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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 24, 2023

</div>

23-0012

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

PRESENT: [7]   Mendelsohn, Willis, West, *Bazaldua, *Atkins, *McGough, Ridley

ABSENT: [0]

The meeting was called to order at 1:03 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 3:26 p.m.

_____
Chair

ATTEST:

_____   _____
City Secretary Staff   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.

OFFICE OF THE CITY SECRETARY   CITY OF DALLAS, TEXAS

EXHIBIT A

E X H I B I T   B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

Item 1:   Approval of the March 21, 2023 Government Performance and Financial
            Management Committee Meeting Minutes

Councilmember Ridley moved to adopt the minutes as presented.

Motion seconded by Councilmember West and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING ITEMS

Item A: Development Services - Monthly Update

The following individuals briefed the committee on the item:

- Majed Al-Ghafry, Assistant City Manager, City Manager's Office;
- Brita Andercheck, Chief Data Officer, City Manager's Office; and
- Nina Arias, Director, Human Resources

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING ITEMS

Item B: Office of the City Auditor Briefing on Internal Audit Reports Released Between March 11, 2023 and April 14, 2023

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor;
- Carron Perry, Senior Auditor, Office of the City Auditor; and
- Natasha Wade, Manager, Development Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING ITEMS

Item C: FY23 Mid-Year Appropriation Adjustments

The following individuals briefed the committee on the item:

- Janette Weedon, Director, Budget and Management Services;
- Ivan Guel, Assistant Director, Budget Management Services; and
- Jack Ireland, Chief Financial Officer, City Manager's Office

Councilmember Ridley moved to defer the item to the April 26, 2023 city council meeting.

Motion seconded by Councilmember McGough and unanimously defer.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING ITEMS

Item D: Civil Service Board Rules and Regulations Revisions

The following individual briefed the committee on the item:

- Jarred Davis, Director, Civil Service

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING ITEMS

Item E: Overview of Controlled Insurance Programs and Proposed Recommendations

The following individuals briefed the committee on the item:

- Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office; and
- Zeronda Smith, Director, Office of Risk Management

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 24, 2023

BRIEFING MEMOS

Item F: Budget Accountability Report (Information as of February 28, 2023)

Item G: Technology Accountability Report (Information as of March 31, 2023)

Item H: BMS Process Improvement Update

Item I: 2023 City Calendar Amendments

Item J: Statewide Opioid Settlement Agreement and Proposed Uses

Item K: GPFM Committee Forecast

The committee discussed all items.

E X H I B I T   C

File #: 23-1026

Item #: A.

Development Services- Monthly Update
[City Manager's Office]

Memorandum

CITY OF DALLAS

TO Honorable Members of the City Council 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 **April 24, 2023 Government Performance and Financial Management (GPFM) Committee, Development Services Department Monthly Update for March 2023**
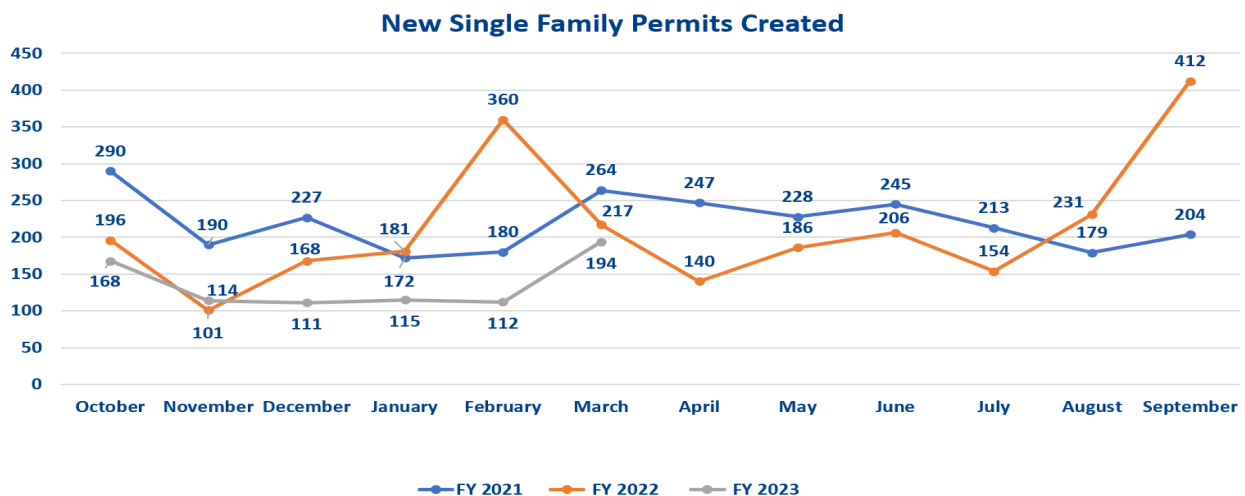
Technology

The land management software implementation project is in progress. An official kick-off date has been set for May 1, 2023. A team of subject matter experts from the Development Services, ITS support, and other key Departments have been identified and will lead the efforts of overseeing the successful implementation of the new system.
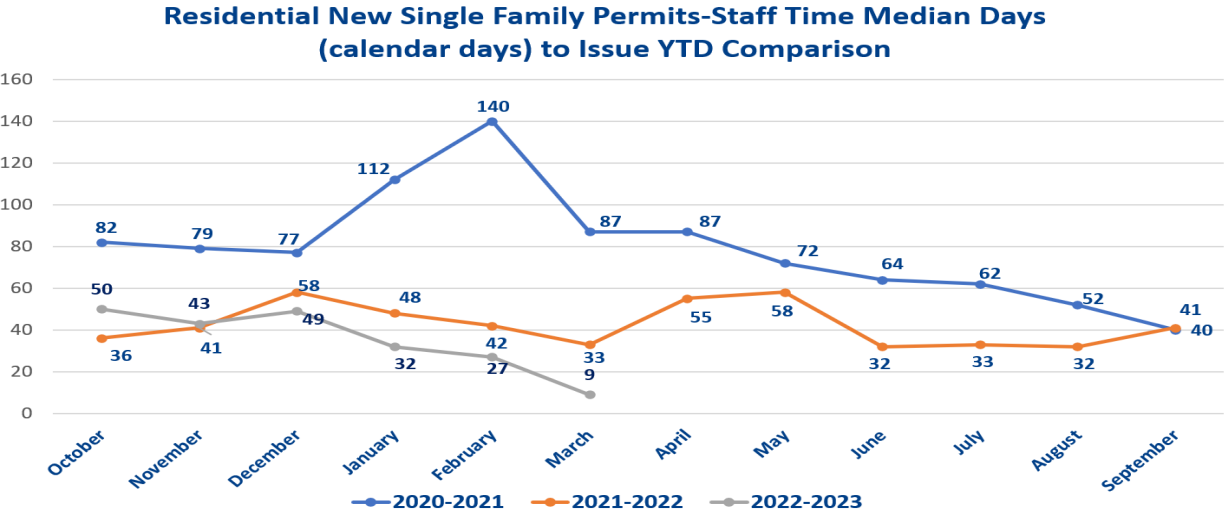
A contract for the Customer Management Queuing system for the Development Services Permit Center has been executed and implementation and is set to begin late April 2023. The Department has partnered with ITS on implementing and deploying the application.

Residential Metrics

In March 2023, the total number of New Single-Family permits that were initiated increased from **112** to **194** from the previous month. However, the team continues to issue more permits than those coming in each month for the past (three) 3 months. This continues to be a consistent trend. The team issued **226** New Single-Family permits for the month of March 2023. This represents **16%** more permits being issued than those submitted by customers.

New Single Family Permits Created

FY 2021   FY 2022   FY 2023

DATE   April 21, 2023

SUBJECT   **April 24, 2023, Government Performance and Financial Management (GPFM) Committee, Development Services Department Monthly Update for March 2023**

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The Median number of days staff has spent for all New Single-Family permits to issue has decreased from **27** days to **9** days. This represents an **18**-day decrease for all permits issued for the month. The New Single-Family Plan Review Team has not experienced any permitting backlogs since November of 2022.

Residential New Single Family Permits-Staff Time Median Days (calendar days) to Issue YTD Comparison

Month	2020-2021	2021-2022	2022-2023
October	82	36	50
November	79	41	43
December	77	58	49
January	112	48	32
February	140	42	27
March	87	33	9
April	87	55	
May	72	58	
June	64	32	
July	62	33	
August	52	32	
September	41	40	

Of all the New Single-Family permits submitted for the month of March, the initial reviews were performed within the Department's **15**-day performance goal. The New Single-Family Plan Review Team performed all initial reviews within the Department's established performance goals **99%** of the time and performed all initial reviews within **3** days. New Single-Family permits submitted for the month of March 2023 that did not require revisions from the applicant, and were issued in the same month, equated to **7** median days. The Residential Single-Family VIP (RSVP) permitting team issued **33** permits the same day they were submitted for the month.

The third-party reviewers continue to be utilized, and staff anticipates partnering with them as the summer months approach and expanding their services to assist with residential and commercial projects.

The Self-Certification Plan Review Program Draft is being finalized by the Matrix Group. The Department intends to share recommendations with stakeholders and the Development Community for feedback in the next couple of months after the report is finalized.

Commercial Metrics

The Department received 12 new commercial, 26 commercial additions, 339 commercial remodels, 51 complex commercial Q-Team, and 8 minor commercial Q-Team project permits in March 2023. All new commercial/remodels initial reviews were performed

DATE   April 21, 2023

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within 9 days and met the Department's performance goal of 15 days. All Q-Team initial reviews were performed within 5 days. The Department is working proactively with the Data Analytics and Business Intelligence Department to develop and launch a forward-facing commercial permitting dashboard.

Dallas Development Services Department Performance Goals FY2022-2023			2022			2023			
Metrics	**Goal**	**FY21-22**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**YTD**
# of Commercial Plan Review Submittals									
Commercial New	N/A	**171**	11	10	6	8	11	12	**58**
Commercial Additions	N/A	**156**	19	17	28	16	33	26	**139**
Commercial Remodels	N/A	**4,179**	281	247	404	281	295	339	**1,847**
Express Plan Review (Q-Team)	N/A	**842**	23	16	20	23	22	51	**155**
Express Plan Review Minor Commercial (Q-Team 2)	N/A	**N/A**	N/A	N/A	N/A	N/A	14	8	**22**
Average # of Days for Initial Review									
New Commercial/Remodels	15 Days	**12**	10	10	11	10	9	9	**10**
Express Plan Review (Q-Team)	10 Days	**7**	5	5	2	3	2	5	**4**
Express Plan Review Minor Commercial (Q-Team 2)	1 Day	**N/A**	N/A	N/A	N/A	N/A	1	1	**1**

Recruitment

Development Services continues its hiring efforts to fill the current vacancies. As of April 12, 2023, a total of **66** positions are currently vacant. This represents a Vacancy Rate **18%**, a decrease from **20%** from the previous month. Of the **66** vacancies, **12** positions are in the hiring process and onboarding process, **18** have tentative interviews scheduled, **2** are being reclassified, and **34** are currently being advertised. In addition, the Department participated in a hiring fare on April 5, 2023 and is participating in subsequent events in the months of April and May 2023.

Currently, the Department is partnering with HR and Budget to request **10** engineering intern positions for mid FY2022-2023 and for FY2023-2024 to recruit engineering students from local universities.

Position	Total Vacancies
Administrative Specialist I	1
Administrative Specialist II	1

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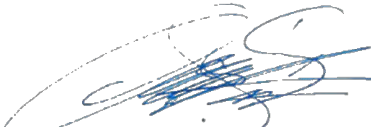|	
Commission/Board Coordinator	1
Deputy Building Official - Development Services	1
Development Services Administrator	2
Development Services Policy Administrator	1
Engineer Assistant I	1
Engineer Assistant I - Fire Protection	3
Engineer I	1
Inspector III - Building Inspection	1
Inspector III - Electrical	2
Inspector III - Plumbing	1
Inspector III - Signs	1
Lead Inspector - Multidiscipline	9
Lead Plans Examiner - Multidiscipline	3
Manager - Development Services Training	1
Permit Clerk	3
Plans Examiner	2
Project Coordinator - Development	4
Records Technician I - Development Services	2
Senior Architect	1
Senior Departmental Budget Analyst	1
Senior Geographic Information System Analyst	1
Senior Geographic Information System Support Technician	2
Senior Inspector	1
Senior Inspector - Building Inspection	1
Senior Office Assistant	1
Senior Permit Clerk	4
Senior Plans Examiner	5
Senior Plans Examiner - Building Inspection	2
Senior Plans Examiner - Electrical	1
Senior Plans Examiner - Plumbing	1
Senior Project Coordinator - Development	1
Senior Training Specialist - Development Services	2
Supervisor - Departmental Finance	1
Total Department Vacancies	**66**

Next Steps

- Continue to evaluate the Affordable Housing Team in partnership with the Department of Housing & Neighborhood Revitalization.
- Continue the Pop-Up Permit Saturdays.
  - Event hosted April 15, 2023 (5 Walk-In Customers).

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- Lunch and Learn Series are regularly being hosted and attended with an average of 30 attendees per session.
- Partner with Data and Business Intelligence Group to establish a public facing Commercial Permitting Dashboard.
    - Begin reporting Commercial Metrics to GPFM and Economic Development Committees
- Meet with Dallas Home Builders Association to receive feedback on Self-Certification recommendations finalized by the Matrix Consulting Group.
- Continue to partner with the Bond Office and contractors as the Department moves the Phase 1 team into 7800 N Stemmons in May 2023.
- Launch Development Services podcast to inform customers about the latest news and updates from the department.
- Finalize the proposed Incentive Pay and working collaboratively with Human Resources.

Should you have any questions please contact Andrew Espinoza, Director/Chief Building Official of Development Services at (214) 542-1227 or andres.espinoza@dallas.gov.

Majed A. Al-Ghafry, P.E.
Assistant City Manager

c: T.C. Broadnax, City Manager   M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
    Tammy Palomino, Interim City Attorney   Dr. Robert Perez, Assistant City Manager
    Mark Swann, City Auditor   Carl Simpson, Assistant City Manager
    Bilierae Johnson, City Secretary   Jack Ireland, Chief Financial Officer
    Preston Robinson, Administrative Judge   Genesis D. Gavino, Chief of Staff to the City Manager
    Kimberly Bizor Tolbert, Deputy City Manager   Directors and Assistant Directors
    Jon Fortune, Deputy City Manager

City of Dallas

Agenda Information Sheet

File #: 23-1027

Item #: B.

Office of the City Auditor Briefing on Internal Audit Reports Released Between March 11, 2023 and April 14, 2023
[Mark Swann, City Auditor, Office of the City Auditor]

Office of the City Auditor

Auditor Briefing Update

Reports Released between March 11, 2023, and April 14, 2023

April 24, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

Audit of the Department of Development Services Expenses

March 17, 2023

Mark S. Swann, City Auditor

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

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Chad West

Gay Donnell Willis

City of Dallas

Report Issued – March 17, 2023

Audit of the Department of Development Services Expenses

Objective and Scope

The objectives of this audit were to determine: 1) the top ten expense categories (uses) of the Department of Development Services Enterprise Fund; 2) if the uses benefit the public good; and, 3) if any unusual financial transactions were noted where the public good could not be explained.

The scope of the audit included Department of Development Services Enterprise Fund expenses incurred from the period of October 1, 2020, through September 30, 2021 (Fiscal Year 2021).

Report Issued – March 17, 2023

Audit of the Department of Development Services Expenses

Observed Conditions

The Fiscal Year 2021 top ten and additional expense categories (uses) of the Development Services Enterprise Fund were incurred for the benefit of the public good. There were no unusual financial transactions identified; however, there were calculation errors in billings from other City departments.

Report Issued – March 17, 2023

Audit of the Department of Development Services Expenses

Recommendations

A.1: Enhance review procedures to ensure the accuracy of billings from other City departments. **(Agree)**

Office of the City Auditor

Auditor Briefing Update

Reports Released between March 11, 2023, and April 14, 2023

April 24, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

APPENDIX – Audit Reports

Here is the final report and link for your reference.

April Update:

- [Audit of the Department of Development Services Expenses](#)

Audit of the Department of Development Services Expenses

March 17, 2023

Mark S. Swann, City Auditor

City of Dallas

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Executive Summary

Objective and Scope

The objectives of this audit were to determine: 1) the top ten expense categories (uses) of the Department of Development Services Enterprise Fund; 2) if the uses benefit the public good; and, 3) if any unusual financial transactions were noted where the public good could not be explained.

The scope of the audit included Department of Development Services Enterprise Fund expenses incurred from the period of October 1, 2020, through September 30, 2021 (Fiscal Year 2021).

Recommendations

Management should:

- Enhance review procedures to ensure the accuracy of billings from other City departments.

Background

The Department of Development Services is responsible for the health, safety, and welfare of City of Dallas citizens through the application of City construction codes and other federal and state regulations. This includes issuing construction and trade building permits and performing the related: 1) inspections; and, 2) plan review services for commercial and residential development and redevelopment projects.

The Department of Development Services Enterprise Fund generates revenue through charges for the specific services they provide and is fully self-supporting.

Total expenses for the Development Services Enterprise Fund are as follows:

Fiscal Year 2022	$54,779,891
Fiscal Year 2021	$42,723,556
Fiscal Year 2020	$36,826,817

Observed Conditions

The Fiscal Year 2021 top ten and additional expense categories (uses) of the Development Services Enterprise Fund were incurred for the benefit of the public good.

There were no unusual financial transactions identified; however, there were calculation errors in billings from other City departments.

Objectives and Conclusions

1. Were the Fiscal Year 2021 top ten expense categories (uses) of the Development Services Enterprise Fund identified?

   Yes. The top ten expense categories (uses) for Fiscal Year 2021 were identified and reviewed.

   Additionally, three other expense categories (uses) were selected for review based on other factors including the account being over budget, payments to outside vendors through auto-disbursements, and a significant concentration of transactions that are charges from other departments. (See Exhibit 1).

2. Did the uses benefit the public good?

   Generally, yes. Nothing reviewed indicates the expenses were not intended for the benefit of the public good..

3. Were there any unusual financial transactions noted where the public good could not be explained?

   Generally, no. Twenty financial transactions were identified as unusual financial transactions due to supporting documentation not provided or not agreeing with the financial transaction amount or possible overpayment. Nineteen of the twenty financial transactions (95 percent) were resolved and concluded as not being unusual financial transactions. The remaining transaction was noted as an exception and is discussed in the City Forces expense category (use). (See City Forces).

Audit Results

The Development Services Enterprise Fund top ten expense categories were identified using a Fiscal Year 2021 YTD Expense Report run from AMS Advantage 3, the City's financial system. Within each expense category, a cursory review of the transaction descriptions (where available) and dollar amounts was performed. However, none of the financial transactions reviewed were identified as unusual financial transactions based solely on the description of the transaction and/or amount.

Sample transactions were randomly or judgmentally selected for a detailed review of the related supporting documentation. However, this review did not include an in-depth analysis of staffing levels, equipment, technology, and professional service needs to determine if they did or did not benefit the public good.

Top Ten Expense Categories

The top ten expense categories (uses) for the Development Services Enterprise Fund totaled $39.29 million of the $42.72 million Fiscal Year 2021 total expenses (92 percent). With three additional expense categories (uses) reviewed totaling $1.14 million, the Fiscal Year 2021 total expenses reviewed was $40.43 million (94.6 percent). See Appendix A (Exhibits 8 and 9) for similar data for Fiscal Year 2020 and Fiscal Year 2022.

As shown in Exhibit 1, five of the top ten expense categories (uses) are related to compensation and benefits and accounted for 70 percent of Fiscal Year 2021 total expenses. These categories (uses) are Salary Civilian, GASB Pension Exp – ERF/GASB OPEB Exp, Pension Civilian/Employer, Health Insurance/Employer and Overtime Civilian.

The remaining top ten expense categories (uses) record the following expenses:

- Professional Services – direct payments to outside vendors for goods and services.

- City Forces – activities performed by other City departments.

- General Fund Cost Reimbursement – overhead allocations of citywide administrative and support departments.

- Programming – technology services and equipment expenses.

- Credit Card Fees – merchant fees paid to credit card processing companies.

The three additional expense categories (uses) record the following expenses:

- Rents – facility lease payments.

- Department Support – activities performed by Development Services General Fund employees.

- Communications – telecom and communication expenses.

Exhibit 1:

Fiscal Year 2021 Top Ten and Three Additional Expense Categories (Uses)

Rank	Expense Name	Amount	Total Expenses
1	Salary Civilian	$17,630,937	41%
2	GASB Pension Exp - ERF/GASB OPEB Exp	7,113,719	17%
3	Professional Services	2,916,054	7%
4	City Forces	2,615,308	6%
5	Pension Civilian/Employer	2,586,706	6%
6	Health Insurance/Employer	2,160,416	5%
7	General Fund Cost Reimbursement	1,772,018	4%
8	Programming	1,390,601	3%
9	Credit Card Fees	662,404	2%
10	Overtime Civilian	447,661	1%
	Total Top Ten Expenses:	**$39,295,825**	**92%**
	Rents	399,183	.9%
	Department Support	385,927	.9%
	Communications	355,128	.8%
	Total Additional Expenses:	**$ 1,140,238**	**2.6%**
	Total Top Ten and Additional Expenses:	**$40,436,063**	**94.6%**
	Fiscal Year 2021 Total Expenses:	**$42,723,556**	**100%**

Source: AMS Advantage 3

Compensation and Benefits

In Fiscal Year 2021, the Development Services Enterprise Fund employed an average of 272 employees at a cost of $17,630,937 and $447,661 in the Salary Civilian and Overtime Civilian categories (uses), respectively. Additional compensation and benefits expenses are recorded in the City Forces and Department Support expense categories (uses).

The Pension Civilian/Employer and Health Insurance/Employer expense categories (uses) represent the employer portions paid by the City on behalf of each participating Development Services Enterprise Fund employee.

The Pension Civilian/Employer amounts are calculated by multiplying the employee's compensation for the pay period by 14.14 percent, while the Health Insurance/Employer portion is $7,510 per full-time employee in Fiscal Year 2021.

Five pay period transactions from Fiscal Year 2021 were selected for review from the Salary/Civilian, Overtime Civilian, Pension Civilian/Employer and Health Insurance/Employer expense categories (uses). All were appropriately reviewed in the Workday payroll system prior to automatic posting to the general ledger, and adequate supporting documentation was provided.

The GASB Pension Exp – ERF and GASB OPEB Exp expense categories (uses) are the Development Services Enterprise Fund Pension – ERF (Employee Retirement Fund) and OPEB (Other Post-Employment Benefits) expense accounts.

The two expense accounts netted to $7.1 million in Fiscal Year 2021. Transactions posted to the accounts represent adjustments made to the related pension liability accounts.

The City Controller's Office calculates the adjustments needed based on guidance from the Government Accounting Standards Board, Statement 68, *Accounting and Financial Reporting for Pensions* and Statement 75, *Accounting and Financial Reporting for Postemployment Benefits and Pensions.* Two adjusting entries were reviewed (one from each expense account) and both had sufficient supporting documentation and were appropriately approved.

<u>No exceptions noted for samples reviewed.</u>

Professional Services

The Professional Services expense category (use) totaled $2.91 million in Fiscal Year 2021 and is used to record expenses related to engineering consultations and staffing services, software maintenance fees, file imaging and shredding services, cleaning services, and workplace staffing studies. See Exhibit 2.

Exhibit 2:

Fiscal Year 2021 Top Five Vendors

PROFESSIONAL SERVICES

DAL-TECH ENGINEERING INC	FREESE AND NICHOLS, INC.	SAFEbuilt, LLC		
		Professional Engineering & Survey Services, $393,025.00		
			DRS Imaging Services of Texas Inc.	HYLAND SOFTWARE, INC
Professional Survey, Plans, Fire Protection, and CAD Reviews, $963,388.74	Professional Engineering & Survey Services, $571,383.06		Imaging and Shredding Services, $230,918.48	OnBase Software & Maint. Fees, $191,946.35

Source: AMS Advantage 3 and Invoice Details

Ten financial transactions were reviewed to ensure department approval, evidence of supporting documentation, and the expense benefited the public good.

No exceptions noted for sample reviewed.

City Forces

The City Forces expense category (use) totaled $2,615,308 in Fiscal Year 2021 and represents billings from other City departments or the Development Services General Fund for services performed on behalf of the Development Services Enterprise Fund. The amounts are manually calculated by the City departments performing the work. The Development Services Finance staff review and approve the related supporting documentation before it is sent to the City Controller's Office for a cursory review before recording in the City's accounting system.

In most cases, the amounts are the compensation and benefit expenses of the employees who performed the tasks; however, some City departments have established a fixed cost for specific tasks performed and calculate the amounts due by multiplying the fixed cost by the number of times the task was performed during the billing period. See Exhibit 3 and Exhibit 4 for the make-up of the Fiscal Year 2021 expenses.

Exhibit 3:

Source of Fiscal Year 2021 City Forces Expenses

Source	Activity	Amount
Dallas Fire-Rescue	New Construction Fire Inspections	$1,896,502
Sustainable Development and Construction	Plan Review	458,265
Court and Detention Services	Security – Oak Cliff Municipal Center	57,528
Development Services General Fund - Private Development	Building Inspection - Hensley Field	88,817
Development Services General Fund - Conservation District	Chief Planner – Fiscal Year 2020-21	95,120
Public Works	Commercial Paving Inspections	21,075
	Total City Forces Expenses:	**$2,615,308**

Source: AMS Advantage 3 and Invoice Details

Exhibit 4:

Analysis of Fiscal Year 2021 City Forces Expenses by Source
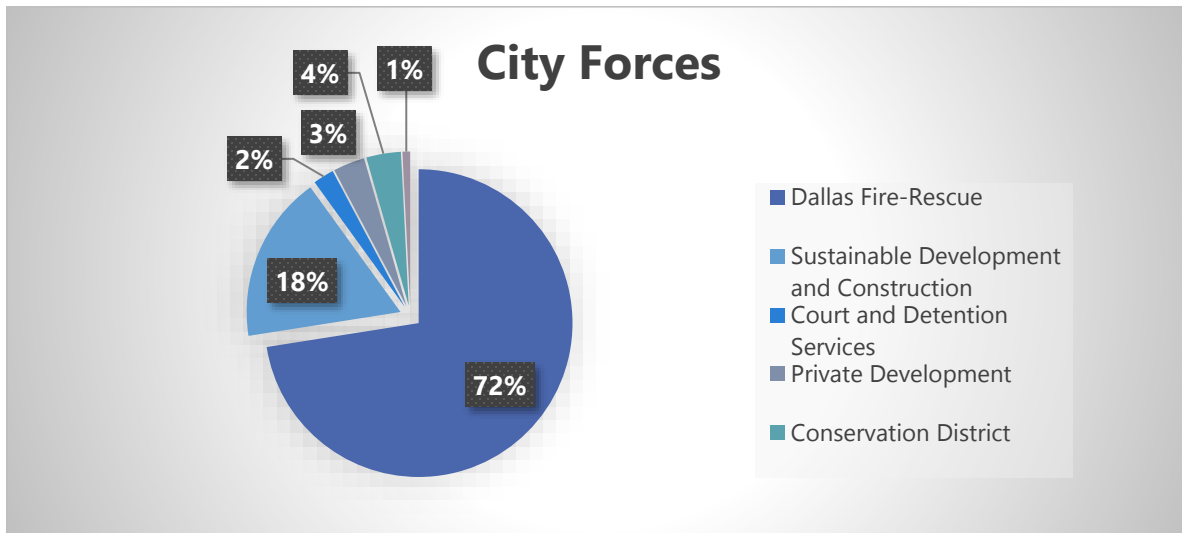
Source: AMS Advantage 3 and Invoice Details

Exception noted for reviewed sample.

Five City Forces transactions were reviewed, including three from Dallas Fire-Rescue and one each from the Sustainable Development and Construction (Real Estate Cost Recovery) and Court and Detention Services departments. All were appropriately approved and had sufficient supporting documentation. However, a billing exception and a segregation of duties observation were noted and detailed below:

Billing Exception – Overpayment of $22,612

The Sustainable Development and Construction (Real Estate Cost Recovery) transaction reviewed totaled $252,828.12 and covered the period of January 1 – October 6, 2020. Five employees in the Sustainable Development and Construction Department Real Estate Division performed services on behalf of the Development Services Enterprise Fund during the period of the transaction. The supporting documentation reviewed included the invoiced amount broken down for each employee by quarter. The detailed breakdown of the invoice amount for each employee indicated that invoiced hours from April 8 – May 5, 2020, for all five employees, were invoiced in the second quarter and duplicated in the third quarter, resulting in an overpayment of $22,612. Potential billing errors increase the risk that fees charged will not cover the expenses of the Development Services Enterprise Fund.

Additionally, one employee's hourly rate fluctuated up and down within the same quarter. Exhibit 5 lists the different hourly rates invoiced for this employee.

Exhibit 5:

Employee's Changing Hourly Rates

Invoiced Period	Hourly Rate	Number of Hours Invoiced
January 7 – 14, 2020	$40.53	16.0
January 15 – May 5, 2020	55.22	205.5
May 20 – June 2, 2020	43.96	32.5
June 3 – June 16, 2020	50.49	42.5
June 23 – July 7, 2020	55.22	33.0
July 8 – July 10, 2020	110.45	6.0
July 13 – September 30, 2020	55.22	155.5

Source: AMS Advantage 3 Invoice Detail

Criteria

❖ Standards for Internal Control in the Federal Government:

- *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **Director of the Department of Development Services:**

A.1: Enhance review procedures to ensure the accuracy of billings from other City departments.

Segregation of Duties Observation

The Court and Detention Services Department provides security officers to the Oak Cliff Municipal Center and bills the expenses to the Development Services Enterprise Fund monthly. The reviewed transaction totaled $5,226.28 and covered the period from November 30 to December 31, 2020. The supporting documentation included copies of manually prepared weekly timecards with the days/hours the services were performed and the assigned security officer(s). The name printed at the bottom of each weekly timecard in the Supervisor line was the same as one of the Senior Security Officers working at the Center. With no other approval noted on the timecards provided to Development Services for reimbursement, it appeared that the Senior Security Officer was approving his/her own time. The Court and Detention Service Department Director was made aware of this issue and provided an email response to the Office of the City Auditor.

Per the response, the Court and Detention Services Department's reimbursable assignments invoicing process included multi-step approvals (Senior Security Officer, Lieutenant, and Captain) but it did not address the Senior Security Officer signing off on his own timecard. The Court and Detention Services Department Director has amended the process to require the Lieutenant to sign off on the Senior Security Officer's timecard when appropriate. A subsequent review of the Senior Security Officer's time in Workday showed that the Officer's time was appropriately approved by his Supervisor.

General Fund Cost Reimbursement

The General Fund Cost Reimbursement transaction totaled $1,772,018 in Fiscal Year 2021 and represents an allocated expense amount that originated from the City of Dallas' *Fiscal Year 2019-20 Full Cost Allocation Plan*. The purpose of the *Full Cost Allocation Plan* is to allocate the expenses incurred by citywide administrative and support departments to the remaining City departments. There are approximately sixteen citywide administrative and support departments whose expenses are allocated to the remaining departments.

The reimbursement transaction reviewed was appropriately approved and agreed to the amount documented in the *Fiscal Year 2019-20 Full Cost Allocation Plan* after a subsequent adjustment made by the Budget and Management Services Department. See Exhibit 6 for the Fiscal Year 2021 citywide administrative and support departments allocations to the Development Services Enterprise Fund.

No exceptions noted for the sample reviewed.

Exhibit 6:

Fiscal Year 2021 Overhead Allocations to Development Services Enterprise Fund

Fund	Dept	Central Service Department Name	Amount
001	ATT	City Attorney	$ 208,054
	AUD	Office of the City Auditor	57,429
	BMS	Office of Budget (Budget Management)	32,945
	BMS	Office of Budget (Non-Departmental)	17,258
	BSD	Building Services	455,658
	CCO	City Controller's Office	108,423
	CMO	City Manager's Office	81,853
	CTS	Court and Detention Services	17,317
	CVS	Civil Service	40,248
	MCC	Office of the Mayor and City Council	136,917
	MGT	Management Services	162,497
	MGT	Office of Environmental Quality	-
	MGT	Office of Emergency Management	-
	PER	Human Resources	136,620
	POM	Procurement Services	22,492
	SEC	City Secretary's Office	189,206
		Fiscal Year 2021 Total Allocations (as published):	**$1,666,916**
		Office of Budget Adjustment:	**105,102**
		Fiscal Year 2021 Total Allocation:	**$1,772,018**

Source: 2019-2020 Full Cost Allocation Plan

Programming

Programming expenses invoiced to the Development Services Enterprise Fund totaled $1,390,601 in Fiscal Year 2021. Information and Technology Services manages all technology and communications equipment and related services for all City departments.

Each year, during the annual budgeting process, the Information and Technology Services Department assesses each department's current service levels, future service needs and related cost estimates to determine the annual budget amount that will be invoiced to each department throughout the fiscal year.

Once the annual budget is approved, the Information and Technology Services Department prepares a billing document (*Statement of IT Fiscal Year Services and Associated Costs*) that lists the equipment and services the department is receiving and the associated costs for each service.

The associated costs for each service in the billing document are calculated by multiplying the number of full-time equivalents assigned to the department at the time of the budget (288.53 full-time equivalents in Fiscal Year 2021 for the Development Services Enterprise Fund) by the established rate for the service. Additionally, any department specific software or equipment is charged directly to the requesting department.

Calculation of the department specific support costs varies depending on the service provided. Some services are based on the number of full-time equivalents, while others are based on actual usage.

The two transactions reviewed from the Programming expense category were appropriately approved, had sufficient supporting documentation and the service costs agreed back to the *Statement of IT Fiscal Year 2021 Services and Associated Costs*.

<u>No exceptions noted for the reviewed sample.</u>

Credit Card Fees

Services offered to citizens can be paid by cash, check or credit/debit card, and online or in-person at any of the Departments' district offices. All major credit cards including VISA, MC, Discover and AMEX are accepted for payment and batch-processed daily for settlement.

VISA, MC and Discover charge two processing fees: 1) interchange costs (variable percentages determined by the volume of transactions, type of card used and how it was entered); and, 2) service charges (flat costs per transaction to authorize, process and settle card transactions). AMEX charges a flat percentage for all card types.

In Fiscal Year 2021, the Development Services Enterprise Fund was charged $662,404 in credit card processing fees. Two merchant fee transactions, one each from VISA/MC and AMEX totaled $55,000 or 8.3 percent of total Credit Card Fees were reviewed.

<u>No exceptions noted for the reviewed sample.</u>

Rents

Development Services leases five facilities in various areas of the City to provide building inspection, plan review, and permit services to customers. The Fiscal Year 2021 rental amounts totaled $399,193, with monthly rental amounts ranging from $6,145 to $10,000 (See Exhibit 7). See Exhibit 10 for the map of district office locations.

Exhibit 7:

<div align="center">Development Services Rental Locations</div>

Office	Landlord	Monthly Rental Amount	Square Footage	$/SF
Northeast 11910 Greenville Avenue, Suite 100	SOHO-Davis FG, LLC	$6,145.43 (11/1/15 – 10/31/22) $6,324.18 (11/01/22 – 10/31/29)	4,290	$1.43 $1.47
Northwest 7610 N. Stemmons Freeway Suite 100	LUA, LLC	$6,416.42	4,162	$1.54
Southwest 2730 Coombs Creek Drive	SVEA Industrial I, LLC	$8,951.17	4,996	$1.79
Southeast 4850 Olsen Drive	Columbia-Colson Corp.	$10,000	5,000	$2.00
Training Center 400 South Zang Suite C-95	Lake-Moreno Tower Ltd.	$7,911.46	5,425	$1.45

Source: Rental Leases

Six rental transactions (3.7 percent of total rental transactions), which included all lessors, were judgmentally selected for review to ensure all lessors were included in the sample. All were appropriately approved, and the payment amount agreed to the executed contract.

<u>No exceptions noted for reviewed sample.</u>

Department Support

The Department Support expense category (uses) totaled $385,927 for Fiscal Year 2021 and is for services performed by the Development Services Administrative Services Team (General Fund employees) and billed to the Development Services Enterprise Fund.

Each quarter, the compensation and benefits expenses of the Administrative Services Team are allocated to the various operating units in the Development Services Enterprise Fund based on pre-established percentages of time spent and full-time equivalents assigned. The pre-established percentages of time spent, which were last changed in 2019, range from 10 – 31 percent (depending on the operating unit) and the full-time equivalent factor (3 full-time equivalents are prorated to the various operating units). The Construction Plan Review unit is assigned the highest time-spent percentage (31 percent) and full-time equivalent factor (.90).

The eight transactions reviewed were appropriately approved, had sufficient supporting documentation and were calculated based on the established criteria.

<u>No exceptions noted for reviewed sample.</u>

Communications

Communications expenses totaled $355,129 in Fiscal Year 2021 and include annual charges for VOIP Phone Lines (426 lines) and Transport & Long-Distance services.

The six transactions reviewed were appropriately approved and agreed to the supporting documentation and the base rates noted in the Statement of IT Fiscal Year 2021, as applicable.

<u>No exceptions noted for reviewed sample.</u>

Appendix A

Exhibit 8:

Fiscal Year 2020 Top Ten and Additional Expense Categories (Uses)

Rank	Expense Name	Amount	Total Expenses
1	Salary Civilian	$15,005,944	41.0%
2	GASB Pension Exp - ERF/GASB OPEB Exp	3,164,474	9.0%
3	City Forces	3,032,837	8.0%
4	Pension Civilian	2,530,698	7.0%
5	Health Insurance/Employer	2,006,831	5.0%
6	General Fund Cost Reimbursement	1,478,038	4.0%
7	Professional Services	1,392,773	4.0%
8	Programming	1,387,890	4.0%
9	Interest Bond Payments	852,943	2.0%
10	Vacation Civilian	795,647	2.0%
	Top Ten Expenses:	**$31,648,075**	**86.0%**
	Communications	$ 564,844	1.5%
	Department Support	384,888	1.0%
	Rents	281,679	0.7%
	Additional Expenses	1,231,411	3.2%
	Total Top Ten and Additional Expenses:	**$32,879,486**	**89.2%**
	Fiscal Year 2021 Total Expenses:	**$36,826,817**	**100.0%**

Source: AMS Advantage 3

Exhibit 9:

Fiscal Year 2022 Top Ten and Additional Expense Categories (Uses)

Rank	Expense Name	Amount	Total Expenses
1	Salary Civilian	$16,454,441	30.0%
2	Property Purchase Price [1]	14,056,158	26.0%
3	City Forces	4,379,007	8.0%
4	Professional Services	4,055,714	7.0%
5	Pension Civilian/Employer	2,524,639	5.0%
6	Health Insurance/Employer	2,007,738	4.0%
7	ERF/GASB	1,838,151	3.0%
8	Programming	1,472,937	3.0%
9	General Fund Reimbursement	1,291,078	2.0%
10	Credit Card Fees	782,133	1.0%
	Top Ten Expenses	**$48,861,995**	**89.2%**
	Communications	$347,257	0.6%
	Department Support	-	-
	Rents	430,142	0.8%
	Additional Expenses	777,399	1.4%
	Total Top Ten and Additional Expenses	**$49,639,394**	**90.6%**
	Fiscal Year 2022 Total Expenses	**$54,779,891**	**100.0%**

Source: AMS Advantage 3

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[1] The Development Services Enterprise Fund purchased a building at 7800 Stemmons Freeway, Dallas, TX to house employees currently located at the Oak Cliff Municipal Center.

Exhibit 10:

CITY OF DALLAS DEVELOPMENT SERVICES
BUILDING INSPECTION DISTRICTS AND OFFICE LOCATIONS

Methodology

The audit methodology included: (1) interviewing personnel from the Department of Development Services and other city departments; (2) reviewing policies and procedures, applicable Administrative Directives, and (3) performing various analyses. In addition, all five components of *Standards for Internal Control in Federal Government* were considered.

We conducted this performance audit 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

Carron Perry, CIA – In-Charge Auditor
Rory Galter, CPA – Engagement Manager

Appendix B: Management's Response

Memorandum

CITY OF DALLAS

DATE: March 10, 2023

TO: Mark S. Swann – City Auditor

SUBJECT: Response to Audit of the Department of Development Services Expenses

This letter acknowledges the City Manager's Office, and the Department of Development Services received the *Audit of the Department of Development Services Expenses* and submitted responses to the recommendations.

Development Services plays a critical role in providing safe, sustainable, and resilient structures for the City and its residents.

The department has prioritized a culture of "Service First" by removing barriers encountered during the permit process. The department streamlined its process to expedite the issuance of permits and facilitate a more convenient scheduling process for residents and customers. Development Services started a Lunch-and-Learn program to train clients and developers on the permitting process. Pop-Up Saturdays have been implemented, to provide convenient weekend hours to guide homeowners through the permitting process and request a permit. The department has also doubled staff in the call center to help with inbound calls related to permitting requests, demonstrating a commitment to "Service First."

We are pleased the thorough audit concluded the top ten and additional expense categories (uses) of the Development Services Enterprise Fund were incurred for the benefit of the public good.

However, we recognize there are always opportunities for improvement. Management agrees to strengthen review procedures to ensure the accuracy of billings from other City departments.

We appreciate the professionalism and quality of work demonstrated by your staff throughout this engagement.

T.C. Broadnax
City Manager

"Our Product is Service"
Empathy | Ethics | Excellence | Equity

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the **Director of the Department of Development Services:**				
	A.1: Enhance review procedures to ensure the accuracy of billings from other City departments.	**Agree:**	The department will enhance review procedures and make improvements that minimize the manual billing process and identify areas for automated calculations to ensure the accuracy of billings from other City departments.	9/30/2023	3/31/2024

File #: 23-1029

Item #: C.

FY23 Mid-Year Appropriation Adjustments
[Janette Weedon, Director, Budget and Management Services]

Overview

- Background

- Overview of amendments to FY 2022-23 budget ordinance

- Recommendation and next steps

Background

- City Council adopted FY 2022-23 Operating, Grants/Trust and Capital Budget ordinance on 9/28/22

- Amendments are required to ensure compliance with City Charter and to ensure adequate departmental appropriations are available through 9/30/23

- City Charter Chapter XI
  - Annual appropriation ordinance approved by City Council establishes appropriations (Sec. 3)
  - City Council may transfer appropriations between departments, divisions, or purposes (Sec. 4)
  - City Council may appropriate excess revenue (Sec. 5)
  - City Charter does not allow for expenditure of City funds without sufficient appropriation (Sec. 6)

Overview of Amendments

- Ordinance amendments may include:
  - Appropriation of excess or unbudgeted revenue
  - Adjustments to address forecast overruns
  - Appropriation for new programs and services
  - Grant, Trust, and Other Funds revenue and expenditure increases
  - Enterprise Funds/Internal Service revenue and expenditure increases
  - Capital appropriation adjustments
  - Appropriation adjustments previously approved by City Council resolution

Overview of Amendments by Fund ($ in millions)

Fund Category	FY 2022-23 Current Budget	Appropriation Adjustment	FY 2022-23 Amended Budget
General Fund	$1,706.8	$20.7	$1,727.6
Grant Funds, Trust, and Other Funds	127.8	35.1	162.9
Enterprise Funds	1,299.0	96.4	1,395.4
Internal Service/Other Funds	241.3	2.9	244.2
Capital Funds	959.2	161.9	1,121.2
Total	$ 4,334.1	$ 317.1	$ 4,651.2

General Fund Amendment Overview

- Ordinance amendment will appropriate excess or unbudgeted revenue as allowed by City Charter Chapter XI, Sec. 5

- Through 2/28/23, excess revenue is forecast to be $24.5 million

- Ordinance amendment will appropriate $20.7 million in excess revenue and increase the General Fund budget from $1,706.8 million to $1,727.6 million
    - Sales Tax - $15.5 million
    - Intergovernmental - $4.8 million
    - Miscellaneous - $0.4 million

General Fund Amendment Overview

- Excess revenue will be used at mid-year to support:
  - DFR Overtime - $3.6 million (additional $7.8 million in ARPA)
  - OHS emergency procurement to house individuals in non-congregate setting from an encampment decommissioned - $1.6 million
  - PKR security and safety measures, park maintenance, and temporary staffing - $4.0 million
  - BSD HVAC - Heating at City Hall - $3.3 million
  - Non-Departmental transfer for Eco Dev Corporation - $7.0 million
  - Fuel overages (DFR/DPD/PKR/PBW/TRN) - $723,000
  - Elections (Runoff) - $178,300
  - Reallocation of positions, functions, funding between departments, and funding increases(CMO, DPD, HR, COM, OGA, MCC, OHP, ECO, and PBW) - $195,000 (net increase)
  - OPS temporary staffing to support procurement process - $113,000
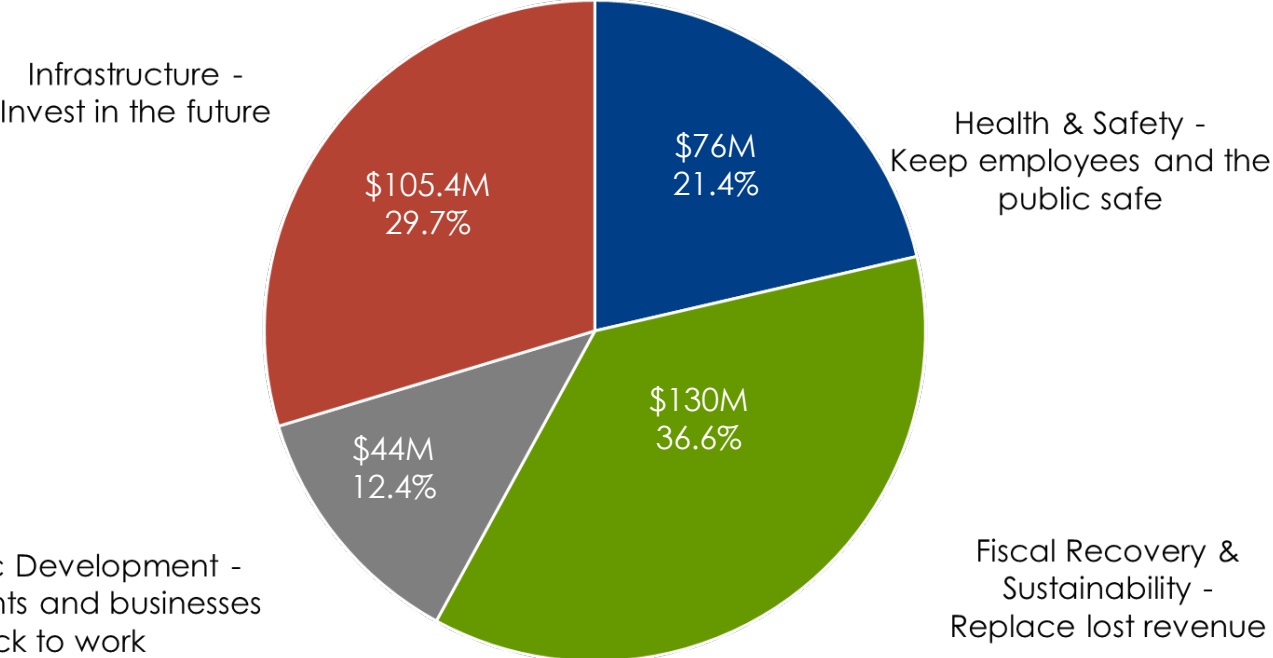
General Fund Amendment Overview

- Remaining excess revenue will be used at year-end to support:
  - Remaining costs overruns that will continue to be monitored
- Net Zero Transfers between departments will be used at mid-year to support:
  - Allocation of one-time payment from Salary & Benefit Reserve to General Fund departments - $2.4 million
  - PNV – Add 2 Senior Project positions and contract fees for Planning and Zoning reimbursed by development fees (DEV)
- Salary and Benefit (S&B) Reserve will be used at mid-year to support:
  - SEC equity adjustments - $103,000
  - Remaining S&B eligible costs overruns will continue to be monitored for possible adjustment at year-end
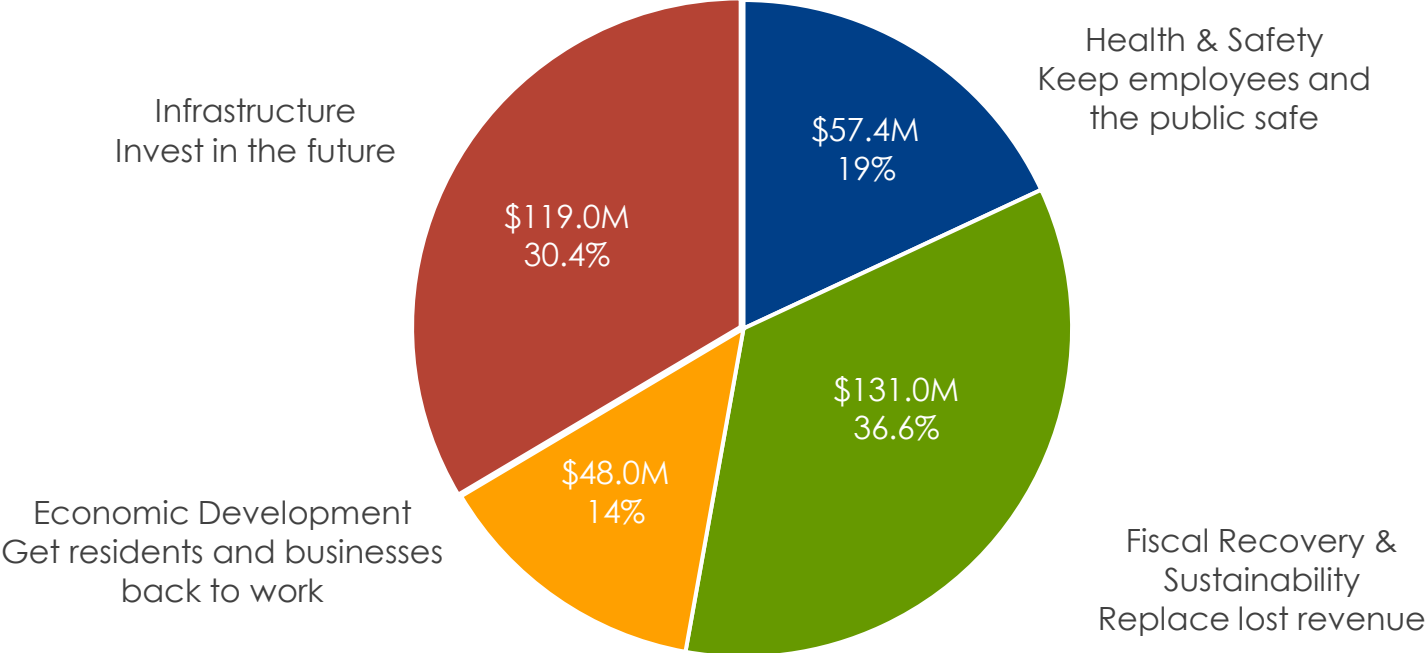
Grant, Trusts and Other Fund Amendment Overview

- American Rescue Plan Act (ARPA)
  - President Biden signed $1.9 trillion American Rescue Plan Act (ARPA) of 2021 into law on March 11, 2021
  - City of Dallas received $355.4 million in Local Fiscal Recovery Funds
  - Approved Spending Framework – September 2021

Infrastructure - Invest in the future

$105.4M
29.7%

Health & Safety - Keep employees and the public safe

$76M
21.4%

$130M
36.6%

$44M
12.4%

Economic Development - Get residents and businesses back to work

Fiscal Recovery & Sustainability - Replace lost revenue

Grant, Trusts and Other Fund Amendment Overview

- American Rescue Plan Act (ARPA)
  - Proposed Spending Framework - April 2023

Health & Safety
Keep employees and
the public safe

$57.4M
19%

Infrastructure
Invest in the future

$119.0M
30.4%

$131.0M
36.6%

Economic Development
Get residents and businesses
back to work

$48.0M
14%

Fiscal Recovery &
Sustainability
Replace lost revenue

Grant, Trusts and Other Fund Amendment Overview

- ARPA Reallocations
  - As projects and programs have gotten underway, some have been completed sooner than anticipated
  - Needs and priorities have changed for others, and unallocated funds remain
- Recommend reallocation to ensure timely expenditure of funds
- Accelerate funding from FY 2023-24 to FY 2022-23
  - DPD Squad Cars to address supply-chain issues – $6.9 million
  - Economic Development Corporation – accelerate $2.0 million currently funded in FY 2023-24 and reallocate funding to DFR for overtime

Grant, Trusts and Other Fund Amendment Overview

- ARPA Proposed Reallocation of Inception-to-date (ITD) funding*

- This chart reflects net $0 changes to the total ARPA budget - $355.4 million

*See Appendix for additional detail
**Planned project may receive a partial reimbursement from Dallas County in the amount of $2.5 million

Source of Funds	Dept	Amount	Description
Health & Safety	OEM	$(8,272,034)	Testing and vaccination projects completed. Unallocated funds remain
Fiscal Recovery & Sustainability	ECO	(5,000,000)	Funds originally planned for operation of new economic development corporation.
Fiscal Recovery & Sustainability	DFR	(200,000)	Funds reallocated from DFR for Right Care equipment to be used by Integrated Public Safety Solutions (IPS).
Fiscal Recovery & Sustainability	PNV	(65,000)	Funds originally planned to conduct citywide market analysis. Additional funds needed to complete scope of work. Analysis is underway with other funds.
Fiscal Recovery & Sustainability	OEM	(31,972)	Purchase complete. Unallocated funds remain.
	TOTAL	**$(13,569,006)**	

Use of Funds	Dept	Amount	Description
Health & Safety	OHS	3,657,631	Housing for Unsheltered persons**.
Health & Safety	OCC	500,000	Period Access Dallas Program.
Health & Safety	HOU	2,200,000	Direct assistance to pay homeowner portion of water/wastewater connection fees.
Health & Safety	DFR	1,200,000	DFR Equipment – Station System Replacement for Locution.
Fiscal Recovery & Sustainability	IPS	200,000	Funds reallocated from DFR for Right Care equipment to be used by IPS.
Fiscal Recovery & Sustainability	DFR	5,811,375	DFR Overtime.
	TOTAL	**$13,569,006**	

Grant, Trusts and Other Fund Amendment Overview

- ARPA Proposed acceleration from FY 2023-24 to FY 2022-23*

*See Appendix for additional detail

Source of Funds	Dept	Amount	Description
Fiscal Recovery & Sustainability	DPD	$6,943,392	Purchase squad cars.
Fiscal Recovery & Sustainability	ECO/DFR	2,000,000	Funds originally planned for operation of new economic development corporation. Funds will be advanced to FY 2022-23 and reallocated to DFR for overtime.
	TOTAL	**$8,943,392**	

Grant, Trusts and Other Fund Amendment Overview

- Transfers from the General Fund to Grant, Trust, and Other Funds - $7.5 million
  - $7.0 million transfer from Non-Departmental to establish a new fund for the Economic Development Corporation Fund
    - Funding exchanged from American Rescue Plan Act (ARPA) to General Fund
    - ARPA reallocated funding provided to DFR for overtime
    - Excess General Fund revenue used to support the $7.0 million General Fund exchange for ARPA funding for DFR
  - $463,588 transfer from OEM to Disaster Response Fund
    - OEM received FEMA reimbursement for Winter Storm Uri (Feb 2021)
    - Expenses captured in closed fiscal year
    - Current year General Fund expenses will be moved to FEMA Disaster Grant Fund
    - Excess budget appropriation now available in OEM in the General Fund will be moved to the Disaster Response Fund

Grant, Trusts and Other Fund Amendment Overview

- Appropriation adjustments within Grants, Trusts, and Other Funds are supported by additional revenues that have become available during the fiscal year or by available fund balance*
  - Dallas Police Department
    - APRA - $6.9 million
    - Confiscated - $3.6 million
  - Dallas Fire Rescue – ARPA - $9.0 million
  - Economic Development Corporation- $7.0 million
  - Office of Arts & Culture (HOT) - $4.6 million
  - Development Services - Reforestation - $2.7 million
  - Housing – ARPA - $2.2 million

*See FY 2022-23 budget ordinance for full list of changes

Enterprise Fund Amendment Overview

- Appropriation adjustments within Enterprise Funds are supported by increased revenues or available fund balances
  - Development Services - $10.7 million
    - Appropriations approved by the City Council since 10/1/2022
  - Dallas Water Utilities - $73.0 million
    - Use of fund balance to support capital construction and equipment purchases
  - Stormwater Drainage Management - $10.0 million
    - Use of fund balance to support capital construction and equipment purchases
  - Convention & Event Services - $2.5 million
    - Supports 5 new positions for Project Management / Owner's Representative for implementation of the Kay Bailey Hutchinson Convention Center (KBHCCD) Master Plan and transfer of excess revenue to capital construction
  - Municipal Radio - $ 0.1 million
    - Supports contract buyout that creates savings on Nielsen contract

Internal Service Fund Amendment Overview

- Appropriation adjustment within Internal Service Fund is supported by increased revenues or available fund balance
  - Equipment and Fleet Management - $2.9 million
    - Supports increase in fuel costs

Capital Fund Amendment Overview

- Vehicle Acquisition and Funding Initiatives
  - To protect the City from delays in equipment and vehicle replacements, a new multi-year acquisition and funding strategy will be implemented
    - Advance FY 2023-24 Master Lease budget appropriation to FY 2022-23 - $15.9 million
      - Debt payment based on FY 2023-24 delivery
      - No change to future year funding assumptions – FY 2024-25 and beyond
    - Advance FY 2023-24 Equipment Acquisition Notes budget appropriation to FY 2022-23 and change debt instrument to Master Lease - $30.5 million
      - Includes EFM, SAN, DWU-SDM fleet, and DFR apparatus
      - No change to future year funding assumptions – FY 2024-25 and beyond
      - Debt payment based on FY 2023-24 delivery

Capital Fund Amendment Overview

- Appropriation adjustments for capital funds reflect adjustments previously approved by City Council, new appropriation requests, and transfers between funds
  - Previously approved adjustments - $27.4 million
    - Appropriations approved by the City Council since 10/1/22
  - New appropriation requests - $93.2 million
    - Supports Dallas Water Utilities - $73.0 million
    - Supports Stormwater Drainage Management - $10.0 million
    - Supports HVAC at City Hall - $3.3 million
    - Supports Cedars TIF activities and Other - $ 6.4 million
  - Advance FY 2023-24 funding for Fleet replacement - $46.3 million

Recommendation and Next Steps

- Staff recommends amending FY 2022-23 budget appropriation ordinance

- City Council will consider ordinance amendment on 4/26/23

- Continue to monitor/forecast revenue and expense, and report to GPFM through Budget Accountability Report (BAR)

- Brief GPFM on year-end adjustments and seek City Council approval in September

financialtransparency.dallascityhall.com

FY 2022-23 Mid-Year Budget Adjustment

ARPA Line-by-Line Budget Detail

ARPA Budget

Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category	A ITD Budget* FY 2021-22 + FY 2022-23	B Proposed Reallocation (+/-)	C Planned Budget FY 2023-24	D Total Funding D=A+B+C
BMS	BMS Program Administration and Staff Cost.	Government Performance & Financial Management	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Direct Services	2,780,627	-	-	2,780,627
BMS	Replace AMS financial system.	Government Performance & Financial Management	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Direct Services	2,500,000	-	-	2,500,000
	Budget & Management Services Total					**5,280,627**	**-**	**-**	**5,280,627**
BSD	Purchase an expandable generator monitoring system.	Government Performance & Financial Management	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	165,000		-	165,000
BSD	Facility retrofits - building, air filtration improvements, remote monitoring and control, and duct cleaning, etc.	Transportation and Infrastructure	Tier 1 – Immediate Relief	Health & Safety	Direct Services	21,000,000	-	-	21,000,000
	Building Services Total					**21,165,000**	**-**	**-**	**21,165,000**
CTS	Security Assessment Funding - All Recommendations for Group A.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	6,425,750	-	-	6,425,750
CTS	City Marshals were provided to enhance security and safety.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	195,000	-	-	195,000
	Court & Detention Services Total					**6,620,750**	**-**	**-**	**6,620,750**
DFR	Ensure all Dallas firefighters have completed paramedic school by eliminating the backlog of paramedic training.	Public Safety	Tier 1 – Immediate Relief	Health & Safety	Direct Services	8,500,000	-	-	8,500,000
DFR	Ensure Dallas rescue vehicles are ready to respond by replacing 35 rescues with stretcher, LifePak15, and disinfecting UV equipment.	Public Safety	Tier 1 – Immediate Relief	Health & Safety	Direct Services	11,500,000	-	-	11,500,000
DFR	Equip Dallas Fire-Rescue to meet public health heeds, including handheld radios, chest compression devices, priority dispatch software, and medication inventory management systems.	Public Safety	Tier 1 – Immediate Relief	Health & Safety	Direct Services	5,000,000	1,200,000	-	6,200,000
DFR	Equipment for Right Care program.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	200,000	(200,000)	-	-
DFR	Fire overtime.	Public Safety	Tier 1 – Immediate Relief	Fiscal Recovery & Sustainability	Direct Services	-	1,128,405		1,128,405

						A	**B**	**C**	**D**
	ARPA Budget					ITD Budget* FY 2021-22 + FY 2022-23	Proposed Reallocation (+/-)	Planned Budget FY 2023-24	Total Funding D=A+B+C
Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category				
DFR	Fire overtime.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	-	6,682,970		6,682,970
	Dallas Fire Rescue Total					**25,200,000**	**8,811,375**	**-**	**34,011,375**
DPD	Purchase additional body-worn cameras -in FY 2021-22 and FY 2022-23.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	365,002		-	365,002
DPD	Purchase camera equipment for interview rooms - in FY 2021-22 and FY 2022-23.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	303,645		-	303,645
DPD	Replacement of Tasers and Licenses.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	2,408,530		-	2,408,530
DPD	Software for property room.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	300,000		-	300,000
DPD	Police overtime.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	17,000,000		8,500,000	25,500,000
DPD	Squad Cars	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	17,056,608	6,943,392		24,000,000
DPD	Uniform/equipment cost for new police recruits - in FY 2021-22 and FY 2022-23.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	1,990,000		-	1,990,000
	Dallas Police Department Total					**39,423,785**	**6,943,392**	**8,500,000**	**54,867,177**
DWU	DWU unserved areas – extending water and sewer service to occupied areas of the city that are currently unserved.	Transportation and Infrastructure	Tier 5 – Big Swings	Infrastructure	Direct Services	7,200,000	-	-	7,200,000
DWU	DWU unserved areas – extending water and sewer service to occupied areas of the city that are currently unserved.	Transportation and Infrastructure	Tier 5 – Big Swings	Infrastructure	Direct Services	30,226,891	-	-	30,226,891
	Dallas Water Utilities Total					**37,426,891**	**-**	**-**	**37,426,891**
ECO	Operation of new economic development corporation including 10 non-City positions.	Economic Development	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	5,000,000	(7,000,000)	2,000,000	-
	Office of Economic Development Total					**5,000,000**	**(7,000,000)**	**2,000,000**	**-**
HOU	Water and sewer infrastructure in partnership with development of affordable housing units.	Housing and Homeless Solutions	Tier 5 – Big Swings	Infrastructure	Direct Services	10,000,000	-	-	10,000,000

ARPA Budget

Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category	A — ITD Budget* FY 2021-22 + FY 2022-23	B — Proposed Reallocation (+/-)	C — Planned Budget FY 2023-24	D — Total Funding D=A+B+C
HOU	Preservation of affordable housing and water/sewer infrastructure improvements in qualified census tracts including: Freedmen's towns, Tenth Street Historical District, 5 Mile Neighborhood, and Joppa/Joppee (ARPA).	Housing and Homeless Solutions	Tier 5 – Big Swings	Infrastructure	Direct Services	11,250,000	2,200,000	-	13,450,000
	Housing and Neighborhood Revitalization Total					**21,250,000**	**2,200,000**	**-**	**23,450,000**
ITS	On-going maintenance and support of business technology initiatives.	Government Performance & Financial Management	Tier 3 – Service Delivery	Infrastructure	Direct Services	9,079,177	-	-	9,079,177
ITS	Ongoing maintenance and support of security initiatives.	Government Performance & Financial Management	Tier 3 – Service Delivery	Infrastructure	Direct Services	5,920,823	-	-	5,920,823
	Information Technology Services Total					**15,000,000**	**-**	**-**	**15,000,000**
IPS	Equipment for Right Care program.	Public Safety	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	-	200,000	-	200,000
	Integrated Public Safety Solutions Total					**-**	**200,000**	**-**	**200,000**
LIB	Funds for Library Strategic and Facility Master Plan to be matched by private funds.	Workforce, Education and Equity	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	250,000	-	-	250,000
	Library Total					**250,000**	**-**	**-**	**250,000**
MGT-COM	Communication and Outreach.	Government Performance & Financial Management	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Direct Services	1,000,000	-	-	1,000,000
MGT-OCC	Support people in crisis by providing mental health care, children/family services, food/essentials assistance, benefits/financial navigation, and contract oversight/technology (equity distribution).	Workforce, Education and Equity	Tier 1 – Immediate Relief	Economic Development	Direct Services	27,119,373	500,000	-	27,619,373
MGT-MCC	Provide City Council District funding for relief to small businesses, nonprofits, or impacted industries based on established criteria.	Workforce, Education and Equity	Tier 1 – Immediate Relief	Economic Development	Direct Services	16,000,000	-	-	16,000,000
MGT-OEI	Conduct needs assessment and form focus groups targeting veteran community.	Housing and Homeless Solutions	Tier 2 – Budget sustainability	Economic Development	Government Services	75,000		-	75,000
MGT-OEI	Provide eviction assistance services to individuals impacted by COVID-19 ($250,000 in CDBG).	Workforce, Education and Equity	Tier 1 – Immediate Relief	Economic Development	Direct Services	500,000	-	-	500,000

ARPA Budget

Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category	A ITD Budget* FY 2021-22 + FY 2022-23	B Proposed Reallocation (+/-)	C Planned Budget FY 2023-24	D Total Funding D=A+B+C
MGT-OEI	Bridging the digital divide.	Workforce, Education and Equity	Tier 4 – Regional partnerships	Infrastructure	Direct Services	40,000,000	-	-	40,000,000
MGT-OEM	Purchase 1 mobile generator to supplement 13 others planned.	Housing and Homeless Solutions	Tier 2 – Budget sustainability	Health & Safety	Government Services	80,000	(31,972)	-	48,028
MGT-OEM	COVID-19 testing and vaccination - OEM, DPD, and DFR cost.	Public Safety	Tier 1 – Immediate Relief	Health & Safety	Direct Services	10,600,000	(8,272,034)	-	2,327,966
MGT-OEQ	Solar/Energy Storage Initiative.	Environment and Sustainability	Tier 2 – Budget sustainability	Health & Safety	Government Services	1,000,000			1,000,000
MGT-OEQ	Install air quality monitors.	Environment and Sustainability	Tier 1 – Immediate Relief	Health & Safety	Direct Services	1,000,000	-	-	1,000,000
MGT-OHS	Partner with MDHA for Rapid-Rehousing program (Other City funding includes CARES/ESG $4.2m and ARPA/HOME $19.2m; for total of $25M from City).	Workforce, Education and Equity	Tier 4 – Regional partnerships	Health & Safety	Direct Services	1,600,000	3,657,631	-	5,257,631
MGT-OGA	Rebuilding International Business and Tourism Office of Government Affairs.	Government Performance & Financial Management	Tier 3 – Service Delivery	Economic Development	Government Services	250,000			250,000
MGT-SBC	Seed money for the Small Business Center to be matched with private funds.		Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	250,000			250,000
MGT-SBC	Workforce development to support people in crisis due to COVID-19.	Housing and Homeless Solutions	Tier 2 – Budget Sustainability	Economic Development	Direct Services	500,000	-	-	500,000
	Management Services Total					**99,974,373**	**(4,146,375)**	**-**	**95,827,998**
OCA	OAC will renovate and equip the multiform theater spaces, arts and culture within the City of Dallas. Providing affordable safe spaces to perform.	Transportation and Infrastructure	Tier 3 – Service Delivery	Fiscal Recovery & Sustainability	Government Services	550,000			550,000
OCA	Cultural center programming, facilities upgrade & cultural library programing: $125,000 - Residencies (ARPA revenue replacement).	Quality of Life, Arts, Culture	Tier 3 – Service Delivery	Fiscal Recovery & Sustainability	Government Services	450,000		-	450,000
	Office of Arts and Culture Total					**1,000,000**	**-**	**-**	**1,000,000**
PBW	Purchase 4 tractors with batwings and hauling trailers.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	495,000		-	495,000
PBW	One-time clean up of all 1,362 unimproved, non-SAN alleys (129 miles).	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	4,800,000	-	-	4,800,000

ARPA Budget

Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category	A ITD Budget* FY 2021-22 + FY 2022-23	B Proposed Reallocation (+/-)	C Planned Budget FY 2023-24	D Total Funding D=A+B+C
PBW	Installation of Sidewalks.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	2,000,000	-	-	2,000,000
PBW	Purchase of snow and ice brine solution and equipment.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	171,000	-	-	171,000
PBW	Street and Alley maintenance/repair.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	-		7,500,000	7,500,000
PBW	Bridge maintenance/repair.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	-		1,000,000	1,000,000
	Public Works Total					**7,466,000**	**-**	**8,500,000**	**15,966,000**
PKR	Maintenance - COVID-19 testing and vaccination signage to improve traffic flow at Fair Park, which serves as the City's mass testing, vaccination, and emergency management site.	Quality of Life, Arts, Culture	Tier 1 – Immediate Relief	Fiscal Recovery & Sustainability	Government Services	1,105,000	-	-	1,105,000
PKR	Replace fire alarm systems to be compatible with current fire code.	Quality of Life, Arts, Culture	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	389,210		-	389,210
PKR	Wi-Fi for Park and Recreation facilities.	Quality of Life, Arts, Culture	Tier 4 – Regional partnerships	Infrastructure	Direct Services	3,000,000	-	-	3,000,000
	Park and Recreation Total					**4,494,210**	**-**	**-**	**4,494,210**
POM	Personal protective equipment and disinfection.	Public Safety	Tier 1 – Immediate Relief	Economic Development	Direct Services	5,000,000	-	-	5,000,000
	Procurement Services Total					**5,000,000**	**-**	**-**	**5,000,000**
PUD	Conduct citywide market value analysis.	Economic Development	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	65,000	(65,000)	-	-
	Planning and Urban Design Total					**65,000**	**(65,000)**	**-**	**-**
TRN	Install pedestrian lighting in the 40 converted alley segments.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	2,000,000	-	-	2,000,000
TRN	Upgrade aging traffic signals infrastructure and leverage additional funds.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	8,500,000		5,500,000	14,000,000
TRN	Traffic signal equipment.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	660,000		-	660,000
TRN	Pavement markings and restriping.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	5,000,000		-	5,000,000

ARPA Budget

Dept	Use of Funds	Strategic Priority	Tier	Proposed Spending Framework	Funding Category	A ITD Budget* FY 2021-22 + FY 2022-23	B Proposed Reallocation (+/-)	C Planned Budget FY 2023-24	D Total Funding D=A+B+C
TRN	Street light enhancement; funds are allocated for LED conversions and new streetlight installations in targeted areas.	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	5,000,000		-	5,000,000
TRN	Street Light enhancement	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	4,500,000		2,531,863	7,031,863
TRN	School Zone Flashing Beacons	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Fiscal Recovery & Sustainability	Government Services	575,000	-	-	575,000
TRN	Non-Emergency Vehicle Purchase	Transportation and Infrastructure	Tier 2 – Budget Sustainability	Health & Safety	Direct Services	600,000	-	-	600,000
	Transportation Total					**26,835,000**	**-**	**8,031,863**	**34,866,863**
	Grand Total					**321,451,636**	**6,943,392**	**27,031,863**	**355,426,891**

File #: 23-1032

Item #: D.

Civil Service Board Rules and Regulations Revisions
[Jarred Davis, Director, Civil Service]

Civil Service Board Rules and Regulations Revisions

Government Performance and Financial Management
April 24, 2023

Jarred D. Davis, Board Secretary
Civil Service Department
City of Dallas

Presentation Agenda

- Background
- Civil Service Board Overview
- Civil Service Function
- Revision Process
- Revision Highlights
- Next Steps
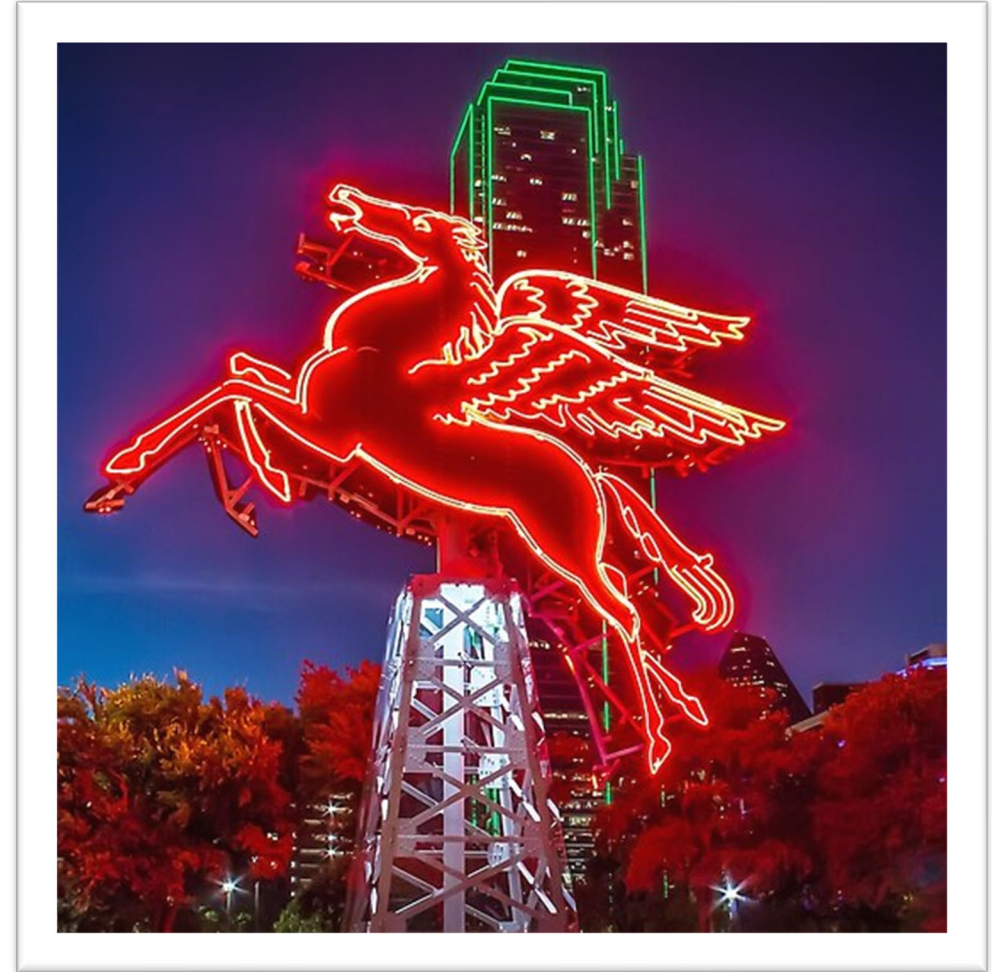
Background

- The Civil Service function was born out of the "good governance" paradigm predicated on the belief in a public entity's sacred duty to safeguard the public trust through a system of checks and balances - the foundation of democratic governance.

- Civil Service was first incorporated into the Dallas City Charter in 1930. In 1968, Dallas residents voted to add a merit system of employment, which includes the department's present-day recruitment, testing, and assessment functions.

- Currently, the Civil Service department supports the recruitment and assessment needs of roughly 83% of the City of Dallas' workforce.

Civil Service Board

Seven-member body, appointed by Council and Mayor, authorized to adopt, amend, and enforce a code of rules and regulations, subject to City Council approval, to ensure employment and promotion is based on merit and fitness by doing the following:

• Overseeing the design of personnel selection methods to ensure fairness and effectiveness in the selection of applicants for City employment.
• Providing an objective forum through which employees can pursue grievances regarding claims of discrimination and misinterpretation or misapplication of Civil Service rules.
• Serving alongside members of the Civil Service Adjunct Panel to administer Trial Board hearings that grant due process to demoted or terminated employees.

Civil Service Department

Recruiting & Examining Unit

Advertises jobs to both current and prospective employees.

Determines the minimum qualifications in conjunction with hiring managers.

Evaluates applicants' eligibility.

Administers written and computer-based exams.

Test Validation and Assessment Unit

Develops and validates selection tests for civilian and uniform positions.

Performs job analyses for talent assessment tool design purposes.

Ensures selection procedures used by the City are legally defensible.

Administration Unit

Manages Trial Board and Administrative Law Judge hearings.

Oversees the rehire eligibility hearing process.

Analyzes and manages department budget.

Revision Process

- A subcommittee of the Civil Service Board was formed to review and recommend revisions to update and organize the existing rules, delete obsolete and outdated rule provisions, and make the rules more user-friendly for employees.

- The subcommittee consisted of Board Chair, Mr. Terrence Welch, Ms. Gwen Satterthwaite, and Ms. Shana Hope Khader. Assistant City Attorneys Jennifer Huggard and Laura Morrison, and Board Secretary Jarred Davis provided drafting, reviewing, and editorial support.

- Additionally, the subcommittee consulted with internal stakeholders such as the Dallas Police Department, Dallas Fire-Rescue, and Human Resources.

Revision Highlights

- Significantly reduced the number of pages with the elimination verbatim references to the Charter or City of Dallas Personnel Rules.

- Established criteria for rehire eligibility hearings conducted by the Civil Service Board.

- Updated minimum qualifications requirements for entry-level sworn positions in DPD and DFR.

- Updated DPD promotional ranks minimum qualifications requirements.

- Established and added minimum qualifications for the newly created DFR rank, Single Function Paramedic Officer.

- Incorporated lateral hiring provisions for DFR positions.

Next Steps

1. Brief the Government Performance and Financial Management Committee. **(April 2023)**

2. Conduct Public Hearing to receive additional feedback and comments on proposed changes. **(May 2023)**

3. Civil Service Board approves final version of proposed rules. **(May 2023)**

4. Final approval and adoption by City Council by resolution. **(June 2023)**

Questions

Civil Service Overview

Government Performance and Financial Management

April 24, 2023

Jarred D. Davis, Board Secretary
Civil Service Department
City of Dallas

CODE OF RULES AND REGULATIONS OF THE CIVIL SERVICE BOARD

City of Dallas

Current through March 7, 2023

Pursuant to the Dallas City Charter, these rules and regulations of the civil service board apply to all employees, except those departments listed in Section 9 of Chapter XVI of the Charter: the legal department, the city manager's office, the city auditor's office, the city secretary's office, the library department, the park and recreation department, the radio department, municipal court judges, and the city council office staff.

In accordance with Section 11 of Chapter XVI of the Charter, employees of those departments, as well as all department directors, assistant department directors, and other executive-level managerial personnel designated by the city council, may not file grievances with the civil service board or appeal discharges or reductions in grade to the Trial Board or Administrative Law Judge as described in these rules. If these rules conflict with the Dallas City Charter or Chapter 34, "Personnel Rules," of the Dallas City Code, the Charter and Chapter 34 prevail.

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CODE OF RULES AND REGULATIONS OF THE CIVIL SERVICE BOARD

RULE 1: DEFINITIONS.

In these rules:

(1)   APPLICANT means a candidate for employment in a civil service position with the city of Dallas.

(2)   APPLICATION means the act of providing the required information and documentation for the purpose of being considered for employment in a civil service position with the city of Dallas.

(3)   CIVILIAN or CIVILIAN EMPLOYEE means any civil service employee other than employees in the sworn service.

(4)   CLASSIFICATION means all positions, regardless of departmental location, that are sufficiently alike in duties and responsibilities to:

(A)   be called by the same descriptive title;

(B)   be accorded the same pay scale under like conditions; and

(C)   require substantially the same education, experience, and skills.

(5)   CLASSIFIED SERVICE means all positions not exempted or otherwise designated according to the Charter, including two classes known as the "competitive class" and the "noncompetitive class." Pursuant to Section 3(b) of Chapter XVI of the Dallas City Charter, the following positions are not included in the classified service:

(A)   Directors of departments, assistant directors of departments, and managerial personnel designated by the city council.

(B)   The municipal court clerk and the secretary of the civil service board.

(C)   The labor class, which includes all ordinary unskilled labor.

(6)   COMPETIVE CLASS means those positions and employment for which it is practical to determine the merit and fitness of the applicant by competitive examination.

(7)   ELIGIBILITY LIST means a list of applicants for employment who meet a position's minimum requirements and have successfully completed a civil service examination, as applicable.

(8)   EXAMINATION means a test or assessment designed to evaluate the merit and fitness of applicants to discharge the duties of the particular position they seek to fill.

(9)   MERIT AND FITNESS means education, training, experience, performance, knowledge, skills, ability, licenses, or certifications, demonstrated by examination or other appropriate evidences of competition and by records of merit, efficiency, character, conduct, and seniority.

(10)   MINIMUM QUALIFICATION means those minimum requirements, as determined by the civil service board, for an applicant for employment to be included on an eligibility list, and may include, but are not limited to, requirements as to education, training, and experience.

(11)   NONCOMPETITIVE CLASS means those positions designated to respond to special needs identified by directors of departments and approved by the board, or positions requiring peculiar and exceptional qualifications or management accountability as may be determined by the rules of the board.

(12)   PREFERRED QUALIFICATION means qualifications relevant to a position, in addition to the minimum qualifications, for a civil service position.

(13)   PROBATION means a minimum six-month period:

(A)   after initial appointment, during which an employee can be terminated without right of appeal; or

(B)   after promotion, during which an employee can be:

(i)   returned to the previous position if a retreat right to the previous position exists; or

(ii)   terminated without right of appeal if no retreat right exists.

(14)   PROMOTION means an increase in grade with a resulting increase in salary due to placement in a position as a result of a competitive or noncompetitive selection process.

(15)   REASSIGNMENT means a change of an employee to an equivalent position (same grade) within the same department.

(16)   SWORN SERVICE means:

(A)   a sworn police officer employed by the city who is covered by the Dallas Police and Fire Pension System and is classified by the city of Dallas as nonexempt, as defined in Section 147.002(3) of the Texas Local Government Code, not including a police officer with the rank above that of Captain, a civilian, or a municipal marshal; or

(B)   a firefighter employed by the city who is covered by the Dallas Police and Fire Pension System and is classified by the city of Dallas as nonexempt, as defined in Section 147.002(1) of the Texas Local Government Code, not to include a firefighter above the rank of Battalion Chief or Section Chief or civilians.

(17)   TRANSFER means the change of an employee from a position in one department to an equivalent position (same grade) in another department, but that does not result in either promotion or demotion.

RULE 2:   GENERAL PROVISIONS AND ORGANIZATION OF THE CIVIL SERVICE BOARD.

Section 2.1   Duties and Authority of the Civil Service Board. The board shall be composed of seven members and have the duties and authority as provided in Chapter XVI of the Dallas City Charter and any ordinances or resolutions adopted by the city council.

Section 2.2   Adoption and Enforcement of Civil Service Rules and Regulations. These rules and regulations are created, adopted, and enforced as required under Chapter XVI of the Dallas City Charter. If there is a conflict between a civil service rule and regulation and the charter or Chapter 34, "Personnel Rules," the charter or Chapter 34 prevail.

Section 2.3   Appointment and Duties of Board Secretary. The board shall appoint a board secretary in accordance with Chapter XVI of the Dallas City Charter. The board secretary shall serve as the director of the civil service department and may employ such assistants and employees to positions approved by the city council.

Section 2.4   Civil Service Board Meetings. The board shall post notice of its meetings at least seven days in advance of any meeting. Board meetings shall be scheduled monthly by the chair and the board secretary or as often as necessary. The board secretary shall call special meetings upon written request of three members of the board. All board meetings shall comply with the Texas Open Meetings Act.

Section 2.5   Annual Report by the Civil Service Board to the City Council. The civil service board shall make an annual report to the city council at the end of each fiscal year, giving a complete statement of the board's activities and containing such recommendations with regard to improving the efficiency of the civil service as it may deem advisable.

RULE 3:   CIVIL SERVICE APPOINTMENT AND PROMOTION.

Section 3.1   Appointments in the Competitive Class.

(a)   Appointments to fill vacancies.

(1)   Every vacancy in the classified service not filled by promotion, transfer, reinstatement, or demotion shall be filled by appointment from the eligibility list established for that position upon the requisition of the city manager. Appointments shall be made to all positions

in the competitive class by selection of persons certified from an eligibility list resulting from open, competitive employment applications and examinations held by the board, except as otherwise provided in these rules and regulations.

(2) Nothing in these rules and regulations shall prevent a department director from designating a person to fill a position in a higher classification for a period of time and for that person to receive interim assignment pay, in accordance with applicable procedures. Interim assignments are not considered appointments or promotions.

(b) <u>Submission of applications</u>. Except as provided in these rules and regulations, no position in the classified service may be filled except after posting on the City of Dallas website and in any other format and manner approved by the civil service department and an evaluation of candidates conducted in compliance with these rules and regulations. Applications must be submitted to the civil service department not later than the date specified in the job or examination announcement and shall be complete at the time of filing. Each individual who submits an application as provided in these rules and regulations and meets the minimum qualifications for a position shall be considered a candidate for that position unless otherwise prohibited under these rules and regulations. No application for employment shall remain on file for more than one year from the date of the application.

(c) <u>Job qualifications in postings</u>. Postings for positions in the classified service shall specify the required minimum qualifications for the position and may specify other preferred qualifications relevant to the position.

(d) <u>Civil service board to establish minimum qualifications</u>. The board shall establish and announce the necessary minimum qualifications for any position subject to this section. The minimum qualifications for a position may be revised by the board and may include, but not be limited to, requirements as to education, training, and experience, and other qualifications deemed necessary for the position. Nothing in this section prohibits the specification of preferred qualifications for a position.

(e) <u>Civil service employment examinations</u>. The board is authorized to prescribe and prepare the nature, type, and extent of examinations deemed necessary to fairly test the relative qualifications and fitness of applicants. All examinations shall be designed to test the relative qualifications and fitness of applicants to discharge the duties of the particular position they seek to fill. Every examination shall be conducted under the direction of the board, or its designated examiners, free from the presence, participation, or influence of any person other than the examiners or experts employed by the board.

(f) <u>Ordering reexamination</u>. The board has the power, whenever in its judgment the interests of the public service require it, to order a reexamination of applicants for any position, and the power to correct, amend, or revoke any schedule, register, or other paper or record where it appears that an error or injustice has been done, or where any person whose name appears upon the eligibility list has for any reason become incapacitated for appointment in the public service,

to strike such name from the list. The reason for such action shall be recorded in the minutes of the board.

(g)   Physical examinations. In addition to completing an application for a position, an applicant may be required to submit to a physical examination and/or test, as deemed necessary by the board, to determine the fitness of applicants for the position for which they applied.

(h)   Disqualification of applicants. The board may disqualify applicants for a position, and if so, shall state the reason for disqualification and retain the reason for disqualification in the applicant's application records. Disqualification may occur for an applicant who is found to lack any of the established minimum qualifications for a position or who otherwise lacks a requirement for a position, as established by the board. Disqualification may occur for an applicant who made a false statement, or has practiced or attempted to practice any deception or fraud in their application, in their examination, or in securing their eligibility for appointment. The board may delegate this authority to the secretary.

(i)   Rehire eligibility of former city employees. The board may deem ineligible applicants for a position in the classified civil service, who were previously employed by the city and in situations in which the city has designated the former city employee as ineligible for rehire, or provisional for rehire. In these situations, applicants shall be deemed ineligible for rehire for a minimum of two years from the date of separation of city employment. If, after two years has elapsed since separation of employment, the former city employee seeks to apply for a position in the classified service, the person shall submit a request for a hearing before the board. To qualify for rehire eligibility, a former employee must demonstrate to the board that he or she has the ability and desire to be a productive and successful city employee, and there are no other significant indications that rehiring the former employee would be inappropriate. Factors for the board's consideration may include, but are not limited to: whether the former employee has accepted responsibility for his or her actions that led to the separation of employment, the severity of the misconduct that brought about the separation of employment, and the former employee's work history since separation of employment. Former sworn service employees who were terminated, resigned in lieu of termination for dishonesty, theft, misconduct, or disregard of public trust, as defined in the personnel rules, adverse conduct as defined in Dallas Police Department Code of Conduct Rule 4.3, unnecessary or inappropriate use of force as defined in Dallas Police Department Code of Conduct Rule 4.10, or adverse conduct as defined in the Dallas Fire-Rescue Department Manual of Procedures Code of Conduct Rule 702.02 are permanently ineligible for rehire with the City.

Section 3.2   Eligibility Lists.

(a)   Eligibility list determination. An eligibility list shall be prepared by the board for each position in the classified service from candidates who have been found minimally qualified after a review of an employment application. Eligibility lists created from positions that do not require a competitive examination shall be prepared without any ranking or order of preference. If the position requires a competitive examination, the eligibility list will be prepared in order of merit and fitness as shown by the respective scores of the aggregate marking. When two or more

eligible candidates have equal average scores on an examination, they shall have equal rank on the eligibility list. Eligibility lists prepared without competitive examination shall be forwarded to the departmental appointing authority, to allow the appointing authority to select candidates for interview and selection for appointment. Non-employee eligible for sworn service appointment may be removed from the register after twelve months from the date of examination. Following selection and appointment, the appointing authority shall notify the board secretary. Once the appointment is made, the appointed person's name shall be stricken from the eligibility list.

(b)   Supplementation of eligibility lists. Eligibility lists for each position may be supplemented periodically as the personnel needs of the city and the principle of open competition may warrant.

Section 3.3   Probationary Periods.

(a)   Extension of probationary period by board secretary. Probationary periods may be extended to allow six months of on-the-job work performance or completion of any written prerequisites to employment or promotion. When injury or other circumstances causes an extended approved absence, or other circumstances exist, that prevent the full and fair evaluation of an employee during initial probation, the employing department director may request extension of the probationary period within 10 working days of the conclusion of the absence or situation, or the scheduled end of the probationary period, whichever occurs first. The board secretary may approve the extension not to exceed a total of six months on-the-job work performance, not including the time period during which the full evaluation of work performance is not possible, or completion of any written prerequisites to employment or promotion. However, extensions shall not be granted where indications of unsatisfactory attendance as defined by the personnel rules are present. The board secretary shall report granted extensions periodically to the board for review.

(b)   Extension of probationary period by civil service board. Probation may be extended by the board to include the entire period of training of a formal apprenticeship training program. When an extension is approved, employees will be informed prior to employment and will complete probation on successful completion of the training program. The secretary may extend probationary periods on behalf of the board.

(c)   Probationary periods for specific positions. In addition to the provisions for extension of probation provided in Subsections 3.3(a) and (b), the following additional provisions for specific positions apply:

(1)   Probationary security officer. Probation for the classification of probationary security officer shall end six months following completion of the required classroom training.

(2)   Sworn employees. The probationary period for sworn employees continues until the sworn employee has completed six months of service as a probationary police officer, probationary fire-rescue officer, probationary fire prevention officer, or probationary single function paramedic officer, as applicable.

(3)   Civilian 911 call takers or dispatchers. Probation for the classification of civilian 911 call taker or dispatcher ends six months after completion of required classroom training.

Section 3.4   Appointments in the Non-Competitive Class.

(a)   Scientific, professional, and expert positions deemed non-competitive class. Classes requiring peculiar and exceptional qualifications of a scientific, professional, or expert nature, upon satisfactory evidence that competition as evidenced by written examination is impractical and that positions in these classes can best be filled by the selection of designated persons of recognized attainments, the board may, by a majority vote, suspend competition and declare these classes to be noncompetitive. All suspensions must be recorded in the minutes of the board and the board shall, from time to time, review all suspensions to determine if the best interest of the city is served by continuing these classes in the non-competitive class.

(b)   Part-time, seasonal, and temporary positions. Time-limited positions filled on a part-time, seasonal, or temporary basis are considered to be in the non-competitive classified service and may be filled either by the reappointment of a former part-time, seasonal, or temporary employee previously qualified to perform the same or similar work, or by appointment from a non-competitive eligibility list of those eligible who have filed applications and who meet the minimum requirements for the position for which they have filed applications.

RULE 4:   SWORN SERVICE APPOINTMENT AND PROMOTION.

Section 4.1   Sworn Service Appointment.

(a)   Minimum requirements for trainee police officer. In addition to the requirements in Sections 3.1 and 3.2, applicants for trainee police officer must:

(1)   be at least 19.5 years of age and not have reached 45 years of age on the date the civil service written examination is given;

(2)   have demonstrated safe driving habits and be qualified to drive a motor vehicle in Texas;

(3)   for any completed military service, a designation of honorable or uncharacterized discharge as indicated on separation documents provided by the military; and

(4)   meet one of the following qualifications:

(A)   a minimum of 45 semester hours college credit with a C average or better from an accredited college or university;

(B)   a minimum of 36 months of full time certified law enforcement experience (from date of receipt of license) with a city, county, or state law enforcement agency

and be currently employed or separated from the agency for no more than four months prior to the date of application;

(C)   an active, valid Texas Commission on Law Enforcement (TCOLE) license; or

(D)   a minimum of 36 months active service in the Armed Forces of the United States with an honorable discharge or an uncharacterized discharge as indicated on separation documents provided by the military. Applicants whose military service is no more than 10 calendar days less than 36 months are acceptable; more than 10 days less than the full 36 months requires approval from the Assistant Chief of Police over the Personnel and Support Division.

(b)   <u>Requirements for trainee fire-rescue officer</u>. In addition to the requirements in Sections 3.1 and 3.2, applicants for trainee fire-rescue officer must:

(1)   be at least 18 years of age and not have reached 36 years of age on the date the civil service examination is given, and for lateral hires under (5)(B) below, not have reached 45 years of age on the date of application;

(2)   pass physical ability test approved by the civil service board;

(3)   have demonstrated safe driving habits and be qualified to drive a motor vehicle in Texas;

(4)   for any completed military service, a designation of honorable or uncharacterized discharge as indicated on separation documents provided by the military; and

(5)   meet one of the following qualifications:

(A)   have at least 45 semester hours college credit with a C average or better from an accredited college or university OR must have completed at least four years active duty service in the Armed Forces of the United States of America, with an honorable discharge or uncharacterized discharge as indicated on separation documents provided by the military; or

(B)   have an active, valid Texas Commission of Fire Protection Fire Fighter II certification, and a Texas Department of State Health Services paramedic certification or a National Registry Paramedic Certification, and be actively employed on a paid, full-time basis for a fire department or not be separated from employment from a fire department for more than five (5) years.

(c)   <u>Requirements for trainee fire prevention officer</u>. In addition to the requirements in Sections 3.1 and 3.2, applicants for trainee fire prevention officer must:

(1)   be at least 18 years of age on the date the civil service examination is given; and

(2)   have demonstrated safe driving habits and be qualified to drive a motor vehicle in Texas;

(3)   for any completed military service, a designation of honorable or uncharacterized discharge as indicated on separation documents provided by the military; and

(4)   meet one of the following qualifications:

(A)   have at least 45 semester hours college credit with a C average or better from an accredited college or university OR must have completed at least four years active duty service in the Armed Forces of the United States of America, with an honorable discharge or an uncharacterized discharge as indicated on separation documents provided by the military. This requirement does not apply to sworn fire department employees hired before January 5, 1966, transferring to fire prevention; or

(B)   have an active, valid Texas Commission on Fire Protection Plans Examiner I certification and Basic Fire Inspector certification, and be actively employed on a paid, full-time basis for a fire department or not be separated from employment with a fire department for more than five (5) years.

(d)   Requirements for trainee single function paramedic officer. In addition to the requirements in Sections 3.1 and 3.2, applicants for trainee single function paramedic officer must:

(1)   be at least 18 years of age on the date the civil service exam is given;

(2)   have a high school diploma or GED;

(3)   for any completed military service, a designation of honorable or uncharacterized discharge as indicated on separation documents provided by the military;

(4)   possess a current Texas Department of State Health Services Paramedic Certification or a National Registry Paramedic Certification; and

(5)   have demonstrated safe driving habits and be qualified to drive a motor vehicle in Texas; and

(6)   pass a physical ability test administered by Dallas Fire-Rescue Department.

(e)   Additional requirements. Dallas Police Department and Dallas Fire-Rescue Department have requirements for sworn service appointment in addition to the civil service requirements in this section.

Section 4.2   Sworn Service Promotional Examinations.

(a) <u>Promotions based on merit and fitness</u>. The civil service board shall provide for promotion to all positions in the sworn service on the basis of merit and fitness, as demonstrated by examination and other appropriate testing.

(b) <u>Notice of promotional examination</u>. Notice of a promotional examination shall be posted in the office of the civil service board, as well as in the department in which the promotion may be made, for one week prior to the examination and shall indicate the grade or rank of those eligible to participate in the examination.

(c) <u>Registration for promotional examination</u>. Applicants for promotional examination shall register in the office of the civil service board in accordance with the instructions provided in the promotional examination announcement.

(d) <u>Inability to attend promotional examination due to injury, work assignment, or military service</u>. An employee who cannot attend a promotional examination because of injuries suffered in the performance of his/her job, or because of a work training assignment, military service away from the city, or family medical leave, shall be permitted to take a comparable examination at an alternate location provided:

(1) in the event of an injury, the employee is mentally, emotionally, and physically capable of being examined subject to verification by a licensed physician; or

(2) the employee provides proof of eligibility and proof of inability to attend the examination; and

(3) the employee makes a written request for an alternate examination on or prior to the designated examination date; and

(4) the civil service department is able to give the examination under conditions that ensure fairness and do not create an undue hardship on civil service departmental resources as determined by the board secretary.

The designated examination date may be extended to accommodate an employee qualifying under the provisions of this rule.

(e) <u>Inability to attend promotional examination due to religious holiday/observation</u>. An employee who would be prevented from the observance of a religious holiday or practice by attending a promotional examination shall be permitted to take a comparable examination at another time provided:

(1) the employee applies for the examination by the designated application date;

(2) the employee makes a written request for an alternate examination prior to the designated application date; and

(3)   the civil service department is able to give the examination under conditions that ensure fairness and do not create an undue hardship on civil service departmental resources as determined by the board secretary.

(f)   <u>Promotional examination subject matter</u>. In any promotional examination, the candidates shall be examined, either in writing or by a practical test or both, on such matters as will fairly test knowledge of the actual duties, responsibilities, and requirements of the position to be filled and their fitness and qualifications to discharge the duties and meet the requirements.

(g)   <u>Physical tests</u>. Where a physical agility or other physical test is not included in the schedule of a promotional examination, tests may be added as a subject and the weight thereof may be fixed by the civil service board prior to the date of the promotional examination.

(h)   <u>Under-filling of a vacancy</u>. An employee is permitted to take a non-competitive qualifying examination for the higher classification, provided all other minimum requirements for that classification are met, under the following circumstances:

(1)   the civil service board has approved the under-filling of a vacancy by the selection of the highest ranked employee from the eligibility list in a lower classification as determined by a competitive special examination;

(2)   no appropriate eligibility lists exist at the time of a vacancy or one cannot be established within a reasonable time; and

(3)   the selected employee, based upon his or her record of performance in the under-filled position has demonstrated to the satisfaction of the civil service board the ability to perform satisfactorily the duties of the under-filled position for a period of no less than six months.

(i)   <u>Failure to pass promotional examination</u>. If an employee fails to make a passing score on a non-competitive examination, he or she may, upon the recommendation of the appropriate department director and the approval of the civil service board, remain in the position for further training for a period not to exceed 90 days and during said period take another non-competitive examination. If the employee fails to qualify on the second non-competitive examination, eligibility to under-fill the position shall terminate.

(j)   <u>Promotion to higher classification without testing</u>. An employee in a position upgraded by re-evaluation to a higher classification who meets the minimum requirements established for the higher classification, and who, by records of performance in the position, has demonstrated to the satisfaction of the civil service board the ability to satisfactorily perform the duties of the position for a period of no less than six months, may be considered qualified for the higher classification and may be promoted to the higher classification without further examination. Except in instances of the creation of a new rank, the provisions of this subsection do not apply to any employee in a position reclassified to a higher existing rank in the sworn police and fire services.

(k)   Promotion procedures during extraordinary conditions. When the restriction of funds, department reorganization, or other extraordinary conditions influencing the effective operation of either the police department or fire-rescue department warrant promotion procedures other than those contained in this rule, the civil service board may approve specially designed strategies to address such needs. Such strategies should seek to maximize competition, generally for a limited time with periodic review with the goal to return standard promotional procedures when conditions warrant.

Section 4.3   Sworn Service Certifications and Promotions in the Dallas Police Department.

(a)   Eligibility for promotion. Promotions to all classified positions in the police department shall be made from eligibility lists created as a result of promotional examinations administered to departmental employees meeting the minimum requirements in this subsection or as otherwise provided. For employees who are reappointed, prior service in any rank with the police department will not be included in the determination of eligibility to take an examination for a higher rank.

(1)   Probationary police officer. Employees who have successfully completed the training and qualification period as trainee police officer shall be eligible for certification and appointment to the position of probationary police officer. Appointment to the position of probationary police officer is not a promotion.

(2)   Police officer. Employees who have successfully completed a six-month service period as a probationary police officer shall be eligible for certification and appointment to the position of police officer without further examination. Appointment to the position of police officer is not a promotion.

(3)   Senior corporal. Police officers who have served in the department for at least three years, including three as a police officer, shall be eligible to take the examination for the position of senior corporal.

(4)   Sergeant. Department employees who have served at least five years as a senior corporal shall be eligible to take the examination for the position of sergeant.

(5)   Lieutenant. Department employees who have served at least five years as a sergeant shall be eligible to take the examination for the position of lieutenant.

(b)   Completion of service requirements. Where experience in a lower rank is made a part of the requirements for a classified position, the applicant must have been appointed to a permanent position in that rank as a result of passing a promotional examination and have received the pay for that rank. Those candidates who will meet the eligibility criteria for any promotional rank prior to six months following the administration of an examination may compete on that examination, but will not be eligible for promotion to the higher rank until they have successfully completed the service requirements for promotion referenced in this section.

(c)   Newly classified positions. The civil service board shall have the right to establish promotional requirements for any new classified position that may be established and any existing classified position that may be modified or changed so as to affect its relationship with other classes.

(d)   Promotional probation. Promotion of any department employee is not deemed complete until a period of six months has elapsed from the date of appointment to the higher classified position. If, during the six-month period, the promoted employee does not merit the promotion as determined by the chief of police, the employee promoted shall be returned to the rank or classified position held by him or her at the time of promotion. This is done without any right of appeal by the employee, or by any required showing that his or her efficiency has fallen below the minimum requirements for the position.

(e)   Promotional examinations. On any departmental examination, the names of those individuals making passing grades shall be placed on an eligibility list. Where the promotional examination has consisted in part of an assessment center, the promotional eligibility list shall remain in effect for a period not to exceed 18 months from the date the list is established or is exhausted. Lists that are established and do not include an assessment center shall be in effect for one year. For purposes of calculating effective dates of eligibility lists, each period begins at 12:00 a.m. (midnight) on the date the certification of eligibility is made to the police department and ends at 11:59 p.m. on the following 365th or 548th day, as applicable. Within 90 days after receiving notification of a vacancy in any classification filled under this rule, unless an eligibility list is in existence, the civil service board shall announce an examination to create an eligibility list.

(f)   Serving in higher positions and pay. Nothing in these rules and regulations prevents the police chief from designating a person to fill a position in a higher classification for a period of time and for that person to receive the pay appropriate for the temporary assignment, in accordance with applicable procedures. Any temporary assignments in a classified position that extend beyond 180 consecutive days must be approved by the civil service board. Temporary performance of the duties of any higher position by a person who has not been promoted in accordance with these rules and regulations shall never be construed as a promotion of the person, and the temporary assignment shall not affect that person's status on either the eligibility list or eligibility for certification for a permanent promotion.

Section 4.4   Sworn Service Certifications and Promotions in the Dallas Fire-Rescue Department.

(a)   Eligibility for promotion. Promotions to all classified positions in the fire-rescue department shall be made from eligibility lists created as a result of promotional examinations administered to departmental employees meeting the minimum requirements in this subsection or as otherwise provided. For employees who are reappointed, prior service in any rank with the fire-rescue department, other than prior service as a Fire Rescue Officer, or Fire Prevention Officer, will not be included in the determination of eligibility to take an examination for a higher rank.

(1)   Probationary fire-rescue officer. Employees who have successfully completed the training and qualification period as a trainee fire-rescue officer shall be eligible for

certification and appointment to the position of probationary fire-rescue officer without further examination. Appointment to the position of probationary fire-rescue officer is not a promotion.

(2) Probationary fire prevention officer. Employees who have successfully completed the training and qualification period as a trainee fire prevention officer shall be eligible for certification and appointment to the position of probationary fire prevention officer without further examination. Appointment to the position of probationary fire prevention officer is not a promotion.

(3) Probationary single function paramedic officer. Employees who have successfully completed the training and qualification period as a trainee single function paramedic officer shall be eligible for certification and appointment to the position of probationary single function paramedic officer without further examination. Appointment to the position of probationary single function paramedic officer is not a promotion.

(4) Fire-rescue officer. Fire-rescue department employees who have successfully completed a six-month service period as a probationary fire-rescue officer shall be eligible for certification and appointment to the position of fire-rescue officer without further examination. Appointment to the position of fire-rescue officer is not a promotion.

(5) Fire prevention officer. Fire-rescue department employees who have successfully completed a six-month service period as a probationary fire prevention officer shall be eligible for certification and appointment to the position of fire prevention officer without further examination. Appointment to the position of fire prevention officer is not a promotion.

(6) Single function paramedic officer. Fire-rescue department employees who have successfully completed a six-month service period as a probationary single function paramedic officer shall be eligible for certification and appointment to the position of single function paramedic officer without further examination. Appointment to the position of single function paramedic officer is not a promotion. After two years of service as a single function paramedic officer, a single function paramedic officer may apply for lateral positions at the rank of fire-rescue officer or fire prevention officer. The minimum requirements of the position for which they are applying must be met.

(7) Senior fire prevention officer. Fire prevention officers who have completed two years of service after completing probation as a fire prevention officer shall be eligible to test for promotion to senior fire prevention officer. Emergency operations employees who laterally transfer to fire prevention, inspection, and education division must successfully complete training and obtain certification as a fire prevention officer. He or she must then serve as a fire prevention officer in the fire prevention division for two years before becoming eligible to test for promotion to senior fire prevention officer. Department members who have already been transferred from the emergency operations division to the fire prevention division as of January 9, 2008, and have been certified by the State of Texas as fire inspectors, are exempt from the provisions of this paragraph.

(8)   Driver/engineer. Fire-rescue department members who have completed two years of service after completing probation as a fire-rescue officer or currently hold the rank of second driver, and are a licensed paramedic, shall be eligible to test for promotion to driver/engineer. Fire prevention personnel who laterally transfer to emergency operations must successfully complete training and obtain certification as a fire-rescue officer and paramedic. He or she then must serve as a fire-rescue officer in emergency operations for two years before becoming eligible to test for promotion to driver/engineer.

(9)   Fire lieutenant. Fire-rescue department employees who have served in the department for four years and who have served as driver/engineer for six months immediately prior to the examination shall be eligible to test for promotion to fire lieutenant.

(10)   Fire prevention lieutenant. Fire-rescue department employees who have served in the department for four years and who have served as senior fire prevention officer for six months shall be eligible to test for promotion to fire prevention lieutenant.

(11)   Fire captain. Fire-rescue department employees who have served as Fire Lieutenant for at least one year and who have been in the department for a total of five years shall be eligible to test for promotion to fire captain.

(12)   Fire prevention captain. Fire-rescue department employees who have served as fire prevention lieutenant for at least one year and who have been in the department for a total of five years shall be eligible to test for promotion to fire prevention captain.

(13)   Battalion-section chief. Fire-rescue department employees who have served in the department for seven years and who have served as fire captain for 18 months shall be eligible to test for promotion to battalion-section chief.

(14)   Fire prevention section chief. Fire-rescue department employees who have served in the department for seven years and who have served as fire prevention captain for 18 months shall be eligible to test for promotion to fire prevention section chief.

(b)   Completion of service requirements. Where experience in a lower rank is made a part of the requirements for a classified position, the applicant must have been appointed to a permanent position in that rank as a result of passing a promotional examination and have received the pay for that rank. Those candidates who will meet the eligibility criteria for any promotional rank prior to six months following the administration of an examination may compete on that examination, but will not be eligible for promotion to the higher rank until they have successfully completed the service requirements for promotion referenced in this section. Nothing in these rules and regulations prevents the assignment of personnel within a rank from one division to another as their training and qualifications permit.

(c)   Newly classified positions. The civil service board has the right to establish promotional requirements for any new classified position that may be established and any existing classified position that may be modified or changed so as to affect its relationship with other classes.

(d)   Promotional probation. Promotion of any department employee is not deemed complete until a period of six months has elapsed from the date of appointment to the higher classified position. If, during the six-month period, the promoted employee does not merit the promotion as determined by the fire chief, then the employee so promoted shall be returned to the rank or classified position held by him or her at the time of promotion. This is done without any right of appeal by the employee, or by any required showing that his or her efficiency has fallen below the minimum requirements for the position.

(e)   Promotional examinations. On any departmental examination, the names of those individuals making passing grades (including assessment exercise, where applicable) shall be placed on an eligibility list. Any promotional eligibility list shall remain in effect for a period of 18 months from the date the list is certified. Lists that are established and do not include an assessment center shall be in effect for one year. For purposes of calculating effective dates of eligibility lists, each period begins at 12:00 a.m. (midnight) on the date the certification of eligible is made to the fire-rescue department and ends at 11:59 p.m. on the following 548th day. Within 90 days after receiving notification of a vacancy in any classification filled under this rule, unless an eligibility list is in existence, the civil service board shall announce an examination to create an eligibility list.

(f)   Serving in higher positions and pay. Nothing in these rules and regulations prevent the fire chief from designating a person to fill a position in a higher classification for a period of time, and for that person to receive the pay appropriate for the temporary assignment, in accordance with applicable procedures.   Any temporary assignments in a classified position that extend beyond 180 consecutive days must be approved by the civil service board. Temporary performance of the duties of any such higher position by a person who has not been promoted in accordance with these rules and regulations shall never be construed as a promotion of the person and such temporary assignment shall not affect that person's status on either the eligibility list or eligibility for certification for a permanent promotion.

RULE 5:   REDUCTION IN FORCE, REORGANIZATION, AND TRANSFER.

Section 5.1   Reductions in Force—Civilian Employees.

(a)   Identification of affected employees. This section applies to employees in the classified civil service and unclassified labor class, which includes all ordinary unskilled labor.

(b)   Creation of reduction-in-force register. Whenever it becomes necessary to reduce the workforce because of lack of work or lack of funds, the director of the affected civil service department shall request that the board secretary prepare a reduction-in-force register and identify the classifications from which reductions will occur. Civil service will provide seniority lists on request for departments covered by civil service (i.e. "civil service departments") and will monitor reinstatement rights of employees in the civil service, as defined by the charter. In departments having major divisions that perform substantively different activities, the director shall identify which divisions are to be affected. Department directors should request seniority lists in a timely manner.

(c)   Listing of affected employees.   The names of incumbents in the affected classifications shall be listed in order of length of service with the city since their last appointment. Temporary and probationary employees will be listed first, followed by non-probationary employees with the least senior being first, the most senior being last. Where subdivision of a position classification is requested, the reduction-in-force list shall be subdivided, provided that no reorganization or transfer of work units between divisions has occurred within the six months immediately preceding the request.

(d)   Order of layoffs. Employees in positions in the affected classification who are paid and qualified in different classifications shall be removed from the affected classification and placed in their proper classification. Temporary employees and employees serving their initial probation will be laid off first. Employees serving in a probationary status following promotion will be returned to their prior classification, provided the prior classification is also not being eliminated and provided the prior classification is vacant and was a classified position. After all employees identified have been removed, the remaining employees will be laid off in reverse order of seniority, except for allowable and authorized exemptions in Subsection (e).

(e)   Exemptions.   For each affected classification or subdivision within each department, the department director may exempt one or more less senior employees based on demonstrated and documented specialized skills or documented superior performance to the next most senior employees. The number of allowable exemptions is based on the number of employees in the classification as follows:

Number of Employees	Number of Allowable Exemptions
2 to 5	1
6 to 15	2
16 to 25	3
26 to 40	4
41 or more	10% of the classification size rounded up to the nearest whole number

(f)   Reduction in force transfer. An employee about to be laid off because of lack of work or funds may be transferred to fill a vacancy in any other department in a class equal to or lower than his or her present class, provided that the transfer meets the approval of the appointing authority in the department where the vacancy exists, and provided that the employee is willing to accept the proffered transfer. If more than one employee is interested in being transferred to fill the vacancy, then the appointing authority in the department must hold a competitive process to select the most highly qualified candidate for the transfer. If the employee declines the transfer, then the employee will be laid off as provided in this section. A transfer is not permissible when it is requested to avoid a reduction in force and when there are persons of greater seniority in the same classification about to be laid off.

(g)   Vacancies after layoff. If an employee covered by this section is laid off through lack of work or lack of funds, and if within a period of two years thereafter a vacancy should occur in the same department and in the same or in a lower class, the employee shall be reinstated in the

vacant position, provided that he or she is willing to accept the proffered employment. If the vacancy is in the same class, he or she shall be reinstated without examination, but if in any other class, he or she shall be required to pass the regular examination for that class before reinstatement.

(h)   Preference for reinstatement. When more than one laid off employee qualifies for reinstatement under this rule, preference is given to the employee laid off last.

(i)   Reinstatement; rate of pay. When an employee has been reinstated to or employed in a position at a rate of pay lower than the rate received before layoff, the employee will continue to have the right of reinstatement to any vacancy that becomes available at or up to his or her previous rate of pay during the two-year period immediately following the layoff.

Section 5.2   Reductions in Force—Sworn Service.

(a)   Layoffs on basis of seniority. Whenever it becomes necessary to reduce the force in the Police and Fire-Rescue Departments in the sworn class of police officer, fire-rescue officer, or fire prevention officer, the order of layoff is determined on the basis of seniority as provided in Section 5.1. Whenever it becomes necessary to reduce the number of positions in any class higher than that of police officer, fire-rescue officer, or fire prevention officer, the least senior in terms of length of service in the rank shall be reduced to the next lower class and the least senior in the said lower class shall be reduced, and so on down. Non-sworn employees of the Police and Fire-Rescue Departments are reduced according to the provisions in Section 5.1.

(b)   Vacancies after layoff. Whenever a vacancy occurs in any of these classes, the last one laid off in that particular class shall be the first re-employed in that class provided the vacancy occurs during a period not to exceed five years after that employee's layoff or reduction, and provided that the person is physically able and otherwise qualified to perform the duties of the position.

Section 5.3   Departmental Reorganization. Employees assigned to ranks or grades that have been eliminated by departmental reorganization shall be reassigned without loss of compensation for a minimum of two years from the date of reassignment. A reassignment is not required under this section when a position is eliminated due to a reduction in force, or if an employee is discharged or demoted for cause.

Section 5.4   Transfers. The transfer of an employee from one position to another in the same class and of the same title in another civil service department may be made with the approval of the civil service board upon receipt of a written request signed by the city manager or his or her designee, provided the employee meets the minimum qualifications for the position as determined by the civil service board.

RULE 6:   APPEALS TO THE CIVIL SERVICE BOARD, CIVIL SERVICE TRIAL BOARD OR ADMINISTRATIVE LAW JUDGE.

Section 6.1   Grievances to be Heard by the Civil Service Board. The civil service board has jurisdiction to hear any grievances filed pursuant to Section 34-39 of the personnel rules. All procedures referenced in Section 34-39 apply.

Section 6.2   Appeals to be Heard by a Civil Service Trial Board or Administrative Law Judge. A civil service trial board or administrative law judge has jurisdiction to hear an employee appeal filed pursuant to Sections 12 or 12.1 of Chapter XVI Sections 12 or 12.1 of the Dallas City Charter and Section 34-40 of the personnel rules. All procedures in Sections 12 and 12.1 and Section 34-40 apply.

RULE 7:   MISCELLANEOUS PROVISIONS.

Section 7.1   Rules Governing Conduct for Positions in the Civil Service. All rules governing employee conduct, evaluation of employee conduct, and remedies for nonperformance are contained in Chapter 34, "Personnel Rules," and are incorporated into these rules and regulations.

Section 7.2   Investigations by the Civil Service Board. The civil service board may conduct investigations and subpoena witnesses and the production of records, pursuant to Section 8 of Chapter XVI of the Dallas City Charter.

Section 7.3   Employee Organizations. The Civil Service Board acknowledges the right of city employees to join or refrain from joining an organization for the purpose of representation. The Board further recognizes the right of public employees to present grievances through the procedures outlined in chapter 34 of the personnel rules.

Section 7.4   Reports to the Civil Service Board.

     (a)   Reports. Appointing authorities shall make prompt and complete reports to the civil service board of the following matters:

     (1)   Appointments, whether temporary, emergency, or permanent.

     (2)   Reinstatement appointments.

     (3)   Refusal or neglect to accept appointments by a person whose name has been certified as an eligible.

     (4)   Transfer of any officer or employee to or from one administrative branch or from one division to another in such branch, or from one position to another.

     (5)   Leave of absence.

     (6)   Suspensions.

     (7)   Removals from the service, and the cause of such removal, whether resignation, discharge, or reduction of force.

     (8)   Change in compensation.

     (9)   Creation or abolition of any office or place of employment.

(10)   Any material changes in the duties of an officer or employee, or in the organization of departments.

(11)   All other information found needful by the civil service board in the performance of its duties and the completion of any of its various records.

(b)   Content of reports. Every report must contain the name and address of the employee affected, together with the date upon which the action takes effect, and such other facts and information as will make it possible for the civil service board to maintain a complete and correct record.

Section 7.5   Retention of Records. All original papers, examination papers and questions, certificates, and all other employment records are the property of the civil service board and must be filed in the office of the civil service board or other suitable secure place and kept not less than one year, excepting the application and examination papers of those failing to pass, which may be destroyed after six months. Examination papers, rosters and other records, must be kept in the case of non-competitive examinations as in the case of competitive examinations.

Section 7.6   Amendments to Rules.

(a)   Amending, repealing, and supplementing the rules. These rules may be amended, repealed, or supplemented by the civil service board at any time, and new rules may be adopted. Seven days before action by the civil service board to amend, repeal, or supplement any of these rules or adopt new rules, notice of such action shall be issued. The notice shall contain the proposed changes or the proposed new rules and the date and place at which the civil service board will hold a public hearing on the proposals. Copies of the notice and of the proposed changes or new rules shall be posted on the city public bulletin board in the office of the civil service board, and elsewhere as the civil service board deems advisable. Copies of the notice and proposed changes or new rules shall be available for inspection by the public and city employees.

(b)   Action by the civil service board. After public hearing, the civil service board shall take action on the proposed changes or new rules and, if by majority vote, the changes or new rules are recommended for adoption, the board shall refer them to the city council for final approval.

(c)   Referral to city council. A minimum period of 15 days must lapse between a recommended change by the civil service board and action by the city council. All rules and amendments shall become effective upon the date of their approval by the city council. Copies of approved rules and amendments shall be distributed to all city departments and shall be made available for inspection by the public and city employees.

M E M O R A N D U M

TO: **Dallas Civil Service Board Members**

FROM: **Terrence S. Welch, Chair**

DATE: **December 12, 2022**

RE: **Revised Civil Service Rules**

Attached please find a copy of the revised Dallas Civil Service Rules that the Rules Subcommittee has worked on over the course of the last 2 years. Below are the highlights of the revised Rules as well as observations about the process and issues the Subcommittee encountered. First and foremost, please know that Board Secretary Jarred Davis and Assistant City Attorneys Jennifer Huggard and Laura Morrison were instrumental in drafting, reviewing and commenting on all revisions, and without their incredible assistance, this project would have been overwhelming.

The most noticeable change is the number of pages of the revised Rules. This is due to several factors. First, a large number of the existing rules are verbatim from current provisions of the City Charter. The Subcommittee saw no reason to repeat Charter provisions since many of them (for example, provisions relating the creation and organization of the Board by the City Council, how Board members are appointed by the City Council, the duties of the Board Secretary, etc.) are not relevant to City employees (or prospective City employees) trying to understand their rights and obligations under the Civil Service Rules.

Multiple provisions of the current Civil Service Rules are superseded by provisions contained in the City's Personnel Rules, found in Chapter 34 of the City's Code of Ordinances. For example, trial board procedures contained in current Rule XVII of the Civil Service Rules are now preempted by Section 34-40 of the Personnel Rules, which provide in Section 34-40(a)(1) that if any rule adopted by the civil service board, civil service trial boards or administrative law judges conflicts with Chapter 34 of the Code of Ordinances, then Chapter 34 prevails.

Section 34-39 of the Personnel Rules governs appeals to the Civil Service Board, Section 34-39 is a long, detailed section and addresses grievance jurisdiction of the Board (as well as those areas where the Board does not have jurisdiction), grievance hearing procedures as well as deadlines, subpoenas, challenges to Board members, among others, all related to grievance hearings. Section 34-40 provides similar guidance, except this section applies to disciplinary appeals to a trial board or an administrative law judge. This section is as detailed as Section 34-39, and any rules of the Civil Service Board are preempted by Section 34-40.

In the revised Rules, the Subcommittee thought it appropriate to provide definitions of terms used throughout the Rules. The definitions are found in Rule 1. The definitions have been thoroughly vetted by the Subcommittee and Jarred, as well as the City Attorney's Office.

Rule 2 contains very general provisions about the Civil Service Board, and generally refers the reader to Chapter XVI of the City Charter. Rule 2 also provides for the preemption of the Civil Service Rules in the event of a conflict between the Rules and Chapter 34 of the Code of Ordinances, as noted.

Rule 3 is perhaps the "most meaty" of the Rules, and includes appointment in the competitive class, eligibility lists, probationary periods and appointment to the non-competitive class (that is, professional employees, such as city attorneys, engineers, and part-time, seasonal and temporary positions). This Rule also describes in detail the role of the Civil Service Board in establishing minimum qualifications for positions, examinations for job applicants (both standard testing as well as physical examinations), disqualification of applicants and for the first time, a subsection that specifically addresses rehire eligibility of former City employees. As some of you know, even though the Board routinely hears rehire eligibility requests by former employees, nowhere in the current Rules is that topic specifically addressed. Moreover, the Subcommittee was unable to find any official City action granting the Board that authority, even though that has been a longstanding practice of the Board. Rule 3 further provides regulations for eligibility lists and probationary periods for City employees.

Rule 4 is another substantive rule that addresses the appointment and promotion of public safety (sworn) personnel. The current rules are outdated—for example, Rules XXIII and XXIV address minimum requirements for trainee police officers and trainee fire and rescue/fire prevention officers. These current requirements are outdated and many of the requirements do not fall within the purview of the Civil Service Department, such as hearing and color vision testing. Several current provisions are unclear and may conflict with federal disability/discrimination laws. An example of this is found in Rule XXIII where applicants must have "sufficient height with proportionate weight" and "be physically and emotionally sound and free from any defect which might adversely affect the performance of police duty." *See* Rule XXIII(A)(3) and (4). Practically speaking, the Civil Service Department does not undertake testing of the nature described above (assuming the legal validity of the requirements, which is a stretch) and the civil service requirements mandated for sworn service appointments are limited. Rule 4 takes that into account and provides in Section 4.1(d) that the Police Department and Dallas Fire-Rescue Department "have requirements for sworn service appointment in addition to the civil service requirements" in Rule 4.

Rule 4, in Section 4.2, also describes in detail the practices of the police and fire-rescue departments for promotional examinations. While there may be some additional "tweaks" in Section 4.3 (police certifications and promotions) and Section 4.4 (fire-rescue certifications and promotions), these sections describe promotional processes as well as the

required number of years in rank prior to eligibility for promotion. Section 4.4(c) allows the Board to establish promotional requirements for any new classified positions that may be established. This means that in such case, the Rules will not need to be amended any time there is a new classified position that is created by the City of Dallas.

Rule 5 addresses reductions in force (RIFs) as well as reorganizations and transfers, including the order of layoffs, which is based on reverse seniority. Reductions in force have occurred in the City during the last several years, and Rule 5 sets out the process by which such reductions are accomplished.

Rule 6 relates to appeals to the Board, a trial board or to an Administrative Law Judge. This Rule is short because it refers to the Personnel Rules and incorporates those provisions into the Rules.

The last rule, Rule 7, is a compilation of miscellaneous issues contained in Chapter XVI of the City Charter or Chapter 34 of the Code of Ordinances.

The goal of the Subcommittee was to bring the Rules up to date and eliminate those provisions that were either superseded by Chapter 34 of the Code of Ordinances or are now illegal or otherwise prohibited under state and/or federal law. That resulted in a signification reduction in pages.

I believe I can speak on behalf of former Subcommittee members Gwen Satterthwaite and Shana Khader (whose hard work was invaluable) that the revised Rules are a substantial and significant improvement over the existing Rules and we believe will be a great (and easily understandable) resource for City employees, the Civil Service Department and police and fire-rescue personnel.

If I may be of any further assistance to you, please do not hesitate to contact me. My mobile telephone number is 214/957-7028 and my office telephone number is 214/747-6104.

Thank you.

c: Jarred Davis, Board Secretary
Jennifer Huggard, Assistant City Attorney
Laura Morrison, Assistant City Attorney

File #: 23-1028

Item #: E.

Overview of Controlled Insurance Programs and Proposed Recommendations
[Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office; Zeronda Smith, Director, Office of Risk Management]

Presentation Overview

- Background/History
- Purpose
- Controlled Insurance Programs
- OCIP Opportunities
- OCIP Challenges
- Other Cities/Entities
- COD Construction Data
- Considerations
- Recommendations
- Next Steps
- Appendices

Background/History

- Insurance requirements are a challenge for large-scaled construction projects

- Insurance requirements are often a barrier for M/WBEs and small businesses

- The City's practice is to transfer risks or liability to the contractor and its subcontractors

Background/History Continued

- Prime contractors may include administrative fees passed onto subcontractors in addition to the cost of insurance, which is often embedded in bid/pricing

- This practice may result in an overall increased cost of the project

Purpose

- To provide an overview of Owner Controlled Insurance Programs (OCIPs)

- To explore ways to eliminate the insurance requirement obstacle through CIPs

- To examine the opportunities and challenges of OCIPs

- To provide recommendations for Committee feedback

Types of Controlled Insurance Programs

- Owner Controlled Insurance Program (OCIP)
  - **Rolling Owner Controlled Insurance Program** – As new projects come online, owner can "roll" them into the current program
- Contractor Controlled Insurance Program (CCIP)

Owner Controlled Insurance Program (OCIP)

- City sponsors and controls the program
- City purchases insurance on behalf of the construction contractor and subcontractors
- Insurance commonly purchased are:
  - Workers' Compensation
  - General Liability
  - Excess Liability
  - Builder's Risk
  - Pollution Liability
- Insurance covers contractors, subcontractors, and construction management firm(s) working on the construction site
- City is the first named insured, and the general contractor, subcontractors, and other participants are named insureds

Contractor Controlled Insurance Program (CCIP)

- Contractor sponsors and controls the program
- Contractor purchases insurance on behalf of the contractor and subcontractors
- Insurance commonly purchased are:
  - Workers' Compensation
  - General Liability
  - Excess Liability
  - Builder's Risk
  - Pollution Liability
- Insurance covers contractors, subcontractors, and construction management firm(s) working on the construction site
- Contractor is the first named insured and subcontractors, and other participants are named insureds
- City is listed as an additional insured

OCIP Opportunities

FOCUS AREA	CITY	POTENTIAL BENEFITS TO CONTRACTOR/SUBS
Participation Opportunity	• Allows the City to eliminate insurance obstacles for construction contractors, including M/WBEs and small businesses by assuming and insuring the project risks	• Pathway to projects that contractor/subcontractor could not otherwise obtain • **Possible M/WBE and small business participation percentage increase**
Costs	• All insurance costs are identified into a single policy premium, instead of embedded in contractor/subcontractor bids • Gives the City direct control over administrative costs by dealing with a single broker and insurer • Bulk purchase of insurance lowers costs • City's broker may engage more than one insurer in competition for the program	• The contractor/subcontractor and its carrier can endorse their regular insurance policies to **exclude** any exposures that fall under an OCIP from any calculation of the contractor's insurance • No increase to the contractor/subcontractor regular insurance policies • **SUBCONTRACTOR avoids administrative costs from the contractor**
Coverage	• Insurance is purchased by the City as part of a single policy from a single insurer • Higher limits than a contractor can obtain which would cover a major disaster • Reduces coverage gaps • Reduces coverage disputes and subrogation issues between insureds and insurance carriers	• Possible greater insurance limits and coverage depth than contractor could not otherwise obtain • Contractors and subcontractors are covered under the City purchased policy related to the construction contract

OCIP Opportunities Continued

FOCUS AREA	OWNER	POTENTIAL BENEFITS TO CONTRACTOR/SUBS
Safety	• Maintain centralized safety and risk management services can reduce the frequency and severity of injury • City, broker, insurer, and safety professionals work to develop centralized safety/risk services • City has direct input into policy design and structure as opposed to relying on contractors' terms and conditions	• Collaboration with City and carrier's safety experts for a more comprehensive safety program
Claims	• Better efficient claims handling because of the City and/or Carrier is the control point for managing claims	• Projected related claims are handled by City and/or Carrier's third-party administrator
Broker/Carriers	• Current broker of record established	N/A
Revenue	N/A	• **SUBCONTRACTOR BENEFIT ONLY - Elimination of administrative fees charged to subcontractors**
Public Relations	• Positive response from public • Positive response from M/WBEs and small businesses	N/A

OCIP Challenges

FOCUS AREA	OWNER	POTENTIAL IMPACT TO CONTRACTOR/SUBS
Participation Opportunity	N/A	N/A
Costs	• The City fronts the money for the insurance policies which can be expensive; however, costs can be reduced with higher deductibles and possible insurance credits in bid from contractor • Cost for professional OCIP management	• Deductions from contract value based on expected savings that exceed actual insurance costs • Potential losses in already-paid insurance premiums (if contractor failed to anticipate becoming fully occupied with OCIP-insured project(s) for policy period • Affects contractor's experience modifier
Coverage	• Fixed costs to owner regardless of loss experience	• Possible gaps in coverage as it relates to the contractor's regular policy
Safety	• Safety incentives in construction budget	• Must adhere to the City's safety requirements per agreement

OCIP Challenges Continued

FOCUS AREA	OWNER	POTENTIAL IMPACT TO CONTRACTOR/SUBS
Claims	• Possibility that contractors will make claim for non-project related injuries and illnesses • Contractor may have less incentive to control losses • From cradle to grave work comp claims	N/A
Broker/Carriers	N/A	• May disrupt longstanding relationships with current broker
Revenue	N/A	• **CONTRACTOR IMPACT ONLY - Elimination of administrative fees charged to subcontractors**

Other Cities/Public Entities

The decision to implement a CIP varied among the surveyed cities. For cities that elected a form of CIP, the insurance obstacle was removed for M/WBEs and small businesses.

CITY/PUBLIC ENTITY	OCIP	CCIP	ROCIP
Atlanta	OCIP Airport Only		
Austin			ROCIP
DART	OCIP		ROCIP
DFW Airport			ROCIP
Houston		CCIP – Airport Only	ROCIP in 2000 only
Los Angeles	Not in 15 years		
San Jose	OCIP Airport Only		ROCIP

Average Construction Project Costs

DFW Airport M/WBE Participation

2003 Goal
20%

Pre-pandemic
2010 - 2019 Goal 30%
Achieved 45%

Post-pandemic
Achieved 35%

Other Cities/Entities Continued

OCIP/ROCIP Minimum Requirements
- **DART**
  - OCIP $75M
  - ROCIP $5M per project for a total of a minimum of $100M

- **DFW Airport**
  - ROCIP $1M

- **Atlanta**
  - OCIP $5M

Considerations

Option A

- A ROCIP program for all constructions projects that meet established criteria

Option B

- A pilot OCIP program
- Specific Project – Kay Bailey Hutchison Convention Center Dallas (KBHCCD)

Proposed Criteria

- All City construction projects with a minimum total value of $1M
- Comply with City's local preference
- Non-retroactive

Recommendation

- Adopt a "**flexible**" risk appetite versus the current risk "**averse**" appetite. This would benefit supporting economic development and the capacity building of M/WBEs and small businesses

- Eliminate one of the obstacles to M/WBE and small business participation in large construction projects by approving a policy change in the form of an OCIP

- Per Chapter 7.43 Financial Barriers of the Availability and Disparity Study "***The City should expand its technical assistance programs to include bonding and insurance assistance for M/WBEs***"

- Proceed with Option A

Next Steps

- Receive City Council feedback on the proposed OCIP
- Issue an RFP for OCIP broker services, which includes obtaining quotes from insurance carriers
- City Council approval of insurance broker contract
- Elevate engagement and outreach of OCIP working with Procurement Services, Small Business Center, and other business advocacy organizations/stakeholders

Overview of Controlled Insurance Programs and Proposed Recommendations

Government Performance and Financial Management Committee
April 24, 2023

Zeronda D. Smith, Director
Office of Risk Management
City of Dallas

City of Dallas

Appendix

Zeronda D. Smith, Director
Office of Risk Management
City of Dallas

Average Premiums and Broker Fees
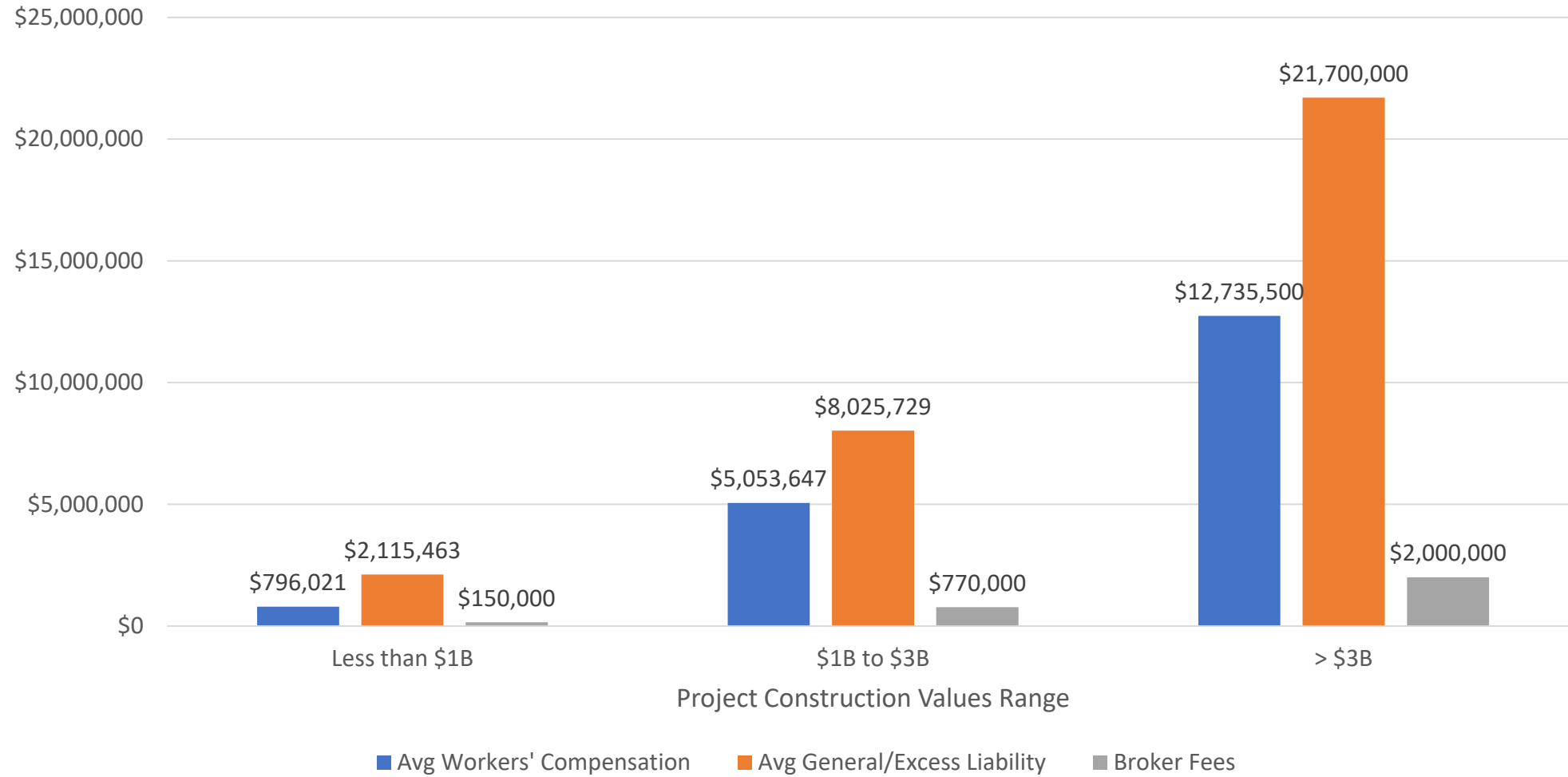
Sample Data: Average Project Costs Trends Continued

Average Total Costs
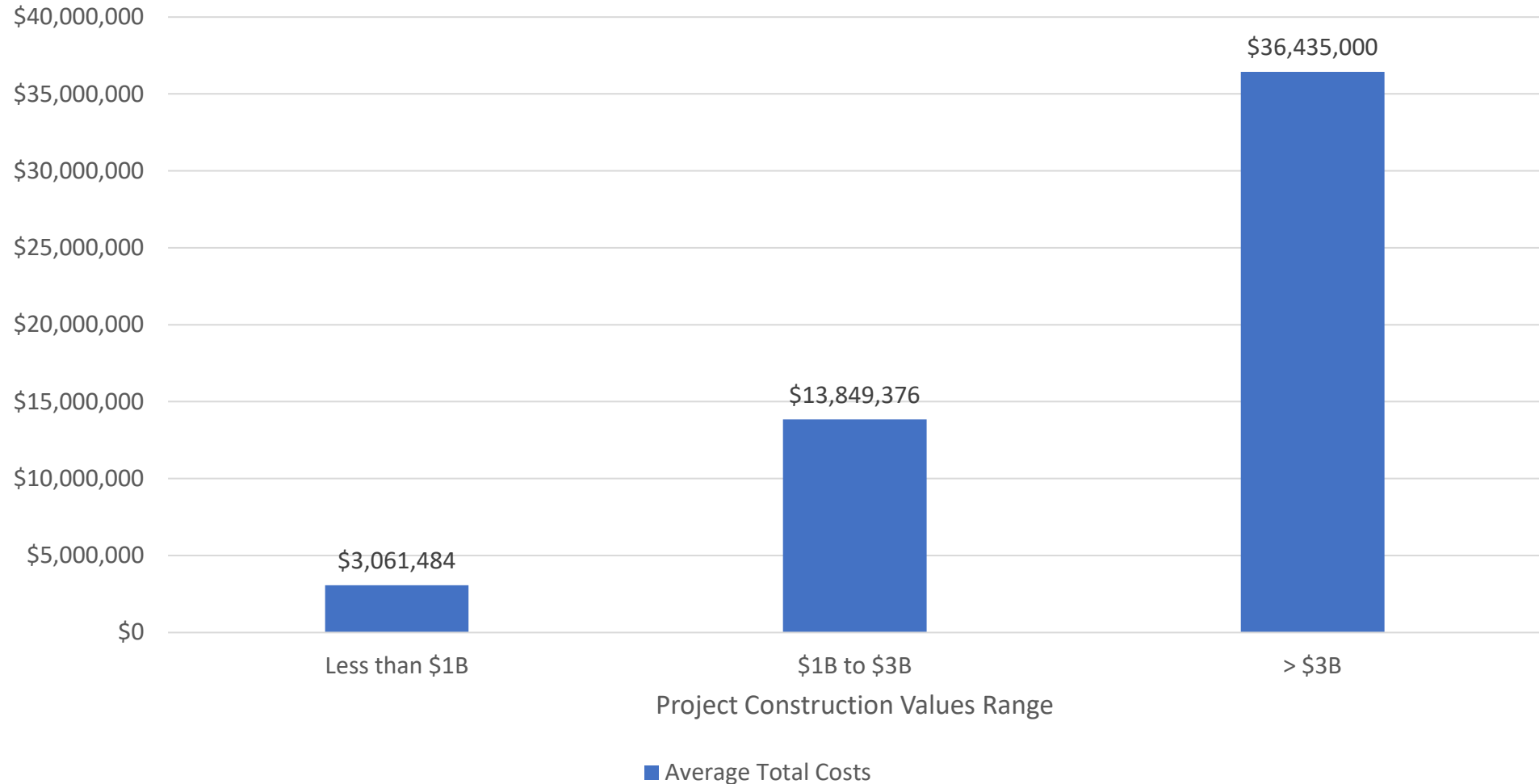
COD Actual Construction Data

Construction Projects – Average Costs
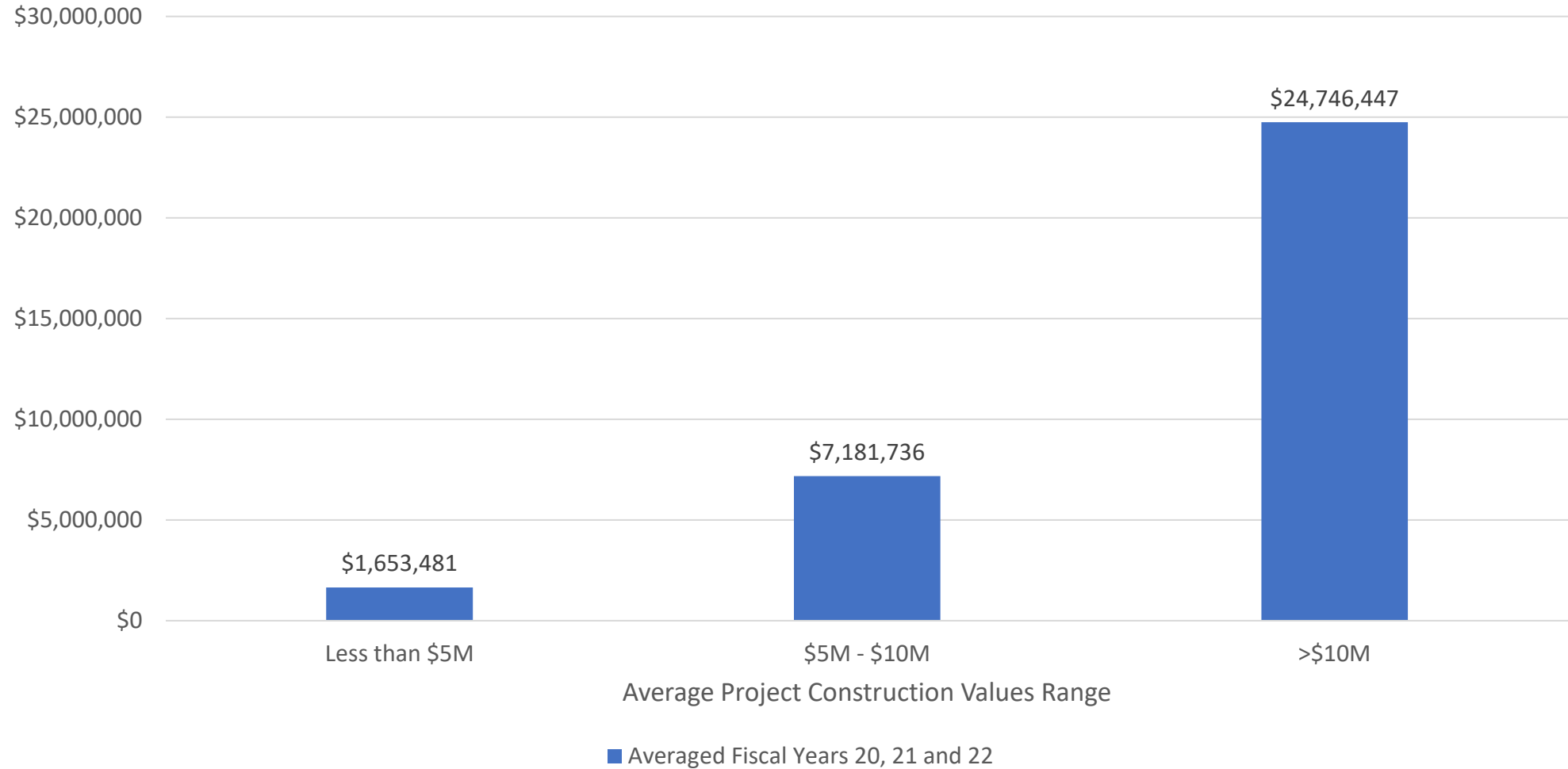
$24,746,447

$7,181,736

$1,653,481

Less than $5M $5M - $10M   >$10M

Average Project Construction Values Range

■ Averaged Fiscal Years 20, 21 and 22

File #: 23-1033

Item #: F.

Budget Accountability Report (Information as of February 28, 2023)
[Budget and Management Services]

Memorandum

CITY OF DALLAS

DATE April 21, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – February 2023**

Please find attached the February Budget Accountability Report (BAR) based on information through February 28, 2023. 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 & Management Services.

Jack Ireland
Chief Financial Officer

[Attachment]

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

BUDGET ACCOUNTABILITY REPORT

As of February 28, 2023

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

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	10% over budget	10% over budget
Sanitation Services	✅	✅
Storm Drainage Management	✅	✅
Dallas Water Utilities	✅	✅
Bond and Construction Management	✅	✅
Equipment and Fleet Management	✅	✅
Express Business Center	28% over budget	18% under budget
Information Technology	✅	✅
Radio Services	✅	✅
9-1-1 System Operations	7% over budget	✅
Debt Service	✅	✅

✅ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✅ 22
On Target

⚠️ 6
Near Target

❌ 7
Not on Target

Year-End Forecast

✅ 35
On Target

⚠️ 0
Near Target

❌ 0
Not on Target

Budget Initiative Tracker

🔵 3
Complete

⚠️ 1
At Risk

✅ 31
On Track

❌ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through February 28, 2023, 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 February 28, 2023.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	$308,405,349	$308,405,349		$322,248,566	$13,843,217
Revenues	1,706,814,187	1,706,814,187	1,212,302,518	1,731,314,790	24,500,603
Expenditures	1,706,814,187	1,706,814,187	704,037,473	1,717,814,009	10,999,821
Ending Fund Balance	$308,405,349	$308,405,349		$335,749,347	$27,343,999

Fund Balance. Through September 30, 2022, the audited unassigned ending fund balance for FY 2021-22 is $329,048,566 and includes FY 2021-22 YE savings. As of February 28, 2023, the beginning fund balance for YE forecast reflects the FY 2021-22 audited unassigned ending fund balance and usage of Contingency Reserve in the amount of $6,800,000 as approved by the City Council on December 14, 2022. This allocation from Contingency Reserve was used to establish the 2022 Severe Weather and Flooding Fund to facilitate repair of insured city facilities.

Revenues. Through February 28, 2023, General Fund revenues are projected to be $24,501,000 over budget. Sales tax revenue is projected to be $15,518,000 over budget based on actual collection trends five months into the fiscal year.

Expenditures. Through February 28, 2023, General Fund expenditures are projected to be $11,000,000 over budget primarily due to uniform overtime expenses, temporary staffing costs, and capital expenditures. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

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	$928,610,544	$961,955,998	$453,118
2	Sales Tax	417,232,383	417,232,383	174,789,694	432,750,269	15,517,886
3	Franchise and Other	127,865,821	127,865,821	47,484,973	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	29,516,690	114,692,961	(861,589)
5	Fines and Forfeitures	23,776,847	23,776,847	11,634,676	27,194,652	3,417,805
6	Operating Transfers In	28,185,836	28,185,836	4,490,081	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	1,128,920	18,003,654	4,842,091
8	Miscellaneous	7,967,394	7,967,394	6,748,172	9,081,379	1,113,985
9	Licenses and Permits	5,616,913	5,616,913	1,517,765	5,634,220	17,307
10	Interest	5,950,000	5,950,000	6,381,001	5,950,000	0
	Total Revenue	$1,706,814,187	$1,706,814,187	$1,212,302,518	$1,731,314,790	$24,500,603

VARIANCE NOTES

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

2 Sales Tax. Sales tax revenue is projected to be $15,518,000 over budget based on actual collection trends five months into the fiscal year.

5 Fines and Forfeitures. Fines and Forfeiture revenue is projected to be over budget by $3,418,000 primarily due to incoming revenue from bankruptcy settlements and the close-out of the SafeLight Auto Red Light Running fund ($1,532,000), and increased wrecker fee collections at the Dallas Auto Pound ($2,606,000).

7 Intergovernmental. Intergovernmental revenue is projected to be $4,842,000 over budget primarily due to higher than budgeted payments through the DFW Airport Interlocal revenue-sharing agreements.

8 Miscellaneous. Miscellaneous revenue is projected to be $1,114,000 over budget primarily due to increased collections from Dallas Auto Pound auction sales.

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	$285,168,289	$99,679,360	$271,960,460	($13,206,605)
	Non-uniform Overtime	8,144,953	8,154,053	6,300,355	11,986,611	3,832,558
	Non-uniform Pension	40,352,092	40,344,739	14,342,056	38,821,653	(1,523,086)
	Uniform Pay	527,979,958	527,979,959	205,709,709	500,669,366	(27,310,593)
	Uniform Overtime	39,791,958	50,642,015	37,819,183	86,691,093	36,049,078
	Uniform Pension	182,727,572	182,727,571	70,434,194	182,318,074	(409,497)
	Health Benefits	79,837,068	79,834,065	21,260,539	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,224,812	5,026,736	13,402,904	180,092
1	Total Personnel Services	$1,188,305,887	$1,199,228,034	$471,724,662	$1,196,836,757	($2,388,053)
2	Supplies	84,389,204	82,738,170	35,624,573	83,847,598	1,131,453
3	Contractual Services	507,274,125	502,541,530	194,147,490	509,402,574	6,835,795
4	Capital Outlay	16,465,953	22,933,662	12,469,521	26,250,771	3,317,109
5	Reimbursements	(89,620,981)	(100,627,209)	(9,928,773)	(98,523,691)	2,103,518
	Total Expenditures	$1,706,814,187	$1,706,814,187	$704,037,473	$1,717,814,009	$10,999,822

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 $2,388,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Fire-Rescue ($19,486,000), Dallas Police Department ($16,563,000), and non-uniform overtime expenses. DPD overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 ($2.0 million) and the speeding/racing initiative ($1.8 million), as well as increased response/deployment to "hot spots". DPD uniform overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DFR uniform overtime expenses are due to higher than anticipated attrition requiring backfill to meet minimum staffing standards.

4 Capital Outlay. Capital outlay is projected to be $3,317,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails ($2,349,000) and higher than budgeted CCS equipment and trucks for nuisance abatement, Pro-Active, and HART teams ($640,000).

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	$1,520,773	$4,243,237	($34,682)
2	Building Services	30,390,891	30,390,891	13,399,297	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	7,878,419	21,213,425	242,183
4	City Auditor's Office	3,163,255	3,163,255	1,056,464	2,987,805	(175,450)
5	City Controller's Office	8,567,559	8,567,559	3,651,524	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	1,221,433	3,131,066	(74,006)
8	City Secretary's Office	3,141,520	3,141,520	1,225,708	3,198,032	56,512
9	Elections	2,022,829	2,022,829	904,086	2,022,829	0
10	Civil Service	3,064,698	3,064,698	967,034	2,823,822	(240,876)
11	Code Compliance	41,342,433	41,342,433	16,020,085	41,232,933	(109,500)
12	Court & Detention Services	26,923,902	26,923,902	10,053,059	25,825,546	(1,098,356)
13	Jail Contract	8,344,443	8,344,443	2,781,481	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	6,992,241	17,521,172	(204,276)
15	Dallas Fire-Rescue	369,069,665	369,069,665	159,879,584	380,475,715	11,406,050
16	Dallas Police Department	611,908,283	611,908,283	247,120,551	611,767,929	(140,354)
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	1,301,832	4,501,745	(779,369)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	1,455,700	4,327,547	(312,334)
19	Human Resources	8,140,152	8,140,152	4,003,834	8,337,152	197,000
20	Judiciary	4,273,646	4,273,646	1,658,960	4,178,303	(95,343)
21	Library	37,544,060	37,544,060	13,153,992	36,873,854	(670,206)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	3,249,650	5,531,354	(319,133)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	1,037,631	3,277,148	(422,298)
24	Office of Community Care	9,365,486	9,365,486	2,565,476	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	199,517	676,700	(134,682)
26	Office of Emergency Management	1,344,664	1,344,664	496,345	1,295,974	(48,690)
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,970,388	6,347,022	(551,828)
28	Office of Equity & Inclusion	3,809,929	3,809,929	946,981	3,551,223	(258,706)
29	Office of Government Affairs	956,162	956,162	447,065	1,003,681	47,519
30	Office of Historic Preservation	1,341,076	1,341,076	253,535	1,283,851	(57,225)
31	Office of Homeless Solutions	15,197,632	15,197,632	8,456,482	16,832,982	1,635,350
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	1,093,627	5,269,241	(360,858)
33	Small Business Center	3,746,673	3,746,673	889,421	3,413,530	(333,143)
34	Mayor & City Council	6,645,643	6,645,643	2,140,435	6,666,402	20,759
35	Non-Departmental	135,306,683	135,306,683	26,885,899	134,399,491	(907,192)
36	Office of Arts & Culture	22,496,061	22,496,061	18,544,091	22,491,554	(4,507)
37	Office of Economic Development	3,918,798	3,918,798	1,872,393	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	50,151,517	110,564,065	3,700,187
39	Planning & Urban Design	5,150,852	5,150,852	2,190,185	4,870,994	(279,858)
40	Procurement Services	3,014,089	3,014,089	1,047,446	3,014,089	0
41	Public Works	89,209,383	89,209,383	58,735,603	89,209,383	0
42	Transportation	51,984,903	51,984,903	22,617,730	53,292,037	1,307,134
	Total Departments	$1,697,995,188	$1,697,995,188	$704,037,473	$1,708,995,010	$10,999,821
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
	Total Expenditures	$1,706,814,187	$1,706,814,187	$704,037,473	$1,717,814,009	$10,999,821

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.

3 City Attorney's Office. ATT is projected to be $242,000 over budget due primarily due to termination payouts for four retiring employees.

8 City Secretary Office. SEC is projected to be $57,000 over budget primarily due to a City Council approved equity adjustment.

10 Civil Service. CVS is projected to be $241,000 under budget primarily due to salary savings associated with nine vacant positions.

12 Court & Detention Services. CTS is projected to be $1,098,000 under budget primarily due to salary savings associated with 78 vacant positions.

15 Dallas Fire-Rescue. DFR is projected to be $11,406,000 over budget primarily due to uniform overtime expenses ($19,236,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing standards. 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.

17 Data Analytics & Business Intelligence. DBI is projected to be $779,000 under budget primarily due to salary savings associated with 24 vacant positions.

18 Housing & Neighborhood Revitalization. HOU is projected to be $312,000 under budget primarily due to salary savings associated with six vacant positions.

19 Human Resources. HR is projected to be $197,000 over budget primarily due to personnel costs associated with organizational changes. Funding in the amount of $196,550 to support positions moved to HR will be reallocated at FY 2022-23 mid-year.

21 Library. LIB is projected to be $670,000 under budget primarily due to salary savings associated with 24 vacant positions, partially offset by various facility upgrades including new carpeting, cabinetry for rare materials, painting, and a forklift for the Delivery and Receiving division.

22 311 Customer Service Center. 311 is projected to be $319,000 under budget primarily due to salary savings associated with 22 vacant positions, partially offset by capital improvement costs for an office reconfiguration.

23 Communications, Outreach, & Marketing. COM is projected to be $422,000 under budget primarily due to salary savings associated with nine vacant positions.

25 Office of Community Police Oversight. OCPO is projected to be $135,000 under budget primarily due to salary savings associated with three vacant positions.

27 Office of Environmental Quality & Sustainability. OEQS is projected to be $552,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 19 vacant positions.

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.

28 Office of Equity and Inclusion. OEI is projected to be $259,000 under budget primarily due to salary savings associated with seven vacant positions.

29 Office of Government Affairs. OGA is projected to be $48,000 over budget primarily due to temporary staffing costs for an executive assistant and other costs associated with the Texas State Legislature session.

31 Office of Homeless Solutions. OHS is projected to be $1,635,000 over budget due to an emergency procurement for non-congregate temporary housing of 94 individuals from an encampment decommissioned by the Dallas R.E.A.L. Time Rapid Rehousing Initiative (DRTRR) in January. The expense includes up to 90 days of lodging, food, and hygeine products for the clients ($923,000); security services ($216,000); and staff to monitor the shelter ($497,000).

32 Office of Integrated Public Safety Solutions. IPSS is projected to be $361,000 under budget primarily due to salary savings associated with 15 vacant positions and program savings related to the Metrocare services contract.

33 Small Business Center. SBC is projected to be $333,000 under budget primarily due to salary savings associated with nine vacant positions.

34 Mayor & City Council. MCC is projected to be $21,000 over budget primarily due to personnel costs associated with organizational changes, partially offset by salary savings associated with 10 vacant positions. 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 $907,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

38 Park & Recreation. PKR is projected to be $3,700,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff ($2,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup ($1,000,000); deferred maintenance ($1,500,000); overtime and temporary staffing ($2,628,000); and costs associated with the 2023 Southwest Showcase Televised Golf Tournament ($100,000). These costs are partially offset by salary savings associated with vacant positions ($4,152,000).

39 Planning & Urban Design. PNV is projected to be $280,000 under budget primarily due to salary savings associated with 19 vacant positions, partially offset by unbudgeted costs for professional planning and zoning services to assist with the workload of processing and reviewing zoning applications.

42 Transportation. TRN is projected to be $1,307,000 over budget primarily due to unbudgeted costs to replace parking meters ($810,000); expenses related to Grant Matches and the Bike Plan Supplemental Agreement originally budgeted in FY 2021-22 ($270,000); overages in materials and supplies for street lighting and signal systems ($407,000); expenses for cell phone actuals, event supplies, and disposal services ($10,000); ReadyKey and Safety Skills Subscriptions ($92,000); partially offset by salary savings ($767,000) and savings in rental costs due to not moving Parking Enforcement offices this fiscal year ($120,000).

FY 2022-23 Financial Forecast Report
ENTERPRISE FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	$53,227,959	$53,227,959		$75,205,004	$21,977,045
Total Revenues	158,542,590	158,542,590	78,655,322	162,322,374	3,779,784
Total Expenditures	163,476,405	163,476,405	58,842,638	163,476,405	0
Ending Fund Balance	$48,294,144	$48,294,144		$74,050,973	$25,756,829
2 CONVENTION & EVENT SERVICES					
Beginning Fund Balance	$43,463,338	$43,463,338		$56,656,767	$13,193,429
Total Revenues	113,230,392	113,231,392	39,014,989	115,690,184	2,458,792
Total Expenditures	113,231,392	113,231,392	42,945,265	115,690,184	2,458,792
Ending Fund Balance	$43,462,338	$43,463,338		$56,656,767	$13,193,429
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	$45,375,814	$45,375,814		$38,036,071	($7,339,743)
Total Revenues	35,340,940	35,340,940	14,395,495	35,414,997	74,057
Total Expenditures	43,830,455	54,538,963	16,738,862	54,360,609	(178,354)
Ending Fund Balance	$36,886,299	$26,177,791		$19,090,459	($7,087,332)
4 MUNICIPAL RADIO					
Beginning Fund Balance	$745,490	$745,490		$572,451	($173,039)
Total Revenues	1,003,095	1,003,095	326,695	1,107,322	104,227
Total Expenditures	1,003,095	1,003,095	732,758	1,100,931	97,836
Ending Fund Balance	$745,490	$745,490		$578,842	($166,648)
5 SANITATION SERVICES					
Beginning Fund Balance	$19,328,242	$19,328,242		$19,627,964	$299,722
Total Revenues	145,369,518	145,369,518	58,464,842	145,369,518	0
Total Expenditures	143,785,140	143,785,140	41,815,937	143,785,140	0
Ending Fund Balance	$20,912,620	$20,912,620		$21,212,342	$299,722
6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES					
Beginning Fund Balance	$15,732,597	$15,732,597		$19,962,402	$4,229,805
Total Revenues	72,433,742	72,433,742	30,829,948	72,433,742	0
Total Expenditures	72,433,742	72,433,742	14,401,886	72,433,742	0
Ending Fund Balance	$15,732,597	$15,732,597		$19,962,402	$4,229,805
7 WATER UTILITIES					
Beginning Fund Balance	$133,050,983	$133,050,983		$168,023,058	$34,972,075
Total Revenues	755,226,160	755,226,160	312,449,462	755,226,160	0
Total Expenditures	761,226,160	761,226,160	268,060,623	761,226,160	0
Ending Fund Balance	$127,050,983	$127,050,983		$162,023,058	$34,972,075

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
8 BOND & CONSTRUCTION MANAGEMENT					
Beginning Fund Balance	($14,768)	($14,768)		($1,400,504)	($1,385,736)
Total Revenues	23,087,146	23,087,146	1,693,096	23,548,355	461,209
Total Expenditures	23,087,146	23,087,146	6,144,035	22,147,851	(939,295)
Ending Fund Balance	($14,768)	($14,768)		$0	$14,768
9 EQUIPMENT & FLEET MANAGEMENT					
Beginning Fund Balance	$10,783,384	$10,783,384		$11,008,909	$225,525
Total Revenues	61,259,566	61,259,566	10,744,897	64,191,526	2,931,960
Total Expenditures	66,600,148	66,600,148	21,552,556	69,531,067	2,930,919
Ending Fund Balance	$5,442,802	$5,442,802		$5,669,368	$226,566
10 EXPRESS BUSINESS CENTER					
Beginning Fund Balance	$5,684,817	$5,684,817		$5,940,355	$255,538
Total Revenues	2,593,790	2,593,790	1,191,807	3,329,444	735,654
Total Expenditures	2,361,983	2,361,983	713,090	1,925,839	(436,144)
Ending Fund Balance	$5,916,624	$5,916,624		$7,343,960	$1,427,336
11 INFORMATION TECHNOLOGY					
Beginning Fund Balance	$9,119,837	$9,119,837		$20,013,158	$10,893,321
Total Revenues	108,985,933	108,985,933	44,486,647	108,985,933	0
Total Expenditures	110,191,357	110,191,357	59,640,620	109,964,954	(226,403)
Ending Fund Balance	$7,914,413	$7,914,413		$19,034,137	$11,119,724
12 RADIO SERVICES					
Beginning Fund Balance	$1,139,315	$1,139,315		$2,712,126	$1,572,811
Total Revenues	16,863,428	16,863,428	6,276,644	16,863,428	0
Total Expenditures	16,867,557	16,867,557	5,182,450	16,867,557	0
Ending Fund Balance	$1,135,186	$1,135,186		$2,707,997	$1,572,811

FY 2022-23 Financial Forecast Report
OTHER FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
13 9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	$4,180,269	$4,180,269		$6,626,869	$2,446,600
Total Revenues	12,017,444	12,017,444	4,469,439	12,916,189	898,745
Total Expenditures	14,212,742	14,212,742	5,934,688	14,025,901	(186,841)
Ending Fund Balance	$1,984,971	$1,984,971		$5,517,157	$3,532,186
14 DEBT SERVICE					
Beginning Fund Balance	$66,867,697	$66,867,697		$69,564,897	$2,697,200
Total Revenues	408,298,161	408,298,161	362,924,657	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	474,288,998	0
Ending Fund Balance	$62,850,989	$62,850,989		$3,574,060	$2,697,200
15 EMPLOYEE BENEFITS					
City Contributions	$108,965,789	$108,965,789	$30,061,596	$109,353,954	$388,165
Employee Contributions	44,675,798	44,675,798	18,284,170	45,403,470	727,672
Retiree	26,927,732	26,927,732	4,075,609	25,212,693	(1,715,039)
Other	0	0	171,594	171,594	171,594
Total Revenues	180,569,319	180,569,319	52,592,970	180,141,711	(427,608)
Total Expenditures	$189,583,785	$189,583,785	$37,207,796	$195,636,756	$6,052,971

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.

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
16 RISK MANAGEMENT					
Worker's Compensation	$16,041,001	$16,041,001	$15,999,385	$16,041,001	$0
Third Party Liability	10,033,670	10,033,670	10,850,818	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	13,445,548	0
Interest and Other	0	0	370,321	370,321	370,321
Total Revenues	39,520,219	39,520,219	40,667,998	39,890,540	370,321
Total Expenditures	$57,449,878	$57,449,878	$16,708,897	$46,516,611	($10,933,267)

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 February 28, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 audited ending fund balance and includes FY 2021-22 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. AVI revenues are projected to be $3,780,000 over budget due to higher concession sales for food and beverages than budgeted.

2 Convention and Event Services. CCT revenues are projected to be over budget $2,459,000 due to a higher number of events than budgeted. CCT expenses are projected to be over budget $2,459,000 due to an increase in capital transfer. Excess revenue will be transferred to the CCT capital fund.

3 Development Services. DEV revenues are projecting to be over budget by $74,000 due to the Rapid Single-Family VIP program. City Council increased DEV's expense budget by $5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons and by $5,708,508 on February 22 by resolution 23-0317 for a service contract with Accela, Inc. for the purchase of initial licenses and implementation, maintenance, and support of a building permitting and land management solution.

4 Municipal Radio. OCA revenues are expected to be $104,000 over budget due to higher than budgeted reimbursements from KERA. OCA expenses are projected to be $97,000 over budget due to a contract buy-out that creates savings on the Nielsen contract.

8 Bond & Construction Management. BCM revenues are expected to be $461,000 over budget due to the reimbursement of prior year projects that were not expensed before the end of FY 2021-22. BCM expenses are projected to be $939,000 under budget primarily due to salary savings associated with 48 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

9 Equipment and Fleet Management. EFM revenues are projected to be $2,932,000 over budget due to additional maintenance costs as a result of extending the maintenance schedules for Sanitation from four to five days, revised routes resulting in additional chargebacks, and higher fuel costs. The FY 2022-23 Adopted Budget reflects planned use of fund balance. EFM expenses are projected to be $2,931,000 over budget primarily due to contracted labor and temporary staffing, and higher fuel costs.

10 Express Business Center. Express Business Center revenues are projected to be $735,000 over budget due to an increase in auto pound sales. Express Business Center expenses are projected to be $436,000 under budget due to salary savings associated with vacant positions.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be $899,000 over budget due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts.

15 Employee Benefits. Employee Benefits expenses are projected to be $6,053,000 over budget primarily due to the increased cost of inpatient and outpatient medical and pharmacy claims, which have increased 10 percent on a per-enrollee basis compared to the historical cost increase of seven percent.

16 Risk Management. ORM expenses are projected to be $10,933,000 under budget primarily due to a delay in anticipated claims expenses from FY 2022-23 to FY 2023-24.

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	$232,989,377	$182,600,491	$118,391,132
B	Park and Recreation Facilities	261,807,000	261,291,060	170,391,032	11,784,563	79,115,465
C	Fair Park	50,000,000	50,000,000	30,879,491	2,562,399	16,558,110
D	Flood Protection and Storm Drainage	48,750,000	48,688,152	13,518,797	11,269,905	23,961,299
E	Library Facilities	15,589,000	15,589,000	14,865,298	228,772	494,930
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,899,749	498,333	836,918
G	Public Safety Facilities	32,081,000	32,081,000	26,312,810	243,388	5,524,739
H	City Facilities	18,157,000	18,157,000	2,398,488	63,480	15,695,032
I	Economic Development	55,400,000	55,400,000	19,796,461	9,484,187	26,119,353
J	Homeless Assistance Facilities	20,000,000	20,000,000	15,171,837	1,891,092	2,937,071
Total		$1,050,000,000	$1,049,422,212	$539,223,339	$220,626,609	$289,634,048

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	$257,582,429	$5,419,377	$3,937,081
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	242,018,135	58,900,258	25,456,607
3	Economic Development	55,000,000	55,000,000	37,827,528	4,607,345	12,565,127
Total		$642,000,000	$648,313,887	$537,428,092	$68,926,980	$41,958,815

2006 Bond Program

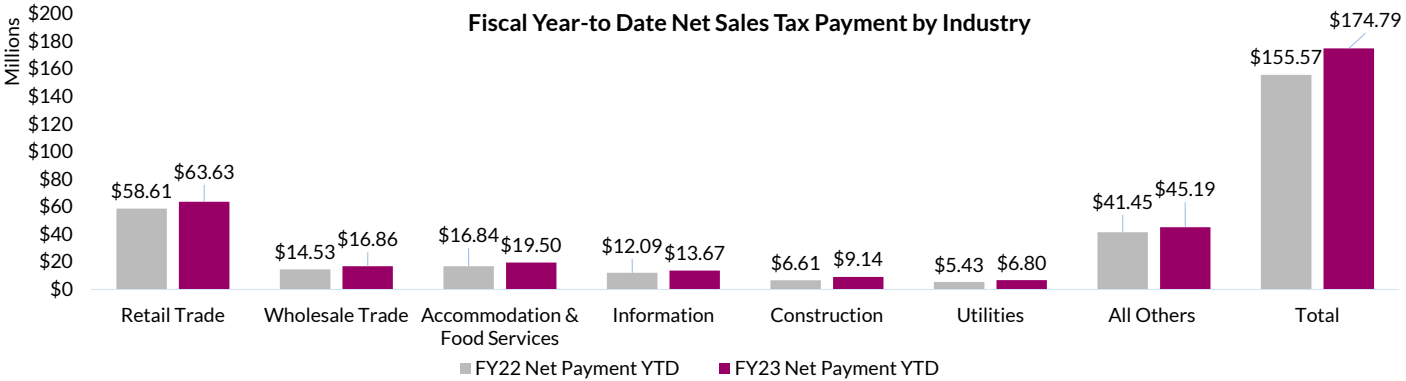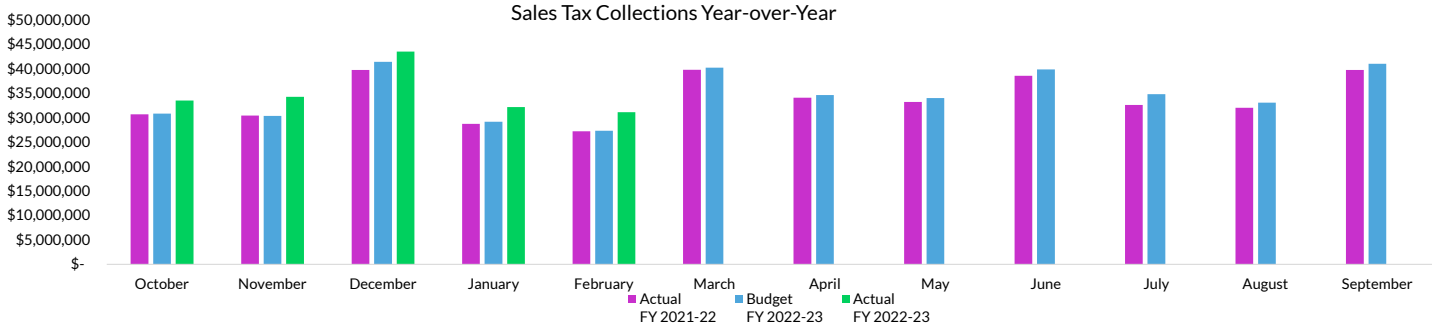| Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	$390,420,000	$406,490,554	$393,558,032	$8,310,910	$4,621,612
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	298,130,605	14,654,410	29,972,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,718,200	1,372,937	4,251,923
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
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	32,163,825	392,598	3,660,055
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	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,590,606	237,544	10,899,301
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	4,737	745,196
Total		$1,353,520,000	$1,401,388,107	$1,317,639,646	$25,906,674	$57,841,787

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 2022-23, Sales Tax Budget is $417,232,383. As of February 28, 2023, the sales tax forecast is $432,750,269. 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.

Sales Tax Collections Year-over-Year

Legend: ■ Actual FY 2021-22 ■ Budget FY 2022-23 ■ Actual FY 2022-23

Fiscal Year-to Date Net Sales Tax Payment by Industry

Industry	FY22 Net Payment YTD	FY23 Net Payment YTD
Retail Trade	$58.61	$63.63
Wholesale Trade	$14.53	$16.86
Accommodation & Food Services	$16.84	$19.50
Information	$12.09	$13.67
Construction	$6.61	$9.14
Utilities	$5.43	$6.80
All Others	$41.45	$45.19
Total	$155.57	$174.79

Legend: ■ FY22 Net Payment YTD ■ FY23 Net Payment YTD

FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	February FY23 over February FY22	FYTD23 over FYTD22
Retail Trade	10%	9%
Wholesale Trade	13%	16%
Accommodation and Food Services	22%	16%
Information	6%	13%
Construction	21%	38%
Utilities	22%	25%
All Others	18%	9%
Total Collections	14%	12%

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.

HOT Collections

·········· 6 Month Moving Average

Year-over-Year Change in HOT Collections
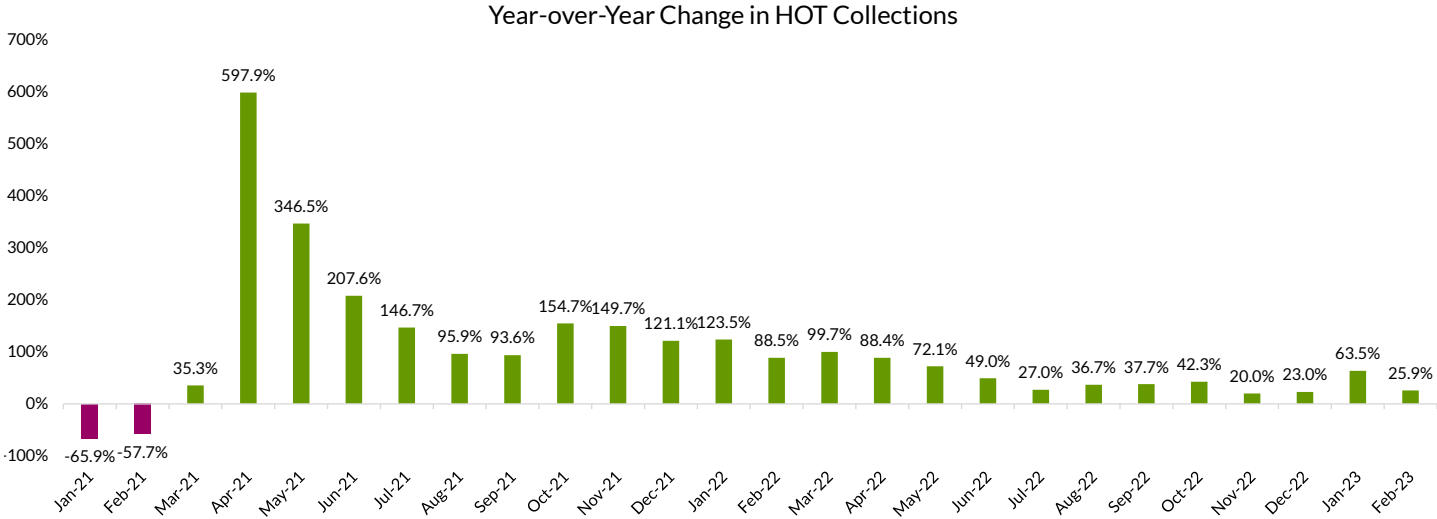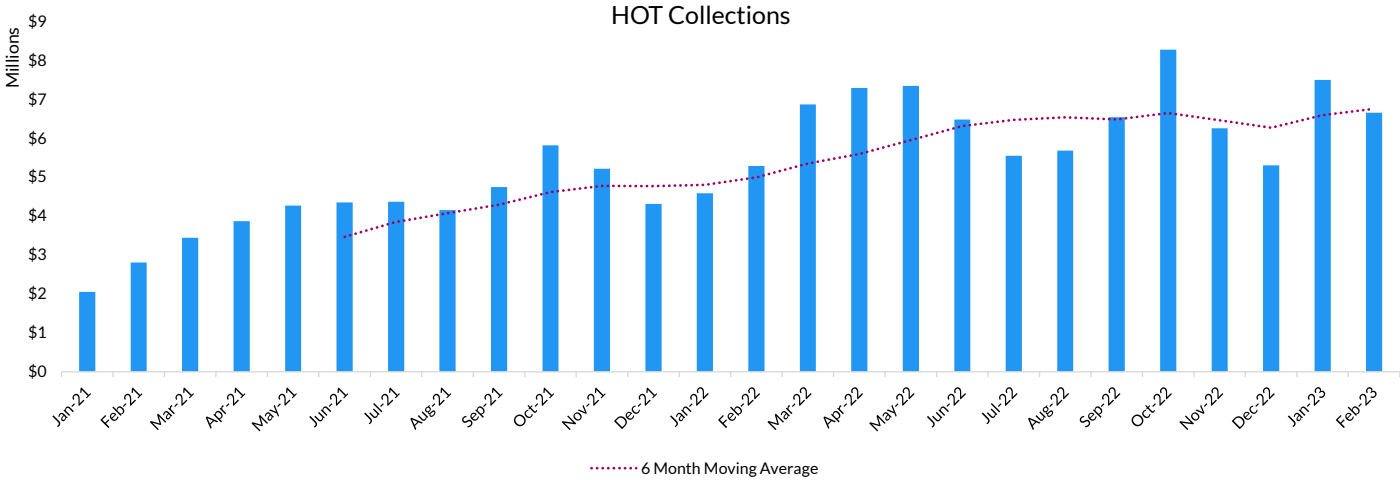
FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS
Convention Center Event Bookings

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	12
January	1	4	7	5
February	0	10	9	14
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
Total	39	94	88	92

* Due to shifts in cancellations and rescheduling, FY23 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.

Enplanements
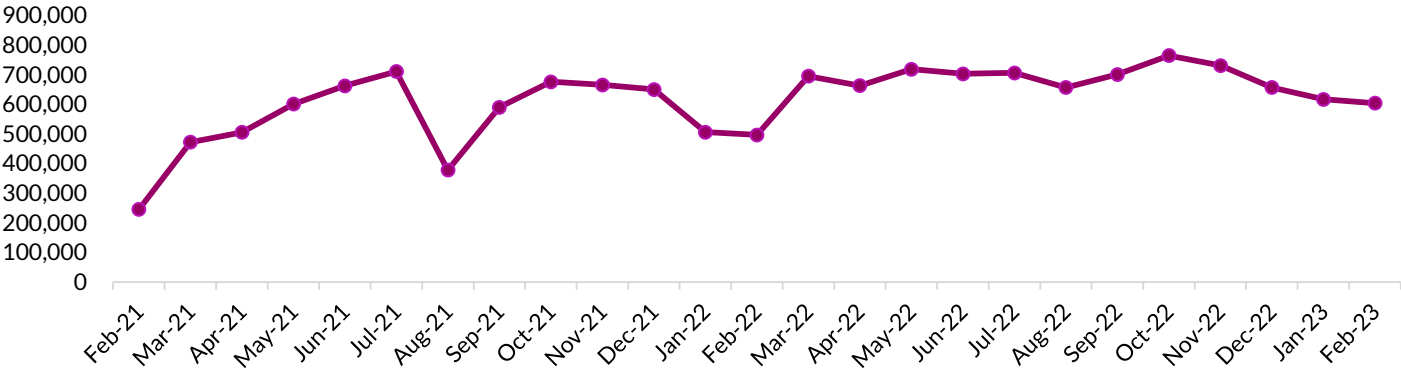
FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS
Building Permits

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.

Number of Building Permits

Building Permit Valuations
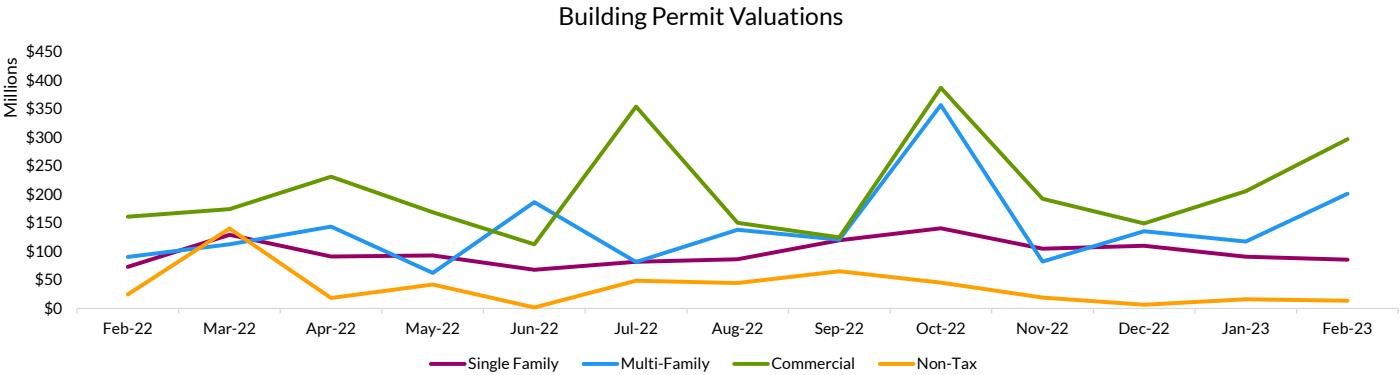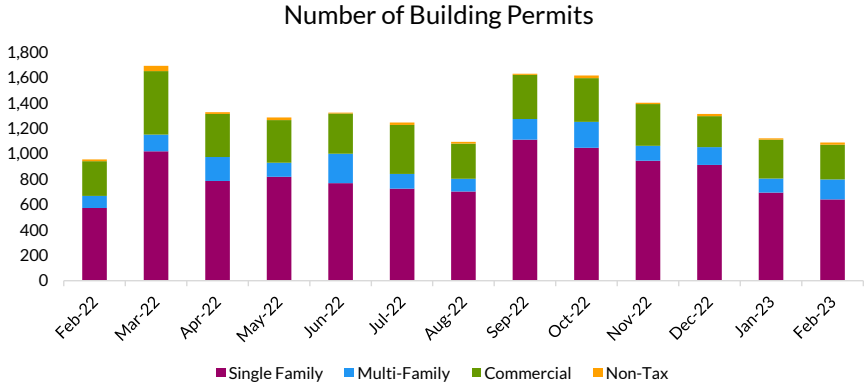
DALLAS 365

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, 2023.

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.

Year-to-Date
✔ 22 On Target
! 6 Near Target
✖ 7 Not on Target

Year-End Forecast
✔ 35 On Target
! 0 Near Target
✖ 0 Not on Target

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Economic Development					
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	1.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.3%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	51.2%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	61.6%	70.0%	70.0%
	Environment & Sustainability					
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	67.0%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	99.8%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	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
	Government Performance & Financial Management					
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	87.2%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.6%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	69.3%	60.0%	60.0%
11	Percentage of informal solicitation requests (<$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	15.4%	80.0%	80.0%
	Housing & Homeless Solutions					
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	0.0%	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%	91.4%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	140.9%	80.0%	80.0%
	Public Safety					
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	83.7%	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%	89.1%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,130.0	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%	52.1%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.2%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	71.6%	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%	62.3%	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
	Quality of Life, Arts, & Culture					
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	83.2%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	9.8%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	71.8%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.2%	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%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,518	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	36.8%	80.0%	80.0%
	Transportation & Infrastructure					
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	76.5%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	11.0%	8.2%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	98.6%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	91.8%	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%
	Workforce, Education, & Equity					
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	126.3%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	61.6%	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

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.

15 DFR continues to experience increased EMS response times due to extremely high emergency call volume. EMS transport rates continues to be over 60 percent, compared to historical rates of 40-45 percent. Increases in call volume and transport rates result in a decrease in the number of available units, while an increase in unit hour utilization, results in increased response times.

17 Overall violent crime has increased by 6.63 percent for February 2023. With the focus on interrupting and disrupting violent people and places, DPD strives to continue to see a reduction in crimes against persons and is targeting hot spots such as apartment complexes to decrease crime. DPD is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. DPD has seen a 13.71 percent decrease in robbery offenses and Total Crime is down 3.5 percent YTD due to 579 fewer offenses. There is an increase in Aggravated Assaults, and this is due to single incidents having multiple complainants. DPD is using all available resources to help investigate these offenses to determine the cause.

18 To assist in the response of priority one calls within eight minutes or less, DPD will be conducting a 10-hour shift study to help determine if this benefits the citizens of Dallas. DPD plans to reevaluate the call volume to determine if new call-out substations are needed. There were no recruit graduations, resulting in no changes to staffing levels.

24 LIB circulation has experienced a decline due to a considerable number of customers failing to return technological devices. Customers are charged for unreturned items and are presently unable to borrow any further library materials until the devices have been returned. LIB is reviewing technology inventory and policy to ensure devices are available for other library customers.

28 Late Night Teen capacities and participation are down due to the reduced number of offerings each month during the school year. The program is offered the first Friday of each month vs every Friday of each month as it was offered in FY2021-22. PKR is taking steps to address the reduced attendance by offering additional teen related programs throughout the department that will ultimately draw in additional participation to the late-night program. PKR anticipates meeting its stated goals during the summer timeframe when teen calendars aren't filled with school related activities and the additional programs have begun.

30 Sixty-four (64.8) lane miles YTD have been completed out of 11,770 miles. PBW anticipates improved performance in future months with the maintenance contract awarded in January (CR #23-0014).

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).

3 Complete **31** On Track **1** At Risk **0** Canceled
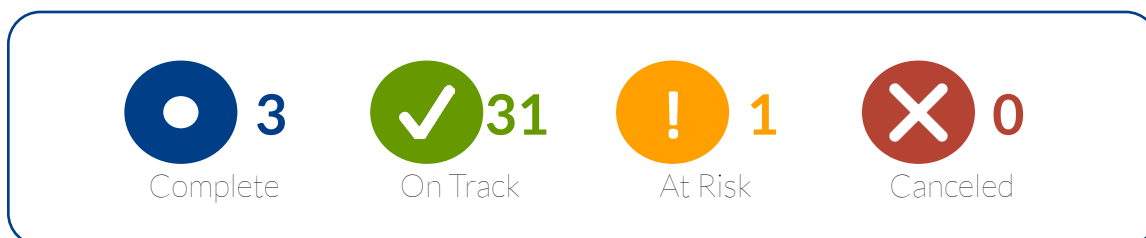
In the Spotlight

In December 2019, the Dallas City Council committed the City to a goal of ZERO traffic fatalities and a 50 percent reduction in severe injuries by 2030. The Vision Zero resolution directed the City Manager to convene a Vision Zero Task Force that would collaborate with City departments on the development of a Vision Zero Action Plan and have City departments participate in Vision Zero Action Plan development, implementation, and evaluation. The Action Plan and its recommendations are based upon a wide-ranging analysis of data as well as public input.

The Vision Zero approach views serious and fatal incidents/crashes as preventable and calls for a system that accommodates and mitigates human error, preventing fatal and severe crashes.

At the heart of Vision Zero is the principle that traffic deaths and serious injuries are unacceptable and, most importantly, preventable. Cities around the globe have seen success in their respective Vision Zero initiatives, but truly reaching ZERO will require the participation and engagement of the entire Dallas community.

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 plans to move in phases to the "One Stop Permitting Shop" centrally located at 7800 N Stemmons. Occupancy will begin taking place on the 5th floor during Phase I in April/May of 2023. Design for the 9th floor (Phase 2) is already underway. DEV signed a contract for new permitting software on February 22, 2023. Of the 54 new positions for FY 2022-23, DEV has filled 32 positions and will continue to fill remaining vacancies.

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 A vendor has been selected and PNV plans to bring the item to City Council for contract award in May 2023.

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 Two positions were hired with start dates in March 2023. PNV has closed the job postings for the other two positions and will begin interviews soon.

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 Implementation of the Auto Pound Management contract is underway. ITS is finalizing the first data extract for the transfer of current inventory to the new platform. OKTA/AutoReturn log in connectivity testing completed and DPD will begin working with ITS to begin implementation. Capital Improvements at the Ledbetter (southern private storage) location are complete. Goodnight Ln. (northern) location fencing is 90 percent and all permits have been issued to complete the project. Improvements are anticipated to be complete by the end of March 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 to develop the water supply plan was awarded in fall 2022. A kick-off meeting was held in February 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. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of February, the Arborist has surveyed about 315 parks and inventoried approximately 905 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. Of the seven positions to be hired by PBW, six have been filled. One Forestry Worker position is posted and awaiting qualified candidates.

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. The CECAP media plan is currently being consolidated into the overall OEQS department engagement plan and the effort will be facilitated by the OEQS Outreach and Engagement Team moving forward. The initial draft plan has been reviewed and there will be monthly meetings to refine and implement the media plan.

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 An RFP solicitation for a $1 million Solar Photovoltaic and Battery Energy Storage System ($500,000 Solar PV + $500,000 Battery) at the Bachman Recreation Center was opened on January 18 and closed on February 24. BSD is currently auditing the eight resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining $500,000. The solicitation for the $1 million Solar Photovoltaic and Battery Energy Storage System ($500,000 PV + $500,000 Battery) was awarded on March 20, 2023. BSD is currently working with the City Attorney's office to finalize the contract for City Council approval (targeted for May/June 2023). BSD will determine the best use of the remaining $500,000 by conducting audits of the eight resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency. 5 of the 8 resiliency center audits are complete and the remaining 3 will be complete by April 14, 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 has been posted, with a closing date of 4/7/23. Data Analytics & Business Intelligence (DBI) 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 first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. A fourth monitor has been installed at 5000 Scyene Rd in the Dixon Circle neighborhood on March 3, 2023, and the fifth has been deployed at South Central Park, in the Joppa neighborhood, on March 12, 2023. Staff is continuing to work with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. All installed units are operational and transmitting data, and Data Analytics is working with OEQS to create a data dashboard that will be available to the public.

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 Human Resources and OEQS is in the process of scheduling interviews for the Environmental Justice Coordinator positions. Candidates will be interviewed through the first two weeks in April.

FY 2022-23 Budget Initiative Tracker

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 DFR has approved the specifications for all the engines, trucks, and ambulances that will be purchased with the FY 2022-23 funds. One engine has been ordered through General Fund appropriations (approved budget amendment) and seven engines, two trucks, nine ambulances, and three Wildland Type VI vehicles have been ordered from the remaining funding allocation. Purchase agreements for two remaining ambulances are in the process of being finalized for a total of 11. DFR was recently awarded a grant from the North Central Council of Governments for the acquisition of three blocker vehicles (to be ordered and delivered in FY 2022-23) to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 319 units using department funds totaling $41.8 million. Departments include CCS (32 units), CTS (3), AVI (2), DFD (10), DPD (121), DWU (14), EFM (13), LIB (1), OEM (1), PBW (36), PKR (6), SAN (78), SEC (2).

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 1,746 individuals since it's onset in October 2021 through February 2023. Of those individuals housed, 45 percent are from households consisting of adults with children and 54 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 February 2023, the three organizations contracted by OHS have provided services for 590 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 two HART teams are established in two new off-site office locations and officially began work on December 12, 2022. From December 2022 to February 2023, the HART teams have received 154 service requests (SR's) and 93 percent of these service requests were responded within 24-48 hours and resolved within 10 days. The HART teams have visited 84 locations, cleaned up and/or closed 10 sites, and removed 40,000 lbs. of debris. Hiring efforts continue for two positions from PBW; PKR attended job fairs in February to hire their four open HART positions and are on track to fill them in the Spring; the Marshal's office is currently conducting interviews for new Deputy Marshals and has hired one new Deputy who is currently in the six-month training program; and CCS continues to work on filling their three open HART positions. DAS is currently using vehicles the department already owned while working with EFM to purchase the vehicles for their HART role. Similarly, CCS continues to wait on heavy equipment and is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs on an as-needed basis.

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 January 2023 with 32 recruits and Class 385 graduated with 21 officers. Year to date, DPD has hired 61 officers with a goal of hiring 250 by the end of FY 2022-23. DPD Anticipates ending the fiscal year with 3,200 officers, which is an increase of 116 officers from September 2022.

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 began in late February 2023 with the mobile radio upgrade occurring simultaneously. The new Taser 7 deployment has been received and DPD and ITS personnel are meeting weekly to determine location needs for electrical, charging stations, and network drops. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations.

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 Since the commission of the Single-Role Paramedic Program on February 15, 2023, EMS is currently on track to hire 16 Single-Role Paramedics by April 15, 2023. To date, two of the five Peak Demand Units have been converted and the Single-Role Lieutenant has been added. The program is on target with hiring the additional positions, improving the operational workload and efficiency during peak hours of call volumes. In the first 30 days, 384 calls have been responded to.

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 In the month of February, there was a continued focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, $28,583 has been collected in permits and fees. There have been 301 code activities that has resulted in 1,414 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW) to ensure compliance with the Dallas Fire Code.

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 CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of February, CTS has expensed $1,059,764 of the department's $2.9 million ARPA allocation in FY 2022-23.

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, CCS has hired all but six. The Pro Teams are currently fulfilling the weekly expectation of 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 All 12 Code Compliance Officers have been hired and onboarded as of February. The teams are up and running as anticipated.

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 The Library successfully filled all additional positions added in FY2022-23 to expand hours at 15 locations. The extended hours begin January 17, 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 An official grant award for $50,000 to increase funding for the Historic Resources Survey has been received. In February, OHP entered into a contract with HR&A Advisors to provide services to begin the work.

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 As of February, PBW has spent $772,000 to complete 4.00 miles of sidewalk improvements. PBW is on track to complete the remaining 10.25 miles by the end of September.

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 Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in March. As of end of February, maintainence on six bridges were completed, four are planned for March, and the remaining 10 are on track to be completed by September 2023. YTD, PBW has received City Council authorization to spend $903,750 on emergency repairs for State Highway 356 and Ron Kirk Pedestrian Bridge.

27 Vision Zero Action Plan ◉

INITIATIVE Invest funding in Dallas's mobility infrastructure, emphasizing a system focused 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 Engineer started with the Planning division in December and has been working on low-cost improvements for safety evaluations, road safety, and city-wide speed limit evaluation.

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 As of January, TRN received the match fund agreement from TxDOT for the design of 44 signals in total and will be going to City Council for approval in April. The project to replace traffic lights will be a multi-year effort.

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 April. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end. $2.5 million has been contracted with the vendor.

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 February, 180 flashing beacons have been installed. Due to supply chain issues of specific parts, the manufacturer is behind schedule on the shipment of new equipment. At this time, TRN does not have an estimated completion date for the 500 school zone flashing beacons.

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 The bike plan consultant continues work and as expected, City Council consideration of the bike plan update is anticipated in Summer 2023. The bike plan update will inform the strategic bike lane locations to implement in the coming years. In the meantime, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months, utilizing in-house resources. Transportation staff is coordinating with the City Attorney's Office to develop a bike lane engineering contract structure that allows flexibility for upcoming projects, while complying with federal, state, and city procurement guidelines.

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 Applications for the SBC Mentor Protégé Coordinator position were reviewed in early January and interviews will be held in March. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system. A planning meeting to strategize the recruitment was held on January 17.

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 is in the final stages of the interviewing process for the Public Engagement Coordinator position and anticipates filling the position mid to late April.

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 is continuing ADA building assessments and of the 20 assessments planned, 10 of these were completed during 2022 and have revised reports that are pending review by department stakeholders and OEI and another three buildings are currently in the survey process with the consultant. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. OEI has received back 100% of the ADA department surveys and department interviews are anticipated to follow in in the next few months. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized.

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. City Council is scheduled to award the contract in March 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.

Complete	On Track	At Risk	Canceled
0	11	1	0
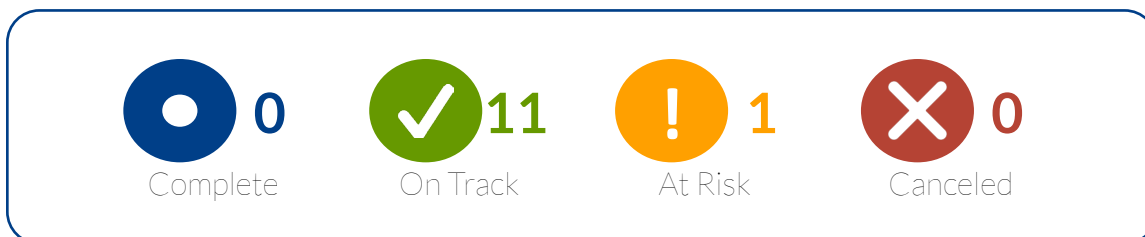
FY 2018-19

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 and OHP is working with the contracted organization on completing the presentation during FY 2022-23.

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. In January 2023, the EDC board prioritized the following for the upcoming year: hiring a search firm to hire an EDC Director, hiring an EDC director, and developing a strategic plan and funding plan (including budget). The search committee met earlier this month and the language for the RFP for the search firm has been drafted with the anticipation of being sent out in March 2023.

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. On February 20 and 21, Dallas Inner City Growers Summit was convened at the Briscoe Hall at the Texas State Fairgrounds. About 150 people attended and heard presentations about farm finance, growing, farm to market opportunities, as well as walking farm tours. A post-event survey was distributed to assess feedback for programmatic planning.

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 dedicated 2 FTEs for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers. The Water Quality group continues to offer free lead sampling when requested by any customer.

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 2022-23 through 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, 2022, 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. Housing has also reallocated $1.5 million of these program funds to support the ARPA Neighborhood Revitalization Program.

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. Due to the success of the program, Housing and City Council have increased the funding available for this program by moving $1.5 million from the ARPA development budget into the home repair program. Three councilmembers have committed $1.35 million in discretionary funds, and a partnership with DWU has added over $2 million into this program.

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. Road blockage calls began a partial transfer in January 2023 with an anticipated full transition in April 2023.

FY 2022-23 Budget Initiative Tracker
MULTI-YEAR INITIATIVES

27 Wi-Fi at Park Facilities ✅

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

STATUS The cabling installation of the 14 high priority sites was completed in December 2022. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. The estimated delivery time for the network equipment for the remaining 49 Wi-Fi sites is summer 2023.

29 Traffic Signals ✅

INITIATIVE Devote $14 million over three years to leverage over $50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend $3.5m to design 46 traffic signals to leverage federal and county funds

STATUS As of January, TRN received the match fund agreement from TxDOT for the design of 46 signals in total and will be going to City Council for approval in April. 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 As of February, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 11.8 lane miles. There has been no progress due to cold weather and contract delays.

34 Accessibility ✅

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

STATUS OEI, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. A demonstration of the software and testing of a comparative ADA tracking program have been completed. The vendor has submitted an updated cost proposal to ITS for their review. Once implemented, this software will help streamline and track ADA compliance issues, but the OEI is able to continue this work while waiting on software.

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 is under construction through Fall 2023. 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 with foundation for future innovation.

The Process Improvement Team applies the DMAIC problem solving approach to dig into process issues and deliver quantifiable, sustainable results. DMAIC is a five-phase method:

- Define – Define the problem
- Measure – Quantify the problem
- Analyze – Identify the cause of the problem
- Improve – Solve the root cause, develop structured improvements, and verify improvement
- Control – Maintain the gains and pursue perfection

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, Cancelled, or Pre-Kickoff. The DMAIC phase may be referenced in the status update. The Improve phase is often the most challenging to implement because it involves eliminating the root cause and implementing improvements. This phase often extends the project timeline.

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.

PROCESS IMPROVEMENT

Project Status

1 Complete	**5** On Track	**0** Delayed	**1** Cancelled	**0** Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	**Baseline**	**Current**
1	**SFD Building Permit Process** Decrease building permits issuance lead time for single-family residential developments (DEV)	✅	Feb 2022 – TBD	Permit Application Internal Processing Time (12 days)	29 days - Establish Feb 2022	TBD
			Status Update: *Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked into the project management schedule. Project manager has been assigned and is being implemented. Of the 36 Opportunity for Improvements (OFI's), eight have been completed, 15 are In Review, and three are cancelled.*			
2	**DPD Workload Optimization** Assess current operational demands to identify process improvement opportunities for workload management (DPD)	✅	Jan 2022 – TBD	TBD	TBD	TBD
			Status Update: *Working with DPD team to establish a Tableau data visualization tool to facilitate workload and overtime monitoring, analysis and management.*			
3	**DFR Workload Optimization** Assess current operational demands to identify process improvement opportunities for workload management (DFR)	✅	Jan 2022 – TBD	Assessment completion (100%)	TBD	TBD
			Status Update: *Improvements to leave scheduling process have been implemented. Additional improvements to staffing level management are being vetted. Team is reviewing improvement data, documenting open action items, and developing a control plan.*			
4	**Contract Review and Execution** 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
			Status Update: *The remaining stages of this project are now managed by the Office of Procurement Services (OPS).*			

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	**Risk Review & Certificate of Insurances** Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)	✅	Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			Status Update: *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. The team has identified in excess of 30 OFI's related to customer service and processing. This project is scheduled to be complete in March 2023; however, software enhancements and a final decision regarding the process to address expired Certificates of Insurance (COI) are under consideration.*			
6	**"Lew Sterrett Officer Turnaround Process"** 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
			Status Update: *Executive kick-off meeting scheduled for March 3, 2023 with process mapping to begin shortly thereafter.*			
7	**Water/Wastewater Permit Process** Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)	◉	Nov 2021 - March 2022	Permit Application Cycle Time (1 day)	45 days	1 day
			Status Update: *Complete and continuing to track progress. DEV and BMS are working to create/document training processes to ensure project results are maintained. This process improvement will be reported until training documents are complete.*			

File #: 23-1034

Item #: G.

Technology Accountability Report (Information as of March 31, 2023)
[Information and Technology Services]

Memorandum

CITY OF DALLAS

DATE April 21, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – March 2023**

Please find attached the Technology Accountability Report (TAR) based on information through March 31, 2023. 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.

Jack Ireland
Chief Financial Officer

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

Technology Accountability Report (TAR)

City of Dallas

Executive Summary

The highlights of the March 2023 Technology Accountability Report (TAR) include:

- Section 1: IT Programs & Projects – An additional data point has been added to the list of major projects providing information regarding projects which involve financial transaction processing and require compliance with Payment Card Industry (PCI) standards.
- Section 1: IT Programs & Projects – During March 2023, three major projects were completed and removed from the report:
  - The **Automated Nuisance Abatement Work Order Salesforce System** project provided functionality for Code Compliance for work order tracking and completion and to generate invoices for lien processing.
  - The **HUD Income Limits Eligibility Survey** project provided an online tool for Housing to reduce uncertainty or confusion among City of Dallas residents when determining eligibility for various programs based upon the Housing and Urban Development (HUD) income limits.
  - The **Advanced Traffic Management System (ATMS)** project was one phase of a multi-phased program for Transportation which migrated the current ATMS system from old, analog technologies to a new digital infrastructure.
- Section 1: IT Programs & Projects – During March 2023, five projects were approved through the Information Technology Governance process and added to the project pipeline. With these additional approved projects, along with projects completed, the project pipeline decreases to 119 active IT projects with a total estimated cost of $455 million. As these new projects are launched, project delivery and timelines will be further defined, and they will be added to the major project list and tracked in future TAR reports as appropriate.
- Section 5: IT Infrastructure – The section on Technical Debt has been expanded to provide additional information about the framework for identifying, assessing, and remediating the risks associated with technical debt in the City's IT application and infrastructure environment.

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Section 1: IT Programs & Projects

A. Project Pipeline

1. IT Projects by Strategic Priority

IT Projects by Strategic Priority

- $10,596,340
- $3,078,697
- $203,981
- $5,270,264
- $45,000
- $136,277,839
- $226,113,400
- $73,742,493

Legend:
- Public Safety
- Government Performance & Financial Management
- Transportation & Infrastructure
- Environment & Sustainability
- Economic Development
- Quality of Life, Arts & Culture
- Workforce, Education & Equity
- Housing and Homelessness Solutions
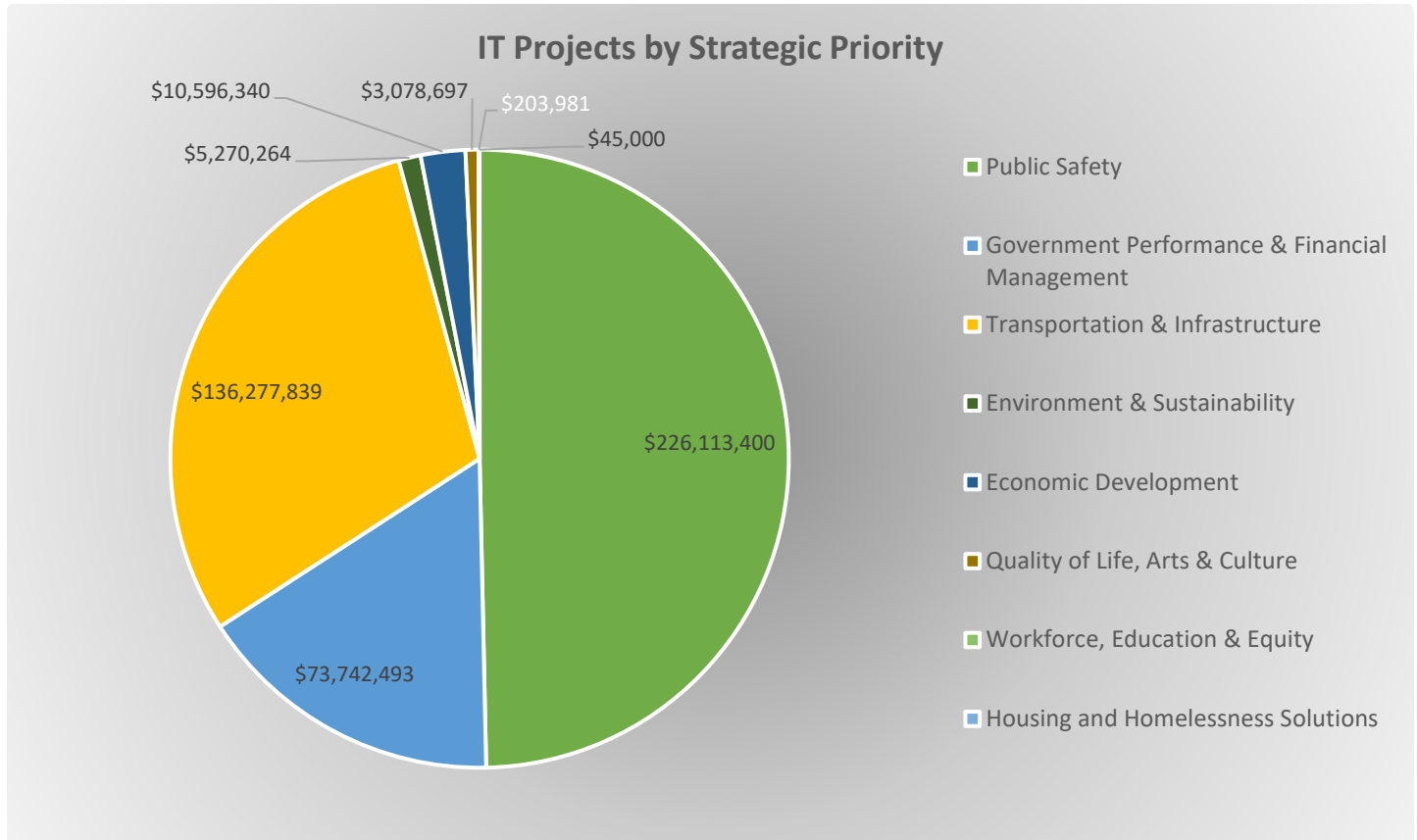
NOTES:

1. As of 03/31/2023, ITS has 119 approved IT projects in the pipeline.
2. The total budgeted costs for the 119 projects are $455,328,014.
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 Public Safety Strategic Priority with a total of 33 projects at a total budgeted cost of $226.1M, followed by Government Performance & Financial Management with a total of 29 projects at a total budgeted cost of $73.7M, Transportation & Infrastructure with a total of 20 projects at a total budgeted cost of $136M, and Environment & Sustainability with 13 projects at a total budgeted cost of $5M.

2. IT Projects and Budgeted Cost by City Department

IT Projects and Budgeted Cost by Department
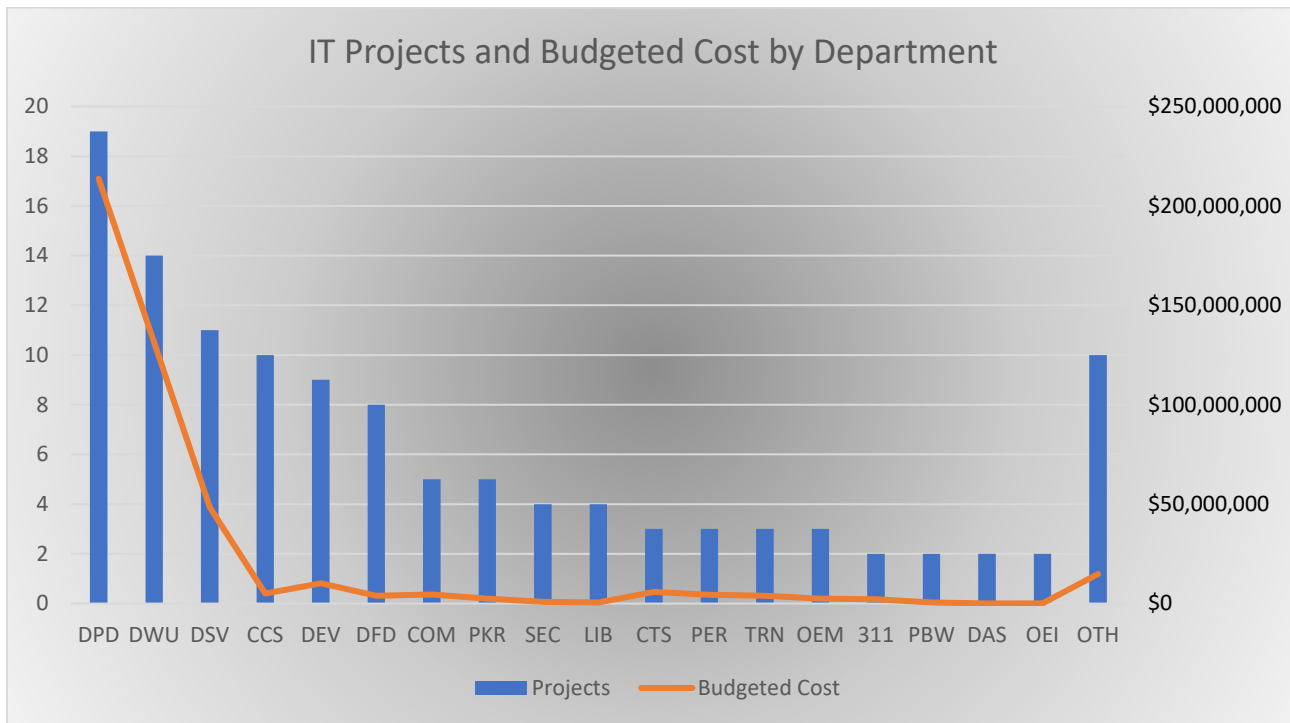
NOTES:
1. 28 City Departments are represented across the 119 approved IT projects in the pipeline.
2. Dallas Police Department has 19 active projects at a total budgeted cost of $213.6 million, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of $131.1 million, Information & Technology Services with 11 projects at a total budgeted cost of $48.3M, Code Compliance with 10 projects at a total budgeted cost of $5.1M, and Development Services with 9 active projects at a total budgeted cost of$10.2M.
3. 10 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

B. Major Project Status

**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.
- : Addresses technical debt
- : Payment Card Industry (PCI) involved project

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
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. ($2,134,245)	GPFM	311	TBD	In Process	
2.	Ethics Point Salesforce Integration	The purpose of this system is to promote and support ethical financial compliance. ($63,164)	GPFM	ATT	Dec-23	In Process	
3.	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. ($11,823,168)	GPFM	CCO	Jul-24	In Process	
4.	Code Case Management System Phase 2 (Boarding Homes)	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. ($344,858)	Environment & Sustain	CCS	Oct-20	Delayed	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
5.	Asset Management System	The Code Compliance office is seeking an asset management system to manage a number of different of assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need. ($76,000)	Environment & Sustain	CCS	TBD	Delayed	
6.	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. ($482,611)	Environment & Sustain	CCS	TBD	In Process	PCi
7.	Consumer Protection online Salesforce Application/ permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will allow business owners to access, complete, submit, and track their business permit applications online. ($318,050)	Environment & Sustain	CCS	Jul-23	In Process	PCi
8.	Remote Video Streaming	COM is currently exploring acquiring equipment that would allow live video and audio to be streamed from offsite locations to our control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission. ($192,166)	GPFM	COM	TBD	In Process	
9.	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of City Council meetings will help meet ADA compliance and our Equity and Inclusion goals. ($504,612)	GPFM	COM	Jun-23	In Process	
10.	RFCSP 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. ($4,371,720)	Public Safety	CTS	TBD	In Process	🖥️
11.	Court Case Management System: On Prem Upgrades	CCSM upgrades that was going to be done with the Cloud hosted solution is still required. ($259,016)	Public Safety	CTS	Dec-23	In Process	🖥️
12.	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. ($14,062)	Environment & Sustain	DAS	TBD	Delayed	
13.	iNovah Upgrade	This project upgrades existing software to most recent version and provides new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. ($484,350)	ECO	DEV	TBD	In Process	🖥️

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
14.	Expand OnBase to the entire SDC Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. ($180,712)	ECO	DEV	TBD	On Hold	
15.	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. ($50,000)	ECO	DEV	TBD	On Hold	
16.	Customer Queuing software	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services. ($60,000)	ECO	DEV	Jul-23	In Process	
17.	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. ($9,746,780)	ECO	DEV	Sep-25	In Process	
18.	Telestaff	Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees. ($731,238)	Public Safety	DFD	Sep-22	Delayed	
19.	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. ($170,000)	Public Safety	DFD	TBD	On Hold	
20.	Unmanned Aerial Systems (Drones)	Unmanned Aerial Systems (UAS) may be used during crucial emergency response occurrences., giving real-time video to improve situational awareness, officer safety, and thermal assessment. They are useful in a variety of special operations, including Haz-Mat, search and rescue, water rescue, and wildland fires, allowing Incident Command and Executive Staff to perform airborne surveys of an incident. ($111,400)	Public Safety	DFD	Sep-23	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
21.	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue. ($1,860,000)	Public Safety	DFD	Sep-23	In Process	
22.	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Total of 8 new and rebuild Dallas Fire Stations are being constructed in scope Sta. 46, 36, 59, 41 Temp, 41 Replacement, 19, 58 and 21 FS/AVI Center. All new IT infrastructures including cabling, network, workstations, printers, radio Alerting system equipment, etc., will be activated in line with facility openings. ($131,688)	Public Safety	DFD	Oct-23	In Process	
23.	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. ($700,000)	Public Safety	DPD	TBD	On Hold	
24.	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. ($0)	Public Safety	DPD	Jan-23	In Process	
25.	DPD - Auto Pound	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. ($311,006)	Public Safety	DPD	Feb-23	Delayed	
26.	WEB-RMS	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. ($1,010,000)	Public Safety	DPD	TBD	In Process	
27.	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	To provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavioral indicators and activity occurring at local businesses. ($747,052)	Public Safety	DPD	Feb-23	In Process	
28.	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. ($217,633)	Public Safety	DPD	TBD	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
29.	COBWEBS	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. ($93,353)	Public Safety	DPD	Apr-23	In Process	
30.	Axon Air (Drones)	UAS capture vital information that officers can use to resolve very dangerous situations in the best possible way. The information can be sent, in real-time, to officers in the field. Also, the data gathered from UAS can be key in an investigation for locating suspects who are wanted for a crime. For example, murder suspect barricades himself in a residence, the UAS will be able to be sent in to let the officers in the field know if there are innocent citizens in danger or if the officers have time to deescalate and talk the suspect out. UAS technologies are used by departments and agencies across the nation. Agencies that use UAS technology have seen great benefits from the information gathered in real time situations. Combining this technology with Axon Air will provide the real time intelligence and evidentiary needs to create the holistic solution. ($20,160)	Public Safety	DPD	Apr-23	In Process	
31.	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. ($54,898,873)	Public Safety	DPD	Jun-23	In Process	
32.	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. ($478,589)	Public Safety	DPD	Sep-23	In Process	
33.	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. ($302,495)	Public Safety	DPD	Oct-23	Ongoing	
34.	In Car Video - Body Worn Camera - Interview Room	There is a Federal Requirement to video record public safety stops. In car systems involve video in patrol cars. Body Worn Cameras involve wearable video cameras systems for officers. Interview Rooms involves replacement of video equipment in Public Safety interview rooms. ($134,756,801)	Public Safety	DPD	Dec-24	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
35.	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans police station. 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. ($16,261,454)	Public Safety	DPD	Dec-24	In Process	
36.	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. ($1,383,800)	Public Safety	DPD	Jul-26	Ongoing	
37.	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. ($0)	GPFM	ITS	Dec-20	Ongoing	
38.	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. ($1,353,866)	GPFM	ITS	Mar-23	In Process	
39.	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success of planned improvements to Application Portfolio Management in addition to the stated necessity in regard to data center improvements. ($685,972)	GPFM	ITS	Apr-23	In Process	
40.	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". ($1,305,890)	GPFM	ITS	Jun-23	In Process	
41.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. ($5,000,000)	GPFM	ITS	Nov-23	In Process	
42.	Network Unified Communications 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. ($618,180)	GPFM	ITS	Dec-23	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
43.	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. ($10,700,000)	GPFM	ITS	Apr-24	Ongoing	
44.	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. ($300,134)	GPFM	ITS	Aug-24	In Process	
45.	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. ($40,000,000)	GPFM	ITS	Dec-32	In Process	
46.	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. ($2,169,090)	Transport & Infra	DWU	Dec-22	In Process	
47.	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. ($4,901,864)	Transport & Infra	DWU	Sep-23	In Process	
48.	LIMS Acquisition and Implementation Phase 3	DWU is implementing a Laboratory Information Management System (LIMS) for one Analytical Lab, five treatment plants, the Water Quality Division and the Watershed-Reservoir Division to increase regulatory compliance, productivity, efficiency and effectiveness. (TBD)	Transport & Infra	DWU	May-24	In Process	
49.	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. ($12,989,751)	Transport & Infra	DWU	May-28	In Process	
50.	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. (TBD)	QOL	LIB	Sep-23	In Process	
51.	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education. (TBD)	QOL	LIB	Dec-24	In Process	
52.	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. ($25,700)	Workforce, Education & Equity	OEI	Mar-23	Delayed	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
53.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks though 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. ($49,900)	Environment & Sustain	OEQ	Mar-23	In Process	
54.	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. ($68,995)	GPFM	PER	May-22	Delayed	
55.	PKR-IT Infrastructures for New 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. ($670,000)	QOL	PKR	Apr-23	Ongoing	
56.	IT Infrastructure for Bachman Aquatic Center	Park and Recreation is building a new Bachman Aquatic Center which provides new Digital Service to Residents or Businesses. ($118,000)	QOL	PKR	Jun-23	In Process	
57.	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. ($0)	QOL	PKR	Dec-24	In Process	
58.	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. ($15,000,000)	Transport & Infra	SAP	Dec-23	In Process	
59.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach it's end of life in 2025. DWU must replace SAP by 2025 in order to ensure continuity of our billing. ($0)	Transport & Infra	SAP	Jul-25	In Process	
60.	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office. ($336,562)	GPFM	SEC	Dec-20	On Hold	
61.	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution. ($12,675)	GPFM	SEC	Apr-22	In Process	
62.	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ ($231,440)	GPFM	SEC	Nov-22	In Process	
63.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. ($15,000)	GPFM	SEC	Feb-23	On Hold	

NOTES

1. Enterprise Contact Center (ECC) Solution. The new Enterprise Contact Center (ECC) is in production and currently in use by City departments for fielding inquiries from residents. The project is still considered open and in process as there are several items to be delivered for completion. Anticipate approximately 3 – 6 months' work to implement Single Sign On (multi-factor authentication), for final delivery of the Lab (test portion) of the project, and for re-evaluation of Salesforce integration.

3. Core Financial System Upgrade. The contract requirements and project timeline have been finalized and the contract action is targeting a May Council agenda.

4. Code Case Management System Phase 2 (Boarding Homes). Application processing is delivered. Awaiting Payment Card Industry (PCI) compliance to deploy remaining modules.

5. Asset Management System. Multiple departments have requested an asset/inventory management tool. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide solution can be provided.

8. Remote Video Streaming. Project plan/schedule is under development. New date will be provided when available.

12. DAS Inventory Management Tool. Multiple departments have requested an asset/inventory management tool. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide solution can be provided.

13. iNovah Upgrade. Project is currently in planning stage. Project date will be updated after the planning phase is complete.

15. Development Services Training Simulator. This project is on hold due to competing priorities.

18. Telestaff. Telestaff Scheduling System is operational. Telestaff integration with Workday Payroll system on hold for a fully executed Accenture contract. ITS is working with DFR to develop a phased roll-out plan.

19. Smart Device/Technology Behavioral Health App for DFR members. Project requirements are being re-evaluated.

22. IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59. Project is being implemented in an agile fashion. Station 36 completion anticipated April 10, 2023.

23. Mobile Surveillance Platform Vehicles (Formerly known as Bait Car). Awaiting funding to be identified.

26. WEB-RMS. This project is still in the procurement process. Purchase request has been submitted. New date will be provided when available.

28. Ricoh-Fortis Document Management System Replacement. This project is in the planning stages. New date will be provided when available.

31. 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. Final migration of all City of Dallas Departments is ongoing. As of 3/31/2023 all Public Safety departments other than DPD have completed the migration to the new system. ITS is working with DPD on distribution and logging of radios and coordinating training for end users. Anticipate full completion by the end of April 2023 for all City departments and users.

34. In Car Video - Body Worn Camera - Interview Room. Budget costs reflect new 10-year contract from Council Resolution 221784 dated Dec 14, 2022.

36. Use of Force - Police Strategies LLC. All initial project tasks have been completed. End date of project is currently 2026 aligned to the contract end date. Project will move into maintenance and removed from project inventory and tracking as the vendor has successfully delivered the base functionality.

40. ServiceNow Phase 2. This project is being implemented in an "Agile" fashion – rolling out new functionality in numerous phases. Estimated completion of next phase June 2023.

42. Network Unified Communications Upgrade. Project is being implemented in an agile fashion. Unity Voice Mail portion is now complete. The next phase, "Call Manager" has an estimated completion date of December 2023.

44. IT Project and Portfolio Management Tool. Project schedule adjusted in anticipation of Council approval in June 2023.

46. Enterprise Capital Project Management System (ECPMS) Phase 2. PCR pending by Vendor for updated requirements/deliverables for linear segments, linear structures and X/Y coordinates, working with DWU GIS to finalize requirements.

54. Implement Workday Prism. Project On Hold awaiting new contract with Accenture for integration support. Contract has gone through multiple reviews and redlines. Anticipated completion of contract action by April 30, 2023.

55. PKR-IT Infrastructures for New Parks and Recreation Sites Phase 2. Equipment has been received. Installation scheduled for Apr 2023.

60. Electronic Document Management - EDMS. The EDMS project is part of a group of projects relying on the Hyland Software System, which are being developed serially. We are currently re- validating project budget, scope, and participating departments and will then re-work the schedule.

61. Boards and Commissions Management Solution. Project is in User Acceptance Testing. Anticipate Go-Live in April.

62. SEC Records Inventory Management Solution. Requirements have been developed. Awaiting Council approval.

63. Build an Ethics Financial Reporting Solution. Project date will be updated after this project has completed the procurement process.

C. Changes to Major Project Status List

1. Projects Implemented since last report.
    a. Automated Nuisance Abatement Work Order Salesforce System (#6 on 2/28/23 TAR) – implementation is complete. This project has been removed from the TAR.
    b. HUD Income Limits Eligibility Survey - HOU Website (#50 on 2/28/23 TAR0 – implementation is complete. This project has been removed from the TAR.
    c. Advanced Traffic Management System (ATMS) (#66 on 2/28/23 TAR) – implementation is complete. This project has been removed from the TAR.

2. New Projects added to the project Pipeline - The following projects were approved by the IT Governance Board on March 16, 2023.
    a. "Department of Aviation INDMEX AirBOSS Vehicle Tracking" was approved to modernize airport staff's ability to track ground vehicles and aircraft movements and increase operational safety.
    b. "Short Term Rental Enforcement Database" was approved to provide the Code Compliance Department better ability to enforce zoning and registration ordinances for short term rentals.
    c. "DWU Ancile U Perform Upgrade" was approved to modernize DWU's internal training capabilities.
    d. "Data Export and Import for NeoGov and Other Applications Being Offboarded" was approved to provide Data Warehousing for specific data in accordance with Data Retention Policies.
    e. "ITS Support Resources for HR Workday Module Implementations" was approved to implement Recruitment, Learning, Performance, Advanced Compensation and Benefits modules in the Workday Human Resources system.

3. Other significant news – The DFR Fire Station Alerting System Request For Proposal (RFP) has posted, effective 3/30/2023. For more information, see the posting at https://dallascityhall.bonfirehub.com/opportunities/91092.

Section 2: IT Operations

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

A. Outage Report

1. Monthly Help Desk Report

Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694	6969	8230
Answered	7136	7138	7763	7017	6921	6132	6222	7117	6778	8048
Abandoned	366	408	243	235	695	1019	1000	1084	191	182
Abandoned (<10sec)	166	172	115	93	273	408	380	1493	81	81
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5	8	1	1

Metric	Current Month	Trend
Average Speed to Answer - Voice	00:10	
Password Related Incidents	60%	Jan 22.3% / Feb 54.6% / Mar 59.9%
First Contact Resolution - Incident	84.16%	Jan 82% / Feb 71% / Mar 84%
Average Duration - Service Desk	0.43 Days 626 Minutes	Jan 2254 / Feb 637 / Mar 626
Average Duration - Field Services	5.51 Days 7937 Minutes	Jan 4507 / Feb 4247 / Mar 7935
Average Duration - PD Field Services	6.56 Days 9452 Minutes	Jan 5578 / Feb 3088 / Mar 9452

*Password Related Incidents calculation issue resulted in prior months being previously reported incorrectly

NOTES:

1. In March 2023, the IT Helpdesk received 8230 calls for support. This is a 1,200+ increase over February which saw over 6969 calls, however, is more in line with a yearly average of ~7700 per month.

2. First Contact Resolution (Incidents) for March is 84.1% a modest increase from February of 71% however, slightly below goal of 85% and above the yearly average of 70%.

3. Field Services (excluding DPD) average service duration of 5.51 days in March is an increase from 2.94 days in February.

4. Field Services for DPD saw a similar increase in average service duration 6.56 days in March from 2.14 days in February.

2. *Monthly Incident Report (Break/Fix "My Computer doesn't work")*

Top 15 Assignment Groups
Incidents March 2023
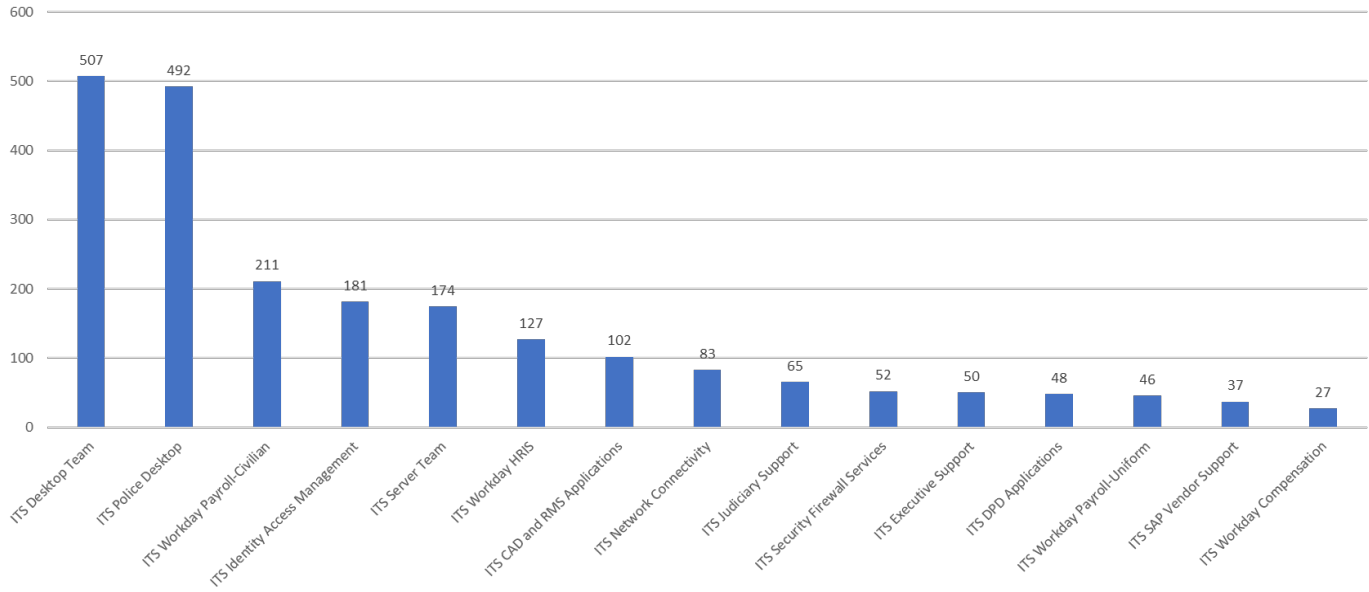
Impact Minutes by Issue Category
Severity 1 and Severity 2

Impact Minutes by Department
Severity 1 and Severity 2
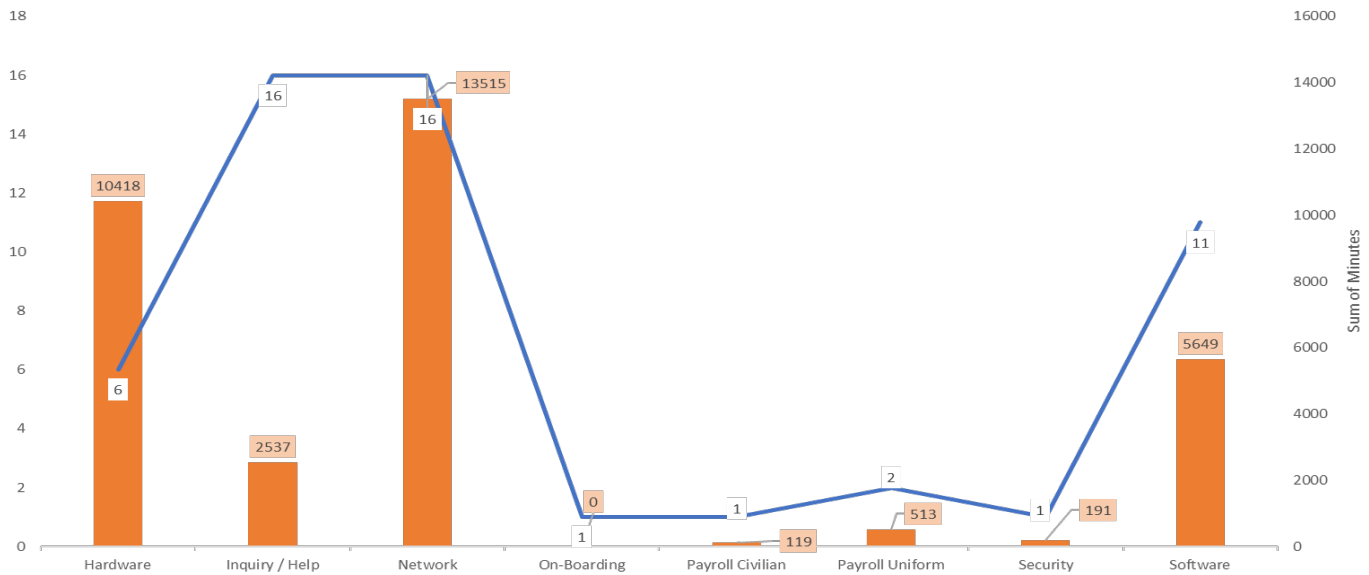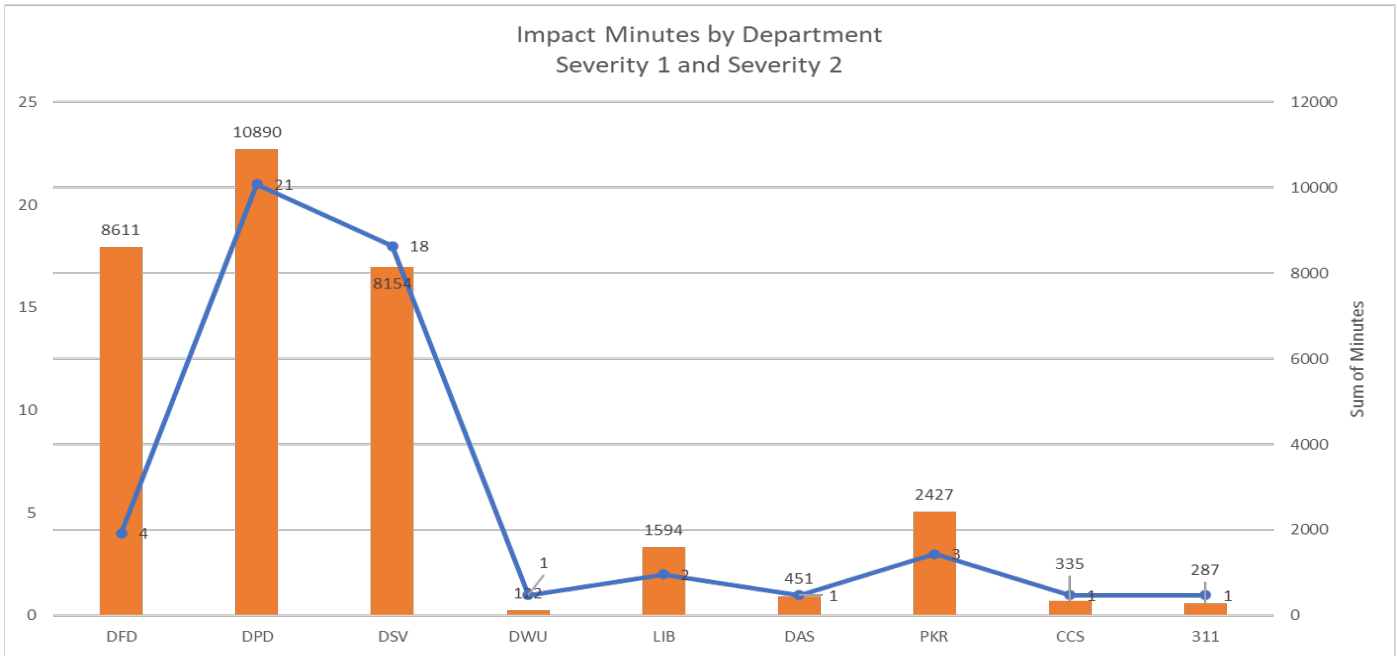
NOTES:

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. Our analysis reveals that there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated resolution timeframes. ITS is working with IT service delivery managers to improve documented processes to ensure timely updates to ServiceNow in order to accurately reflect the actions for the incident and to provide a more representative experience. As is demonstrated by the reduction in MTTR over the past several months, our efforts in this area are having positive results.

Severity 1 and 2 by Issue Category
Impact in total minutes
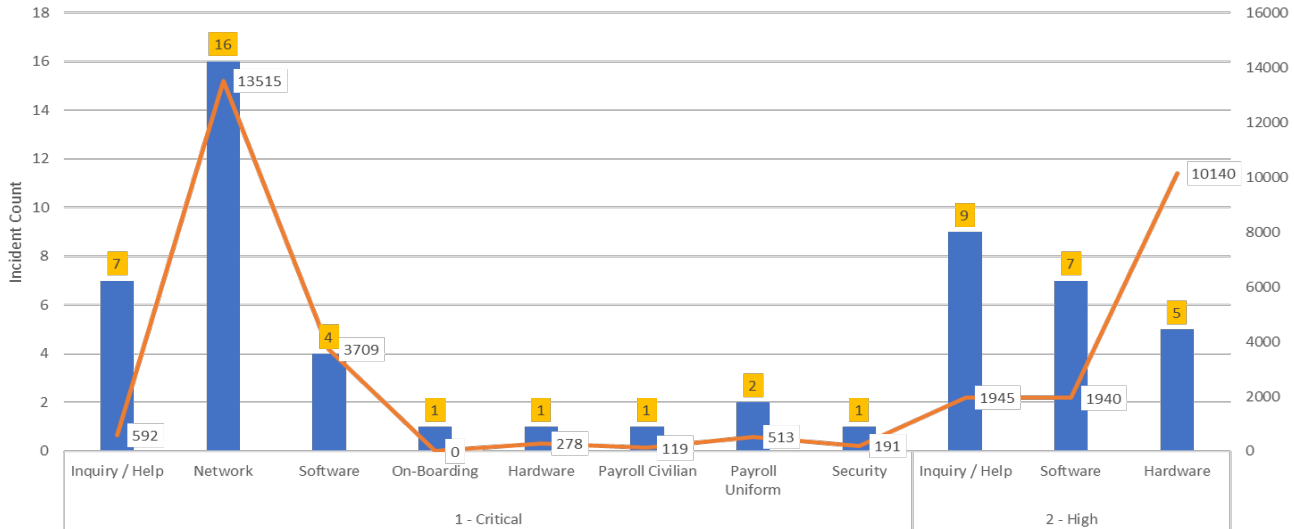
NOTES:

1. This chart provides the distribution of incidents and impact minutes over specific services and delineated by Critical and High severity.

Monthly MTTR
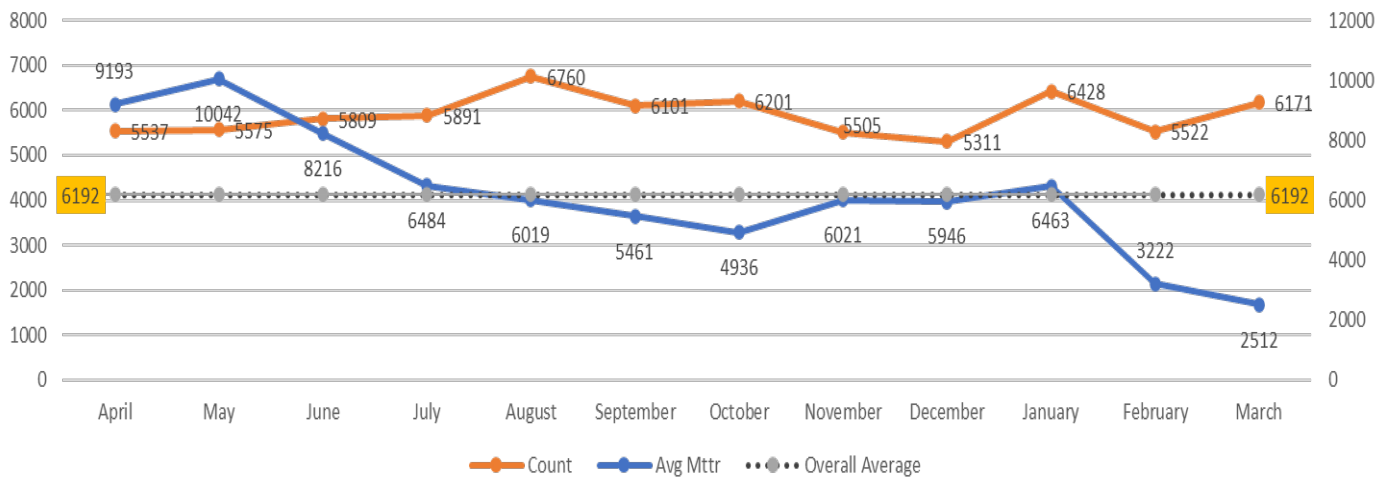
NOTES

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 March 2023, the MTTR continued downwards averaging just over 2500 minutes, on a count similar to October of 2022 where the MTTR was in the 5000-minute range.
3. Diligence by the technicians to document and resolve tickets in a timely manner is the primary driver of the reduction in MTTR.

*Open incidents may impact March MTTR in April report

3. Monthly Major Outage Report

Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Network | Outage 3015 Chapel Oaks Dr.	DFD	Network	Outage	ITS Network Connectivity	114.0
2 - High	Scan to One Drive | Users receiving Auth Error. Please contact administrator	DPD	Hardware	Network Printer	ITS Police Desktop	64.3
1 - Critical	APDPDGISMAP02 SQL server down - Restore from backup needed for 3 drives needed I 1500 MARILLA	DSV	Software	Data Recovery/Tra	ITS Backup Team	58.7
2 - High	Network| Unable to access (H:) Drive: 725 S Jim Miller	DPD	Hardware	Hard Drive	ITS Server Team	50.1
1 - Critical	Network| Outage Parks and Recreation's Senior division	PKR	Network	Outage	ITS Network Engineers	35.1
2 - High	Network| FLAPPING on Synergy Frames (multiple network ports VSF301/302)	DSV	Hardware	Server	ITS Server Team	28.8
1 - Critical	Network \ telecom outage: Fire Station 38	DFD	Network	Outage	ITS Network Engineers	24.3
2 - High	VDI| Library VDI's cannot reach assigned desktop | Multiple Libraries	LIB	Hardware	Workstation/Compu	ITS Server Team	23.4
2 - High	Unable to get to the shares on FSEDS00	DSV	Inquiry / Help	Policy/Procedure	ITS Server Team	10.7
1 - Critical	NETWORK | Invalid Certificate Error|	DSV	Network	Outage	ITS Security Firewall Services	9.8
1 - Critical	Phone Support| All phones are down: 725 N JIM MILLER ROAD	DPD	Network	Outage	ITS Network Engineers	9.6
2 - High	PC Support | DPD homepage is not fully loading and times out | Jack Evans Internal Affairs	DPD	Software	Troubleshooting	ITS Web Team	9.1
2 - High	Server|VMWare server error	DSV	Inquiry / Help	Escalation/Status	ITS Server Team	8.5
2 - High	Server/Application | L3 Server Application down - 1400 S Lamar	DPD	Software	Troubleshooting	ITS Server Team	8.2
2 - High	Chameleon: Not responding: City Wide	DAS	Software	Troubleshooting	ITS Animal Shelter Applications	7.5
1 - Critical	Network| Network Outage	DPD	Network	Outage	ITS Server Team	5.8
1 - Critical	Network| Network Outage 2719 Municiple St	CCS	Network	Outage	ITS Network Engineers	5.6
1 - Critical	Application | Salesforce is not allowing any of the agents to submit service requests.	311	Inquiry / Help	Escalation/Status	ITS Salesforce Apps	4.8
2 - High	PC Support | unable to connect to Vmware |	DSV	Inquiry / Help	Escalation/Status	ITS Server Team	4.7
1 - Critical	Server| Central L3 Server Application is down| 1400 Botham Jean Blvd	DPD	Hardware	Server	ITS DPD Applications	4.6

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

3. March saw a decrease in both average time to repair and total outage time for Major Incidents compared to February. March average MTTR of 24.4 hours compared to February of 46.7 hours. March total outage 487 hours compared to February which had 747 hours

4. March saw 20 Major incidents, 10 critical and 10 high, an increase of 4 over February of 16, 4 critical and 12 high.

B. Service Requests (including new employee onboarding)

1. New Hire Report

New Hire Requests by Department
March Total New Hires Requests 150
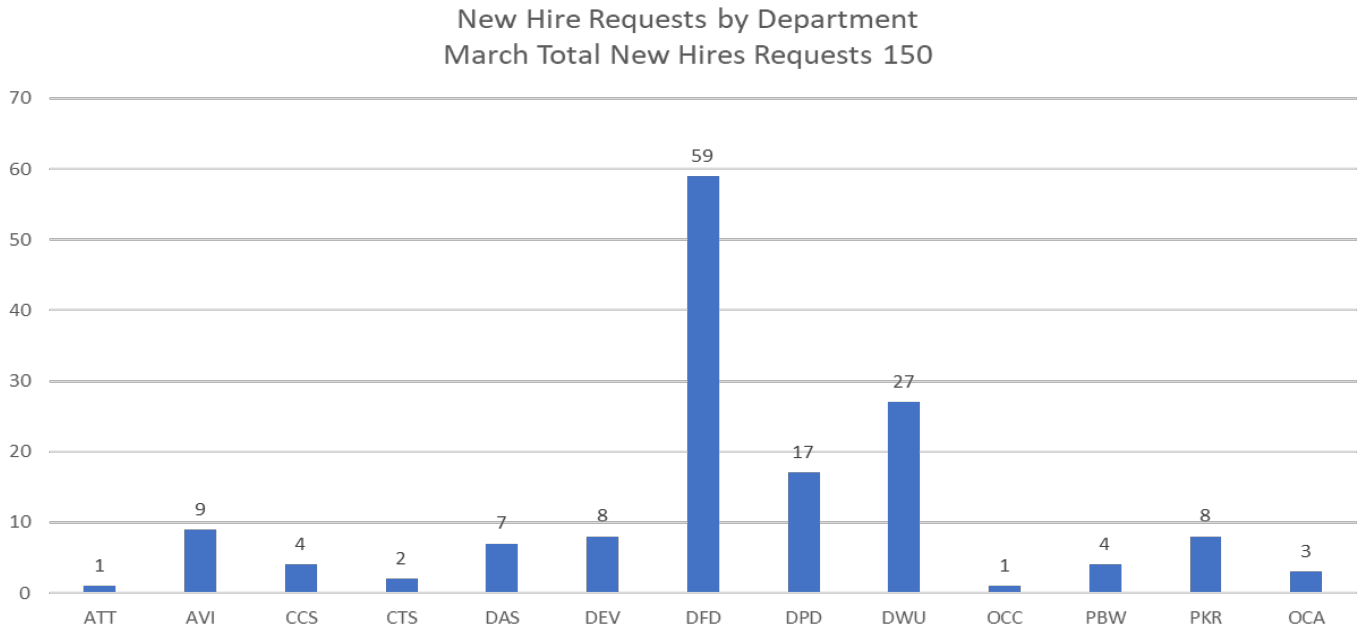
Notes

1. In the month of March, a total of 150 requests were opened for new employees.
2. DFD, DPD, and DWUW being the top 3 hiring departments. DWU has had 6 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")*

Top 15 Requested Items
March 2023
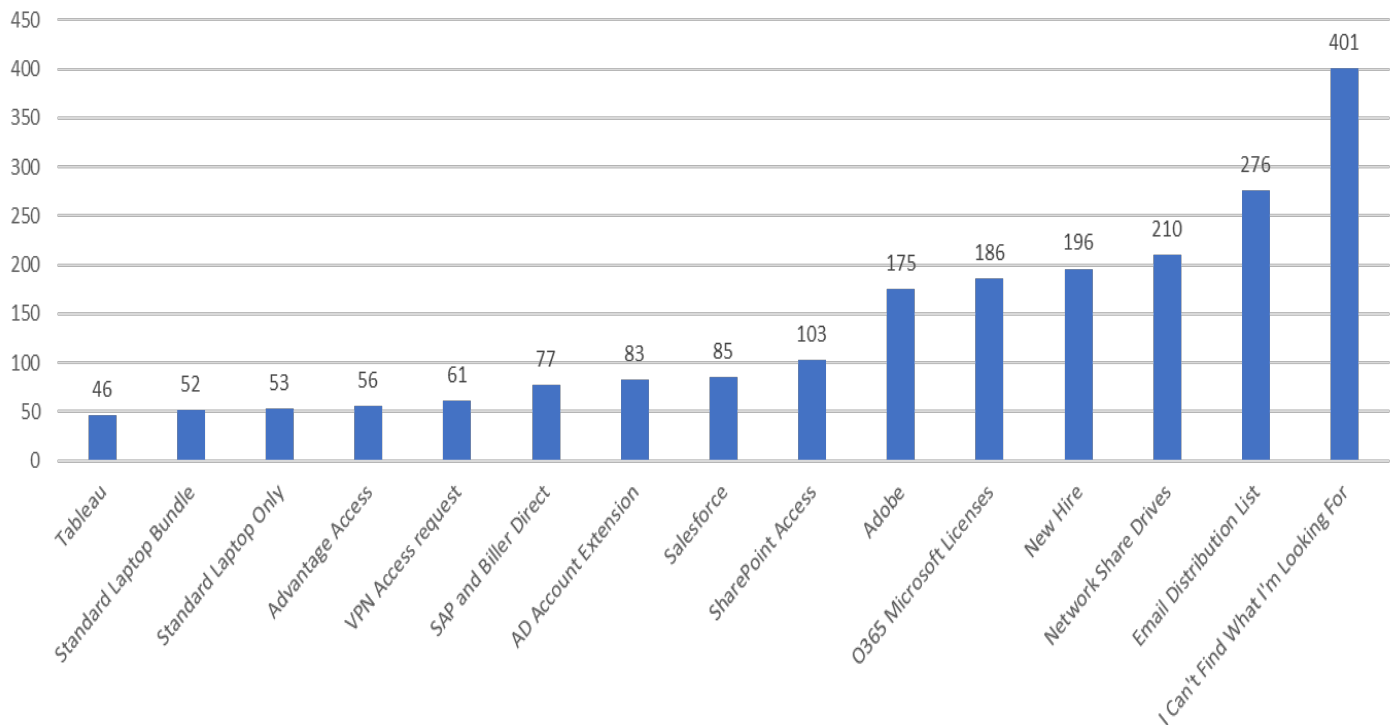
Note

1. March Service Request actions totaled 2471 an increase of ~550 over February which totaled 1929. This report depicts the top 15 Request by type that were selected.
2. "I Can't Find What I'm Looking For" is a category used when a service catalog item does not exist for what the user is asking.

Request Action by Month

Month	Blue (lower)	Orange (upper)
April	1249	1692
May	1398	1650
June	1696	2145
July	1345	1763
August	1491	2173
September	1372	1876
October	1298	1766
November	1103	1533
December	1167	1717
January	962	1307
February	1394	1929
March	1724	2471
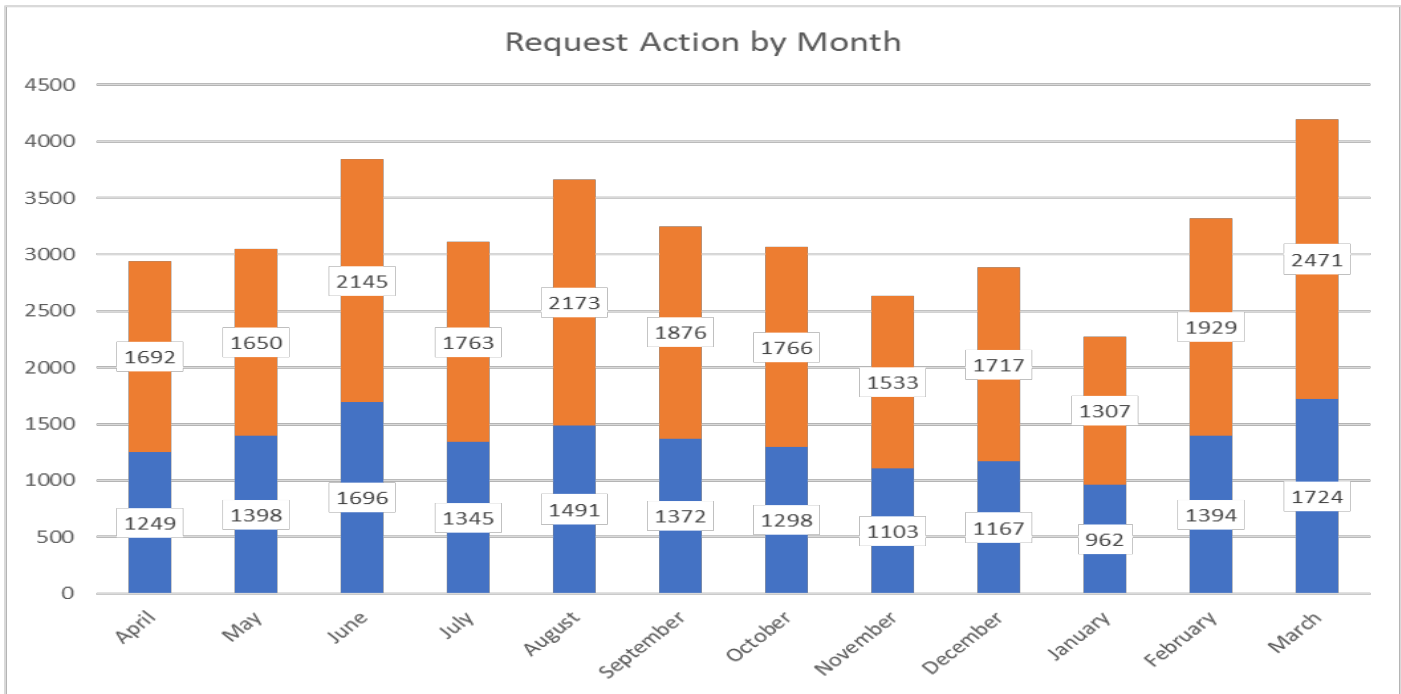
Note

1. This chart illustrates that 1724 Request Tickets, generated 2471 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.   Unless otherwise indicated, information in this section is effective through 2/28/2023.

A. Contract/Procurement Management

Upcoming Contracts Requiring Council Approval

Items Approved on the April 12, 2023 Agenda:

22nd Century Technologies, Inc.
- 5-year agreement
- Contract amount $12,583,720
- Installation of a network of secondary circuits at City Hall and crucial City sites to enable the City to continue operating in the event primary circuits become inoperable as a result of a disaster or other business disruption.

Netsync Network Solutions – purchase of hardware, installation and deployment of a backup and recovery solution
- 5-year agreement
- Contract amount $2,173,000
- System to back up data across the City's on-premise servers, cloud environment, and in Microsoft O365.

Upcoming Council Agenda Items:

April 26 Agenda Item:

Carahsoft Technology – upgrade the existing financial system to the latest release of CGI Advantage Cloud Advantage Financial System

- 5-Year agreement
- Contract Amount - $11,823,168
- Re-engineer the City's highest priority business processes using Human Centered Design methodology
- Configure the upgraded CGI Advantage applications to align to the City's business processes
- Convert the City's highest priority reports to new dashboards, scorecards and ad hoc reports
- Identify two (2) high-value business processes for automation using Robotic Process Automation (RPA)
- Develop and execute end user training on new features and user interface for over 600 users prior to go-live

New Solicitation

Fire Station Alerting System (BCZ23-00021813) – system to replace Locution

- Advertised and posted in Bonfire on March 30
- Site visits will be conducted the week of April 24
- Proposals are due on May 26

B. Budget Performance & Execution

Fund 0191-9-1-1 System Operations as of February 2023

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	214,147	603,763	(40,035)
Pension	91,413	91,413	30,734	85,760	(5,653)
Health Benefits	54,481	54,481	15,122	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	9,174	14,906	644
Total Personnel Services	**805,612**	**805,612**	**270,835**	**760,568**	**(45,044)**
Supplies	201,465	201,465	26,369	201,465	-
Contractual Services	13,205,665	13,205,665	5,637,484	13,063,868	(141,797)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**14,212,742**	**14,212,742**	**5,934,688**	**14,025,901**	**(186,841)**

Fund 0197 - Communication Services (Radio Network) as of February 2023

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	673,852	1,831,514	(163,963)
Overtime Pay	51,320	51,320	85,438	105,491	54,171
Pension	282,080	282,080	108,398	268,869	(13,211)
Health Benefits	234,423	234,423	60,178	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	27,518	47,805	13,986
Total Personnel Services	**2,604,316**	**2,604,316**	**962,581**	**2,495,299**	**(109,017)**
Supplies	1,156,482	1,156,482	339,608	725,512	(430,970)
Contractual Services	13,106,759	13,106,759	3,880,261	13,646,647	539,888
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**16,867,557**	**16,867,557**	**5,182,450**	**16,867,457**	**(100)**

Budget Performance & Execution (continued)

Fund 0198 – Data Services as of February 2023

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	6,106,799	17,909,280	(2,243,414)
Overtime Pay	41,612	41,612	8,697	41,612	(0)
Pension	2,858,569	2,858,569	868,643	2,572,297	(286,272)
Health Benefits	1,609,376	1,609,376	363,794	1,609,376	-
Worker's Compensation	49,182	49,182	49,182	49,182	-
Other Personnel Services	1,036,948	1,036,948	220,385	1,069,320	32,372
Total Personnel Services	**25,748,381**	**25,748,381**	**7,617,500**	**23,251,067**	**(2,497,314)**
Supplies	759,552	759,552	1,931,054	1,828,273	1,068,721
Contractual Services	83,683,424	83,683,424	50,092,065	84,885,707	1,202,283
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**110,191,357**	**110,191,357**	**59,640,620**	**109,965,047**	**(226,310)**
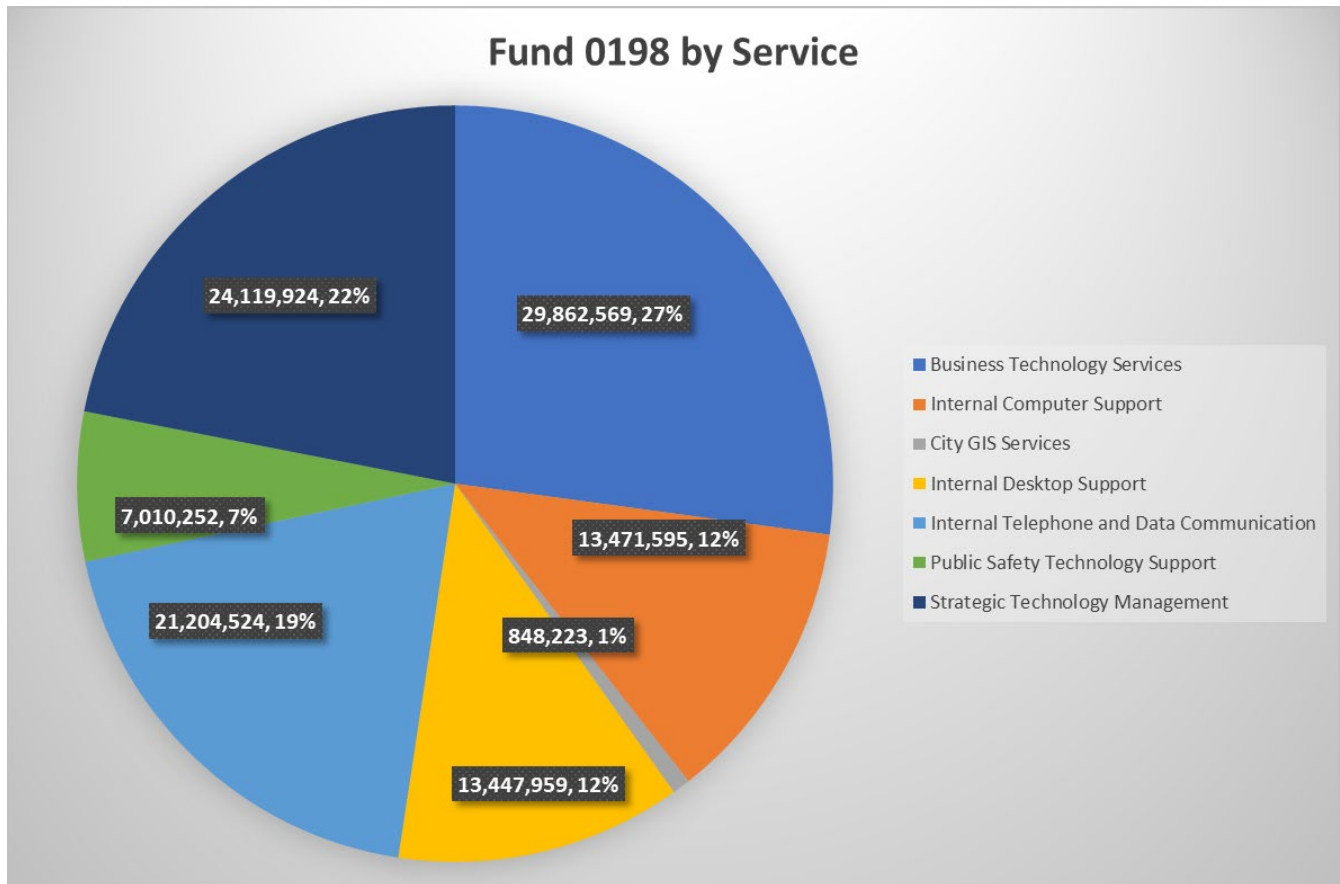
C. ITS Staffing & Hiring Report

1. *ITS Funded Staffing Levels*

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
Fund 0191 - 9-1-1 Technology Support	7.0	7.0	7.0	7.0	7.0
Fund 0197 - Radio Communications	28.0	28.0	30.0	30.0	30.0
Fund 0198 - Data Services	204.0	190.0	204.0	223.0	223.0
Total	239.0	225.0	241.0	260.0	260.0

2. *Vacancies and Hiring Activities*

- As of March 31, 2023, ITS had 62 vacancies out of the available 260 positions.
- As of March 31, 2023, of the 62 vacancies the disposition was:
  - 14 are in draft posting
  - 4 are undergoing reclassification to re-align within the ITS department
  - 18 are awaiting posting
  - 3 are actively posted
  - 23 were previously posted
    - 4 are under review
    - 22 are at the interview stage
    - 2 are completing a second round of interviews
    - 3 have pending offers with candidates
- During March ITS completed 2 promotion actions and onboarded 1 new employee

Section 4: Cybersecurity Programs

A. Current Cyber-threat Landscape

January 2023 threat's landscape has begun with an exhaustive list of cyber-attacks, ransomware attacks, and data breaches. Multiple high-profile organizations, including healthcare providers, educational institutions and government bodies, have reportedly become targets of cyber-attacks. IT governance reported 104 publicly disclosed cyber exposing 277 million records in January. T-Mobile, University of Miami, Tucson Unified School District, and Des Moines School District, all were victims of ransomware. More recently Cities of Oakland and Modesto also fell victim to ransomware, causing a state of emergency, closing city hall, and disrupting services to their residents.

Local governments continue to be targeted by phishing attacks, which typically involve an email or other message that appears to be from a legitimate source using a clickable link to deliver malware and ransomware to spread within the organization.

The City of Dallas's cyber-fusion center reports roughly 750,000 observable threats for the Month of January. Ransomware attacks are followed by or in combination with supply chain attacks and State sponsored attacks. Supply chain attacks come from using compromised third-party software as an opening into government system. In addition, State-sponsored cyber-attacks continued to be a focus, from China, Russia, and Iran. In 2023, cybercrime activity is expected to pass 8 trillion in cost to organization.

The following shows the top threats present in March 2023 by country:

Top Threats 3/2023 by Country

China 41%
US 35%
Russia 6%
India 11%
Germany 7%

US Russia India Germany China
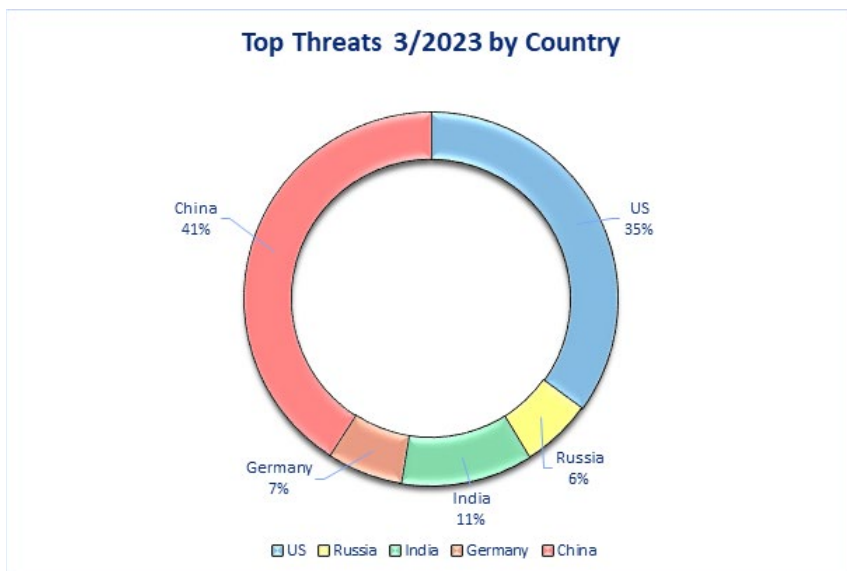
B. Awareness Training

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. FY 2022-23 started has started with City employees notified of their mandatory security awareness training requirement and instructions for completion.

NOTE: employees with less than 25% of job functions involving technology are not required to complete the annual cybersecurity training.

The following shows the status of mandatory security awareness training for City employees as of March 31, 2023:

FY 2022-23 Annual Security Awareness Training

Modules Not started
26%

Modules In Progress
1%

Modules Completed
73%

■ Modules Completed   ▣ Modules In Progress   ▢ Modules Not started
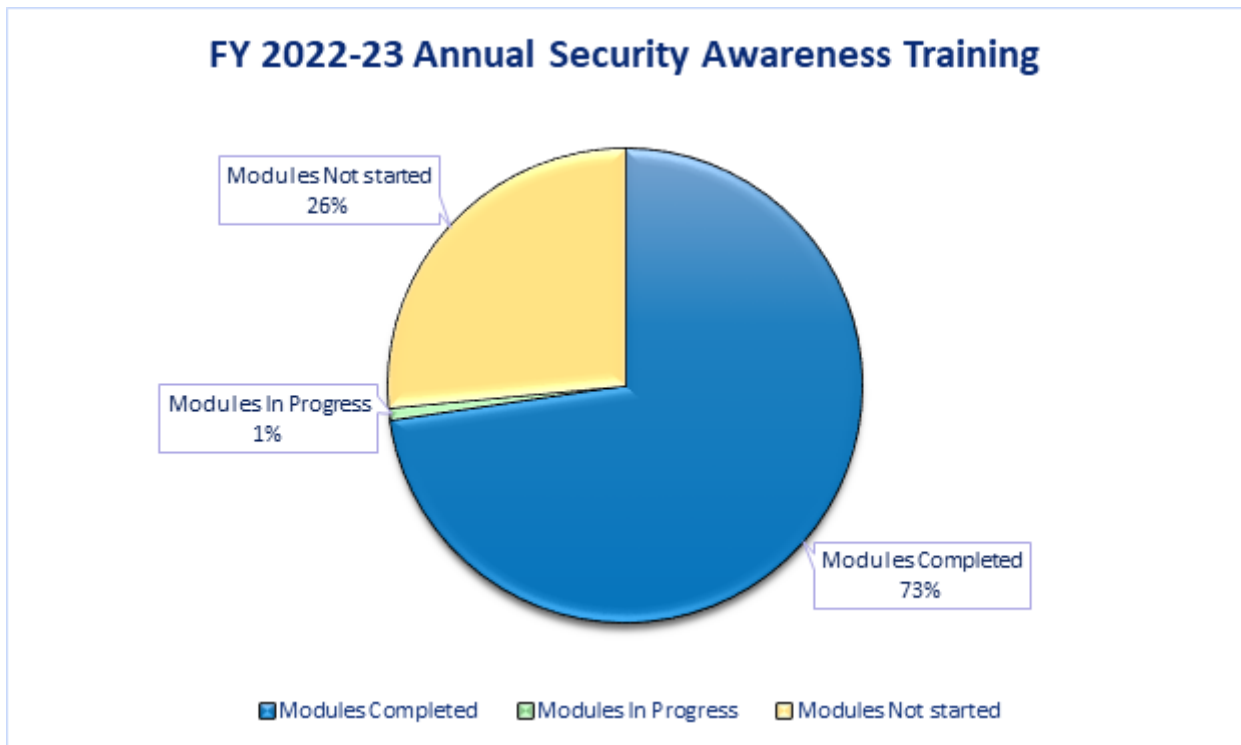
Additionally, ITS continuously applies best practices for managing employee cyber-risk from phishing attempts and their ability to recognize and appropriately handle phishing incidents. Campaigns designed around real-world scenarios, typically taken from recent events, are sent out to the employee population to test their ability to distinguish and appropriately act upon the potential threat. This provides feedback to the employees as well has increased the actual amount of true phishing reported. To facilitate reporting, a "Report phishing" button was added to user's Outlook interface, which has increased both the numbers of test phish and actual phishing emails.

The first graph shows phishing test activities for City employees, while the second shows phishing reporting activity for simulated and unsimulated events as of March 31, 2023:

All Phishing Activity

11%
9%
80%

☐ Deleted ☐ Failed ☐ Reported

Phishing Alert Report Comparison - Last 30 Days

— Simulated   — Non Simulated
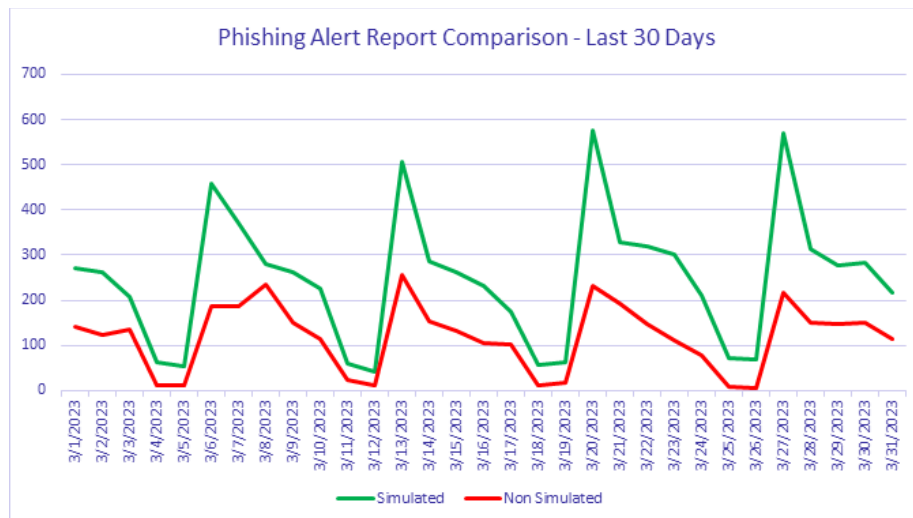
C. Situational Awareness

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

NIST Cybersecurity Framework Functions	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
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

D. 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 charts provide March 2023 metrics on endpoint attacks, malware attacks, and blocked webpage requests representing threats.

Endpoint Malware Remediated 3/2023

Amount of Malware attacks on Endpoint 3/2023

Webpage Requests 3/2023

Total number of Page Requests	182,212,791
Allowed Pages	154,159,309
Total Security Blocked	28,000,000
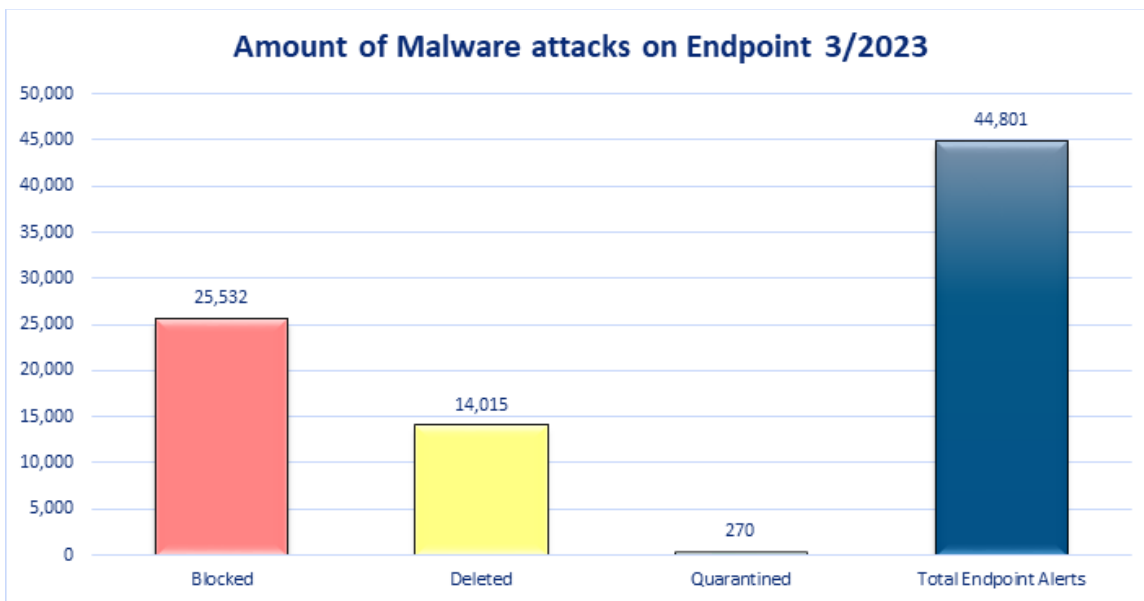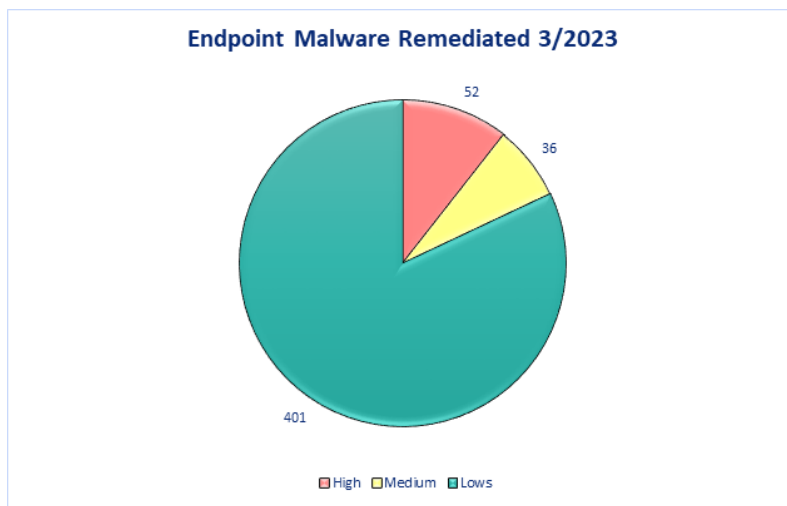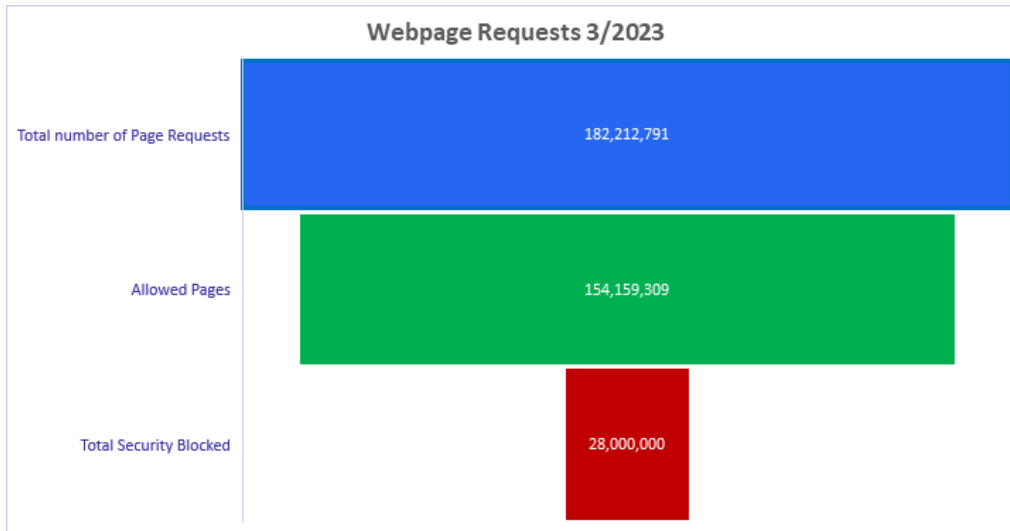
2. Email Screening

The City of Dallas receives and sends millions of emails each month. Phishing is an attack vector utilized by bad actors (in the form of social engineering) as a means to gain internal access to an organization's network. A successful email-based phishing attack can then be used to place malware, ransomware, and other malicious software onto a user's device providing access to the City's network and posing a risk to City services or data. Along with security awareness training and simulated phishing campaigns, a key tool is screening email traffic and blocking known phishing attacks. Below provides a picture of mail messages processed and remediated prior to being received by a City user.

City of Dallas Mail Processed 3/2023

	Total Attempted Incoming Mail	Clean Incoming Messages	Threat Messages	SPAM mail	Total Outgoing mail	Blocked Outgoing
Quantity	6,922,680	3,597,330	1,856,628	1,468,722	43,834	1,049
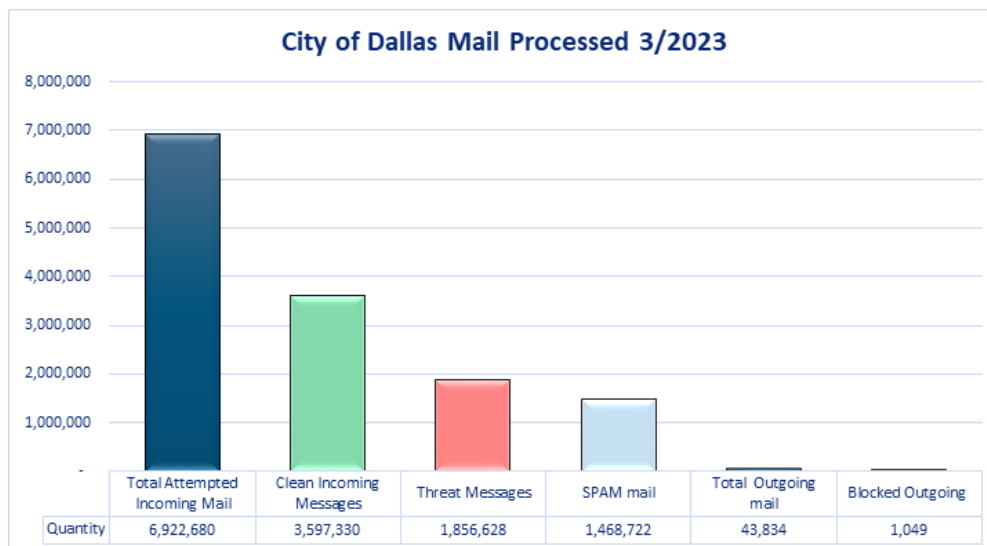
Section 5: IT Infrastructure

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. Resiliency - Disaster Recovery and Business Continuity

Resilience is essential in the City's IT environment because it ensures that the system can continue to function effectively and efficiently even when unexpected events occur. This can include things like hardware or software failures, power outages, natural disasters, and cyber-attacks. Lack of resiliency impacts Local government to prolonged outages, data loss, and security breaches. These can be costly in terms of services to residents, loss of public trust, and regulatory penalties.

Resiliency can be achieved through a combination of redundancy, fault tolerance, disaster recovery planning, and proactive monitoring and maintenance. By designing and implementing resilient IT systems, the City can minimize the impact of disruptions and maintain business continuity, ensuring that critical applications and services remain available. ITS has begun evaluating on opportunities to design the City's IT environment to improve resilience.

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.

City of Dallas System Backups completed 3/2023

Backups Stopped for Maintanence	655
Failed	78
Completed	41,770
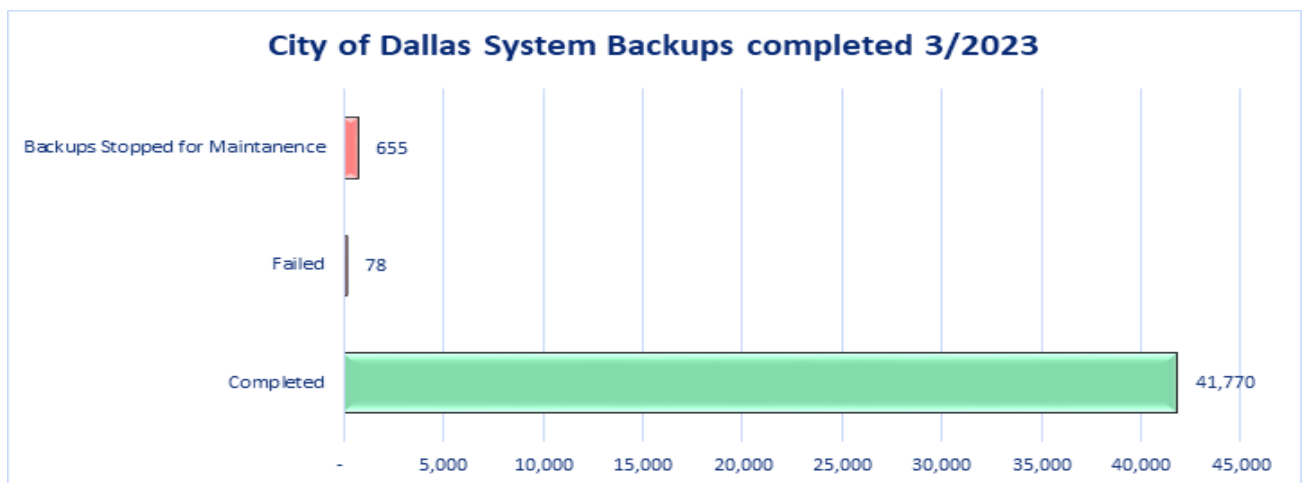
B. Technical Debt

Technical debt can be defined as *the accumulation of design or implementation compromises made during the development of software, applications, or systems*. As well, many organizations incur technical debt by not upgrading and/or maintaining their technology infrastructure in a timely manner to ensure the delivery of better/best-in-class technology services to their customers. Similar to how financial debt accrues interest over time, technical debt also accumulates and incurs a cost in the form of increased maintenance and development time, reduced quality, and decreased productivity.

Generally, technical debt is categorized by three types:

- **Intentional tech debt:** This is created deliberately by an organization in an effort to get technical capability into production more quickly. This form of tech debt involves a premeditated choice where an organization knowingly accepts some level of instability, insecurity, poor performance, user dissatisfaction or some other type of problem in exchange for launching the product sooner. This form of tech debt introduces risk, but represents a known risk that can be documented, tracked, and remedied over time.
- **Unintentional tech debt:** This form of tech debt arises from sloppiness, unexpected complexity, or a lack of technical expertise in designing and implementing software systems. This type of tech debt may be documented, but usually it is not because it often remains unknown until an event occurs revealing the issues or errors. Unintentional tech debt can still be remediated, but the development process will need to be adjusted accordingly, impacting the function and value of software.
- **Environmental tech debt:** This category of tech debt occurs over time and without effort. A system may be developed well, implemented well, and perform well at the time of implementation, but if not managed over time, environmental technical debt is likely to accrue because the environment in which it operates is in flux and changing. The technology will change, the needs of its users will change, and the capabilities of the devices on which it operates will change rendering a system that was originally well-designed unhealthy over time.

The City of Dallas has each of these types of technical debt present in its technology environment. In many instances there is a combination of multiple types of tech debt present for a given system or service operated in the City.

A strategic element of the City's IT Infrastructure improvement direction, a proactive approach is being taken that identifies, tracks, and will communicate the potential risks and costs associated with technical debt to City departments. The City's technical debt has accumulated over time, reducing the IT effectiveness for services. Any plan must involve setting aside time and resources, specifically to address the deficit, or "pay down debt".

ITS has commenced framing a roadmap that provides guidance to technical debt remediation by outlining a clear and comprehensive plan for addressing technical debt over time. The plan shall outline and review changes in the system landscape and the City's strategic priorities. The plan shall track progress toward milestones and adjust the roadmap as needed to ensure that technical debt is not only reduced, but continuously managed.

The charts below represent the current assessment of ITS infrastructure systems and applications to be impacted over the next 5 years as technical debt to the City of Dallas.

IT Infrastrucutural Debt

Critical 13%
High 13%
Moderate 35%
Low 39%

☐Critical ☐High ☐Moderate ☐Low
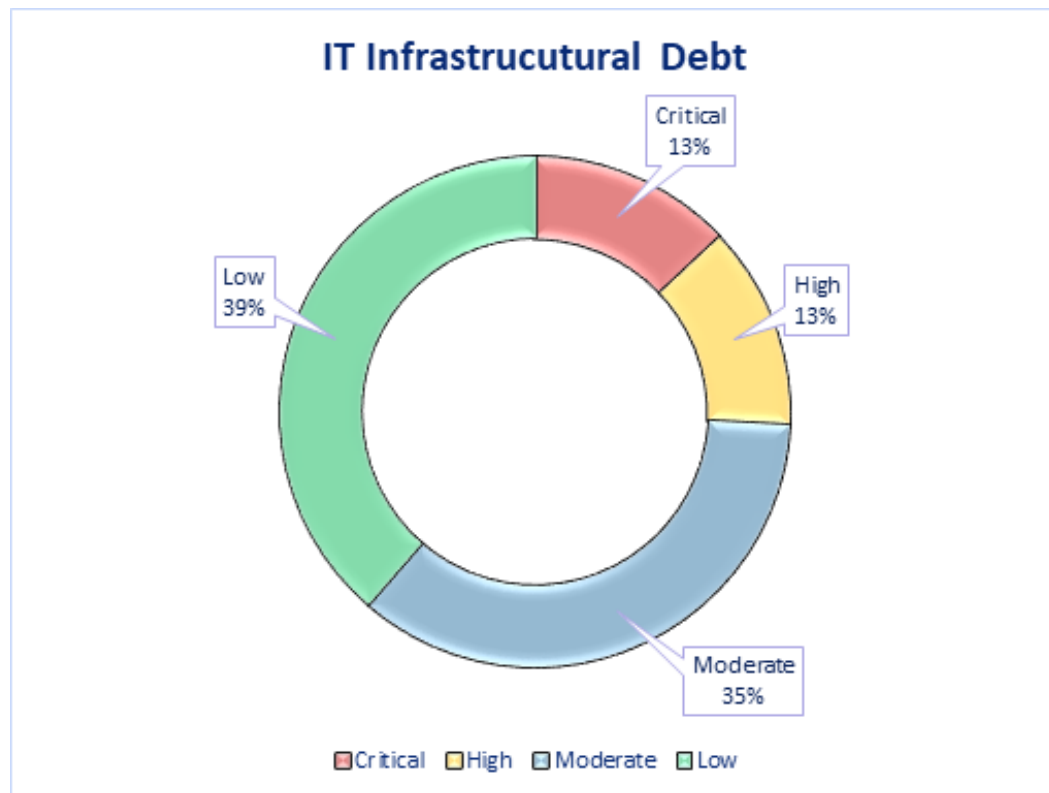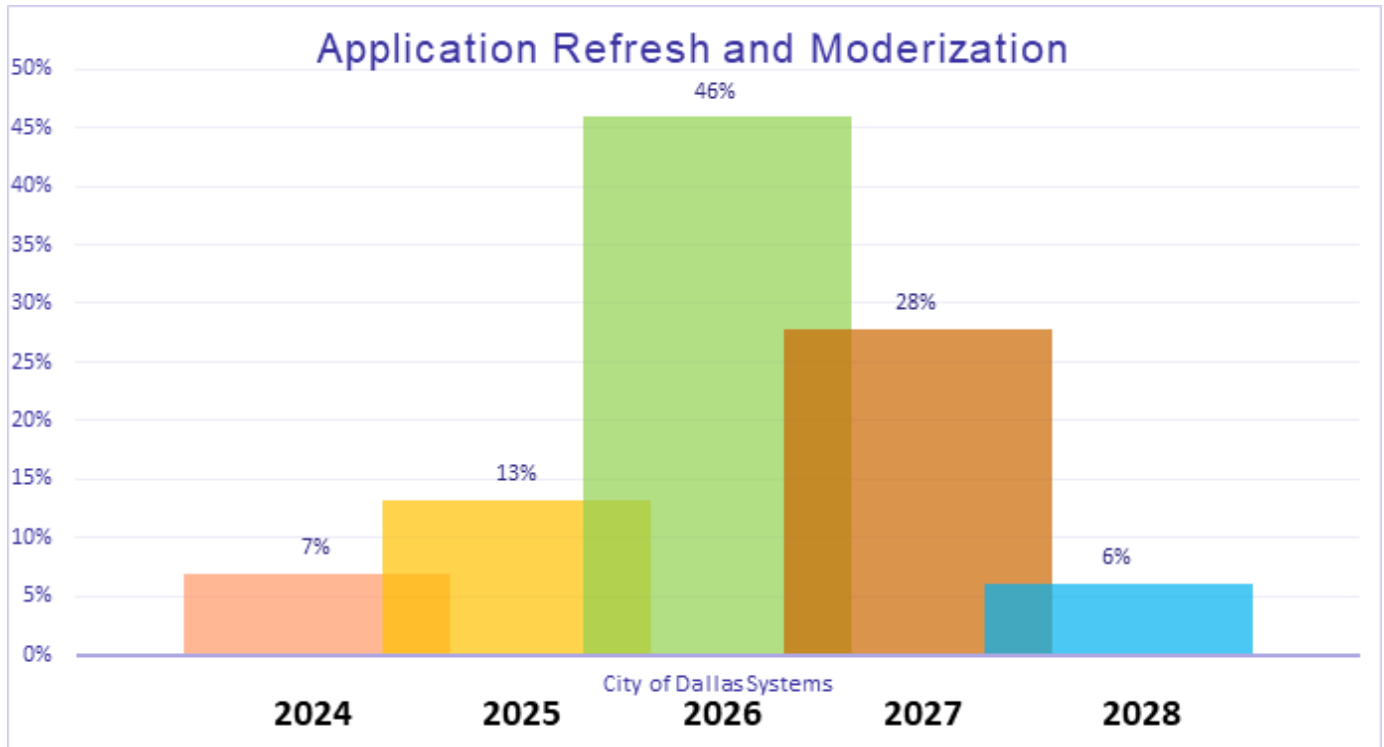
The above chart represents a high-level assessment of the relative status of the City's 800+ systems/applications and when, based upon the age, contract status, version of software, and several other characteristics or factors those applications will require attention to avoid accumulating technical debt. In other words, the "currency" of those systems will degrade to the point that additional risk will be presented unless actions are taken to address whichever characteristic if falling out of currency. In many instances, this is as simple as a contract renewal or upgrading the version of software. In other instances, it may require a major refresh or upgrade to the application.

Note: While this chart represents percentages of the total inventory of 800+ applications in use by the City, it is purely a volume percentage and does not represent the proportion of cost, complexity, or risk present in the application portfolio.

Due to the significant cost and time needed to solve the technical debt issues in the City, as well as the need to minimize disruption to City technology services, a seven-year roadmap for technical debt has been designed that would plan for gradually reducing and eliminating the accumulated technical debt of the organization's software systems and infrastructure.

The following chart provides a high-level view of the proportion of technical debt present in an environment and how a technical debt remediation plan and ongoing monitoring can serve to reduce the amount of technical debt and maintain it at healthy level into the future.

Healthy IT Infrastructure & Operations

Amount of Technical Debt

Legend:
- ☐ Network Bandwidth
- ☐ Internal Infrastructure
- ☐ Applications
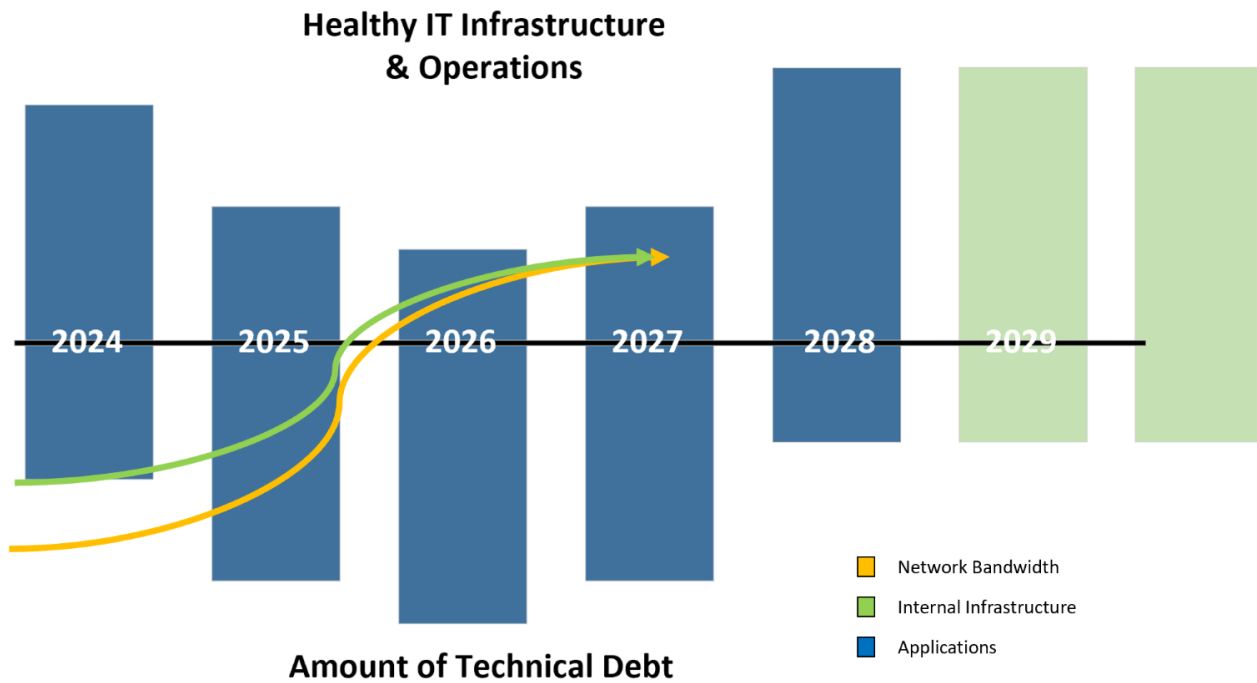
In conducting initial assessments of the City's application portfolio and working with Gartner Research in performing application health reviews, ITS has formulated a preliminary estimate of costs associated with remediating the current technical debt present in our environment and for maintaining applications into the future.

Preliminary Estimated Costs of Technical Debt Remediation, based upon industry standards:

	2024	2025	2026	2027	2028	2029-
Infrastructure Cost	$12,000,000	$7,200,000	$26,900,000	$14,000,000	$11,000,000	$9,000,000
Application Cost	$23,115,000	$53,000,000	$30,000,000	$20,000,000	$15,000,000	$15,000,000
Approved Projects	5	4	0	0	0	0
Allocated Budget	$16,500,000	$29,000,000				

As of 3/31/23

The following represents an initial, draft 7-year framework for remediating the technical debt within the City's environment associated with software applications and infrastructure. Those activities listed under the current year are underway and ongoing. ITS will continue to provide updates to the Council as the framework is built out.

Current:
I. Identify and inventory all current technical debt into the risk management database.
II. Identify applications and systems processes which must be modified to prevent new technical debt from occurring wherever possible.
III. Obtain business-side leadership buy-in that certain technology projects may be elongated to ensure new technical debt is minimized.
IV. Establish Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) for the Technical Debt Remediation Program.

Year 1:
I. Prioritize technical debt: Prioritize technical debt items based on their severity, risk, and impact on City Services.
II. Allocate resources: Allocate resources, including people, time, and budget, to address technical debt.
III. Address Critical priority technical debt items: Start by addressing the highest priority technical debt items, such as critical security vulnerabilities, performance bottlenecks, and outdated technology.
IV. Begin to upgrade infrastructure: Upgrade infrastructure, such as servers, databases, and networking, to improve performance and reliability.

Year 2:
I. Continue addressing high-priority technical debt items: Address the remaining high-priority technical debt items that were identified in the first year.
II. Continue to address infrastructure: Upgrade infrastructure, such as servers, databases, and networking, to improve performance and reliability.
III. Improve documentation: Improve documentation to make it easier to maintain and update the system.

Year 3:
I. Begin to address medium-priority technical debt items: Address medium-priority technical debt items that were identified in the first year.
II. Implement DevOps practices: Implement DevOps practices, such as automated testing, continuous delivery, and continuous monitoring.

III.Enhance user experience: Address technical debt items that impact user experience, such as slow page load times, broken links, and inconsistent design.

Year 4:
   I.Continue to address medium-priority technical debt items: Address medium-priority technical debt items from year 3.
   II.Begin to address low-priority technical debt items: Address low-priority technical debt items that were identified in the first year.
   III.Upgrade third-party components: Upgrade third-party components, such as libraries, frameworks, and plugins, to stay current and continue to reduce the risk of security vulnerabilities.

Year 5:
   I.Monitor technical debt: Monitor technical debt on an ongoing basis to prevent it from accumulating again.
   II.Conduct periodic reviews: Conduct periodic reviews to ensure that the system remains free of technical debt and uses the latest technologies and best practices.
   III.Develop a long-term technical debt management plan: Develop a plan to manage technical debt over the long term, including strategies for prevention, mitigation, and monitoring.

Year 6-7:
   I.Address any new technical debt that has arisen: Continue to monitor and address new technical debt that arises.
   II.Implement automation: Implement automation for testing, deployment, and monitoring to improve efficiency and reduce errors.
   III.Continuously monitor and address technical debt: Continue to monitor technical debt on an ongoing basis and address any new issues that arise.
   IV.Improve security practices: Improve security practices and address security-related technical debt to ensure the system is secure.
   V.Plan for future system upgrades and technology changes: Plan for future upgrades and changes to ensure the system remains up-to-date and free of technical debt.

A 7-year plan provides a comprehensive approach to addressing technical debt over a longer period of time. The plan shall tailor specific needs and priorities of the City of Dallas, but a strategic direction for managing technical debt over the long term.

C. Audit

Currently the ITS department is working through several audits that impact technology services. Below representative if the Audit remediation efforts and stages.
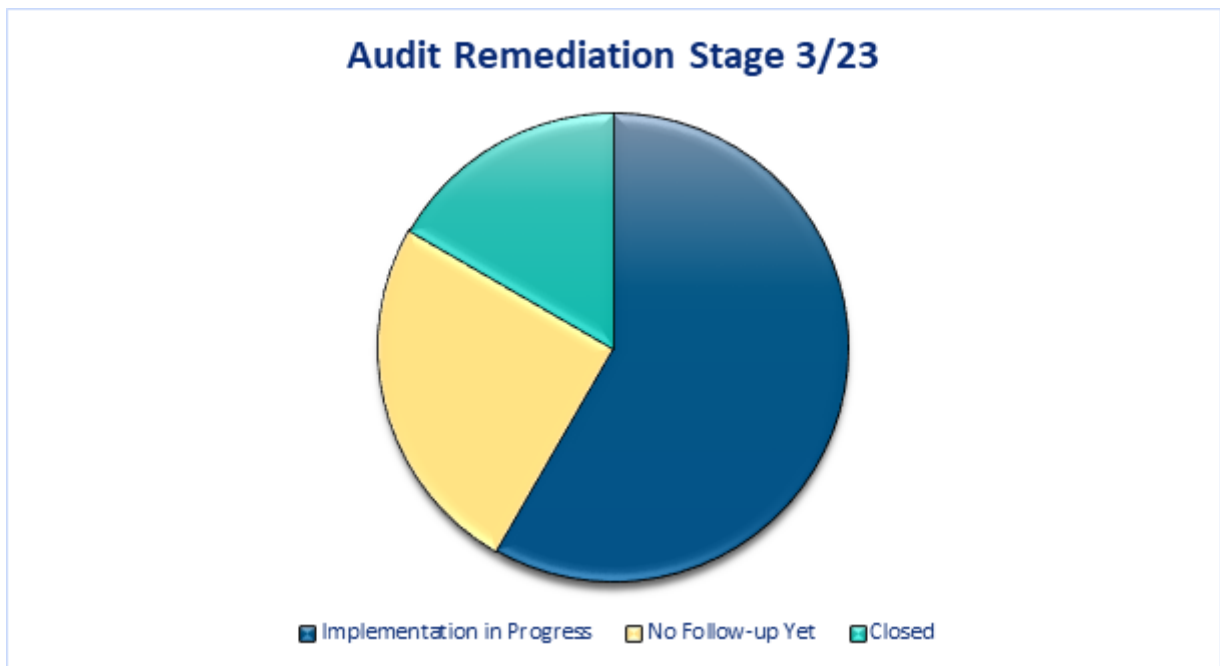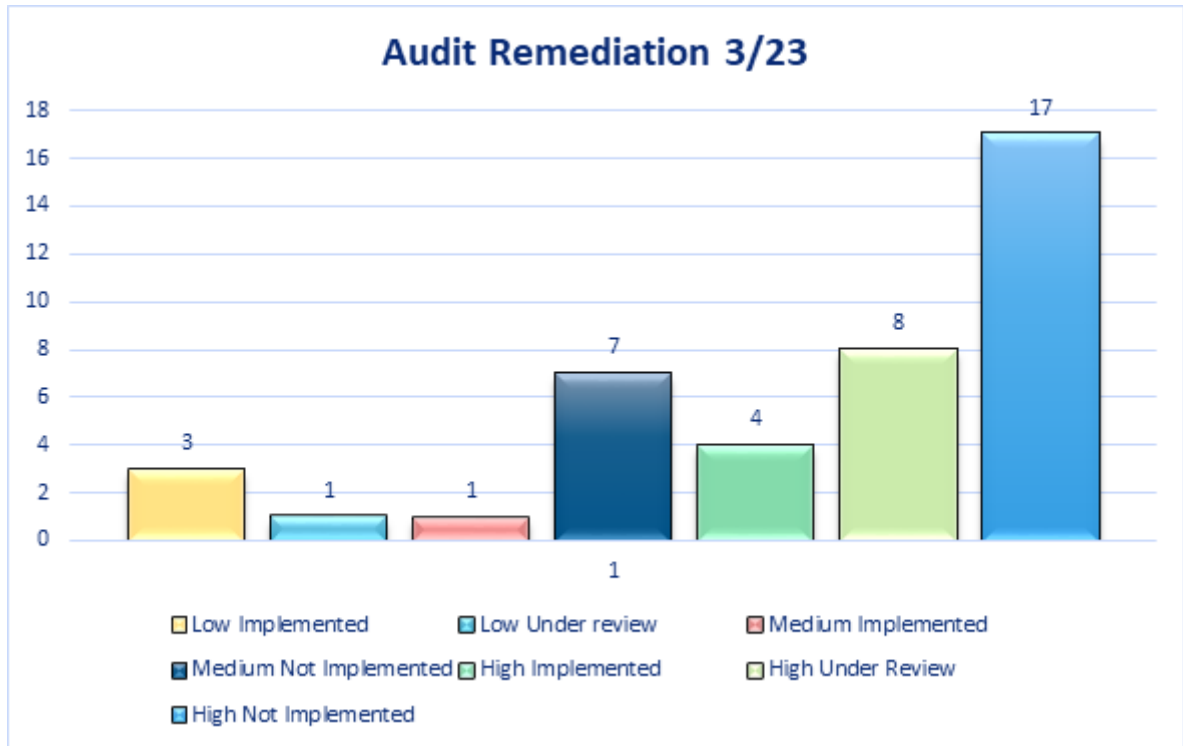
File #: 23-1035

Item #: H.

BMS Process Improvement Update
[Budget and Management Services]

Memorandum

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 **Process Improvement Team – Update on Projects**

During last month's Government Performance and Financial Management (GPFM) Committee meeting, Chair Mendelsohn requested an update on the following process improvement projects: (1) new employee hiring and onboarding, (2) contract review and execution, and (3) risk review and certificate of insurance.

Budget and Management Services' (BMS) Process Improvement Team applies the DMAIC approach to process improvement. DMAIC refers to a data-driven quality strategy for improving a process and is an integral part of Six Sigma. DMAIC is an acronym for five interconnected phases:
- Define – Define the problem
- Measure – Quantify the problem
- Analyze – Identify the cause of the problem
- Improve – Solve the root cause, develop structure improvements, and verify improvements
- Control – Maintain the gains and pursue perfection

The Improve phase is often the most challenging phase to implement because it involves eliminating the root cause of the problem and implementing improvements. Implementing improvements require engagement, management buy-in, may result in additional staffing, or implementation of new technology. This phase often extends the project timeline. Each phase of DMAIC is referenced in the updates below.

New Employee Hiring and Onboarding
Project Description (Define): The aim of this two-phase project was to reduce the lead time for recruiting and onboarding new employees from the time of the creation of the job requisition to the start date, thus maximizing throughput and increasing internal customer satisfaction. The process improvement team included staff from Human Resources (HR), Civil Service (CVS), and the Office of Risk Management (ORM). The first phase focused on recruitment (requisition creation through offer) and the second phase focused on onboarding (offer through start date).

Phase One – Recruitment

Measure: The team documented the current recruitment process and established a NeoGov data report to facilitate baselining the current recruitment process. The team also solicited feedback from hiring managers in several departments to understand their biggest roadblocks and hurdles throughout the recruitment process.

Analyze: Using the data and information collected by the team, the following were identified as root causes of delays occurring in the recruitment process:
1. Limitations in the NeoGov software and data.
2. Using two different systems (NeoGov and Workday) that do not communicate with each other.
3. Unclear and incorrect instructions for completing tasks in NeoGov and Workday.
4. Instructions for hiring managers to get them through the entire process were scattered on multiple websites and not kept up to date.
5. Users having trouble knowing what tasks are required and in which order.
6. Delays arising from large increases in the number of requisitions at the start of the fiscal year.

Improve: The team addressed the root causes by implementing short term action items as well as identifying long term solutions as follows:
1. Limitations in the NeoGov software and data.
   a. Short term action: Clarified the NeoGov software instructions provided to users to help reduce the impact of the limitations of the NeoGov software.
   b. Short term action: Created an internal Tableau tool to provide a high-level overview of the hiring process while also recognizing the data reporting limitations, data variations, and data inconsistencies due to the NeoGov platform.
   c. Long term solution: The NeoGov portion of the process will be rolled into Workday to eliminate this root cause. Additionally, once the process is entirely performed within Workday, the Workday data will be used to develop a Tableau tool for more accurately monitoring the process.
2. Using two different systems (NeoGov and Workday) that do not communicate with each other.
   a. Short term action: The instructions for using the two systems were updated and clarified to reduce the likelihood of users making mistakes that delay the process during the NeoGov to Workday handoff.
   b. Long term solution: The NeoGov portion of the process will be rolled into Workday to eliminate this root cause.
3. Unclear and incorrect instructions for completing tasks in NeoGov and Workday.
   a. Short term action: Clarified and corrected the NeoGov and Workday software instructions provided to users.
   b. Long term solution: The NeoGov portion of the process will be rolled into Workday to eliminate this root cause.

4. Instructions for hiring managers to get them through the entire process were scattered on multiple websites and not kept up to date.
    a. Long term solution: The team removed out of date recruitment resources from the dallascityhall.gov website and the city intranet. The team also created a City of Dallas Recruitment Guide SharePoint site that contains all the updated resources and instructions hiring managers need to get through the recruitment process.
5. Users having trouble knowing what tasks are required and in which order.
    a. Short term action: Development of Microsoft Planner tasks that any hiring manager can use to keep track of the actions they must complete to get through the recruitment process.
    b. Long term solution: The NeoGov portion of the process will be rolled into Workday where tasks can be automatically assigned to eliminate this root cause.
6. Delays arising from large increases in the number of requisitions at the start of the fiscal year
    a. Long term solution: HR anticipates the influx of requisitions at the start of the fiscal year and adjusts their workload appropriately to reduce the likelihood of delays from the influx.

In September 2022, HR requested a Customer Survey to be used by the hiring managers (quarterly) and new hires (weekly). This final step was completed in December 2022, and HR will manage the survey going forward.

Control: The team established quarterly reviews to continue to monitor the data and customer survey feedback. Based on the reviews the team will continue to monitor the implementation of the long-term action items, identify additional areas for continued improvement, and communicate with city leadership.

Phase Two – Onboarding
Measure: The team documented the current onboarding process and made the documented steps detailed enough for everyone involved to understand and follow. The team also documented manually recorded data to facilitate baselining the current onboarding process. An internal Tableau tool was created to provide a high-level overview of the onboarding process while also recognizing the data reporting limitations of the manually recorded data.

Analyze: Using the data and information the team collected, the following were identified as root causes of delays occurring in the onboarding process:
1. Using two different systems (NeoGov and Workday) that do not communicate with each other.
2. Delays caused by the background check vendor.
3. Delays caused by the physical and drug screening vendor.

Improve:
1. Using two different systems (NeoGov and Workday) that do not communicate with each other
    a. Short term action: Clarified and corrected the NeoGov and Workday software instructions provided to users.
    b. Long term solution: The NeoGov portion of the process will be rolled into Workday to eliminate this root cause.
2. Delays caused by the background check vendor
    a. A new vendor for background checks has been established.
3. Delays caused by the physical and drug screening vendor
    a. Short term action: ORM is taking the appropriate steps to manage adherence to the contract performance guarantees.

Control: The team established quarterly reviews to continue to monitor the data and customer survey feedback. Based on the reviews the team will continue to monitor the implementation of the long-term action items, identify additional areas for continued improvement, and communicate with city leadership.

<u>Contract Review and Execution</u>

Project Description (Define): Decrease and refine the number of steps in the procurement process to reduce overall processing time, reduce costs associated with delays and improve the quality of customer service. The initial process improvement team included staff from the Office of Budget & Management Services (BMS) and the Office of Procurement Services (OPS).

Measure: Reduce the number of steps in the procurement process.

The remaining stages of this process improvement project are now underway and being managed by OPS Lean Six Sigma team led by a Black Belt.

Analyze: The team identified the following factors contributing to the processing delays: inter-departmental information exchanges, incomplete procurement request documents, inadequate staffing, buyers' management of multiple procurements in different phases with various levels of complexities at the same time, and lack of a software system to manage/track the process. The current process includes 68 steps starting with the procurement request from departments, ending with filing the contract with the City Secretary after City Council contract approval, taking 190 days on average. OPS currently uses Bonfire for uploading solicitation documents, vendor communication and bid/proposal submission, and this system is limited and does not allow tracking of project status outside of the active procurement phase.

Improve: The entire process was mapped and broken down into three (3) stages; Intake (9 steps), Active Solicitation (25 steps), and Post Solicitation (14 steps), now consisting of only 48 steps compared to the previous 68 steps. Each stage will be processed and managed by a dedicated Buying Team of procurement specialists and a manager. The Buying Team for each stage will be able to concentrate on one part of the process versus its entirety, which will result in increased expertise being applied, enhanced project management and reduce processing time and costs. Additionally, OPS will streamline the intake process with the use of Salesforce to standardize procurement submissions, condensing document requests, and project tracking, leading to an improved customer service experience. OPS forms will be updated by removing duplicate information and condensing document requests. In addition to outreach trainings and technical assistance for the community and vendors, OPS will launch bi-weekly procurement process trainings for internal departments once the process improvement is implemented.

Control: The team is currently working in the Improve phase. The citywide introduction of the new process will occur in the fourth quarter of FY 2022-23, with bi-weekly procurement process training for internal departments in July. Implementation of Salesforce will occur in the second quarter of FY 2023-24.

<u>**Risk Review & Certificate Insurance**</u>

Project Description (Define): Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance. The process improvement team included staff from the Office of Risk Management (ORM).

Measure: The team identified two measures for this project. Reduce the number of days it takes to process Risk Reviews (RR) and Certificate of Insurance (COI); and reduce the amount of rework on both RR and COIs. The team used historical Origami software (current software used by the City) data to establish a baseline for both metrics. The baseline data for each metric was identified as: RR – 1.45 days, and COI – 2 days. The compliance rate at the start of the project was 65 percent. The project goal is 1 day to process RR and 1 day to process COIs with a compliance rate of 99 percent.

Analyze: Using the data collected, the team identified the following as root cause of delays resulting in rework.
1. The order of business processes, and configuration in Origami.
    a. When multiple insurers are used on a single project, COI expiration emails are only sent to the top listed insurer. In these cases, the insurer who received the email may have valid insurance and may not be approaching expiration. This causes confusion on the part of the insurer and does not inform the actual expiring insurer of the issue. Subsequently decreasing the compliance rate.

        b. While ORM uses Optical Character Recognition (OCR) software oftentimes the OCR does not read submitted COI's correctly leaving many of the fields blank and incomplete. Staff manually enters this information. The original COI is attached to the RR in Origami and as such all the information is available.

        c. Formatting/information conversion issues occur when Origami automatically creates memos. These require manual review and correction of each memo.

        d. Several items on the customer interaction/input side of Origami ask for information that require ORM staff expertise. This creates customer confusion and phone calls to ORM staff.

2. Projects currently require manually closing once complete. ORM is seldom notified of project completion, resulting in inflated noncompliance rates due to expired COI's.

3. Lack of response by the vendor and the department managing the contract resulting in a backlog of 797 projects pending COI review and contributing to the low compliance rate.

Improve: In total the team identified 39 Origami software enhancements, ranging from elimination of OCR/manually input information to redesign of automated project closure process. Enhancements also include changes to the customer interaction screen that will allow customer clarity and reduced calls to ORM staff. A total of 3 Origami changes have been implemented with 36 remaining.

Additionally, in November 2022 a request was sent to all departments asking them to update project status which would allow ORM to close/update the backlog of projects. In total there were 797 projects identified for review, to date ORM has received 348 responses allowing those projects to be either closed (239) out or updated (109). As a result of these efforts the compliance rate has increased from 65% to 80%.

Control: This project was scheduled to be complete by the end of March, however, Origami enhancements remain as well as a final decision regarding the process to address expired COIs is under consideration. Additionally, the team will develop new user training to be launched in August 2023. This process improvement project will continue to be reported monthly until the final Origami enhancements have been implemented, final decision regarding expired COIs, and user training complete.

The Process Improvement Team will continue to build awareness among departments, continue to create an organization-wide framework for process improvement with quarterly Community of Practice sessions, and establish a cross-functional knowledge base for greater inter-departmental coordination by completing the structured approach to process improvement.

Please contact me or Janette Weedon, Director of Budget & Management Services if you have questions.

Jack Ireland
Chief Financial Officer

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

File #: 23-1062

Item #: I.

2023 City Calendar Amendments
[Mayor and City Council Office]

Memorandum

CITY OF DALLAS

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

SUBJECT **April 26, 2023, City Council Agenda Item 23-887: 2023 Calendar Amendments**

The City Council adopted the 2023 City Calendar on October 12, 2022 by Resolution No. 22-2034.

To ensure the efficiency of our municipal operations and provide the most up-to-date and accurate information, we offer the following clerical adjustments for committee review and council adoption:

- The Mayor and City Council runoff election date (if needed) is now scheduled for June 10 instead of June 3.
- Two meetings of the Regional Transportation Council were noted on the first Thursday of the month in error, instead of the second Thursday. This correction affects the months of September and December.

This item is scheduled for individual consideration on April 26, 2023. If you have any questions or need additional information, please contact me at (214) 422-9222.

Yldefonso Rodriguez Sola
Director, Office of the Mayor and City Council

[Attachment]

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

January 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 New Year's Day Kwanza Ends	**2** **New Year's Day Observed City Holiday** Committee Meetings moved to 1/10	**3**	**4** Council Briefing 9 a.m.	**5**	**6**	**7**
8	**9** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**10** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development **88th Texas Legislature Convenes**	**11** Council Agenda 9 a.m.	**12** Regional Transportation Council 1 p.m.	**13**	**14**
15	**16** **Martin Luther King, Jr. Day** **City Holiday** Council Committee Meetings Moved to 1/17	**17** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure Semiannual Campaign Finance Report Due	**18** Council Briefing 9 a.m. U.S. Conference of Mayors 90th Winter Meeting	**19** U.S. Conference of Mayors 90th Winter Meeting	**20** U.S. Conference of Mayors 90th Winter Meeting	**21**
22	**23** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**24**	**25** Council Agenda 9 a.m.	**26**	**27**	**28**
29	**30**	**31**				

Council Agenda meetings are conducted in Council Chambers unless otherwise noted. Council Briefings and Council Committee meetings may be conducted in Room 6ES.
For board and commission meeting dates, please visit https://dallascityhall.com/government/citysecretary/Pages/Public-Meetings.aspx.

February 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Council Briefing 9 a.m.	**2**	**3**	**4**
5	**6** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**7**	**8** Council Agenda 9 a.m.	**9** Regional Transportation Council 1 p.m.	**10**	**11**
12	**13** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**14**	**15** City Council Briefing Canceled Council Strategic Planning Session 9 a.m.	**16**	**17**	**18**
19	**20** Presidents' Day City Holiday Council Committee Meetings Moved to 2/21	**21** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**22** Council Agenda 9 a.m.	**23**	**24**	**25**
26	**27** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**28**				

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March 2023

City of Dallas

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Council Briefing 9 a.m.	**2**	**3**	**4**
5	**6** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development Budget Town Hall Meetings Begin	**7** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**8** Council Agenda 9 a.m. Budget Public Hearing	**9** Regional Transportation Council 1 p.m. Budget Town Hall Meetings End	**10**	**11**
12 Daylight Saving Time Begins	**13** Council Recess Committees moved to 3/7	**14** Council Recess	**15** Council Recess City Council Meeting Canceled	**16** Council Recess	**17** Council Recess	**18**
19	**20** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**21** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**22** Ramadan Begins City Council Meeting Canceled	**23**	**24**	**25**
26 National League of Cities Congressional City Conference	**27** Council Recess National League of Cities Congressional City Conference Council Committees Moved to 3/21	**28** Council Recess National League of Cities Congressional City Conference	**29** Council Recess City Council Meeting Canceled	**30** Council Recess	**31** Council Recess Cesar E. Chavez / Dolores Huerta Day	

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April 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	**3** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**4** Council Briefing 9 a.m.	**5** Passover Begins at Sunset	**6**	**7**	**8**
9 Easter	**10** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**11**	**12** Council Agenda 9 a.m.	**13** Regional Transportation Council 1 p.m. Passover Ends	**14**	**15**
16	**17** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**18**	**19** Council Briefing 9 a.m.	**20** Ramadan Ends	**21**	**22**
23	**24** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**25**	**26** Council Agenda 9 a.m.	**27**	**28**	**29**
30						

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May 2023

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Personal Financial Statements, 15A and Gift Reports Due Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**2**	**3** Council Briefing 9 a.m.	**4**	**5**	**6** Mayor & City Council Election
7	**8** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**9**	**10** Council Agenda 9 a.m.	**11** Regional Transportation Council 1 p.m.	**12**	**13**
14	**15** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**16**	**17** Council Briefing 9 a.m. Budget Workshop	**18**	**19**	**20**
21	**22** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**23**	**24** Council Agenda 9 a.m. Budget Public Hearing	**25**	**26**	**27**
28	**29** Memorial Day City Holiday 88th Texas Legislature Sine Die	**30**	**31**			

Council Agenda meetings are conducted in Council Chambers unless otherwise noted. Council Briefings and Council Committee meetings may be conducted in Room 6ES.
For board and commission meeting dates, please visit https://dallascityhall.com/government/citysecretary/Pages/Public-Meetings.aspx.

June 2023

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	**2** U.S. Conference of Mayors 90th Annual Meeting	**3** U.S. Conference of Mayors 90th Annual Meeting
4 U.S. Conference of Mayors 90th Annual Meeting	**5** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**6** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**7** Council Briefing 9 a.m.	**8** Regional Transportation Council 1 p.m.	**9**	**10** Mayor & City Council Election Runoff (if needed)
11	**12** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**13** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance & Financial Management	**14** Council Agenda 9 a.m.	**15**	**16**	**17**
18	**19** Juneteenth City Holiday Council Committees Moved to 6/6	**20** Inauguration Ceremony Special Called Council Meeting	**21** Council Briefing 9 a.m. Budget Workshop	**22**	**23**	**24**
25	**26** Council Committees Moved to 6/13	**27**	**28** Council Agenda 9 a.m.	**29**	**30**	

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July 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	**3** Council Recess	**4** **Independence Day** **City Holiday** Council Recess	**5** Council Recess	**6** Council Recess	**7** Council Recess	**8**
9	**10** Council Recess	**11** Council Recess	**12** Council Recess	**13** Council Recess Regional Transportation Council 1 p.m.	**14** Council Recess	**15**
16	**17** Council Recess Semiannual Campaign Finance Report Due	**18** Council Recess	**19** Council Recess	**20** Council Recess	**21** Council Recess	**22**
23	**24** Council Recess	**25** Council Recess	**26** Council Recess	**27** Council Recess	**28** Council Recess	**29**
30	**31** Council Recess					

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August 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	**2** Council Briefing 9 a.m.	**3**	**4**	**5**
6	**7** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**8** Budget Workshop: City Manager's Recommended Budget	**9** Council Agenda 9 a.m.	**10** Regional Transportation Council 1 p.m. Budget Town Hall Meetings Begin	**11**	**12**
13	**14** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**15**	**16** Council Briefing 9 a.m. Budget Workshop	**17**	**18**	**19**
20	**21** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**22** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**23** Council Agenda 9 a.m. Budget Public Hearing	**24** Budget Town Hall Meetings End	**25**	**26**
27	**28**	**29**	**30** Budget Workshop: Consider Amendments	**31**		

Council Agenda meetings are conducted in Council Chambers unless otherwise noted. Council Briefings and Council Committee meetings may be conducted in Room 6ES.
For board and commission meeting dates, please visit https://dallascityhall.com/government/citysecretary/Pages/Public-Meetings.aspx.

September 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	**2**
3	**4** **Labor Day** **City Holiday** **Council Committee Meetings Moved to 9/5**	**5** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**6** Council Briefing 9 a.m. Budget Workshop Adopt Budget on First Reading	**7**	**8**	**9**
10	**11** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**12**	**13** Council Agenda 9 a.m.	**14** Regional Transportation Council 1 p.m.	**15** Rosh Hashanah begins at Sundown	**16** Rosh Hashanah
17 Rosh Hashanah	**18** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**19** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**20** Council Briefing 9 a.m. Adopt Budget on Second Reading, Adopt Tax Rate and Approve Other Budget Related Items	**21**	**22**	**23**
24 Yom Kippur begins at sundown	**25** Yom Kippur Council Committee Meetings Moved to 9/19	**26**	**27** Council Agenda 9 a.m.	**28**	**29**	**30**

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October 2023

City of Dallas

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 **Council Committees** 9 a.m. Environment & Sustainability 1 p.m. Economic Development	3	4 **Council Briefing Meeting Canceled** Texas Municipal League Annual Conference	5 Texas Municipal League Annual Conference	6 Texas Municipal League Annual Conference	7
8	9 **Indigenous Peoples' Day City Holiday** Council Committee Meetings Moved to 10/10	10 **Council Committees** 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	11 Council Agenda 9 a.m.	12 Regional Transportation Council 1 p.m.	13	14
15	16 **Council Committees** 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	17	18 Council Briefing 9 a.m.	19	20	21
22	23 **Council Committees** 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	24	25 Council Agenda 9 a.m.	26	27	28
29	30 Fifth Monday No Council Committee Meetings	31				

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November 2023

City of Dallas

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Council Briefing 9 a.m.	**2**	**3**	**4**
5 Daylight Saving Time Ends	**6** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**7** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**8** Council Agenda 9 a.m.	**9** Regional Transportation Council 1 p.m.	**10** Veterans Day Observed City Holiday	**11** Veterans Day
12	**13** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**14** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**15** Council Briefing Meeting Canceled National League of Cities*	**16** National League of Cities*	**17** National League of Cities*	**18**
19	**20** Council Committee Meetings Moved to 11/7	**21**	**22** City Council Agenda Meeting Canceled	**23** Thanksgiving Day City Holiday	**24** Day after Thanksgiving City Holiday	**25**
26	**27** Council Committee Meetings Moved to 11/14	**28**	**29** Fifth Wednesday No City Council Meetings	**30**		

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December 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	**2**
3	**4** Council Committees 9 a.m. Environment & Sustainability 1 p.m. Economic Development	**5** Council Committees 9 a.m. Quality of Life 1 p.m. Transportation and Infrastructure	**6** Council Briefing 9 a.m.	**7** Hanukkah begins at sunset	**8**	**9**
10	**11** Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	**12** Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	**13** Council Agenda 9 a.m.	**14** Regional Transportation Council 1 p.m.	**15** Hanukkah ends at sunset	**16**
17	**18** Council Committee Meetings Moved to 12/5	**19**	**20** Council Briefing Meeting Canceled	**21**	**22**	**23**
24 Christmas Eve	**25** **Christmas Day City Holiday** Council Committee Meetings Moved to 12/12	**26** Kwanza begins	**27** Council Agenda Meeting Canceled	**28**	**29**	**30**
31 New Year's Eve						

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File #: 23-1188

Item #: J.

Statewide Opioid Settlement Agreement and Proposed Uses
[Budget and Management Services]

Memorandum

CITY OF DALLAS logo

DATE April 24, 2023

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

SUBJECT **Statewide Opioid Settlement Agreement**

The State of Texas enacted the Statewide Opioid Settlement Agreement to manage distribution of money allocated from the opioid abatement trust fund in accordance with a statewide opioid settlement agreement. Senate Bill 1827 (2021) required the State of Texas to establish a fund to receive and distribute payments required by settlements against opioid manufacturers and distributers. The Opioid Abatement Trust Fund was established by the State for distributing the settlement proceeds. The Texas Opioid Abatement Council was established to ensure that money recovered by the state through a statewide opioid settlement agreement is allocated fairly and spent to remediate the opioid crisis in the state by using efficient and cost-effective methods that are directed to regions of the state experiencing opioid-related harm.

Funds will be distributed based on a formula that includes "opioid instances." Cities and counties will receive 15 percent of the funds and the balance will be distributed to Health Care Regions, Hospital Districts, the Attorney General's Office, and for administrative costs. The City of Dallas received **$941,732.69** from the Opioid Abatement Trust Fund in early March 2023.

Eligible uses to combat opioid-related harm include:

- Naloxone distribution and training on administration
- Screening, treatment, and wraparound recovery support services, including for pregnant women and infants or other populations
- Community drug disposal and syringe services
- Funding and training for first responders
- Prevention and Education campaigns
- Support to prevent over-prescribing, misuse, and overdose
- Planning and research to abate the opioid epidemic

In November 2022, the City Council established the Opioid Strike Force, which serves to aid in prioritizing funding.

"Our Product is Service"
Empathy | Ethics | Excellence | Engagement | Equity

The City will accept the Opioid Settlement funds and recommend proposed use of funds on the May 10, 2023, City Council agenda. This should be considered one-time funding, as we do not know if or when we will get future allocations, or how much those allocations might be. City staff will also maintain continued coordination with stakeholders to ensure there is no duplication of services.

If you have any questions or need additional information, please contact Lillian Mauldin, Senior Government Affairs Coordinator, at lillian.mauldin@dallas.gov.

Jack Ireland
Chief Financial Officer

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

City of Dallas

Agenda Information Sheet

File #: 23-1054

Item #: K.

GPFM Committee Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT
COMMITTEE FORECAST

	TITLE	DEPARTMENT
MONDAY, MAY 22, 2023, 1:00 P.M.		
	Office of the City Auditor Briefing on Internal Audit Reports Released Between April 15, 2023 and May 12, 2023	Office of the City Auditor
	Financial Management Performance Criteria Review	Budget & Management Services
	Quarterly Investment Report (Information as of March 31, 2023)	City Controller's Office
	Financial Plan Update for KBHCC and Fair Park	City Controller's Office
	Atmos Dallas Annual Rate Review Filing	Budget & Management Services
BRIEFINGS BY MEMORANDUM	Development Services- Monthly Update	City Manager's Office
	Budget Accountability Report (Information as of March 31, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of April 30, 2023)	Information & Technology Services
	Workday Phase II	Human Resources
	Timeline for Pension Review	City Controller's Office
TUESDAY, JUNE 13, 2023, 1:00 P.M.		
	Office of the City Auditor Briefing on Internal Audit Reports Released Between May 13, 2023 and June 1, 2023	Office of the City Auditor
	Office of the City Auditor FY24 Recommended Budget for the Office of the City Auditor	Office of the City Auditor
	City Attorney's Office FY24 Proposed Budget	City Attorney's Office
	Marketing & Outreach for New Hires	Communications, Outreach, & Marketing
	City Equipment Accident Review	Office of Risk Management
BRIEFINGS BY MEMORANDUM	Development Services- Monthly Update	City Manager's Office
	Budget Accountability Report (Information as of April 30, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of May 31, 2023)	Information & Technology Services
	Debt Issuance for KBHCC and Fair Park	City Controller's Office
	Illegal Solicitation Deflection Initiative Update	Office of Homeless Solutions