23-0012

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

PRESENT: [7]   Mendelsohn, Willis, West (**1:06 p.m.), Bazaldua (**1:05 p.m.), *Atkins (**1:10 p.m.), *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 3:45 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.
**Note: Indicates arrival time after meeting called to order/reconvened.

E X H I B I T   A

City of Dallas

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

Government Performance and Financial Management Committee

May 22, 2023

1:00 PM

2022 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

General Information

The Dallas Council Committees regularly meet on Mondays beginning at 9:00 a.m. and 1:00 p.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council Committee agenda meetings are broadcast live on bit.ly/cityofdallastv and on Time Warner City Cable Channel 16.

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

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

Rules of Courtesy

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

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.

- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.

- Posters or placards must remain outside the Council Chamber.

- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

Información General

Los Comités del Concejo de la Ciudad de Dallas se reúnen regularmente los lunes en la Cámara del consejo en el sexto piso del Ayuntamiento, 1500 Marilla, a partir de las 9:00 a.m. y la 1:00 p.m. Las reuniones de la agenda del Comité del Consejo se transmiten en vivo por la estación de bit.ly/cityofdallastv y por cablevisión en la estación *Time Warner City Cable* Canal 16.

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

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

Reglas de Cortesía

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

- Ninguna persona retrasara o interrumpirá los procedimientos, o se negara a obedecer las órdenes del oficial que preside la asamblea.

- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.

- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.

- No se permite usar teléfonos celulares o enlaces electrónicos *(pagers)* audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

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

Handgun Prohibition Notice for Meetings
of Governmental Entities

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

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

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

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

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

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

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

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

The Government Performance and Financial Management Committee will be broadcast live on Spectrum Cable Channel 16 (English) and 95 (Spanish) and online at bit.ly/cityofdallastv.

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

https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m0647b4302f7416619b4a9f36ef8587e3

Call to Order

MINUTES

1.   23-1380   Approval of the April 24, 2023 Government Performance and Financial
                 Management Committee Meeting Minutes

      Attachments: Minutes

BRIEFING ITEMS

A.   23-1361   Development Services Monthly Update
                 [Majed Al-Ghafry, Assistant City Manager, City Manager's Office]

      Attachments: Presentation

B.   23-1364   Office of the City Auditor Briefing on Internal Audit Reports Released
                 Between April 15, 2023 and May 12, 2023
                 [Mark Swann, City Auditor, Office of the City Auditor]

      Attachments: Presentation

C.   23-1372   Quarterly Investment Report (Information as of March 31, 2023)
                 [Jenny Kerzman, Assistant Director of Treasury, City Controller's Office]

      Attachments: Presentation

D.   23-1373   Financial Plan Update for Kay Bailey Hutchinson Convention Center Master
                 Plan and Fair Park Improvements
                 [Jack Ireland, Chief Financial Officer, City Manager's Office]

      Attachments: Presentation

E.   23-1376   Technology Accountability Report (Information as of April 30, 2023)
               [William Zielinski, Chief Information Officer, Information & Technology
               Services]

       Attachments: Report

F.   23-1374   Atmos Dallas Annual Rate Review Filing
               [Nick Fehrenbach, Manager of Regulatory Affairs, Budget and Management
               Services]

       Attachments: Presentation

G.   23-1366   Ad Valorem Tax Relief for Over-65 or Disabled Homeowners
               [Janette Weedon, Director, Budget and Management Services; Ivan Guel,
               Assistant Director, Budget and Management Services]

       Attachments: Presentation

BRIEFING MEMORANDUMS

H.   23-1378   Ad Valorem Tax Rate and Exemptions
               [Budget and Management Services]

       Attachments: Memorandum

I.   23-1428   Dallas 365 Performance Measures
               [Budget and Management Services]

       Attachments: Memorandum

J.   23-1430   GFOA Distinguished Budget Presentation Award
               [Budget and Management Services]

       Attachments: Memorandum

K.   23-1375   Budget Accountability Report (Information as of March 31, 2023)
               [Budget and Management Services]

       Attachments: Report

L.   23-1429   Best Place to Work: Employee Retention Strategies
               [Human Resources]

       Attachments: Memorandum

M.   23-1379   Update to Boards and Commissions Audit- City Manager's Actions
               [Mayor and City Council Office]

       Attachments: Memorandum

N.   <u>23-1382</u>   GPFM Committee Forecast

<u>Attachments:</u>   <u>Forecast</u>

<u>ADJOURNMENT</u>

EXECUTIVE SESSION NOTICE

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

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]

2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]

3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]

4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]

5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]

6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]

7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

Item 1:   Approval of the April 24, 2023 Government Performance and Financial
            Management Committee Meeting Minutes

Councilmember Willis moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item A: Development Services - Monthly Update

The following individual briefed the committee on the item:

- Majed Al-Ghafry, Assistant City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item B: Office of the City Auditor Briefing on Internal Audit Reports Released Between
                April 15, 2023 and May 12, 2023

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor; and
- Mamatha Sparks, Auditor Manager, Office of the City Auditor

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item C: Quarterly Investment Report (Information as of March 31, 2023)

The following individuals briefed the committee on the item:

- Jenny Kerzman, Assistant Director of Treasury, City Controller's Office;
- Scott Gruber, Director, Advisory Services at Meeder Investment Management; and
- Jack Ireland, Chief Financial Officer, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item D: Financial Plan Update for Kay Bailey Hutchinson Convention Center Master Plan
           and Fair Park Improvements

The following individuals briefed the committee on the item:

- Jack Ireland, Chief Financial Officer, City Manager's Office;
- Felicia Hernandez, Treasury Administrator, City Controller's Office;
- Rosa Fleming, Direct, Convention & Event Services;
- Steve Johnson, Hilltop Security; and
- Ryan O'Connor, Assistant Director, Parks and Recreation Department

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item E: Technology Accountability Report (Information as of April 30, 2023)

The following individuals briefed the committee on the item:

- William Zielinski, Chief Information Officer, Information & Technology Services; and
- Brian Gardner, Chief Information Security Officer, Information & Technology Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item F: Atmos Dallas Annual Rate Review Filing

The following individual briefed the committee on the item:

- Nick Fehrenbach, Manager of Regulatory Affairs, Budget and Management Services

Councilmember Bazaldua moved to defer the item for consideration.

Motion seconded by Councilmember Willis and unanimously deferred. (Atkins, McGough absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEMS

Item G: Ad Valorem Tax Relief for Over-65 or Disabled Homeowners

The following individuals briefed the committee on the item:

- Janette Weedon, Director, Budget and Management Services; and
- Ivan Guel, Assistant Director, Budget and Management Services

Councilmember Willis moved to forward the item to city council.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING MEMOS

Item H: Ad Valorem Tax Rate and Exemptions

Item I: Dallas 365 Performance Measures

Item J: GFOA Distinguished Budget Presentation Award

Item K: Budget Accountability Report (Information as of March 31, 2023)

Item L: Best Place to Work: Employee Retention Strategies

Item M: Update to Boards and Commissions Audit- City Manager's Actions

Item N: GPFM Committee Forecast

The committee discussed all items.

E X H I B I T   C

File #: 23-1361

Item #: A.

Development Services Monthly Update
[Majed Al-Ghafry, Assistant City Manager, City Manager's Office]

Memorandum

DATE   May 19, 2023

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   **May 22, 2023 Government Performance and Financial Management (GPFM) Committee, Development Services Department Monthly Update for April 2023**

This memorandum is to provide an update to the Government Performance and Financial Management (GPFM) Committee on Development Services technology, residential and commercial metrics, and recruitment updates. All metrics are reported in business days rather than calendar days. Development Services is still experiencing a lack of access to various ITS related files due to the Ransomware Attack. On June 13, 2023 the Development Services Department Monthly Update intends to provide all metrics in calendar days.

Technology

The land management software implementation project is in progress. An official kick-off was hosted on May 1, 2023 and formal introductions and project overview, expectations, and timelines were discussed. The focused group included Development Services, ITS support, Gartner Consulting, Accela and other key Departments have been continuously meeting and are progressing through established tailoring sessions.

The Department has implemented an Emergency Response Plan to address the Ransomware attack that has impacted our permitting and daily operations. Notifications were sent to customers informing them of our acceptance of paper submittals only. In addition, the team identified all previously submitted permits and proactively implemented solutions that will allow the continued issuance of building permits. The team continues process permits that had been submitted prior to the attack.

Residential Metrics

In April 2023, the total number of New Single-Family permits that were initiated decreased from **194** to **133** from the previous month. This represents a **31%** decrease from the previous month's customer permit submittals. The team issued **135** New Single-Family permits for the month of April 2023. The decrease in permit submittals may be due in part to increase financing market loan rates or business owners may have been focused on Federal Tax processing timelines. This decrease is consistent with the trends of residential permit submittals for the past two years.

New Single Family Permits Created
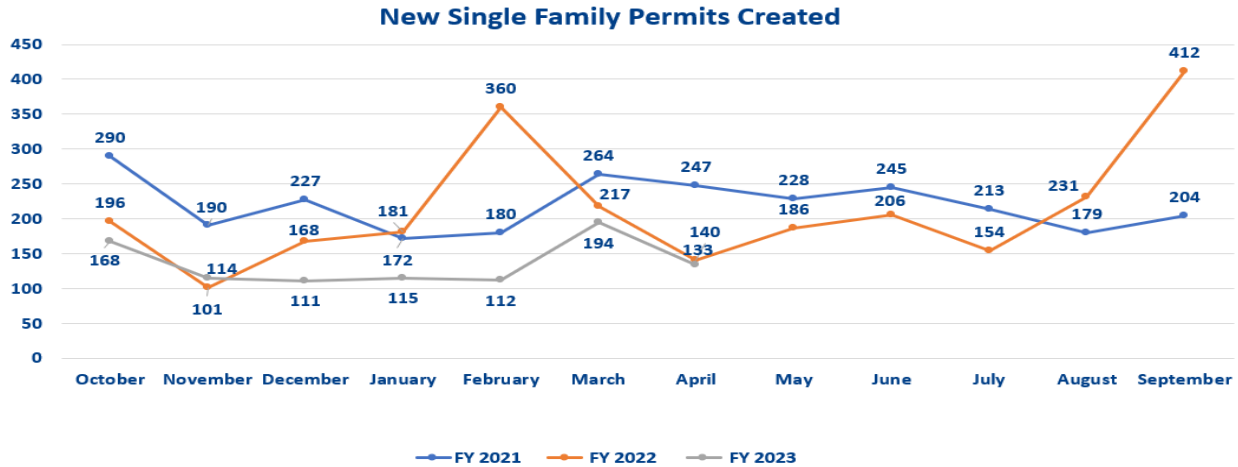
The Median number of days staff spent on processing New Single-Family permits to issue has decreased from **9** days to **7** days. This represents a **2**-day decrease for all permits issued for the month. This is the lowest this metric has been since October 2020. The New Single-Family Plan Review 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
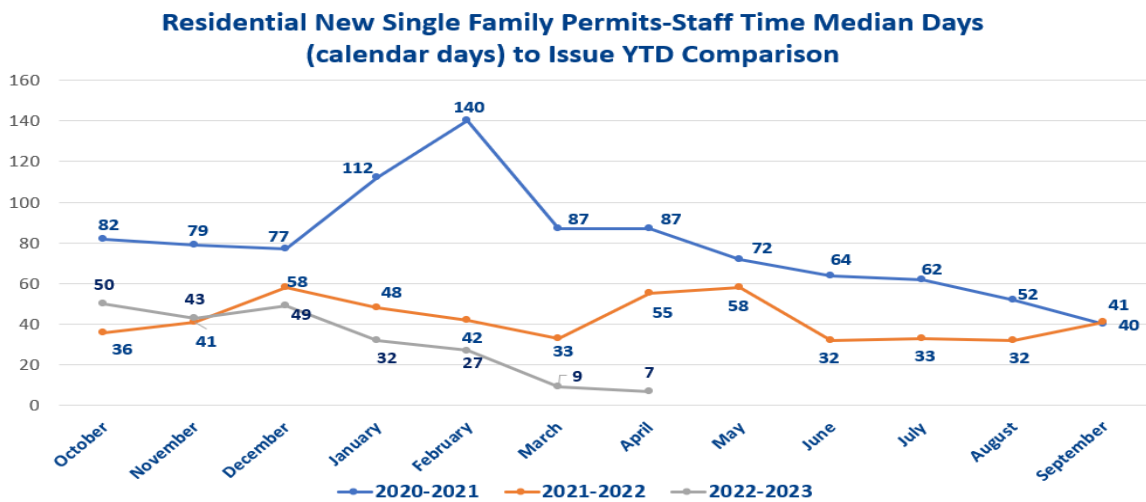
Of all the New Single-Family permits submitted for the month of April, the initial reviews were performed within the Department's **15**-day performance goal. The New Single-Family Plan Review Team performed all initial reviews within the Department's established performance goals **100%** of the time and performed all initial reviews within **one (1)** day. New Single-Family permits submitted for the month of April 2023 that did not require revisions from the applicant, and were issued in the same month, equated to **5** median days. The Residential Single-Family VIP (RSVP) permitting team issued **40**

DATE   May 19, 2023

SUBJECT **May 22, 2023 Government Performance and Financial Management (GPFM) Committee, Development Services Department Monthly Update for April 2023**

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permits the same day they were submitted for the month as compared to the reported 33 from the previous 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 **5** new commercial, **28** commercial additions, **275** commercial remodels, **36** complex commercial Q-Team, and **14** minor commercial Q-Team project permits in April 2023. All new commercial/remodels initial reviews were performed within **15** days and met the Department's performance goal. All Q-Team initial reviews were performed within **6** days. The Department is working proactively with the Data 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**	**Apr**	**YTD**
# of Commercial Plan Review Submittals										
Commercial New	N/A	**171**	11	10	6	8	11	12	5	**63**
Commercial Additions	N/A	**156**	19	17	28	16	33	26	28	**167**
Commercial Remodels	N/A	**4,179**	281	247	404	281	295	339	275	**2,122**
Express Plan Review (Q-Team)	N/A	**842**	23	16	20	23	22	51	36	**191**
Express Plan Review Minor Commercial (Q-Team 2)	N/A	**N/A**	N/A	N/A	N/A	N/A	14	8	14	**36**
Average # of Days for Initial Review										
New Commercial/Remodels	15 Days	**12**	10	10	11	10	9	9	15	**11**
Express Plan Review (Q-Team)	10 Days	**7**	5	5	2	3	2	5	6	**4**
Express Plan Review Minor Commercial (Q-Team 2)	1 Day	**N/A**	N/A	N/A	N/A	N/A	1	1	1	**1**

DATE   May 19, 2023

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Recruitment

Development Services continues its hiring efforts to fill the current vacancies. As of May 10, 2023, a total of **61** positions are currently vacant as compared to the previously reported 66 vacancies from last month. This represents a Vacancy Rate **18%**, a decrease from 20% from the previous month. In collaboration with Human Resources (HR) and Compensation, the Department is pleased to report that of the **61** vacancies, **24** positions are in the hiring process and onboarding process, **22** have tentative interviews scheduled, **9** are being reclassified, and **6** are currently being advertised. All recruitment and interview sessions are proactively hosted and continuous.

Additionally, in coordination with the Dallas Library, Civil Service, Compensation and Human Resources, the Department hosted its Fourth Hiring Event on May 10, 2023 at the Central Library. A total of **64** interviews were conducted and a total of **17** job offers were extended. The Department is also partnering with HR and Budget to request **5** engineering intern positions for mid FY2022-2023 and for FY2023-2024 to recruit engineering students from local universities.
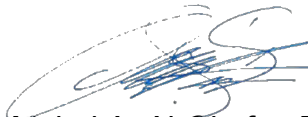
Position	Total Vacancies
Administrative Specialist II	1
Commission/Board Coordinator	1
Deputy Building Official - Development Services	1
Development Services Administrator	2
Development Services Policy Administrator	1
Engineer Assistant I	1
Engineer Assistant I - Fire Protection	3
Inspector III - Building Inspection	1
Inspector III - Electrical	2
Intern - Development Services Engineering	5
Lead Inspector - Multidiscipline	4
Lead Plans Examiner - Multidiscipline	4
Manager - Building Inspection	1
Manager - Development Services Training	1
Permit Clerk	5
Plans Examiner	1
Project Coordinator - Development	3
Records Technician I - Development Services	1
Senior Architect	1
Senior Departmental Budget Analyst	1
Senior Geographic Information System Analyst	1
Senior Geographic Information System Support Technician	2
Senior Inspector - Building Inspection	1

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Senior Permit Clerk	4
Senior Plans Examiner	4
Senior Plans Examiner - Building Inspection	3
Senior Plans Examiner - Electrical	1
Senior Plans Examiner - Plumbing	1
Senior Project Coordinator - Development	1
Senior Training Specialist - Development Services	2
Supervisor - Zoning Inspections	1
Total Department Vacancies	**61**

Next Steps

- Continue the Pop-Up Permit Saturdays
  - Next Event planned for May 20, 2023
- Lunch and Learn Series
  - Next Event planned for May 18, 2023, "ProjectDox, Session 3"
- Partner with Data and Business Intelligence Group to establish a public facing Commercial Permitting Dashboard
  - Roll out date is expected to be September 2023 (Correction from previously stated July 2023 date)
- 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 June 2023 (Correction from previously forecasted May 2023 date)

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	

File #: 23-1364

Item #: B.

Office of the City Auditor Briefing on Internal Audit Reports Released Between April 15, 2023 and May 12, 2023
[Mark Swann, City Auditor, Office of the City Auditor]

Office of the City Auditor

Auditor Briefing Update

Reports Released between April 15, 2023, and May 12, 2023

May 22, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

Special Audit of Chief Financial Officer – M. Elizabeth Reich

April 28, 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 – April 28, 2023

Special Audit of Chief Financial Officer – M. Elizabeth Reich

Objective and Scope

The audit complied with Chapter IX, Section 4, *Special Audit*, of the Dallas City Charter, which requires an audit and report upon the death, resignation, removal, or expiration of the term of any officer of the City. The objective was to determine whether the former Chief Financial Officer properly controlled and accounted for City assets, no longer has access to City facilities and information systems, was removed as an authorized agent of the City, and did not have any outstanding City debts.

The scope of the audit was October 1,2020, to September 30, 2022.

Report Issued – April 28, 2023

Special Audit of Chief Financial Officer – M. Elizabeth Reich

Observed Conditions

M. Elizabeth Reich had no debts to the City, and her access to systems and facilities within the City have been terminated. There were no observations.

Recommendations

No recommendations were identified.

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

May 1, 2023

Mark S. Swann, City Auditor

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

City of Dallas

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Report Issued – May 1, 2023

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

Objective and Scope

The objectives of this audit were to validate if:

- Third-party provider risk management is evaluated.

- Contracting with a third-party is cost-efficient.

- City is examining the vendor for services rendered (compliance), quality (documentation), and accountability (monitoring).

- Vendor contract billings are accurate.

The audit scope was from October 2018 through March 30, 2022.

Report Issued – May 1, 2023

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

Observed Conditions

A third-party risk management policy to address performance, continuity of services, and cybersecurity risk of vendors and their subservice organizations is not in place.

Analysis of contract performance and cost efficiency are not available.

A long-standing relationship with the vendor, dated service level agreements, and imprecise, incoherent documentation of contract provisions reduced the quality and accountability of vendor services.

Internal procedures for invoice payment verification for technology contracts are informal.

Report Issued – May 1, 2023

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

Recommendations

A.1: Develop a third-party provider risk management policy that inventories at a minimum mission essential function provider, incorporates cybersecurity, continuity of operations, and regular disaster recovery testing for all outsourced procurements. **(Agree)**

B.1: As each contract is renewed or a contract extension is considered, perform a comprehensive review to validate cost efficiency. **(Agree)**

C.1: Review the service level agreement components for relevancy, applicability, and feasibility of demonstration by the vendor as the contract renewal process is occurring. **(Agree)**

C.2: Provide sufficient training to Information & Technology Service managers to ensure they can continually demonstrate verification and validation of compliance by the vendor. **(Agree)**

Report Issued – May 1, 2023

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

Recommendations (continued…)

C.3: Consider a rotating schedule of employees responsible for contract monitoring to enhance knowledge sharing and continuity and reduce familiarity with the vendor. **(Accept Risk)**

C.4: Incorporate any user entity controls suggested by the vendor or subservice organizations, if applicable, or establish compensating information security controls to complement vendor services. **(Agree)**

D.1: Participate annually in City's DCOR training to understand how to track contract costs consistently. **(Agree)**

D.2: Develop internal standard operating procedures so contract activities unique to Information & Technology Services are performed consistently, and more than one individual retains such knowledge. **(Agree)**

Report Issued – May 1, 2023

Audit of SAP Software Solutions – Deloitte Consulting Service Contract

Recommendations (continued…)

D.3: Consider a rotating schedule of employees providing financial invoicing services to enhance knowledge sharing and continuity. **(Accept Risk)**

E.1: Refer to recommendations C.1. **(Agree)**

E.2: Develop internal standard operating procedures to standardize regular audits of application (software) and database licenses, and continuity activities. **(Agree)**

Memorandum

CITY OF DALLAS

DATE: May 3, 2023

TO: Honorable Mayor and Members of the City Council

SUBJECT: Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security

The Office of the City Auditor released the *Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security* on May 3, 2023. The objectives of this audit were to determine whether SAP Software Solutions user-provisioning is administered using the principle of least privilege and if SAP Software Solutions meets the City's enterprise information security requirements. The scope of this audit includes October 1, 2020, to December 31, 2021.

Due to the sensitive information in this report, the distribution was limited to City management responsible for the information security operations related to SAP Software Solutions, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

If you have any additional questions, please contact me at 214-670-3222.

Sincerely,

Mark S. Swann

Mark S. Swann
City Auditor

Report Issued – May 3, 2023

Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security

Objective and Scope

The objectives of this audit were to determine whether SAP Software Solutions user-provisioning is administered using the principle of least privilege and if SAP Software Solutions meets the City's enterprise information security requirements.

The scope of this audit includes October 1, 2020, to December 31, 2021.

Report Issued – May 3, 2023

Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security

Due to the sensitive information in this report, the distribution was limited to City management responsible for the information security operations related to SAP Software Solutions, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

Memorandum

CITY OF DALLAS

DATE: May 12, 2023

TO: Honorable Mayor and Members of the City Council

SUBJECT: Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation

The Office of the City Auditor released the *Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation* on May 12, 2023. The objective of this audit was to determine the following: Do the Department of Aviation's cybersecurity measures conform to Cybersecurity Capability Maturity Model (C2M2), Version 2, *Maturity Indicator Level 1—Basic Safeguards*? The audit scope was a point in time as of January 6, 2023.

Due to the sensitive information in this report, the distribution was limited to City management responsible for the Department of Aviation's cybersecurity measures, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

If you have any additional questions, please contact me at 214-670-3222.

Sincerely,

Mark S. Swann

Mark S. Swann
City Auditor

Report Issued – May 12, 2023

Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation

Objective and Scope

The objective of this audit was to determine the following: Do the Department of Aviation's cybersecurity measures conform to Cybersecurity Capability Maturity Model (C2M2), Version 2, *Maturity Indicator Level 1— Basic Safeguards*?

The audit scope was a point in time as of January 6, 2023.

Report Issued – May 12, 2023

Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation

Due to the sensitive information in this report, the distribution was limited to City management responsible for the Department of Aviation's cybersecurity measures, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

Office of the City Auditor

Auditor Briefing Update

Reports Released between April 15, 2023, and May 12, 2023

May 22, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

APPENDIX – Audit Reports

Here is the final report and link for your reference.

May Update:

- [Special Audit of Former Chief Financial Officer - M. Elizabeth Reich](#)

- [Audit of SAP Software Solution - Deloitte Consulting Service Contract](#)

- [Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security](#)

- [Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation](#)

Special Audit of Chief Financial Officer – M. Elizabeth Reich

April 28, 2023

Mark S. Swann, City Auditor

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

City of Dallas

Executive Summary

Objective and Scope

The audit complied with Chapter IX, Section 4, *Special Audit*, of the Dallas City Charter, which requires an audit and report upon the death, resignation, removal, or expiration of the term of any officer of the City. The objective was to determine whether the former Chief Financial Officer properly controlled and accounted for City assets, no longer has access to City facilities and information systems, was removed as an authorized agent of the City, and did not have any outstanding City debts.

The scope of the audit was October 1, 2020, to September 30, 2022.

Recommendations

No recommendations were identified.

Background

M. Elizabeth Reich, the former Chief Financial Officer, accepted a new position outside the City of Dallas, and resigned effective June 30, 2022. M. Elizabeth Reich had served in the role since September 2016.

Observed Conditions

M. Elizabeth Reich had no debts to the City, and her access to systems and facilities within the City have been terminated. There were no observations.

Methodology

To accomplish our audit objectives, we interviewed key personnel, and reviewed applicable documentation. The risk of fraud, waste, and abuse and 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

Denise Bryson, CFE – In Charge Auditor
Dan Genz, CIA, CFE – Engagement Manager

Appendix A: Management's Response

Memorandum

CITY OF DALLAS

DATE: April 13, 2023

TO: Mark S. Swann – City Auditor

SUBJECT: Response to Special Audit - Accounts of Former Chief Financial Officer M. Elizabeth Reich

This letter acknowledges the City Manager's Office received the *Special Audit – Accounts of Former Chief Financial Officer M. Elizabeth Reich*.

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

Sincerely,

tc broadnax (Apr 26, 2023 15:08 CDT)

T.C. Broadnax
City Manager

C: Genesis D. Gavino, Chief of Staff
    Jack Ireland, Chief Financial Officer
    Sheri Kowalski, City Controller

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

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Audit of SAP Software Solutions – Deloitte Consulting Service Contract

May 1, 2023

Mark S. Swann, City Auditor

Mayor	Council Members	
Eric Johnson	Tennell Atkins	Jaime Resendez
Mayor Pro Tem	Adam Bazaldua	Paul E. Ridley
Carolyn King Arnold	Paula Blackmon	Jaynie Schultz
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City of Dallas

Table of Contents

Executive Summary

Objective and Scope

The objectives of this audit were to validate if:

- Third-party provider risk management is evaluated.

- Contracting with a third-party is cost-efficient.

- City is examining the vendor for services rendered (compliance), quality (documentation), and accountability (monitoring).

- Vendor contract billings are accurate.

The audit scope was from October 2018 through March 30, 2022.

Recommendations

Management should:

- Develop procedures for third-party provider risk management, regular application and database license audits, and other monitoring activities.

- Perform periodic analysis of cost efficiency for outsourced services.

- Develop procedures for invoicing technology contracts.

- Incorporate contractual changes as contracts are renewed.

Background

SAP Software Solutions is used by 14 City departments to collect about $1.1 billion in revenues annually. Dallas Water Utilities and Information & Technology Services are responsible for SAP Software Solution's continuity, availability, integrity, and confidentiality of data.

In March 2013, both departments outsourced daily operational activities to Deloitte for application-managed services and a hosted infrastructure provided by a subservice organization, NTT Managed Services Americas.

In March 2020, the City used the first of two renewals to extend the contract to March 2022 for $12,292,440. In March 2022, the City used the second two-year renewal to extend the contract to March 2024 for $10,832,200.

Both departments committed to regularly validating vendor services, billing accuracy, and reducing supply chain risk.

Observed Conditions

A third-party risk management policy to address performance, continuity of services, and cybersecurity risk of vendors and their subservice organizations is not in place.

Analysis of contract performance and cost efficiency are not available.

A long-standing relationship with the vendor, dated service level agreements, and imprecise, incoherent documentation of contract provisions reduced the quality and accountability of vendor services.

Internal procedures for invoice payment verification for technology contracts are informal.

Objectives and Conclusions

1. Is Information & Technology Services evaluating third-party risk?

   Indeterminable. The Deloitte contract does not address risks of vendor's responsibility for their subservice organization and significant use of offshore services for application managed services. No service interruptions have been noted. Currently, there is no established third-party risk management policy to address performance, continuity of services, and cybersecurity risk of vendors and their subservice organizations. (See Observation A.)

2. Is contracting with a third-party efficient for these services?

   Indeterminable. Cost savings could not be identified because reporting metrics do not match service-level agreement metrics. Cost efficiency analysis cannot be completed because there needs to be clarity on resource, infrastructure, or application needs moving forward. (See Observation B.)

3. Is the City monitoring the vendor for services rendered (compliance), quality (documentation), and accountability (monitoring)?

   Generally, yes. Information & Technology Services and Dallas Water Utilities management are aware of the services being rendered and use professional judgment to escalate incidents. The contract has been in place since 2013 and a long-standing relationship with the vendor, dated service level agreements, and imprecise, incoherent documentation of contract provisions reduced the quality and accountability of vendor services over time. (See Observation C, Observation D, Observation E.)

4. Are contract billings accurate?

   Generally, yes. All test invoices were traced to contracted amounts and all test financial transactions in the AMS Advantage Financial accounting application matched invoices and contract amounts. However, current internal processes for contract billing verification are informal. There are no Standard Operating Procedures for technology contracts. (See Observation C, Observation D, Observation E).

Audit Results

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

## Observation A: Third-Party Provider Risk Management

A third-party provider risk management policy is not in place. Third-party provider risk management policy elements are to:

- Establish a comprehensive inventory of third-party providers in the City.

- Evaluate how far down the supply chain third parties should be considered (e.g. fourth-parties such as NTT Americas and offshore by Deloitte).

- Assess, manage, and monitor ongoing contract services.

- Respond and complete recovery and planning and testing.

If a third-party provider fails to perform as contracted or suffers its own unfortunate events, the City cannot escape blame including financial penalties.

Exhibit 1:

The Elements of Third-party Provider Management Processes
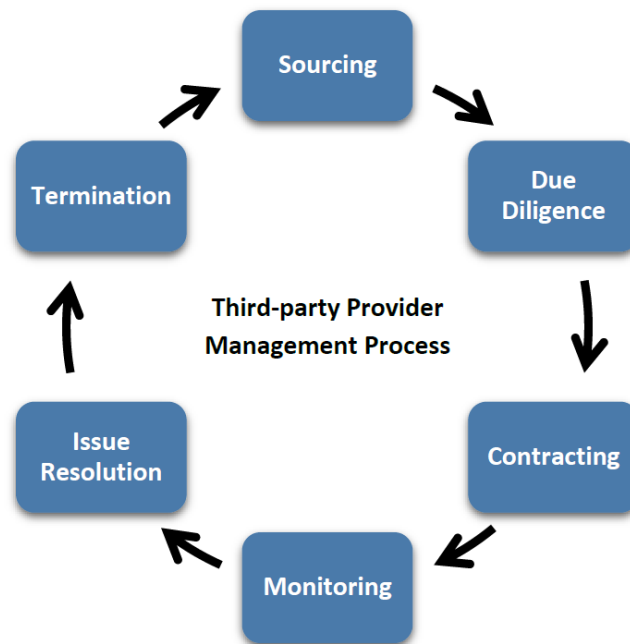
Source: International Professional Practices Framework, Supplemental Guidance, *Auditing Third-party Risk Management, Figure 4*

For example, a review of all user accounts used in Fiscal Year 2020 for the incident, change, and service requests identified eleven system-level generic accounts and 19 vendor user accounts. Out of 19 vendor user accounts, 13 user accounts serviced less than 20 tickets over the course of Fiscal Year 2020. Most noted observations belonged to vendor offshore services and could indicate a rotating roster of vendor personnel whose access is not vetted, exposing the City to additional security risks. These same individuals can contribute to additional cost for software and database license costs with a rotating roster.

Criteria

❖ International Professional Practices Framework (IPPF) Practice Guide, *Auditing Third-party Risk Management*

❖ National Institute of Standards and Technology, *Cybersecurity Security Framework -Supply Chain*

❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

High

We recommend the **Director of Information & Technology Services:**

A.1: Develop a third-party provider risk management policy that inventories at a minimum mission essential function provider, incorporates cybersecurity, continuity of operations, and regular disaster recovery testing for all outsourced procurements.

Observation B: Cost Efficiency

Opportunities for cost savings could not be identified. An estimate by the Office of the City Auditor for Fiscal Year 2020, indicates that $60,000 could have been recovered for untimely resolution, $1,000 for missing root cause analysis, $500 for poor documentation on a change ticket.

Part of why the cost recovery could not be finalized was the disparity between the metrics on the report provided by Deloitte and the metrics stated in the *City of Dallas Support Delivery Manual 2013*. The report provided by Deloitte on incident management and resolution is measured in days, while the *City of Dallas Support Delivery Manual 2013* service level agreement on cost recovery measures in hours. Since the reported metric is in days and service metrics are in hours, the delays in resolution time for incident and service requests cannot be correlated.

Further research into the total cost of the SAP application services suggests that the City may need a comprehensive review of the cost to identify potential cost savings. Exhibit 2 shows the auditor's estimate for the total cost of SAP for 2020 and 2021.

Exhibit 2:

Total Estimated Cost of SAP Application Services

Cost-Type	April 1, 2020 – March 31, 2021		April 1, 2021 – March 30, 2022	
	Budget	**Actual**	**Budget**	**Actual**
Managed Services	$ 3,693,720	$ 3,693,720	$ 3,693,720	$ 3,693,720
Project Fees*	2,452,500	1,131,162	2,452,500	771,364
Oracle Licenses**		165,740		175,478
SAP Licenses	590,975	590,975	590,975	403,242
Total:	$6,737,195	$5,581,597	$6,737,195	$5,043,805

Source: Deloitte Contract for budgeted Managed Services, Annual Invoice Payments for Project Fees, Annual Invoice Payment for Managed Services, and Dallas Water Utilities Projection for SAP Licenses and Support, Oracle vendor invoices and SAP Invoice Payments

* Actual cost for project fees is based on payments during the audit period that were identifiable. This may not include any invoices not paid, in dispute or not yet received.

**City contracts with vendor Mythics for Oracle database enterprise licenses, meaning that the cost of Oracle is for all databases, not just SAP. The auditor used 20 percent of the total cost in the table above based on the SAP application architecture and the estimated number of SAP administrators.

Criteria

❖ Administrative Directive 4-05 *Contracting Standards and Procedures* Section 5.3.11.

❖ City of Dallas Support Delivery Manual, *Appendix I.*

❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

High

We recommend the **Director of Information & Technology Services:**

B.1: As each contract is renewed or a contract extension is considered, perform a comprehensive review to validate cost efficiency.
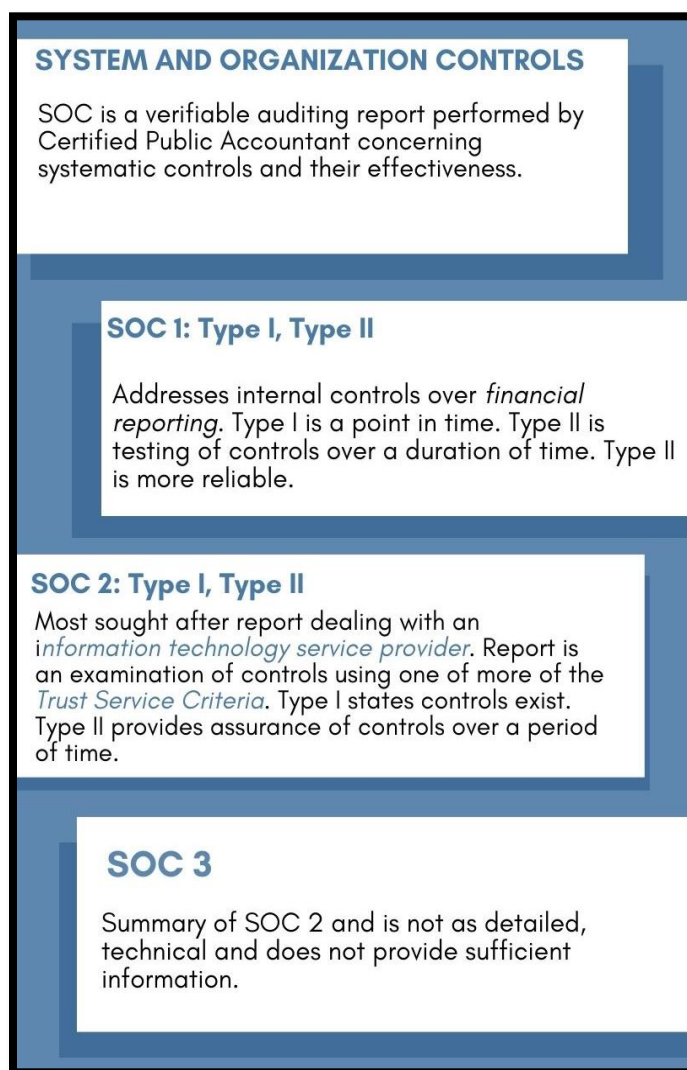
Observation C: Compliance

Compliance activities were not executed as follows:

- Vendor noncompliance with the contract's service level agreements.

- Information & Technology Services noncompliance with user entity controls defined by the subservice organization in their System and Organization Controls (SOC). See Exhibit 3 below.

Exhibit 3:

What is a SOC?

SYSTEM AND ORGANIZATION CONTROLS

SOC is a verifiable auditing report performed by Certified Public Accountant concerning systematic controls and their effectiveness.

SOC 1: Type I, Type II

Addresses internal controls over *financial reporting*. Type I is a point in time. Type II is testing of controls over a duration of time. Type II is more reliable.

SOC 2: Type I, Type II

Most sought after report dealing with an i*nformation technology service provider*. Report is an examination of controls using one of more of the *Trust Service Criteria*. Type I states controls exist. Type II provides assurance of controls over a period of time.

SOC 3

Summary of SOC 2 and is not as detailed, technical and does not provide sufficient information.

Source: Infosecurity Magazine, *SOC 1, 2, & 3 Audit Reports and Why You Need One*

Service Level Agreements

Noncompliance with service level agreements for application managed services existed for Fiscal Year 2020. The service level agreement in the *City of Dallas Support Delivery Manual 2013* states that incident tickets should be resolved within three business days (the longest time) and documented with a root cause analysis. Service requests should be coded correctly and limited to security provisioning. All other changes to the SAP application, even if it is to restore the system requires change management.

- Thirty-six percent of incident tickets were open for more than three days, with an average of 24 days for ticket resolution.

- Forty-seven percent of service requests were not related to access provisioning or password requests, as defined in the contract. Service requests should be using security provisioning.

- Change tickets, on average, were open for seven months. This indicates that either change requests were not being completed timely or not categorized properly.

Although weekly status reports are provided by Deloitte, Information & Technology Services does not review the reports. Instead, Information & Technology Services relies on professional judgment and a long-standing relationship with Deloitte personnel for compliance. Per Information & Technology Services, timeliness is based on whether City department personnel escalate directly to Information & Technology Services. Also, the *City of Dallas Support Delivery Manua1 2013* has not been updated since 2013 to reflect the changes in monitoring Deloitte.

User Entity Controls

Information & Technology Services and Deloitte could not demonstrate the implementation of user entity controls recommended by the subservice organization, NTT Managed Services Americas. The subservice organization specified in its Statement of Controls Type II, *User Entity Controls* requirements for City's infrastructure, data maintenance, security provisioning, and cybersecurity compliance. NTT Managed Services Americas hosting service is designed so that user entities (the City) establish their own internal controls or procedures to complement those provided by NTT Managed Services Americas.

Criteria

- ❖ *City of Dallas Support Delivery Manual 2013*

- ❖ NTT Americas Statement of Controls Type II, *User Entity Controls*

- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **Director of Information & Technology Services:**

C.1: Review the service level agreement components for relevancy, applicability, and feasibility of demonstration by the vendor as the contract renewal process is occurring.

C.2: Provide sufficient training to Information & Technology Service managers to ensure they can continually demonstrate verification and validation of compliance by the vendor.

C.3: Consider a rotating schedule of employees responsible for contract monitoring to enhance knowledge sharing and continuity and reduce familiarity with vendor.

C.4: Incorporate any user entity controls suggested by the vendor or subservice organizations, if applicable, or establish compensating information security controls to complement vendor services.

Observation D: Quality

Contract monitoring documentation is not easy to follow. Imprecise, incoherent documentation reduces assurance and verification of the quality of services rendered.

Starting in 2020, when administrative actions were prepared for variable costs, the supporting documentation referred to prior change orders from prior years. Prior contractual activities did not provide clarity into the current requested services. References did not clarify the type of service, project duration, the quantity of vendor offshore personnel, and expectations for services. The current landscape for hosted infrastructure and application managed services changed, and reference to a prior statement of work was inaccurate and/or incomplete.

Also, placing reliance on the vendor numbering system for change orders, statements of work, and/or appendices led to further confusion. The interchangeability, non-sequential use of these documents, and lack of clarity on which documents to apply made it difficult to confirm whether all contractual activities were tracked.

In addition, detailed knowledge of contract terms, invoices, and tracing of billings to the contract is not codified into standard operating procedures to augment City Controller's Office general invoicing procedures.

A potential cause for inconsistent documentation could be Information & Technology Services has not participated in the City's new D-COR contract monitoring training series. As of this audit, Information & Technology Services Finance personnel responsible for contract management could not provide D-COR completion certificates.

Criteria

❖ Administrative Directive 4-05 *Contracting Standards and Procedures,* Section 6.1.12

❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **Director of Information & Technology Services:**

D.1: Participate annually in City's D-COR training to understand how to track contract costs consistently.

D.2: Develop internal standard operating procedures so contract activities unique to Information & Technology Services are performed consistently, and more than one individual retains such knowledge.

D.3: Consider a rotating schedule of employees providing financial invoicing services to enhance knowledge sharing and continuity.

Observation E: Accountability

Operational activities to demonstrate internal accountability and monitoring were not present.

- Weekly status reports consistently show that incident, change, and service tickets are aging and remain unresolved for extended periods of time.

- Periodic service level agreement compliance reviews, annual vulnerability assessment results, disaster recovery testing, security reviews, or application license audits were either incomplete or not available for review. The last disaster recovery test was completed in 2019, and the 2021 testing was canceled due to the political climate at the disaster recovery site.

- Occurrence of periodic meetings to validate vendor accountability for services rendered was not verifiable. Meetings included Executive Steering Committee (monthly); Incident Prioritization Meeting (weekly or as needed); Change Advisory Board Meetings (weekly/as needed or according to an agreed upon schedule); and Monthly Status Meeting for Service Level Agreement (reviews for violations or debits to be applied).

- Invoices have limited information and cannot be used to confirm services without assistance from the Information & Technology Services Finance Manager. Deloitte's invoices do not have sufficient information on the nature and extent of services provided and the number of hours used or service detail.

A potential cause for incomplete monitoring could be that the *City of Dallas Support Delivery Manual 2013* is no longer current. The manual has not been updated since 2013 and its incident matrix does not reflect Information & Technology Services' ongoing updates to incident management and response. The *City of Dallas Support Delivery Manual 2013* also does not reflect the new process of using Service Now to track incidents, change orders, and service requests, which represent most of the application-managed services performed by Deloitte.

Criteria

- ❖ Administrative Directive 4-05 *Contracting Standards and Procedures,* Section 5.3.11

- ❖ City of Dallas Support Delivery Manual, Section 3.81. *Governance Structure*, and *Appendix I.*

- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **Director of Information & Technology Services:**

E.1: Refer to recommendation C.1.

E.2: Develop internal standard operating procedures to standardize regular audits of application (software) and database licenses, and continuity activities.

Appendix A: Background and Methodology

Definitions

Application Managed Services – SAP application management and hosted infrastructure services consist of break/fix and how-to support for the in-scope modules and work units configured and/or developed and implemented.

Contract Monitoring – The administration of a contract and the inspection, review, observation, and evaluation by the initiating or lead department of a contractor's performance relative to the quality and quantity of work performed in relation to the terms and conditions of the contract and specifications.

Hosted Infrastructure – The infrastructure hosting services provider uses data center hosting provided by subservice organizations including Switch SUPERNAP, NTT Global Data Center EMEA and Americas, and NTT Singapore. NTT Managed Services provides managed cloud services, application hosting, managed services, managed security services, end-user services, and information technology consulting services. Cloud services support private, public, and hybrid infrastructure environments and can use Azure, Google, Amazon, and/or Oracle.

Subservice organization – An organization engaged and contracted by the third-party to perform all or part of outsourced activities that the third-party originally contracted to undertake.

Supplier – Encompasses upstream product and service providers used for an organization's internal purposes or integrated into the products or services provided to the buyer. These terms apply to both technology-based and non-technology-based products and services**.**

Supply Chain Risk Management – The organization's priorities, constraints, risk tolerances, and assumptions are established and used to support risk decisions for managing supply chain risk. The organization has established and implemented the processes to identify, assess, and manage supply chain risks.

Support Delivery Manual – Guides the daily operations, the provision of the support delivery manual shall not deviate from or modify the contract terms, including application requirements. Outlines the roles and responsibilities of City departments and vendors. The manual includes a RACI matrix that details the roles and responsibilities of each party.

Background

Dallas Water Utilities is the primary data owner of SAP Applications System. Information & Technology Services is responsible for hardware and software support. The current operational structure has limited internal resource support from both departments. Most of the support is outsourced to Deloitte. Deloitte uses offshore personnel and subservice organization, NTT Americas (Secure 24), to provide hosted infrastructure—a cloud-based data center.

Both departments have acknowledged that they are developing a Request for Competitive Sealed Proposal (RFCSP) for another potential vendor.

Deloitte services are broken down into two components: application managed services and hosted infrastructure. Application managed services involve resource enhancement where SAP incident, change, and service requests are routed through the City's service desk to Deloitte's service desk.

Upon receipt of the ticket, Deloitte Consulting executes based on the service level agreement metrics defined in the *City of Dallas Support Delivery Manual 2013*. Most of the application-managed services are completed offshore, which ensures 24-hour response.

In addition to ticket processing, Deloitte Consulting completes "major enhancement" or "projects" which require more than 80 hours and need approval by the City's change management board. These additional costs are tracked through contract supplemental agreements.

Deloitte Consulting provided hosted infrastructure (cloud computing) through its subservice organization, NTT Americas. Hosted infrastructure data centers are in Michigan. Both data centers are classified as Tier 4, including full redundancy for higher availability.

Contract History and Summary

The City contracted with Deloitte Consulting in March 2013. The contract was approved by City Council for $35,041,449 for a period of seven years to end in March 2020. The $35,041,449 includes:

- Hosted Infrastructure – $3,467,793 annually for seven years totaling $24,274,549.

- Managed services – $1,538,129 annually for seven years totaling $10,766,900.

The contract's purpose was to provide advantages in the following areas:

- Improved efficiencies.

- Continuity of business operations.

- Mitigation of risks related to utility support.

- Improved implementation capability of enhancements to meet business needs.

- Improved accountability and control.

- Ability to support new initiatives including governance transparency and strategic planning.

- Significant improvement in the quality, quantity, and timeliness of information used in decision-making.

- Service level-driven performance agreements.

In March 2020, the City used the first of two built-in two-year renewals (April 2020 to March 2022) in 2020 for a total cost of $12,292,440 as follows:

- Hosted Infrastructure – $1,443,720 annually for two years totaling $2,887,440.

- Managed Services – $2,250,000 annually for two years totaling $4,500,000.

- Other Projects – $4,905,000

In March 2022, the City used the second two-year renewal (April 2022 to March 2024) for a total cost of $10,832,200.

- Hosted Infrastructure - $1,542,300 annually for two years totaling $3,084,600.

- Managed Services - $2,763,800 annually for two years totaling $5,527,600.

- Other Projects - $2,200,000.

The contract changes and amendments were tracked in 31 supplemental agreements including the two supplemental agreements for contract extensions (SA#27) and (SA#31).

Revenue

Many departments within the City use the SAP application to collect revenues. The main user is Dallas Water Utilities to bill and collect water and sewage activities. Other application users are Dallas Fire Rescue, Dallas Police Department, and Aviation. Most transactions completed through SAP application are online through the customer portal and IVR gateway payment verification. Exhibit 4 shows the distribution of revenues for Fiscal Year 2022.

Exhibit 4:

Distribution of Revenue Collection (Fiscal Year 2022)

Table		
Segment		Total Revenue
AVI	Aviation	$ 171,200,678.45
BMS	Office of Financial Services	$ 2,736,404.40
CCS	Code Compliance	$ 5,044,055.00
CCT	Convention And Event Services	-$ 7,042.50
DEV	Development Services	$ 1,710.00
DFD	Dallas Fire Department	$ 3,175,194.68
DPD	Dallas Police Dept	$ 26,080.47
DWU	Dallas Water Utilities	$ 770,197,605.26
HOU	Housing	$ 24,978.24
LIB	Library	$ 5,042.45
OEQ	Office Of Environmental Quality	$ 239.18
PBW	Public Works & Transporation	$ 313,696.30
SAN	Sanitation	$ 107,880,747.24
SDM	Stormwater Drainage Management	$ 73,486,492.49
Overall Result		$ 1,134,085,881.66

Source: Dallas Water Utilities

Methodology

The audit methodology included: (1) interviewing personnel from Dallas Water Utilities and Information & Technology Services; (2) reviewing policies and procedures, the *Texas Local Government Code,* applicable Administrative Directives, contracts, supplemental agreements, and best practices; 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

Mamatha Sparks, CISSP, CISA, CIA, CRISC – Engagement Manager
Jennifer Phung, CIA - Auditor

Memorandum

CITY OF DALLAS

DATE: April 26, 2023

TO: Mark S. Swann – City Auditor

SUBJECT: Response to the Audit of SAP Software Solutions – Deloitte Consulting Service Contract

This letter acknowledges the City Manager's Office received the *Audit of SAP Software Solutions – Deloitte Consulting Contract* and submitted responses to the recommendations in consultation with the Department of Information & Technology Services.

City management recognizes the importance of efficiently monitoring our contracts to ensure the City and residents receive value and acknowledges there are opportunities to improve the monitoring of the SAP Software Solutions – Deloitte Consulting Service Contract.

To ensure consistent and effective contract monitoring across the City, the City developed and launched the Dallas Contracting Officer Representatives (D-COR) training program and has invested in more robust contract monitoring tools. The Department of Information and Technology Services has committed a number of staff to training and requires all managers to complete D-COR training.

Going forward the City and the Department of Information and Technology Services will continue to strengthen the contract monitoring process.

Sincerely,

tc broadnax (Apr 26, 2023 15:09 CDT)
T.C. Broadnax
City Manager

C: Genesis Gavino, Chief of Staff
Jack Ireland, Chief Financial Officer
William Zielinski, Chief Information Officer

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

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
High	We recommend the **Director of Information &Technology Service:**				
	A.1: Develop a third-party provider risk management policy that inventories at a minimum mission essential function provider, incorporates cybersecurity, continuity of operations, and regular disaster recovery testing for all outsourced procurements.	**Agree:**	ITS shall continue to build the Risk management program by completing all NIST 800-171 assessments, centralize the assessments and place risk into the risk register. Vendor risks shall be identified for both internal and external risks. Expansion of the Risk management program shall be considered based upon budget.	09/30/2024	03/31/2025
	B.1: As each contract is renewed or a contract extension is considered, perform a comprehensive review to validate cost efficiency.	**Agree:**	As a part of standard State and local procurement policies, ITS performs analysis of the cost of application management at the conclusion of the existing contract. Through this analysis the City determines the most cost-effective manner for ITS to perform application management of the existing solution or to issue an RFCSP for a new solution.	06/30/2023	Next Contract Renewal
Moderate	We recommend the **Director of Information & Technology Services:**				
	C.1: Review the service level agreement components for relevancy, applicability, and feasibility of demonstration by the vendor as the contract renewal process is occurring.	**Agree:**	ITS will review the service level agreement components for relevancy, applicability, and feasibility of demonstration by the vendor as a part of the contract extension or renewal process is occurring.	09/30/2023	03/31/2024
	C.2: Provide sufficient training to Information & Technology Service managers to ensure they can continually demonstrate verification and validation of compliance by the vendor.	**Agree:**	ITS shall ensure all IT Program Administrators receive a minimum of D-COR level 1 training and shall ensure managers that ITS identifies as having contract management duties receive D-COR level 2 or 3 training.	12/31/2023	06/30/2024

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the **Director of Information & Technology Services:**				
	C.3 Consider a rotating schedule of employees responsible for contract monitoring to enhance knowledge sharing and continuity and reduce familiarity with the vendor.	**Accept Risk:**	ITS believes technology contract monitoring is enhanced by familiarity and deep knowledge of vendor performance for service level agreements.	N/A	N/A
	C.4: Incorporate any user entity controls suggested by the vendor or subservice organizations, if applicable, or establish compensating information security controls to complement vendor services.	**Agree:**	ITS, in conjunction with city departments, will evaluate, for feasibility, entity controls suggested by the vendor or subservice organization to implement a zero-trust model. If ITS is unable to incorporate suggested controls, a compensating security control will be put in place and documented in the Risk Register.	03/31/2024	03/31/2025
	D.1: Participate annually in City's D-COR training to understand how to track contract costs consistently.	**Agree:**	ITS Contract Compliance Administrators responsible for processing and tracking change order requests have completed Levels 1 and 2 D-COR training. Contract Managers have completed Level 1 D-COR training.	06/30/2023	09/30/2023
	D.2: Develop internal standard operating procedures so contract activities unique to Information & Technology Services are performed consistently, and more than one individual retains such knowledge.	**Agree:**	ITS will expand internal standard operating procedures so contract activities unique to Information & Technology Services are performed consistently. ITS will perform bi-annual reviews to ensure compliance.	09/30/2023	03/31/2024
	D.3: Consider a rotating schedule of employees providing financial invoicing services to enhance knowledge sharing and continuity.	**Accept Risk:**	City budget process determines staffing levels. It is not feasible at this time to set a rotating schedule of employees for invoicing. ITS does however maintain a consistent separation of duties framework including contract monitoring, invoicing and approval.	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the **Director of Information & Technology Services:**				
	E.1: Refer to recommendations C.1.	**Agree:**	ITS will review the service level agreement components for cost savings through the capture of penalties.	09/30/2023	03/31/2024
	E.2: Develop internal standard operating procedures to standardize regular audits of application (software) and database licenses, and continuity activities.	Agree:	ITS will refine internal standard operating procedures to standardize regular audits of application (software) and database licenses, and continuity activities.	09/30/2023	03/31/2024

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Memorandum

CITY OF DALLAS

DATE: May 3, 2023

TO: Honorable Mayor and Members of the City Council

SUBJECT: Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security

The Office of the City Auditor released the *Confidential Report: Audit of SAP Software Solutions – Deloitte Consulting – Information Security* on May 3, 2023. The objectives of this audit were to determine whether SAP Software Solutions user-provisioning is administered using the principle of least privilege and if SAP Software Solutions meets the City's enterprise information security requirements. The scope of this audit includes October 1, 2020, to December 31, 2021.

Due to the sensitive information in this report, the distribution was limited to City management responsible for the information security operations related to SAP Software Solutions, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

If you have any additional questions, please contact me at 214-670-3222.

Sincerely,

Mark S. Swann

Mark S. Swann
City Auditor

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Memorandum

CITY OF DALLAS

DATE: May 12, 2023

TO: Honorable Mayor and Members of the City Council

SUBJECT: Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation

The Office of the City Auditor released the *Confidential Report: Cybersecurity Capability Maturity Model (C2M2) Department of Aviation* on May 12, 2023. The objective of this audit was to determine the following: Do the Department of Aviation's cybersecurity measures conform to Cybersecurity Capability Maturity Model (C2M2), Version 2*, Maturity Indicator Level 1—Basic Safeguards*? The audit scope was a point in time as of January 6, 2023.

Due to the sensitive information in this report, the distribution was limited to City management responsible for the Department of Aviation's cybersecurity measures, in accordance with *Government Auditing Standards* and the Texas Public Information Act – Texas Government Code, § 552.139: *Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers.*

If you have any additional questions, please contact me at 214-670-3222.

Sincerely,

Mark S. Swann
City Auditor

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File #: 23-1372

Item #: C.

Quarterly Investment Report (Information as of March 31, 2023)
[Jenny Kerzman, Assistant Director of Treasury, City Controller's Office]

Overview

- Review Background
    - City's Investment Policy
    - City's Investment Committee
    - City's Investment Advisor

- Provide overview of the City's investment portfolio
    - Highlights of 2nd quarter performance – all funds
    - Highlights of year-to-date operating portfolio performance

- Outline Next Steps

Review Background – City's Investment Policy

- Treasury Division of the City Controller's Office manages the investment of City funds under the guidelines of the City's Investment Policy and in accordance with Federal and State law and the City Charter

- State of Texas Public Funds Investment Act ("PFIA") requires that investments shall be made in accordance with written policies approved, at least annually, by the governing body

- City's Investment Policy was first adopted in 1987, amended in 1995, and reviewed annually from 1997 through 2022 to incorporate amendments to the PFIA and to improve management of the City's investments

- City Council approved the current policy on October 26, 2022 (Resolution No. 22-1598)

Review Background – City's Investment Committee

- City's Investment Committee is composed of the City's:
  - Chief Financial Officer
  - Controller
  - Assistant Director of Treasury
  - Director of Dallas Water Utilities
  - Director of Budget and Management Services (pending)

- Committee meets on a quarterly basis to review the performance of the investment portfolio, economic trends, compliance requirements, and to submit strategy recommendations for the following quarter, while meeting the objectives of the City's Investment Policy of safety, liquidity and yield

- Since 1989, the City has intermittently contracted with an investment advisor from qualified firms that are registered with the Securities and Exchange Commission and the Texas State Securities Board to assist with the management of the City's investment pool portfolio

Review Background – City's Investment Advisor

- On April 13, 2022, City Council approved a three-year consultant contract, with two one-year renewal options, with Meeder Public Funds, Inc. dba Patterson & Associates for investment advisory services

- Investment advisory services include, but are not limited to, review and reporting of investment activity, quantitative analysis, evaluation and presentation of investment options, investment advice, market research and updates, securities valuation, and attendance at the quarterly Investment Committee meetings

- This is a non-discretionary agreement in which the investment advisor must obtain approval from City staff before executing any trade

Highlights of 2nd Quarter Performance – ALL FUNDS

- City Controller's Office Treasury Division staff manages the City's investments including Operating Portfolio, Arts Endowment, GO and DWU Commercial Paper Programs, Ida Green Library Fund, and Water Reserve

- Quarterly report is prepared in compliance with the City's Investment Policy and strategy of the City of Dallas and the Public Funds Investment Act (Chapter 2256, Texas Government Code)

- As of March 31, 2023, the **market value** for all funds was **$3,488,074,267,** producing interest earnings of **$26,332,611**

- Weighted average maturity was **634 days** and the weighted average yield was **3.40%**

Quarterly Portfolio Summary – All Funds

MEEDER
PUBLIC FUNDS | PATTERSON GROUP

This quarterly report is prepared in compliance with the Investment Policy and Strategy of the City of Dallas and the Public Funds Investment Act (Chapter 2256, Texas Government Code).

Portfolio as of December 31, 2022		Portfolio as of March 31, 2023	
Beginning Book Value	$2,939,622,830	Ending Book Value	$3,516,830,038
Beginning Market Value	$2,888,264,818	Ending Market Value	$3,488,074,267
		Investment Income for the period	$26,332,611
Unrealized Gain/(Loss)	($51,358,012)	Unrealized Gain/(Loss)	($28,755,770)
		Change in Unrealized Gain/(Loss)	$22,602,241
Weighted Average Maturity	419 days	Weighted Average Maturity	634 days
Weighted Average Yield	2.19%	Weighted Average Yield	3.40%

Portfolio Market Value by Fund	12/31/2022	3/31/2023	Change	Interest Earned
Operating Portfolio	$2,774,327,252.25	$3,374,136,553.82	$599,809,301.57	$25,485,064.40
Arts Endowment	$2,235,000.00	$2,235,000.00	$0.00	$19,749.43
DWU Commercial Paper Program	$13,960.15	$13,960.15	$0.00	$144.96
GO Commercial Paper Program	$20,688,605.94	$20,688,753.36	$147.42	$221,941.50
Ida Green Library Fund	$1,000,000.00	$1,000,000.00	$0.00	$9,542.47
Water Reserve	$90,000,000.00	$90,000,000.00	$0.00	$596,168.20
Total	**$2,888,264,818.34**	**$3,488,074,267.33**	**$599,809,448.99**	**$26,332,610.96**

Highlights of Year-to-Year Operating Portfolio Performance

Book Balance

- As of March 31, 2023, the Operating portfolio's book balance was **$3,402,892,324,** producing interest earnings of **$25,485,064**

- City's Operating portfolio balances have trended higher over the past two fiscal years

- Typical low points occur in the last quarter of each fiscal year and start to build higher with property tax revenue collections starting in the first quarter and peaking in the second quarter

- Book balance for the 2nd quarter of FY 2022-23 is the highest of the last five fiscal years

Highlights of Year-to-Year Operating Portfolio Performance

BOOK BALANCE

	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
1st Quarter	1,940,187,351	2,256,552,112	2,381,039,024	2,664,418,736	2,825,685,264
2nd Quarter	2,313,550,107	2,525,765,943	2,715,246,656	3,165,550,088	3,402,892,324
3rd Quarter	2,383,592,317	2,461,024,962	2,778,445,494	3,132,827,751	
4th Quarter	2,198,400,458	2,255,444,189	2,534,855,951	2,891,859,149	

1st Quarter   2nd Quarter   3rd Quarter   4th Quarter
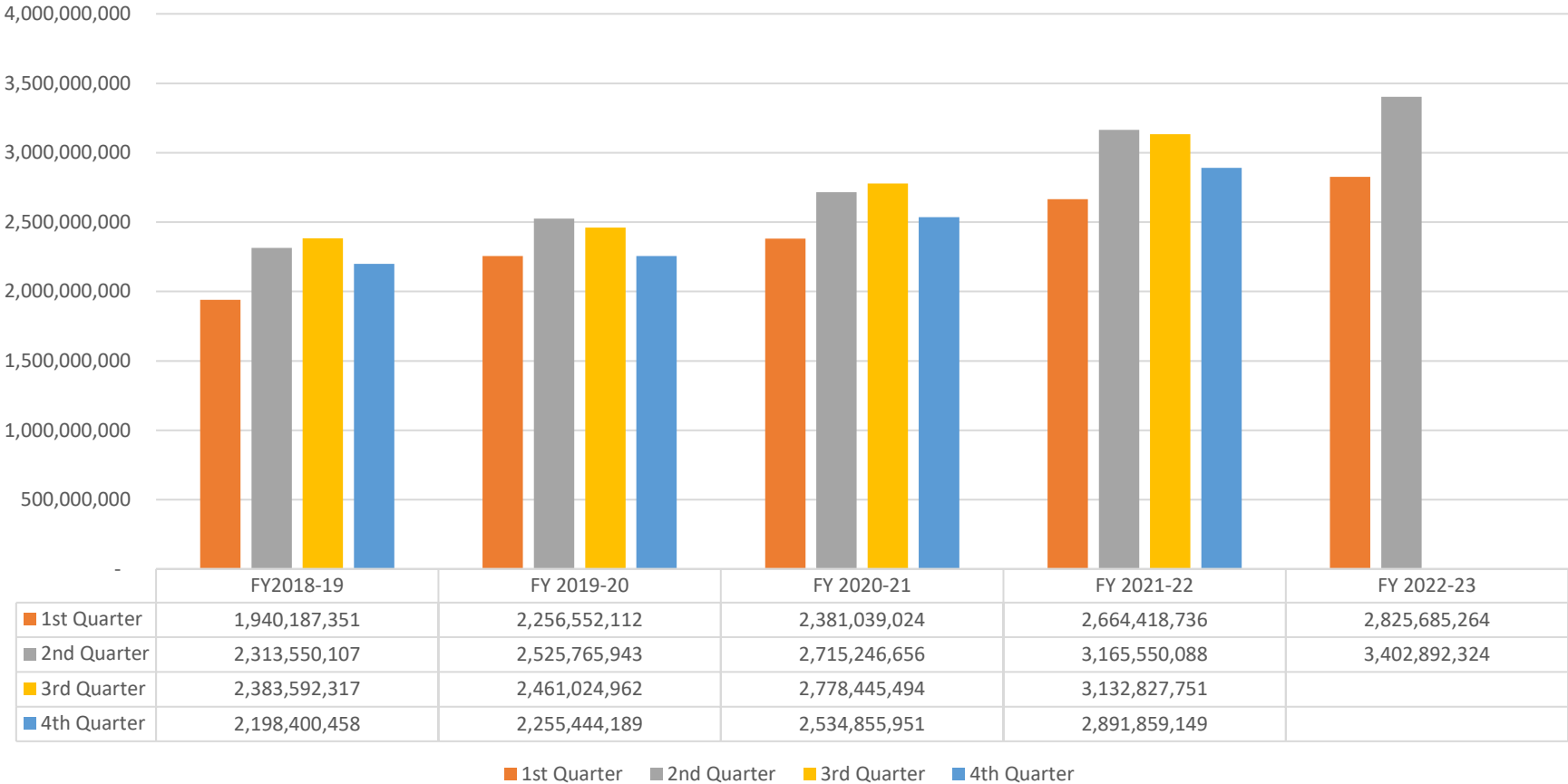
Historical Balances – Book Value

Highlights of Year-to-Year Operating Portfolio Performance
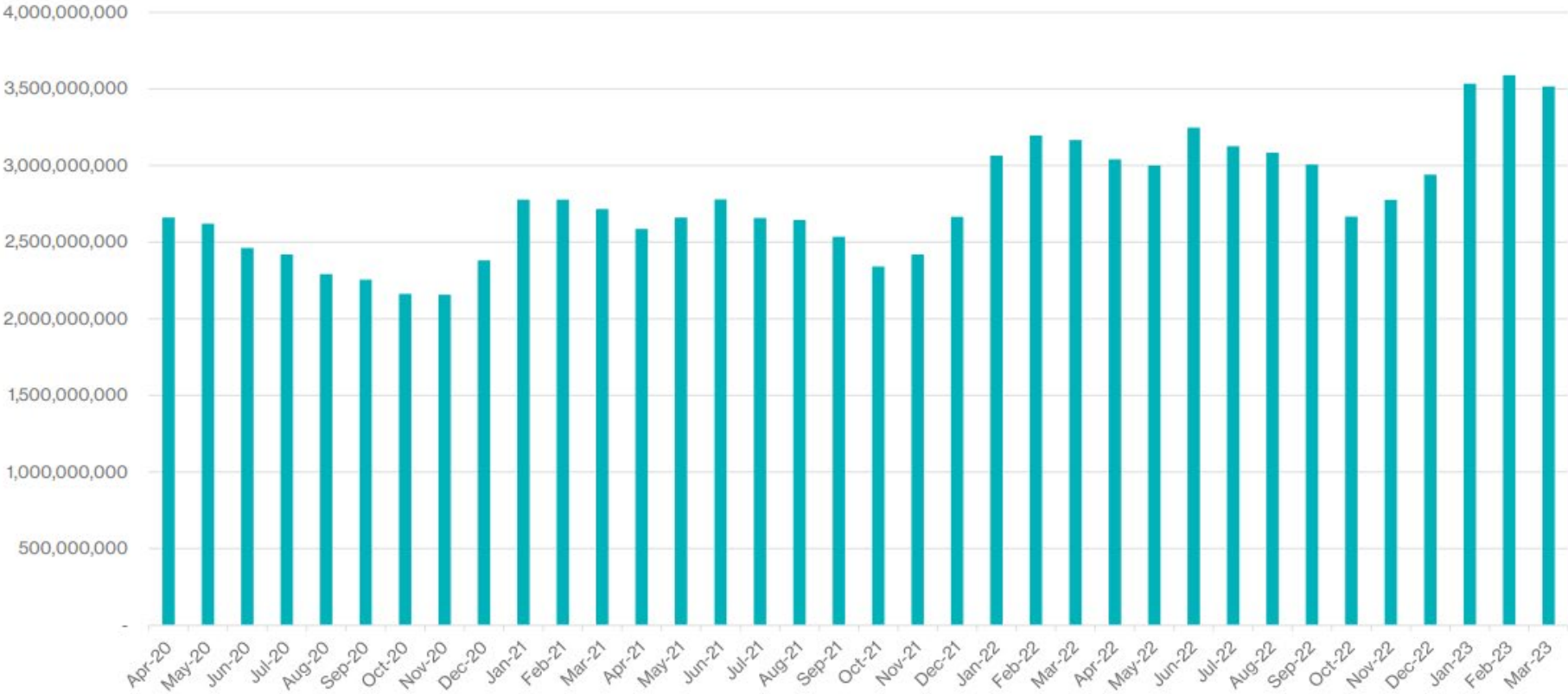
Interest Earned

- Interest earnings tapered off through FY 2020-21 due to overall interest rates dropping to historic lows
  - ➤ Interest earned for the 2nd quarter of FY 2022-23 is the highest of the last five fiscal years
  - ➤ Interest earnings are expected to trend higher through the remainder of FY 2022-23 and into early FY 2023-24

- This past quarter interest earnings were reported at **$25.5 million** compared to **$12.1 million** the previous quarter

- Positioning the portfolio with longer dated securities, we have been able to capture higher rates in the 3-5 year area
  - ➤ This will preserve interest earnings over a longer term, in a declining interest rate environment

Highlights of Year-to-Year Operating Portfolio Performance

INTEREST EARNED

	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
■ 1st Quarter	7,751,330	10,034,643	2,497,104	908,883	12,120,281
■ 2nd Quarter	12,024,452	10,124,618	2,251,099	1,707,755	25,485,064
■ 3rd Quarter	13,226,052	6,066,516	1,900,203	2,590,994	
■ 4th Quarter	13,061,985	3,346,143	865,667	9,261,323	

■ 1st Quarter ■ 2nd Quarter ■ 3rd Quarter ■ 4th Quarter
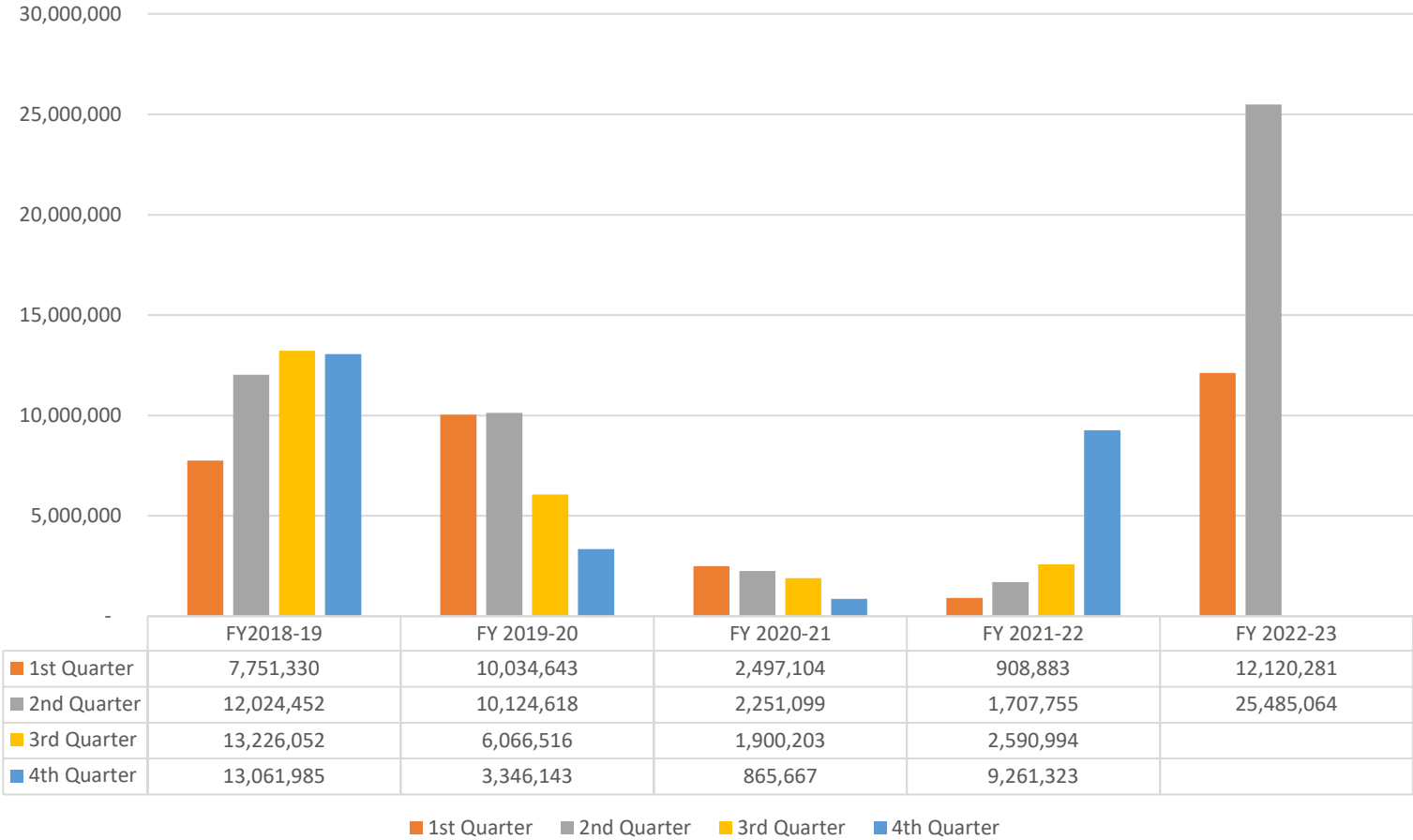
Asset Composition

- Priority is to first ensure enough liquidity on hand to meet debt payments and expenditures and then minimizing the amount of excess cash in overnight funds to keep the portfolio appropriately sized

- Our objective, as we seek to right-size the portfolio, is to maintain a minimum cash/overnight investment target of approximately 10%

- Currently, we see value in commercial paper within the 0-1 year area, while US Treasury and Government Agencies are generating more value in the longer dated maturity ranges

Highlights of Year-to-Year Operating Portfolio Performance

Asset Composition

	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Cash & Equivalents	7.05%	3.98%	3.97%	3.51%	3.49%	3.81%	3.61%	0.31%	0.03%	0.03%	0.04%	0.03%
Money Market	17.34%	16.16%	13.71%	2.68%	5.97%	3.98%	4.89%	1.24%	0.75%	0.12%	0.12%	0.10%
LGIPs	44.28%	42.92%	37.51%	32.07%	42.10%	11.99%	9.56%	22.13%	18.65%	12.98%	13.37%	11.58%
Commercial Paper	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.62%	7.58%
Municipal Obligations	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.18%	0.29%
U.S. Government Agencies	22.43%	27.41%	35.30%	53.34%	46.70%	73.38%	75.46%	68.85%	69.42%	62.93%	60.21%	54.57%
U.S. Treasury Securities	8.90%	9.53%	9.52%	8.40%	1.74%	6.84%	6.48%	7.47%	11.16%	23.77%	23.46%	25.84%

Highlights of Year-to-Year Operating Portfolio Performance

Portfolio Summary – Investment Pool
As of 3/31/2023

MEEDER
PUBLIC FUNDS | PATTERSON GROUP

Your Portfolio

Cash/LGIPs	$358,602,982
Securities Book Value	$3,044,289,342
Total Portfolio Book Value	$3,402,892,324

Your Securities

Weighted Average Maturity	1.78 years
Weighted Average Yield	3.36%

Your Asset Allocation

- 0.10%
- 0.03%
- 8%
- 10%
- 1%
- 0.29%
- 55%
- 26%

- ■ US Government Agencies
- ■ US Treasuries
- ■ Municipal Obligations
- ■ Local Government Investment Pools
- ■ Money Market
- ■ Commercial Paper
- ■ Cash
- ■ Certificate of Deposit
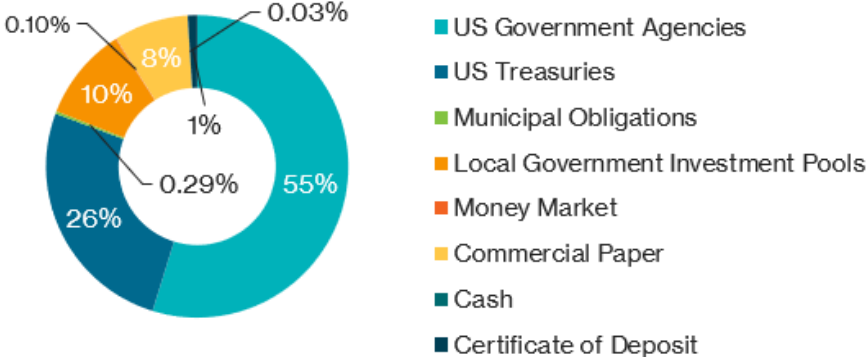
Your Maturity Distribution

Maturity	Value	Percent
Overnight	358,602,982	11%
0-1 year	1,263,640,772	37%
1-2 years	514,922,053	15%
2-3 years	450,380,342	13%
3-4 years	379,258,129	11%
4-5 years	436,088,046	13%
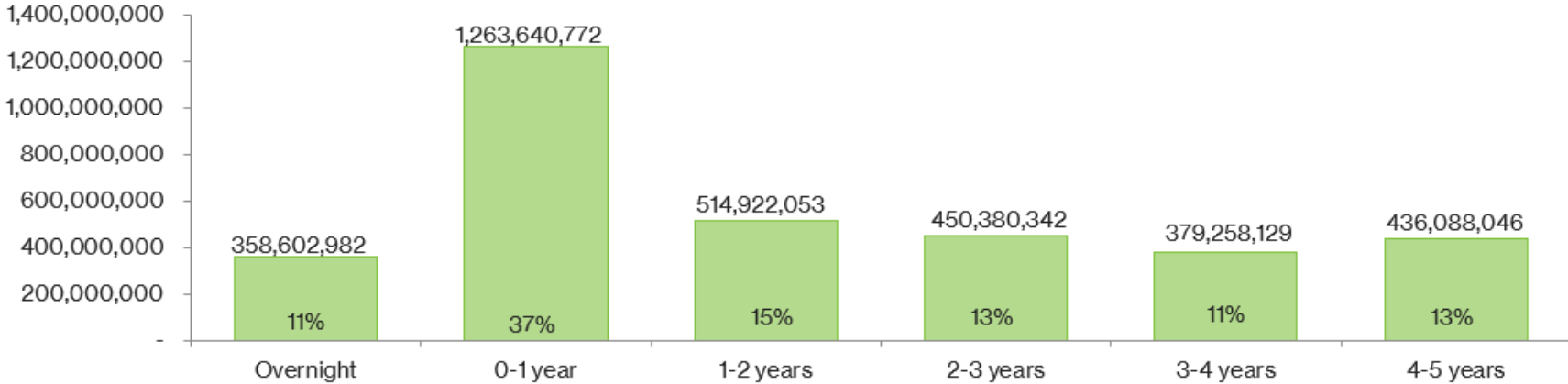
YIELD AND INTEREST INCOME INFORMATION IS ANNUALIZED. ALL YIELD INFORMATION IS SHOWN GROSS OF ANY ADVISORY AND CUSTODY FEES AND IS BASED ON YIELD TO MATURITY AT COST.
PAST PERFORMANCE IS NOT A GUARANTEE OF FUTURE RESULTS.
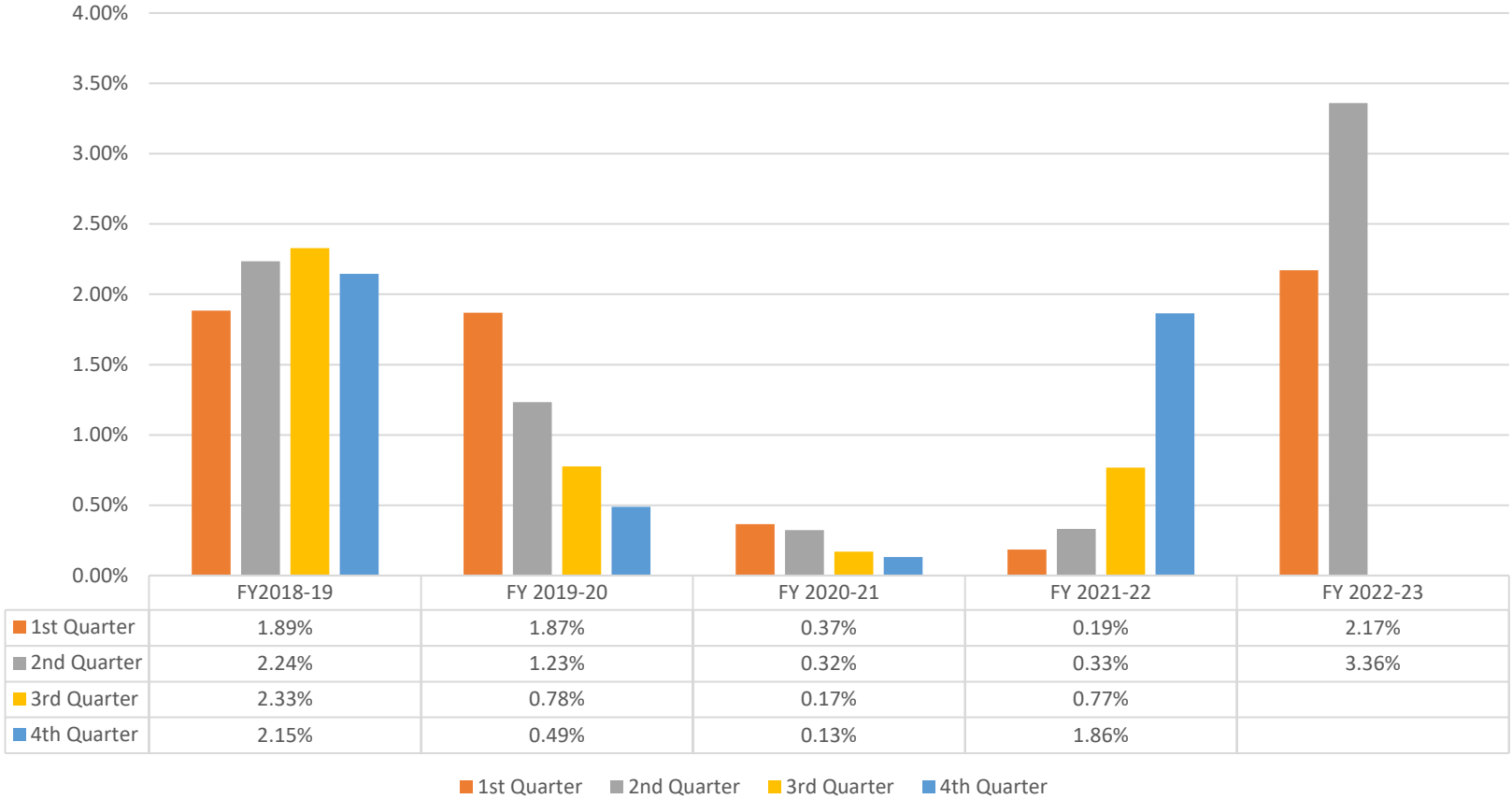
<u>Weighted Average Yield ("WAY")</u>

- Weighted Average Yield ("WAY") represents an average of the yield to maturity of each of the bonds held in the portfolio, weighted by the relative size of each bond in the portfolio

- Portfolio's weighted average yield continues to rise coming out of FY 2021-22 and into FY 2022-23
  - ➢ As of March 31, 2023, the weighted average yield was 3.36%

- As the Federal Reserve nears the top end of the current hiking cycle, our investment strategy will be to lock in longer term rates to allow the portfolio yield to remain elevated over a longer period of time

Highlights of Year-to-Year Operating Portfolio Performance

WEIGHTED AVERAGE YIELD

	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
■ 1st Quarter	1.89%	1.87%	0.37%	0.19%	2.17%
■ 2nd Quarter	2.24%	1.23%	0.32%	0.33%	3.36%
■ 3rd Quarter	2.33%	0.78%	0.17%	0.77%	
■ 4th Quarter	2.15%	0.49%	0.13%	1.86%	

■ 1st Quarter   ■ 2nd Quarter   ■ 3rd Quarter   ■ 4th Quarter

Highlights of Year-to-Year Operating Portfolio Performance

## Weighted Average Maturity ("WAM")

- Weighted Average Maturity ("WAM") is the average time it takes for securities in a portfolio to mature, weighted in proportion to the dollar amount that is invested in the portfolio

- On October 26, 2022, City Council approved extending the portfolio's WAM from 1.5 years (547 days) to 3 years to allow greater flexibility in all market environments, particularly the ability to preserve interest income in declining rate environments
  - As a result, the portfolio's WAM as of March 31, 2023 was **650 days**, compared to 251 days a year ago, and to 432 days the previous quarter

Highlights of Year-to-Year Operating Portfolio Performance

WEIGHTED AVERAGE MATURITY (DAYS)

Legend: FY 2022-23 | FY 2021-22 | FY 2020-21 | FY 2019-20 | FY2018-19
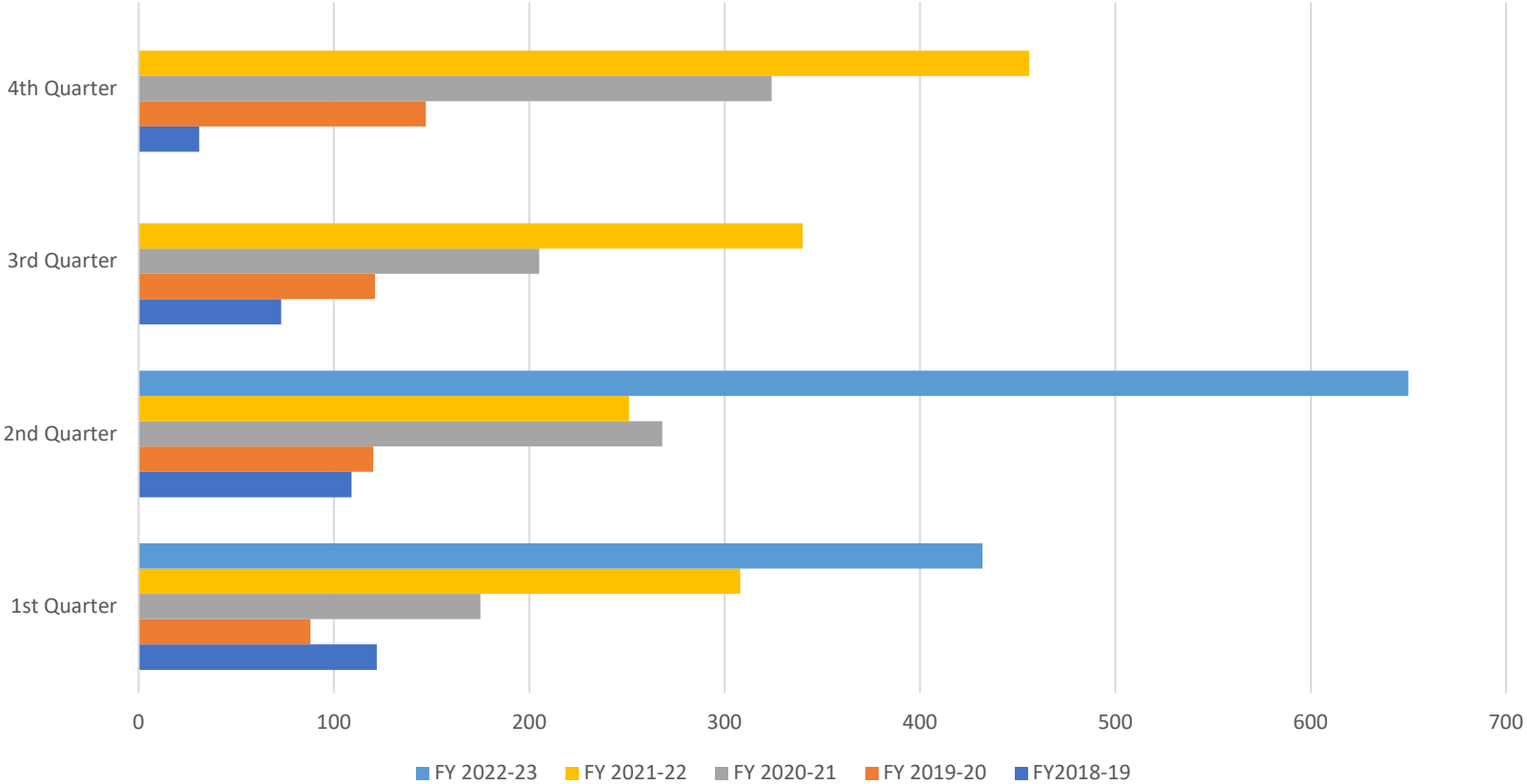
Outline Next Steps

- Provide Quarterly Investment Report to GPFM Committee

- Seek GPFM Committee and City Council approval of City's Investment Policy annually

File #: 23-1373

Item #: D.

Financial Plan Update for Kay Bailey Hutchinson Convention Center Master Plan and Fair Park
Improvements
[Jack Ireland, Chief Financial Officer, City Manager's Office]

Financial Plan Update for KBHCCD Master Plan & Fair Park Improvements

Government Performance & Financial Management Committee
May 22, 2023

Jack Ireland
Chief Financial Officer

Rosa Fleming, Director
Convention and Event Services

Filicia Hernandez, Treasury Administrator
City Controller's Office

City of Dallas

Overview

- Review purpose and background
- Discuss KBHCCD master plan financial projections
- Discuss Fair Park improvements financial projections
- Review upcoming debt issuance
- Review timeline
- Outline next steps

Purpose

- Update GPFM Committee on the financial projections for KBHCCD Master Plan and Fair Park improvements

- Discuss the timeline for debt issuance

Background

- KBHCCD Master Plan process and interaction with Fair Park began in 2019 with discussions about the potential renovation/expansion of the center to remedy $600M - $700M of deferred maintenance and to allow the City to keep pace with its competitive set

- 2021 legislative session allowed Chapter 334 (Brimer Bill) to include Fair Park in a split use of the 2% increase in Hotel Occupancy Tax (HOT) assuming an expansion process of the convention center was underway

- Dallas City Council approved a resolution authorizing an 80/20 percent split of the 2% increase in HOT that was approved by voters under Proposition A in November 2022
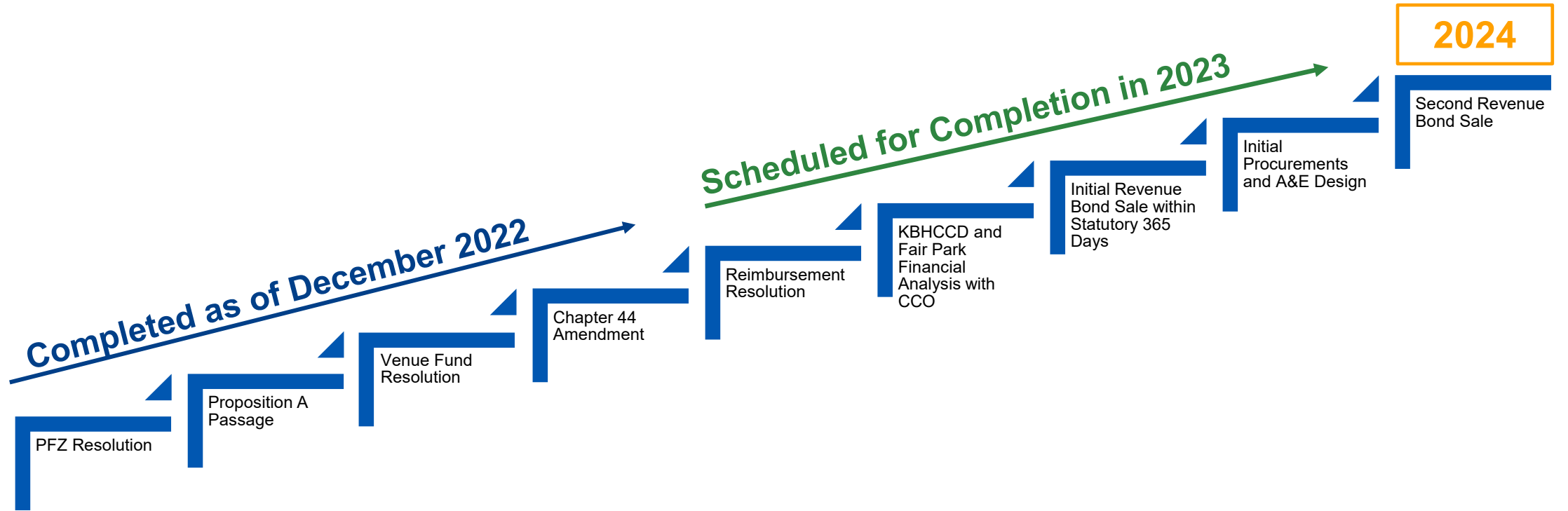
Background

- Chapter 334 of Texas Local Government Code requires issuance of debt within one year of Brimer Bill tax levy, which began on January 1, 2023

- City staff, bond counsel, and financial advisors are working toward a short-term financial transaction by September 2023, a larger bond sale in 2024, and potential transactions in future years

- Issuing short-term debt via private placement in the first-year will effectively leverage bonding capacity, meet the needs of project design and other initial contract awards, and maintain coverage requirements for future bond refundings

Background – Financing Timeline

2024

Completed as of December 2022

Scheduled for Completion in 2023

PFZ Resolution

Proposition A Passage

Venue Fund Resolution

Chapter 44 Amendment

Reimbursement Resolution

KBHCCD and Fair Park Financial Analysis with CCO

Initial Revenue Bond Sale within Statutory 365 Days

Initial Procurements and A&E Design

Second Revenue Bond Sale

KBHCCD Master Plan Financial Projections – Pledged Revenues

The City will pledge the following to secure bonding related to the KBHCCD Master Plan:

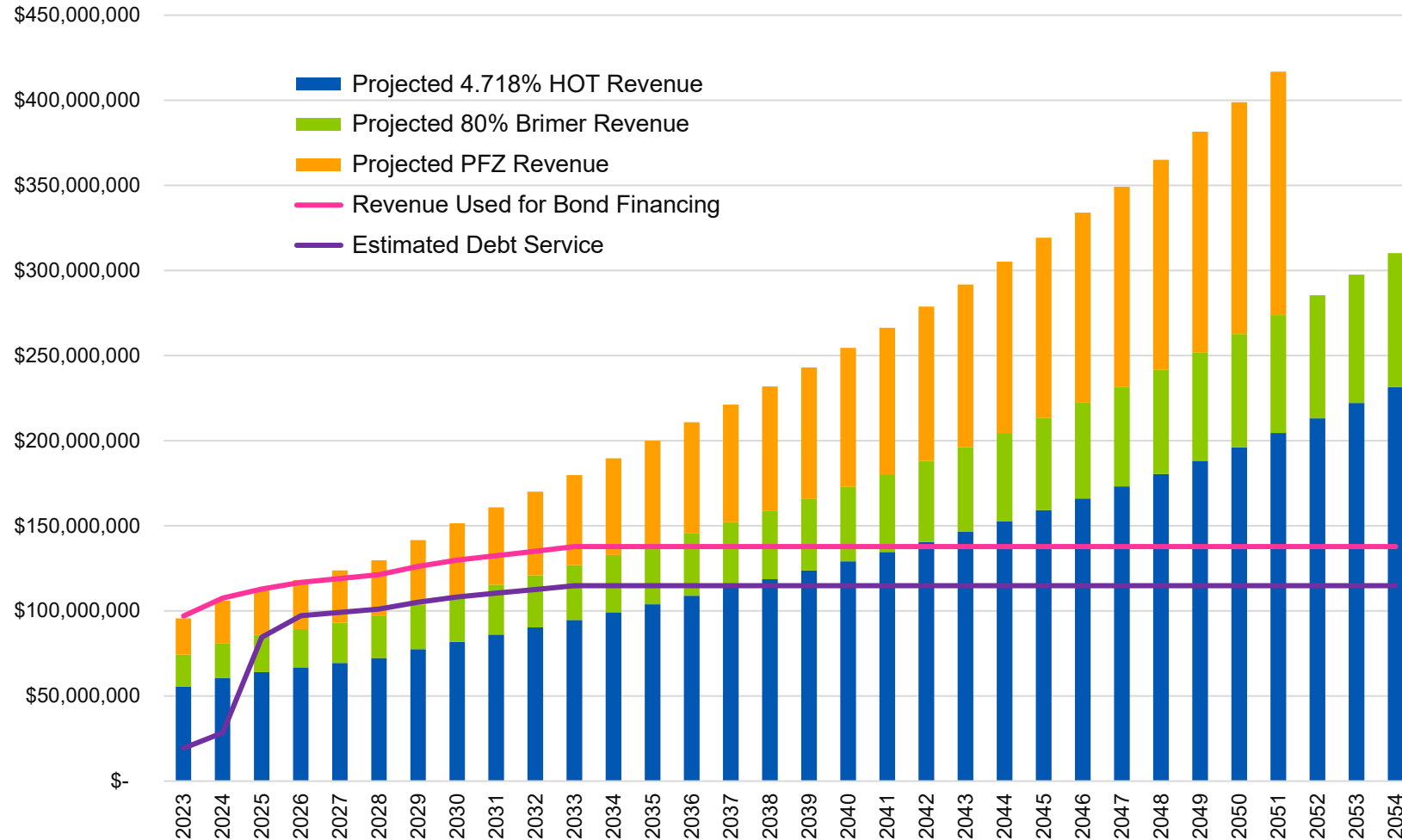| Financing Tool	Estimated Revenue	Description
Project Financing Zone (PFZ)	Approximately $2.2B total over 30 years	Approved November 2021 to redirect State Hotel-Related Incremental Taxes (includes hotel occupancy, sales, alcohol and beverage taxes) to City of Dallas thru 2051 for the convention center expansion project only
2% HOT Increase (Brimer Bill)	Approximately $1.5B total over 30 years	Approved by voters in November 2022 with a collection period through 2052 for the convention center expansion project and Fair Park (80% allocation to KBHCCD)
Local HOT (7%)	Approximately $114M annually	Authorized by City Ordinance 31554 (CR 20-937) to distribute 4.718 percent of local HOT for debt service and capital and operating use for the convention center, and for dissemination for tourism promotion and arts and culture
Net Event Revenues from KBHCCD Activities	TBD	Includes revenues generated at the KBHCCD through client use agreements, audio-visual, food and beverage, technology, parking and electrical, net of all operating costs

Note: Bonds for Convention Center Venue Project and Fair Park Venue Project are payable solely from the Pledged Revenues and are not payable from City's General Fund.

KBHCCD Master Plan Financial Projections

Estimated Revenue Available for Convention Center

Legend:
- Projected 4.718% HOT Revenue
- Projected 80% Brimer Revenue
- Projected PFZ Revenue
- Revenue Used for Bond Financing
- Estimated Debt Service

KBHCCD Master Plan Financial Projections

As revenue continues to grow, surpassing debt service funding requirements, there are additional options for excess funds:

- Operating and maintenance costs

- Prepayment funds to pay down debt faster

- Capital improvement funds for future improvements

- Issuance of additional debt

KBHCCD Master Plan Financial Projections – Estimated Sources and Uses for KBHCCD Financing

	Convention Center Short Term Series 2023	Convention Center Sr. Lien Series 2024	Convention Center Sub. Lien Series 2024	Total
Sources of Funds				
Par Amount	$172,590,000	$ 1,144,413,198	$ 335,385,000	$ 1,652,388,198
Premium	-	43,662,393	14,246,991	57,909,385
	$172,590,000	$ 1,188,075,591	$ 349,631,991	$ 1,710,297,583
Uses of Funds				
Project Design Costs	$170,000,000	$ -	$ -	**$ 170,000,000**
Project Fund Deposit	-	906,532,893	321,650,466	**1,228,183,360**
Refunding of 2023 Short Term Bonds	-	172,590,000	-	172,590,000
Debt Service Reserve Fund	-	91,786,500	22,950,750	114,737,250
Cost of Issuance	2,590,000	17,166,198	5,030,775	24,786,973
	$172,590,000	$ 1,188,075,591	$ 349,631,991	$ 1,710,297,583
Delivery Date	10/1/23	10/1/24	10/1/24	10/1/23
All-In TIC	7.1633%	4.7852%	4.7677%	4.8028%
Average Life (years)	1.000	20.875	19.015	19.317
Total Interest	9,492,450	1,168,735,588	318,870,513	1,497,098,550
Total Debt Service	182,082,450	2,336,755,588	654,255,513	3,173,093,550
Maximum Annual Debt Service	n/a	91,786,500	22,950,750	114,733,000

Total Project Proceeds: $ 1,398,183,360

Notes:
- Assumes interest rates as of May 12, 2023
- Project fund deposit from the Series 2024 Bonds will be dependent upon a market study completed in conjunction with the long-term financing and subject to interest rates at the time of sale
- Project fund deposits do not include any investment earnings
- Cost of issuance assumed at $15/bond

KBHCCD Master Plan Financial Projections – Project Overview

	Current Sq. Ft.	Planned Sq. Ft.
Exhibition Halls:	724,000	800,000
Ballrooms:	65,000	170,000
Largest Ballroom:	27,000	105,000
Meeting Room:	100,000	260,000
Parking:	2,000 spaces	2,000 spaces

Other Project Components	Project Type
The Black Academy of Arts and Letters	Renovation
Dallas Memorial Auditorium	Renovation
Transportation Components	Enhancement
Land Use / Development – ~30 acres	Development
Pioneer Plaza/ Pioneer Cemetery	Rehabilitation
Eddie Bernice Johnson Union Station	Rehabilitation
Deck Park	Enhancement

KBHCCD Master Plan Financial Projections – Non-Bonded Project Components

CES and its partner departments will bifurcate the Master Plan into projects funded by the Project Fund and other projects funded by alternative financing methods:

Non-Bonded Project Component	Alternative Funding Proposal
Eddie Bernice Johnson Union Station	Public-private partnership with negotiated agreement to cover full renovation costs
Transportation Components	During the project management and design process, street components that will be included in the convention center construction/expansion will be separated from costs to be borne by the surrounding developers as part of their projects, Texas Department of Transportation as part of the I-30 reconstruction, and other existing projects
Pioneer Plaza	Funds are already set-aside in CES Capital Projects Fund and includes a public-private partnership component with Texas Trees Foundation and PKR
Pioneer Cemetery	Public-private partnership and humanities/history focused grants
Land Use / Development ~30 acres	P3 or Developer Agreement
Deck Park	Public-private partnership and integration into other developer-led transportation projects

Fair Park Improvements Financial Projections – Pledged Revenue

The City will pledge the following to secure bonding related to the Fair Park improvements:

| Financing Tool	Estimated Revenue	Description
2% HOT Increase (Brimer Bill)	Approximately $350M total over 30 years	Approved by voters in November 2022 with a collection period through 2052 for the convention center expansion project and Fair Park (20% allocation to Fair Park)

Note: Bonds for Convention Center Venue Project and Fair Park Venue Project are payable solely from the Pledged Revenues and are not payable from City's General Fund.

Fair Park Improvements Financial Projections

Estimated Brimer Revenue Available for Fair Park

Legend:
- Projected 20% Brimer Revenue
- Revenue Used for Bond Financing
- Estimated Debt Service
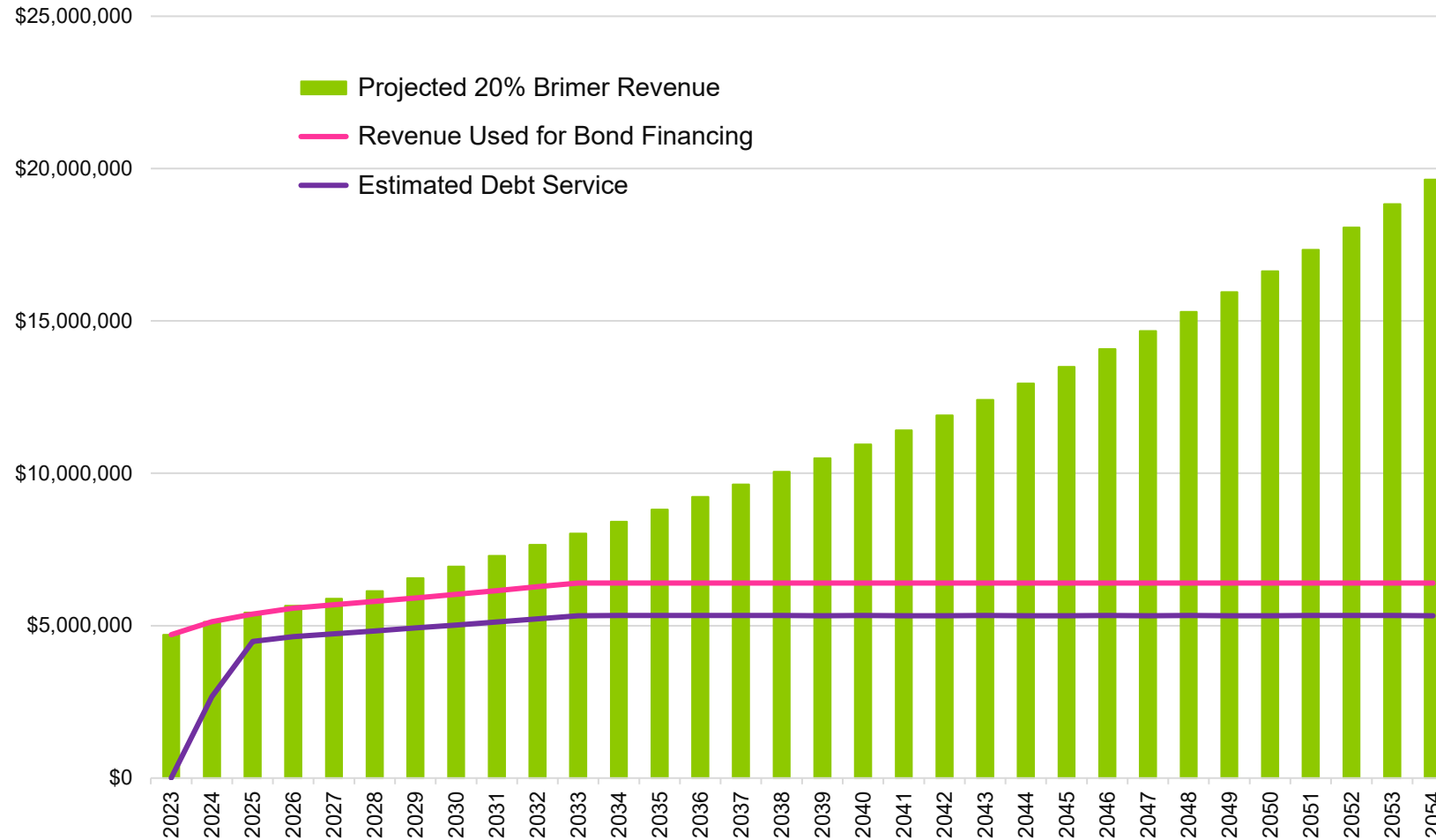
Fair Park Improvements Financial Projections

Similar to KBHCCD, excess revenue surpassing debt service funding requirements can be used for:

- Operating and maintenance costs

- Prepayment funds to pay down debt faster

- Capital improvement funds for future improvements

- Issuance of additional debt

Fair Park Improvements Financial Projections – Estimated Sources and Uses for Fair Park Financing

	Fair Park Short Term Series 2023	Fair Park Sr. Lien Series 2024	Fair Park Sub. Lien Series 2024	Total
Sources of Funds				
Par Amount	$ 50,765,000	$ 63,420,000	$ 15,860,000	$ 130,045,000
Premium	-	3,160,362	653,243	3,813,604
	$ 50,765,000	$ 66,580,362	$ 16,513,243	$ 133,858,604
Uses of Funds				
Project Fund Deposit	$ 50,000,000	$ 10,598,312	$ 15,205,843	*$ 75,804,154*
Refunding of 2023 Short Term Bonds	-	50,765,000	-	50,765,000
Debt Service Reserve Fund	-	4,265,750	1,069,500	5,335,250
Cost of Issuance	765,000	951,300	237,900	1,954,200
	$ 50,765,000	$ 66,580,362	$ 16,513,243	$ 133,858,604
Delivery Date	10/1/23	10/1/24	10/1/24	10/1/23
All-In TIC	7.1633%	4.7102%	4.7809%	4.8451%
Average Life (years)	1.000	19.409	19.411	12.832
Total Interest	2,792,075	61,545,067	15,392,672	79,729,814
Total Debt Service	53,557,075	124,965,067	31,252,672	209,774,814
Maximum Annual Debt Service	n/a	4,265,750	1,069,500	5,332,000

Total Project Proceeds: $ 75,804,154

Notes:
- Assumes interest rates as of May 12, 2023
- Project fund deposit from the Series 2024 Bonds will be dependent upon a market study
  completed in conjunction with the long-term financing and subject to interest rates at the time of sale
- Project fund deposits do not include any investment earnings
- Cost of issuance assumed at $15/bond

Fair Park Financial Projections – Projects

- Refurbish Cotton Bowl Stadium

- Restore iconic venues:
  - Fair Park Music Hall
  - Band Shell
  - Automobile Building
  - Centennial Exhibition Hall
  - Fair Park Coliseum

Debt Issuance – Short-Term Financing

	Convention Center Short Term Series 2023	Fair Park Short Term Series 2023	Total
Sources of Funds			
Par Amount	172,590,000	50,765,000	223,355,000
	$ 172,590,000	$ 50,765,000	$ 223,355,000
Uses of Funds			
Project Design Costs	$ 170,000,000	$ -	*$ 170,000,000*
Project Fund Deposit	-	$ 50,000,000	*50,000,000*
Cost of Issuance	2,590,000	$ 765,000	$ 3,355,000
	$ 172,590,000	$ 50,765,000	$ 223,355,000
Total Bond Issuance Amount:			**$ 223,355,000**

Notes:
- Assumes interest rate of 5.5% on short term note
- Project fund deposits do not include any investment earnings
- Cost of issuance assumed at $15/bond

Debt Issuance – Short-Term Financing

- Issuing short-term debt via private placement in the first-year will effectively leverage bonding capacity, meet the needs of project design and other initial contract awards, and maintain coverage requirements for future bond refunding
- For the convention center, current estimated short-term issuance amounts can be offset from PFZ collections, available convention center revenues, and available HOT revenues
- Following the first-year issuance, short-term debt will be refunded into long-term debt as a Senior Lien at 1.5x coverage and a Subordinate Lien at 1.2x coverage to obtain maximum bonding capacity
- Bonding capacity for refunding is driven by rating agency criteria primarily centered on a market study, which includes assessments of HOT, Brimer, PFZ and convention center revenues

Timeline – Short-Term Financing

May 22, 2023	GPFM Committee – Financial Plan Update for KBHCC & Fair Park briefing
June 13, 2023	GPFM Committee – Upcoming KBHCCD & Fair Park Bond Sale discussion
June 14, 2023	City Council approval of resolution to proceed with bond sale and payment of issuance costs
August 9, 2023	City Council approval of ordinance authorizing bond issue and terms
September 28, 2023	Deliver bonds and receive proceeds

Next Steps

- Procurement of market ready study of pledged revenues for Convention Center and Fair Park to identify maximum bonding capacity and facilitate a market bond sale

- Plan for issuance of long-term debt to refund outstanding short-term debt and finance overall project costs in Fall 2024

- Continue to update GPFM Committee on upcoming debt transactions and items for review and approval

Financial Plan Update for KBHCCD Master Plan & Fair Park Improvements

Government Performance & Financial Management Committee
May 22, 2023

Jack Ireland
Chief Financial Officer

Rosa Fleming, Director
Convention and Event Services

Filicia Hernandez, Treasury Administrator
City Controller's Office

City of Dallas

File #: 23-1376

Item #: E.

Technology Accountability Report (Information as of April 30, 2023)
[William Zielinski, Chief Information Officer, Information & Technology Services]

Memorandum

CITY OF DALLAS

DATE May 19, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – April 2023**

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

NOTE: As this report provides information through April 30, 2023, it does not provide information regarding the recent Ransomware attack against the City. Publicly releasable information regarding this event, the impact to City services and the restoration of those services will be included in the May 2023 TAR which will be released on June 9, 2023.

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: TC Broadnax, City Manager
Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

Technology Accountability Report (TAR)

City of Dallas

As of April 30, 2023

Prepared by Information & Technology Services

_____

1500 Marilla Street, 4DS   **214-671-9868**
Dallas, TX 75201

Executive Summary

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

- Section 1: IT Programs & Projects – During April 2023, one major project was completed:
    - Phase I of the ***Visualization Engineering Services*** project (#40 on this month's Major Projects List) was completed on 4/28/2023. This project provides a validated baseline of the City of Dallas' current technology landscape and will be used to define and track health and risk associated with systems and services and track progress in remediation.
- Section 1: IT Programs & Projects – During April 2023, one major projects was added to the major project list. The *Body Worn Cameras for Code Personnel* project was added to the Major Project's List as item #8.   This project will purchase body-worn cameras, install infrastructure for storing and charging the cameras when not in use, and store and maintain the video that is captured through their use.
- Section 5: IT Infrastructure – An update on efforts to identify and remediate technical debt present in the technology environment.

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Section 1: IT Programs & Projects
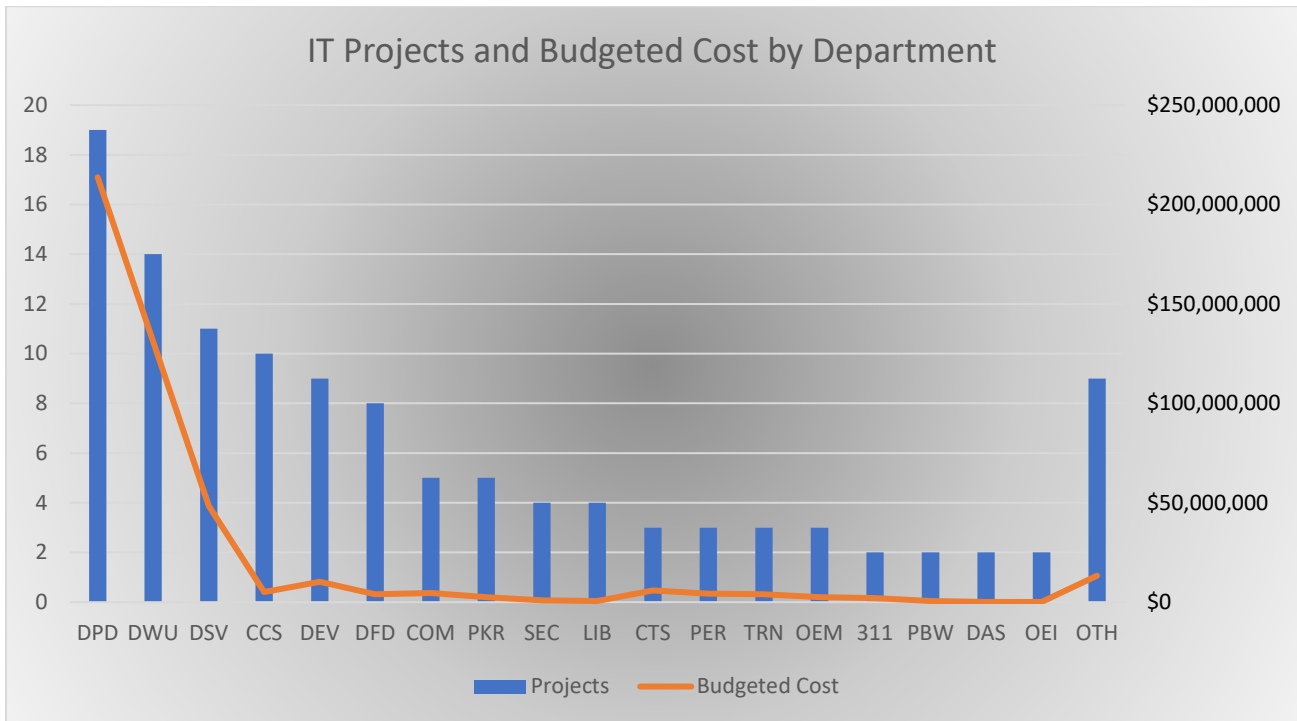
A. Project Pipeline

1. IT Projects by Strategic Priority
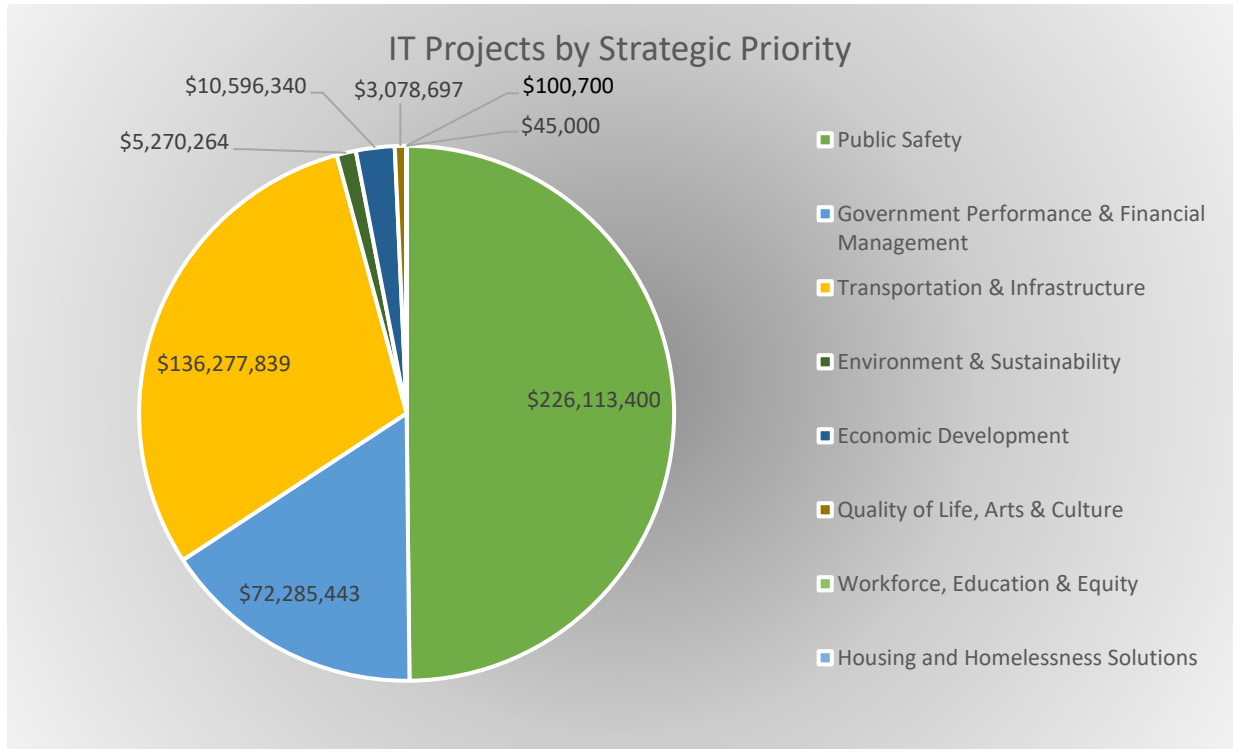
NOTES:

1. As of 04/30/2023, ITS has 118 approved IT projects in the pipeline.
2. The total budgeted costs for the 118 projects are $453,767,683.
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 $72.3M, 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 118 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. 9 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
- : PCI 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 CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. ($11,823,168)	GPFM	CCO	Dec-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.	Consumer Protection online Salesforce Application/ permitting system	This system will allow the 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
7.	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections. ($482,611)	Environment & Sustain	CCS	TBD	In Process	PCI
8.	Body Worn Cameras for Code Personnel	Code Compliance is implementing body-worn cameras to enhance citizen interactions, officer safety, and provide investigatory evidence for field inspections. The department has completed a pilot with limited staff and will move forward with a phased rollout. (TBD)	Environment & Sustain	CCS	Feb-24	In Process	
9.	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	
10.	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	
11.	Court Case Management System: On Prem Upgrades	Upgrades to the current Court Case Management System to improve stability, performance, and resilience. ($259,016)	Public Safety	CTS	Dec-23	In Process	⛁
12.	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	⛁
13.	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, auditability, and functionality. ($14,062)	Environment & Sustain	DAS	TBD	Delayed	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
14.	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	🖥️☁️
15.	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	
16.	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes. ($50,000)	ECO	DEV	TBD	On Hold	
17.	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	
18.	Land Management System_POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process. ($9,746,780)	ECO	DEV	Sep-25	In Process	🖥️☁️
19.	Telestaff	Telestaff automated scheduling and staffing system for City of Dallas Public Safety 24-hr employees' integration with Workday Payroll System. ($731,238)	Public Safety	DFD	Sep-22	On Hold	🖥️☁️
20.	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	
21.	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
22.	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		🖥️☁️
23.	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	
24.	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	
25.	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	TBD	In Process	🖥️☁️
26.	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	TBD	In Process	
27.	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	
28.	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	
29.	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
30.	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	
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.	Axon Air (Drones)	UAS capture vital information that officers can use to resolve very dangerous situations with 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	Jul-23	In Process	
33.	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	
34.	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	

#	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.	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	
37.	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	
38.	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	DSV	Dec-20	Ongoing	
39.	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	DSV	Mar-23	In Process	
40.	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	DSV	Apr-23	In Process	
41.	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	DSV	Jun-23	In Process	
42.	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	DSV	Nov-23	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
43.	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	DSV	Dec-23	In Process	
44.	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	DSV	Apr-24	Ongoing	
45.	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	DSV	Aug-24	In Process	
46.	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	DSV	Dec-23	In Process	
47.	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	
48.	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	
49.	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	
50.	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	
51.	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	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
52.	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	
53.	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)	WEE	OEI	Mar-23	Delayed	
54.	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	
55.	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	
56.	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	
57.	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	May-23	In Process	
58.	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	PCi
59.	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	PCi
60.	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-24	In Process	PCi
61.	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	
62.	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	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
63.	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	
64.	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. Project is still in process. 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 potential 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 May or June 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.

9. Remote Video Streaming. Project plan/schedule is being developed. New date will be provided when available.

13. 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.

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

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

19. Telestaff. Telestaff Scheduling System is operational. Telestaff integration with Workday Payroll system on hold for a fully executed Accenture contract.

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

23. IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59. Project is being implemented in an agile fashion. Stations 19, 21, 36, temp 41, 46 & 58 have been fully completed. Next phase is expected to complete in August 2023.

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

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

29. 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. All City departments have completed their migration to the new system. Project now moves into steady state operations and will be closed out as an active project in May 2023.

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

37. Use of Force - Police Strategies LLC. All initial project tasks have been completed. End date of project is 2026 because CoD will continue to provide data on a quarterly basis until the end of the contract.

40. Visualization Engineering Services. Phase I completed 4/28/2023.

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

43. 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 December 2023.

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

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

55. Implement Workday Prism. Project On Hold awaiting new contract with Accenture for integration support.

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

61. 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 department and will then re-work the schedule.

62. Boards and Commissions Management Solution. Project is in post-implementation review as it was implemented in April 2023. Project will be formally closed out and removed from Major Projects List in May 2023.

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

64. 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. Visualization Engineering Services (#40 on this month's Major Projects List) - Phase I completed 4/28/2023.
    b. This project will remain on the Major Projects List as we begin Phase II.

2. New Projects added to the Major Projects List.
    a. The Body Worn Cameras for Code Personnel project was added to the Major Project's List as item #8.
    b. This project was approved in the February IT Governance Board meeting and has been elevated to Major Project Status.

3. The IT Governance Board meeting for the month of April 2023 was cancelled. New Technology Requests and IT Projects will be discussed when the IT Governance Board resumes on May 31, 2023. There were no new projects added during the month of April 2023.

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	Apr
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694	6969	8230	7319
Answered	7136	7138	7763	7017	6921	6132	6222	7117	6778	8048	7171
Abandoned	366	408	243	235	695	1019	1000	1084	191	182	148
Abandoned (<10sec)	166	172	115	93	273	408	380	1493	81	81	65
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5	8	1	1	1

Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	00:10	
Password Related Incidents	Password Related Incidents	58%	54.6% (Feb), 59.9% (Mar), 58.5% (Apr)
First Contact Resolution - Incident	First Contact Resolution - Incident	0.00%	71% (Feb), 84% (Mar)
Average Duration – Service Desk	Average Duration - Service Desk	0.6 Days 861 Minutes	637 (Feb), 626 (Mar), 861 (Apr)
Average Duration – Field Services	Average Duration - Field Services	3.4 Days 4909 Minutes	4247 (Feb), 7935 (Mar), 4909 (Apr)
Average Duration - PD Field Services	Average Duration - PD Field Services	2.7 Days 4000 Minutes	3088 (Feb), 9452 (Mar), 4000 (Apr)

NOTES:

1. In April 2023, the IT Helpdesk received 7319 calls for support. This is a 900+ decrease over March which saw over 8230 calls, however, is more in line with a yearly average of ~7700 per month.
2. First Contact Resolution (Incidents) for April was not available at reporting time and will be provided in next month's report.
3. Field Services (excluding DPD) average service duration of 3.4 days in April is a decrease from 5.51 days in March.
4. Field Services for DPD saw a similar decrease in average service duration 2.7 days in April from 6.56 days in March.

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

Top 15 Assignment Groups
Incidents April 2023

Assignment Group	Incidents
ITS Desktop Team	376
ITS Police Desktop	320
ITS Workday Payroll-Civilian	189
ITS Server Team	173
ITS Identity Access Management	153
ITS Workday HRIS	144
ITS Canon Team	129
ITS CAD and RMS Applications	125
ITS Network Connectivity	79
ITS DPD Applications	55
ITS Judiciary Support	49
ITS Workday Payroll-Uniform	47
ITS Workday Compensation	34
ITS Executive Support	28
ITS SAP Vendor Support	27

Impact Minutes by Department
Severity 1 and Severity 2

	DPD	DSV	DWU	DAS
Sum of Minutes	10457	16291	7881	2446
Count	6	4	3	1

Impact Minutes by Issue Category
Severity 1 and Severity 2

	Inquiry / Help	Network	Security	Software
Sum of Minutes	34014	6110	367	2440
Count	12	3	1	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
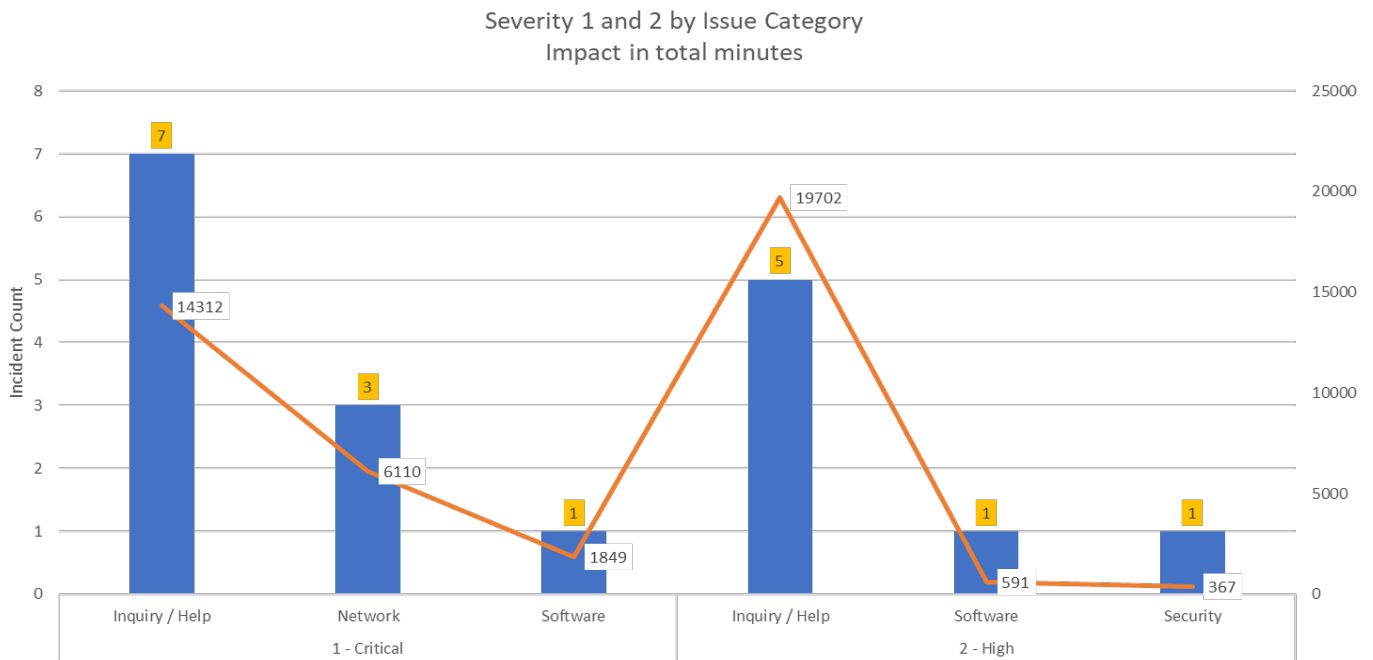
NOTES:

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

Monthly MTTR

Legend: Count, Avg Mttr, Overall Average

Data values shown on chart:
- Count (orange): 5575, 5809, 5891, 6760, 6101, 6201, 5505, 5311, 6428, 5522, 6171, 5681
- Avg Mttr (blue): 10042, 8371, 6551, 6133, 5514, 4980, 6145, 5980, 6633, 3495, 3358, 1817
- Overall Average: 5782 ... 5782

Months (x-axis): May, June, July, August, September, October, November, December, January, February, March, April
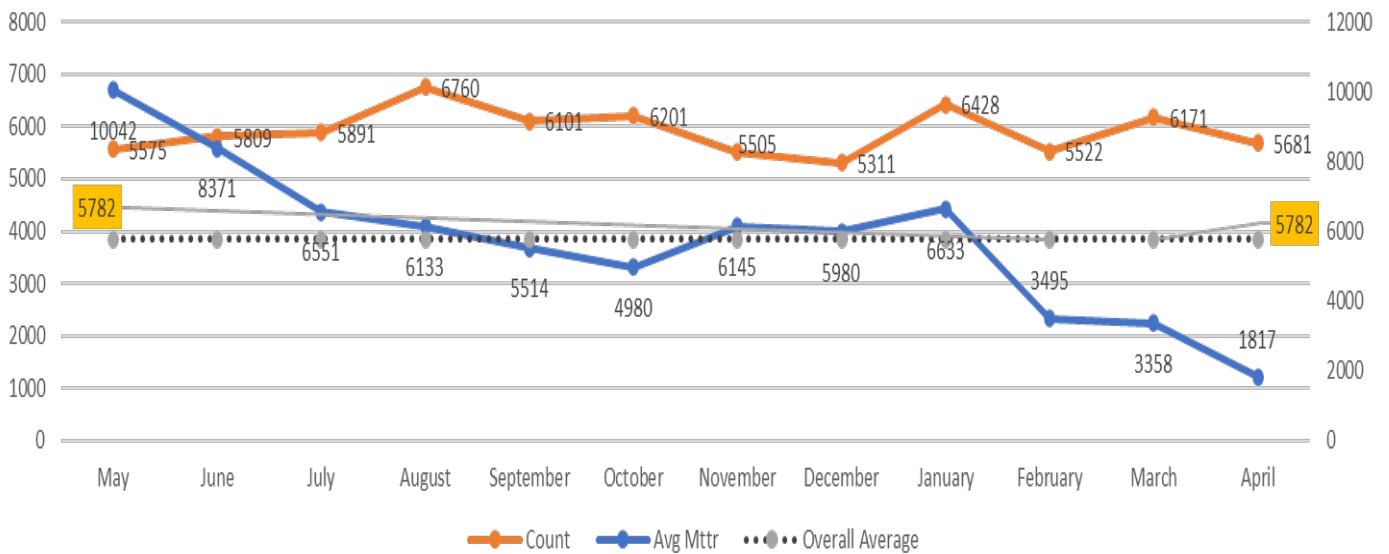
NOTES

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 April 2023, the MTTR continued downwards averaging just over 1800 minutes, on a count similar to February of 2023 where the MTTR was in the 3400-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 April MTTR in May report

3. Monthly Major Outage Report

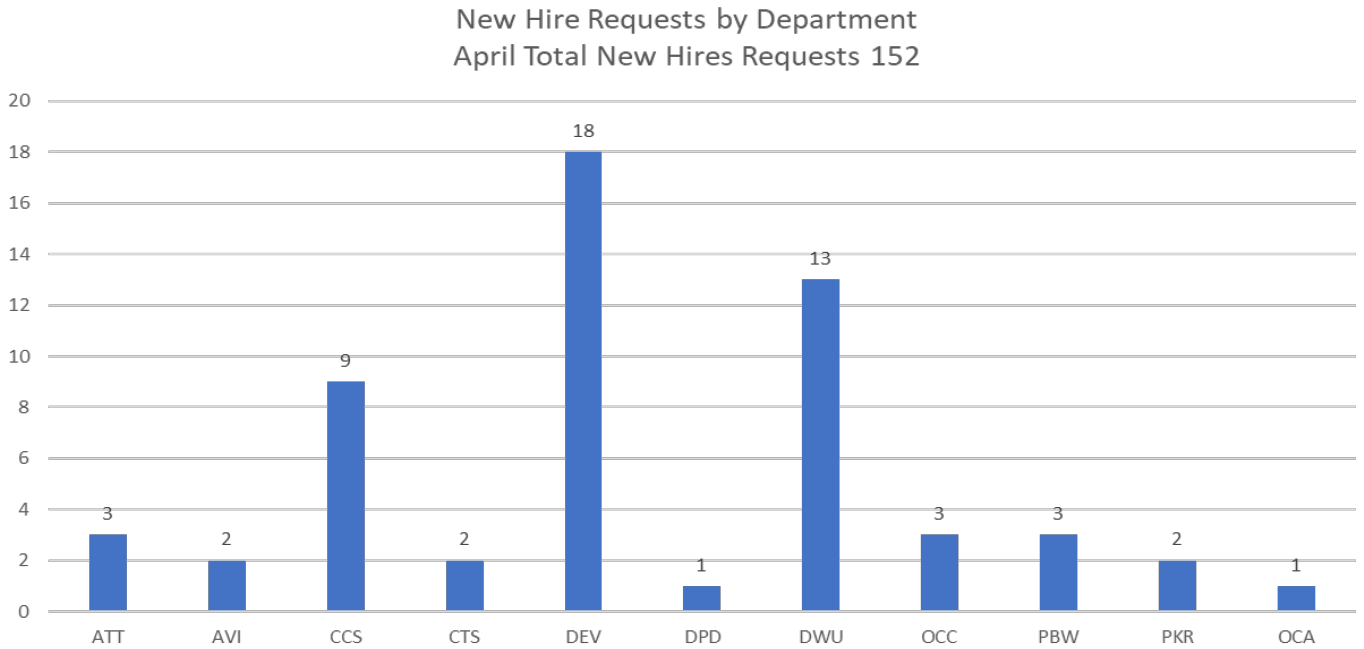| Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Network: Network Outage (5100 yong blood rd)	SAN	Network	Outage	ITS Network Connectivity	4.5
1 - Critical	Network outage: 1600 CHESTNUT	CTS	Inquiry / Help	Escalation/Status	ITS Network Connectivity	34.6
1 - Critical	P1: Network outage: 1400 botham jean blvd 6th floor	DPD	Inquiry / Help	Escalation/Status	ITS Network Connectivity	34.5
1 - Critical	P1: user has no network in vehicle and can't connect to network Mobility as well :	DAS	Inquiry / Help	Escalation/Status	ITS Network Connectivity	34.1
1 - Critical	P1: network outage: 4120 SCOTTSDALE	DWU	Inquiry / Help	Escalation/Status	ITS Network Connectivity	34.0
1 - Critical	P1 : Network outage : 320 EASTJEFFERSON room 212	TRN	Inquiry / Help	Escalation/Status	ITS Network Connectivity	33.9
1 - Critical	P1 : network outage: 111 w commerce st	DPD	Inquiry / Help	Escalation/Status	ITS Network Connectivity	33.8
1 - Critical	P1: Network outage:	DPD	Inquiry / Help	Escalation/Status	ITS Network Connectivity	33.6
1 - Critical	Network: Network and phone outage: 1020 Sargent Rd	DWU	Network	Outage	ITS Network Connectivity	76.0
1 - Critical	L3 Support: L3 server down: 1400 Botham Jean HQ	DPD	Software	Troubleshooting	ITS DPD Applications	30.8
1 - Critical	Access | entire dept unable to access \\fsdwu06\shared | 2900 WHITE ROCK ROAD	DWU	Network	Outage	ITS Server Team	21.3
2 - High	Sql server APCTSCNS02 RDP is not working.. we are able to connect to it using ssms	DSV	Inquiry / Help	How To	ITS Server Team	192.2
2 - High	The BioTel (Parkland Hosp) Radio Room is unable to connect to CoD VPN for view of DFR EMS calls in VisiNET Browser	DSV	Security	VPN	ITS Security Firewall Services	6.1
2 - High	Network outage : 1955 vilbig	DPD	Inquiry / Help	Escalation/Status	ITS Network Connectivity	31.7
2 - High	Network outage : 2710 municipal	PBW	Inquiry / Help	Escalation/Status	ITS Network Connectivity	31.3
2 - High	Network| H Drive not accessible | 334 S HALL ST	DPD	Software	Troubleshooting	ITS Server Team	9.9
2 - High	Biotel.user account used by Parkland for vpn is missing Ref ticket: INC0191473	DSV	Inquiry / Help	Policy/Procedure	ITS Security Engineering	73.2
2 - High	(Presidio Ticket # INC10050715) Phone issue: 311 Dispatch | user states that some of their phone is down stating host not found error code 504	DSV	Inquiry / Help		ITS Network Engineers	#VALUE!

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. April saw an increase in both average time to repair and total outage time for Major Incidents compared to March. April average MTTR of 42.1 hours compared to March of 24.4 hours. April total outage 715 hours compared to March which had 487 hours
4. April saw 18 Major incidents, 11 critical and 7 high, a decrease of 2 over March of 20, 10 critical and 10 high.

B. Service Requests (including new employee onboarding)

1. New Hire Report

New Hire Requests by Department
April Total New Hires Requests 152

Department	Requests
ATT	3
AVI	2
CCS	9
CTS	2
DEV	18
DPD	1
DWU	13
OCC	3
PBW	3
PKR	2
OCA	1

Notes

1. In the month of April, a total of 152 requests were opened for new employees.
2. DEV, CCS, and DWU being the top 3 hiring departments. DWU has had 7 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
April 2023

Item	Value
Microsoft Products	30
POSSE	30
Standard Laptop Bundle	40
Advantage Access	42
SharePoint Access	43
Salesforce	53
VPN Access request	58
SAP and Biller Direct	82
O365 Microsoft Licenses	96
AD Account Extension	99
New Hire	146
Adobe	155
Network Share Drives	182
Email Distribution List	213
I Can't Find What I'm Looking For	357

Notes

1. April Service Request actions totaled 1942 a decrease of ~500 over March which totaled 2471. 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	Orange
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
April	1380	1942
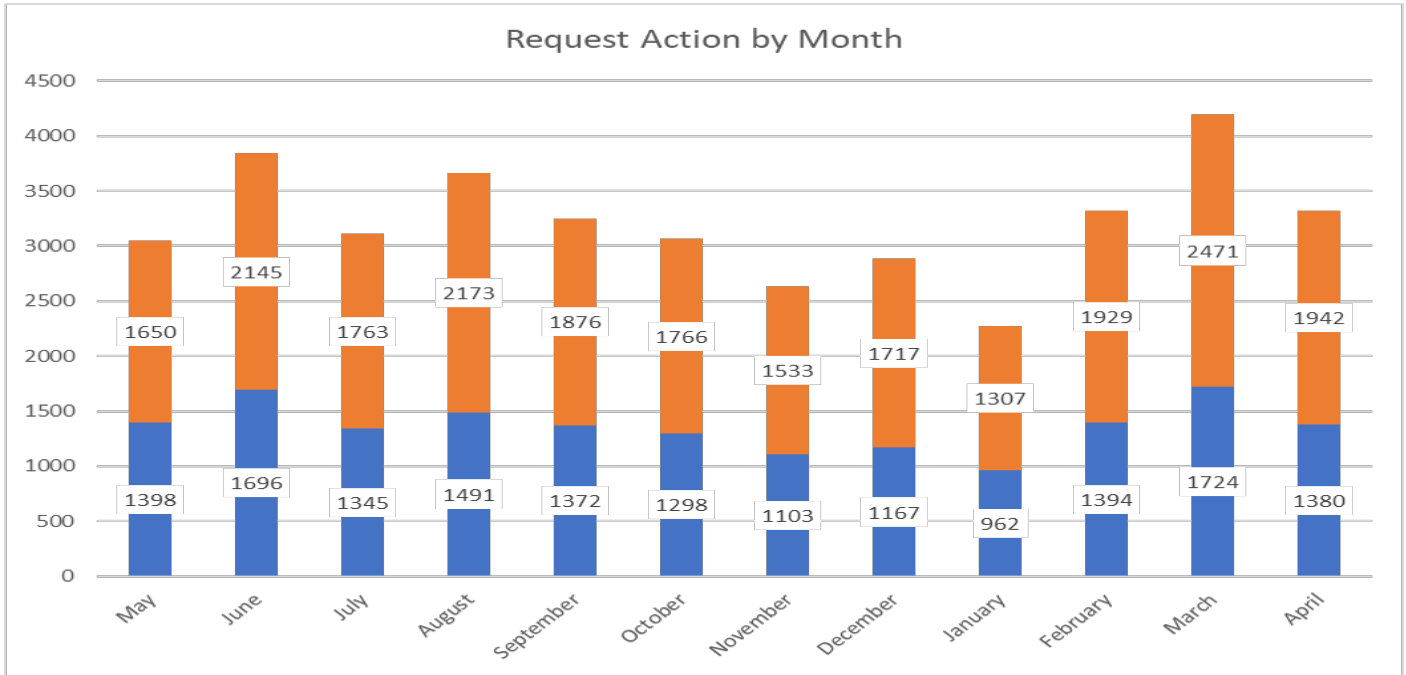
Notes

1. This chart illustrates that 1380 Request Tickets, generated 1942 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. Information in this section is effective through 9/30/2022.

A. Contract/Procurement Management

Upcoming Contracts Requiring Council Approval

Items Approved on April 12 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

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-premises servers, cloud environment, and in Microsoft O365

Item Approved on April 26 Agenda:

Netsync Network Solutions – purchasing agreement for acquisition, service maintenance and support of a device threat detection response solution

- 3-year agreement
- Contract amount $873,104
- Endpoint detection and response solution to protect the City's computers and servers

Item on May 24 Agenda:

ePlus Technology, Inc – purchasing agreement for acquisition and service maintenance and support of a web application firewall and distributed denials of service protective technologies

- 3-Year agreement
- Contract amount $514,784
- Adds protective layers to the City's website
- Allows normal website traffic to flow for normal business use

New Solicitation

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

- Advertised and posted in Bonfire on March 30
- Site visits conducted the week of April 24
- Proposals due date has been extended to July 28

B. Budget Performance & Execution

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

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	250,091	562,314	(81,484)
Pension	91,413	91,413	38,621	79,906	(11,507)
Health Benefits	54,481	54,481	28,751	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	63,491	67,296	53,034
Total Personnel Services	**805,612**	**805,612**	**382,611**	**765,655**	**(39,957)**
Supplies	201,465	201,465	28,047	201,465	-
Contractual Services	13,205,665	13,205,665	5,666,754	13,063,868	(141,797)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**14,212,742**	**14,212,742**	**6,077,411**	**14,030,988**	**(181,754)**

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

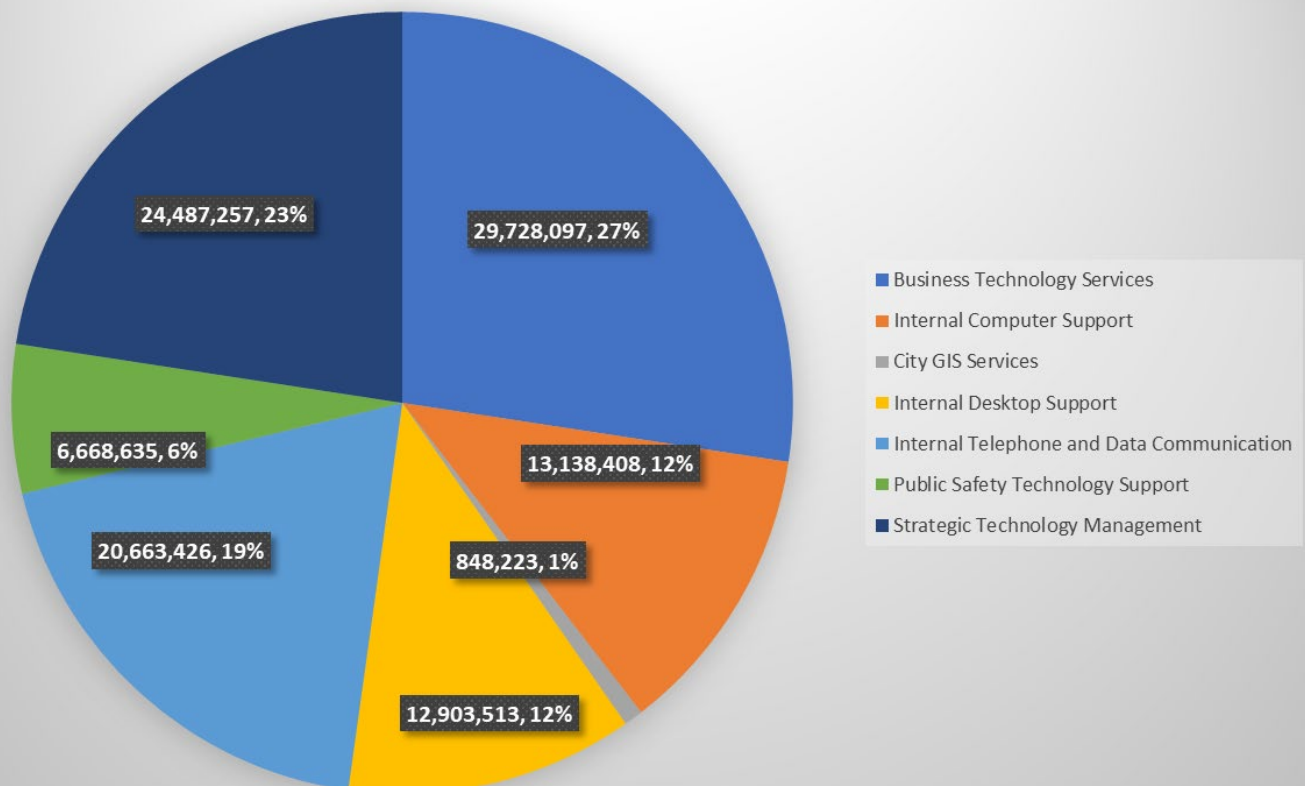| Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	812,061	1,815,788	(179,689)
Overtime Pay	51,320	51,320	109,131	120,394	69,074
Pension	282,080	282,080	133,130	266,649	(15,431)
Health Benefits	234,423	234,423	140,466	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	21,937	41,081	7,262
Total Personnel Services	**2,604,316**	**2,604,316**	**1,223,921**	**2,485,532**	**(118,784)**
Supplies	1,156,482	1,156,482	361,665	723,532	(432,950)
Contractual Services	13,106,759	13,106,759	3,954,515	13,646,649	539,890
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**16,867,557**	**16,867,557**	**5,540,101**	**16,855,712**	**(11,845)**

Budget Performance & Execution (continued)

Fund 0198 – Data Services as of March 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	7,342,373	17,549,519	(2,603,175)
Overtime Pay	41,612	41,612	11,057	41,612	-
Pension	2,858,569	2,858,569	1,049,552	2,518,292	(340,277)
Health Benefits	1,609,376	1,609,376	927,775	1,609,376	-
Worker's Compensation	49,182	49,182	49,182	49,182	-
Other Personnel Services	1,036,948	1,036,948	185,082	1,009,329	(27,619)
Total Personnel Services	**25,748,381**	**25,748,381**	**9,565,022**	**22,777,310**	**(2,971,071)**
Supplies	759,552	759,552	2,899,973	781,200	21,648
Contractual Services	83,683,424	83,683,424	54,098,922	84,879,049	1,195,625
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**110,191,357**	**110,191,357**	**66,563,916**	**108,437,559**	**(1,753,798)**

Fund 0198 by Service

- Business Technology Services — 29,728,097, 27%
- Internal Computer Support — 13,138,408, 12%
- City GIS Services — 848,223, 1%
- Internal Desktop Support — 12,903,513, 12%
- Internal Telephone and Data Communication — 20,663,426, 19%
- Public Safety Technology Support — 6,668,635, 6%
- Strategic Technology Management — 24,487,257, 23%

B. 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 April 30, 2023, ITS had 62 vacancies out of the available 260 positions.
- As of April 30, 2023, of the 62 vacancies the disposition was:
  - Completed 3 hiring actions (2 internal promotions, 1 new employee
  - 4 are in draft posting
  - 0 are undergoing reclassification to re-align within the ITS department
  - 12 are awaiting posting
  - 14 are actively posted
  - 27 were previously posted
    - 16 are under review
    - 11 are in a round of interviews
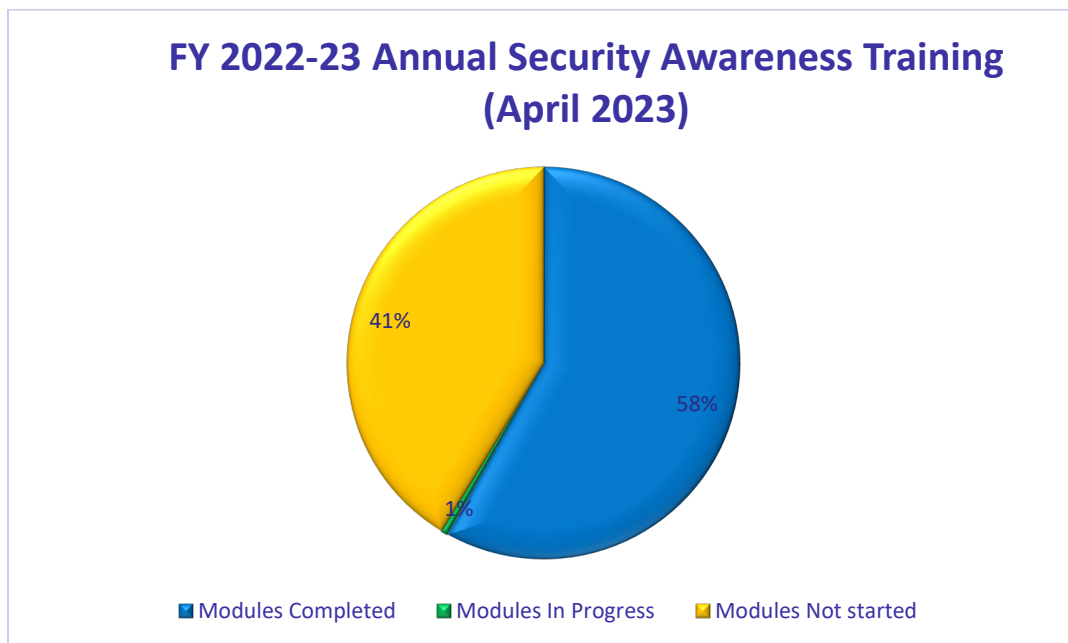   - 6 have pending offers with candidates

Section 4: Cybersecurity Programs
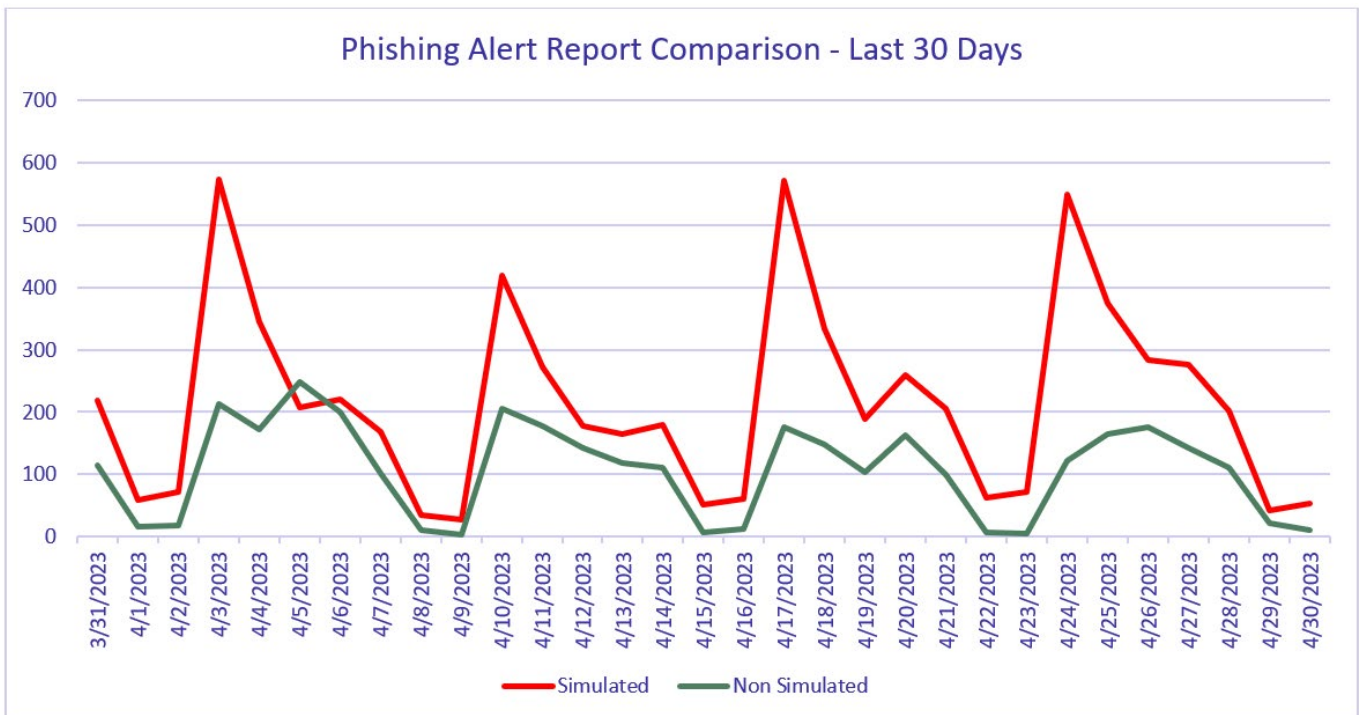
A. Awareness Training

Security Awareness training is measured on an annual basis. Over the last several years ITS has observed a generally positive trend in risk scoring associated with annual employee training. Beginning with each new fiscal year the City will conduct 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.

However, each year we see new or enhanced requirements from the Texas State Legislature as the risk environment evolves and becomes increasingly more threatening. As such, our security awareness training program must evolve to reflect the latest requirements and latest threats and it is critical that the security awareness training is completed each year. The information below illustrates the enrollment and completion efforts of employee training over the course of the year. For FY 2021-22 the City completed 99% of 18 training campaigns covering HIPAA, PCI, and Cybersecurity.   The FY 2022-23 security awareness training campaign on January 25, 2023, and ITS is tracking its progress and working with City employees to ensure completion.

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

FY 2022-23 Annual Security Awareness Training (April 2023)

41%

58%

1%

■ Modules Completed   ■ Modules In Progress   ■ Modules Not started

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

All Phishing Activity (April 2023)

10%
6%
84%

□ Deleted □ Failed □ Reported

Phishing Alert Report Comparison - Last 30 Days

— Simulated — Non Simulated

B. Situational Awareness

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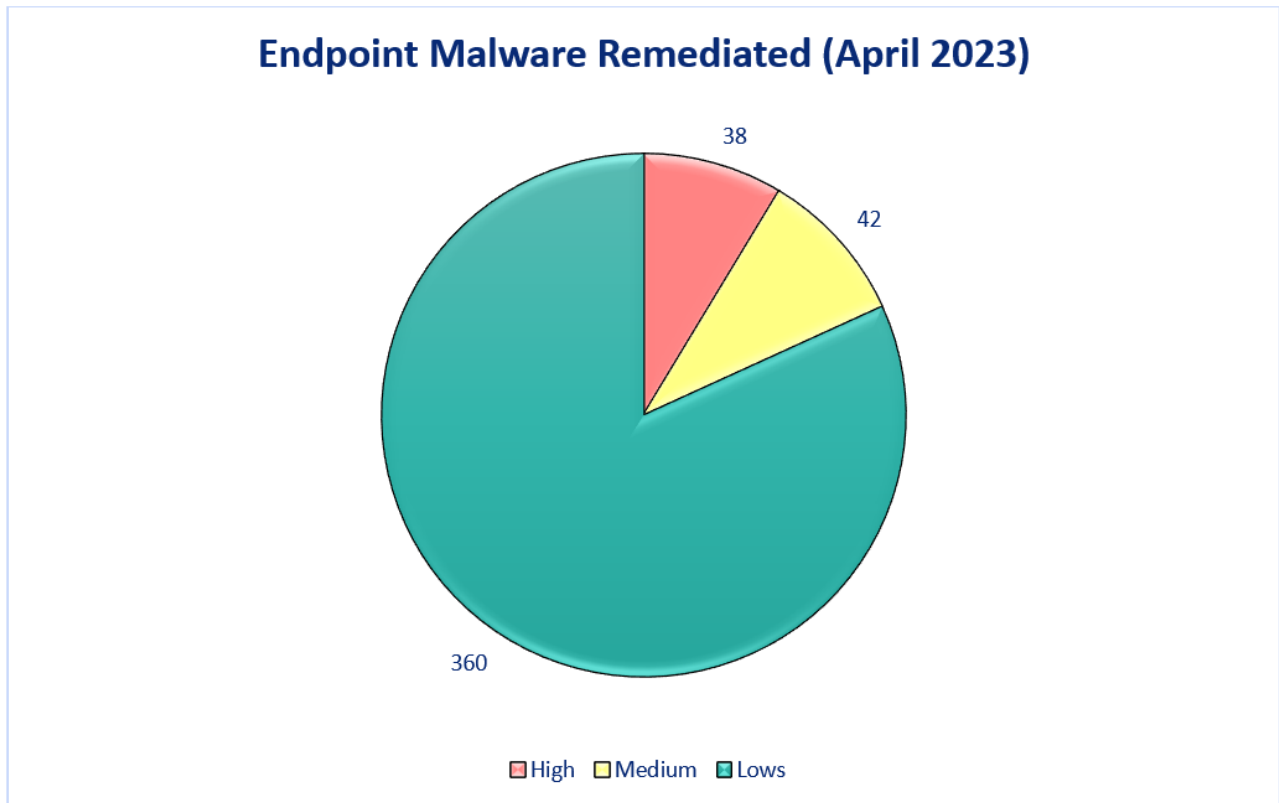
Capability Maturity Model Levels

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

C. Data Protection & Privacy

1. Endpoint Protection

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

Endpoint Malware Remediated (April 2023)

38

42

360

High Medium Lows

Amount of Malware attacks on Endpoint 4/2023

Webpage Requests 4/2023

Total number of Page Requests	196,574,286
Allowed Pages	160,908,564
Total Security Blocked	35,641,675
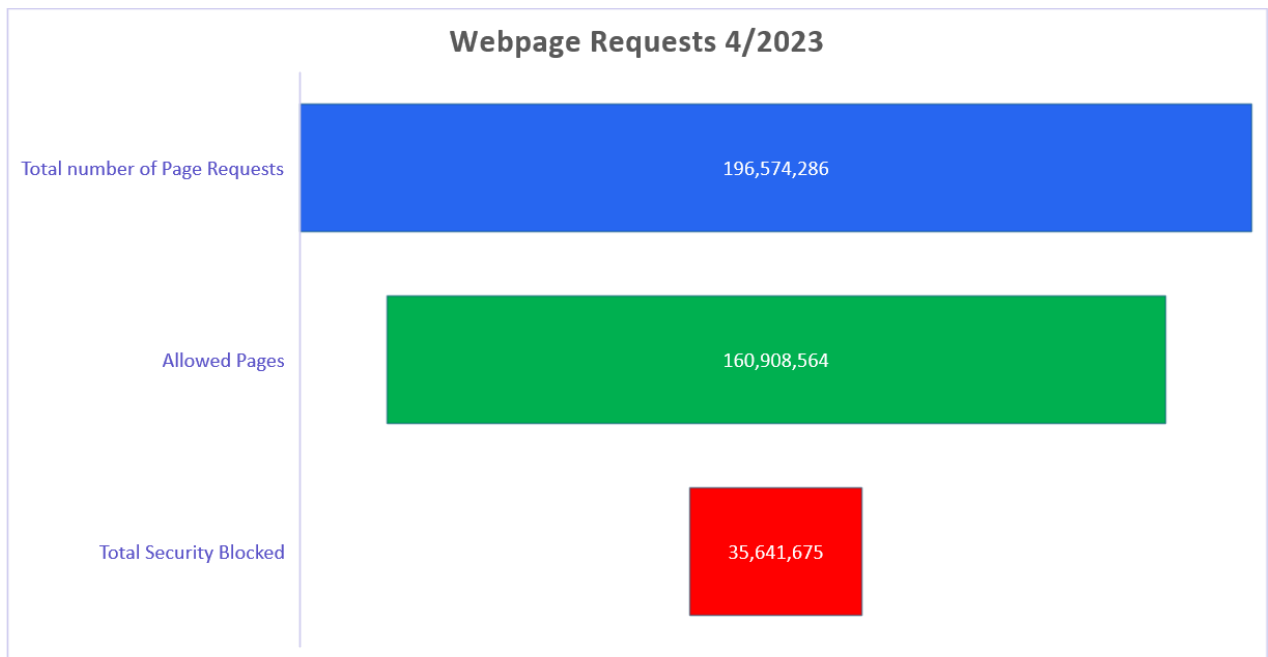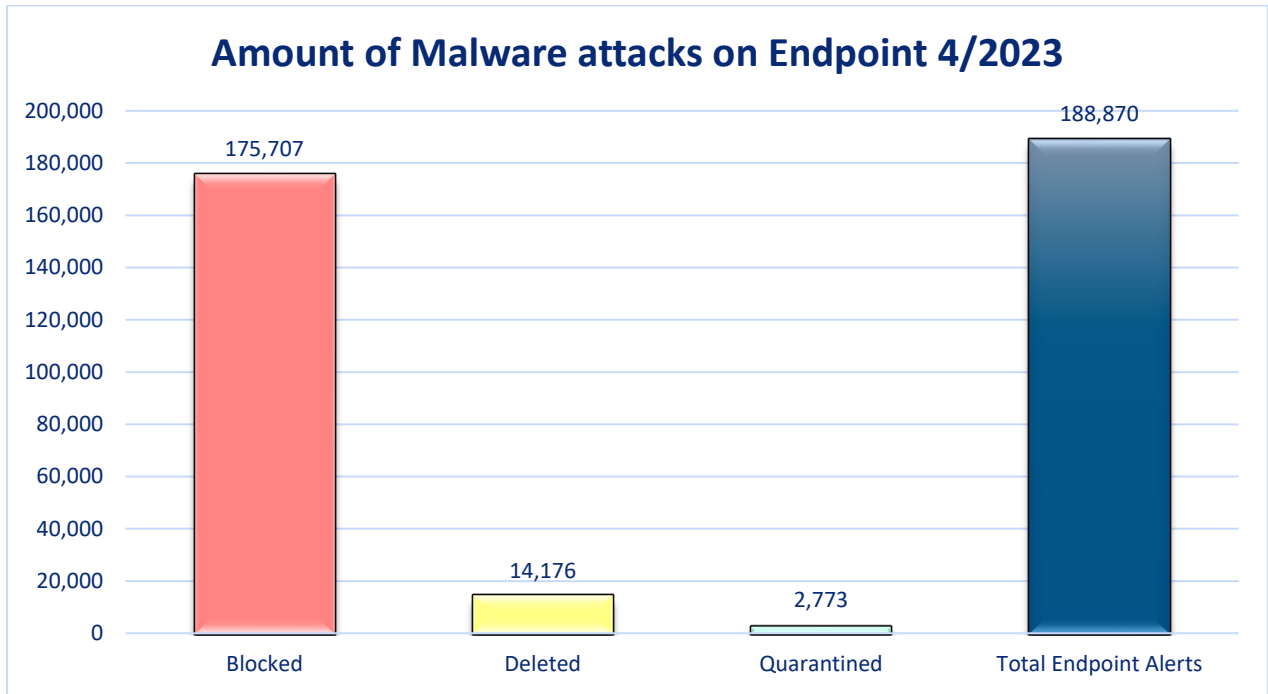
2. *Email Screening*

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

City of Dallas Mail Processed 4/2023

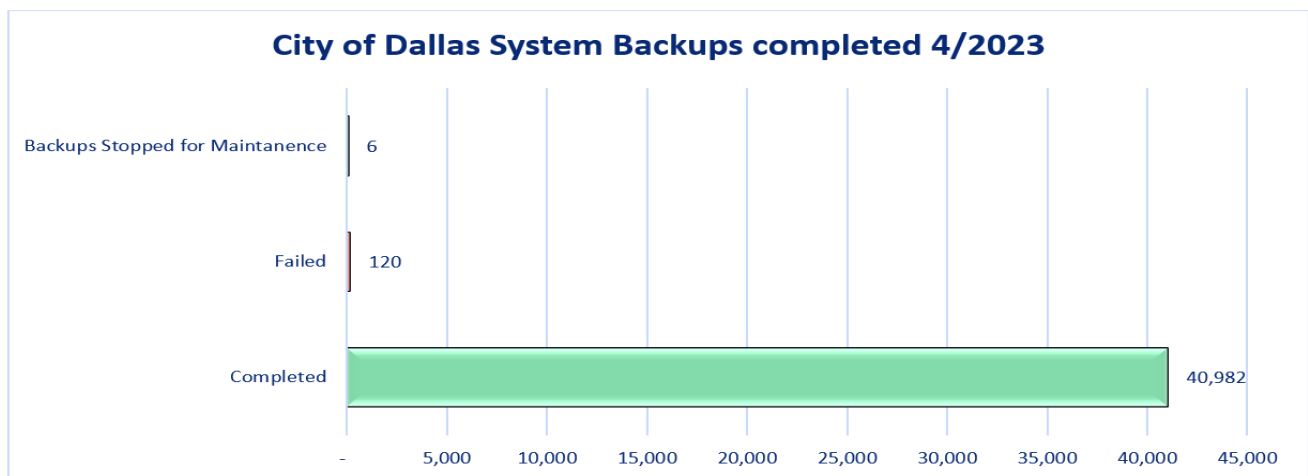|	Total Attempted Incoming Mail	Clean Incoming Messages	Threat Messages	SPAM mail	Total Outgoing mail	Blocked Outgoing
Quantity	10,317,145	3,160,190	5,852,422	1,304,533	36,783	2,117
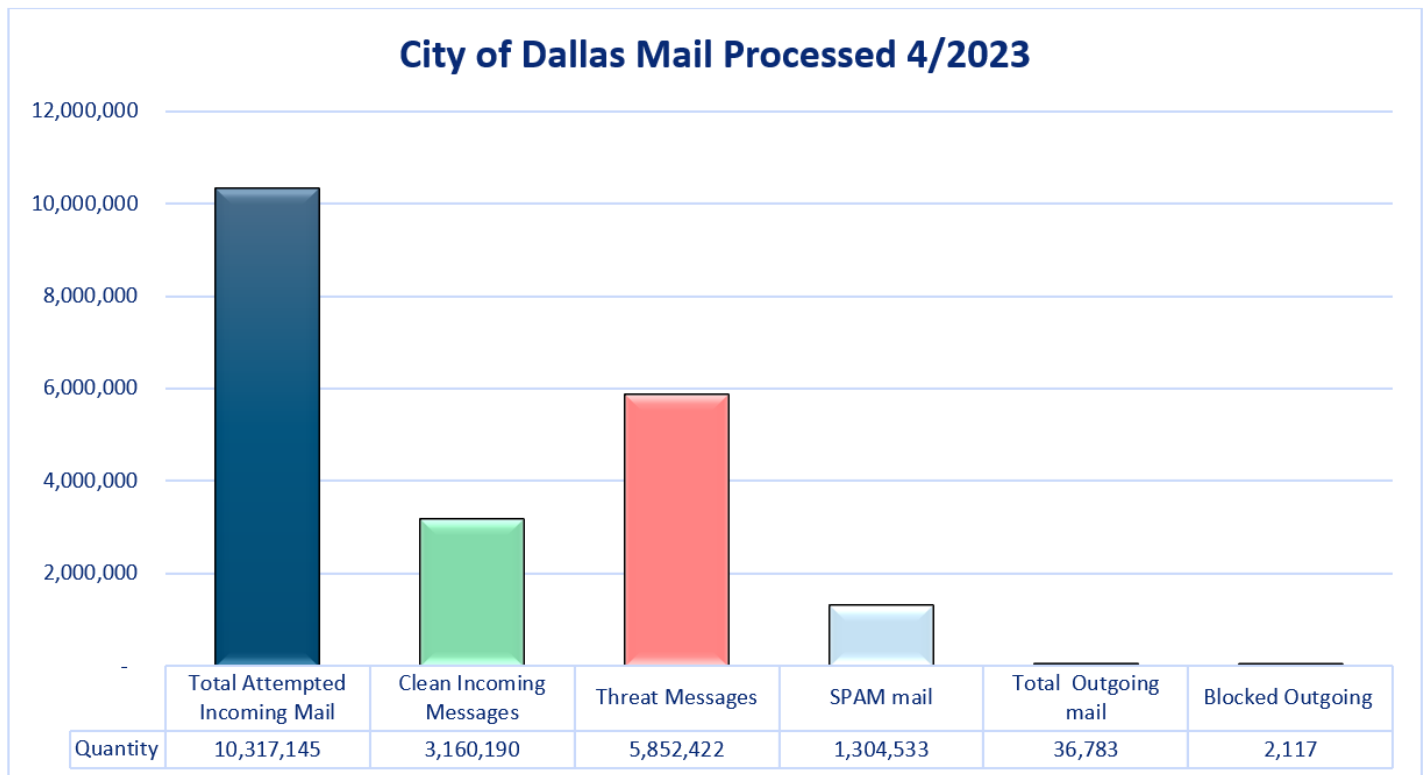
Section 5: IT Infrastructure

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 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 4/2023

Category	Value
Backups Stopped for Maintanence	6
Failed	120
Completed	40,982

B. Technical Debt

As a part of the City's IT Infrastructure improvement direction, a proactive approach has been 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. This must involve setting aside a time and resources, specifically for the deficit. By ITS developing a comprehensive technical debt management strategy, organizations can prevent the accumulation of technical debt, reduce development costs and timelines, and improve system stability and maintainability over the long term. This leads to a long-term sustainability and maintainability.

On April 28, 2023, the Information & Technology Services (ITS) Department completed Phase I of a project to fully document and baseline the City's IT environment. Over the period from January 2023 to April 2023, ITS employed the services of consulting and strategy firm IT Cadre to create the authoritative collection of the Current State of the City of Dallas technical landscape. The diagram and associated data simplifies the business and information technology complexity by capturing the following:

- A mapping of the business process to the technologies by functional area;
- Insight into the technologies by capability, topology, strategic designation, and technical debt; and,
- An end-to-end operational visual with insight into business process anomalies and technology areas of concern

Over the course of the first quarter of 2023, ITS worked with the vendor and key stakeholders to develop the Current State Visualization. The Current State visualization is intended to capture the baseline systems and services across all forty-seven (47) city departments including ITS. The IT Cadre Visualization Engineering® methodology drives a unique collaboration with small groups to review a visualization diagram designed to remove the complexity and present a simple comprehensive view. The diagram is a representative view of detail that allows stakeholders to visualize the operations, comprehend the challenges so that leadership can drive the City of Dallas towards a stronger operating unit.

The project deliverables provide a comprehensive baseline of the City's current IT environment which ITS is using to document the health of each system or service utilized by the City, to identify risks associated with the health of those systems, and to readily opportunities to remediate technical debt present.

The current state was validated by the ITS Department and by each of the City departments through a series of focused reviews. The reviews validated the business functions performed by each department along with the systems and services that support those business functions. Information captured during the reviews is captured and retained in both a visualization, as well as a database:

Figure 1.0 - Current State
(Note: the above is a 1/3 excerpt from the entre diagram)

Figure 2.0 – Enterprise Capture
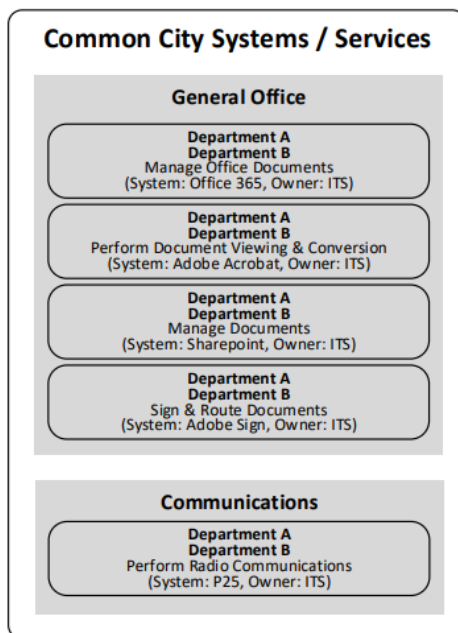
- The column of commonly used city systems/services is situated between two departments.
- Each department that utilizes the system is noted within the system text box (i.e., Dept A and Dept B).
- Respective task boxes are connected from each department's process area into the shared system column.
- Department relationships to these shared systems are visible via the connected lines in the ViEW applet.

ITS is currently working with IT Consultancy Gartner, Inc. to conduct a structured review of each system and service and capture the results into the model.

This work provides the City of Dallas with an authoritative baseline of operations and provides focus on the tier of applications for criticality, costs associated with the operations and maintenance, interaction between systems and processes, age of services relative to End-of-Life, Version Life Extension, and Capability provided. From the initial review of documentation to the final validation by each department, the goal was to collect the maximum amount of data possible with current accurate status.

The example below shows the exact location where data attribute associated with a particular system can be found on the diagram. It should be noted that the "Technical Debt" collection is still in progress and that this information will be conducted based on the information (i.e., version, end of life and extension estimation) collected within this current state model.

Figure 4.0 – System Block
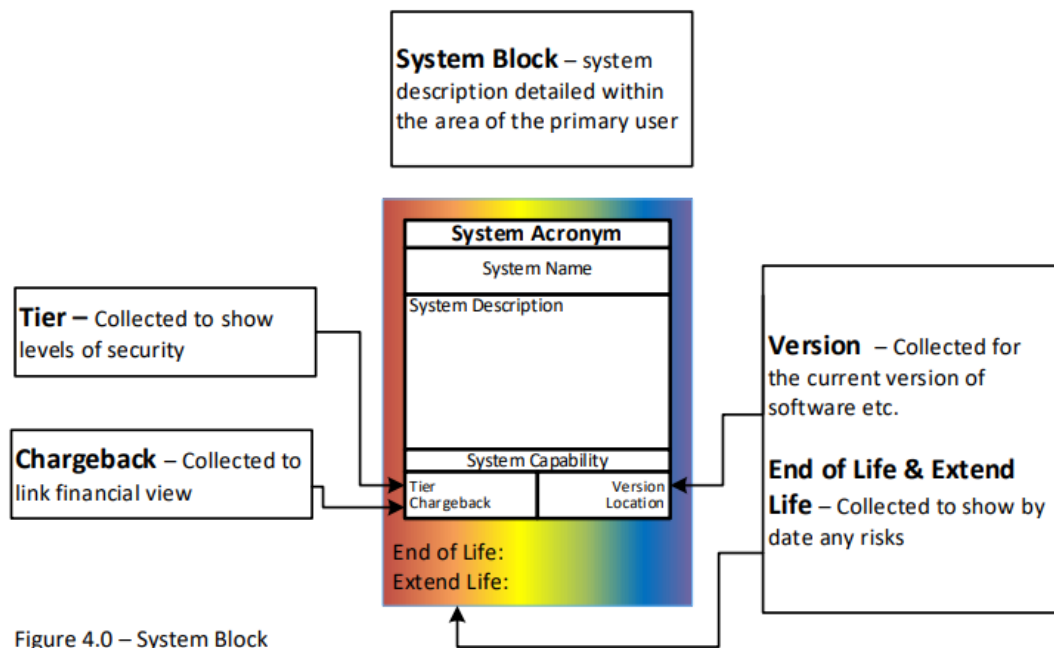
As this project progresses and specific goals and metrics are developed for the remediation of technical debt, it will be updated in future TAR reports.

C. Audit

Currently the ITS department is working through several audits that impact technology services. Below represents the Audit remediation efforts and stages.
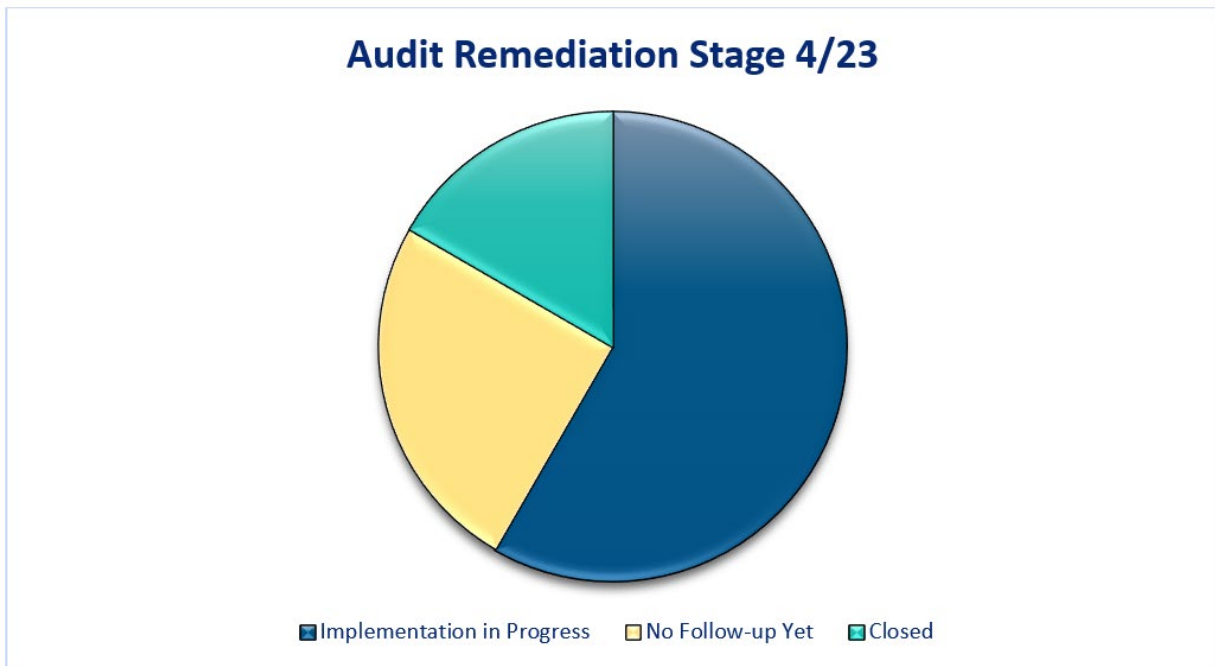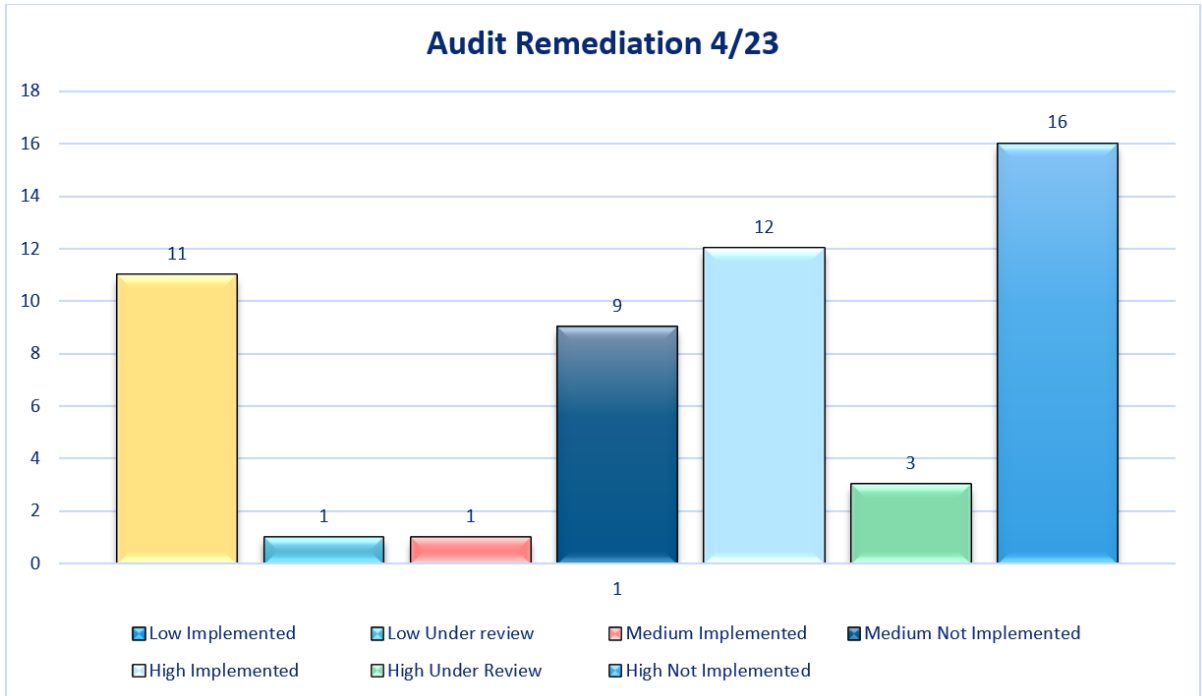
Audit Remediation 4/23

Audit Remediation Stage 4/23

File #: 23-1374

Item #: F.

Atmos Dallas Annual Rate Review Filing
[Nick Fehrenbach, Manager of Regulatory Affairs, Budget and Management Services]

Atmos Dallas Annual Rate Review Filing

Government Performance and Financial Management
May 22, 2023

Nick Fehrenbach
Manager of Regulatory Affairs
Budget and Management Services

City of Dallas

Overview

- Update City Council on Atmos Energy Corporation's (Atmos) Dallas Annual Rate Review (DARR) filing
- Review proposed settlement agreement
- Discuss options
- Provide City Manager's recommendation
- Next steps

2023 DARR Filing

- Atmos filed its 2023 DARR rate case on January 13, 2023*

- Requested annual rate increase of $20.6 million from within the city of Dallas

  - Average residential bill to increase by $6.10/month or 6.36% with gas costs

  - Average commercial bill to increase by $20.30/month or 3.41% with gas costs

- Requested rates to become effective June 1, 2023

*2023 DARR filed on January 13 due to January 15 being Sunday

2023 DARR Filing

- The 2023 filing is the largest increase requested by Atmos under the DARR tariff since it was adopted in 2012
  - Although Atmos has had some increases in operating costs, the driving factor in this rate increase is Atmos' investment in new plant
  - In the past year Atmos has:
    - Spent over $180 million in new capital investment
    - Replaced 64 miles of pipe within the City of Dallas
      - Reflects approximately 2% of pipeline in Dallas
    - Replaced 3,200 steel service lines within the City of Dallas

2023 DARR Filing

- City amended DARR ordinance May 13, 2020 in response to the COVID-19 Pandemic
  - The following language was added to the ordinance
    - However, should a declaration of emergency be issued affecting the City of Dallas by action of the United States federal government, the government of the State of Texas, the County of Dallas or the City of Dallas which is in effect during the 135 day evaluation period, the 135 day evaluation period shall be extended an additional 92 days (:Extended Period")
  - The Governor has issued an emergency declaration monthly pertaining to the COVID-19 pandemic. The most recent declaration being April 15, 2023
    - Therefore the review period of the 2023 DARR is extended 92 days from May 28, 2023 to August 28, 2023
    - Staff recommends moving forward as negotiations are now complete

2023 DARR Filing

- City retained Garrett Group LLC (Garrett) in 2017 to review gas rate cases such as the current DARR filing

- After reviewing the filing and supplemental information requested from Atmos, Garrett provided a draft report and preliminary findings, including recommendations for several adjustments to filing

- Staff shared Garrett's preliminary findings with Atmos

- Staff (assisted by Garrett and outside legal counsel) met with Atmos on multiple occasions via virtual conference and telephone to negotiate a settlement
  - Reached proposed settlement on May 5, 2023

2023 DARR Proposed Settlement

- Atmos to increase rates in Dallas by $18.2 million annually

- Rates to become effective September 1, 2023

- Average residential bill will increase by $5.73 per month

- Average commercial bill will increase by $14.11 per month

- Atmos will reimburse City's rate case expense
  - Amount determined after adoption of settlement

Options

1) Adopt proposed settlement agreement
   - Atmos to increase rates by $18.2 million annually
   - Rates to become effective September 1, 2023
   - Atmos to reimburse City for rate case expense

2) Adopt rates at some amount less than the proposed settlement
   - Atmos could appeal rates to RCT
   - Atmos could implement requested increase of $20.6M in rates subject to refund while appeal was pending

3) Deny rate request, keeping current rates in effect
   - Atmos could appeal rates to RCT
   - Atmos could implement requested rates subject to refund while appeal was pending

City Manager's Recommendation

- Adopt proposed settlement agreement as negotiated by staff (Option 1)
  - Saves residents $2.4 million off of requested rates
  - Atmos to pay City's rate case expenses
  - Rates to become effective <u>September 1, 2023</u>
  - Avoids uncertainty of litigating and appeal at RCT
  - Avoids additional rate case expense which would be passed on to customers

Next Steps

- City Council will consider ordinance to set rates to be charged by Atmos on May 24, 2023

Appendix

2022 DARR Filing

- Atmos filed its 2022 DARR rate case on January 14, 2022
- Requested annual rate increase of $15.3 million from within the city of Dallas
  - Average residential bill to increase by $4.51/month or 6.33% with gas costs
  - Average commercial bill to increase by $14.90/month
  - Atmos requested rates become effective June 1, 2022

2022 DARR Settlement Agreement

- Atmos increased rates in Dallas by $13.3 million annually
- Rates became effective September 1, 2022
- Average residential bill increased by $4.17 per month
- Average commercial bill increased by $10.33 per month
- Atmos reimbursed City's rate case expense

Franchise History

- Original franchise granted to The Dallas Gas Company in 1905

- Purchased by Lone Star Gas in 1927

- Acquired by TXU Gas in 1996

- Merged with Atmos in 2004

- Current franchise approved January 13, 2010, by ordinance #27793 authorizes Atmos to provide natural gas utility service in city
  - Initial term of 15 years

Jurisdiction to Set Rates

- Texas Utilities Code indicates jurisdictional responsibility for regulation of natural gas in state
- City has original jurisdiction to set local distribution rates within city boundaries
- Railroad Commission of Texas (RCT) has appellate jurisdiction over local distribution rates and original jurisdiction over pipeline rates

Utility Bill Breakdown

- Customer's gas utility bill has two primary components:
  - Local distribution rates
    - Approved by City Council (RCT has appellate jurisdiction)
    - Charges for distribution from city limits to customers' premises
    - Includes costs for meter reading, billing, and customer service
    - Distribution charges split between monthly customer charge and consumption charge
  - Pipeline rates (appear on bill as Rider GCR-Gas Cost Recovery)
    - Approved by RCT
    - Costs from producer and pipeline company to city limits
    - Includes pass-through of actual cost of gas
    - Typically comprise 60% of residential charges and 70% of commercial charges

Billing Classes

- Gas utility customers are divided into four billing classes:
  - Residential
  - Commercial
    - Businesses and apartments with gas for common use
  - Industrial
    - Contract for minimum of 125 Mcf per month
    - Service may be interrupted in extreme conditions
  - Transport
    - Fee charged to transport gas between two other parties

Litigation History

- Last fully litigated case to set Dallas rates:
  - 11/5/08 – Atmos requested a rate increase of $9.1 million
  - 3/25/09 – City denied increase and set rates below Atmos existing rates
    - Atmos appealed this rate decision to RCT
  - 1/23/10 – RCT granted Atmos a rate increase of $1.6 million

Gas Reliability Infrastructure Program (GRIP)

- Enacted by 78th Legislature (2003) as incentive for gas utilities to invest in new infrastructure

- Rates adjusted annually to account for changes in net investment

- 2/25/11 – Filed with City of Dallas
  - Atmos requested increase of $20.2 million (systemwide)
  - Settled for increase of $11.0 million (systemwide)
  - City authorized DARR tariff as part of settlement

DARR Filing History

Year of DARR Filing	Atmos Request	Settlement
2012	$2.5 million increase	$0.4 million decrease
2013	$4.0 million increase	$1.8 million increase
2014	$8.7 million increase	$6.3 million increase
2015	$7.4 million increase	$4.7 million increase
2016	$7.4 million increase	$5.3 million increase
2017	$10.7 million increase	$9.9 million increase By RCT on appeal
2018	No DARR filing	
2019	$10.1 million increase	$8.5 million increase Settled on appeal
2020	$18.3 million increase	$15.8 million increase
2021	$17.04 million increase	$1.9 million increase
2022	$15.3 million increase	$13.3 million increase
2023	$20.6 million increase	$18.2 million increase Proposed

Average Residential Bill Comparison

Jurisdiction	Current Rates	Requested Rates	Proposed Settlement
City of Dallas DARR	$95.98	$102.13	$101.71
Atmos Cities Steering Committee RRM	$98.71	$107.42	Pending
Unincorporated Areas and Cities ceding jurisdiction to RCT, GRIP	$102.50	$107.92	$107.92

File #: 23-1366

Item #: G.

Ad Valorem Tax Relief for Over-65 or Disabled Homeowners
[Janette Weedon, Director, Budget and Management Services; Ivan Guel, Assistant Director, Budget and Management Services]

Outline

- Review background
- Discuss current property tax exemptions
- Consider options to change age-65/over or disabled exemption in compliance with FMPC #23
- Review recommendation and next steps

Property Tax Overview

- Ad valorem (property) taxes are single largest revenue source for City at $1.3B
  - General Fund: $961.5M or 72% of revenue
  - Debt Service: $365.7M or 28% of revenue
- Ad valorem taxes are based on:
  - Property values determined by appraisal districts
  - Exemptions set by City Council
  - Tax rate set by City Council

Property Tax Overview

- Current tax rate is 74.58¢ per $100 valuation
- City Council has lowered the adopted tax rate for the last seven years, a total reduction of 5.12¢
- Property tax revenue amounts equivalent to tax rate
  - 1.00¢ = $17.6M
  - 0.50¢ = $8.8M
  - 0.25¢ = $4.4 M

Fiscal Year	General Fund	Debt Service	Total	Reduction	Forgone Revenue in FY23
FY 2015-16	56.46¢ (70.8%)	23.24¢ (29.2%)	79.70¢		
FY 2016-17	56.01¢ (71.6%)	22.24¢ (28.4%)	78.25¢	-1.45¢	$25.6M
FY 2017-18	55.80¢ (71.5%)	22.24¢ (28.5%)	78.04¢	-0.21¢	$3.7M
FY 2018-19	56.67¢ (73.0%)	21.00¢ (27.0%)	77.67¢	-0.37¢	$6.5M
FY 2019-20	56.91¢ (73.3%)	20.75¢ (26.7%)	77.66¢	-0.01¢	$0.2M
FY 2020-21	56.88¢ (73.3%)	20.75¢ (26.7%)	77.63¢	-0.03¢	$0.5M
FY 2021-22	56.58¢ (73.2%)	20.75¢ (26.8%)	77.33¢	-0.30¢	$5.3M
FY 2022-23	54.03¢ (72.4%)	20.55¢ (27.6%)	74.58¢	-2.75¢	$48.5M
			Total	-5.12¢	$90.3M

Property Tax Overview

- Property values in Dallas total $179.4B for FY 2022-23 and are categorized by property use/purpose
  - 45% - Residential (single-family homes and home-site land)
  - 55% - Non-residential (commercial and business personal property)
- Taxable property values represent market value (determined by appraisal districts) net of exemptions
- $50.6B value is exempt from taxation in FY 2022-23 resulting in $377.5M revenue forgone
- Exemptions authorized by City Council include:
  - 20% homestead exemption (maximum allowed by state law)
  - $115,500 age-65/over or disabled exemption

Historical Value of Exemptions ($ in billions)

Values of property exempt from taxation is $50.6 billion, and results in $377.5 million revenue foregone or equivalent of 28.673¢ tax rate
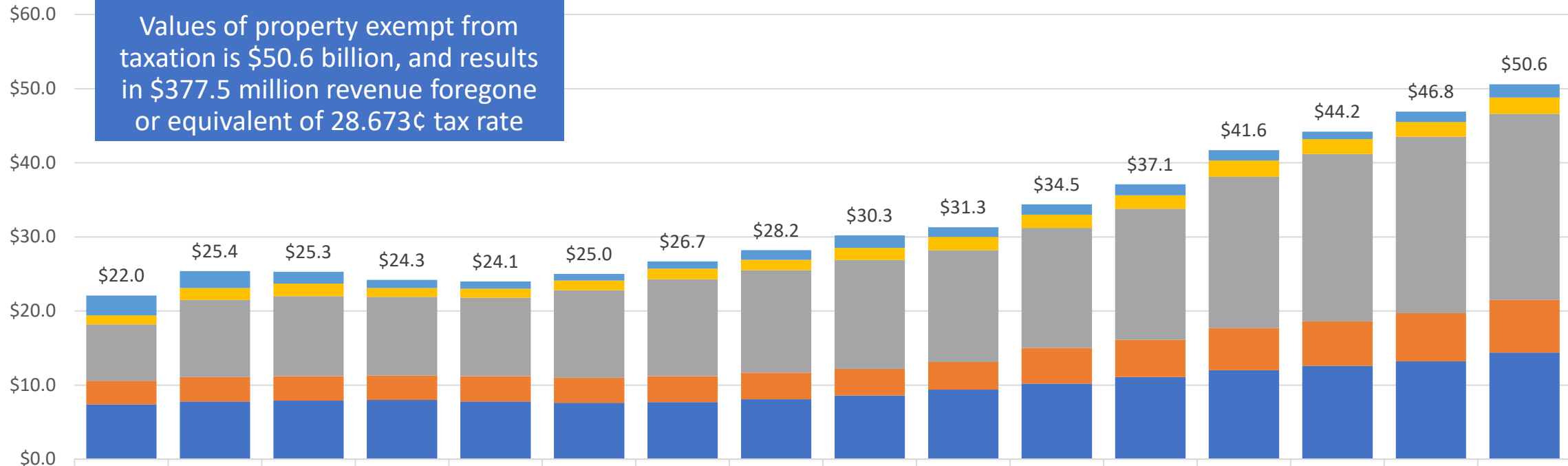
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Total	$22.0	$25.4	$25.3	$24.3	$24.1	$25.0	$26.7	$28.2	$30.3	$31.3	$34.5	$37.1	$41.6	$44.2	$46.8	$50.6
Other	$2.7	$2.3	$1.6	$1.1	$1.0	$0.9	$1.0	$1.3	$1.7	$1.3	$1.4	$1.5	$1.4	$1.0	$1.4	$1.8
Freeport	$1.2	$1.6	$1.7	$1.2	$1.2	$1.3	$1.4	$1.4	$1.6	$1.8	$1.8	$1.8	$2.2	$2.0	$2.0	$2.2
Totally Exempt	$7.6	$10.4	$10.8	$10.6	$10.6	$11.8	$13.1	$13.8	$14.7	$15.1	$16.2	$17.7	$20.4	$22.6	$23.8	$25.1
Over-65/Disabled	$3.2	$3.3	$3.3	$3.3	$3.4	$3.4	$3.5	$3.6	$3.6	$3.7	$4.8	$5.0	$5.7	$6.0	$6.5	$7.1
Homestead	$7.4	$7.8	$7.9	$8.0	$7.8	$7.6	$7.7	$8.1	$8.6	$9.4	$10.2	$11.1	$12.0	$12.6	$13.2	$14.4

Legend: ■ Homestead ■ Over-65/Disabled ■ Totally Exempt ■ Freeport ■ Other   Total

Tax Exemptions - Homestead

- City Council authorized 20% homestead exemption for owner-occupied residential property, the maximum allowed by state law (4/13/88)

- Offers across-the-board tax relief for all homeowners

- Removes part of home's value from taxation

- Homestead exemptions account for $14.4B value being exempt from taxes and $107.6M revenue forgone (which equals 5.997¢ tax rate)

Tax Exemptions – Age-65/over or Disabled

- City Council authorized owner-occupied residential property exemptions for homeowners age-65/over or disabled
  - Established at $50,000 (4/23/86)
  - Increased to $64,000 (9/17/86)
  - Increased to $90,000 (6/28/17)
  - Increased to $100,000 (6/12/19)
  - Increased to $107,000 (6/9/21)
  - Increased to $115,500 (6/8/22)

- Offers additional tax relief for homeowners who are age-65/over or disabled

- Set dollar amount that reduces home's taxable value and homeowner's tax bill

Note: Over-65/disabled exemption can be changed after enacted

Tax Exemptions – Age-65/over or Disabled

- Eligible homeowners pay no City taxes if market value is $144,375 or less
  - 20% homestead + $115,500 age-65/over or disabled exemptions
- Age-65/over or disabled exemptions account for $7.1B value being exempt from taxes and $53.0M revenue forgone (which equals 2.953¢ tax rate)

Tax Year & Fiscal Year	Approved Exemption	Value of Exemption (in Billions)	Revenue Foregone (In Millions)	Average SFH Market Value
2016 (FY17)	$64,000	$3.7B	$25.7M	$229,627
2017 (FY18)	$90,000	$4.8B	$37.8M	$248,772
2019 (FY20)	$100,000	$5.7B	$43.7M	$303,601
2021 (FY22)	$107,000	$6.5B	$50.3M	$328,453
2022 (FY23)	$115,500	$7.1B	$53.0M	$396,300

Tax Exemptions – Age-65/over or Disabled

$64,000
(since 9/17/86)

$64,000 to
$90,000 (6/28/17)

$90,000 to
$100,000 (6/12/19)

$100,000 to
$107,000 (6/9/21)

$107,000 to
$115,500 (6/8/22)

Over-65/Disabled Exemption Historical Revenue Foregone
(in Million Dollars)

$25.7
$37.8
$38.9
$43.7
$46.3
$50.3
$53.0

FY17 FY18 FY19 FY20 FY21 FY22 FY23
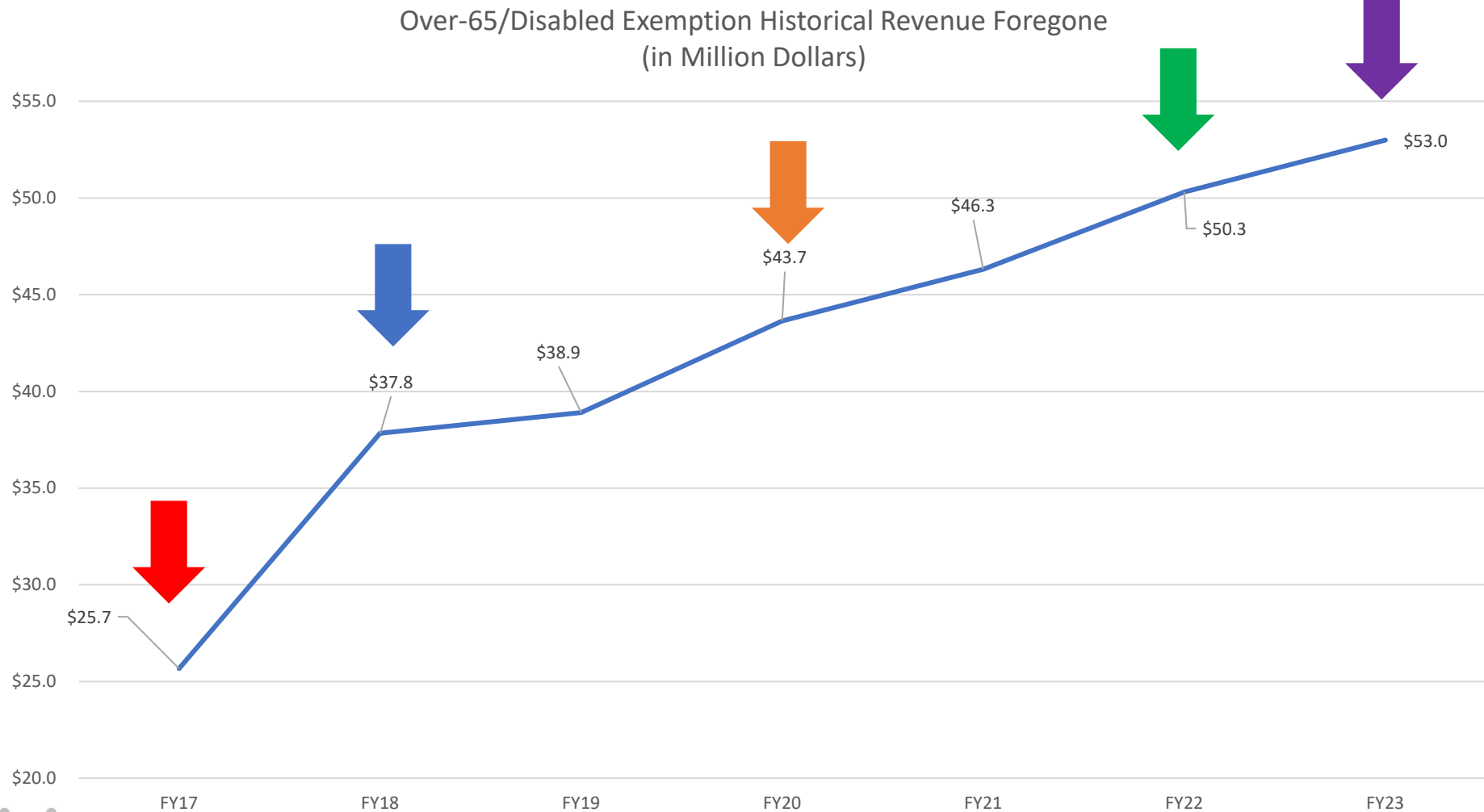
Financial Management Performance Criteria #23

- Required to annually compare current exemption for individuals age-65/over or disabled to whichever is greater of the following:
    - A. Most recent annual Consumer Price Index – Elderly (CPI-E)
    - B. Year-over-year change in average residential market value
- Required to provide analysis to City Council prior to June 30 for possible increase
- Must provide changes to property tax exemptions to appraisal districts no later than June 30

Financial Management Performance Criteria #23

A. Most recent annual Consumer Price Index – Elderly (CPI-E)

   A.   **5.43% increase** (April 2022 to April 2023)

B. Year-over-year change in average residential market value (SFH)

   A.   **20.66% increase** ($328k to $396k Market Price)

Financial Management Performance Criteria #23

Over-65/Disabled Exemption Analysis				
	Current Exemption $115,500	Scenario A (CPI-E Apr 2022 to Apr 2023) $121,770	Scenario B (Annual Growth Tax Year 2021 to 2022) $139,358	Recommendation $139,400**
Percent Change in Exemption	N/A	5.43%	20.66%	20.69%
Change in Exemption		$6,270	$23,858	$23,900
# of 65/over or Disabled Accounts	71,595	71,595	71,595	71,595
Value of exemption	$7.1B	+$448.9M	+$1.7B	+$1.7B
Total revenue foregone	$53.0M	+$3.3M	+$12.7M	+$12.8M
City tax bill*	$1,503.09	$1,453.33	$1,325.15	$1,324.84
Change in City tax bill	-	($46.76)	($177.94)	($178.25)

*Assumes average value of $396,300 and 20% homestead exemption plus age-65/over or disabled exemption
**Eligible homeowners pay no City taxes if market value is $174,250 or less

Recommend increase from $115,500 to $139,400

Other Tax Relief Options

- Other protections and options for age-65/over or disabled home-owners
  - Quarterly payments without penalty and interest
    - Taxpayer with fixed income may request to pay property taxes in four equal payments
    - Must submit initial payment and request by January 31
  - File tax "deferral" if unable to pay
    - Deferral allowed on residence homestead until taxpayer no longer owns or occupies the home
    - Protects property from being sold for back taxes during ownership
    - Property taxes continue to accrue during deferral period and interest will be assessed at the rate of 5% per year
    - Once deferral ends, all accrued taxes, penalty, and interest are due within 180 days

Recommendation and Next Steps

- Recommend increasing age-65 and older or disabled exemption from $115,500 to $139,400

- Receive GPFM feedback

- City Council consider change to exemption at agenda meeting on 6/14/23

- Submit changes to appraisal districts no later than 6/30/23 to implement with tax year 2023 (FY 2023-24)

financialtransparency.dallascityhall.com

Ad Valorem Tax Relief for Over-65 or Disabled Homeowners

Government Performance & Financial Management Committee
May 22, 2023

Janette Weedon, Director
Ivan Guel, Assistant Director
Budget & Management Services

City of Dallas

File #: 23-1378

Item #: H.

Ad Valorem Tax Rate and Exemptions
[Budget and Management Services]

Memorandum

DATE May 19, 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 **Ad Valorem Tax Rate and Exemptions**

At the request of GPFM Chair Mendelsohn, information is being provided regarding the City's ad valorem tax rate and exemptions available to Dallas residents.

- The FY 2022-23 tax rate is 74.58¢ per $100 valuation and is split between the General Fund (54.03¢) and Debt Service (20.55¢).

- The tax rate has been reduced for seven consecutive years, from FY 2015-16 through FY 2022-23, for a total of 5.12¢ or 6.4%.

- There is $50.6 billion of value that is exempt from taxes which results in $377.5 million of revenue being foregone which equals 28.673¢ tax rate.

- The City offers a 20% homestead exemption which is the most allowed by State law which results in approximately $14.4 billion of value being exempt from taxes. This equates to $107.6 million of revenue which equals 5.997¢ tax rate.

- The City offers a $115,500 over-65 or disabled exemption which results in approximately $7.1 billion of value being exempt from taxes. This equates to $53.0 million of revenue which equals 2.953¢ tax rate.

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

Jack Ireland
Chief Financial Officer

c: T.C. Broadnax, City Manager
Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

File #: 23-1428

Item #: I.

Dallas 365 Performance Measures
[Budget and Management Services]

Memorandum

CITY OF DALLAS

DATE **May 19, 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 **Dallas 365 Performance Measures**

As part of our annual budget development process, we review the performance measures included in Dallas 365 and edit them as necessary. As you are aware, we have aligned 35 performance measures to the 8 strategic priority areas, and we track and report on them each month as part of the Budget Accountability Report (BAR).

If you have any suggestions for staff to use as we update the Dallas 365 measures for FY 2023-24, now is the time to do so. I have attached the list of current Dallas 365 measures. Also attached is a list of other department performance measures that are routinely tracked. This list may be considered if you want to suggest potential changes to Dallas 365.

Please provide any input that you may have regarding Dallas 365 to Cecilia Scheu, Budget and Management Services Assistant Director **no later than Thursday, June 15**.

If you have any questions, please contact me or Ms. Scheu.

Jack Ireland
Chief Financial Officer

[Attachment]

c:
Mayor and Members of the City Council
T.C. Broadnax, City Manager
Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
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Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

FY 2023-24 PROPOSED | DALLAS 365 MEASURES

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
1	CCO - City Controller's Office	Percentage of invoices paid within 30 days	92.0%	94.0%	94.0%
2	CCS - Code Compliance	Percentage of litter and high weed service requests closed within SLA	65.0%	85.0%	85.0%
3	DAS - Dallas Animal Services	Percentage increase in dogs and cats fostered	5.0%	2.0%	2.0%
4	DFD - Dallas Fire Department	Percentage of EMS responses within nine minutes or less (NFPA Standard 1710)	90.0%	90.0%	90.0%
5	DFD - Dallas Fire Department	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710)	90.0%	90.0%	90.0%
6	DPD - Dallas Police Dept	Crimes against persons (per 100,000 residents)	2,000	2,000	2,000
7	DPD - Dallas Police Dept	Percentage of responses to Priority 1 calls within eight minutes or less	60.0%	60.0%	60.0%
8	DPD - Dallas Police Dept	Percentage of 911 calls answered within 10 seconds	90.0%	90.0%	90.0%
9	HOU - Housing-Community Services	Percentage of development funding leveraged by private sources	60.0%	60.0%	60.0%
10	LIB - Library	Percentage of technology devices checked out monthly (Hotspots and Chromebooks)	75.0%	75.0%	75.0%
11	LIB - Library	Satisfaction rate with library programs	93.0%	95.0%	95.0%
12	OCA - Office Of Cultural Affairs	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations	32.0%	35.0%	33.3%
13	OEQ - Office Of Environmental Quality	Percentage of CECAP actions underway annually	75.3%	75.3%	75.3%
14	PBW - Public Works	Planned lane miles improved (677 of 11,770 miles)	100.0%	100.0%	100.0%
15	PBW - Public Works	Percentage of potholes repaired within three days	98.0%	98.0%	98.0%
16	PKR - Park - Recreation	Average number of recreation programming hours per week (youth, seniors, and athletic leagues)	1,615	1,800	2,000
17	PKR - Park - Recreation	Participation rate at late-night Teen Recreation (TRec) sites	80.0%	65.0%	75.0%
18	POM - Office of Procurement Services	Percentage of informal solicitation requests (<$50k) processed within 15 business days	80.0%	75.0%	80.0%
19	TRN - Transportation	Percentage of signal malfunction responses within 120 minutes	91.0%	91.0%	91.0%
20	TRN - Transportation	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles)	50.0%	50.0%	50.0%
21	CSC - 311 Customer Services	Percentage of 311 calls answered within 90 seconds	60.0%	70.0%	70.0%

FY 2023-24 PROPOSED | DALLAS 365 MEASURES

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
22	OHS - Office of Homeless Solutions	Percentage of unduplicated persons placed in permanent housing who remain housed after six months	85.0%	85.0%	85.0%
23	OHS - Office of Homeless Solutions	Percentage of beds utilized under the Pay-to-Stay program	80.0%	90.0%	90.0%
24	PAO - Communication, Outreach, and Marketing	Percentage increase of original multicultural and multilingual content (on public, educational, and government)	25.0%	25.0%	25.0%
25	OPO - Office of Police Oversight	Monthly complaint resolution rate (DPD and OCPO)	70.0%	70.0%	70.0%
26	IPS - Office of Integrated Public Safety	Percentage of crisis intervention calls handled by the RIGHT Care team	60.0%	80.0%	75.0%
27	SBC - Small Business Center	Percentage spent with local businesses	40.0%	40.0%	40.0%
28	SBC - Small Business Center	Percentage of dollars spent with local M/WBE businesses	70.0%	70.0%	70.0%
29	SBC - Small Business Center	Percentage increase of workforce development grant participants in underserved populations	60.0%	60.0%	60.0%
30	DEV - Development Services	Average number of business days to complete commercial permit application prescreen	5	5	5
31	DEV - Development Services	Percentage of next business day inspections performed on time	98.0%	98.0%	98.0%
32	EFM - Equipment and Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule (Compliance II)	90.0%	90.0%	90.0%
33	SAN - Sanitation Svcs	Percentage of on-time bulk & brush collections	95.0%	95.5%	95.5%
34	SAN - Sanitation Svcs	Residential recycling diversion rate	20.0%	20.5%	21.0%
35	OBP - Bond & Construction Management	Percentage of bond appropriations awarded (ITD)	97.0%	97.0%	100.0%

FY 2023-24 PROPOSED | BUDGET BOOK PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
1	ATT - City Attorney	Number of citations handled by municipal prosecution	160,000	160,000	160,000
2	ATT - City Attorney	Percentage of low to moderate income persons served in community courts program	60.0%	60.0%	60.0%
3	ATT - City Attorney	Number of cases resolved by community prosecution	450	450	450
4	ATT - City Attorney	Number of citations handled by community courts	25,000	25,000	25,000
5	ATT - City Attorney	Number of open records requests reviewed	1,000	1,000	1,000
6	ATT - City Attorney	Number of ordinances, resolutions, and legal opinions drafted	1,500	1,500	1,500
7	ATT - City Attorney	Number of civil forfeitures resolved	50	50	50
8	ATT - City Attorney	Number of contracts/agreements/AAs prepared	1,750	1,750	1,750
9	ATT - City Attorney	Amount collected by litigation	2,550,000	2,550,000	2,550,000
10	ATT - City Attorney	Number of claims and lawsuits handled	180	200	200
11	AUD - City Auditor	Percentage of audit report recommendations agreed to by management	90.0%	90.0%	90.0%
12	AUD - City Auditor	Percentage of department hours spent on direct project services	82.0%	82.0%	82.0%
13	AUD - City Auditor	Number of Audit/Attestation reports	19	19	19
14	AUD - City Auditor	Number of completed equity-focused audit projects	1	1	1
15	AVI - Aviation	Overall customer satisfaction index (scale 1-5)	5.00	5.00	5.00
16	AVI - Aviation	Sales per enplaned passenger (SPEP)	10	10	11
17	AVI - Aviation	Percentage increase of Black, Asian, Hispanic, or Native American collegiate interns	20.0%	20.0%	20.0%
18	AVI - Aviation	Percentage increase in private and public sector investment at Dallas Executive Airport	10.0%	10.0%	20.0%
19	AVI - Aviation	Percentage of customer complaints resolved within 15 days	100.0%	100.0%	100.0%
20	BMS - Office of Financial Services	Percentage of residents reporting grant-related presentations as helpful and informative	90.0%	90.0%	92.0%
21	BMS - Office of Financial Services	Dollar savings realized through process improvement initiatives	1,000,000	1,000,000	1,000,000
22	BMS - Office of Financial Services	Percentage of departments with equity-focused performance measures	83.0%	85.0%	90.0%
23	BSD - Building Services Department	Number of custodial service requests received	1,200	1,200	1,200

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
24	BSD - Building Services Department	Number of quality inspections at contracted custodial facilities each month	400	400	400
25	BSD - Building Services Department	Number of HVAC system sustainability upgrades from R-22 to new environmentally friendly refrigerant	40	40	40
26	BSD - Building Services Department	Number of HVAC indoor air quality upgrades completed in equity priority areas	17	18	18
27	CCO - City Controller's Office	Percentage of invoices paid within 30 days	92.0%	94.0%	94.0%
28	CCO - City Controller's Office	Percentage of electronic vendor payments (excluding refunds)	0.8%	0.9%	0.9%
29	CCO - City Controller's Office	Percentage of M/WBE vendor invoices paid within 30 days	90.0%	90.0%	90.0%
30	CCO - City Controller's Office	Percentage of permanent employees enrolled in City's Voluntary Deferred Compensation Plan	52.0%	55.0%	55.0%
31	CCO - City Controller's Office	Payroll error rate	0.5%	0.5%	0.5%
32	CCS - Code Compliance	Percentage of food establishments inspected timely	95.0%	95.0%	95.0%
33	CCS - Code Compliance	Percentage of mosquito control activities completed within 48 hours	95.0%	95.0%	95.0%
34	CCS - Code Compliance	Number of food establishment inspections conducted per FTE	575	575	575
35	CCS - Code Compliance	Average number of days to demolish a substandard structure after receiving a court order	60	60	60
36	CCS - Code Compliance	Percentage of 311 service requests completed within estimated response time	96.0%	96.0%	96.0%
37	CCS - Code Compliance	Percentage of violations in compliance within 180 days by the Intensive Case Resolution Team	85.0%	85.0%	85.0%
38	CCS - Code Compliance	Percentage of litter and high weed service requests closed within SLA	65.0%	85.0%	85.0%
39	CCS - Code Compliance	Percentage of graffiti violations abated within 5 days	90.0%	90.0%	90.0%
40	CCS - Code Compliance	Percentage of illegal dumping sites abated within 5 days	90.0%	90.0%	90.0%
41	CCS - Code Compliance	Percentage of open and vacant structures abated within 48 hours	90.0%	90.0%	90.0%
42	CCT - Convention And Event Services	Percentage of client survey respondents rating their overall experience at KBHCCD as "excellent" or "good"	90.0%	90.0%	90.0%
43	CCT - Convention And Event Services	Percentage of pro-forma based revenue increase (OVG360; formally Spectra)	56.0%	25.0%	25.0%
44	CCT - Convention And Event Services	Number of planned safety repairs completed	36	36	36

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
45	CCT - Convention And Event Services	Percentage of Kay Bailey Hutchison Convention Center Dallas OVG360 minority-owned business spend	47.0%	48.0%	49.0%
46	CCT - Convention And Event Services	Percentage of permit holder survey respondents who rated their overall experience with the Office of Special Events as "excellent" or "good"	80.0%	80.0%	80.0%
47	CCT - Convention And Event Services	Number of hospitality and tourism internships created (New)	New	4	4
48	CCT - Convention And Event Services	Percentage of completion of the KBHCCD Master Plan (New)	New	4%	21%
49	CMO - City Manager's Office	Overall Quality of Life Satisfaction Rating (Survey)	70.0%	70.0%	70.0%
50	CMO - City Manager's Office	Percentage of 2023 Strategic Priority Goals completed	100.0%	100.0%	100.0%
51	CMO - City Manager's Office	Percentage of City Council Agendas posted on-time and without correction	95.0%	95.0%	95.0%
52	CSC - 311 Customer Services	Percentage of customers satisfied with call experience	87.0%	90.0%	90.0%
53	CSC - 311 Customer Services	Percentage of 311 calls answered within 90 seconds	60.0%	70.0%	70.0%
54	CSC - 311 Customer Services	Percentage increase of City Hall On-the-Go visits/events in majority Black and Hispanic neighborhoods	20.0%	20.0%	20.0%
55	CSC - 311 Customer Services	Percentage of water customer service calls answered in 90 seconds	45.0%	45.0%	45.0%
56	CSC - 311 Customer Services	Percentage of 311 calls abandoned	10.0%	10.0%	10.0%
57	CTJ - Municipal Court-Judiciary	Percentage of alias warrants per cases filed	33.0%	33.0%	33.0%
58	CTJ - Municipal Court-Judiciary	Percentage of capias warrants per cases filed	18.0%	18.0%	18.0%
59	CTJ - Municipal Court-Judiciary	Percentage of case dispositions per new cases filed (case clearance rate)	95.0%	95.0%	95.0%
60	CTJ - Municipal Court-Judiciary	Percentage of cases disposed of within 60 days of citation	90.0%	90.0%	90.0%
61	CTJ - Municipal Court-Judiciary	Number of cases docketed	175,000	175,000	175,000
62	CTJ - Municipal Court-Judiciary	Number of jury trials held	80	80	80
63	CTS - Court - Detention Services	Percentage of parking adjudication hearings conducted in person	60.0%	60.0%	60.0%
64	CTS - Court - Detention Services	Average prisoner processing Time	9.0 min	9.0 min	9.0 min
65	CTS - Court - Detention Services	Number of prisoners processed at City Detention Center	12,216	12,216	12,216
66	CTS - Court - Detention Services	Number of prisoners transferred by outside agency	1,404	1,404	1,404
67	CTS - Court - Detention Services	Number of warrants cleared by City Marshals	14,000	14,000	14,000
68	CTS - Court - Detention Services	Average wait time	3.0 min	10.0 min	10.0 min

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
69	CTS - Court - Detention Services	Percentage of dockets finalized within 14 days	100.0%	100.0%	100.0%
70	CTS - Court - Detention Services	Percentage of Hispanic and Native American court program referred participants	20.0%	20.0%	20.0%
71	CTS - Court - Detention Services	Pounds of improperly dumped debris/waste abated	160,000	160,000	160,000
72	CTS - Court - Detention Services	Number of illegally dumped tires	2,000	2,000	2,000
73	CTS - Court - Detention Services	Average response time to security incidents	3.0 min	3.0 min	3.0 min
74	CVS - Civil Service	Percentage of hiring managers reporting a satisfaction rating (Satisfied) to post-hire questionnaire	85.0%	85.0%	85.0%
75	CVS - Civil Service	Number of Number of Hispanic, Black, Asian American, and Native American recruitment and outreach efforts	15	15	15
76	CVS - Civil Service	Percentage of certified registers to hiring authority within five business days – civilian positions	93.0%	93.0%	93.0%
77	CVS - Civil Service	Percentage of certified registers to hiring authority within five business days – uniform positions	95.0%	93.0%	93.0%
78	CVS - Civil Service	Percentage of Civil Service trial board appeal hearings heard within 90 business days	100.0%	100.0%	100.0%
79	DAS - Dallas Animal Services	Combined field and shelter dog return to owner success rate	40.0%	40.0%	40.0%
80	DAS - Dallas Animal Services	Percentage decrease in year-over-year loose and loose-owned dog bite rate	0.0%	2.0%	2.0%
81	DAS - Dallas Animal Services	Percentage decrease in non-live outcomes for dogs and cats	5.0%	2.0%	2.0%
82	DAS - Dallas Animal Services	Percentage increase in dogs and cats fostered	5.0%	2.0%	2.0%
83	DAS - Dallas Animal Services	Number of fully-free annual vaccine clinics in Southern Dallas	1	2	2
84	DBI - Data Analytics and Business Intelligence	Percentage of students who successfully complete the Data Academy course	75.0%	75.0%	75.0%
85	DBI - Data Analytics and Business Intelligence	Percentage increase in active data software licenses	3.0%	3.0%	3.0%
86	DBI - Data Analytics and Business Intelligence	Percentage increase in DBI data products views	3.0%	3.0%	3.0%
87	DBI - Data Analytics and Business Intelligence	Percentage of Spanish-translated public facing products	95.0%	95.0%	95.0%

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
88	DBI - Data Analytics and Business Intelligence	Percentage of major projects with an equity element	95.0%	95.0%	95.0%
89	DEV - Development Services	Average number of business days to complete first review of residential permit application	15	10	7
90	DEV - Development Services	Average number of business days to complete first review of commercial permit application	15	15	15
91	DEV - Development Services	Average number of business days to complete commercial permit application prescreen	5	5	5
92	DEV - Development Services	Average number of business days to complete resubmitted residential permit applications	7	5	5
93	DEV - Development Services	Average number of business days to complete resubmitted commercial permit applications	7	7	7
94	DEV - Development Services	Average number of business days to complete first review of residential permit applications in 75210, 75216, 75215	15	10	7
95	DEV - Development Services	Percentage of next business day inspections performed on time	98.0%	98.0%	98.0%
96	DFD - Dallas Fire Department	Percentage of EMS responses within nine minutes or less (NFPA Standard 1710)	90.0%	90.0%	90.0%
97	DFD - Dallas Fire Department	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710)	90.0%	90.0%	90.0%
98	DFD - Dallas Fire Department	Percentage of apparatus pumps tested and passed annually (NFPA Standard 1911)	100.0%	100.0%	100.0%
99	DFD - Dallas Fire Department	Number of high-risk multi-family dwellings inspected (per MIT study)	120	120	120
100	DFD - Dallas Fire Department	Number of smoke detectors installed in vulnerable populations	4,300	4,300	4,300
101	DPD - Dallas Police Dept	Percentage of officers trained in alternative solutions, de-escalation, and less-lethal tactics	100.0%	100.0%	100.0%
102	DPD - Dallas Police Dept	Number of community events attended	1,707	1,732	2,500
103	DPD - Dallas Police Dept	Homicide clearance rate	60.0%	60.0%	60.0%
104	DPD - Dallas Police Dept	Crimes against persons (per 100,000 residents)	2,000	2,000	2,000
105	DPD - Dallas Police Dept	Percentage of responses to Priority 1 calls within eight minutes or less	60.0%	60.0%	60.0%

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
106	DPD - Dallas Police Dept	Percentage of 911 calls answered within 10 seconds	90.0%	90.0%	90.0%
107	DPD - Dallas Police Dept	Communities of Color Proportional Representation Ratio to Sworn DPD Employees	(14.5)%	(14.2)%	(14.0)%
108	DSV - Communication - Info Svcs	Number of events targeting minority students through IT initiatives, PTECH and Innovation Lab	5	7	8
109	DSV - Communication - Info Svcs	Percentage of 911 system availability (Vesta)	100.0%	100.0%	100.0%
110	DSV - Communication - Info Svcs	Percentage of availability of public safety radio network (excluding planned City-approved outages)	99.9%	99.9%	99.9%
111	DSV - Communication - Info Svcs	Percentage of priority 1 repair requests resolved within 24 hours (radio devices)	99.8%	99.9%	99.9%
112	DSV - Communication - Info Svcs	Percentage of service desk issues resolved within SLA	95.0%	95.0%	95.0%
113	DSV - Communication - Info Svcs	Percentage of telephone and data network availability (excluding planned City-approved outages)	99.5%	99.5%	99.5%
114	DWU - Water Utilities	Value of capital projects awarded	342,750,000	323,658,500	321,280,000
115	DWU - Water Utilities	Main breaks per 100 miles of main	25	25	25
116	DWU - Water Utilities	Percentage decrease of unserved areas for water and wastewater services	33.0%	66.0%	66.0%
117	DWU - Water Utilities	Number of miles of small diameter pipelines replaced annually	73	73	73
118	DWU - Water Utilities	Average response time to emergency sanitary sewer calls	60.0 min	60.0 min	60.0 min
119	DWU - Water Utilities	Number of sanitary sewer overflows per 100 miles of main (cumulative rate number)	6.20	6.20	6.20
120	DWU - Water Utilities	Compliance with state and federal standards and regulations for drinking water	100.0%	100.0%	100.0%
121	DWU - Water Utilities	Meter reading accuracy rate	99.0%	99.0%	99.0%
122	ECO - Office Of Economic Development	Dollars in capital investment fostered through written commitment	250,000,000	250,000,000	250,000,000
123	ECO - Office Of Economic Development	Number of business outreach visits (Business Development and Area Development divisions)	240	240	240
124	ECO - Office Of Economic Development	Number of jobs created or retained through written commitment	2,500	2,500	2,500

FY 2023-24 PROPOSED | BUDGET BOOK PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
125	ECO - Office Of Economic Development	Number of business outreach activities (Business Development and Area Development divisions)	384	0	384
126	ECO - Office Of Economic Development	Number of minimum wage required jobs indexed to the MIT Living Wage Calculator (of total commitment for jobs to be created/retained)	1,500	1,500	1,500
127	EFM - Equipment and Fleet Management	Percentage of fleet that is replacement eligible	31.5%	31.5%	31.5%
128	EFM - Equipment and Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule (Compliance II)	90.0%	90.0%	90.0%
129	EFM - Equipment and Fleet Management	Percentage of fleet that uses alternative fuels or hybrid fueling technologies	40.0%	40.0%	40.0%
130	EFM - Equipment and Fleet Management	Maximum deviation rate of vehicles and equipment receiving on-time preventative maintenance by service area (Compliance I)	15.0%	15.0%	15.0%
131	EQU - Office of Equity	Percentage of planned high priority barriers removed annually	30.0%	30.0%	30.0%
132	EQU - Office of Equity	Percentage of citizenship clinic attendees that apply for naturalization	50.0%	50.0%	50.0%
133	EQU - Office of Equity	Percentage of non-litigated cases closed within 120 days (Fair Housing Division)	50.0%	50.0%	50.0%
134	EQU - Office of Equity	Average Fair Housing programming attendance	10	11	11
135	EQU - Office of Equity	Percentage increase in fair housing programming participants	5.0%	10.0%	10.0%
136	EQU - Office of Equity	Percentage increase of immigrant and refugee-related WCIA community engagements	40.0%	40.0%	40.0%
137	EQU - Office of Equity	Percentage increase of multilingual engagements and messaging	20.0%	20.0%	20.0%
138	EQU - Office of Equity	Percentage increase of equity policy reviews	10.0%	10.0%	10.0%
139	HOU - Housing-Community Services	Average number of days to close DHAP loans	45	45	45
140	HOU - Housing-Community Services	Percentage of unrestricted market-rate housing developed in majority black and Hispanic neighborhoods	15.0%	19.0%	23.0%
141	HOU - Housing-Community Services	Percentage of development funding leveraged by private sources	60.0%	60.0%	60.0%
142	HOU - Housing-Community Services	Average number of days to review HIPP applications and prepare contract	180	180	180

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
143	IGS - Office of Strategic Partnership	Percentage of legislative priorities achieved (federal and state)	50.0%	50.0%	50.0%
144	IGS - Office of Strategic Partnership	Competitive grant dollars received per general fund dollar spent on fund development salaries	50	50	50
145	IGS - Office of Strategic Partnership	Number of community engagement activities to gather feedback on the City's federal and state legislative priorities in ZIP codes 75216, 75241, 75210, and 75211	4	4	4
146	IGS - Office of Strategic Partnership	Number of grant referrals sent to other departments	120	120	120
147	IPS - Office of Integrated Public Safety	Percentage of crisis intervention calls handled by the RIGHT Care team	60.0%	80.0%	75.0%
148	IPS - Office of Integrated Public Safety	Percentage decrease in crime after dark (lighting enhanced areas only)	5.0%	5.0%	8.0%
149	IPS - Office of Integrated Public Safety	Percent increase of social service referrals and individuals responded to by Crisis Intervention within 72 hours	60.0%	80.0%	85.0%
150	IPS - Office of Integrated Public Safety	Percentage decrease of DPD calls and crime incidents in high risk terrain modeling-defined areas	5.0%	5.0%	5.0%
151	IPS - Office of Integrated Public Safety	Percentage increase of individuals assisted by Crisis Intervention	10.0%	10.0%	10.0%
152	LIB - Library	Number of library materials used	8,400,000	7,526,400	7,902,720
153	LIB - Library	Percentage of technology devices checked out monthly (Hotspots and Chromebooks)	75.0%	75.0%	75.0%
154	LIB - Library	Satisfaction rate with library programs	93.0%	95.0%	95.0%
155	LIB - Library	Percentage of users who reported learning a new skill through adult learning or career development programs	90.0%	92.0%	92.0%
156	LIB - Library	Number of S.M.A.R.T Summer Reading Challenge enrollments in 75216, 75241, 75210, and 75211	850	1,102	1,102
157	MCC - Mayor - Council	Percentage increase in public participation at council district budget townhall meetings	10.0%	10.0%	10.0%
158	MCC - Mayor - Council	Number of professional development hours for MCC staff	20	20	20
159	MCC - Mayor - Council	Number of City initiative communications distributed	12,000	12,000	12,000
160	MCC - Mayor - Council	Average number of equity and inclusion professional development hours per MCC employee	8	8	8

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
161	MCC - Mayor - Council	Number of public engagements with 2 or more Council Members	10	10	10
162	OBP - Bond & Construction Management	Percentage of appropriated projects completed	82.0%	91.0%	99.1%
163	OBP - Bond & Construction Management	Percentage of projects awarded for design and construction	97.0%	99.4%	100.0%
164	OBP - Bond & Construction Management	Percentage of bond appropriations awarded (ITD)	97.0%	97.0%	100.0%
165	OBP - Bond & Construction Management	Percentage of 2017 bond appropriations awarded within Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs)	97.0%	98.0%	100.0%
166	OCA - Office Of Cultural Affairs	Number of attendees at City-owned cultural facilities	2,400,000	2,600,000	2,000,000
167	OCA - Office Of Cultural Affairs	Attendance at Office of Arts and Culture-supported events	5,000,000	5,250,000	5,400,000
168	OCA - Office Of Cultural Affairs	Dollars leveraged by partner organizations	190,000,000	190,000,000	195,000,000
169	OCA - Office Of Cultural Affairs	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations	32.0%	35.0%	33.3%
170	OCA - Office Of Cultural Affairs	Number of Public Art events creating active engagement and participation by Dallas residents with the City's Public Art Collection	37	40	40
171	OCA - Office Of Cultural Affairs	WRR 101.1 FM total audience (as measured by Nielsen)	275,000	275,000	275,000
172	OCA - Office Of Cultural Affairs	WRR 101.1 FM share of local radio market (as measured by Nielsen or comparable market sources)	1.70	1.90	1.90
173	OCC - Office of Community Care	Percentage increase in Senior Transportation Program trips	10.0%	10.0%	10.0%
174	OCC - Office of Community Care	Percentage of users who rate Senior Transportation as good or excellent	75.0%	75.0%	75.0%
175	OCC - Office of Community Care	Percentage of long-term Housing Opportunities for Persons With AIDS (HOPWA) clients adhering to service plan	87.0%	87.0%	87.0%
176	OCC - Office of Community Care	Number of clients receiving ESG-Homelessness Prevention and HOPWA Short-term Rental Mortgage Utility (STRMU) assistance	435	435	435
177	OCC - Office of Community Care	Number of monthly clients accessing meals initiative through community centers	25,000	54,000	54,000
178	OCC - Office of Community Care	Percentage of over the counter Vital Stats applications processed within 15 minutes	86.0%	86.0%	90.0%

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
179	OCC - Office of Community Care	Number of WIC clients receiving nutrition services	64,000	71,185	71,185
180	OCC - Office of Community Care	Number of children in child care program	300	320	320
181	OCC - Office of Community Care	Number of unduplicated individuals accessing financial coaching	1,000	1,000	1,000
182	OEM - Office Of Emergency Management	Increase in Community Preparedness Program Outreach and Education attendees	10.0%	10.0%	10.0%
183	OEM - Office Of Emergency Management	Department of Homeland Security Financial Management Compliance Rate (Grant Reporting)	100.0%	100.0%	100.0%
184	OEM - Office Of Emergency Management	Percentage of OEM emergency managers trained in Emergency Operation Center response procedures	100.0%	100.0%	100.0%
185	OEM - Office Of Emergency Management	Participant rating of excellent or above average for the Community Preparedness Programs	85.0%	85.0%	80.0%
186	OEM - Office Of Emergency Management	Number of partnerships with multi-dwelling landlords in 75243 and 75231 zip codes	13	26	26
187	OEQ - Office Of Environmental Quality	Percentage of departments demonstrating continual improvement on environmental objectives	90.0%	90.0%	90.0%
188	OEQ - Office Of Environmental Quality	Percentage of service requests responded to within SLA	98.0%	98.0%	98.0%
189	OEQ - Office Of Environmental Quality	Number of construction tailgate consultation events	216	216	216
190	OEQ - Office Of Environmental Quality	Number of gallons saved through incentive-based water conservation programs	76,000,000	76,000,000	76,000,000
191	OEQ - Office Of Environmental Quality	Number of single family residential households evaluated for recycling participation and compliance	1,750	1,750	1,750
192	OEQ - Office Of Environmental Quality	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed	92.0%	92.0%	92.0%
193	OEQ - Office Of Environmental Quality	Percentage increase of engagements in equity priority areas	5.0%	5.0%	5.0%
194	OEQ - Office Of Environmental Quality	Percentage of CECAP actions underway annually	75.3%	75.3%	75.3%
195	OHP - Office of Historic Preservation	Percentage of routine maintenance certificates of appropriateness completed within seven days	90.0%	95.0%	95.0%
196	OHP - Office of Historic Preservation	Number of historical preservation outreach events (education and awareness presentations/publications)	2	4	4

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
197	OHP - Office of Historic Preservation	Number of training sessions provided to landmark commissioners	1	2	2
198	OHP - Office of Historic Preservation	Number of historic preservation outreach events in underserved communities of color (education, and awareness presentations/publications)	3	3	3
199	OHS - Office of Homeless Solutions	Percentage of service requests resolved within 21 days	85.0%	85.0%	85.0%
200	OHS - Office of Homeless Solutions	Percentage of unduplicated persons placed in permanent housing who remain housed after six months	85.0%	85.0%	85.0%
201	OHS - Office of Homeless Solutions	Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program	80.0%	80.0%	80.0%
202	OHS - Office of Homeless Solutions	Percentage of persons connected to services through street outreach	90.0%	90.0%	90.0%
203	OHS - Office of Homeless Solutions	Percentage of beds utilized under the Pay-to-Stay program	80.0%	90.0%	90.0%
204	OHS - Office of Homeless Solutions	Number of unduplicated homeless clients with mental illness/co-occurring substance use/primary care health issues receiving services	750	750	750
205	OHS - Office of Homeless Solutions	Percentage of service requests responded within 24-48 hours (HART Team) (New)	New	90.0%	90.0%
206	OHS - Office of Homeless Solutions	Percentage of service requests resolved within 10 days (HART Team) (New)	New	90.0%	90.0%
207	OPO - Office of Police Oversight	Number of public events	20	25	25
208	OPO - Office of Police Oversight	Monthly complaint resolution rate (DPD and OCPO)	70.0%	70.0%	70.0%
209	OPO - Office of Police Oversight	Percentage of Community Police Oversight Board independent investigations completed (cases eligible for review)	85.0%	85.0%	85.0%
210	OPO - Office of Police Oversight	Number of community, outreach, & engagement events in majority Black and Hispanic neighborhoods	6	12	12
211	ORM - Risk Management	Average cost per workers' compensation claim	6,600	6,600	6,600
212	ORM - Risk Management	Claimant contact within 24 hours of new claim notice rate	98.0%	98.0%	98.0%
213	ORM - Risk Management	Commercial Driver's License (CDL) workforce drug test rate	50.0%	50.0%	50.0%
214	ORM - Risk Management	Subrogation monies recovered	456,898	456,898	456,898

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
215	ORM - Risk Management	Percentage of monies recovered from subrogation claims	27.5%	27.5%	27.5%
216	ORM - Risk Management	Percentage decrease in preventable city vehicle and equipment incidents	0.5%	0.5%	0.5%
217	ORM - Risk Management	Number of safety training courses offered outside of regular hours (multi-shift schedule)	95	95	95
218	ORM - Risk Management	Number of employee training courses offered in Spanish	18	18	18
219	PAO - Communication, Outreach, and Marketing	Percentage increase engagement with City of Dallas social media content	20.0%	20.0%	20.0%
220	PAO - Communication, Outreach, and Marketing	Percentage increase of subscribers to City of Dallas social media channels	15.0%	15.0%	15.0%
221	PAO - Communication, Outreach, and Marketing	Value of positive earned media mentions	100,000,000	100,000,000	100,000,000
222	PAO - Communication, Outreach, and Marketing	Percentage increase of original multicultural and multilingual content (on public, educational, and government)	25.0%	25.0%	25.0%
223	PAO - Communication, Outreach, and Marketing	Percentage increase of Spanish text notification subscribers	15.0%	15.0%	15.0%
224	PAO - Communication, Outreach, and Marketing	Percentage increase of advertisement related to citywide and department-specific initiatives (New)	New	25%	25%
225	PAO - Communication, Outreach, and Marketing	Percentage increase of original content created at the Fair Park Multimedia Center (New)	New	25%	25%
226	PAO - Communication, Outreach, and Marketing	Percentage increase of engagement with original Spanish content (New)	New	20%	20%
227	PBW - Public Works	Planned lane miles improved in areas of inequity (157.4 of 787)	100.0%	100.0%	100.0%
228	PBW - Public Works	Planned lane miles improved (677 of 11,770 miles)	100.0%	100.0%	100.0%
229	PBW - Public Works	Percentage of planned lane miles completed through In House Onyx Preservation (80 miles)	100.0%	100.0%	100.0%
230	PBW - Public Works	Percentage of abandonment/license applications routed within five days	95.0%	95.0%	95.0%
231	PBW - Public Works	Sidewalk Master Plan Project Dollars Spent	6,300,000	6,300,000	6,300,000

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
232	PBW - Public Works	Percentage of asphalt service requests completed within SLA	92.0%	92.0%	92.0%
233	PBW - Public Works	Percentage of concrete service requests completed within SLA	92.0%	92.0%	92.0%
234	PBW - Public Works	Percentage of potholes repaired within three days	98.0%	98.0%	98.0%
235	PER - Human Resources	Percentage of Individual Development Plans completed through the SERVE executive leadership program	75.0%	75.0%	75.0%
236	PER - Human Resources	Percentage of civilian investigations completed within 25 days	90.0%	90.0%	90.0%
237	PER - Human Resources	Number of days from offer to start date for labor positions	25	25	25
238	PER - Human Resources	Number of days from offer to start date for executive position	45	45	45
239	PER - Human Resources	Percentage increase in wellness program participation from prior year	5.0%	5.0%	5.0%
240	PER - Human Resources	Percentage increase in annual physical completion from prior year	5.0%	5.0%	5.0%
241	PKR - Park - Recreation	Number of daily visits to partnership programs/facilities including the Arboretum, Cedar Ridge Preserve, Zoo, and Audubon Center	4,052,191	4,052,191	4,052,191
242	PKR - Park - Recreation	Percentage of residents within half mile of a park	73.0%	73.0%	73.0%
243	PKR - Park - Recreation	Operating expenditures per acre of land managed or maintained	1,651	1,651	1,651
244	PKR - Park - Recreation	Percentage of planned park visits completed by Park Rangers (1,900 of 2,000 visits per month)	95.0%	95.0%	95.0%
245	PKR - Park - Recreation	Average number of recreation programming hours per week (youth, seniors, and athletic leagues)	1,615	1,800	2,000
246	PKR - Park - Recreation	Dollar value of volunteer hours for park system	4,017,600	4,017,600	4,017,600
247	PKR - Park - Recreation	Participation rate at late-night Teen Recreation (TRec) sites	80.0%	65.0%	70.0%
248	PKR - Park - Recreation	Percentage increase in youth athletic activities registration	10.0%	10.0%	10.0%
249	PKR - Park - Recreation	Percentage increase in free active/fitness program in target areas	5.0%	5.0%	5.0%
250	PNV - Planning and Urban Design	Percentage of Comprehensive Plan project milestones completed	100.0%	100.0%	100.0%
251	PNV - Planning and Urban Design	Percentage of zoning change requests increasing housing density	80.0%	80.0%	80.0%
252	PNV - Planning and Urban Design	Percentage of zoning change requests with CPC and Council decision following staff recommendation	90.0%	90.0%	90.0%
253	PNV - Planning and Urban Design	Percentage decrease of zoning change requests	15.0%	15.0%	15.0%
254	PNV - Planning and Urban Design	Percentage of zoning requests following the CPC schedule	90.0%	90.0%	90.0%

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
255	PNV - Planning and Urban Design	Percentage of requests following the Board of Adjustment schedule	90.0%	90.0%	90.0%
256	PNV - Planning and Urban Design	Percentage decrease of average process time	10.0%	10.0%	10.0%
257	PNV - Planning and Urban Design	Percentage of engagement/public meetings in majority Black and Hispanic neighborhoods	50.0%	50.0%	50.0%
258	POM - Office of Procurement Services	Dallas Contracting Officer Representative Program Completion Rate	50.0%	70.0%	75.0%
259	POM - Office of Procurement Services	Percentage of extensions completed within 15 business days	80.0%	80.0%	80.0%
260	POM - Office of Procurement Services	Percentage of procurement Masterclass training & technical assistance in Black and Hispanic neighborhoods	50.0%	50.0%	80.0%
261	POM - Office of Procurement Services	Percentage of informal solicitation requests (<$50k) processed within 15 business days	80.0%	75.0%	80.0%
262	POM - Office of Procurement Services	Percentage of acquisition plans in compliance with City Contracting Standards and Procedures (AD 4-5)	75.0%	75.0%	75.0%
263	POM - Office of Procurement Services	Percentage of reprographic completed within three business days	95.0%	95.0%	95.0%
264	POM - Office of Procurement Services	Percentage of mail delivered to post office same day received	90.0%	90.0%	90.0%
265	SAN - Sanitation Svcs	Percentage of on-time bulk & brush collections	95.0%	95.5%	95.5%
266	SAN - Sanitation Svcs	Percentage of targeted outreach efforts in areas with highest bulk & brush pickup violations	50.0%	50.0%	50.0%
267	SAN - Sanitation Svcs	Tons of CO2 captured by McCommas Bluff Landfill Gas System	112,000	115,000	115,000
268	SAN - Sanitation Svcs	Tons of CH4 (methane) captured by McCommas Bluff Landfill Gas System	45,000	47,000	47,000
269	SAN - Sanitation Svcs	Residential recycling tons collected	55,000	58,000	58,000
270	SAN - Sanitation Svcs	Residential recycling diversion rate	20.0%	20.5%	21.0%
271	SAN - Sanitation Svcs	Percentage of garbage and recycling routes completed on time	95.0%	95.0%	95.0%
272	SBC - Small Business Center	Percentage of M/WBE participation commitments monthly	25.0%	25.0%	25.0%
273	SBC - Small Business Center	Percentage spent with local businesses	40.0%	40.0%	40.0%
274	SBC - Small Business Center	Percentage of dollars spent with local M/WBE businesses	70.0%	70.0%	70.0%
275	SBC - Small Business Center	Number of fresh start clients hired	100	200	200

#	Department	Performance Measure	FY 2022-23 Budget	FY 2023-24 Proposed	FY 2024-25 Planned
276	SBC - Small Business Center	Fresh Start client 12 month retention rate	50.0%	50.0%	50.0%
277	SBC - Small Business Center	Percentage increase of workforce development grant participants in underserved populations	60.0%	60.0%	60.0%
278	SDM - Stormwater Drainage Management	Percentage of pump station uptime	92.0%	92.0%	92.0%
279	SEC - City Secretary	Percentage of background checks initiated within three business days	100.0%	100.0%	100.0%
280	SEC - City Secretary	Percentage of City Council voting agendas processed within 10 working days	100.0%	100.0%	100.0%
281	SEC - City Secretary	Percentage of public meeting notices processed and posted within one hour	100.0%	100.0%	100.0%
282	SEC - City Secretary	Percentage of campaign finance reports locked down within one business day	100.0%	100.0%	100.0%
283	SEC - City Secretary	Percentage of service requests completed within 10 business days	100.0%	100.0%	100.0%
284	SEC - City Secretary	Percentage of Open Records Requests responded within 10 business days	100.0%	100.0%	100.0%
285	TRN - Transportation	Percentage of signal malfunction responses within 120 minutes	91.0%	91.0%	91.0%
286	TRN - Transportation	Percentage of traffic signal preventative maintenance for full system PM within 18 months	90.0%	90.0%	90.0%
287	TRN - Transportation	Number of completed street lighting projects in equity priority areas	60	80	80
288	TRN - Transportation	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles)	50.0%	50.0%	50.0%

File #: 23-1430

Item #: J.

GFOA Distinguished Budget Presentation Award
[Budget and Management Services]

Memorandum

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 **GFOA Distinguished Budget Presentation Award**

On April 25, 2023, the Government Finance Officers Association (GFOA) presented a Distinguished Budget Presentation Award to the City of Dallas – Office of Budget and Management Services (BMS) for its annual budget for the fiscal year that began October 1, 2022.

GFOA established the Distinguished Budget Presentation Awards Program in 1984 to encourage state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA's best practices on budgeting. This is the highest award in governmental budgeting. To receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device. This is the 24th consecutive year that the City of Dallas has been recognized by GFOA for the annual budget document.

Our goal is to continually improve the budget document for the benefit of residents, City Council, and City staff. Comments and suggestions are always welcome.

If you have any questions or comments, please contact me or Janette Weedon, Director of Budget and Management 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	

File #: 23-1375

Item #: K.

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

Memorandum

CITY OF DALLAS

DATE May 19, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – March 2023**

Please find attached the March Budget Accountability Report (BAR) based on information through March 31, 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 and Management Services.

Jack Ireland
Chief Financial Officer

c:
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Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
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Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

As of March 31, 2023

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

Prepared by Budget & Management Services

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EXECUTIVE SUMMARY
Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	*Expenses*
General Fund	✅	✅
Aviation	13% over budget	✅
Convention and Event Services	✅	✅
Development Services	11% over budget	✅
Municipal Radio	✅	✅
Sanitation Services	✅	✅
Storm Drainage Management	✅	✅
Dallas Water Utilities	✅	✅
Bond and Construction Management	✅	6% under budget
Equipment and Fleet Management	7% over budget	✅
Express Business Center	41% over budget	✅
Information Technology	✅	✅
Radio Services	✅	✅
9-1-1 System Operations	9% over budget	✅
Debt Service	✅	✅

✅ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✅ 26
On Target

⚠️ 2
Near Target

❌ 7
Not on Target

Year-End Forecast

✅ 31
On Target

⚠️ 0
Near Target

❌ 4
Not on Target

Budget Initiative Tracker

🔵 4
Complete

⚠️ 2
At Risk

✅ 29
On Track

❌ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 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 March 31, 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	$1,727,562,642	1,250,733,683	1,730,725,453	3,162,811
Expenditures	1,706,814,187	$1,727,562,642	837,494,783	1,720,711,976	(6,850,666)
Ending Fund Balance	$308,405,349	$308,405,349		$332,262,043	$23,856,694

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 March 31, 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 March 31, 2023, General Fund revenues are projected to be $3,163,000 over budget primarily due to fines and forfeitures and miscellaneous revenue.

Expenditures. Through March 31, 2023, General Fund expenditures are projected to be $6,851,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across all General Fund departments and reimbursements from the American Rescue Plan Act (ARPA), partially offset by uniform overtime expenses and temporary staffing costs.

FY 2022-23 Amended Budget. City Council amended the General Fund budget on:

- May 10, 2023, by ordinance #32456 in the amount of $20,748,455 due to additional sales tax revenue, miscellaneous revenue from auto pound sales, and intergovernmental revenue from DFW Airport city partners. This allocation will be used for the maintenance and operation of various departments and activities.

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	$944,804,824	$961,955,999	$453,119
2	Sales Tax	417,232,383	432,750,269	174,789,694	432,750,269	0
3	Franchise and Other	127,865,821	127,865,821	50,297,571	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	37,185,628	115,020,641	(533,909)
5	Fines and Forfeitures	23,776,847	23,776,847	13,600,303	25,135,158	1,358,311
6	Operating Transfers In	28,185,836	28,185,836	4,490,081	28,185,836	0
7	Intergovernmental	13,161,563	18,003,654	8,201,397	18,248,501	244,847
8	Miscellaneous	7,967,394	8,355,872	8,082,998	9,275,742	919,870
9	Licenses and Permits	5,616,913	5,616,913	2,441,183	6,337,486	720,573
10	Interest	5,950,000	5,950,000	6,840,004	5,950,000	0
	Total Revenue	$1,706,814,187	$1,727,562,642	$1,250,733,683	$1,730,725,453	$3,162,811

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. City Council increased the sales tax budget to be $432,750,269 on May 10 as part of the mid-year appropriations adjustment process, due to actual collections five months into the fiscal year.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be $1,358,000 over budget 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 ($1,127,000), partially offset by declines in citations filled with the court ($1,100,000).

7 Intergovernmental. City Council increased Intergovernmental revenue by $4,842,000 on May 10 as part of the mid-year appropriations adjustment process, due to higher than budgeted payments through the DFW Airport revenue-sharing agreements.

8 Miscellaneous. City Council increased Miscellaneous revenue by $388,000 on May 10 as part of the mid-year appropriations adjustment process. Miscellaneous revenue is projected to be $920,000 over budget primarily due to increased collections from Dallas Auto Pound auction sales.

9 Licenses and Permits. Licenses and permits revenue is projected to be $721,000 over budget primarily due to higher than budgeted Real Estate license fee collection.

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	$288,015,819	$118,865,713	$271,178,714	($16,837,105)
	Non-uniform Overtime	8,144,953	8,154,053	7,678,609	11,939,208	3,785,155
	Non-uniform Pension	40,352,092	40,344,739	17,612,108	39,106,547	(1,238,192)
	Uniform Pay	527,979,958	527,979,959	242,912,621	500,359,178	(27,620,781)
	Uniform Overtime	39,791,958	54,236,690	44,984,049	87,060,147	25,012,082
	Uniform Pension	182,727,572	182,727,571	84,187,626	182,261,942	(465,629)
	Health Benefits	79,837,068	79,834,065	41,567,141	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	13,216,312	6,006,503	13,457,805	241,493
1	Total Personnel Services	$1,188,305,887	$1,205,661,739	$574,966,900	$1,196,350,137	($17,122,977)
2	Supplies	84,389,204	83,061,244	42,700,999	85,243,357	2,182,113
3	Contractual Services	507,274,125	514,069,613	221,415,040	522,302,188	8,232,575
4	Capital Outlay	16,465,953	25,625,778	12,933,568	25,822,149	196,371
5	Reimbursements	(89,620,981)	(100,855,732)	(14,521,725)	(109,005,855)	(338,748)
	Total Expenditures	$1,706,814,187	$1,727,562,642	$837,494,783	$1,720,711,976	($6,850,666)

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 $17,123,000 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 ($8,080,000), Dallas Police Department ($16,932,000), 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, offset by American Rescue Plan Act (ARPA) reimbursement.

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	$4,289,014	$1,951,965	$4,173,639	($115,375)
2	Building Services	30,390,891	33,797,107	15,463,687	33,634,929	(162,178)
3	City Attorney's Office	20,971,242	21,033,650	9,869,119	21,019,994	(13,656)
4	City Auditor's Office	3,163,255	3,167,416	1,277,571	2,974,658	(192,758)
5	City Controller's Office	8,567,559	8,594,256	4,486,728	8,594,256	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,114,911	1,462,430	3,114,911	0
8	City Secretary's Office	3,141,520	3,258,784	1,514,300	3,243,520	(15,264)
9	Elections	2,022,829	2,201,129	939,463	2,201,129	0
10	Civil Service	3,064,698	3,076,486	1,195,170	2,808,978	(267,508)
11	Code Compliance	41,342,433	41,565,021	19,691,267	40,995,392	(569,629)
12	Court & Detention Services	26,923,902	27,033,462	12,597,802	26,421,330	(612,132)
13	Jail Contract	8,344,443	8,344,443	3,476,851	8,344,443	0
14	Dallas Animal Services	17,725,448	17,812,125	8,985,972	17,511,053	(301,072)
15	Dallas Fire-Rescue	369,069,665	372,901,392	191,234,910	372,901,392	0
16	Dallas Police Department	611,908,283	612,748,297	298,365,349	612,333,878	0
17	Data Analytics & Business Intelligence	5,281,114	5,294,289	1,698,674	4,883,817	(410,472)
18	Housing & Neighborhood Revitalization	4,639,881	4,651,669	1,739,803	4,355,190	(296,479)
19	Human Resources	8,140,152	8,365,826	4,770,865	8,336,702	(29,124)
20	Judiciary	4,273,646	4,282,660	2,028,042	4,063,800	(218,860)
21	Library	37,544,060	37,751,393	16,632,785	37,175,786	(575,607)
	Management Services					
22	311 Customer Service Center	5,850,487	5,912,201	2,853,607	5,617,973	(294,228)
23	Communications, Outreach, & Marketing	3,699,446	3,464,435	1,332,976	3,336,504	(127,931)
24	Office of Community Care	9,365,486	9,392,529	2,974,611	9,355,369	(37,160)
25	Office of Community Police Oversight	811,382	812,769	247,086	522,927	(289,842)
26	Office of Emergency Management	1,344,664	1,347,438	655,944	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,951,897	5,134,963	6,484,540	(467,357)
28	Office of Equity & Inclusion	3,809,929	3,818,250	1,152,621	3,424,802	(393,448)
29	Office of Government Affairs	956,162	974,559	528,603	980,662	6,103
30	Office of Historic Preservation	1,341,076	1,362,424	304,837	1,179,778	(182,646)
31	Office of Homeless Solutions	15,197,632	16,851,704	9,104,162	16,832,982	(18,722)
32	Office of Integrated Public Safety Solutions	5,630,099	5,649,515	1,359,138	5,392,155	(257,360)
33	Small Business Center	3,746,673	3,752,914	1,099,072	3,514,664	(238,250)
34	Mayor & City Council	6,645,643	6,940,550	2,674,349	6,555,065	(385,485)
35	Non-Departmental	135,306,683	142,306,683	28,290,579	141,339,491	(967,192)
36	Office of Arts & Culture	22,496,061	22,524,491	19,501,532	22,485,896	(38,595)
37	Office of Economic Development	3,918,798	4,019,415	2,348,625	3,899,248	(120,167)
38	Park & Recreation	106,863,878	111,301,421	62,818,796	111,301,421	0
39	Planning & Urban Design	5,150,852	5,177,895	2,724,950	4,716,384	(461,511)
40	Procurement Services	3,014,089	3,138,877	1,331,607	3,138,877	0
41	Public Works	89,209,383	89,445,468	64,167,265	89,445,468	0
42	Transportation	51,984,903	52,086,778	27,506,706	53,290,017	1,203,239
	Total Departments	**$1,697,995,188**	**$1,721,270,543**	**$837,494,783**	**$1,714,419,877**	**($6,850,666)**
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	2,790,100	0	2,790,100	0
	Total Expenditures	**$1,706,814,187**	**$1,727,562,642**	**$837,494,783**	**$1,720,711,976**	**($6,850,666)**

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.

1 Budget & Management Services. City Council increased BMS's budget by $11,000 on May 10 by ordinance #32456 for one-time incentive payments.

2 Building Services. City Council increased BSD's budget by $3,406,000 on May 10 by ordinance #32456 for one-time incentive payments and HVAC and heating costs at City Hall.

3 City Attorney's Office. City Council increased CAO's budget by $62,000 on May 10 by ordinance #32456 for one-time incentive payments.

4 City Auditor's Office. City Council increased AUD's budget by $4,000 on May 10 by ordinance #32456 for one-time incentive payments. AUD is projected to be $193,000 under budget primarily due to salary savings associated with four vacant positions.

5 City Controller's Office. City Council increased CCO's budget by $27,000 on May 10 by ordinance #32456 for one-time incentive payments.

7 City Manager's Office. City Council decreased CMO's budget by $90,000 on May 10 by ordinance #32456 to reallocate existing resources between various City Departments, partially offset by an increase for one-time incentive payments.

8 City Secretary's Office. City Council increased SEC's budget by $117,000 on May 10 by ordinance #32456 for one-time incentive payments and various equity adjustments.

9 Elections. City Council increased Election's budget by $178,000 on May 10 by ordinance #32456 to pay a contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising ($382,000), partially offset by a refund from the May 1, 2021 Joint Election ($203,000) due to final costs being less than the City's deposit.

10 Civil Service. City Council increased CVS's budget by $12,000 on May 10 by ordinance #32456 for one-time incentive payments. CVS is projected to be $268,000 under budget primarily due to salary savings associated with five vacant positions.

11 Code Compliance. City Council increased CCS's budget by $223,000 on May 10 by ordinance #32456 for one-time incentive payments. CCS is projected to be $570,000 under budget primarily due to salary savings associated with 66 vacant positions.

12 Court & Detention Services. City Council increased CTS's budget by $110,000 on May 10 by ordinance #32456 for one-time incentive payments. CTS is projected to be $612,000 under budget primarily due to salary savings associated with 81 vacant positions.

14 Dallas Animal Services. City Council increased DAS's budget by $87,000 on May 10 by ordinance #32456 for one-time incentive payments.

15 Dallas Fire-Rescue. City Council increased DFR's budget by $3,832,000 on May 10 by ordinance #32456 for one-time incentive payments, uniform overtime expenses, and the increase in fuel prices. DFR uniform expenses offset by an ARPA reimbursement in the amount of $10,311,000.

16 Dallas Police Department. City Council increased DPD's budget by $840,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, equity adjustments for Open Records staff, and the increase in fuel prices.

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.

17 Data Analytics & Business Intelligence. City Council increased DBI's budget by $13,000 on May 10 by ordinance #32456 for one-time incentive payments. DBI is projected to be $411,000 under budget primarily due to salary savings associated with 18 vacant positions.

18 Housing & Neighborhood Revitalization. City Council increased HOU's budget by $12,000 on May 10 by ordinance #32456 for one-time incentive payments. HOU is projected to be $296,000 under budget primarily due to salary savings associated with four vacant positions.

19 Human Resources. City Council increased HR's budget by $226,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

20 Judiciary. City Council increased CTJ's budget by $9,000 on May 10 by ordinance #32456 for one-time incentive payments. CTJ is projected to be $219,000 under budget primarily due to salary savings associated with 13 vacant positions.

21 Library. City Council increased LIB's budget by $207,000 on May 10 by ordinance #32456 for one-time incentive payments. LIB is projected to be $576,000 under budget primarily due to salary savings associated with 19 vacant positions.

22 311 Customer Service Center. City Council increased 311's budget by $62,000 on May 10 by ordinance #32456 for one-time incentive payments. 311 is projected to be $294,000 under budget primarily due to salary savings associated with 25 vacant positions, partially offset by capital improvement costs for an office reconfiguration.

23 Communications, Outreach, & Marketing. City Council decreased COM's budget by $235,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

24 Office of Community Care. City Council increased OCC's budget by $27,000 on May 10 by ordinance #32456 for one-time incentive payments.

25 Office of Community Police Oversight. City Council increased OCPO's budget by $1,000 on May 10 by ordinance #32456 for one-time incentive payments. OCPO is projected to be $290,000 under budget primarily due to salary savings associated with four vacant positions.

26 Office of Emergency Management. City Council increased OEM's budget by $3,000 on May 10 by ordinance #32456 for one-time incentive payments.

27 Office of Environmental Quality & Sustainability. City Council increased OEQS's budget by $53,000 on May 10 by ordinance #32456 for one-time incentive payments. OEQS is projected to be $467,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 19 vacant positions.

28 Office of Equity & Inclusion. City Council increased OEI's budget by $8,000 on May 10 by ordinance #32456 for one-time incentive payments. OEI is projected to be $393,000 under budget primarily due to salary savings associated with seven 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.

29 Office of Government Affairs. City Council increased OGA's budget by $18,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. OGA is projected to be $6,000 over budget primarily due to temporary staffing costs and other costs associated with the Texas State Legislature session.

30 Office of Historic Preservation. City Council increased OHP's budget by $21,000 on May 10 by ordinance #32456 for one-time incentive payments and other equity adjustments. OHP is projected to be $183,000 under budget primarily due to salary savings associated with four vacant positions.

31 Office of Homeless Solutions. City Council increased OHS's budget by $1,654,000 on May 10 by ordinance #32456 for one-time incentive payments and an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the DRTRR in January. The expense includes up to 90 days of lodging, food, and hygiene 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. City Council increased IPSS's budget by $19,000 on May 10 by ordinance #32456 for one-time incentive payments. IPSS is projected to be $257,000 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. City Council increased SBC's budget by $6,000 on May 10 by ordinance #32456 for one-time incentive payments. SBC is projected to be $238,000 under budget primarily due to salary savings associated with five vacant positions.

34 Mayor & City Council. City Council increased MCC's budget by $295,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and other equity adjustments. MCC is projected to be $385,000 under budget primarily due to salary savings associated with 10 vacant positions.

35 Non-Departmental. City Council increased Non-D's budget by $7,000,000 on May 10 by ordinance #32456 for a transfer to the Economic Development Corporation (EDC). Non-D is projected to be $967,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

36 Office of Arts & Culture. City Council increased OAC's budget by $28,000 on May 10 by ordinance #32456 for one-time incentive payments.

37 Office of Economic Development. City Council increased ECO's budget by $101,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

38 Park & Recreation. City Council increased PKR's budget by $4,438,000 on May 10 by ordinance #32456 for one-time incentive payments, security and safety measures, park maintenance, temporary staffing, and the increase in fuel prices.

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.

39 Planning & Urban Design. City Council increased PUD's budget by $27,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and for professional planning and zoning services to assist with the workload of processing and reviewing zoning applications (to be reimbursed by DEV). PUD is projected to be $462,000 under budget primarily due to salary savings associated with 18 vacant positions.

40 Procurement Services. City Council increased POM's budget by $125,000 on May 10 by ordinance #32456 for one-time incentive payments and temporary staffing costs related to informal bid solicitation review.

41 Public Works. City Council increased PBW's budget by $236,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and the increase in fuel prices.

42 Transportation. City Council increased TRN's budget by $102,000 on May 10 by ordinance #32456 for one-time incentive payments and the increase in fuel prices. TRN is projected to be $1,203,000 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 associated with 59 vacant positions ($767,000) and savings in rental costs due to not moving Parking Enforcement offices this fiscal year ($120,000).FY 2021-22 $1.2 million expenses were rolled into FY 2022-23 budget due to electricity overages for streetlights.

45 Salary & Benefit Stabilization. The FY 2022-23 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, $2,424,000 was transferred to all General Fund departments for one-time incentive payments ($2,424,000) and various equity adjustments in SEC ($103,000).

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	88,912,483	178,412,450	19,869,860
Total Expenditures	163,476,405	163,476,405	70,607,504	162,100,287	(1,376,118)
Ending Fund Balance	$48,294,144	$48,294,144		$91,517,166	$43,223,022
2 CONVENTION & EVENT SERVICES					
Beginning Fund Balance	$43,463,338	$43,463,338		$56,656,767	$13,193,429
Total Revenues	113,230,392	115,690,184	46,202,802	117,153,072	1,462,888
Total Expenditures	113,231,392	115,690,184	52,514,003	117,153,072	1,462,888
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	17,709,287	39,112,011	3,771,071
Total Expenditures	43,830,455	54,659,486	27,287,284	55,884,836	1,225,349
Ending Fund Balance	$36,886,299	$26,057,268		$21,263,247	($4,794,021)
4 MUNICIPAL RADIO					
Beginning Fund Balance	$745,490	$745,490		$572,451	($173,039)
Total Revenues	1,003,095	1,100,931	326,593	1,100,931	0
Total Expenditures	1,003,095	1,100,931	791,981	1,100,931	0
Ending Fund Balance	$745,490	$745,490		$572,541	($173,039)
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	71,336,815	144,528,749	(840,769)
Total Expenditures	143,785,140	143,785,140	52,215,784	143,785,140	0
Ending Fund Balance	$20,912,620	$20,912,620		$20,371,573	($541,047)
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	38,047,519	72,433,742	0
Total Expenditures	72,433,742	82,433,742	18,294,448	82,433,742	0
Ending Fund Balance	$15,732,597	$5,732,597		$9,962,402	$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	375,077,813	755,226,160	0
Total Expenditures	761,226,160	834,226,160	318,521,568	834,226,160	0
Ending Fund Balance	$127,050,983	$54,050,983		$89,023,058	$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	2,829,537	23,178,947	91,801
Total Expenditures	23,087,146	23,087,146	8,032,156	21,778,062	(1,309,084)
Ending Fund Balance	($14,768)	($14,768)		$381	$15,149
9 EQUIPMENT & FLEET MANAGEMENT					
Beginning Fund Balance	$10,783,384	$10,783,384		$11,008,909	$225,525
Total Revenues	61,259,566	64,190,485	16,073,140	68,597,822	4,407,337
Total Expenditures	66,600,148	69,531,067	28,288,984	72,631,996	3,100,929
Ending Fund Balance	$5,442,802	$5,442,802		$6,974,736	$1,531,933
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	1,518,818	3,656,455	1,062,665
Total Expenditures	2,361,983	2,361,983	786,280	2,323,271	(38,712)
Ending Fund Balance	$5,916,624	$5,916,624		$7,273,539	$1,356,915
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	53,984,666	109,270,030	284,097
Total Expenditures	110,191,357	110,191,357	66,563,916	108,437,559	(1,753,798)
Ending Fund Balance	$7,914,413	$7,914,413		$20,845,629	$12,931,216
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	7,533,541	16,920,730	57,302
Total Expenditures	16,867,557	16,867,557	5,540,101	16,867,557	0
Ending Fund Balance	$1,135,186	$1,135,186		$2,765,299	$1,630,113

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	6,299,552	13,103,535	1,086,091
Total Expenditures	14,212,742	14,212,742	6,077,411	14,030,988	(181,754)
Ending Fund Balance	$1,984,971	$1,984,971		$5,699,416	$3,714,445
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	412,314,869	0
Ending Fund Balance	$62,850,989	$62,850,989		$65,548,189	$2,697,200
15 EMPLOYEE BENEFITS					
City Contributions	$108,965,789	$108,965,789	$59,784,366	$109,353,954	$388,165
Employee Contributions	44,675,798	44,675,798	22,048,723	45,403,470	727,672
Retiree	26,927,732	26,927,732	4,075,609	25,212,693	(1,715,039)
Other	0	0	96,241	96,241	96,241
Total Revenues	180,569,319	180,569,319	86,004,940	180,066,358	(502,961)
Total Expenditures	$189,583,785	$189,583,785	$64,652,187	$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	$16,038,120	$16,041,001	$0
Third Party Liability	10,033,670	10,033,670	10,868,871	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	13,447,522	13,445,548	0
Interest and Other	0	0	368,782	368,782	368,782
Total Revenues	39,520,219	39,520,219	40,723,295	39,889,001	368,782
Total Expenditures	$57,449,878	$57,449,878	$19,675,472	$46,386,104	($11,063,774)

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 March 31, 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 $19,870,000 over budget due to greater-than-expected revenues from garage parking, concessions, and NTTA fees. AVI expenses are projected to be $1,376,000 under budget due to salary savings associated with vacant positions.

2 Convention and Event Services. City Council increased CCT's expense budget by $2,459,000 on May 10 by ordinance #32456 for new positions for the internal master planning team. CCT revenues are projected to be over budget $1,463,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget $1,463,000 due to an increase in capital transfer. Excess revenue will be transferred to the CCT capital fund.

3 Development Services. 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; by $5,700,508 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; and by $129,000 on May 10 by ordinance #32456 to reimburse planning and zoning services in Planning & Urban Design (PUD). DEV revenues are projected to be over budget by $3,771,000 due to an increase in permits. DEV expenses are projected to be $1,225,000 over budget due to Engineering contractual services.

4 Municipal Radio. City Council increased Municipal Radio's expense budget by $98,000 on May 10 by ordinance #32456 for the Nielsen contract buyout.

5 Sanitation Services. SAN revenues are $841,000 under budget to lower than anticipated commercial customer volume at the City's landfill and volatile disposal market. Recycling revenues are also projected to be lower than budget due to the commodity market downturn.

6 Storm Drainage Management. City Council increased SDM's expense budget by $10,000,000 on May 10 by ordinance #32456 for a transfer to capital construction.

7 Water Utilities. City Council increased DWU's expense budget by $73,000,000 on May 10 by ordinance #32456 for a transfer to capital construction.

8 Bond & Construction Management. BCM revenues are expected to be $92,000 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 $1,309,000 under budget primarily due to salary savings associated with 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. The FY 2022-23 Adopted Budget reflects planned use of fund balance. EFM's expense budget by $2,931,000 on May 10 by ordinance for increased fuel costs. EFM revenues are projected to be $4,407,000 over budget due to additional charge-backs to cover maintenance costs as a result of extended life repairs for SAN, DWU, PBW, and TRN equipment; increase in vehicle parts prices; extending the maintenance schedules for Sanitation from four to five days; and higher fuel costs. EFM expenses are projected to be $3,101,000 over budget primarily due to contracted labor and temporary staffing needed to address maintenance.

VARIANCE NOTES

10 Express Business Center. Express Business Center revenues are projected to be $1,063,000 over budget due to an increase in auto pound sales.

11 Information Technology. Information Technology revenues are projected to be over budget $284,000 primarily due to an increase in interest earnings. Information Technology expenses are projected to be $1,754,000 under budget due to salary savings associated with vacant positions.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be $1,086,000 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 $11,064,000 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	$240,830,999	$174,769,077	$118,380,925
B	Park and Recreation Facilities	261,807,000	261,807,000	170,911,463	11,399,859	79,495,678
C	Fair Park	50,000,000	50,000,000	31,333,000	6,762,613	11,904,386
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	14,002,671	11,741,808	23,005,522
E	Library Facilities	15,589,000	15,589,000	14,866,288	218,721	503,991
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,012,454	447,437	775,110
G	Public Safety Facilities	32,081,000	32,081,000	26,357,251	218,965	5,504,784
H	City Facilities	18,157,000	18,157,000	2,411,826	38,015	15,707,159
I	Economic Development	55,400,000	55,400,000	20,044,893	9,265,754	26,089,353
J	Homeless Assistance Facilities	20,000,000	20,000,000	15,451,941	1,786,467	2,761,592
Total		$1,050,000,000	$1,050,000,000	$549,222,785	$216,648,716	$284,128,499

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	$257,766,287	$5,280,241	$3,892,360
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	244,773,936	56,525,149	25,075,915
3	Economic Development	55,000,000	55,000,000	37,827,528	4,557,010	12,615,462
Total		$642,000,000	$648,313,887	$540,367,751	$66,362,400	$41,583,736

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	$393,629,773	$8,256,091	$4,604,689
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	299,648,876	14,022,633	29,085,657
3	Park and Recreation Facilities	343,230,000	353,343,060	347,780,924	1,347,015	4,215,121
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	0	669,959
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,260,813	313,184	3,642,481
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	42,735,357	922,500	1,402,196
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	11,591,924	237,544	10,897,983
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,362,255	4,737	705,946
Total		$1,353,520,000	$1,401,388,107	$1,319,759,350	$25,114,225	$56,514,532

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. The FY 2022-23, Sales Tax Budget was $417,232,383, which was increased to $432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. 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

Fiscal Year-to Date Net Sales Tax Payment by Industry
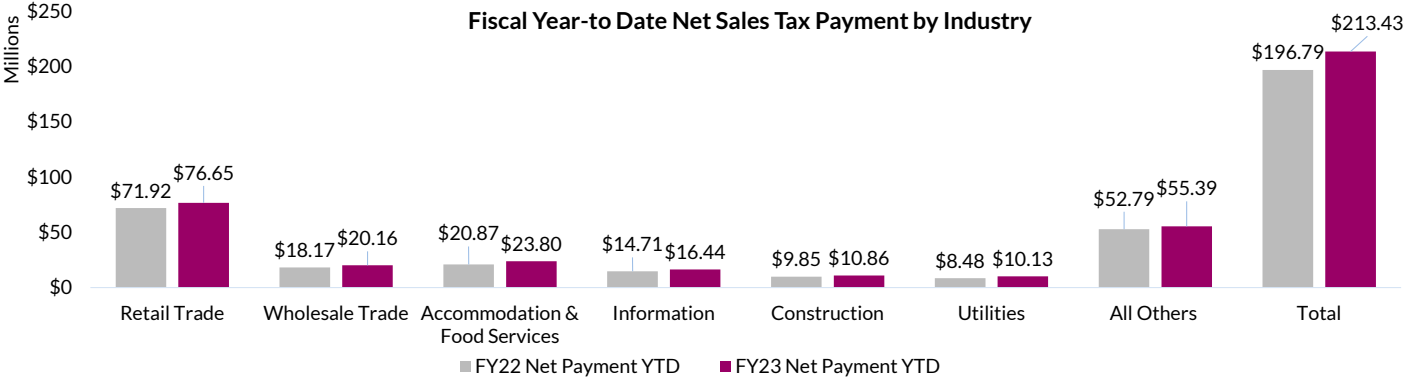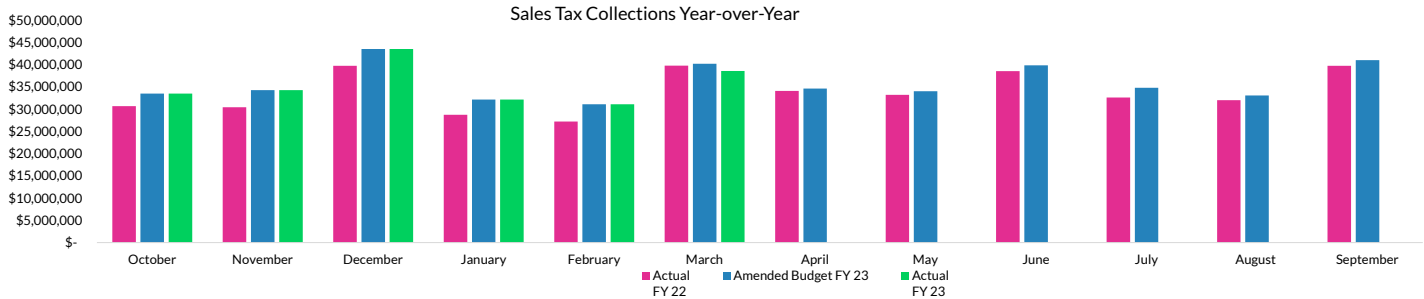
FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	March FY23 over March FY22	FYTD23 over FYTD22
Retail Trade	-2%	7%
Wholesale Trade	-9%	11%
Accommodation and Food Services	7%	14%
Information	6%	12%
Construction	-6%	10%
Utilities	9%	19%
All Others	-10%	5%
Total Collections	-3%	8%

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
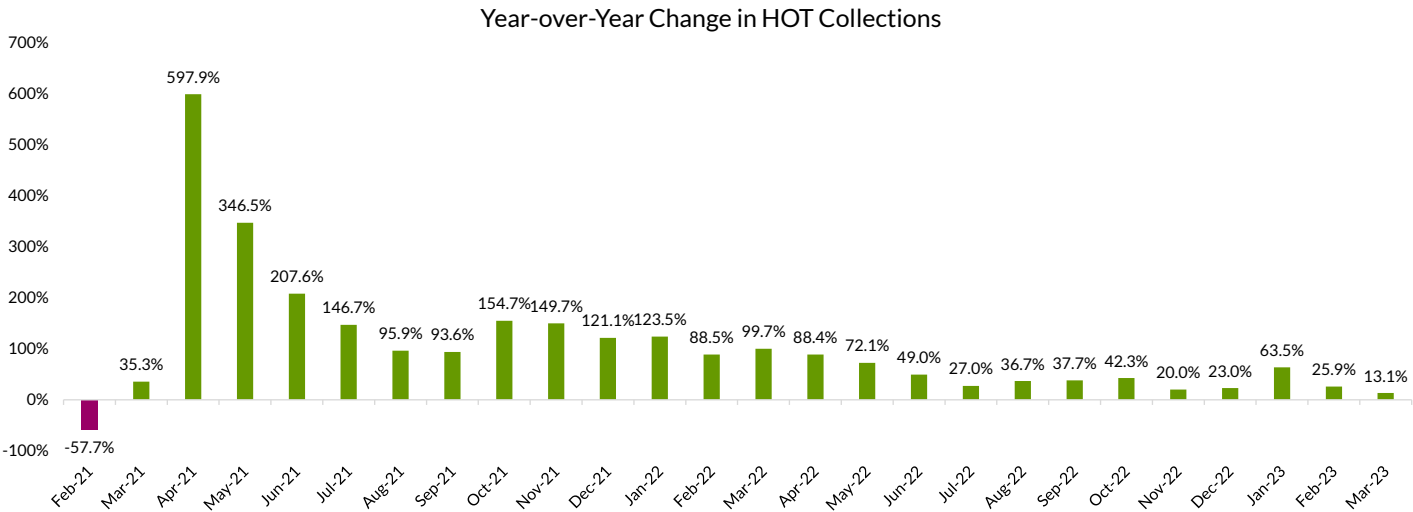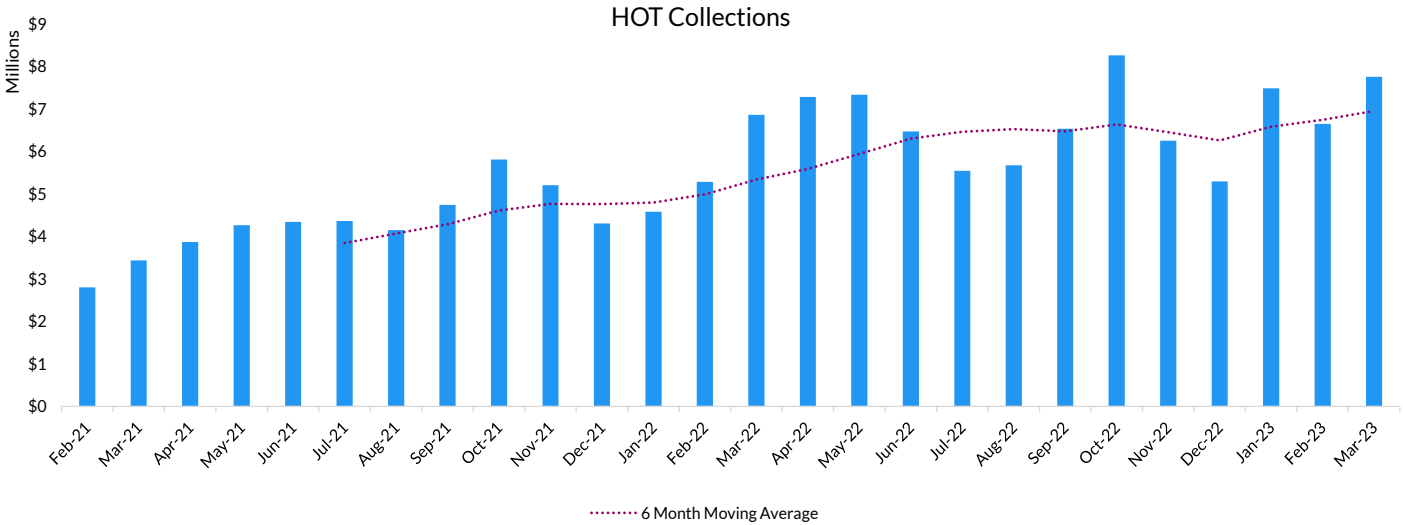
FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS
## Convention Center Event Bookings

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	10
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	95

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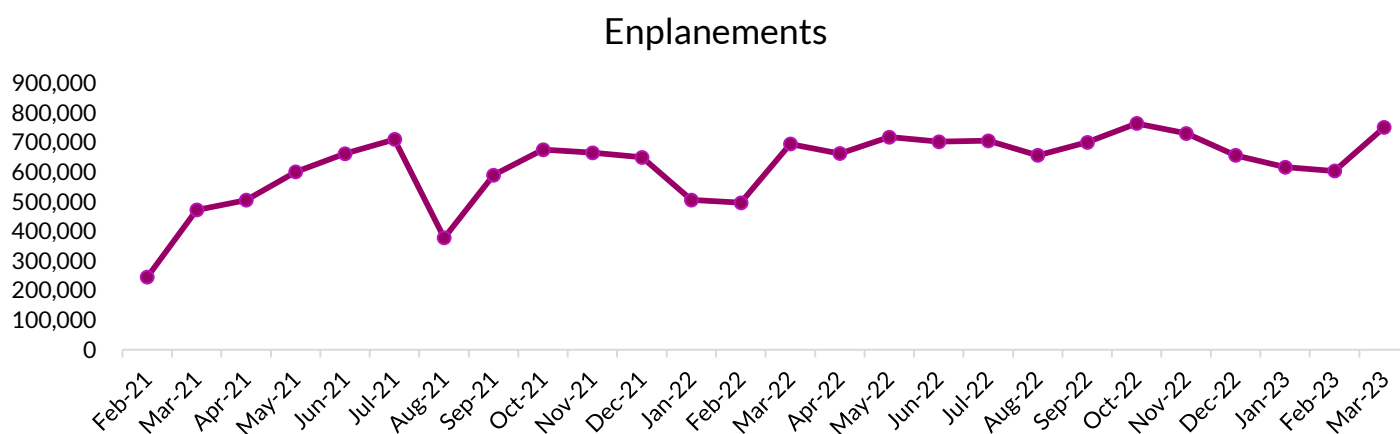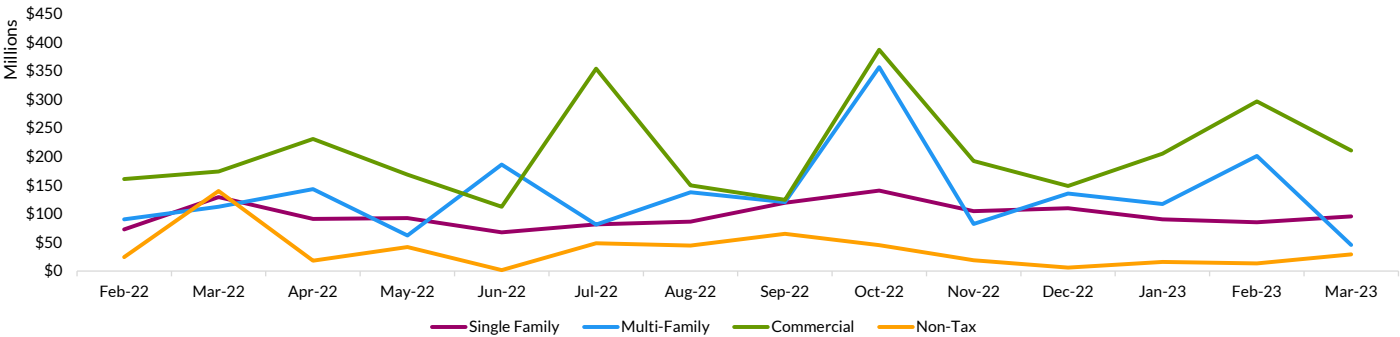
FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS
Building Permits

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

Legend: Single Family, Multi-Family, Commercial, Non-Tax
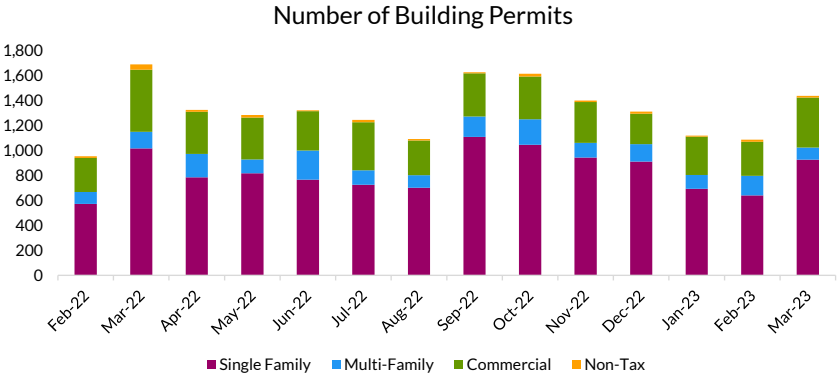
Building Permit Valuations

Legend: Single Family, Multi-Family, Commercial, Non-Tax

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.

Year-to-Date	Year-End Forecast
✔ **26** On Target	✔ **31** On Target
! **2** Near Target	! **0** Near Target
✖ **7** Not on Target	✖ **4** Not on Target

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

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Economic Development					
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	2.0	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%	54.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	62.8%	70.0%	70.0%
	Environment & Sustainability					
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	69.1%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	99.9%	99.9%	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%	88.0%	86.7%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	93.7%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	64.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	17.7%	60.0%	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%	91.5%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	139.2%	80.0%	80.0%
	Public Safety					
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	83.8%	90.0%	83.8%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	88.7%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,149.0	2,000.0	2,149.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	68.3%	52.3%	60.0%	52.3%
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%	84.0%	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%	78.5%	71.8%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	98.0%	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%	28.9%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,659	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	34.5%	60.0%	60.0%
	Transportation & Infrastructure					
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	77.2%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	11.0%	12.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	98.5%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	92.1%	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%	42.0%	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 OPS has identified the factors impeding the successful performance of temporary staffing to support procurement process (<$50k) within 15 business days goal. The current formula being used to calculate this metric is skewed, as it includes solicitation requests that are not informal solicitations (IFS) requests into the equation which distorts the accuracy of the output. Additionally, OPS recognizes that most of the requests received are not submitted correctly or with the appropriate forms and documentation from departments, so to mitigate that issue OPS plans to implement citywide service level agreements (SLAs) for IFS that will specify the correct IFS process, documentation and forms needed. OPS is also working towards bringing on additional temporary staff for further support. This new initiative is in effect for the current fiscal year.

15 DFR continues to experience increased EMS response times due to several factors. Emergency call volume remains extremely high; in March there were over 25,000 responses, over a 35 percent increase from February. 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 3.24 percent for March 2023. With the focus on interrupting and disrupting violent people and places, DPD strives to continue to see a reduction in crimes against persons. DPD continues to focus on Violent Crime reduction throughout the city with violent crime down by 2.7 percent YTD. Total Crime is down 2.6 percent YTD by 669 less offenses with an increase in Aggravated Assaults. 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 The increase in high-priority calls is a contributing factor to increasing response times. High-priority calls have increased by 6.21 percent compared to the same time last year. This is in addition to re-evaluating the call volume to determine if new substations are needed and the 10-hour shift study to help determine if this benefits the residents of Dallas.

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 PKR experienced a 20 percent increase in attendance for March 2023, similar to the previous year in March 2022. Staff are engaging directly with middle and high schools, promoting programs and collecting survey information from teens to address programming needs. Additional system wide teen programming is being offered and recreation centers are providing "late night" type of programming on alternate days in varying locations.

35 The participation percentage has been impacted by SBC employee turnover and staffing levels. Additionally, participation was impacted by COVID due to a six-month delay of program and recruitment. SBC Workforce Initiatives is now fully staffed to ensure data is represented accurately and anticipates an increase in attendance with three new contracts anticipated to execute in late May/early June.

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).

4 Complete

29 On Track

2 At Risk

0 Canceled
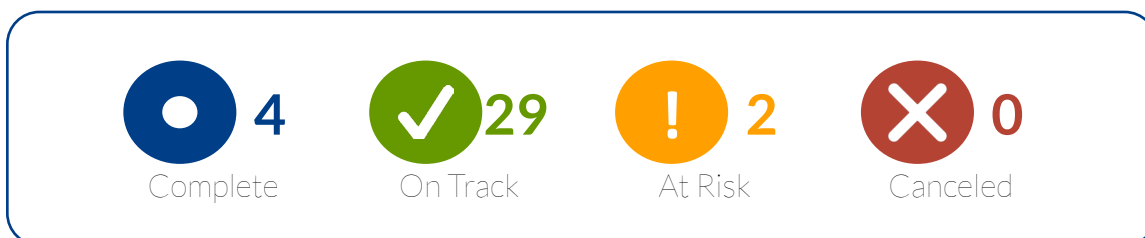
In the Spotlight

Access to healthy food for vulnerable communities in southern and western Dallas remains to be a significant challenge. With food production, distribution, and land use accounting for 30 percent of global GHG emissions, the rising temperatures and changing precipitation patterns create more frequent droughts that result in losses to crops and livestock across the nation and the globe. In these extreme events, there has been a noticeable lead to increased food pricing. The Comprehensive Food & Urban Agriculture Plan prioritizes Dallas communities' access to local food sources by outlining the current state of agriculture and offering strategies for sustaining existing efforts, improving resources, creating pathways, and supporting expanding urban agriculture projects throughout the city of Dallas.

With over 35 different farms, community and commercial, the Office of Environmental Quality & Sustainability and the Office of Procurement has established a pilot project to provide small growing units for food desert homes and will be deployed on a rolling basis with the hopes of targeting the majority of the population to have access to healthy, affordable food by 2030.

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. DEV has prepared several items to go before Council in April to adopt and amend building, residential, fuel, mechanical, plumbing, and energy codes according to the International Code Council's (ICC) 2021 version. Code amendments have been slated to go to Council on April 6, 2023, with an effective implementation date of May 15, 2023.

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. 911 and Auto Pound personnel are currently testing the vendor systems to ensure a smooth transition for wrecker dispatch. Capital improvements are complete for the southern private storage location and improvements for the northern location are anticipated to be completed by the end of April.

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 review the current plan, analyze conservation strategies, and update and index the plan against other Southwest Cities. The data collection is coming to a close and the initial draft is currently being prepared for delivery in Summer 2023. Upon review by DWU and Water Conservation the Work Plan will be indexed to five southwestern cities.

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. A candidate for PKR has accepted the Sr. Environmental Coordinator position. Once the individual has been on-boarded, this position will continue inventory assessment of the ash tree population. Six out of seven PBW positions to be hired have been filled.

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 RFP solicitation was published on January 18, 2023 for a $500,000 solar PV and $500,000 battery energy storage systems. Solicitation was awarded to the winning bidder on March 20, 2023. Contract has been finalized and is on the agenda item for City Council approval on May 24, 2023. BSD has also completed weatherization activities at all of the current eight resiliency locations.

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 1,878 individuals since it's onset in October 2021 through March 2023. Of those individuals housed, 43 percent are from households consisting of adults with children and 57 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 March 2023, the three organizations contracted by OHS have provided services for 650 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 March 2023, the HART teams have received 371 locations based on 203 service requests (SR's). 92 percent of these service requests were responded within 24-48 hours and resolved within 10 days. During March, the HART teams have visited 159 locations, cleaned up and/or closed 17 sites, and removed 32,000 lbs. of debris for a cumulative total of 35 sites cleaned up and/or closed and 109,700 lbs. of debris removed. As of March, PBW filled all positions; PKR anticipates filling their four HART positions in late 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. To assist in the response of priority one calls within 8 minutes or less, the department will be conducting a 10 -hour shift study to help determine if this benefits the citizens of Dallas. The department is also going to reevaluate the call volume to determine if new substations are needed.

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. ALPR has been installed in all marked squad cars.

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 The launch is complete. 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 March, CTS has expensed $1,200,000 or 41.3 percent 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 March, PBW spent $882,291 to complete 4.84 miles of sidewalk improvements. PBW is on track to complete the remaining 9.41 miles of sidewalk improvements 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, maintenance on six bridges were completed, three were completed in March, and the remaining ten are on track to be completed by September 2023. YTD, PBW has spent $335,512 on emergency repairs for State Highway 356 Bridge and authorized $569,500 on emergency repairs to 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 On April 12, TRN received City Council approval for an Advanced Funding Agreement (AFA) with TxDOT for the design of 44 signals in total. 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 March, 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 remaining 320 school zone flashing beacons scheduled for installation this fiscal year.

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 TRN is scheduled to present a bike plan update to the City Council in the Summer 2023. The bike plan update will include the recommended future bike lane locations. Currently, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months. Transportation staff is coordinating with the City Attorney's Office to develop a bike lane engineering contract.

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 were held in March. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system.

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 by the end of May.

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 and face to face ADA interviews are scheduled for mid-April with department representatives. Web content for online ADA training courses is anticipated to be completed soon, with 90 percent of the material currently completed.

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 awarded the contract to Dallas Innovation Alliance 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.

● 1 Complete	✓ 10 On Track	! 1 At Risk	✗ 0 Canceled
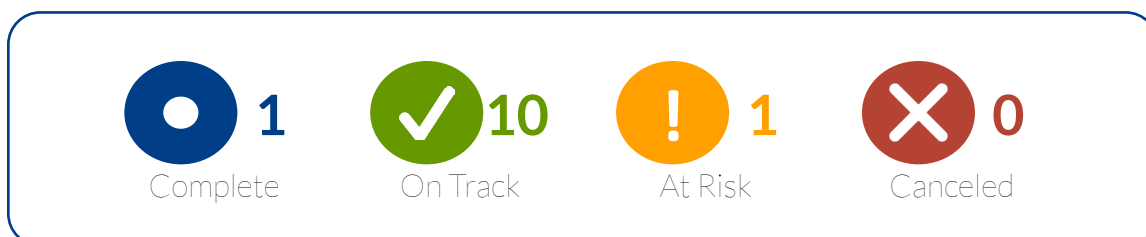
FY 2018-19

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: hire a search firm for the EDC Director, hire a EDC director, and develop a strategic plan and funding plan (including budget). The EDC Board met on March 7 where they authorized the executive committee to enter into negotiations for legal counsel. EDC committees continued to meet throughout the month. The FY 202-23 mid-year budget ordinance #32456 approved by City Council on May 10, 2023 exchanged ARPA for the General Fund as the source of funds to support this initiative.

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. In February, 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 two 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 anticipated to begin construction in the third quarter of FY 2022-23. 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 83 applications and staff has so far committed $2,556,876 across 28 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. Five councilmembers have committed $2.5 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 (that do not need DPD to be present) during the hours of 6am-4pm have been transferred from DPD to TRN. Due to legal requirements, handicap and fire lane calls have to remain in DPD and DFD.

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.

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 March, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 12.8 lane miles.

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 and work started in March 2023. Twelve additional areas are planned for construction award in June 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 On April 12, TRN received City Council approval for an Advanced Funding Agreement (AFA) with TxDOT for the design of 44 signals in total. The project to replace traffic lights will be a multi-year effort.

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. ITS met with proposed vendor on March 31, 2023 to discuss additional software requirements. Next steps include continued integration checks and design of data transferring parameters with specialized software and a follow-up meeting with City software managers to answer vendor questions.

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

● **2** Complete	✓ **3** On Track	! **1** 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 with three Customer Service Improvements, 23 fields removed unnecessary data, and 21 Optical Character Recognition (OCR) issues.*			
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. This project is forecast to be complete by the first week of April 2023. The project completion date was extended from December 2022 to April 2023. The team has identified in excess of 30 OFI's related to customer service and processing.*				
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.	144 and 228	TBD
			Status Update: *Established three highest volume arrest types accounting for more than 50 percent of the arrests made are: Warrants Only (1,774), Assault Family Violence (1,460), DWI (697) and corresponding baseline data. Average arrest takes 144 minutes to complete and 228 minutes when accounting multiple officers involved in an average arrest.*				
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. Training documents will be complete and tested in April with formal executive review to occur in early June.*				

File #: 23-1429

Item #: L.

Best Place to Work: Employee Retention Strategies
[Human Resources]

Memorandum

This memorandum is to provide an update to the Government Performance & Financial Management Committee (GPFM) on the City of Dallas' Best Place to Work and Employee Retention Strategies, presented to the Workforce, Education, and Equity Committee on May 8, 2023. Attached to this memorandum, you will find a copy of the presentation for your reference.

The presentation highlighted various aspects of our organization's efforts to create an exceptional work environment for our employees. It showcased the initiatives we have implemented thus far to foster a positive workplace culture and enhance employee engagement. Additionally, it emphasized our commitment to employee well-being, career development, and recognition programs that contribute to making an organization a preferred place to work.

Likewise, the "Best Place to Work" initiative is crucial for attracting and retaining exceptional talent, increasing productivity, and achieving organizational goals. By prioritizing a supportive and engaging work environment, employees feel valued and motivated to perform at their best, resulting in higher levels of efficiency and accomplishment.

To ensure seamless communication, our staff members who were directly involved in preparing and delivering the presentation at the WEE Committee will be present to answer any questions that may arise during the upcoming GPFM Committee meeting on Monday, May 22, 2023. In the meantime, please feel free to reach out to me or Nina Arias, Director of Human Resources at nina.arias@dallas.gov if you require any additional information or if there are any specific questions you would like our staff members to address during the meeting.

Kimberly Bizor Tolbert
Deputy City Manager

c: T.C. Broadnax, City Manager
Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Jon Fortune, Deputy City Manager

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

Best Place to Work Employee Retention Strategies

Workforce, Education and Equity Committee
May 8, 2023

Kimberly Bizor Tolbert, Deputy City Manager
Nina Arias, Human Resources Director

Presentation Overview

Overview of Best Places to Work and Employee Retention

Review of National 2022 Employment Market

Highlight of COD Current State

2023 Priorities and Initiatives

Next Steps
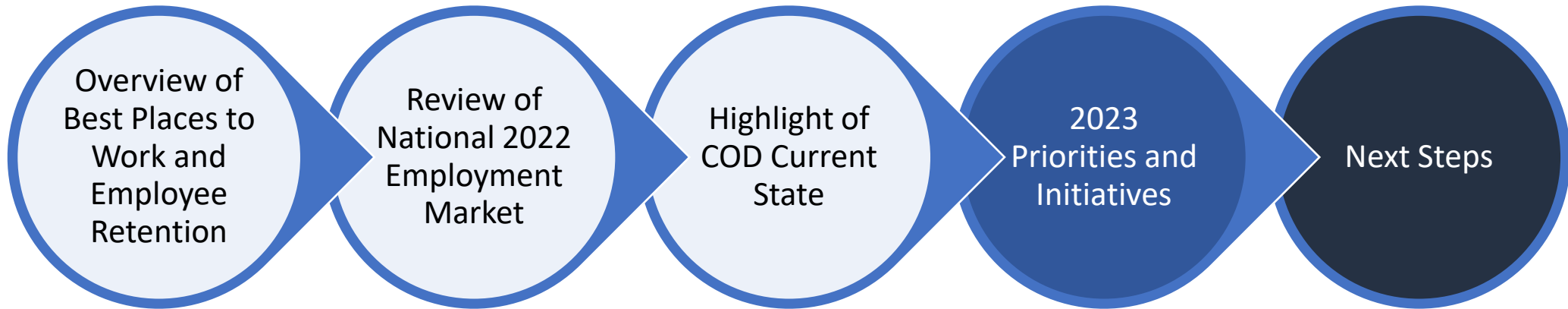
Driving Success through a Positive Workplace Culture

Employee Engagement, Productivity & Loyalty

Best Place to Work

Public Trust, Support & Satisfaction

Top Talent Attraction and Retention

Best Practices – Best Place to Work Experience

Meaningful Work	Strong Management	Positive Workplace	Health & Wellbeing	Growth Opportunity	Trust in the Organization
Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Strength of impact | Moderate | Medium | High | Very High

Source: Employee Experience: The Definitive Guide, © Josh Bersin Research, April 2021

Turnover Costs and Incentives

Entry-level employees cost **30 to 50%** of their annual salary to replace

Mid-level employees cost **150%** of their annual salary to replace

Specialized or high-level employees cost up to **400%** of their annual salary to replace

Source: Society for Human Resource Management - SHRM

3% is the average raise an employee can expect...

Up to **20%** is the potential salary increase for an employee that leaves...

Source: Forbes

Review
National
2022
Employment
Market State

Retention Changes and Challenges in the Job Market

About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home (ZipRecruiter)

Last year, almost 48 million workers quit their jobs, an annual record (Bureau of Labor Statics)

93% of US companies are concerned about employee retention (LinkedIn)

Voluntary turnover is now over 20% and could reach 24% or more in the coming years (Gartner)

Tenure for employees 25-34 years is 2.8 years, on average. (Bureau of Labor Statics)

48% of workers leaving their jobs change industries (McKinsey)

Nearly 1 in 5 workers quit in their first year (BambooHR)

73% of remote workers would look for a new job if their company mandates a return to the office (Harris Poll)

Government Talent Exodus and Labor Turnover

Job Openings and Labor Turnover Survey (JOLTS)

U.S. Bureau of Labor Statistics Vs. COD

2022
JOLTS: 20.2%
COD 2022: 13.59%

December 2022
JOLTS: 2.0%
COD 0.9%

Google   empoyee turnover texas 2022

This study was conducted in accordance with Texas Government Code, Section 651.007. The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2022 was 22.7 percent. That is the highest turnover rate in at least 10 years.

Texas.gov
https://sao.texas.gov › reports › main PDF

Classified Employee Turnover for Fiscal Year 2022

A mass exodus from government work

By McKenna Moore, Editor at LinkedIn News

People have been leaving government administration jobs in the U.S. en masse since the beginning of the pandemic — many in search of better pay, more flexibility or more exciting positions. In the last two years alone, there has been a 15.6% decrease in the pace at which workers are starting public sector jobs relative to the level of talent flow in the opposite direction, according to new LinkedIn data.

The trend is most prominent in Sunbelt metros such as Tampa, Fla., Charlotte, N.C. and Dallas-Fort Worth.

City of Dallas Current State

City of Dallas Data Points – 2022 Turnover

Start Headcount	End Headcount	Average Headcount	Total Terminations	Voluntary Terminations	Involuntary Terminations	Total Turnover Percentage	Voluntary Percentage	Involuntary Percentage
12,284	12,569	12,426.5	1,689	1,429	260	13.59%	11.50%	2.09%

Regular Employees - Workday Source Data
Start Date: 1/1/2022 | **End Date:** 12/31/2022

2022 Combined Employee Engagement Survey Summary

Scale / Items	2020 Average (Raw Score)	2022 Average (Raw Score)
Purpose and Direction	3.9	3.9
Execution	3.8	3.8
Valuing Diversity (New 2022)	-	3.8
Ethical Items	3.8	3.7
Respect for Employees	3.7	3.7
Leadership and Motivation	3.6	3.5
Overall Engagement	3.4	3.5
Accountability	3.4	3.4
Values	3.4	3.4
Workplace and Resources	3.4	3.4
Communication	3.2	3.3
Empowerment/ Autonomy	3.3	3.2
Personal Expression	3.2	3.2
Respect for Management	3.1	3.2
Teamwork	3.2	3.2
Compensation	3.0	3.0
Trust	2.9	2.9
Fairness	2.7	2.8
Stress and Workload	3.5	2.7

Top 3 Items 2022

Bottom 3 Items 2022

11

2022/2023
Successes,
Priorities and
Initiatives

To Boost Retention Requires A Paradigm Shift

2023 Job Market

Public Service Perception
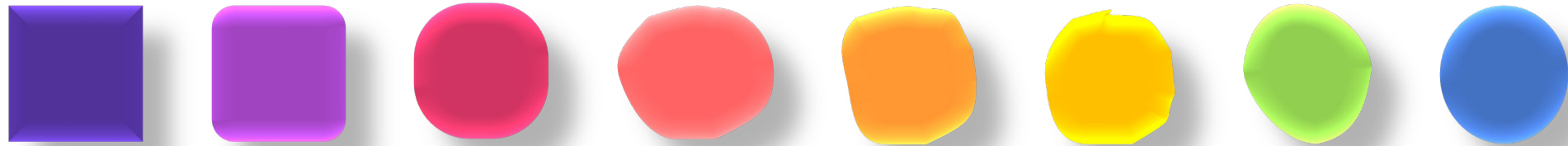
Employee Value Proposition and Branding in Retention

Employee Value Proposition (EVP)
The value we offer to employees and the experience they can expect from a career at the City

Employer Brand
How we brand and market the City's EVP to attract and retain top talent
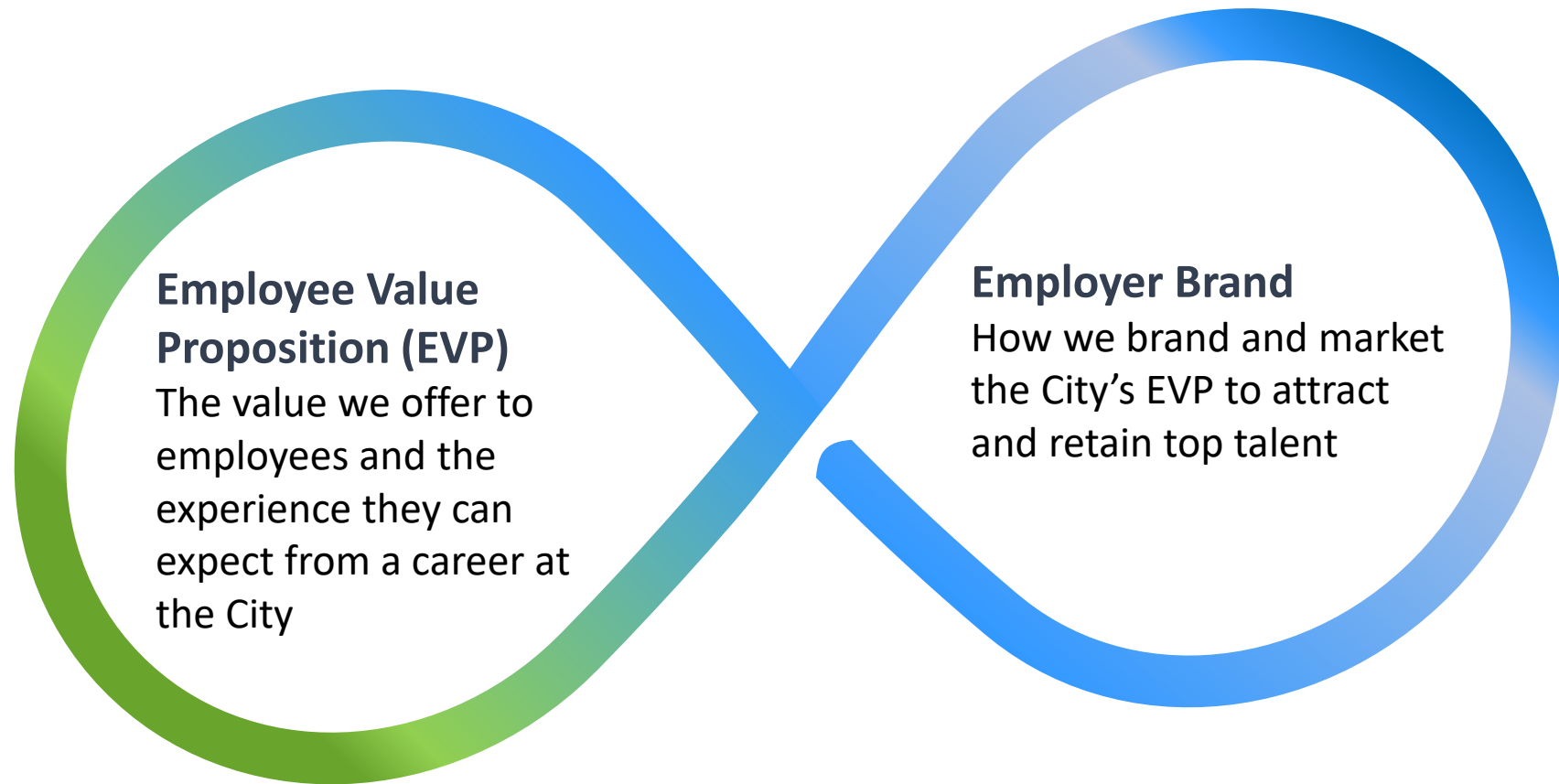
2022/23 Retention Strategies and Highlights

Compensation & Benefits

- Implemented Phased Comp Study - Adjusted 3,614 employees' salaries, using $3.4M from the General Fund and $2.72 from Enterprise and other funds
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market
- Tiered premium benefits pricing
- PNC - City of Dallas Workplace Banking

Balance & Flexibility

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave
- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations
- Total Wellbeing Portal

Upskilling & Development

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement
- College level internship program
- Linked-In online training on demand available to all employees
- SERVE Leadership Training Program

23/24 Program Continuation and Go Forward

Compensation & Benefits

- Implement pay-for-performance program for executives (approved for 2023)
- Use whole market comparables for competitive and hard-to-fill positions and functions

Balance & Flexibility

- Increase vacation allowance based on position level to match market
- Invest in change management and programs to help managers move to a culture that values work-life balance
- Provide COD managers training and resources to help them move to an employee-centric operations model
- Invest in spaces and systems that support a distributed workforce

Upskilling & Development

- Implement Workday Learning (approved for 2023)
- Expand Educational partnerships (Underway in 2023)
- Implement formal upskilling process (Underway in 2023)
- Increase support for Trade and related certifications

Other 23/24 Goals and Strategies

Strengthen Employer Brand

- Launch employee recruitment campaign
- According to research done by LinkedIn, a strong employer brand can reduce an organization's turnover by 28%.

Continue Biennial Employee Engagement Survey

- Compare results to previous years' results to identify and recognize progress, trends, and areas for improvement.

Continue to Invest in Supervisor Training and Resources

- Allocate resources, such as time and money, towards developing and improving the skills and knowledge of supervisors and managers.

Leverage Data and Technology

- Implement Workday Phase II for Performance and Development.
- Utilize dashboards and reports to drive decision making.

Embed Internships into Departmental Organizational Structures

- Fund Internship positions through 2023-24 Budget Process.

Develop a Formal Mentoring Program

- Conduct a pilot program to use mentoring to drive professional development and employee retention.

Next Steps

- Receive Committee input and feedback.
- Continue the implementation of 2023 priorities and initiatives using existing resources or by including them in the 2023-24 budget.
- Serve as strategic partner with and other external stakeholders.
- Continue to update the compensation study for hard-to-fill and hard-to-retain positions to align with the job market.
- Complete the branding strategy and marketing campaign and present to the Workforce Education and Equity committee in June 2023.

Best Place to Work Employee Retention Strategies

Workforce, Education and Equity Committee
May 8, 2023

Kimberly Bizor Tolbert, Deputy City Manager
Nina Arias, Human Resources Director

Appendix

What Is Employee Retention and Why it Matters?

Benefits of Employee Retention*

Cost Savings	Customer Satisfaction	Improved Productivity	Talent Retention
Replacing employees is expensive, in particular for management and specialized skilled employees	Established employees are more likely to build strong relationships with customers, leading to improved customer satisfaction	Established employees are generally more productive as they have a better understanding of the organization's culture and processes	When an employee leaves, others follow

*Employee retention refers to an organization's ability to keep its employees for an extended period.

Tenured Employees

- **Institutional Knowledge**
- **Niche Skills**
- **Organizational Experience**
- **Relationships**
- **Continuity**

Turnover and Retention
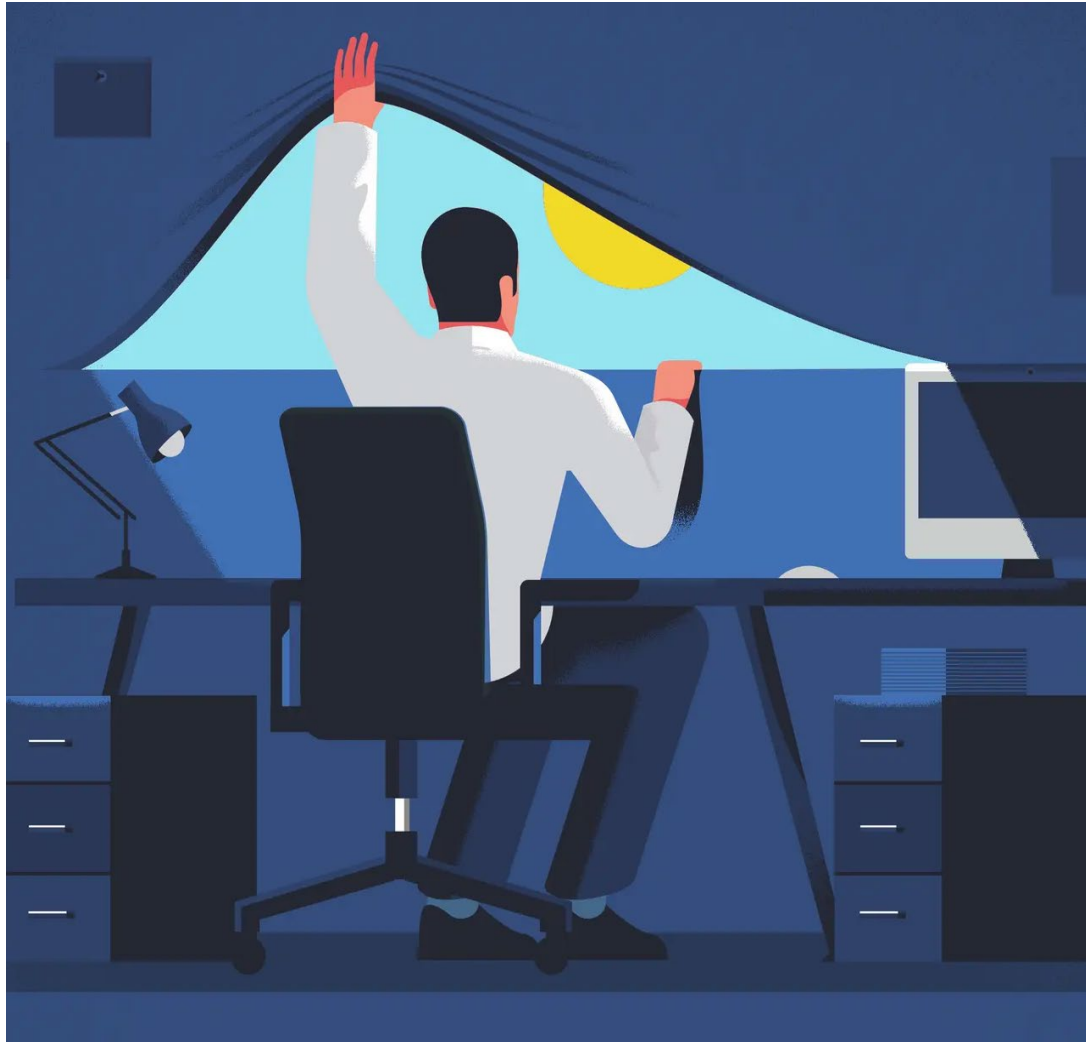
Employee Turnover vs Employee Retention

Employee Turnover
- Measures movement. Includes new hires.
- Can be broken down to calculate voluntary and involuntary turnover, but overall turnover includes both types.
- Generally calculated on a monthly basis.

Employee Retention
- Measures workforce stability. Does not include new hires.
- May exclude involuntary turnover – people who are terminated for performance reasons or behavioral reasons, as part of a seasonal layoff or RIF.
- Generally calculated on an annual basis.

City of Data Points – 2022 Turnover by Department*

Department	Turnover
Office of Police Oversight	68.6%
Human Resources	63.6%
Parks & Recreation	60.7%
Office of Historic Preservation	58.2%
City Auditor's Office	52.5%
Resiliency Office	50.0%
Public Affairs and Outreach	44.9%
Office of Strategic Partnership	38.2%
Dallas Animal Services	37.6%
Procurement Services	36.2%
311 Customer Services	35.1%
Office of Homeless Solutions	34.5%
Office Of Emergency Management	33.8%
Sanitation Services	30.4%
Office of the Bond Program	30.2%
Fair Housing	28.7%
Office of Equity	28.6%
Transportation	27.4%
Civil Service	27.4%
City Attorney's Office	26.6%
City Manager's Office	24.7%
Office of Cultural Arts	24.7%
Office of Budget	23.7%
Aviation Department	22.5%
Equipment & Fleet Services	21.7%

Department	Turnover
Planning & Urban Design	21.5%
Code Compliance	21.4%
Court & Detention Services	19.5%
Housing & Neighborhood Revitalization	18.7%
Office of Data Analytics and Business Intelligence	18.0%
Small Business Center	17.8%
Sustainable Development Services	17.7%
Library	17.5%
Office of Risk Management	16.9%
Office of Community Care	16.5%
Convention & Event Services	15.2%
Economic Development	14.9%
Dallas Water Utilities	14.6%
City Secretary's Office	14.4%
Judiciary	14.3%
Office Of Environmental Quality	14.1%
Mayor & Council Office	12.5%
Building Services	11.6%
Public Works	10.6%
City Controller's Office	9.0%
Dallas Police Dept	8.6%
Dallas Fire Dept	8.0%
Communication & Information Services	7.8%
Office of Integrated Public Safety Solutions	7.1%
Employees' Retirement Fund	3.0%
Welcoming Communities	0.0%

Data Source: Workday

*** Note:** Some factors may significantly affect Turnover percentages including department size (*Office of Police Oversight and Office of Historic Preservation*) and seasonal/temp employees (*Human Resources Interns and Parks & Recreation Summer Staff*)

Engagement and Retention: The Power of Managers

Managers and supervisors **have the power** to unlock employee potential and **drive engagement and retention**

Employees rated managerial support as the most important aspect of company culture.

tandym

Employees are 5 times more likely to stay with the organization if their manager regularly acknowledges their good work.

qualtrics XM

76% employees say their managers create the culture at work.

SHRM

70% variance in team engagement can be accorded to the quality of the manager.

GALLUP®

Happy employees are 91% more likely to describe their relation with the manager as good.

wrike

83% experienced their work environment as positive when they could trust their manager.

IBM

City of Data Points – Vacancy Rates*

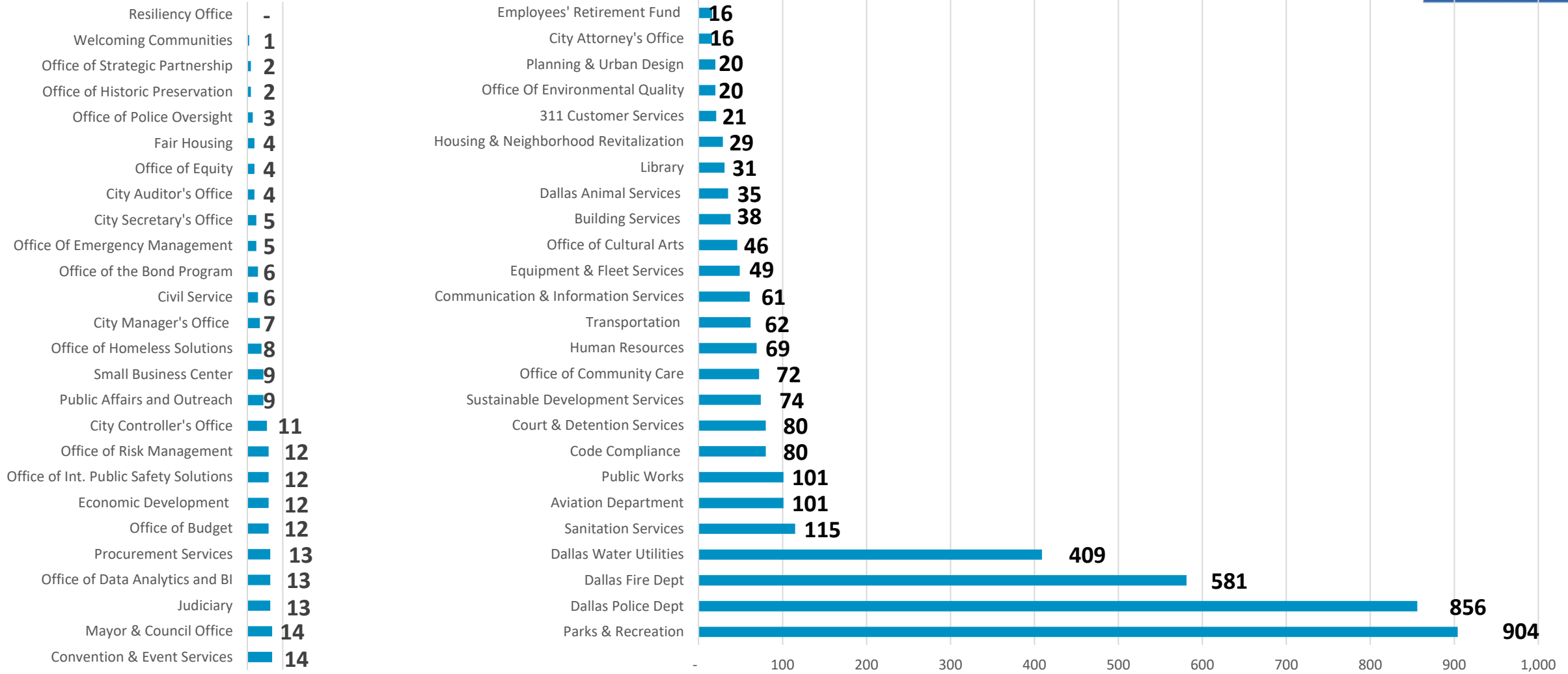| Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	380	80	460	17%
Convention & Event Services	18	14	32	44%
City Manager's Office	60	7	67	10%
Judiciary	23	13	36	36%
Court & Detention Services	176	80	256	31%
Civil Service	18	6	24	25%
Dallas Animal Services	152	35	187	19%
Office of Data Analytics and BI	23	13	36	36%
Sustainable Development Services	271	74	345	21%
Dallas Fire Dept	2,107	581	2,688	22%
Dallas Police Dept	3,716	856	4,572	19%
Communication & Information Services	193	61	254	24%
Dallas Water Utilities	1,433	409	1,842	22%
Economic Development	32	12	44	27%
Equipment & Fleet Services	224	49	273	18%
Office of Equity	9	4	13	31%
Employees' Retirement Fund	35	16	51	31%
Fair Housing	7	4	11	36%
Housing & Neighborhood Revitalization	45	29	74	39%
Office of Int. Public Safety Solutions	27	12	39	31%

	Filled	Open	Grand Total	Vacancy Rate
Library	374	31	405	8%
Mayor & Council Office	43	14	57	25%
Office of the Bond Program	9	6	15	40%
Office of Cultural Arts	47	46	93	49%
Office of Community Care	205	72	277	26%
Office Of Emergency Management	11	5	16	31%
Office Of Environmental Quality	86	20	106	19%
Office of Historic Preservation	5	2	7	29%
Office of Homeless Solutions	39	8	47	17%
Office of Police Oversight	2	3	5	60%
Office of Risk Management	42	12	54	22%
Office of Strategic Partnership	5	2	7	29%
Public Affairs and Outreach	19	9	28	32%
Public Works	506	101	607	17%
Human Resources	61	69	130	53%
Parks & Recreation	668	904	1,572	58%
Planning & Urban Design	42	20	62	32%
Procurement Services	27	13	40	33%
Resiliency Office	6		6	0%
Sanitation Services	504	115	619	19%
Small Business Center	12	9	21	43%
City Secretary's Office	21	5	26	19%
Transportation	147	62	209	30%
Welcoming Communities	2	1	3	33%
	12,650	4,087	16,737	24%

* Data from Workday system as of January 12, 2023 – Department data may include seasonal vacancies

City of Data Points – Vacancies by Department*

Department	Vacancies
Resiliency Office	-
Welcoming Communities	1
Office of Strategic Partnership	2
Office of Historic Preservation	2
Office of Police Oversight	3
Fair Housing	4
Office of Equity	4
City Auditor's Office	4
City Secretary's Office	5
Office Of Emergency Management	5
Office of the Bond Program	6
Civil Service	6
City Manager's Office	7
Office of Homeless Solutions	8
Small Business Center	9
Public Affairs and Outreach	9
City Controller's Office	11
Office of Risk Management	12
Office of Int. Public Safety Solutions	12
Economic Development	12
Office of Budget	12
Procurement Services	13
Office of Data Analytics and BI	13
Judiciary	13
Mayor & Council Office	14
Convention & Event Services	14

Department	Vacancies
Employees' Retirement Fund	16
City Attorney's Office	16
Planning & Urban Design	20
Office Of Environmental Quality	20
311 Customer Services	21
Housing & Neighborhood Revitalization	29
Library	31
Dallas Animal Services	35
Building Services	38
Office of Cultural Arts	46
Equipment & Fleet Services	49
Communication & Information Services	61
Transportation	62
Human Resources	69
Office of Community Care	72
Sustainable Development Services	74
Court & Detention Services	80
Code Compliance	80
Public Works	101
Aviation Department	101
Sanitation Services	115
Dallas Water Utilities	409
Dallas Fire Dept	581
Dallas Police Dept	856
Parks & Recreation	904

* Data Source: Workday as of January 12, 2023 – Department data may include seasonal vacancies

Other City Data Points

Attrition Data

Retirement Rate
- 3.2% (2021)
- 2.4% (2022)

Turnover Rate
- 13.59% (2022)

Employee Feedback

Employee Engagement Survey
- Compensation

Exit Interviews
- Salary
- Flexibility
- Balanced Culture
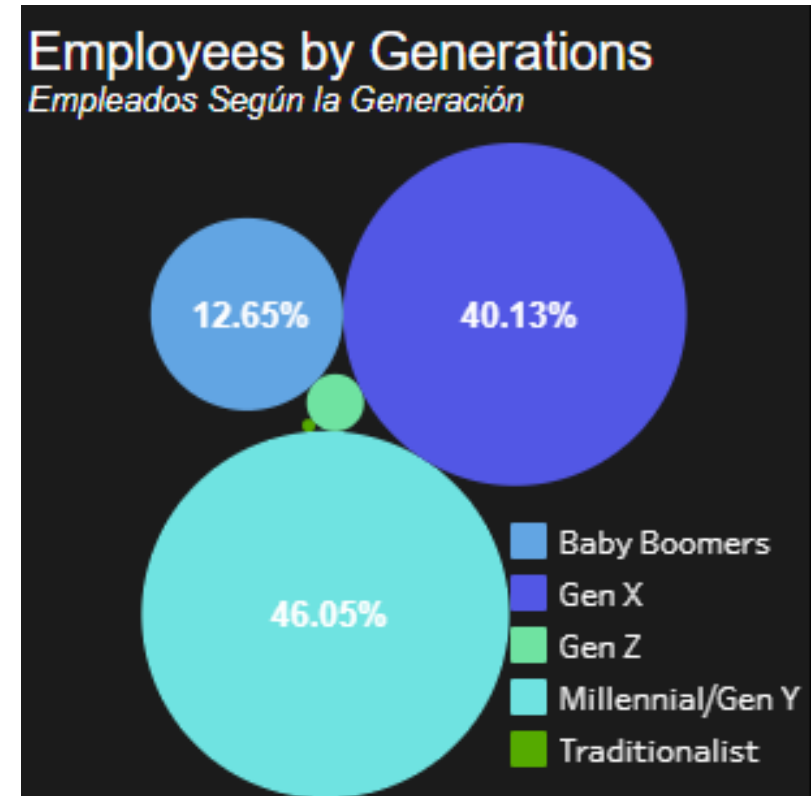
System Reports

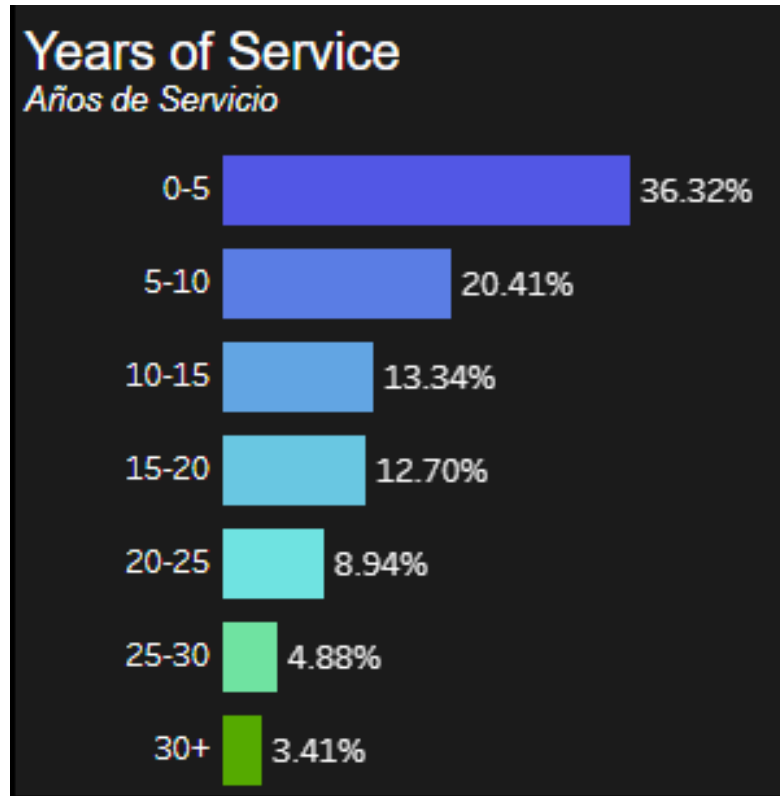**Workday Vacancy Rate** - 94% Posted*

Survey Feedback

- Hiring Manager Survey
- New Hire Survey
- Applicant Survey (Q3 2023)

* May be due to seasonal work or funding

Retirement Prospects

Years of Service
Años de Servicio

Years	Percentage
0-5	36.32%
5-10	20.41%
10-15	13.34%
15-20	12.70%
20-25	8.94%
25-30	4.88%
30+	3.41%

Employees by Generations
Empleados Según la Generación

- 12.65% — Baby Boomers
- 40.13% — Gen X
- 46.05% — Millennial/Gen Y
- Gen Z
- Traditionalist

Baby Boomers and Traditionalists (born before 1964) could retire at anytime and account for 12.66% of COD employee population.

Summary:

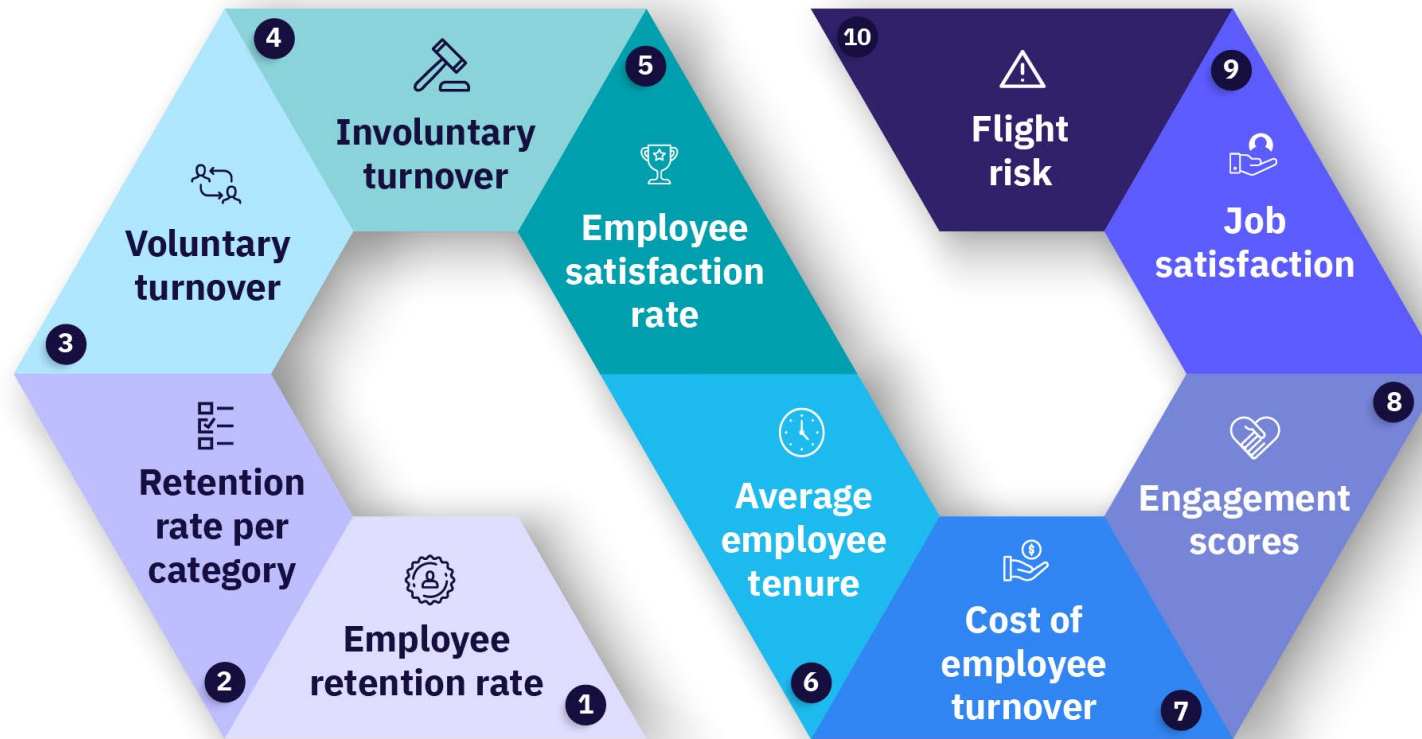A company's reputation plays a vital role in attracting and retaining top talent

HR TRENDS 2023

1. A focus on total wellbeing
2. Managing workforce ecosystems
3. The evolving role of the CHRO
4. HR enters the metaverse
5. Redefining remote & hybrid work strategies
6. Creating purpose-driven organizations
7. Inclusion across the employee life cycle
8. Upskilling leaders & managers
9. The rise of algorithmic HR
10. Increased investments in deskless workers
11. Reshaping workplace learning

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Summary:

Employee Retention **Metrics**

Summary:

Which benefits attract and retain good employees?

PeopleKeep

Benefits Enhancements for Retention
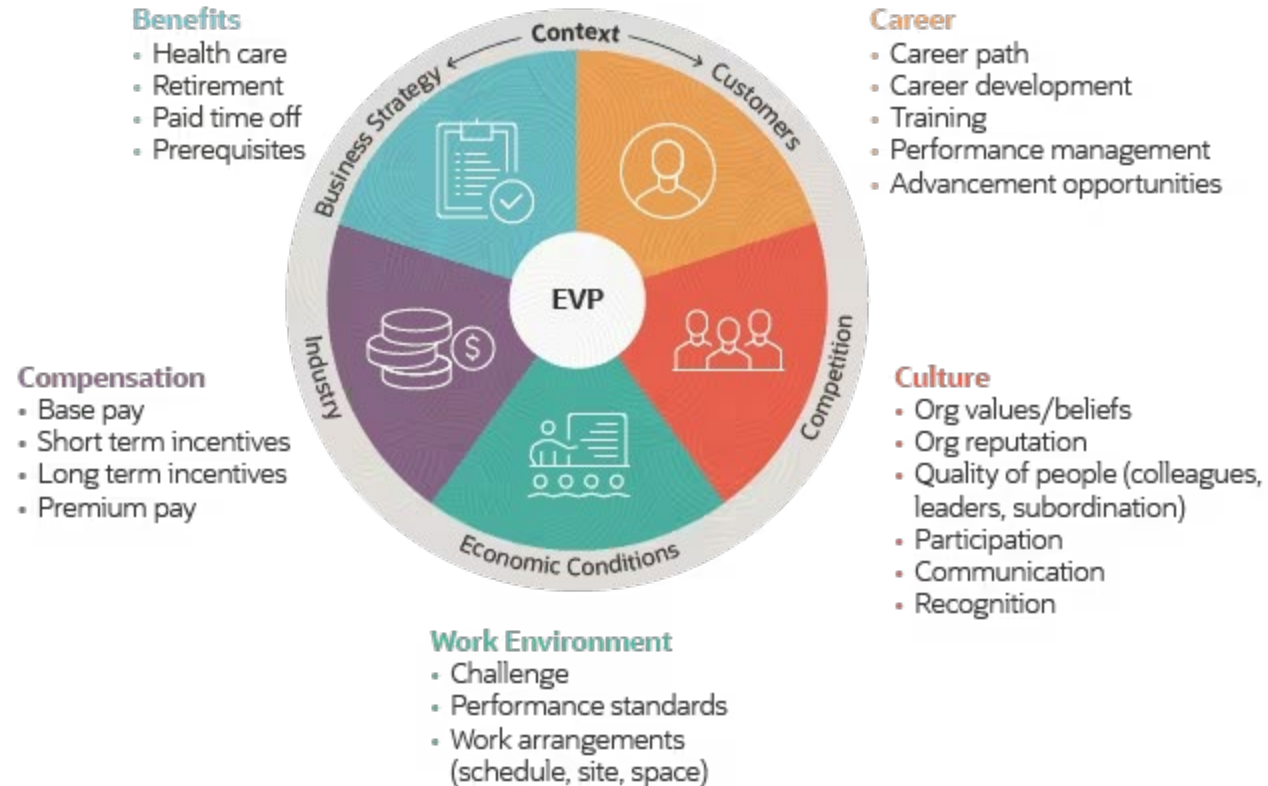
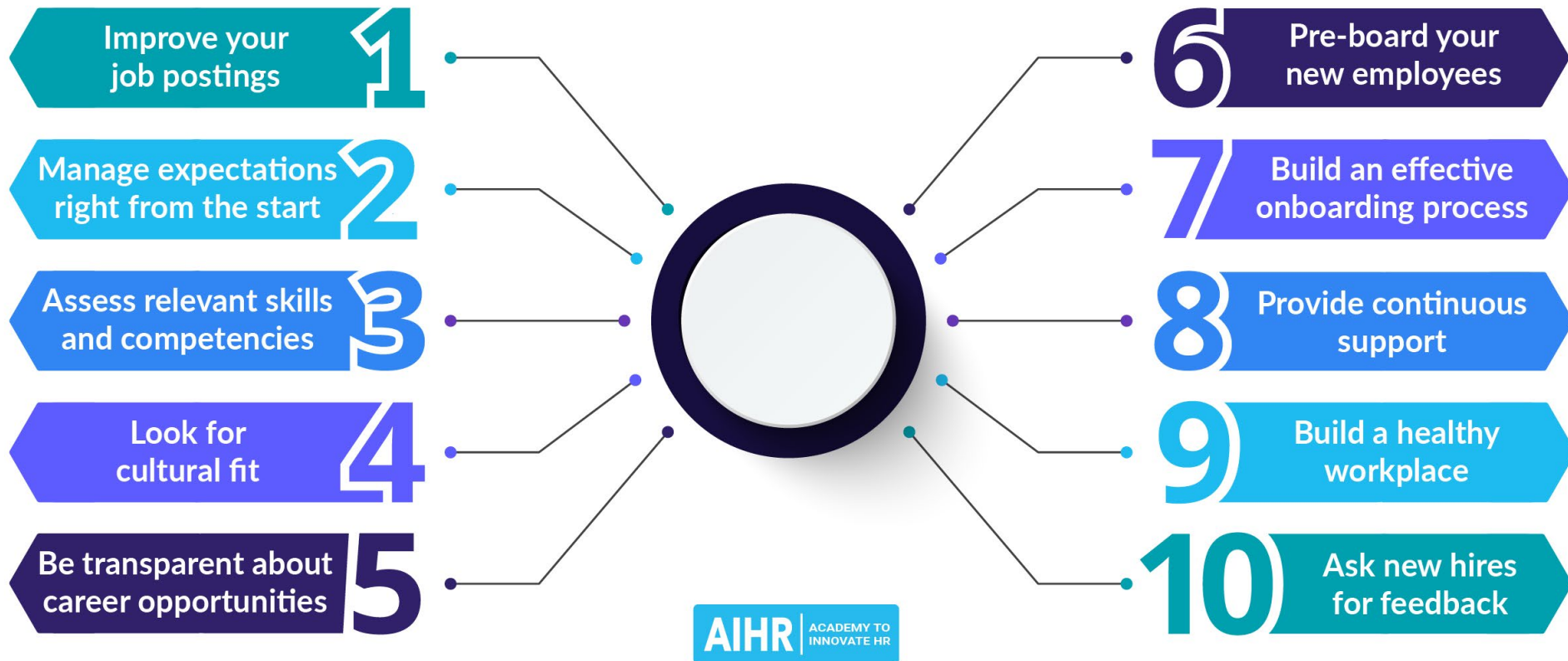|				
Moved to BC/BS saved approximately $10M in PY 2021	Offered enhanced dental network with change to Delta Dental	Added compassionate leave	Offered enhanced vision plan option with Davis Optical	Simplified wellness incentive activities 2021 - 3,107 EEs
Added Catapult for virtual biometric option	Enhanced Basic life Benefit from $50,000 to $75,000 in 2020	Offered $2000 childcare subsidy for FT active employees earning less than $66,000 annually	Implemented City paid long term disability plan in 2022	Added mental health leave for uniform and civilian
Preventive Medications Free Reduced Cost Diabetic/HBP Med	Increased enrollment in Kannact diabetes Program by 8% to 1,461	Rolled out Comeback provision for retirees	Implemented 6 weeks Paid Parental Leave policy	Moved to BC/BS Medicare Advantage Plans
Offered narrow and broad network options	Expanded Virtual Health Access in response to COVID-19	2021 Virtual Health Fair and 2022 Health Expo	Critical Incident Onsite Counseling	Procurement of additional voluntary benefits (Pet Insurance)

Summary:

Employee Value Proposition

Benefits
- Health care
- Retirement
- Paid time off
- Prerequisites

Career
- Career path
- Career development
- Training
- Performance management
- Advancement opportunities

Compensation
- Base pay
- Short term incentives
- Long term incentives
- Premium pay

Culture
- Org values/beliefs
- Org reputation
- Quality of people (colleagues, leaders, subordination)
- Participation
- Communication
- Recognition

Work Environment
- Challenge
- Performance standards
- Work arrangements (schedule, site, space)

(Center wheel labels: Context, Customers, Competition, Economic Conditions, Industry, Business Strategy — EVP)

Summary:

How to Reduce
New Hire Turnover

1. Improve your job postings
2. Manage expectations right from the start
3. Assess relevant skills and competencies
4. Look for cultural fit
5. Be transparent about career opportunities
6. Pre-board your new employees
7. Build an effective onboarding process
8. Provide continuous support
9. Build a healthy workplace
10. Ask new hires for feedback

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Summary:

Reasons employees are leaving and what to do

For the most part, executives have a good grasp on why employees are leaving

Employees	Employers
(Rank of reason for looking for new job)	(Percentage of executives saying this is a reason employees are leaving)

#1	Wages/salaries	41
#2	Benefits	23
#3	Career advancements	33
#4	Flexibility	34

Note: Graphic omits 12 answer options that were picked by less than 20% of employees as a top-3 reason. Employee Q: Which of the following are the top reasons why you are looking for a new job? (Please select up to three.) Employer Q: Data shows that turnover has increased in many industries. Why do you think more employees are leaving your company right now? (Select all that apply.) Source: PwC US Pulse Survey, August 19, 2021: base of 651 full-time and part-time employees looking for a new job and 661 business executives that report higher-than-normal turnover at their company.

Source: PwC US Pulse Survey - 2021

What Is Your Organization Doing, or Planning to Do, to Address Employee Turnover?

Percentage of HR leaders, selecting all that apply
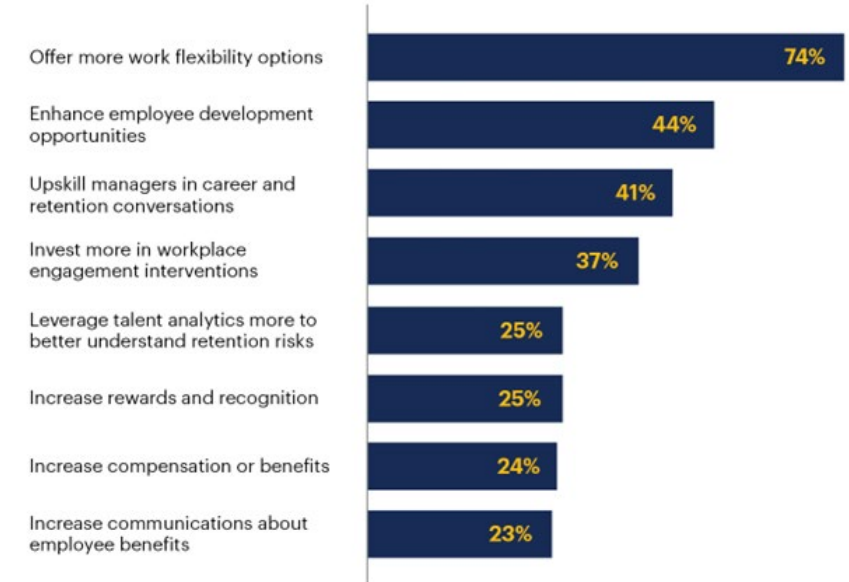
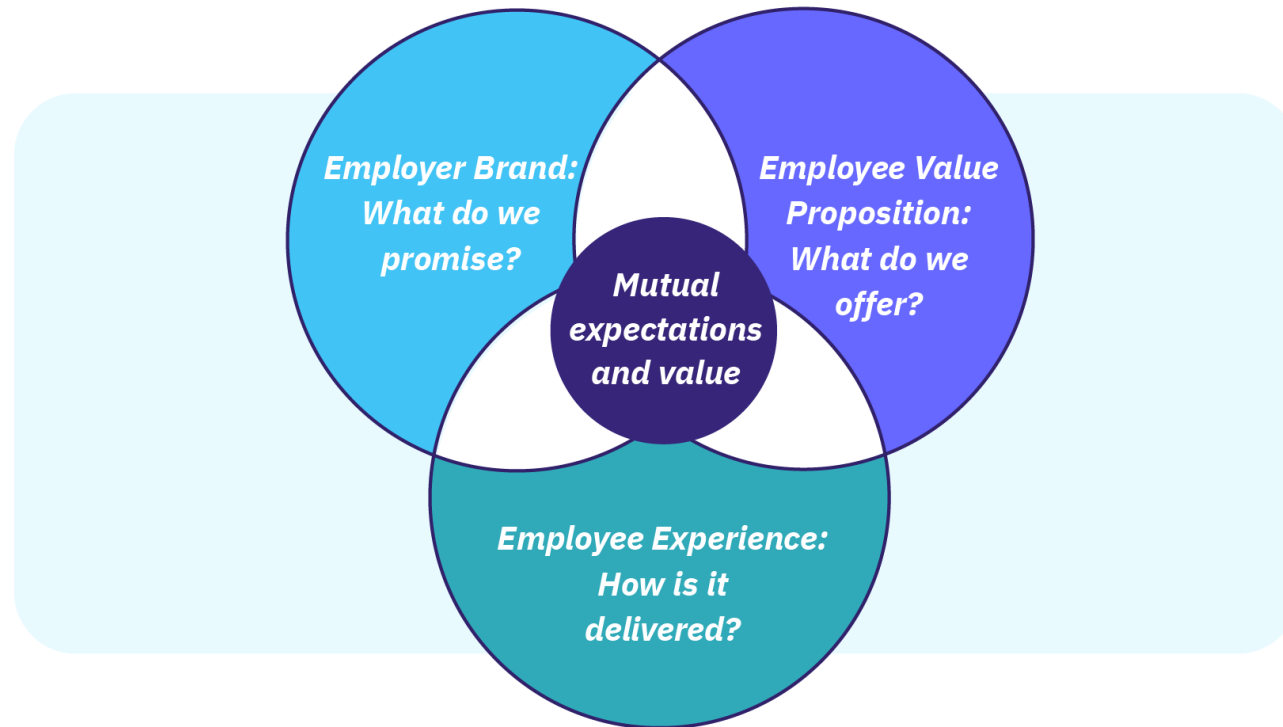|	
Offer more work flexibility options	74%
Enhance employee development opportunities	44%
Upskill managers in career and retention conversations	41%
Invest more in workplace engagement interventions	37%
Leverage talent analytics more to better understand retention risks	25%
Increase rewards and recognition	25%
Increase compensation or benefits	24%
Increase communications about employee benefits	23%

gartner.com

Gartner

Summary:

The 3 Es of the
Employee-Employer Relationship

Employer Brand: *What do we promise?*

Employee Value Proposition: *What do we offer?*

Mutual expectations and value

Employee Experience: *How is it delivered?*

Summary:

Figure 4. Factors that contribute to a positive employee experience

Simply Irresistible Organization™ model				
Meaningful work	**Supportive management**	**Positive work environment**	**Growth opportunity**	**Trust in leadership**
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Deloitte University Press | dupress.deloitte.com

Summary:

File #: 23-1379

Item #: M.

Update to Boards and Commissions Audit- City Manager's Actions
[Mayor and City Council Office]

Memorandum

DATE May 22, 2023

TO Honorable Chair and Members of the Government Performance and Financial Management Committee

SUBJECT **Update to Boards and Commissions Audit - City Manager Actions**

The purpose of this memorandum is to provide an update on the Audit of City Boards and Commissions observations and the agreed actions from the City Manager. In 2021, the City Auditor's *Audit of City Boards and Commissions* ("the Audit") reported a *"lack of one focal point for boards and commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in their audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation."* Sixteen City departments and offices are responsible for coordinating more than 50 Boards and Commissions (B&C), including costs related to staff time and materials to prepare for and facilitate meetings.

<u>ACTION UPDATES</u>

The City Manager has taken direct action and steps to address the observations found in the Audit and are summarized within this memo and described in the enclosed documents.

Observation A.1. Joint efforts between the Senior Coordinator, the City Secretary's Office, and the City Attorney's Office continue to ensure B&C training and resources encourage compliance with City Code and charters. Quarterly compliance checklist along with annual desk audits began FY 2022-23.

Observation B.1 The total operational cost for each B&C, which include staff costs and other operational expenses have been collected from the departments and will be presented before the committee, in October. As of June 1, 2022, departments have been directed to track staff time dedicated to support a B&C in the payroll management system Workday.

Observation C.1. The department directors of boards and commissions identified as lacking clearly defined membership roles and responsibilities, have been presented with amendment recommendations to specific ordinances and charters. The proposed amendments may assist in ensuring all B&Cs have clearly defined roles and responsibilities. Departments are currently drafting proposed amendments with the City Attorney's Office. The proposed amendments should address the challenges with high vacancy rates, meeting attendance, agenda setting, participation, and meeting decorum.

Observation D.1. The City Manager's Office maintains its position that it does not have a statutory role to ensure the racial and ethnic membership of B&Cs reflect the racial and ethnic make-up of the city's population.

In collaboration with the Communications, Outreach, and Marketing Department (COM), the Senior Coordinator has developed and shared city-wide and Council District-specific outreach content to assist with the promotion of encouraging applicants that reflect an equitable and diverse B&C membership, in English and Spanish. The B&C outreach content is also available in multicultural languages, upon request.

Observations E.1, E.2, F.1, F.2. The Senior Coordinator began conducting the annual desk audits and received the first quarterly compliance checklist to ensure B&Cs comply with the City Code, Chapter 8, and the Texas Open Meetings Act (T.O.M.A). Continued efforts to improve administrative policies and procedures, checklists, templates, and trainings for the B&C Coordinators are examined monthly.

On March 10, 2023, the City Manager distributed the Board and Commission annual reports to the Mayor and City Council, which are also posted and available on the City's website [here](). Each report submitted has be reviewed and distributed per City Code.

Fiscal year 2023 launched enhanced transparency efforts. The B&Cs agendas posted with the City Secretary's Office are available in Legistar. City meeting agendas, minutes, and agenda packets are accessible to the public in one central location and easily searchable online through Legistar. Also, the revamped Boards and Commissions website is another enhanced resource to the public that ensures transparency. Each B&C webpage is presented in a standardized format to ensure all B&C webpages are consistent, provides the mission, purpose, authoritative power, and duties for the B&C. The webpages also list B&C upcoming meeting dates that conveniently link to the meeting content in Legistar.

Observation H.1 Update. The Senior Coordinator has shared and discussed recommendations for potential City Code and charter amendments with department directors. The proposed B&C amendment recommendations are unanimously supported by the responsible department directors and recommended Staff amendments will be drafted for consideration by the City Council.

Observation H.2 Update. The City Secretary distributes a monthly vacancy report to City Council and a memorandum of concern regarding vacancies. The Senior Coordinator currently reviews the monthly report and identifies B&Cs with a vacancy rate above 40 percent and the racial and ethnic make-up of the B&C, to identify membership that may not proportionately represent the City's make-up. A policy and procedure has been developed to ensure assistance is provided to City Council to increase the available pool of applicants.

DATE   May 22, 2022

SUBJECT   **Update to Boards and Commissions Audit - City Manager Actions**

Operational processes and procedures continue to ensure the proposed deliverables detailed in the August 22, 2022 GPFM Committee memorandum are addressed. The B&C work plan summarizes the proactive processes and procedures that have been initiated, developed, or implemented. The Senior Boards and Commissions Coordinator has assumed the responsibility for ensuring compliance with City requirements that were fragmented and shared among multiple offices, departments, and positions. Joint efforts between the City Manager's Office, the City Secretary's Office, and the City Attorney's Office are ongoing to ensure compliance with City requirements; transparent documentation and communication of board and commission operations; and monitoring of the costs to operate boards and commissions.

The Senior Coordinator continues to develop initiatives that encourage and maintain engagement of the appointed members. On December 3, 2022, the City Manager hosted the inaugural Boards and Commissions Appreciation Luncheon that celebrated more than 400 volunteers appointed to City Boards and Commissions.

Should you have any questions, please contact Yldefonso Rodriquez Sola, Director of the Mayor and City Council Office, at (214) 422-9222 or yldefonso.sola@dallas.gov.

Genesis D. Gavino
Chief of Staff to the City Manager

Attachments:

Board & Commissions Audit Observations Summary of Actions
March 17, 2023 Boards and Commissions Annual Reports Memo
August 22, 2022 Government, Finance, and Performance Committee Memo

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   Robert Perez, Interim Assistant City Manager
        Bilierae Johnson, City Secretary   Carl Simpson, Interim Assistant City Manager
        Preston Robinson, Administrative Judge   Jack Ireland, Chief Financial Officer
        Kimberly Bizor Tolbert, Deputy City Manager   Directors and Assistant Directors
        Jon Fortune, Deputy City Manager   Shanee Weston, Senior Boards and Commissions Coordinator

Boards and Commissions Audit Observations
Summary of Actions/Work Plan

Observation	City Manager's Recommendation	Status	Staff Action
A.1: Present to the City Council, a proposal, to assign overall responsibility for ensuring B&Cs operations comply with the City's Charter and Code to one position.	Create Senior Board and Commissions Coordinator position	☑	Hired Senior Board and Commission Coordinator (Senior Coordinator) with 5/2/22 start date
B.1: Establish procedures to account for all costs to operate each board and commission and report the total cost by board and commission to the City Council on an annual basis.	Update B&Cs Process and procedures to include annual expense report submission to CMO. Create Workday project code to track staff time and cost	☑	Created "Board/Commission Support" project code in Workday Updated B&C Processes and Procedures to require all B&Cs to submit an expense report by Oct. 1 annually. Updated B&C Processes and Procedures to require Report Board and Commission cost to Mayor City Council annually.

C.1: Ensure all B&Cs have defined roles and responsibilities of members either in bylaws or another authoritative document.	Review City Charter, by-laws, and other authoritative documents for:
	
	ASC, CHC, MLK, SDF, YOC
	
	Provide staff recommendations to CM.
		In Progress	Reviewed B&C City Charter and by-laws identified with a lack of roles and responsibilities
			
			Recommend amendments to the appropriate director for the following BC Charters to include or update purpose, duties and responsibilities and other recommended amendments from CM, for the following B&Cs:
			
			- Animal Advisory Commission
			- Citizen Homeless Commission
			- Martin Luther King Community Center Board
			- South Dallas/Fair Park Opportunity Fund Board
			
			Recommend all advisory Boards and Commission Charters include the following:
			
			  - Purpose:
			  - Reference to Ch. 8 governance
			  - Reference Committees

Observation	City Manager's Recommendation	Status	Staff Action
D.1: Develop procedures to ensure the racial and ethnic membership of B&Cs reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.	Board and Commission procedures updated to require all board and commission outreach be translated in Spanish and other Multilanguage to the public in a timely manner. Develop multi-cultural outreach efforts that encourage a diverse racial and ethnic volunteer rate. Assist Mayor and City Council to intently seek diverse board and commission volunteers that reflect the City's population.	☑	Developed and implemented an Accessibility Statement and service for B&Cs to ensure equitable access to City meetings by providing translation and interpretation of meeting materials. Created and promoted B&C outreach media through COM Channels of communication. Coordinated with COM on community engagement and outreach efforts that encourages applicants that represent the racial and ethnic of the City. Hosted inaugural annual City-wide boards and commission event that recognizes and encourages board and commission volunteerism.
E.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Sec. 8-1.1, Reports to the City Council for all applicable B&Cs	Update B&Cs process and procedures to include submission of annual report to CMO by Feb. 1, 2022. CMO approved reports will be submitted to CSO for recordkeeping.	☑	Developed and implement checklist that encourage B&C Coordinators to submit required Board & Commission documents in a timely manner. Developed and implement agenda, minutes, and public speaker registration templates. The process and procedures have been updated to reflect the new requirement, which will assist with ensuring all B&Cs documents comply.
		☑	B&C Coordinator policy and procedures include language requiring compliance. Senior Coordinator initiated the annual desk audit of B&C documents and require quarterly submission of compliance checklist from B&C Coordinators.
E.2: Develop procedures to ensure all board and commission annual reports are posted to the City's website.	Develop B&Cs process and procedures requiring all approved and CSO stamped Annual Reports are posted to B&Cs webpages by March 1, annually	☑	The Senior B&Cs Coordinator collected and reviewed Annual Reports, on behalf of the CM for review and approval. All approved B&C reports were submitted to the CSO and are available on the City's B&C website. B&C webpage revamped for all B&C and includes an annual report, for FY 2023.

Observation	City Manager's Recommendation	Status	Staff Action
F.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, B&Cs: Sec. 8-4 (a); Sec. 8-6 (a), (b), (c), (d); Sec. 8-8 (a), (b); and, Sec. 8-20 (a), (b), (c).	Develop B&Cs process and procedures	☑	CMO, MCC, CSO, and CAO coordinate trainings incrementally throughout the year to ensure compliance requirements are understood. Developed checklist, templates, timelines, and processes and procedures to assist with compliance. A B&C Resource SharePoint site has developed to provide a focal point for all B&Cs material, links to CSO and CAO documents and monthly trainings
F.2: Develop procedures to ensure all meeting minutes are posted to the City's website.	Updated process and procedures to include meeting minutes submission requirement and process.	☑	Developed and implement checklist that encourage B&C Coordinators to submit required Board & Commission documents in a timely manner to CSO. B&C Coordinator policy and procedures include language requiring compliance. Senior Coordinator initiated annual desk audit of B&C documents submitted documents.
		☑	Implemented the posting of meeting minutes posted to Legistar.
H.1: Review the qualifications and requirements for hard-to-fill B&Cs positions **and present to the City Council a proposal to revise the qualifications and requirements.**	Review current qualification and requirements set-forth in enabling ordinances, charters, and by-laws.	☑	MCC Director and Senior Coordinator provided department Director recommendations of amendments to City charter

Observation	City Manager's Recommendation	Status	Staff Action
		In progress	qualifications. Staff recommend the following B&C charter amendments: - Building Inspection Advisory, Examining & Appeals Board (BIA) - Fire Code Advisory Board (FCB) - Landmark Commission (LMK) - Martin Luther King Jr. Community Center Board (MLK) Staff recommendations is to merge the duties of the BIA and FCB responsibility into one Board. The combing of the 2 boards will address the high vacancy rate and the lack of minority and women membership.
H.2: Establish procedures to identify B&Cs with high vacancy rates and communicate these B&Cs to City Council members for their actions.	Request quarterly CSO vacancy report by Board and Commission and determine high vacancy rate %.	☑	Developed processes and procedures that assist Councilmembers with outreach efforts, once a 40% vacancy rate or more is identified.
		Ongoing	Assist Council offices with resources that promote and encourage B&C membership retainage.

Observation	City Manager's Recommendation	Status	Staff Action
FY 2022-23 Work Plan	➢ Continue to develop and implement FY 2023 B&C Initiatives that focus on B&C members and standardizing onboarding practices. ➢ Assist in the amendment process for B&C ordinances/charters/by-laws:		

Board or Commission	Authoritative Doc	Amendment Recommendation
All B&C	Sec. 8-1.4	All B&C recess during the month of July, following the precedent of City Council's schedule
North Texas Education Finance Corp	Res. 12-0575	City Code Authorization, incorporate By-laws
Fire Code Advisory and Appeals Board	Sec. 16-2.303 Res. 16	City Code Authorization joint Board BIA and FCB
MLK Board	Sec. 2-125	Mission Functions/Responsibilities Remove Budget Review Process
South Dallas/Fair Park Opportunity Fund Board	Sec. 2-132 Res. 18-0922, 30905	Purpose

➢ Developing secure process to provide email addresses for all B&C members

➢ Create Group email addresses that assigned members Council district specific general email addresses

➢ Draft Boards and Commissions Welcome Guide Handbook

➢ Implemented B&C Membership Recognition Program

➢ Hosted annual B&C Member Appreciation Event and B&C recruitment event

➢ Develop B&C mentor program

➢ Began discussion of collaboration efforts with PUD to foster community partnerships with organizations, schools, and neighborhood associations to assist in the recruitment of B&C members that reflects the diverse ethnic and cultural make-up of the City

Agenda Information Sheet

File #: 23-1382

Item #: N.

GPFM Committee Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT
COMMITTEE FORECAST

	TITLE	DEPARTMENT
TUESDAY, JUNE 13, 2023, 1:00 P.M.		
BRIEFING ITEMS	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between May 13, 2023 and June 1, 2023	Office of the City Auditor
	City Auditor's Office FY24 Proposed Budget	Office of the City Auditor
	City Attorney's Office FY24 Proposed Budget	City Attorney's Office
	Office of Procurement Services Improvements	Office of Procurements Services
	Marketing & Outreach for New Hires	Communications, Outreach, & Marketing
	City Equipment Accident Review	Office of Risk Management
BRIEFINGS BY MEMORANDUM	Timeline for Pension Review	City Controller'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
	Street Cut and Utility Coordination	Dallas Water Utilities/ Public Works
	Dallas 365 Review	Budget & Management Services
	Illegal Solicitation Deflection Initiative Update	Office of Homeless Solutions
TUESDAY, AUGUST 22, 2023, 1:00 P.M.		
BRIEFING ITEMS	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between June 2, 2023 and August 18, 2023	Office of the City Auditor
	DFW Airport FY 2024 Budget	DFW Airport
	FY24 General Fund Reserves	Budget & Management Services
	Needs Inventory	Bond & Construction Management
BRIEFINGS BY MEMORANDUM	Technology Accountability Report (Information as of July 31, 2023)	Information & Technology Services
	Quarterly Investment Report (Information as of June 30, 2023)	City Controller's Office
	Workday Phase II	Human Resources