

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, JANUARY 23, 2023

23-0012

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

PRESENT: [7] Mendelsohn, Willis, Atkins (\*\*1:05 p.m.), Bazaldua (\*\*1:36 p.m.),  
\*McGough, Ridley, West

ABSENT: [0]

The meeting was called to order at 1:04 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 3:06 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  
MONDAY, JANUARY 23, 2023

EXHIBIT A

**RECEIVED**

2023 JAN 20 AM 10:50

CITY SECRETARY  
DALLAS, TEXAS

**City of Dallas**

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

**Public Notice**

23 006 1

POSTED CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

January 23, 2023

1:00 PM

## 2023 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

## **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 City Council Government Performance and Financial Management 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 Government Performance and Financial Management Committee will be broadcast live on Spectrum Cable Channel 16 (English) and 95 (Spanish) and online at [bit.ly/cityofdallastv](https://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=m9f5325d1433c1b4cc9fb2e528179394d>

#### Call to Order

#### MINUTES

1. [23-228](#) Approval of the December 13, 2022 Government Performance and Financial Management Committee Meeting Minutes

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

#### BRIEFING ITEMS

- A. [23-220](#) Development Services- Monthly Technology Update and Metrics Review [Andrew Espinoza, Director, Development Services]

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

- B. [23-222](#) Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023 [Mark Swann, City Auditor, Office of the City Auditor]

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

- C. [23-250](#) Audit Recommendation Implementation [Sheri Kowalski, City Controller, City Controller's Office; Kevin Ann Mullen, Assistant Director- Financial Compliance, Auditing & Monitoring, City Controller's Office]

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



- D. [23-223](#) Community Development Block Grant- Timely Expenditures of Funds  
[Janette Weedon, Director, Budget and Management Services]

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

- E. [23-357](#) Update on Inspector General Division of the City Attorney's Office  
[Bart Bevers, Inspector General, City Attorney's Office]

#### **BRIEFINGS BY MEMORANDUM**

- F. [23-225](#) Budget Accountability Report (Information as of November 30, 2022)  
[Budget and Management Services]

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

- G. [23-226](#) Technology Accountability Report (Information as of December 31, 2022)  
[Information and Technology Services]

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

- H. [23-227](#) Position Classification Action Process  
[Budget and Management Services]

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

- I. [23-350](#) Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance  
Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer  
System Revenue Refunding Bonds, Series 2023A  
[City Controller's Office]

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

- J. [23-358](#) Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023:  
Authorizing the Preparation of General Obligation Refunding and  
Improvement Bonds, Series 2023 and Certificates of Obligation, Series  
2023  
[City Controller's Office]

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

- K. [23-397](#) 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  
MONDAY, JANUARY 23, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

Item 1: Approval of the December 13, 2022 Government Performance and Financial Management Committee Meeting Minutes

Councilmember Willis moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

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;
- Vernon Young, Assistant Director, Development Services Department;
- Donald Knight, Assistant City Attorney, City Attorney's Office;
- William Zielinski, Chief Information Officer, City Manager's Office; and
- Danielle Thompson, Director, Office of Procurement Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

BRIEFING ITEMS

Item B: Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor;
- Anatoli Douditski, Auditor Manager, Office of the City Auditor;
- Keith Maddox, Senior Auditor, Office of the City Auditor;
- William Zielinski, Chief Information Officer, City Manager's Office;
- Christina Tsevoukas, Assistant City Attorney, City Attorney's Office; and
- Dianne Gibson, Community Court Administrator, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

BRIEFING ITEMS

Item C:           Audit Recommendation Implementation

The following individuals briefed the committee on the item:

- Sheri Kowalski, City Controller, City Controller's Office; and
- Kevin Ann Mullen, Assistant Director- Financial Compliance, Auditing & Monitoring, City Controller's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

BRIEFING ITEMS

Item D: Community Development Block Grant- Timely Expenditures of Funds

The following individuals briefed the committee on the item:

- Janette Weedon, Director, Budget and Management Services;
- Chanillen Williams, Assistant Director, Budget and Management Services;
- Ausencio Vicente, Manager, Budget and Management Services;
- Cynthia Rogers-Ellickson, Assistant Director, Housing & Neighborhood Association; and
- Thor Erickson, Assistant Director, Housing & Neighborhood Association



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023

BRIEFING ITEMS

Item E: Update on Inspector General Division of the City Attorney's Office

The following individual briefed the committee on the item:

- Bart Bevers, Inspector General, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 23, 2023 GPFM Committee Forecast

BRIEFING BY MEMORANDUM

- Item F: Budget Accountability Report (Information as of November 30, 2022)
- Item G: Technology Accountability Report (Information as of December 31, 2022)
- Items H: Position Classification Action Process
- Item I: Governance of City Council Members' Operating Activities and Recommendations
- Item J: Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A
- Item J: Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 2023 and Certificates of Obligation, Series 2023
- Item K: GPFM Committee Forecast

The committee discussed all items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, JANUARY 23, 2023

EXHIBIT C



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-220

**Item #:** A.

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



# Development Services Monthly Technology and Metrics Review

Government Performance &  
Financial Management Committee  
January 23, 2023

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



City of Dallas

# Presentation Overview

- Technology
- Residential Permits
- Recruitment and Onboarding
- Outreach and Communications
- Next Steps



# Technology

- Development Services continues to work with ITS on a list of proposed enhancements to Project Dox.
- The enhancements that can be developed and implemented internally by ITS staff, are currently in progress. These primarily include improvements to the Online Application System.
- Those enhancements that cannot be developed by ITS staff, have been sent to the vendor for cost and time estimates to determine implementation timeline.

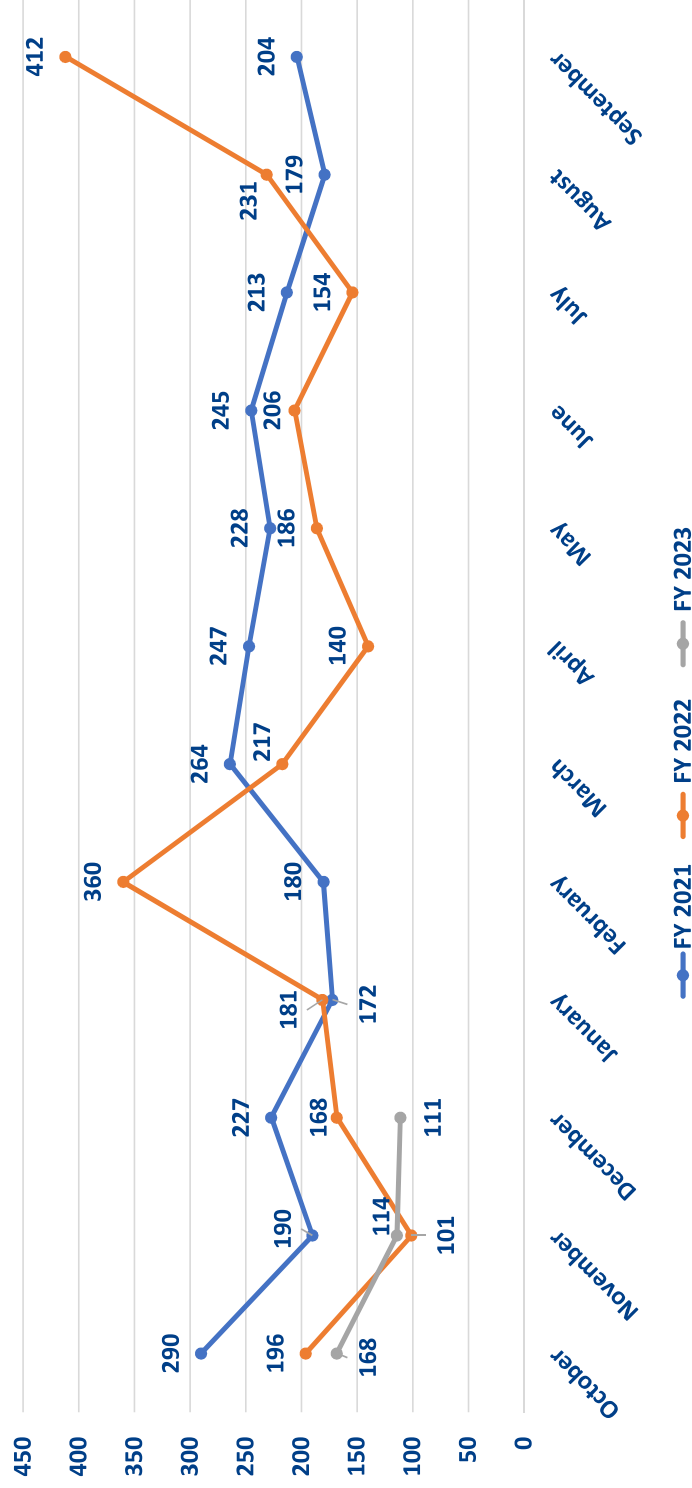




# Residential Permit Volume



New Single Family Permits Created



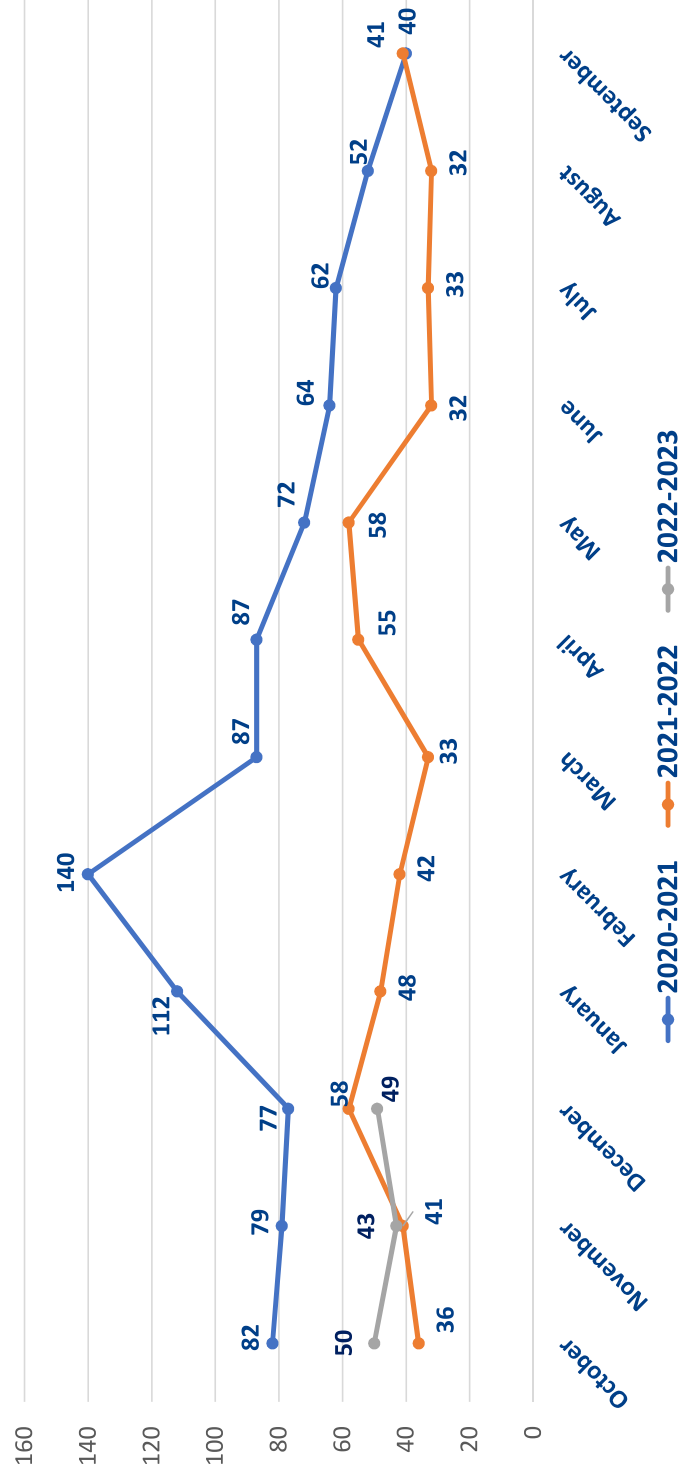
A total of 111 permits were processed for the month. This represents a 3% decrease compared to the previous month.



# Residential Permit Average Turnaround



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

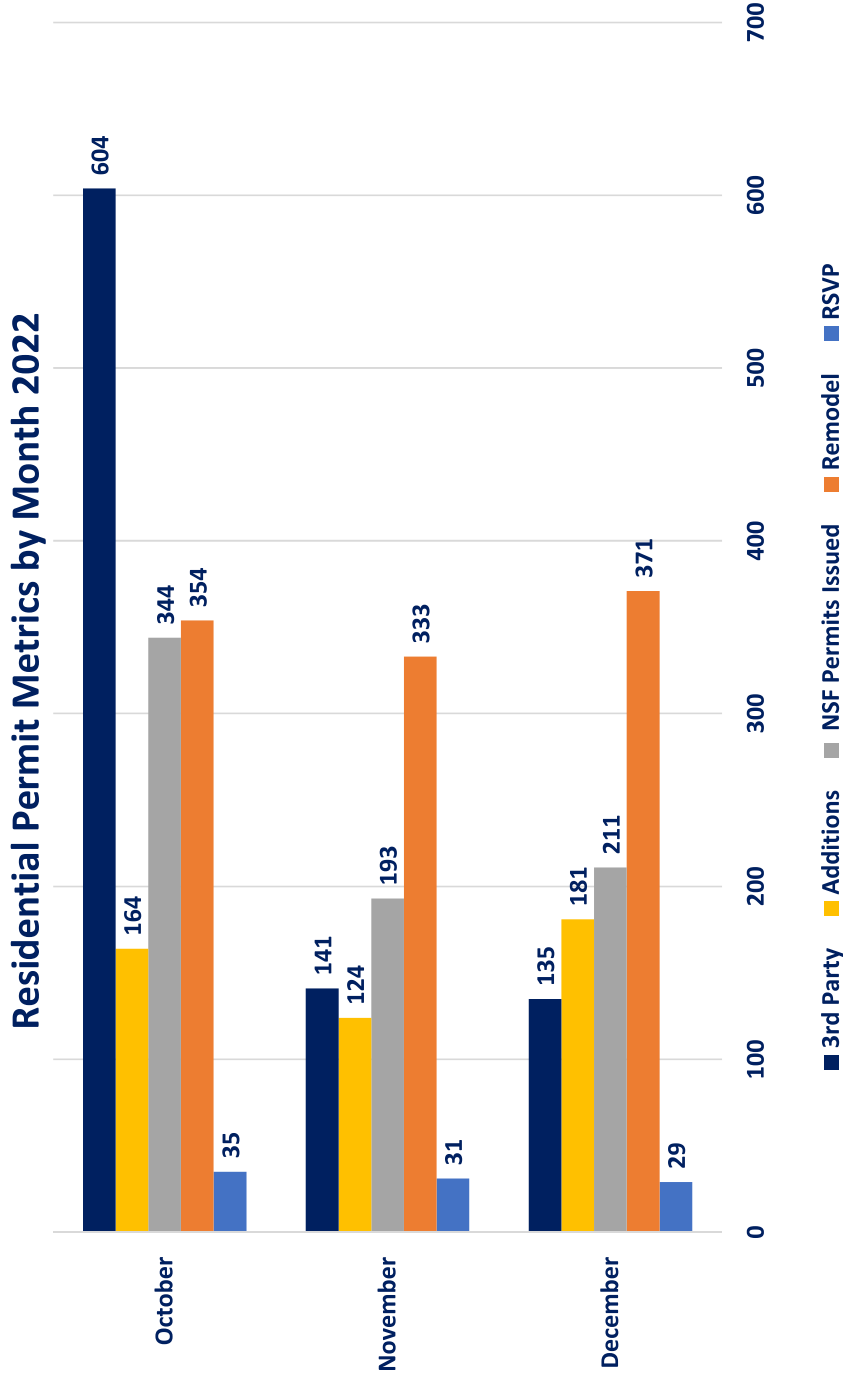


An increase of 6 days to issue new single-family permits from the previous month.

Note: 211 NSF permits were issued in December 2022 and of these 35 were more than 6 months old.



# Residential Permit Average Metrics



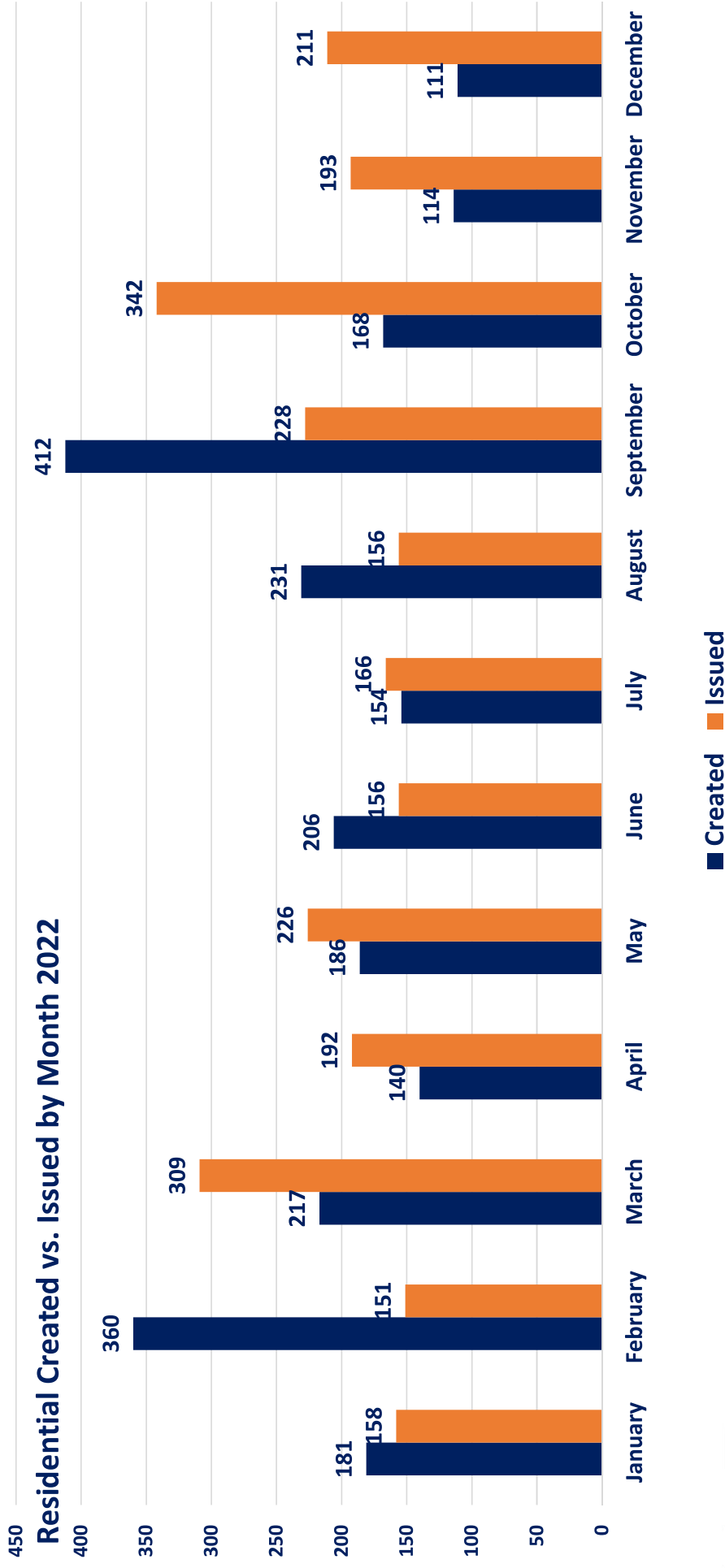
29 RSVP New Single-Family permits issued the same day.

211 NSF permits issued for the month.

Third Party Vendors performed 135 reviews for the month.



# New Single Family Residential Permits



# Residential Permit Performance Goals



*Goal: Perform Initial Review within 15 days.*

Initial Review	July	August	September	October	November	December
# of Days RES Zoning	43	44	40	36	26	8
# of Days RES New/Addition Building Review	11	12.5	10.5	9	3	8

Initial Review	July	August	September	October	November	December
% on Time RES Zoning	11%	6%	11%	14%	31%	94%
% on Time RES New/Addition Building	71%	61%	72%	87%	91%	94%



# Recruitment and Onboarding

Month	Total Positions	Vacant Positions	Vacancy Rate	New Hires	Internal Dept. Lateral Promotions	External Dept. Lateral Promotions	Total Hires	Attrition
January	286	43	15%	6	0	0	6	2
February	286	40	13%	0	0	0	0	1
March	286	43	15%	1	0	0	1	3
April	286	44	15%	2	0	0	2	4
May *	326	77	23%	7	0	0	7	4
June	327	77	23%	7	0	0	7	4
July**	342	92	26%	2	0	0	2	4
August	342	73	21%	13	5	11	29	3
September	342	75	21%	5	1	0	6	7
October	345	81	23%	8	2	2	12	5
November	345	74	21%	6	4	3	13	3
December	345	72	21%	1	3	1	5	2
<b>Department Totals</b>				<b>58</b>	<b>15</b>	<b>17</b>	<b>90</b>	<b>42</b>

Note\*: 39 new positions added to Department Budget.

Note\*\*: 15 new positions added to Department Budget.



# Communications & Outreach

## • Social Media Metrics (last six months)

- Facebook
  - Facebook Followers – 1,571
  - Facebook Page Reach\* – 26,377
- Instagram Followers
  - Instagram Followers - 130
  - Instagram Page Reach – 26,589

## • Email Marketing

- 671 subscribers/contacts added since June 2022
- 12,660 sends (the # of individual emails sent)
- 6,395 opens (53% open rate is 14% higher than industry average)

\*The # of people that saw at least one post



# Communications & Outreach

## • DSD Ongoing Outreach

- Participated in approximately 35 external outreach engagements since June 2022

## • Upcoming Outreach

- Pop Up Permit Saturday – January 20, 2023
- DISD Career & Technical Education (CTE) engagement – January 2023
- 24 Hour Dallas-Dallas Clubs, Pubs, and Bars Meeting/Promoter Registration Clinic- January 2023
- Continue Lunch and Learn Series restarting in January 2023





# Communications & Outreach

- **Customer Service Feedback Survey**
  - 47 responses for December/84% satisfaction rate
  - 38 out of 45 respondents Strongly Agree they are satisfied with the service received.
  - To date, 321 surveys received since June 2022
    - 274 respondents provided positive feedback
    - 85% overall satisfaction rate



## Next Steps

- Continue to work with ITS, Procurement, CAO, and Vendor to complete Statement of Work
- Continue our outreach and Lunch & Learn Series
- Continue to partner with HR and Onboarding on recruitment efforts
- Roll out our public facing single family permitting metric dashboard (January 2023)
- Launch Affordable Housing and 2nd QTeam



# Development Services Monthly Technology and Metrics Review

Government Performance &  
Financial Management Committee  
December 23, 2023

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



City of Dallas



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-222

**Item #:** B.

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Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022  
and January 13, 2023

[Mark Swann, City Auditor, Office of the City Auditor]



# Office of the City Auditor

Auditor Briefing Update

Reports Released between December 3,  
2022 and January 13, 2023

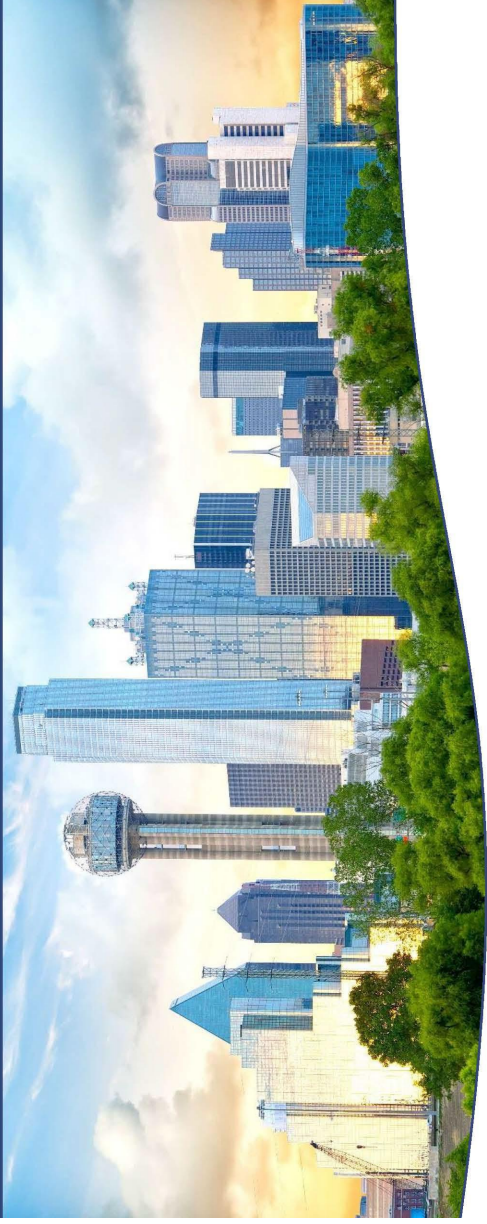


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January 23, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





# Audit of Internal Controls – South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

December 29, 2022

Mark S. Swann, City Auditor

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	Council Members
Mayor Eric Johnson	Omar Narvaez Tennell Atkins
Mayor Pro Tem Carolyn King Arnold	Paul E. Ridley Jaynie Schultz
Deputy Mayor Pro Tem Omar Narvaez	Casey Thomas, II Chad West Gay Donnell Willis
	B. Adam McGough Cara Mendelsohn Jesse Moreno

# Report Issued – December 29, 2022

## Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

### Objective and Scope

The objective of this audit were to determine whether:

1. Controls are in place to ensure that the financial and operational activities of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures.
2. Case files are complete, accurate, and secured.
3. Case disposition changes are authorized and recorded.

The scope of the audit included fiscal years 2018 through 2020.



# Report Issued – December 29, 2022

## Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

### Observed Conditions

The following internal controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court require improvement:

- Monitoring of subrecipients.
- The accuracy and completeness of program participants' paper case files and electronic files in the Caseworthy system.
- Protecting case files from unauthorized access.
- The processing and timely handling of invoices for treatment services.

# Report Issued – December 29, 2022

## Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

### Recommendations

**A.1:** Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured. **(Accept Risk)**

**B.1:** Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to:

- Develop a checklist for file documentation,
- Establish a filing system that incorporates information from paper and electronic files.
- Improve communication between court and community service personnel.
- Train staff on all system capabilities.
- Develop a quality control review system. **(Accept Risk)**

# Report Issued – December 29, 2022

## Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

### Recommendations

- C.1:** Ensure compliance with the City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court. **(Agree)**
- D.1:** Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely. **(Accept Risk)**

# Office of the City Auditor

Auditor Briefing Update

Reports Released between December 3,  
2022 and January 13, 2023



January 23, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



# APPENDIX – Audit Reports

Here is the final report and link for your reference.

January Update:

- [Audit of Internal Controls at South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court](#)



# Audit of Internal Controls – South Dallas Drug Court and South Oak Cliff Veterans’ Treatment Court

December 29, 2022  
Mark S. Swann, City Auditor

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## Mayor

Eric Johnson

## Mayor Pro Tem

Carolyn King Arnold

## Deputy Mayor Pro Tem

Omar Narvaez

## Council Members

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Chad West

Gay Donnell Willis



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# Executive Summary

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## Objective and Scope

The objectives of this audit were to determine whether: (1) controls are in place to ensure that the financial and operational activities of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures; (2) case files are complete, accurate, and secured; and (3) case disposition changes are authorized and recorded.

The audit scope included fiscal years 2018 through 2020.

## Recommendations

We recommend the City Attorney:

- Develop and implement written work instructions and onsite observation procedures to monitor work and services provided and verify that providers are properly licensed and insured.
- Develop a checklist, establish a filing system for case files, improve communication, train staff, and develop a quality control review system.
- Limit access to Caseworthy client files to authorized users only.
- Develop and implement written procedures and work instructions on how to review, verify, approve, and document invoices and supporting documents timely.

## Background

South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court are part of a Community Court Section in the City Attorney's Office.

The South Dallas Drug Court handles cases involving substance abuse and is funded by a grant of over \$300,000 per year from the Substance Abuse and Mental Health Services Administration.

The South Oak Cliff Veterans' Treatment Court handles cases involving veterans with substance abuse and mental health disorder and is funded by a grant ranging from \$75,000 to \$100,000 per year (for fiscal years 2019 and 2020, respectively) from the Texas Veterans' Commission.

In lieu of court costs and tickets, program participants are ordered to perform supervised community service in the community where the crime was committed.

Additionally, social workers assist participants with rehabilitative services, finding employment, job training programs, etc. Upon successful completion of the conditions of the probation, each participant's Class C misdemeanor is dismissed.

## Observed Conditions

The following internal controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court require improvement:

- Monitoring of subrecipients.
- The accuracy and completeness of program participants' paper case files and electronic files in the Caseworthy system.
- Protecting case files from unauthorized access.
- The processing and timely handling of invoices for treatment services.



## Objectives and Conclusions

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1. Are case disposition changes authorized and recorded?

**Yes.** During fiscal years 2019 through 2020, the South Oak Cliff Veterans' Treatment Court program participants completed their assigned treatment and community service before their cases were dismissed at the Municipal Court.

A review of a random sample of 25 out of a total population of 44 offenders who completed their assigned treatment and community service at the South Oak Cliff Veterans' Treatment Court shows that all 25 had their case dismissals authorized by a Municipal Judge and recorded in the Municipal Court record system.

2. Are controls in place to ensure that the financial and operational activities of the South Dallas Drug Treatment Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures?

**No.** The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court do not have clearly defined written procedures to ensure that the financial and operational activities comply with applicable City of Dallas procedures. Monitoring of work performed by subrecipients needs improvement. The Treatment Courts management did not monitor subrecipients to ensure treatment providers:

- Have professional certifications and licenses.
- Maintain required insurance.
- Invoice the City for eligible services provided to eligible individuals.
- Invoice the City for eligible services at the contractually agreed rates. (See [Observation A](#) and [Observation D](#).)

3. Are case files complete and accurate?

**No.** Paper case files and electronic files in the Caseworthy system for the program participants of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court do not include complete and accurate records of participants' progress, compliance, successful completion of treatment, and community service hours. In addition, the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management could not provide a reliable listing of current and past participants. (See [Observation B](#).)

4. Are electronic case files secure?

**No.** Case files stored in the Caseworthy electronic database system are not always protected from unauthorized access. A total of 38 current and former city employees are shown as having access to the Caseworthy database files with 10 of the 38 users (26 percent) no longer employed with the City of Dallas. (See [Observation C](#).)

## Audit Results

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Administrative Directive 4-09, *Internal Control* and City Council Resolution 88-3428 prescribe policies for the City to establish and maintain an internal control system. The audit observations listed assist management in fulfilling their internal control responsibilities.

### **Observation A:** Compliance with Administrative Directive 4-09, Internal Controls

The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court (Treatment Courts) management did not monitor subrecipients as required by Administrative Directive 4-09, *Internal Control* and City Council Resolution 88-3428. The Treatment Courts enter into annual contracts with subrecipients who provide a list of agreed upon services. The subrecipients are reimbursed for eligible program costs that comply with the contract and are reasonable and consistent with industry norms. Subrecipients are required to supply sufficient documentation to substantiate expenditures.

However, Treatment Courts' management did not:

- Monitor subrecipients' compliance with insurance requirements. A judgmental sample of 26 contracts showed:
  - Eight contracts (31 percent) did not include an insurance compliance memo to indicate that they underwent a risk and insurance compliance review by the City's Office of Risk Management.
  - Four contracts (15 percent) did not include documentation of insurance.
  - One contract (4 percent) did not include a Workers Compensation and Employer's Liability insurance certificate.
- Verify treatment providers are professionally certified and/or licensed.
- Monitor and review contractual language within the engagement letter submitted by a subrecipient. Specifically, a subrecipient included language in its engagement letter that additional fees would be charged to participants even though the program is free and paid for with federal grant money. It is unclear if program participants paid for free services because the documentation attached to the invoices is incomplete and inconsistent. (See [Observation D](#)).

The Treatment Courts management does not have clearly defined written monitoring procedures. In addition, there is no documentation of onsite meetings with subrecipients to monitor work performed and services received by participants.

In the absence of clearly defined monitoring controls over the Treatments Courts, the City Attorney's Office cannot attest that the financial and operational activities of the Treatment Courts comply with applicable City of Dallas procedures and federal and state grant requirements.

## Criteria

- ❖ Standards for Internal Control in the Federal Government
  - *Principle 10 – Design Control Activities*
  - *Principle 16 – Perform Monitoring Activities*
- ❖ Dallas City Council Resolution 88-3428
- ❖ The South Dallas Drug Court Manual, Section: *“Treatment Providers”*
- ❖ South Dallas Treatment Drug Court Subrecipient Agreement
- ❖ Texas Veterans Commission Grant Program Requirement and Terms and Conditions, Section XXVIII. *Permits, Certifications, and Licenses.*

Assessed Risk Rating:

**Low**

We recommend the **City Attorney**:

**A. 1:** Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans’ Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured.

## Observation B: Completeness and Accuracy of Case Files

Some of the paper case files and electronic files in the Caseworthy system<sup>1</sup> for the program participants of the Treatment Courts do not provide accurate records of participant progress, compliance, successful completion of treatment, and community service hours. In addition, the Treatment Courts could not provide a reliable listing of participants that were enrolled in the program during the audit period from October 1, 2017, through September 30, 2020.

As a result, there is no reliable record that all treatment participants have complied with program requirements before the dismissal of charges.

The Treatment Courts' program personnel keep documents related to each program participant's pleas, sentences, treatment program, and treatment progress in Caseworthy electronic case files with paper copies in paper case files.

A judgmental sample of 25 participants' case files at the South Dallas Drug Court showed that:

- Two participants' (8 percent) paper case files could not be located.
- One participant's (4 percent) electronic file was not in the Caseworthy system.
- One participant's (4 percent) electronic file in the Caseworthy system had two different profiles with different dates of birth.
- Twenty participants (80 percent) did not designate an organization, agency, or person to release confidential information.
- Thirteen participants (52 percent) did not have a stated outcome (graduated, dismissed, transferred, or other).
- Ten participants (40 percent) did not have documentation of completion of community service hours.

A judgmental sample of 24 participants' case files at the South Oak Cliff Veterans' Treatment Court showed that:

- One participant (4 percent) had two profiles under different versions of a name.
- Twenty-four participants (100 percent) did not have an assessment and evaluation form completed.
- Eighteen participants (75 percent) did not have written permission to share participant information.
- Ten participants (42 percent) did not have all the required documents for acceptance into the program.

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<sup>1</sup> Caseworthy is an Enterprise Content Management database used by the City of Dallas Community Courts to document and share information between social services coordinators, community services coordinators, and prosecutors. The system is provided through a third party - Dallas Metro Homeless Alliance.

Treatment Courts' case file documentation inconsistency and unreliability is due to the following:

- No checklist on what documentation should be included in the files.
- Court personnel maintain a parallel filing system by keeping emails and paper "Staffing Sheets"<sup>2</sup> in numerous binders before updating the case files.
- Communication gaps between the courts and community service personnel.
- Insufficient training for court personnel on how to use all features and capabilities of the Caseworthy system to efficiently record, document, and track program participant cases.
- Lack of a quality control review procedure for the accuracy and completeness of electronic and paper case files.

#### Criteria

- ❖ Standards for Internal Control in the Federal Government,
  - *Principle 10 – Design Control Activities*
  - *Principle 16 – Perform Monitoring Activities*
- ❖ Dallas City Council Resolution 88-3428

Assessed Risk Rating:

**Low**

We recommend the **City Attorney**:

**B.1:** Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to:

- Develop a checklist for file documentation,
- Establish a filing system that incorporates information from paper and electronic files.
- Improve communication between court and community service personnel.
- Train staff on all system capabilities.
- Develop a quality control review system.

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<sup>2</sup> "Staffing Sheets" include all service provider updates and drug testing dates and results.

## Observation C: Case File Security

Case files stored in the Caseworthy electronic database system are not always protected from unauthorized access.

A review of 38 employees having access to the Caseworthy database system showed 10 employees (26.3 percent) were still listed as active users in Caseworthy, although these individuals were no longer employed with the City of Dallas.

As a result, sensitive client information is vulnerable to tampering and unauthorized disclosure.

The City Attorney's Office did not limit access to the Caseworthy system to active users whose job duties require them to access client files at the Treatment Courts. In addition, the Treatment Courts do not follow the City's Enterprise Security Standard, and do not review user accounts, disable accounts of employees transitioning out of the department, and revoke access of users no longer employed with the City of Dallas.

### Criteria

- ❖ Standards for Internal Control in the Federal Government
  - *Principle 10 – Design Control Activities*
  - *Principle 16 – Perform Monitoring Activities*
- ❖ Administrative Directive 2-24 *Computer Security*
- ❖ Code of Federal Regulations, *Title 42, Chapter I, Subchapter A, Part 2, § 2.16 Security for records.*
- ❖ City of Dallas *Enterprise Security Standard*

Assessed Risk Rating:

**Low**

We recommend the **City Attorney**:

- C.1:** Ensure compliance with the City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court.

## Observation D: Invoice Processing

The processing of invoices for treatment services provided at the Treatment Courts is inconsistent and does not show evidence that the City Attorney's Office only paid for eligible services provided to eligible individuals on a timely basis.

As a result, the reliability of invoices used to determine payment for eligible services for eligible individuals is uncertain.

A judgmental sample of 35 invoices paid shows inconsistent review and payment practices:

- Thirty-five invoices (100 percent) either did not provide the cumulative amount requested to date or listed an incorrect amount per the contract requirements.
- Twenty-five invoices (71 percent) did not have sufficient or accurate supporting documentation.
- Nine invoices (26 percent) showed billing rates used to compute the total invoice that do not match the contract.
- Five invoices (14 percent) did not specify the date service was provided.
- Four invoices (11 percent) did not provide a name for whom services were provided.
- One invoice (3 percent) was submitted for services provided before contract execution.

In addition, a judgmental sample of 4 of the 35 invoices (11 percent) shows a longtime lapse between the date services were provided, invoice date, date stamped as received by the City Attorney, and date of check (See [Exhibit 1](#) for examples).

**Exhibit 1**

Length of Time Between Invoice and Payment (days)

Heading	Sample Invoice #1	Sample Invoice #2	Sample Invoice #3	Sample Invoice #4
Invoice Amount	\$1,083	\$1,158	\$3,800	\$3,107
Date Service Provided	3/31/2018	4/26/2018	8/31/2018	9/20/2019
Invoice Dated	9/17/2018	9/17/2018	9/6/2018	10/15/2019
Days between service date and invoice date	170	144	6	25
Date Stamped Received by City Attorney	11/7/2018	11/7/2018	9/10/2018	10/24/2019
Days between invoice date and Date received by City Attorney	51	51	4	9
Date of City's Reimbursement Check	11/9/2018	11/9/2018	2/1/2019	2/10/2020
Days between the Date received and the date of the reimbursement check	2	2	144	109
Total Days between Service and Reimbursement	223	197	154	143

The City Attorney's Office does not have written procedures and work instructions on what supporting documentation should accompany an invoice nor how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals in a timely manner.

Criteria

- ❖ Standards for Internal Control in the Federal Government
  - *Principle 10 – Design Control Activities*
  - *Principle 16 – Perform Monitoring Activities*
- ❖ Dallas City Council Resolution 88-3428
- ❖ City Attorney's Office Accounts Payable 101
- ❖ Texas Government Code, Chapter 2251

Assessed Risk Rating:

**Low**

We recommend the **City Attorney:**

- D.1:** Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely.



## Appendix A: Background and Methodology

### Background

The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court are part of a Community Court Section in the City Attorney's Office. The South Dallas Drug Court opened in 2014, and the South Oak Cliff Veterans' Treatment Court opened in 2016.

### South Dallas Drug Court

The South Dallas Drug Court provides wrap-around services to high risk, high needs individuals who have outstanding Class C misdemeanors with the City of Dallas. Services include, but are not limited to, comprehensive case management, life skills classes, support groups, drug treatment, mental health treatment, individual and family counseling, therapeutic treatment experiences, social integration, and housing assistance to help participants become productive members of society. The South Dallas Drug Court is funded by a grant from the U.S. Department of Health & Human Services Substance Abuse and Mental Health Services Administration. It is important to note that the project period (September 30 – September 29) does not align with the City's fiscal year (October 1 – September 30). The scope of the audit covers the City's fiscal years 2018 – 2020. During this timeframe, there were two separate grant agreements, goals, and budgets for the South Dallas Drug Court.

The City's fiscal year 2018 was the last year of the previous four-year grant period. The program's goal was to assess 60 defendants per year. For the City's fiscal years 2019 and 2020, the program goal was to assess 75 defendants per year, with a 25 percent increase in the last two years (not included in the scope of the audit). In 2020, the South Dallas Drug Court enrolled 143 defendants.

### South Oak Cliff Veterans' Treatment Court

Veterans with a substance abuse disorder and/or mental health issue who have at least one outstanding City of Dallas Class C misdemeanor citation are eligible to participate in the South Oak Cliff Veterans' Treatment Court, which provides similar services as the South Dallas Drug Court to veterans. The court is funded by a grant from the State of Texas Veterans' Commission. The Veterans Treatment Court project period (July 1 – June 30) does not align with the city's fiscal year (October 1 – September 30).

For fiscal year 2017-2018 documents, invoices were not observed because the Veterans Treatment Court was not in operation. Participants were funneled through the non-specialty community courts, drug court, or referred out to partner agencies, if applicable.

In lieu of court costs and tickets, program participants are ordered to perform supervised community service in the community where the crime was committed. Participants are assessed to determine what types of community service projects can be assigned. Occasionally, the community service requirement can be waived by the judge if a defendant has a mental or physical disability that prevents them from performing community service.

Additionally, social workers assist participants with rehabilitative services, finding employment, job

training programs, acquiring state identification, re-establishing federal benefits, code classes, life skills classes, anger management classes, protective orders, housing referrals, rental and utility assistance, financial literacy classes, etc. Upon successful completion of the conditions of the probation, each participant's Class C misdemeanor is dismissed.

Unlike the South Dallas Drug Court, the Veterans' Treatment Court program goals and budget is on a year-to-year basis. For fiscal year, 2017-2018, the Veterans Treatment Court was not in operation. Participants were funneled through the non-specialty community courts, drug court, or referred to partner agencies, if applicable. The Veterans' Treatment Court's program goal was to assess 60 veterans for fiscal year 2019 and 2020. The Veterans Treatment Court is on track to meeting its goal with a current enrollment of 55 veterans and 37 veterans who have completed and graduated from the program.

## Methodology

The audit methodology included:

- Interviewing personnel from the City Attorney's Office, Municipal Court, and other city departments.
- Reviewing policies and procedures, city directives, requests for proposals, and contract agreements.
- Reviewing random and judgmental samples of invoices, payments, and participant records.
- Considering all five internal control components of *Standards for Internal Control in the Federal Government*.
- Covering the period from October 1, 2017, through September 30, 2020.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

## Major Contributors to the Report

Keith Maddox, MBA, CIA, CGAP – In-Charge Auditor  
Anatoli Douditski, MPA, CIA, ACDA – Engagement Manager  
Kimberly Bernsen, MPA

## Appendix B: Management's Response

DATE December 14, 2022  
TO Mark S. Swann, City Auditor  
SUBJECT Response to the Audit of Internal Controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

This memorandum acknowledges that the City Attorney's Office received the Audit of Internal Controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court and submitted responses to the recommendations.

The City Attorney's Office believes it is important to provide transparency and accountability to all residents. The Community Courts Section focuses on rehabilitating and assisting defendants while at the same time helping to restore the community by having some defendants perform community service. Community Courts social workers assist participants with rehabilitative services, finding employment, job training programs, acquiring state identification, re-establishing federal benefits, code classes, life skills classes, anger management classes, protective orders, housing referrals, rental and utility assistance, financial literacy classes, etc. The Community Courts can provide these unique services geared toward our veterans and high risk, high needs population through its specialty courts. While the audit observed low risk ratings in its review of the specialty courts, we recognized that there are always opportunities for improvement.

To enhance our program, the City Attorney's Office will be:

- Reviewing current work instructions and procedures and make any necessary revisions regarding onsite observations, court operations, payment processing, and compliance checks.
- Collaborating with the Office of Risk Management to review the city's current process regarding vendor licensing and make any necessary revisions.
- Continuing to monitor employees' access to the Caseworthy system and remove them in a timely manner once they leave the City Attorney's Office.

Sincerely,

*s/ Christopher J. Caso*

CHRISTOPHER J. CASO  
City Attorney

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
<b>Low</b>	<p><b>We recommend the City Attorney:</b></p> <p><b>A.1:</b> Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured.</p>	<p>The City Attorney's Office has comprehensive procedures addressing these observations. However, we will review our procedures and make any necessary revisions.</p>	01/09/2023	06/09/2023
<b>Low</b>	<p><b>B.1:</b> Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to:</p> <ul style="list-style-type: none"> <li>• Develop a checklist for file documentation.</li> <li>• Establish a filing system that incorporates information from paper and electronic files.</li> <li>• Improve communication between court and community service personnel.</li> <li>• Train staff on all system capabilities.</li> <li>• Develop a quality control review system.</li> </ul>	<p>The City Attorney's Office has comprehensive procedures addressing these observations. However, we will review our procedures and make any necessary revisions. We will continue to improve communications and enhance training for individuals (internal and external) assisting with these programs.</p>	01/09/2023	06/09/2023

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
Low	<b>C.1:</b> Ensure compliance with City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court.	<b>Agree:</b> We will continue to monitor employees' access to the Caseworthy system and remove them in a timely manner once they leave the City Attorney's Office.	01/09/2023	06/09/2023
Low	<b>D.1:</b> Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely.	<b>Accept Risk:</b> The City Attorney's Office has established payment processing procedures. We will review the procedures and make any necessary revisions.	01/09/2023	06/09/2023



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-250

**Item #:** C.

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Audit Recommendation Implementation

[Sheri Kowalski, City Controller, City Controller's Office; Kevin Ann Mullen, Assistant Director-Financial Compliance, Auditing & Monitoring, City Controller's Office]





**City of Dallas**

# **Audit Recommendation Implementation**

**Government Performance and  
Financial Management Committee  
January 23, 2023**

Sheri Kowalski, City Controller  
Kevin Ann Mullen, Assistant Director  
City Controller's Office  
City of Dallas



# Presentation Overview

- Purpose
- Team
- Work
- Progress
- Future



## Purpose – Why we exist

- For audit recommendations from 2016 through 2018, the City Auditor’s Office reported a 40% implementation rate
- To address this concern, the City Manager’s Office transferred positions from the Internal Control Task Force to the City Controller’s Office in May 2018 to improve audit implementation rates and internal controls
- In 2019, the City Manager approved a reorganization of this group and created the Financial Compliance, Auditing and Monitoring (“FCAM”) group within the City Controller’s Office
- This newly formed group added an Assistant Director to lead the team of the three (3) audit professionals



# The Team – Who we are



**Kevin Ann Mullen, CPA –  
Assistant Director  
(January 2022)**

- Experience*
- Municipal Government – 12 years
    - Capital Projects – \$350M reporting
    - Accounting / Finance – ACFR, SEFA, and compliance reporting.
    - Treasury – Debt, Investments and full banking services.
  - Other Industries:
    - Financial services
    - Commercial construction
    - Real estate
    - Manufacturing
    - Electrical & renewable energy

*Education & Certifications*

- University of Texas at Austin – B.B.A. in Accounting
- Texas Certified Public Accountant (CPA)

*Professional Memberships & Awards*

- Governmental Finance Officers Association (GFOA)
- Whatever It Takes Award – City of Denton
- Leadership Excellence Award – City of Denton
- Office of Emergency Management Appreciation Award for FEMA work



**Yesenia Lopez, CPA – CCO  
Program Administrator  
(April 2022)**

- Experience*
- Municipal Government – 2 years
    - Controller and Assistant Controller
  - Public Accounting – 5 years
    - External auditor and supervisor of ACFR, Single Audits, and compliance audits
    - Specialization in public sector clients that included airports, healthcare, state and local entities, and universities

*Education & Certifications*

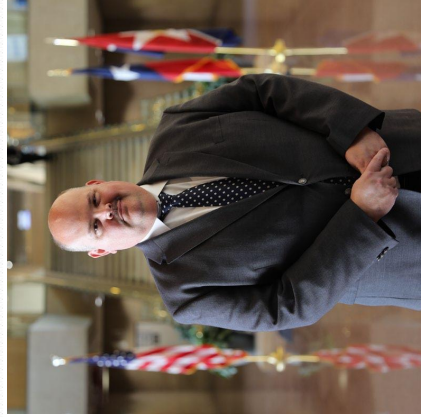
- University of Texas at Dallas – B.S. & M.S. in Accounting
- Texas Certified Public Accountant (CPA)

*Professional Memberships & Awards*

- American Institute of Certified Public Accountants (AICPA)



# The Team – Who we are



**JK Brill**  
**Financial Compliance Manager**  
**(March 2013)**

*Experience*

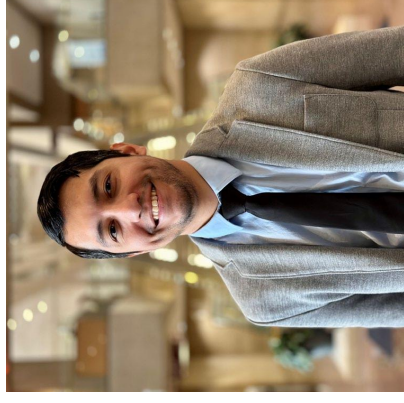
- City of Dallas, Manager – 9 years
  - Audit support, writing procedures and process narratives, special projects
  - Administrative Directives – Administer the AD process
  - Internal Control reviews
- Prior Experience – 5 years
  - Internal audit
  - Attestation
  - Special projects

*Education & Certifications*

- University of Oklahoma, M.B.A.
- Texas Christian University, B.B.A. in Finance and Marketing

*Professional Memberships & Awards*

- Institute of Internal Auditors



**Scott Vigil**  
**Senior Auditor**  
**(January 2023)**

*Experience*

- State Agency, Auditor – 5 years
  - Excise tax and compliance audits
  - Compliance inspections
  - Complaint investigations

*Education & Certifications*

- Texas A&M International University, B.B.A. in Accounting

*Professional Memberships & Awards*

- TABC 2019 Regional Best of the Best award



## Work – What we do

- Partner with departments and the City Auditor’s Office in all phases of an audit
- Assist departments in responding to and implementing audit recommendations
- Review all audit recommendations becoming due in a fiscal year and work with the departments to validate that the audit recommendations have been implemented and that the associated risks in the audit report have been mitigated



## Work – What we do

- Measure key metrics to improve internal controls, drive change and improve financial operations
- Lead monthly Executive Finance Controls Committee meeting with Deputy City Managers and Assistant City Managers
- Updating administrative directives



## Work – What we do

- Conducting annual internal control self-assessment review
- Consultation and training
- Automating processes related to audit recommendations and internal control self-assessment



## Progress – What we have gotten done

- From FY19 through FY22 the FCAM group reviewed departmental responses to every audit recommendation
- The implementation rate based on the due date of the recommendation increased to over 90%





## Progress – Update on 2016 through 2018 audit recommendations

- At the 11/15/22 GPFM the City Auditor reported that 85 audit recommendations from 2016 through 2018 had not been implemented
- The FCAM team immediately began reviewing the 85 open recommendations and began contacting the 19 city departments to determine the implementation status of these recommendations
- At the 12/13/22 GPFM meeting we reported the FCAM group had reviewed over 50% of the open recommendations and that over 77% of those reviewed had been implemented and that the City Auditor had granted and extensions for the remainder



## Progress – Update on the 2016 through 2018 audit recommendations

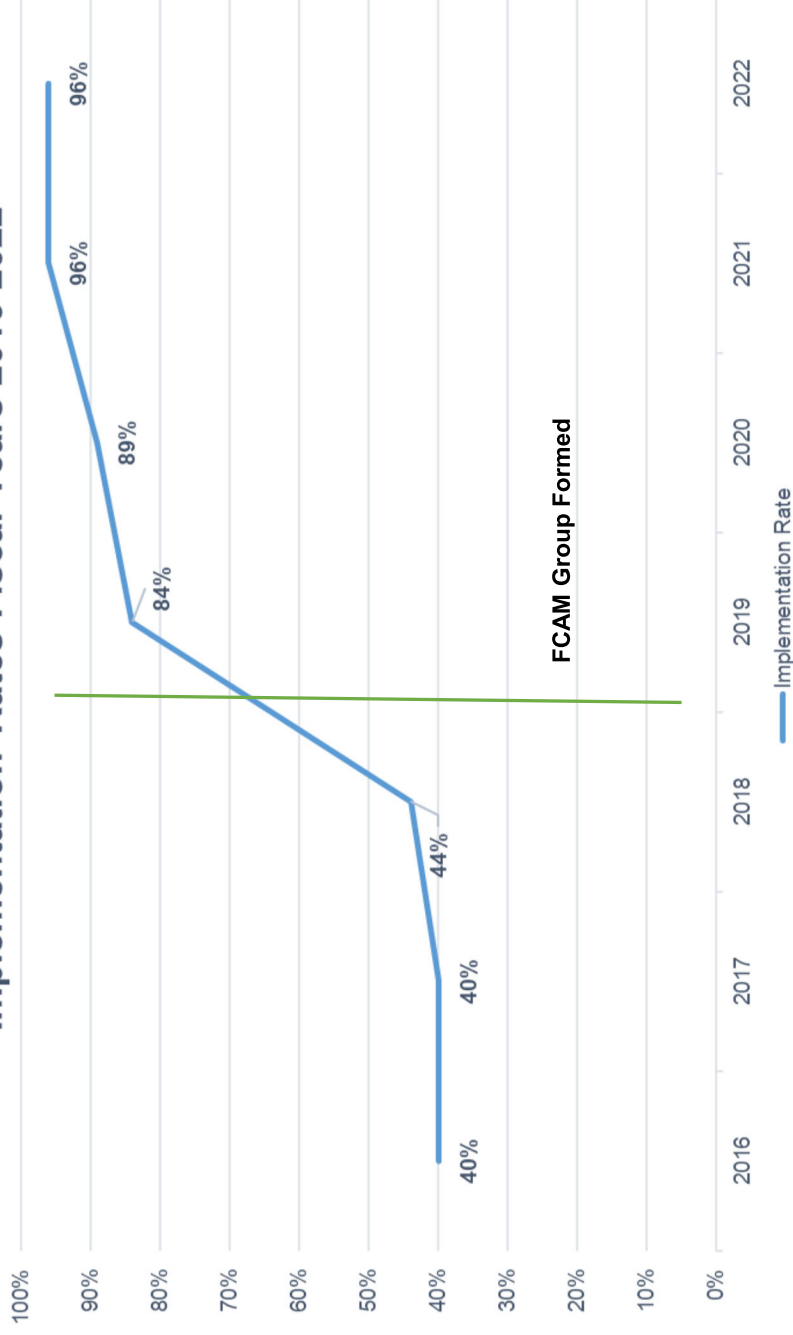
- As a result of this review and the efforts of the 19 departments involved, the FCAM group determined that 62 of the 85 or 73% of recommendations have been implemented
- For the remaining 23 of the 85 recommendations (listed in the Appendix), the City Auditor has granted extensions to complete the recommendations
- The FCAM group will continue to monitor the completion of the remaining 2016 through 2018 audit recommendations



# Progress – What we have gotten done



Implementation Rates Fiscal Years 2016-2022



Implementation rate is measured as the percentage of recommendations completed by their due dates.



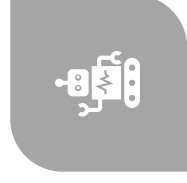
# The Future of 2023 – What we are working on



DEVELOPING TOOLS FOR DEPARTMENTS TO USE IN IMPLEMENTATION



COORDINATING AUTOMATED DIRECTOR REPORTS



AUTOMATING IMPLEMENTATION MATERIAL PROCESS



CREATING LEADERSHIP DASHBOARDS



WORK WITH DEPARTMENTS TO INCREASE IMPLEMENTATION SPEED



CONDUCTING BIENNIAL REVIEW WITH INTERNAL AUDIT



DEVELOPING DEPARTMENTAL GUIDES FOR MITIGATING RISK





# Appendix – Outstanding Audit Recommendations



CCO Record		Audit Report			CCO Status	
Department	No.	Audit Name	FY Issued	Rec No.	Audit Recommendation	CCO Status
DFD	CCO-0185	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	7b	We recommend the DFR Fire Chief: (2) Retains training records to verify each mechanic has completed the minimum training requirements.	Not Implemented
DFD	CCO-0187	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	6b	We recommend DFR Fire Chief: (2) Implements a compensation structure with guidance from the City's Department of Human Resources (HR) to ensure high-performing mechanics are rewarded for their performance, years of experience, and certifications. We recommend DFR Fire Chief: (1) Creates incentives to encourage mechanics to obtain relevant certifications.	Not Implemented
DFD	CCO-0188	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	6a		Not Implemented
DFD	CCO-0192	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	4a	We recommend the DFR Fire Chief coordinates with the Director of EBS to: (1) Segregate MGMT roles between the Fleet Section Manager and the Automotive Parts Warehouse Manager.	Not Implemented
DFD	CCO-0194	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	1b	We recommend the DFR Fire Chief ensures PM services are performed timely and in accordance with the NFPA's and the manufacturers' recommended schedules for all DFR emergency vehicles by: (2) Creating reports to periodically evaluate when PM services are due	Not Implemented
DFD	CCO-0197	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	FY2016	3	We recommend the DFR Fire Chief ensures the DFR Maintenance Division (Division) mechanic supervisors consistently perform quality control procedures for all PM services by preparing, signing, and retaining the Division's checklists.	Not Implemented

DWU	CCO-0202	Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure	FY2016	1	We recommend the Director of DWU reviews water pipeline replacement needs and develops and regularly reports on one water pipeline target replacement rate.	Not Implemented
DPD	CCO-0226	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	4b	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Strengthen supervisory review of data input and calculations</li> </ul>	Not Implemented
DPD	CCO-0227	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	4a	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Develop comprehensive written procedures for performance measures</li> </ul>	Not Implemented
DPD	CCO-0228	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	3b	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Develop and document comprehensive procedures that include consistent use of a single methodology</li> </ul>	Not Implemented
DPD	CCO-0229	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	3a	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Clarify the definition of the performance measure by including a timeframe</li> </ul>	Not Implemented
DPD	CCO-0233	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1c	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Strengthen supervisory review controls</li> </ul>	Not Implemented
DPD	CCO-0234	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1b	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Provide continuity and training on the performance measurement process during leadership rotations and/or transfers</li> </ul>	Not Implemented
DPD	CCO-0235	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1a	We recommend the Chief of Police: <ul style="list-style-type: none"> <li>Develop comprehensive written procedures for performance measures</li> </ul>	Not Implemented
DEV	CCO-0239	Audit of Building Permits	FY2016	2	We recommend the Director of SDC retains evidence to show that the City is complying with the TLGC requirements for processing timely permits.	Not Implemented

DEV	CCO-0240	Audit of Building Permits	FY2016	1	We recommend the Director of SDC ensures building permits are reviewed and processed within 45 days in accordance with TLGC requirements, including making other SDC Units aware of the TLGC requirements and establishing standards for timely completion.	Not Implemented
AVI	CCO-0273	Audit of Leasing, Concessions, and Other Activities for the Department of Aviation Audit of the Department of Park and Recreation	FY2016	1	We recommend the Director of the Department of Aviation (AVI) develops and implements formal (written, signed, and dated) contract monitoring We recommend the Director of PKR: • Develops and implements internal controls to ensure compliance with City Code Compliance	Not Implemented
PKR	CCO-0295	Internal Controls over Regulatory, Safety, and Maintenance - Aquatic Facilities	FY2016	4b		Not Implemented
DPD	CCO-0317	Audit of the Design of Controls over the Dallas Police Department's Police Personnel and Training Services	FY2017	3	We recommend the Chief of Police, in consultation with the City Attorney's Office, improves documentation to demonstrate compliance with DPD's Personnel and Development Division Standard Operating Procedure sections related to recruiting and the President	Not Implemented
OEM	CCO-0501	Audit Follow-Up of Prior Audit Recommendations – Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan	FY2018	1k	We recommend the City Manager in coordination with the Directors of OEM and CIS: • Reach a consensus among departments regarding which IT systems must be restored	Not Implemented
OEM	CCO-0503	Audit Follow-Up of Prior Audit Recommendations – Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan	FY2018	1g	We recommend the City Manager in coordination with the Directors of OEM and CIS: • Obtain departmental commitment to ensure: (1) the City's COOP Basic Plan and the departments' annexes are complete, including adequate IT resources and other supplies necessary to restore and maintain essential functions for 30 days; (2) regularly updated (at least annually); and (3) properly tested	Not Implemented



OEM	CCO-0504	Audit Follow-Up of Prior Audit Recommendations – Audit of the Design of the City of Dallas’ Pandemic Influenza Continuity of Operations Basic Plan	FY2018	1e	We recommend the City Manager in coordination with the Directors of OEM and CIS: • Dedicate continuity of operations personnel with the appropriate authority and resources	Not Implemented
DPD	CCO-0730	City’s Open Records Request Process - Dallas Police Department	FY2020	F.1	We recommend the Dallas Police Department determine information request patterns using word analysis tools for open data posting.	Not Implemented



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-223

**Item #:** D.

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Community Development Block Grant- Timely Expenditures of Funds  
[Janette Weedon, Director, Budget and Management Services]





**City of Dallas**

**Community Development  
Block Grant:  
Timely Expenditure of Funds**

**Government Performance &  
Financial Management Committee**

**January 23, 2023**

Janette Weedon, Director  
Chan Williams, Assistant Director  
Budget & Management Services

# Overview

- Review Community Development Block Grant (CDBG) timely expenditure requirements and recommendation for extension and/or reprogramming of prior year unspent funds
- Seek committee's support for Community Development Commission (CDC) and staff recommendations
- Review next steps



# Timely Expenditure Requirements

There are two tests to ensure CDBG funds are spent in a timely manner:

1. U.S. Department of Housing and Urban Development (HUD) as required by federal regulations
2. City policy as directed by City Council resolution

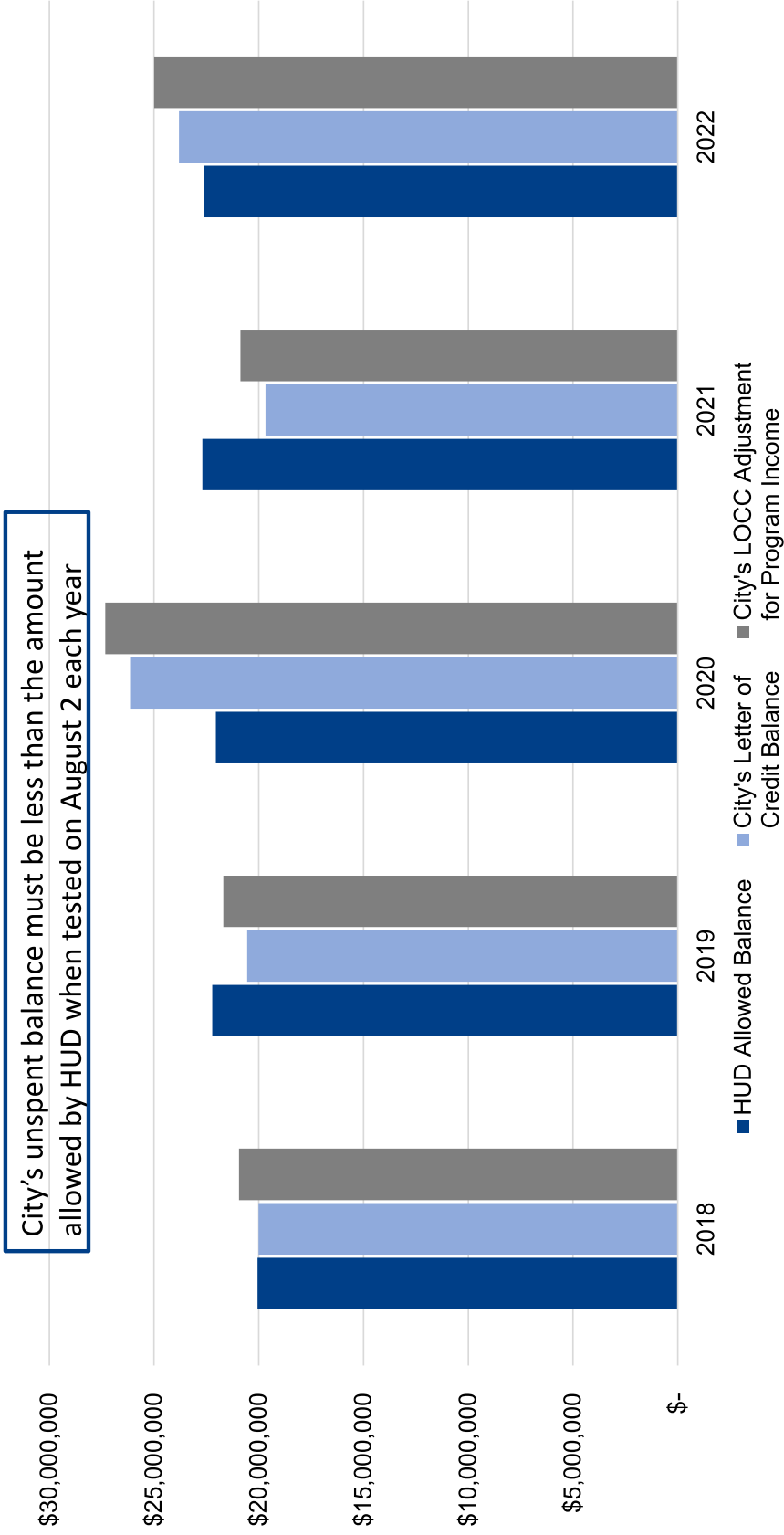


# HUD Expenditure Requirements

- HUD requires that CDBG funds be expended in a timely manner
  - Federal regulations limit amount of CDBG funds that may be unspent to no more than 1.5 times grantee's annual grant allocation
  - Failure to meet this requirement may result in a reduction of the next annual grant allocation
- Requirement is tested annually on August 2
- Test is conducted on two undisbursed amount of CDBG funds
  - One is based on grant funds alone (unadjusted)
  - One is adjusted to include program income the City has received and reported to HUD
- City did not meet this requirement on August 2, 2022
  - HUD did not take corrective actions or sanctions as communities continue recovery efforts after the pandemic



# HUD Expenditure Requirements



\*HUD did not take corrective actions or sanctions as communities continue recovery efforts after the pandemic.





# City Expenditure Requirements

- City Council established a policy on August 18, 1993 (Resolution No. 93-3001) to ensure timely expenditure of CDBG funds
  - CDBG funds must be obligated within 12 months and expended within 24 months
- On March 28, 2007 (Resolution No. 07-0992), the City Council added criteria and benchmarks to further define compliance with the policy
- City Council has authority to extend the time allowed for the expenditure of CDBG funds



# City Expenditure Requirements

- City conducts an annual review each fall to determine the status of each project
- Unspent project funds that are not in compliance with City requirements are either recommended for an extension or reprogrammed to another eligible purpose
- Based on the most recent review:
  - Unspent funds remaining in 5 projects were recommended for extension (total \$2,474,450)
  - Unspent funds remaining in 11 projects were recommended for reprogramming (total \$2,272,315)



# Community Development Commission Review

- CDC reviewed recommendations during December and January
- CDC Financial Monitoring Committee reviewed the City Manager's recommendation on December 15 and made one amendment
  - After discussions with staff, the Committee recommended that funds from one project (the Lead-Based Paint Grant, \$698,815) be moved from the extension request list and added to the list of funds to be reprogrammed
  - These funds were initially set aside to meet match requirements on another grant
  - Staff confirmed that another approach to comply with match requirements is allowed and anticipate no impact due to this amendment



# Community Development Commission Review

- On January 5, the CDC reviewed and approved the committee's recommendation which include the one amendment to move funds from one project (the Lead-Based Paint Grant, \$698,815) from the extension list to the list of funds to be reprogrammed
  - Extension of the City's timely expenditure policy was revised from 5 CDBG projects, to 4 (total \$1,775,635) to allow additional time to complete the projects
  - Reprogramming funds was revised from 11 projects, to 12 (total \$2,971,130) to be used for other eligible activities
- List of projects provided in the attachment



## CDBG Reprogramming

- To ensure the City meets HUD's expenditure requirements in a timely manner in FY 2022-23, staff recommends moving forward with reprogramming unspent funds to other eligible uses
  - Unspent Prior Year CDBG Funds - \$2,971,130 from 12 projects
- Recommend unspent funds be reprogrammed to the Residential Development Acquisition Loan Program (RDALP) - \$2,971,130
  - Due to HUD spending limit, funds cannot be reprogrammed to public services category
  - RDALP is not in a capped category; allows for more eligible housing activities; includes both single-family and multi-family uses; and addresses identified need and priority to develop/increase housing units



## Additional Considerations

- In response to the COVID-19 pandemic, HUD allocated additional CDBG funding (CDBG-COVID) and HOPWA funding (HOPWA-COVID) specifically to cover or reimburse costs of activities to prevent, prepare for, and respond to coronavirus
  - 80% of CDBG-COVID funds must be spent by June 30, 2023; 100% must be spent by September 30, 2026
  - 100% of HOPWA-COVID funds must be spent by September 30, 2023
- The Emergency Assistance Program was established to provide assistance for rent, mortgage, and utilities to residents who have been negatively impacted by the COVID-19 pandemic



# Additional Considerations

- Unspent CDBG-COVID funds are available in Program Administration and Virtual Learning Technology (\$371,500)
  - Additional unspent CDBG-COVID funds became available due to expired Eviction Assistance contract (\$31,905), increasing funds from \$371,500 to \$403,405
- Staff recommends that these unspent CDBG-COVID funds also be included in this reprogramming and directed to the Emergency Assistance Program
- No impact to programs, currently utilizing other funds to provide services
  - Source of Funds – Program Administration, Virtual Learning Technology and Eviction Assistance Initiative (\$403,405)
  - Use of Funds – Emergency Assistance Program (\$403,405)



## Additional Considerations

- Staff also recommends that HOPWA-COVID funds be included in this reprogramming and directed towards Emergency Assistance
- Unspent HOPWA-COVID funds are available in Program Administration and Facility Based Housing Services
- No impact to programs
  - Source of Funds – Administration and Facility Based Housing Services (\$69,229)
  - Use of Funds – Emergency Assistance Program (\$69,229)





# Additional Considerations

## PKR Community Centers

- To maintain compliance with HUD guidelines and provide additional services for the Out-of-School Time Program at Community Centers, separation from the School Sites is required
- A new activity, Out-of-School Time Program/Community Sites will be added to the FY 2022-23 HUD Consolidated Plan Budget
- This revision is reflected in Schedule B



# Recommendations

- On January 25, City Council will be asked to approve:
  - Extension of the City's timely expenditure policy for 4 CDBG projects (total \$1,775,635) to allow additional time for completion
  - Preliminary adoption and call for a public hearing to:
    - Reprogram unspent prior year CDBG funds to the Residential Development Acquisition Loan Program
      - Total \$2,971,130
    - Reprogram unspent CDBG-COVID funds to the Emergency Assistance Program
      - Total \$403,405
    - Reprogram unspent HOPWA-COVID funds to the Emergency Assistance Program
      - Total \$69,229



## Next Steps

- January 23 – Committee considering to move forward with extensions and reprogramming as recommended
- January 25 – City Council consideration
  - Extension of the City’s timely expenditure policy for 4 CDBG projects
  - Preliminary adoption and call for a public hearing
- March 8
  - Conduct public hearing
  - Final adoption of Reprogramming Budget #1 for the FY 2022-23 Action Plan





[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)



**FY 2022-23 COMMUNITY DEVELOPMENT BLOCK GRANT  
EXTENSION REQUEST AND REPROGRAMMING FUNDS**

GPFM 1/23/23

**as of September 30, 2022**

#	Fiscal Year	Dept	Project Name	A Appropriations	B ITD Expended	C Encumbrance	D Unobligated	E Extension Request	F Reprogramming Funds	G Explanation
<b>Budget &amp; Management Services</b>										
1	2021-22	BMS	Citizen Participation/CDC Support/HUD Oversight	\$958,048.00	\$658,155.90	\$117,707.16	\$182,184.94		\$182,184.94	Reprogram - unspent funds due to increased time distribution and vacant positions during the year.
2	2020-21	BMS	FY 20-21 Funds Reprogrammed	\$418,377.65	\$0.00	\$0.00	\$418,377.65		\$418,377.65	Reprogram - savings and unspent funds from closed/completed projects during FY.
3	2021-22	BMS	FY21-22 Funds Reprogrammed	\$231,036.48	\$0.00	\$0.00	\$231,036.48		\$231,036.48	Reprogram - savings and unspent funds from closed/completed projects during FY.
<b>Total Budget &amp; Management Services</b>				<b>\$1,607,462.13</b>	<b>\$658,155.90</b>	<b>\$117,707.16</b>	<b>\$831,599.07</b>	<b>\$0.00</b>	<b>\$831,599.07</b>	
<b>Housing &amp; Neighborhood Revitalization</b>										
4	2019-20	HOU	COVID-19 MRAP-Jubilee Park	\$121,000.00	\$114,976.99		\$6,023.01		\$6,023.01	Project completed. Unspent funds to be reprogrammed.
5	2019-20	HOU	COVID-19 MRAP-United Way	\$2,202,500.00	\$2,092,563.56	\$109,936.44	\$0.00		\$109,936.44	Project completed. Unspent funds to be reprogrammed.
6	2020-21	HOU	Dallas Homebuyer Assistance Program	\$400,000.00	\$319,512.15	\$0.00	\$80,487.85		\$80,487.85	Reprogram for upcoming development activities
7	2020-21	HOU	Home Improvement and Preservation Program (HIPP)	\$2,924,819.00	\$2,000,551.31	\$764,767.40	\$159,500.29	\$159,500.29		Extension requested. Funds needed to cover change orders and additional repair projects.
8	2021-22	HOU	Housing Management Support	\$1,027,146.00	\$666,350.58	\$83,755.12	\$277,040.30		\$277,040.30	Reprogram - unspent funds due to increased staff time distribution and vacant positions during the year.
9	2019-20	HOU	Lead Based Paint Grant	\$735,000.00	\$20,100.50	\$16,084.50	\$698,815.00	\$698,815.00	\$698,815.00	Reprogram - per CDC Recommendation
10	2018-19	HOU	Public Facilities and Improvement	\$2,156,044.00	\$1,678,379.31	\$78,779.15	\$398,885.54		\$398,885.54	Reprogram for upcoming development activities.
11	2020-21	HOU	Res Dev Acq Loan Prog	\$1,586,898.58	\$0.00	\$0.00	\$1,586,898.58	\$1,586,898.58		Extension requested. Funds to be used for upcoming development activities.
12	2018-19	HOU	Res Dev Acq Loan Prog - Red Bird	\$1,271,576.00	\$1,144,418.41	\$0.00	\$127,157.59		\$127,157.59	Reprogram for upcoming development activities.
13	2020-21	HOU	Support for Home Improv and Preservation Program (HIPP)	\$956,604.16	\$951,580.64	\$5,023.52	\$0.00	\$5,023.52		Extension requested. Funds under contract to provide title services for HIPP program.
<b>Total Housing &amp; Neighborhood Revitalization</b>				<b>\$13,381,587.74</b>	<b>\$8,988,433.45</b>	<b>\$1,058,346.13</b>	<b>\$3,334,808.16</b>	<b>\$1,751,422.39</b>	<b>\$1,698,345.73</b>	
<b>Office of Community Care</b>										
14	2021-22	MGT	Early Childhood and Out-of-School Time Services Program	\$550,000.00	\$401,915.49	\$45.22	\$148,039.29		\$148,039.29	Payments for year-end expenses are in process. Remaining unspent funds must be reprogrammed to comply with HUD cap limits. New funding for childcare services available Oct 1, 2022.
<b>Total Office of Community Care</b>				<b>\$550,000.00</b>	<b>\$401,915.49</b>	<b>\$45.22</b>	<b>\$148,039.29</b>	<b>\$0.00</b>	<b>\$148,039.29</b>	
<b>Park and Recreation</b>										
15	2021-22	PKR	Out-of-School Time Program - School Sites	\$851,424.00	\$531,428.98	\$2,636.31	\$317,358.71	\$24,212.71	\$293,146.00	Extension requested to complete payments in process for outstanding year-end expenses, unspent balance will be reprogrammed. PKR was unable to return to pre-pandemic service levels and facility use challenges in FY2021-22. Unspent funds must be reprogrammed to comply with HUD cap limits. New funding for program services available Oct 1, 2022.
<b>Total Park &amp; Recreation</b>				<b>\$851,424.00</b>	<b>\$531,428.98</b>	<b>\$2,636.31</b>	<b>\$317,358.71</b>	<b>\$24,212.71</b>	<b>\$293,146.00</b>	
<b>TOTAL</b>							<b>\$1,775,635.10</b>		<b>\$2,971,130.09</b>	

**HUD CARES ACT RELIEF  
COMMUNITY DEVELOPMENT BLOCK GRANT  
EXTENSION REQUEST AND REPROGRAMMING FUNDS**

#	Fiscal Year	Dept	Project Name	A	B	C	D	E	F	G
				Appropriations	ITD Expended	Encumbrance	Unobligated	Extension Request	Reprogramming Funds	Explanation
<b>Housing &amp; Neighborhood Revitalization</b>										
1	2020-21	HOU	HOU - COVID Administration	\$500,000.00	\$295,038.79	\$0.01	\$204,961.20	\$0.00	\$204,961.20	HOU program completed. Unspent admin funds to be reprogrammed for other eligible uses to ensure compliance with spending requirements.
			<b>Total Housing &amp; Neighborhood Revitalization</b>	<b>\$500,000.00</b>	<b>\$295,038.79</b>	<b>\$0.01</b>	<b>\$204,961.20</b>	<b>\$0.00</b>	<b>\$204,961.20</b>	
<b>Park &amp; Recreation</b>										
2	2020-21	PKR	FY21 Virtual Learning Technology Etc	\$300,000.00	\$53,460.87	\$0.00	\$246,539.13	\$80,000.00	\$166,539.13	Extension requested to purchase computers and STEM vendors to assist with reducing learning loss due to COVID. Remaining unspent funds to be reprogrammed for other eligible uses to ensure compliance meet spending requirements.
			<b>Total Park &amp; Recreation</b>	<b>\$300,000.00</b>	<b>\$53,460.87</b>	<b>\$0.00</b>	<b>\$246,539.13</b>	<b>\$80,000.00</b>	<b>\$166,539.13</b>	
<b>Office of Equity &amp; Inclusion</b>										
3	2020-21	MGT	OEI Evictions Assistance Initiative - Legal Aid NWTX	\$450,000.00	\$418,094.99	\$0.00	\$31,905.01	\$0.00	\$31,905.01	Contract complete and unspent funds reprogrammed for Emergency Assistance.
			<b>Total Office of Equity &amp; Inclusion</b>	<b>\$450,000.00</b>	<b>\$418,094.99</b>	<b>\$0.00</b>	<b>\$31,905.01</b>	<b>\$0.00</b>	<b>\$31,905.01</b>	
			<b>TOTAL</b>				<b>TOTAL</b>		<b>\$403,405.34</b>	

**HUD CARES ACT RELIEF  
HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)  
EXTENSION REQUEST AND REPROGRAMMING FUNDS**

#	Fiscal Year	Dept	Project Name	A	B	C	D	E	F	G
				Appropriations	ITD Expended	Encumbrance	Unobligated	Extension Request	Reprogramming Funds	Explanation
<b>Office of Homeless Solution</b>										
1	2020-21	MGT	OHS - Facility Based Housing & Other Services	\$267,923.49	\$220,853.49	\$0.00	\$47,070.00	\$0.00	\$47,070.00	Reprogram - Funds not spent by contractors - proposed to provide additional Emergency Assistance
										Funds not spent for City Administration due to vacant position during the year
2	2020-21	MGT	OHS - Program Administration-City of Dallas	\$38,740.09	\$22,205.09	\$0.00	\$16,535.00	\$5,000.00	\$11,535.00	(1) Extend minimal amount for staff to close-out grant (2) Reprogram remainder - proposed to provide additional Emergency Assistance
3	2020-21	MGT	OHS - Program Administration-Project Sponsors	\$20,321.61	\$9,697.61	\$0.00	\$10,624.00	\$0.00	\$10,624.00	Reprogram - Funds not spent by contractors - proposed to provide additional Emergency Assistance
			<b>Total Office of Homeless Solutions</b>	<b>\$326,985.19</b>	<b>\$252,756.19</b>	<b>\$0.00</b>	<b>\$74,229.00</b>	<b>\$5,000.00</b>	<b>\$69,229.00</b>	
			<b>TOTAL</b>				<b>TOTAL</b>		<b>\$69,229.00</b>	





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-357

**Item #:** E.

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Update on Inspector General Division of the City Attorney's Office  
[Bart Bevers, Inspector General, City Attorney's Office]







# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-225

**Item #:** F.

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Budget Accountability Report (Information as of November 30, 2022)  
[Budget and Management Services]



# Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – November 2022**

Please find attached the November Budget Accountability Report (BAR) based on information through November 30, 2022. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

If you have any questions, please contact Janette Weedon, Director of Budget and Management Services.

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

Jack Ireland  
Chief Financial Officer

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billierae 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



# BUDGET ACCOUNTABILITY REPORT

As of November 30, 2022



Cover Photo Credit: City of Dallas - Mural by Daniel Yanez, "No Space for Hate"

Prepared by Budget & Management Services

1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	✓	7.0% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6.0% under budget	6.0% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 21  
On Target

! 5  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 0  
Complete

! 0  
At Risk

✓ 35  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through November 30, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2023. The variance is the difference between the FY 2022-23 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

The General Fund overview provides a summary of financial activity through November 30, 2022.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$308,405,349	\$0
Revenues	1,706,814,187	1,706,814,187	158,536,695	1,705,600,121	(1,214,066)
Expenditures	1,706,814,187	1,706,814,187	256,666,257	1,712,921,313	6,107,127
Ending Fund Balance	\$308,405,349	\$308,405,349		\$301,084,158	(\$7,321,193)

**Fund Balance.** As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2021-22 unaudited unassigned ending fund balance as projected during budget development (July 2022). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2021-22 audited statements become available in April 2023.

**Revenues.** Through November 30, 2022, General Fund revenues are projected to be \$1,214,000 under budget primarily due to declines in charges for service and intergovernmental revenue.

**Expenditures.** Through November 30, 2022, General Fund expenditures are projected to be \$6,107,000 over budget primarily due to uniform overtime expenses. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments. DPD uniform overtime expenses are projected to be \$13.9 million over budget, fully offset by \$14.3 million in projected savings in uniform salary expenses. This is due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to "hot spots". DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.



## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$52,958,552	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	131,465	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	22,978,159	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	7,817,879	114,792,531	(762,019)
5	Fines and Forfeitures	23,776,847	23,776,847	3,222,121	24,200,917	424,070
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	940,556	12,698,296	(463,267)
8	Miscellaneous	7,967,394	7,967,394	1,714,015	7,643,321	(324,073)
9	Licenses and Permits	5,616,913	5,616,913	411,743	5,528,137	(88,776)
10	Interest	5,950,000	5,950,000	626,447	5,950,000	0
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$90,800,938</b>	<b>\$1,705,600,121</b>	<b>(\$1,214,066)</b>

**VARIANCE NOTES**

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

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,162,653	\$39,996,550	\$282,647,029	(\$2,515,624)
	Non-uniform Overtime	8,144,953	8,144,753	2,660,307	9,022,379	877,626
	Non-uniform Pension	40,352,092	40,344,739	5,841,026	40,507,892	163,153
	Uniform Pay	527,979,958	527,979,959	70,853,904	501,185,989	(26,793,970)
	Uniform Overtime	39,791,958	50,791,958	14,354,837	83,928,304	33,136,346
	Uniform Pension	182,727,572	182,727,571	22,137,889	182,320,399	(407,172)
	Health Benefits	79,837,068	79,837,068	7,823,642	79,837,068	0
	Workers Comp	11,152,531	11,152,531	0	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	1,904,871	13,322,116	233,124
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,230,224</b>	<b>\$165,573,025</b>	<b>\$1,203,923,707</b>	<b>\$4,693,483</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,946,644</b>	<b>15,082,431</b>	<b>82,663,426</b>	<b>(283,218)</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>508,791,198</b>	<b>68,298,197</b>	<b>510,833,259</b>	<b>2,042,062</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>16,465,953</b>	<b>8,088,741</b>	<b>15,767,563</b>	<b>(698,390)</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,619,832)</b>	<b>(376,138)</b>	<b>(100,266,642)</b>	<b>353,190</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$256,666,257</b>	<b>\$1,712,921,313</b>	<b>\$6,107,127</b>

**VARIANCE NOTES**

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

**1 Personnel Services.** Personnel services are projected to be \$4,693,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,215,000) and Dallas Police Department (\$13,922,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$577,663	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	6,263,840	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	3,062,258	20,971,242	0
4	City Auditor's Office	3,163,255	3,163,255	478,773	3,119,166	(44,089)
5	City Controller's Office	8,567,559	8,567,559	1,523,689	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	456,319	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	570,090	3,197,900	56,380
9	Elections	2,022,829	2,022,829	(150,671)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	359,720	2,964,857	(99,841)
11	Code Compliance	41,342,433	41,342,433	6,931,367	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	3,767,074	26,801,626	(122,276)
13	Jail Contract	8,344,443	8,344,443	0	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	2,708,616	17,725,448	0
15	Dallas Fire-Rescue	369,069,665	369,069,665	54,751,255	377,699,454	8,629,789
16	Dallas Police Department	611,908,283	611,908,283	86,076,596	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	536,184	5,206,835	(74,279)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	623,651	4,567,888	(71,993)
19	Human Resources	8,140,152	8,140,152	1,538,985	8,140,151	0
20	Judiciary	4,273,646	4,273,646	659,251	4,273,646	0
21	Library	37,544,060	37,544,060	4,370,328	37,264,497	(279,563)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,208,709	5,641,821	(208,666)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	360,542	3,699,446	0
24	Office of Community Care	9,365,486	9,365,486	741,284	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	77,083	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	176,600	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	1,617,344	6,475,283	(423,567)
28	Office of Equity & Inclusion	3,809,929	3,809,929	309,994	3,787,559	(22,370)
29	Office of Government Affairs	956,162	956,162	163,374	956,162	0
30	Office of Historic Preservation	1,341,076	1,341,076	105,756	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,455,608	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	384,983	5,606,591	(23,508)
33	Small Business Center	3,746,673	3,746,673	471,136	3,746,673	0
34	Mayor & City Council	6,645,643	6,645,643	818,224	6,772,170	126,527
35	Non-Departmental	135,306,683	135,306,683	5,571,899	134,343,403	(963,280)
36	Office of Arts & Culture	22,496,061	22,496,061	7,958,933	22,496,061	0
37	Office of Economic Development	3,918,798	3,918,798	732,150	3,918,234	(564)
38	Park & Recreation	106,863,878	106,863,878	21,834,227	106,863,878	0
39	Planning & Urban Design	5,150,852	5,150,852	877,936	5,135,809	(15,043)
40	Procurement Services	3,014,089	3,014,089	395,653	3,003,074	(11,015)
41	Public Works	89,209,383	89,209,383	24,332,606	89,020,671	(188,712)
42	Transportation	51,984,903	51,984,903	6,967,227	51,828,101	(156,802)
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$256,666,257</b>	<b>\$1,704,102,314</b>	<b>\$6,107,127</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$256,666,257</b>	<b>\$1,712,921,313</b>	<b>\$6,107,127</b>

## VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

**8 City Secretary Office.** SEC is projected to be \$56,000 over budget primarily due to a City Council approved adjustment.

**15 Dallas Fire-Rescue.** DFR is projected to be \$8,630,000 over budget primarily due to uniform overtime expenses (\$19,215,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

**27 Office of Environmental Quality & Sustainability.** OEQS is projected to be \$424,000 under budget primarily due to salary savings as a result of 19 vacant positions.

**34 Mayor & City Council.** MCC is projected to be \$127,000 over budget primarily due to organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

**35 Non-Departmental.** Non-D is projected to be \$963,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**1 AVIATION**

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$53,227,959	\$0
Total Revenues	158,542,590	158,542,590	32,575,283	158,542,590	0
Total Expenditures	163,476,405	163,476,405	21,271,573	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$48,294,144	\$0

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$43,463,338	\$0
Total Revenues	113,230,392	113,231,392	11,621,061	115,005,793	1,774,401
Total Expenditures	113,231,392	113,231,392	7,879,157	115,005,793	1,774,401
Ending Fund Balance	\$43,462,338	\$43,463,338		\$43,463,338	\$0

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$45,375,814	\$0
Total Revenues	35,340,940	35,340,940	5,974,131	35,368,826	27,886
Total Expenditures	43,830,455	48,830,455	8,656,621	48,750,847	(79,608)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$31,993,794	\$107,495

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	250,777	1,004,094	999
Total Expenditures	1,003,095	1,003,095	425,424	932,730	(70,365)
Ending Fund Balance	\$745,490	\$745,490		\$816,855	\$71,365

**5 SANITATION SERVICES**

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	23,898,040	144,391,389	(978,129)
Total Expenditures	143,785,140	143,785,140	13,403,204	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,934,491	(\$978,129)

**6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES**

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
Total Revenues	72,433,742	72,433,742	11,913,379	72,433,742	0
Total Expenditures	72,433,742	72,433,742	3,849,373	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0

**7 WATER UTILITIES**

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$133,050,983	\$0
Total Revenues	755,226,160	755,226,160	130,165,720	755,226,160	0
Total Expenditures	761,226,160	761,226,160	100,950,386	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$127,050,983	\$0

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND & CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$14,768)	\$0
Total Revenues	23,087,146	23,087,146	92,072	21,809,763	(1,277,383)
Total Expenditures	23,087,146	23,087,146	2,459,756	21,794,994	(1,292,152)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$0	\$14,768

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$10,783,384	\$0
Total Revenues	66,009,566	66,009,566	187,469	66,009,566	0
Total Expenditures	66,600,148	66,600,148	7,175,842	66,600,148	0
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,192,802	\$0

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,684,817	\$0
Total Revenues	2,593,790	2,593,790	245,635	2,593,790	0
Total Expenditures	2,361,983	2,361,983	327,719	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$5,916,624	\$0

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	16,360,944	109,034,451	48,518
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$8,074,529	\$160,116

**12 RADIO SERVICES**

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	2,452,169	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,256,543	\$121,357

## FY 2022-23 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$4,180,269	\$0
Total Revenues	12,017,444	12,017,444	1,804,012	12,017,444	0
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$1,998,970	\$13,999

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	408,298,161	408,298,161	20,395,541	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$62,850,989	\$0

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$11,943,578	\$109,342,754	\$376,965
Employee Contributions	44,675,798	44,675,798	7,183,024	44,675,798	0
Retiree	26,927,732	26,927,732	(18)	26,927,732	0
Other	0	0	61,740	61,740	61,740
Total Revenues	180,569,319	180,569,319	19,188,324	180,631,059	438,705
Total Expenditures	\$189,583,785	\$189,583,785	\$(7,733,038)	\$189,583,785	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**16 RISK MANAGEMENT**

Worker's Compensation	\$16,041,001	\$16,041,001	\$122,348	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	4,575,698	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	1,286	13,445,548	0
Interest and Other	0	0	90,817	90,817	90,817
Total Revenues	39,520,219	39,520,219	4,790,149	39,611,036	90,817
Total Expenditures	\$57,449,878	\$57,449,878	\$12,877,203	\$57,449,878	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2022-23 amended beginning fund balance after FY 2021-22 audited statements become available in April 2023. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**2 Convention & Event Services.** CCT revenues are projected to be over budget by \$1,774,000 due to higher collection of revenue, primarily due to events increasing the use of internet services, space rental, electrical and sound/lighting services. CCT expenses are projected to be over budget \$1,774,000 due to an increased capital transfer.

**3 Development Services.** City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

**4 Municipal Radio.** WRR is expected to be \$70,000 under budget due to lower sales commission expenses.

**8 Bond & Construction Management.** BCM revenues are projected to be \$1,277,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,292,000 under budget primarily due to salary savings associated with 45 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.



## FY 2022-23 Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$216,660,755	\$136,635,264	\$180,684,981
B	Park and Recreation Facilities	261,807,000	261,291,060	166,949,068	12,714,825	81,627,167
C	Fair Park	50,000,000	50,000,000	30,162,742	2,853,814	16,983,445
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,607,839	12,592,402	24,549,759
E	Library Facilities	15,589,000	15,589,000	14,865,298	218,016	505,686
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,283,285	958,686	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,811,317	468,446	5,801,236
H	City Facilities	18,157,000	18,157,000	2,281,013	482,435	15,393,552
I	Economic Development	55,400,000	55,400,000	19,234,665	10,529,228	25,636,107
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	539,780	4,467,509
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,484,060</b>	<b>\$514,848,693</b>	<b>\$177,992,896</b>	<b>\$356,642,470</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$256,593,205	\$5,833,571	\$4,512,111
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	240,882,437	57,519,758	27,972,805
3	Economic Development	55,000,000	55,000,000	37,827,528	4,559,412	12,613,059
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$535,303,170</b>	<b>\$67,912,742</b>	<b>\$45,097,975</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,352,307	\$8,610,973	\$4,527,274
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	288,764,101	21,011,942	32,981,122
3	Park and Recreation Facilities	343,230,000	353,343,060	347,136,011	1,850,293	4,356,757
4	Library Facilities	46,200,000	48,318,600	47,669,994	11,042	637,563
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,924,125	638,337	3,654,016
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,307,142,341</b>	<b>\$33,289,461</b>	<b>\$60,956,305</b>

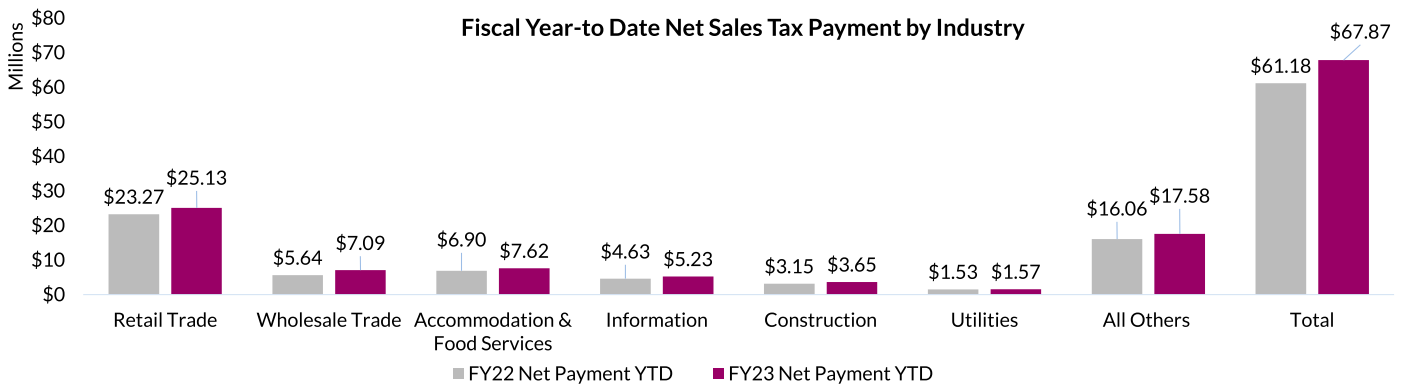
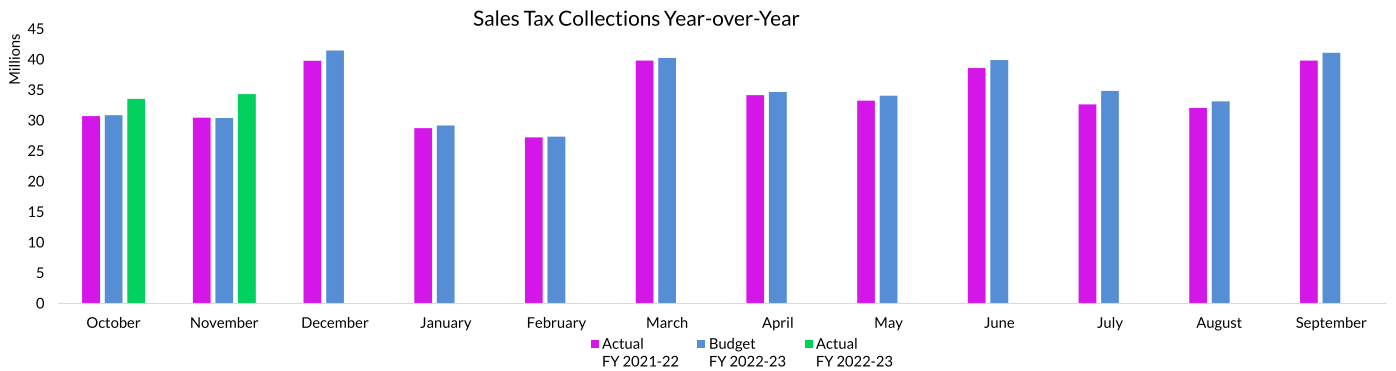
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2021-22, the City received \$407,309,124 in sales tax revenue. In FY 2022-23, the City budgeted \$417,232,383. As of November 30, 2022, the sales tax forecast is at budget. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	November FY23 over November FY22	FYTD23 over FYTD22
Retail Trade	12%	8%
Wholesale Trade	35%	26%
Accommodation and Food Services	5%	10%
Information	13%	13%
Construction	15%	16%
Utilities	-18%	3%
All Others	12%	9%
Total Collections	13%	11%

**Retail Trade.** Includes establishments engaged in selling (retailing) merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise, so retailers are organized to sell merchandise in small quantities to the general public.

**Wholesale Trade.** Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production.

**Accommodation and Food Services.** Includes establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

**Information.** Includes establishments engaged in (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

**Construction.** Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in this sector.

**Utilities.** Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

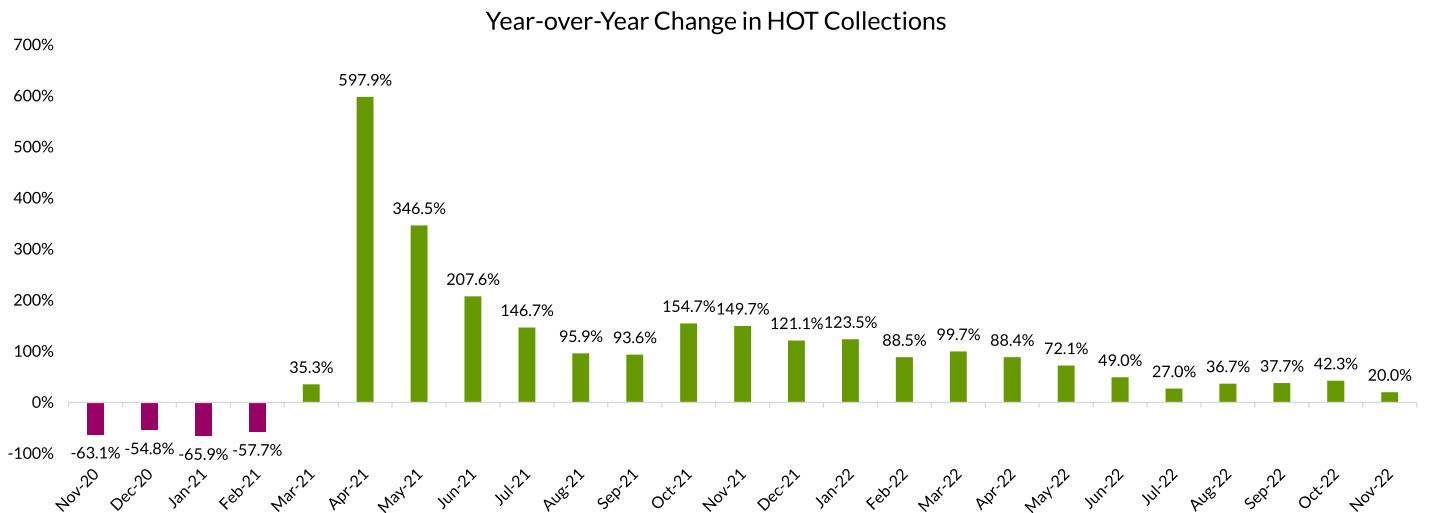
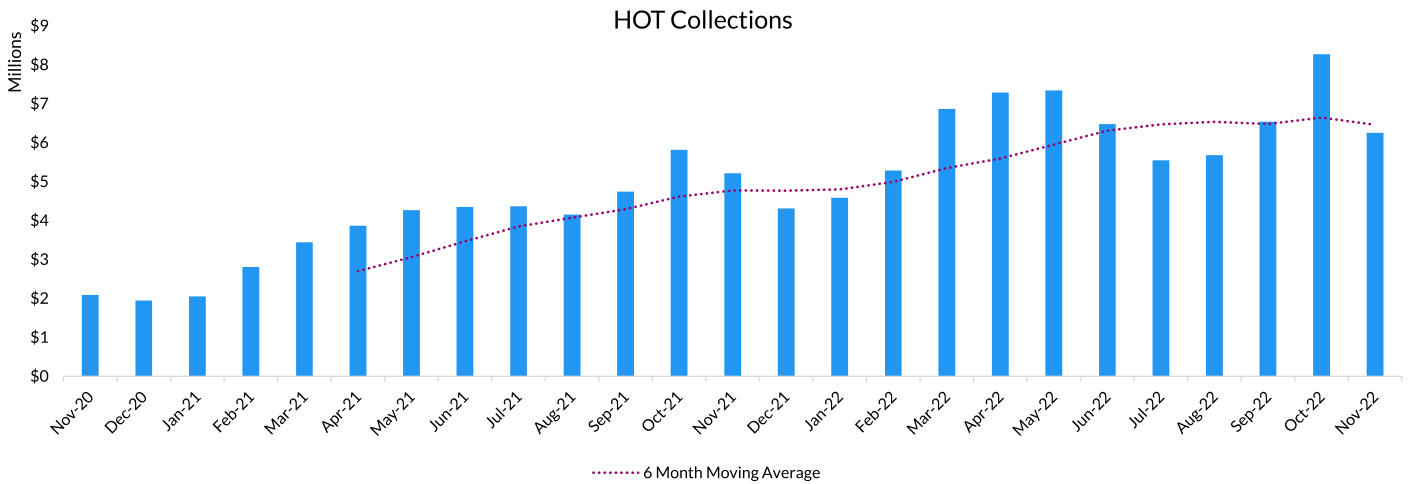
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 15 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and nine percent goes to the City. Of the nine percent to the city, two percent is to be used for the Convention Center Expansion and the Fair Park Facilities Venue Projects and seven percent is allocated for Visit Dallas, Office of Arts and Culture, and Kay Bailey Hutchison Convention Center Dallas. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

## Convention Center Event Bookings

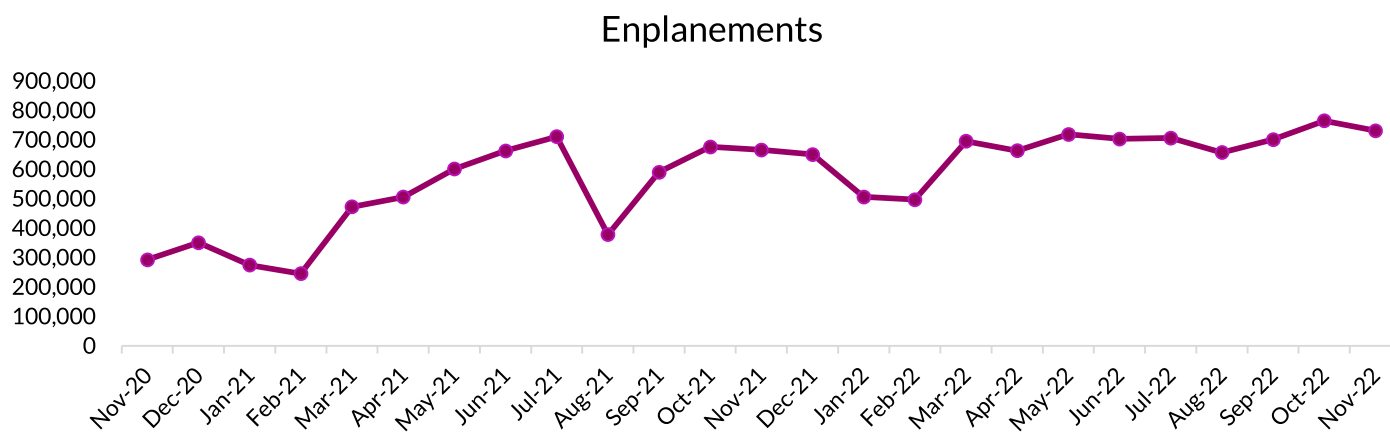
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	11
January	1	4	7	7
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
<b>Total</b>	<b>39</b>	<b>94</b>	<b>88</b>	<b>88</b>

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

## Love Field Enplanements

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



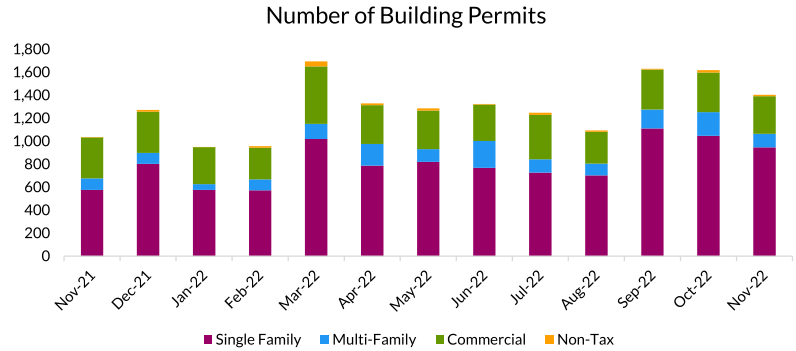
FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

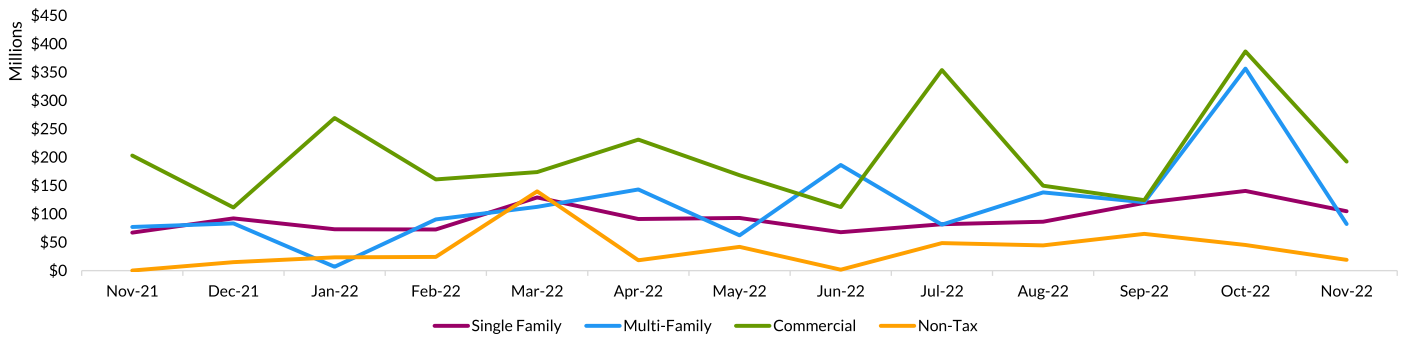
## Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator

of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.



Building Permit Valuations



# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2022-23 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

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



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.5%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	40.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	70.0%	84.6%	70.0%	70.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	20.0%	18.2%	20.0%	20.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	90.3%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	90.0%	92.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	79.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	22.0%	80.0%	80.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	94.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	143.2%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.3%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,089.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	51.6%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.4%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	67.5%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	53.8%	60.0%	60.0%

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



## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	81.8%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	-27.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	78.5%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	89.7%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	25.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,469	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	29.8%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.9%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	0.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	99.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	90.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	226.8%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	97.1%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

**7** There is a slight reduction in the SAN residential recycling diversion rate due to the transition from four days a week to five days a week schedule and fleet availability challenges. However, SAN expects this rate to increase as the year continues, the new schedule becomes more routine, and challenges continue to be addressed proactively.

**11** Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.

**12** No developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.

**15** DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45%, that figure is now over 60%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn cause increases in response times.

**18** DPD's goal is to increase staffing by hiring 250 police officers in FY 2022-23. A new academy class started in December with 30 recruits, and Class 384 graduated with 16 officers. The City saw a decrease in violent crime by -5.45% and is committed to the Violent Crime Plan and Domestic Violence Task Force to further reduce violent crime.

**21** IPS responded to 63.7% calls and 53.82% were behavioral health calls on operating RIGHT Care shifts. In December 2022, IPS will launch an overnight team to operate 24/7. IPS anticipates achieving the 80% response rate this fiscal year.

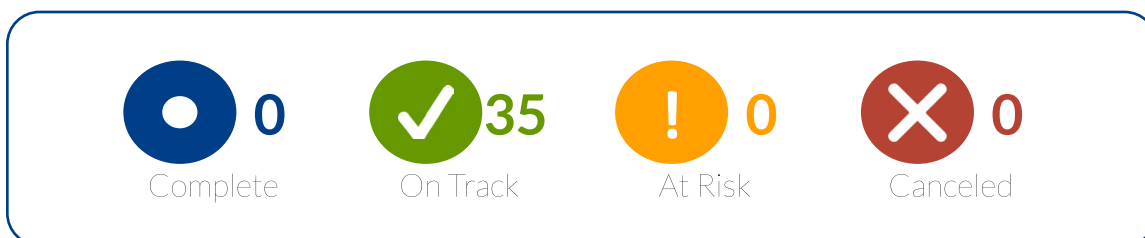
**23** DAS experienced difficulty in foster assistance for medium and large dogs exposed to illness, as well as feline foster assistance not currently utilized. DAS anticipates meeting the goal in early 2nd quarter.

**28** PKR Late Night Teen participation is down due to programming only being offered on the first Friday of each month. The TRec Program Manager is now onboarded, and a Program Coordinator will join the team in January. In addition, marketing initiatives are being developed for increased program participation.

**30** Forty-two (42) lane miles have been completed since the 7.4 lane miles reported in November and currently have 345 projects under construction. Additionally, PBW anticipates improved performance after a maintenance contract goes to Council in January.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2022-23 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

Many of our communities have properties that are abandoned or underutilized because of suspected environmental contamination from past uses. These properties are commonly referred to as “Brownfields.”

In 2020, a Coalition led by the City of Dallas and supported by the St. Philip's School and Community Center, The Real Estate Council, and Lone Star Justice Alliance was awarded a \$600,000 Brownfield Assessment Grant by the U.S. Environmental Protection Agency (EPA). The Coalition is overseeing the program. The Coalition will work with property owners, developers, and other community stakeholders to identify and prioritize brownfield sites in need of environmental



assessments and site clean up/ reuse plans to support near-term redevelopment opportunities. The grant is managed by the City with support from an environmental consulting firm. The grant will fund environmental site assessment (ESA), regulated building materials (RBM) survey, site clean up/reuse planning, and related activities at publicly- and privately-owned brownfield sites.

## FY 2022-23 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Building Permit Process** ✓

**INITIATIVE** Reform the City's building permit process and improve the customer experience through investments in a new centrally located facility, enhanced technology, and expanded staffing. In FY 2022-23, Development Services will hire additional staff to expand the Project Dox Intake Division, add a Housing Team to improve quality inspections, and add a 2nd Q-Team to increase the timeliness of project completions. (DEV)

**STATUS** DEV purchased a centrally located building at 7800 N Stemmons that will be used as a "One Stop Permitting Shop". The building should be partially occupied during the late spring or early summer of 2023. DEV plans to deploy a second Q-Team and an Affordable Housing Team and have the Statement of Work for the new permitting software by early spring 2023. Of the 54 newly added positions, the department has filled 21 and will continue to work on filling the remaining open positions.

**2 City Development Code** ✓

**INITIATIVE** Overhaul the City's Development Codes (Chapters 51, 51A, and 51P) to develop a modern, updated, and user-friendly development code that is streamlined, consistent, clear, and aligned with all City plans and policies. In FY 2022-23, PNV will hire execute a consultant contract, work alongside the consultant to perform a technical analysis of the effectiveness of current development codes and begin the public engagement process to ultimately reduce the total land development timeline. (PNV).

**STATUS** Procurement for the consultant will close on January 13. The next steps will be to score, select, and negotiate the contract.

**3 Planning and Urban Design** ✓

**INITIATIVE** Provide critical administrative support to boards and committees supported by Planning and Urban Design. In FY 2022-23, PNV will hire four additional positions to provide administrative and technical support, which are key critical functions currently performed by planning staff, managers, and executive staff. (PNV)

**STATUS** The hiring process is underway for one position, and the remaining three will post in January with the anticipation of hiring by February. The manager position is key to building the new team.

**4 City Auto Pound** ✓

**INITIATIVE** Pave the way for redevelopment of the Vilbig Auto Pound by fully implementing the terms of the service contract that includes wrecker dispatch, wrecker response, storage of vehicles, collection of fees, and disposition of unclaimed vehicles for non-evidentiary tows and implementation of fee changes for towing and storage. (DPD)

**STATUS** The Auto Pound Management contract was awarded by Council in September 2022. Dallas City Code will be amended in December 2022 to update the maximum fees charged for towing, impoundment, and storage related to emergency wrecker services. Implementation of the contract is underway and DPD anticipates 85 percent of inventory being cleared from Vilbig Auto Pound by April 2023.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****5 Water Conservation Five-Year Work Plan** 

**INITIATIVE** Update the Water Conservation Five-Year Work Plan to be incorporated into the 2024 state required Water Conservation Plan and Long-Range Water Supply Plan that will update population, water demand and supply, and re-evaluate strategies to meet future needs for Dallas' water system. (DWU)


**STATUS** The contract was awarded in fall 2022. A kick-off meeting will be held in spring 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

**6 Emerald Ash Borer (EAB) Mitigation** 

**INITIATIVE** Protect the City's tree canopy and slow the spread of Emerald Ash Borer (EAB) through a multi-departmental mitigation effort. In FY 2022-23, PKR will hire four positions for the Forestry EAB strike team to respond to Emerald Ash Borer deterioration effects and plant trees in city parks. In FY 2022-23, PBW will hire seven positions and focus on tree inventory and EAB treatments to slow the spread of EAB and develop a tree planting plan for citywide right-of-way and parkways. (PKR and PBW)

**STATUS** The EAB response plan has been initiated. PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties, while the Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR staff on special assignment has recorded over 700 ash trees in the maintained portions of park properties. The hiring process has begun for the new Sr. Environmental Coordinator position with an anticipated hire date by spring 2023.

The seven positions to be hired by PBW have been posted. Two positions have been filled, two are in the onboarding process, and three are still open.

**7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach** 

**INITIATIVE** Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

**STATUS** During the first three months of FY 2022-23, a vendor was selected to develop the marketing tool kit. OEQS staff is currently developing a Media Campaign Plan draft with plans to be finalized by February 2023.

**8 Solar Energy Initiative** 

**INITIATIVE** Invest \$1.0 million in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, retrofit controls, and weatherization at City facilities; and invest \$500,000 for solar battery pack at a city facility. (BSD)

**STATUS** BSD is currently developing the RFP for the solar energy initiative and solar battery pack. The expected RFP publication is set for January 2023.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****9 Brownfield Program** 

**INITIATIVE** Further environmental justice efforts by setting aside \$1.5 million for educational programs and/or community-led solutions for environmental remediation projects as well as seed money for grants to build a brownfield program. In FY 2022-23, OEQ will hire two positions that will manage the program and develop a comprehensive Brownfields Program focused on community-informed solutions and potential Environmental Protection Agency (EPA) grants for environmental remediation projects to address brownfields throughout the city. (OEQ)

**STATUS:** One Environmental Coordinator position has been filled, and the other position is anticipated to be hired by the end of February. Data Analytics & Business Intelligence has delivered a Dallas-based environmental justice screening tool to OEQS, and staff is currently testing the tool to identify any needed modifications.

**10 Comprehensive Environmental and Climate Action Plan (CECAP)** 

**INITIATIVE** Continue advancement of various components of the CECAP including the neighborhood air quality program. In FY 2022-23, OEQ will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQ)

**STATUS** The monitors are undergoing testing and calibration, with anticipated deployment in January 2023. Procurement for additional monitors is underway.

**11 Environmental Justice (EJ)** 

**INITIATIVE** With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQ will hire one new Environmental Coordinator to develop, evaluate, and track environmental justice metrics for the department, and coordinate city-wide efforts association with EJ priorities, goals, and actions. The new position will work with other city departments to develop a Dallas-based EJ screening tool and help with the development of training to better ensure City staff integrate environmental justice into city work. (OEQ)


**STATUS** Hiring is anticipated by early spring 2023.

**GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT****12 Equipment and Fleet** 

**INITIATIVE** Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy equipment vehicles used by Public Works and Dallas Water Utilities by investing \$72.6 million for the purchase of replacement and additional fleet and equipment. (EFM, DFR, DPD, SDM, DWU, and SAN)

**STATUS** EFM has 23 vehicles on order for 12 departments; the current orders total \$2.6 million. EFM anticipates another 165 units will be ordered in December 2022 to bring the total obligated amount to \$29.1 million. DFR Fleet Maintenance Division has reviewed and approved the specifications for the Engines, Trucks, and Ambulances that will be purchased with FY 2022-23 funds. One Engine has already been ordered through General Fund appropriations and the Fleet Maintenance Division is now in the process of finalizing purchase agreements for the remainder of the order.

## FY 2022-23 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****13 Addressing Homelessness** 

**INITIATIVE** Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program. The program employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program began in FY 2021-22 and will be implemented over three years (FY 2021-22 – FY 2023-24). It is anticipated that over 2,700 individuals will be housed by the end of 2023. The third year (FY 2023-24) of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

**STATUS** The Dallas Rapid Rehousing Initiative has housed 1,462 individuals since its onset in October 2021 to November 2022. Of those 1,462 individuals housed, 50% percent are from households consisting of adults with children and 50% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

**15 Healthy Community Collaborative (HCC) Program** 

**INITIATIVE** Invest \$1.5 million [including \$523,000 of new funding] to provide services to persons who are homeless and have a mental illness or who might also have co-occurring substance use or primary health care issues. In FY 2022-23, HCC anticipates serving 750 clients. (OHS)

**STATUS** From October 2022 to November 2022, the three organizations contracted by OHS have provided services for 327 clients.

**14 Homeless Action Response Team (HART)** 

**INITIATIVE** Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

**STATUS** The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position is expected to be filled and operational in December; PBW has onboarded the supervisor position, three additional positions are hired with an anticipated start in January 2023, and interviews will be held in January 2023 to hire for the remaining three positions; PKR is anticipating to hire three positions in January 2023; DAS has filled two positions; CTS plans to launch two teams in 2023 with existing Deputy Marshals and then hire new recruits to backfill vacancies. CCS has filled two of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, the HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs.

## FY 2022-23 Budget Initiative Tracker

**PUBLIC SAFETY****16 Police Response Times** ✓

**INITIATIVE** Improve response times to high priority calls by hiring 250 police officers in FY 2022-23 and implement retention incentive program targeted at reducing the attrition rate of experienced officers. (DPD)

**STATUS** A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23.

**18 Single Function Paramedic Program** ✓

**INITIATIVE** Expand the Single Function Paramedic Program to increase recruiting flexibility, provide a more diverse workforce, improve response times, and increase operational efficiency. In FY 2022-23, DFR will invest \$3.2 million to begin conversion of five existing peak demand units into units staffed by certified uniformed paramedics whose sole focus will be to staff ambulances at peak hours of call volumes. (DFR)

**STATUS** The Pilot Program has been successfully completed, with two Single Function staffing aspects of Paramedic units in South Oak Cliff providing testing for the operational, dispatch, and the project. The newly budgeted Program Manager position was just filled and is working to build out the program's logistics and procedures. Civil Service and DFR Recruiting are developing recruitment, testing, and hiring strategies to be launched in early 2023.

**20 City Facility Security Assessment** ✓

**INITIATIVE** In FY 2022-23, initiate \$2.9 million [of \$6.4 million allocated] of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

**STATUS** Quotes and proposals were received for access controls, surveillance systems, intercom system and exterior lighting at City Hall and PKR facilities. The new P25-compliant radios for Dallas security were issued and activated and the project is nearly complete. CTS is continually receiving quotes and proposals for lighting, fencing, access controls, and camera systems. As of November, CTS has encumbered \$2.1 million and expensed \$1.0 million of the department's total \$6.4 million ARPA allocation.

**17 Innovative Equipment and Technology** ✓

**INITIATIVE** Invest in the tools and technology to deliver effective and innovative public safety solutions within the Dallas Police Department. In FY 2022-23, DPD will integrate Automatic License Plate Reader (ALPR) technology into dash cameras installed in marked squad cars, replace over 4,000 portable and mobile radios, convert the public safety records management system to a web-based RMS system, and upgrade tasers to newer Taser 7 model. (DPD)

**STATUS** The portable radio replacement is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 contract was approved by Council on December 14, 2022.

**19 Inspection Life Safety Education Night Detail Team** ✓

**INITIATIVE** Effective safety begins with prevention and compliance with safety standards. In FY 2022-23, DFR will launch the ILSE Night Detail Team (sworn personnel) to educate, monitor, and inspect venues in the City's entertainment zones during their peak hours of operation. (DFR)

**STATUS** The Bureau's reorganization has been finalized to reflect new promotions and personnel transfers, which include the formation of the newly budgeted ILSE Night Detail Team. The team is in the early stages of operation and is currently developing procedures and performance metrics.



## FY 2022-23 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****21 Proactive Team ("Pro Team")** 

**INITIATIVE** Proactively identify and abate illegal dumping sites before residents submit a service request by expanding the number of proactive teams from two to four teams assigned to each quadrant of the city. In FY 2022-23, CCS will hire sixteen positions, and develop a metric to track the effectiveness of the team. (CCS)

**STATUS** Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, five have been onboarded and three are pending hires. CCS has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

**22 Multi-Family Violence Crime Reduction Plan** 

**INITIATIVE** In FY 2022-23, add twelve [10 added as budget amendment] Code Compliance officers focused on the multi-family violent crime reduction plan in partnership with the Dallas Police Department and Integrated Public Safety Solutions. (CCS, and IPS)

**STATUS** Seven positions have been filled, and the additional staff are being hired and onboarded with an anticipated January completion. Orientation and expected launch of all new staff is projected for early January 2023.

**23 Expanding Library Access** 

**INITIATIVE** Provide Library access to invaluable resources, programs, and services. In FY 2022-23, LIB will hire 55 personnel and expand Library hours from five days per week to six days per week at 15 locations, expanding children's services, workforce development, SMART summer participation, and adult learning programs at those locations. (LIB)

**STATUS** LIB is positioned with increased staffing levels to implement expanded hours at the 15 locations beginning mid-January 2023.

**24 Historic Resource Survey** 

**INITIATIVE** Invest \$1.0 million over the next two years to support a Historic Resource Survey and a strategic plan, which will identify historic resources, help determine what resources need to be preserved, and assist in guiding and developing local ordinances and planning efforts for preservation. In FY 2022-23, OHP will invest \$500,000 to start implementation of the survey and strategic plan. (OHP)

**STATUS** OHP has applied for a grant to increase funding for the Historic Resources Survey. The department is waiting to allocate funding while the outcome of the grant application pending.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****25 Sidewalk Master Plan** ✓

**INITIATIVE** Continue improving pedestrian mobility by reconstructing and repairing sidewalks in the Sidewalk Master Plan. In FY 2022-23, PBW will spend \$5.0 million in bond funds (certificate of obligation bonds), \$1.0 million in Community Development Block Grant (CDBG) funds, and \$0.3 million from the General Fund to complete 17 sidewalk projects, which equates to approximately 14.25 miles of sidewalk improvements. (PBW)

**STATUS** Two sidewalk projects and 1.4 lane miles of sidewalk improvements have been completed to date. PBW anticipates all projects and sidewalk improvement miles to be completed by September 2023.

**27 Vision Zero Action Plan** ✓

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system focuses on life-saving improvements, and infrastructure solutions that reduce the risk of serious incidents. In FY 2022-23, TRN will hire an Engineer and focus on low-cost improvements that include safety evaluations for streets prone to high rates of injury, road safety improvements, and a citywide speed limit evaluation. (TRN)

**STATUS** The Vision Zero Engineer is scheduled to start mid-December 2022.

**29 Crosswalks** ✓

**INITIATIVE** This initiative began in FY 2021-22 and will be implemented over two fiscal years. In FY 2022-23, TRN will spend \$2.5 million (of \$5.0 million allocated) to restripe 320 lane miles and paint 864 crosswalks. (TRN)

**STATUS** Longline restriping and crosswalks are scheduled to start in February. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end.

**26 Bridge Maintenance** ✓

**INITIATIVE** Implement an Annual Bridge Maintenance Program to address over 600 bridges and culverts inspected by the Texas Department of Transportation on a bi-annual basis. In FY 2022-23, PBW will spend \$3.4 million to maintain 20 bridges and set aside existing funding of \$1.0 million for emergency repairs. (PBW)

**STATUS** PBW will complete the maintenance of two bridges in January. The maintenance for the remaining 18 bridges will be completed by September 2023 as well as the \$1.0 million of funding for emergency repairs.

**28 Traffic Signals** ✓

**INITIATIVE** Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero Action Plan. This initiative was started in FY 2021-22 and implemented in three phases. In FY 2022-23, TRN will spend \$2.1 million to design 44 traffic signals to leverage federal and county funds. (TRN)

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. A draft agreement with TxDOT for 44 signals is pending a review by the contracts team. The project to replace traffic lights will be a multi-year effort.

## FY 2022-23 Budget Initiative Tracker

# TRANSPORTATION & INFRASTRUCTURE

**30 School Zone Flashing Beacons**

**INITIATIVE** Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative began in FY 2021-22 and will be implemented in three phases. In FY 2022-23 spend \$2.5 million to procure equipment and complete installation for 500 school zone flashing beacons. (TRN)

**STATUS** As of November, forty school zone flashing beacons have been installed. TRN expects to complete installation of all 500 by year end.

**31 Bike Lanes**

**INITIATIVE** Extend and improve the bike lane network throughout the city with an increased annual investment to \$2.5 million to design and/or implement approximately 10 lane miles of bicycle facilities per year. (TRN)

**STATUS** As of November, 0.58 miles have been designed for the Tyler/Polk Buffered Bike Lanes Gap Connection.

## FY 2022-23 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****32 Mentor Protégé Program** 


**INITIATIVE** Establish a mentor protégé program to support equity and capacity building of small and emerging businesses. (SBC)

**STATUS** SBC initiated the recruitment and posting of the SBC Coordinator - Mentor Protégé position. Additionally, a proposed vendor has been identified as sole source to support the Mentor-Protégé Matching system. Program kickoff is anticipated for March 2023.

**33 Equity Education Through Engagement** 

**INITIATIVE** Hire a new Public Engagement Coordinator to effectively communicate the City's equity initiatives, programs, services and events through public awareness, outreach, engagement, and transparency. (OEI).

**STATUS** OEI staff is working with Human Resources Department to post the Engagement Coordinator position by early January 2023.

**34 Accessibility** 

**INITIATIVE** Advance the City's compliance with the Americans with Disabilities Act by continuing to complete building assessments, review departmental policies, and provide employee training. In FY 2022-23, OEI will complete approximately 20 assessments. (OEI)

**STATUS** OEI will continue ADA building assessments in 2023 and anticipates having preliminary reports from 10 buildings assessed in 2022 completed by early 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. ADA Department surveys have been issued and are due by end of the end of December 2022 with Department ADA interviews to follow in January 2023. Online ADA training courses are being reviewed and training is anticipated continue in the beginning of 2023.

**35 Bridging the Digital Divide** 

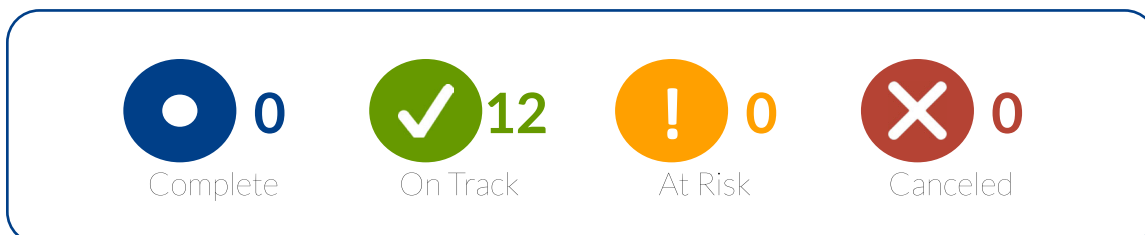
**INITIATIVE** Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

**STATUS** Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators and City Council is scheduled to award the contract in February 2023.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

While most initiatives can be completed in a single fiscal year, several FY 2018-19, FY 2019-20, and FY 2020-21 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these seven initiatives below, using the initiative numbers from the prior reports for reference.

**FY 2018-19****23 Historic Resource Survey (FY 19)** 

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

**STATUS** OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed.

**FY 2021-22****1 Economic Development Entity** 

**INITIATIVE** Launch the economic development entity called for in the Economic Development Policy with \$7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022-23. After that, work will begin to develop a three-year work plan and operational budget.

**6 Comprehensive Food & Urban Agriculture Plan** 

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

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****8 Water Distribution System** 

**INITIATIVE** Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

**STATUS** The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU has reclassified two existing positions who are developing a Lead Service Line inventory, contacting schools and day care centers to develop a facilities database and distribute education material, and developing the plan to conduct sampling and lead testing.

**13 Affordability Housing Units** 

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-22-FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, 2022, City Council approved the second project using these funds, authorizing \$4.1 million in ARPA funds to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Both developments are still undergoing predevelopment processes and have not yet begun construction.

**14 Preservation of Affordable Housing** 

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

**STATUS** In December 2021, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. The application opened in May 2022. The program has received 72 applications and staff has so far committed \$1,413,821 across 16 homes.

**19 Non-Emergency Enforcement** 

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

**STATUS** Parking violations services have been fully transferred from DPD to TRN and most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. "Train the Trainer" courses began in early November, and will eventually be incorporated into the Parking Enforcement training program. Street Blockage Clearance has been partially transferred to TRN, with non-emergency calls for handicapped/fire lane enforcement planned to be transferred in January 2023.

**27 Wi-Fi at Park Facilities** 

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

**STATUS** This project uses \$3.0 million of ARPA funding that has been allocated for PKR enhancements. The funds have been encumbered; however, due to supply chain and contractor issues a full timeline is unavailable. The anticipated date for equipment delivery is the first quarter of FY 2022-23. A scaled-down approach will complete 14 high priority sites by December 2022 using refurbished equipment.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****29 Traffic Signals** 

**INITIATIVE** Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. TxDOT has reported that the draft agreement is complete and is now pending review by the contracts team. The project to replace traffic lights will be a multi-year effort.

**32 Bike Lanes** 

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

**STATUS** TRN continues to work with engineering firm Gresham Smith and neighborhoods on bicycle facility studies for Lawnview Avenue and Meandering Way. Bicycle facility design continues for Jackson Cycle Track, Five Mile Gap, and Vernon/Tyler Gap.

**34 Accessibility** 

**INITIATIVE** Implement software system to track identified American Disabilities Act (ACA) compliance issues and barrier removal costs. (OEI)

**STATUS** EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. ITS has completed the documentation process with request for all stakeholders signed-off. The purchasing and procurement process is planned for winter 2023.

**35 Water/Wastewater Service** 

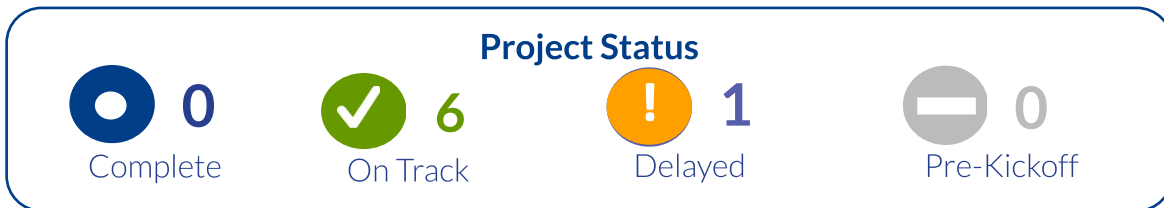
**INITIATIVE** Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City (DWU). In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in Mesquite Heights, Killough Blvd & Wasco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

**STATUS** Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area was awarded in October 2022 and began on November 14, 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022. Work is scheduled to begin April 1, 2023.

# PROCESS IMPROVEMENT

The Process Improvement Team seeks to build a culture of continuous improvement throughout the City of Dallas, partnering with departments to leverage data and research-based best practices for transformative operational success today while laying iwth foundation for future innovation.





The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>SFD Building Permit Process</b> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
			<b>Status Update:</b> Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to project management schedule.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - March 2023	TBD	TBD	TBD
			<b>Status Update:</b> Site visits currently being scheduled, to be followed by brainstorming sessions to fill the gaps identified during the data analysis. Timeline extended due to coordination of DPD schedules.			
3	<b>DFR Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			



# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<b><u>New Employee Onboarding</u></b> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (50%)	0%	TBD
			<b>Status Update:</b> The current process has been documented and is being measured manually. Based on the data the team is collecting, there are bottlenecks during the handoff from NeoGov to Workday, during background checks, and during the drug screening and physicals. There is a separate project in the works to move the NeoGov part of the process into workday by the end of 2023, and HR is looking into alternate options/vendors for background checks, drug screenings, and physicals. The team has developed customer surveys that are being sent to hiring managers and new hires starting Q1 2023 to identify areas of concern/delays.			
5	<b><u>Contract Review and Execution</u></b> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			<b>Status Update:</b> Initial data assessment complete. Weekly team meetings have begun, process to be documented and opportunities for improvement to be identified, and brainstorming sessions to follow. Timeline extended due to increase of project details.			
6	<b><u>Risk Review &amp; Certificate of Insurances</u></b> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - Dec 2022	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<b>Status Update:</b> The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has approved additional changes to be included for new business processes and standard operations developments.			
7	<b><u>"Lew Sterrett Officer Turnaround Process"</u></b> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
			<b>Status Update:</b> 2 site visits have occurred, additional site visits/observations are scheduled for January.			







# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-226

**Item #:** G.

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Technology Accountability Report (Information as of December 31, 2022)  
[Information and Technology Services]



# Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – December 2022**

Please find attached the Technology Accountability Report (TAR) based on information through December 30, 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.

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  
Billerae 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 December 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

Of note for the December 2022 report is recognition the City of Dallas received from the DallasCIO organization. City Chief Information Officer William Zielinski and City Chief Information Security Officer (CISO) Dr. Brian Gardner were announced as finalists for the 2023 Dallas ORBIE Awards. These awards honor Chief Information Officers and other technology executives for demonstrated excellence in technology leadership in North Texas. Mr. Zielinski is a finalist in the category of Large IT Enterprise CIO and Dr. Gardner is a finalist for the CISO category. Finalists and awardees will be honored at the ORBIE awards in Dallas on February 24, 2023.

The December 2022 Technology Accountability Report (TAR) features several changes and additions:

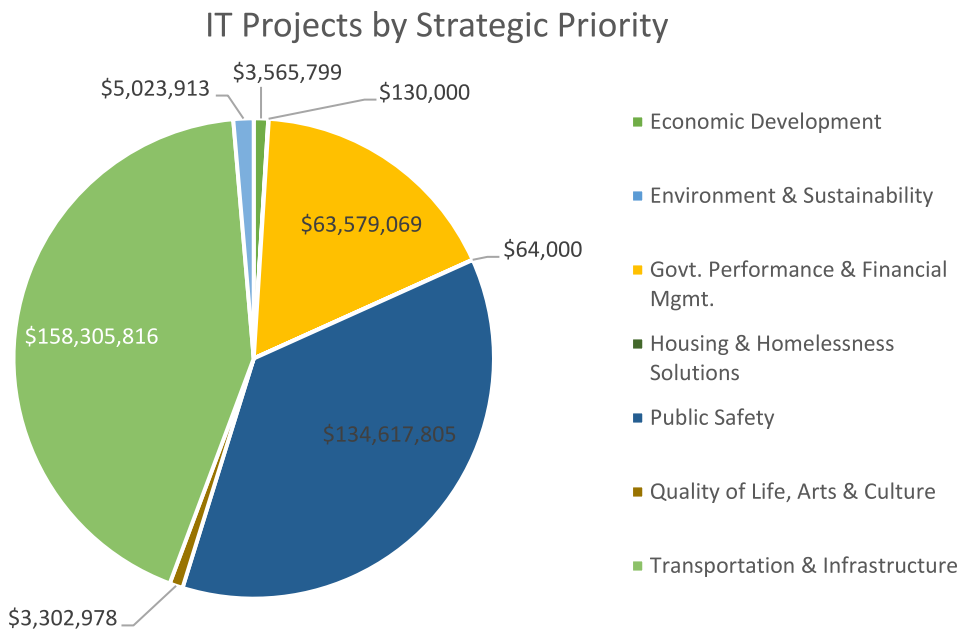
- Additional detailed information on service requests and major outages in Section 2: IT Operations.
- Refinement of major project status and related information.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

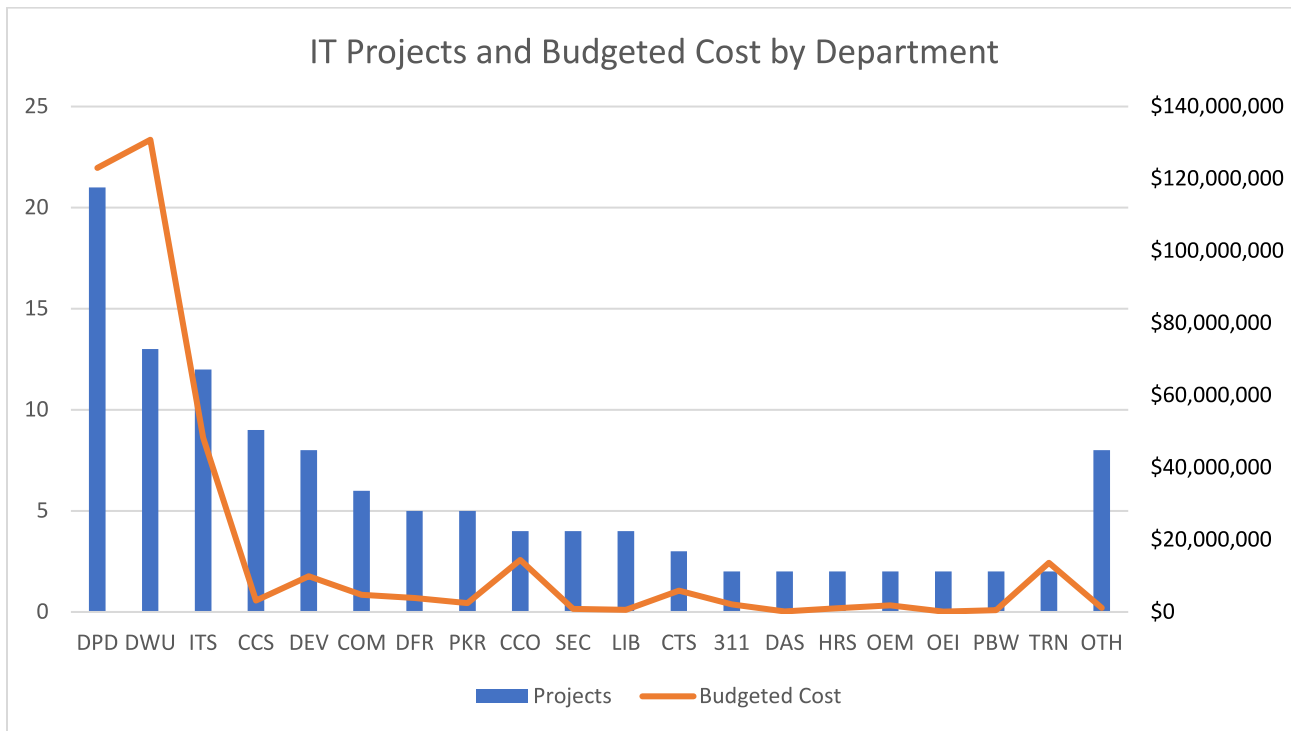
### 1. IT Projects by Strategic Priority



#### NOTES:

1. As of 12/31/2022, ITS has 116 approved IT projects in the pipeline.
2. The total budgeted costs for the 116 projects are \$368,589,379.
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 14 projects at a total budgeted cost of \$63.5 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 116 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 12 active projects at a total budgeted cost of \$48.3 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 CGI 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	01/2023	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	2/2023	Delayed
5	Code Compliance: Asset Management System (Inventory Management System)	The Code Compliance office is seeking an asset management system to manage a number of different 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 Marshal's 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	12/2022	<b>Complete</b>

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#	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	2/2023	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 allows residents to access an online platform to register and pay for vacant property maintenance.	Quality of Life	CCS	1/2023	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). Allows 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 conducting market research for the purchase of equipment to allow live video and audio streaming from offsite locations to the City's control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission.	Quality of Life	COM	TBD	In Process
12	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of Council meetings allows the City to remain in compliance with ADA requirements, and our Equity and Inclusion goals.	Quality of Life	COM	6/2023	In Process
13	RFCSM 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	TBD	Delayed

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#	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 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 in 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 walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to offer this service to customers to better track data associated with customer experiences; volume, wait times, types of service...etc. Project will identify, procure, and implement a customer queue management solution for DEV.	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 to 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	Telestaff Workforce Management is a web-based solution designed for the unique challenges of Public Safety Workforce 24-hour staffing. The application assists City of Dallas Public Safety workers manage their complex and dynamic shifts.	Public Safety	DFD	9/2022	On Hold



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#	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 alerts 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 (ALPR) 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 12/31/22

#	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	02/2023	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 are resolved with the upgrade.	Public Safety	DPD	2/2023	In Process
30	Axon Air (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) 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	Complete
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

As of 12/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
33	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans Police Headquarters. It will include 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage and surveillance camera installations at intersections, and 4) Trailer camera installations.	Public Safety	DPD	12/2024	In Process
34	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
35	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
36	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
37	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	10/2023	In Process
38	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
39	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

As of 12/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
40	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provide 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
41	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	TBD	In Process
42	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
43	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
44	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
45	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

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
46	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
47	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
48	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
49	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	3/2023	In Process
50	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	Cancelled
51	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	6/2023	FEDRAMP portion of project completed. Phase 1 now In Process.
52	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	4/2024	In Process
53	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative representation of our Technology Current State and Future State - an effort critical to data center improvements and technical debt reduction.	Infrastructure	ITS	4/2023	In Process

As of 12/31/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
54	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
55	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
56	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
57	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, programs, and education.	Quality of Life	LIB	3/2023	In Process
58	Neighborly 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
59	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
60	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
61	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
62	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

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
63	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
64	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
65	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	12/2022	In Process
66	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 official city records.	GPFM	SEC	11/2022	In Process
67	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 key areas: New Boards and Commission Application Portal and an Upgraded Boards and Commission Tracking/Reporting Solution.	GPFM	SEC	12/2022	In Process
68	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
69	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	Delayed

**\*\*LEGEND:**

**Cancelled:** The project has not finished, and work on the project will not continue.

**Completed:** Work on the project has finished, and all deliverables/tasks have been completed.

**Delayed:** The project is still active, but we have passed the initial estimated completion date.

**In Process:** The project is currently being worked on by the project team.

**On Hold:** The project has not finished, and work on the project has been suspended.

**Ongoing:** The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

NOTES

- 1 Enterprise Contact Center (ECC) Solution.** Project is still in process, but we do not anticipate completion during the month of December. We anticipate approximately 4 months more work to implement Single Sign On (Multi-Factor Authentication), final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
- 2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is proposed for February 22, 2023, Council agenda.
- 3 Code Compliance Management System (CCMS) Phase 2.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS, working with Code Compliance and the system vendor, have submitted PCI Compliance Remediation paperwork and have performed system and user testing. 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 February 2023.
- 6 Portable Illegal Dumping Camera Tower and Camera Installation.** Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.
- 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 February 2023.
- 11 Remote Video Streaming.** Project plan/schedule is being developed. New date will be provided when available.
- 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. Project date will be updated after this project has completed the procurement process.



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## As of 12/31/22

**18 Land Management System POSSE replacement project.** ITS, DEV and Vendor have aligned on the SOW. Project should go to Council for approval in late February or early March 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 09/2025, will show on January TAR.

**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.

**20 Telestaff Workforce Management for Public Safety.** Project On Hold awaiting new contract with Accenture for integration support.

**25 Mobile Surveillance Platform Vehicles (Formerly known as Bait Car).** DPD has recently identified/received grant funds. Contract must now be put into place.

**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.

**29 DPD WEB-RMS Case Management System.** Vendor is updating SOW for items to be provided in the upgrade. Anticipate project work to commence in Feb 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.

**33 Surveillance Cameras and Real-Time Crime Center (RTCC).** This project will provide This project will provide a "Real Time Crime Center" capability within Jack Evans police station. It is being added to the "Major Projects" portion of this document due to the magnitude of the project and its impact on the city. It is in progress and has an expected completion date of December 2024.

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## As of 12/31/22

**40 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.

**41 Enterprise Capital Project Management System (ECPMS) Phase 2.** This project completion date will be extended based on a pending Project Change Request (PCR) for updated requirements/deliverables regarding GIS capabilities.

**49 Aptio IT Financial Transparency Software.** Project is progressing; working on minor item fixes before it is ready. New estimated completion date March 2023.

**50 DocuSign Use Case Review.** ITS Business Analyst worked with the departments and determined that the original business cases for this software are no longer valid. This project is being cancelled and will not be on next month's TAR.

**51 ServiceNow Phase 2.** This project is being implemented in an “Agile” fashion – ie rolling out in numerous phases. Migration to the FEDRAMP was completed in Dec 2022. Estimated completion of next phase estimated June 2023.

**52 IT Project and Portfolio Management Tool.** Project schedule adjusted in anticipation of Council approval in February or March 2023.

**61 Workday Prism.** Project On Hold awaiting new contract with Accenture for integration support.

**63 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.

**65 Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly.

**69 Advanced Traffic Management System (ATMS).** The vendor has substantially completed the required work for this project per the scope of the contract. There are several 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. ESINet – Implementation complete. Project will be removed next month.
  - b. Portable Illegal Dumping Camera Tower and Camera Installation – Implementation complete. This project will be removed next month.
  - c. The FEDRAMP portion of ServiceNow Phase 2 was completed. This project’s next completion date is projected June 2023.
  - d. DPD Command Staff Conference AV upgrade was completed. Although not on the Major Projects List, this project will be removed from next month.
  
2. Projects Removed
  - a. No projects were removed from December TAR.
  - b. The DocuSign project’s requirements analysis has determined that this project is no longer necessary. It is being cancelled and will be removed from the Major Projects list next month.
  
3. New Projects added to the project Pipeline
  - a. Ethics Financial Reportion Solution was added to support the City Attorney Office.
  - b. TAC Form Automation project was added to support ITS. This is a no-cost project, so it will not show in the Major Projects list.

## D. Other Project Related Topics

1. Project Cost Estimation
  - a. Project cost estimates are derived from numerous sources. Initial cost estimates are made by the Business (project requestor), working with ITS, to make initial guesstimate. That number is then refined through development of a Statement of Work, Contract Development, or other research. These estimates include, but are not limited to cost of Software, Hardware, Licenses, Annual Maintenance, Documentation and Training. Cost estimates for licenses, maintenance and documentation is projected through years 2 – 6.

# Section 2: IT Operations

## A. Outage Report

### 1. Monthly Help Desk Report

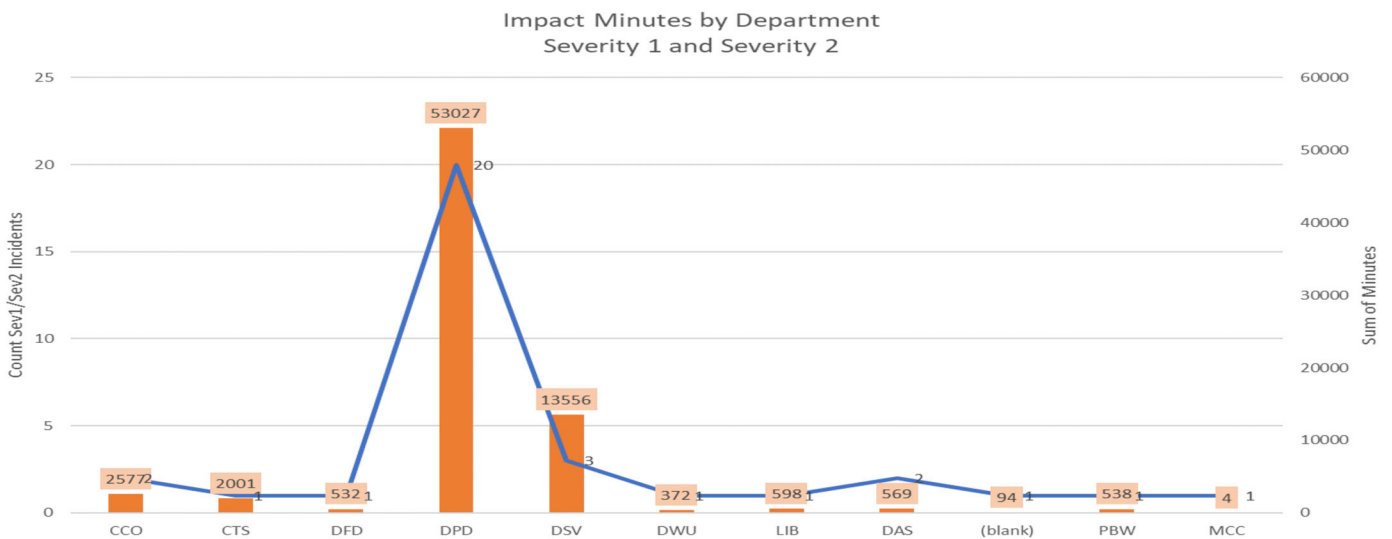
Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Total Calls	7502	7546	8006	7252	7616	7151	7222
Answered	7136	7138	7763	7017	6921	6132	6222
Abandoned	366	408	243	235	695	1019	1000
Abandoned (<10sec)	166	172	115	93	273	408	380
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5

Metric	Current Month	Trend								
Average Speed to Answer – Voice	0:01:01									
Password Related Incidents	15%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>15.8%</td></tr> <tr><td>Nov</td><td>14.5%</td></tr> <tr><td>Dec</td><td>14.7%</td></tr> </table>	Month	Value	Oct	15.8%	Nov	14.5%	Dec	14.7%
Month	Value									
Oct	15.8%									
Nov	14.5%									
Dec	14.7%									
First Contact Resolution - Incident	81.23%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>71%</td></tr> <tr><td>Nov</td><td>81%</td></tr> <tr><td>Dec</td><td>81%</td></tr> </table>	Month	Value	Oct	71%	Nov	81%	Dec	81%
Month	Value									
Oct	71%									
Nov	81%									
Dec	81%									
Average Duration – Service Desk	1.87 Days	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>1772</td></tr> <tr><td>Nov</td><td>822</td></tr> <tr><td>Dec</td><td>2715</td></tr> </table>	Month	Value	Oct	1772	Nov	822	Dec	2715
Month	Value									
Oct	1772									
Nov	822									
Dec	2715									
Average Duration – Field Services	3.37 Days	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>4115</td></tr> <tr><td>Nov</td><td>3564</td></tr> <tr><td>Dec</td><td>4865</td></tr> </table>	Month	Value	Oct	4115	Nov	3564	Dec	4865
Month	Value									
Oct	4115									
Nov	3564									
Dec	4865									
Average Duration - PD Field Services	6.57	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>6116</td></tr> <tr><td>Nov</td><td>10025</td></tr> <tr><td>Dec</td><td>9465</td></tr> </table>	Month	Value	Oct	6116	Nov	10025	Dec	9465
Month	Value									
Oct	6116									
Nov	10025									
Dec	9465									

NOTES:

- 1. In December 2022, the IT Helpdesk received 7222 calls for support. This is a slight decrease from November.
- 2. First Contact Resolution for December is 81% a dip from November of 95% and below of goal of 85%.
- 3. Field Services increased the average service duration from 2.4 days in November to 3.37 days in December.
- 4. Field Services for DPD decreased average service duration from 6.9 days in November to 6.57 days in December.

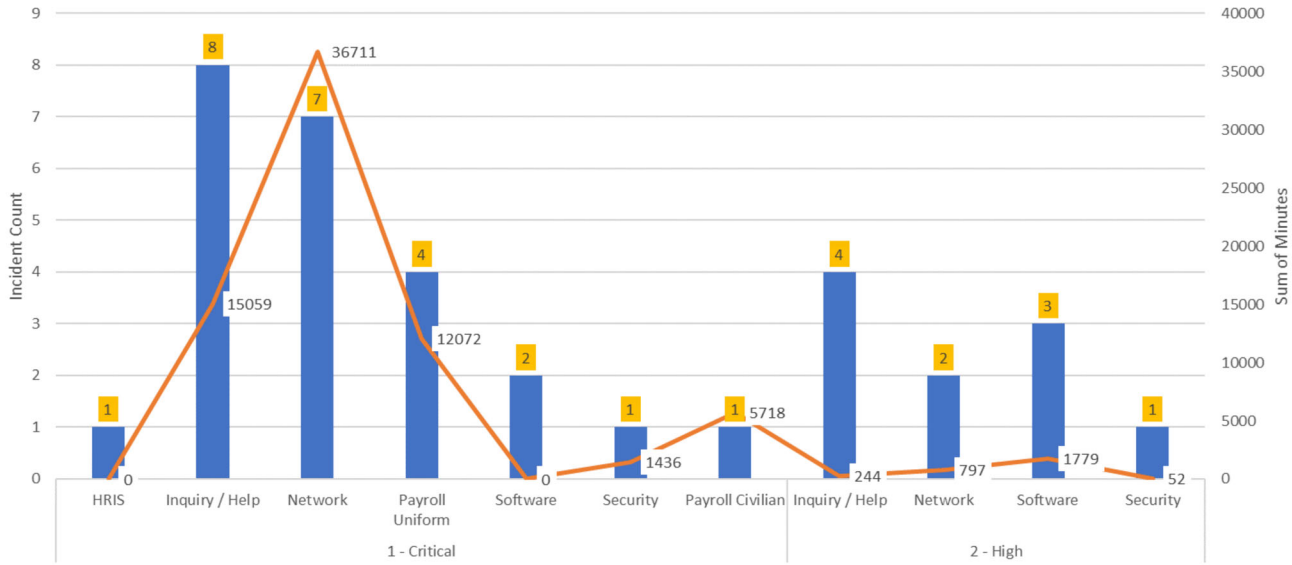
2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)



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 points are extracted from ServiceNow based upon input by city IT technicians. Analysis reveals there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated 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.

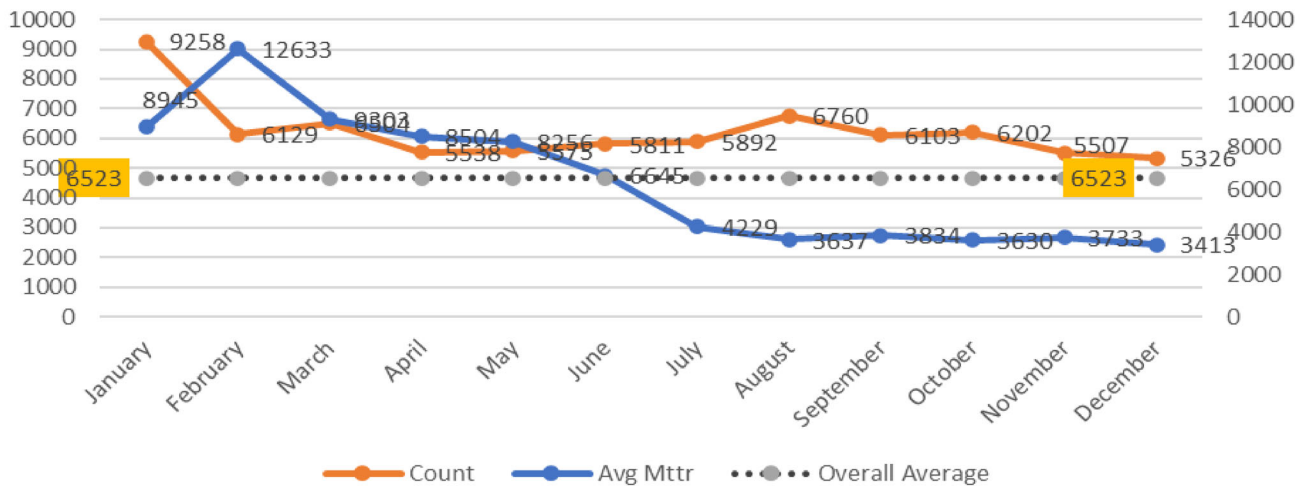
Severity 1 and 2 by Issue Category  
Impact in total minutes



**NOTES:**

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

Monthly MTTR



**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 December 2022, the trend of reducing average MTTR continued after a slight uptick in November.

### 3. Monthly Major Outage Report

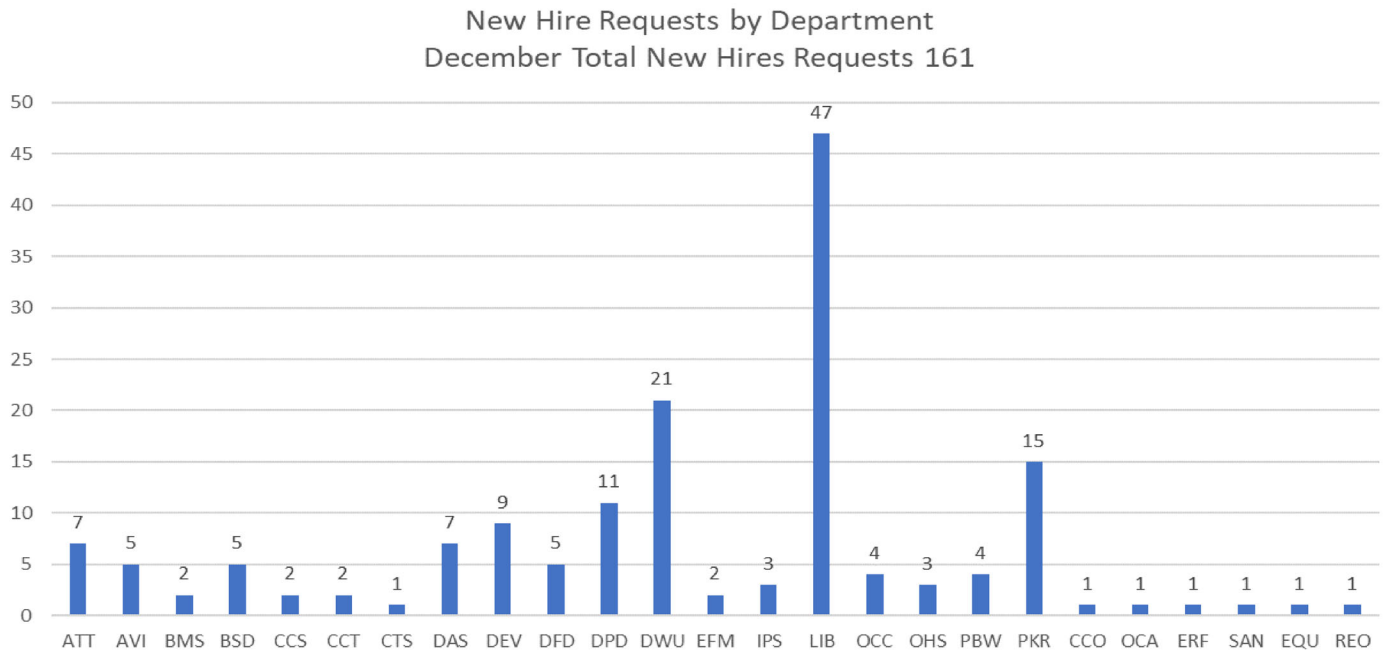
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	WHAT: Unable to login / saying the system is down	DPD	Software		ITS CAD and RMS Applications	#VALUE!
1 - Critical	APPLICATION/SERVICE: RMS down for all users • WHAT: RMS program is down • WHERE: Lewt Sterret Jail	DPD	Network	Outage	ITS CAD and RMS Applications	#VALUE!
1 - Critical	Dept: dpd Issue: Jail and other users are reporting rms down	DPD	Inquiry / Help		ITS CAD and RMS Applications	#VALUE!
1 - Critical	WHAT: unable to access network drives K-Drive is unable to load •	DPD	Network		ITS Server Team	576.7
1 - Critical	SQLDPDFORTIS application is down. Entire police records unit is unable to access server	DSV	Inquiry / Help	Policy/Procedure	ITS DPD Applications	196.2
1 - Critical	R drive is not allowing entire division to access \\cds-web. Affecting 4 divisions including 75 individuals.	CTS	Inquiry / Help	Escalation/Status	ITS Backup Team	33.4
2 - High	CAD Freezing and Unfreezing in 911 and Dispatch	DPD	Software	Troubleshooting	ITS CAD and RMS Applications	11.8
1 - Critical	No library is able to access All files for entire dept Shared Network file drive FSLIB00	LIB	Network	Outage	ITS Server Team	10.0
1 - Critical	DPD intranet home page down Cant reach this page, make sure the web address is correct http://dpd/ All user's affected	DPD	Network	Outage	ITS Web Team	9.9
2 - High	unable to access \\fscty11\pbwdata. No users able to access the folder at the moment	PBW	Software	Missing/Reinstall	ITS Server Team	9.0
2 - High	Locution systems down shows the PC's as "offline" *Station affected so far: station 6, 38, 8	DFD	Software	Troubleshooting	ITS Desktop Team	8.9
1 - Critical	Dallas Fusion Center Description of Issue: All internet is down in the Dallas Fusion Center.	DPD	Inquiry / Help	Policy/Procedure	ITS Network Connectivity	7.9
2 - High	Chameleon system isn't communicating with SalesForce. Error : Calls are not closing in Sales Force	DAS	Network	Outage	ITS Posse Apps	7.1
2 - High	The network switch down affecting six to eight people in the building	DWU	Network	Outage	ITS Network Connectivity	6.2
1 - Critical	if user calls 214 670 1234 number it is not going thru it will end after 5 sec	DSV	Inquiry / Help	Escalation/Status	ITS Network Operations Center	5.8
1 - Critical	Issue Network: K drive not connecting	DPD	Network	Outage	ITS Server Team	1.9

#### NOTES

1. 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.
2. Outages with #value are incidents that had over 4 hours of impact, however, are incomplete of details to identify full impact to departments

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

### 1. New Hire Report

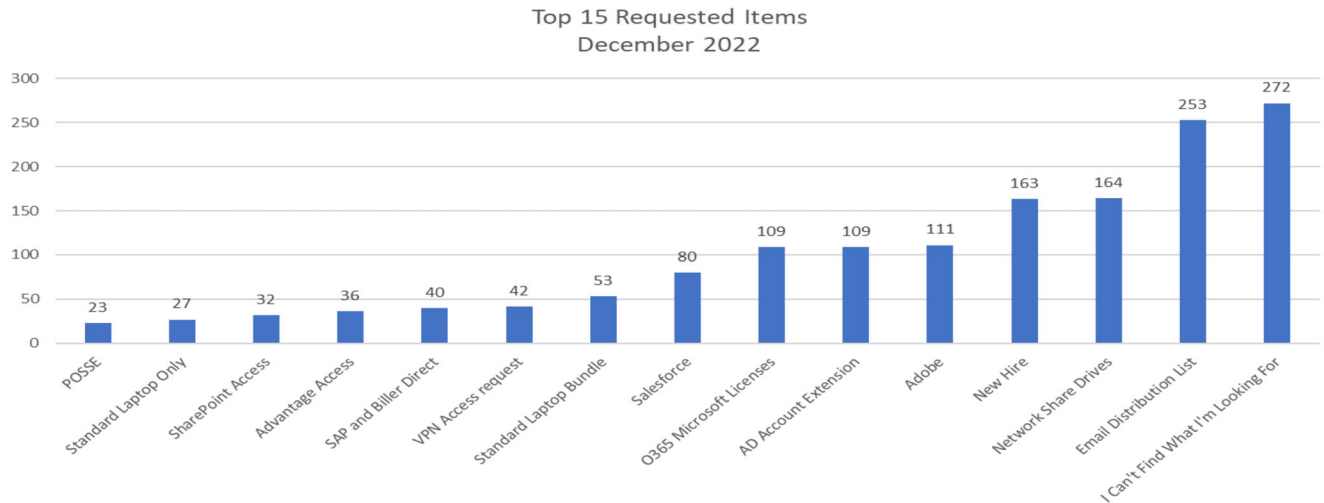


### Notes

1. In the month of December, a total of 161 requests were opened for new employees.
2. LIB, DWU, and PKR being the top 3 hiring departments. DWU has had 3 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

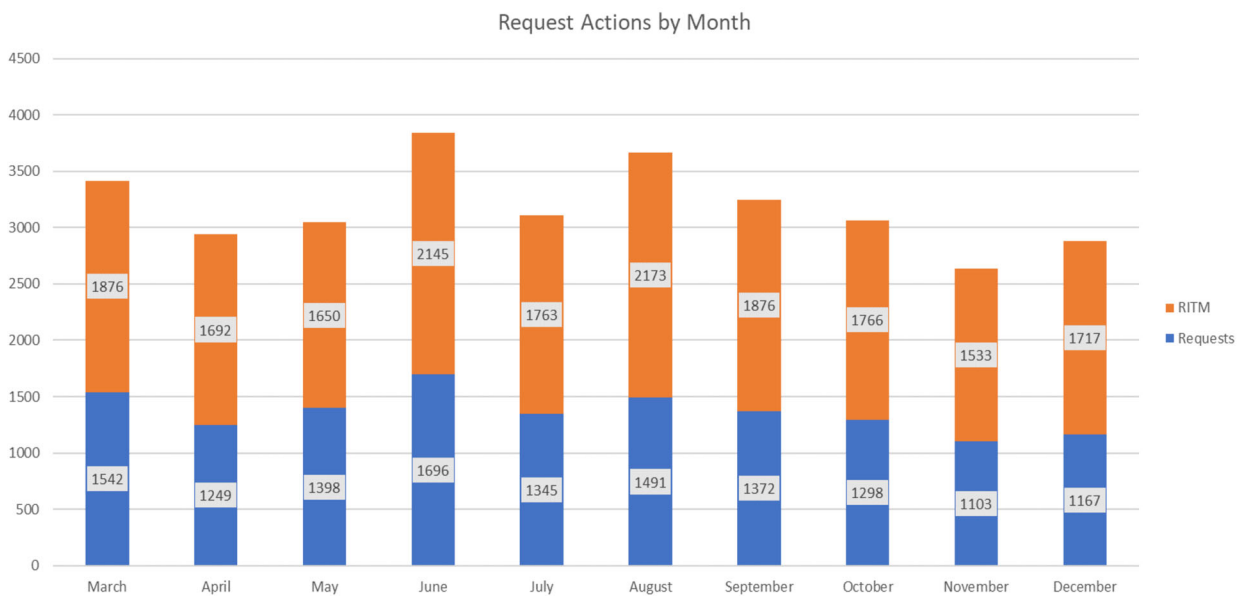


2. Service Request Report (An ask for service – “I need Software Installed”)



**Note**

1. December Service Request actions totaled 1167 a slight increase over November which totaled 1103. 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.



**Note**

1. This chart illustrates that 1167 Request Tickets, generated 1717 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams 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.

### A. Contract/Procurement Management

#### Items Approved on December 14 Council Agenda:

CR 22-1783 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

CR 22-1780 Motorola Solutions, Inc. – Purchasing agreement for handheld radios and subscription services

- Three-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$30,294,793.06
- Supports public safety
- Compatible and operable with P25 Radio Communication System

CR 22-1782 Carahsoft Technology Corp – Purchasing agreement for web-based recruitment tool subscription for Civil Service Department

- Five-year agreement via Texas DIR cooperative agreement
- Contract amount \$567,762.50
- Neogov modules

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## **As of 12/31/22**

CR 22-1784 Axon Enterprise, Inc – Purchasing agreement for licenses that provide use of body-worn, in-car, interview room camera systems, electronic control weapons, cloud storage and associated software and hardware for Police department

- Ten-year agreement via Sourcewell cooperative agreement
- Contract amount \$134,756,800.67
- Licenses for body and interview room cameras, Tasers, software, and cloud storage

### Items Approved on January 11 Council Agenda:

CR 23-0121 Shelby Communications, LLC – Bridge contract for network cabling

- Two-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

CR 23-0128 Incapsulate, LLC – Exercise the first of three one-year renewal options for maintenance and support and hosting of the City’s customer relationship management software

- One-year agreement for Department of Information and Technology Services
- Contract amount \$412,000.00
- Continuation of the subscription for the 311 module, a managed service delivered on the Salesforce platform

## **Upcoming Contracts Requiring Council Approval**

### January 25 Agenda Items:

Microsoft Corporation – Purchasing agreement for Microsoft Unified Enterprise Support Services

- One-year agreement via Texas Department of Information Resources
- Contract amount is \$546,714.00
- Comprehensive set of support services including
  - Proactive services to help improve the health of IT infrastructure and operations
  - Service delivery management to facilitate planning and implementations
  - Prioritized 24x7 problem resolution services to minimize downtime

February 8 Agenda Items:

Teqsys, Inc. - Continuous use of the VERITAS eDiscovery Platform

- Five-year agreement (three years + two one-year renewal options) via Texas Department of Information Resources
- Contract amount is \$794,683.46
- Provides capabilities for ITS and City Attorney's Office to capture, collect and preserve information from the City's information systems

HLP, Inc. – Chameleon Data Management System for Dallas Animal Services (DAS)

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

Council Agenda Date TBD:

ePlus Technology – Web Application Firewall (WAF) and Distributed Disruption of Service (DDoS) (contract pending)

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

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

- Two-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 12/31/22**

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

## B. Budget Performance &amp; Execution

## Fund 0191-9-1-1 System Operations as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	88,926	632,786	(11,012)
Overtime Pay	-	-	-	-	-
Pension	91,413	91,413	13,053	89,859	(1,554)
Health Benefits	63,870	63,870	5,357	54,481	-
Worker's Compensation	1,658	1,658	-	1,658	-
Other Personnel Services	4,873	4,873	4,899	12,829	1,433)
<b>Total Personnel Services</b>	<b>805,612</b>	<b>805,612</b>	<b>112,235</b>	<b>791,613</b>	<b>(13,999)</b>
Supplies	201,465	201,465	369	201,465	-
Contractual Services	13,205,665	13,205,665	3,151,698	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>14,212,742</b>	<b>14,212,742</b>	<b>3,264,302</b>	<b>14,198,743</b>	<b>(13,999)</b>

## Fund 0197 - Communication Services (Radio Network) as of 11/30/22

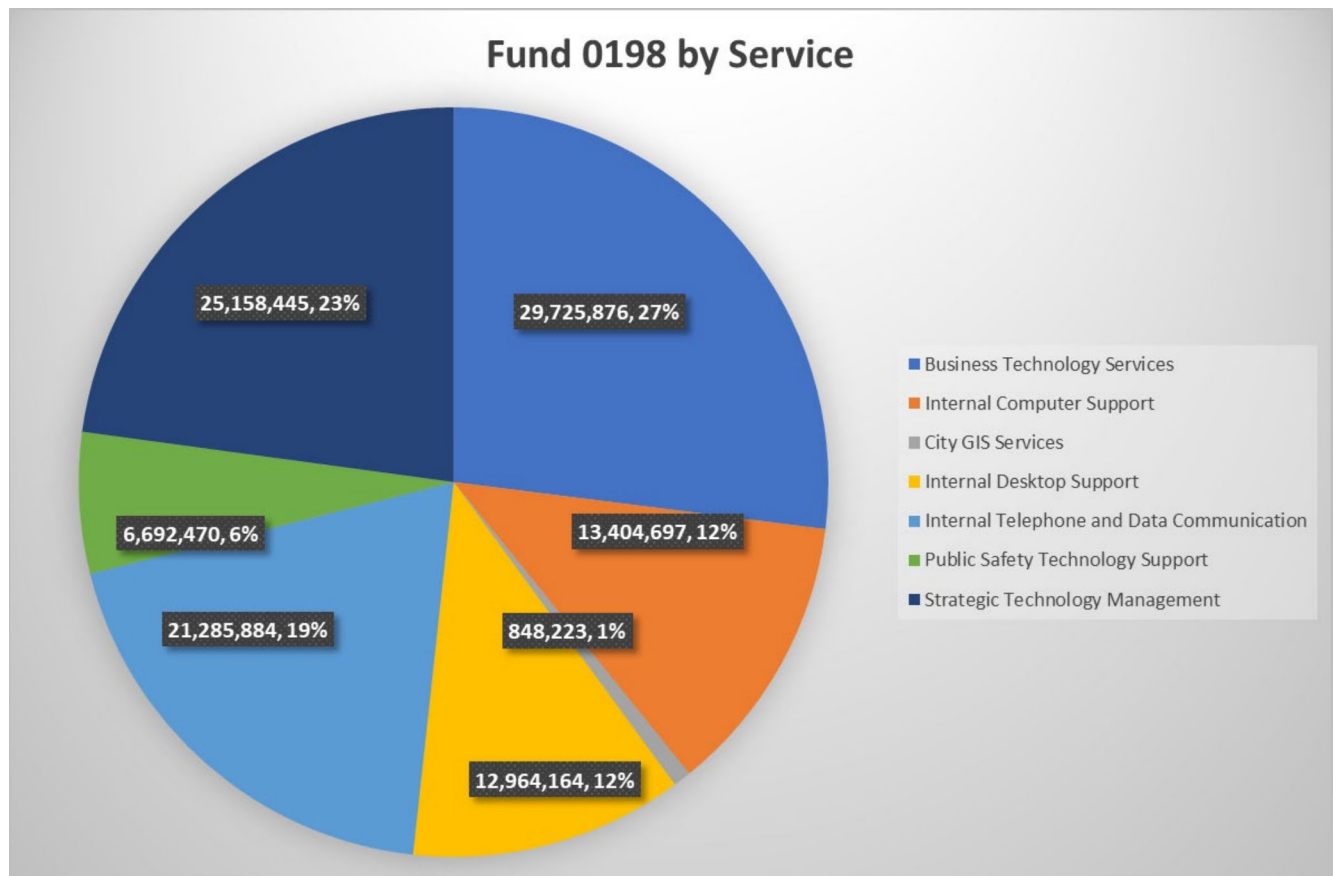
Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	260,363	1,874,364	(121,113)
Overtime Pay	51,320	51,320	35,851	51,320	-
Pension	282,080	282,080	43,011	274,917	(7,163)
Health Benefits	263,086	263,086	19,946	234,423	-
Worker's Compensation	7,197	7,197	-	7,197	-
Other Personnel Services	5,156	5,156	13,023	40,404	6,585
<b>Total Personnel Services</b>	<b>2,604,316</b>	<b>2,604,316</b>	<b>372,194</b>	<b>2,482,625</b>	<b>(121,691)</b>
Supplies	1,156,482	1,156,482	155,498	991,493	(164,989)
Contractual Services	13,106,759	13,106,759	3,686,493	13,272,082	165,323
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>16,867,557</b>	<b>16,867,557</b>	<b>4,214,186</b>	<b>16,746,200</b>	<b>(121,357)</b>

As of 12/31/22

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	2,488,938	19,496,372	(656,322)
Overtime Pay	41,612	41,612	4,783	41,612	-
Pension	2,858,569	2,858,569	358,004	2,779,597	(78,972)
Health Benefits	1,908,328	1,908,328	126,376	1,609,376	-
Worker's Compensation	49,182	49,182	-	49,182	-
Other Personnel Services	737,996	737,996	90,713	1,026,563	(10,385)
<b>Total Personnel Services</b>	<b>25,748,381</b>	<b>25,748,381</b>	<b>3,068,814</b>	<b>25,002,702</b>	<b>(745,679)</b>
Supplies	759,552	759,552	44,975	773,177	13,625
Contractual Services	83,683,424	83,683,424	28,618,413	84,303,880	620,456
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>110,191,357</b>	<b>110,191,357</b>	<b>31,732,202</b>	<b>110,079,759</b>	<b>(111,598)</b>



## C. 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	30	30.00
<b>Fund 0198 - Data Services</b>	204.0	190.1	204.0	219.0	219.0
<b>Total</b>	<b>239.2</b>	<b>225.6</b>	<b>241.1</b>	<b>256.0</b>	<b>256.0</b>

### 2. Vacancies and Hiring Activities

- As of December 31, 2022, ITS had 61 vacancies out of the available 256 positions.
- As of December 31, 2022, of the 61 vacancies the disposition was:
  - 2 positions are actively posted
  - 18 had been previously posted and are undergoing review
  - 8 are at the interview stage
  - 6 are undergoing reclassification to re-align within the ITS department
  - 33 are awaiting posting



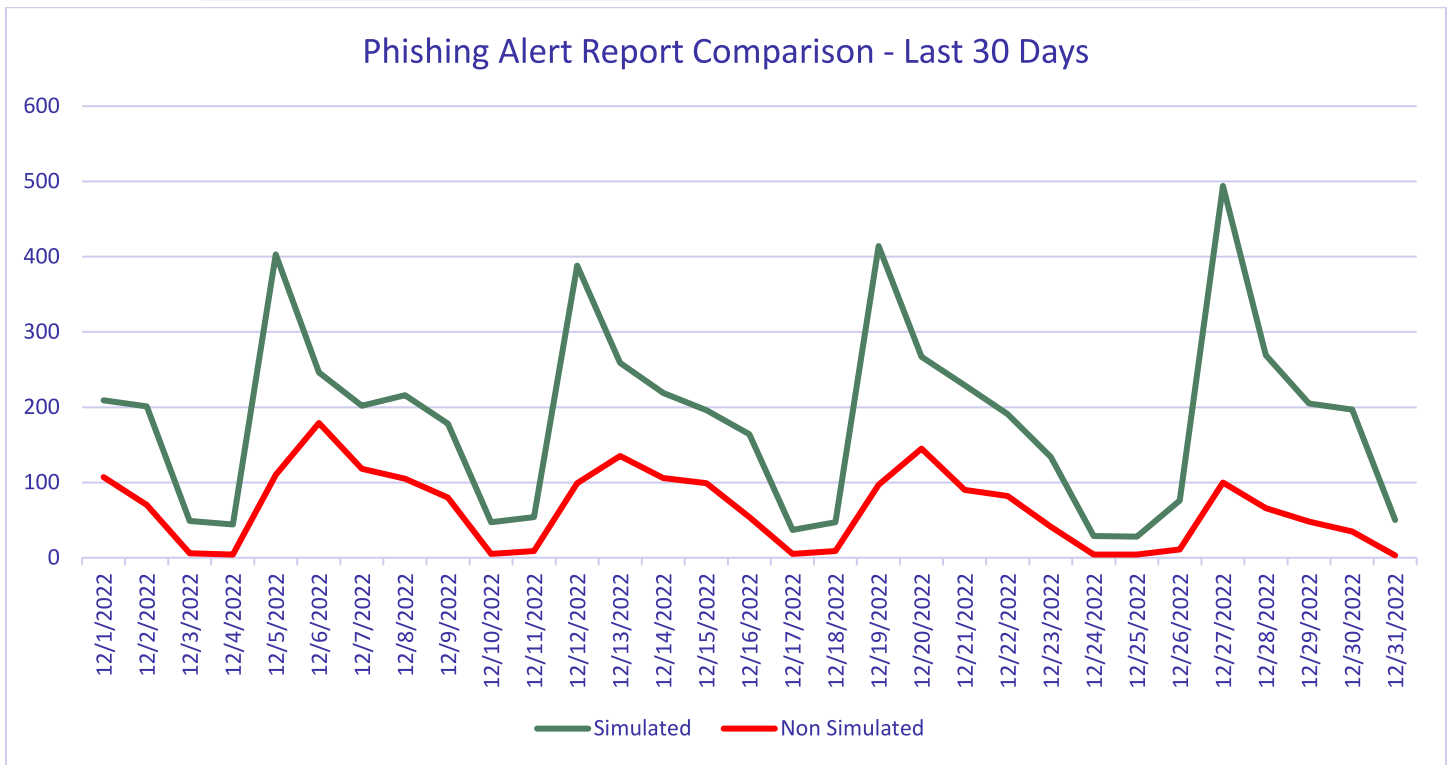
## Section 4: Cybersecurity Programs

### 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.

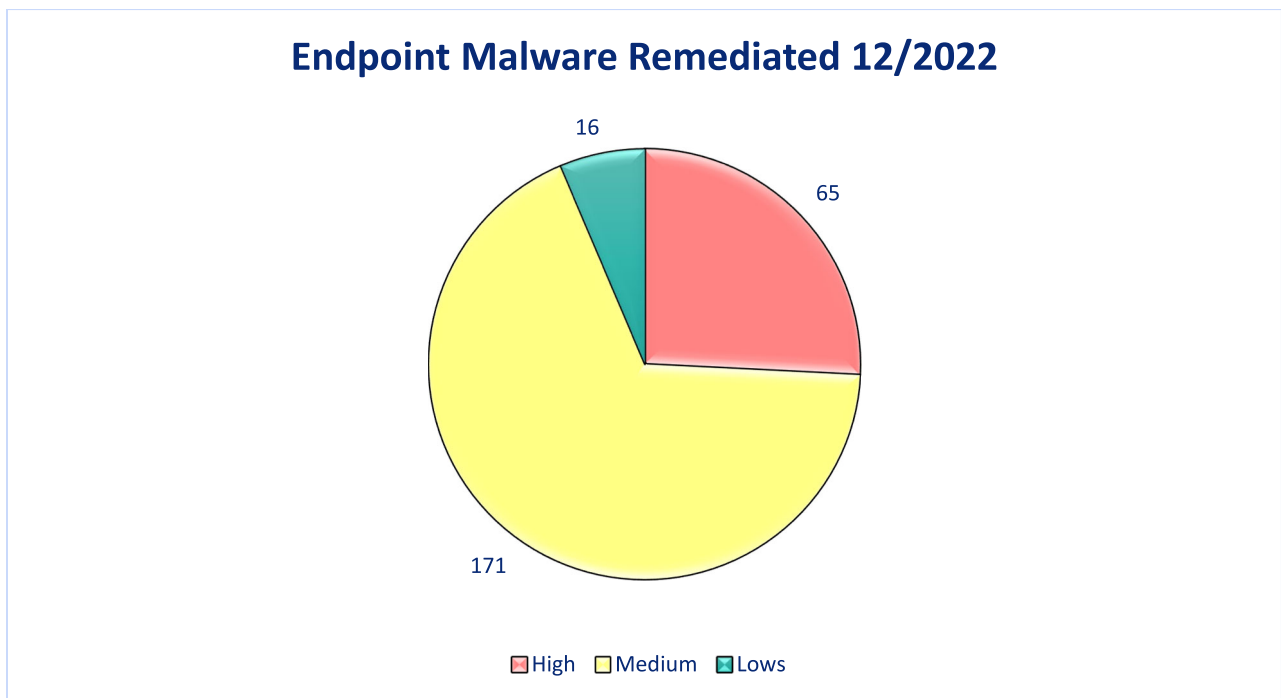
		Capability Maturity Model Levels				
		Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
NIST Cybersecurity Framework Functions	Identify	Little to no cybersecurity risk identification.	Process for cybersecurity risk identification exists, but it is immature.	Risks to 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.

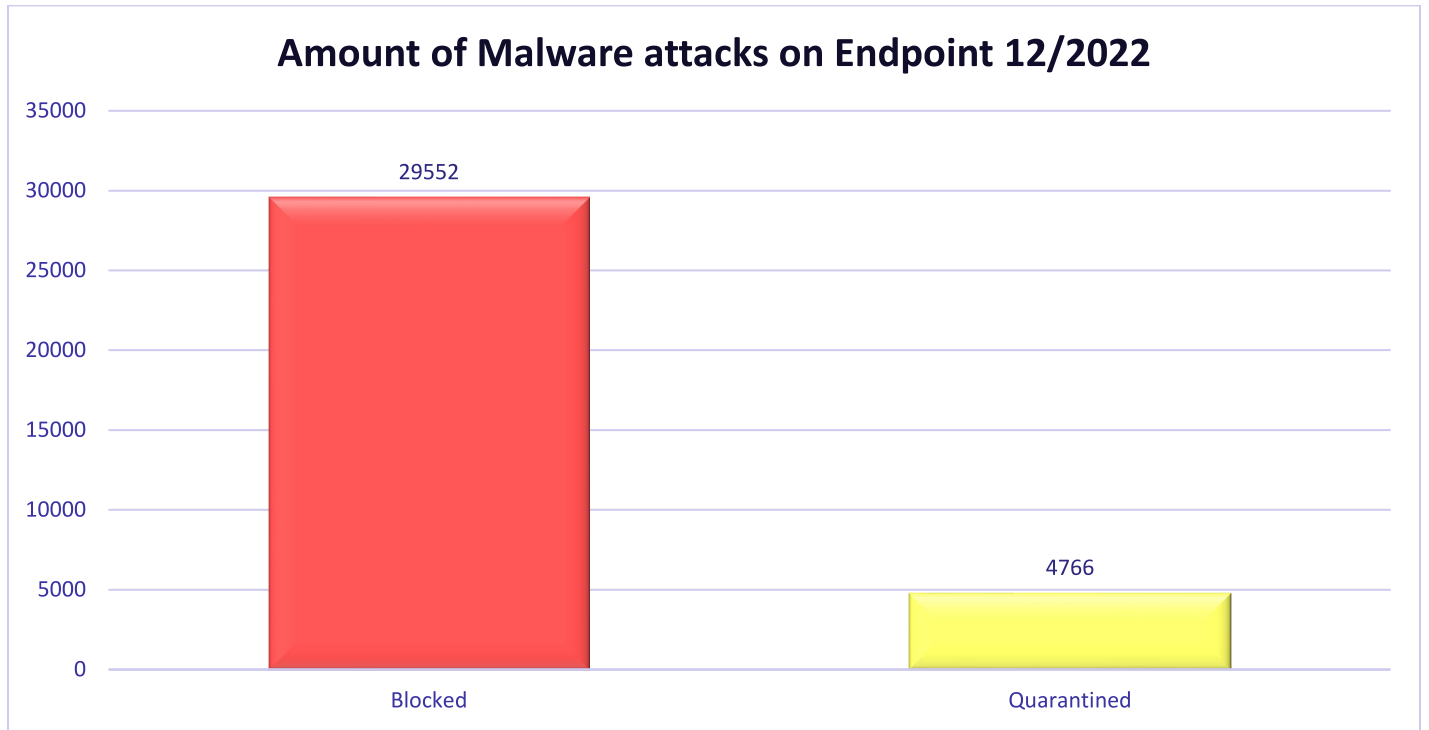
Figure 3: Assessing Cybersecurity Maturity

## C. Data Protection & Privacy

### 1. Endpoint Protection

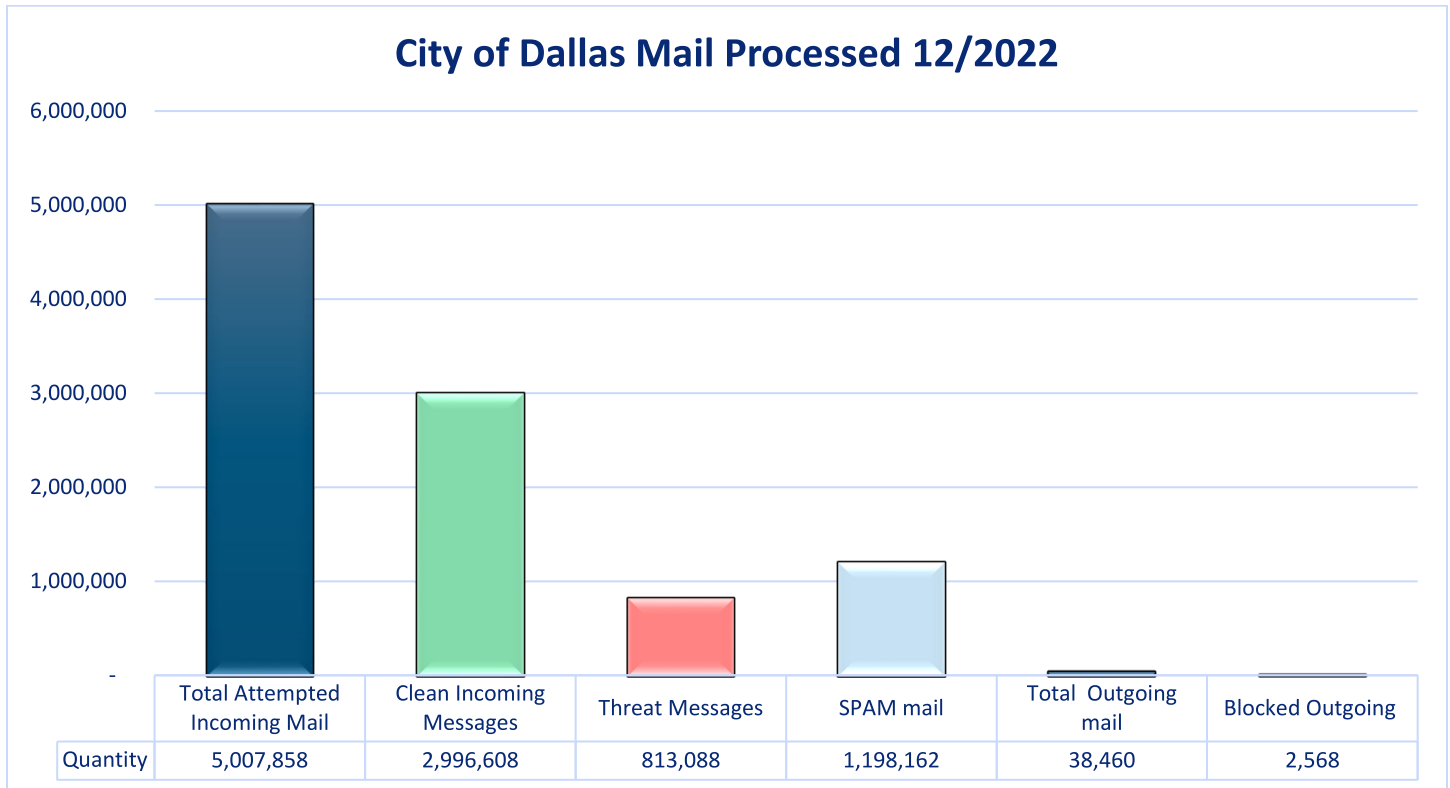
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like 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 (December 2022 Activities)

- 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.
- Burn-in testing for Public Safety layer on the P25 system initiated in December 2022. City Hall Security team in Courts migrated to Public Safety layer for testing. Migration of Public Safety users will begin following testing. is in process of being scheduled
- Upgrades to the Emergency Services Internet Protocol Network (ESINet) were completed as an initial phase of the Next Generation 911 system which significantly modernizes capabilities of the City's 911 emergency center.

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

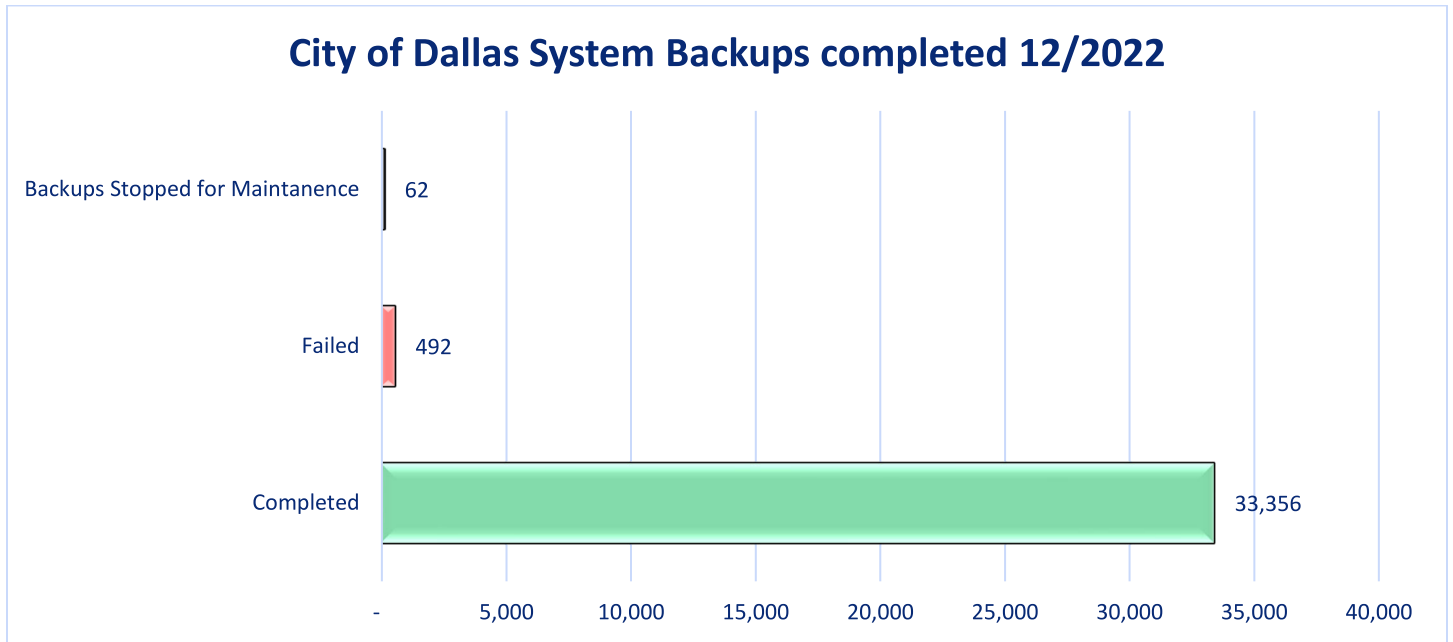
- Completed upgrading the City's virtual environment VCenter ESXi host hardware.
- Continuing the upgrade of end-user devices to latest operating system image to address security vulnerabilities. Less than 500 devices of inventory remaining to upgrade.

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

- Data center access Standard Operating Procedure developed to improve access control. Criminal Justice Information Services (CJIS) certifications 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

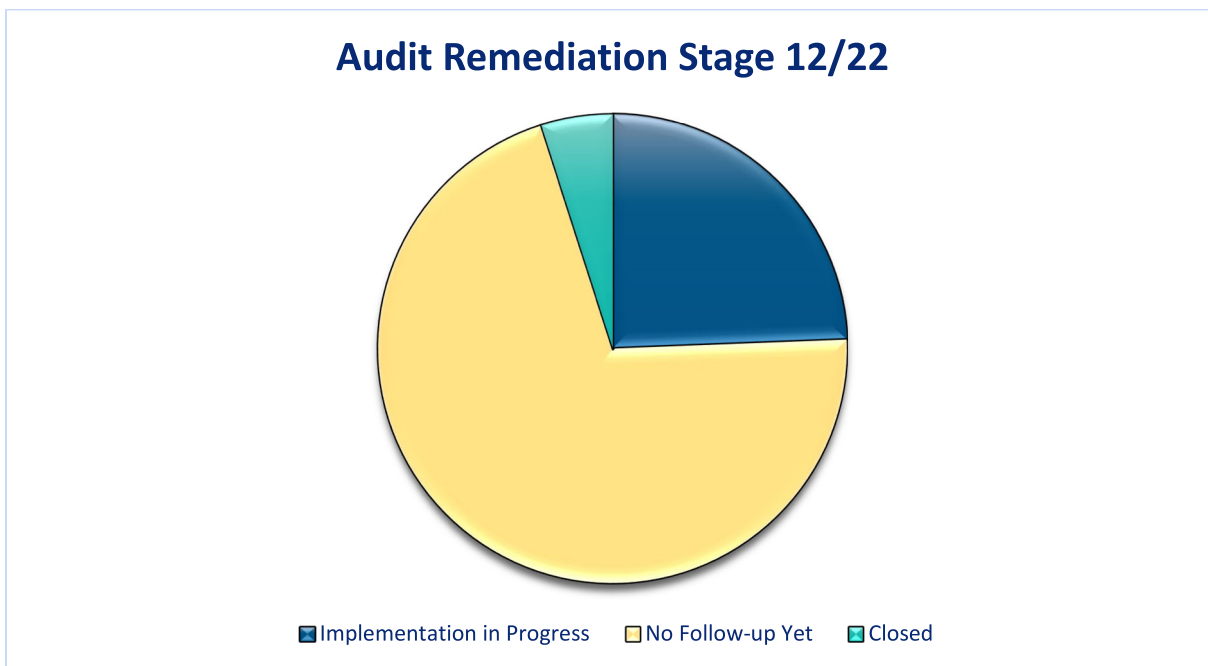
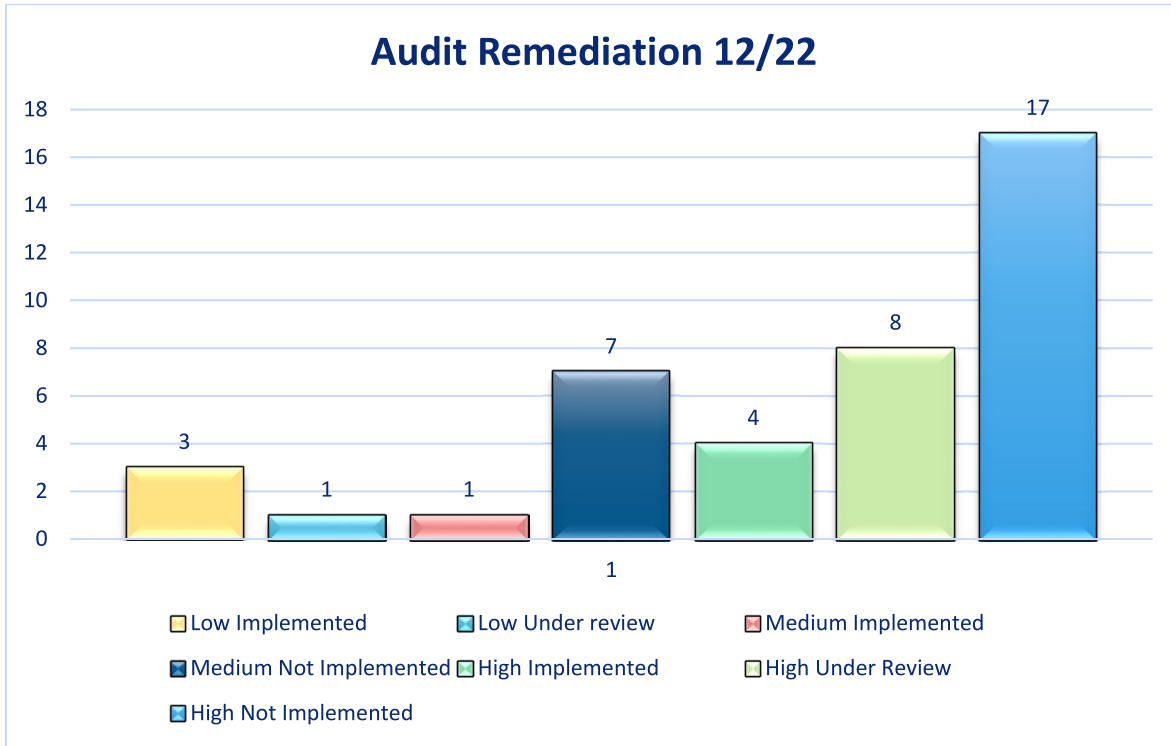
A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.





## 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 #:** 23-227

**Item #:** H.

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Position Classification Action Process  
[Budget and Management Services]



# Memorandum



CITY OF DALLAS

DATE January 23, 2023

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

SUBJECT **Position Classification Action Process**

This memorandum provides an overview of the Classification Action Process (CAF) at the City of Dallas, in response to questions raised during a prior GPFM Committee Meeting.

An organization's jobs are regularly updated to ensure alignment with the market and business needs. The CAF provides for changes to budgeted civilian positions, including position upgrades, downgrades, and reclassifications. Department directors may request updates due to changes to the responsibilities of an individual or position, changes in a department's function, or departmental restructure.

The CAF is a document that includes the information needed to reclassify a position and required approvals. The following provides details regarding the CAF process:

- To complete the CAF, the requester must include information such as changes to the position responsibilities and scope, a business justification for the requested change, budget impact, and an updated or new job description.
- Departments can submit CAFs to request changes in job classifications from October 1st to April 1st of each fiscal year.
- The process includes approvals by the appropriate Director, Deputy City Manager or Assistant City Manager, Budget & Management Services, and Human Resources Compensation staff.
- Budget and Management Services determines whether all proposed CAF changes are financially sustainable in the current and future fiscal years by comparing the proposed change to the department's annual budget appropriation.
- For requests concerning vacant positions, the department may immediately recruit for the position following the CAF approval.
- All approved classification action changes are included in the annual Position Classification Allocation (PCA) document submitted to Council with the annual budget.

DATE January 20, 2023  
SUBJECT **Position Classification Action Process**

The table below describes the standard service level agreement (SLA) for CAF approval.

Action	Time to Complete
Initiate (department responsibility)	
Department Director review	5 Business Days
Deputy/Assistant City Manager or Chief review	5 Business Days
Budget & Management Services review	3 Business days
HR Compensation review	3 Business days*
HR Director or Assistant Director Review	Included in HR Compensation review time to complete

\*Process may take up to 2 business weeks if the form is requesting a new title be created; job description review, time to collect relevant market data and make recommendations on title and grade. Delays may occur due to incomplete information, missing signatures, or incorrect routing.

If you have questions, please contact Nina Arias, Director of Human Resources or Janette Weedon, Director of Budget & Management Services.



Jack Ireland  
Chief Financial Officer

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Jon Fortune, Deputy City Manager  
Kimberly Bizzor Tolbert, Deputy City Manager

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-350

**Item #:** I.

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Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A  
[City Controller's Office]



# Memorandum



CITY OF DALLAS

DATE January 23, 2023

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

SUBJECT **Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the  
Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue  
Refunding Bonds, Series 2023A**

The January 25, 2023 City Council agenda includes an item for an ordinance authorizing the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A (the "Bonds") in a principal amount not to exceed \$200 million. On December 14, 2022, City Council approved a resolution authorizing the preparation of plans for the issuance of the Bonds.

This proposed revenue bond sale is for the purpose of refunding and retirement of commercial paper notes issued for interim financing of improvements to the City's water and wastewater system, in accordance with the capital program for water and wastewater improvements and the Fiscal Year 2022-23 operating and capital budgets for the Water Utilities Department. Currently, the estimated amount of commercial paper outstanding to be refunded at the time of pricing is approximately \$180,000,000, a reduction from \$190,000,000, the issuance amount initially planned and authorized by City Council. At the advisement of the City's Co-Financial Advisors, Hilltop Securities, Inc. and Estrada Hinojosa, the bonds will be issued via a negotiated sale.

This ordinance, subject to parameters, authorizes city staff and financial advisors to negotiate the sale and issuance of the Bonds with the previously selected underwriting syndicate.

Please let me know if you need any additional information.

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

Jack Ireland  
Chief Financial Officer

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
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Directors and Assistant Directors







# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-358

**Item #:** J.

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Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 2023 and Certificates of Obligation, Series 2023

[City Controller's Office]



# Memorandum



CITY OF DALLAS

DATE January 23, 2023

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

SUBJECT **Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the  
Preparation of General Obligation Refunding and Improvement Bonds, Series  
2023 and Certificates of Obligation, Series 2023**

The February 8, 2023 City Council agenda includes two items regarding the issuance of general obligation bonds and certificates of obligations. Pending approval is a resolution authorizing the preparation of plans for the issuances of General Obligation Refunding and Improvement Bonds, Series 2023A; General Obligation Refunding Bonds, Series 2023B; and Combination Tax and Revenue Certificates of Obligation, Series 2023 (collectively, "the Bonds"), in a total amount not to exceed \$572,880,000. In conjunction with the approval of the Bonds, the agenda includes a resolution authorizing the publication of Notice of Intention to Issue Certificates of Obligation, as required by State law.

The City's Co-Financial Advisors, PFM, recommend the issuance of General Obligation Refunding and Improvement Bonds, Series 2023A to: (1) refund outstanding commercial paper, (2) refund up to \$81,880,000 of eligible Series 2013A outstanding obligations, and (3) to finance capital improvement projects at the City, in an amount not to exceed \$374,000,000; issuance of General Obligation Refunding Bonds, Series 2023B to finance the settlement of legal obligations, in an amount not to exceed \$55,500,000; and issuance of Combination Tax and Revenue Certificates of Obligation, Series 2023 to finance street improvements, in an amount not to exceed \$61,500,000.

Payment for cost of issuance is not made unless the bonds are issued. The issuance of bonds is contingent upon the approval of a parameters ordinance, scheduled for City Council consideration in April 2023.

Please let me know if you need any additional information.

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

Jack Ireland  
Chief Financial Officer

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
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Directors and Assistant Directors





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-397

**Item #:** K.

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GPFM Committee Forecast



# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	PRESENTER(S)
<b>MONDAY, FEBRUARY 27, 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 January 14, 2023 and February 17, 2023	Mark Swann, City Auditor
	Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan	Ken Noland, DCAD Chief Appraiser
	City Equipment Incident Review	Zeronda Smith, Director, Risk Management
	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 December 31, 2022)	Budget & Management Services
	Technology Accountability Report (Information as of January 31, 2022)	Information & Technology Services
	Quarterly Investment Report (Information as of December 31, 2022)	City Controller’s Office
<b>TUESDAY, MARCH 21, 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 February 18, 2023 and March 10, 2023	Mark Swann, City Auditor
	Communications Relating to the FY 2022 Audit	City Controller’s Office
	DFW Airport Annual Bond Ordinance	DFW Airport
	2022 Executive Performance Management Process for Council Appointees Update	Human Resources
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (Information as of January 31, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of February 28, 2023)	Information & Technology Services
	End of Year Report	Budget & Management Services
	Appointment of City Auditor	City Manager’s Office