<div align="center">
MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, JUNE 13, 2023
</div>

23-0012

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

PRESENT: [5]   Mendelsohn, Willis, *Atkins, *McGough (**1:23 p.m.), Ridley

ABSENT: [2]   West, Bazaldua

The meeting was called to order at 1:08 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 3:30 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.

EXHIBIT   A

City of Dallas

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

Government Performance and Financial Management Committee

June 13, 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=m6c4bc140642ddc47da71c3aa31af5f92

Call to Order

MINUTES

1. **23-1563**   Approval of the May 22, 2023 Government Performance and Financial
                    Management Committee Meeting Minutes

    Attachments: Minutes

BRIEFING ITEMS

A. **23-1544**   Development Services Monthly Update
                    [Majed Al-Ghafry, Assistant City Manager, City Manager's Office]

    Attachments: Presentation

B. **23-1546**   City Auditor's Office FY24 Proposed Budget
                    [Mark Swann, City Auditor, Office of the City Auditor]

    Attachments: Presentation

C. **23-1547**   City Attorney's Office FY24 Proposed Budget
                    [Tammy Palomino, Interim City Attorney, City Attorney's Office]

    Attachments: Presentation

D. **23-1548**   Office of Procurement Services Improvements
                    [Danielle Thompson, Director, Office of Procurement Services]

    Attachments: Presentation

E. **23-224**   City Equipment Incident Review
                    [Zeronda Smith, Director, Risk Management]

    Attachments: Presentation

F.   23-1550   Atmos Dallas Annual Rate Review Filing
[Nick Fehrenbach, Manager of Regulatory Affairs, Budget & Management Services]

Attachments: Presentation

G.   23-1731   Update of the Dallas Area Rapid Transit (DART) Allocation of Funds to Service Area Cities
[Robert Perez, Assistant City Manager, City Manager's Office]

Attachments: Memorandum

BRIEFING MEMORANDUMS

H.   23-1552   Budget Accountability Report (Information as of April 30, 2023)
[Budget & Management Services]

Attachments: Report

I.   23-1553   Technology Accountability Report (Information as of May 31, 2023)
[Information & Technology Services]

Attachments: Report

J.   23-1554   Debt Issuance for Kay Bailey Hutchison Convention Center Master Plan and Fair Park Improvements
[City Controller's Office]

Attachments: Memorandum

K.   23-1555   Street Cut and Utility Coordination
[Dallas Water Utilities; Public Works]

Attachments: Memorandum

L.   23-1557   Dallas 365 Performance Measures
[Budget & Management Services]

Attachments: Memorandum

M.   23-1558   Illegal Solicitation Deflection Initiative Update
[Office of Homeless Solutions]

Attachments: Memorandum

N.   23-1559   Best Place to Work: Employee Retention Strategies
[Human Resources]

Attachments: Memorandum

O.   [23-1560](#)   Update to Boards and Commissions Audit- City Manager's Actions
                            [Mayor and City Council]

      Attachments: [Memorandum](#)

P.   [23-1561](#)   Council Questions Regarding the Audit of SAP/Deloitte Consulting Service
                            Contract
                            [Information & Technology Services]

      Attachments: [Memorandum](#)

Q.   [23-1729](#)   GPFM Committee- Two Year Review
                            [City Manager's Office]

      Attachments: [Memorandum](#)

R.   [23-1588](#)   GPFM Committee Forecast

      Attachments: [Forecast](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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

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

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

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

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

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

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

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

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

Item 1:   Approval of the May 22, 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. (McGough absent when
vote taken; West, Bazaldua absent)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item A: Development Services Monthly Update

The committee discussed the item.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item B: City Auditor's Office FY24 Proposed Budget

The following individual briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor

Councilmember Willis moved to forward the item to city council.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item C: City Attorney's Office FY24 Proposed Budget

The following individuals briefed the committee on the item:

- Tammy Palomino, Interim City Attorney, City Attorney's Office;
- Jennifer Huggard, Assistant City Attorney, City Attorney's Office;
- Bertram Vandenberg, Assistant City Attorney, City Attorney's Office; and
- Jack Ireland, Chief Financial Officer, City Manager's Office

Councilmember Atkins moved to forward the item to city council.

Motion seconded by Councilmember Willis and unanimously adopted. (West, Bazaldua absent)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item D: Office of Procurement Services Improvements

The following individuals briefed the committee on the item:

- Danielle Thompson, Director, Office of Procurement Services;
- Angela Akins, Assistant Director, Office of Procurement Services; and
- Adenia Clark, Assistant Director, Office of Procurement Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item E: City Equipment Incident Review

The following individual briefed the committee on the item:

- Zeronda Smith, Director, Risk Management

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item F: Atmos Dallas Annual Rate Review Filing

The following individuals briefed the committee on the item:

- Jack Ireland, Chief Financial Officer, City Manager's Office; and
- Nick Fehrenbach, Manager of Regulatory Affairs, Budget and Management Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING ITEMS

Item G: Update of the Dallas Area Rapid Transit (DART) Allocation of Funds to Service
               Area Cities

The committee did not discuss the item.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2023

BRIEFING MEMOS

Item H: Budget Accountability Report (Information as of April 30, 2023)

Item I: Technology Accountability Report (Information as of May 31, 2023)

Item J: Debt Issuance for Kay Bailey Hutchison Convention Center Master Plan and Fair Park Improvements

Item K: Street Cut and Utility Coordination

Item L: Dallas 365 Performance Measures

Item M: Illegal Solicitation Deflection Initiative Update

Item N: Best Place to Work: Employee Retention Strategies

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

Item P: Council Questions Regarding the Audit of SAP/Deloitte Consulting Service Contract

Item Q: GPFM Committee- Two Year Review

Item R: GPFM Committee Forecast

The committee discussed all items.

E X H I B I T   C

File #: 23-1544

Item #: A.

Development Services Monthly Update

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

Memorandum

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 **June 13, 2023 Government Performance and Financial Management (GPFM) Committee, Development Services Department Monthly Update for May 2023**
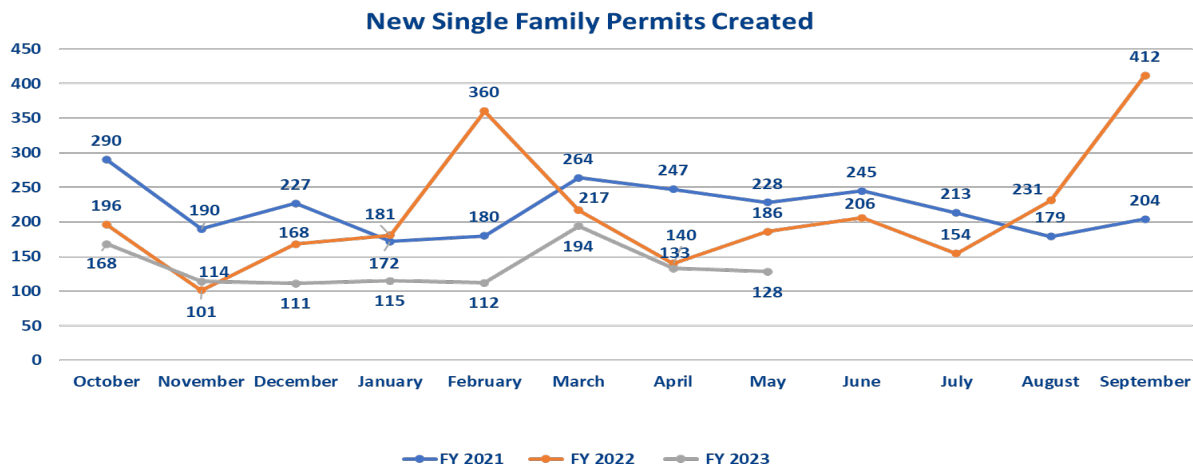
This memorandum is to provide an update to the Government Performance and Financial Management (GPFM) Committee on Development Services (DSD) technology, residential/commercial metrics, and recruitment updates. **All metrics are reported in business days rather than calendar days.** DSD has limited access to various ITS related files due to the Ransomware Attack. ITS is working with DSD to reestablish full functionality of GIS Zoning mapping and other essential related tools.

Technology

The land management software implementation project continues its progress. The project has been officially named DallasNow. This brand communicates the department's commitment to customer partnerships, reliability, user friendliness and consistent, responsive service delivery. The project schedule, internal training plan, and the testing plan have been completed. The next phase of the project will be tailoring the system's processes to the needs of the department.

Residential Metrics

In May 2023, the total number of New Single-Family permits, that were initiated, decreased from **133** to **128** from the previous month. This represents a **4%** decrease. The team issued **116** New Single-Family permits for the month of May 2023.

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The Median number of days staff spent on reviewing New Single-Family permits to issue has decreased from **7** days to **5** days. This represents a **2**-day decrease for all permits issued for the month. The New Single-Family Plan Review Team has not experienced any permitting backlogs since November of 2022.

Residential New Single Family Permits-Staff Time Median Days (calendar days) to Issue YTD Comparison
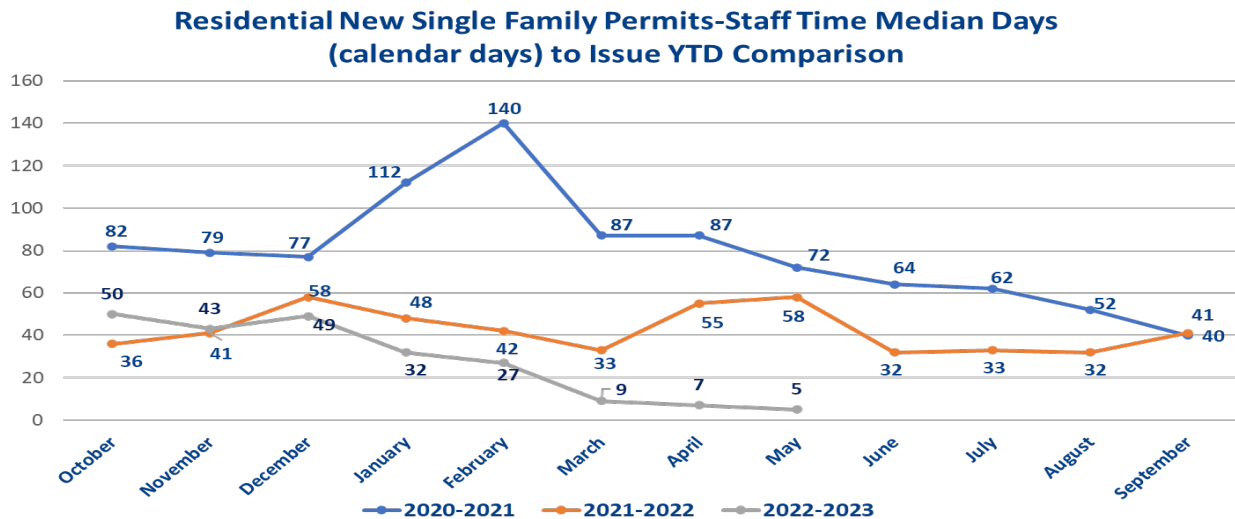
All New Single-Family permit initial reviews were performed within the Department's **15-**day performance goal. The New Single-Family Plan Review Team performed all initial reviews within the Department's established performance goals **100%** of the time and within three **(3)** days. New Single-Family permits submitted for the month of May 2023 that did not require revisions from the applicant, and were issued in the same month, equated to **5** median days. The RSVP permitting team issued **47** permits the same day.

The third-party reviewers continue to be utilized. The Self-Certification Plan Review Program Draft was finalized by the Matrix Group May 2023. The Department is scheduling meetings to solicit feedback and recommendations from development stakeholders. These sessions will include:

- Dallas Development Advisory Committee
- Dallas Home Builders Association
- Texas Real Estate Council
- Dallas American Institute of Architects
- Regional Hispanic Contractors Association
- Engineering development community

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Commercial Metrics

The Department received **10** new commercial, **11** commercial additions, **293** commercial remodels, **39** complex commercial Q-Team, and **15** 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 **3** days.

Dallas Development Services Department Performance Goals FY2022-2023			2022								
Metrics	**Goal**	**FY21-22**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**YTD**
# of Commercial Plan Review Submittals											
Commercial New	N/A	**171**	11	10	6	8	11	12	5	10	**63**
Commercial Additions	N/A	**156**	19	17	28	16	33	26	28	11	**167**
Commercial Remodels	N/A	**4,179**	281	247	404	281	295	339	275	293	**2,122**
Express Plan Review (Q-Team)	N/A	**842**	23	16	20	23	22	51	36	39	**191**
Express Plan Review Minor Commercial (Q-Team 2)	N/A	**N/A**	N/A	N/A	N/A	N/A	14	8	14	15	**36**
Average # of Days for Initial Review											
New Commercial/Remodels	15 Days	**12**	10	10	11	10	9	9	15	10	**11**
Express Plan Review (Q-Team)	10 Days	**7**	5	5	2	3	2	5	6	3	**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	**1**

Recruitment

Development Services continues its hiring efforts to fill the current vacancies. As of June 5, 2023, a total of **54** positions are currently vacant as compared to the previously reported **61** vacancies from last month. This represents a Vacancy Rate **15.65%**, a decrease from **18%** from the previous month. In collaboration with Human Resources (HR) and Compensation, the Department is pleased to report that of the **54** vacancies, **12** positions are in the hiring process and onboarding process, **25** have tentative interviews scheduled, **5** are being reclassified, and **12** are currently being advertised.

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Position	Total Vacancies
00701 - Engineer Assistant I	1
02520 - Project Coordinator I	1
02527 - Project Coordinator - Development	1
02528 - Senior Project Coordinator - Development	1
16404 - Senior Plans Examiner	10
16415 - Arborist	1
18034 - Senior Departmental Budget Analyst	1
18059 - Development Services Policy Administrator	1
24112 - Intern - Development Services Engineering	5
24780 - Deputy Building Official - Development Services	1
30045 - Commission/Board Coordinator	1
31015 - Senior Plans Examiner - Building Inspection	3
31016 - Senior Plans Examiner - Electrical	1
31017 - Senior Plans Examiner - Plumbing	2
31019 - Senior Inspector - Building Inspection	1
31025 - Lead Inspector - Multidiscipline	3
31031 - Inspector III - Electrical	2
31037 - Inspector III - Zoning	1
31045 - Supervisor - Zoning Inspections	1
31143 - Manager - Building Inspection	1
31543 - Lead Plans Examiner - Multidiscipline	1
35547 - Geographic Information System Analyst III	1
36533 - Senior Geographic Information System Support Technician	2
36690 - Development Services Administrator	2
36695 - Manager - Development Services Training	1
40021 - Records Technician I - Development Services	1
42001 - Permit Clerk	4
42002 - Senior Permit Clerk	1
48607 - Senior Training Specialist - Development Services	2
Total Department Vacancies	**54**

The vacant Deputy Building Official has been selected with an official start date of June 26, 2023. The Deputy Building Official will be responsible for the plan review, Q-Team, and inspection working groups.
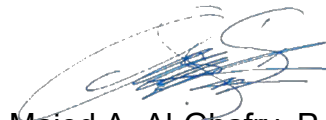
<u>Next Steps</u>

- Continue the Pop-Up Permit Saturdays
  - o Next Event planned for June 17, 2023
  - o DSD customers will be served on an appointment based schedule
- Lunch and Learn Series – June 2023

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- o June 15, 2023 "ProjectDox Session Four"
        - o June 20, 2023 "Landscaping Dallas"
        - o June 29, 2023 "Survey | Subdivision – Platting Guidelines"
- Meet with stakeholders receive feedback on Self-Certification recommendations finalized by the Matrix Consulting Group-July 2023
- DSD will continue to partner with the Bond Office for Phase 1 move to 7800 N Stemmons
    - o Previously forecasted June 2023 date has been delayed due to ITS challenges

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 #: 23-1546

Item #: B.

City Auditor's Office FY24 Proposed Budget
[Mark Swann, City Auditor, Office of the City Auditor]

Office of the City Auditor

Preliminary Fiscal Year 2023-2024
Budget Proposal

June 13, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

FY 2023 – 2024 Preliminary Budget Proposal
2 Percent Increase

	FY 2022 – 2023 Budget	FY 2023 – 2024 Recommended Budget	Increase / <Decrease>
Personnel Services	$2,458,754	$2,513,640	$54,886
Professional Services	430,232	430,232	-0-
Contractual - Other Services	249,278	257,222	7,944
Supplies - Material	24,991	24,991	-0-
Total Expenses	**$3,163,255**	**$3,226,085**	**$62,830**

Preliminary Budget Proposal – Notable Items
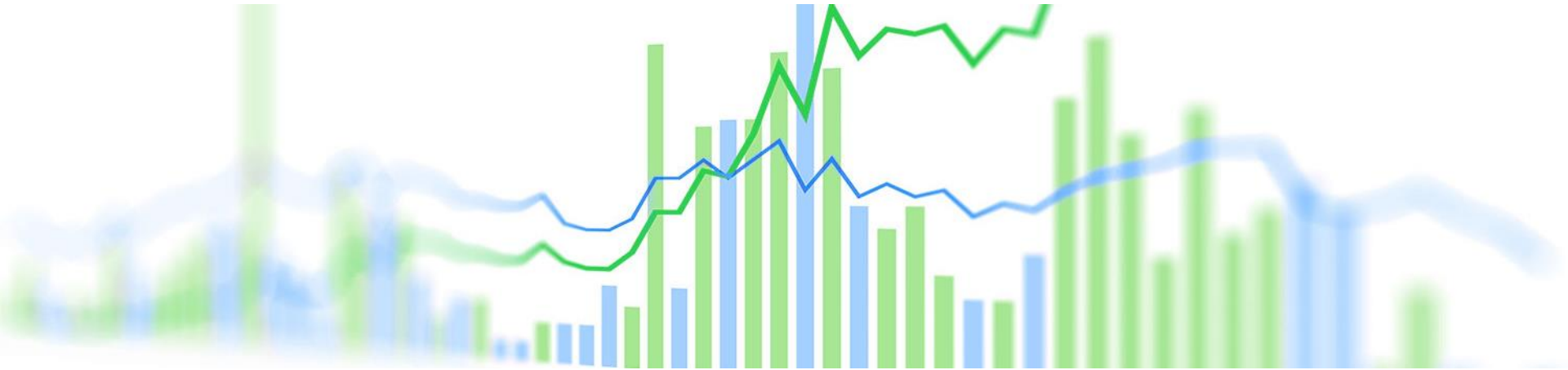
$2,091,925

Personnel

20.5 FTEs

Impact: 16-18 Audit Engagements

$430,232

Professional Services – External auditing/consulting services to augment staff skills.

Impact: 2-3 Audit Engagements

Preliminary Budget Proposal - Budget History

For Year Ending September 30,	Total Budget	Co-Sourcing	Percent Co-Sourcing	FTEs
2018	$3,160,043	$7,235	0%	26
2019	3,352,314	18,953	1%	26
2020	3,486,827	220,730	6%	24
2021	3,123,860	360,267	12%	21
2022	3,174,472	416,432	13%	21
2023	3,163,255	430,232	14%	21
2024 (Recommendation)	3,226,085	430,232	13%	20.5

Preliminary Budget Proposal – Final Adjustments Needed

➤ Decision on:

- o Compensation Adjustments – Cost of Living, Merit, Bonuses

- o Pension costs

- o Healthcare costs

- o Worker's Compensation rates

- o Property, casualty, and public liability insurance

- o Department of Information and Technology Services' chargebacks

Preliminary Budget Proposal – Revenue Impact

- Audits provide oversight of controls supporting operational responsibilities of revenue collections.

- Office of the City Auditor administers outsourced audit of sales/use tax compliance contract.

- Office of the City Auditor administers outsourced audit of utility franchise fees.

Preliminary Budget Proposal – City Charter

Proposition 5 (11-04-2014) Amended Chapter XI, Section 2

"The city auditor shall furnish a detailed budget estimate of the needs and requirements of the Office of the City Auditor for the coming year directly to the city council, to be approved by the city council, and then consolidated with the city manager's annual budget estimate." (Amend. Of 11-08-05, Prop. No. 13; Amend. Of 11-04-14, Prop. No. 5).

Preliminary Budget Proposal – City Charter

Appendix

Office of the City Auditor's Budget Benchmark Study

2022 Population Rank	Agency		Expenses Governmental & Business Type	2022 Population Estimate	Audit Resources FY2022 or FY2023				
					FTE	Budget	Per Audit FTE	Per Population	Percent Expenses
4	Houston	TX	$ 4,568,000,000	2,288,250	10.0	$1,507,259	$150,726	$ 0.66	0.033%
5	Phoenix	AZ	4,586,960,000	1,624,569	27.0	3,323,074	123,077	$ 2.05	0.072%
7	San Antonio	TX	2,598,378,000	1,451,853	23.0	3,302,397	143,582	$ 2.27	0.127%
8	San Diego	CA	3,431,796,000	1,381,611	22.0	4,350,115	197,733	$ 3.15	0.127%
9	Dallas	TX	2,792,371,000	1,288,457	20.5	3,163,255	154,305	$ 2.46	0.113%
10	Austin	TX	4,977,519,000	964,177	29.0	4,641,836	160,063	$ 4.81	0.093%
11	Jacksonville	FL	2,119,364,000	954,614	19.0	2,618,967	137,840	$ 2.74	0.124%
12	San Jose	CA	2,816,732,000	983,489	14.0	3,482,443	248,746	$ 3.54	0.124%
13	Fort Worth	TX	2,084,882,000	935,508	19.0	2,337,683	123,036	$ 2.50	0.112%
15	Charlotte	NC	2,154,500,000	879,709	11.0	1,575,074	143,189	$ 1.79	0.073%
16	Indianapolis	IN	1,515,679,067	882,039	10.0	1,892,021	189,202	$ 2.15	0.125%
18	Seattle	WA	4,241,488,000	733,919	10.0	2,141,681	214,168	$ 2.92	0.050%
20	Oklahoma City	OK	1,777,783,000	687,725	8.0	1,516,654	189,582	$ 2.21	0.085%
21	Nashville	TN	2,342,151,854	678,851	12.0	1,903,000	158,583	$ 2.80	0.081%
	Average/Mean		3,000,543,137	1,123,912	16.8	2,696,819	166,702	$ 2.57	0.096%
	Median		2,695,374,500	959,396	16.5	2,478,325	156,444	$ 2.48	0.103%
9	**Dallas**	TX	2,792,371,000	1,288,457	20.5	3,163,255	154,305	$ 2.46	0.113%
17	San Francisco	CA	12,827,179,000	815,201	76	26,106,129	343,502	$ 32.02	0.204%
19	Denver	CO	4,597,696,000	711,463	80	11,641,112	145,514	$ 16.36	0.253%

Office of the City Auditor's Six Percent Reduction Scenario (Office of Budget Target)

	FY 2023 – 2024 Recommended Budget	FY 2023 – 2024 Reduction Scenario	Increase / <Decrease>
Personnel Services	$2,513,640	$2,489,785	<$23,855>
Professional Services	430,232	280,000	<150,232>
Contractual - Other Services	257,222	257,222	-0-
Supplies - Material	24,991	24,991	-0-
Total Expenses	**$3,226,085**	**$3,051,998**	**<$174,087>**

Office of the City Auditor

Preliminary Fiscal Year 2023-2024
Budget Proposal

June 13, 2023
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

File #: 23-1547

Item #: C.

City Attorney's Office FY24 Proposed Budget
[Tammy Palomino, Interim City Attorney, City Attorney's Office]

City Attorney's Office
FY23-24 Budget Proposal

June 13, 2023

Tammy L. Palomino
Interim City Attorney

Charter Provisions Related to Budget

Chapter XI, Section 2.

- Every department of the city government *not* under the direct control of the city manager, shall furnish to the city manager, for use in the preparation of recommendations to the council regarding the annual budget, a detailed budget estimate of the needs and requirements of such department for the coming year.

Chapter VII, Section 2.

- The city attorney and all assistant city attorneys shall devote their entire time to the service of the city.

CAO Mission Statement

To provide the highest quality legal services to the City Council, City Manager, City departments, and boards and commissions of the City in the most ethical, timely, efficient, and cost-effective manner.

Budget Presentation

- Overview of the City Attorney's Office:
  - General Counsel
  - Litigation
  - Community Courts
  - Inspector General
 - Administrative

General Counsel

- The General Counsel Division provides legal services that address the full spectrum of municipal affairs and transactions. The General Counsel Division drafts ordinances and resolutions; negotiates complex contracts, including information technology, utility, aviation, and franchise agreements; provides legal advice to the city council and city departments on housing and economic development, sanitation, aviation, water utilities, and procurement; finance, bonds, tax, budget, retirement, benefits, elections, land use, building codes, ethics and conflicts of interest, transportation, construction, as well as police, fire, and emergency services policies, procedures, and practices; and represents the city council, city council committees, and a variety of boards and commissions.

- The General Counsel Division is organized into six practice areas, and their practice areas and responsibilities are based on the functions of the city and city council priorities.

General Counsel #FTE by CAO Section
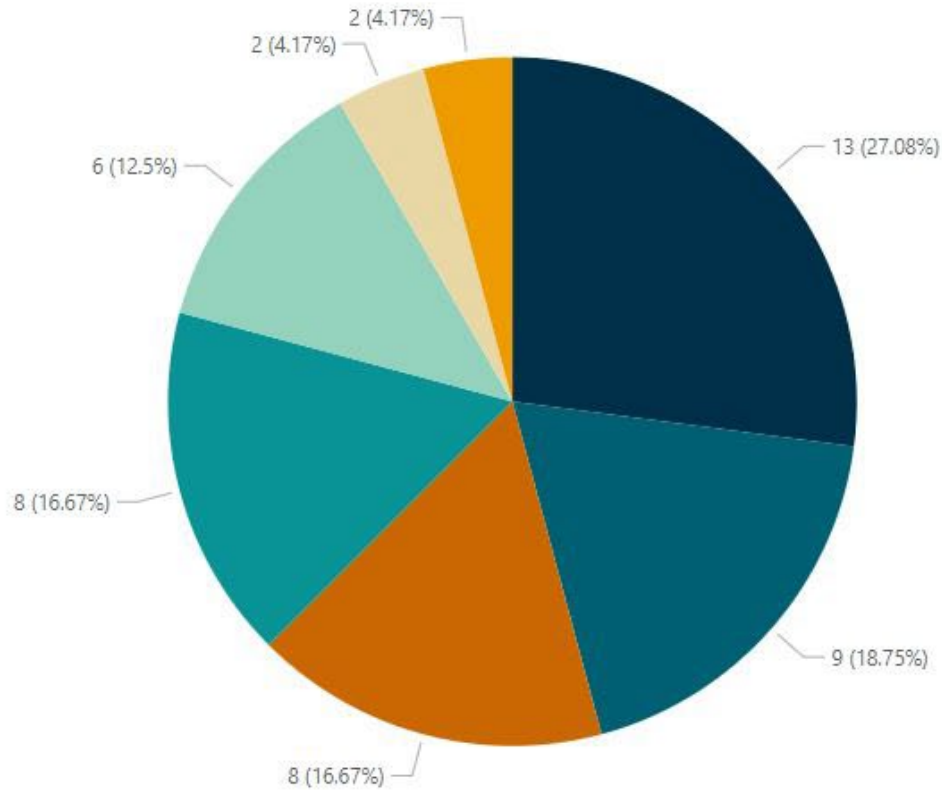
48

#Of General Counsel FTE

CAO Section
- Economic and Community Development
- Government Services
- Municipal Regulatory
- Real Estate and Construction
- Police Legal Liaison
- DFW Airport
- General Counsel Floaters

CAO Budget Proposal – Litigation

- The Litigation Division defends the city against claims and lawsuits in a variety of legal matters related to the day-to-day operations of the city. The Litigation Division manages all phases of litigation from investigations, pretrial, trial, settlement, and appeals and handles a wide range of issues involving city code violations, environmental regulations, constitutional claims, personal injury and property claims, employment matters, contract disputes, real estate, zoning, and land use. This division also pursues lawsuits against businesses and individuals for violations that affect the quality of life of the residents in our city and seeks to recover funds owed to the city.

- The Litigation Division is divided into eight sections that specialize in various practice areas.

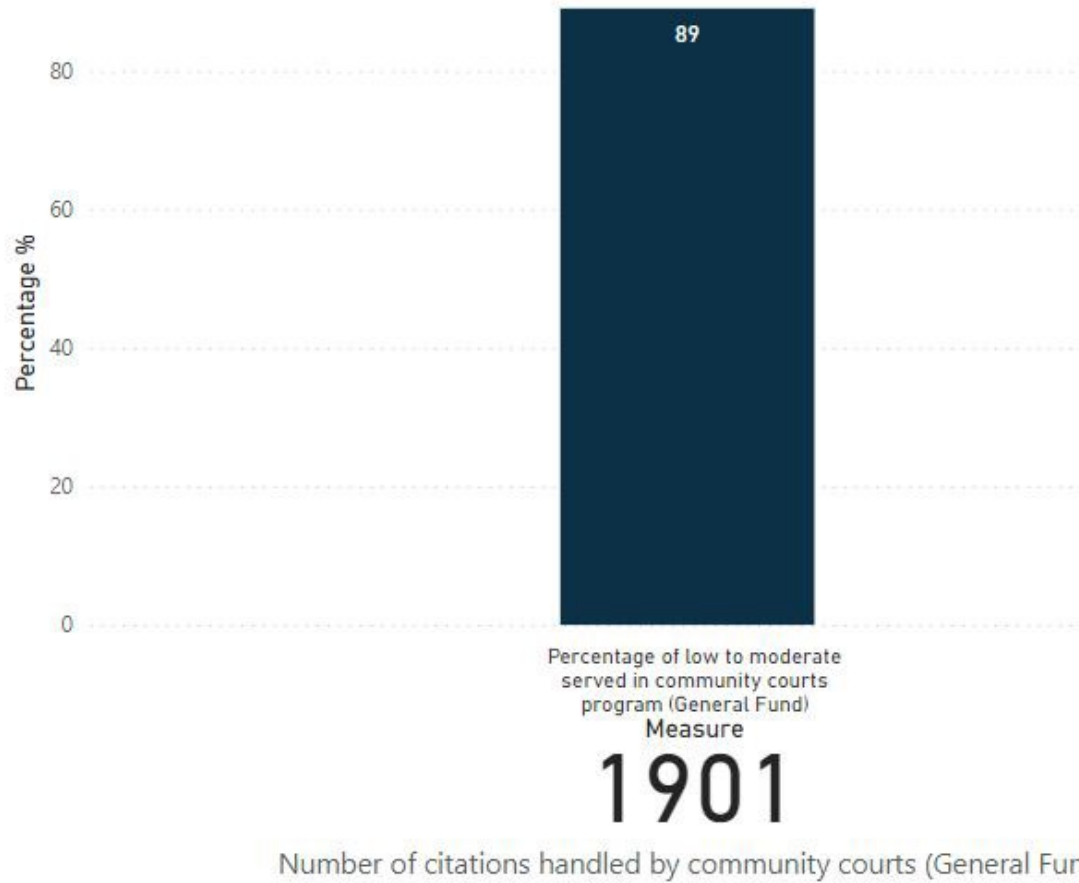Litigation #FTE by CAO Section

8
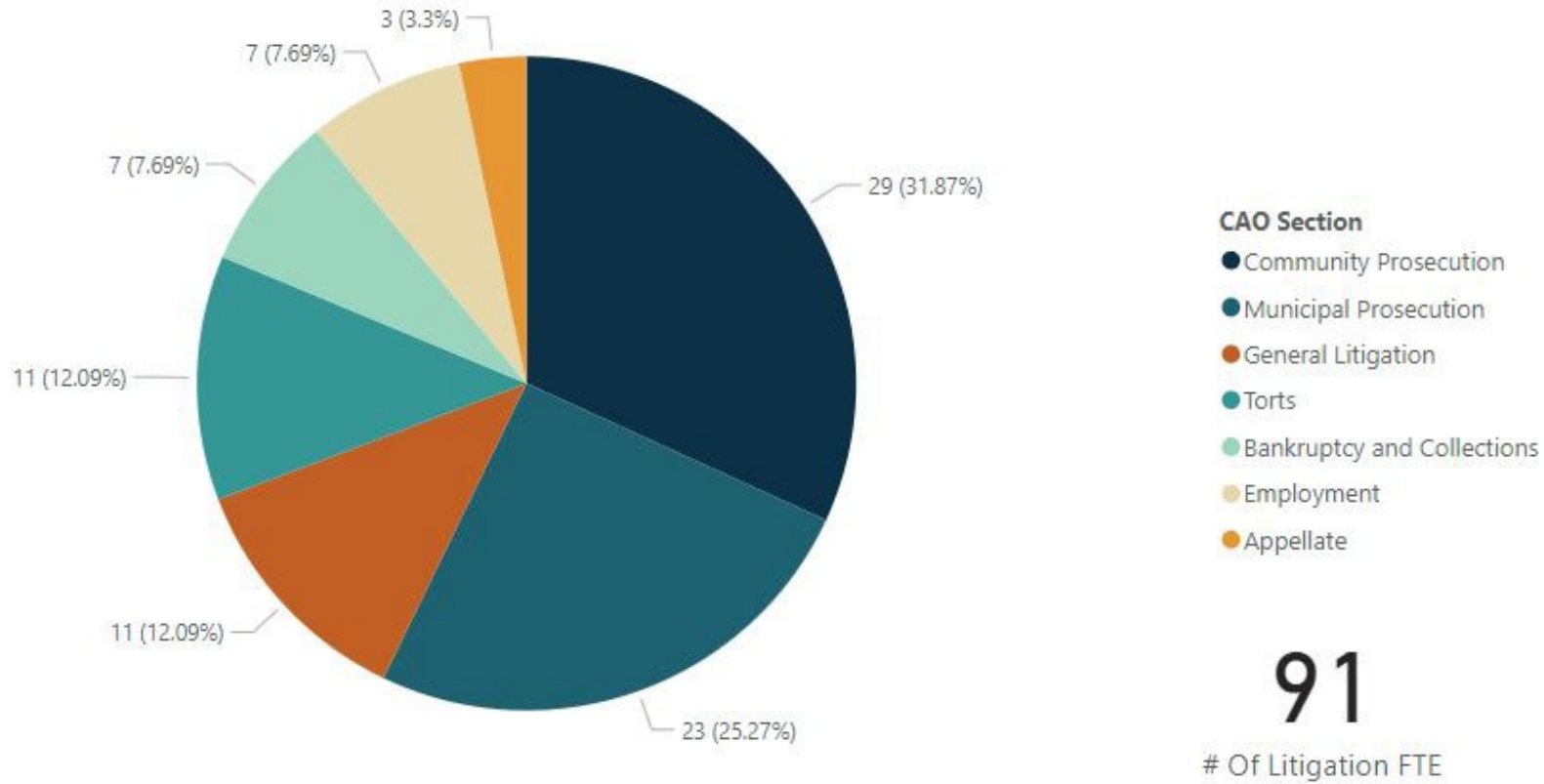
Community Courts

- The Community Courts section focuses on rehabilitating and assisting the defendant while at the same time helping to restore the community. Defendants are provided services they might need such as housing, clothing, mental health and substance abuse services among other services.
- Defendants may be required to perform community service and can also be required to attend rehabilitative and educational programs.
- In 2008, the South Dallas Community Court was selected by the U.S. Department of Justice's Bureau of Justice Assistance to serve as a National Mentor Court for community courts across the world. SDCC is one of four nationwide.
- As a mentor court, the South Dallas Community Court supports the Center for Court Innovation in advancing the community court model and hosts site visits from jurisdictions that are seeking to start or enhance a community court.
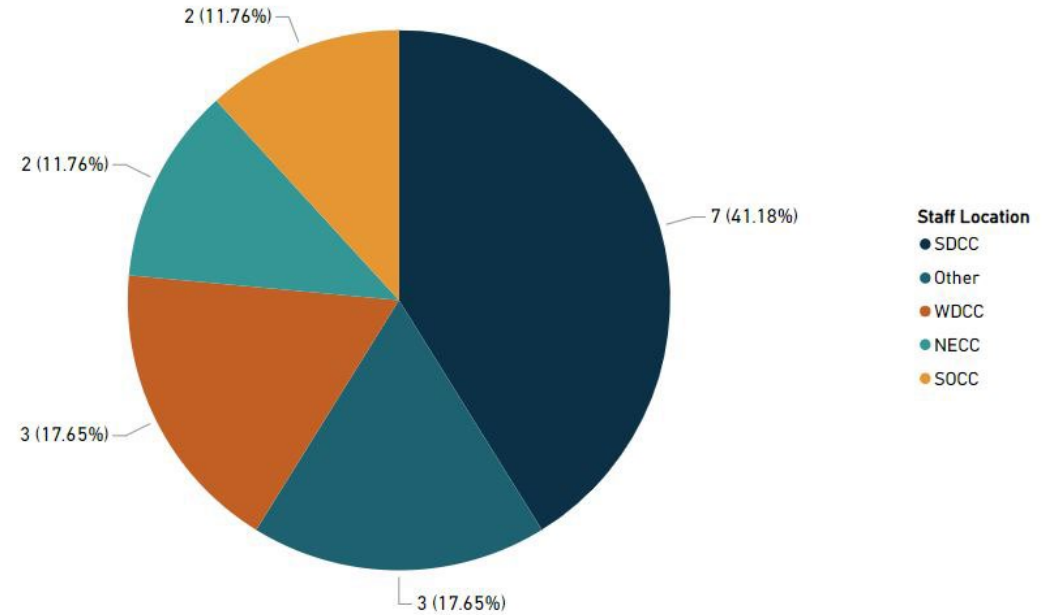
Community Court Priorities/Workload

Community Court Measure

Community Court Staff by Staff Location

89

Percentage of low to moderate served in community courts program (General Fund) Measure

1901

Number of citations handled by community courts (General Fund)

2 (11.76%)
2 (11.76%)
3 (17.65%)
3 (17.65%)
7 (41.18%)

Staff Location
- SDCC
- Other
- WDCC
- NECC
- SOCC

17

Of Community Court FTE
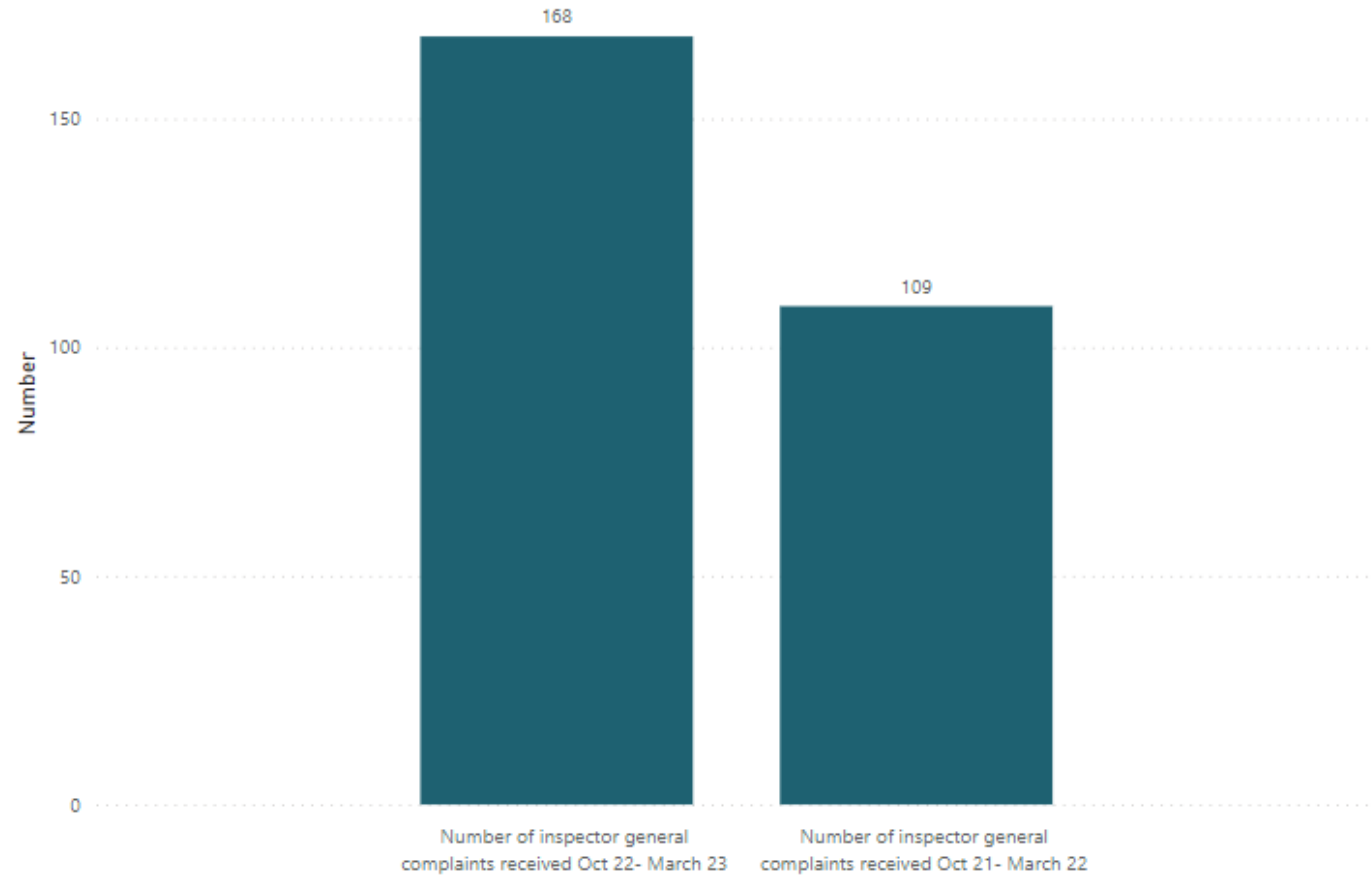
Inspector General

- The Inspector General's Division (IGD), established by the City Council in December 2021, is an independent investigative authority that assumes the primary responsibility of identifying, investigating, and resolving ethical issues within the city (including those related to fraud, waste, abuse, public corruption, and official misconduct).

- The IGD receives, investigates, and prosecutes complaints and makes initial determinations regarding complaints received through the fraud, waste, and abuse hotline and any other medium.

- The IGD also issues confidential advisory opinions to city officials and employees and general advisory opinions that are available to all city officials and employees. Additionally, IGD provides training and information related to the Code of Ethics to city officials, employees, and others doing business with the city. The IGD is comprised of attorneys, investigators, and support staff with the skills and mindset to meet the task at hand.

- The IGD reports its progress by issuing quarterly reports to the Ethics Advisory Commission (EAC), the City Council, the city auditor, and the city manager.

CAO Budget Proposal – Inspector General

Inspector General Measure

14

Of Inspector General FTE

Positions by area (Education/Invest. and prosecution)

Investigators – 6
Admin/research - 4
CIO – 1
Other attorneys - 3

CAO Budget Proposal – Administrative Support

The Administrative Support provides legal, executive, and administrative support for the CAO. This includes the city attorney, the legal office manager, the legislative director, the executive assistant to the city attorney, and other individuals who provide personnel and financial management support, risk and safety management, record retention, digital and physical files support, facilities support, data collection and analytics, information technology support, grant compliance activities, accounts payable activities, agenda and contract coordination and management, and other general office support activities.

Administration and Executive Employees

Team by Administration and Executive Team

5 (26.32%)

8 (42.11%)

6 (31.58%)

Administration and Executive Team
- Executive Team
- Financial And Office Team
- Information and Technology Team
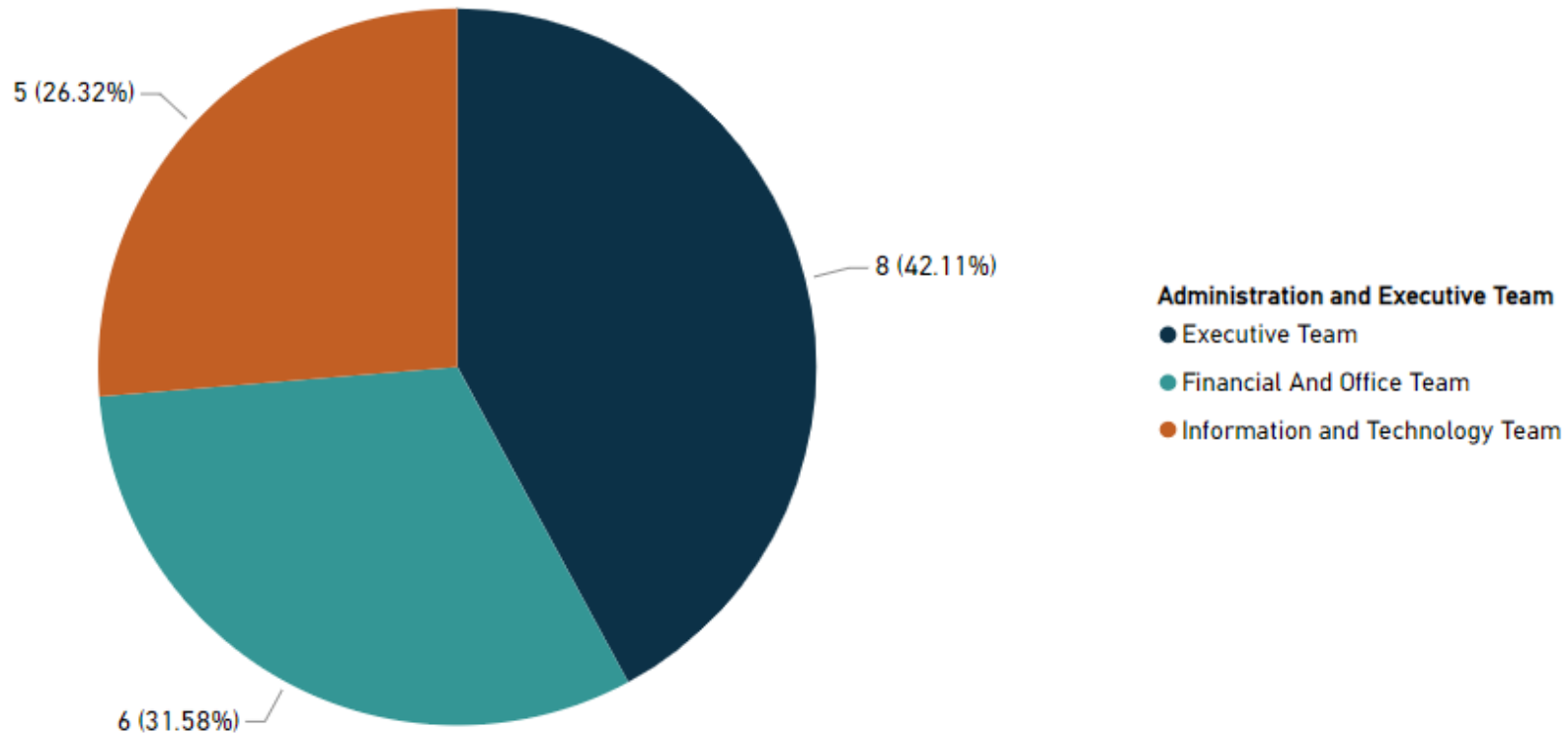
CAO Budget Development Process

As part of the CAO budget development process,

- Feedback from CMO regarding their proposed priorities for FY23-24.

- Standing city council committees' priorities.

- Analysis of internal data and workload trends.
- Focused on recruiting and retaining efforts by addressing compression issues and starting salaries.

Based on this information, CAO's FY 23-24 proposed budget has no additional positions but does propose moving resources to better align with workloads.

- Move IG attorney to general counsel.
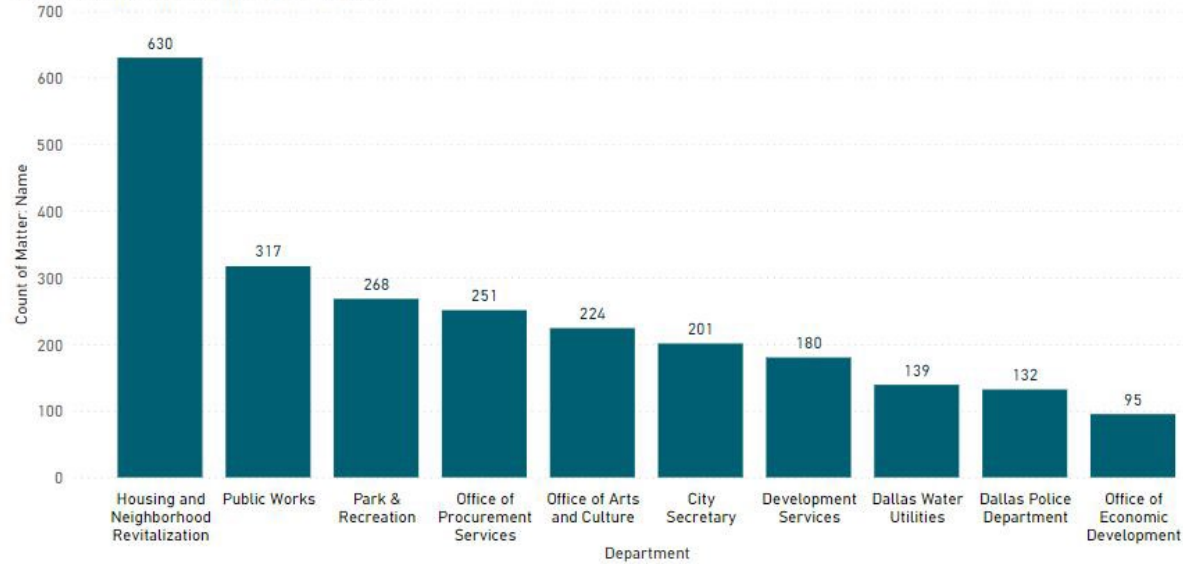- Reclassify research analyst to litigation attorney.

General Counsel Workload/Priorities

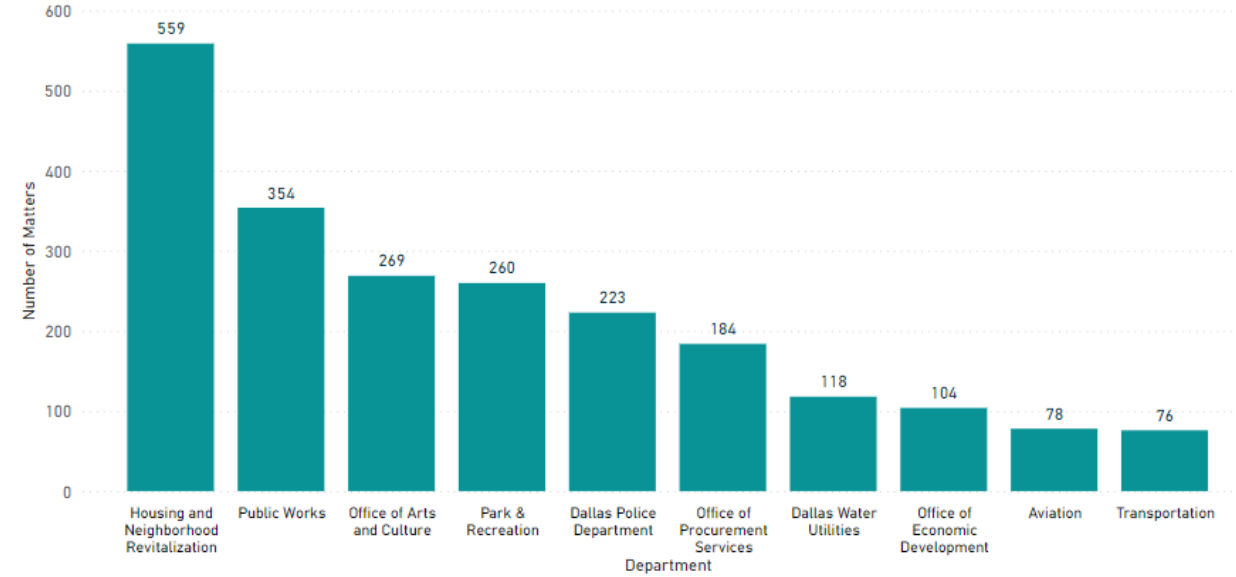**Top 10 Volume Requests Graph**

Top 10 Volume Departments Oct 21- May 22

Department	Count
Housing and Neighborhood Revitalization	630
Public Works	317
Park & Recreation	268
Office of Procurement Services	251
Office of Arts and Culture	224
City Secretary	201
Development Services	180
Dallas Water Utilities	139
Dallas Police Department	132
Office of Economic Development	95

Top 10 Volume Departments Oct 22-May 23

Department	Number of Matters
Housing and Neighborhood Revitalization	559
Public Works	354
Office of Arts and Culture	269
Park & Recreation	260
Dallas Police Department	223
Office of Procurement Services	184
Dallas Water Utilities	118
Office of Economic Development	104
Aviation	78
Transportation	76

4712
Total Number of Matters Oct 21-May 22

299
Total Number of Rush Matters Oct 21-May 22

4139
Total Number of Matters Oct 22-May 23

285
Total Number of Rush Matters Oct 22-May 23

16

Litigation Workload/Priorities

Litigation Measures OCT21-MAR22

Number

- Number of lawsuits resolved: 63
- Number of third-party discovery/subpoenas handled by CAO: 42
- Number of appeals resolved: 18
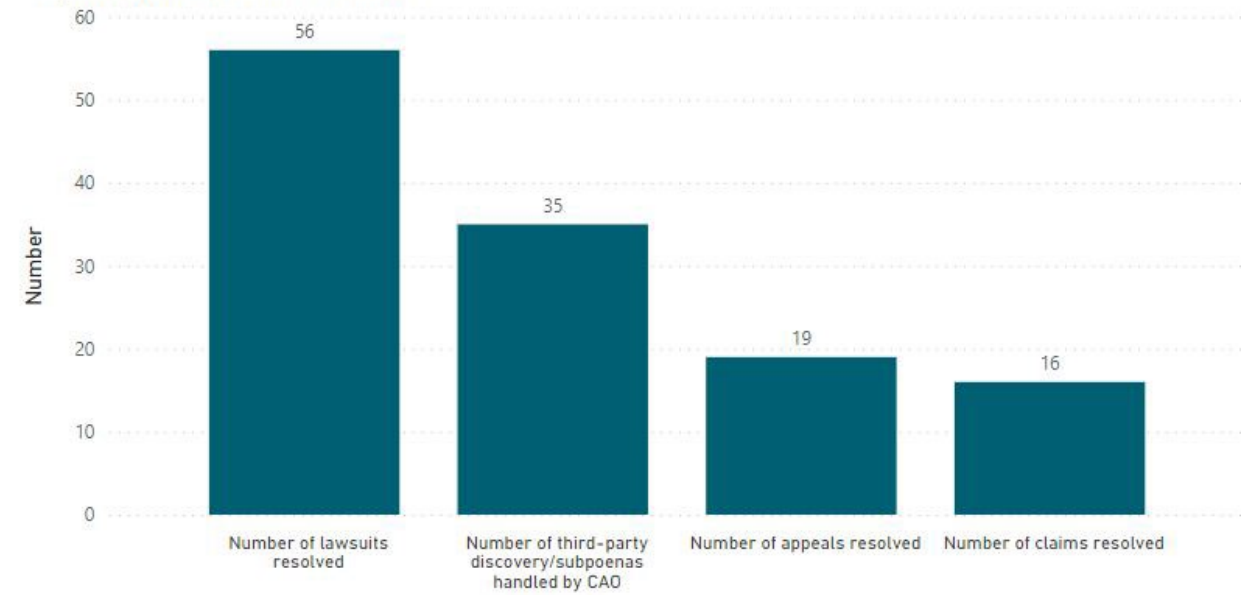- Number of claims resolved: 15
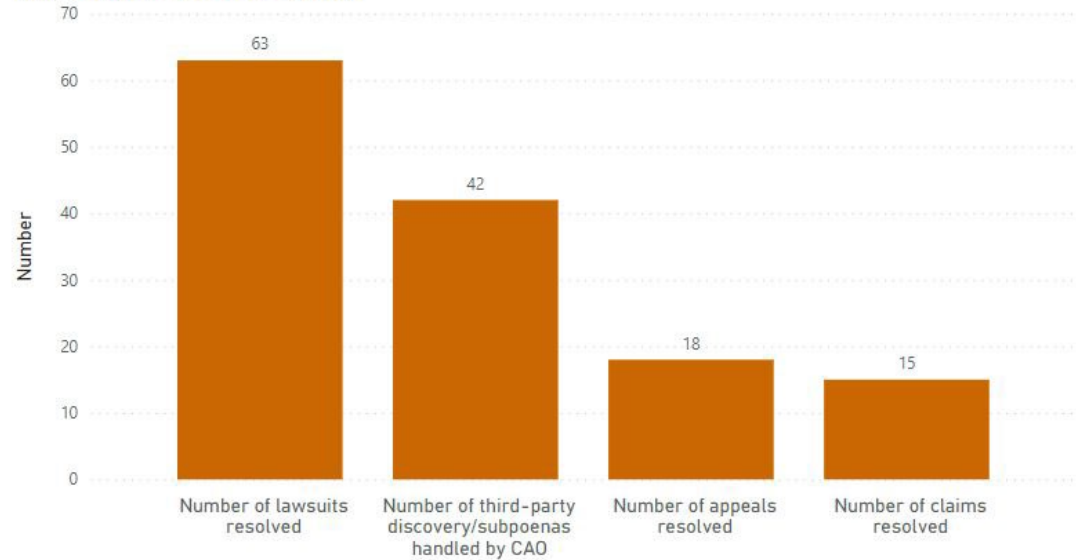
54K
Number of cases prosecuted in municipal court Oct 21-March 22

2.95M
Total amount of money collected including collections for other departments Oct 21-March 22

Litigation Measures OCT22-MAR23

Number

- Number of lawsuits resolved: 56
- Number of third-party discovery/subpoenas handled by CAO: 35
- Number of appeals resolved: 19
- Number of claims resolved: 16

54K
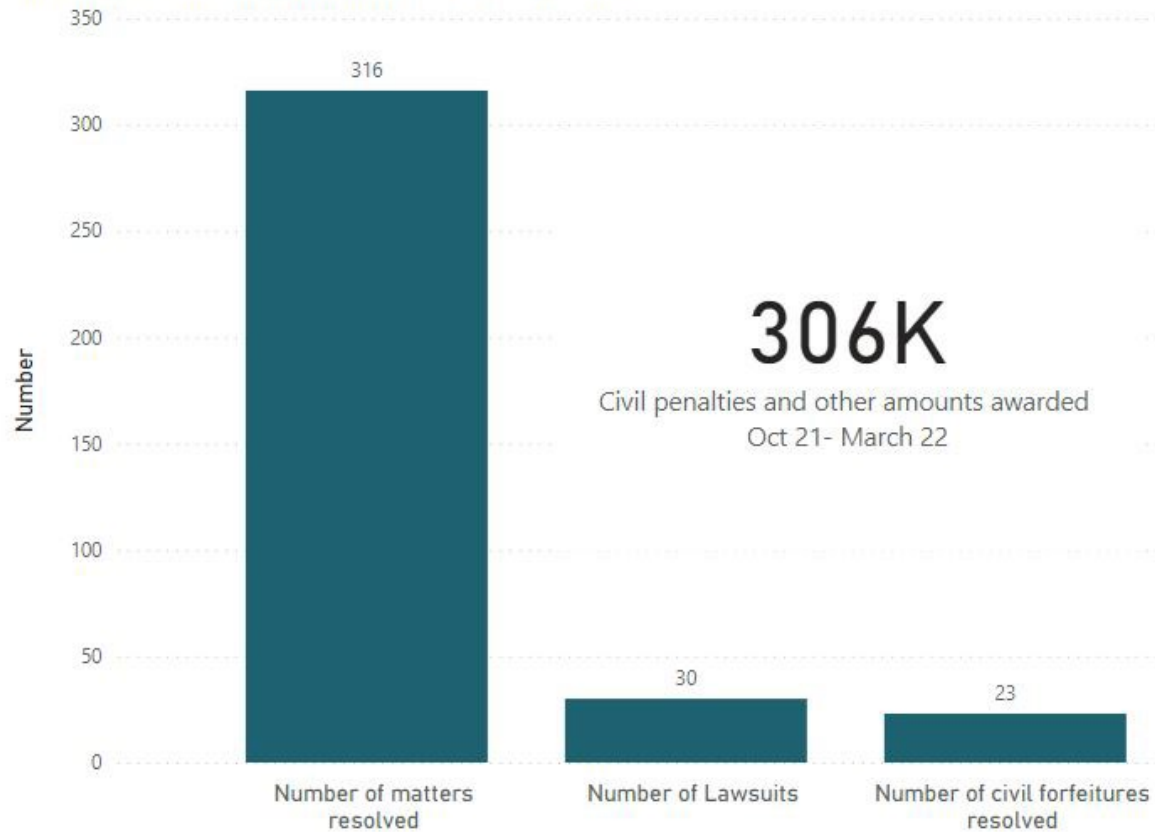Number of cases prosecuted in municipal court

4.50M
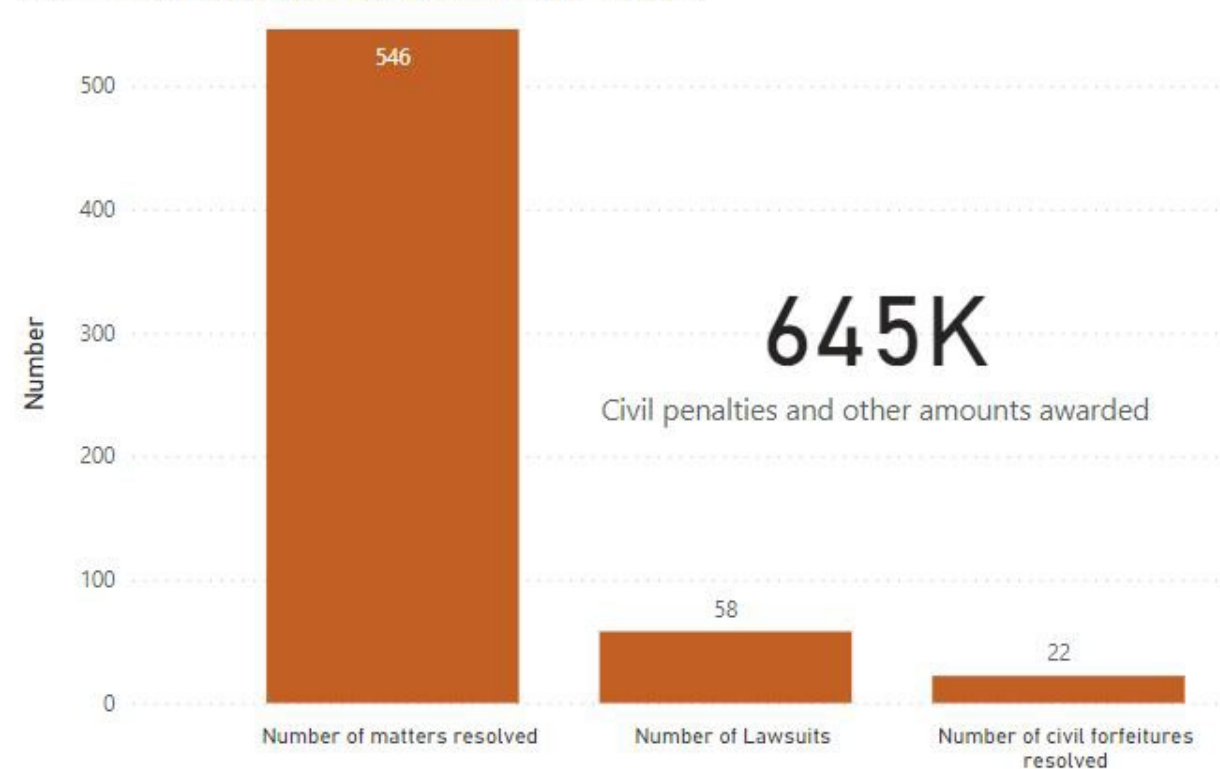Total amount of money collected including collections for other departments

Community Prosecution Workload/Priorities

Community Prosecution Measure Oct 21– March 22

306K
Civil penalties and other amounts awarded
Oct 21– March 22

	Number of matters resolved	Number of Lawsuits	Number of civil forfeitures resolved
Value	316	30	23

Community Prosecution Measures OCT22-MAR23

645K
Civil penalties and other amounts awarded

	Number of matters resolved	Number of Lawsuits	Number of civil forfeitures resolved
Value	546	58	22

Recruiting and Retention

- During FY 22-23, CAO had 34 resignations and five retirements, 21% of the City Attorney's Office.

- Most attorneys who leave our office have 0-12 years of legal experience and go to similar positions outside of the city with higher pay.

- We have challenges hiring attorneys because our starting salaries are lower than comparable municipalities and governmental entities.

- We have difficulty recruiting for positions that require specific area of expertise.

- The HR compensation study helped in some areas but caused internal compressions.

- Proposed budget includes hiring at the midpoint of the classification range; and adjustments as needed for current CAO employees with the same experience.

CAO Budget Proposal - Summary

	FY2022 - 2023 Amended Budget	FY2023 – FY2024 Proposed Budget
Personnel Services	$18,795,519	$21,604,496
Supplies – Materials	$145,288	$166,036
Contractual – Other Services	$2,092,843	$2,159,930
Total	$21,033,650	$23,930,462

City of Dallas

QUESTIONS

Appendix – Performance Measures

Description	FY22-23 Target	FY23-24 Proposed
Citations handled by Municipal Prosecution	160,000	160,000
Cases resolved by Community Prosecution	350	1,000
Citations handled by Community Courts	25,000	25,000
Open records requests	1,000	1000
Ordinances, resolutions, and legal opinions drafted	1,500	1,500
Civil forfeitures resolved	50	50
Contracts/agreements/AAs prepared	1,750	2,000
Money collected	$2,550,000	$2,550,000
Claims and lawsuits handled	200	200
Percentage of low to moderate income persons served in Community Courts	60%	60%
Complaints received by the Inspector General	200	250
Third-party subpoenas received	200	200

File #: 23-1548

Item #: D.

Office of Procurement Services Improvements
[Danielle Thompson, Director, Office of Procurement Services]

Office of Procurement Services Improvements

Government Performance and Financial Management
6/13/23

Office of Procurement Services
Danielle Thompson, Director
Angela Akins, Assistant Director
Adenia Clark, Assistant Director

City of Dallas

Presentation Overview

- Office of Procurement Services overview
- Process improvement
    - Current RFP process
    - Lean/Six Sigma improvement process
    - Recommended improvements
    - Proposed implementation

Department Overview

- Procurement Services is responsible for:
  - <u>Procurement</u> – purchase goods along with general and professional services in compliance with respective prevailing local, state, and federal statutes
  - <u>Contract Management</u> – provide citywide contract compliance training, contract modifications, ratifications (when services are provided without a contract), and on-going vendor services
  - <u>Express Business Center</u> – provide reprographic services, City office supplies, and mail services (revenue generating)
  - <u>City Store</u> – dispose and sale surplus, police-confiscated, and unclaimed property in compliance with Administrative Directive 6-1 and the City Charter (revenue generating)
    - Manage public auctions, sealed bids, and a store front concept (City Store) to display and sell a wide range of property to the public

Department Overview

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

Process Improvement

- OPS goal for FY23 is to complete a process improvement review of entire procurement process to reduce inefficiencies, decrease timelines, and simplify/reduce number of forms
- Initiated project with BMS Process Improvement team in June 2022
- OPS conducted peer and leadership surveys and focus groups to gather customer feedback on procurement processes
  - o Received more than 50 points of feedback
- Provided updates to GPFM committee on OPS and process improvement project on 11/15/22 and 4/21/23

Current RFP Process

- Current process involves many different departments and partners and consists of 68 distinct steps
- Partners include:
  - All 42 City departments – project owner, contract administration, subject matter experts
  - Office of Risk Management – insurance compliance
  - Small Business Center – M/WBE program goals and administration
  - City Attorney's Office – contract review and preparation
  - City Secretary's Office – executed contract filing

Current RFP Process Map

Lean/Six Sigma Improvement Process

1. <u>Define</u> – decrease and refine the number of steps in the procurement process to reduce overall processing time, reduce costs associated with delays, and improve the quality of customer service
2. <u>Measure</u> – reduce the number of steps in the procurement process
3. <u>Analyze</u> – team identified following factors contributing to processing delays:
    *   Incomplete procurement request documents
    *   Inter-departmental information exchanges
    *   Inadequate staffing
    *   Buyers' management of multiple procurements in different phases with various levels of complexities at the same time
    *   Lack of a software system to manage/track the process

Lean Six Sigma Improvement Process

4. <u>Improve</u> – the entire process was mapped and broken down into three stages now consisting of only 28 steps compared to the previous 68 steps
    - Intake (6 steps)
    - Active solicitation (9 steps)
    - Post solicitation (13 steps)
5. <u>Control</u> – the citywide introduction of the new process will occur in the fourth quarter of FY23 with bi-weekly procurement process training for internal departments in July and implementation of Salesforce in the first quarter of FY24

Recommended Improvements

- Process improvement examples:
  - Reduced number of process steps by 40%
  - Streamlined intake process from more than 20 entry points to 1
  - Restructure buying staff into 3 "groups" to support the 3 phases of procurement – intake, active solicitation, and post solicitation
    - Increase focus, project management, and processing time
  - Removed duplicative steps such as 5 manager reviews, more than 10 document evaluations, and repetitive data entry
  - Reordered sequencing of steps in procurement methodology
  - Refined the evaluation process and reduced the proposal review time period

Recommended Improvements

- Technology improvement:
  - OPS currently uses Bonfire for uploading solicitation documents, vendor communication and bid/proposal submission, and this system is limited and does not allow tracking of project status outside of the active procurement phase
  - Implementation and utilization of Salesforce portal will allow centralized intake, repository of all documents, and project tracking

Proposed Implementation

- Form modernization and condensing currently underway
- Citywide introduction of the new process will occur in the fourth quarter of FY23
- Bi-weekly procurement process training for internal departments in July
- Review current staffing levels with City Manager through FY24 budget development process
- Roll-out Salesforce in the first quarter of FY24
- Implementation of new process in the first quarter of FY24
- On-going consideration of other improvements such as establishing an escalation process for delayed solicitation

Agenda Information Sheet

File #: 23-224

Item #: E.

City Equipment Incident Review
[Zeronda Smith, Director, Risk Management]

City Equipment Incident

Government Performance
Financial Management
June 12, 2023

Zeronda Smith, Director
Office of Risk Management
City of Dallas

City of Dallas

Presentation Overview

- City Equipment Defined
- Administrative Directive 3-3 Driver and Equipment Safety Program
- City Equipment Investigation (CEI) Division
- Electronic/Digital Reporting
- CEI Stats

City Equipment Defined

City Equipment is a vehicle, or machine as defined below:

- 4.1.1 **City Vehicles**: A vehicle as generally defined by the U.S. Department of Transportation Federal Highway Administration (e.g., fire truck, sanitation trash truck, sedan, pick up, dump truck, police car, motorcycle, etc.) owned by, leased, rented, loaned, or donated to the City; and

- 4.1.2 **City Machinery**: Any self-propelled machine (e.g., riding lawnmower, police drone, etc.) other than a City Vehicle owned by, leased, rented, loaned, or donated to the City, and that generally requires significant human input to ensure safe operation.

- 4.1.3 **Personal Vehicle**: A vehicle as generally defined by the U.S. Department of Transportation Federal Highway Administration that is **not owned** by, leased, rented, loaned, or donated to the City, but is **operated by a City employee** or other person acting in the course and scope of City business. This AD does not apply to any privately owned vehicle not operated in the course and scope of City business.

AD 3-3 Driver and Equipment Safety Program

Publication

- **Original Effective Date**
  10/01/1989
- **Last Revision**
  06/12/2018
- **Current Revision**
  Pending senior management approval

Purpose

- To reduce the number of city equipment incidents
- To prescribe procedures to be followed post-incident by employees involved in an Incident
- To establish guidelines for incident investigation
- To define responsibilities and accountability

Elements

- Responsibilities
- Incident Reporting Procedures
- Investigation
- Classifying Preventability and Assigning Points
- Corrective Actions

Incident Review Committee (IRC)

- **CEI Manager**
- **4 Safety Specialists**
- For **all departments** - Review each incident involving city equipment and convene an incident review committee to assess incident preventability and provide a classification rating
- Weekly IRC meetings

Emergency Services IRC

- **Safety Specialists**
- **DPD**: 1) Sr. Corporal – voting member, 2) Code 3 Academy Instructor - advisor, and 3) Accident Investigator - advisor
- **DFR**: 1) Captain – voting member, and 2) Chief – advisor
- For **DPD** and **DFR only** - Review each Incident involving city equipment and convene an emergency services incident review committee to assess incident preventability and provide a classification rating
- Biweekly IRC meetings

IAB

- **Occupational Health and Safety Manager** – Board Chairman
- **3 Safety Officers** – 1) Serve as secretary, Teams facilitator, and 3) Liaison for departments
- **16 invited departments** – voting board members
- Hear all appeals of the preventability classification and/or point assessment
- Once a month IAB meeting

City Equipment Investigation (CEI) Division

Established in FY-2018

Created to investigate all incidents involving city equipment

- City drivers' call 911 to dispatch city equipment investigators

Two units make up the CEI division

- 10 CE Investigators - Investigations
- 4 Safety Specialists - IRC

Electronic/Digital Reporting

- FY2018 Introduced Origami – Customized Risk Management Information System (RMIS), went from paper files to digital and electronic
- Investigation, IRC, and IAB information is entered and accessed through Origami
- All six divisions of the Office of Risk Management utilize Origami

Preventable Incidents

Valued as of 04/30/2023
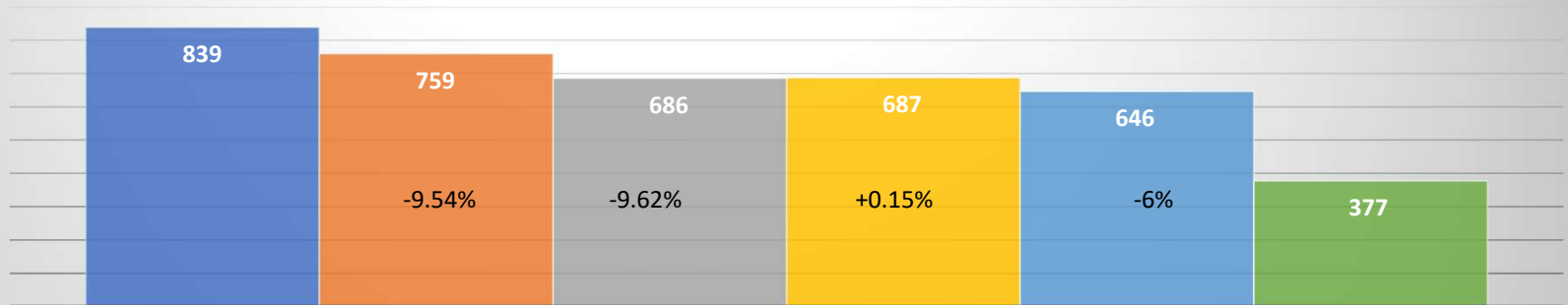
	Preventable Incidents
■ FY2019	839
■ FY2020	759
■ FY2021	686
■ FY2022	687
■ FY2023 Projected	646
■ FY2023 Actual	377

Chart values: FY2019: 839, FY2020: 759 (-9.54%), FY2021: 686 (-9.62%), FY2022: 687 (+0.15%), FY2023 Projected: 646 (-6%), FY2023 Actual: 377

Legend: ■ FY2019 ■ FY2020 ■ FY2021 ■ FY2022 ■ FY2023 Projected ■ FY2023 Actual

Preventable Incidents by Department

Valued as of 04/30/2023

	Sanitation	Police	Fire	Dallas Water Utl.	Code	Park & Rec	Public Works	Trans.	All Other
FY 2019	156	238	150	116	39	35	36	15	54
FY 2020	159	218	135	84	25	35	33	12	58
FY 2021	141	170	132	84	30	50	25	7	47
FY 2022	149	176	141	58	31	31	38	12	51
FY 2023	85	89	80	40	20	15	15	8	25
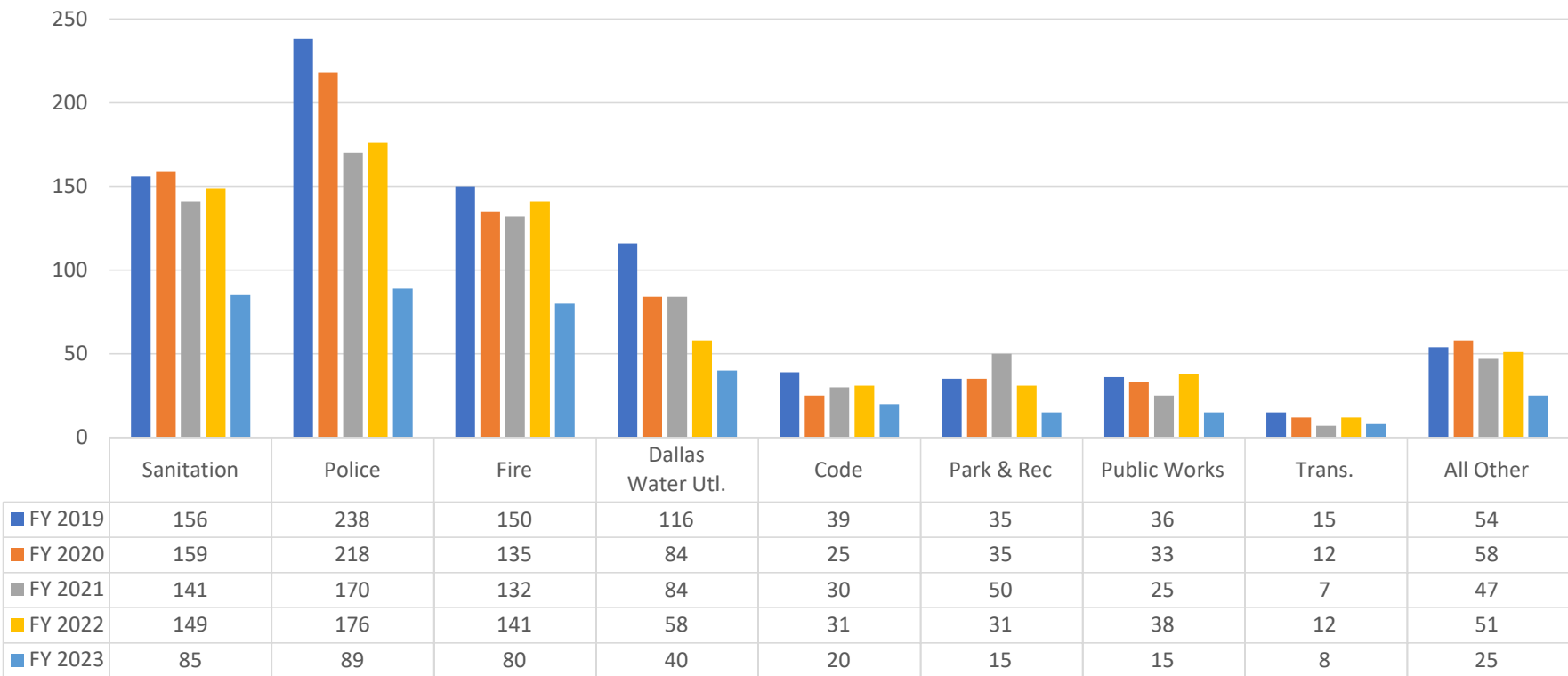
Top 5 Causes of Incidents

Backed w/out safety 26%

Driver inattention 18%

Failed to control speed 7%

Turned when unsafe 5%

Changed lane when unsafe 4%

City Equipment Repair Costs

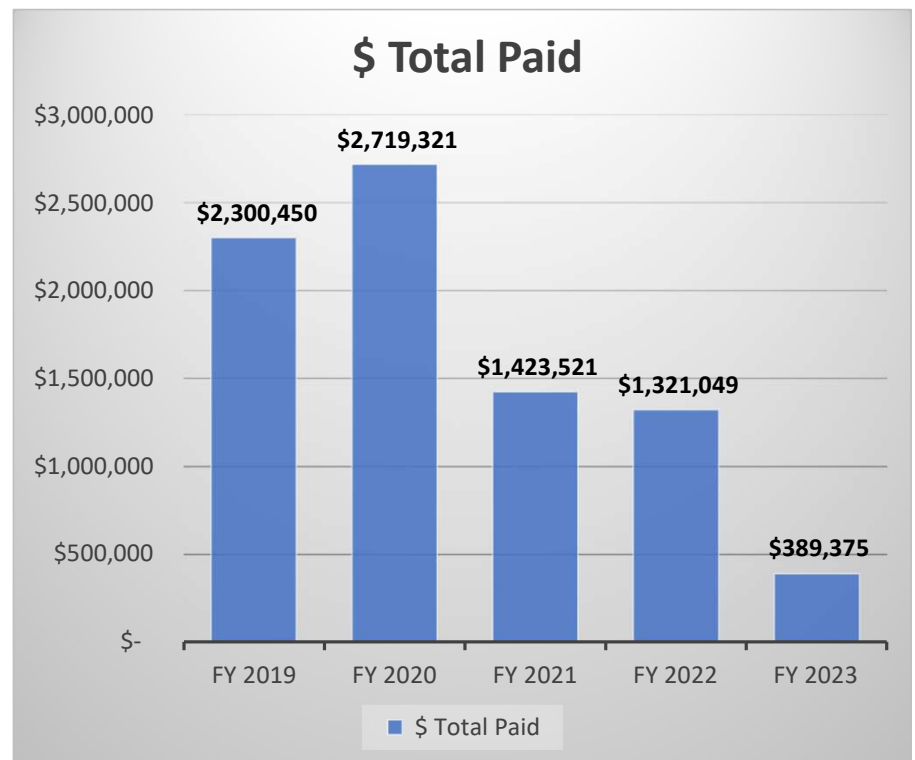## Valued as of 04/30/2023

$ Total Paid

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
$2,699,425	$1,966,997	$2,435,445	$2,106,280	$1,465,886

Legend: ■ $ Total Paid

Excludes DFR

Auto Liability Claims

Valued as of 04/30/2023

of Claims

FY	# of Claims
FY 2019	811
FY 2020	817
FY 2021	585
FY 2022	547
FY 2023	247

$ Total Paid

FY	$ Total Paid
FY 2019	$2,300,450
FY 2020	$2,719,321
FY 2021	$1,423,521
FY 2022	$1,321,049
FY 2023	$389,375

City Equipment Incident

Government Performance Financial Management
June 12, 2023

Zeronda Smith, Director
Office of Risk Management
City of Dallas

File #: 23-1550

Item #: F.

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

Update

- Update City Council on Atmos Energy Corporation's (Atmos) Dallas Annual Rate Review (DARR) filing
- On May 24, City Council directed staff to continue negotiations with Atmos and deferred action from May 24 to June 14
- Staff met with Atmos four times since the May 22 Government Performance and Financial Management (GPFM) Briefing
  - May 23
  - May 26
  - June 5
  - June 6
- Atmos and staff have been unable to agree on changes to the proposed settlement
- The proposed settlement is a reasonable outcome of the DARR filing

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 September 1, 2023
  - Avoids uncertainty of litigating and appeal at RCT
  - Avoids additional rate case expense which would be passed on to customers

Next Steps

- June 14, 2023, agenda item to set rates to be charged by Atmos

- Deadline to set rates is August 28, 2023

Appendix

May 22, 2023 Briefing to Government Performance and Financial Management Committee

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 September 1, 2023
  - 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

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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 #: 23-1731

Item #: G.

Update of the Dallas Area Rapid Transit (DART) Allocation of Funds to Service Area Cities
[Robert Perez, Assistant City Manager, City Manager's Office]

Memorandum

DATE June 9, 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 **Update of the Dallas Area Rapid Transit (DART) Allocation of Funds to Service Area Cities**

Background

On June 7, 2023, City Council was briefed on an, "Update of DART Excess Sales Tax Revenues." As City Council could not maintain a quorum during the questions and discussion portion of the briefing, the purpose of this memorandum is to provide an overview of the June 7th briefing to allow for Government Performance and Financial Mangement Committee discussion prior to the City Council consideration of the Excess Sales Tax Interlocal Agreement (ILA) on June 14, 2023.

City Council Briefing Overview

Discussed during the City Council briefing on June 7, 2023, the City of Dallas (COD) was originally allocated $111.1M in DART excess sales tax revenues and as communicated beginning in February 2023, DART sought to reduce a total of $79.5M from those funds. Through mediation by the North Central Texas Council of Government (NCTCOG), the initial reduction of $79.5M has been negotiated to $21.1M and pending City Council approval through execution of an interlocal agreement (ILA), would result in the COD receiving $90.0M of the DART sales tax revenues. Additional details of the June 7th briefing included:

1. Mediated by the NCTCOG, the proposed and negotiated total of $90.0M in DART excess sales tax revenues being made available to the City of Dallas assumes a reduction of Silver Line betterment costs of $5.2M (instead of $36.0M) and Silver Line permit review and approval delay costs of $15.9M (instead of $79.5M),
2. Recommended use of the $90.0M of excess sales tax revenues,
3. Highlights of the DART Excess Sales Tax Interlocal Agreement (ILA),
4. Next steps to include:
   a. City Council consideration of the Excess Sales Tax ILA as part of the June 14, 2023, City Council voting agenda,
   b. Development of the appropriate mechanism for a transfer of $10.0M of DART excess sales tax revenues to the NCTCOG to leverage $15.4M of federal funds for COD funding for the Five-Mile Creek Hike and Bike Trail Project,
   c. Drafting of a memorandum of understanding (MOU) to further define "Good Standing" and milestones for disbursement of the $80.0M ($90.0M minus the $10.0M DART transfer to the NCTCOG to leverage $15.4M of funding for the Five-Mile Creek Hike and Bike Trail) of excess sales tax revenues.

Given these updates on the DART excess sales tax revenues and the upcoming City Council consideration for approval of the ILA, should there be any follow-up questions, please do not hesitate to contact me by email at robert.perez@dallas.gov.

Robert M. Perez, Ph.D.
Assistant 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
    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
    Carl Simpson, Assistant City Manager
    Jack Ireland, Chief Financial Officer
    Genesis D. Gavino, Chief of Staff to the City Manager
    Directors and Assistant Directors

File #: 23-1552

Item #: H.

Budget Accountability Report (Information as of April 30, 2023)
[Budget & Management Services]

Memorandum

CITY OF DALLAS

DATE June 9, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – April 2023**

Please find attached the April Budget Accountability Report (BAR) based on information through April 30, 2023. You may view all published reports on the Financial Transparency website. The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

Jack Ireland
Chief Financial Officer

c: 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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    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

BUDGET ACCOUNTABILITY REPORT

As of April 30, 2023

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

Prepared by Budget & Management Services

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY
Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	*Expenses*
General Fund	✅	✅
Aviation	13% over budget	✅
Convention and Event Services	8% over budget	8% over budget
Development Services	12% over budget	✅
Municipal Radio	11% under budget	✅
Sanitation Services	✅	✅
Storm Drainage Management	✅	✅
Dallas Water Utilities	✅	✅
Bond and Construction Management	✅	6% under budget
Equipment and Fleet Management	6% over budget	✅
Express Business Center	31% over budget	✅
Information Technology	✅	✅
Radio Services	✅	✅
9-1-1 System Operations	✅	✅
Debt Service	✅	✅

✅ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✅ 24
On Target

⚠ 5
Near Target

❌ 6
Not on Target

Year-End Forecast

✅ 30
On Target

⚠ 1
Near Target

❌ 4
Not on Target

Budget Initiative Tracker

🔵 6
Complete

⚠ 2
At Risk

✅ 27
On Track

❌ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through April 30, 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 April 30, 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	1,273,090,655	1,732,533,004	4,970,362
Expenditures	1,706,814,187	1,727,562,642	950,076,041	1,719,692,752	(7,869,890)
Ending Fund Balance	$308,405,349	$308,405,349		$335,088,818	$26,683,469

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 April 30, 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 April 30, 2023, General Fund revenues are projected to be $4,970,000 over budget primarily due to franchise and other revenue, fines and forfeitures, and miscellaneous revenue.

Expenditures. Through April 30, 2023, General Fund expenditures are projected to be $7,870,000 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	$951,228,507	$962,235,404	$732,524
2	Sales Tax	417,232,383	432,750,269	174,940,901	432,750,269	0
3	Franchise and Other	127,865,821	127,865,821	50,662,896	129,452,974	1,587,153
4	Charges for Services	115,554,550	115,554,550	44,917,832	114,447,543	(1,107,007)
5	Fines and Forfeitures	23,776,847	23,776,847	15,493,141	24,960,530	1,183,683
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	13,332,354	18,248,501	244,849
8	Miscellaneous	7,967,394	8,355,872	5,683,755	9,337,950	982,140
9	Licenses and Permits	5,616,913	5,616,913	3,734,520	6,341,409	724,496
10	Interest	5,950,000	5,950,000	8,606,670	5,950,000	622,525
	Total Revenue	$1,706,814,187	$1,727,562,642	$1,273,090,655	$1,731,910,415	$4,970,362

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.

3 Franchise and Other. Franchise and other revenue is projected to be $1,587,000 over budget primarily due to warmer than normal weather in fall 2022 and cold spells from December 2022 to January 2023 causing increased revenues from Oncor and Atmos.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be $1,184,000 over budget primarily due to incoming revenue from the close-out of the SafeLight Auto Red Light Running fund ($1,532,000) and increased wrecker fee collections at the Dallas Auto Pound ($1,871,000), 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. Intergovernmental revenue is projected to be $245,000 over budget primarily due to reimbursements from Plano ISD for school resource officers.

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 $982,000 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 $724,000 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	$138,305,344	$266,357,109	($18,861,096)
	Non-uniform Overtime	8,144,953	8,154,053	8,586,708	12,847,495	4,699,442
	Non-uniform Pension	40,352,092	40,344,739	20,480,652	39,146,681	(1,198,058)
	Uniform Pay	527,979,958	527,979,959	272,778,169	486,538,843	(25,369,339)
	Uniform Overtime	39,791,958	54,236,690	52,025,325	87,006,777	24,721,660
	Uniform Pension	182,727,572	182,727,571	97,403,676	182,336,625	(390,946)
	Health Benefits	79,837,068	79,834,065	46,065,789	79,839,876	13,992
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,216,312	18,205,444	30,812,824	(239,751)
1	Total Personnel Services	$1,188,305,887	$1,205,661,739	$665,003,638	$1,196,038,760	($16,624,097)
2	Supplies	84,389,204	83,061,244	50,992,714	87,581,357	4,416,324
3	Contractual Services	507,274,125	514,069,613	242,084,436	519,738,833	3,942,457
4	Capital Outlay	16,465,953	25,625,778	16,309,363	25,832,760	1,455,800
5	Reimbursements	(89,620,981)	(100,855,732)	(24,314,111)	(109,498,959)	(1,060,375)
	Total Expenditures	$1,706,814,187	$1,727,562,642	$950,076,040	$1,719,692,752	($7,869,890)

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 $16,624,000 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 ($7,843,000), Dallas Police Department ($16,879,000), 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 ($2.2 million) and the speeding/racing initiative ($1.9 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 an 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	$2,297,231	$4,133,014	($156,000)
2	Building Services	30,390,891	33,797,107	17,776,348	33,797,107	0
3	City Attorney's Office	20,971,242	21,033,650	11,391,722	21,019,994	(13,656)
4	City Auditor's Office	3,163,255	3,167,416	1,522,098	2,988,528	(178,888)
5	City Controller's Office	8,567,559	8,594,256	5,231,475	8,441,203	(153,053)
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,114,911	1,713,394	3,114,911	0
8	City Secretary's Office	3,141,520	3,258,784	1,750,739	3,258,784	0
9	Elections	2,022,829	2,201,129	988,535	2,201,129	0
10	Civil Service	3,064,698	3,076,486	1,390,931	2,880,563	(195,923)
11	Code Compliance	41,342,433	41,565,021	21,992,988	40,969,347	(595,674)
12	Court & Detention Services	26,923,902	27,033,462	14,504,768	26,216,690	(816,772)
13	Jail Contract	8,344,443	8,344,443	4,172,222	8,344,443	0
14	Dallas Animal Services	17,725,448	17,812,125	10,419,897	17,511,053	(301,072)
15	Dallas Fire-Rescue	369,069,665	372,901,392	223,226,372	372,901,392	0
16	Dallas Police Department	611,908,283	612,748,297	342,095,814	612,748,297	0
17	Data Analytics & Business Intelligence	5,281,114	5,294,289	1,999,975	4,623,053	(671,236)
18	Housing & Neighborhood Revitalization	4,639,881	4,651,669	1,988,076	4,397,263	(254,406)
19	Human Resources	8,140,152	8,365,826	5,295,777	8,336,702	(29,124)
20	Judiciary	4,273,646	4,282,660	2,374,388	4,063,800	(218,860)
21	Library	37,544,060	37,751,393	19,210,257	37,676,386	(75,007)
	Management Services					
22	311 Customer Service Center	5,850,487	5,912,201	3,576,280	5,345,933	(566,268)
23	Communications, Outreach, & Marketing	3,699,446	3,464,435	1,567,348	3,341,081	(123,354)
24	Office of Community Care	9,365,486	9,392,529	3,485,062	9,310,722	(81,807)
25	Office of Community Police Oversight	811,382	812,769	286,284	555,271	(257,498)
26	Office of Emergency Management	1,344,664	1,347,438	786,507	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,951,897	6,159,088	6,505,575	(446,322)
28	Office of Equity & Inclusion	3,809,929	3,818,250	1,327,845	3,457,001	(361,249)
29	Office of Government Affairs	956,162	974,559	600,431	999,952	25,393
30	Office of Historic Preservation	1,341,076	1,362,424	336,235	1,138,742	(223,682)
31	Office of Homeless Solutions	15,197,632	16,851,704	10,879,300	16,851,704	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,649,515	1,697,984	5,409,056	(240,459)
33	Small Business Center	3,746,673	3,752,914	1,239,367	3,590,672	(162,242)
34	Mayor & City Council	6,645,643	6,940,550	3,167,733	6,409,105	(531,445)
35	Non-Departmental	135,306,683	142,306,683	28,532,406	141,339,491	(967,192)
36	Office of Arts & Culture	22,496,061	22,524,491	20,543,148	22,515,012	(9,479)
37	Office of Economic Development	3,918,798	4,019,415	2,699,521	4,015,010	(4,405)
38	Park & Recreation	106,863,878	111,301,421	70,541,814	111,301,421	0
39	Planning & Urban Design	5,150,852	5,177,895	3,303,037	4,764,115	(413,780)
40	Procurement Services	3,014,089	3,138,877	1,549,375	2,796,227	(342,650)
41	Public Works	89,209,383	89,445,468	65,994,892	89,445,468	0
42	Transportation	51,984,903	52,086,778	30,459,377	52,582,998	496,220
	Total Departments	**$1,697,995,188**	**$1,721,270,543**	**$950,076,041**	**$1,713,400,653**	**($7,869,890)**
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**	**$950,076,041**	**$1,719,692,752**	**($7,869,890)**

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 $179,000 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 $196,000 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 $596,000 under budget primarily due to salary savings associated with 62 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 $817,000 under budget primarily due to salary savings associated with 85 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 overtime expenses are projected to be $7,843,000 over budget due to higher than anticipated attrition requiring backfill to meet minimum staffing standards, offset by an American Rescue Plan Act (ARPA) reimbursement.

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.

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. DPD uniform overtime expenses are projected to be over budget by $16,879,000 due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 ($2.2 million) and the speeding/racing initiative ($1.9 million), as well as increased response/deployment to "hot spots". These overtime expenses are offset by a budgeted American Rescue Plan Act (ARPA) reimbursement as well as salary savings associated with vacant uniform and non-uniform positions.

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 $671,000 under budget primarily due to salary savings associated with 14 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 $254,000 under budget primarily due to salary savings associated with seven 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.

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 $566,000 under budget primarily due to salary savings associated with 30 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 $257,000 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.

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.

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 $446,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 15 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 $361,000 under budget primarily due to salary savings associated with four vacant positions.

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 $25,000 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 $224,000 under budget primarily due to salary savings associated with two 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.

33 Small Business Center. City Council increased SBC's budget by $6,000 on May 10 by ordinance #32456 for one-time incentive payments.

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 $531,000 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 $414,000 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. POM is projected to be $343,000 under budget primarily due to salary savings associated with 10 vacant positions.

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 $497,000 over budget primarily due to overage costs in materials and supplies for street lighting and signal systems ($1,156,000); street light repairs ($587,000); expense related to Grant Matches and the Bike Plan Supplemental Agreement originally budgeted in FY 2021-22 ($136,000); expenses for cell phone actuals, event supplies, and disposal services ($10,000); partially offset by salary savings associated with 34 vacant positions ($1,392,000).

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		$75,699,313	$22,471,354
Total Revenues	158,542,590	158,542,590	105,144,653	178,412,450	19,869,860
Total Expenditures	163,476,405	163,476,405	84,845,573	162,100,287	(1,376,118)
Ending Fund Balance	$48,294,144	$48,294,144		$92,011,475	$43,717,331
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	50,585,447	125,494,313	9,804,129
Total Expenditures	113,231,392	115,690,184	59,133,340	125,494,313	9,804,129
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	23,101,871	39,684,406	4,343,466
Total Expenditures	43,830,455	54,659,486	31,947,794	55,901,288	1,241,801
Ending Fund Balance	$36,886,299	$26,057,268		$21,819,189	($4,238,079)
4 MUNICIPAL RADIO					
Beginning Fund Balance	$745,490	$745,490		$572,451	($173,039)
Total Revenues	1,003,095	1,100,931	326,559	974,751	(126,180)
Total Expenditures	1,003,095	1,100,931	819,710	1,105,158	4,227
Ending Fund Balance	$745,490	$745,490		$442,044	($303,446)
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	83,826,401	146,385,983	1,016,465
Total Expenditures	143,785,140	143,785,140	57,932,512	143,785,140	0
Ending Fund Balance	$20,912,620	$20,912,620		$22,228,807	$1,316,187
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	44,424,228	72,433,742	0
Total Expenditures	72,433,742	82,433,742	21,824,373	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	432,383,230	760,464,368	5,238,208
Total Expenditures	761,226,160	834,226,160	365,212,103	834,226,160	0
Ending Fund Balance	$127,050,983	$54,050,983		$94,261,266	$40,210,283

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	5,408,606	23,016,836	(70,310)
Total Expenditures	23,087,146	23,087,146	9,366,840	21,616,332	(1,470,814)
Ending Fund Balance	($14,768)	($14,768)		$0	$14,768
9 EQUIPMENT & FLEET MANAGEMENT					
Beginning Fund Balance	$10,783,384	$10,783,384		$11,108,909	$325,525
Total Revenues	61,259,566	64,921,684	16,109,648	68,940,485	4,018,801
Total Expenditures	66,600,148	69,531,067	37,245,937	72,959,575	3,428,508
Ending Fund Balance	$5,442,802	$6,174,001		$7,089,819	$915,818
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	1,756,963	3,389,548	795,758
Total Expenditures	2,361,983	2,361,983	885,588	2,259,309	(102,674)
Ending Fund Balance	$5,916,624	$5,916,624		$7,070,594	$1,153,970
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	63,249,912	109,301,322	315,389
Total Expenditures	110,191,357	110,191,357	71,217,760	110,021,086	(170,271)
Ending Fund Balance	$7,914,413	$7,914,413		$19,293,394	$11,378,981
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	8,768,336	16,929,908	66,480
Total Expenditures	16,867,557	16,867,557	5,806,616	16,783,098	(84,459)
Ending Fund Balance	$1,135,186	$1,135,186		$2,858,936	$1,723,750

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		$5,652,626	$1,472,357
Total Revenues	12,017,444	12,017,444	7,413,860	13,282,615	1,265,171
Total Expenditures	14,212,742	14,212,742	7,607,649	14,009,506	(203,236)
Ending Fund Balance	$1,984,971	$1,984,971		$4,925,735	$2,940,764
14 DEBT SERVICE					
Beginning Fund Balance	$66,867,697	$66,867,697		$84,537,164	$17,669,467
Total Revenues	408,298,161	408,298,161	365,870,154	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		$80,520,456	$17,669,467
15 EMPLOYEE BENEFITS					
City Contributions	$108,965,789	$108,965,789	$65,840,742	$109,353,954	$388,165
Employee Contributions	44,675,798	44,675,798	25,795,820	45,403,470	727,672
Retiree	26,927,732	26,927,732	4,075,609	25,212,693	(1,715,039)
Other	0	0	151,734	151,734	151,734
Total Revenues	180,569,319	180,569,319	95,863,905	180,121,851	(447,468)
Total Expenditures	$189,583,785	$189,583,785	$79,910,867	$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.

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	406,118	406,118	406,118
Total Revenues	39,520,219	39,520,219	40,760,631	39,926,337	406,118
Total Expenditures	$57,449,878	$57,449,878	$20,449,426	$47,233,375	($10,216,503)

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 April 30, 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 $9,804,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget $9,804,000 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 $4,343,000 due to an increase in permits. DEV expenses are projected to be $1,242,000 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. OCA revenues are expected to be $126,000 under budget due to lower advertising revenue. OCA will use fund balance to reduce any fund shortfall. OCA expenses are projected to be over budget by $4,000 due to miscellaneous expenses.

5 Sanitation Services. SAN revenues are $1,016,000 over budget to residential revenue due to a better than than anticipated collection rate. SAN expenses are projected to be over budget for contractor service fees and day labor ($5,440,000), overtime ($1,303,000), purchase of additional fleet ($5,000,000), and other equipment costs ($3,194,000). These expenses are fully offset by a reduced capital transfer ($10,738,000) and salary savings associated with vacant positions ($5,048,000).

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. DWU revenues are projected to be above budget by $5,000,000 due to higher-than-expected consumption attributed to dry weather conditions. 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 expenses are projected to be $1,471,000 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 $4,019,000 over budget primarily 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 pricing; extending the maintenance schedules for Sanitation from four to five days; and higher fuel costs. EFM expenses are projected to be $3,429,000 over budget due to contracted labor for extended

VARIANCE NOTES

10 Express Business Center. Express Business Center revenues are projected to be $796,000 over budget due to an increase in auto pound sales.

11 Information Technology. Information Technology revenues are projected to be over budget $315,000 primarily due to an increase in interest earnings.

12 Radio Services. Radio Services revenues are projected to be $66,000 over budget due to interest earnings.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be $1,265,000 over budget due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts.

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

16 Risk Management. ORM expenses are projected to be $10,217,000 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	$250,104,077	$168,902,355	$114,977,542
B	Park and Recreation Facilities	261,807,000	261,807,000	172,781,403	9,914,751	78,594,906
C	Fair Park	50,000,000	50,000,000	31,365,250	7,658,289	10,976,461
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	14,466,876	11,277,602	23,005,522
E	Library Facilities	15,589,000	15,589,000	14,869,016	197,350	522,634
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,017,253	447,437	770,311
G	Public Safety Facilities	32,081,000	32,081,000	26,384,804	211,865	5,484,331
H	City Facilities	18,157,000	18,157,000	2,418,315	38,015	15,700,669
I	Economic Development	55,400,000	55,400,000	20,082,351	9,228,296	26,089,353
J	Homeless Assistance Facilities	20,000,000	20,000,000	16,183,899	1,043,079	2,773,022
Total		$1,050,000,000	$1,050,000,000	$561,673,243	$208,919,041	$278,894,751

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	$257,822,467	$5,235,333	$3,881,087
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	245,018,291	56,280,795	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	$540,668,286	$66,073,138	$41,572,463

2006 Bond Program

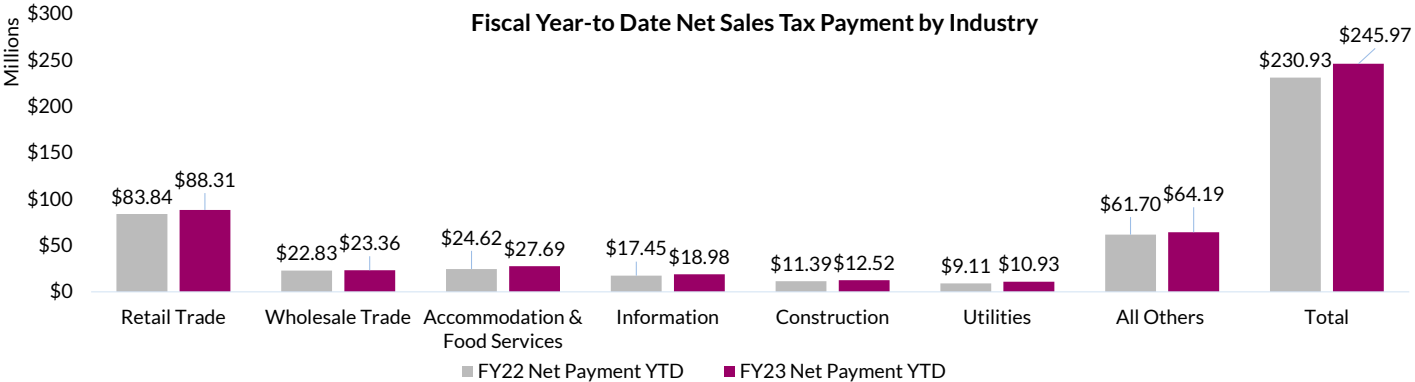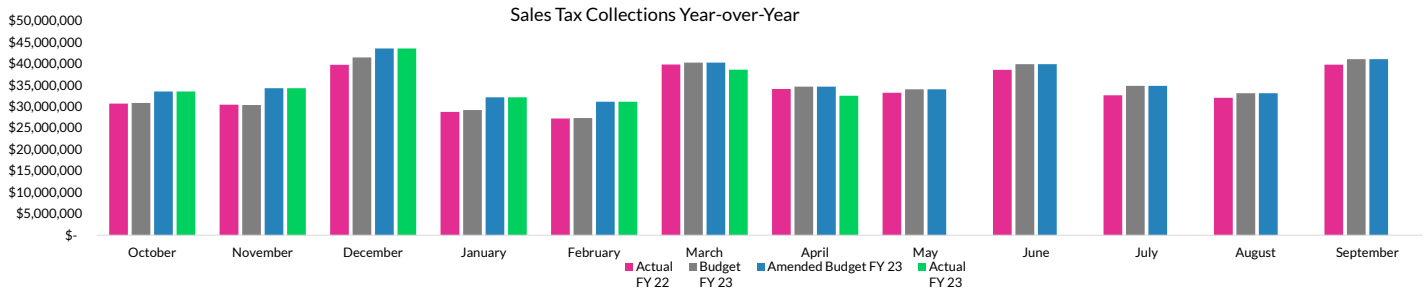| Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	$390,420,000	$406,490,554	$393,643,270	$8,246,091	$4,601,192
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	300,098,351	13,573,158	29,085,657
3	Park and Recreation Facilities	343,230,000	353,343,060	347,787,709	1,344,088	4,211,263
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	32,278,557	299,184	3,638,737
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	$1,320,246,851	$24,637,823	$56,503,433

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 increased to $432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. As of April 30, 2023, the sales tax forecast is $432,750,269 . We will update the forecast as additional information becomes available. The charts in this section provide more information about sales tax collections.

Sales Tax Collections Year-over-Year

Legend: Actual FY 22 | Budget FY 23 | Amended Budget FY 23 | Actual FY 23

Fiscal Year-to Date Net Sales Tax Payment by Industry

Industry	FY22 Net Payment YTD	FY23 Net Payment YTD
Retail Trade	$83.84	$88.31
Wholesale Trade	$22.83	$23.36
Accommodation & Food Services	$24.62	$27.69
Information	$17.45	$18.98
Construction	$11.39	$12.52
Utilities	$9.11	$10.93
All Others	$61.70	$64.19
Total	$230.93	$245.97

FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	April FY23 over April FY22	FYTD23 over FYTD22
Retail Trade	-2%	5%
Wholesale Trade	-9%	2%
Accommodation and Food Services	4%	12%
Information	6%	9%
Construction	8%	10%
Utilities	26%	20%
All Others	-1%	4%
Total Collections	-3%	7%

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.
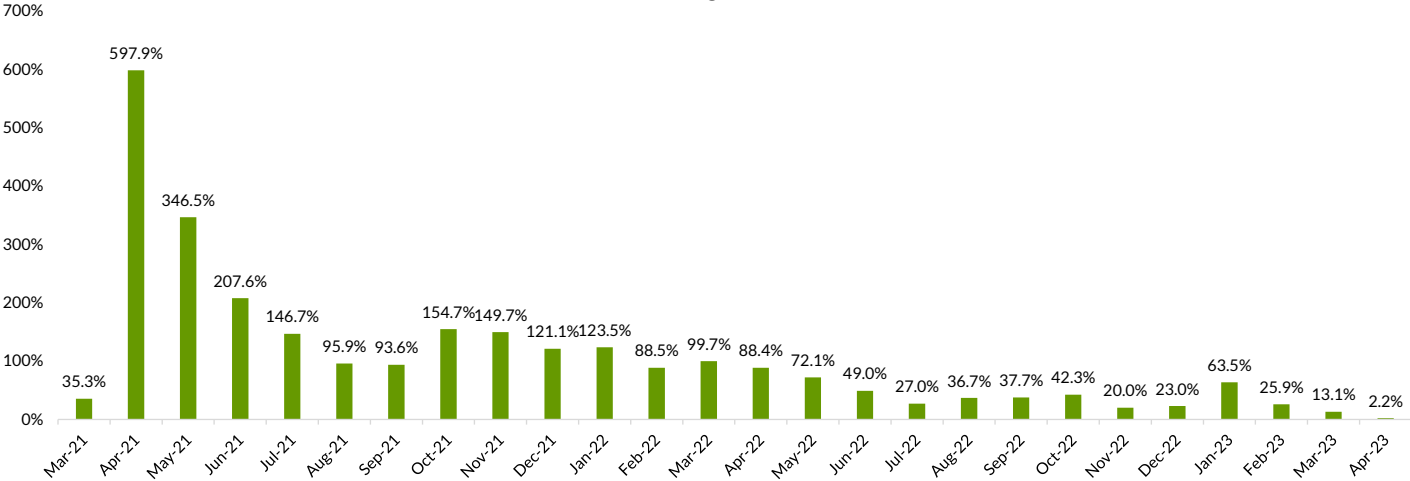
FY 2022-23 Financial Forecast Report
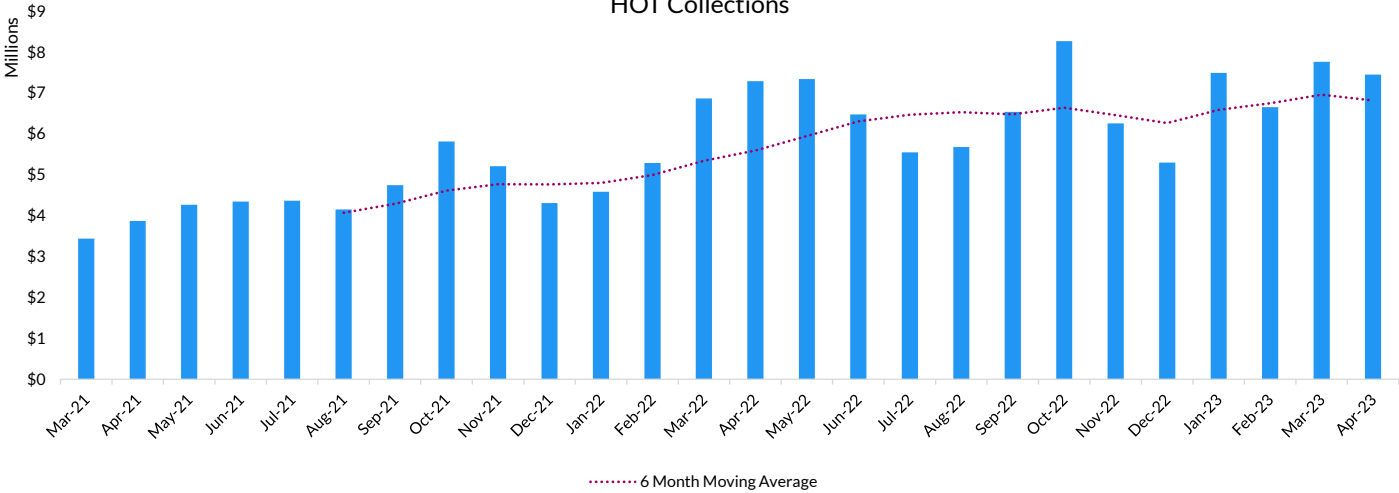# ECONOMIC INDICATORS
Hotel Occupancy Tax

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.

Year-over-Year Change in HOT Collections

HOT Collections

6 Month Moving Average

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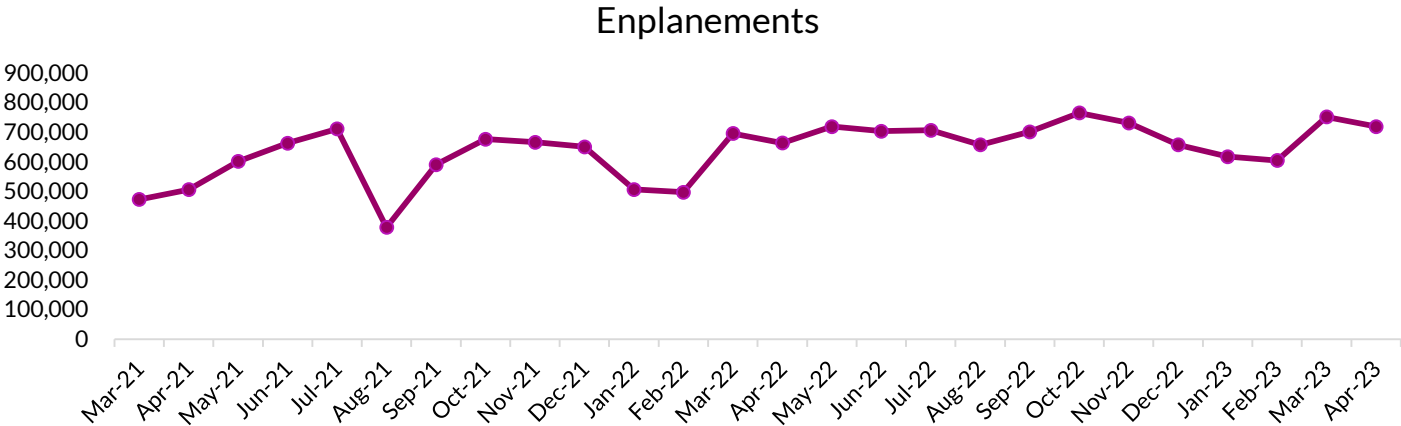# ECONOMIC INDICATORS
Convention Center Event Bookings

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	6
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	96

* Due to shifts in cancellations and rescheduling, FY23 actuals for prior months may be updated.

Love Field Enplanements

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


Enplanements

FY 2022-23 Financial Forecast Report
ECONOMIC INDICATORS
Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.

Number of Building Permits

Building Permit Valuations
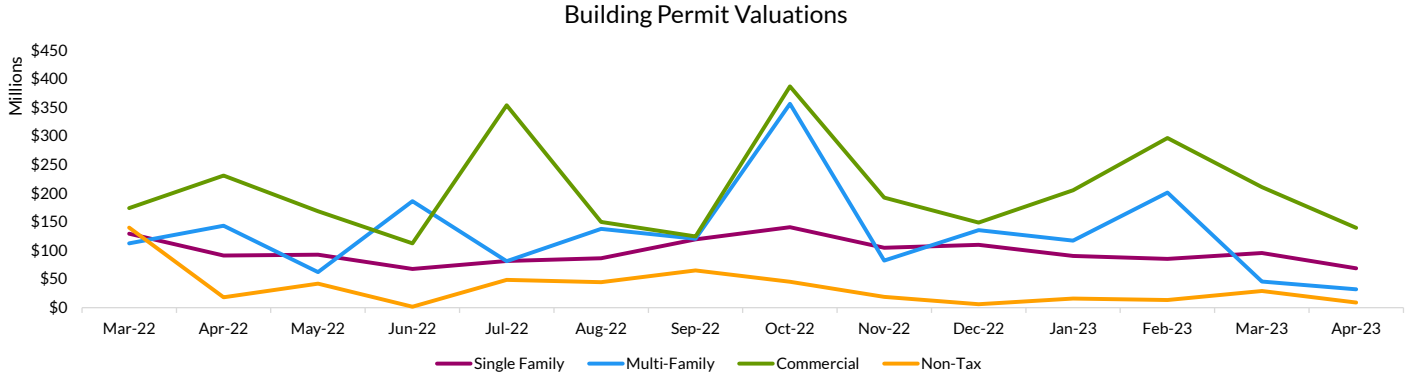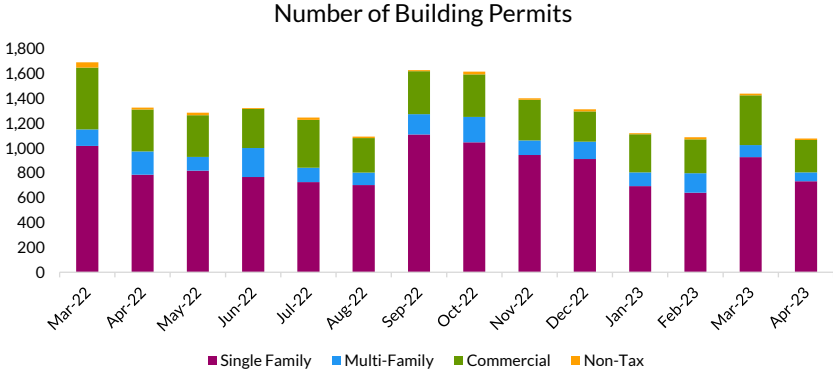
DALLAS 365

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

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2023.

Year-to-Date

✔ 24 On Target

! 5 Near Target

✗ 6 Not on Target

Year-End Forecast

✔ 30 On Target

! 1 Near 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	1.3	5.0	4.1
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.6%	98.0%	97.7%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	57.3%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	65.3%	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%	**	95.0%	**
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	**	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%	84.2%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	**	90.0%	**
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	66.2%	60.0%	60.0%
11	Percentage of informal solicitation requests (<$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	16.6%	80.0%	60.0%
	Housing & Homeless Solutions					
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	94.4%	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%	86.0%	90.0%	86.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	88.5%	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%	97.9%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	73.8%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	63.7%	63.7%	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%	35.3%	5.0%	34.5%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	78.5%	**	75.0%	**
25	Satisfaction rate with library programs (Library)	99.0%	98.0%	**	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%	29.0%	32.1%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,686	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	44.1%	80.0%	60.0%
	Transportation & Infrastructure					
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	82.0%	78.7%	97.0%	97.0%
30	Percentage of planned lane miles improved (762.7 of 11,770 miles) (Public Works)	81.6%	24.0%	28.2%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	97.9%	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%	8.3%	10.1%	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%	38.6%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	53.5%	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

6 **Data not available due to network/system outage.

7 **Data not available due to network/system outage.

9 **Data not available due to network/system outage.

11 OPS has identified factors to ensure successful performance of the 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.

17 DPD continues to focus on violent crime reduction through Hot Spots Policing, Place Network Investigations, and Focused Deterrence. Total Crime is down 1.8 percent YTD by 613 offenses. Additionally, there was a decrease in Aggravated Assaults by 8.6 percent or 216 YTD. DPD is using all available resources to help investigate these offenses to determine the cause.

18 DPD's goal is to hire 250 police officers in FY 2022-23 and as of April 2023 DPD has hired 96 officers. A new academy class (Class 393) began in April and DPD graduated 16 officers from Class 387 which began July 2022. Discussions are ongoing regarding redistricting and a 10-hour shift study which will directly determine the ability to better respond to calls in a timely manner.

**24** **Data not available due to network/system outage.

25 **Data not available due to network/system outage.

28 PKR recorded the second highest attendance for late night program in FY 2022-23. Teen programming in general has increased throughout the department. Summer teen camp enrollment is at 85 percent capacity. PKR is preparing to offer Late Night program on a weekly basis during June, July, and August. Marketing efforts and program promotion have been increased.

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 in the start of program and staff recruitment. SBC Workforce Initiatives is now fully staffed to ensure data is represented accurately and anticipates an increase in attendance for the remainder of the fiscal year.

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).

6 Complete   **27** On Track   **2** At Risk   **0** Canceled
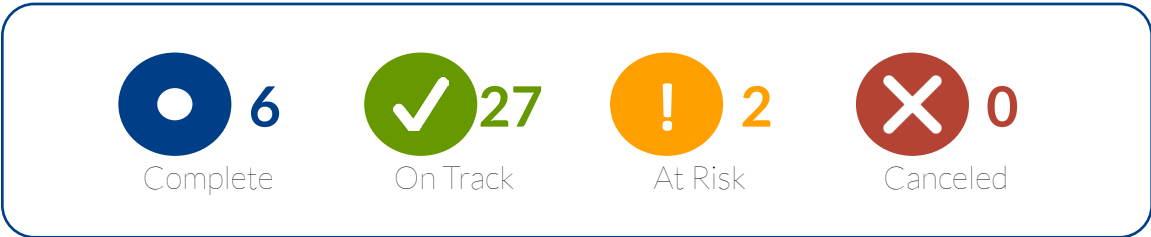
In the Spotlight

The Dallas Police Department (DPD) is prioritizing its response times to high-priority calls by increasing police and public safety personnel and by implementing a retention incentive program that is targeted to reduce the attrition rate of experienced officers. In efforts to evaluate call volume, DPD continues to measure the number of patrol stations based on call volume and the total number of offenses for consideration in redistricting. This would be determined by DPD's ability to better respond to calls in a timely manner. DPD is currently studying the effectiveness of shifting patrol officers to working 4 ten-hour shifts to improve call response time in theory by allowing more officers per shift with the goal of hiring 250 officers.

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 on June 19, 2023, followed by the 1st, 2nd, 3rd, and 4th floor to be completed by October 2023. DEV continues its hiring efforts to fill the current vacancies. A total of 58 positions are currently vacant (Vacancy Rate 17 percent). In April, the team issued 135 new Single-Family permits. DEV received 5 new commercial, 28 commercial additions, 275 commercial remodels, 36 complex commercial QTeam, and 14 minor commercial QTeam project permits submitted for the month. All new initial reviews performed met the Department's performance goal. DEV is working proactively with Data Analytics & Business Intelligence (DBI) to develop and launch a forward-facing commercial permitting dashboard to be deployed September 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. The Records Analyst and Information Technology Analyst positions have been hired with start dates in June 2023.

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 was completed and the new Auto Pound Management and Tow Dispatch system went live in the early morning hours of May 2, 2023. Currently, DPD and the vendor are monitoring day to day operations to identify and correct any issues or exploit any opportunity for further efficiencies.

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. The PBW Forestry EAB response is focused on inventorying ash trees along city streets, assessing those trees for health and safety and making a mitigation plan if needed. EAB traps have been placed in strategic locations to monitor EAB movement. PBW Forestry is developing a long-term planting program to offset tree canopy loss. PBW Forestry continues to work with the interdepartmental Forestry technical Team on outreach and education

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 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 outreach and engagement plan has been finalized and OEQS is currently updating its web presence, developing branding, and working with Communications, Outreach, and Marketing (COM) to develop and produce CECAP-related podcasts. OEQS has implemented social and traditional media spots to advance programmatic messaging around the Whole Home program, Stormwater Management-mandated messaging, and water conservation topics. Monthly internal meetings to coordinate efforts around media plan implementation are continuing.

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 Brownfields Coordinator position is currently being posted. 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 five of eight are in the field and transmitting data from West Dallas, Dixon Circle, and Joppa. Staff continue to work with affected communities, the Environmental Commission and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, Jeffries-Meyers, and other areas. The second order of 16 monitors has been received and will be calibrated in early June. Work on the data platform is nearly complete but has been temporarily paused because of efforts to address the City-wide ransomware attack. Staff are working on other ways of sharing the data with affected communities.

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 OEQS is revising the job description for the Environmental Justice Coordinator position and will be reposting the position.

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. DFR has reclassified all automotive tech position titles and pay to help improve competitive pay for recruitment and retention. EFM has 383 vehicles on order for 15 departments; the current orders total $46.5 million.

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 1,982 individuals since it's onset in October 2021 through April 2023. Of those individuals housed, 42 percent are from households consisting of adults with children and 58 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 April 2023, the three organizations contracted by OHS have provided services for 707 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 April 2023, the HART teams have visited 456 locations based on 284 service requests (SR's). 68 percent of these service requests were responded within 24-48 hours and resolved within 10 days. During April, the HART teams cleaned up and/or closed 40 sites, and removed 126,000 lbs. of debris for a cumulative total of 35 sites cleaned up and/or closed and 109,700 lbs. of debris removed. As of April, 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 2 remaining 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 Year to date, DPD has hired 96 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. A new academy class (Class 393) began in April 2023 and DPD graduated 16 officers from Class 387. 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.

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. DFR hired 12 positions currently in academy with the next class scheduled to begin in August 2023.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.

20 City Facility Security Assessment ✅

INITIATIVE In FY 2022-23, initiate $2.9 million [of $8.4 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 has initiated over 100 projects and have completed 29 and 64 projects are in the installation/construction phase. Completed projects include park lighting, surveillance systems, access controls, window treatment, radios, and garage doors. As of April, CTS has expensed $1.5 million or 51.7 percent of the department's $2.9 million ARPA allocation in FY 2022-23.

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 DPD has integrated the ALPR Technology into dash cameras installed in marked squad cars. The mobile radio project began in late February 2023 and is 90 percent complete with over 2,900 radios deployed thus far. Tasers are in the process of being upgraded to Taser 10 model and network drops have been completed in anticipation of the new equipment being deployed. Conversion of the public safety records management system to a web -based RMS system is being evaluated to finalize the scope of work with the City and selected vendor.

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 March, there was a continued focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, $41,607 has been collected in permits and fees. There have been 414 code activities that has resulted in 1,326 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW) to ensure compliance with the Dallas Fire Code.

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 CCS has filled all but one vacant position. The team is continuing to fulfill the Pro Team expectation of 30 illegal dump site abatements per week.

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 A contract has been executed with HR&A in February 2023 to provide services to begin this work. The scope covers only the public engagement and equity/resources review for the Historic Preservation Plan. OHP is working to update the scope of work in order to procure and encumber the remaining FY 2022-23 and upcoming FY2023-24 funding for that effort.

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 Year to date, PBW has spent all of General Funds of $347,780 appropriated and $376,310.16 of certificate of obligation bonds. Approximately six miles have been completed. PBW anticipates all projects to be completed by the end of the fiscal year.

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. As of April, PBW has spent $437,760 and completed maintenance on 14 bridges. PBW plans to complete five bridges in May 2023 and the remaining bridge is on track to be completed by September 2023. PBW has spent $335,512.26 on emergency repairs for State Highway 356 Bridge and City Council had authorized in February to spend $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 26, TRN received City Council approval to execute a construction services contract to reconstruct traffic signals at the intersections of Hillcrest Road at Hillcrest Plaza Drive and West Ledbetter Drive at Woodhollow Drive. 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. As of April, TRN has awared $5,100,000 for the contract.

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 61.98 longline miles and 90 crosswalks were completed 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 April, 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 SBC is hosting the first networking event for the Mentor Protege Program on May 10. Additionally, SBC continues to recruit/hire staff with the second round of applications for the Mentor Protégé Coordinator position received in April. SBC anticipates staff onboarding to begin in summer 2023.

33 Equity Education Through Engagement ✅

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

STATUS OEI is waiting for the referred candidates from HR for the Public Information Coordinator position.

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 ADA Building reviews have been completed with final reports anticipated by the end of FY 2022-23. The review and collection of documented department programs, services and activities (PSA) is complete with an additional round of face-to-face interviews anticipated. A request for department participants has been submitted and a review of (PSA) findings with department leadership and representatives is anticipated to be completed by the end of FY 2022-23. Web Content ADA training courses have been delayed while the list of department staff website uploaders is being revised. ADA security training material remains at 90 percent complete. ADA 101 training is anticipated for summer 2023.

35 Bridging the Digital Divide ◉

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

STATUS Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators. 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
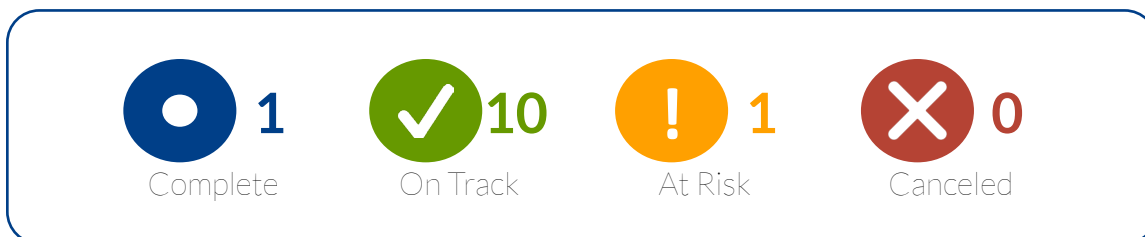
FY 2018-19

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 due to a pending code amendment 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 the 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 an 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 negotiations for legal counsel. EDC committees met to prepare items for the May board meeting. An RFP for an executive search firm was issued and responses were reviewed. The last EDC Board meeting was held in May. 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 Work continues with the Office of Procurement Services and Office of Community Care on the procurement begun two years ago to obtain grow-boxes to provide to low income homes without access to healthy foods. OPS is currently consulting with horticultists in other departments. In the meantime, the Urban Agriculture team is working with external stakeholders and neighborhood leaders to host a traditional food-related Juneteeth celebration in Joppa to increase awareness of the importance of healthy local food.

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.

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 26, TRN received City Council approval to execute a construction services contract to reconstruct traffic signals at the intersections of Hillcrest Road at Hillcrest Plaza Drive and West Ledbetter Drive at Woodhollow Drive. 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. As of April, TRN has awared $5,100,000 for the contract.

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 April, 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.

34 · Accessibility ✅

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

STATUS Testing, compatibility, software demonstration and security requirements have been completed. Staff has provided all required information and support for acquisition. The project is in the procurement phase and subject to timelines of the city's software acquisition team. Acquisition team is now comparing the potential vendors executed service agreements with similar governmental agencies. the Texas Parks & Wildlife (TPW) agreement was received and is being reviewed for parallel services and costing.

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.

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 36 Opportunity for Improvements identified (OFI's), eight complete, 15 in review, and three cancelled due to management discretion.*			
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. Dashboard to be launched, control plan to be compiled and implemented as team establishes priorities and project management responsibilities*			
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. The control plan will be turned over to the department for implementation.*			
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. The Executive report of the Improvement phase is complete. The team is finalizing the action plan.*			
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 #: 23-1553

Item #: I.

Technology Accountability Report (Information as of May 31, 2023)
[Information & Technology Services]

Memorandum

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – May 2023**

Please find attached the Technology Accountability Report (TAR) based on information through May 31, 2023. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

This report contains information regarding the Ransomware attack launched against the City on May 3, 2023. As there is still an ongoing investigation into this event, only information which can be released publicly is included in this report. Upon completion of the investigation, an After-Action Report (AAR) will be completed to document lessons learned and establish a Plan of Actions and Milestones (POAM) to address findings from the review of the event. A future TAR report will provide information from the AAR and POAM.

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 May 31, 2023

Prepared by Information & Technology Services

_____

1500 Marilla Street, 4DS   **214-671-9868**

Dallas, TX 75201

Executive Summary

In May 2023 a major ransomware attack was launched against the City of Dallas, significantly impacting service operations that rely upon technology. This TAR report provides preliminary information regarding the attack and its impacts. As of May 31, 2023, the City continues its recovery operations to fully restore services to a pre-attack level. As there is still an ongoing criminal investigation into this event, only information which can be released publicly is included in this report. Upon completion of the investigation, an After-Action Report (AAR) will be completed to document lessons learned and establish a Plan of Actions and Milestones (POAM) to address findings from the review of the event. A future TAR report will provide information from the AAR and POAM.

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

- Section 1: IT Programs & Projects – During May 2023, 7 major projects were completed:
    - The **Code Case Management System Phase 2 for Boarding Homes** project provided functionality to support service requests and other functions related to boarding homes. The application was completed using the City's Salesforce platform. The project will be removed from the active project list for the June 2023 TAR. (Project #4 on Major Projects List)
    - The **Court Case Management System for Courts & Detention Services (CTS)** project upgraded the current case management system to improve stability and performance and provide additional functionality to support business functions. The project was implemented on May 26th and the team is working to resolve remaining issues. The project will be removed from the active project list for the June 2023 TAR pending final system acceptance. (Project #11 on Major Projects List)
    - The **DPD Auto Pound** project provides a cloud-based public portal to allow residents to pay fines and fees online to the auto pound to recover their vehicles.   The project will be removed from the active project list for the June 2023 TAR. (Project #26 on Major Projects List)

- o The **DPD Early Warning System** project provides a data-driven, decision-making support application to assist in the identification of personnel-related training and support needs. The project will be removed from the active project list for the June 2023 TAR. (Project #34 on Major Projects List)
- o The **IT Infrastructure for New Parks and Recreation Sites, Phase II** project provided IT equipment, network and other services for new Parks and Rec sites. The project will be removed from the active project list for the June 2023 TAR. (Project #56 on Major Projects List)
- o The **IT Infrastructure for the Bachman Aquatics Center** project provided IT equipment, network and other services for the Bachman Aquatics Center. The project has been removed from the active project list for this month. (Project #57 on Major Projects List)
- o The **Boards & Commissions Management Solution** project provides a solution to assist with the City Council's Boards and Commissions appointment process. The project will be removed from the active project list for the June 2023 TAR. (Project #61 on Major Projects List)

- Section 2: IT Operations – The information in the IT Operations portion of the May 2023 TAR does not incorporate the full impact of the May ransomware attack. Additionally, due to the earlier-than-normal publication of the May 2023 TAR, certain information was not yet available at its publication.

- Section 4: Cybersecurity Programs – A section summarizing the May ransomware attack and its impact has been added.

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Section 1: IT Programs & Projects

A. Project Pipeline

1. IT Projects by Strategic Priority

IT Projects by Strategic Priority

$10,596,340 $2,960,697 $100,700
$5,270,264 $45,000

$136,277,839

$226,113,400

$72,285,443

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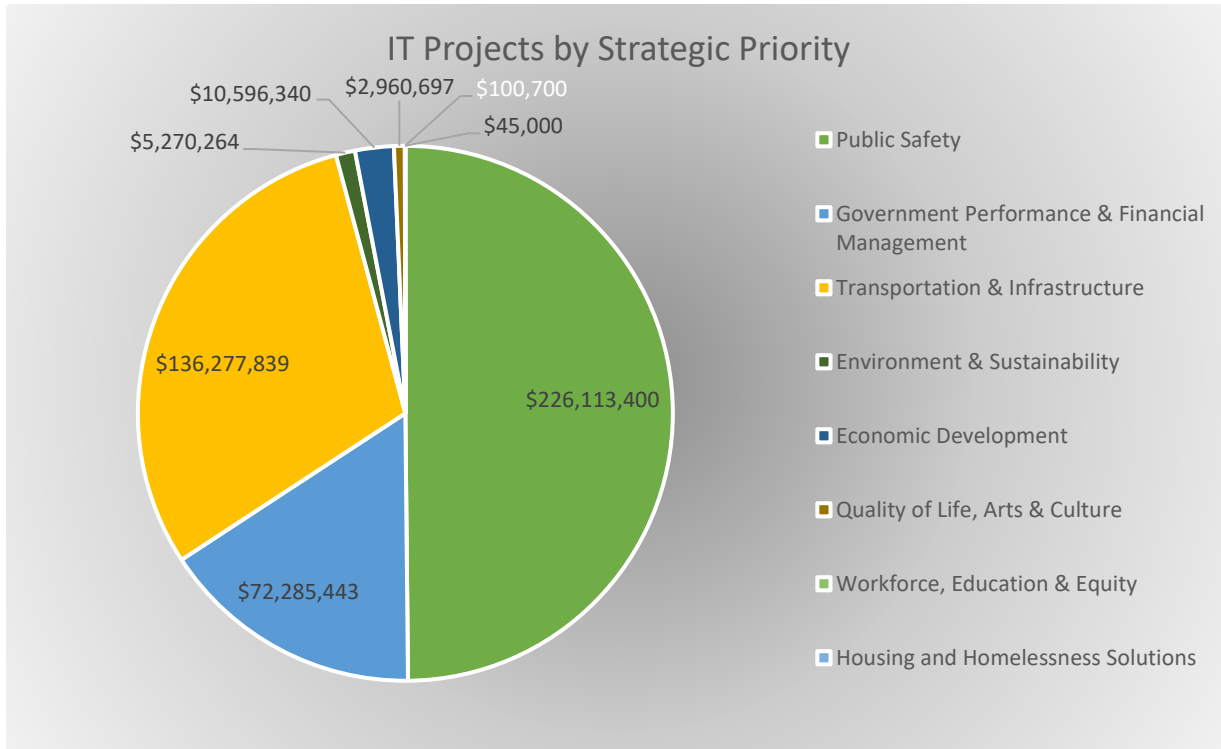
NOTES:

1. As of 05/31/2023, ITS has 117 approved IT projects in the pipeline.
2. The total budgeted costs for the 117 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
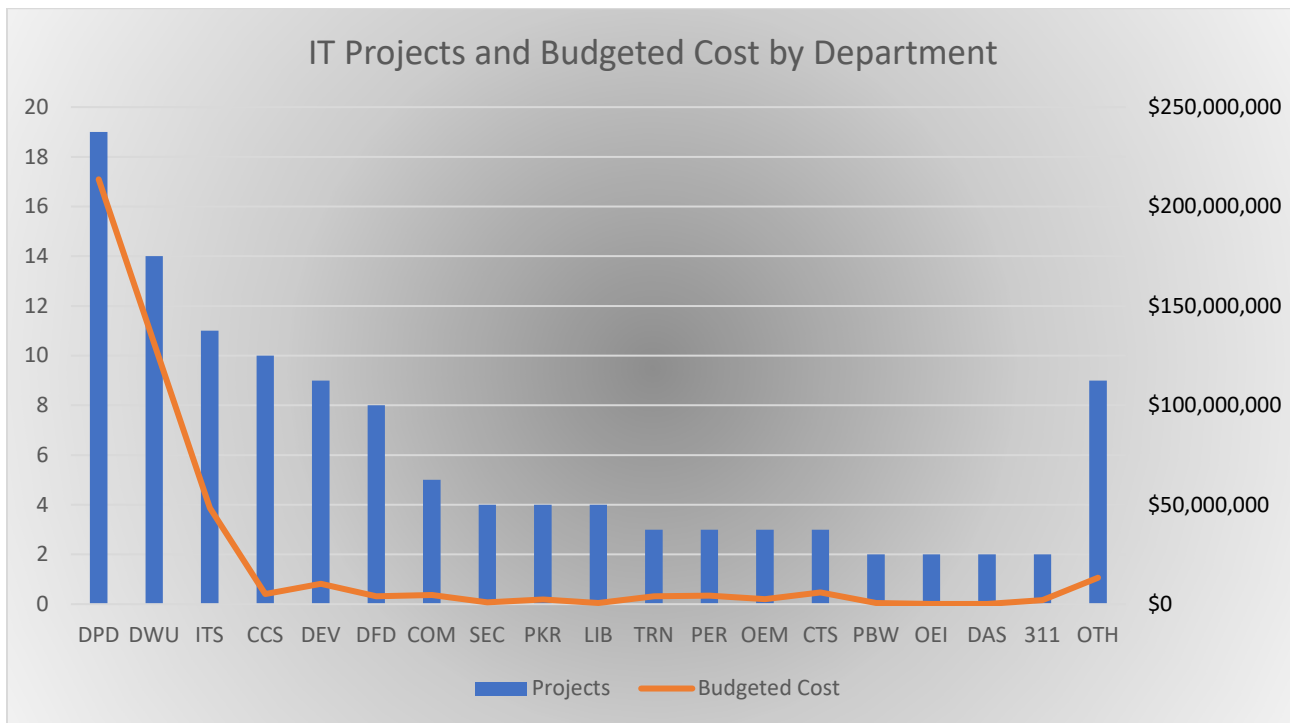
NOTES:

1. 28 City Departments are represented across the 117 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	Sep-23	In Process	
2.	Ethics Point Salesforce Integration	The purpose of this system is to promote and support ethical financial compliance. ($63,164)	GPFM	ATT	Dec-23	In Process	
3.	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. ($11,823,168)	GPFM	CCO	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	Completed	

#	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 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	Aug-23	In Process	PCi
8.	Body Worn Camera's 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	CCSM upgrades that was going to be done with the Cloud hosted solution is still required. ($259,016)	Public Safety	CTS	Dec-23	In Process	(icon)
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	(icon)
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 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	Oct-23	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	Oct-23	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	Oct-23	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.	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Total of 8 new and rebuild Dallas Fire Stations are being constructed in scope Sta. 46, 36, 59, 41 Temp, 41 Replacement, 19, 58 and 21 FS/AVI Center. All new IT infrastructures including cabling, network, workstations, printers, radio Alerting system equipment, etc., will be activated in line with facility openings. ($131,688)	Public Safety	DFD	Oct-23	In Process	
23.	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-24	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	Nov-23	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	Feb-23	Completed	
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	11-23	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	10-23	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	Completed	

#	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	ITS	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	ITS	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	ITS	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	ITS	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	ITS	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	ITS	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	ITS	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	ITS	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	ITS	Mar-25	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-23	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	Completed	
57.	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields. ($0)	QOL	PKR	Jun-24	In Process	PCi
58.	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation. ($15,000,000)	Transport & Infra	DWU	Dec-23	In Process	PCi
59.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach it's end of life in 2025. DWU must replace SAP by 2025 in order to ensure continuity of our billing. ($0)	Transport & Infra	DWU	Jul-24	In Process	PCi
60.	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office. ($336,562)	GPFM	SEC	Dec-20	On Hold	
61.	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution. ($12,675)	GPFM	SEC	Apr-22	Completed	
62.	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ ($231,440)	GPFM	SEC	Nov-22	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
63.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. ($15,000)	GPFM	SEC	Feb-23	On Hold	

NOTES

1. Enterprise Contact Center (ECC) Solution. 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 June 2023 Council agenda.

4. Code Case Management System Phase 2 (Boarding Homes). Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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.

11. Court Case Management System: On Prem Upgrades. System development was completed on 5/26 and implemented to production. Working through post-implementation issues before the project is ready for closure.

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. Following initial software selection review, the project requirements are being re-evaluated.

22. IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59. Project is being implemented in an agile fashion with rolling implementations. Next phase is expected to complete October 2023. No. of Fire Stations complete to date include Sta. 46, 36, 41 Temp, 58, 59 and 19. Two stations remaining 41 Main and FS 21/AVI Center for this project to complete.

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

26. DPD - Auto Pound. Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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 been migrated to the new system as of May 31, 2023. Project closure expected in June 2023.

34. Early Warning System. Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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. Phase II currently in planning stages. Project date will be updated after planning is complete.

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. Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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

61. Boards and Commissions Management Solution. Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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

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

C. Changes to Major Project Status List

1. Projects Implemented since last report.

    a. Code Case Management System Phase 2 (Boarding Homes) (#4 on this month's Major Projects List). This project will be removed from the list next month.

    b. Court Case Management System: On Prem Upgrades (#11 on this month's Major Projects List). This project will be removed from the Major Projects list next month but will continue to be tracked until closure.

    c. DPD - Auto Pound (#26 on this month's Major Projects List). This project will be removed from the list next month.

    d. Early Warning System (#34 on this month's Major Projects List). This project will be removed from the list next month.

    e. PKR-IT Infrastructures for New Parks and Recreation Sites Phase 2 (#56 on this month's Major Projects List). This project will be removed from the list next month.

    f. IT Infrastructure for Bachman Aquatic Center (#57 on April TAR's Major Projects List). This Center opened May 19, 2023. It has been removed from the TAR.

    g. Boards and Commissions Management Solution (#61 on this month's Major Projects List). This project will be removed from the list next month.

2. New Projects added to the Major Projects List - None.

3. The May IT Governance Board meeting was held on May 31, 2023. The Governance Board was briefed on ITS efforts to bring more Enterprise solutions to the City of Dallas. There were no new projects added during the month of May 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	May
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694	6969	8230	7319	11740
Answered	7136	7138	7763	7017	6921	6132	6222	7117	6778	8048	7171	7977
Abandoned	366	408	243	235	695	1019	1000	1084	191	182	148	1398
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	12

Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	02:51	* High speed to answer is cause of high volume of calls related to ransomware attack
Password Related Incidents	Password Related Incidents	56%	59.9% 58.5% 56.3% Mar Apr May
First Contact Resolution - Incident	First Contact Resolution - Incident	0.00%	84% 89% Mar Apr May
Average Duration – Service Desk	Average Duration - Service Desk	0.3 Days 487 Minutes	626 989 Mar Apr May
Average Duration – Field Services	Average Duration - Field Services	4.7 Days 6788 Minutes	7935 7875 6788 Mar Apr May
Average Duration - PD Field Services	Average Duration - PD Field Services	3.8 Days 5597 Minutes	9452 4344 5597 Mar Apr May

NOTES:

1. In May 2023, the IT Helpdesk received 11740 calls for support. This is a ~4450 increase over April which saw over 7319 calls, which was generated by the ransomware attack at the beginning of the month and is significantly higher than the yearly average of ~7700 per month.

2. First Contact Resolution (Incidents) for May was not available at reporting time and will be provided in next month's report.

3. Field Services (excluding DPD) average service duration of 4.7 days in May is an increase from 3.4 days in April. The increase is primarily related to the Ransomware incident.

4. Field Services for DPD saw a similar increase in average service duration 3.8 days in May from 2.7 days in April.

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

Top 15 Assignment Groups
Incidents May 2023

Assignment Group	Incidents
ITS Desktop Team	420
ITS Police Desktop	321
ITS Identity Access Management	183
ITS CAD and RMS Applications	136
ITS Workday Payroll-Civilian	109
ITS Network Connectivity	88
ITS Server Team	81
ITS Workday HRIS	53
ITS SAP Vendor Support	47
ITS Canon Team	46
ITS Workday Payroll-Uniform	36
ITS Security Operations Center	30
ITS Workday Compensation	25
ITS Executive Support	23
ITS Database Team	21

Impact Minutes by Department
Severity 1 and Severity 2

Chart values by department:
- DPD: 499 (1)
- DSV: 1248 (1)
- DWU: 778 (2)
- SAN: 496 (1)
- DEV: 247 (1)
- PER: 0 (1)
- ALL: 0 (1)

Impact Minutes by Issue Category
Severity 1 and Severity 2

Chart values by issue category:
- Inquiry / Help: 2026 (4)
- Network: 496 (2)
- Software: 746 (2)

*Statistics for May do not include Ransomware Incident totals, as incident continued into June and will be reported once closed

NOTES:

1. Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.

2. This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.

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

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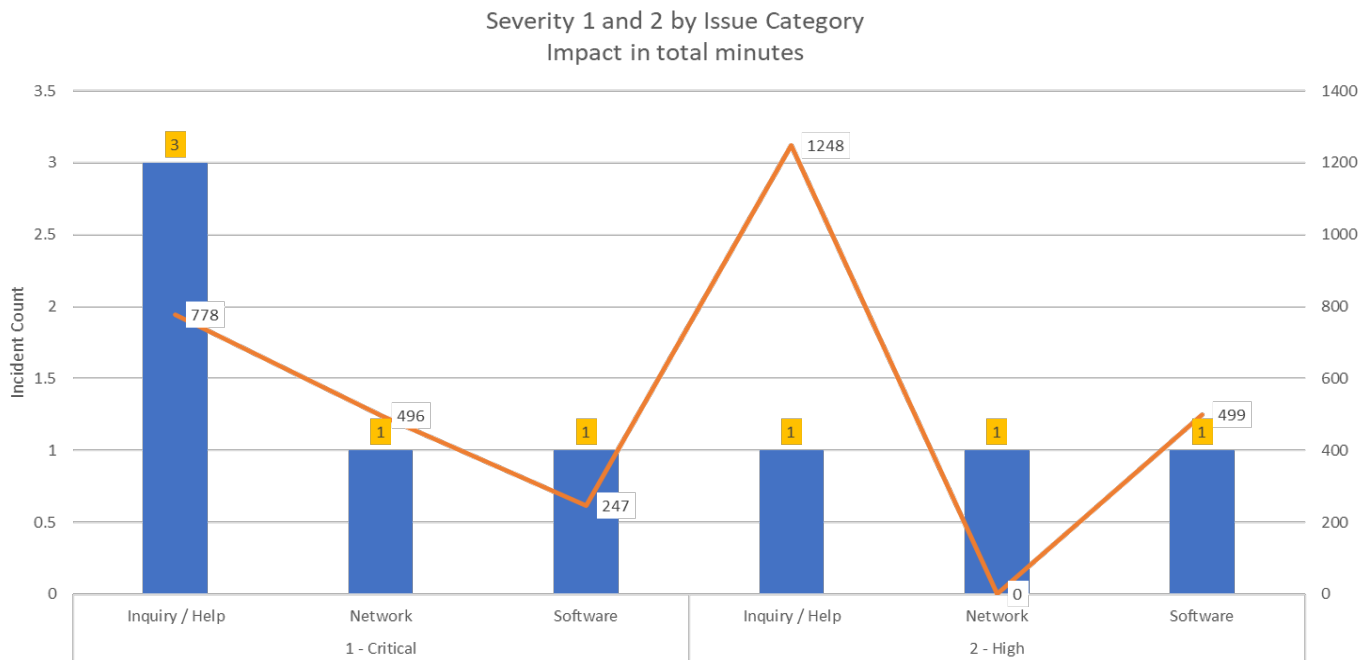
NOTES:

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

Monthly MTTR
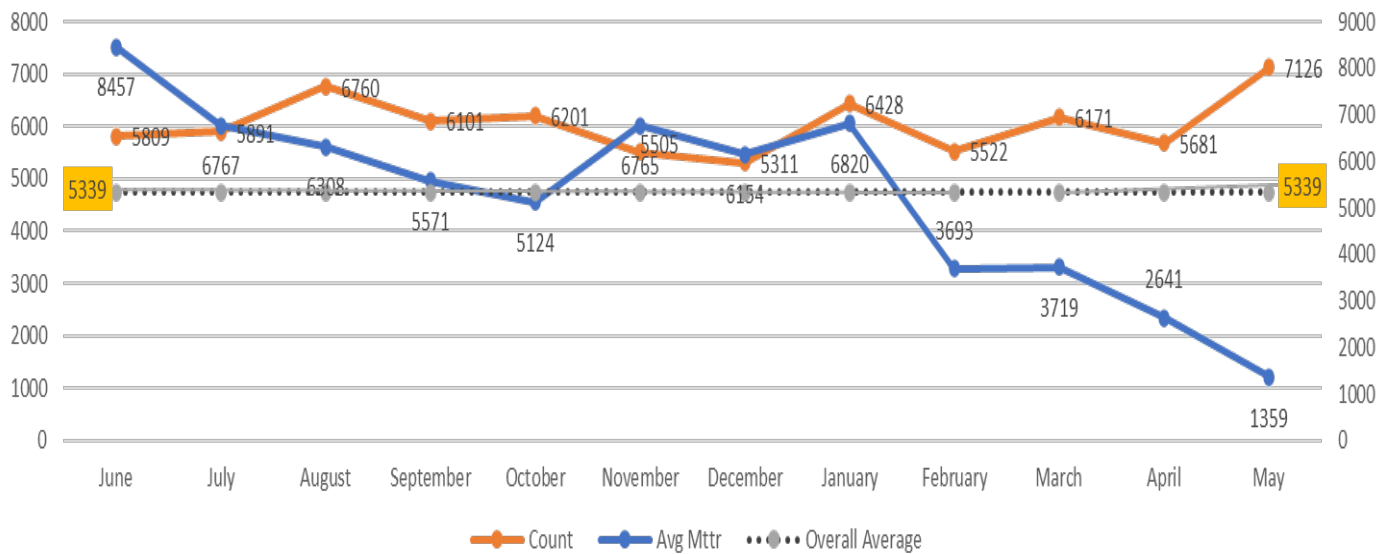
NOTES

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. Due to the ransomware incident, May 2023, MTTR figures will be calculated and reported in the June TAR report. Current data indicates a high number of incidents reported that have not been resolved and thus skewing the data points.
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 May MTTR in June report

3. Monthly Major Outage Report

Priority	Description	Department	Primary	Secondary	Hours
1 - Critical	Posse: Posse and Outrider are not working they receive an error message	DEV	Software	Troubleshooting	4.1
1 - Critical	Major Outage: Multiple applications unreachable: Citywide	ALL	Inquiry / Help		#VALUE!
1 - Critical	SAP Basis: Issues with Account Locks, Saving information, Time Out & Slowness	DWU	Inquiry / Help	Escalation/Status	8.9
1 - Critical	Network|Network phones are experiencing an outage in entire building. Unable to send outgoing or accept ingoing calls. Entire network is down.|7677 Fair Oaks	SAN	Network	Outage	8.3
1 - Critical	Server apfcs00 itron mobile services needs to be restarted	DWU	Inquiry / Help	How To	4.1
2 - High	CAD: Slowness	DPD	Software	Troubleshooting	8.3
2 - High	Network: FSCTY04 not accessible: 1500 MARILLA | See IN0198647	PER	Network	Outage	#VALUE!
2 - High	Courts Phone ringing intermittently |Presidio incident ticket INC10134498	DSV	Inquiry / Help	Policy/Procedure	20.8

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. May saw an increase in both average time to repair and total outage time for Major Incidents compared to April. May average MTTR of 544 hours compared to April of 42.1 hours. April total outage 3,268* hours compared to April which had 715 hours

4. May saw 8 Major incidents, 5 critical and 3 high, a decrease of 10 over April of 18, 11 critical and 7 high.

5. NOTE: May 2023 Outage information is severely skewed by the Ransomware attack. Information regarding outage impact caused by the May 3rd Ransomware will be documented in an After-Action Review (AAR) report at a future date and provided as a separate analysis in the TAR.

B. Service Requests (including new employee onboarding)

1. New Hire Report

New Hire Requests by Department
April Total New Hires Requests 175

Department	Count
311	7
ATT	3
AVI	5
CCS	6
CTS	2
DEV	10
DWU	16
OCC	4
PBW	2
PKR	2
OCA	1
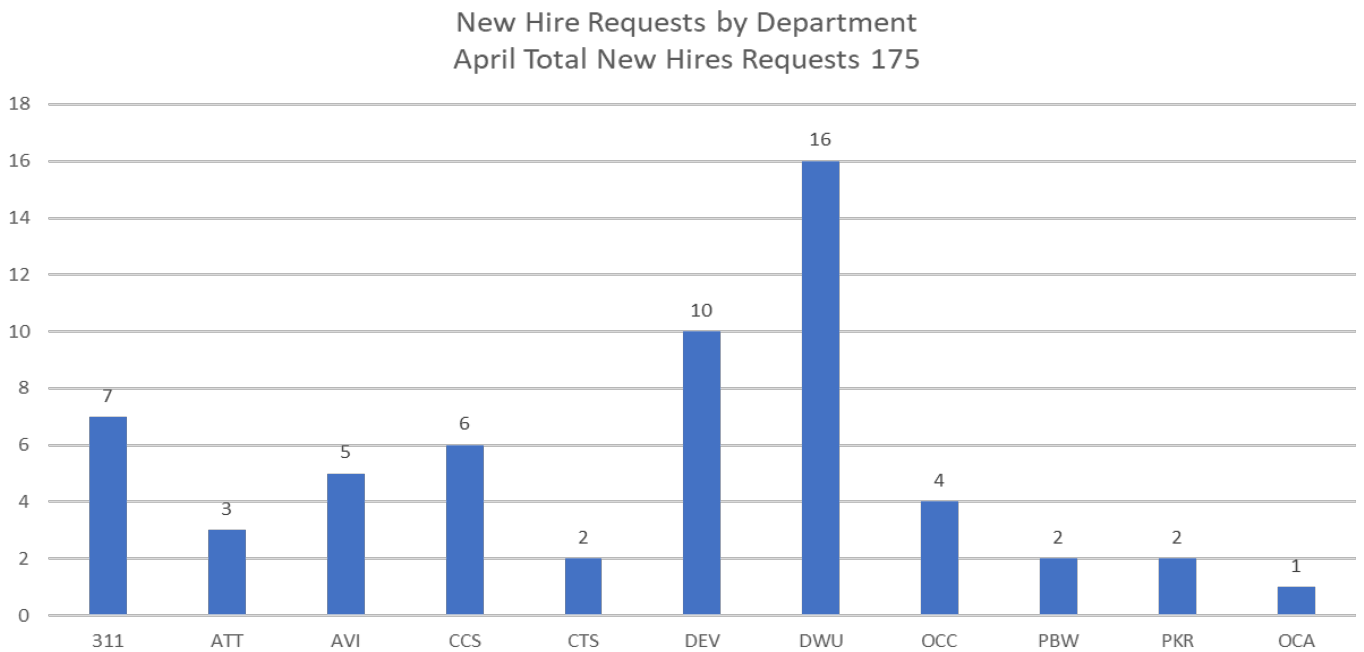
Notes

1. In the month of May, a total of 175 requests were opened for new employees.
2. DWU, DEV, and 311 being the top 3 hiring departments. DWU has had 8 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
May 2023
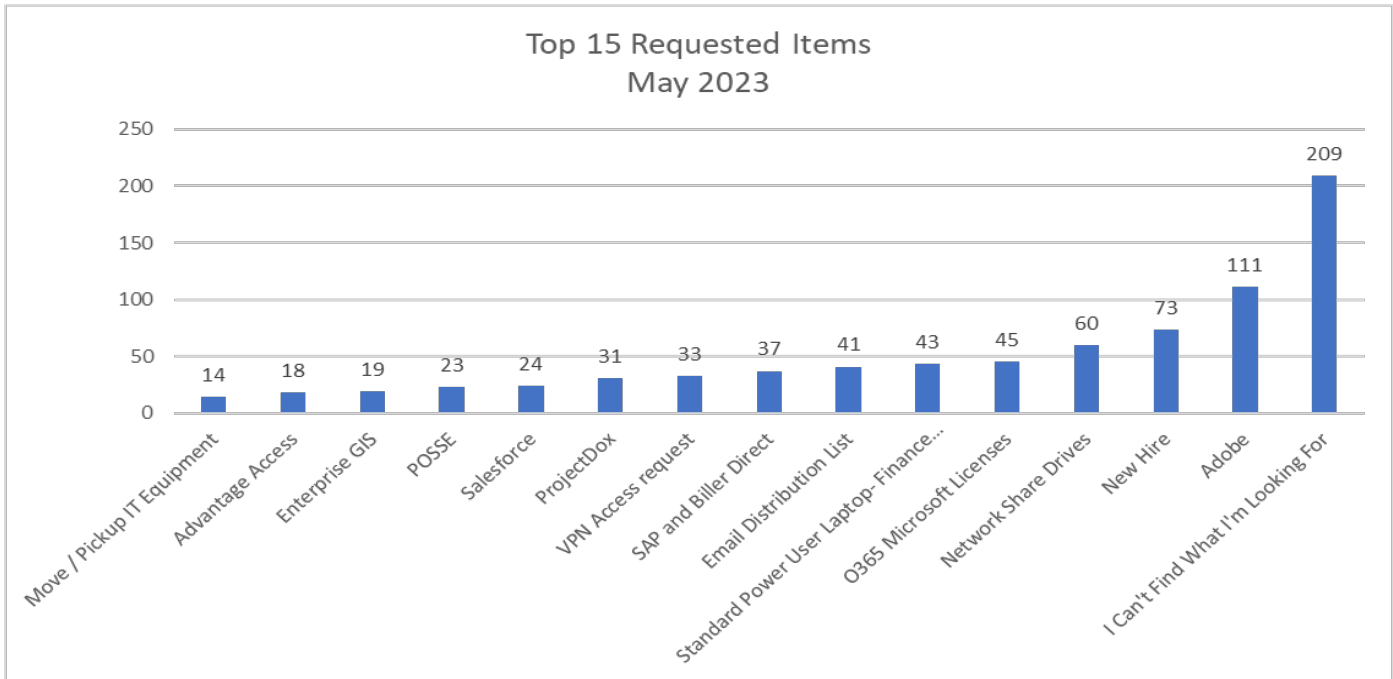
Note

1. May Service Request actions totaled 667 a decrease of ~1300 over April which totaled 1942. 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
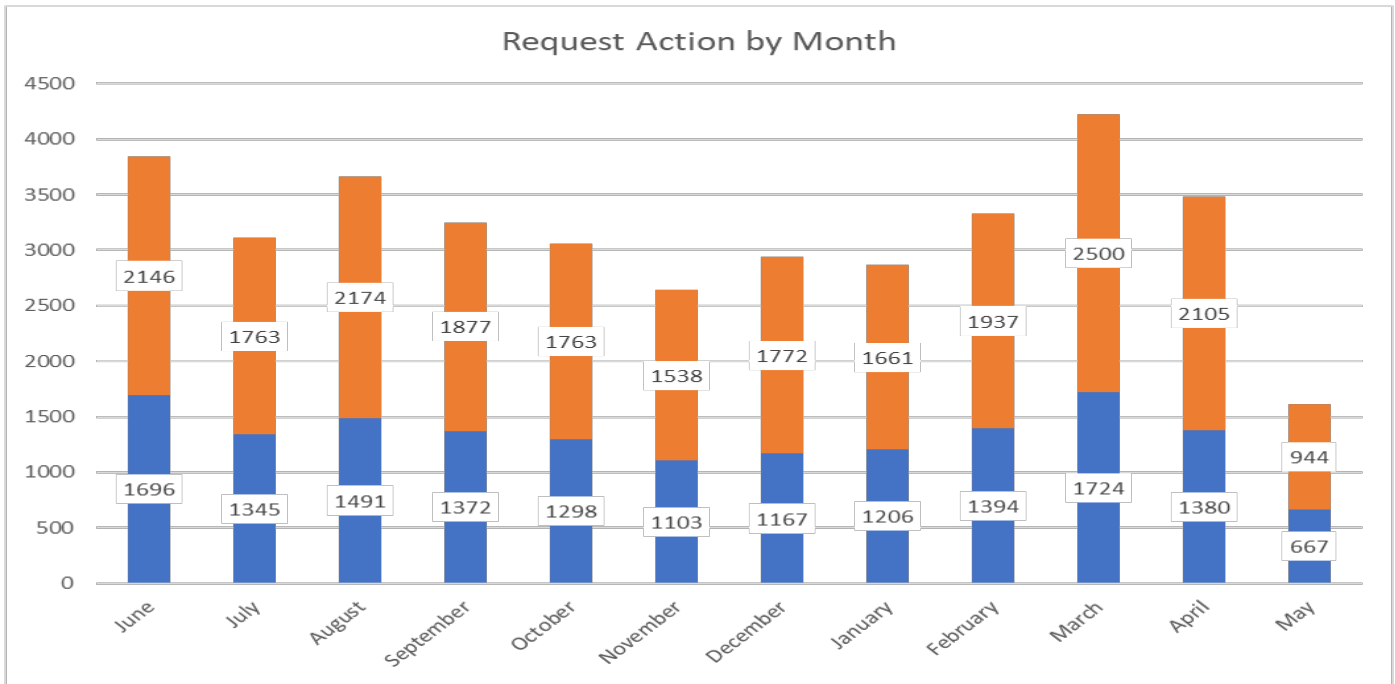
Note

1. This chart illustrates that 667 Request Tickets, generated 944 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 4/30/2023.

A. Contract/Procurement Management

Upcoming Contracts Requiring Council Approval

Item Approved 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

Items on June 14 Agenda:

Incapsulate – service contract for maintenance and support for the Dallas 311 Customer Relationship Management software

- 1-Year agreement
- Contract amount $424,360
- Delivered on the Salesforce platform

Paymetric – service contract for the continuation of credit card payment processing services managed by Water Utilities Department

- 1-Year agreement
- Contract amount $160,100
- Includes conversion/transfer of data for the City's transition to a new vendor

Tritech Software Systems – service contract for continued maintenance and support of the existing computer aided dispatch system, disaster recovery synchronization and a routing server

- 1-Year agreement
- Contract amount $205,382.69
- Includes a routing server and disaster recovery synchronization

Items on June 28 Agenda:

International Business Machines (IBM) – increase the contract to upgrade the City's data aggregation platform

- Contract amount $328,394
- The vendor will upgrade the City's Big Data platform environments to the latest versions
- Bid Data provides a centralized environment for the City to share, analyze, and visualize data collected from various City systems

Open 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 by July 28

B. Budget Performance & Execution

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

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	283,967	543,351	(100,447)
Pension	91,413	91,413	43,150	77,228	(14,185)
Health Benefits	54,481	54,481	31,262	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	63,934	67,020	52,758
Total Personnel Services	**805,612**	**805,612**	**423,971**	**743,738**	**(61,874)**
Supplies	201,465	201,465	30,951	201,465	-
Contractual Services	13,205,665	13,205,665	7,152,728	13,064,302	(141,363)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**14,212,742**	**14,212,742**	**7,607,649**	**14,009,506**	**(203,236)**

Fund 0197 - Communication Services (Radio Network) as of April 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	962,447	1,801,340	(194,137)
Overtime Pay	51,320	51,320	120,524	128,302	76,982
Pension	282,080	282,080	154,475	264,608	(17,472)
Health Benefits	234,423	234,423	153,872	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	26,893	43,889	10,070
Total Personnel Services	**2,604,316**	**2,604,316**	**1,425,407**	**2,479,759**	**(124,557)**
Supplies	1,156,482	1,156,482	391,733	630,348	(526,134)
Contractual Services	13,106,759	13,106,759	3,989,476	13,672,990	566,231
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**16,867,557**	**16,867,557**	**5,806,616**	**16,783,098**	**(84,459)**

Budget Performance & Execution (continued)

Fund 0198 – Data Services as of April 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	8,626,863	17,075,497	(3,077,197)
Overtime Pay	41,612	41,612	12,837	41,612	-
Pension	2,858,569	2,858,569	1,224,170	2,412,261	(446,308)
Health Benefits	1,609,376	1,609,376	1,006,904	1,598,208	(11,168)
Worker's Compensation	49,182	49,182	49,182	49,182	-
Other Personnel Services	1,036,948	1,036,948	204,797	713,333	(323,615)
Total Personnel Services	**25,748,381**	**25,748,381**	**11,124,753**	**21,890,093**	**(3,858,288)**
Supplies	759,552	759,552	3,032,887	804,096	44,544
Contractual Services	83,683,424	83,683,424	57,060,120	87,326,897	3,643,473
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**110,191,357**	**110,191,357**	**71,217,760**	**110,021,086**	**(170,271)**

Fund 0198 by Service

- Business Technology Services — 30,731,964, 28%
- Internal Computer Support — 13,569,551, 12%
- City GIS Services — 848,223, 1%
- Internal Desktop Support — 12,878,376, 12%
- Internal Telephone and Data Communication — 21,261,876, 19%
- Public Safety Technology Support — 6,636,944, 6%
- Strategic Technology Management — 24,094,151, 22%
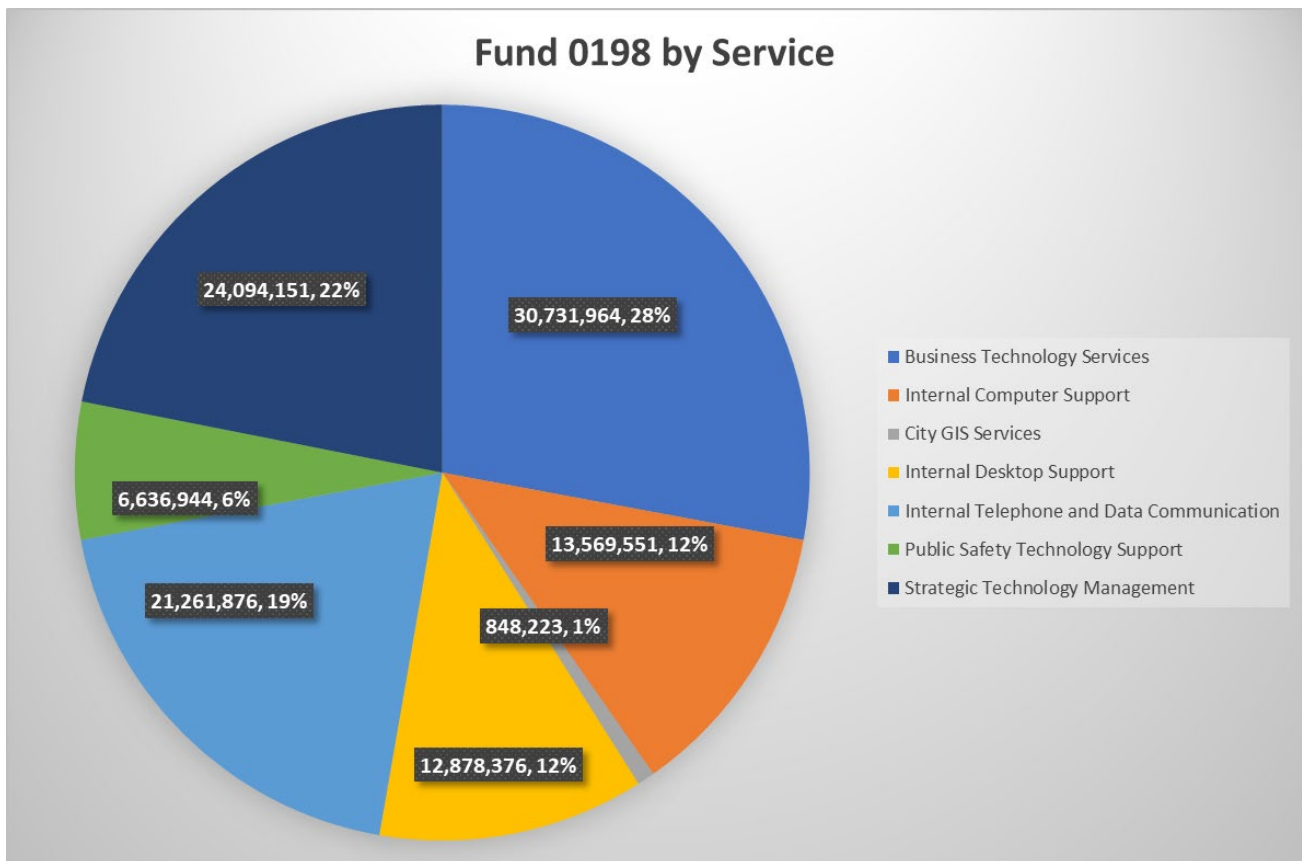
B. ITS Staffing & Hiring Report

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 May 31, 2023, ITS had 59 vacancies out of the available 260 positions.
- Completed 6 hiring actions and onboarded staff:
  - 2 – Promotions
  - 4 – New external hires
- As of May 31, 2023, of the 59 vacancies the disposition was:
  - 1 is in draft posting
  - 6 are undergoing reclassification to re-align within the ITS department
  - 18 are awaiting posting
  - 11 are actively posted in the month
  - 25 were previously posted
    - 22 are under review
    - 5 are at the interview stage
    - 2 have pending offers with candidates
- 4 Additional positions have been added in support of the Development Services Department effective with January 2023.

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.

22-2023 Annual Security Training -- May 2023

Completed 31%

Enrolled 37%

Started 32%

Enrolled   Started   Completed

FY 2022-23 Total Training Hours

Month	Hours
January	7436
February	9716
March	7830
April	1763
May	1292

Legend: January, February, March, April, May
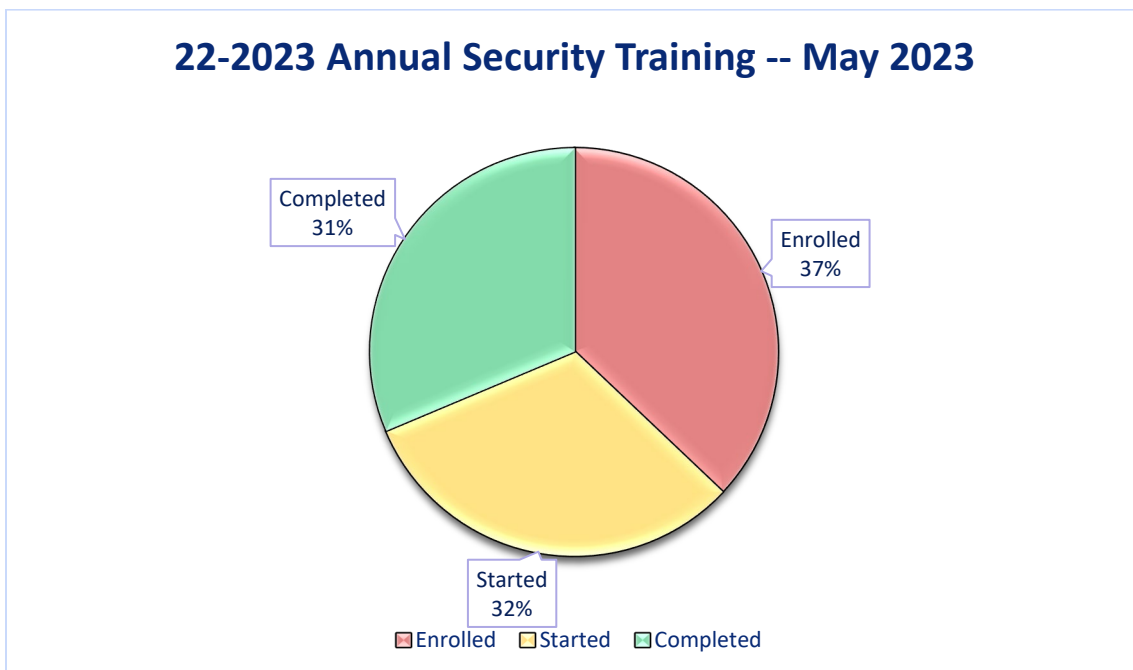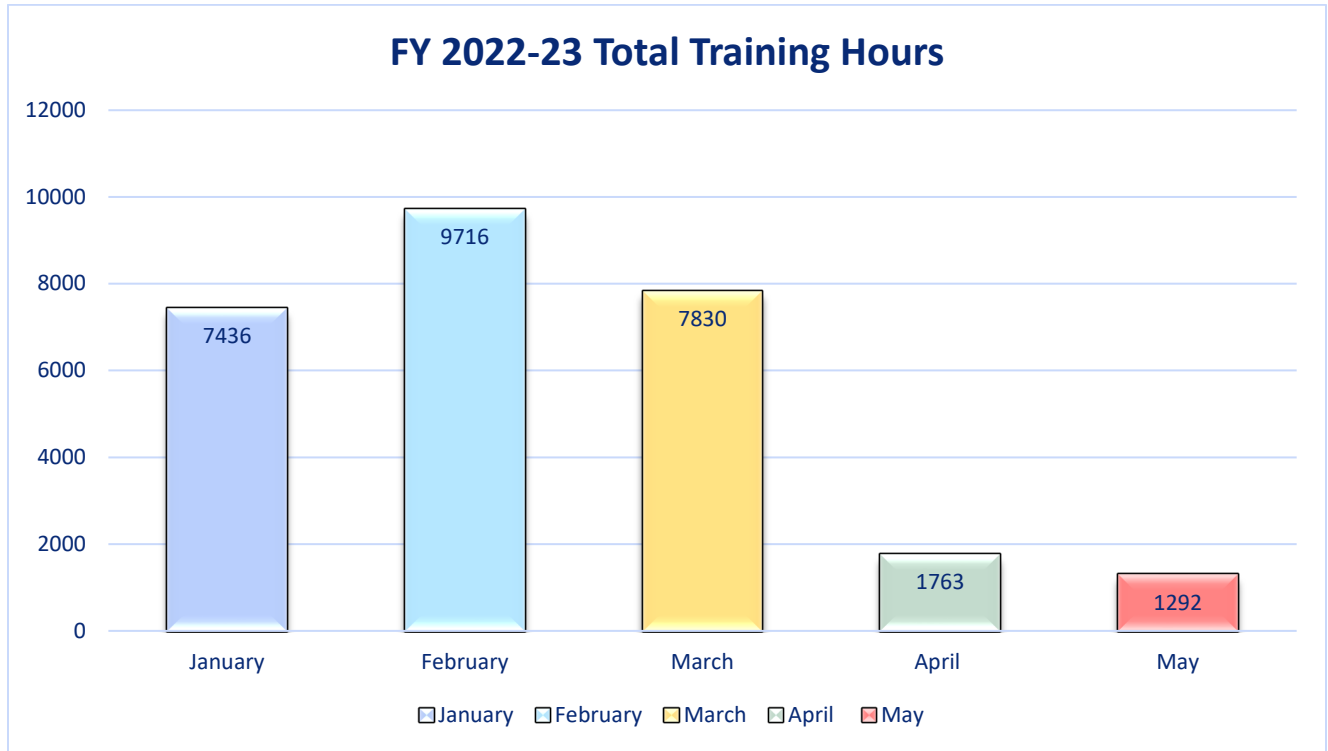
In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability 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.

Phishing Alert Report Comparison - Last 30 Days
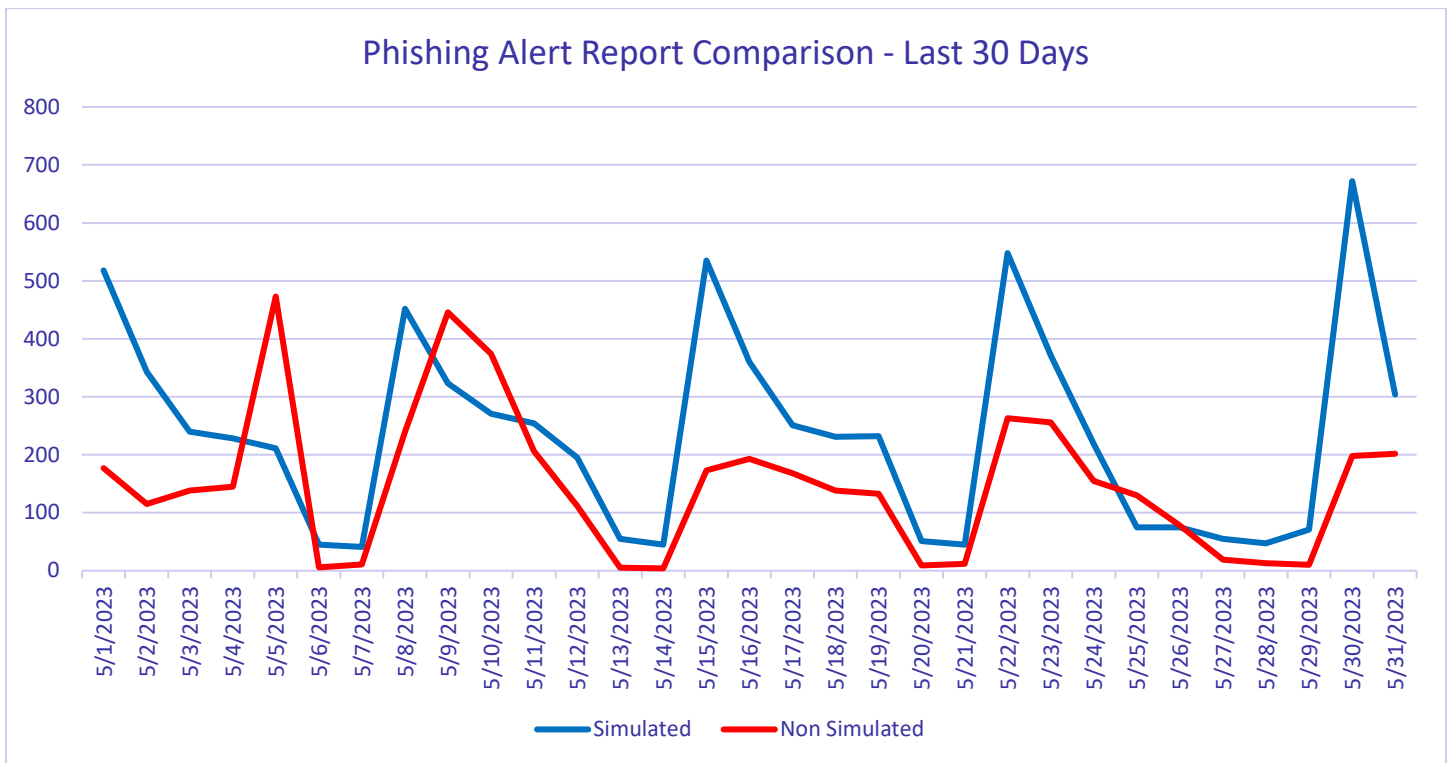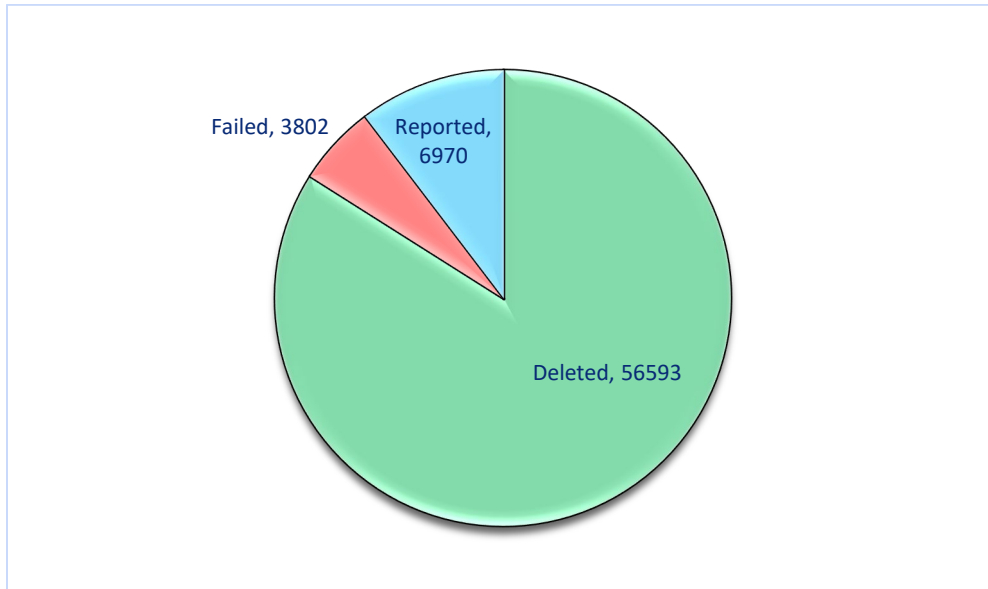
B. Situational Awareness (May 2023 Ransomware Attack)

Background

In the early morning hours of Wednesday, May 3rd the City's security monitoring tools notified our Security Operations Center (SOC) to the presence of ransomware in the network environment.   In the immediate response to the attack, the City's IT team took additional measures to disconnect systems, services, and devices from the City's network to contain and prevent the further spread of malicious software.

The City's Incident Response Plan (IRP) was activated, and the Incident Response Team was assembled to initiate the response to this attack.   Additionally, the City organized and mobilized a broader Incident Support Team (IST) through the support of the Office of Emergency Management (OEM) to aid in the management of the recovery activities.

As part of our Incident Response Plan (IRP), the City met all of its obligations for notification. These include notifications to the Mayor and City Council, along with notifications to State and Federal authorities.

The team of internal IT Staff, Cybersecurity professionals retained by the City, and the technology vendors providing many of our services, followed a structured process to stop the propagation and spread of the malware the attacker used, determined the source of the attack, put in place additional defensive measures, and began the process of scouring the environment to find every infected device, system or service and remove the malware before beginning to restore services.

This painstaking work has involved a comprehensive review of each system and device to ensure they are free of malware, the installation and implementation of additional security components and protocols, and the rebuild, re-imaging, and restoration from back-ups of servers and devices where necessary.

As of May 31, 2023, more than 90% of the work to restore systems and services has been completed. This is based upon the tasks to review, clean, rebuild, re-image and restore systems and devices. This also includes the implementation of additional security software, conducting a full reset of all user accounts, and implementing additional security controls.

Service Impacts

Between the impact of the attack and from removing systems and services from the network in an effort to contain the spread of malware, there were broad impacts to the City in delivering services. In the immediate response, City departments implemented their backup plans and worked diligently to continue to deliver vital services to City residents.

While there has been significant progress in the restoration of services, City departments which reverted to manual processes to continue delivering services in the absence of their critical systems are still working to update the records in their systems.

The full impacts of the attack are still being assessed and will be provided in an After-Action Report (AAR) to be completed at a later date.

As services are restored, updates have been posted to DallasCityNews.net.

Investigation and After-Action Review

Law enforcement, including the FBI, has been notified. Additionally, we have notified the Cybersecurity and Infrastructure Security Agency (CISA), the Texas Department of Information Resources, and the MS-ISAC.

Data

On May 19th, the ransomware gang claiming credit for this attack posted a blog to the dark web stating they had stolen data as part of the attack. The impact of this incident and what, if any, sensitive data may have been affected as a result is still being assessed. If the investigation determines that individuals' sensitive information was involved in this incident,

we will notify those individuals directly and provide resources to help protect their information in accordance with applicable law.

While the investigation remains ongoing, there are steps everyone can take to help keep information secure. These are some best practices individuals may choose to consider:

· **It is always advisable to regularly review and monitor your accounts and statements closely.** If you detect any suspicious activity on an account, you should promptly notify the institution and/or the company with which the account is maintained.

· **It is always advisable to be vigilant for incidents of fraud or identity theft** by reviewing your account statements and free credit reports for any unauthorized activity over the next 12 to 24 months. If you see unauthorized charges or activity, please contact your financial institution immediately.

· **You may obtain a copy of your credit report, free of charge**, once every 12 months from each of the three nationwide credit reporting companies. To order your annual free credit report, please visit www.annualcreditreport.com or call toll free at 1-877-322-8228.

· **You may consider placing a fraud alert on your credit report**. A fraud alert is free and will stay on your credit report for one (1) year. The alert informs creditors of possible fraudulent activity within your report and requests that the creditor contact you prior to establishing any new accounts in your name. To place a fraud alert on your credit report, contact any of the three national credit reporting agencies. Additional information is available at www.annualcreditreport.com.

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 - May 2023

306

13

2054

High Medium Lows

Amount of Malware attacks on Endpoint 5/2023

Blocked: 513,281
Deleted: 13,856
Quarantined: 10,884
Total Endpoint Alerts: 605,021
Allowed: 350,480

Webpage Requests 5/2023

Total number of Page Requests: 214,348,735
Allowed Pages: 168,615,035
Total Security Blocked: 45,719,325

Data Realization

0.24%

- ■ Total City Folders
- ■ Sensitive Folders

99.76%

Total Data 3.8 PB
Total Backup 2.4 PB
Total 5.13m Records

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 5/2023

	Total Attempted Incoming Mail	Clean Incoming Messages	Threat Messages	SPAM mail	Total Outgoing mail	Forged City Council and Staff Emails
Series1	6,199,288	3,597,330	1,467,936	1,421,026	251,214	17,673
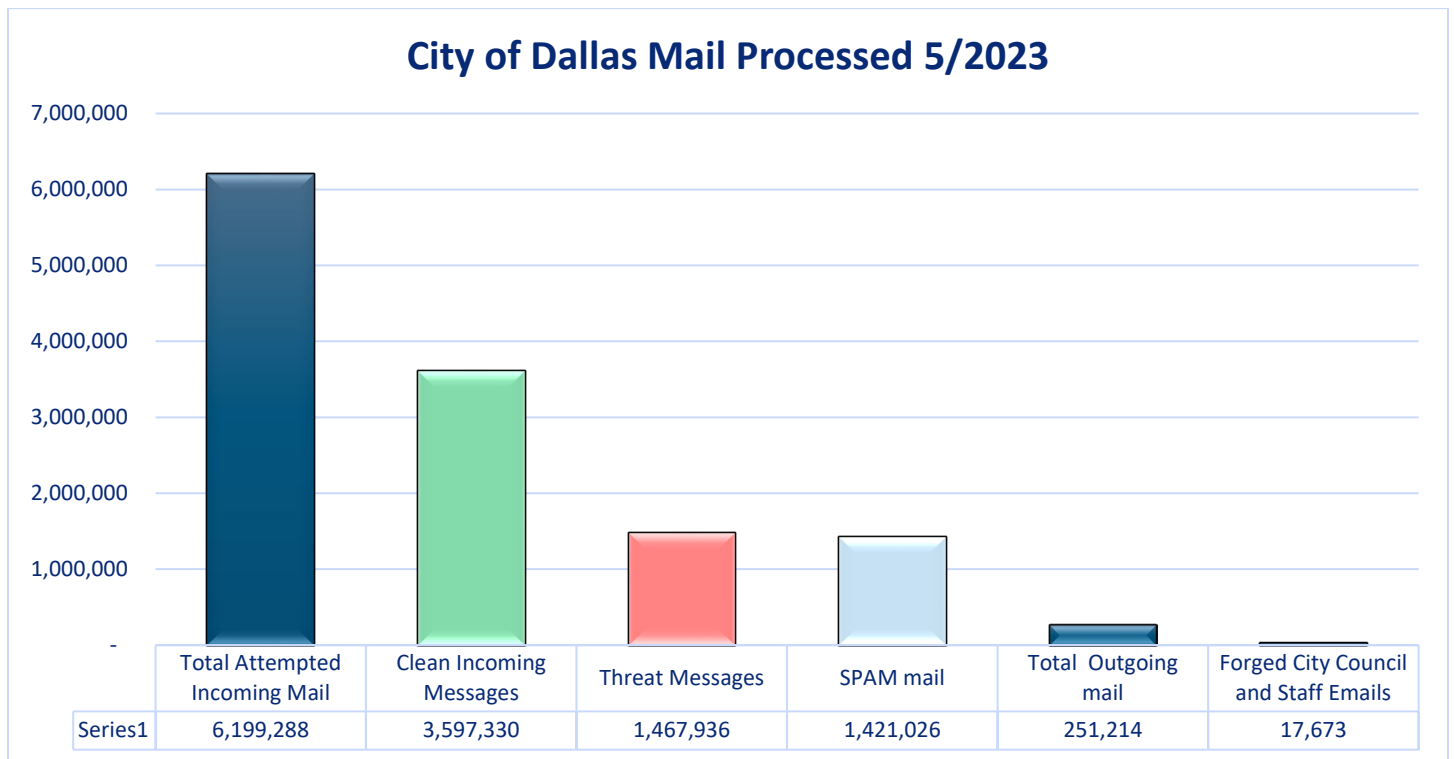
Section 5: IT Infrastructure

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

A. Resiliency - Disaster Recovery and Business Continuity

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

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

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

City of Dallas System Backups completed 5/2023

Category	Value
Number of Restores	680
Backups Stopped for Maintanence	518
Failed	304
Completed	6,908
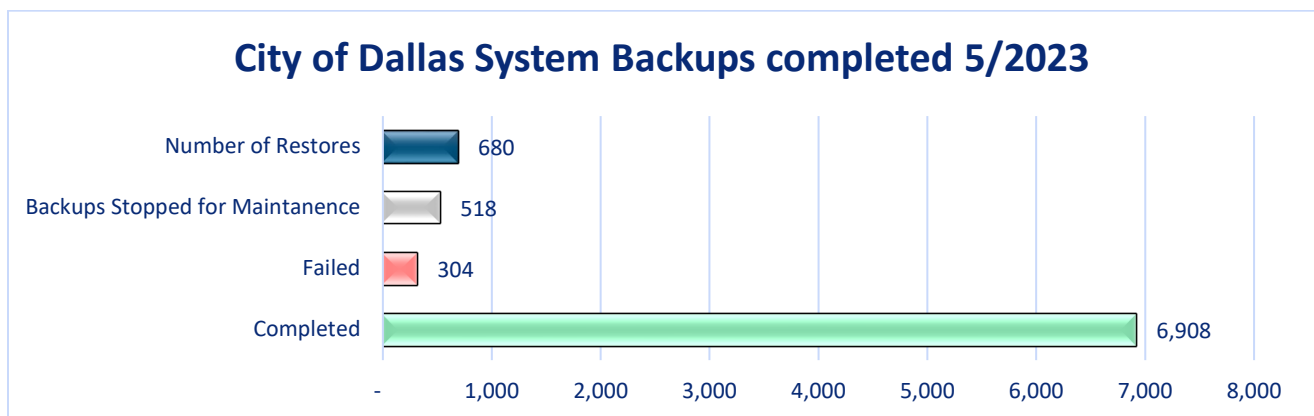
B. Technical Debt

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.

As part of the ongoing efforts to assess the health of IT systems, a recently completed review found that up to 20% of the City's technology systems and infrastructure can be defined at a level of "Critical" or "High" infrastructural debt, requiring attention to upgrade, replace or remediate the risks associated. Further information from the assessments will be provided in the March 2023 TAR report.

IT Infrastrucutural Debt

Critical
6%

High
14%

Low
42%

Moderate
38%

☒Critical ☒High ☐Moderate ☐Low
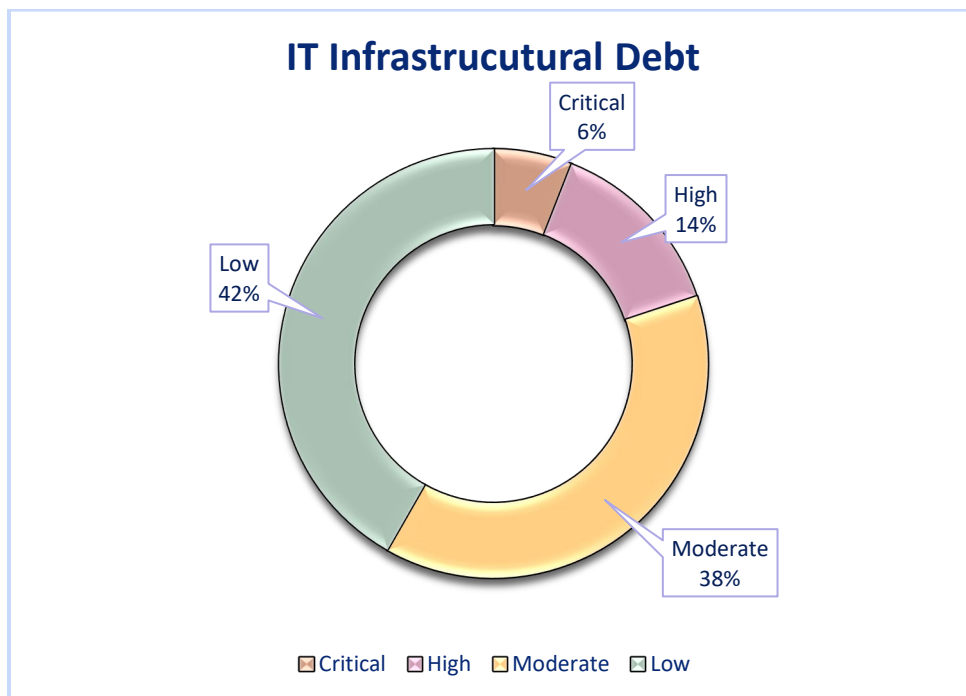
C. Audit

Currently the ITS department is working through several audits that impact technology services. Below representative if the Audit remediation efforts and stages.
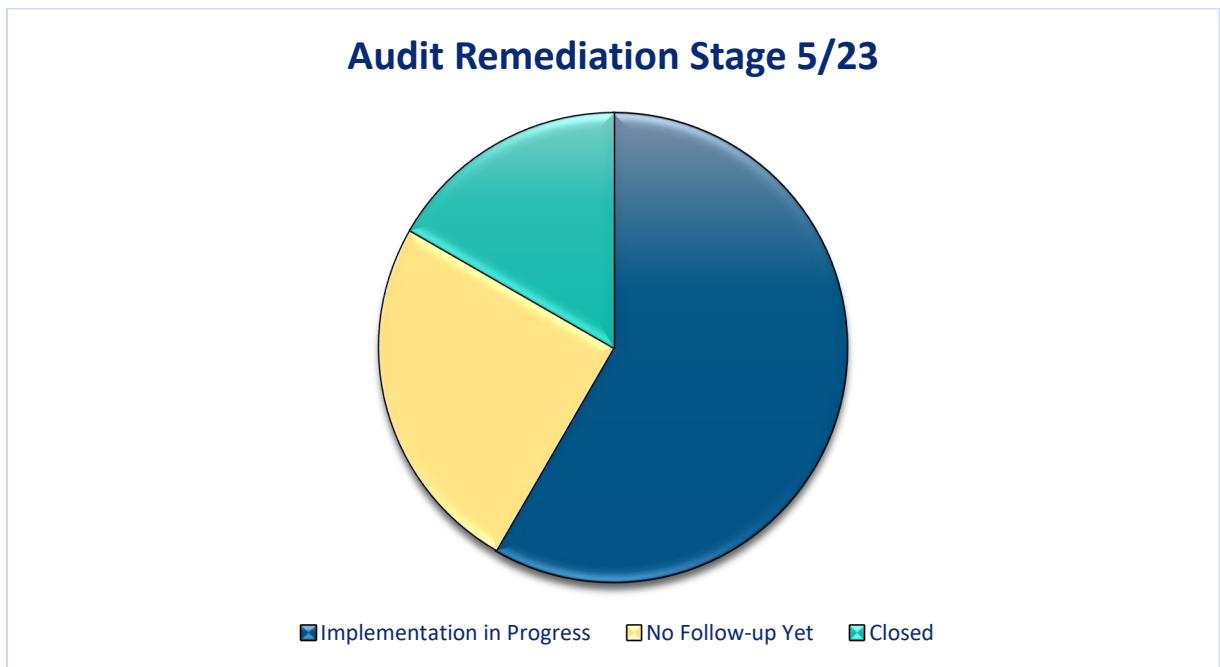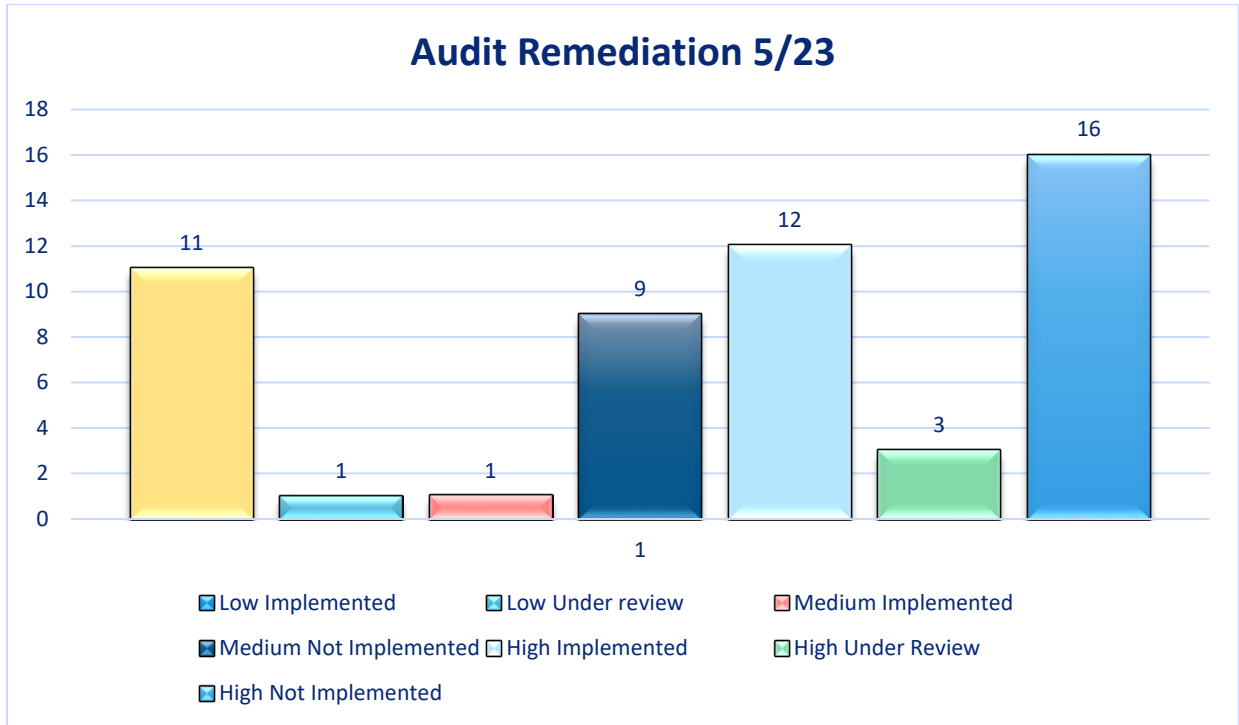
Audit Remediation 5/23

- Low Implemented
- Low Under review
- Medium Implemented
- Medium Not Implemented
- High Implemented
- High Under Review
- High Not Implemented

Audit Remediation Stage 5/23

- Implementation in Progress
- No Follow-up Yet
- Closed

File #: 23-1554

Item #: J.

Debt Issuance for Kay Bailey Hutchison Convention Center Master Plan and Fair Park Improvements
[City Controller's Office]

Memorandum

CITY OF DALLAS

DATE June 9, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Debt Issuance for Kay Bailey Hutchison Convention Center Master Plan and Fair Park Improvements**

On May 22, we briefed the Government Performance and Financial Management (GPFM) Committee and provided a financial plan update for the Kay Bailey Hutchison Convention Center Dallas (KBHHCD) master plan and Fair Park improvements. The May 22 briefing materials are available here and follow-up responses are attached. Additionally, we will continue the discussion with GPFM at their June 13 meeting.

The June 14 City Council agenda includes an item (#23-1529) to consider a resolution authorizing the preparation of plans and the payment of potential future costs and expenses for the issuance of Special Tax and Revenue Bonds (Convention Center Venue Project), Series 2023 in an amount not to exceed $172,000,000; and Special Tax Bonds (Fair Park Venue Project), Series 2023 in an amount not to exceed $51,000,000, as part of the KBHCCD Master Plan and Fair Park improvements approved by voters under Proposition A on November 8, 2022.

Pursuant to the election and in accordance with Chapter 334 of the Texas Local Government Code (the "Brimer Bill"), Proposition A authorizes the City to provide for the planning, acquisition, establishment, development, construction, renovation and financing of the expansion of the Kay Bailey Hutchison Convention Center Dallas and related infrastructure as defined in Chapter 334 (collectively, the "Convention Center Venue Project") and to provide for the planning, acquisition, establishment, development, construction, renovation and financing of certain Fair Park facilities and related infrastructure (collectively, the "Fair Park Venue Project" and together with the Convention Center Venue Project, the "Dallas Venue Projects") and to impose a maximum increase of two percent (2%) of Hotel Occupancy Tax (HOT) as a source of pledged revenues for financing. Chapter 334 requires an issuance of the Dallas Venue Projects debt within one year of the Brimer Bill tax levy, which began on January 1, 2023.

To remain in compliance with Chapter 334 and meet the needs of project design and other initial contract awards while maintaining coverage requirements for future bond issuances, the City's co-financial advisors, Hilltop Securities and Estrada Hinojosa & Co., recommend the issuance of Special Tax and Revenue Bonds (Convention Center Venue Project), Series 2023 and Special Tax Bonds (Fair Park Venue Project), Series 2023 (collectively, the "Bonds") in an aggregate amount not to exceed $223,000,000 via private placement with a qualified bank utilizing a specialized placement agent.

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To maximize bonding capacity, the short-term debt will be structured with a redemption feature so that the Bonds can be refunded into long-term debt at the same time the City issues long term bonds for the Convention Center Venue Project and Fair Park Venue Project. The issuance and sale of the Obligations is contingent upon City Council's approval of a (1) resolution authorizing the preparation of plans and the payment of potential future costs scheduled for June 13, and (2) parameters ordinance currently scheduled for consideration and approval in August 2023. Pending City Council approval, the bonds are estimated to close in September 2023.

Attached for your review are updated draft cashflows of the sale and updated cost of issuance estimates.

Additionally, the June 14 City Council agenda includes an item (#23-1190) to allow for eligible City expenditures that occur prior to receipt of the bond proceeds to be reimbursed once the bond proceeds are received.

Please let me know if you need additional information.

Jack Ireland
Chief Financial Officer

Attachments

c: Members of GPFM Committee   Jon Fortune, Deputy City Manager
       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, 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

May 22, 2023, GPFM – Follow-up Questions

Question 1 – What is the current forecast for total bonds that will be available for the KBHCCD Master Plan implementation and Fair Park improvements?

Response 1 – Based on current financial analysis using earlier revenue estimates and working with our financial advisors, we anticipate being able to issue approximately $1.4 billion for the KBHCCD project and approximately $76 million for the Fair Park project. After issuing the first tranche of bonds in 2023 totaling $223 million, an updated analysis will be conducted prior to issuing a second tranche of bonds in 2024. The updated analysis may yield additional financial capacity.

Question 2 – What revenue is pledged for the repayment of the debt?

Response 2 – Revenues from the Project Financing Zone (PFZ), Brimer Bill's 2% Hotel Occupancy Tax (80% allocation), local Hotel Occupancy Tax, and net event revenues are pledged to support the debt for the KBHCCD project.

Revenues from the Brimer Bill's 2% Hotel Occupancy Tax (20% allocation) are pledged to support the debt for the Fair Park project.

Question 3 – What are the projected or forecast event revenues for the convention center that will be part of the financial analysis for future debt issuance?

Response 3 – Convention and Event Services (CES) is projecting $39 million for the current fiscal year and FY24, and $35 million for FY25. CES staff continue to update projected event revenues for FY26 through FY28 as client use agreements and contracts are solidified. Additionally, prior to issuing any long-term bonds, the City will engage a consultant to conduct a market study of all revenues to be pledged to any long-term bond issue, including event revenues. As the financial analysis is conducted, we will continue to work with our financial advisors and the consultant on our financial capacity for debt issuance.

Question 4 – Has the Texas Department of Transportation (TxDOT) and North Central Texas Council of Governments (NCTCOG) reviewed or approved the deck park plans?

Response 4 – Convention and Event Services (CES) and the Transportation Department have worked collaboratively with TxDOT and NCTCOG throughout the master planning process. Concepts for the deck park on the west side of Lamar have been evaluated and reviewed by both agencies, with CES and Transportation staff responding to questions and requests for revision to the concept. The agencies have approved the conceptual plans and loading information for the deck. City Council approved an Advanced Funding Agreement (AFA) for the Lamar deck park on April 12, 2023. The AFA provides agreement with TxDOT to design and construct the deck caps as part of the I-30 reconstruction.

City of Dallas,Texas
Estimated Sources and Uses for Short Term Financing
Special Tax and Revenue Bonds (Convention Center Venue Project), Series 2023
Special Tax Bonds (Fair Park Venue Project), Series 2023
*** Preliminary - For Discussion Purposes Only ***

	Convention Center Short Term Series 2023	Fair Park Short Term Series 2023	Total
Sources of Funds			
Par Amount	171,600,000	50,645,000	222,245,000
	$ 171,600,000	$ 50,645,000	$ 222,245,000
Uses of Funds			
Project Design Costs	$ 170,002,100	$ -	$ *170,002,100*
Project Fund Deposit	-	$ 50,000,975	*50,000,975*
Cost of Issuance	1,597,900	$ 644,025	$ 2,241,925
	$ 171,600,000	$ 50,645,000	$ 222,245,000
Total Bond Issuance Amount:			$ 222,245,000

Notes:

- Assumes interest rate of 5.5% on short term notes

- Project fund deposits do not include any investment earnings

Estimated Issuance Costs and M/WBE Participation

Special Tax and Revenue Bonds (Convention Center Venue Project), Series 2023
Special Tax Bonds (Fair Park Venue Project), Series 2023
$223,000,000

	$172,000,000 KBHCCD Series 2023	$51,000,000 Fair Park Series 2023	Total	Percent of Total
Co-Bond Counsel	$395,000	$120,000	$515,000	23.0%
M/WBE Participation	158,000	72,000	230,000	10.3%
Co-Disclosure Counsel	95,700	46,125	141,825	6.3%
M/WBE Participation	63,800	30,500	94,300	4.2%
Co-Financial Advisors	131,440	77,940	209,380	9.3%
M/WBE Participation	70,960	39,460	110,420	4.9%
Out of Pocket Expenses (+CUSIP)				
M/WBE Participation	10,000	10,000	20,000	0.9%
Rating Agency Fee	95,000	30,000	125,000	5.6%
Official Statement Printing				
M/WBE Participation	3,500	3,500	7,000	0.3%
Placement Agent				
M/WBE Participation	465,000	140,000	605,000	27.0%
Placement Agent Counsel	55,000	20,000	75,000	3.3%
Settlement Agent	25,000	25,000	50,000	2.2%
Trustee Fees	5,000	5,000	10,000	0.4%
Trustee Counsel	10,000	10,000	20,000	0.9%
Verification Agent	5,000	5,000	10,000	0.4%
Attorney General Filing Fee	9,500	9,500	19,000	0.8%
Total Issuance Costs	$1,597,900	$644,025	$2,241,925	100%
Total M/WBE Participation of Total Issuance Costs:	$771,260	$295,460	$1,066,720	47.6%

File #: 23-1555

Item #: K.

Street Cut and Utility Coordination
[Dallas Water Utilities; Public Works]

Memorandum

CITY OF DALLAS

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

SUBJECT **Street Cut and Utility Coordination**

The purpose of this memorandum is to provide the Government Performance & Financial Management Committee (GPFM) with background information regarding street cuts and utility coordination within the City of Dallas.

Background

Chapter 43 of the Dallas City Code (Code) governs the use of the public right-of-way (ROW). Per Sec. 43-139, A person shall not perform any construction, except for an emergency activity, within a public right-of-way without first obtaining a permit from the director prior to the start of construction. A person who undertakes any work outside of the public right-of-way that will cut, break, or otherwise damage the public right-of-way shall also obtain a permit under this section. The City's public projects are not exempt from obtaining a ROW permit. A ROW permit will be used as a tool to identify all the construction activities in the public ROW. In April 2019, Public Works (PBW) amended Chapter 43 of the Dallas City Code to create stricter requirements for pavement restoration after a street is cut (Ord. 31209).

Utility Coordination

The City of Dallas Public Works department oversees the public ROW. The ROW Management division of PBW coordinates utility conflict resolution for private and public projects within public ROW. For public projects, a monthly meeting with Dallas Water Utilities (DWU) and Transportation (TRN) is conducted to discuss current and future public projects, avoiding conflicts that would cost the City time and money. In addition, a GIS based mapping tool is maintained that shows capital projects by different departments so that coordination can occur early in the development of projects and throughout the project life cycle before construction starts.

DWU and PBW coordinate extensively to evaluate opportunities where utility and street maintenance work overlap so that the entire street width is addressed for pavement in poor condition even if the utility restoration only calls for less than a full width replacement by street repair requirements and City ordinance. In those cases, PBW may follow directly after DWU utility work is complete and replace the remaining width or replace the full width following utility installation with funding transferred between departments as required. The same practice is also followed with TRN where feasible.

City projects are also coordinated with franchise utilities and stakeholders. Franchise utilities are notified of projects and are required to relocate their facilities in conflict with project improvements. A monthly meeting with all utilities is conducted by PBW to discuss capital projects under design and the status of utility relocations. City departments share project data and work plans on a regular basis to stake holders so that they can plan their work in advance to avoid any conflicts.

Despite the coordination efforts mentioned above, there are still instances where a street cut is made in new pavement due to an emergency repair (for both private and public projects) or a private development in an area that happens to start in a newly paved street. However, all the emergency, or non-emergency cuts in public ROW are required to follow the PBW Pavement Cut and Repair Standard Manual, which is currently being updated.

Should you have any questions, or would like to schedule a meeting, please contact Ali Hatefi, P.E., Director of Public Works.

Robert M. Perez, PhD
Assistant City Manager

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	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 #: 23-1557

Item #: L.

Dallas 365 Performance Measures
[Budget & Management Services]

Memorandum

DATE June 9, 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**

This item is included on your June 13 GPFM agenda the same as it was included on your May 22 GPFM agenda and serves as an additional opportunity to discuss 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   Majed A. Al-Ghafry, Assistant City Manager
    T.C. Broadnax, City Manager   M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
    Tammy Palomino, Interim City Attorney   Dr. Robert Perez, Assistant City Manager
    Mark Swann, City Auditor   Carl Simpson, Assistant City Manager
    Bilierae Johnson, City Secretary   Genesis D. Gavino, Chief of Staff to the City Manager
    Preston Robinson, Administrative Judge   Directors and Assistant Directors
    Kimberly Bizor Tolbert, Deputy City Manager
    Jon Fortune, Deputy City Manager

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Empathy | Ethics | Excellence | Engagement | Equity

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 **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
Kimberly Bizor Tolbert, Deputy City Manager
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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

FY 2023-24 PROPOSED | BUDGET BOOK PERFORMANCE MEASURES

#	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

#	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 #: 23-1558

Item #: M.

Illegal Solicitation Deflection Initiative Update
[Office of Homeless Solutions]

Memorandum

DATE June 9, 2023

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

SUBJECT **Illegal Solicitation Deflection Initiative Update**

The purpose of this memorandum is to provide an overview of the strategy, goals, objectives, measurements, and evaluation for the various activities that support the city's holistic strategy to address homelessness equitably through an Illegal Solicitation Initiative. This is done in collaboration with the Office of Homeless Solutions (OHS), the Office of Integrated Public Safety Solutions (OIPSS), Data Analytics and Business Intelligence (DABI), Communications and Marketing (COM), the City Marshal's Office, the Transportation Department, and Community Courts.

Earlier this year, the Homeless Action Response Team (H.A.R.T) was presented to the Housing and Homelessness Solutions Committee (HHS) as an interdepartmental homelessness crisis response system. The city council approved H.A.R.T in September 2021, and it became fully operational in December of the same year. The team is responsible for responding to all emergency incidents and hot spots related to homelessness throughout the city, including areas of illegal solicitation. Previously this data-driven approach relied heavily on requests from the MCC, constituents, and other departments. In the aforementioned briefing to HHS, the DICE model was outlined as a more holistic approach to utilizing data as a driver of H.A.R.T activity across the hot spots. This method of using the DICE system is currently in the developmental stage, with early results expected this winter. As the effects of this method interact with the illegal solicitation initiative, they will be briefed to this committee. Below is the update on the progress of the illegal solicitation initiative, including a high-level overview of the DICE model as it is being applied to the H.A.R.T strategy;

Data Informed Community Engagement (DICE) Strategy

IPS utilizes Risk Terrain Modeling (RTM) as an objective measure to establish the foundation of this plan. IPS' principles for implementing the DICE process are to:
1. Focus on places, not people.
2. Build risk narratives to understand the root enablers of high-risk activity in high-risk locations.
3. Solicit and value inputs from multiple sources, including our community. Make data-driven decisions; and
4. Balance the needs of law enforcement with comprehensive interventions that address the root causes of high-risk activity

Goals and Objectives

The goals of the Office of Integrated Public Safety Solutions' DICE process are:
1. Reduce gun-crime offenses in high-risk areas,
2. Improve the blight index in high-risk areas, and
3. Quantify cost savings of interventions to the built environment.

Goals will be achieved through the implementation of the following objectives:

1. In partnership with city departments, the community and property owners achieve measurable crime reduction in high-risk areas;
2. Deploy interventions to reduce calls for service and criminal offenses, alleviating strain on first responders.
3. Reduce the number of repeat service requests to the Department of Code Compliance by implementing CPTED standards and improving compliance with specific sections of Dallas City Code – Chapter 27 "Minimum Property Standards".
4. Improve the quality of life of residents by implementing proven urban blight reduction interventions; and
5. Empower community involvement in the implementation of interventions

The DICE process will operationalize the results from the Risk Terrain Models by:

1. Identifying necessary information for site selection.
2. Conducting preliminary site visits and collecting baseline information;
3. Developing intervention activities for relevant stakeholders;
4. Building dashboards to track progress and evaluate work;
5. Implementing interventions and monitoring progress consistently; and
6. Repeating the process for one additional division each month until each Dallas Police division has one operational focus area

Measurement and Evaluation

To assess the effectiveness of the DICE process, IPS–with assistance from the Child Poverty Action Lab– will conduct a process and impact evaluation of this plan. This model of evaluation will:

1. Document implementation of interventions to prevent high-risk activity;
2. Assess that the implementation occurs as intended; and
3. To determine barriers to the complete implementation of interventions. IPS will track outcome measures in high-risk focus areas such as crime rates, environmental changes made, assessments and investments, urban blight remediation, and community participation in crime prevention efforts. The intent of these metrics will be to provide pre and post-intervention measures and impacts.

Summary and Conclusion

This plan guides the City and our partners in addressing the root causes of high-risk activity in locations of highest risk in Dallas. The plan contains specific interventions that are operating currently or can be implemented in the short and mid-term. This plan recognizes that criminal activity is caused by multiple factors, including social and environmental, that are beyond the control of traditional law enforcement agencies. Successful implementation of this plan will require substantial and active participation of City departments and community-based organizations. The Office of Integrated Public Safety Solutions is uniquely positioned to implement and measure the interventions identified in this plan as a coordinating entity. In summary, the interventions detailed in this plan are evidenced-based and designed to complement each other and initiatives operated by peer city departments and community-based organizations.

With the aforementioned strategy in its developmental stage, please see the below update on the third phase of the Give Responsibly Campaign (GRC).

Give Responsibly Campaign Update:

The Give Responsibly campaign was presented to the Government Performance & Financial Management Committee on Nov. 1, 2022, by COM. It focuses on reducing illegal solicitation and educating the public on efficient ways to give that do not incentivize illegal solicitation. The campaign includes augmenting existing signage and a public awareness campaign aimed at community members who assist those illegally soliciting in Dallas. Its goal is to reduce homelessness without encouraging illegal solicitation. To donate, users can text CARES to 214-740-7886 or visit DallasHomelessSolutions.com to access Responsible Giving resources, volunteer with nonprofit partners, or donate to the Communities Foundation of Texas OHS fund.

Outreach

Phase three of the three-part campaign is underway. It includes educating faith and community leaders on efficient giving to reduce homelessness and avoid incentivizing illegal solicitation. Distribution of materials is ongoing, utilizing staff from H.A.R.T and OHS Community Liaison. The team has targeted frequent hotspots with GRC messaging and challenged area organizations, businesses, and residential communities to be part of the solution. Since its inception in December 2022, over 1000 businesses and organizations have been engaged.

In addition to working with H.A.R.T to engage over 1000 organizations, OHS' Community Liaison and Code Compliance Neighborhood Code Representatives are partnering to visit additional businesses in hot spots across all districts, which started May 16, 2023. So far, OHS has engaged businesses in Districts 2 and 8, engaging over 100 businesses with plans to visit Districts 3,4,6,11, and 12 scheduled for June, July, and August.

Our goal through the Give Responsibly campaign is to continue to welcome and incorporate those seeking to help the unsheltered population in work already being done. This furthers our community's efforts to address individual needs through existing services and shelters where required while reducing the frequency of illegal solicitation unintentionally supported by those who only wish to make the community a better place for everyone. Additional updates will be made via the City Manager's TCB weekly memorandum.

OHS staff is available to discuss any elements of this initiative with City Council members to ensure ongoing feedback or insight as we adjust the plan for alignment with the overall goals of the initiative.

Should you have any questions, please reach out to me or Catherine Cuellar, Director of Communications, Outreach, and Marketing.

Christine Crossley

Christine Crossley
Director, Office of Homeless Solutions

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

File #: 23-1559

Item #: N.

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

Memorandum

CITY OF DALLAS

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	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
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	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

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

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)

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	**Top 3 Items 2022**
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	**Bottom 3 Items 2022**
Stress and Workload	3.5	2.7	

2022/2023
Successes,
Priorities and
Initiatives

To Boost Retention Requires A Paradigm Shift

2023 Job Market

Public Service Perception
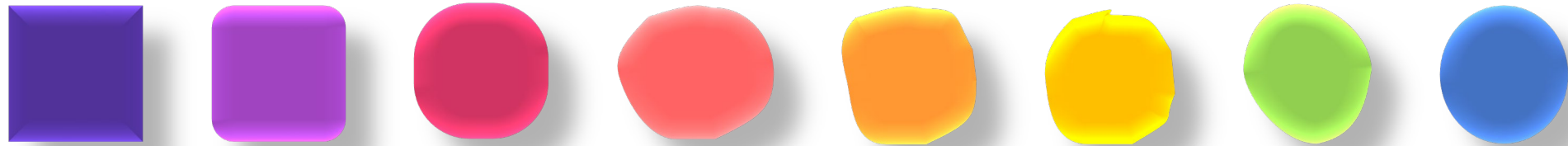
Employee Value Proposition and Branding in Retention

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
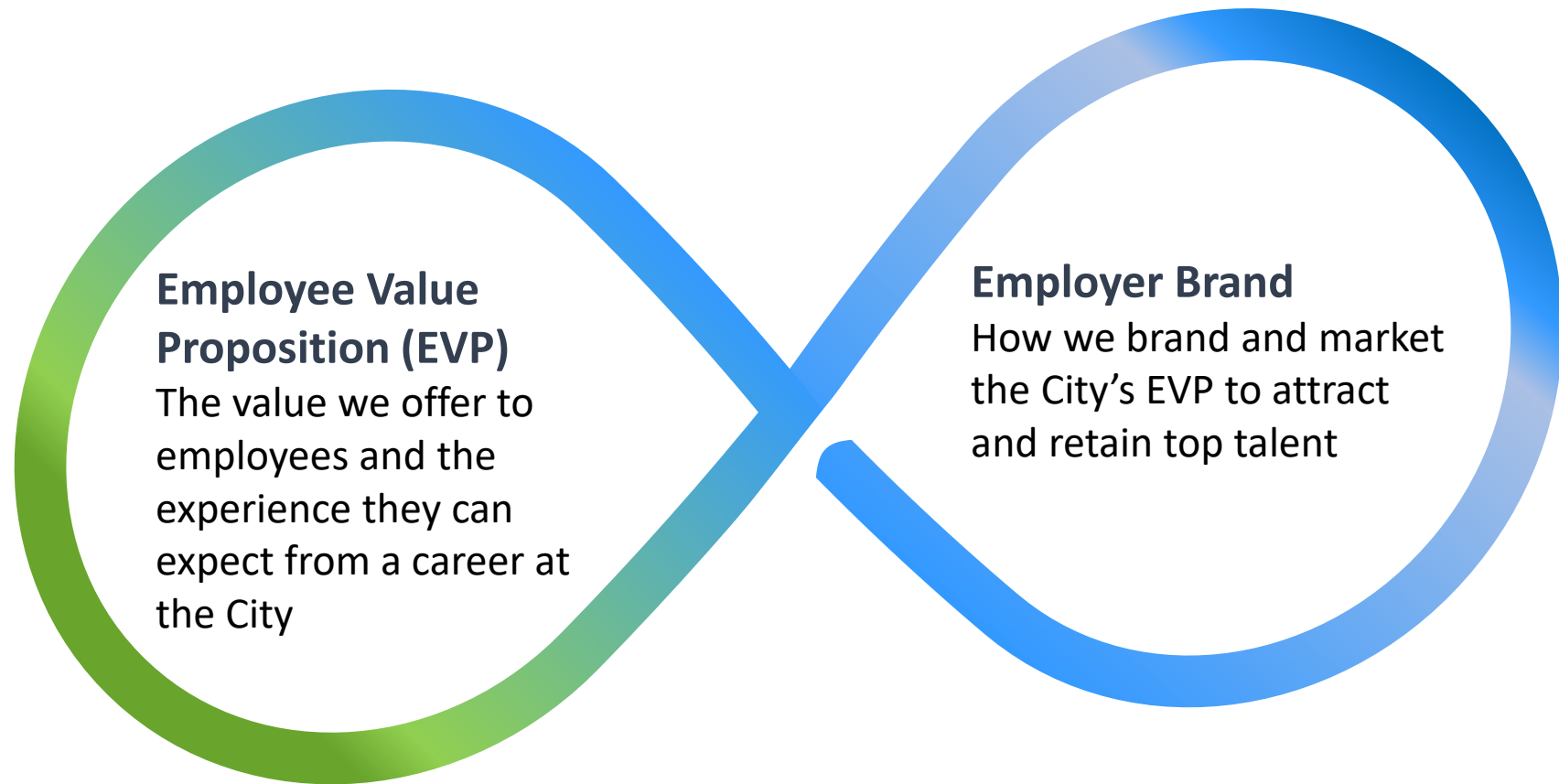
2022/23 Retention Strategies and Highlights

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
Replacing employees is expensive, in particular for management and specialized skilled employees

Customer Satisfaction
Established employees are more likely to build strong relationships with customers, leading to improved customer satisfaction

Improved Productivity
Established employees are generally more productive as they have a better understanding of the organization's culture and processes

Talent Retention
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**

0.0% 10.0% 20.0% 30.0% 40.0% 50.0% 60.0% 70.0% 80.0%

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*

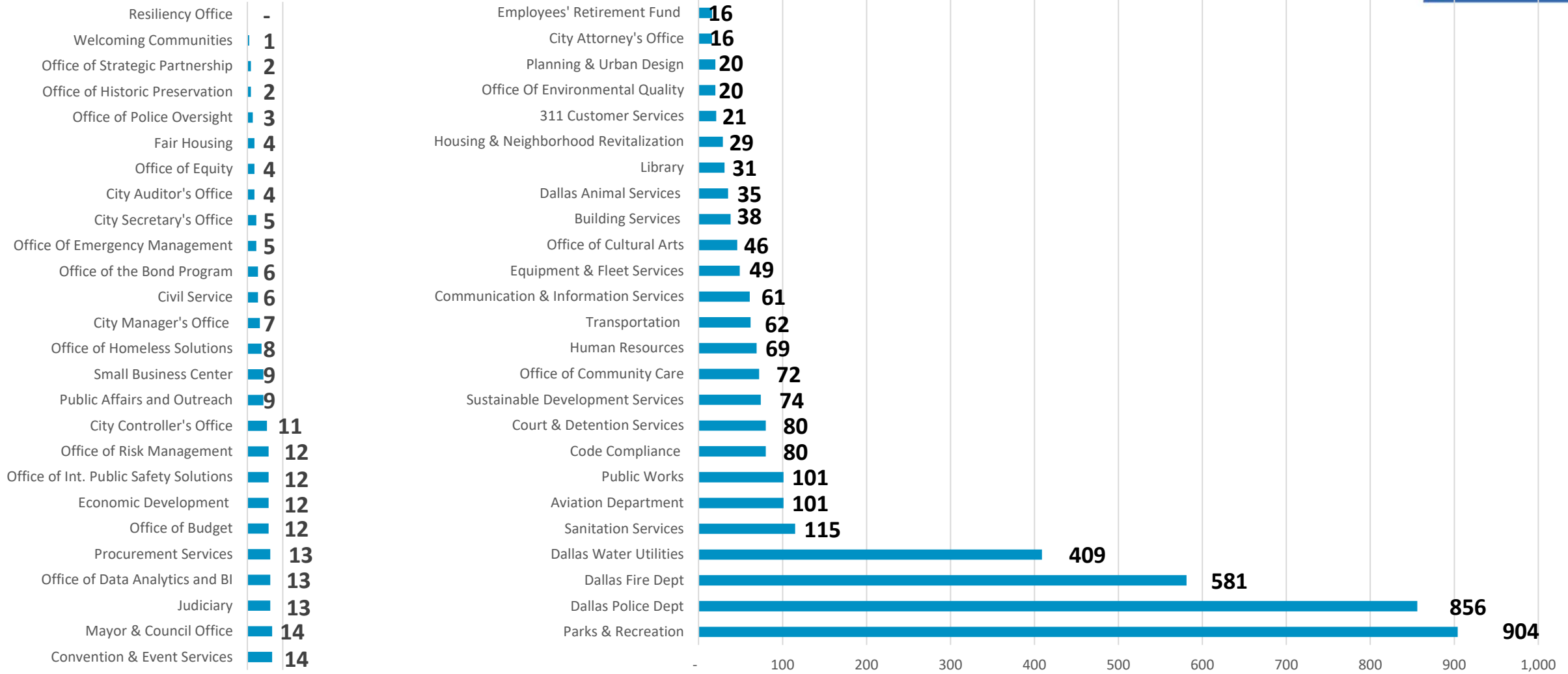| Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	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

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

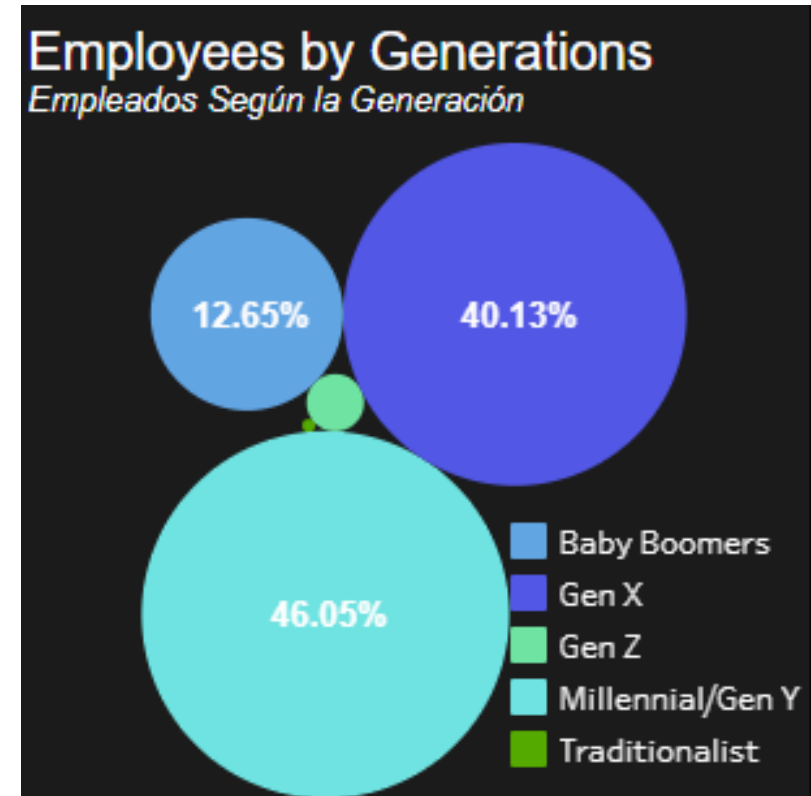## System Reports

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

Range	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

- Baby Boomers: 12.65%
- Gen X: 40.13%
- Gen Z
- Millennial/Gen Y: 46.05%
- Traditionalist
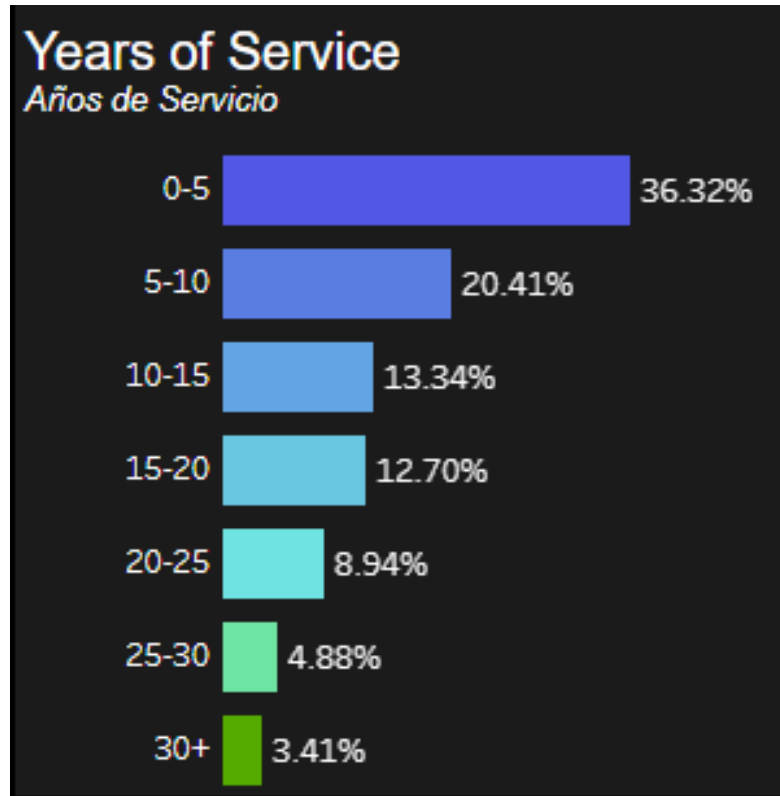
Baby Boomers and Traditionalists (born before 1964) could retire at anytime and account for 12.66% of COD employee population.

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

AIHR | ACADEMY TO INNOVATE HR

Summary:

Employee Retention Metrics

- 4 — Involuntary turnover
- 5 — Employee satisfaction rate
- 3 — Voluntary turnover
- 2 — Retention rate per category
- 1 — Employee retention rate
- 6 — Average employee tenure
- 7 — Cost of employee turnover
- 10 — Flight risk
- 9 — Job satisfaction
- 8 — Engagement scores

AIHR | ACADEMY TO INNOVATE HR
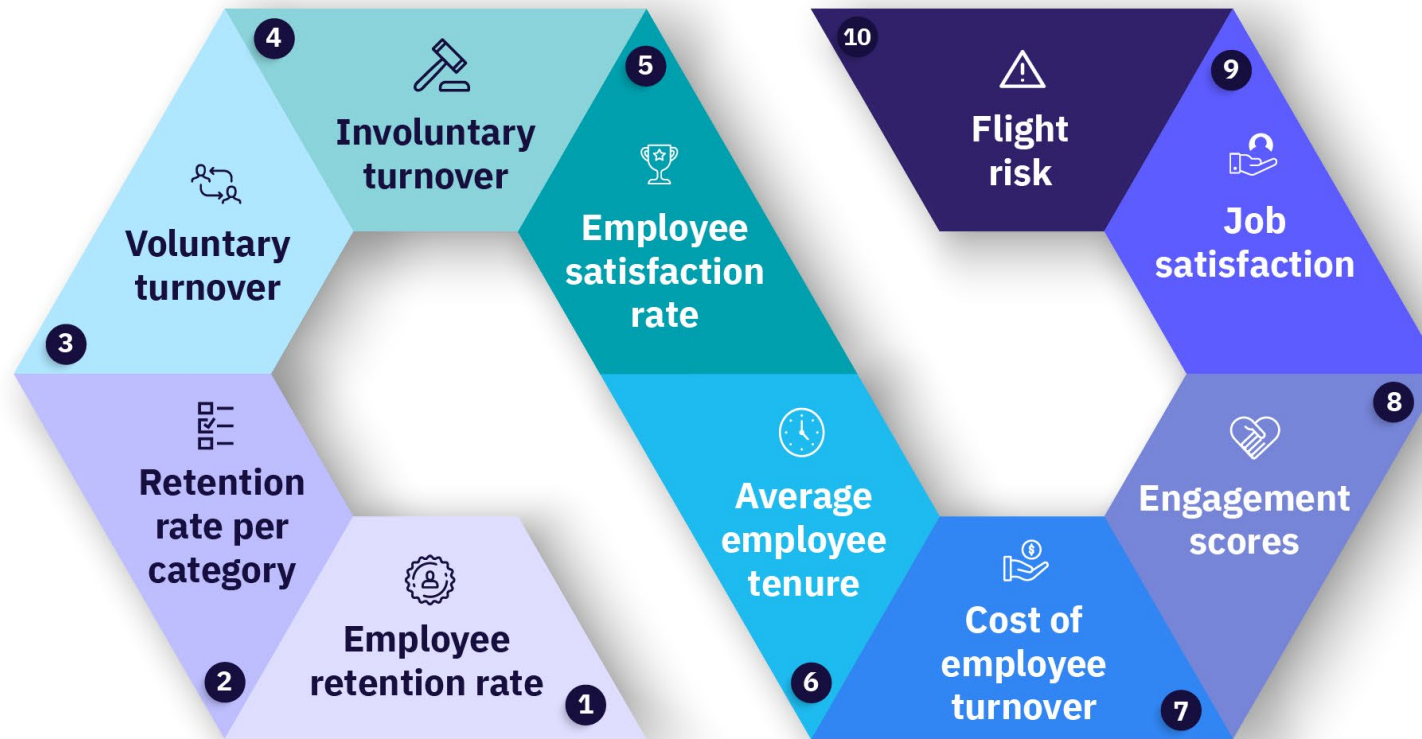
Summary:

Which benefits attract and retain good employees?

P PeopleKeep

Benefits Enhancements for Retention
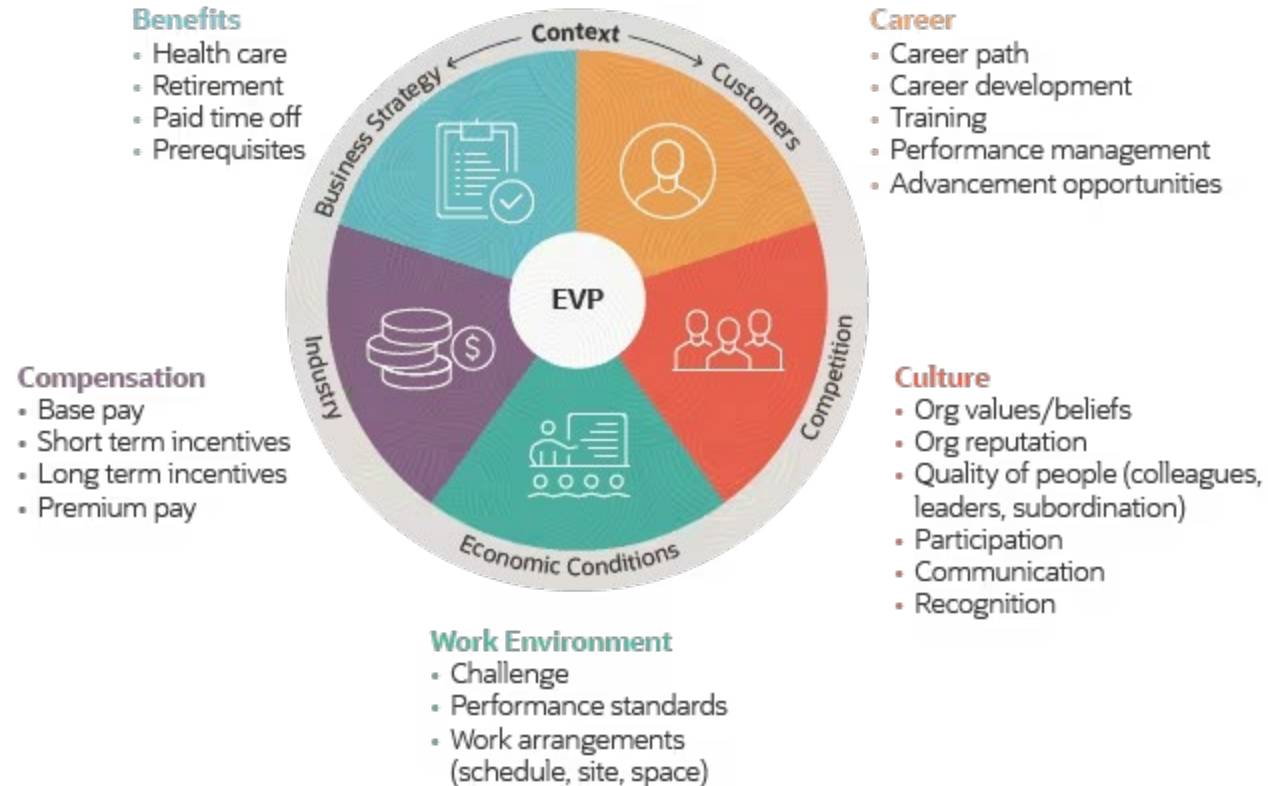
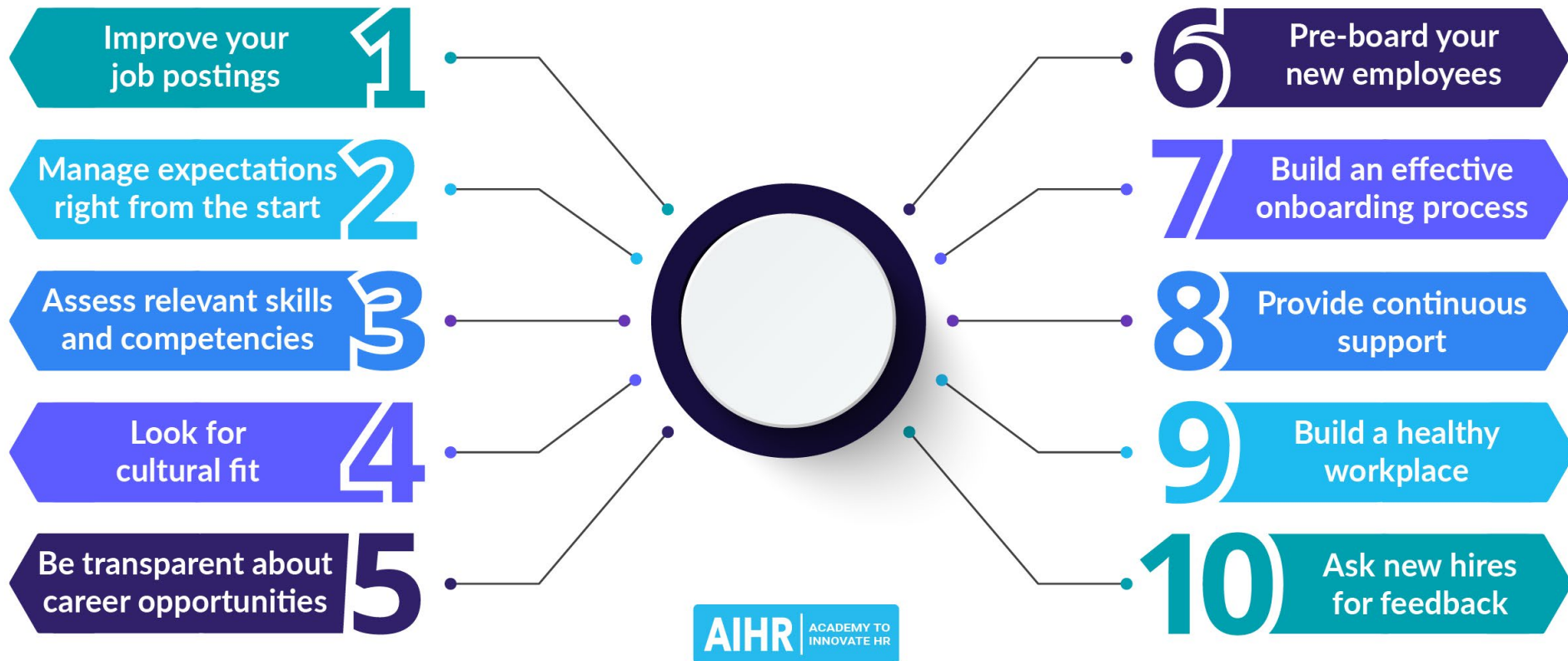|				
Moved to BC/BS saved approximately $10M in PY 2021	Offered enhanced dental network with change to Delta Dental	Added compassionate leave	Offered enhanced vision plan option with Davis Optical	Simplified wellness incentive activities 2021 - 3,107 EEs
Added Catapult for virtual biometric option	Enhanced 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)

Context — Business Strategy — Customers — Competition — Economic Conditions — Industry

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

AIHR | ACADEMY TO INNOVATE HR

Summary:

THE STRATEGY GROUP
EVP VALUE ELEMENTS

Support for Wellbeing

Career Development

Engagement with Work

Pride in Affiliation and Reputation

Rewards and Benefits

Sense of Belonging

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)

Rank	Reason	Percentage
#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

Action	Percentage
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

n = 156 HR leaders
Source: Gartner Attraction and Retention Strategies in a Hybrid World Webinar Poll (30 June 2021)
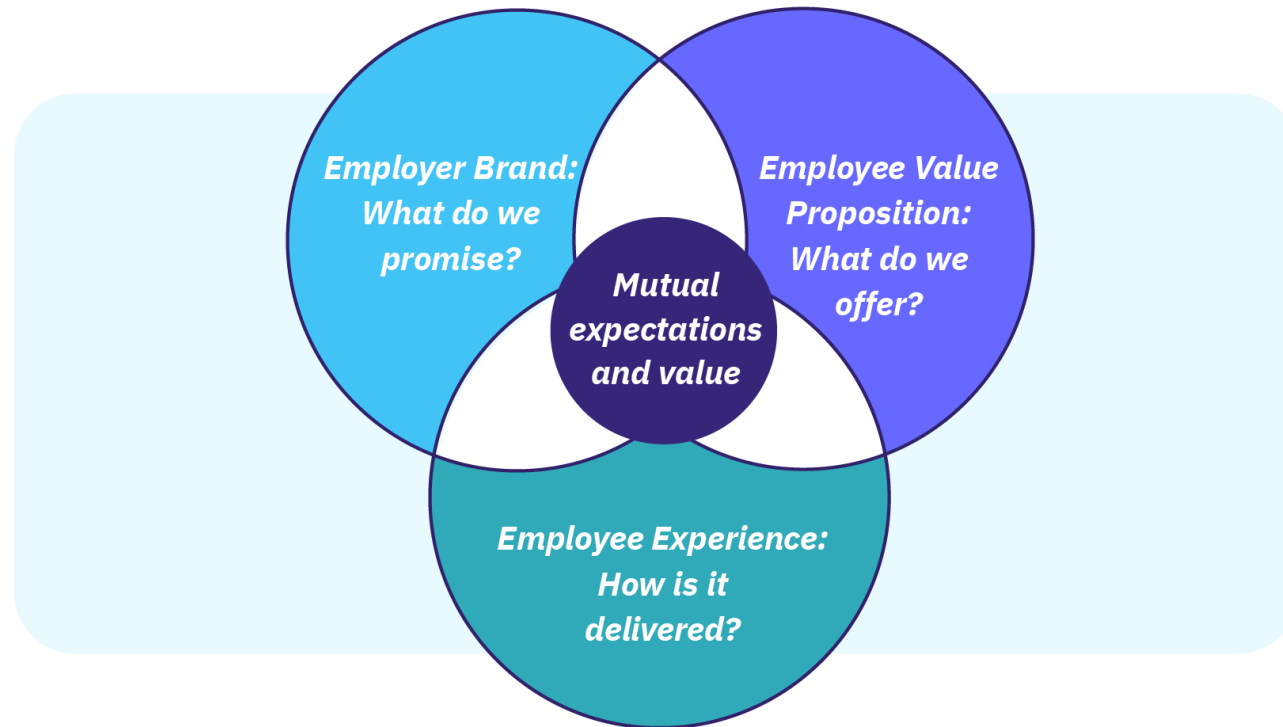© 2021 Gartner, Inc. and/or its affiliates. All rights reserved. CTMKT_1576769

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 #: 23-1560

Item #: O.

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

Memorandum

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.

ACTION UPDATES

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.

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:		

➤ 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

File #: 23-1561

Item #: P.

Council Questions Regarding the Audit of SAP/Deloitte Consulting Service Contract
[Information & Technology Services]

Memorandum

DATE June 9, 2023

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Council Questions Regarding the Audit of SAP/Deloitte Consulting Service Contract**

During the Government Performance and Financial Management (GPFM) Committee Meeting of May 22, several questions were raised by Council Members regarding Briefing Item B presented by the City Auditor. This briefing provided information on audit reports released by the City Auditor between April 15, 2023, and May 12, 2023. In particular, questions were raised regarding the Audit of SAP Software Solutions – Deloitte Consulting Service Contract.

The two primary questions raised were as follows:

- For audit recommendations C.3 and D.3, the audit report indicates that management had elected to accept the risks associated with these recommendations. The Council Member questioned the rationale or reasoning for management accepting these risks.
- The Committee Chair observed that several areas of the audit findings touched upon structural deficiencies in the originating contract revolving around IT security, data reporting, and service levels (SLAs) which accrue risk to the City. The Chair asked that we address what measures should be taken to address the structure of the contract.

In general, and as pointed out by the City Auditor during the briefing, the contract subject to this audit was originally put in place more than 12 years ago (2011) and is reaching end-of-life. The contract for the current services will not extend beyond 2025 and a new contract will be put in place for these services. In May 2023, the City completed the technical evaluation for seeking a new contract for these services. In completing the contract terms with the vendor, each of the items from the City Auditor's report will be addressed.

Audit recommendations C.3. and D.3 both relate to increasing the number of employees involved with contract monitoring and invoicing activities and creating rotational schedules for business continuity and knowledge sharing. It is the intent to fully address these recommendations with the implementation of the new contract. As the new contract is executed, additional staff will be trained and involved in contract monitoring and invoice processing. The extent to which these recommendations can be addressed prior to the execution of the new contract is impacted by resource availability and current contract processes.

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In response to the Committee Chair's questions relating to the structure of the contract and deficiencies surrounding the third party risk management of IT security risk, proper data reporting for contract monitoring, and appropriately defined service levels, the City Auditor referenced the need to review the contract at multiple points in its period of performance and update these requirements as technology changes frequently. Information and Technology Services (ITS) has worked with the Office of Procurement Services (OPS) and the City Attorney's Office (CAO) to review and update the standard contract templates to address these issues, specifically around IT security and data management. By having standard contract templates which are reviewed and updated frequently we can better address deficiencies present in technology contracts. It is also our intent to address these specific recommendations in the new contract which will replace the current SAP – Deloitte Consulting Service contract.

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	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 #: 23-1729

Item #: Q.

GPFM Committee- Two Year Review
[City Manager's Office]

Memorandum

CITY OF DALLAS

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 **GPFM Committee – Two Year Review**

At the request of GPFM Chair Mendelsohn, this memo is provided as a summary of activity undertaken by the Government Performance and Financial Management (GPFM) committee over the last two years – August 2021 through June 2023. The committee has met 23 times with a total of 106 briefings and 135 memos. This has been an average of 4.6 briefings and 5.9 memos per meeting.

Date	# of Briefings	# of Memos	Comments
August 23, 2021	5	4	
September 27, 2021	3	2	
October 25, 2021	6	2	
November 9, 2021	3	0	
December 14, 2021	5	5	
January 24, 2022	3	6	
January 31, 2022	1	0	Special Called
February 28, 2022	6	3	
March 28, 2022	5	12	
April 25, 2022	4	7	
May 23, 2022	5	6	
June 27, 2022	5	3	
August 22, 2022	5	11	
September 29, 2022			Canceled
October 3, 2022	5	5	Special Called
October 24, 2022	5	6	
November 15, 2022	6	3	
December 13, 2022	3	12	
January 23, 2023	5	6	
February 27, 2023	4	9	
March 21, 2023	3	9	
April 24, 2023	5	6	
May 22, 2023	7	7	
June 13, 2023	7	11	
Total	**106**	**135**	

Examples of highlights and committee activity are listed below:

<u>Transparency and Accountability</u> – GPFM has focused on transparency and accountability with monthly review of the Budget Accountability Report (BAR) and the new Technology Accountability Report (TAR) that was initiated in October 2022.

<u>Policy Considerations</u> – GPFM has focused on financial policies of the City through review and amendments to the Financial Management Performance Criteria (FMPC) and the City's Investment Policy.

<u>Oversight</u> – GPFM provides oversight to several departments and programs and has monthly updates on audit reports issued by the City Auditor's Office, regular updates on Development Services performance, and review of other programs and initiatives such as fleet efficiency, panhandling, procurement, and data analysis.

<u>Financial Management</u> – GPFM provides oversight related to issuance of debt, investment of City funds, and use of surplus revenue and budget adjustments. Each year, GFPM reviews the external audit and Annual Comprehensive Financial Report (ACFR). The property tax rate and over-65/disabled tax exemption have been a consideration of the committee.

<u>External Partners</u> – GPFM provides oversight related to partners such as DFW Airport and Dallas Central Appraisal District budgets. Additionally, the committee considers rate reviews requested by both Atmos and Oncor.

The dedicated work of the members of the GPFM Committee is appreciated. If you have any questions, please let me know.

Jack Ireland
Chief Financial Officer

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

File #: 23-1588

Item #: R.

GPFM Committee Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT
COMMITTEE FORECAST

	TITLE	DEPARTMENT
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
	Bond Program 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
	Talent Attraction Brand Strategy and Creative Campaign	Communications, Outreach & Marketing
	Workday Phase II	Human Resources
TUESDAY, SEPTEMBER 19, 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 August 19, 2023 and September 8, 2023	Office of the City Auditor
	Proposed 2024 City Calendar	Mayor and City Council Office
	FY23 End of Year Appropriation Adjustments	Budget & Management Services
BRIEFINGS BY MEMORANDUM	Technology Accountability Report (Information as of August 31, 2023)	Information & Technology Services
	Budget Accountability Report (Information as of July 31, 2023)	Budget & Management Services
	City of Dallas Investment Policy Annual Review	City Controller's Office