCE OIPSS

NOVEMBER							DECEMBER							JANUARY							FEBRUARY							MARCH							APRIL						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
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21	22	23	24	25	26	27	19	20	21	22	23	24	25	23	24	25	26	27	28	29	27	28						27	28	29	30	31			24	25	26	27	28	29	30
28	29	30					26	27	28	29	30	31		30	31																										
MAY							JUNE							JULY							AUGUST							SEPTEMBER							OCTOBER						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
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15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30	28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
														31																					30	31					



# Language Access Center



- Increased activity from FY21 to FY22
- Tech investment in interpretation & captions
- Resources support Big, Audacious Racial Equity Plan (REP) goals across all departments

	2021	2022
Words	36,738	652,413
Languages	11	22





# Design, Brand & Visual Identity



- Launched & marketed:
  - New Value of Service – Engagement
  - Budget FY 2023
- Increased adherence to Brand Standards
- Peer to Peer internal and public stakeholder engagement
- Monthly DBrief employee newsletter
- Crisis Communication toolkit
- Holiday graphics



# Design, Brand & Visual Identity



## WE NEED YOUR INPUT FOR CITY OF DALLAS BUDGET!

The Office of Budget and Management Services is conducting the [Annual Budget Priorities Survey](#).



**TAKE THE SURVEY:**  
[bit.ly/DallasFY22-23BudgetSurvey](https://bit.ly/DallasFY22-23BudgetSurvey)  
OR scan the QR code!



# Design, Brand & Visual Identity



## ENGAGEMENT



# Design, Brand & Visual Identity



## FLASH FLOOD SAFETY TIPS

- GET TO HIGHER GROUND**  
Get out of areas subject to flooding
- DO NOT DRIVE INTO WATER**  
Do not drive or walk into flooded areas. It only takes 6" of water to knock you off your feet
- STAY INFORMED**  
Monitor local radar, television, weather radio, internet or social media for updates

**WHEN FLOODED TURN AROUND DON'T DROWN**

## FLOOD WARNING

**TAKE ACTION. BE PREPARED.**

- A flood warning is issued when flooding is happening or will happen soon. Some roads will be flooded
- Move to higher ground
- Never drive through flooded roads

## FLOOD WATCH

- A flood watch is issued when flooding is possible
- Stay tuned to radio/TV, follow your local weather and be ready to seek higher ground

## TORNADO SHELTERING GUIDELINES

Seek the best available refuge area immediately when a Tornado Warning is issued. Your chance of surviving a tornado is excellent if you follow these guidelines.

WORST options	BAD options	GOOD options	BEST options
Mobile homes, Vehicles, Under a highway overpass	Large open rooms like gymnasiums, Manufactured housing	Interior room of a well-constructed home or building, Basement	Below or above ground tornado shelter, Specifically-designed FEMA safe room

Find another option → stay in place until all clear

## TORNADO WATCH VS WARNING

- WATCH**
  - Watch indicates a risk of hazardous weather
  - In a watch area, you should have a plan in case storm threatens
- WARNING**
  - Warning means event is occurring, imminent, or likely
  - Take action now to save property and lives

## HEAT EXHAUSTION OR HEAT STROKE

HEAT EXHAUSTION	OR	HEAT STROKE
Faint or dizzy		Throbbing headache
Excessive sweating		No sweating
Cool, pale, clammy skin		Body temperature above 103°
Nausea or vomiting		Red, hot, dry skin
Rapid, weak pulse		Nausea or vomiting
Muscle cramps		Rapid, strong pulse
		May lose consciousness

**WHAT TO DO**

- Get to a cooler, air conditioned place
- Drink water if fully conscious
- Take a cool shower or use cold compresses

**Call 911**  
Take immediate action to cool the person until help arrives

## WINTER WEATHER WEAR

Try to stay indoors when weather is extremely cold, especially if winds are high. If you must go outdoors, make trips as brief as possible.

If you are travelling, find out about driving conditions beforehand and leave with plenty of time to get to your destination.

- A hat
- A scarf or knit mask to cover face and mouth
- Several loose layers of thermal wear
- Sleeves that are snug at the wrist
- Insulated or waterproof mittens or gloves
- A water resistant coat
- Boots or shoes that are waterproof
- Two layers of socks

## TIPS FOR DRIVING IN WINTER WEATHER

The safest course of action is to stay off the road during severe winter weather. If you must travel, consider this advice:

- Pay attention to local forecasts and guidance from local officials
- Leave earlier and drive slower, be patient
- Slow down as you approach bridges and overpasses as they often freeze first
- Brake cautiously since sudden braking can cause steering issues
- Turn off cruise control in icy conditions

## PREVENT THE SPREAD!

- Stay at home when you are sick
- Cough or sneeze into your upper sleeve, not your hand
- Cover your mouth and nose with a tissue when you cough or sneeze
- Put used tissues in the waste basket

## BE IN THE KNOW

The DallasAlert emergency notification system allows you to receive information in the event of emergencies such as severe floods or other disasters.

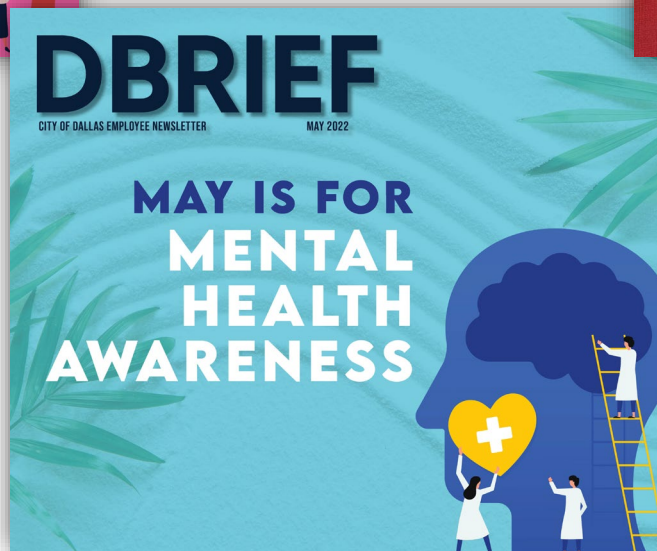
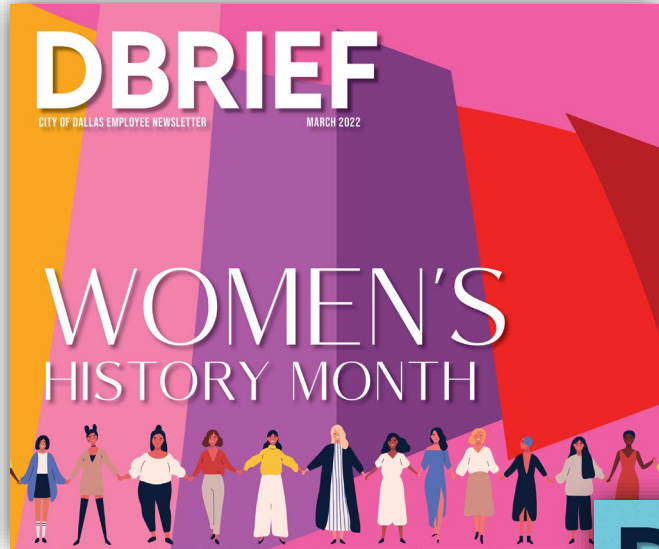
Sign up for DallasAlert at [bit.ly/DALAlert](http://bit.ly/DALAlert)



# Design, Brand & Visual Identity



# Design, Brand & Visual Identity



# Broadcast & Audio/Visual



# Internal initiatives



**PERIOD ACCESS DALLAS**  
Period products for those who need them

**Need more tampons or pads?**

**A month's supply is available for free.**  
Please fill out the back of this card and bring it to the front desk.

**KAY BAILEY HUTCHISON CONVENTION CENTER DALLAS MASTER PLAN**

**FORWARD DALLAS**

**VISION ZERO**

**GIVE RESPONSIBLY TO OUR NEIGHBORS EXPERIENCING HOMELESSNESS**

Interested in helping neighbors experiencing homelessness? Ensure your time and money are going to the right place by volunteering or giving directly to the organizations who care for and serve the unsheltered residents of Dallas every day of the year!

Contact these homeless services providers for volunteer opportunities and to schedule donations:

<p><b>Austin Street Center</b> volunteers@austinstreet.org 214-295-9361</p>	<p><b>The Bridge Homeless Recovery Center (The Bridge)</b> volunteer@bridgehrc.org 214-670-1138</p>
<p><b>Family Gateway</b> kkidwell@familygateway.org 214-823-4500 x106</p>	<p><b>OurCalling</b> info@ourcalling.org 214-677-6767</p>
<p><b>The Stewpot</b> Inkinddonations@stewpot.org 214-746-2785</p>	<p><b>The Salvation Army</b> salvationarmy.org</p>

**SAVE THE DATE // RACIAL EQUITY VISION STATEMENT CITYWIDE TOWN HALL MEETINGS**

**YOUR VOICE MATTERS!**  
We invite you to join us in the process of creating a vision statement for the City's Comprehensive Housing Policy.

<b>31</b>	<b>May 31   6:30 p.m. to 8 p.m.</b> Jewish Community Center 7900 Northaven Rd, Dallas, TX 75230
<b>14</b>	<b>June 14   6:30 p.m. to 8 p.m.</b> Nash-Davis Recreation Center 3710 N. Hampton Rd, Dallas, TX 75212
<b>16</b>	<b>June 16   6:30 p.m. to 8 p.m.</b> Juanita Craft Recreation Center 4500 Spring Ave., Dallas, TX 75210
<b>23</b>	<b>June 23   6:30 p.m. to 8 p.m.</b> Thurgood Marshall Recreation Center 5150 Mark Trail Way, Dallas, TX 75232





# External initiatives



**DALLAS**  
**FIFA WORLD CUP 2026™**  
**HOST CITY**



# Education & Workforce Development



- Dallas ISD PTECH
- Dallas College
- Paul Quinn College
- UNT Denton
- University of Dallas
- UT-Arlington



# Looking forward



- Committee Feedback
- Marketing Support
  - Competitive procurement
  - HR&A advised on specifications
  - Multiple departments evaluated finalists
  - GPFM will be briefed by memo Dec. 13 prior to Dec. 14 council action





**City of Dallas**

# **Communications Update**

**Government Performance  
& Financial Management  
November 15, 2022**

Catherine Cuellar, Director  
Communications, Outreach & Marketing  
City of Dallas

# Appendix



## Language Access Center languages provided in 2022

<b>Spanish</b>	<b>Vietnamese</b>	<b>Chinese</b>	<b>Korean</b>	<b>French</b>
Yoruba	Swahili	Hindi	Burmese	S'gaw Karen
Russian	Amharic	Arabic	Pashto	Dari
Tagalog	Somali	Ukrainian	Rohingya	French (France)
Spanish (Mexico)	Persian			





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2239

**Item #:** F.

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Process Improvement Team Update

[Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive, Budget & Management Services]



**City of Dallas**

# Process Improvement Team Update

**Elisa Gouveia Waldrup**  
Performance, Strategy, and Innovation Executive  
Budget & Management Services





# Meet the Team



- Tony Rader, LSSBB
- Elisa G. Waldrup, MBB
- Stephen Tusken, LSSBB

40 years combined experience in Process Improvement from a range of industries.

## Process Improvement (PI) Team Vision:

To transform the culture at the City of Dallas so that high performance and reliability are part of the organizational DNA, continuous improvement is an intrinsic part of daily operations, and data insights drive leadership's decisions.



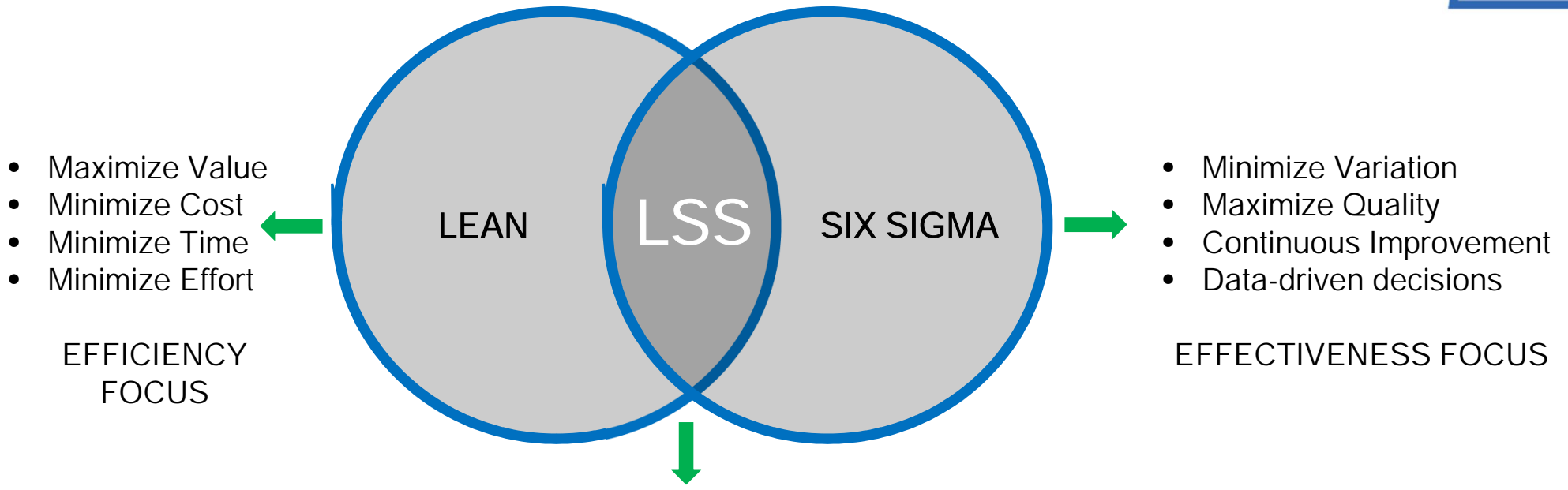
1







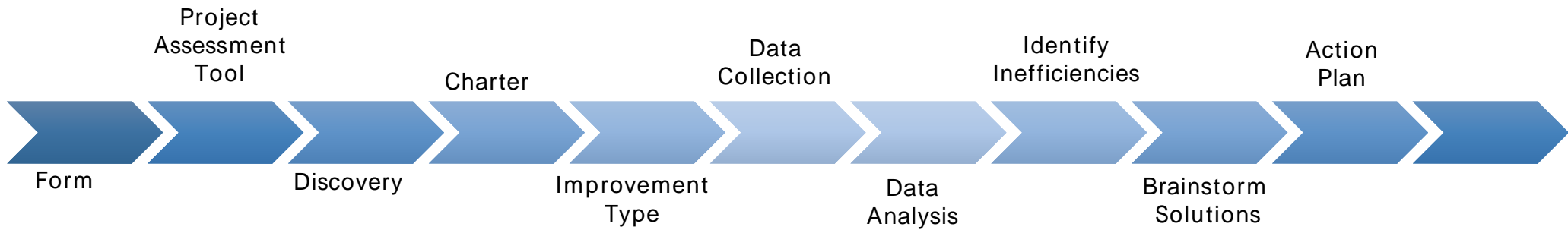
# Our Process Improvement Approach



Improved process performance = Happy leaders  
Improved quality and service delivery = Happy customers  
Empowered frontline = Happy employees



# Structure of PI Approach



# Sustaining Results After Project Completion



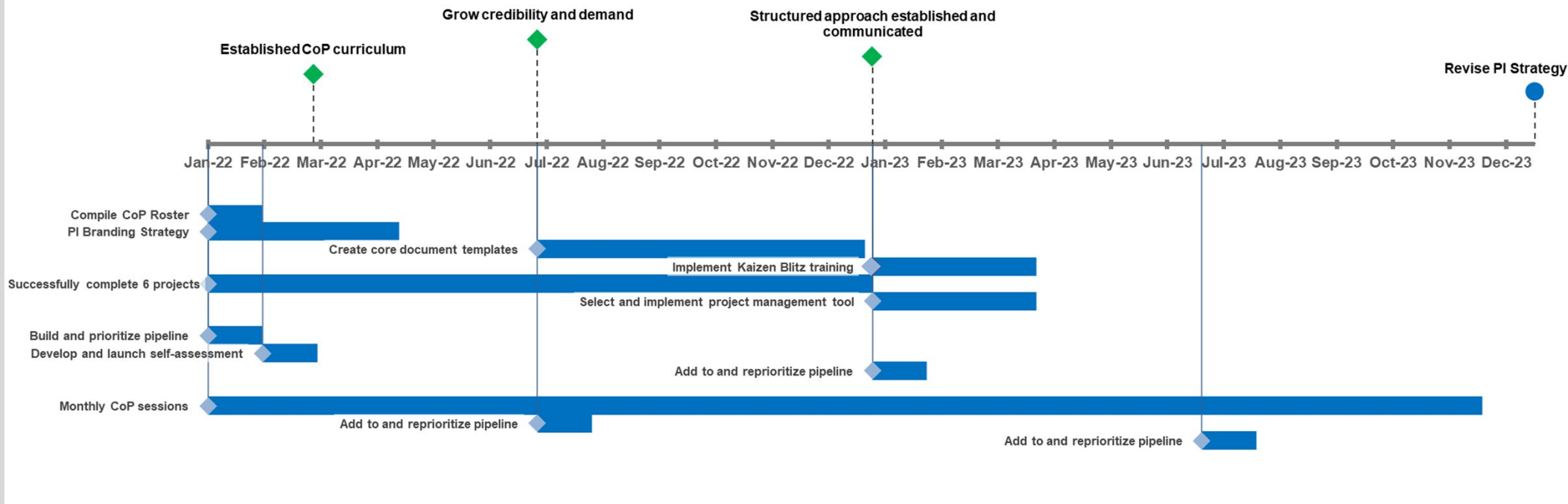
- Continue checking in with Team progressively (weekly, bi-weekly, and monthly)
- If improvements are not sustained, establish an intervention/action plan
- Document best practices in detailed work instructions to ensure smooth transition for new hires
- Determine best date for process handoff



# Strategic Timeline



## PI Strategy Timeline



# Project Pipeline Prioritization



- Projects are constantly being added to the pipeline and ranked for prioritization.

## Other Projects in Pipeline:

- Budget Development Process
- Financial Target Analysis (FTA) Process
- IT Onboarding Cycle Time
- Technology Request Process
- Dallas Fire Rescue (DFR) Training Lead Time
- Hotel Occupancy Tax – Short Term Rentals

- Prioritization assessment tool utilized to rank factors such as financial uplift, speed of payoff, number of residents affected, etc.



# Building Inspections Call Center



## Project Description

Increasing customer satisfaction at the Building Inspection (BI) Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls.

Partnering Department:

**DEV**

## Latest Project Update:

The PI Team is engaged with new leadership to support daily performance monitoring using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure an upward trend. The BI Call Center has been combined with ProjectDox Pre-screen team, allowing peak volumes to be handled by additional personnel.



Project Complete



# Water | Wastewater Permitting Process



## Project Description

Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time.

Partnering Departments:

**DEV | DWU**

## Latest Project Update

The Water/Wastewater permit processing time has been decreased to 1 day during recent months. Currently, it has increased slightly to 3 days due to staff turnover. Management has started cross-training additional staff to sustain performance.



Project Complete



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# Building Permitting Process

## Single Family Dwelling



### Project Description

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.

Partnering Department:

**DEV**

### Latest Project Update

Action items from Rolling Action Items List (RAIL) have been submitted for work through ITS team and all enhancements are being worked into project management schedule. Communication plan being compiled to manage changes stemming from these action items.





# DPD Workload Optimization



## Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.

Partnering Department:

**DPD**

## Latest Project Update

Weekly meetings with stakeholders are ongoing. Site visits, assemble front-line team members for brainstorming sessions, and next steps to take place within the next two weeks.



# DFR Workload Optimization



## Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.

Partnering Department:

**DFR**

## Latest Project Update

Relevant factors have been determined. The training pipeline project will be launched as a result of process analysis.



# New Employee Hiring Process



## Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

Partnering Departments:

**HR | CVS**

## Latest Project Update

New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.



Project Complete



# New Employee Onboarding Process



## Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

## Latest Project Update

A team has been formed, and weekly meetings are being conducted. A process map is being developed, opportunities for improvement have started to be identified, and solutions will be documented in an action plan. The actions will result in a process redesign, to be communicated shortly.

Partnering Departments:

**HR | CVS**



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# Contract Review and Execution



## Project Description

Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors.

Partnering Departments:

**OPS**

## Latest Project Update

Team has been formed, and weekly meetings are being conducted. The process map is developed, opportunities for improvement have been identified, and solutions are currently documented in an action plan.



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# Risk Review & Certificate Insurance



## Project Description

Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance.

Partnering Departments:

**ORM**

## Latest Project Update

Following the Executive Review on Oct. 25, 2022, all City Directors were sent a communication requesting their necessary actions in order to aid in updating outstanding certificates of insurance. The team is currently rolling out new business processes for the top priority high-impact action items.



# Low Sterrett Prisoner Intake



## Project Description

Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity.

Partnering Departments:

**DPD**

## Latest Project Update

This project will be handed off to Toyota Consulting Services to take over so that they may leverage their ongoing relationship with the County to support them in improving the central intake process at Low Sterrett.

 Project Closed



# Low Sterrett Officer Turnaround Process



## Project Description

To streamline current arrest reporting practices in order to minimize reporting cycle time without negatively impacting effectiveness or accuracy.

Partnering Departments:

**DPD**

## Latest Project Update

The PI Team is engaging with DPD to launch an improvement project that will address opportunities to optimize current reporting practices in order to maximize field officer capacity during peak arrest times. Currently in the discovery initial assessment phase.







**City of Dallas**

## **Process Improvement Team: Update on Completed and Current Projects**

**Elisa Gouveia Waldrup**  
Performance, Strategy, and Innovation Executive  
Budget & Management Services





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2238

**Item #:** G.

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Technology Accountability Report (information as of October 31, 2022)  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE November 10, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – October 2022**

Please find attached the Technology Accountability Report (TAR) based on information through October 31, 2022. The TAR is a progress report reflecting the performance and operational status of the City in purchasing, implementing, operating, and securing technology to achieve the City's priorities and service objectives. The October 2022 TAR features expanded information and data to provide further insight into IT operations at the City.

If you have any questions, please contact William (Bill) Zielinski, Chief Information Officer and Director of Information & Technology Services.

A handwritten signature in blue ink that reads "Jack Ireland".

Jack Ireland  
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 Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Technology Accountability Report (TAR)



City of Dallas

**As of October 31, 2022**

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**Prepared by Information & Technology Services**

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**1500 Marilla Street, 4DS  
Dallas, TX 75201**

**214-671-9868**



# Executive Summary

The October 2022 Technology Accountability Report (TAR) includes several new additions:

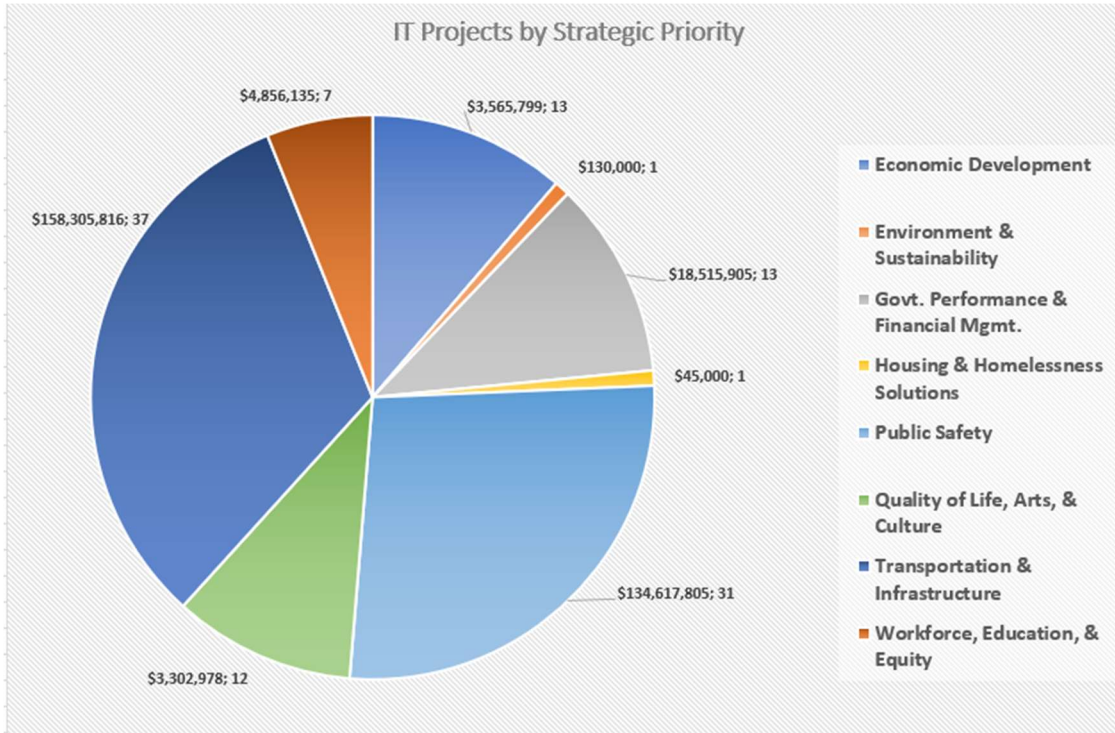
- **Section 1: IT Programs & Projects** includes a new section highlighting the addition or removal of projects from the Major Project Status list.
- **Section 2: IT Operations** provides a new section providing information about Major IT Outages impacting City operations.
- **Section 3: IT Budget Execution** includes expanded information on future technology contract actions requiring City Council approval.
- **Section 4: Cybersecurity Programs** includes new information regarding cybersecurity awareness training related to Phishing testing and reporting.
- **Section 4: Cybersecurity Programs** includes expanded information around the screening and management of emails directed to City email addresses.
- **Section 5: IT Infrastructure** includes new information regarding activities in the prior month targeted at improving the City's Network & Communications, Compute & Storage, and Data Center capabilities and functioning.
- **Section 5: IT Infrastructure** includes new information about the City's Disaster Recovery and Business Continuity related activities.
- **Section 5: IT Infrastructure** includes a new section summarizing the disposition of audit recommendations received from the City Auditor assigned to the Information & Technology Services (ITS) Department.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

### 1. IT Projects by Strategic Priority

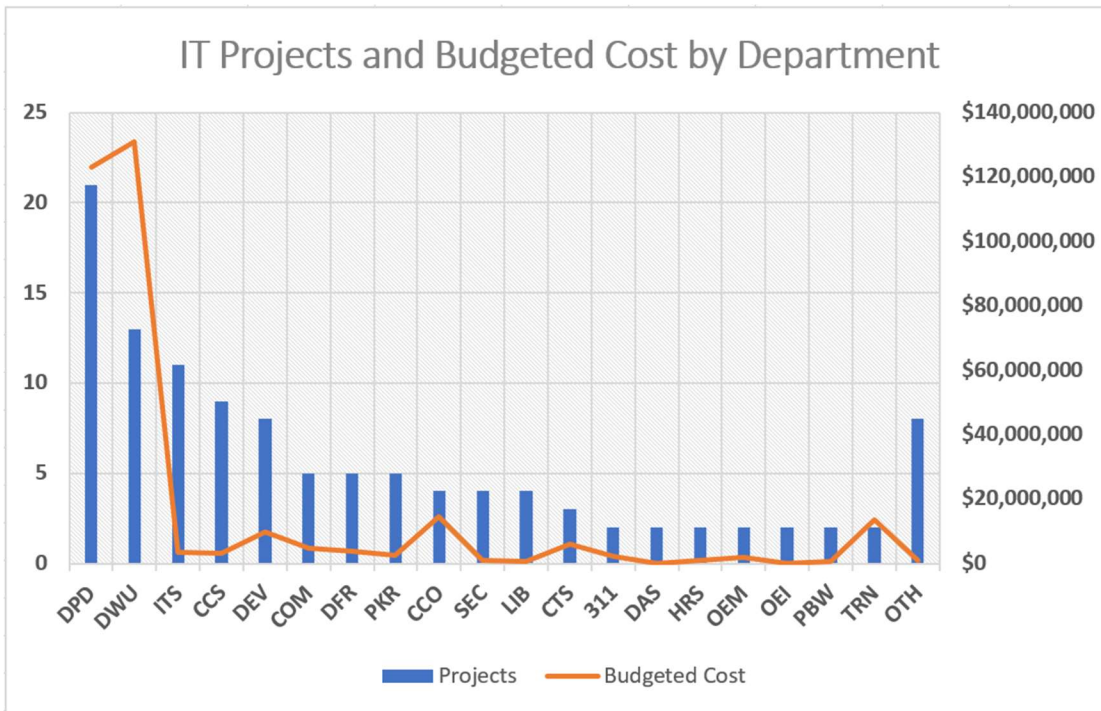


#### NOTES:

1. As of 10/31/2022, ITS has 114 approved IT projects in the pipeline.
2. The total budgeted costs for the 114 projects are \$323,193,073.
3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 37 projects at a total budgeted cost of \$158 million, followed by Public Safety with 31 projects at a total budgeted cost of \$134.6 million, Government Performance & Financial Management with 13 projects at a total budgeted cost of \$18.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.



2. IT Projects and Budgeted Cost by City Department



**NOTES:**

1. 27 City Departments are represented across the 114 approved IT projects in the pipeline.
2. Dallas Police Department has 21 active projects at a total budgeted cost of \$123 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 11 active projects at a total budgeted cost of \$3.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.2 million, and Development Services with 8 active projects at a total budgeted cost of \$9.9 million.
3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

## B. Major Project Status

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
1	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city.	GPFM	311	12/2022	In Process
2	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions.	GPFM	CCO	12/2023	In Process
3	Code Compliance Management System (CCMS) Phase 2	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents.	Quality of Life	CCS	5/2022	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	5/2022	Delayed
5	Code Compliance: Business Analysis for an asset management system	The Code Compliance office is seeking an asset management system to manage a number of different of assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need.	Quality of Life	CCS	12/2022	Delayed
6	Portable Illegal Dumping Camera Tower and Camera Installation	Fixed cameras installed in targeted zones and utilized by Code Compliance and the City Marshals Illegal Dumping program. Camera tower will be used to provide surveillance at chronic illegal dumping sites for the purposes of recording violators in the process to aid in potential prosecutions.	Quality of Life	CCS	9/2022	In Process

## As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
7	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections.	Quality of Life	CCS	12/2022	In Process
8	Vacant Property Registration Salesforce Platform	The Department needs to develop a registration platform and process for identifying and tracking vacant properties. This City wide process will be managed by Code and will need to allow citizens to access an online platform to register and pay for vacant	Quality of Life	CCS	12/2022	In Process
9	Automated Nuisance Abatement Work Order Salesforce System	Streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoice for lien processing and to enhance operational efficiency. Implement a process within the current 311/Salesforce system to control.	Quality of Life	CCS	7/2023	In Process
10	Consumer Protection online Salesforce Application/permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will Allow business owners to access, complete, submit, and track their business permit applications online.	Quality of Life	CCS	7/2023	In Process
11	Remote Video Streaming	COM is currently exploring acquiring equipment that would allow live video and audio to be streamed from offsite locations to our control room. This is a frequently requested service by various departments and Council offices, and aligns with COM's mission.	Quality of Life	COM	11/2022	Delayed
12	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of City Council meetings will help meet ADA compliance and our Equity and Inclusion goals.	Quality of Life	COM	6/2023	In Process
13	RFCS for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management.	Public Safety	CTS	12/2023	In Process
14	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets, but are inadequate to provide appropriate controls and functionality.	Quality of Life	DAS	5/2022	Delayed

As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
15	Expand OnBase Content Management to the entire DEV Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV.	Economic Development	DEV	5/2022	In Process
16	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes.	Economic Development	DEV	3/2023	In Process
17	Development Services Customer Queue Management Automation	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services.	Economic Development	DEV	7/2023	In Process
18	Land Management System POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process.	Infrastructure	DEV	12/2022	Delayed
19	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening.	Infrastructure	DEV	01/2023	In Process
20	Telestaff Workforce Management for Public Safety	Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees.	Public Safety	DFD	9/2022	Delayed

As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
21	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue.	Public Safety	DFD	9/2023	In Process
22	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members.	Public Safety	DFD	2/2023	In Process
23	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings.	Public Safety	DFD	2/2023	Ongoing
24	Unmanned Aerial Systems (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) units that are deployed during critical emergency response incidents. UAS provides a real-time video that offers crucial information to incident command and executive staff. This information allows for improved incident management	Public Safety	DFD	9/2023	In Process
25	Mobile Surveillance Platform Vehicles (Formerly known as Bait Car)	The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities.	Public Safety	DPD	12/2022	Ongoing
26	Flock Safety-New fixed ALPR Cameras	The City of Dallas currently has fixed Automated License Plate Readers (LAPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city.	Public Safety	DPD	1/2023	In Process

**As of 10/31/22**

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
27	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region.	Public Safety	DPD	01/2023	In Process
28	County CAD Collaboration	Upgrade and expand the city's Computer-aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure.	Public Safety	DPD	1/2023	In Process
29	DPD WEB-RMS Case Management System	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade.	Public Safety	DPD	2/2023	In Process
30	Axon Air (Drones)	The City of Dallas currently has Unmanned Aerial Systems that are deployed during critical incidents. The UAS provide real time video remotely captured that provide critical information to officers and commanders to make the best decisions possible.	Public Safety	DPD	2/2023	In Process
31	911 Telecommunications Network Upgrade -- ESInet	This project will upgrade the City's current 911 telecommunications network to a Next-Generation 911 built on a modern broadband infrastructure. The new infrastructure allows the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel.	Public Safety	DPD	2/2023	In Process
32	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	Builds upon prior initiative to provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavior indicators and activity occurring at local businesses.	Public Safety	DPD	2/2023	In Process
33	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system.	Public Safety	DPD	3/2023	In Process

## As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
34	COBWEBS Social Media Investigation Software	This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations.	Public Safety	DPD	4/2023	In Process
35	Non-City Business Live Surveillance (Fusus)	The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation.	Public Safety	DPD	9/2023	In Process
36	Early Warning System	This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions.	Public Safety	DPD	10/2022	Delayed
37	DPD - Auto Pound Online Payment System	This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound.	Public Safety	DPD	12/2023	In Process
38	In Car Video - Body Worn Camera - Interview Room Installation	Implement a holistic solution that integrates all the three components: (1) in-car video, (2) interview rooms, and (3) body-worn cameras into a single hosted solution. The solution needs to be a consolidated and cohesive system rather than disparate components.	Public Safety	DPD	12/2024	Ongoing
39	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources.	Public Safety	DPD	7/2023	In Process
40	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation.	Infrastructure	DWU	12/2022	In Process

As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
41	DWU Billing CIS and Customer Portal Replacement	DWU's current Customer Information System (CIS) will no longer be supported as of 2025. This project will perform market research, procure, and implement a new CIS and Customer Portal that needs minimal customization (95% out of the box functionality) for billing Water, Wastewater, Sanitation, and Stormwater utilities.	Infrastructure	DWU	7/2023	In Process
42	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance.	Infrastructure	DWU	9/2023	In Process
43	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division.	Infrastructure	DWU	5/2028	In Process
44	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation.	Infrastructure	DWU	12/2023	In Process
45	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits.	Economic Development	HOU	2/2023	In Process
46	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion.	Infrastructure	ITS	6/2023	Ongoing
47	Network Unified Communications (UC) Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available.	Infrastructure	ITS	12/2022	In Process



## As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
48	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	12/2022	In Process
49	DocuSign Use Case Review	Reassess business needs for an e-Notary and X.509 compliant digital signature solution for the City Secretary's Office (SEC), City Attorney's Office (ATT) and the Real Estate Division of Public Works (PBW).	GPFM	ITS	12/2022	In Process
50	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	1/2023	In Process
51	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	3/2023	In Process
52	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success o	Infrastructure	ITS	4/2023	In Process
53	Data Center Improvement Program	This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City.	Infrastructure	ITS	4/2024	Ongoing
54	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities.	Infrastructure	ITS	12/2023	In Process
55	Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate)	This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons.	Quality of Life	LIB	9/2023	In Process
56	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education.	Quality of Life	LIB	3/2023	In Process

## As of 10/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
57	Neighborhood Expansion - Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD.	Quality of Life	OEI	3/2023	In Process
58	ADA Software Tracking System	This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement.	Quality of Life	OEI	3/2023	In Process
59	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports.	Infrastructure	OEQ	3/2023	In Process
60	Implement Workday Prism	The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday.	GPFM	PER	5/2022	Delayed
61	IT Infrastructure for Parks and Recreation Sites Phase 2	This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc.	Quality of Life	PKR	12/2022	Ongoing
62	IT Infrastructure for Bachman Aquatic Center	Park and Recreation Department is building a new Aquatic Center at 2750 Bachman Drive which requires full IT infrastructure implementation.	Quality of Life	PKR	6/2023	On Hold
63	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields.	Quality of Life	PKR	12/2023	In Process
64	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	12/2022	In Process
65	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+	GPFM	SEC	11/2022	In Process
66	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution and a Ne	GPFM	SEC	12/2022	In Process

**As of 10/31/22**

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
67	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance.	GPFM	SEC	2/2023	In Process
68	Advanced Traffic Management System (ATMS)	The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system.	Infrastructure	TRN	10/2022	In Process

**NOTES**

**2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is scheduled for Council review on December 14<sup>th</sup>.

**3 Code Compliance Management System (CCMS) Phase 2.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of January 2023.

**4 Consumer Health Payment Portal for Code Compliance.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of January 2023.

**7 Envision Connect Replacement Project.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.

**8 Vacant Property Registration Salesforce Platform.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of January 2023.

**14 DAS Inventory Management Tool.** Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met.

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**As of 10/31/22**

**17 Development Services Customer Queue Management Automation.** The Business Requirements Document (BRD) has been completed, reviewed, and approved by all parties. Market research is underway to identify potential solutions.

**18 Land Management System POSSE replacement project.** ITS is working with Development Services to complete Statement of Work (SOW) to support discussions with proposed vendor. Office of Procurement Services, Development Services, Information & Technology Services met with proposed vendor in mid-October and conducted detailed reviews of SOW.

**19 Relocate Development Services to New Facility.** ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits.

**21 Fire Station Alerting System.** ITS and DFR team has completed market research and finalized the Business Requirements Document (BRD) in preparation for the release of a Request for Proposals (RFP) for a new system. ITS will work with Procurement Services and City Attorney's Office to release the RFP, date TBD.

**24 Unmanned Aerial Drones for DFD.** The delivery order (DO) for the air drones has been placed and the equipment has been received from the vendor. In the next phase the drones can be configured and deployed.

**26 Flock Safety – New Fixed ALPR Cameras.** ITS is working with DPD and the vendor to resolve a potential security risk posed by the implementation to the City's network. A solution which remediates the risk has been identified and the program is progressing toward implementation.

**27 P25 Compliant Radio Project.** Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. DPD, DFR and other Public Safety departments are undergoing final testing and training and will begin migrating to the new system after the State Fair of Texas in November 2022. Final migration of all City of Dallas Departments expected for completion by February 2023.

**32 Real-Time Crime Center (RTCC) Video Integration.** A vendor has been identified to provide the platform which integrates camera feeds from non-City businesses into the RTCC. The Technology Request (TR) for the purchase was approved by the ITGB on September 15, 2022 and a purchasing request (PR) has been submitted for approval. This item will required Council approval.

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## As of 10/31/22

**39 Use of Force – Police Strategies, LLC.** Vendor services have been procured and ITS and DPD have worked to provide the vendor with data needed to create the initial set of dashboards and provide them to the City in January 2023.

**48 Apptio IT Financial Transparency Software.** Vendor services have been procured and vendor is loading data into test environment.

**62 IT Infrastructure for Bachman Aquatic Center.** This project has been placed on hold due to construction delays. Projected resumption of project in Spring/Summer 2023, with expected completion date of June 2023.

**68 Advanced Traffic Management System (ATMS).** The vendor has substantially completed the required work for this project per the scope of the contract. There are a number of remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

## C. Changes to Major Project Status List

### 1. Projects Implemented since last report

#### a. Domain Migration

- i. The Domain Migration project, phase 1, was completed 9/22/2022. This first phase migrated users' email addresses from *@dallascityhall.com* to *@dallas.gov*. A follow-on phase, to address applications, will be planned and executed in the future before we permanently turn off the *dallascityhall.com* domain.

### 2. Projects Removed

#### a. Electronic Plan Review (ProjectDox) – Version 9.2.

- i. This project was completed in May 2022 and has been removed from the Major Projects list.

#### b. Domain Migration

### 3. New Projects added to the project Pipeline

None during the month of October

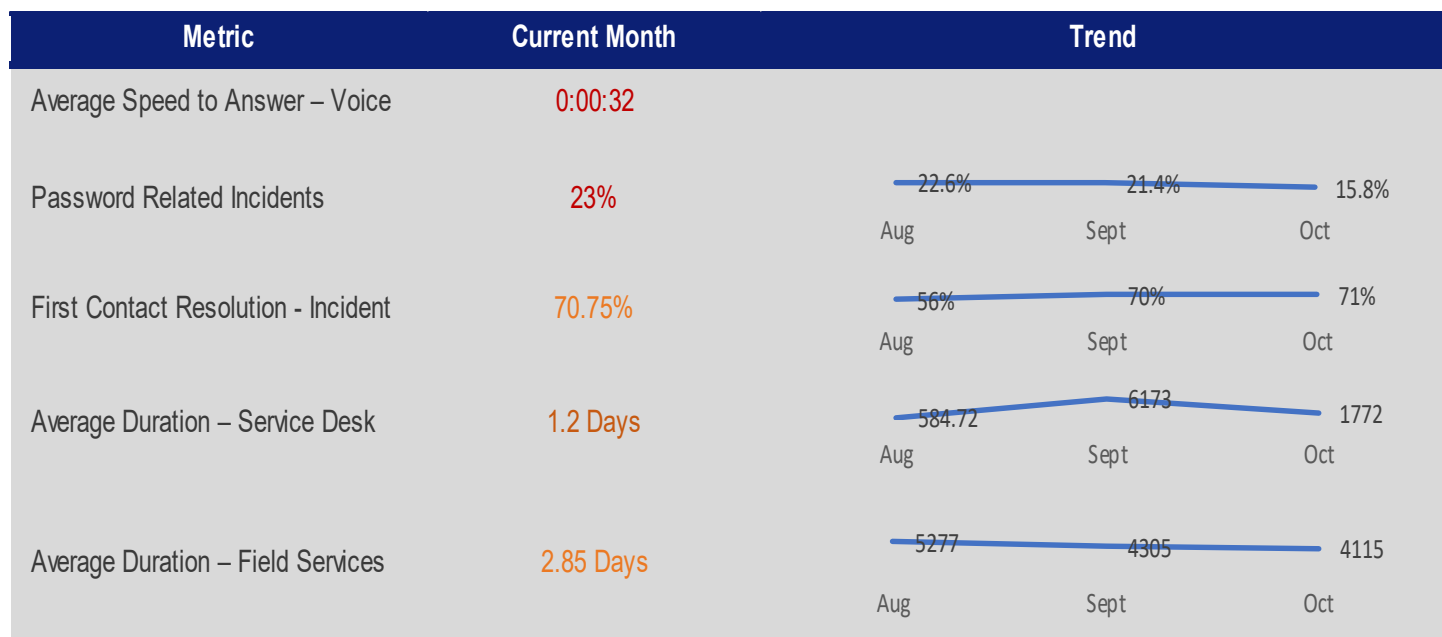
## Section 2: IT Operations

IT Operations provides information and status updates on the IT operations to include outages and incidents impacting city operations. Source data is drawn from the City's ServiceNow platform which was implemented in April 2021 to better manage incident reporting and resolution and to better track and control requests for IT services. ServiceNow documents incidents and service requests and is used by technicians and departments alike to submit, track, manage, and resolve pending requests and issues.

## A. Outage Report

### 1. Monthly Help Desk Report

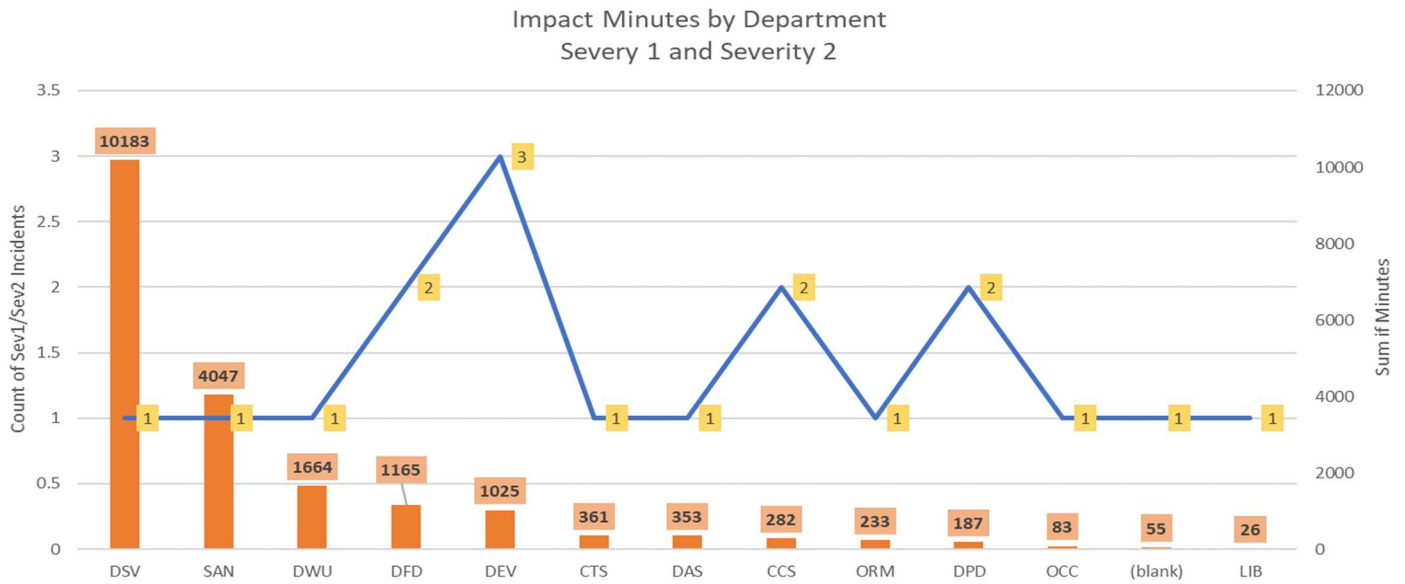
	Jun	Jul	Aug	Sep	Oct
Total Calls	7502	7546	8006	7252	7616
Answered	7136	7138	7763	7017	6921
Abandoned	366	408	243	235	695
Abandoned (<10sec)	166	172	115	93	273
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9



#### NOTES:

1. In October 2022, the IT Helpdesk received 7616 calls for support. This is a noticeable increase from the prior month.
2. In October 2022, the IT Helpdesk resolved 71% on first contact. This was inline with the prior month.

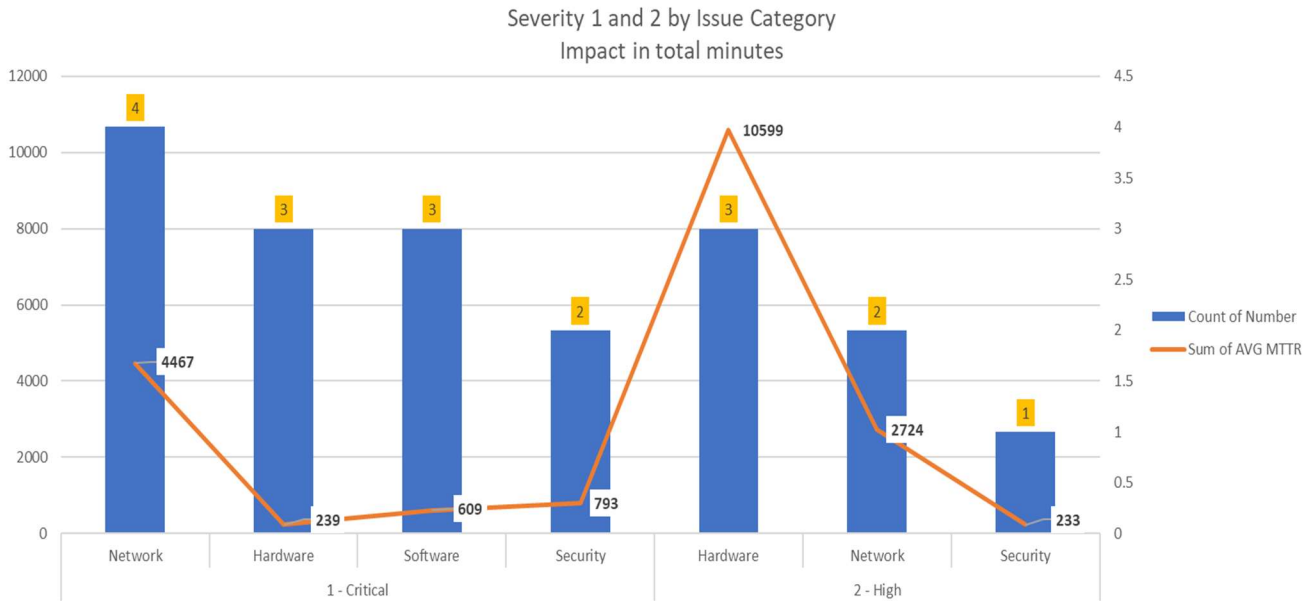
## 2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)



### NOTES:

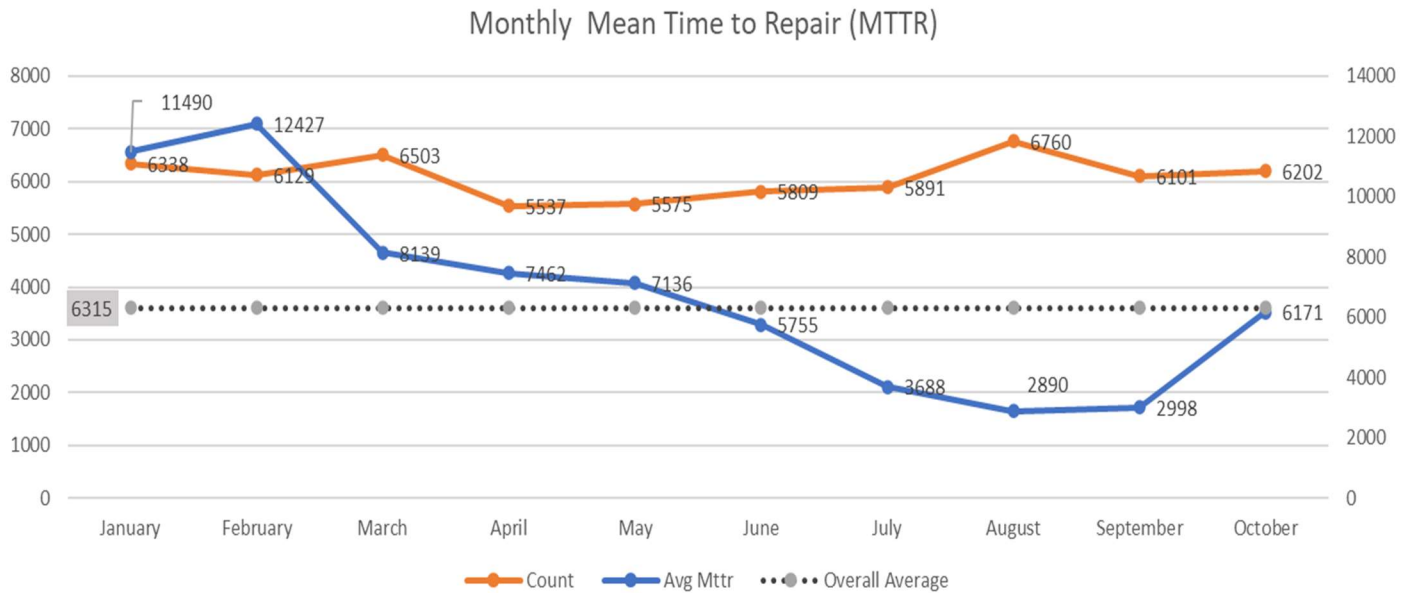
1. Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.
2. This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.
3. These data are extracted from ServiceNow based upon input by city IT technicians. Our analysis reveals that there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated resolution timeframes. ITS is working with IT service delivery managers to improve documented processes to ensure timely updates to ServiceNow in order to accurately reflect the actions for the incident and to provide a more representative experience.





**NOTES:**

1. This chart provides the distribution of incidents and impact minutes over specific services.



**NOTES**

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In October 2022 there a reversal in the trend due to a spike in resolution time in the Service Now Admin, Workday Talent and Security Firewall services areas.

### 3. Monthly Major Outage Report

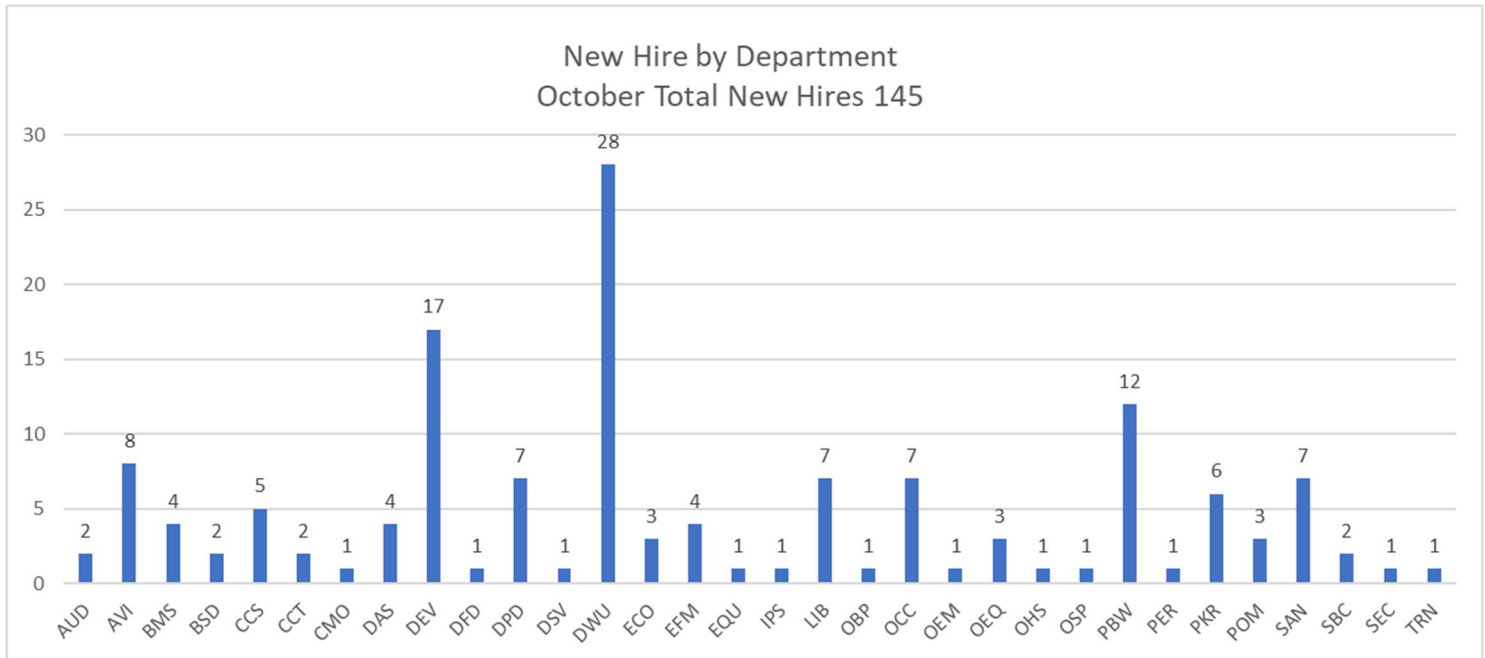
Priority	Department	Description	Assignment Group	Primary	Hours
1 - Critical	DAS	OFFICERS UNABLE TO CREATE ANIMAL ID NUMBERS IN CHAMELEON. WHEN GOING TO CREATE SYSTEM GIVES THE BLUE SPINNING CIRCLE AND CHAMELEON STOPS RESPONDING. Also, issues with tag screen related: The tag screen in Chameleon won't allow us to save new information. Other screens are functioning normally. This is across multiple users, and we did already try restarting and downloading all files to resolve the issue.	ITS Database Team	Software	5.88
1 - Critical	SAN	Computer Name: Troubleshooting & Resolution: Just internet and Phones are down Happened last monday as well User just came in and it was down unsure how long Throughout building	ITS Network Engineers	Network	67.45
1 - Critical	PKR	User Location: 6906 CHURCHILL WAY Department: PKR Computer Name: Issues: No Phone or Internet Churchill site has no internet or phone since Monday night. 6906 Churchill Way Dallas, Texas 75230	ITS Network Connectivity	Inquiry / Help	9.65

#### NOTES

- Major outages are identified as Severity1 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.

## B. Service Requests (including new employee onboarding)

### 1. New Hire Report

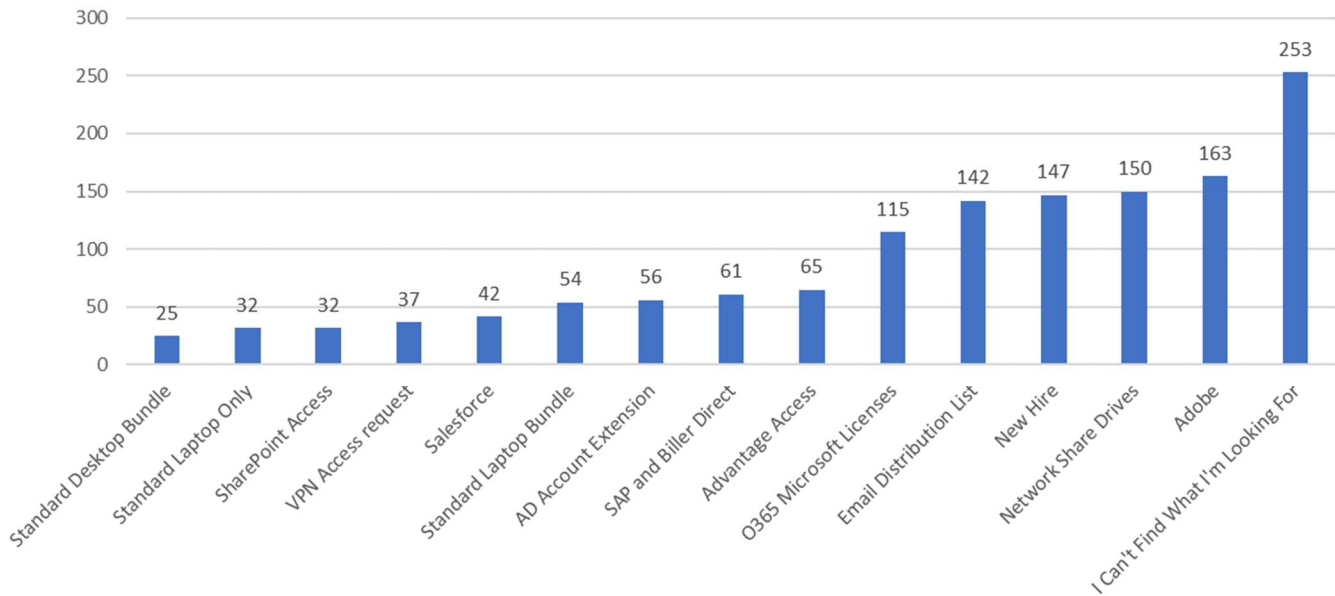


**Notes**

1. In the month of October, a total of 145 new employees were onboarded.
2. DWU, DEV, and PBW being the top 3 hiring departments.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

2. *Service Request Report (An ask for service – “I need Software Installed”)*

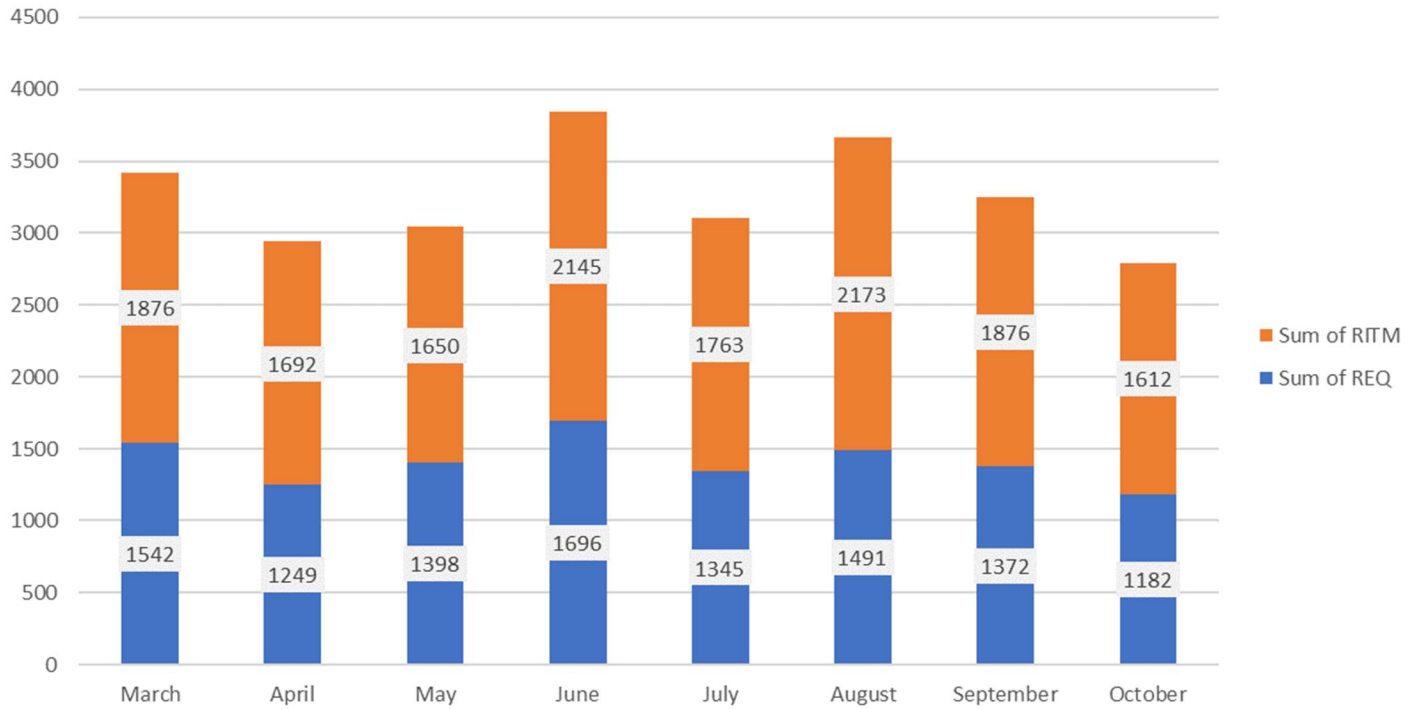
Top 15 Requested Items



**Note**

1. October Service Request actions totaled 1612. This report depicts the top 15 Request by type that were selected.
2. “I Can’t Find What I’m Looking For” is a category used when a service catalog item does not exist for what the user is asking.

Request Actions by Month



**Note**

1. This chart illustrates that 1182 Request Tickets, generated 1612 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams in order to fulfill the ask.

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital. Information in this section is effective through 9/30/2022.

### A. Contract/Procurement Management

#### Upcoming Contracts Requiring Council Approval

##### November 9 Agenda Items:

22-2437 -- IT Cadre, LLC – Visualization engineering services (contract pending)

- Professional services agreement via GSA
- Contract amount \$685,972.50
- Provides direct support in documenting legacy systems and applications and associated technology risks
- Provides support across multiple departments

22-2433 -- AT&T Corp. - Bridge contract for continued provisioning of voice and data network managed services and security support services

- 2-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$30,194,297.30
- Supports city-wide network

22-2246 -- SHI Government Solutions, Inc. – NeoGov Modules used for HR recruitment and performance management services (contract pending)

- Three-Year contract via Buy Board Cooperative Agreement
- Contract amount \$1,324,163.00
- Provides support directly for HR services and used across city departments

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## As of 10/31/22

22-2543 -- Paymentus Corporation – Master Agreement for electronic payment processing services

- Five-Year service contract via Inter Local Agreement (ILA) with the City of Odessa, TX
- Contract amount \$15,000,000
- Primarily supports DWU, but is available for use by multiple department services

## December 14 Agenda Items: TENTATIVE

Shelby Communications, LLC – Bridge contract for network cabling (contract pending)

- 2-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$7,213,690.00
- Use of network cabling services has increased dramatically over the last several years, necessitating a bridge contract as the city prepares a longer-term RFCSP

22-2248 -- Futurecom for ePlus Technology – Web Application Firewall (WAF) and Distributed Disruption of Service (DDoS) (contract pending)

- 2-year agreement via TIPS co-op
- Contract amount \$514,784.43
- Supports the City Website Redesign Project

22-2434 -- TriTech – Supplemental Agreement No. 16 for continued maintenance and support for the existing computer aided dispatch system and disaster recovery synchronization (contract pending)

- 2-year agreement via The Interlocal Purchasing System (TIPS) cooperative agreement
- Contract amount \$514,784.43
- Directly supports the Public Safety mission by support of the City's computer-aided dispatch (CAD) system

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**As of 10/31/22**

Council Agenda Date TBD:

Dell Marketing, L.P - agreement for the purchase of licenses and installation/configuration and professional services of Planview Project and Portfolio Management Professional software.

- 3-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$ 287,852.85
- Provides support for IT project and portfolio management

Ricoh USA, Inc. – Migration of DPD documents from legacy, unsupported Fortis vendor to DocuWare document management system.

- Five-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$217,632.50
- Directly supports DPD document management

HLP, Inc. – Chameleon Data Management System for DAS

- Three-Year Sole Source contract
- Contract amount \$190,560.00
- Directly supports DAS through upgrade and ongoing support of their core operational system

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations

Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	621,187	621,187	470,298	531,888	(89,299)
Overtime Pay	0	0	0	0	0
Pension	88,488	88,488	67,818	73,843	(14,645)
Health Benefits	52,227	52,227	34,456	52,227	0
Worker's Compensation	1,403	1,403		1,403	0
Other Personnel Services	19,701	19,701	10,192	11,333	(8,368)
<b>Total Personnel Services</b>	<b>783,006</b>	<b>783,006</b>	<b>582,764</b>	<b>670,694</b>	<b>(112,312)</b>
Supplies	201,464	201,464	91,679	149,764	(51,700)
Contractual Services	13,357,002	14,308,434	10,422,478	14,307,550	(884)
Capital Outlay	0	0	0	0	0
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>14,341,472</b>	<b>15,292,904</b>	<b>11,096,921</b>	<b>15,128,008</b>	<b>(164,896)</b>

### Fund 0197 - Communication Services (Radio Network)

Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,936,838	1,936,838	1,378,525	1,571,398	(365,440)
Overtime Pay	58,386	58,386	120,098	131,015	72,629
Pension	274,180	274,180	215,681	238,018	(36,162)
Health Benefits	224,725	224,725	130,372	224,725	0
Worker's Compensation	6,357	6,357	0	6,357	0
Other Personnel Services	032,926	32,926	35,462	38,888	5,962
<b>Total Personnel Services</b>	<b>2,533,412</b>	<b>2,533,412</b>	<b>1,880,138</b>	<b>2,210,401</b>	<b>(323,011)</b>
Supplies	1,132,380	1,132,380	435,401	583,372	549,008)
Contractual Services	9,582,858	9,963,658	8,323,483	10,460,388	496,730
Capital Outlay	0	0	36,292	36,292	36,292
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>13,248,650</b>	<b>13,629,450</b>	<b>10,675,313</b>	<b>13,290,454</b>	<b>(338,996)</b>



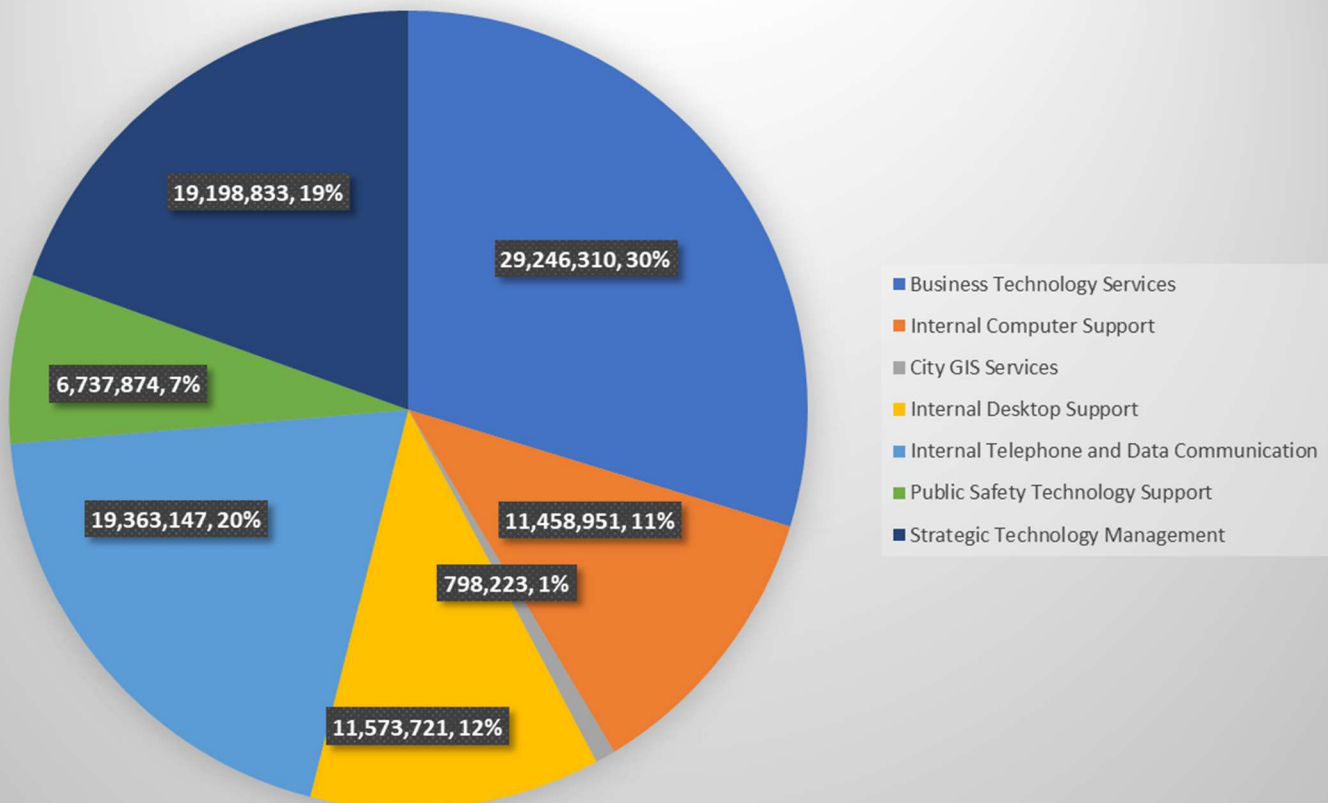
As of 10/31/22

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services

Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	18,995,007	18,995,007	13,789,105	15,616,958	(3,378,049)
Overtime Pay	41,612	41,612	17,094	41,612	0
Pension	2,689,811	2,689,811	1,991,943	2,147,058	(542,753)
Health Benefits	1,484,959	1,484,959	861,619	1,484,959	0
Worker's Compensation	40,807	40,807	0	40,807	0
Other Personnel Services	1,006,373	1,006,373	385,815	547,860	(458,513)
<b>Total Personnel Services</b>	<b>24,258,569</b>	<b>24,258,569</b>	<b>17,045,577</b>	<b>19,879,253</b>	<b>(4,379,316)</b>
Supplies	748,032	748,032	300,373	602,125	(145,907)
Contractual Services	74,170,290	74,170,290	61,836,117	77,285,282	3,114,992
Capital Outlay	0	0	519,484	610,398	610,398
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>99,176,891</b>	<b>99,176,891</b>	<b>79,701,551</b>	<b>98,377,059</b>	<b>(799,832)</b>

Fund 0198 by Service



## B. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.2	28.5	30.1	29.5	29.5
<b>Fund 0198 - Data Services</b>	204.0	190.1	204.0	212.0	214.0
<b>Total</b>	<b>239.2</b>	<b>225.6</b>	<b>241.1</b>	<b>248.5</b>	<b>250.5</b>

### 2. Vacancies and Hiring Activities

- As of September 30, 2022, ITS had 49 vacancies out of the available 248.5 positions.
- As of September 30, 2022, of the 49 vacancies the disposition was:
  - 3 positions are actively posted
  - 21 had been previously posted and are undergoing review
  - 5 are at the interview stage
  - 6 are undergoing reclassification to re-align within the ITS department
  - 14 are awaiting posting

## Section 4: Cybersecurity Programs

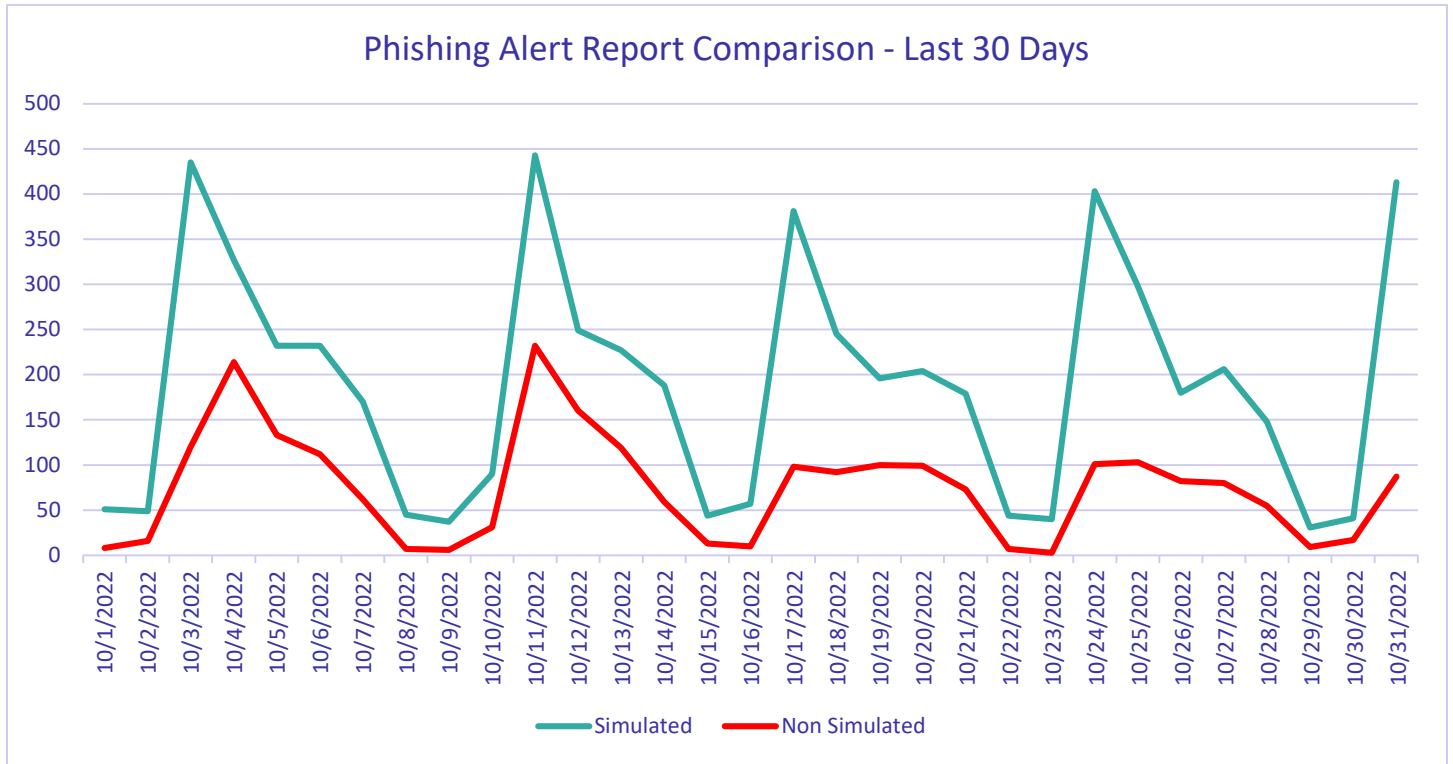
### A. Awareness Training

Security Awareness training is measured on an annual basis. Over the past 12 months ITS has witnessed a steady decline in risk scoring for Employee’s annual training. Beginning with each new fiscal year the City will undergo a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees. The information below illustrates the enrollment and completion efforts of employee training over the course of the year. FY 2021-22 the City completed 99% of 18 training campaigns covering HIPAA, PCI, and Cybersecurity.

- Note employees with less than 25% of job function on technology are not required to complete cybersecurity training.

In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability to distinguish and act. This provides feedback to the employees as well has increased the actual amount of true phishing reported. As well, a “Report phishing” button added to user’s Outlook has increased both the numbers of test phish and actual phishing emails.





## B. Situational Awareness

Annually ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards and procedures to complete the process. ITS utilizes both internal and external resources to conduct assessments. The results of the assessments are used by ITS to develop security strategy for cybersecurity and privacy. The below figure outlines the maturity model for the CSF. While the TAR does not provide our scores from our self-assessment, ITS can provide this information to Council members and discuss the assessments in depth as requested.

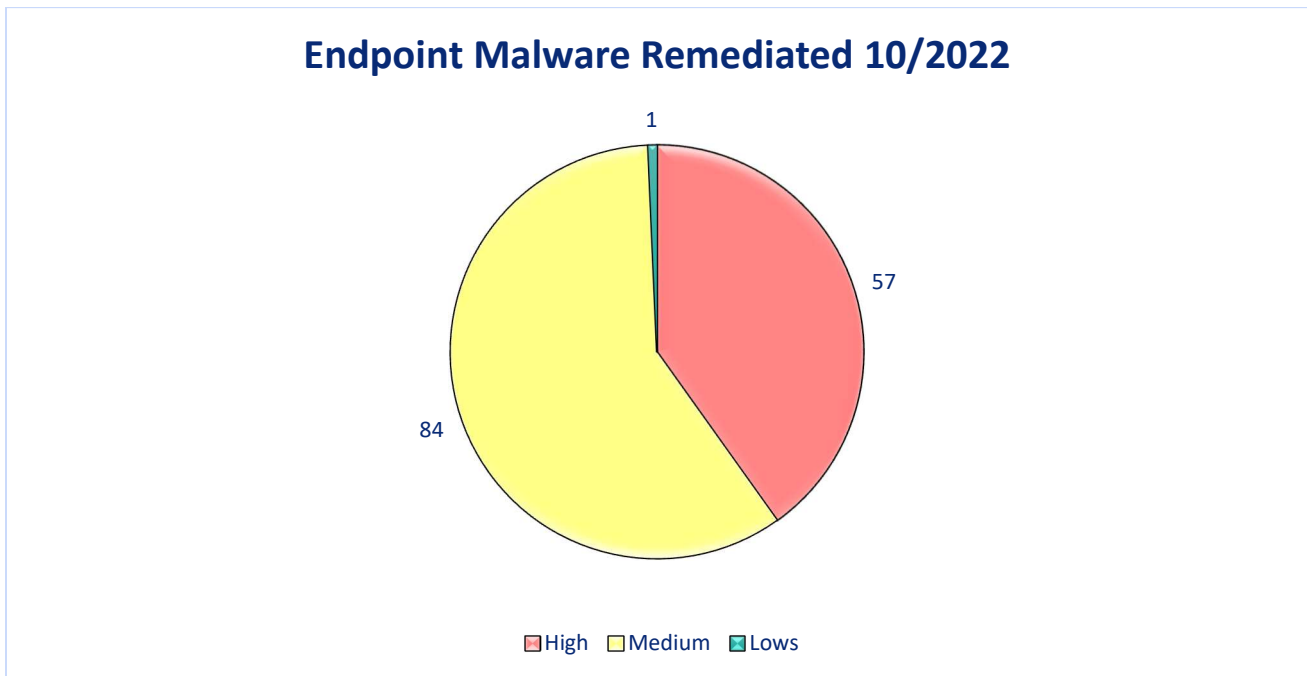
		Capability Maturity Model Levels				
		Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
NIST Cybersecurity Framework Functions	Identify	Little to no cybersecurity risk identification.	Process for cybersecurity risk identification exists, but it is immature.	Risks to IT assets are identified and managed in a standard, well defined process.	Risks to the business environment are identified and proactively monitored on a periodic basis.	Cybersecurity risks are continuously monitored and incorporated into business decisions.
	Protect	Asset protection is reactive and ad hoc.	Data protection mechanisms are implemented across the environment.	Data is formally defined and protected in accordance with its classification.	The environment is proactively monitored via protective technologies.	Protection standards are operationalized through automation and advanced technologies.
	Detect	Anomalies or events are not detected or not detected in a timely manner.	Anomaly detection is established through detection tools and monitoring procedures.	A baseline of "normal" activity is established and applied against tools/procedures to better identify malicious activity.	Continuous monitoring program is established to detect threats in real-time.	Detection and monitoring solutions are continuously learning behaviors and adjusting detection capabilities.
	Respond	The process for responding to incidents is reactive or non-existent.	Analysis capabilities are applied consistently to incidents by Incident Response (IR) roles.	An IR Plan defines steps for incident preparation, analysis, containment, eradication, and post-incident.	Response times and impacts of incidents are monitored and minimized.	The capabilities of all IT personnel, procedures, technologies are regularly tested and updated.
	Recover	The process for recovering from incidents is reactive or non-existent.	Resiliency and recovery capabilities are applied consistently to incidents impacting business operations.	A Continuity & Disaster Recovery Plan defines steps to continue critical functions and recover to normal operations.	Recovery times and impacts of incidents are monitored and minimized.	The capabilities of all IT personnel, procedures, technologies are regularly tested and updated.

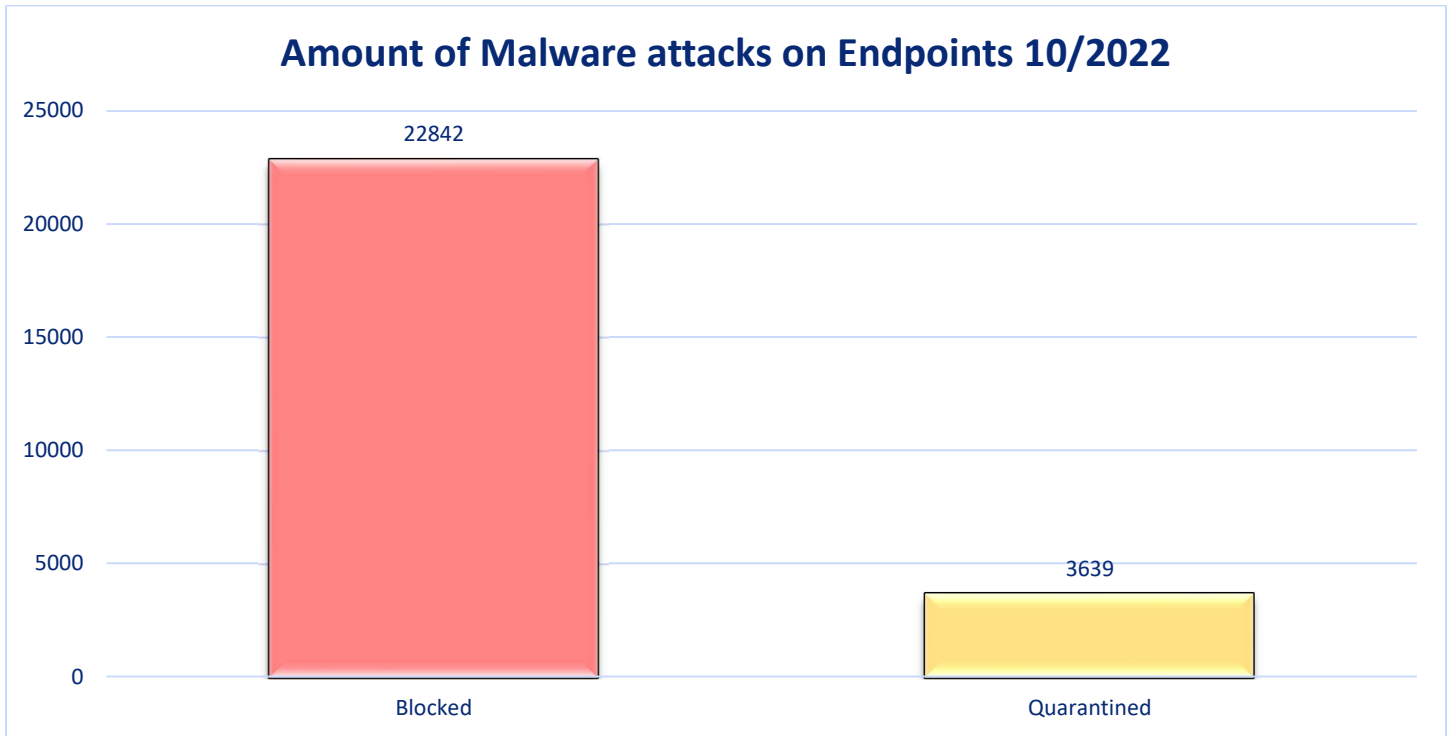
Figure 3: Assessing Cybersecurity Maturity

## C. Data Protection & Privacy

### 1. Endpoint Protection

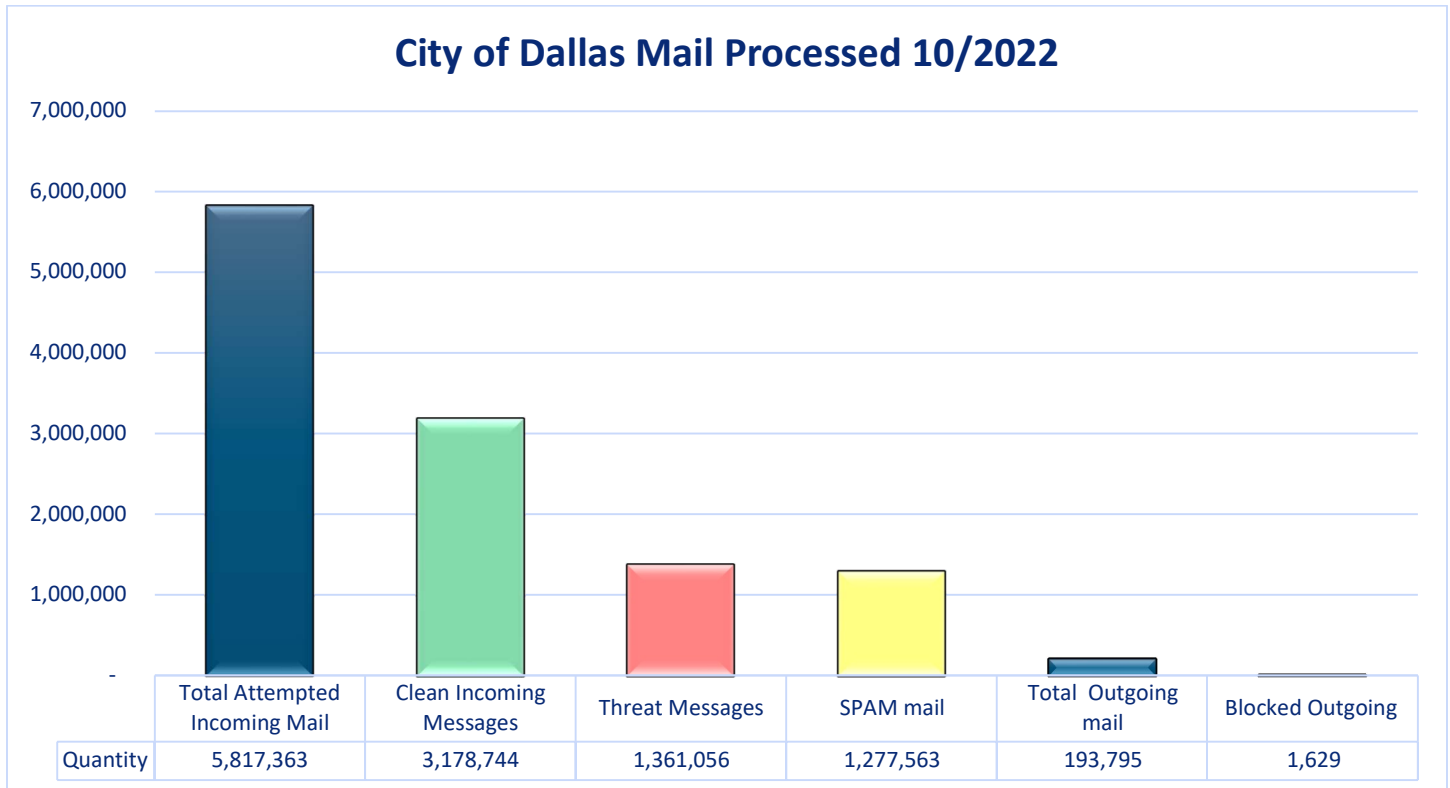
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like Firewall and Endpoint Detection and Response all are in place to respond to those attacks. Below are the current status for endpoint attack metrics.





2. Email Screening

The City of Dallas receives and send millions of emails a month. Phishing is an attack vector that utilized by bad actors in the form of social engineering, as a means to gain internal access to the network. This can then be used to place malware, ransomware, and other malicious software to affect City services. Below provides a picture of mail messages processed and remediated prior to user reception.





## Section 5: IT Infrastructure

IT Infrastructure information and status updates on efforts to upgrade and improve the IT infrastructure used by the City to reduce technical debt, better meet current needs, and build for future service needs.

### A. Network and Telecommunications (October 2022 Activities)

- City Hall call manager upgrade and voicemail migration completed
- Completed bandwidth expansion for all DPD locations, reducing circuit over-utilization and improving network throughput and response time
- All Park and Recreation locations have completed network circuit upgrade
- All public service teams have been successfully migrated to the new P25 compliant Public Safety Radio System. Public Safety migration is in process of being scheduled

### B. Compute & Storage (October 2022 Activities)

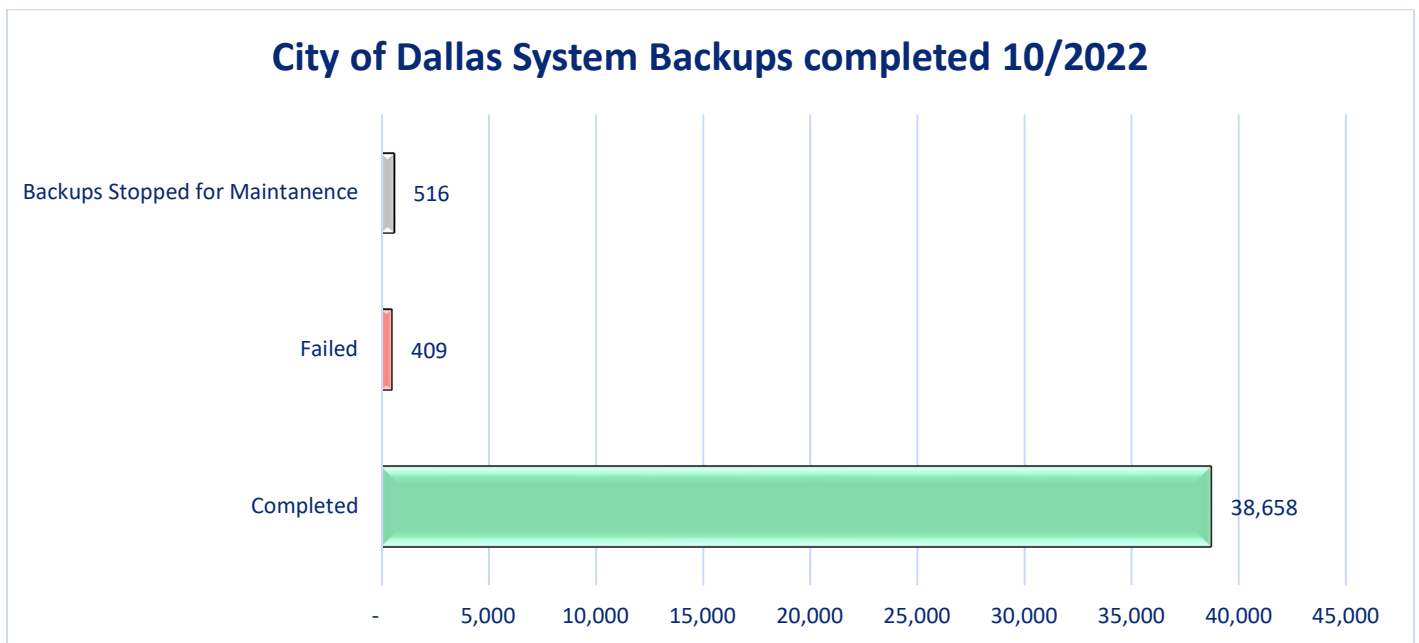
- The Computer Aided Dispatch (CAD) System was migrated to all new and upgraded compute and storage devices; to provide hardware compliance, improve support functionality, and improve system response times.
- An ESX virtual environment server host and storage array providing increased functionality for our High Availability site will be delivered in November. New High Availability functionality reduces instances in which services are not available due to hardware failure or other incidents.
- Currently upgrading the City's virtual environment VCenter ESXi host hardware and will be completed by end of November.
- Have initiated the upgrade of end-user devices to latest operating system image to address security vulnerabilities. 3800 devices of inventory remaining to upgrade.
- Canon Secure Print functionality deployed across the entire City environment to reduce exposure of sensitive information and reduce paper waste.

### C. Data Center Improvements (October 2022 Activities)

- Data center access Standard Operating Procedure developed to improve access control. Criminal Justice Information Services (CJIS) certification now required for access to City’s Data Center.
- Decommissioning of additional hardware on Data Center floor in progress and palettes of decommissioned hardware has been transferred to City Store for disposition.

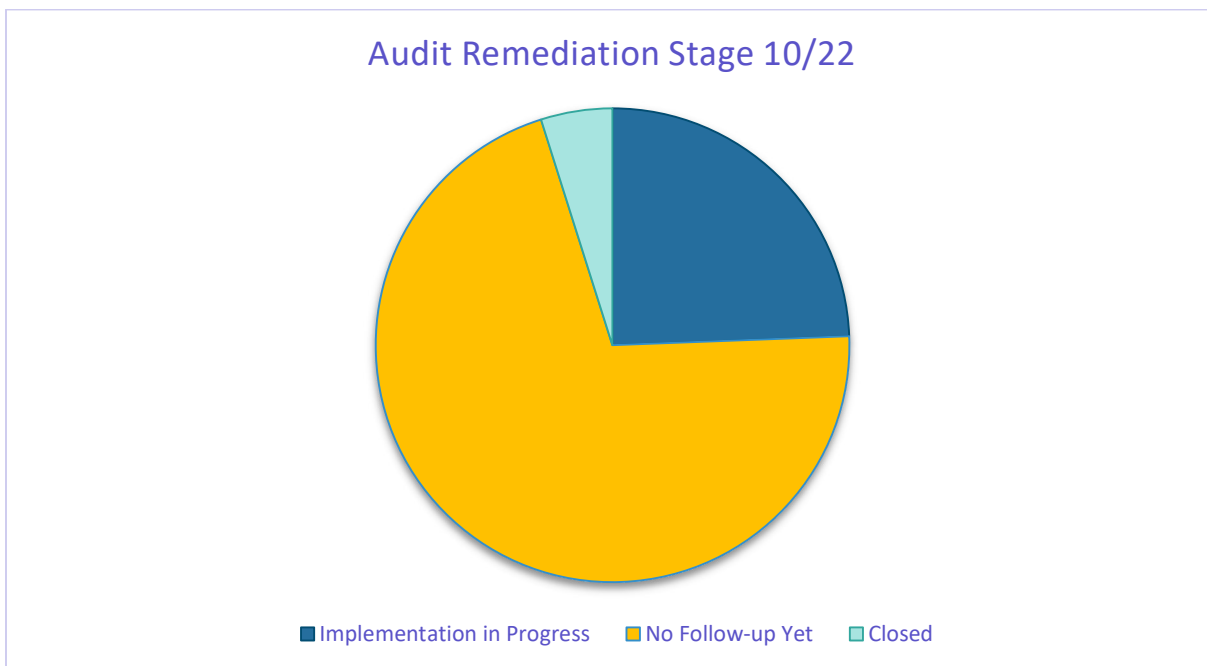
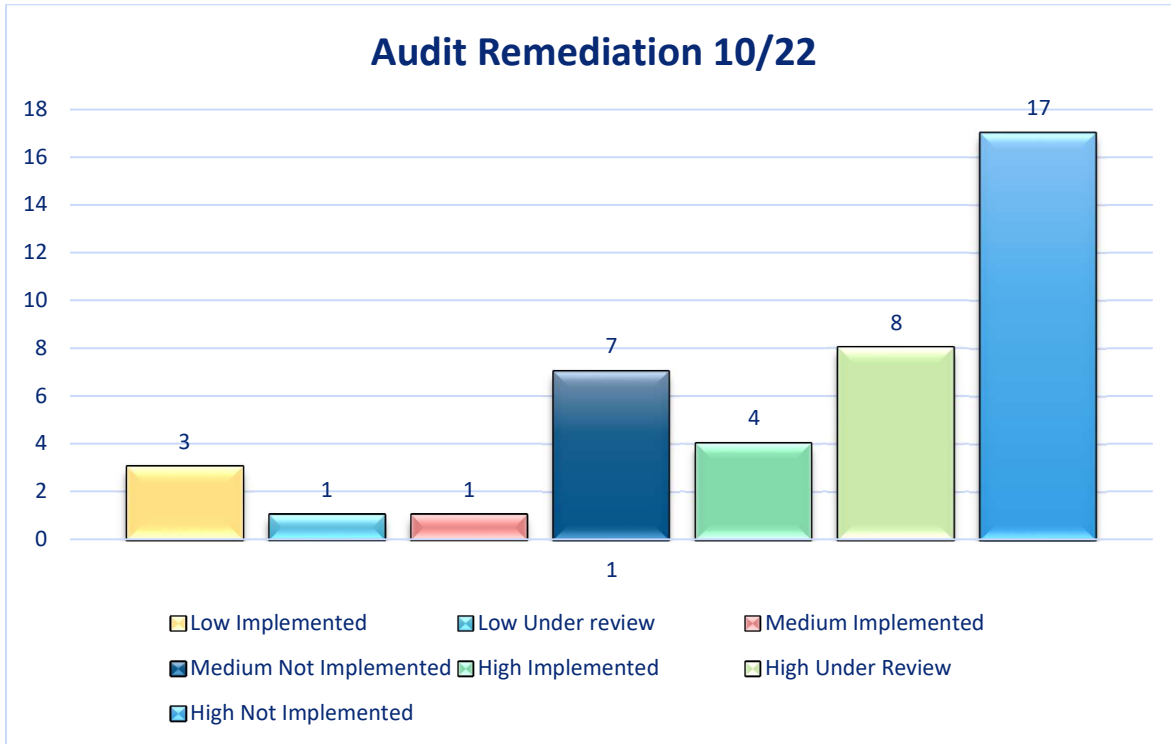
### D. Disaster Recovery and Business Continuity

A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



### E. Audit

Currently the ITS department is working through several audits that impact technology services. Below representative of the Audit remediation efforts and stages.





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2411

**Item #:** H.

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Office of the City Auditor's Performance Audit Recommendation Implementation Status as of October 31, 2022

[City Auditor's Office]

# Memorandum



**DATE:** November 15, 2022

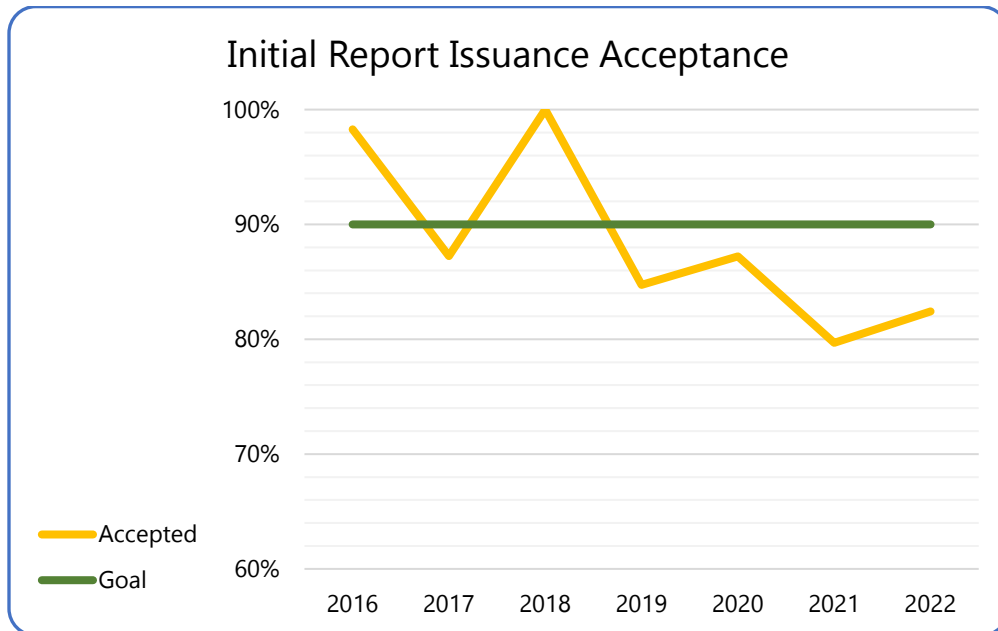
Honorable Members of the Government Performance and Financial Management Committee:  
**TO:** Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

**SUBJECT:** Performance Audit Recommendations Implementation Status as of October 31, 2022

The following memorandum and attachment are an update, as of October 31, 2022, on audit recommendations implementation status for 63 performance audit reports issued between Fiscal Years 2016 and 2022.

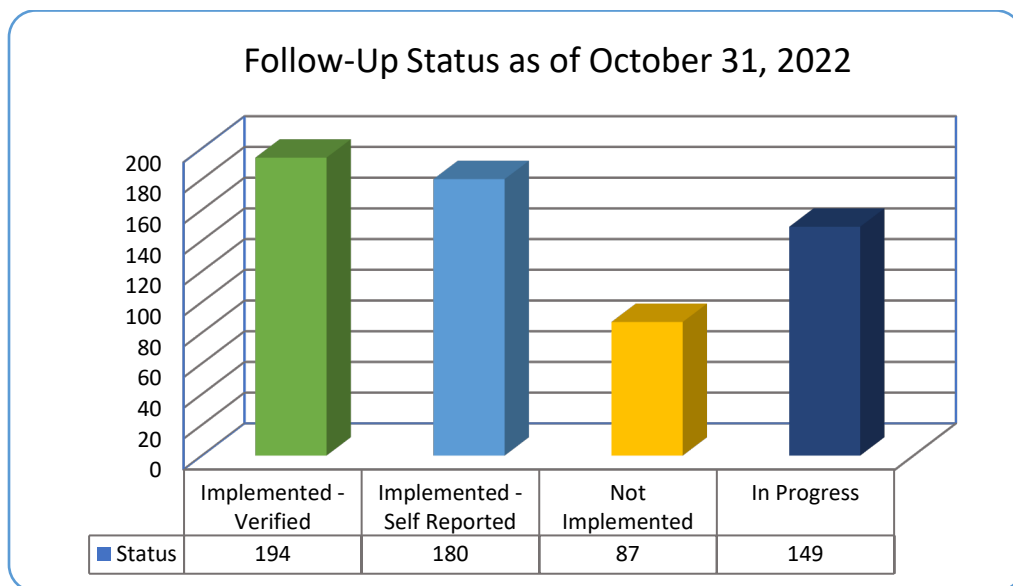
## Initial Audit Report Issuance Recommendations Acceptance

In Fiscal Year 2022, the Office of the City Auditor identified 74 recommendations for improvements, with 61 (82 percent) being accepted when the report was issued. The Office of the City Auditor's benchmark is a 90 percent acceptance rate.



## Audit Report Accepted Recommendations Implementation Status

As of October 31, 2022, the City Comptroller's Financial Compliance, Auditing & Monitoring provided implementation status for the City Manager department's accepted audit report recommendations. Of the 610 accepted performance audit recommendations between Fiscal Years 2016 and 2022, 374 (61 percent) were reported implemented, and 149 recommendations were in-progress pending corrective action tasks. In-progress recommendations open more than two years totaled 57. City management did not implement 87 (14 percent) of the 610 accepted performance audit recommendations.



If you have any questions or need additional information, please get in touch with me at [Mark.Swann@dallas.gov](mailto:Mark.Swann@dallas.gov) or my mobile number, 615-974-8700.

Respectfully,

Mark S. Swann  
City Auditor

Attachment: Performance Audit Recommendations Implementation Status for Reports Released between Fiscal Years 2016 and 2022

C: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Office of the City Auditor



## Performance Audit Recommendations Implementation Status for Reports Released between Fiscal Years 2016 and 2022

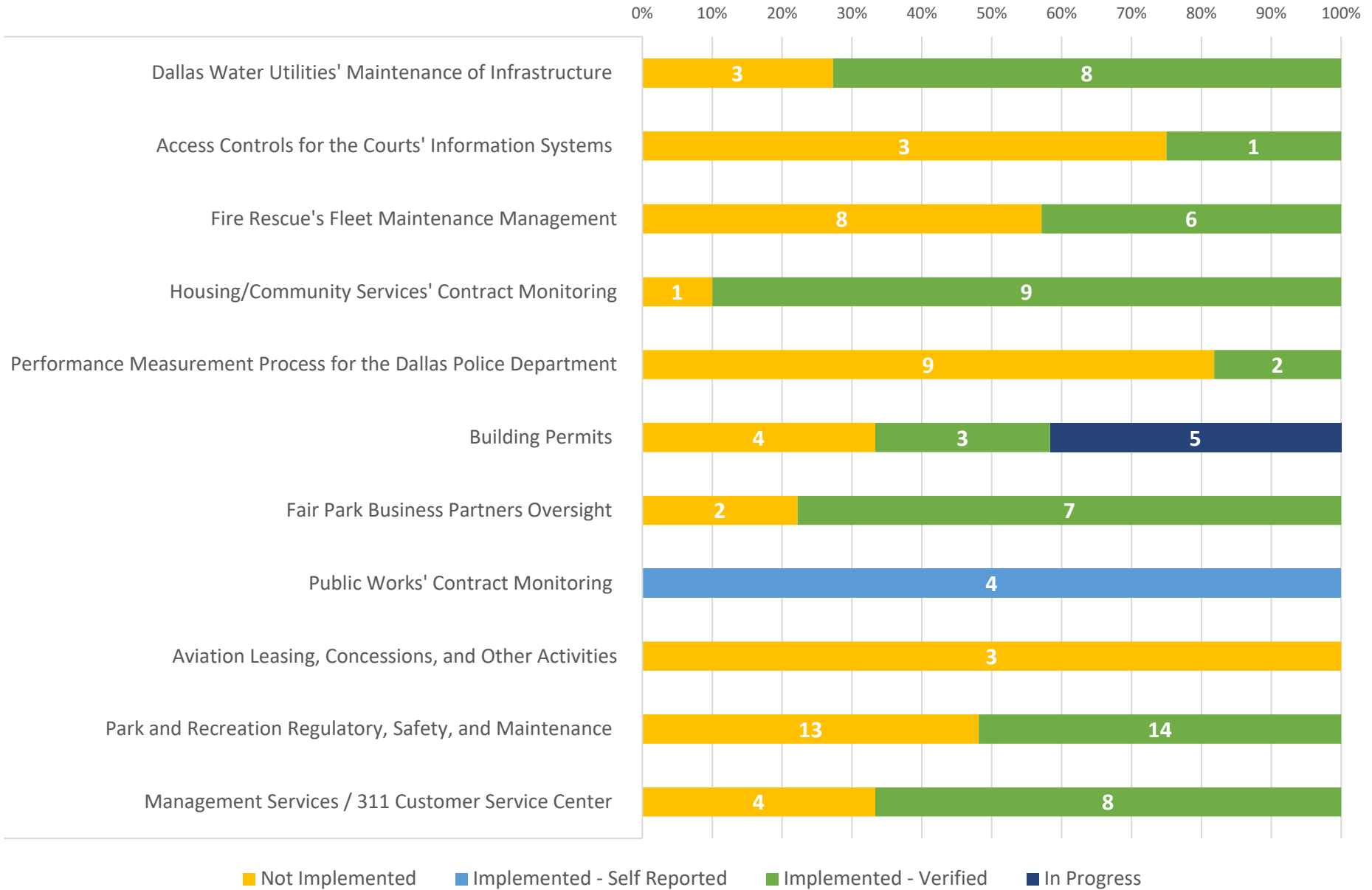
November 15, 2022  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

**Performance Audit Reports Released Fiscal Year 2016 (6 Plus Years)**

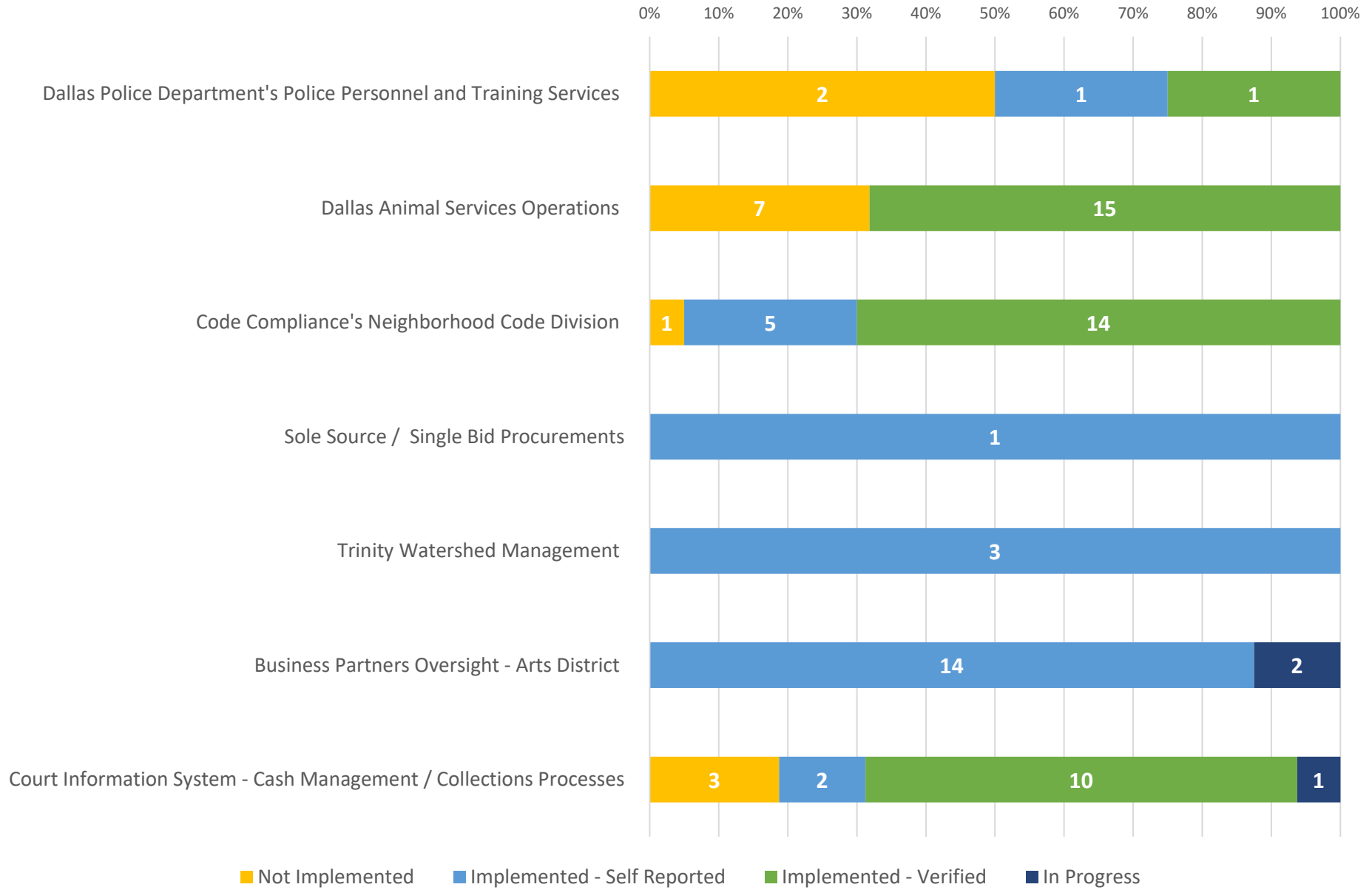


As of October 31, 2022



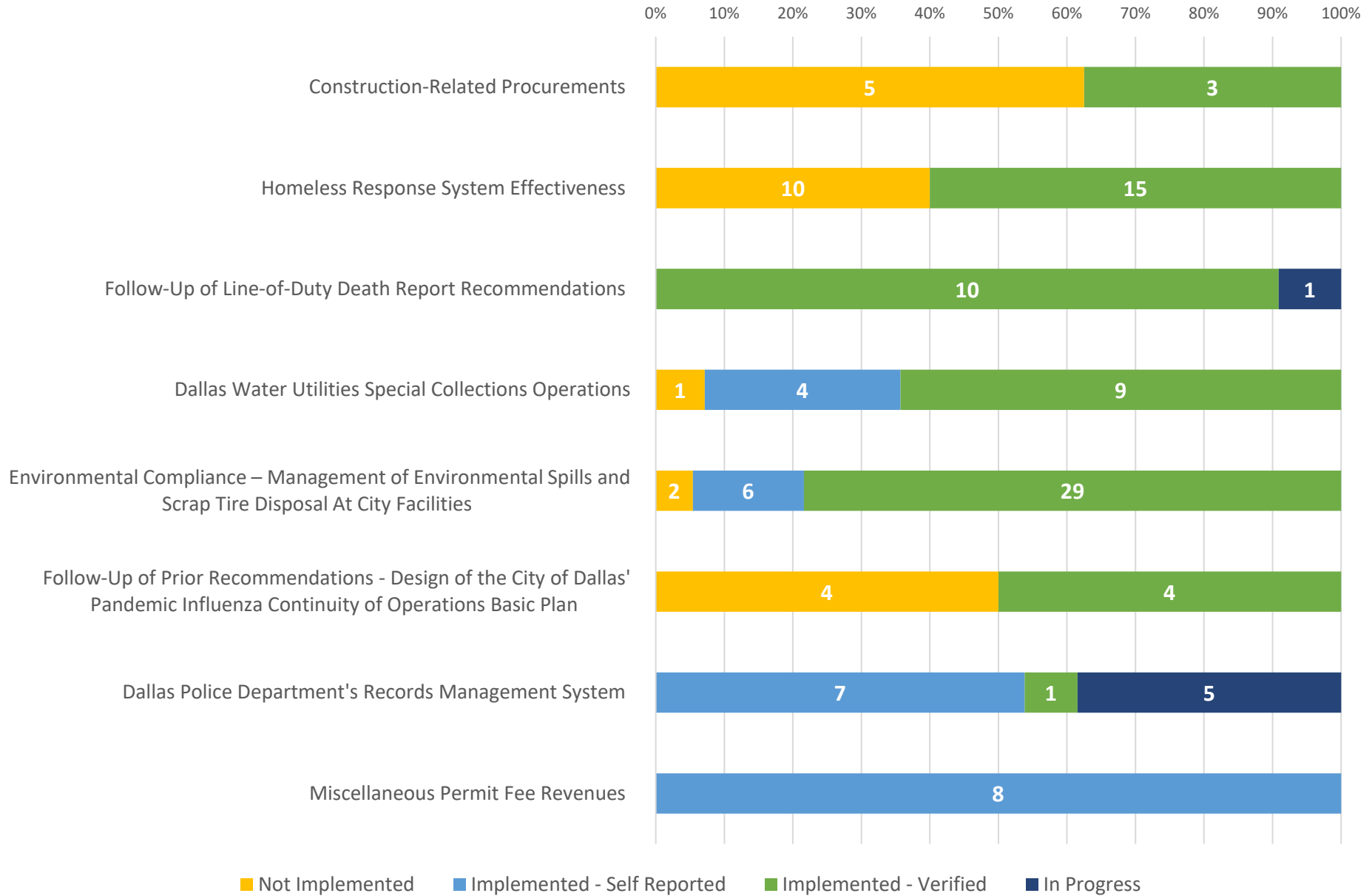
**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

**Performance Audit Reports Released Fiscal Year 2017 (5 Plus Years)**



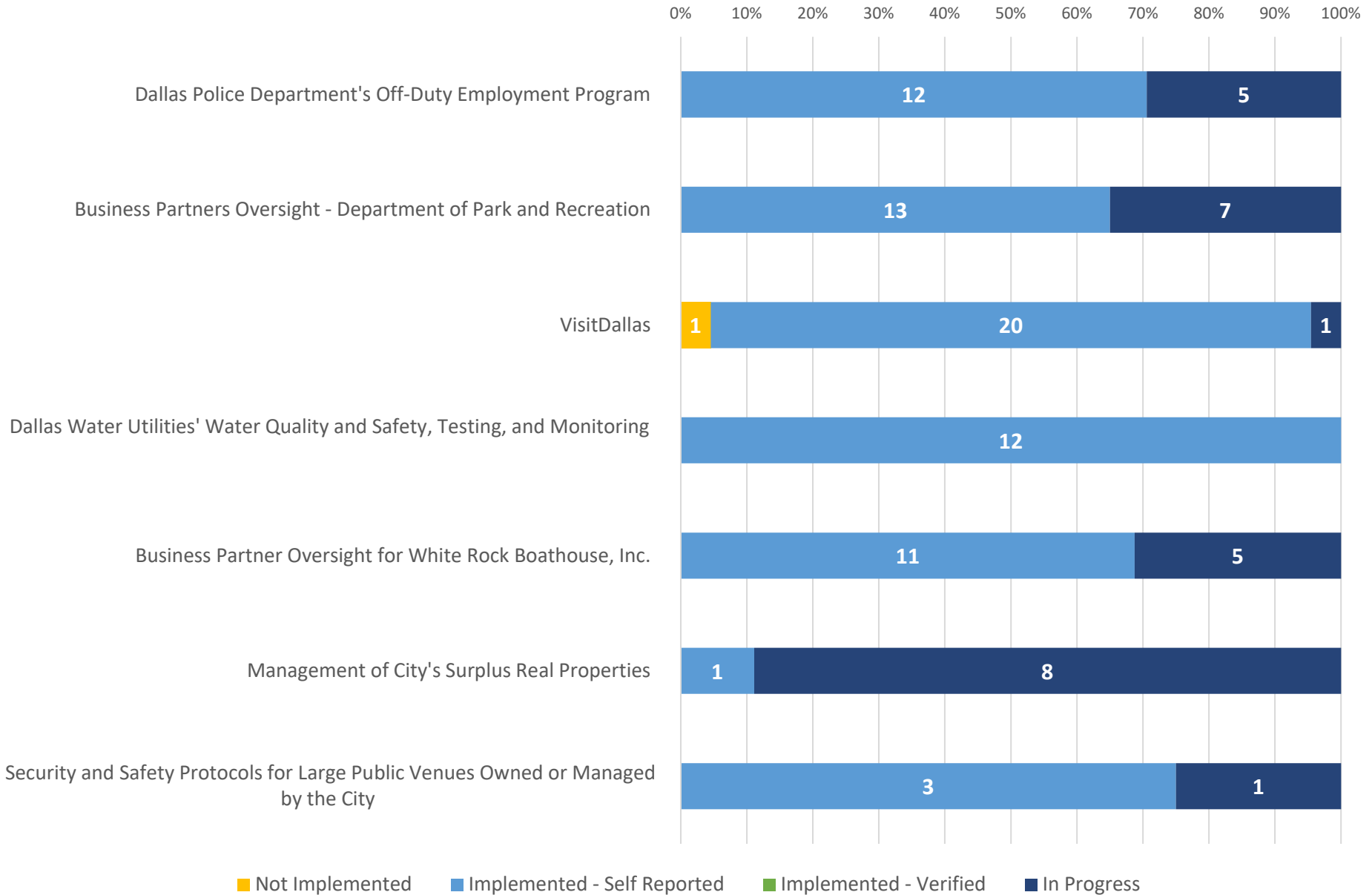
**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

**Performance Audit Reports Released Fiscal Year 2018 (4 Plus Years)**



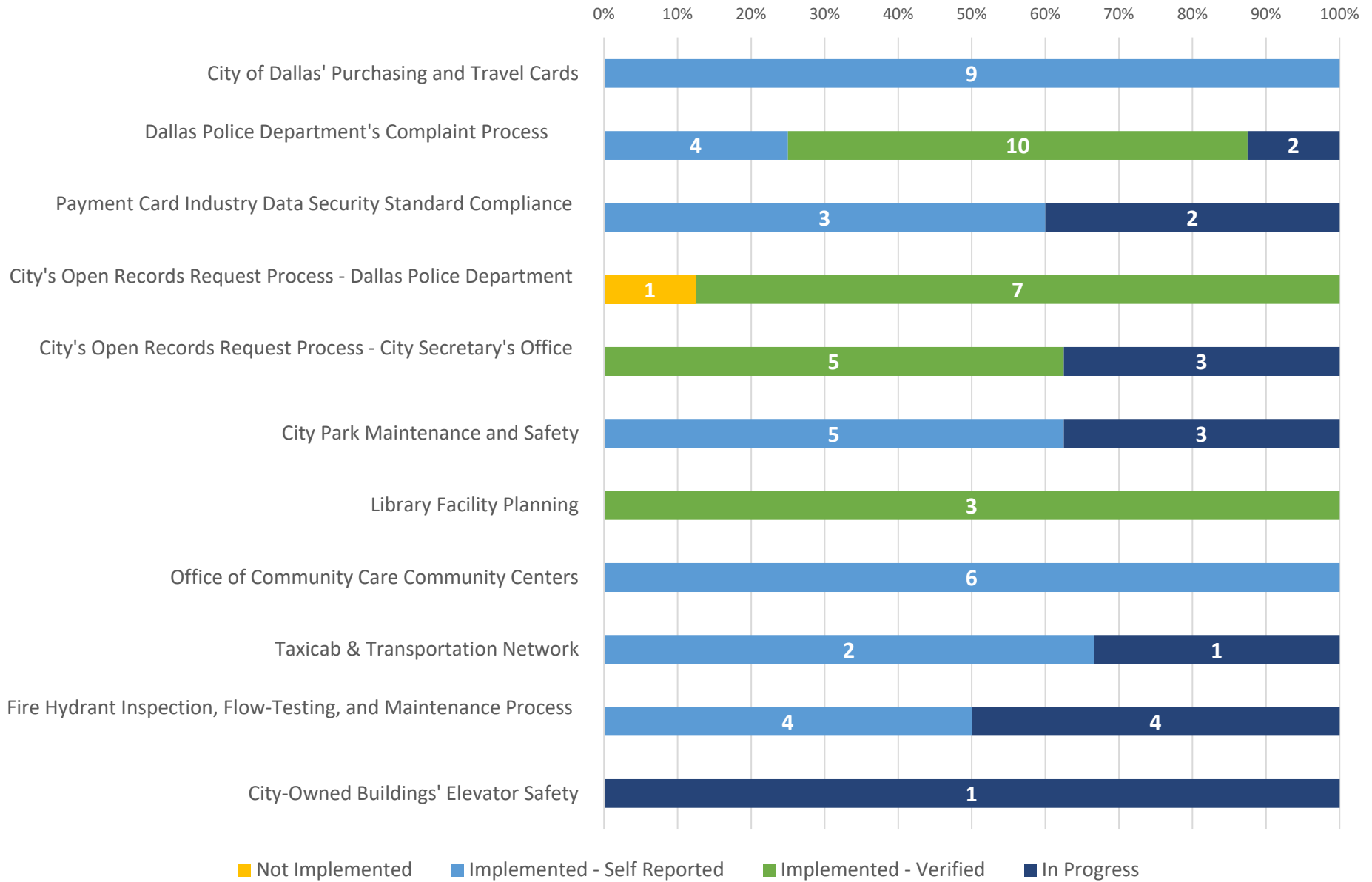
**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

**Performance Audit Reports Released Fiscal Year 2019 (3 Plus Years)**



**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

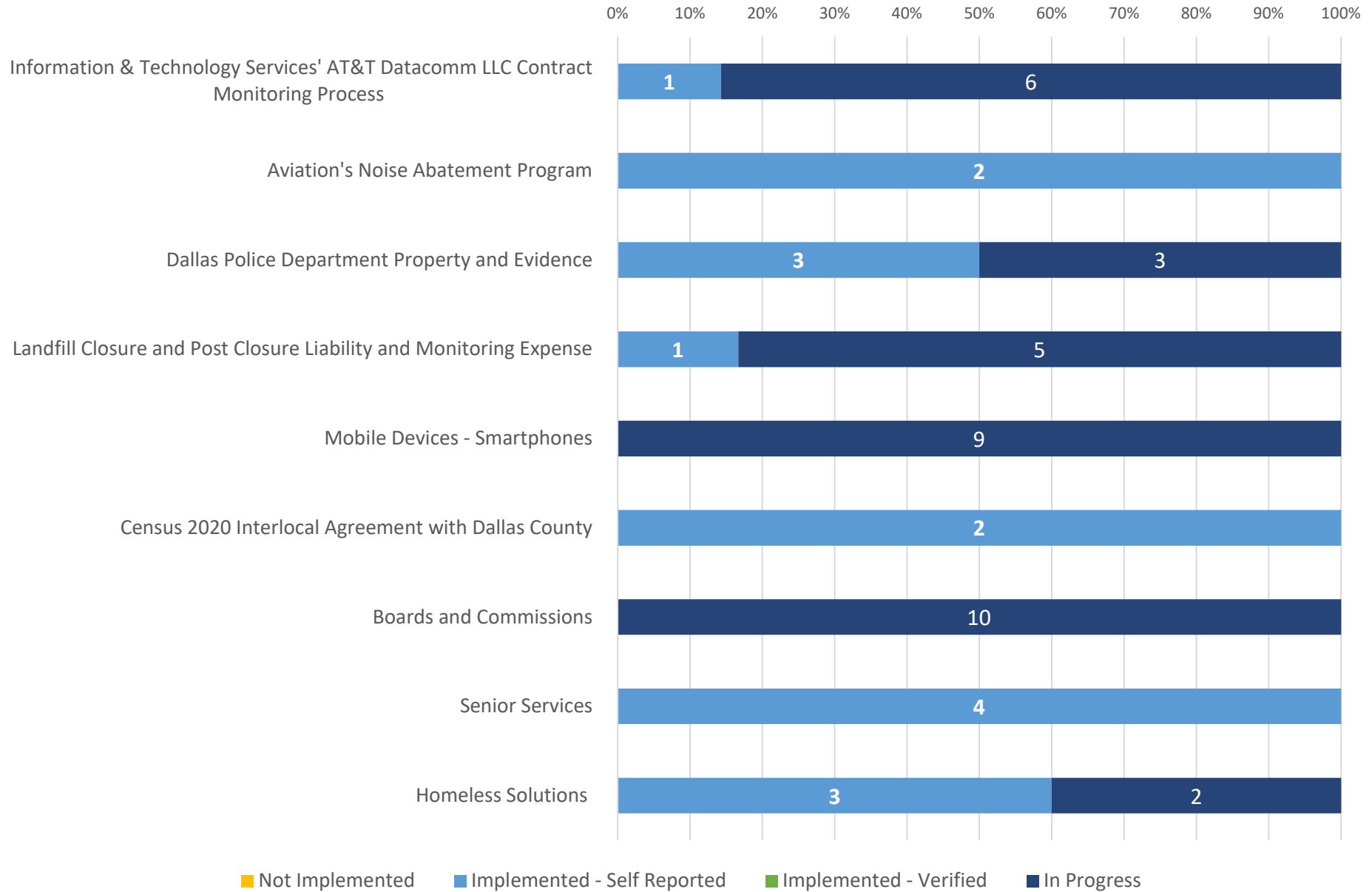
**Performance Audit Reports Released Fiscal Year 2020 (2 Plus Years)**



As of October 31, 2022

**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

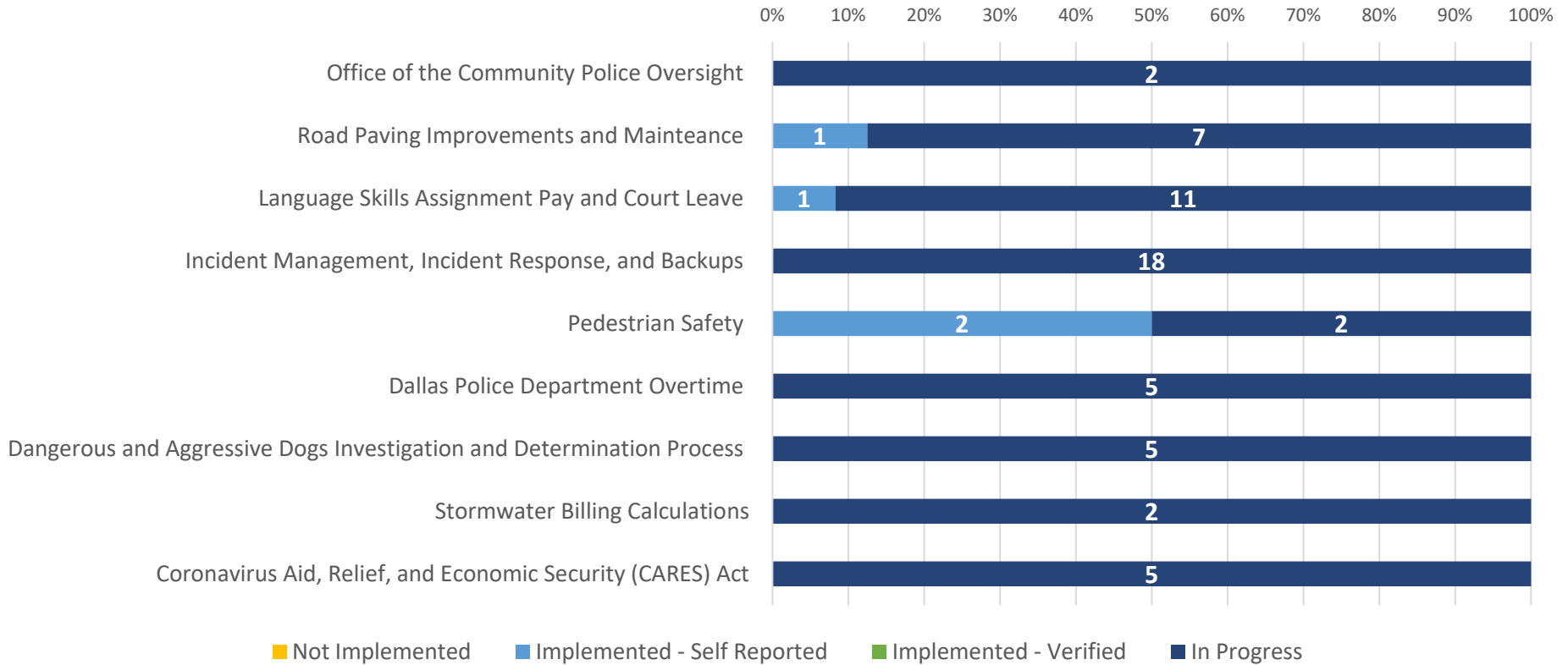
**Performance Audit Reports Released Fiscal Year 2021 (1 Plus Years)**



As of October 31, 2022

**Office of the City Office of the City Auditor  
Accepted Audit Recommendation Implementation Status**

**Performance Audit Reports Released Fiscal Year 2022 (Current)**



# Office of the City Auditor



## Performance Audit Recommendations Implementation Status for Reports Released between Fiscal Years 2016 and 2022

November 15, 2022  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 22-2241

**Item #:** 1.

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GPFM Committee Forecast



# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	PRESENTER(S)
<b>TUESDAY, DECEMBER 13, 2022, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services – Monthly Technology Update and Metrics Review	Andrew Espinoza, Director, Development Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between November 5, 2022 and December 2, 2022	Mark Swann, City Auditor
	Fidelity Investments: Registered Independent Advisors and Personalized Planning & Advice	Katie Hickney, Vice President, Manager Director, Fidelity Investments; Sheri Kowalski, City Controller, City Controller’s Office
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (information as of September 30, 2022)	Budget & Management Services
	Technology Accountability Report (information as of November 30, 2022)	Information & Technology Services
	City Council Operating Activities Governance	Mark Swann, City Auditor
	City of Dallas Quarterly Investment Review	City Controller’s Office
	Accounts Payable Update	City Controller’s Office
<b>TUESDAY, JANUARY 23, 2023, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services – Monthly Technology Update and Metrics Review	Andrew Espinoza, Director, Development Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023	Mark Swann, City Auditor
	Community Development Block Grant - Timely Expenditures of Funds	Janette Weedon, Director, Budget and Management Services
	City Equipment Accident Review	Risk Management
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (information as of November 30, 2022)	Budget & Management Services
	Technology Accountability Report (information as of December 31, 2022)	Information & Technology Services
	Position Classification Action Process	Budget & Management Services