

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, DECEMBER 12, 2023

23-0012

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

PRESENT: [5] West, Blackmon (\*\*1:13 p.m.), \*Moreno, \*Resendez (\*\*1:14 p.m.),  
\*Mendelsohn

ABSENT: [0]

The meeting was called to order at 1:09 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 3:11 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.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, DECEMBER 12, 2023

EXHIBIT A

**RECEIVED**

**2023 DEC - 8 AM 10:51**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

**Public Notice**

**23 1102**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**December 12, 2023**

**1:00 PM**

## 2023 CITY COUNCIL APPOINTMENTS

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

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

"Los ciudadanos y visitantes presentes durante las 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 precisará al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

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

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

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

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

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

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

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

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

The public may attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person.

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

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

<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m02583024b16ac878eb7f7b948419a4a1>

### Call to Order

### MINUTES

1. [23-3155](#) Approval of the November 14, 2023 Government Performance and Financial Management Committee Meeting Minutes

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

### BRIEFING ITEMS

- A. [23-3099](#) Citywide Technical Debt Overview  
[Bill Zielinski, Chief Information Officer, Information & Technology Services]

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

### DISCUSSION ITEMS

- B. [23-3098](#) Development Services- Monthly Performance Update & Process Map Improvements  
[Development Services]

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

- C. [23-3147](#) Review of City Real Estate for Development and Redevelopment Opportunities  
[City Manager's Office]

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

- D. [23-3233](#) Status Update of Proposed Private Game Club Land Use  
[Planning and Urban Design and City Attorney's Office]

- E. [23-3234](#) Discussion Regarding the Mayor's State of the City

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

**BRIEFING MEMORANDUMS**

F. [23-3148](#) GPFM Two-Month Forecast

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

G. [23-3150](#) Technology Accountability Report Information as of November 30, 2023  
[Information & Technology Services]

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

H. [23-3151](#) Office of the City Auditor Monthly Update on Internal Audit Reports Released  
Between November 4, 2023 and December 1, 2023  
[Office of the City Auditor]

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

I. [23-3152](#) Quarterly Investment Report as of September 30, 2023  
[City Controller's Office]

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

J. [23-3153](#) Boards and Commissions Audit Update  
[Mayor and City Council Office]

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

K. [23-3154](#) 2025 Legislative Priorities  
[Office of Government Affairs]

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

**UPCOMING AGENDA ITEMS**

L. [23-3235](#) **Office of Procurement Services:** Authorize Supplemental Agreement No. 13 to increase the service contract with Workday, Inc. for continued licensing, configuration, hosting, maintenance, and technical support for the City's existing human resource and payroll system and to extend the contract from March 8, 2024 to March 7, 2025 - Not to exceed \$4,952,024.05, from \$19,970,488.21 to \$24,922,512.26 - Financing: Data Services Fund

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



- M. [23-3236](#) **Park & Recreation Department:** Authorize a twenty-four month annual funding agreement with the Dallas Arboretum and Botanical Society, Inc. to provide services and program support within the City of Dallas in the amount of \$424,393.00 for the period of January 1, 2024, through December 31, 2024; and in the amount of \$424,393.00 for the period of January 1, 2025, through December 31, 2025 - Not to exceed \$848,786.00 - Financing: General Fund

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

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, DECEMBER 12, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 12, 2023

Item 1: Approval of the November 14, 2023 Government Performance and Financial Management Committee Meeting Minutes

Councilmember Mendelsohn moved to adopt the minutes as presented.

Motion seconded by Councilmember Moreno and unanimously adopted. (Blackmon, Resendez absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 12, 2023

BRIEFING ITEMS

Item A: Citywide Technical Debt Overview

The following individual briefed the committee on the item:

- Bill Zielinski, Chief Information Officer, Information & Technology Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 12, 2023

DISCUSSION ITEMS

Item B: Development Services- Monthly Performance Update & Process Map Improvements

Item C: Review of City Real Estate for Development and Redevelopment Opportunities

Item D: Status Update of Proposed Private Game Club Land Use

Item E: Discussion Regarding the Mayor's State of the City

The committee discussed all items.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 12, 2023

BRIEFING MEMOS

Item F: GPFM Two-Month Forecast

Item G: Technology Accountability Report Information as of November 30, 2023

Item H: Office of the City Auditor Monthly Update on Internal Audit Reports Released Between November 4, 2023 and December 1, 2023

Item I: Quarterly Investment Report as of September 30, 2023

Item J: Boards and Commissions Audit Update

Item K: 2025 Legislative Priorities

The committee discussed all items.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 12, 2023

UPCOMING AGENDA ITEMS

Item L:       **Office of Procurement Services:** Authorize Supplemental Agreement No. 13 to increase the service contract with Workday, Inc. for continued licensing, configuration, hosting, maintenance, and technical support for the City's existing human resource and payroll system and to extend the contract from March 8, 2024 to March 7, 2025 - Not to exceed \$4,952,024.05, from \$19,970,488.21 to \$24,922,512.26 - Financing: Data Services Fund

Item M:       **Park & Recreation Department:** Authorize a twenty-four month annual funding agreement with the Dallas Arboretum and Botanical Society, Inc. to provide services and program support within the City of Dallas in the amount of \$424,393.00 for the period of January 1, 2024, through December 31, 2024; and in the amount of \$424,393.00 for the period of January 1, 2025, through December 31, 2025 - Not to exceed \$848,786.00 - Financing: General Fund

The committee discussed all items.



MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, DECEMBER 12, 2023

EXHIBIT C



---

# OFFICE OF THE CITY AUDITOR

---

FISCAL YEAR 2024  
RECOMMENDED AUDIT WORK PLAN

December 13, 2023

MARK S. SWANN  
CITY AUDITOR

*The Office of the City Auditor shines light on City government operations.*



# FISCAL YEAR 2024 RECOMMENDED AUDIT WORK PLAN

The Office of the City Auditor's mission is to collaborate with elected officials and employees to elevate public trust in government by providing objective assurance, investigation, and advisory services.

The City of Dallas (City) Office of the City Auditor performs work for and under the direction of the Dallas City Council. The Fiscal Year 2024 Recommended Audit Work Plan (Audit Plan) is designed to address risks related to the delivery of City services and satisfy responsibilities established by the Dallas City Charter, meet the needs of the City Council, and outline the professional services that the Office of the City Auditor plans to initiate and/or complete during the Fiscal Year 2024.

This Audit Plan is based on a risk prioritization assessment updated in Summer 2023 and requests received from City management, council members, and audit staff. The Audit Plan attempts to identify the risks that matter and provide City-wide audit coverage by allocating 21,000 resource hours to complete 19 audit or attestation engagements and other advisory services.

This Audit Plan is a working document in which the City Auditor is authorized to amend the Audit Plan when deemed necessary by the City Auditor's professional judgment. The City Council will be notified concerning additions to, deletions, or other changes to this Audit Plan. The Audit Plan includes audits, attestation engagements, and other advisory services.

## AUDIT AND ATTESTATION SERVICES

The Office of the City Auditor complies with generally accepted government auditing standards when performing audits and attestation engagements. These standards provide a framework for conducting high-quality audits and attestation engagements with competence, integrity, objectivity, and independence. The types of audits and attestation engagements performed under these standards include:

### **PERFORMANCE AUDITS**

The Office of the City Auditor conducts performance audits to provide objective analysis to assist City management, and those charged with governance and oversight to: (1) improve program performance and operations; (2) reduce costs; (3) facilitate decision-making by parties with responsibility to oversee or initiate corrective action; and, (4) contribute to public accountability. Performance audit objectives vary widely and can include assessments of program effectiveness, economy, and efficiency; internal control; compliance; and prospective analyses.

### **ATTESTATION ENGAGEMENTS**

The Office of the City Auditor conducts attestation engagements to address a broad range of financial or non-financial objectives. An attestation engagement results in an examination, a review, or an

agreed-upon procedures report on a subject matter or an assertion about a subject matter that is the responsibility of another party.

### **FINANCIAL AUDITS**

The Office of the City Auditor conducts financial audits to provide an independent assessment of whether an entity's reported financial information (e.g., financial condition, results, and use of resources) is presented fairly and follows recognized criteria. Financial audits provide users with statements concerning the reliability of information and provide information about internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements.

## **OTHER PROFESSIONAL SERVICES**

The Office of the City Auditor provides other professional services which may or may not be performed following generally accepted government auditing standards. These additional professional services include:

### **CITY COUNCIL SUPPORT**

The Office of the City Auditor is authorized to conduct audits, attestation engagements, or other professional services for individual City Council Members, provided the request will not impact the completion of the Audit Plan. If in the judgment of the City Auditor, a recommendation will impact the completion of the Audit Plan, the City Auditor is to request that the Council Member submit the request in writing for consideration and approval by the Government Performance & Financial Management Committee, or its equivalent, and the City Council as an amendment to the Audit Plan. All work products will be produced at the direction of the City Auditor.

### **MANAGEMENT ASSISTANCE**

The Office of the City Auditor is authorized to perform audits and attestation services, and other professional services at the request of City management to assist in carrying out City management's responsibilities. These services may include, but are not limited to, providing technical advice, such as participating in committees, task force groups, panels, and focus groups. The Office of the City Auditor may provide City management assistance based on consideration of the impact on auditor independence and audit plan completion.

## **INDEPENDENCE DISCLOSURES**

*Section 40-A.2. (c)(C)* of the Dallas City Code designates the City Auditor as a voting member of the Employees' Retirement Fund Board of Trustees. Generally accepted government auditing standards require the Office of the City Auditor to disclose impairments to independence. The Office of the City Auditor lacks independence concerning any audit work that might be conducted at the Employees' Retirement Fund. If applicable, the effects of this independence concern on audit work will be identified in any final reports.

## COMPETENCY AFFIRMATION

The City Auditor reviewed the recommended Audit Plan. The City Auditor believes the Office of the City Auditor staff and contracted specialists possess adequate professional competence to address potential audit engagement objectives. Also, the City Auditor believes the Office of the City Auditor can maintain objectivity while performing the recommended audit engagements.

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
<b>Fiscal Year 2024 Audit Work Plan</b>					
1	Building Services	Energy Management – Electric & Natural Gas	→ Are management controls to monitor the efficient use and payment for electric and natural gas utilities working?	900	
2	City Attorney's Office	Inspector General Division Workforce Staffing Levels	→ What are the processes and polices driving workload demand? → Are the current work processes efficient? → What is the threshold for taking on additional integrity related alerts?	900	Council Members Ridley / West
3	City Controller's Office / Procurement Services	Unusual Financial Transactions	→ Are there duplicate payments without refunds? → Are there employees and vendors with matching banking information? → Are there unusual credit card or travel card purchases? Are they for the public good? → Are there any unexplainable duplicate tax identification numbers in the vendor address master file? → Are there unexplainable additions, deletions, or changes to the vendor address master file? → Are City vendors complying with business license requirements?	900	
4	Dallas Fire-Rescue / Dallas Police / Information and Technology Services - 911	911 Communications	→ Are 911 calls received and responded to timely? → Are 911 calls coded correctly and consistently? → Are performance measures accurately captured, tracked, and reported to appropriate parties to evaluate and manage actual performance?	900	

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
<b>Fiscal Year 2024 Audit Work Plan</b>					
			→ Are 911 center employees trained to meet job expectations and monitored to ensure proper protocols and procedures are followed?		
5	Dallas Police / City Marshal's Office	Firearms, Ammunition, and Equipment Tracking	<ul style="list-style-type: none"> <li>→ Are controls and procedures in place to ensure firearms, ammunition, and equipment are procured, received, identified, recorded, tracked, secured, and disposed of (if required) in accordance with applicable requirements?</li> <li>→ Do policies and procedures related to firearms, ammunition, and equipment inventory conform to guidelines set forth by The Commission on Accreditation of Local Law Enforcement Agencies?</li> </ul>	900	
6	Human Resources	Terminated Employee Benefits Cancellation	→ Are City benefits cancelled timely for terminated employees?	900	Inspector General Division City Attorney's Office
7	Human Resources / Civil Service	Human Capital Management	→ Do the City-wide talent retention and development practices reflect best practices?	900	Council Members Willis / Schultz / Mendelsohn
8	Information and Technology Services - Data	Directory Services – City Domain	<ul style="list-style-type: none"> <li>→ Is Active Directory implementation and management security design effective?</li> <li>→ Is city domain user-provisioning managed, and access maintained using the principle of least privilege?</li> <li>→ Do controls exist to enforce contractor network account authentication, access, and removal at end of the contract service term?</li> </ul>	900	
9	Information and Technology Services - Data / City Controller's Office	System Implementation Projects – Core Financial System	→ Do controls exist so the implementation of the Core Financial System Upgrade will satisfy business requirements, ensure data security, and include segregation of duties?	500	

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
<b>Fiscal Year 2024 Audit Work Plan</b>					
10	Information and Technology Services - Data / Development Services	System Implementation Projects – DallasNow Permitting System	→ Do controls exist so the implementation of the DallasNow permitting system will satisfy business requirements, ensure data security, and include segregation of duties?	500	
11	Information and Technology Services - Data, and Other Departments	Technical Debt	→ What is the City's technical debt? → What are the consequences of technical debt for the City?	900	Information and Technology Services Department
13	Multiple Departments	Fiscal Year Budget Revenue Estimates	→ Does the City of Dallas have effective processes to ensure reasonable proposed budget revenues are included in the City Manager's <i>Fiscal Year 2024-25 Proposed Annual Budget</i> ?	900	Chief Financial Officer
12	Multiple Departments – Codes / Sanitation / Transportation	311 Customer Service Level Agreements	→ Is the Codes Department achieving agreed upon 311 customer level service agreement response times? → Is the Sanitation Department achieving agreed upon 311 customer level service agreement response times? → Is the Transportation Department achieving agreed upon 311 customer level service agreement response times?	900	
14	Office of Budget & Management Services	Franchise Fees Compliance	→ Verify franchise fees (which may include utilities, cable, and telephone), identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	300	Chief Financial Officer
15	Office of Budget & Management Services	Sales/Use Tax Compliance	→ Verify sales/use taxes, identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	300	Chief Financial Officer



Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
<b>Fiscal Year 2024 Audit Work Plan</b>					
16	Office of Environmental Quality and Sustainability	Climate Action Plan	<ul style="list-style-type: none"> <li>→ Does the Climate Action Plan prioritize activities that will have the most impact?</li> <li>→ Are oversight mechanisms in place to help the City meet its Climate Action Plan goals?</li> <li>→ Is the Office of Environmental Quality and Sustainability reporting regularly on its progress toward Climate Action Plan Goals?</li> </ul>	900	Council Member Schultz
17	Office of Homeless Solutions	Homeless Response System Strategy and Coordination	<ul style="list-style-type: none"> <li>→ Is the Office of Homeless Solutions making progress toward its strategic goals?                             <ul style="list-style-type: none"> <li>○ Is the scattered site housing model working to keep people housed?</li> <li>○ Is the City adding additional housing units with wrap-around services?</li> <li>○ Are the people and families provided housing assistance by the Office of Homeless Solutions Rapid ReHousing Program during fall 2021 still living in housing in fall 2023?</li> </ul> </li> <li>→ Are the key partners in the regional effort to end homelessness able to provide sufficient emergency shelter space?</li> <li>→ Describe procedures to count people experiencing homelessness for the City and compare to other major urban Texas cities for potential improvements?</li> </ul>	900	Council Member(s) Mendelsohn / Moreno
18	Parks & Recreation / Library	Youth Services	<ul style="list-style-type: none"> <li>→ Are there opportunities to increase the effectiveness of the City's limited youth services resources?</li> <li>→ Is the City coordinating with other service providers to reduce duplication of services?</li> </ul>	900	

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
<b>Fiscal Year 2024 Audit Work Plan</b>					
19	Public Works	Infrastructure Design and Construction Standards	→ Do controls ensure infrastructure (street paving, storm drainage, bridge, and culvert) construction aligns with City Code Section 51A-8.601(b), General Standards?	900	Council Member West

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
<b>In-Progress Engagements from Fiscal Year 2023 Audit Work Plan</b>					
1	311	311 Customer Service	→ Does the 311 Call Center Answer Calls and Forward Resident Concerns to City Departments Timely and Accurately?	700	
2	City Manager's Office	Housing Inventory	→ What is the number of single-family housing units in the City? → What is the number of multi-family housing units in the City? → What is the three-year average of additions and reductions for single-family housing units? → What is the three-year average of additions and reductions for multi-family housing units? → Is the City adding sufficient housing attainable for people exiting homelessness?	60	Council Members Mendelsohn / Schultz
4	Dallas Fire-Rescue	Payroll Process	→ Are there controls to ensure worked hours are approved and accurately recorded? → Are there controls to ensure pay rates are approved and accurately recorded?	300	Council Member Ridley

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
<b>In-Progress Engagements from Fiscal Year 2023 Audit Work Plan</b>					
5	Dallas Fire-Rescue	Uniform Personnel Recruitment and Candidate Selection	<ul style="list-style-type: none"> <li>→ Are candidate sourcing strategies and community outreach effective?</li> <li>→ Does the candidate selection process reflect best practices and promote a quality hire?</li> </ul>	40	Council Members Willis / Schultz / Mendelsohn
6	Dallas Police	Body-Worn and In-Car Camera Operations	<ul style="list-style-type: none"> <li>→ Are controls in place to ensure body-worn camera users comply with the Dallas Police Department's directives for body-worn cameras?</li> <li>→ Are controls in place to ensure compliance with the Dallas Police Department's directives for in-car cameras?</li> </ul>	200	
7	Dallas Police	Uniform Personnel Recruitment and Candidate Selection	<ul style="list-style-type: none"> <li>→ Are candidate sourcing strategies and community outreach effective?</li> <li>→ Does the candidate selection process reflect best practices and promote a quality hire?</li> </ul>	40	Council Members Willis / Schultz / Mendelsohn
8	Dallas Water Utilities	Wastewater Collections and Treatment	<ul style="list-style-type: none"> <li>→ Are environmental reports for wastewater collection and treatment supported by evidence and submitted on time?</li> </ul>	600	
9	Housing and Neighborhood Revitalization	Home Buying and Preservation Assistance	<ul style="list-style-type: none"> <li>→ Does the Homebuyer Assistance Program: (1) align with governance requirements and, (2) meet the City's objectives for the program?</li> </ul>	240	
10	Human Resources / Civil Service	Personnel Appeals	<ul style="list-style-type: none"> <li>→ Are policies and procedures effective in ensuring the fair application of internal employee appeals and appeals of terminations and demotions of City employees?</li> </ul>	200	Council Members Willis / Schultz / Mendelsohn

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
<b>In-Progress Engagements from Fiscal Year 2023 Audit Work Plan</b>					
11	Human Resources / Civil Service	Talent Acquisition	<ul style="list-style-type: none"> <li>→ Is the talent acquisition process efficient?</li> <li>→ Are candidate sourcing strategies and community outreach effective?</li> <li>→ Does the candidate selection process reflect best practices and promote a quality hire?</li> <li>→ Are candidate sourcing strategies aligned with the City's diversity strategy?</li> </ul>	120	Council Members Willis / Schultz / Mendelsohn
12	Multiple Departments	Domestic Violence Prevention and Response Coordination and Effectiveness	<ul style="list-style-type: none"> <li>→ Are the City of Dallas' efforts to combat domestic violence aligned with best practices?</li> </ul>	900	
13	Office of Bond and Construction Management / Dallas Fire-Rescue / Dallas Public Library	Capital Projects	<ul style="list-style-type: none"> <li>→ Are controls implemented to ensure fiscal management and administrative oversight for individual major construction projects?</li> <li>→ Are costs charged to the construction project supported, reviewed, and approved?</li> <li>→ Are costs closed out and capitalized in the City's fixed asset records?</li> <li>→ How was the funding level for the project determined and was the funding level adequate?</li> </ul>	400	
14	Office of Emergency Management	Emergency Management Operations Center Activation	<ul style="list-style-type: none"> <li>→ Is the activation of the Office of the Emergency Management Operations Center following procedures?</li> <li>→ Are plans and policies for activation current?</li> </ul>	600	

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
<b>In-Progress Engagements from Fiscal Year 2023 Audit Work Plan</b>					
15	Procurement Services	Procurement Marketing Practice	<ul style="list-style-type: none"> <li>→ Do the procurement marketing initiatives reflect best practices to promote competition and competitive pricing?</li> <li>→ Are scopes of work or specifications written to promote competition and competitive pricing?</li> </ul>	650	
16	Sanitation Services	Personnel	<ul style="list-style-type: none"> <li>→ Are department procedures effective in ensuring the fair application of personnel decision-making processes (hiring, promotion, discipline, termination, etc.)?</li> <li>→ Do department procedures support fairness in the assignment of equipment, work assignments, and other personnel benefits (Uniform Vouchers, etc.)?</li> </ul>	700	Council Member Mendelsohn
17	Small Business Center	Minority and Women-Owned Business Enterprise Participation	<ul style="list-style-type: none"> <li>→ Are City procurements meeting the City's goals for Minority and Women-Owned Business Enterprise participation?</li> <li>→ If goals are not met, is the City documenting the good faith effort?</li> </ul>	350	

Audit engagements shaded in green will be prioritized to start when resources are available.

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
<b>Prescribed Assurance or Other Services</b>				
1	Multiple Departments	Special Audits	Conduct audits under <i>Chapter IX, Section 4</i> of the City Charter of officers who vacate their offices due to death, resignation, removal, or expiration of term.	600
2	Multiple Departments	Attestations	Conduct audits under City Administrative Directive 4.5 - <i>Contracting Standards and Procedures</i> , of all construction projects with an estimated contract award of \$50 million and greater, before City Council consideration.	1,500
3	Multiple Departments	Prior Audit Follow-Up	City Auditor Responsibilities and Administrative Procedure Requirements to evaluate City Management's implementation of high-impact prior audit recommendations.	2,000
4	Multiple Departments	Council and Management Assistance	Unplanned assurance or advisory services requested by the Mayor, Council Members, or City management. Review Council annual attendance records in accordance with <i>Council Rules of Procedures 4.13</i> .	400

<b>Audit Plan Total Estimated Work Hours</b>	25,700
<b>Available Resource Work Hours</b>	21,000
<b>Office of City Auditor Hourly Blended Rate<sup>1</sup></b>	<b>\$119</b>
<b>Co-sourcing Partners Hourly Blended Rate<sup>2</sup></b>	<b>\$198</b>

<sup>1</sup> *Fiscal Year 2023 Full Cost Allocation Report*, less professional services, divided by fiscal year direct hours of 21,811.

<sup>2</sup> Calculated based on past service deliver orders with co-sourcing partners, Baker Tilly and Weaver.

## FY 2024 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2023-24 Budget	FY2022-23 Forecast Salary	FY 2023-24 Total Capital, Supplies, & Services	FY 2023-24 Budget Revenue	FY 2023-24 Recommended Positions	Last Audit
Sanitation Services	40	✓ ●	153,689,531	24,989,328	97,773,230	152,709,535	629	FY23-FY22
Dallas Fire-Rescue	39	✓ ● ● ●	413,919,075	198,718,528	52,068,988	49,981,636	2,555	FY23-FY22
Dallas Water Utilities	39	●	791,275,376	76,046,200	726,215,110	791,276,133	1,563	FY23-FY22
Public Works	37	✓	100,096,542	20,574,845	70,731,234	20,563,289	593	FY23-FY22
Development Services	36	✓	53,952,347	20,097,353	34,181,486	45,465,884	372	FY23-FY22
Aviation	34		184,286,553	17,988,753	143,872,628	182,046,313	368	FY23-FY22
City Marshal's Office	34	✓	31,537,330	8,764,611	17,157,933	-	207	FY15=>
Code Compliance	34	✓	45,202,288	21,997,192	12,755,450	14,614,784	490	FY21-FY20
Dallas Police Department	34	✓ ✓ ● ●	661,989,893	320,270,071	105,203,739	6,305,474	4,365	FY23-FY22
Equipment & Fleet Management	34		71,794,210	12,724,721	58,059,547	68,778,781	273	FY23-FY22
Transportation	33	✓	59,358,508	9,836,764	40,027,819	11,064,895	216	FY23-FY22
Dallas Water Utilities - SDM	32		80,093,972	13,552,191	63,353,978	80,093,972	281	FY23-FY22
Information & Technology Services - Data	32	✓ ✓ ✓ ✓	131,784,124	16,408,663	88,954,495	121,639,867	228	FY23-FY22
Park & Recreation	32	✓	125,002,400	35,284,537	63,501,083	14,553,750	1,627	FY21-FY20
Information & Technology Services - Radio	31		18,873,781	1,738,431	14,362,234	22,264,018	30	FY15=>
Building Services	30	✓ ✓	31,290,010	9,444,516	21,373,044	909,011	200	FY17-FY16
Court Services	30		8,223,548	2,329,833	4,560,969	13,714,659	54	FY17-FY16
City Attorney's Office	28	✓	23,830,610	14,613,158	2,327,020	850,239	176	FY23-FY22
Convention & Event Services	28		137,145,998	2,027,257	124,351,410	137,145,998	43	FY19-FY18
Office of Arts & Culture	28		24,003,069	3,465,298	23,414,754	2,271,462	118	FY17-FY16
Dallas Animal Services	27		19,286,548	8,208,844	6,658,056	127,831	194	<= FY2022
Information & Technology Services - 911	26	✓	12,866,761	525,713	13,423,352	12,897,076	7	FY15=>
Office of Integrated Public Safety Solutions	26		5,822,887	1,683,105	2,445,087	-	34	FY15=>
City Controller's Office	23	✓ ✓	10,074,491	5,488,827	2,791,551	110,000	77	FY23-FY22
Human Resources	23	✓ ✓ ● ●	9,451,942	3,982,024	3,262,391	-	116	FY23-FY22
Judiciary	23		4,469,376	2,404,454	743,927	-	57	FY15=>
Library	22	✓ ●	43,489,755	17,711,626	13,929,104	352,100	468	FY21-FY20
Office of Community Care	22		10,114,699	2,834,672	5,912,613	1,490,000	52	FY21-FY20
Office of Homeless Solutions	22	✓	16,850,149	2,458,820	13,812,073	1,000,000	44	FY21-FY20

✓ - FY2024 Audit Work Plan  
● - In progress carry over from FY2023 Audit Work Plan

## FY 2024 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2023-24 Budget	FY2022-23 Forecast Salary	FY 2023-24 Total Capital, Supplies, & Services	FY 2023-24 Budget Revenue	FY 2023-24 Recommended Positions	Last Audit
Planning & Urban Design	22		8,024,033	4,232,879	1,005,873	37,300	71	FY15=>
Budget & Management Services	21	✓✓✓	4,478,708	2,738,020	641,875	1,619,172,636	39	FY23-FY22
Bond & Construction Management	20	●	22,043,477	11,089,623	6,759,979	3,599,027	17	FY23-FY22
Express Business Center	20		2,152,280	537,172	2,805,609	2,868,790	10	FY15=>
Office of Environmental Quality and Sustainability	20	✓	5,685,276	6,453,753	8,569,624	191,998	106	FY23-FY22
Aviation - Transportation Regulation	19		546,131	219,222	239,633	546,131	5	FY21-FY20
Communications, Outreach, and Marketing	19		4,389,553	2,044,703	763,101	-	31	FY15=>
Office of Economic Development	19		3,679,042	3,472,014	2,180,923	30,000	41	FY15=>
311 Customer Service	18	●	6,407,274	4,824,118	2,142,556	-	138	FY23-FY22
Data Analytics & Business Intelligence	18		6,108,162	3,226,884	947,717	-	45	FY15=>
Housing & Neighborhood Revitalization	18	●	6,920,100	1,664,877	2,781,807	463,267	26	FY23-FY22
Office of Risk Management	18		6,576,610	3,827,242	1,165,745	6,576,610	56	FY23-FY22
City Manager's Office	17	●	3,389,700	2,307,504	479,410	-	18	FY17-FY16
City Secretary's Office	17		5,455,680	1,924,450	3,479,908	20,000	25	FY21-FY20
Mayor & City Council	17		7,587,447	4,035,377	1,365,054	-	70	FY23-FY22
Office of Emergency Management	17	●	1,251,963	486,716	894,644	-	6	FY23-FY22
Office of Equity & Inclusion	16		3,842,488	1,748,905	1,272,273	-	23	FY15=>
Procurement Services	15	✓●	3,500,823	1,592,748	613,811	225,000	34	FY23-FY22
Civil Service	14	●●	3,015,530	1,658,989	601,894	-	26	FY23-FY22
Employee Benefits	14		2,175,603	771,776	1,034,216	2,175,603	12	FY15=>
Small Business Center	13	●	4,102,059	1,350,899	1,777,963	-	21	FY23-FY22
Municipal_Radio	12		636,398	124,479	743,788	636,398	1	FY15=>
Office of Community Police Oversight	12		863,890	306,825	127,579	-	7	FY23-FY22
Office of Historic Preservation	12		-	403,871	658,299	-	-	FY15=>
City Auditor's Office	11		3,320,456	1,858,749	704,835	-	21	FY23-FY22
Office of Government Affairs	11		1,112,725	629,418	280,363	-	9	FY15=>
Office of Community Development	6		1,011,271	-	-	-	9	0

Other Potential Auditable Entities Not Assessed

- ✓ - FY2024 Audit Work Plan
- - In progress carry over from FY2023 Audit Work Plan



## FY 2024 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2023-24 Budget	FY2022-23 Forecast Salary	FY 2023-24 Total Capital, Supplies, & Services	FY 2023-24 Budget Revenue	FY 2023-24 Recommended Positions	Last Audit
Debt Service Fund - Other Expense			28,006,000					
Capital Outlay		●	247,812,000					
Non-Departmental			135,555,548	-	147,131,590	105,665,517	-	
<i>Trust Funds</i>			<u><i>FY 2022 Fund Balance</i></u>					
Employees' Retirement Fund			4,093,215,000					
Dallas Police and Fire Pension System			2,157,840,000					
Police and Fire Supplemental Pension Fund			18,660,000					
Permanent Funds (Samuell Park, Graowler Momorial, Craddock Park, Martin Weiss Park, Hale Davis)			9,234,000					
401K Retirement Fund			457,499,000					
457 Deferred Compensation Plan			494,799,000					
457 (PST) Deferred Compensation Plan			4,242,000					
<i>Blended Component Units</i>			<u><i>FY 2022 Expenses</i></u>					
Love Field Airport Modernization Corporation								
Trinity River Corridore Local Government Corporation								
<i>Discretely Presented Component Units</i>								
Housing Finance Corporation			196,000					
Housing Acquisition and Development Corporation			380,000					
Dallas Development Fund			867,000					
Downtown Dallas Development Authority			34,637,000					
North Oak Cliff Municipal Management District			1,000					
Cypress Waters Municipal Management District			1,000					
Dallas Convention Center Hotel Development Corporation			85,392,000					



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-2958

**Item #:** K.

---

2025 Legislative Priorities  
[Office of Government Affairs]

# Memorandum



CITY OF DALLAS

DATE November 14, 2023

TO Honorable Members of the Government Performance and Financial Management Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn Jesse Moreno, Jamie Resendez

SUBJECT **2025 Legislative Priorities**

In collaboration with the City Attorney's Office, the Office of Government Affairs has begun developing its 2025 legislative programs as the City of Dallas prepares for the 89<sup>th</sup> Legislative Session and 118<sup>th</sup> Congress.

Prior to each legislative session, the City Council adopts a state and federal legislative agenda outlining official City of Dallas positions on various legislative issues. Throughout the development process input is sought from the Mayor and City Council, executive City leadership, City departments, and external organizations. Once adopted the programs will serve as guiding principles for City elected officials, City staff, and the legislative team engaged in outreach and policy discussions. You can find both the [88th Legislative Program](#) and [118th Congress Legislative Program](#) on the Office of Government Affairs website.

The 2023 State Government Performance and Financial Management Priorities Adopted are as followed:

- Support legislation that allows the City to deliver effective and efficient government services, while being fiscally responsible.
- Ensure privacy and security of resident and commercial data. ([HB 4/ SB 271 passed during the 2023 Texas Legislature](#))
- Require mandatory disclosure of residential and commercial real estate prices.
- Establish a database of homestead exemptions.
- Preserve local authority to collect franchise fee revenues.
- Expand options for publication of legal notices. Amend Government Code Chapter 2274 regarding prohibition from service contracts with institutions that have policies that may restrict gun or ammunition sales and fossil fuels investments.

The 2023 Federal Government Performance and Financial Management Priorities Adopted are as followed:

- Support legislation that allows the City to deliver effective and efficient government services, while being fiscally responsible.
- Ensure privacy and security of resident and commercial data.
- Maintain the tax exemption for municipal bonds, including private activity bonds, and reinstate advance refunding for municipal bonds.

DATE November 14, 2023  
SUBJECT **2025 Legislative Priorities**  
PAGE **2 of 2**

The 2023 Federal Legislative Priorities the city is currently tracking are as followed:

- ARPA Flexibility Bill Enacted.
- Efforts to rescind ARPA funding turned back.
- Tracking implementation of IRA tax incentives.
- Tracking implementation of Financial Data Transparency Act/seeking to
- minimize resulting unfunded mandates.
- Opposing massive telecom preemption bill.
- Creation of a State Department Office of City & State Diplomacy.
- Supporting maximum funding for nutrition programs in Farm Bill.

Please submit all proposed legislative priorities to Linley Youderian at [Linley.Youderian@dallas.gov](mailto:Linley.Youderian@dallas.gov) by December 15, 2023.

Looking ahead OGA will continue outreach, engagement, and communication with Council and key stakeholders. Should you have any questions, please contact Carrie Rogers at [Carrie.Rogers@dallas.gov](mailto:Carrie.Rogers@dallas.gov)

Sincerely,



Carrie Rogers  
Director, Government Affairs

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



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3099

**Item #:** A.

---

Citywide Technical Debt Overview

[Bill Zielinski, Chief Information Officer, Information & Technology Services]



**City of Dallas**

# **Citywide Technical Debt Overview**

**Government Performance &  
Financial Management Committee  
December 12, 2023**

**Bill Zielinski**  
Chief Information Officer

Information & Technology Services Department  
City of Dallas



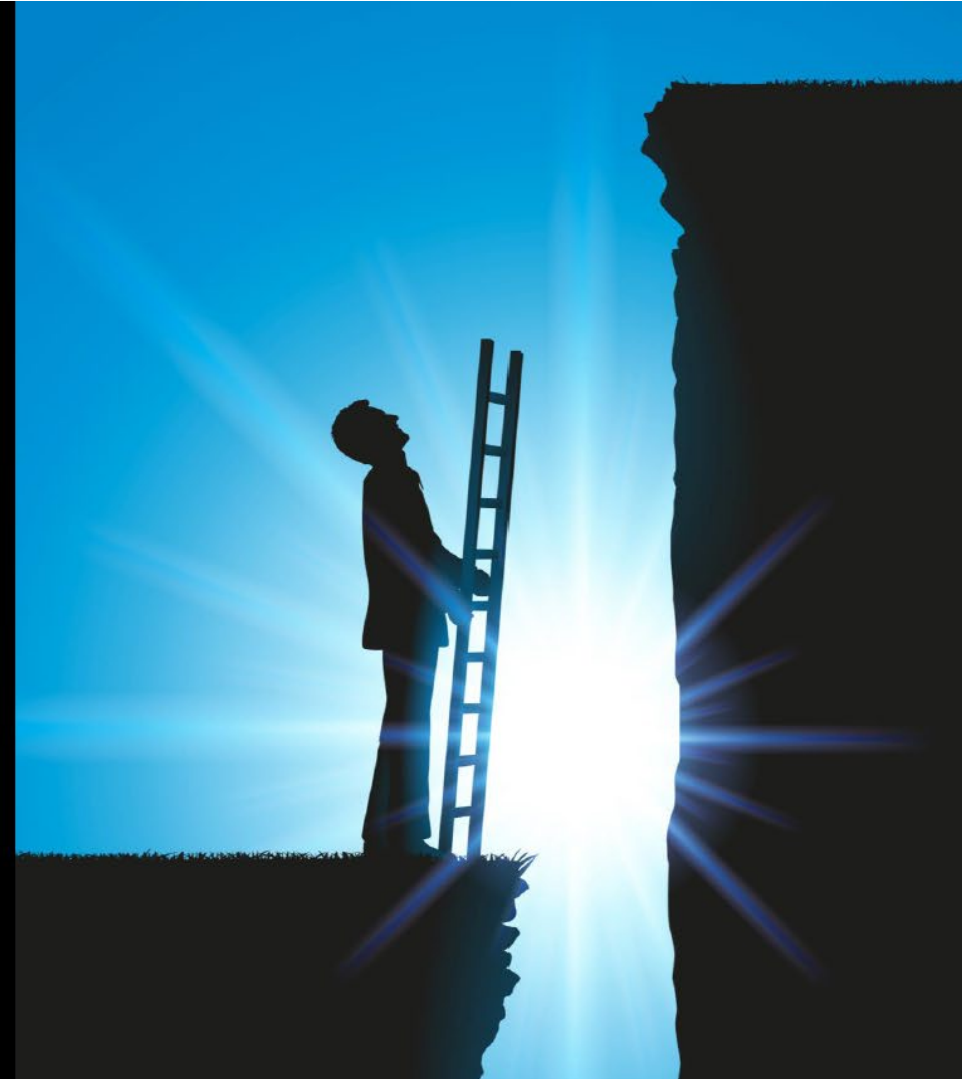
- Defining Technical Debt
- Risks and Issues with Technical Debt
- Addressing Technical Debt
  - Establish Application Inventory
  - Establish a Technology Lifecycle Management (TLM) Process
  - Incorporate TLM into Overall IT Governance
- Next steps



# Defining Technical Debt



Technology debt:  
Any technology that  
prohibits access to value



© Forrester Research, Inc. All rights reserved.

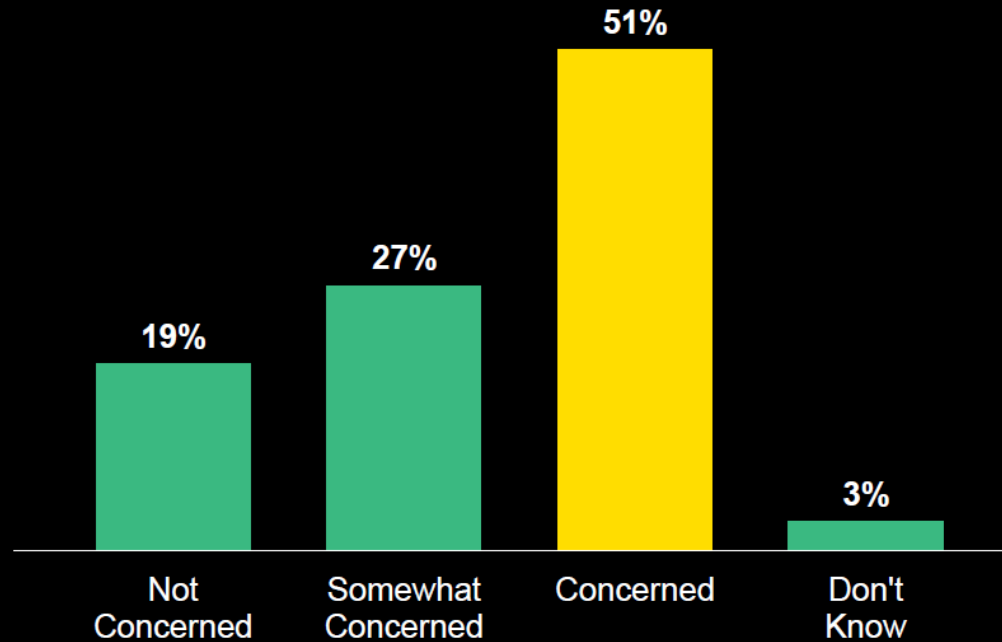




# Defining Technical Debt



“To what extent are you concerned about your technology organization's technical debt?”



Most organizations experience technology debt concern

Base: 767 digital and IT professionals  
Source: Forrester's Modern Technology Operations Survey, 2022

© Forrester Research, Inc. All rights reserved.



# Technical Debt Risks & Issues (1)



**Poor customer experience (CX).** Old, inflexible systems are painful to use. Technical debt too often impacts the end user: It can cause poor performance, poor user experience (UX), low data quality, and in the worst-case scenario, data breaches, which all negatively affect reputation and contribute to customers going elsewhere.

**Loss of business opportunities.** Technical debt hinders agility. Development slows to a crawl as fragmented, sprawling, tightly coupled, and obsolete technologies and systems take increasingly more time and effort to coerce into workable solutions.



# Technical Debt Risks & Issues (2)



**Unsustainable cost structures.** Decades of acquisitions via uncoordinated projects and fiercely autonomous product teams result in an unsustainable vendor portfolio. Spend is microsegmented across too many providers, reducing leverage. Actual business use of technologies may be light. Staffing requirements result in high training expenses and lack of flexibility; staff can't move from one team to another without retraining. Declining technologies are accompanied by dwindling and increasingly pricey talent pools — just ask any tech leader who's recently tried to hire a mainframe assembly programmer.

**Less resilient and secure systems.** A broad technology portfolio results in shallow engineering skills. Technical and security issues take longer to fix because deep expertise is harder to build. Every technology represents a point of vulnerability, requiring hardening and active management. The fewer technologies you have, the more manageable your attack surface.



# Comprehensive Application Inventory



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

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



# Comprehensive Application Inventory



The current state map documents the nearly 900 technology systems and services to carry out its business missions.



Figure 1.0 - Current State

(Note: the above is a 1/3 excerpt from the entire diagram)



# Comprehensive Application Inventory

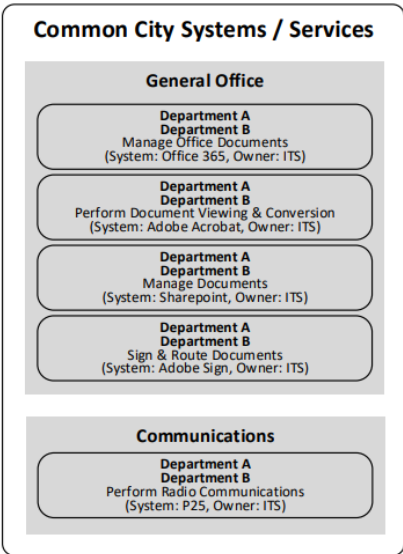


Figure 2.0 – Enterprise Capture

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

- Along with the mapping, the application inventory provides vital information about each system used to assess their health conducted enterprise analyses.

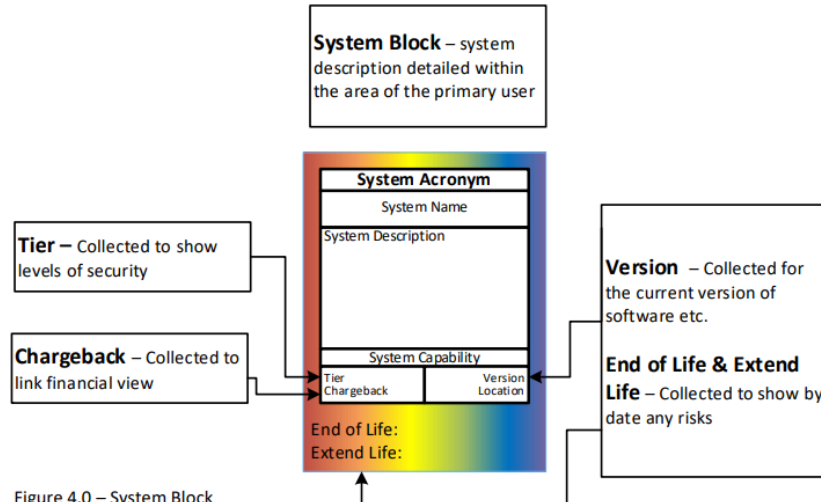


Figure 4.0 – System Block

## System Capability Legend

Access Control	Data Management System	Payment Services
Asset Management System	Data Visualization System	Performance Mgmt System
Audit Management System	Database Management System	Permitting System
Billing System	Document Mgmt System	Plant Management System
Business Process Mgmt Syst	Emergency Mgmt System	Policy Management System
CA Design System	Enterprise Resource Plan. Syst	Project Management System
CA Dispatch System	Events Management System	Records Management System
Case Management System	External Web	Recruitment Mgmt System
Collaboration System	Financial Management System	Reservation Mgmt System
Communication Mgmt System	Fleet Management System	Risk Management System
Comm. Resource Mgmt Syst	Geographic Information System	SCADA System
Construction Mgmt System	Human Capital Mgmt System	Security Management System
Content Management System	IT Operations System	Surveillance System
Contract/Vendor Mgmt Syst	Learning/Training Mgmt Syst	TBD
Court & Justice System	Library Management System	Traffic Management System
Crime Invest. & Prevent. Syst	Meter Data Mgmt System	Utility Management System
Customer Relation Mgmt Syst	Network Management System	Water Operations System
Customer Service System	Other System	Workforce Mgmt System
Data Analytics System		



# Comprehensive Application Inventory



Projects that specifically target the remediation of technical debt are explicitly identified in the project list in the monthly Technology Accountability Report (TAR):

		to all divisions within DEV. (\$180,712)					
15.	iNovah Upgrade	This project upgrades existing software to most recent version and provides new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. (\$484,350)	ECO	DEV	TBD	On Hold	
16.	DallasNow	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	





## Technology Lifecycle Management Is Key To Managing Technical Debt

Controlling the acquisition, use, and retirement of technology is a well-established industry practice, especially in larger organizations. TLM prevents the buildup of intractable technical debt, and where technical debt saddles organizations with cost, TLM fosters value.

- **Improves Customer Experience (CX).** An agile, well-managed, consistent technical stack and platform enable superior customer service through delightful and consistent experiences.
- **Reduces costs.** A lean vendor and product portfolio is simply less expensive. Vendor leverage is improved. Staffing is more flexible and efficient, training costs reduce, and it's easier to find personnel.





# Technology Lifecycle Management (TLM)



- **Enables innovation.** Although some tech leaders and their business partners might view TLM as a barrier to innovation, when well-managed, it reduces non-value-add experimentation and focuses development teams on solving business problems by reducing the variety of technical choices they must comprehend. Reducing the plethora of options increases the flexibility and responsiveness of the digital organization.
- **Controls risk.** Scrutinizing new technology upon entry into the organization allows security professionals to flag issues and develop recommendations for appropriate use. A smaller number of products is easier to monitor for anomalies, protect from supply chain risk and attacks, and patch for vulnerabilities. Deeper staff skills, enabled by focusing on fewer products, reduce the risk of prolonged outage. All these reasons are why TLM in many organizations is positioned as a formal control.



# Technology Lifecycle Management (TLM)



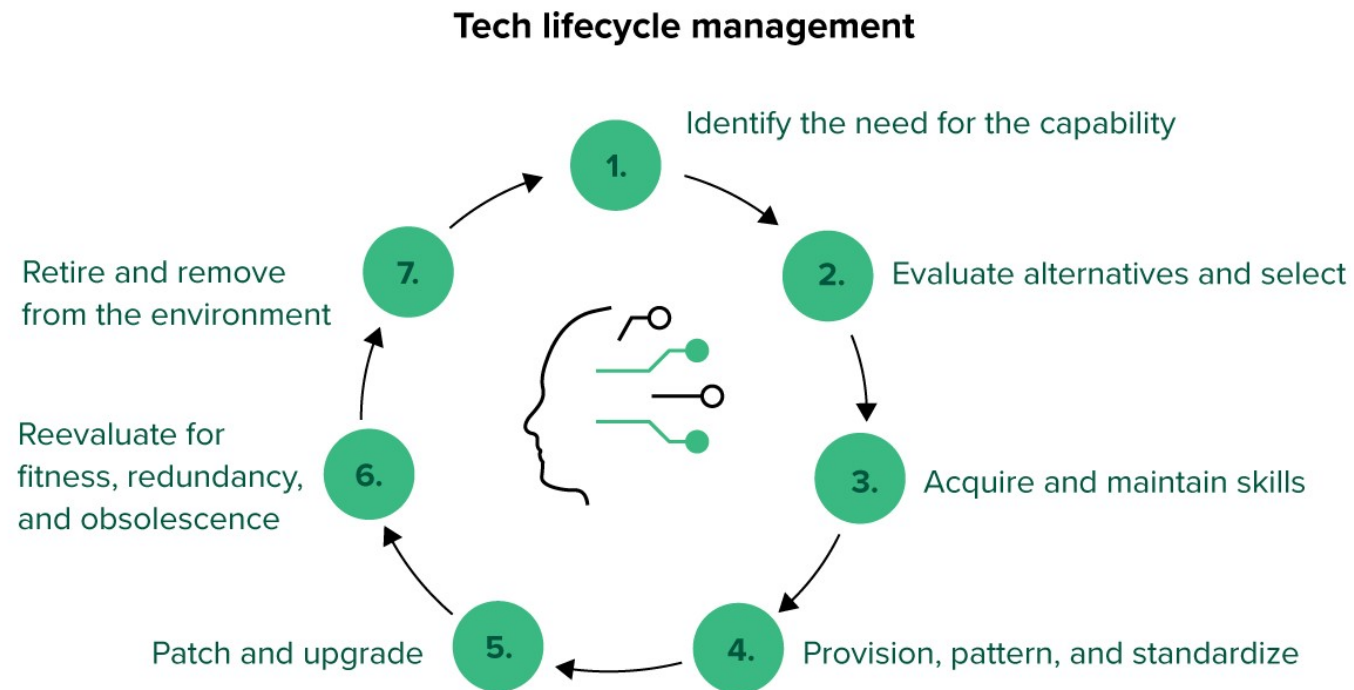
FORRESTER

Establish Technology Lifecycle Management To Control Technical Debt

Speed Up Innovation And Reduce Spend And Risk With This Key Process

FIGURE 4

The Phases Of Forrester's Technology Lifecycle Management Process



Source: Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.





## But keep in mind ...

- Great tech doesn't solve bad practices
- Implement good and standardized governance from the beginning
- Beware of shiny objects — don't lead with a capabilities-first mindset
- Avoid reuse
- Cultural resistance can be a major barrier

© Forrester Research, Inc. All rights reserved.



# Next Steps



- Comprehensive application inventory – **Complete 4/28/2023**
- Application Health Assessment – **Underway/planned completion 1/31/2024**
- IT Governance/Technology Lifecycle Management Future State Roadmap – **Underway/phase I completed 10/31/2023, phase II planned completion 3/31/2024**
- Technical Debt Remediation Scorecard in Technology Accountability Report (TAR) – **Planned for April 2024 TAR**



# Questions



 Dragorfly Training on WordPress.com





**City of Dallas**

# **Citywide Technical Debt Overview**

**Government Performance &  
Financial Management Committee  
December 12, 2023**

Bill Zielinski  
Chief Information Officer

Information & Technology Services Department  
City of Dallas



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3098

**Item #:** B.

---

Development Servies- Monthly Performance Update & Process Map Improvements  
[Development Services]

# Memorandum



CITY OF DALLAS

DATE December 8, 2023

TO Honorable Members of the Government Performance and Financial Management Committee

SUBJECT **Development Services Department Monthly Update for November 2023**

This Memo serves as clarification to the Government Performance and Financial Management (GPFM) Committee Chairman that Development Services Department will not be formally presenting at GPFM. DSD staff will be available in person or virtually to provide updates to the Dallas Developer Guide workflow process improvements.

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](mailto:andres.espinoza@dallas.gov).

A handwritten signature in blue ink, appearing to read 'Majed A. Al-Ghafry'.

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

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

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





# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3147

**Item #:** C.

---

Review of City Real Estate for Development and Redevelopment Opportunities  
[City Manager's Office]

# Memorandum



CITY OF DALLAS

DATE December 8, 2023

Honorable Members of the Government Performance and Financial Management  
TO Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn, Jesse  
Moreno, Jaime Resendez

SUBJECT **Review of City Real Estate for Development and Redevelopment Opportunities**

## Background

The purpose of this memorandum is to provide the Government Performance and Financial Management (GPFM) Committee with an update on the review, update, and determination of opportunities for development and redevelopment of the City's real estate portfolio. Specifically, this memorandum will highlight the following:

1. Optimal City Department to House the Public Works Real Estate Division (Real Estate);
2. Enhanced Review of City Facilities and Land Assets;
3. City Facility Master Plan and Condition Assessment; and
4. Next Steps

## Optimal City Department to House Real Estate

As previously discussed, Real Estate currently resides within the Department of Public Works. Staff is currently working with HR&A Advisors to assist in determining the "best-fit" department to house specific real estate functions.

## Enhanced Review of City Facilities and Land Assets

Guided by Administrative Directive (AD) 6-17, Real Estate will conduct the annual review of City-owned Real property and Improvements between December 8, 2023, and January 16, 2024. This year's review, which will be conducted by Real Estate and the Building Services Department (BSD), will be enhanced by also evaluating factors such as whether departments are telecommuting or if lease space can be absorbed within underutilized space.

## City Facility Master Plan and Condition Assessment

City staff has been conferring with CBRE on shaping a City Facility Master Plan and Condition Assessment. Given the consideration of redeveloping City facilities to mixed-use facilities (as discussed in previous GPFM Committee meetings and during 2024 Bond briefings) and the need for a City Facility Master Plan and Condition Assessment, City staff and CBRE have been discussing the market for redeveloping key City properties, such as the North Oak Cliff Library, to mixed-use developments by leveraging a private partner with an investment from the 2024 Bond Program.

In addition to the mixed-use facility discussion, CBRE has been sharing with City staff thoughts on developing a City Facility Master Plan and Condition Assessment to guide

DATE **December 8, 2023**  
SUBJECT **Review of City Real Estate for Development and Redevelopment Opportunities**  
PAGE **2 of 2**

how City departments may optimally relocate and backfill available space, such as when the City takes possession of the Belleview (IBM) property on October 1, 2024. The Facility Condition Assessment could be part of the Master Plan to provide insights into the capital needs of each of the City's facilities.

### **Next Steps**

Based upon the results of the enhanced review of Real property and Improvements, City staff will revise AD 6-17 to memorialize the enhanced review process and will also consider revisions to AD 6-17 to include a disposition policy for Real property and Improvements.

The annual review of Real property and Improvements will also verify needed and surplus City property and will be used to evaluate uses of City property recommended by entities and organizations such as the Economic Development Corporation (EDC); please note that City staff anticipates receiving EDC recommendations on City property during Q1 2024.

Lastly, City staff will continue discussions with CBRE on a City Facility Master Plan and Condition Assessment and will evaluate potential costs in consideration of these services.

In summary, the purpose of this memorandum was to provide the GPFM Committee with an update on the review, update, and determination of opportunities for development and redevelopment of the City's real estate portfolio. Should there be any questions, please contact me at [robert.perez@dallas.gov](mailto:robert.perez@dallas.gov).



Robert M. Perez, Ph.D.  
Assistant City Manager

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

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



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3233

**Item #:** D.

---

Status Update of Proposed Private Game Club Land Use  
[Planning and Urban Design and City Attorney's Office]



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3234

**Item #:** E.

---

Discussion Regarding the Mayor's State of the City

*The following is the full text of Mayor Eric L. Johnson's 2023 State of the City Address. Please note: Mayor Johnson occasionally deviated from the text as prepared. The recording of the event is available [here](#).*

Good evening. This is Eric Johnson — the mayor of Dallas.

I want you to know something about me, and that's this: I have always yearned for Dallas.

I say that as someone who has always called Dallas home. I was born in this city. I grew up in a family of six in West Dallas and Oak Cliff, bouncing between cramped apartments and rental homes seemingly every year or so. My parents worked hard, doing whatever they had to do to keep us afloat. People in our community always tried to help each other. We all did the best we could with what we had.

When I was 18, I left home for college. God's plan for my life and hard work took me to the northeast. This allowed me to see faraway places that I had only read about — and to escape the circumstances into which I was born.

Still, I yearned for Dallas – for everything it was and for everything it could be.

When it was time to build a better life for myself – to launch my career, to start a family, and to become part of a community – I knew I wanted to do it all right here in Dallas. Sure, I had family and friends here, but I also saw something greater in my hometown: I saw opportunity.

Tonight, I'm blessed to speak to you once again as the mayor of this great city. Our City Charter requires me to deliver an annual report as to the state of our city, its financial condition, and our plans for the future. It is my privilege and honor to do so for a fifth time tonight.

In past years, we have made the State of the City address an in-person event. But this year, in an increasingly complex world that is fraught with uncertainty, I decided to keep things simple. No stage. No podium. No applause breaks. Just an honest conversation with you about Dallas.

You deserve straight talk, and that's what I'm going to give you.

There are a few things I want to discuss with you tonight. I want to focus primarily on what I call the four P's: Public safety. Property taxes. Parks. And potholes.

Now, when we talk about these things, just know that what's driving our conversation is the fact that America is yearning for Dallas. The numbers prove it. People want what we have to offer. They value what Dallas represents in a world where it feels like it's getting harder and harder to stay afloat, much less get ahead. In search of a better life, people across this country increasingly want to make Dallas their home. Much like I did many years ago, they all see tremendous opportunity here.

But with this opportunity comes some distinct challenges. Our fast-growing suburban neighbors have been capitalizing on their proximity to Dallas and trying to outdo us. These cities compete with us for the families, the jobs, and the investment that we want to land not just in the North Texas region, but in the City of Dallas specifically.

And in this increasingly intense competition, as long as I'm your mayor, Dallas is going to play to win.

That has been the mantra of my administration over the past four-and-a-half years, even when a pandemic brought our global economy and social lives to a halt. And together, through that time, we have set a course that puts the City of Dallas back on offense. It's a course that tells the world we refuse to rest on our laurels. It's a course that puts public safety first, that fights for lower property taxes, and that aims to make life easier for families and for businesses.

We are now beginning to see the benefits of this approach over the last few years. Violent crime is still falling. The number of people living on our streets declined 14% last year as we've deployed a more strategic and holistic approach to homelessness. And property tax rates in Dallas are lower than they have been at any time in the past 15 years.

Meanwhile, corporate relocations are increasing. New developments are going up. And new parks are being built across our city.

In light of all of this, I am proud to report that the State of our City remains strong.

However, it's imperative that we remain on the course that we have set in the last few years. We cannot afford to drift from our direction. We must continue to focus on what really matters: the work that has made people all over the world yearn for Dallas – the work that actually makes our city safer, stronger, and more vibrant.

\*\*\*

It is my philosophy that your city government must be responsive, responsible, and restrained. But the most important role that your city government plays is in keeping you safe.

For two consecutive years coming out of the pandemic, Dallas saw violent crime fall in every major category. That's something no other top 10 city in America achieved. And our nation took notice: more Americans rated Dallas as safe than they did any other major city in the country in a Gallup poll released just a few months ago.

This year, violent crime will fall again – a remarkable third-straight year of reductions. Aggravated assault, rape, and robbery are all continuing to go down. This means fewer victims of violence in this city than the year before. That is always our goal, and that is a significant achievement.

Our police chief and his team deserve a great deal of credit for working with criminologists and with our community to develop and refine our violent crime reduction plans, which have been remarkably successful over the past three years. The men and women of the Dallas Police Department also deserve tremendous credit, praise, and gratitude for implementing these plans every morning, every afternoon, every evening, and every night.

Still, I want to level with you. It's not 100% good news. That's because after two-straight years of decreasing homicide numbers, murders are likely to be up this year over last year.

I am not at all happy about this. These numbers represent lives, and it is always tragic when lives are lost to violence in this city. It's simply not something that anyone in any leadership position in this city can or should ever accept or excuse. Period.

Next year, Dallas must intensify its efforts to stop violence. Police recruiting and hiring must improve. We must continue to take steps to shore up the Dallas Police and Fire Pension System in order to retain and attract public safety personnel.

We must also explore every public safety solution, and everyone must be part of it, including our prosecutors, our judges, our faith leaders, and our community organizations.

Our goal is to become the safest big city in America. That's going to require us to continue to be relentless when it comes to ensuring public safety. You should expect nothing less from your city government.

\*\*\*

Now, let's talk about your property taxes. Simply put, they're too high.

The biggest chunk of your tax bill goes to our public schools, and I want to thank Governor Abbott, Lieutenant Governor Patrick, and the Texas Legislature for prioritizing public school property tax relief. It is going to make a real difference for property taxpayers across Texas.

Here in Dallas, we've lowered our city's tax rate every single year since I took office. Last year, we cut the tax rate by the largest amount in at least four decades. This year, we cut the rate again for the eighth-straight year, and we increased the exemption for senior citizens. I'm proud of that.

The problem, as I've mentioned, is that people want to move to our city, and that means your property valuations are going up. That's great whenever it's time to sell your home. But for families who want to stay in their homes and raise their children or grow old in our city, it also means a higher tax bill at a time when many people are just trying to get by.

We can and we should be doing a lot more to give hard-working Dallas taxpayers some relief.



City government must be more responsible with your money. Since 2010, the City of Dallas's discretionary general fund budget has increased by 83%. If anyone tells you that's all driven by the police budget, they're wrong. The public safety portions of our city's budget grew at a slower pace than the rest of the budget, even with a large increase in spending to partially stabilize our police and fire pensions.

That's because even in an uncertain world, there is one thing you can count on: The wish lists of city government bureaucrats will always grow. There will always be a new program, a new pet project, a new department or office to establish for one reason or another. And your tax dollars will pay for it regardless of whether it works or not.

That's why I fought this year to cut your taxes even more, and I'm not giving up this fight. And that's why I will be asking our Government Performance and Financial Management Committee to begin planning NOW for a 2025 city budget that holds spending flat and cuts your taxes.

Ultimately, however, in our form of city government, it takes eight votes on your City Council to give you real tax relief. This year, we had five votes, including mine.

Our system of city government is up for debate right now as our Charter Review Commission will propose changes for voters to consider in an election to be held next year. I encourage every Dallas resident to learn more about their city government and to get involved and to give their input now, before any proposed charter amendments appear on the ballot.

\*\*\*

What will also likely be on the ballot next year is our city's first bond package since 2017.

This bond package should allow us to make critical investments in our city without raising your taxes.

It should include some long overdue funding for a new police academy that will be located at the University of North Texas at Dallas. And it will likely include millions for critical flood control projects.

But the two biggest allocations in this bond package must be for streets and for parks. That's what our citizen-led Community Bond Task Force recommended. That's what the people of Dallas want. That's what I want as your mayor. And that's what our city needs.

The Community Bond Task Force was made up of community volunteers who heard extensive public input. Based on this public input, they recommended investing \$375 million in streets and \$350 million in parks.

The proposed investment in streets is bold but responsible. It's in line with what we've spent so far from the 2017 bond package, which represented a massive investment in streets. And it will

allow us to make major improvements to the infrastructure in our neighborhoods in the next few years.

The proposed allocation for parks would be the largest investment ever in our city's park system. And it will help us to achieve our goal of ensuring that everyone in Dallas lives within a 10-minute walk of a park or a trail.

Unfortunately, but predictably, we have heard from a few loud voices who believe the proposed parks allocation should be cut in favor of more taxpayer-supported housing.

Look: We need more housing in Dallas. But historically, government is simply not good at playing the role of a housing developer. Spending millions of taxpayer dollars on a handful of houses or a couple hundred apartments here and there isn't the answer here, and it won't reduce your rent or your mortgage a single cent.

When it comes to housing, we need real scale — the kind only the private sector can provide. Our city government's role here should be to make things simpler for professional builders. Improving our city's permitting process and easing our zoning restrictions are where we can make a much bigger difference.

That's why I want our Housing and Homelessness Solutions Committee to develop five new recommendations – not for new programs, but for simple yet innovative ways that we can free the private sector to build more housing in the places where it makes the most sense.

Now, there is one thing that our city government is really good at – and that's parks and recreation. And we've become even better at it in recent years as we've partnered with private organizations such as the Trust for Public Land and Parks for Downtown Dallas to build beautiful parks in downtown and southern Dallas.

Parks have an extraordinary ability to revitalize neighborhoods. They encourage private investment. They attract visitors and give our communities a gathering place. And most importantly, parks help us attract and keep families in Dallas.

We have seen this time and time again. When we're smart about it, we get more bang for your buck with parks and trails and recreation centers than with anything else we do with your tax dollars.

That's why developers who are building in Dallas have said that they want to build near parks. That's why our plans for future renovations at Fair Park and the downtown Convention Center include more public green spaces. That's why we're building a new deck park that will tie into the Dallas Zoo over Interstate 35 in southern Dallas. And that's why we must press forward with an unprecedented investment in our city's parks in the next bond program.

\*\*\*

Parks were vital to my own family when I was growing up in Dallas. We didn't have a backyard or a swimming pool or country club or gym memberships. We depended on this city's parks and aquatics centers and recreation centers. They gave us some relief from the daily grind that can sometimes feel overwhelming in a big city like Dallas.

Today, if you go to a Dallas park, you'll see people from every neighborhood in our city — no matter how much money they make, no matter how old they are, no matter if they are black or white or brown, and no matter whether they've had a good day or a bad day.

I would say that, today, parks are to Dallas what Dallas has become to the rest of our nation: a place where we can breathe – and where promise and potential are still within our grasp.

In fact, when it comes to America's biggest cities, Dallas has come to represent an oasis – a big city where dreams can, and still do, come true.

And, rightfully so. This continues to be our moment. But that makes it even more critical that we keep sight of what we are trying to build here. Right now, there are kids in Dallas and across this nation who are turning 18 and trying to figure out what comes next for them. And whether it's tomorrow or a few years from now, it will soon be time for these young people to pick a place to live, a place to launch a career, and a place to start a family.

And whether those kids are from here or have never stepped foot in Dallas, I want them to yearn for Dallas. I want them to see opportunity here for years to come.

That means we still have work to do. But it's work that we will continue to do together – all of us: our entrepreneurs, our faith community, our businesses, our City Council, our neighborhood leaders, and people like you.

Thank you for listening and for being part of tonight's conversation. I also want to thank WBAP for hosting my State of the City address this year. May God bless you, and may God bless the city of Dallas — the city that America still yearns for. Goodnight, and go Cowboys.



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3148

**Item #:** F.

---

GPFM Two-Month Forecast

# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	DEPARTMENT
<b>MONDAY, JANUARY 22, 2024, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	G.O. Bond Program Unspent Funds	Budget & Management Services
	Procurement Scoring Criteria	Procurement Services
<b>DISCUSSION ITEMS</b>	Development Services- Monthly Performance Update & Process Map Improvements	Development Services
	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
<b>BRIEFINGS BY MEMORANDUM</b>	GPFM Two-Month Forecast	City Manager's Office
	Budget Accountability Report (Information as of November 30, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of December 31, 2023)	Information & Technology Services
	Office of the City Auditor Monthly Update on Internal Audit Reports Released Between December 1, 2023 and January 12, 2024	Office of the City Auditor
<b>MONDAY, FEBRUARY 26, 2024, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Broadband & Digital Divide	City Manager's Office
	Review Operating Funds Not Included in BAR	Budget & Management Services
<b>DISCUSSION ITEMS</b>	Development Services- Monthly Performance Update & Process Map Improvements	Development Services
	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
<b>BRIEFINGS BY MEMORANDUM</b>	GPFM Two-Month Forecast	City Manager's Office
	Budget Accountability Report (Information as of December 31, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of January 31, 2024)	Information & Technology Services
	Office of the City Auditor Monthly Update on Internal Audit Reports Released between January 13, 2024, and February 16, 2024	Office of the City Auditor



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3150

**Item #:** G.

---

Technology Accountability Report Information as of November 30, 2023  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE December 8, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – November 2023**

Please find attached the Technology Accountability Report (TAR) based on information through November 30, 2023. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

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

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

Jack Ireland  
Chief Financial Officer

c: TC Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
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 November 30, 2023**

---

**Prepared by Information & Technology Services**

---

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

**214-671-9868**



# Executive Summary

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

- Section 1: IT Programs & Projects – Since the October 2023 TAR report, three major projects were completed and removed from the report:
  - The **Mobile Surveillance Platform** (Formerly known as Bait Car) project is utilized by the Dallas Police Department to operate a fleet of 25 Mobile Surveillance Vehicles. The vehicles are deployed throughout the city and serve as “bait cars”. The vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities. (Previously project #28 on the October 2023 TAR)
  - The **Visualization Engineering Services** project provides an authoritative visualization of our Current State and Future States – an effort critical to information data center improvements. This engagement will be crucial to the success of planned improvements to Application Portfolio Management in addition to the stated necessity regarding data center improvements. (Previously project #41 on the October 2023 TAR)
  - The **Implement Workday Prism** project will aggregate historical data from the City’s prior payroll system and make it available with new payroll data in Workday. (Previously project #58 on the October 2023 TAR)
  
- Section 1: IT Programs & Projects – Since the October 2023 TAR report, three new major projects have been approved:
  - The **Upgrade of DMZ and Security Switch Stacks** project replaces critical city network equipment. (Project #45 on this month’s report)
  - The **Document and Automate COD Worker On/Offboarding Process(es)** project will document and improve city onboarding and offboarding processes and system interactions. (Project #58 on this month’s report)
  - The **Asset Inventory, Amenity, and Maintenance Management System** project will implement an integrated park asset, work order, operations and maintenance, and resource management for the Park and Recreation Department. (Project #62 on this month’s report)

## Executive Summary *(Continued)*

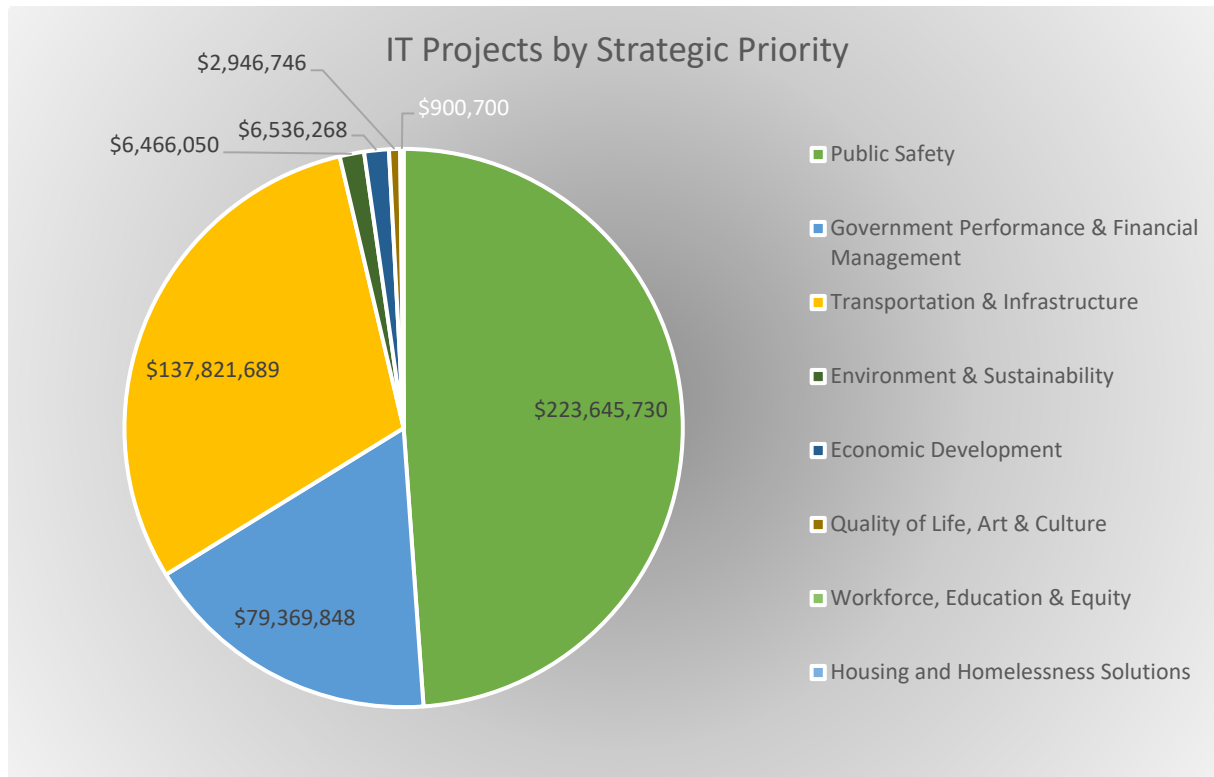
- On November 9, 2023, the Center for Digital Government (CDG) announced the winners of their 23<sup>rd</sup> annual Digital Cities Survey, recognizing cities utilizing technology to strengthen cybersecurity, enhance transparency, digital privacy rights, and digital equity, and those finding innovative ways to support solutions for social challenges facing cities today. The City of Dallas was recognized as 5<sup>th</sup> place in the category of large cities with a population of more than 500,000 for the 2023 survey. This is up from 10<sup>th</sup> place in the 2022 Survey. In recognizing the City of Dallas, CDG cited the creation and publication of the Technology Accountability Report (TAR) in enhancing transparency into the City's IT operations. Additionally, CDG acknowledged the DallasSecure mobile security application it provides city residents, the public dashboards developed and published by the Data Analytics and Business Intelligence (DBI), and the projects across the city to address digital equity. More information can be found here: <https://bit.ly/CDG-DigitalCities2023>

*This page left intentionally blank.*

# Section 1: IT Programs & Projects

## A. Project Pipeline

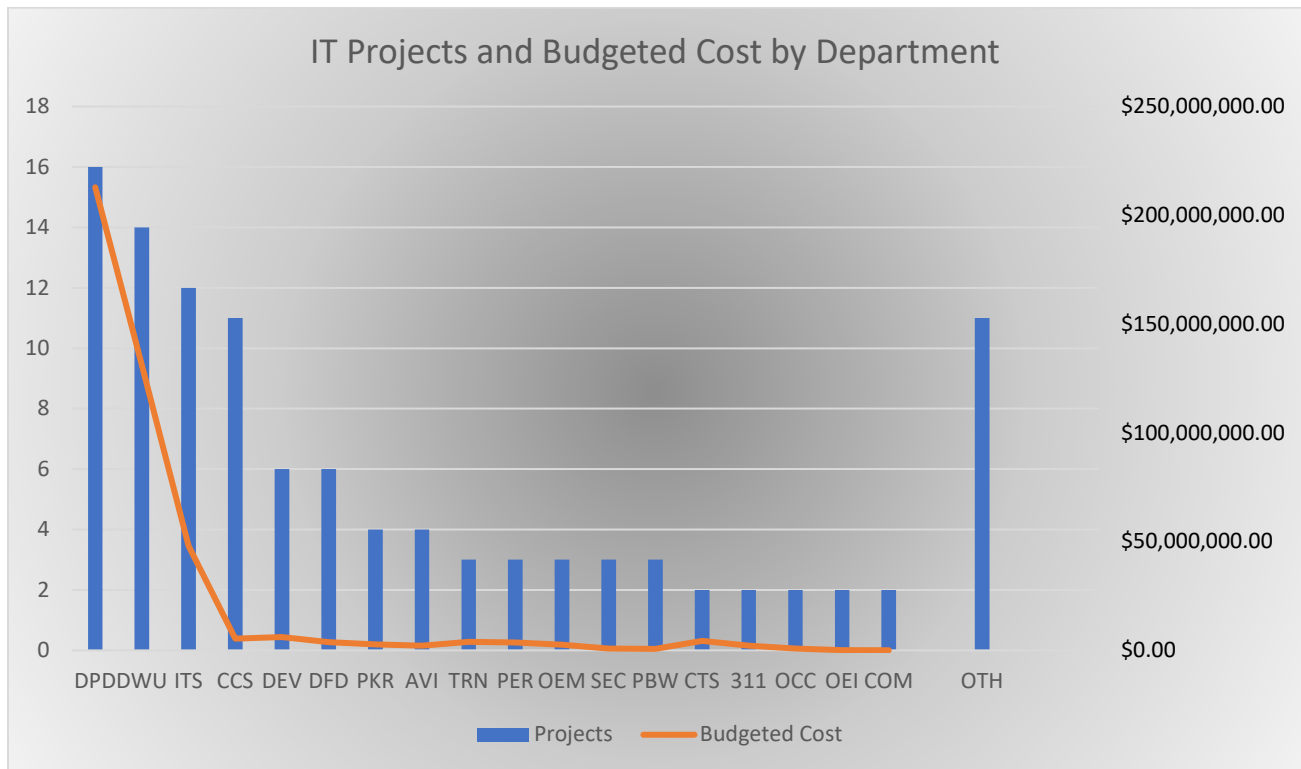
### 1. IT Projects by Strategic Priority



#### NOTES:

1. As of 11/30/2023, ITS has 109 approved IT projects in the pipeline.
2. The total budgeted costs for the 109 projects are \$457,687,031.
3. Project pipeline includes at least one project in 7 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 27 projects at a total budgeted cost of \$223.6M, followed by Government Performance & Financial Management with a total of 27 projects at a total budgeted cost of \$79.4M, Transportation & Infrastructure with a total of 24 projects at a total budgeted cost of \$137.8M, and Environment & Sustainability with 14 projects at a total budgeted cost of \$6.4M.

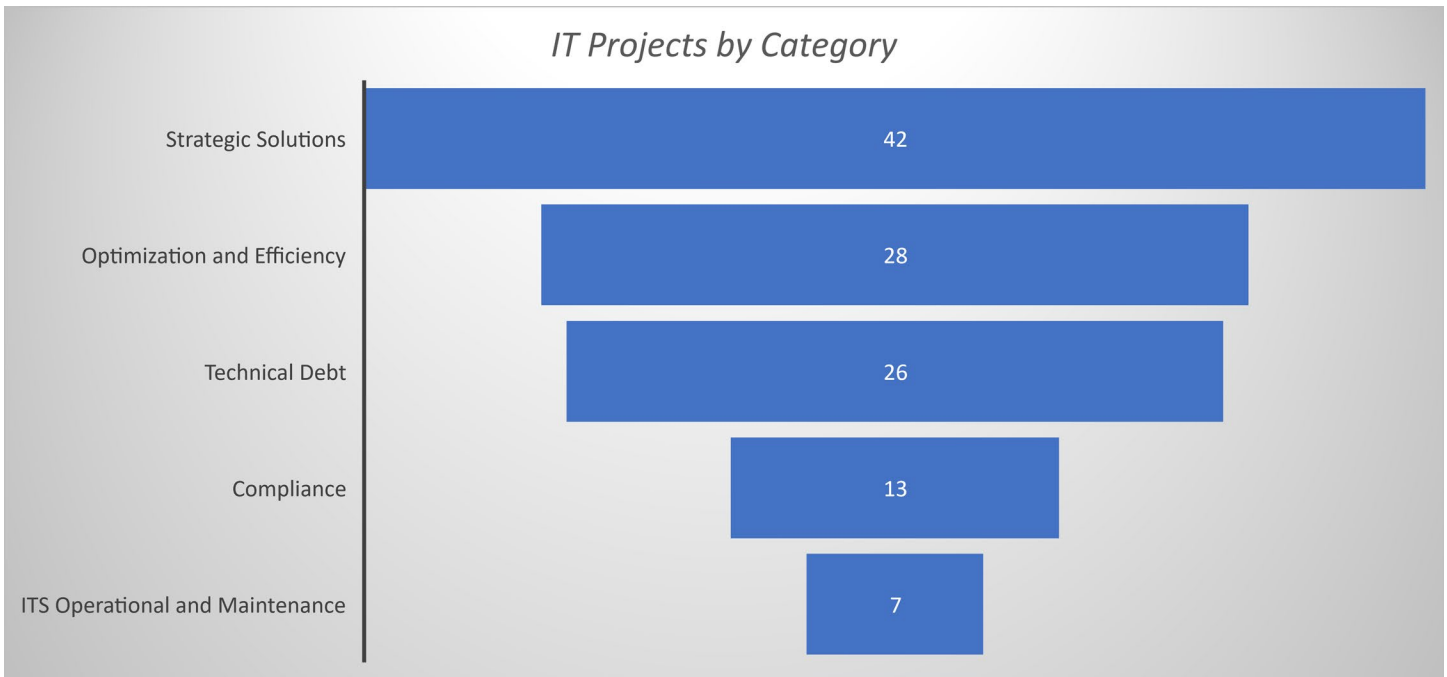
## 2. IT Projects and Budgeted Cost by City Department



### NOTES:

1. Twenty-nine City Departments are represented across the 109 approved IT projects in the pipeline.
2. Dallas Police Department has 16 active projects at a total budgeted cost of \$212.8 million, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of \$131.1 million, Information & Technology Services with 12 projects at a total budgeted cost of \$48M, Code Compliance with 11 projects at a total budgeted cost of \$5.4M, and Development Services with 6 active projects at a total budgeted cost of \$6.1M and Dallas Fire and Rescue with 6 active projects at a total budgeted cost of \$3.9M.
3. Eleven Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

### 3. IT Projects and Budgeted Cost by Category



#### NOTES:


1. Forty-two projects implement Strategic Solutions of new products or services with a budgeted cost of \$69.39M.
2. Twenty-eight projects aim to increase Optimization and Efficiency of City processes and systems with a budgeted cost of \$273.9M.
3. Twenty-six projects focus on reducing Technical Debt with a budgeted cost of \$109.9M.
4. Thirteen projects address Compliance Standards to meet industry regulations, government policies, or security frameworks with a budgeted cost of \$98.9M.
5. Seven projects are internal Operations and Maintenance projects with a budgeted cost of \$1.06M.


**\*The number of projects spread among these categories total to more than 109 due to some projects falling into more than one category.**

## 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 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. <a href="#">(\$2,134,245)</a>	GPFM	311	TBD	In Process	
2.	Ethics Point Salesforce Integration	The purpose of this system is to promote and support ethical financial compliance. <a href="#">(\$63,164)</a>	GPFM	ATT	Dec-29	On Hold	
3.	Department of Aviation INDMEX AirBOSS Vehicle Tracking	This system provides the airport staff with a user friendly, browser-based means to track vehicle, aircraft movements, increase operational safety, and create a common operational picture. The Vehicle Tracking technology in this system allows the airport staff to track ground vehicles, driver positions while the Runway Incursion Warning System (RIWS) will alert vehicle operators in advance of a possible incident on runways. <a href="#">(TBD)</a>	Transport & Infra	AVI	Mar-24	In Process	
4.	Veoci Dallas Airport System Phase 2 Implementation	This system provides the airport staff with a multifunctional platform providing emergency, safety management systems. This system allows to create, share, and manage all information related to unlimited number of emergencies, incidents, events and facilitates emergency mass communications to internal and external stakeholders of Dallas Lovefield Airport. <a href="#">(TBD)</a>	Transport & Infra	AVI	Jun-24	In Process	

## As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
5.	ADVANTAGE Dallas Financial 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. (\$22,095,745)	GPFM	CCO	Oct-24	In Process	
6.	Asset Management System	The Code Compliance office is seeking an asset management system to manage several 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	In Process	
7.	Consumer Protection online Salesforce Application/ permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will Allow business owners to access, complete, submit, and track their business permit applications online. (\$318,050)	Environment & Sustain	CCS	Dec-23	In Process	
8.	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	Dec-23	In Process	
9.	Body Worn Cameras for Code Personnel (CCS)	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	
10.	Safety Tracking, and Hazardous Identification and Inspections	This electronic system monitors training records and certifications. It permits the sharing of policies and procedures with a confirmation acknowledgement, conducts hazard identification inspections, audits, and checklists, and conducts job safety hazard analysis. (TBD)	Environment & Sustain	CCS	Feb-24	In Process	
11.	Short Term Rental Enforcement Database	This solution facilitates compliance enforcement of new zoning and registration ordinances for STRs. It will enable CCS to identify and locate Short-term rentals, monitor activity on host platforms, track code violations and issue notices and other administrative documents. (\$167,768)	Environment & Sustain	CCS	Dec-23	In Process	






## As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
12.	Cameras at 7901 Goforth	This project replaces an old analog camera system with high resolution cameras. The camera system will provide 360-degree coverage around the building at 7901 Goforth. Cameras will extend into the common areas of the building and the front counter area. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
13.	Electronic Citation (eCitation) system	This project will implement an electronic citation system to support the Code Compliance department's operations. The department issues over 69,000 Notices of Violation and over 10,000 citations annually. This system will improve operational efficiency by reducing the amount of time officers spend on-site, reducing paper waste and reducing data entry mistakes from hand-written citations. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
14.	Vacant Property Registration Salesforce Platform	This project will develop a registration platform and process for identifying and tracking vacant properties. This city-wide process will be managed by Code Compliance Department. It will also enable citizens to access an online platform to register and pay for vacant properties they own. (TBD)	Environment & Sustain	CCS	TBD	On Hold	
15.	Convention and Event Services - Office of Special Events - Cust Relation Management System	Convention and Event Services Customer Relation Management System is currently operational but is not currently accepting Credit Card payments. This project implements PCI requirements to allow the system to eventually accept credit card payments. (TBD)	ECO	CCT	TBD	In Process	
16.	Enterprise Community and Employee Engagement Solution	This solution streamlines the city's ability to inform the public, solicit opinions, and conduct surveys to better support the citizens. It facilitates city authorities' active communication with residents and will help to better inform residents about service changes. (TBD)	GPFM	CMO	Sep-24	In Process	
17.	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	
18.	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	Mar-24	In Process	
19.	Development Services Training Simulator	The building permitting and inspection process involves several different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes. (\$50,000)	ECO	DEV	TBD	On Hold	



#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
20.	Customer Queueing 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	Mar-24	In Process	
21.	Expand OnBase to the entire SDC Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. (\$180,712)	ECO	DEV	TBD	On Hold	
22.	DallasNow	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	
23.	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	In Process	
24.	Telestaff-Workday Integration Phase 2	Telestaff automated scheduling and staffing system for City of Dallas Fire Department 24-hr employees' integration with Workday Payroll System. (\$731,238)	Public Safety	DFD	Dec-23	In Process	
25.	Dispatch/Communications - Video Wall	This video system will be a "video wall" solution to display relevant information regarding Fire and EMS dispatches. It will include Traffic Camera inputs, weather information, and other information to enhance DFR's dispatchers as they work Fire and EMS teams in real-time. (TBD)	Public Safety	DFD	Sep-24	In Process	
26.	Fire 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	Oct-24	In Process	

As of 11/30/23


#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
27.	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	May-25	In Process	
28.	DPD Gun Range Software	This system supports the Firearms Training Center (FTC). It will provide tracking of weapons training and weapons qualifications for rifle, pistol and shotgun training. It will also need to keep track of weapons maintenance and other information related to officer's firearm training. (TBD)	Public Safety	DPD	TBD	In Process	
29.	County CAD Collaboration	Upgrade and expand the city's Computer-Aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure. (\$0)	Public Safety	DPD	TBD	In Process	
30.	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	
31.	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	TBD	In Process	
32.	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. (\$217,633)	Public Safety	DPD	TBD	In Process	
33.	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	Dec-23	In Process	

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
34.	Fusus Devices Implementation for DPD	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	Dec-23	In Process	
35.	CAD & RMS Universal Replacement	This project will replace the current Computer Aided Dispatch (CAD) system and the Records Management System (RMS) with a holistic, universal solution to support Dallas Police Department, Dallas Fire-Rescue, and the Dallas Marshal's office. The goal of this project is a solution utilizing industry best practices, while also providing uniformity across both platforms. This will support better tracking of incidents from initiation through investigations to final resolution. (TBD)	Public Safety	DPD	TBD	In Process	
36.	Off-Duty Job Application	This system will manage all elements of off duty jobs for DPD employees including tracking of personnel off-duty jobs, and number of hours worked. It will handle payments to employees for off-duty work and payments to the city for the use of any City assets. (TBD)	Public Safety	DPD	TBD	In Process	
37.	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	
38.	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	
39.	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. (\$1,383,800)	Public Safety	DPD	Jul-26	Ongoing	
40.	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	TBD	Ongoing	







## As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
41.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. <a href="#">(\$5,000,000)</a>	GPFM	ITS	Jan-24	In Process	
42.	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". <a href="#">(\$1,305,890)</a>	GPFM	ITS	Dec-23	In Process	
43.	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. <a href="#">(\$1,353,866)</a>	GPFM	ITS	Feb-24	In Process	
44.	PCI DSS Requirements Validation Project	This project focuses on protecting Cardholder Data (CHD) and the Cardholder Data Environment (CDE) by utilizing PCI Data Security Standards. The goal of Payment Card Information Data Security Standards (PCI DSS) is to ensure the protection (privacy) of cardholder data and sensitive authentication data wherever it is processed, stored or transmitted. This project initially focuses on currently active projects with PCI components and will expand to cover other projects and systems, as necessary. <a href="#">(TBD)</a>	GPFM	ITS	Oct-24	In Process	
45.	Upgrade of DMZ and Security Switch Stacks	This project replaces critical city network equipment. <a href="#">(TBD)</a>	GPFM	ITS	Nov-24	In Process	
46.	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. <a href="#">(\$300,134)</a>	GPFM	ITS	Nov-24	In Process	
47.	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. <a href="#">(\$618,180)</a>	GPFM	ITS	Jun-25	In Process	
48.	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. <a href="#">(\$40,000,000)</a>	GPFM	ITS	Dec-32	In Process	

As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
49.	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	TBD	In Process	
50.	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	
51.	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-25	In Process	
52.	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	
53.	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	TBD	In Process	
54.	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	TBD	Delayed	
55.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. (\$49,900)	Environment & Sustain	OEQ	TBD	In Process	
56.	Real Estate Case Management System	This project will streamline the leasing of properties and the utilization of right-of-way by introducing an online application process. It will also give applicants the ability to track progress of their application in real time. (TBD)	Transport & Infra	PBW	TBD	In Process	

## As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
57.	Snow & Ice Response	This project supports emergency response during snow and ice events. It will streamline the City's emergency response capability and will allow the Public Works department to quickly provide updated sanding information to other departments, to include Public Affairs Outreach Dept., Office of Emergency Management, Dallas Fire and Rescue, and Dallas Water Utilities. (TBD)	Transport & Infra	PBW	Oct-24	In Process	
58.	Document and Automate COD Worker On- Offboarding Process(es)	This project will document and improve city Onboarding and Offboarding processes and system interactions. (TBD)	GPFM	PER	Nov-24	In Process	
59.	Replace Human Capital Management System Ph 2	This initiative involves the strategic implementation of HR modules for Performance and Talent Management, Recruiting and Onboarding, Learning Management System, Benefits Administration, and Advanced Compensation. In addition, we are orchestrating a meticulous Data Migration process, ensuring a seamless transition from legacy applications. (\$3,016,700)	GPFM	PER	Dec-24	In Process	
60.	Historical Data Repository solution for select HR system data	This project will provide an approved data warehouse solution for HR data being migrated from offboarding applications. This project will define data governance rules and enable compliant retention of City data from numerous current Human Resources (HR) systems. It will provide for an approved Data Warehouse for operational support, reporting and regulatory (data retention) compliance. The final solution will integrate with the HR Workday (WD) system. (\$1,961,406)	GPFM	PER	Feb-25	In Process	
61.	Installation of lighting and security cameras on the Runyon Creek Trail	This project will install cameras and lighting along the Runyon Creek Trail. It will enhance safety for the 2.7-mile Runyon Creek Trail in southern Dallas. (\$186,464)	QOL	PKR	Feb-24	In Process	
62.	PKR Asset Inventory, Amenity, and Maintenance Management System	This project will implement an integrated park asset, work order, operations and maintenance and resource management for the Park and Recreation Department. (TBD)	QOL	PKR	Nov-24	In Process	
63.	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields. (\$0)	QOL	PKR	TBD	In Process	
64.	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Bill Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation. (\$15,000,000)	Transport & Infra	DWU	Apr-24	In Process	
65.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach its end of life in 2025. DWU must replace SAP by 2025 to ensure continuity of our billing. (\$0)	Transport & Infra	DWU	TBD	In Process	

## As of 11/30/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
66.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. (\$15,000)	GPFM	SEC	TBD	On Hold	
67.	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	TBD	In Process	
68.	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office. (\$336,562)	GPFM	SEC	TBD	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. The final phase of procurement was finalized 11/20/2023. Estimated Completion Date will be updated after phase planning is complete.
2. **Ethics Point Salesforce Integration.** Project anticipated to begin in Dec 2023.
3. **Department of Aviation INDMEX AirBOSS Vehicle Tracking.** This project is in the initiation phase. End date will be adjusted once planning phase is complete.
4. **Veoci Dallas Airport System Phase 2 Implementation.** This project is in the planning stage. Completion date will be updated, as necessary, upon completion of planning phase.
5. **ADVANTAGE Dallas Financial Upgrade.** This project has been renamed from "Core Financial Systems Upgrade" to "ADVANTAGE Dallas Financial Upgrade".
18. **DAS Inventory Management Tool.** The New system will allow the DAS department to perform inventory management and other functions as needed.
19. **Development Services Training Simulator.** This project is on hold by the DSD department.
23. **Smart Device/Technology Behavioral Health App for DFR members.** Project has moved to procurement phase.
24. **Telestaff-Workday Integration Phase 2.** Telestaff Prod to Workday COD3 integration Parallel Payroll variance testing on hold due to end-of-year activities. Project anticipated re-start January 2024.
27. **IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is being implemented in an agile fashion. Next phase is expected to complete January 2024. Number of Fire Stations complete to date include Stations 46, 36, 41 Temp, 58, 59 and 19. Remaining 41 Main and FS 21/AVI Center.



- 28. DPD Gun Range Software.** This project is beginning the procurement process. Completion date will be provided when available.
- 30. WEB-RMS.** This project is still in the procurement process. Purchase request has been submitted. New date will be provided when available.
- 32. Ricoh-Fortis Document Management System Replacement.** This project is in the planning stages. New timeline is being developed. New date will be provided when available.
- 33. P25 Compliant Radio Project.** The new P25 Public Safety Radio system is now live, operational, and performing as designed. Final migration of all City of Dallas Departments is complete. Team is now working on the decommissioning of old systems and equipment.
- 36. Off-Duty Job Application.** This project is beginning the procurement process. Completion date will be provided when available.
- 39. Use of Force - Police Strategies LLC.** All initial project tasks have been completed. End date of project is 2026 because Dallas will continue to provide data on a quarterly basis until the end of the contract.
- 47. Network Unified Communications Upgrade.** Project is being implemented in an agile fashion. Unity Voice Mail portion is now complete. The next phase, "Call Manager" has an estimated completion date of December 2023.
- 49. Enterprise Capital Project Management System (ECPMS) Phase 2.** Additional GIS enhancements are being documented for review and approval by the Business Unit and vendor before adding additional scope to the project.
- 59. Replace Human Capital Management System Ph 2.** The Workday Modules Implementation will be done in three phases. The estimated timeline for Recruiting-Onboarding and Talent-Performance Go-Live is Jan 2024. Benefits Go-Live is Oct 2024. Advanced Compensation and LMS (Learning Management System) is Feb 2025.
- 66. Build an Ethics Financial Reporting Solution.** Project date will be updated after this project has completed the procurement process.
- 67. SEC Records Inventory Management Solution.** Requirements have been developed and awaiting Council approval.
- 68. 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.

## C. Changes to Major Project Status List

1. Major Projects Implemented or Closed Since Last Report
  - a. Mobile Surveillance Platform Vehicles (Formerly known as Bait Car) – #28 on October 2023 TAR.
  - b. Visualization Engineering Services - #41 on October 2023 TAR.
  - c. Implement Workday Prism - #58 on October 2023 TAR.
  
2. New Projects approved by IT Governance Board
  - a. Upgrade of DMZ and Security Switch Stack - #45 on this month's TAR.
  - b. Document and Automate COD Worker On- Offboarding Process(es) – #58 on this month's TAR.
  - c. PKR Asset Inventory, Amenity, and Maintenance Management System – #62 on this month's TAR.

# Section 2: IT Operations

## A. Outage Report

### 1. Monthly Service Desk Report

The IT Service Desk functions as the single point of contact (SPOC) between the City’s IT organization and its end users. The Service Desk handles a variety of requests that include distribution to support, setting user passwords, and troubleshooting issues. It assists customers with incident resolution and service request management. The Monthly Service Desk Report provides metrics and trends of the IT service desk performance.

#### Service Desk Call Metrics

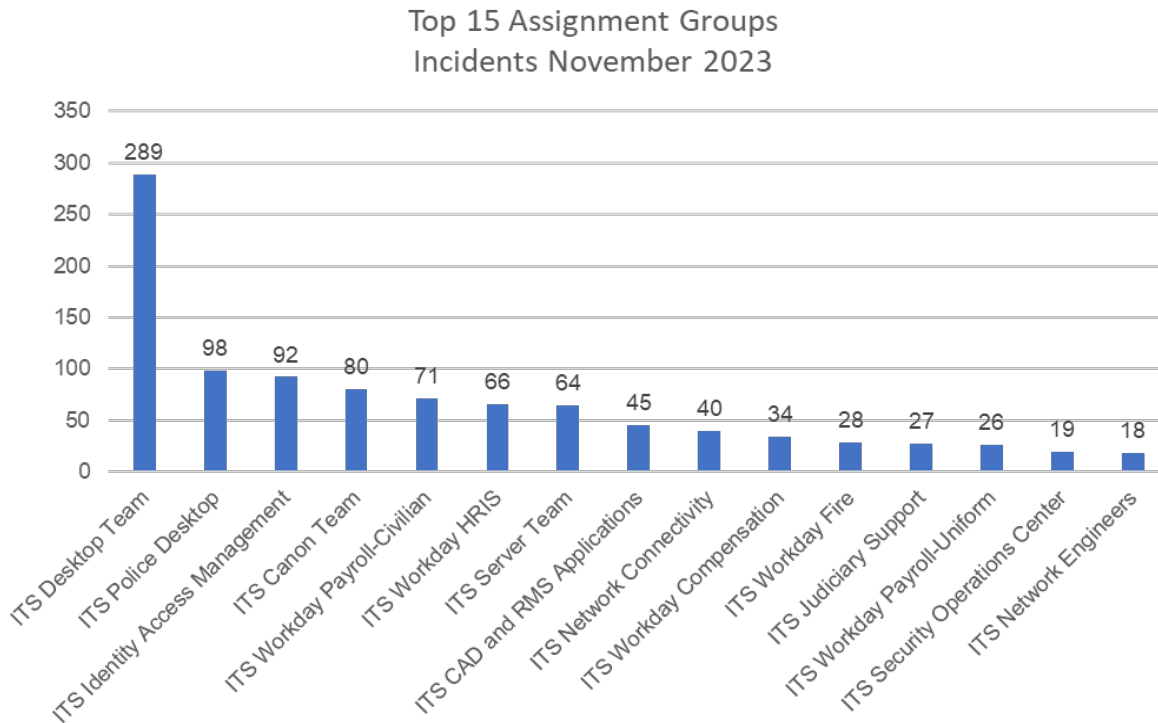
Category	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
Total Calls	7222	9694	6969	8230	7319	11740	5528	5698	8195	6344	6228	5836
Answered	6222	7117	6778	8048	7171	7977	5005	5513	7941	6056	6143	5759
Abandoned	1000	1000	1084	182	148	523	523	185	254	288	85	77
Abandoned (<10sec)	408	380	1493	81	65	1398	175	166	172	172	93	273
Abandoned %(<10sec)	6	5	8	1	1	17.53	3.5	3.0	2.2	2.8	1.5	3.9

Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	00:07	
Password Related Incidents	Password Related Incidents	20%	
First Contact Resolution - Incident	First Contact Resolution - Incident	91.27%	
Average Duration – Service Desk	Average Duration - Service Desk	0.20 Days* 282 Minutes	
Average Duration – Field Services	Average Duration - Field Services	3.11 Days 4484 Minutes	
Average Duration - PD Field Services	Average Duration - PD Field Services	2.6 Days 3714 Minutes	

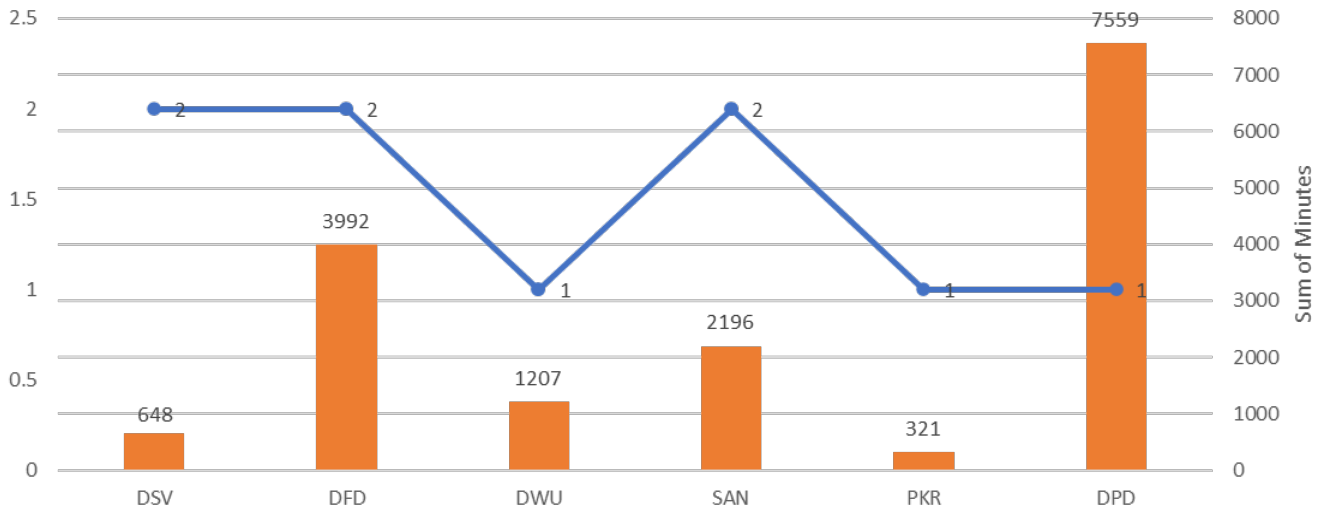
**NOTES:**

1. In November 2023, the IT Helpdesk received 5836 calls for support. This is a slight decrease over October which saw 6288 calls, and below the yearly average of ~7700 per month (excluding May and the impact of ransomware related calls).
2. First Contact Resolution (Incidents) for November improved significantly over October at 91% compared to 74% respectively.
3. Field Services (excluding DPD) average service duration of 3.11 days in November is in line with prior months, excluding September. Indicating that September was an anomaly most likely impacted by ransomware deployments.
4. Field Services for DPD average service duration decreased by almost half to 2.6 days in November compared to 4.8 days in October.

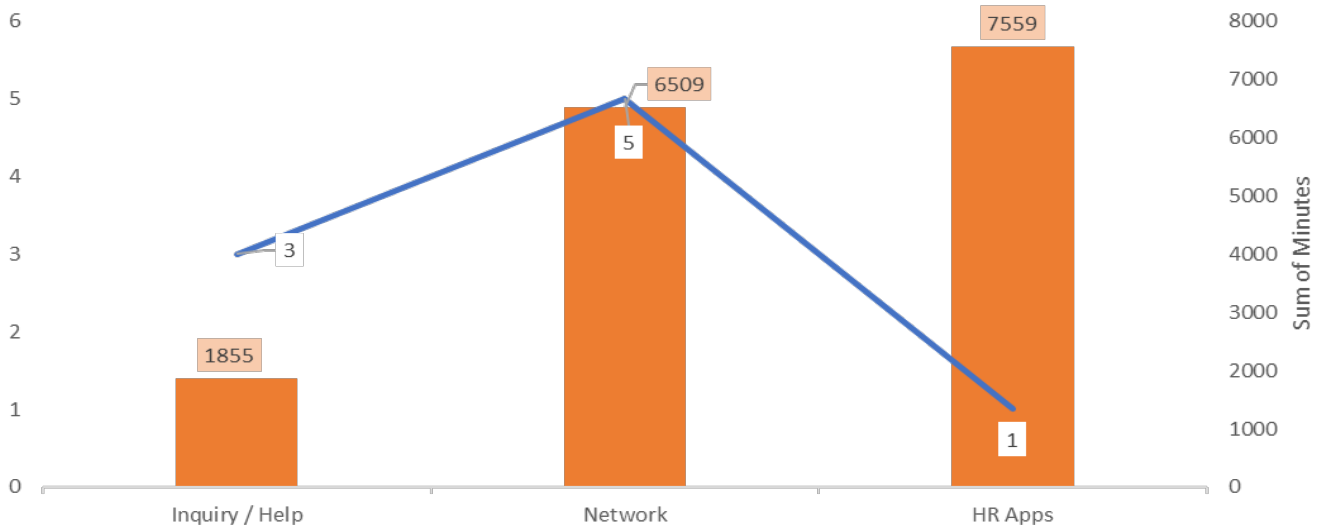
2. *Monthly Incident Report (Break/Fix “My Computer Doesn’t Work”)*



Impact Minutes by Department  
Severity 1 and Severity 2

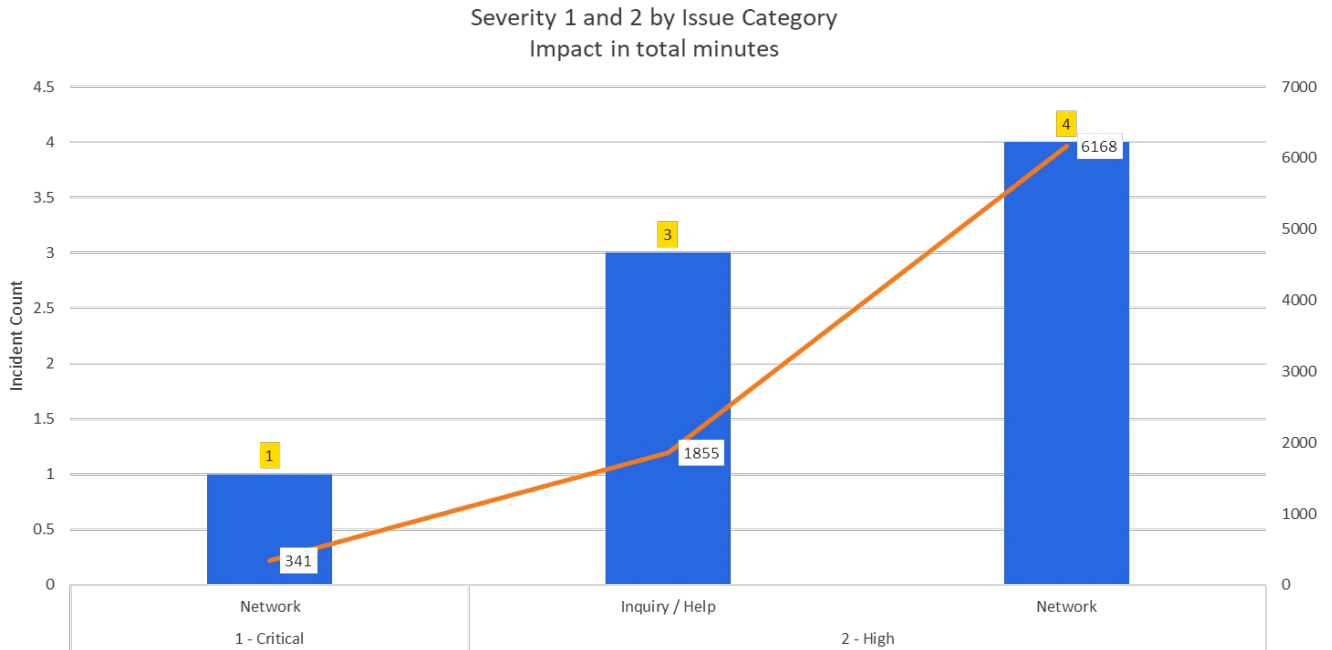


Impact Minutes by Issue Category  
Severity 1 and Severity 2



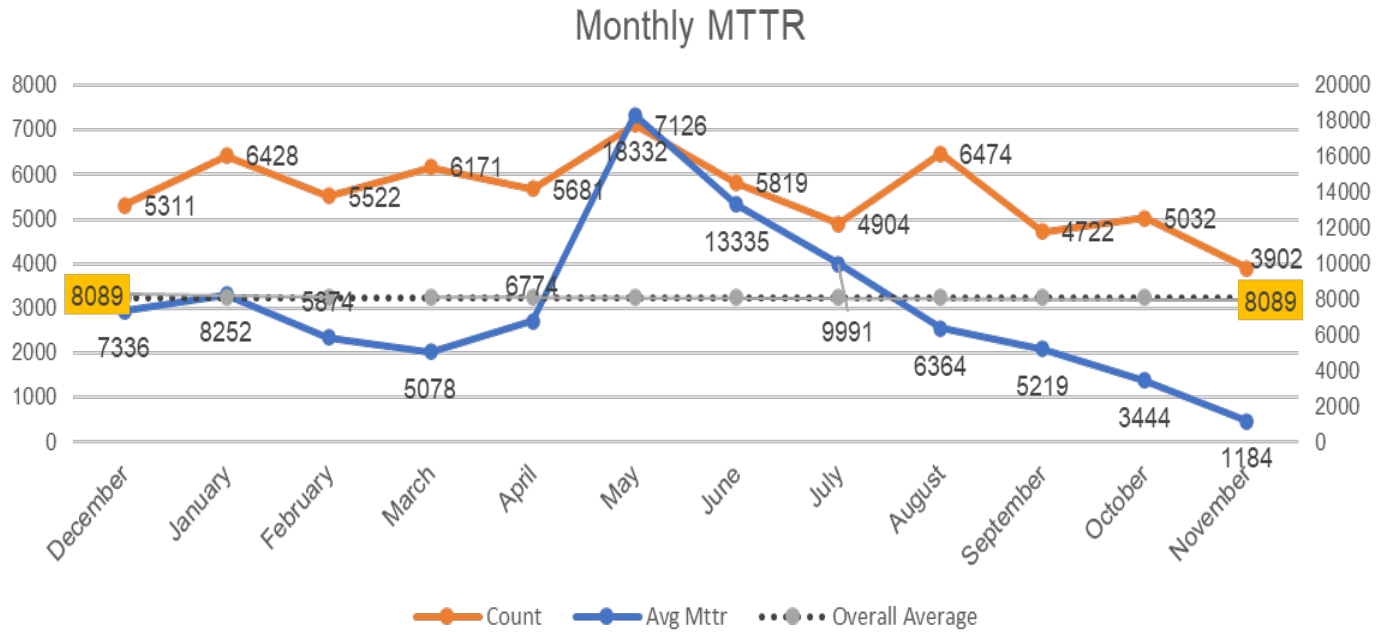
**NOTES:**

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



**NOTES:**

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



**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. Diligence by the technicians to document and resolve tickets in a timely manner is the primary driver of the reduction in MTTR.
3. The MTTR reduction post ransomware continues, reaching levels not previously observed.
4. October MTTR updated to reflect post month closure validation. November numbers will be updated in December reporting cycle to reflect tickets closed post data compilation.

\*Open incidents may impact November MTTR in December report

### 3. Monthly Major Outage Report

Priority	Description	Department	Primary	Assignment Group	Hours
1 - Critical	Network   Users unable to connect to internal networks	DFD	Network	ITS Network Engineers	5.7
1 - Critical	Workday   The Electronic DL Notification is NOT working AGAIN in Work Day for us to be able to notify that an	DPD	HR Apps	ITS Workday HR Apps	126.0
2 - High	Maximo - Enterprise Asset Management System SaaS   unable to run reorder due to corrupt records	DWU	Inquiry / Help	ITS Capital Asset Applications	20.1
2 - High	Network   Phone outage   Station nn	DFD	Network	ITS Network Engineers	60.9
2 - High	Network  Network Outage Simpson Stuart Rd.	SAN	Network	ITS Network Connectivity	32.1
2 - High	PC Support   PayMetric application is not responding. Server needs to be restarted APDxxxPM0nnn	DSV	Inquiry / Help	ITS DWU SAP Applications	5.3
2 - High	Network   Phones and Network in and out. Network has been on and off all day.   YOUNGBLOOD	SAN	Network	ITS Network Connectivity	4.5
2 - High	Commvault  Backups failing on FSDWUxx0nn	DSV	Inquiry / Help	ITS Server Team	5.5
2 - High	Network  no internet or phones   CUMMINGS	PKR	Network	ITS Network Engineers	5.4

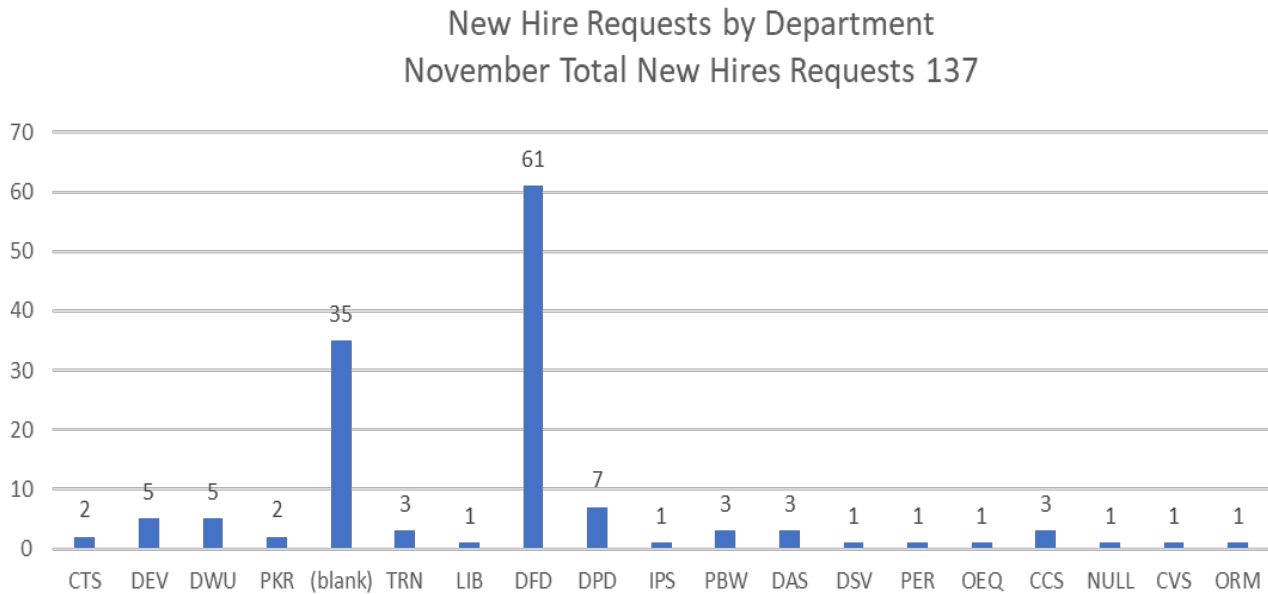
**NOTES:**

1. Major outages are identified as Severity1 and Severity2 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, at the time the report was generated, to identify full impact to departments.
3. November saw an increase in the average time to repair and an increase in total outage time for Major Incidents compared to October. November average MTTR of 29.5 hours compared to October of 17.4 hours. November total outage 265.4 hours compared to October which had 139.4 hours.
4. November and October have almost identical outage times when the one long running Workday issue is excluded as an outlier.
5. Nine Major incidents in the month of November, 2 critical and 7 high, an increase of 1 over October of 8, 1 critical and 7 high.



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

### 1. New Hire Report

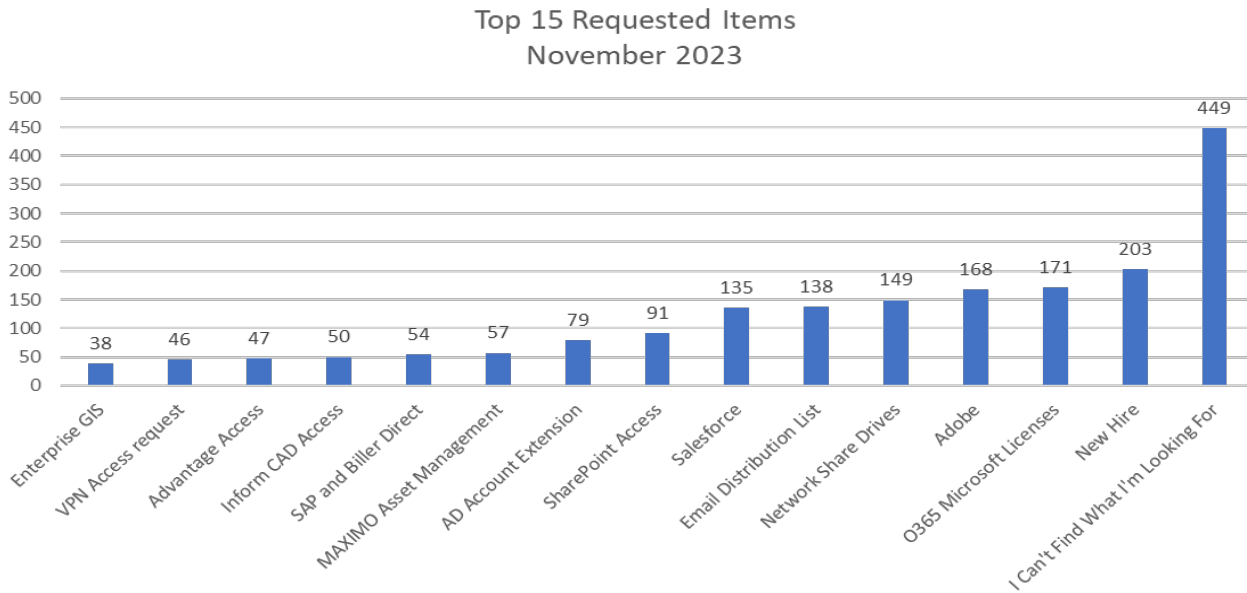


#### NOTES:

In the month of October, a total of 137 requests tickets were generated for new employees.

1. DFD, DPD, and DWU being the top 3 hiring departments. DWU has had 14 consecutive months in the top 3.
2. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

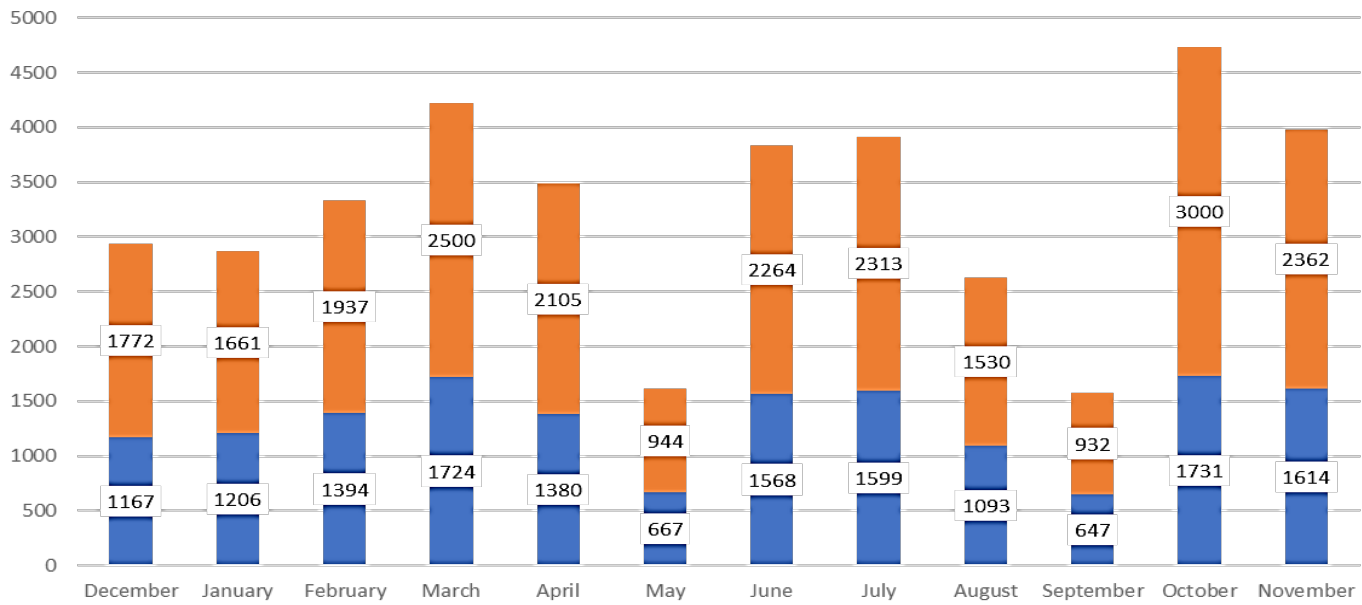
2. Service Request Report (An ask for service – “I Need Software Installed”)



**NOTES:**

1. October Service Request actions totaled 1875 an increase of 17+ over October which totaled 1858. 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



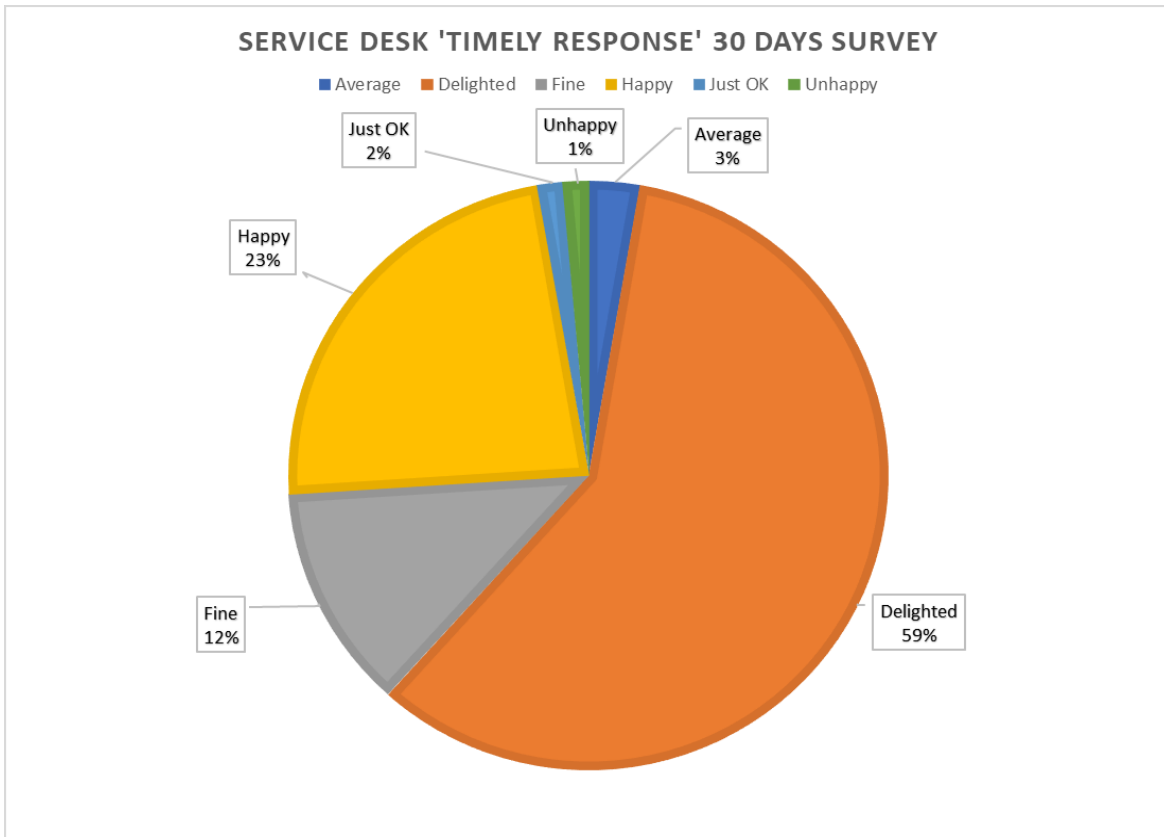
**NOTES:**

1. This chart illustrates that 1614 Request Tickets generated 2362 Request Actions. Frequently one request generates multiple actions to be completed by one or more teams to fulfill the ask.

**C. IT Service Desk Satisfaction Surveys**

The City’s IT Service Desk conducts surveys of employees that have submitted incident reports and service requests. These surveys are performed through the ServiceNow platform in the form of email requests directly to the individuals who submitted the request to the IT Service Desk either by calling or submitting through the online ServiceNow platform. Submitters are asked to provide feedback on the timeliness of the disposition of their request and their rating of the overall Service Desk experience. Along with the rating, submitters are asked to provide other feedback which can be used to address specific issues and to improve the overall timeliness and experience.

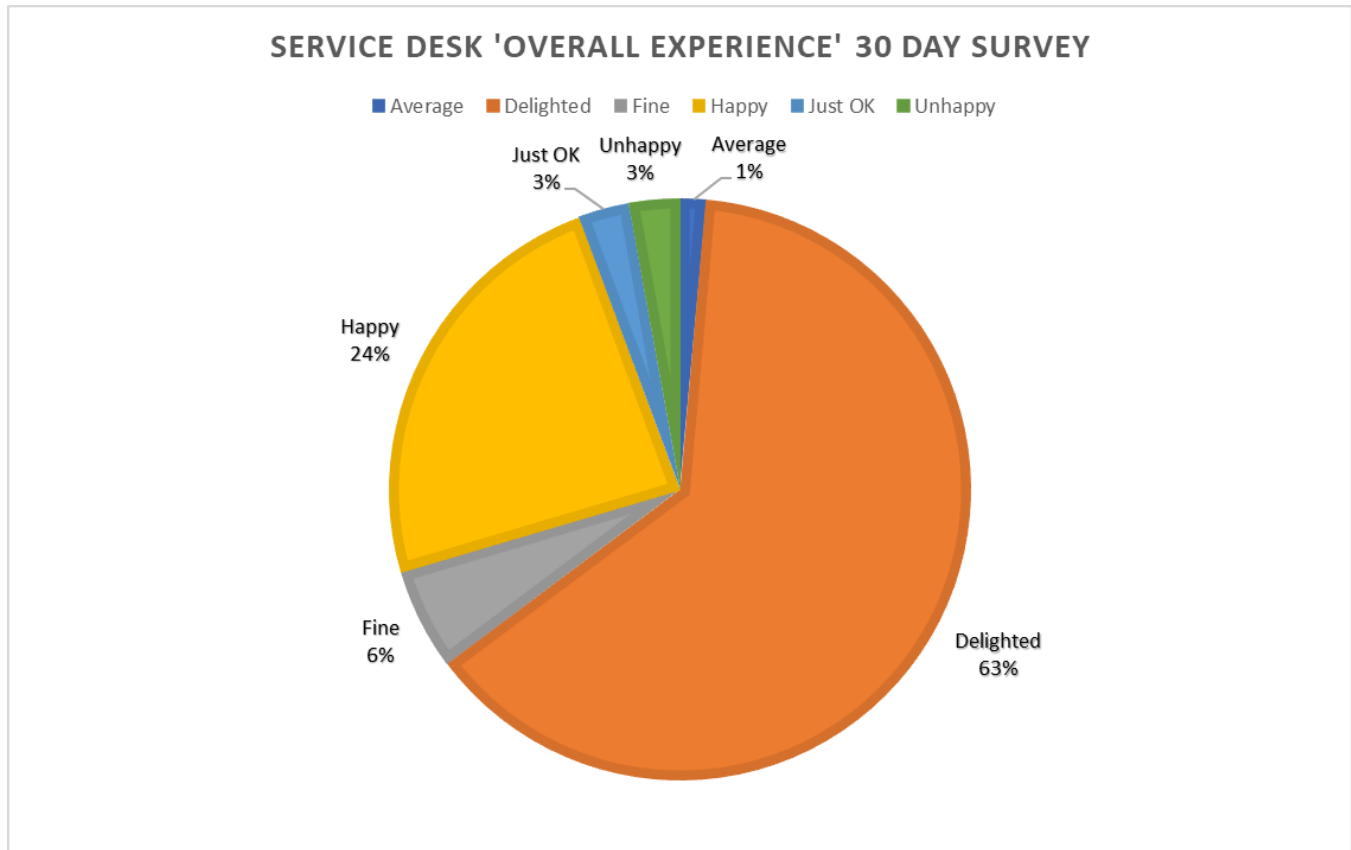
1. IT Service Desk Timeliness Report



**NOTES:**

1. This chart illustrates the overall survey responses to the question of Service Desk timeliness for requests submitted in November 2023.
2. While each IT Service Desk ticket submitted results in a survey request to the submitter, not all survey requests receive a response, and these data represent the results from those responding to the survey.
3. The survey requests employees that have submitted an incident report or service request to the IT Service Desk to rate the timeliness of the service delivery on a scale along five points; Unhappy, Just OK, Average, Fine, Happy, and Delighted.
4. For the November 2023 survey, 94% of respondents rated their perception of timeliness of the service to be either Fine, Happy, or Delighted.

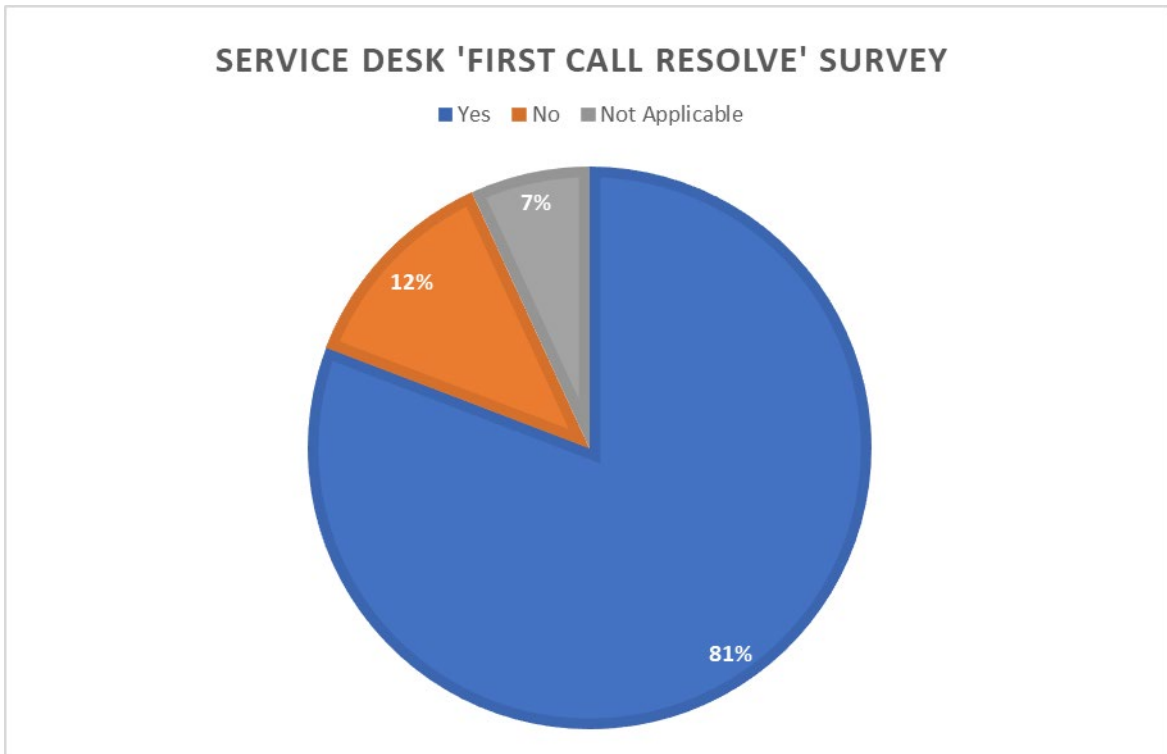
2. IT Service Desk Overall Experience Report



**NOTES:**

1. This chart illustrates the overall survey responses to the question of Service Desk experience for requests submitted in November 2023.
2. While each IT Service Desk ticket submitted results in a survey request to the submitter, not all survey requests receive a response, and these data represent the results from those responding to the survey.
3. The survey requests employees that have submitted an incident report or service request to the IT Service Desk to rate their overall experience of the service delivery on a scale along five points; Unhappy, Just OK, Average, Fine, Happy, and Delighted.
4. For the November 2023 survey, 93% of respondents rated their overall experience with the IT Service Desk to be either Fine, Happy, or Delighted.

3. IT Service Desk First Call Resolution Report



**NOTES:**

1. This chart illustrates the overall survey responses to the question of whether the issue was resolved on the first call to the Service Desk for requests in November 2023.
2. The survey requests employees that have submitted an incident report or service request to the IT Service Desk on whether the issue was resolved with the first call (Yes or No).
3. For the November 2023 survey, 93% of respondents responded that their issue or request was resolved on the first call.

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital. Unless otherwise noted, information in this section is effective through September 2023.

### A. Contract/Procurement Management

#### Upcoming/Recent Contracts Requiring Council Approval

Items Approved on November 8 Agenda:

**Netsync Network Solutions** – 3-year purchasing agreement for cloud-based security software as a service.

- Contract amount \$510,311.97
- Software as a service that will secure online communication, protect websites, and ensure the authenticity and integrity of digital transactions.

**Cellco Partnership dba Verizon Wireless** – 2-year purchasing agreement for commercial wireless communication services and equipment.

- Contract amount \$6,803,614.56
- Agreement for wireless cell phone services, smart devices, data and internet services.

**Netsync Network Solutions, Inc.** – 4-year agreement for purchase of hardware, software, maintenance, and support for a network security management monitoring and response system.

- Contract amount \$2,167,522.05
- Services include network monitoring, software patches, upgrades, on-site technical support, and 24/7 system support.
- This technology will assist in detection, prevention of network security breaches, and destruction from malicious traffic.

Items on December 13 Agenda:

**SHI Government Solutions, Inc.** – Two-year cooperative purchasing agreement for a governance, risk, and compliance software solution through OMNIA Partners cooperative agreement.

- Contract amount \$252,418
- This tool will be used to track compliance with various regulatory requirements such as Payment Card Industry, Health Insurance Portability and Accountability Act (HIPAA), and National Institute of Standards and Technology – 173.
- The module will also be used to create and deploy compliance assessments, assign remediation tasks and ensure policy management workflows are in place.

**22<sup>nd</sup> Century Technologies, Inc.** – Five-year cooperative purchasing agreement for software defined wide-area network (SDWAN) solution through General Services Administration cooperative agreement.

- Contract amount \$1,337,685
- Routers, firewalls, and software to ensure the City's network will remain operable in case of a major outage at the primary data center
- Circuits and firewalls will provide security and software management for secondary internet connectivity to function as a backup, disaster recovery, business continuity, or supplemental circuit.
- SDWAN manages how internet circuits are used to deliver network traffic in the event of a disaster.

**SHI Government Solutions, Inc.** – Increase and extend the service contract, through March 7, 2025, with Workday, Inc for continued licensing, hosting, maintenance and technical support for the City's existing human resource and payroll system.

- Contract amount \$4,952,024
- System used to manage time, benefits, performance, career and pay management.
- Subscriptions will include:
  - Human Capital Management
  - Benefits
  - Payroll
  - Time Tracking
  - Learning / Training
  - Recruiting



Open Solicitations

**Network Cabling**

- Five-year contract with two, two-year renewal options for the design, installation, maintenance, and repair of network cabling.
- Open Date – September 7
- Close Date – October 20 (evaluations are in process)

**Electronic Lien Filing**

- Web-based system capable of electronically processing, submitting, recording, and filling real property lien documents for both receiving and transmitting with Dallas County
- Open Date – November 2
- Close Date – Extended to December 15

**Broadband and Digital Divide**

- Eight-year initial contract with four three-year renewal options for Digital Equity Infrastructure and Last Mile Connectivity. The City is looking to select one or multiple solution/service providers qualified to design, build, deliver, and manage scalable fiber infrastructure to connect City facilities and high-priority unserved Census Tracts.
- Open/Advertised Dates – September 28 and October 5
- Pre-Solicitation Conference Dates – October 23 and November 14 (At 2:00 p.m.)
- Close Date – December 15
- Solicitation Evaluations – January 3 to February 14

Upcoming Solicitations

**Software Master Agreement** – Service contract to purchase various enterprise commercial off the shelf (COTS) software products including perpetual, fixed term, subscription, and software as a service with their related software maintenance, support, training, and implementation, and other related services that will be used by the City in support of existing business operations.

**Network Managed Services** – Managed services for voice and data services, as well as the network support help desk.

**Court Case Management System** – System to automate and optimize daily work processes for Dallas Municipal Courts; replacement for the current system.

**EMS Inventory Management System** – System to manage and track acquisitions, distribution of DFR inventory, which include operation/emergency medical supplies, and personnel gear.

B. Budget Performance & Execution – October 2023

**Fund 0191 – 9-1-1 System Operations  
October 2023**

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	46,635	643,798	-
Pension	95,983	95,983	6,732	95,983	-
Health Benefits	81,276	81,276	2,361	81,276	-
Worker's Compensation	1,712	1,712	-	1,712	-
Other Personnel Services	18,399	18,399	658	18,399	-
<b>Total Personnel Services</b>	<b>841,168</b>	<b>841,168</b>	<b>56,386</b>	<b>841,168</b>	-
Supplies	201,464	201,464	-	201,464	-
Contractual Services	11,824,129	11,824,129	1,856,603	11,824,129	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>12,866,761</b>	<b>12,866,761</b>	<b>1,912,989</b>	<b>12,866,761</b>	-

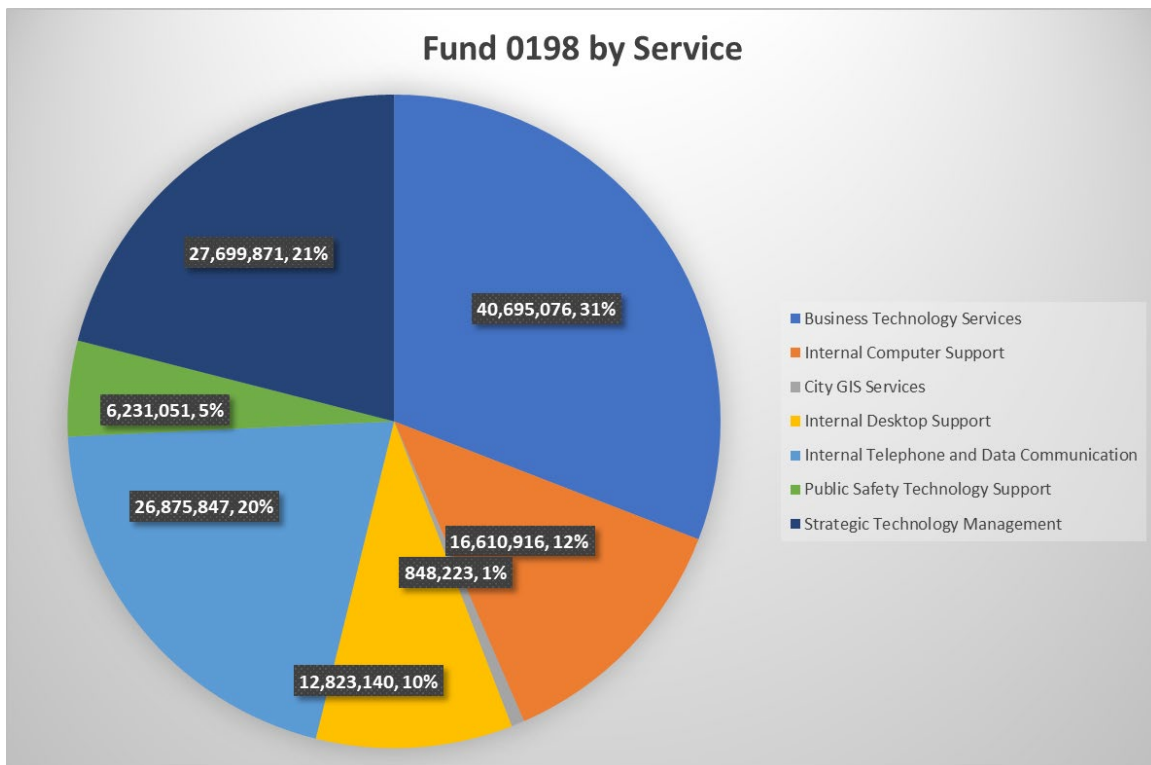
**Fund 0197 – Communication Services (Radio Network)  
October 2023**

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,239	1,995,239	148,671	1,995,239	-
Overtime Pay	96,632	96,632	22,525	96,632	-
Pension	303,582	303,582	24,715	303,582	-
Health Benefits	271,600	271,600	8,618	271,600	-
Worker's Compensation	8,059	8,059	-	8,059	-
Other Personnel Services	53,096	53,096	2,414	53,096	-
<b>Total Personnel Services</b>	<b>2,728,208</b>	<b>2,728,208</b>	<b>206,944</b>	<b>2,728,208</b>	-
Supplies	1,433,876	1,433,876	410	1,433,876	-
Contractual Services	14,711,697	14,711,697	2,786,974	14,711,697	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>18,873,781</b>	<b>18,873,781</b>	<b>2,994,328</b>	<b>18,873,781</b>	-

C. Budget Performance & Execution (continued)

**Fund 0198 – Data Services  
October 2023**

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,914,938	20,914,938	1,348,635	20,914,938	-
Overtime Pay	31,612	31,612	878	31,612	-
Pension	3,027,737	3,027,737	196,601	3,027,737	-
Health Benefits	1,930,650	1,930,650	57,564	1,930,650	-
Worker's Compensation	53,893	53,893	-	53,893	-
Other Personnel Services	1,134,254	1,134,254	61,497	1,134,254	-
<b>Total Personnel Services</b>	<b>27,093,084</b>	<b>27,093,084</b>	<b>1,665,175</b>	<b>27,093,084</b>	-
Supplies	764,420	764,420	11,332	764,420	-
Contractual Services	103,926,620	103,926,620	12,521,190	103,926,620	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>131,784,124</b>	<b>131,784,124</b>	<b>14,197,697</b>	<b>131,784,124</b>	-



## D. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 21	FY 22	FY 23	FY 24	FY 25 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.0	30.0	30.0	30.0	30.0
<b>Fund 0198 - Data Services</b>	190.0	204.0	223.0	225.0	230.0
<b>Total</b>	<b>225.0</b>	<b>241.0</b>	<b>260.0</b>	<b>262.0</b>	<b>267.0</b>

### 2. Vacancies and Hiring Activities

- As of November 30, 2023, ITS had 54 vacancies out of the available 260 positions.
- As of November 30, 2023, of the 54 vacancies, the disposition was:
  - Twenty-five are in draft posting
  - Four are undergoing reclassification to re-align within the ITS department
  - Nineteen are awaiting posting
  - Two are actively posted
  - Six were previously posted
    - Two are under review
    - 0 are at a second round of interviews
    - Four have pending offers with candidates

## Section 4: Cybersecurity Programs

### A. Awareness Training

Security Awareness training is measured on an annual basis. Over the last several years ITS has observed a generally positive trend in risk scoring associated with annual employee training. Beginning with each new fiscal year the City will conduct a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees.

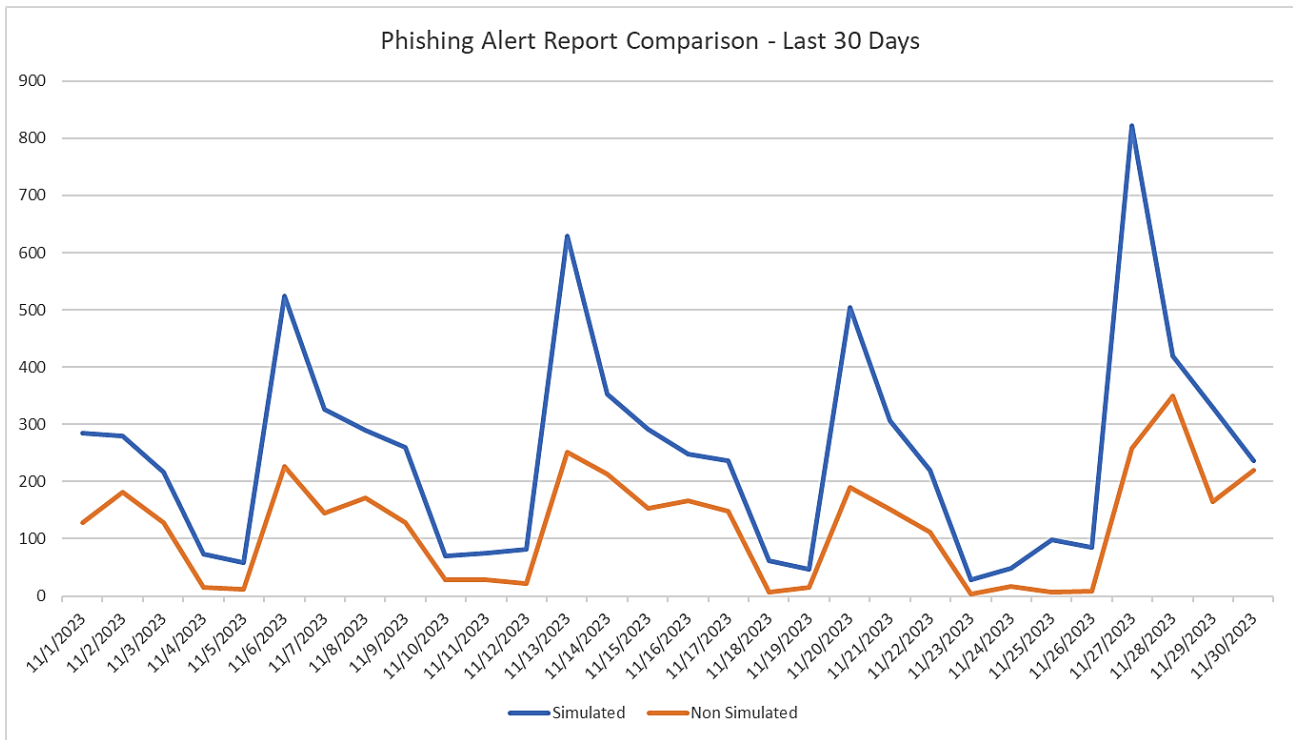
However, each year we see new or enhanced requirements from the Texas State Legislature as the risk environment evolves and becomes increasingly more threatening. As such, our security awareness training program must evolve to reflect the latest requirements and latest threats and it is critical that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

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



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





## B. Situational Awareness

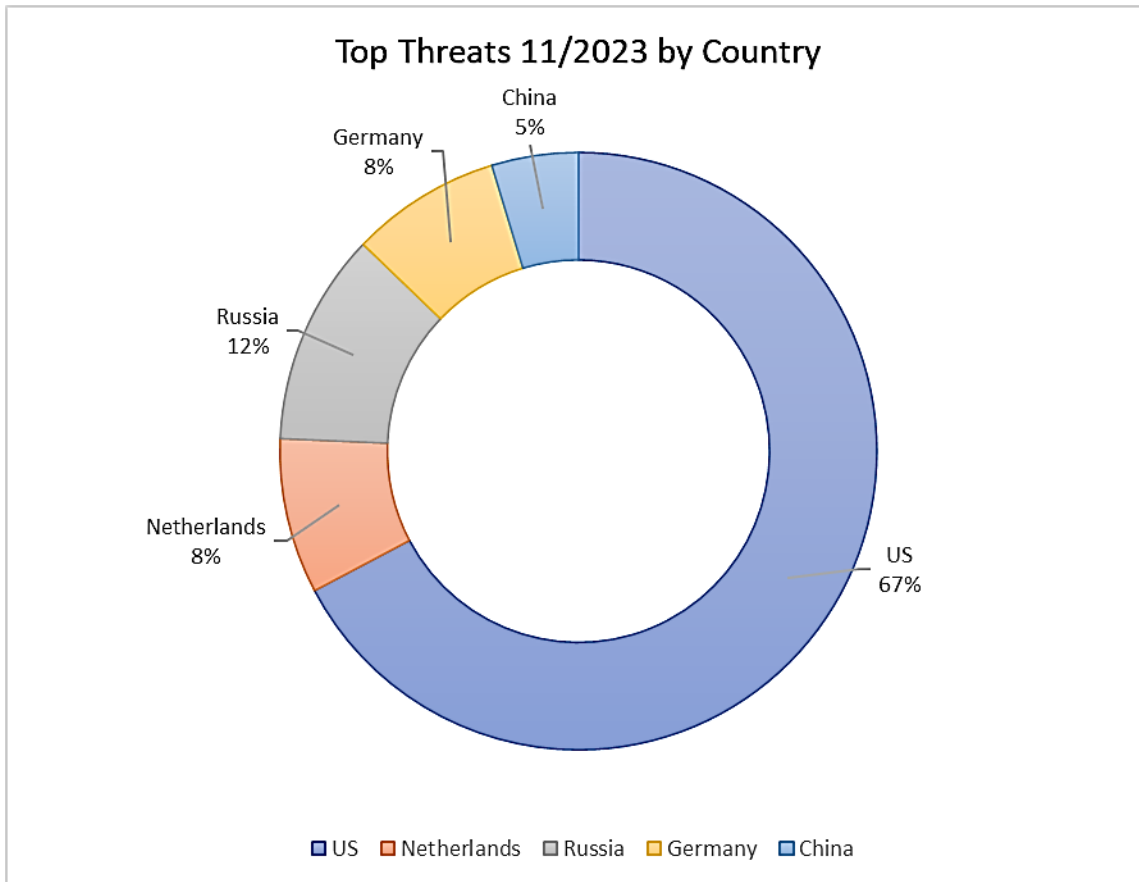
Annually ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards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



Capability Maturity Model Levels

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

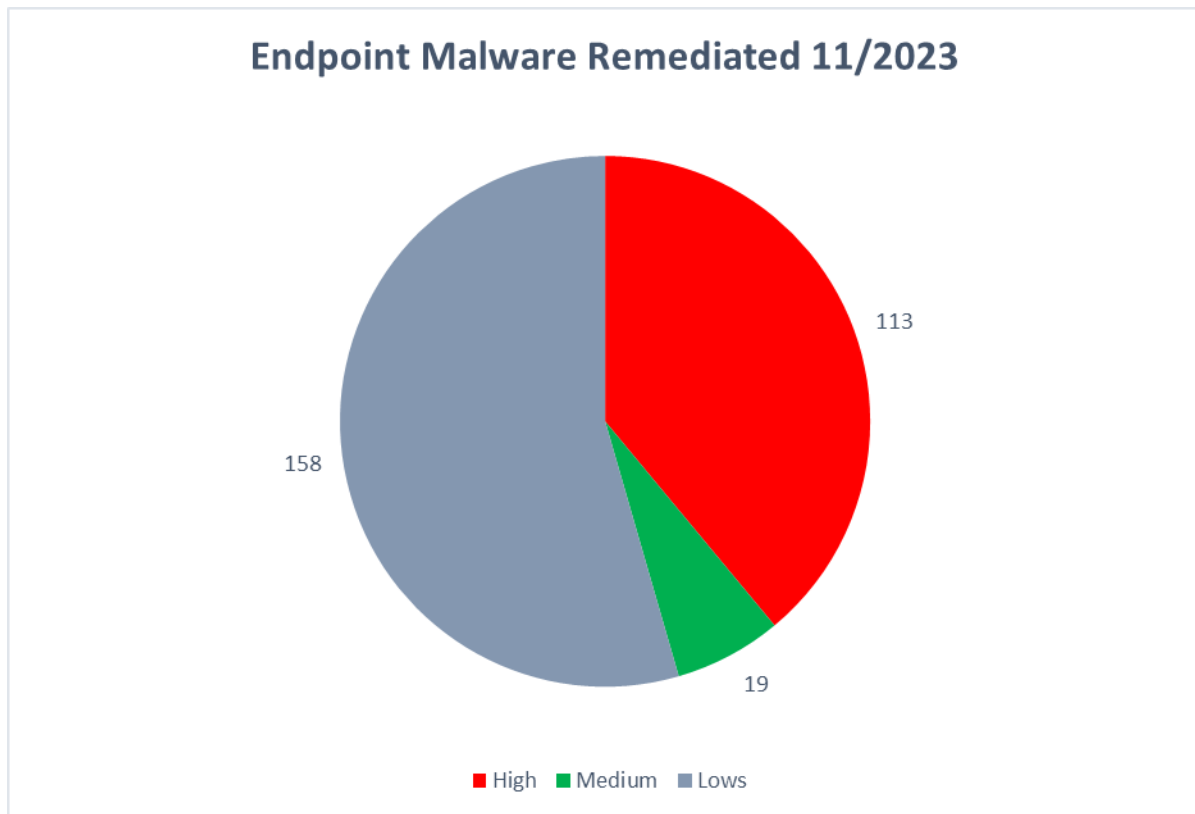
Figure 3: Assessing Cybersecurity Maturity

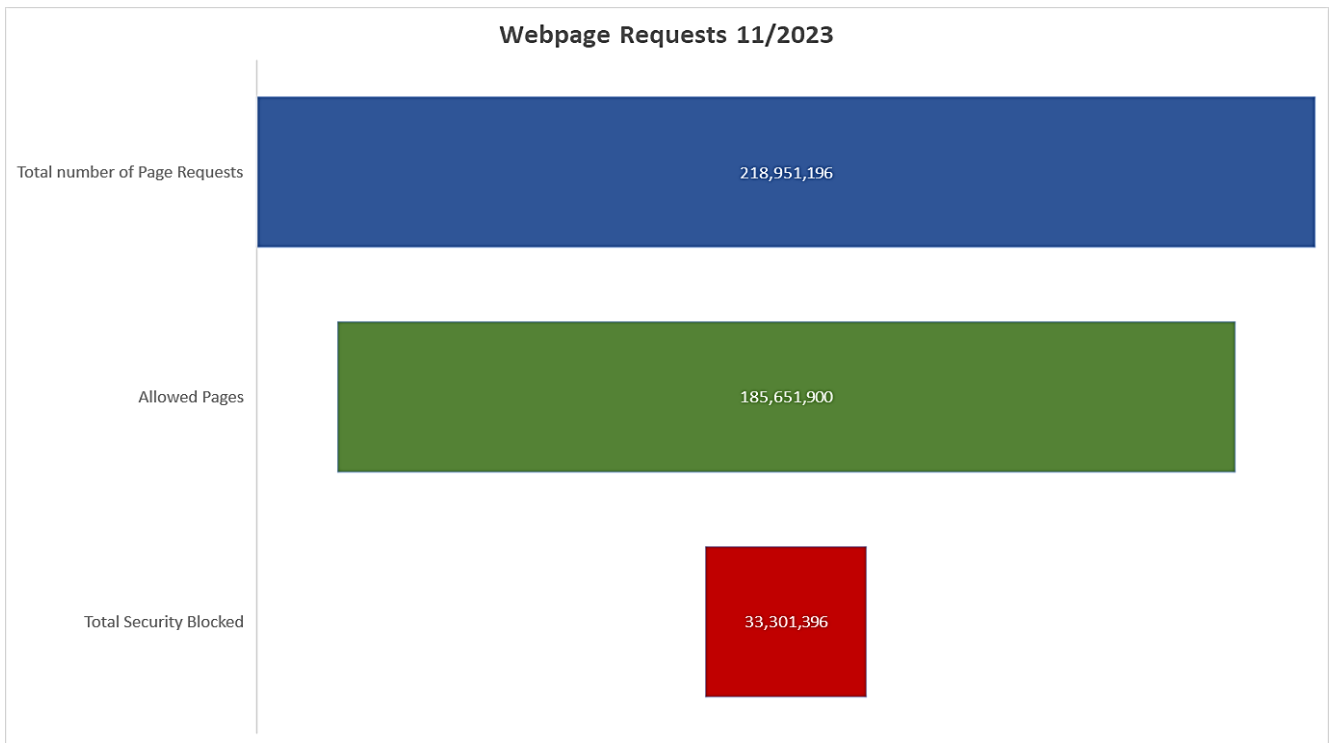
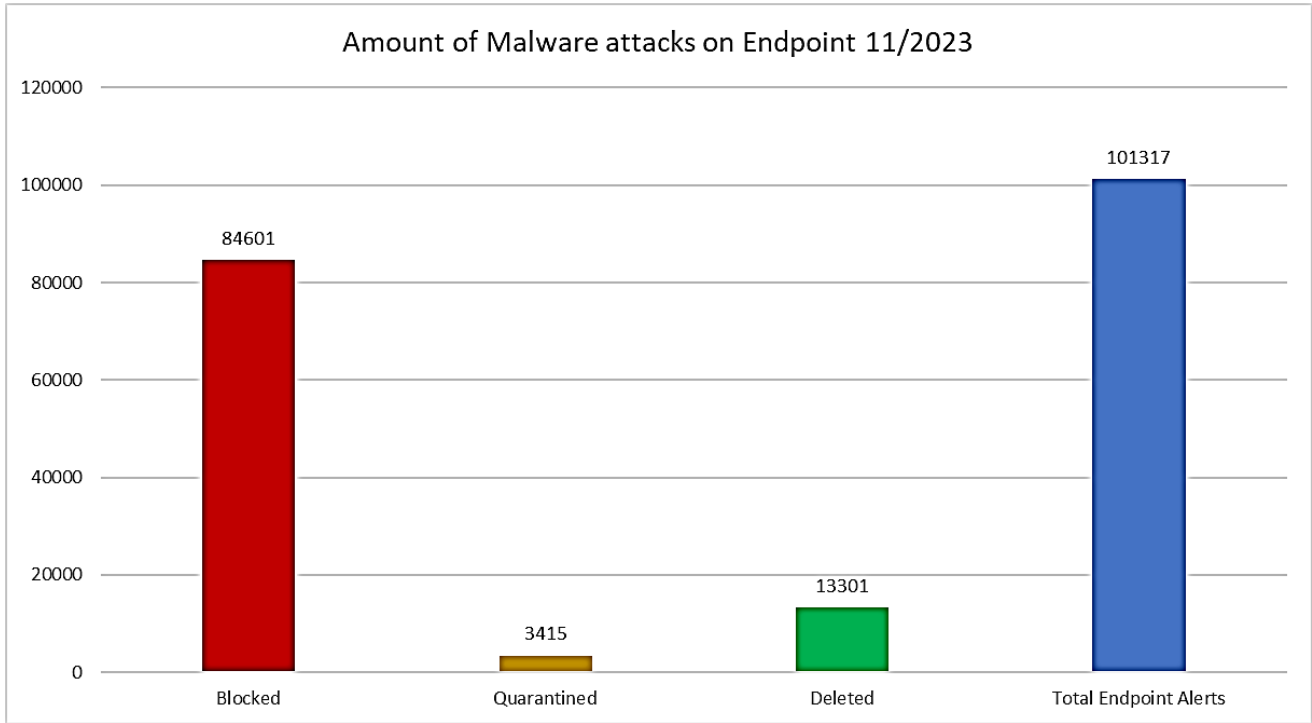


## C. Data Protection & Privacy

### 1. Endpoint Protection

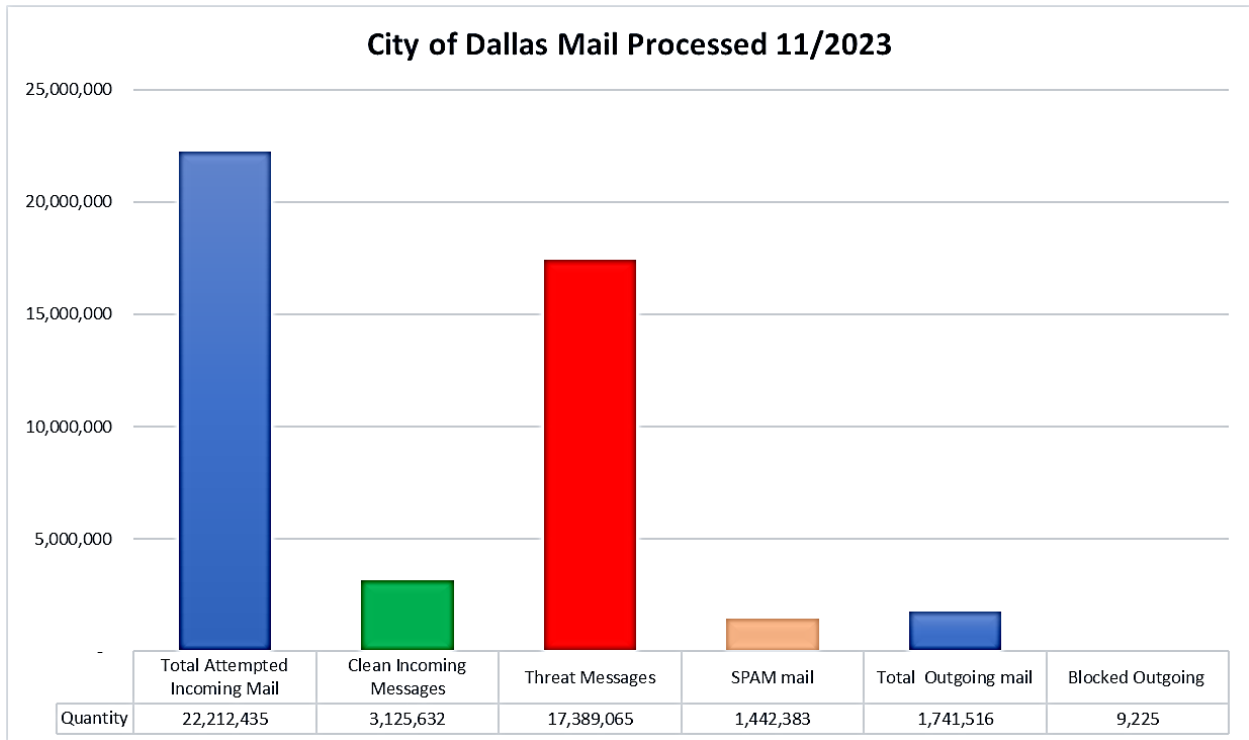
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like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





## 2. Email Screening

The City of Dallas receives and send millions of emails a month. Phishing is an attack vector that is utilized by bad actors in the form of social engineering, 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.



## 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.

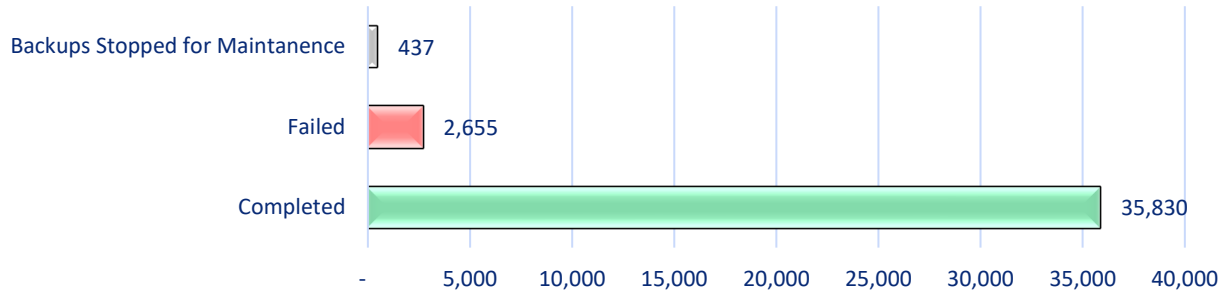
### A. Resiliency - Disaster Recovery and Business Continuity

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.

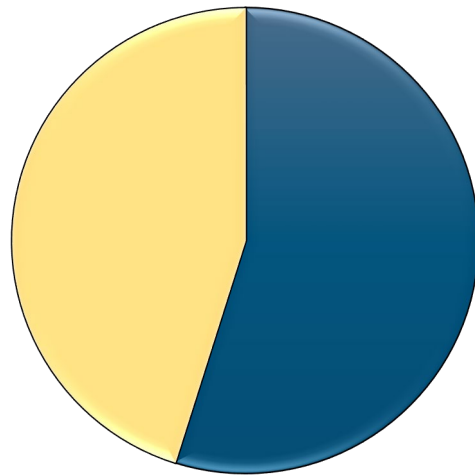
Resiliency can be achieved through a combination of redundancy, fault tolerance, disaster recovery planning, and proactive monitoring and maintenance. By designing and implementing resilient IT systems, the City can minimize the impact of disruptions and maintain business continuity, ensuring that critical 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 11/2023



### Data Realization

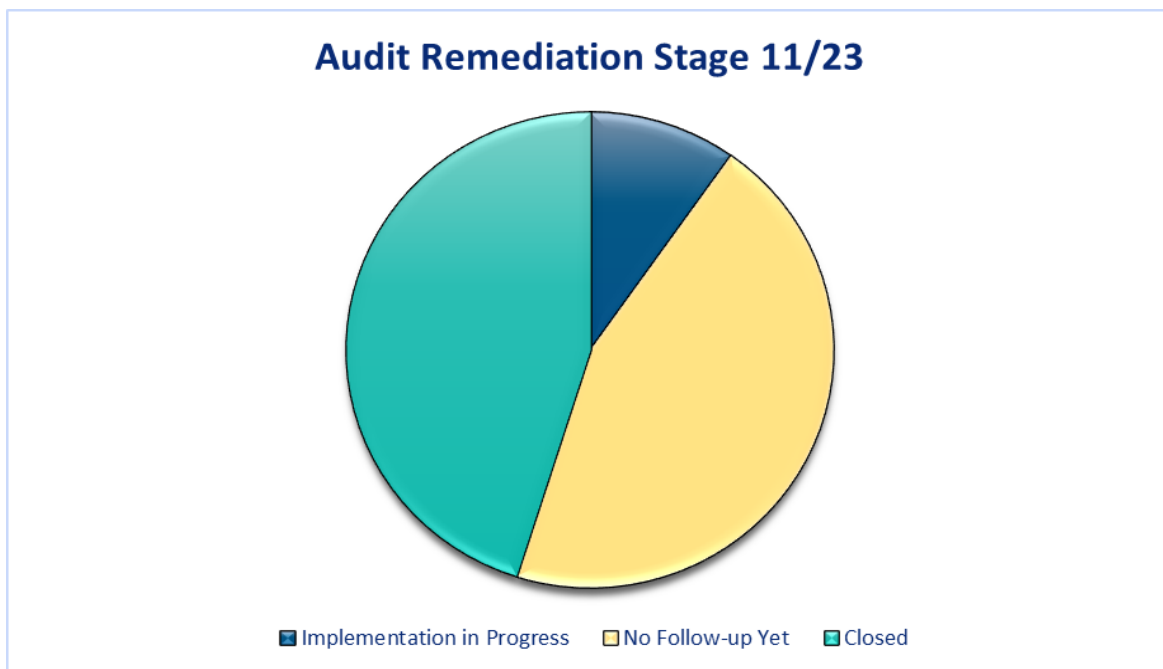


■ Total Amount of Unstructured Data   ■ Stale Files   ■ Sensitive Files

Total Data 3.2 PB  
Total Backup Data 2.01 PB  
Total Files 19.3m

## B. Audit

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









# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3151

**Item #:** H.

---

Office of the City Auditor Monthly Update on Internal Audit Reports Released Between November 4, 2023 and December 1, 2023  
[Office of the City Auditor]

# Memorandum



**DATE:** December 12, 2023

**TO:** Honorable Members of the Government Performance & Financial Management Committee: Chad West (Chair), Paula Blackmon (Vice-Chair), Cara Mendelsohn, Jesse Moreno, Jaime Resendez

**SUBJECT:** Internal Audit Reports Released Between November 4, 2023, and December 1, 2023

Attached for your review are the two Office of the City Auditor audit reports released between November 4, 2023, and December 1, 2023. The full reports are included in [Attachment 1](#).

If you have any questions, please contact me at (214) 670-3222 or [mark.swann@dallas.gov](mailto:mark.swann@dallas.gov).

Sincerely,



Mark S. Swann  
City Auditor

Attachment

C: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis Gavino, Chief of Staff to the City Manager  
Sheri Kowalski, City Controller  
Directors and Assistant Directors  
Jeffrey Brill, Manager – Financial Compliance, Auditing, & Monitoring

**Attachment 1 - Internal Audit Reports Released Between November 4, 2023, and December 1, 2023**



**Reports Released**

Fiscal Year 2021 Follow-Up of Prior Audit Recommendations

Special Audit of City Attorney – Christopher J. Caso



# Fiscal Year 2021 Follow-Up of Prior Audit Recommendations

November 8, 2023

Mark S. Swann, City Auditor

---

## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis

# Table of Contents

---

<b>Audit Results .....</b>	<b>1</b>
<b>Definitions and Methodology .....</b>	<b>2</b>
Definitions for Implementation Status Categories .....	2
Methodology .....	2
Major Contributors to the Report .....	3
<b>Appendix A: Recommendation Evaluation Results .....</b>	<b>4</b>
Audit of City of Dallas' Civilian Timekeeping Internal Controls and Processes .....	4
Audit of the Design of Controls over the Dallas Police Department's Police Personnel and Training Services .....	6
Audit of Dallas Animal Services Operations .....	7
Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division .....	9
Audit of Court Information System – Cash Management / Collections Processes .....	11
Audit of the Dallas Police Department's Record Management System Records .....	12
Audit of the Dallas Police Department's Off-Duty Employment Program. ....	14
Audit of the City of Dallas' Purchasing and Travel Cards .....	17
Audit of Dallas Police Department Complaint Process .....	18
Audit of the City's Open Records Request Process .....	20
Audit of Library Facility Planning .....	23
<b>Appendix B: Management's Response .....</b>	<b>24</b>
City Secretary's Response .....	24
City Manager's Response .....	25

## Audit Results

The Office of the City Auditor evaluates and reports on the adequacy of each department's internal controls at intervals determined by the City Auditor's annual work plan to determine whether corrective action has been implemented as required by Administrative Directive 4-09, *Internal Control* and *City Council Resolution 210432*.

The scope of recommendations due for evaluation were all audit recommendations due on or before December 31, 2020. For a summary of audit report's recommendation implementation status, see [Exhibit 1](#). For details about each recommendation's implementation status, see [Appendix A](#).

The City of Dallas' management implemented 84 of 92 recommendations, or 91 percent.

### Exhibit 1:

#### Summary of Implementation Status Rates

<b>Audit Report Title – Release Date</b>	<b>Implemented</b>	<b>Not Implemented</b>	<b>Percent Implemented</b>
Audit of Library Facility Planning – March 26, 2020	3	0	100%
Audit of the City's Open Records Request Process – City Secretary – February 26, 2020	6	1	86%
Audit of the City's Open Records Request Process – Dallas Police Department – February 26, 2020	6	1	86%
Audit of the Dallas Police Department Complaint Process – November 25, 2019	9	1	90%
Audit of the City of Dallas' Purchasing and Travel Cards – November 11, 2019	9	0	100%
Audit of the Dallas Police Department's Off-Duty Employment Program – November 9, 2018	4	3	57%
Audit of the Dallas Police Department's Record Management System Records – June 22, 2018	8	2	80%
Audit of Court Information System – Cash Management/Collections Processes – September 29, 2017	1	0	100%
Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division – May 12, 2017	20	0	100%
Audit of Dallas Animal Services Operations – December 9, 2016	10	0	100%
Audit of the Design of Control over the Dallas Police Department's Police Personnel and Training Services – October 7, 2016	1	0	100%
Audit of the City of Dallas' Civilian Timekeeping Internal Controls and Processes – August 14, 2015	7	0	100%
<b>Total:</b>	<b>84</b>	<b>8</b>	<b>91%</b>

## Definitions and Methodology

---

### Definitions for Implementation Status Categories

**Implemented** – Audit determined that the recommendation or the intent of the recommendation has been met, or we see significant progress has been made and no barrier to its full implementation.

**Not Implemented** – Audit determined that implementation was not complete or sustainable. No further action.

**Not Applicable** – Audit determined that the recommendation and its associated risk had changed, so the recommendation is no longer relevant.

### Methodology

The scope of recommendations for evaluation were all audit recommendations due on or before December 31, 2020. Audit judgmentally selected a subset of those recommendations for evaluation based on the age of the recommendation's implementation due date and potential impact of non-implementation. For a complete list of audit recommendations reviewed, see [Appendix A](#).

Each recommendation's source report and associated management response were reviewed to understand the recommendations requirements. Then, the status of the recommendations' implementation from department directors and the City Controller's Office was reviewed.

If warranted, the City Auditor formally approved due date extensions for management action plans where implementation justified additional effort. Those recommendations without due date extensions were then evaluated to determine if they were implemented.

The implementation evaluation methodology included: (1) discussions with stakeholders of the work completed by management to complete management action plans; (2) interviewing stakeholders from various departments; and, (3) assessing the completeness and quality of documentation to validate the adequacy of the recommendation's implementation.

The audit focused on the *Standards for Internal Control in Federal Government* fifth component, *Monitoring*, which requires management to establish and operate monitoring activities over the internal control system, evaluate the results, and timely remediate identified internal control deficiencies.

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

## Major Contributors to the Report

Frank Mayhew, CIA, CISA, CFE – In-Charge Auditor

Shino Knowles, CPA – Senior Auditor

Carron Perry, CIA – Senior Auditor

Yzalida Hiley – Auditor

Zachary Goebel – Auditor



## Appendix A: Recommendation Evaluation Results

### Audit of City of Dallas' Civilian Timekeeping Internal Controls and Processes

REPORT – RELEASED – AUGUST 14, 2015

No.	Recommendation	Results
III	<p>We recommend the City Manager ensures the Director of Human Resources, in cooperation with the Director of the Department of Communication and Information Services require that all Lawson timekeeping entries have a record of supervisory review and approval in line with the City's practice of approving the entire bi-weekly pay period of timekeeping records. If updating Lawson to create a record of supervisory review and approval for the entire bi-weekly pay period of timekeeping records is not feasible, we recommend this feature be included in the system specifications for future payroll systems.</p> <p><b>Status:</b> The payroll time entry system from the original audit, Lawson, has been replaced by the application Workday. Audit's Implementation status is based on the review of Workday.</p>	Implemented
IV	<p>We recommend the City Manager ensures the Director of Human Resources, in cooperation with the Director of Department of Communication and Information Services, develops procedures for recording and preserving the data field containing the user IDs of the individuals who approved timekeeping records in both Lawson and Kronos.</p> <p><b>Status:</b> The payroll time entry system from the original audit, Lawson, has been replaced by the application Workday. Audit's Implementation status is based on the review of Workday.</p>	Implemented
V	<p>We recommend the City Manager ensures the Director of Human Resources, in cooperation with the Director of Department of Communication and Information Services, develops procedures for preserving a list of designated approvers for Lawson and Kronos in a readily retrievable format.</p> <p><b>Status:</b> The payroll time entry system from the original audit, Lawson, has been replaced by the application Workday. Audit's Implementation status is based on the review of Workday.</p>	Implemented

No.	Recommendation	Results
VI	<p>We recommend the City Manager ensures the Director of Human Resources, in cooperation with the Director of Department of Communication and Information Services, develops procedures for periodically comparing approver user IDs for Lawson and Kronos to the user IDs of designated approvers to identify unauthorized approvals and take appropriate action.</p> <p><b>Status:</b> The payroll time entry system from the original audit, Lawson, has been replaced by the application Workday. Audit's Implementation status is based on the review of Workday.</p>	Implemented
VII	<p>We recommend the City Manager ensures the Director of Human Resources, in cooperation with the Director of Department of Communication and Information Services, develops procedures for payroll processing that will eliminate the need for the City Controller's Office Payroll Manager to approve timekeeping records for employees outside of the City Controller's Office Payroll Division.</p>	Implemented
VIII	<p>We recommend the City Manager ensures the Director of Human Resources, the City Controller, and the Director of the Department of Communication and Information Services introduce a computerized input control that would prevent employees from entering paid leave claims in excess of available leave balances. If updating Lawson to include appropriate input controls is not feasible, we recommend input controls be included in system specifications for future payroll systems.</p> <p><b>Status:</b> The payroll time entry system from the original audit, Lawson has been replaced by the application Workday. Audit's Implementation status is based on the review of Workday.</p>	Implemented
IX	<p>We recommend the City Manager ensures the City Controller, in consultation with the Director of Department of Communication and Information Services, ensures the City Controller's Office Payroll Manager's duties are properly segregated.</p>	Implemented

## Audit of the Design of Controls over the Dallas Police Department's Police Personnel and Training Services

REPORT – RELEASED - OCTOBER 7, 2016

<b>No.</b>	<b>Recommendation</b>	<b>Results</b>
<b>IV</b>	We recommend the Chief of Police implement an automated system to efficiently capture and report on Dallas Police Department's Academy Basic Training and police officer continuing education training courses.	Implemented

## Audit of Dallas Animal Services Operations

REPORT RELEASED - DECEMBER 9, 2016

No.	Recommendation	Results
<b>I</b>	We recommend the City Manager ensures Dallas Animal Services reviews and tracks call response times to improve the timeliness of high priority call responses, including: (1) tracking and monitoring call response times; (2) reporting and monitoring call productivity; and, (3) obtaining and using routing software to minimize travel time between calls.	Implemented
<b>II (2.a)</b>	We recommend the City Manager ensures Dallas Animal Services improves its data reliability by: <ul style="list-style-type: none"> <li>• Improving Chameleon System controls related to accuracy, validity, and security</li> </ul>	Implemented
<b>II (2.b)</b>	We recommend the City Manager ensures Dallas Animal Services improves its data reliability by: <ul style="list-style-type: none"> <li>• Aligning the priority document to better reflect how priority categories are entered and maintained within the Chameleon System</li> </ul>	Implemented
<b>II (2.c)</b>	We recommend the City Manager ensures Dallas Animal Services improves its data reliability by: <ul style="list-style-type: none"> <li>• Developing monitoring procedures and Chameleon System reports for call response time on an organizational level.</li> </ul>	Implemented
<b>III (3.a)</b>	We recommend the City Manager ensures Dallas Animal Services works with 3-1-1 Customer Service Center and the Department of Communication and Information Services to allow for better call response time analysis by: <ul style="list-style-type: none"> <li>• Resolving the issue in which dispatch and arrival times are overwritten by a later action.</li> </ul>	Implemented
<b>III (3.b)</b>	We recommend the City Manager ensures Dallas Animal Services works with 3-1-1 Customer Service Center and Department of Communication and Information Services to allow for better call response time analysis by: <ul style="list-style-type: none"> <li>• Ensuring the call time is available in the Chameleon System for managers to review.</li> </ul>	Implemented

No.	Recommendation	Results
<b>IV</b>	We recommend the City Manager ensures Dallas Animal Services continues to develop and implement policies and procedures related to call response time management to resolve inconsistent protocols for collecting call response time information.	Implemented
<b>VII.3 (7.c)</b>	We recommend the City Manager ensures Dallas Animal Services improves drug inventory management by: <ul style="list-style-type: none"> <li data-bbox="443 596 1162 701">• Working with Department of Communication and Information Services to obtain/ develop, implement, and use a drug inventory management system.</li> </ul>	Implemented
<b>VIII.3</b>	We recommend the City Manager ensures Dallas Animal Services improves the surveillance camera system by: <ul style="list-style-type: none"> <li data-bbox="443 842 1122 905">• Developing policies and procedures related to operating, overseeing, and managing the system.</li> </ul>	Implemented
<b>VIII.4</b>	We recommend the City Manager ensures Dallas Animal Services improves the surveillance camera system by: <ul style="list-style-type: none"> <li data-bbox="443 1043 1162 1146">• Providing training to the Dallas Animal Services personnel responsible for managing the surveillance cameras.</li> </ul>	Implemented

## Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division

REPORT RELEASED - MAY 12, 2017

No.	Recommendation	Results
<b>Opportunity 1</b>	Demonstrate Tone at the Top by documenting the reporting relationship and oversight responsibilities for internal control among the City of Dallas' City Council, the City Manager's Office, the Department of Code Compliance (Code), and the Code's Division of Neighborhood Code (Neighborhood Code).	Implemented
<b>Opportunity 2</b>	Demonstrate at the Code and at the Neighborhood Code levels the importance of integrity and ethical values through directives (policies and procedures).	Implemented
<b>Opportunity 3</b>	Formalize in Code's and in Neighborhood Code's policies and procedures the oversight bodies' (City Council, City Manager, and Department of Code Compliance): (1) structure; (2) responsibilities for the internal control system; and, (3) direction to management on the remediation of internal control system deficiencies.	Implemented
<b>Opportunity 4</b>	Define and document succession plans for key roles and provide associated training.	Implemented
<b>Opportunity 5</b>	Establish a range of risk tolerance for each performance measure.	Implemented
<b>Opportunity 6</b>	Document consideration of both inherent and residual risk that affect the Code / Neighborhood Code.	Implemented
<b>Opportunity 7</b>	Estimate the significance of the risk by considering the magnitude of impact, the likelihood of occurrence, and the nature of the risk.	Implemented
<b>Opportunity 8</b>	Design responses to the analyzed risk so that risks are within the defined risk tolerances for the defined objectives. These responses may include the following: 1) acceptance, 2) avoidance, 3) reduction; and, 4) sharing.	Implemented
<b>Opportunity 9</b>	Document the consideration of fraud in the risk assessment process and the response to fraud risk in the Code / Neighborhood Code.	Implemented
<b>Opportunity 10</b>	Document the process the City Council, the City Manager, and Department of Code Compliance use to review management's	Implemented

No.	Recommendation	Results
	assessment of fraud risk and the risk of management override of controls.	
<b>Opportunity 11</b>	Document the process to identify, analyze, and respond to change as part of the regular risk assessment process.	Implemented
<b>Opportunity 12</b>	Anticipate and plan for significant changes by using a forward-looking process for identifying change.	Implemented
<b>Opportunity 13</b>	Analyze and respond to identified changes and related risks to maintain an effective internal control system.	Implemented
<b>Opportunity 14</b>	Enhance documentation for the design of control activities including preventive and detective controls and segregation of duties. The International Organization for Standardization procedures do not fully identify incompatible functions that require segregation of duties.	Implemented
<b>Opportunity 20</b>	Document the management processes used to evaluate both internal and external sources of data to ensure data reliability and quality of information.	Implemented
<b>Opportunity 21</b>	Communicate to employees the separate reporting lines (such as ethics hotlines), how they operate, how they are to be used, and how the information will remain confidential.	Implemented
<b>Opportunity 22</b>	Communicate to external parties the separate reporting lines (such as ethics hotlines), how they operate, how they are to be used, and how the information will remain confidential.	Implemented
<b>Opportunity 23</b>	Perform ongoing evaluations of the internal control system, which include cross operating units or cross-functional evaluations.	Implemented
<b>Opportunity 24</b>	Evaluate and document the results of ongoing monitoring and separate evaluations to identify internal control issues.	Implemented
<b>Opportunity 25</b>	Evaluate and document internal control issues and determine appropriate corrective actions. The corrective actions should produce improvements and demonstrate the internal control deficiencies were remediated.	Implemented

## Audit of Court Information System – Cash Management / Collections Processes

REPORT RELEASED - SEPTEMBER 29, 2017

No.	Recommendation	Results
1	<p>We recommend the City Manager ensures City departments responsible for the citation accountability processes develop and implement formal (written, approved, and dated) policies and procedures that define roles, responsibilities, and accountability among departments to ensure:</p> <p style="padding-left: 40px;">(2) Unissued and/or voided paper citations and the associated citation books are properly accounted for, retained and ultimately destroyed.</p> <p><b>Status:</b> The full recommendation included two parts. Part two has been implemented as described above. Part one received a due date extension outside the scope of this follow-up and will be included in the next follow-up audit.</p>	Implemented



## Audit of the Dallas Police Department's Record Management System Records

REPORT RELEASED - JUNE 22, 2018

No.	Recommendation	Results
I	<p>We recommend the Chief of Police implements formal policies and procedures to ensure:</p> <p style="padding-left: 40px;">(1) Any legitimate alteration and expungement of data from Records Management System is formally requested, authorized, and documented by Dallas Police Department management.</p>	Implemented
I.2	<p>We recommend the Chief of Police implements formal policies and procedures to ensure:</p> <p style="padding-left: 40px;">(2) Crime data audit logs are preserved, and regularly reviewed for indications of inappropriate or unusual activity.</p> <p><b>Status:</b> Not Implemented as Management Accepted Risk. Per staff description enabling crime data audit logs would result in a record being created of expunged cases, and thus violate state law.</p>	Not Implemented - Management Accepted Risk
II	<p>We recommend the Chief of Police develops a matrix of user access privileges in the Records Management System that would ensure segregation of incompatible duties and the assignment of least privileges to each user that are essential to perform the user's assigned duties.</p>	Implemented
III	<p>We recommend the Chief of Police uses the matrix of user access privileges to re-assign user access in Records Management System based on the principles of segregation of incompatible duties and the assignment of least privileges to each user that are essential to perform the user's intended duties.</p> <p><b>Status:</b> Dallas Police Department has not yet completed this recommendation but is working to implement the recommendation.</p>	Not Implemented
V	<p>We recommended the Chief of Police deactivates Records Management System user accounts for users who are no longer employed by the city.</p>	Implemented

No.	Recommendation	Results
VI.1	<p>We recommend the Chief of Police ensures Dallas Police Department compiles with the City's Enterprise Information Security Standard specifically:</p> <ul style="list-style-type: none"> <li>• Assigns a unique personal user account to every Records Management System user.</li> </ul>	Implemented
VI.2	<p>We recommend the Chief of Police ensures the Dallas Police Department compiles with the City's Enterprise Information Security Standard specifically:</p> <ul style="list-style-type: none"> <li>• Limits temporary access to an elevated privilege, such as an administrator, to seven days.</li> </ul>	Implemented
VI.3	<p>We recommend the Chief of Police ensures the Dallas Police Department compiles with the City's Enterprise Information Security Standard specifically:</p> <ul style="list-style-type: none"> <li>• Disables and locks Records Management System user accounts if the individual has not accessed the Records Management System for any consecutive 90-day period.</li> </ul>	Implemented
VI.4	<p>We recommend the Chief of Police ensures the Dallas Police Department compiles with the City's Enterprise Information System Standard specifically:</p> <ul style="list-style-type: none"> <li>• Deactivates/disables vendor accounts if the accounts have not been used in any consecutive 90- day period.</li> </ul>	Implemented
VI.5	<p>We recommend the Chief of Police ensures the Dallas Police Department compiles with the City's Enterprise Information Security Standard specifically:</p> <ul style="list-style-type: none"> <li>• Revokes user access to the Record Management System immediately upon termination of employment.</li> </ul>	Implemented

## Audit of the Dallas Police Department's Off-Duty Employment Program.

REPORT RELEASED - NOVEMBER 9, 2018

No.	Recommendation	Results
II.1	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Developing and implementing training that includes <i>General Order 421.00</i> and requiring Dallas Police Department officers to complete the training prior to requesting off-duty employment.</li> </ul> <p><b>Status:</b> Per staff description, documentation showing all officers received training on Off-Duty Employment prior to working off-duty is not available. The Dallas Police Department anticipates a new system will be in place by the end of the fiscal year that will streamline the current process and ensure documentation retention.</p>	Not Implemented
II.2	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Confirming Dallas Police Department officers submit off-duty employment requests timely and properly document late requests.</li> </ul>	Implemented
II.3	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Requiring Dallas Police Department supervisors to compare Dallas Police Department officers' sick leave requests and off-duty employment requests prior to approving the off-duty employment requests.</li> </ul>	Implemented

No.	Recommendation	Results
II.4	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Confirming Dallas Police Department supervisors approve off-duty employment requests timely.</li> </ul> <p><b>Status:</b> Without timestamps to: (1) signify when requests were submitted, approved, and worked; and, (2) without a date of request or date of approval, it cannot be determined requests were timely approved.</p> <p>Dallas Police Department anticipates a new system will be in place by the end of the fiscal year that will streamline the current process and ensure documentation retention.</p>	Not Implemented
II.5	<p>We recommend the Chief of Police ensures the Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Verifying the Safety Unit confirms and files long forms for off-duty employment requests where the Dallas Police Department officers obtained approval to work at an establishment whose principal specialty is dispensing/selling alcoholic beverages.</li> </ul>	Implemented

No.	Recommendation	Results
II.6	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Verifying that Dallas Police Department supervisors: (1) complete periodic on-site inspections of off duty employment locations; and, (2) document and properly file the Off-Duty Employment Verification form.</li> </ul> <p><b>Status:</b> Elements of the Off-Duty Employment Verification forms are not always documented. Corrective actions and recommendations are not always noted on the form, and aside from the reviewing officer noting 'yes' on the form, there is no evidence that supports establishments serving/dispensing alcohol have a current application on file. In addition, the form does not capture application dates of expiration.</p> <p>The Dallas Police Department anticipates a new system will be in place by the end of the fiscal year that will streamline the current process and ensure documentation retention.</p>	Not Implemented
II.7	<p>We recommend the Chief of Police ensures Dallas Police Department officers comply with existing internal controls included in <i>General Order 421.00</i> when requesting, approving, and monitoring off-duty employment by:</p> <ul style="list-style-type: none"> <li>• Establishing a monitoring process to periodically evaluate Dallas Police Department officers' and supervisors' compliance with <i>General Order 421.00</i>.</li> </ul>	Implemented

## Audit of the City of Dallas' Purchasing and Travel Cards

REPORT RELEASED - NOVEMBER 11, 2019

No.	Recommendation	Results
<b>A.1</b>	Develop procedures to ensure purchasing cards are deactivated timely.	Implemented
<b>B.1</b>	Develop procedures to ensure that merchant additions to the standard Merchant Category Code template are properly approved.	Implemented
<b>C.1</b>	Develop procedures to monitor purchases that exceed the single purchase system limit to ensure the procedures in Administrative Directive 4-15, <i>Purchasing Card Policy and Procedures</i> are followed.	Implemented
<b>D.1</b>	Develop procedures to properly maintain authorized users and their role in the Citibank's Global Card Management System	Implemented
<b>E.1</b>	Provide further guidance to the Purchasing Card Administrator on performing annual department audits of purchasing card purchases to ensure Administrative Directive 4-15, <i>Purchasing Card Policy and Procedures</i> , Section 5.1.2 requirements are met for the Purchasing Card Administrator to conduct random reviews of card purchases.	Implemented
<b>F.1</b>	Develop procedures to ensure that departments adhere to Administrative Directive 4-15, <i>Purchasing Card Policy and Procedures</i> , Section 6.18, <i>Purchasing Services</i> .	Implemented
<b>G.1</b>	Define a split-transaction in Administrative Directive 4-15, <i>Purchasing Card Policy and Procedures</i> .	Implemented
<b>H.1</b>	Annually review the need for permanent additions to the cardholder's originally assigned Merchant Category Code template and ensure documentation is on file for all permanent additions.	Implemented
<b>J.1</b>	Develop procedures to ensure purchases are appropriate for use of the purchasing card instead of the regular procurement process, which involves purchasing through a vendor master agreement.	Implemented

## Audit of Dallas Police Department Complaint Process

REPORT RELEASED - NOVEMBER 25, 2019

No.	Recommendation	Results
<b>B.1</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that Patrol Station personnel accept all citizen complaints (without exceptions), document them, and forward them to the Dallas Police Department's Internal Affairs Division for evaluation of validity and feasibility of an investigation.</p>	Implemented
<b>C.1</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that accurate information about the complaint process and pre-printed complaint forms are accessible to visitors in the lobby of all Dallas Police Department patrol stations.</p>	Implemented
<b>C.2</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that the Dallas Police Department's police patrol station staff are adequately trained to provide accurate information about the complaint process.</p> <p><b>Status:</b> Evidence provided by department staff documents gaps in Dallas Police Department police patrol station staff training to provide accurate information about the complaint process. A little over half of 111 units returned receipts acknowledging they received training on DCN# 42-21 - <i>Reporting Procedures for External Complaints in Blue Team</i> and DC N# 43-21 <i>General Order Procedures Regarding External Complaints</i></p>	Not Implemented

No.	Recommendation	Results
<b>C.3</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that the Internal Affairs Division's website provides: (1) a written description of the complaint process from intake to imposition of discipline; and, (2) a video or audio recording explaining the complaint process and duties of the Internal Affairs Division.</p>	Implemented
<b>C.4</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that complaint forms: (1) do not include references to complaints that will not be accepted; and, (2) are available in both English and Spanish at police patrol stations.</p>	Implemented
<b>C.6</b>	<p>We recommend the City Manager:</p> <p>Ensure that complaint information and pre-printed complaint forms are available at all designated public outreach locations.</p>	Implemented
<b>C.7</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that Dallas' 3-1-1 Customer Service Center operators are adequately trained to refer callers to the Internal Affairs Division for information about the complaint process.</p>	Implemented
<b>C.8</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that Dallas' 3-1-1 Customer Service Center website provides an access point to the Dallas Police Department's complaint process.</p>	Implemented
<b>C.9</b>	<p>We recommend the Chief of Police:</p> <p>Ensure that the Community Police Oversight Board's website provides information related to filing a complaint.</p>	Implemented
<b>D.1</b>	<p>We recommend the Chief of Police:</p> <p>Develop and implement comprehensive disciplinary guidelines and include them into the General Orders.</p>	Implemented



## Audit of the City's Open Records Request Process

REPORT RELEASED - FEBRUARY 26, 2020

No.	Recommendation	Results
<b>Audit Recommendations for the City Secretary's Office</b>		
<b>A.1 SEC</b>	Due to the sensitive information in this observation, the distribution was limited to responsible City management in accordance with Government Auditing Standards, Chapter 9.61, <i>Requirements: Reporting Confidential or Sensitive Information</i> and the Texas Public Act – 5 Texas Governmental Code 552.139: <i>Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers</i>	Implemented
<b>A.2 SEC</b>	Due to the sensitive information in this observation, the distribution was limited to responsible City management in accordance with Government Auditing Standards, Chapter 9.61, <i>Requirements: Reporting Confidential or Sensitive Information</i> and the Texas Public Act – 5 Texas Governmental Code 552.139: <i>Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers</i>	Implemented
<b>A.3 SEC</b>	Due to the sensitive information in this observation, the distribution was limited to responsible City management in accordance with Government Auditing Standards, Chapter 9.61, <i>Requirements: Reporting Confidential or Sensitive Information</i> and the Texas Public Act – 5 Texas Governmental Code 552.139: <i>Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers</i>	Implemented
<b>B.1 SEC</b>	We recommend the City Secretary's Office:  Complete training within 90 days of position verification and retain evidence in a centralized location.	Implemented
<b>C.2 SEC</b>	We recommend the City Secretary's Office:  Provide annual training to City employees to reinforce their roles.	Implemented
<b>D.1 SEC</b>	We recommend the City Secretary's Office:  Identify costs and cost trends to fulfill requests and determine cost recovery options that support the City's values.	Not Implemented

No.	Recommendation	Results
	<p><b>Status:</b> Per the City Secretary, the City’s request charges are aligned with the Public Information Act; they are not to cover any associated costs. Our directive from council and goal is to publish as many records as possible to reduce the number of requests.</p>	
<b>E.1 SEC</b>	<p>We recommend the City Secretary’s Office:</p> <p>Determine information request patterns using word analysis tools for open data posting.</p>	Implemented
<b>Audit Recommendations for the Dallas Police Department</b>		
<b>A.1 DPD</b>	<p>Due to the sensitive information in this observation, the distribution was limited to responsible City management in accordance with Government Auditing Standards, Chapter 9.61, <i>Requirements: Reporting Confidential or Sensitive Information</i> and the Texas Public Act – 5 Texas Governmental Code 552.139: <i>Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers</i></p>	Implemented
<b>A.2 DPD</b>	<p>Due to the sensitive information in this observation, the distribution was limited to responsible City management in accordance with Government Auditing Standards, Chapter 9.61, <i>Requirements: Reporting Confidential or Sensitive Information</i> and the Texas Public Act – 5 Texas Governmental Code 552.139: <i>Confidentiality of Government Information Related to Security or Infrastructure Issues for Computers</i></p>	Implemented
<b>B.1 DPD</b>	<p>We recommend the Dallas Police Department:</p> <p>Complete training within 90 days of position verification and retain evidence in a centralized location.</p>	Implemented
<b>C.1 DPD</b>	<p>We recommend the Dallas Police Department:</p> <p>Update the Dallas Police Department Records Unit Standard Operating Procedures to incorporate the missing items and clarify requirements.</p>	Implemented
<b>D.1 DPD</b>	<p>We recommend the Dallas Police Department:</p> <p>Validate formal notification of delay is sent to the requestor before the tenth business day.</p>	Implemented

No.	Recommendation	Results
<b>E.1 DPD</b>	We recommend the City Manager:  Identify costs and cost trends to fulfill requests and determine cost recovery options that support the City’s values.	Implemented
<b>F.1 DPD</b>	We recommend the Dallas Police Department:  Determine information request patterns using word analysis tools for open data posting.  <b>Status:</b> Per staff description, the functionality is already available in GovQA and was utilized to determine the percentage of requests representing a pattern was less than 0.03 percent. Based on internal conversations, implementing this low-risk recommendation does not justify the time and effort of implementation.	Not Implemented - Management Accepted Risk

## Audit of Library Facility Planning

REPORT RELEASED - MARCH 26, 2020

No.	Recommendation	Results
<b>A.3</b>	We recommend the Director of the Dallas Public Library:  Monitor the implementation of the Master Plan and document decisions to change or not implement Master Plan recommendations.	Implemented
<b>A.4</b>	We recommend the Director of the Dallas Public Library:  Revise performance measures to provide precise information regarding facility use.	Implemented
<b>A.5</b>	We recommend the Director of the Dallas Public Library:  Develop and implement a formal process to conduct benchmarking of facility use with other large cities on a regular basis or as conditions change.	Implemented

# Appendix B: Management’s Response

---

## City Secretary’s Response

Memorandum



**DATE:** November 6, 2023  
**TO:** Mark S. Swann – City Auditor  
**SUBJECT:** Response to Fiscal Year 2021 Follow-Up of Prior Audit Recommendations Audit Report

This letter acknowledges the City Secretary’s Office received the *Fiscal Year 2021 Follow-Up of Prior Audit Recommendations* audit report.

I am pleased to report that all agreed-upon audit recommendations have been implemented and further improvements continues to be one of my top priorities. In addition, actions have been taken to ensure remediation of and future risks.

For those recommendations that the auditors identified with other city departments, have been addressed by my office, as the sole responsibility are under my oversight. The recommendations for improvement will also be one of my top priorities as well.

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

Sincerely,

*Biliera Johnson*  
Biliera Johnson  
City Secretary

c: Miroslava Martinez, Assistant City Secretary  
Parris Long, Open Records Administrator

## City Manager’s Response

### Memorandum



**DATE:** October 31, 2023  
**TO:** Mark S. Swann – City Auditor  
**SUBJECT:** Response to Fiscal Year 2021 Follow-Up of Prior Audit Recommendations Audit Report

This letter acknowledges the City Manager’s Office received the [\*Fiscal Year 2021 Follow-Up of Prior Audit Recommendations\*](#) audit report.

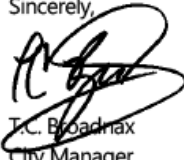
Implementing audit recommendations has been and continues to be one of my top priorities. To ensure the successful remediation of risks, I took several actions to improve the coordination and implementation of agreed-upon audit recommendations in November 2018.

I am pleased these actions are proving successful and contribute to reducing risk in City operations, as demonstrated by a 91% overall implementation rate as indicated in your follow-up report.

For those recommendations that the auditors determined to be not implemented, I have instructed the City Controller’s Office to continue working with departments to ensure further risk remediation.

Additionally, I would like to acknowledge the professionalism and quality of work your staff demonstrated throughout this engagement.

Sincerely,



T.C. Broadnax  
City Manager

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer

“Our Product is Service”  
Empathy | Ethics | Excellence | Engagement | Equity



# Special Audit of City Attorney – Christopher J. Caso

November 20, 2023

Mark S. Swann, City Auditor

---

## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis

# Table of Contents

---

- Executive Summary ..... 1**
- Objectives and Conclusions ..... 2**
- Audit Results ..... 3**
  - Observation A: Noncompliance with City Administrative Directives..... 3**
  - Emerging Risk ..... 4**
- Background and Methodology ..... 5**
  - Background..... 5
  - Methodology ..... 7
  - Major Contributors to the Report ..... 7
- Appendix A: Management’s Response ..... 8**



## Executive Summary

---

### Objective and Scope

The objective of this audit was to determine whether the former City Attorney was (1) cleared of City debt prior to departure; (2) disabled and removed from physical access to city facilities and logical access to information systems; (3) removed as an authorized agent of the City; and (4) held accountable to City off-boarding activities.

### Recommendations

Management should ensure departmental compliance with City administrative directives and establish and enforce any necessary departmental internal controls to ensure compliance.

### Background

The Office of the City Auditor is required by City Charter Chapter IX, Section 4, *Special Audit*, to audit the accounts of former City officials upon their death, resignation, removal, or expiration of term to determine any indebtedness to the City.

The audit included an evaluation of Mr. Christopher J. Caso, the former City Attorney, who retired from the City effective February 28, 2023. Mr. Christopher J. Caso had served in the role since April 2020.

### Observed Conditions

Review of former City Attorney's, Mr. Christopher J. Caso, accounts did not identify any debts owed to the City upon his departure.

Opportunities do exist for the City Attorney's Office to reduce noncompliance with City administrative directives.

## Objectives and Conclusions

---

1. Was the City Attorney cleared of City debt prior to departure?

**Yes.**

2. Was the City Attorney disabled and removed of physical access to City facilities and logical access to information systems?

**Generally, yes.** A parking decal was transferred internally to another executive in the City Attorney's Office instead of being returned to the Security Division. (See [Observation A.](#))

3. Was the City Attorney removed as an authorized agent of the City?

**Yes.**

4. Was the City Attorney held accountable to City off-boarding activities?

**Generally, yes.** Purchasing activities were not in conformance with administrative directives. Mobile Use Consent/Authorization Form for the use of City-owned smartphone was not obtained. (See [Observation A.](#))

## Audit Results

---

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

### Observation A: Noncompliance with City Administrative Directives

Certain activities were not completed in accordance with City administrative directives. City administrative directives are issued: (1) to improve service to the public through efficient management, and (2) to establish procedures for the uniform administration and effective and efficient coordination of the functions of the City of Dallas.<sup>1</sup>

- Parking decal was not turned into the Security Division upon departure as required by Administrative Directive 6-10, *Dallas City Hall Parking Garage*. Instead, it was transferred to another executive in the City Attorney's Office.
- Mobile Use Consent/Authorization Form was not signed and acknowledged prior to issuance of City-owned smartphone per Administrative Directive 4-08, *Mobile Telephone Services*.
- City-approved vendors through the master agreement were not used for office supplies per Administrative Directive 4-05 *Contracting Standards and Procedures*, Section 5.16.8, A, "Departments must conduct a search for goods available through existing master agreements before initiating a requisition process." Office supplies were purchased using Amazon Business Prime Membership which cost \$1,000 for the audit period.
- Sales tax of \$197 was paid on purchasing activities. Sales tax for City-related transactions should not be paid.

#### Criteria

- ❖ Administrative Directive 6-10, *Dallas City Hall Parking Garage* (December 26, 2012)
- ❖ Administrative Directive 4-08, *Mobile Telephone Services* (June 12, 2004)
- ❖ Administrative Directive 4-05 *Contracting Standards and Procedures* (May 2, 2022)
- ❖ Standards for Internal Control in the Federal Government: *Principle 10 – Control Activities*

#### Assessed Risk Rating:

**Low**

---

<sup>1</sup> Administrative Directive 2-1, Administrative Directives, Section 2, *Purpose*.

## We recommend the **City Attorney's Office**:

**A.1:** Ensure departmental compliance with City Administrative Directives and establish and enforce any necessary departmental internal controls to ensure compliance.

## Emerging Risk

The City Attorney's Office inventories and tracks City issued laptop equipment to individuals. However, non-fixed asset items (personal property) that are not issued by Information and Technology Services and purchased through City funds are not inventoried, tracked, and monitored for proper disposal. These items include but are not limited to:

- Laptop computer and tablet shoulder bags
- Webcams
- VARIDESKs
- Folding tables
- Port desks
- Microwave ovens
- Portable hard drives
- Cameras
- Bluetooth accessories
- Respirators

**Impact:** Public skepticism of City governance practices may develop when attractive personal property items are purchased, not tracked to disposal, and cannot be located.

## Background and Methodology

### Background

The Office of the City Auditor is required by City Charter Chapter IX, Section 4, *Special Audit*, to audit the accounts of former City officials upon their death, resignation, removal, or expiration of council member's term to determine any indebtedness to the City.

The primary off-boarding activities include:

- Verification of debt clearance for property taxes, parking fees, water bills, and other fines.
- Removal physical access to City facilities by destroying identification badges and obtaining parking decals.
- Disabling of logical access to the City network, applications, and mobile devices.
- Confirmation of proper use of funds for purchasing and travel card expenditures.
- Return of personal property (tangible assets of less than \$1,000) purchased with City funds.
- Examination of accurate employee pay prior to departure.

**Exhibit 1** below outlines administrative directives and policies used to complete to ensure due diligence off-boarding activities.

#### Exhibit 1:

#### Special Audit Authoritative Documents

Document Name	Purpose
Dallas City Charter, <i>Chapter VII. Legal Department</i>	The City Attorney shall have the following powers and duties: (4) Approving as to form in writing all proposed ordinances before they are adopted, or filing with City Council, in writing any objections to an ordinance.
Dallas City Charter, <i>Chapter IX. City Auditor, Section 4 Special Audit</i>	Upon the death, resignation, removal, or expiration of the term of any officer, other than city auditor, the city auditor shall cause an audit and investigation of the accounts of such officer to be made and shall report to the city manager and council. If, as a result of any such audit, an officer is found to be indebted to the city, the city auditor, or other person making such audit, shall immediately give notice of such indebtedness to the council, the city manager, and the city attorney, and the city attorney shall, as directed by the city council, proceed to collect such indebtedness.

Document Name	Purpose
Administrative Directive 2- 04, <i>Interim Identification and Access Badge and Restricted Areas Policy</i>  (June 28, 2018)	Provide instructions to departmental security controllers on the proper procedures for obtaining City of Dallas identification/access badges and to describe access security procedures for restricted areas.
Administrative Directive 3-56, <i>Payroll Procedures</i>  (November 3, 2016)	Establish a comprehensive guideline regarding City’s payroll processing procedures, including requirements regarding employee’s entry of time/leave, failure to enter time or leave each pay period, and supervisor’s approval of employees’ time and leave records in HRIS and Kronos clock system.
Administrative Directive 4-07, <i>Authorization and Reimbursement for Out-of-Town Travel and Travel-Related Expenses</i>  (October 1, 2013)	Provide policies and procedures for City government employees, council members, and commission members who perform local and out-of-town official travel in the interest of the City of Dallas.  Provide guidance to personnel who authorize, direct, or review such travel or certify payments for reimbursement of travel-related expenses.
Administrative Directive 4-08, <i>Mobile Telephone Services</i>  (June 12, 2004)	Establish policy and procedures for the acquisition and use of City-owned mobile services and devices and establish City policy with regard to City cell phone allowance.
Administrative Directive 4-15, <i>Purchasing Card Policy and Procedures (Interim)</i>  (October 31, 2018)	Establish policies and procedures for procuring goods and/or services using a Purchasing Card.
Administrative Directive 6-01, <i>Control of City Property</i>  (January 24, 2000)	Establish responsibilities and reporting policies for control of City-owned personal property.
Administrative Directive 6-10, <i>City Hall Parking Garage</i>  (December 12, 2012)	Provide information and regulations regarding the use of the City Hall parking garage.
<i>City of Dallas Enterprise Information Security Standard</i>  (October 1, 2020)	Section 15 guides the separation of employment procedures for handling users' access to all systems.

**Source:** City of Dallas Intranet, Publications, Administrative Directives

## Methodology

The audit methodology included: (1) interviewing personnel from the City Attorney’s Office and other City departments; (2) reviewing policies and procedures, applicable Administrative Directives, and best practices; and (3) verifying compliance with procedures. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

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

## Major Contributors to the Report

Nadia Gonzalez – In-Charge Auditor

Mamatha Sparks, CIA, CISA, CISSP, CRISC – Engagement Manager

## Appendix A: Management’s Response

---

### Memorandum



DATE November 15, 2023  
TO Mark S. Swann – City Auditor  
SUBJECT Response to Special Audit of Former City Attorney – Christopher J. Caso

---

This letter acknowledges that the City Attorney's Office has received the Special Audit of Former City Attorney - Christopher J. Caso and submitted responses to the recommendation.

The City Attorney's Office is pleased that the City Auditor's review of the former city attorney, Christopher J. Caso's, accounts did not identify any debts owed to the city upon his departure.

The City Attorney's Office strives to ensure compliance with city administrative directives and internal procedures and is pleased with our compliance overall. However, we recognize there are always opportunities for improvement.

The City Attorney's Office will strengthen internal controls by:

- Collaborating with the City Marshal's Office to develop guidelines on executive parking decal retention during transitions within the City Attorney's Office executive team and providing comments during the review process of Administrative Directive 6-10.
- Providing new employees with a copy of Administrative Directive 4-08 and requiring them to sign a mobile use consent/authorization form prior to issuance of city-owned phones.
- Clarifying guidelines for employees regarding purchases that should be made under a master agreement and when to consider using other vendors. Our standard procedure, in conformity with Administrative Directive 4-05, is to look for an item on a master agreement first, and then, upon verifying that the item is not available through a master agreement, use other vendors. Furthermore, because of the nature of the work done by the City Attorney's Office, sometimes an attorney or paralegal will require products or supplies on short notice, which a vendor under a master agreement cannot guarantee. Therefore, we use our Amazon Business Prime Membership to ensure that their work is not delayed.
- Sending reminders, as part of the monthly reconciliation process, to P Card/ T Card holders to not pay sales tax on city-related transactions per Administrative Directive 4-15.



Addressing emerging risks outlined in the audit:

- We have procedures in place for inventorying and monitoring city-issued equipment. Every new employee completes an IT equipment form acknowledging receipt of equipment assigned to them as part of our onboarding process. Employees must also complete an addendum to the IT equipment form if they require more equipment. Additionally, a member of the IT team reviews the IT equipment form with an employee upon retirement, resignation, or termination to ensure that the employee returns the equipment that they were assigned.
- The items that were listed as emerging risks and are currently being inventoryed and monitored are as follows:
  - Laptop computer shoulder bags
  - Webcams
  - Portable hard drives
  - Cameras
  - Bluetooth accessories (e.g., Bluetooth mouse for city-issued laptops)

We will review our list and revise, as necessary.

Please contact me if you have any questions or need additional information.

*/s/ Tammy L. Palomino*

TAMMY L. PALOMINO  
City Attorney

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Low</b>	We recommend the <b>City Attorney’s Office:</b>			
	<p><b>A.1</b> Ensure departmental compliance with City administrative directives and establish and enforce any necessary departmental internal controls to ensure compliance.</p>	<p><b>Agree</b></p> <p>The City Attorney’s Office will strengthen internal controls by considering creating checklists, training, and/or procedures/guidelines to ensure compliance with city administrative directives.</p> <p>For example, this may include establishing guidelines for when items should be purchased on master agreement, and when it is acceptable to utilize other suppliers (e.g., the supplier can not guarantee delivery by the required date).</p>	6/30/2024	9/30/2024



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3152

**Item #:** I.

---

Quarterly Investment Report as of September 30, 2023  
[City Controller's Office]

# Memorandum



DATE December 8, 2023

CITY OF DALLAS

Honorable Members of the Government Performance and Financial Management

TO Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn, Jesse Moreno, Jaime Resendez

SUBJECT **Quarterly Investment Report – 4<sup>th</sup> Quarter FY2022-23**

Please find attached the Quarterly Investment Report for the fourth quarter of FY 2022- 23, ending September 30, 2023. The report was prepared by the City’s Investment Advisor, Meeder Public Funds Patterson Group (“Meeder”) and presented to the City’s Investment Committee on October 30, 2023. This report was produced in compliance with the State of Texas Public Funds Investment Act, and the City’s Investment Policy.

The Quarterly Investment Report provides information on the performance of the City’s Operating portfolio. As of September 30, 2023, the Operating portfolio’s balance was **\$3,243,045,116**, which produced actual earnings of **\$36,293,361** for the fourth quarter.

Portfolio Market Value by Fund	6/30/2023	9/30/2023	Change	Interest Earned
Operating Portfolio	\$3,502,772,692.59	\$3,243,045,116.01	(\$259,727,576.58)	\$36,293,361.42
Arts Endowment	\$2,235,000.00	\$2,235,000.00	\$0.00	\$31,168.76
DWU Commercial Paper Program	\$13,960.15	\$13,960.15	\$0.00	\$180.66
GO Commercial Paper Program	\$20,688,753.36	\$20,688,753.36	\$0.00	\$270,322.94
Ida Green Library Fund	\$1,000,000.00	\$1,000,000.00	\$0.00	\$11,016.98
Water Reserve	\$90,000,000.00	\$90,000,000.00	\$0.00	\$1,164,684.94
<b>Total</b>	<b>\$3,616,710,406.10</b>	<b>\$3,356,982,829.52</b>	<b>(\$259,727,576.58)</b>	<b>\$37,770,735.70</b>

The Quarterly Investment Report also provides balance information for the following portfolios, which are managed internally by the Treasury Department.

- Arts Endowment
- DWU Commercial Paper Program
- GO Commercial Paper Program
- Ida Green Library Fund, and
- Water Reserve Fund

All portfolios are managed following the City’s Investment Policy objectives of safety, liquidity, and yield.

## **Highlights of Quarter and End of the Year Operating Portfolio Performance**

- Revisions to the City’s Investment Policy approved by City Council on October 26, 2022, including the addition of commercial paper, and the removal of the weighted average maturity restriction, provided flexibility and better investment options during FY 2022-23.

DATE December 8, 2023

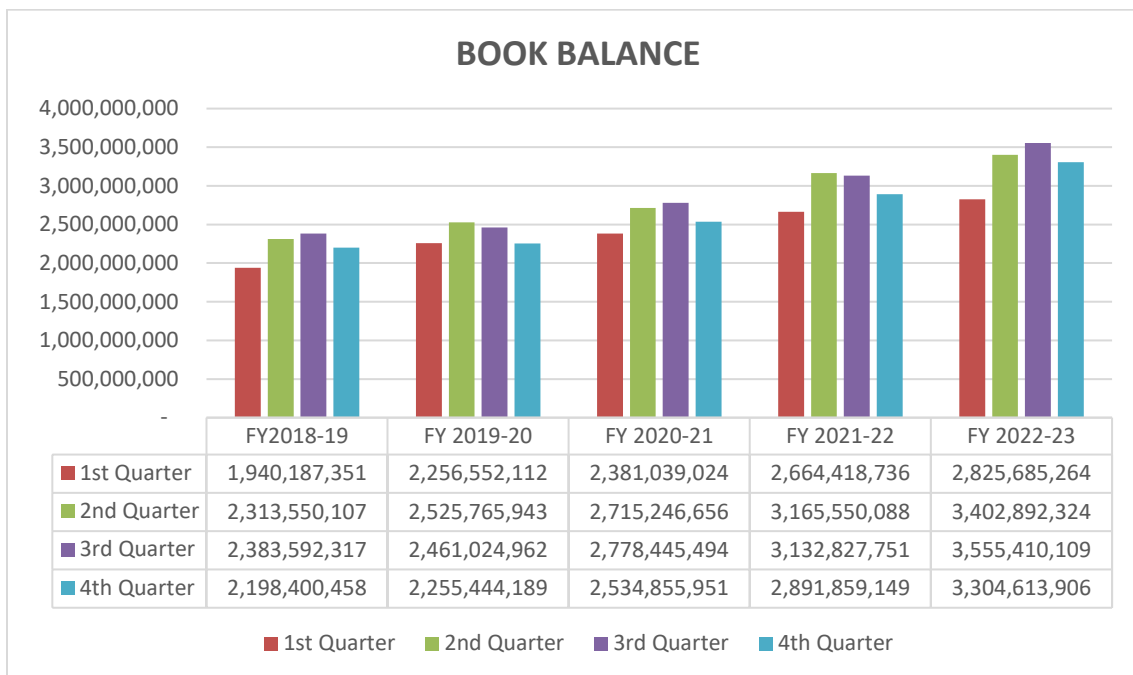
SUBJECT **Quarterly Investment Report – 4<sup>th</sup> Quarter FY2022-23**

- For FYE 2022-23, the City’s Operating Portfolio outperformed results of the past five fiscal years in the categories of book balance, interest earned, weighted average yield, and weighted average maturity.
- Treasury staff will continue to work with our investment advisor in the following areas:
  - cash flow analysis to identify the amount to be invested in the City’s core portfolio
  - identify opportunities to rebalance positions in the 0–1- year maturity to take advantage of the higher interest rates
  - extending the portfolio to our targets while matching known future debt payments

**Highlights of Year-to-Date Operating Portfolio Performance**

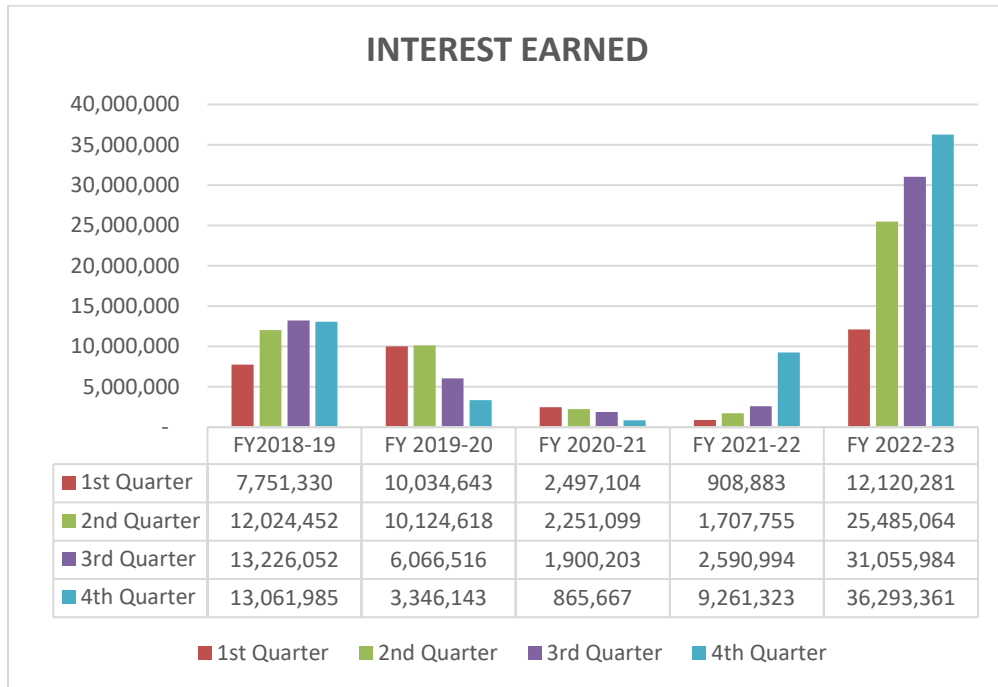
**Book Balance**

- Book balance for the 4<sup>th</sup> quarter of FY 2022-23 decreased from the previous quarter, the highest of the last five fiscal years, from \$3,555,410,109 to \$3,304,613,906.
- Book balance for FYE 2022-23 was the highest of the last five fiscal years.



**Interest Earned**

- Interest earned for the 4<sup>th</sup> quarter of FY 2022-23 was the highest of the last five fiscal years at \$36,293,361, an increase of over \$5.2M from previous quarter.
- Interest earned for FYE 2022-23 was the highest of the last five fiscal years at \$104,954,690.



**Asset Composition**

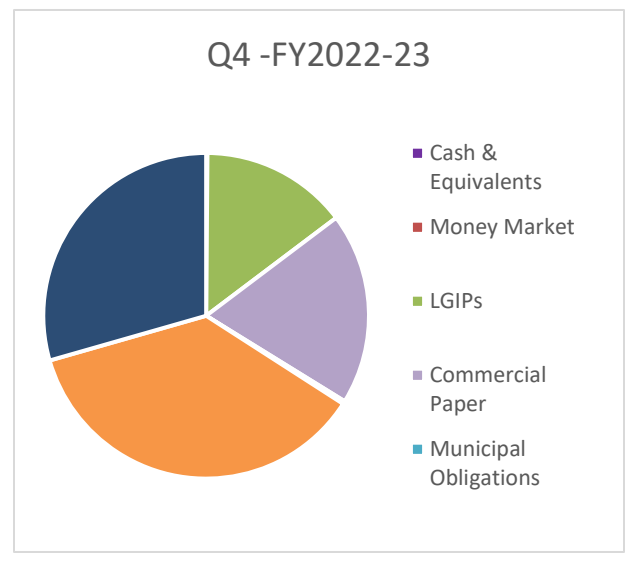
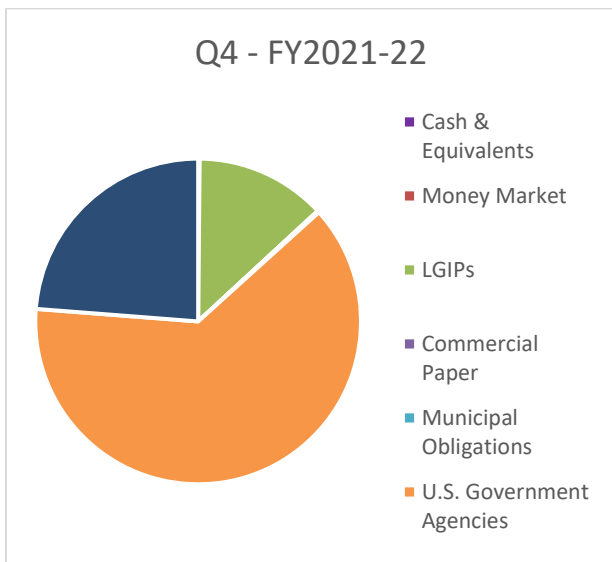
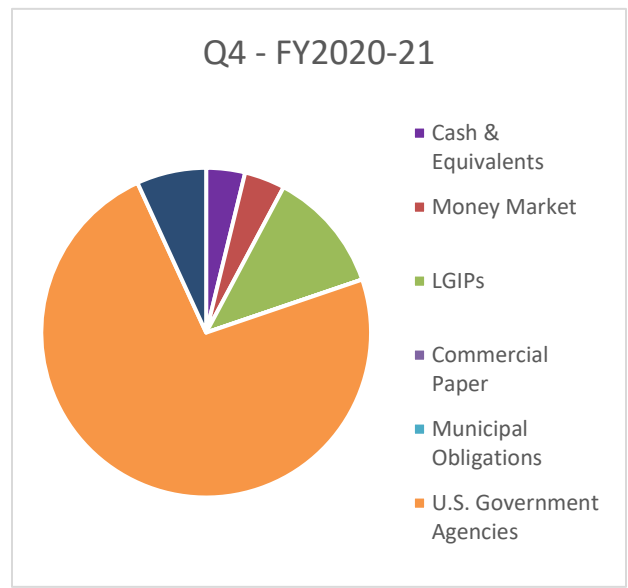
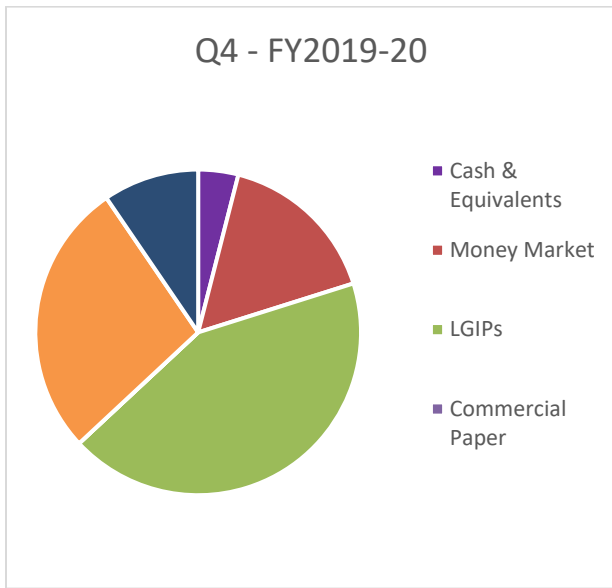
- Diversification of assets throughout FY 2022-23 allowed us to allocate investments in areas that offered the highest yields, while maintaining enough liquidity on hand to meet debt payments and expenditures.
- Compared to previous fourth quarters, the 4<sup>th</sup> quarter for FY 2022-23 included a better diversification of assets. Following the guidance of the City’s Investment Policy, treasuries, agencies, commercial paper, and municipal obligations were maintained within approved levels, while reducing our liquid position in the areas of cash, money market, and local government investment pools.

DATE  
SUBJECT

December 8, 2023

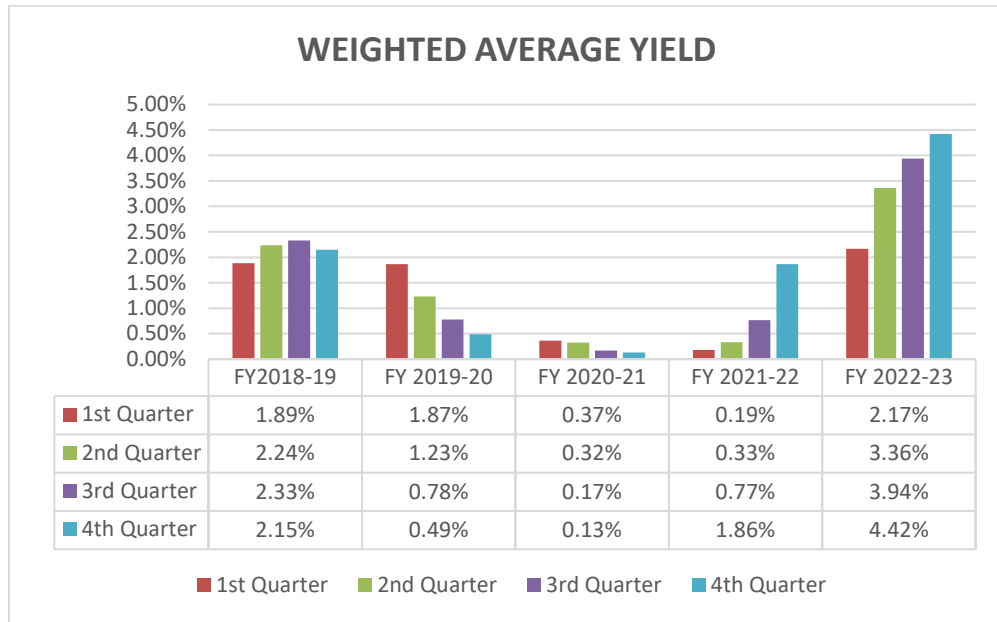
**Quarterly Investment Report – 4<sup>th</sup> Quarter FY2022-23**

Asset Composition - Q4	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Cash & Equivalents	3.98%	3.81%	0.03%	0.03%
Money Market	16.16%	3.98%	0.12%	0.10%
LGIPs	42.92%	11.99%	12.98%	14.59%
Commercial Paper	0.00%	0.00%	0.00%	19.08%
Municipal Obligations	0.00%	0.00%	0.17%	0.30%
U.S. Government Agencies	27.41%	73.38%	62.93%	36.47%
U.S. Treasury Securities	9.53%	6.84%	23.77%	29.43%



**Weighted Average Yield**

- The portfolio’s weighted average yield for the fourth quarter of FY 2022-23 was the highest of the last five fiscal years at 4.42%.
- As the Federal Reserve continues to monitor inflation, our investment strategy will remain to lock longer term rates to allow the portfolio yield to remain elevated over a longer period of time.

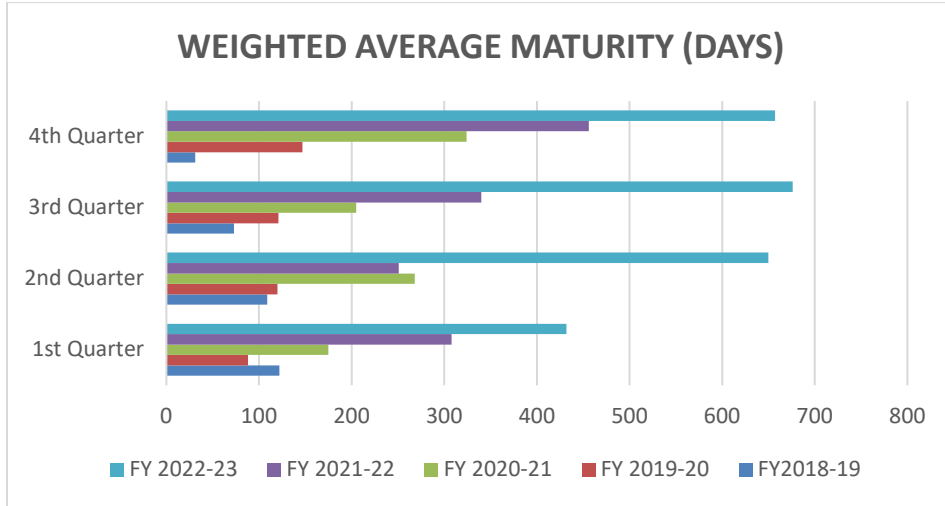


**Weighted Average Maturity (“WAM”)**

- Weighted Average Maturity (“WAM”) is the average time it takes for securities in a portfolio to mature, weighted in proportion to the dollar amount that is invested in the portfolio.
- The portfolio’s Weighted Average Maturity is determined by cash flow demands, interest rate outlook and the overall size of the portfolio.
- The portfolio’s WAM as of September 30, 2023 was 657 days as compared to 676 days a quarter prior.



DATE December 8, 2023  
SUBJECT **Quarterly Investment Report – 4<sup>th</sup> Quarter FY2022-23**



In addition to the performance of the portfolios, the Quarterly Investment Report includes an Executive Summary, an Economic Update including regional economic information, and Compliance Certification. You may access all published reports on the City’s Financial Transparency website.

(<https://dallascityhall.com/departments/budget/financialtransparency/Pages/current-financial-reports.aspx>)

If you have any questions, please contact Jenny Kerzman, Assistant Director of Treasury.

Jack Ireland  
Chief Financial Officer

**[Attachment]**

- c: Honorable Mayor and Members of the City Council
- T.C. Broadnax, City Manager
- Tammy L. Palomino, City Attorney
- Mark Swann, City Auditor
- Biliera Johnson, City Secretary
- Preston Robinson, Administrative Judge
- Kimberly Bizzor 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



**MEEDER**  
PUBLIC FUNDS

# City of Dallas

## Quarterly Investment Report

PRESENTED BY:

SCOTT GRUBER, CMT – DIRECTOR, ADVISORY SERVICES

SEPTEMBER 30, 2023

# Executive Summary

- In the third quarter, interest rates continued to move higher as economic data proved resilient, and updated Federal Reserve guidance indicated the Federal Reserve is prepared to raise interest rates again in 2023. The Federal Reserve met twice during the quarter, hiking rates by 0.25% in July but not in September. However, the updated dot plot showed the Federal Reserve is forecasting fewer cuts next year as the median 2024 dot shifted higher by 0.50%. Markets are still pricing in nearly 1.00% of cuts in 2024, as participants expect the Federal Reserve will cut more aggressively.
- During the third quarter, we continued to find opportunities to sell short securities and use the proceeds to buy commercial paper. We purchased multiple pieces of commercial paper in the quarter, each off of matched maturity swaps. We also sold a piece of commercial paper maturing in November 2023 to purchase a discounted agency callable that fits the portfolio well and increases the portfolio yield.
- In the coming quarter, the City should expect the following areas of focus: continued cash flow analysis to identify the amount to be invested in the City's core portfolio, evaluating opportunities to rebalance positions in the 0–1 year maturity range with security swaps to take advantage of the higher-yielding bonds, and extending the portfolio to our targets while matching known future debt payments.

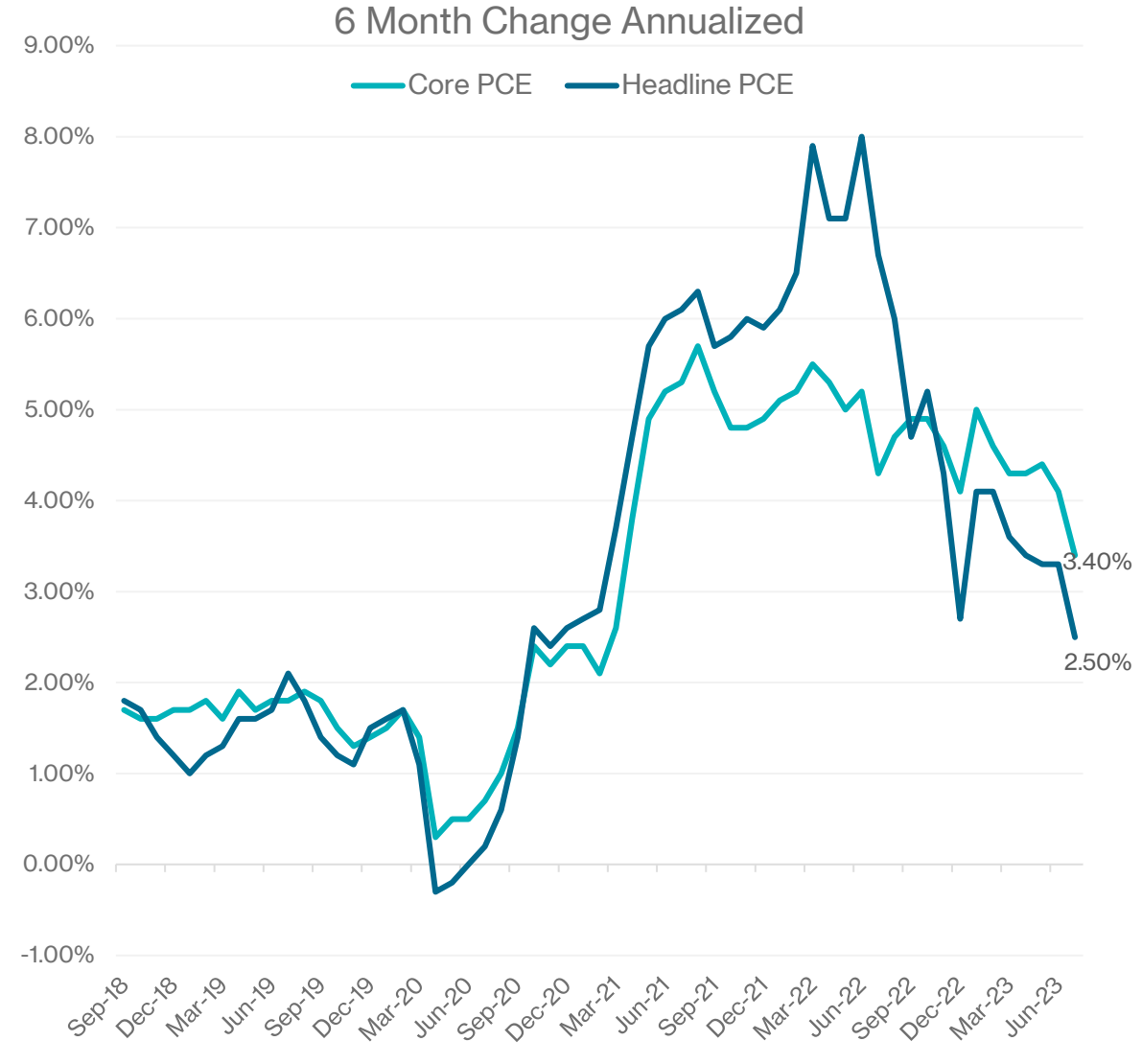
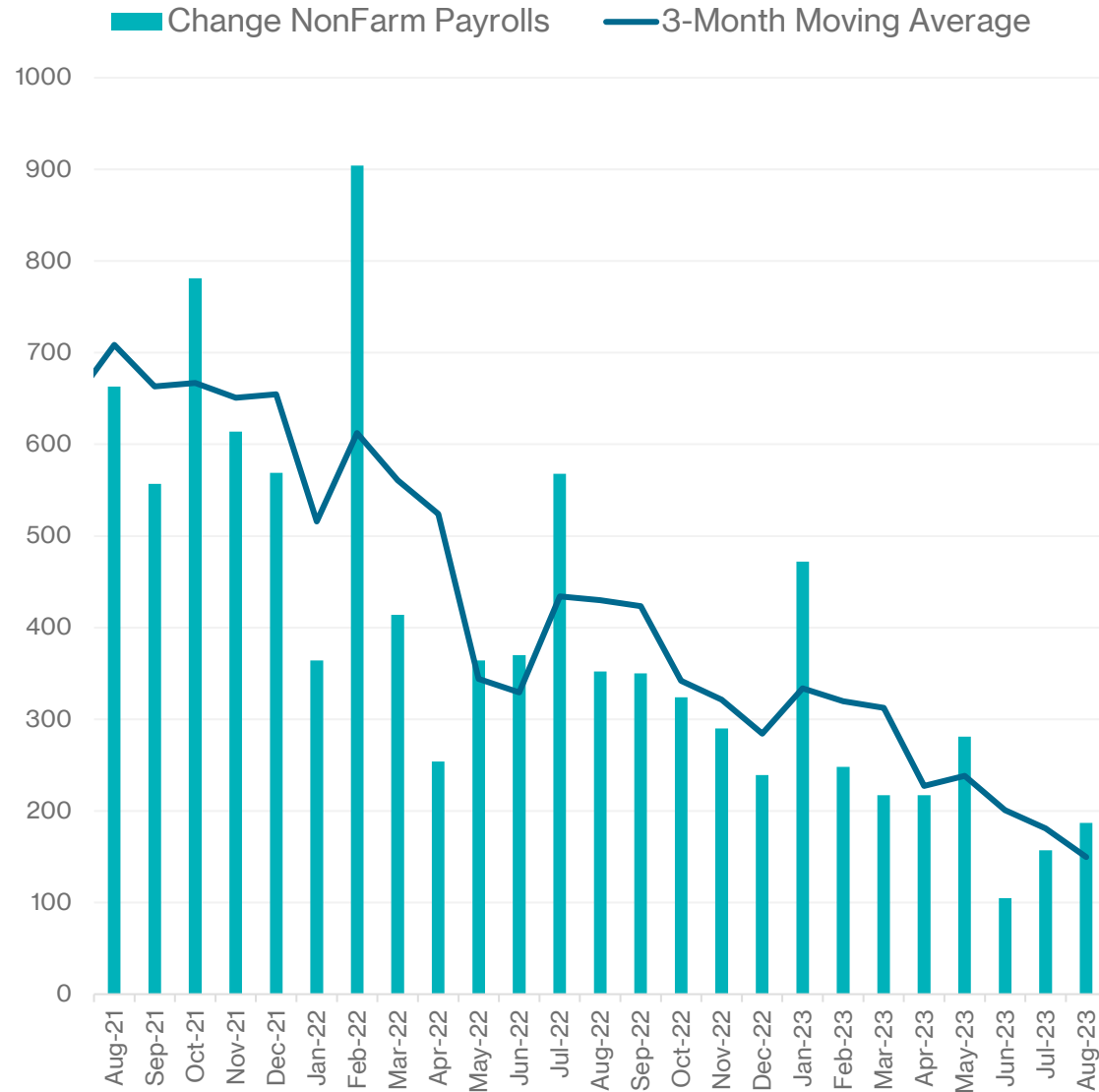


**M E E D E R**  
PUBLIC FUNDS

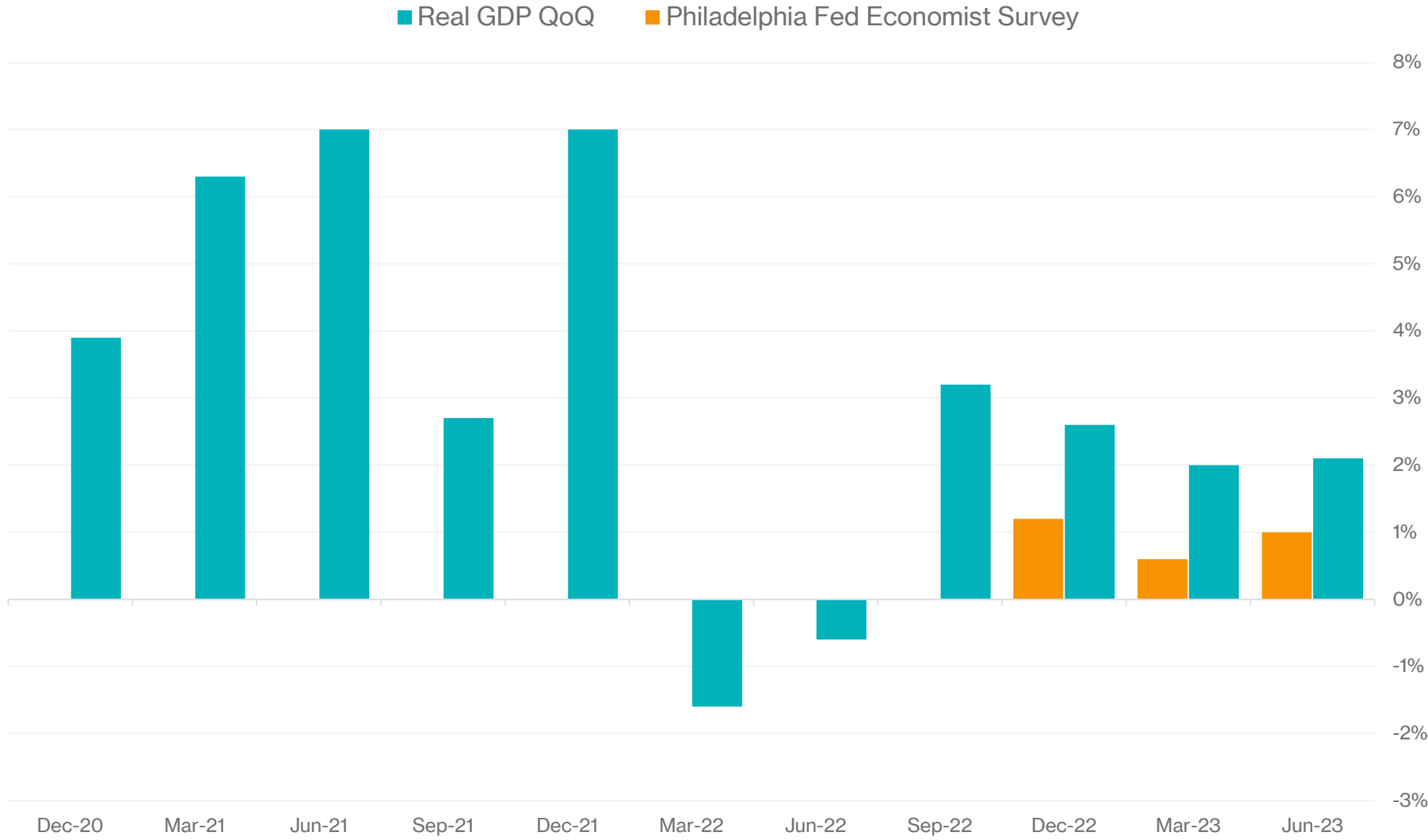
---

# Economic Update

# Federal Reserve Seeing Success in Loosening Labor Market & Inflation Rate Trending Lower



# US Growth Has Exceeded Expectations

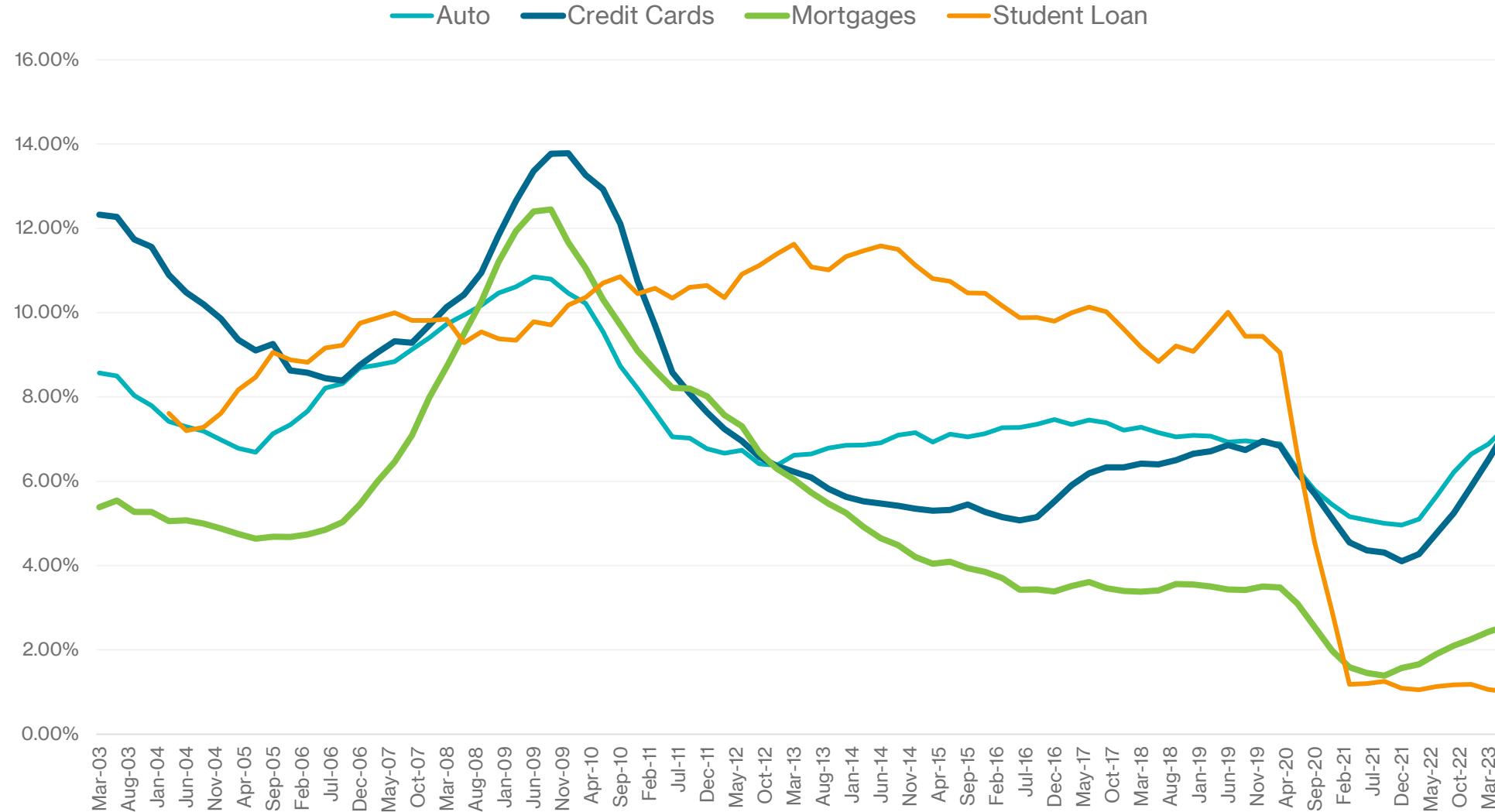


- Real GDP Negative Q1 and Q2 of 2022, Expectations For Low Growth in 2023.
- Median Survey of Economists from Philadelphia Fed Expected About Half the Realized Growth
- Business Fixed Investment Higher - Industrial Policy - Subsidies to the EV and Semiconductor Industries
- Taylor Swift & Beyonce Fever Giving Serious Boost to US Economy - 50 US Concerts Estimated To Have Added \$5.4 billion to GDP in Q3.

SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS, PHILADELPHIA FED SURVEY OF PROFESSIONAL FORECASTERS

# Consumer Strength Resilient in 2023, Signs Of Challenges Ahead

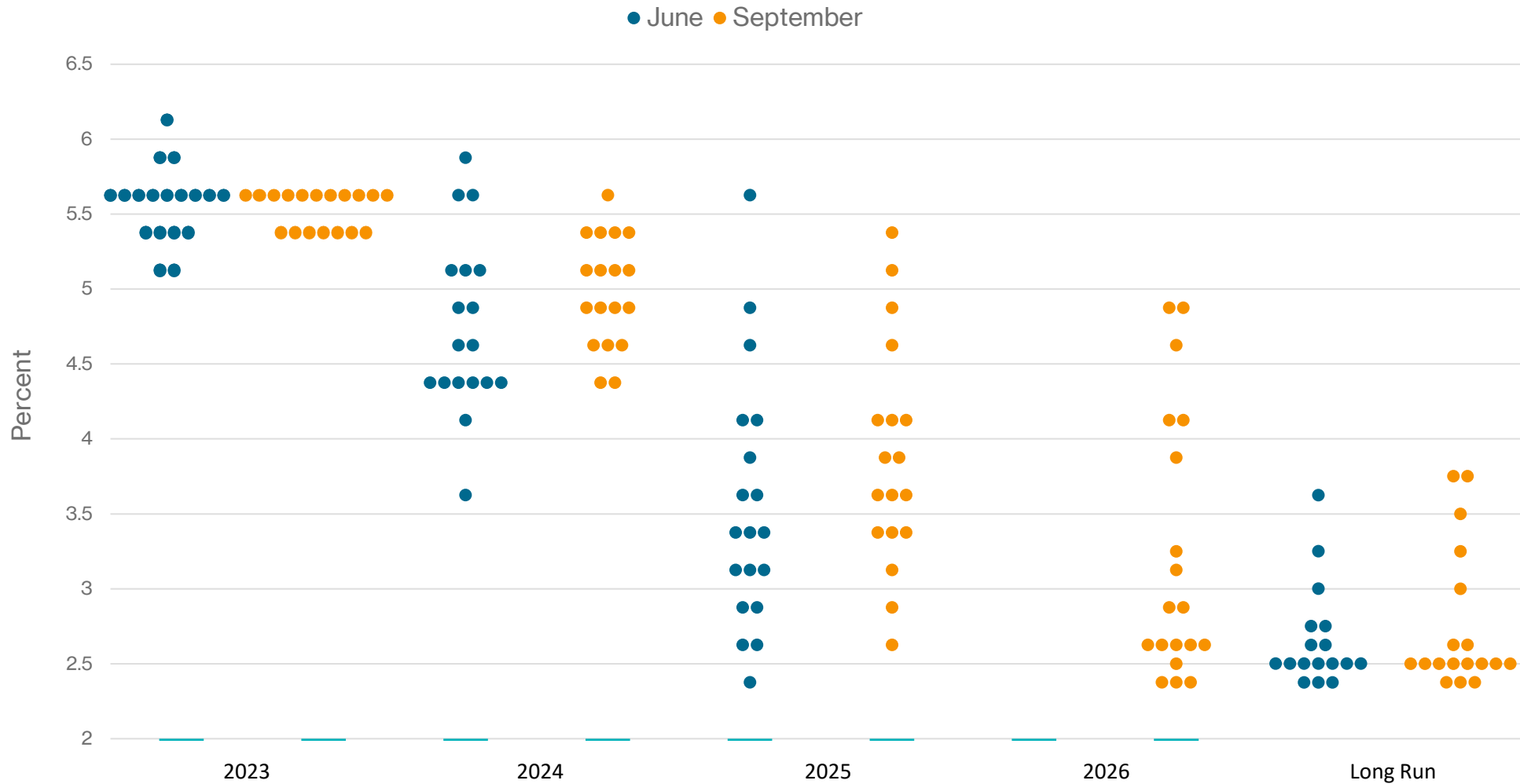
Delinquency Rates Increasing – Transitions into 30+ Days Delinquent



- Per San Francisco Fed, Consumers Had \$2.1 Trillion in Accumulated Excess Savings As Of March 2023 & Expect Entire Excess Savings From Pandemic to Have Been Depleted During Q3.
- Slowing Payroll Growth, Higher Debt Service Costs From Higher Interest Rates Impacting Consumers Discretionary Spending.
- Transitions into delinquency are increasing, with transition rates for both auto and credit card loans above pre-pandemic levels

SOURCE: NEW YORK FED CONSUMER CREDIT PANEL/EQUIFAX

# Federal Reserve Dot Plot Comparison



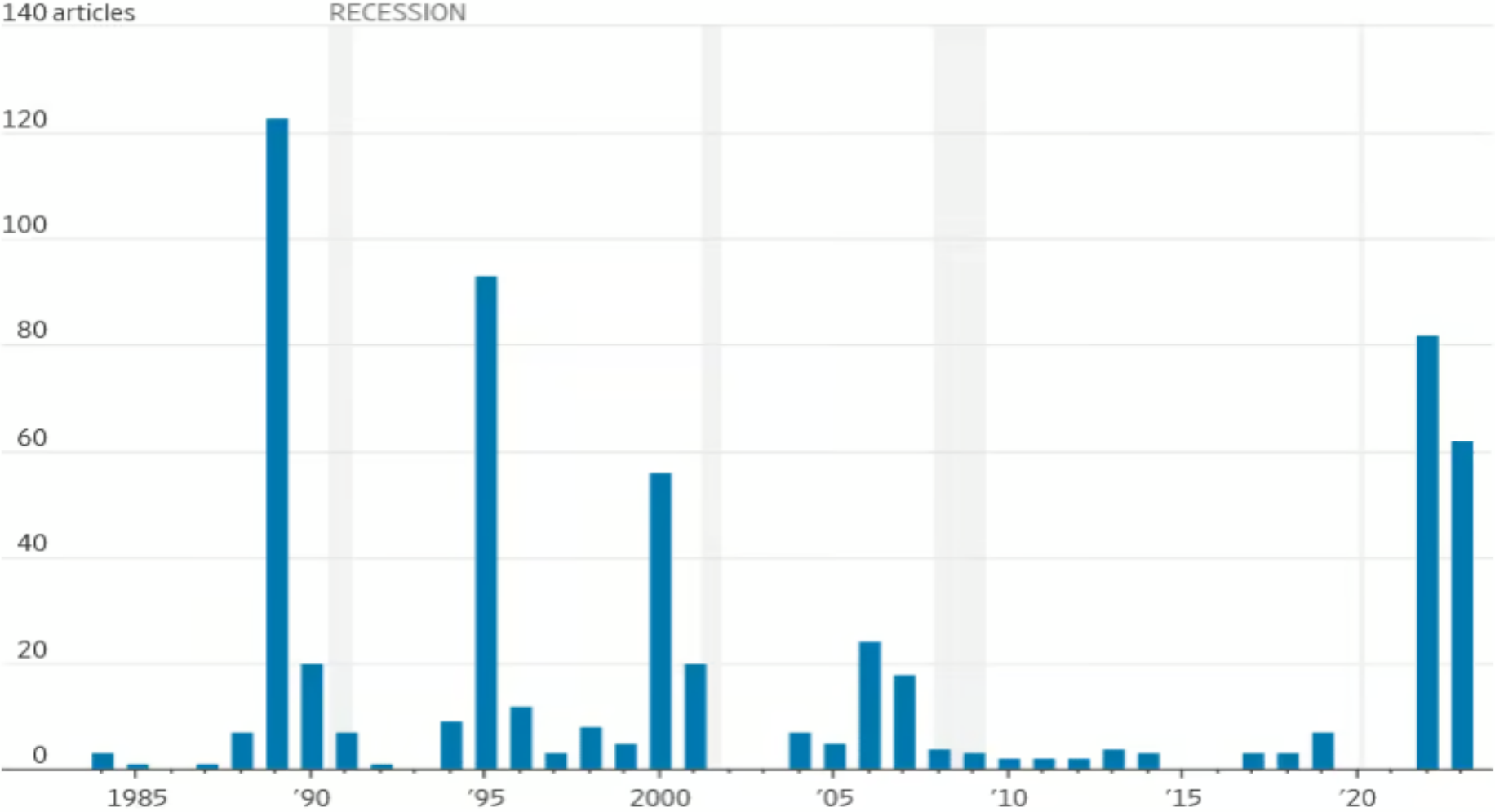
- Each Dot Represents Projected Year End Rate By Each Member Of The FOMC
- FOMC Expecting to Raise Rates Only 1 More Time In This Cycle.
- Median Dot Indicates From June to September FOMC See's Interest Rates Falling by 0.50% in 2024 instead of 1.00%.



# Common To Expect “Soft Landing” Prior To Recession



Number of Wall Street Journal articles that reference a 'soft landing'

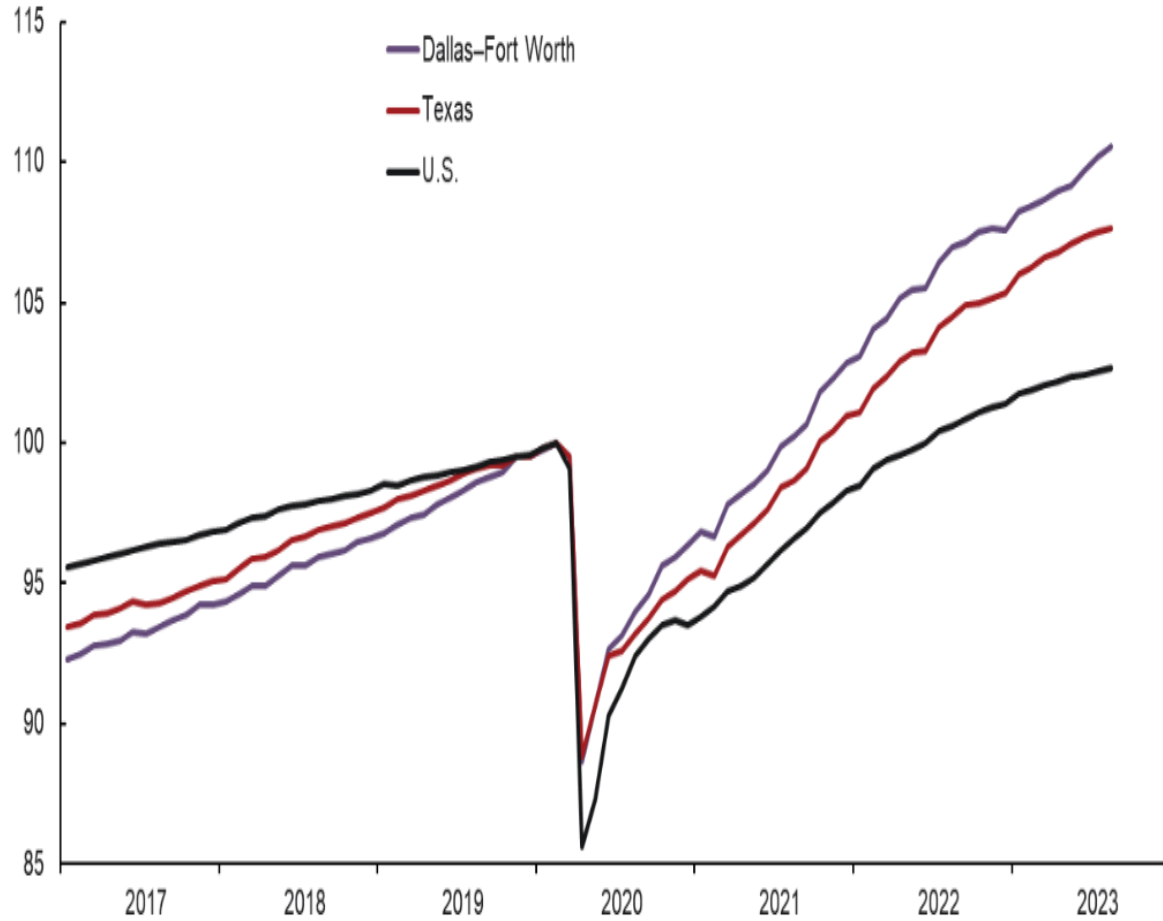


Source: WSJ archives

- As Fed Transitions From Hiking To Pausing, Optimism On Avoiding Recession Increases.
- “The Most Likely Outcome Is That The Economy Will Move Forward Toward a Soft Landing – Former Fed Chair Janet Yellen in October 2007, Two Months Before the Great Recession Began.

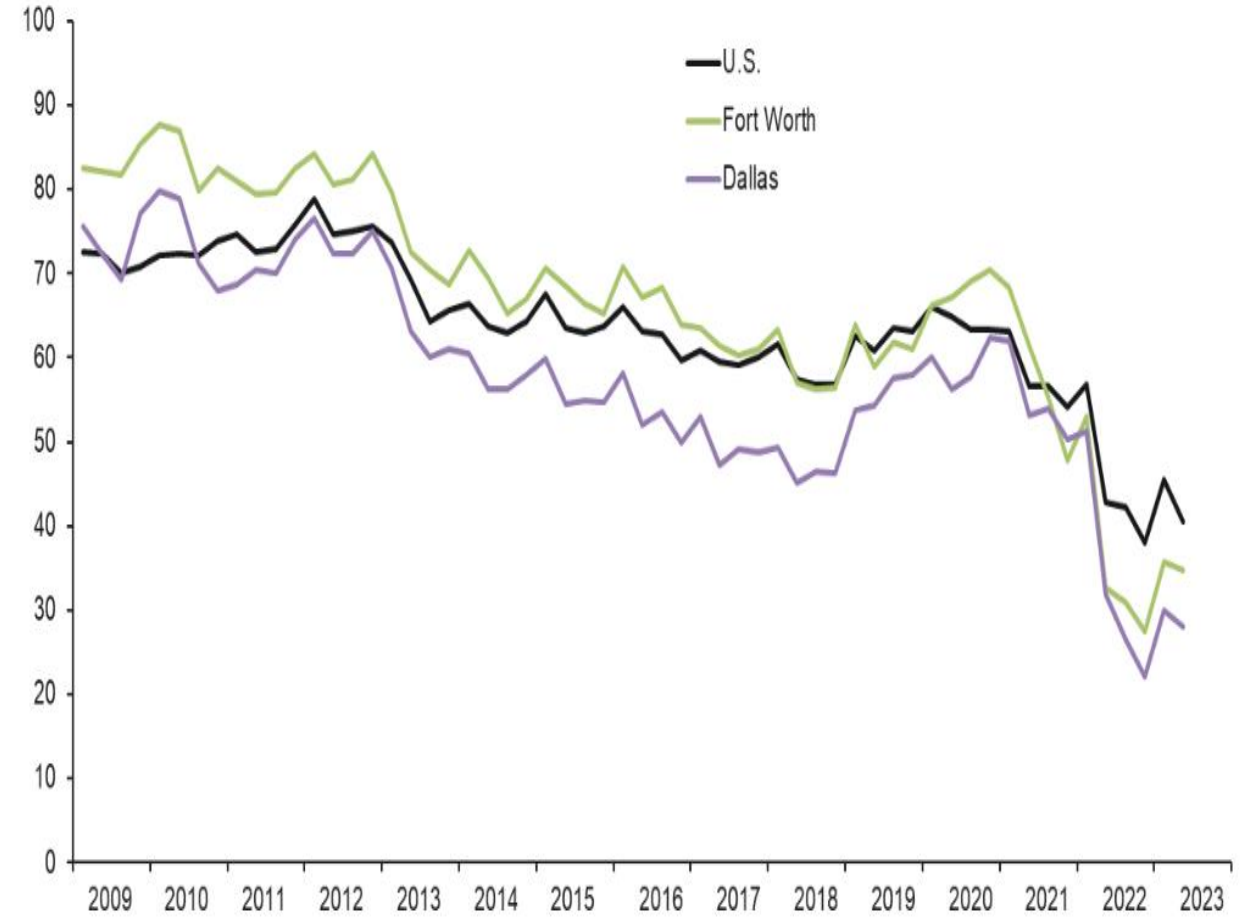
# Regional Economic Information

## Employment growth



SOURCE: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by the Dallas Fed.

## Housing Affordability



NOTE: Data are quarterly. The last data point is second quarter 2023.

SOURCE: National Association of Home Builders/Wells Fargo, Housing Opportunity Index.

Federal Reserve Bank of Dallas



**MEEDER**  
PUBLIC FUNDS

# Portfolio Review

# Quarterly Portfolio Summary – All Funds



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

Portfolio as of June 30, 2023		Portfolio as of September 30, 2023	
Beginning Book Value	\$3,669,347,823	Ending Book Value	\$3,418,551,619
Beginning Market Value	\$3,616,710,406	Ending Market Value	\$3,356,982,830
		Investment Income for the period	\$37,770,736
Unrealized Gain/(Loss)	(\$52,637,417)	Unrealized Gain/(Loss)	(\$61,568,790)
		Change in Unrealized Gain/(Loss)	(\$8,931,373)
Weighted Average Maturity	657 days	Weighted Average Maturity	639 days
Weighted Average Yield	3.97%	Weighted Average Yield	4.46%

Portfolio Market Value by Fund	6/30/2023	9/30/2023	Change	Interest Earned
Operating Portfolio	\$3,502,772,692.59	\$3,243,045,116.01	(\$259,727,576.58)	\$36,293,361.42
Arts Endowment	\$2,235,000.00	\$2,235,000.00	\$0.00	\$31,168.76
DWU Commercial Paper Program	\$13,960.15	\$13,960.15	\$0.00	\$180.66
GO Commercial Paper Program	\$20,688,753.36	\$20,688,753.36	\$0.00	\$270,322.94
Ida Green Library Fund	\$1,000,000.00	\$1,000,000.00	\$0.00	\$11,016.98
Water Reserve	\$90,000,000.00	\$90,000,000.00	\$0.00	\$1,164,684.94
<b>Total</b>	<b>\$3,616,710,406.10</b>	<b>\$3,356,982,829.52</b>	<b>(\$259,727,576.58)</b>	<b>\$37,770,735.70</b>

# Portfolio Summary – Investment Pool

As of 9/30/2023

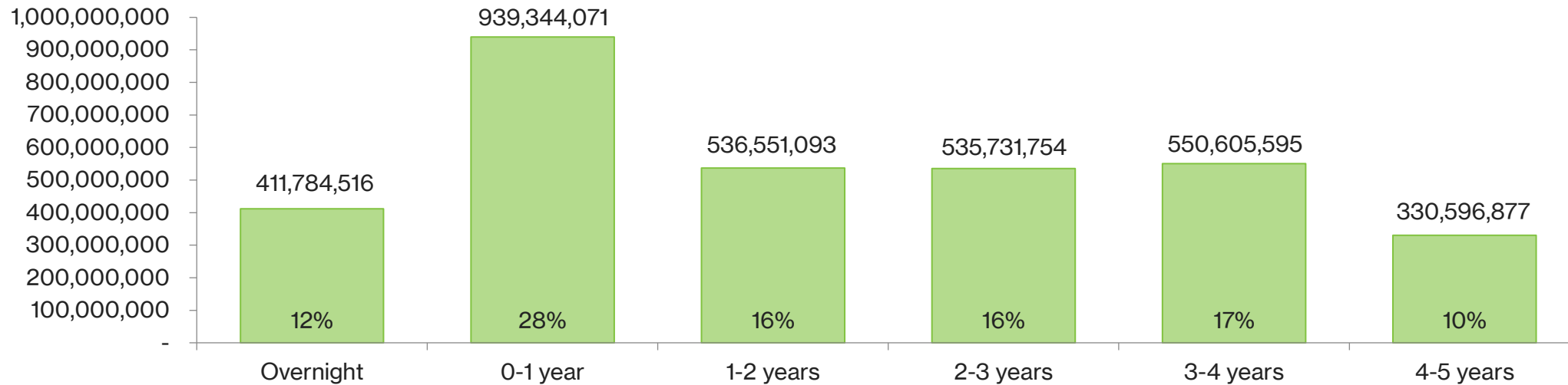
## Your Portfolio

Cash	\$411,784,516
Securities Book Value	\$2,892,829,390
Total Portfolio Book Value	\$3,304,613,906

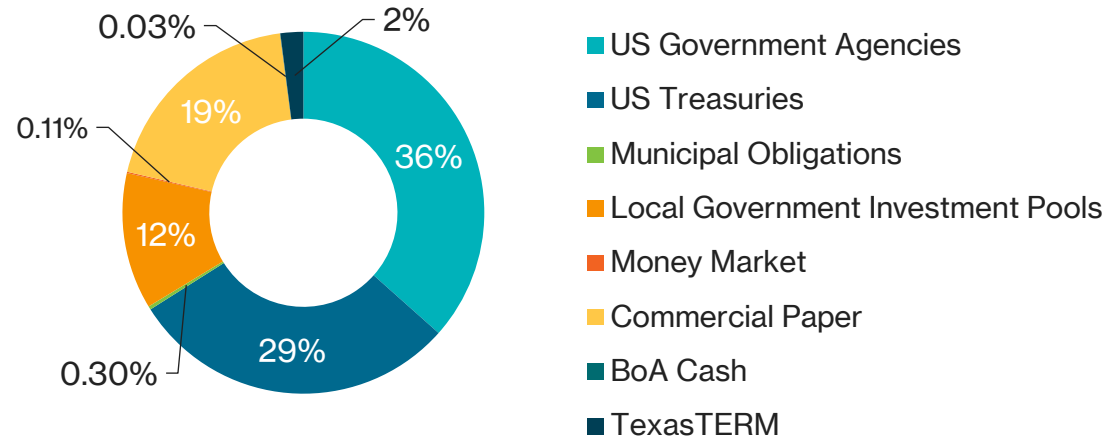
## Your Securities

Weighted Average Maturity	1.80 years
Weighted Average Yield	4.42%

## Your Maturity Distribution

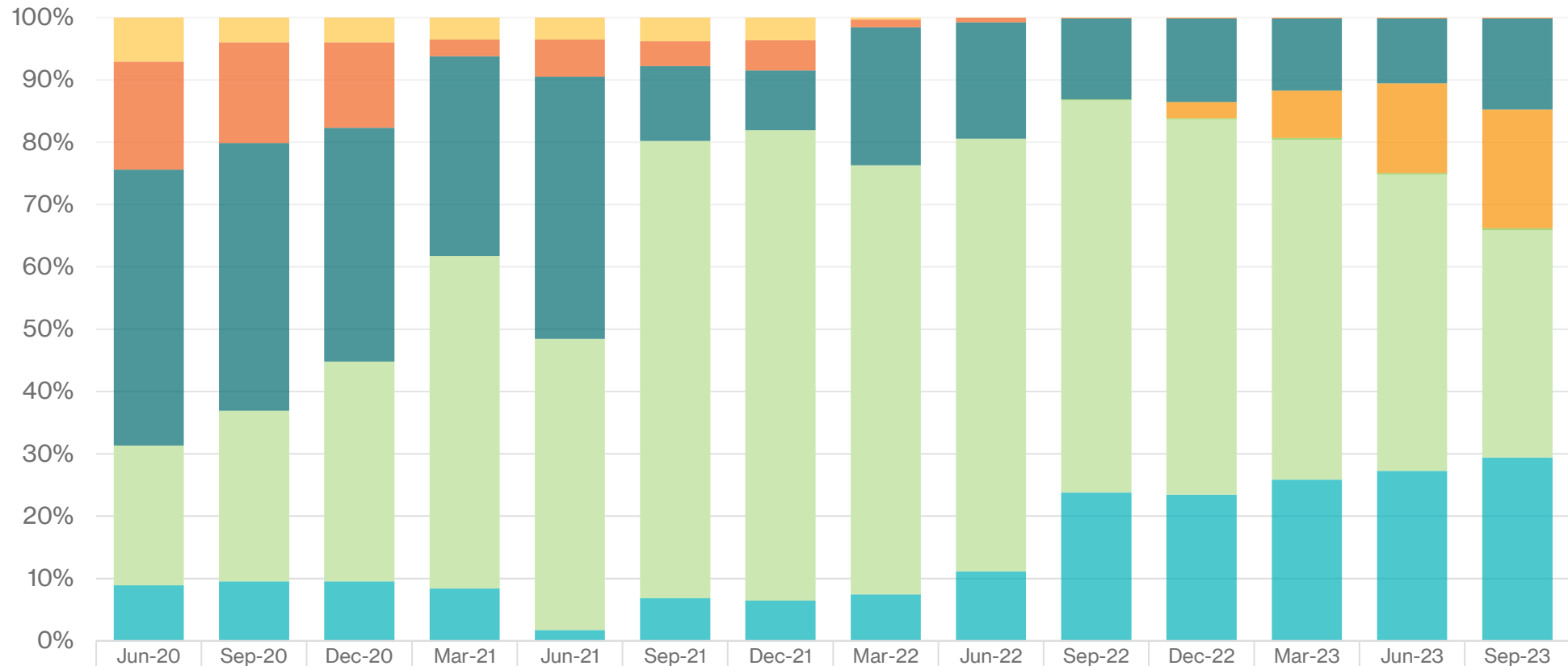


## Your Asset Allocation

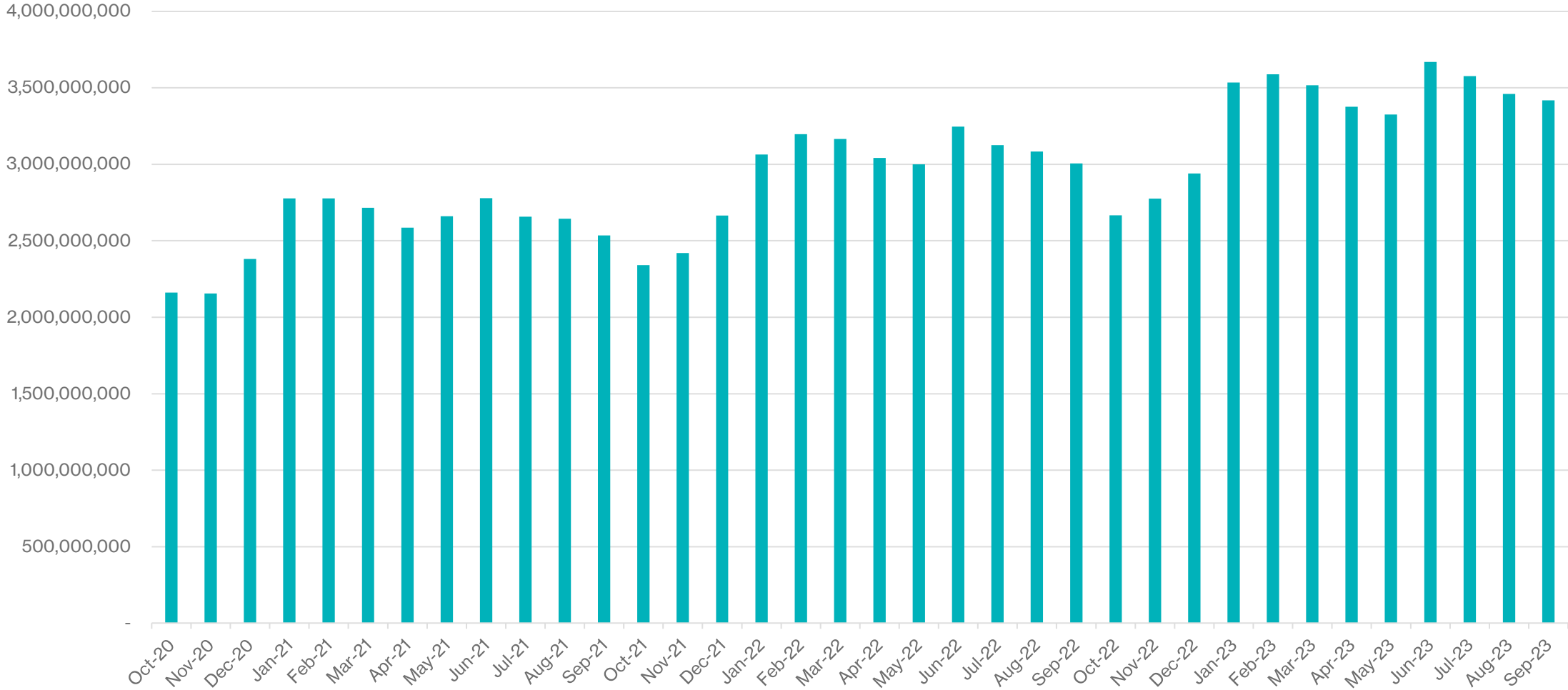


YIELD AND INTEREST INCOME INFORMATION IS ANNUALIZED. ALL YIELD INFORMATION IS SHOWN GROSS OF ANY ADVISORY AND CUSTODY FEES AND IS BASED ON YIELD TO MATURITY AT COST. PAST PERFORMANCE IS NOT A GUARANTEE OF FUTURE RESULTS.

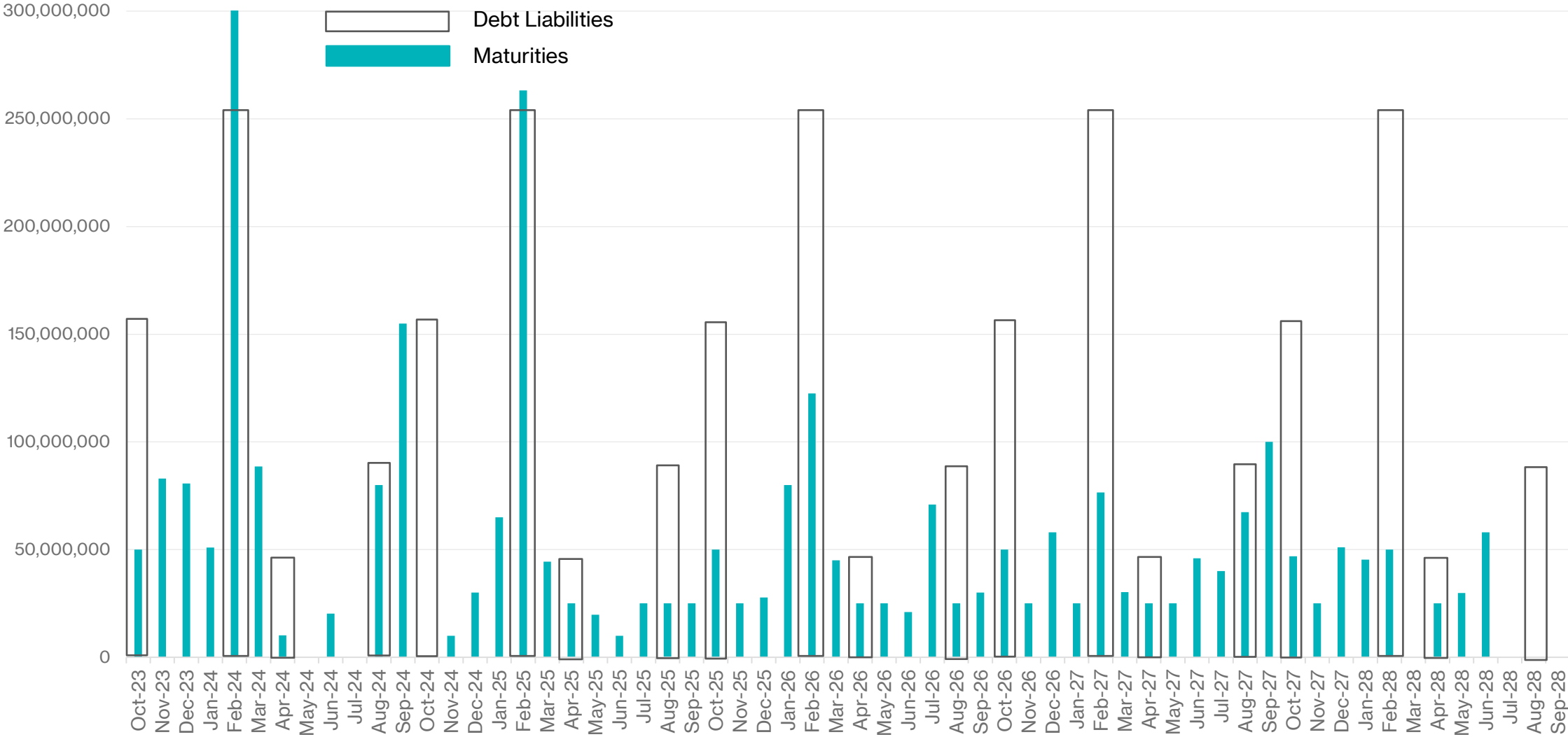
# Asset Composition



# Historical Balances – Book Value



# Maturity Distributions





# Compliance Certification



The undersigned have acknowledged that they have reviewed this quarterly investment report for the period ending September 30, 2023. The City officials designated as investment officers by the City's Investment Policy attest that all investments are in compliance with the Texas Public Funds Investment Act and the City's Investment Policy as adopted in Sec. 17.0 of the City's Investment Policy.

Jack Ireland  
Chief Financial Officer

Sheri Kowalski  
City Controller

Jenny Kerzman  
Treasury Manager

## PAST PERFORMANCE IS NOT INDICATIVE OF FUTURE RESULTS.

Opinions and forecasts regarding markets, securities, products, portfolios or holdings are given as of the date provided and are subject to change at any time. No offer to sell, solicitation, or recommendation of any security or investment product is intended. Certain information and data has been supplied by unaffiliated third-parties as indicated. Although Meeder believes the information is reliable, it cannot warrant the accuracy, timeliness or suitability of the information or materials offered by third-parties.

Estimates and illustrations of expected yield for illustrated portfolios is hypothetical in nature, does not reflect actual investment results, and does not guarantee future returns. Hypothetical illustrations are offered to illustrate the yield expected from classes of securities and do not reflect actual securities available for investment. Estimates of current yield are generated from indexes and other information deemed by the adviser to provide a reliable estimate of the current yield available from investments in that asset class. Securities indices are unmanaged and investments cannot be made directly in an index. Yield assumptions were developed with the benefit of hindsight and the securities purchased for such an account may generate more or less than the illustrated yield.

Investment advisory services provided by Meeder Public Funds, Inc.

### **Meeder Public Funds**

901 Mopac Expressway South  
Building 1, Suite 300  
Austin, TX 78746

866.633.3371



**M E E D E R**

**PUBLIC FUNDS**

MeederInvestment.com



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3153

**Item #:** J.

---

Boards and Commissions Audit Update  
[Mayor and City Council Office]

# Memorandum



CITY OF DALLAS

DATE December 12, 2023

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

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

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."

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.

## **ACTION UPDATES**

**Observation A.1.** The Senior Boards and Commissions Coordinator (Senior Coordinator) continues to conduct B&C Coordinator training, develop standard operations of procedures to ensure compliance with City Code and charters. To ensure compliance, quarterly compliance checklist along with annual desk audits are conducted as well as technical assistance.

**Observation B.1.** Sixteen (16) 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. As of June 1, 2022, staff time allocated to supporting boards and commissions activities are tracked in the payroll management system, Workday. The total operational cost for each B&C, which includes staff costs and other operational expenses is approximately \$1,997,013.20, complete breakdown in Attachment A.

**Observation C.1.** The Senior Coordinator has presented amendment recommendations to the boards and commissions identified in the "Audit" as lacking clearly defined membership roles and responsibilities. The proposed amendments define the purpose, roles and responsibilities, and reference the governance of Chapter 8, Boards and Commissions for the following:

- Animal Advisory Commission,
- Citizen Homelessness Commission,
- Martin Luther King Community Center Board, and

DATE December 12, 2023  
SUBJECT **Update to Boards and Commissions Audit - City Manager Actions**

- South Dallas/Fair Park Opportunity Fund Board.

Beginning February 2024, proposed amendments will be presented for consideration to the City Council, to address the challenges with high vacancy rates, meeting attendance, agenda setting, participation, and meeting decorum.

**Observation D.1.** The City Secretary is responsible for Boards and Commissions applications, nominations, appointments, vacancies, and demographic records. The City Manager's Office 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. The Senior Coordinator and Office of Communications, Outreach, and Marketing continue to provide outreach resources and support that assist City Council to diversify the application pool and provide B&C outreach content in multicultural languages.

**Observations E.1, E.2, F.1, F.2.** The Senior Coordinator conducts annual desk audits and quarterly compliance checklist to ensure B&Cs comply with the City Code, Chapter 8, and the Texas Open Meetings Act (T.O.M.A). One on one technical assistance along with follow-up with B&C Coordinators when observations of concerns are found.

The Boards and Commissions website continues to serve as a transparent resource for the public by providing information of the mission, purpose, authoritative power, and duties. The webpages also list B&C upcoming meeting dates that conveniently link to the meeting agenda in Legistar.

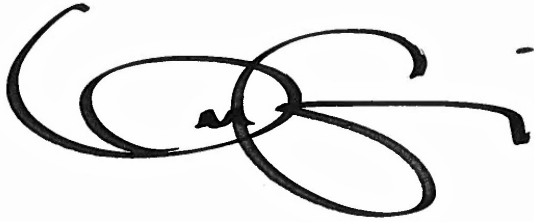
**Observation H.1 Update.** The Senior Coordinator has reviewed B&C qualifications and requirements for hard-to-fill positions and identified as lacking relevant membership qualifications that allow the body to have a purposeful role. B&C's requiring amendments are the Building Inspection Advisory Board (BIA), Fire Code Advisory Board (FCB), Landmark Commission (LMC), Martin Luther King, Jr. Community Center Board (MLK). Departments are taking the responsibility of managing these identified boards and commissions and are collaborating with the City Attorney's Office to draft amendments to the authorizing ordinances.

Development Services and Dallas Fire & Rescue are recommending the combining of the Building Inspection Advisory, Examining & Appeals Board (BIA) and Fire Code Advisory Board (FCB) for consideration by the City Council. The recommended amendments bring the City in alignment with most national standards, address high vacancy rates, and the lack of minority and women membership. The departments will bring forth the proposed amendments before City Council committees by February 2024.

**Observation H.2 Update.** The City Secretary is responsible for reporting boards and commissions applications, nominations, appointments, vacancies, and demographics. The Senior Coordinator has developed process and procedures that can assist City Council with outreach efforts when membership is at 40% or more.

DATE December 12, 2023  
SUBJECT **Update to Boards and Commissions Audit - City Manager Actions**

The Senior Boards and Commissions Coordinator will continue to assume responsibility for ensuring compliance with City requirements that were fragmented and shared among multiple offices, departments, and positions. Should you have any questions, please contact Nikki Christmas, Interim Director of the Mayor and City Council Office, at (214) 422-9222 or [nikki.christmas@dallas.gov](mailto:nikki.christmas@dallas.gov).



Genesis D. Gavino  
Chief of Staff to the City Manager

Attachments:

[June 13, 2023 Government, Finance, and Performance Committee Memo](#)

[March 17, 2023 Boards and Commissions Annual Reports Memo](#)

[August 22, 2022 Government, Finance, and Performance Committee Memo](#)

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

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Robert Perez, Interim Assistant City Manager  
Carl Simpson, Interim Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Directors and Assistant Directors  
Shanee Weston, Senior Boards and Commissions Coordinator

DATE December 12, 2023

SUBJECT Update to Boards and Commissions Audit - City Manager Actions

Department	10/1/22-12/21/22	1/2/23 - 6/30/23	7/1/23 - 9/30/23
Aviation	\$ 872.47		
City Secretary	\$ 135.76		
Code Compliance	\$ 9,793.44	\$ 22,051.84	\$ 12,100.48
Convention & Event Services	\$ 1,560.40		
Dallas Animal Services	\$ 165.00	\$ 307.44	\$ 85.40
Dallas Police Department	\$ 288.21		\$ 1,433.06
Dallas Water Utilities	\$ 735.70	\$ 576.67	\$ 307.56
Housing & Neighborhood Revitalization	\$ 109.62		\$ 953.60
Library	\$ 71.03	\$ 217.72	\$ 108.86
Management Services	\$ 29,299.25	\$ 88,784.30	\$ 41,243.10
Mayor & Council Office	\$ 2,237.14	\$ 125.02	
Office of Arts & Culture	\$ 3,392.91	\$ 28,623.82	\$ 20,872.80
Office of Budget	\$ 798.56	\$ 7,291.50	\$ 2,818.50
Park & Recreation	\$ 18,285.66	\$ 40,981.69	\$ 15,185.03
Planning & Neighborhood Vitality	\$ 150,143.57	\$ 438,777.57	\$ 259,544.49
Stormwater Drainage Management	\$ 109.89		
Sustainable Development & Construction	\$ 31,937.68		\$ 80,677.38
Transportation	\$ 154.24	\$ 40.49	
Not Classified by Dept.	\$ 288.31	\$ 134,614.80	\$ 433,897.00
<b>Sum Total:</b>	\$ 250,378.84	\$ 762,392.86	\$ 869,227.26
Other Expenses (non Workday)		\$115,014.00	
<b>Grand Total:</b>		<b><u>\$1,997,013.20</u></b>	





# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3154

**Item #:** K.

---

2025 Legislative Priorities  
[Office of Government Affairs]

# Memorandum



CITY OF DALLAS

DATE December 12, 2023

TO Honorable Members of the Government Performance and Financial Management Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn Jesse Moreno, Jamie Resendez

SUBJECT **2025 Proposed Legislative Priorities – Fiscal Stewardship**

As the City of Dallas prepares for the 89<sup>th</sup> Texas Legislature and 119<sup>th</sup> Congress, both set to convene in 2025, the Office of Government Affairs has been working with peer departments and stakeholders to develop the City's legislative programs for consideration by the City Council.

As an overview, prior to each legislative session, the City Council adopts a state and federal legislative agenda outlining official City of Dallas positions on various legislative issues. Throughout the development process, input is sought from the Mayor and City Council, executive City leadership, City departments, and external organizations. Once adopted, the programs will serve as guiding principles for City elected officials, City staff, and the legislative team engaged in outreach and policy discussions. You can find both the [88<sup>th</sup> Legislative Program](#) and [118<sup>th</sup> Congress Legislative Program](#) on the Office of Government Affairs website.

Legislative priorities submitted for consideration as part of the 2025 state and federal legislative programs include:

- Pursue revenue streams that could support future public safety and pension obligations **(State)**
- Ensure privacy and security of resident and commercial data **(State)**
- Require mandatory disclosure of residential and commercial real estate prices **(State)**
- Establish a database of homestead exemptions **(State)**
- Preserve local authority to collect franchise fee revenues **(State)**
- Expand options for publication of legal notices **(State)**
- Amend Government Code Chapter 2274 regarding prohibition from service contracts with institutions that have policies that may restrict gun or ammunition sales and fossil fuels investments **(State)**
- Clarify the local government procurement process to include price consideration of purchasing goods **(State)**
- Continue existing funding streams **(Both)**

DATE December 12, 2023  
SUBJECT 2025 Proposed Legislative Priorities – Fiscal Stewardship  
PAGE 2 of 2

In addition to the items above, we urge legislative efforts include maintaining existing funding streams at both the state and federal levels.

Should you have any questions, please contact me at [Carrie.Rogers@dallas.gov](mailto:Carrie.Rogers@dallas.gov) or Linley Youderian at [Linley.Youderian@dallas.gov](mailto:Linley.Youderian@dallas.gov).

Sincerely,



Carrie Rogers  
Director, Government Affairs

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

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

DATE December 12, 2023  
SUBJECT 2025 Proposed Legislative Priorities – Fiscal Stewardship  
PAGE **2 of 2**



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3235

**Item #:** L.

---

**Office of Procurement Services:** Authorize Supplemental Agreement No. 13 to increase the service contract with Workday, Inc. for continued licensing, configuration, hosting, maintenance, and technical support for the City's existing human resource and payroll system and to extend the contract from March 8, 2024 to March 7, 2025 - Not to exceed \$4,952,024.05, from \$19,970,488.21 to \$24,922,512.26 - Financing: Data Services Fund

# Memorandum



CITY OF DALLAS

DATE December 8, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **December 13, 2023, Upcoming Agenda Item 23-3065 for Supplemental Agreement with Workday**

This memorandum provides information related to the upcoming December 13, 2023, agenda item 23-3065.

This item provides authorization to execute Supplemental Agreement No. 13 to increase the City's service contract with Workday, Inc. for continued licensing, configuration, hosting, maintenance, and technical support for the City's existing talent management and payroll system. It extends the current contract from March 8, 2024, to March 7, 2025, in an amount not to exceed \$4,952,024.05, increasing the overall contract value from \$19,970,488.21 to \$24,922,512.26.

## COST BREAKOUT

The contract against which this Supplemental Agreement would be applied was approved under Council Resolution 18-0372. The breakout of costs against this contract for the period 2018 through March 7, 2023, is as follows:

<b>Contract Cost Category</b>	<b>Contract Amount</b>
License Subscriptions (through Feb. 2024)	\$ 12,740,424.00
Prism Analytics	\$ 999,223.89
Professional Services	\$ 5,632,485.32
Training Credits	\$ 186,355.00
Learn On-Demand + Adoption	\$ 162,000.00
Premium Customer Mgmt	\$ 250,000.00
<b>Total</b>	<b>\$ 19,970,488.21</b>

For this Supplemental Agreement, the majority of the additional \$4,952,024.05 is for hosting and licensing fees for the new period of performance covering March 2024 through March 2025 for the Workday modules in use by or being implemented by the City. These modules include Payroll, Basic Compensation, Recruiting & Onboarding, Learning, Talent & Performance, Benefits, Advanced Compensation, and Prism Analytics. These hosting and licensing fees account for \$2,800,000 of the total increase.

The breakout of costs for this Supplemental Agreement is as follows:

<b>Contract Cost Category</b>	<b>Contract Amount</b>
License Subscriptions (Mar. 2024 – Mar. 2025)	\$ 2,800,000.00
Deployment Tenant	\$ 106,000.00
Training Credits	\$ 125,000.00
Premium Customer Mgmt	\$ 613,000.00
Training Credits, Deployment Tenant, and Professional Services (allocation TBD)	\$ 1,308,024.05
<b>Total</b>	<b>\$ 4,952,024.05</b>

The additional items include a new Workday Support plan, technical training for City of Dallas employees, and additional deployment tenants/environments. The support plan provides the City with an increased level of technical support to assist in measuring and improving the operational performance of our Workday system, technical experts to provide guidance and change management during our upcoming implementation, and targeted training for our staff as we begin to deploy and utilize the new Workday modules. The additional deployment tenants are needed to support the implementation of several new Workday modules scheduled for completion in the next 18 months.

**BACKGROUND**

The city originally procured the Workday **Human Capital Management (HCM) and Talent Management** subscriptions for implementation in 2018. These subscriptions include several transactional modules which would provide the City end-to-end talent management support when fully implemented. These modules include Payroll, Basic Compensation, Recruiting/Onboarding, Learning, Talent/Performance, Benefits, and Advanced Compensation modules.

During Phase One of the Workday project, the City implemented the Payroll, Basic Compensation, and Prism Analytics modules. However, the additional modules remained unused since the Phase One implementation did not include sufficient budget to configure, test, and complete implementation. Implementation of the additional modules is underway and full implementation is expected by March 2025. The current schedule is as follows:

<b>Workday Module/Talent Management</b>	<b>Current/Legacy System</b>	<b>Implementation Date</b>	<b>Current Legacy System Cost</b>
<i>Payroll</i>	<i>Lawson</i>	<i>July 2020</i>	\$ 391,000.00
<i>Basic Compensation</i>	<i>Manual</i>	<i>July 2020</i>	
<i>Prism Analytics</i>	<i>Manual</i>	<i>November 2023</i>	
Recruitment & Onboarding	NeoGov	Feb-24	\$ 320,000.00
Talent & Performance	NeoGov	Feb-24	\$ 80,000.00
Benefits	EBC	Oct-24	\$ 110,000.00
Advanced Compensation	Manual	Feb-25	
Learning Management	Learning Zen	Feb-25	\$ 24,000.00
			\$ 925,000.00

*Note: Workday is a subscription-based service and offers a fixed price regardless of the number of modules implemented or utilized.*

Due to the unavailability of the additional Workday functionality, the City has continued to use the existing systems for *Benefits, Recruiting, Talent, and Learning*, incurring an additional cost of over \$500,000 per year during this period. Upon implementation of these final Workday talent management modules, the City will retire and discontinue use of these legacy systems as the full range of talent management functionality will be available through Workday.

Through application of this Supplemental Agreement, the City completes full implementation of Workday and accrues multiple additional benefits:

- Enhanced Security:** Consolidating talent management processes within the Workday platform bolsters data security. Workday employs robust security measures, including encryption and access controls.
- Efficiency Gains:** With a unified platform, redundant data entry and manual processes across disparate systems are minimized or eliminated. This streamlines workflows, reduces administrative overhead, and allows talent management teams to focus on strategic initiatives rather than routine tasks.
- Reduced Managerial Burden:** Workday's user-friendly interface and self-service capabilities empower managers and employees to handle various talent management-related tasks independently. This reduces the burden on talent managers for routine inquiries, approvals, and updates.
- Advanced Talent Management:** Workday's comprehensive talent management modules offer tools for recruiting, onboarding, performance management, and learning and development. These integrated functions provide a holistic view of an employee's journey, enabling better talent nurturing and retention strategies.



DATE December 8, 2023  
SUBJECT **December 13, 2023, Upcoming Agenda Item 23-3065 for Supplemental Agreement with Workday**  
PAGE **2 of 4**

5. **Improved Transparency and Reporting:** Workday offers robust reporting and analytics capabilities. By centralizing data from different talent management functions, it provides real-time insights into workforce trends, allowing for informed decision-making. This transparency fosters better strategic planning and resource allocation.
6. **Scalability and Adaptability:** Workday is designed to scale alongside organizational growth and adapt to changing business needs. As the city evolves, the platform can accommodate new requirements, processes, and regulations without requiring significant reconfiguration or system overhauls.
7. **Regulatory Compliance:** Workday often stays updated with regulatory changes, helping organizations stay compliant with evolving labor laws, industry regulations, and data privacy standards. This reduces the risk of non-compliance penalties.

Please contact HR Director Nina Arias, or Chief Information Officer Bill Zielinski if you have additional questions.



Jack Ireland  
Chief Financial Officer

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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



# City of Dallas

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

## Agenda Information Sheet

---

**File #:** 23-3236

**Item #:** M.

---

**Park & Recreation Department:** Authorize a twenty-four month annual funding agreement with the Dallas Arboretum and Botanical Society, Inc. to provide services and program support within the City of Dallas in the amount of \$424,393.00 for the period of January 1, 2024, through December 31, 2024; and in the amount of \$424,393.00 for the period of January 1, 2025, through December 31, 2025 - Not to exceed \$848,786.00 - Financing: General Fund

# Memorandum



CITY OF DALLAS

DATE December 8, 2023

TO Chad West, Chair and Members of Government Performance and Finance Committee  
(Paula Blackmon, Vice Chair, Cara Mendelsohn, Jesse Moreno, and Jaime Resendez)

SUBJECT **Agenda File 23-2950 – Dallas Arboretum and Botanical Society Funding Request**

In March of 1988, the City entered into a multi-year agreement with the Dallas Arboretum and Botanical Society (DABS) to manage and operate the Dallas Arboretum. The current agreement expires March 23, 2033. The management agreement does not automatically authorize funding, so a separate funding contract is needed to authorize the stipend payment during the current year. While this is a recurring annual funding agreement, to ensure proper budgeting, we request a 2-year funding agreement, pending Park Board and Council approval.

The City pays all utilities, up to the energy cap, directly to the utilities providers and is not part of the stipend amount requested. DABS is responsible for reimbursing the City if they exceed the energy cap. The energy audit clause was added to the Supplemental Agreement #4, executed on October 28, 2019, and approved by Council on October 23, 2019. Resolution #19-1683.

This funding request is for \$424,393 each year, 2024 and 2025, which matches the amount from 2023. DABS is not requesting an increase despite the continued rise in operating expenses, including property maintenance, and a debt covenant on the parking garage loan. The stipend payment supports repairs to the buildings, infrastructure, and walkways. It also aids in their continuous support of the city and community by delivering 25,000 admission tickets to the City for distribution through the Recreation Centers and providing children's education programs.

If you need additional information, please contact Assistant Director Rachael Berry at [rachael.berry@dallas.gov](mailto:rachael.berry@dallas.gov) or via telephone at 214-670-4080.

Thank you,

  
John Jenkins, Director  
Park and Recreation Department

c: Rachael Berry, Assistant Director, Park and Recreation  
Brett Wulke, Superintendent – Park and Recreation